EIFFAGE SMULDERS

December 2016

Passion

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PASSION
Smulders magazine

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Enjoying the tailwind

"2016 was a good year. We have had a nice full order book, and even complex projects such as Dudgeon and Galloper were a success. Thanks to thorough work preparation, better communication and keeping to schedules, we have shown that we can be profitable even with complicated structures such as substations. We delivered three of them in 2016. Additionally, we successfully finished the viaduct for the Departure station of the Erasmus Line in the Hague, and the load-out of our largest construction ever took place: the stinger for Allseas' Pioneering Spirit, the biggest vessel in the world. Furthermore, with Nippon Shokubai in Antwerp, we have proven that we can also build traditional, industrial steel structures efficiently.

For the coming year, we already have a sizeable order book, filled with projects in the wind business. We will be building jackets for the Beatrice and Aberdeen Bay wind farms in Scotland, as we previously did for the Thornton project in Belgium. Moreover, the indications are that the jacket market will undergo rapid growth in the coming years. Numerous substation projects are also in the pipeline. That is why we recently inaugurated Smulders UK.

Our participation in the world's first gravity base foundations project is proof that we have the solutions for the future. We are building these foundations for the Blyth wind farm which will be completed in Spring 2017 off the coast of Northumberland, and we will also build them as bases for substations at Kriegers Flak, at the point in the sea where Denmark, Sweden and Germany meet. The tight schedule means that this project is a formidable challenge, but with the team that we have at our disposal, we have absolutely no doubt that we will succeed.

We are happy that we decided to go for offshore wind at the time. Our years of continually striving to do things better is finally reaping rewards. We even think the time is right to take on our Asian competitors. Our labour costs are naturally higher, but our risk profile is considerably lower, meaning that our clients are ultimately better off.

In other words, the prospects are good. Hopefully for you too. On behalf of everyone at Smulders, we would like to wish you a prosperous new year in which you can look forward to a successful future.

On behalf of the entire management,

Raf Iemants
Managing Director Smulders

News

30,500 euros for the 'Fight against Cancer' initiative

Over the last year, staff at Smulders collected more than 15,000 euros for the 'Fight against Cancer' initiative. The management doubled this amount during the Smulders family day on 22 October. During the family day, Managing Director Raf Iemants handed over a cheque for 30,500 euros to Karen Dobbé from 'Kom op tegen Kanker' (Fight against Cancer).
Marc Michils, general director of 'Kom op tegen Kanker', explains: "The Smulders family day was a very special moment for us. The event was also a nice demonstration of how business and sustainability go hand in hand: staff collected funds all throughout the year for our joint fight against cancer. Additionally, an azalea was bought for every member of staff during our Plant weekend, a dragon boat race was organised, a zumba event was held, and various other actions were organised. The result was astonishing, partly thanks to the extra efforts made by the management, in that the final amount was doubled to 30,500 euros. My sincere congratulations go to the organisers and employees, and a big thank you for all your support!"

Towards the goal of 90% of employees with shares in Eiffage

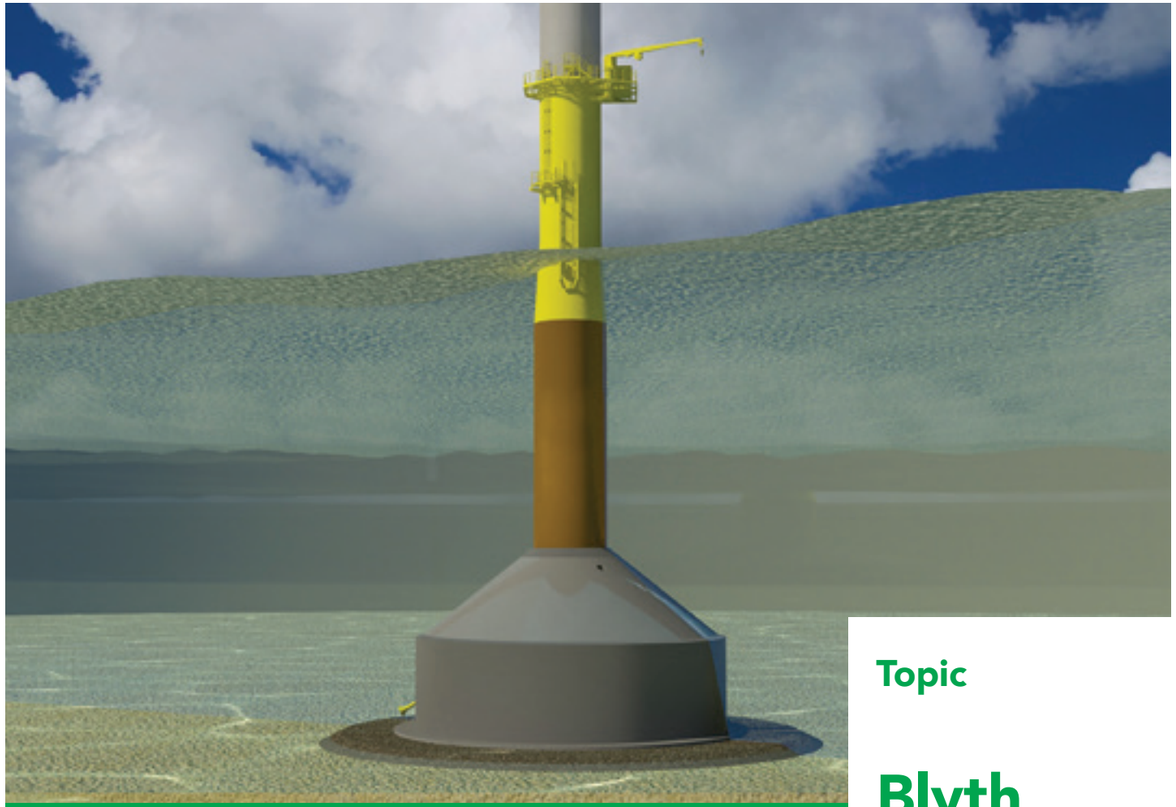
Employees of Eiffage have the opportunity to purchase shares in Eiffage every year, at an interesting price. As a result, 24% of the shares of Eiffage are held by employees. Since 2014, Smulders' Belgian staff have also been able to apply for these shares each year. More than 80% of our Belgian employees now hold shares in Eiffage. And that is great news. By purchasing shares, employees demonstrate their commitment and belief in our firm. The goal for 2017 is to exceed the level of 90%.

Smulders supports the first Dutch exhibition of the offshore sector

More than 45 leading companies from the offshore and maritime industries are partners in the first exhibition in the Netherlands on the offshore sector. Of course Smulders are involved. The 'Offshore Experience' will be unveiled mid-December in the Rotterdam Maritime Museum, and will stay there for seven years. In the 'Offshore Experience', young and adult visitors go on an exciting quest for energy at sea. During the experience, visitors feel as though they are in open sea, up to 3 kilometres below the surface. You can experience how drilling experts, crane operators, windmill specialists and helicopter pilots carry out their challenging work, hampered by huge waves and driving wind. Additionally, you can think about how energy will be produced in the future. We are curious to see who is ready for the challenge.

Labour and energy savings thanks to the introduction of ICE

After the initial positive tests with ICE at Iemants at the end of 2014, the first projects using this innovative submerged arc welding process have since become a reality. The major advantage of ICE is that it enables considerable energy and labour savings to be made. Welding with ICE goes 40% more quickly on average.
ICE stands for 'Integrated Cold Electrode'. In this process, an additional 'cold' welding wire, in other words one which is electrically insulated, is also melted in the welding arc. The ICE welding process has since been used to weld the cones of the pilestoppers for the Walney project. The jacket legs for the Beatrice project are also currently being welded using this technique. Thanks to ICE, this can be completed in 4.5 hours instead of the usual 40. The ICE welding process will soon also be introduced at other Smulders locations.



Topic

Blyth

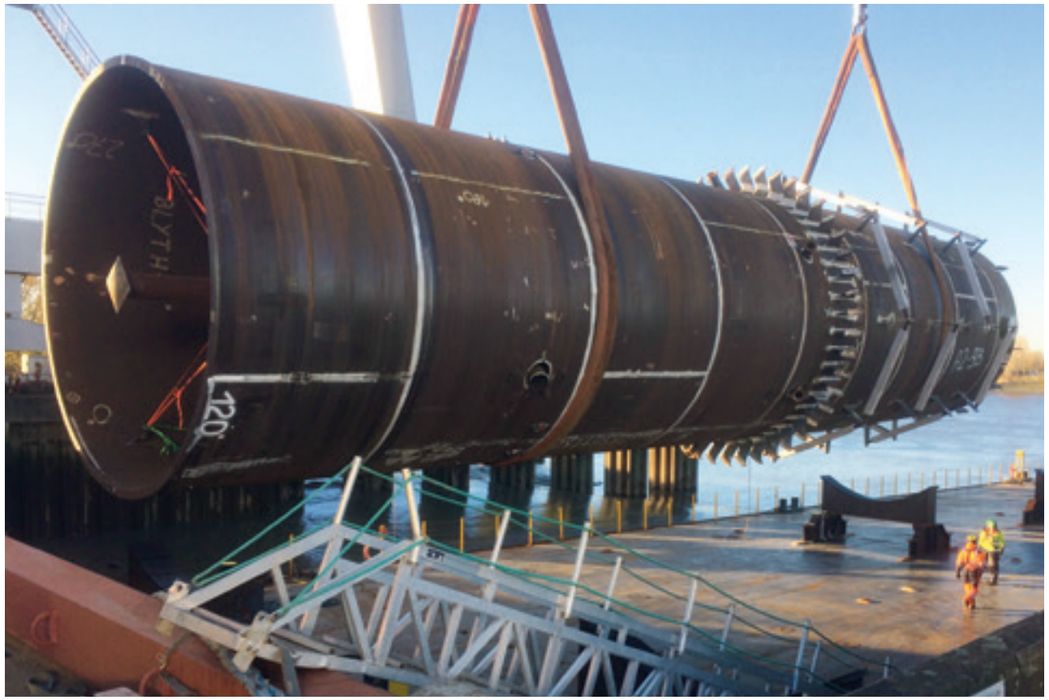
Location
Off the Northumberland coast
End client
EDF Energy Renewables
Client
Blyth Offshore Demonstrator Ltd.
Main contractors
BAM Nuttall Ltd. and
BAM Infra b.v. JV

Guiding a floating 13,000 ton foundation into position

The offshore wind industry is on the verge of a world first. For the first time ever, five foundations for wind turbines will be installed off the Northumberland coast, which will be held in place by the force of gravity. The gravity base foundations were designed by BAM Nuttall Ltd. and BAM Infra b.v. The contract to design, fabricate and install the foundations has been awarded to BAM by EDF Energy Renewables. The demonstration project should indicate whether this innovative technology is suitable for offshore wind farms.

Blyth in figures

Number of foundations	5
Water depth	40 m
Total height	60 m
Base diameter	31 m
Weight per Foundation	13.000 tonnes



At the end of November we delivered the first lower sections of the TPs for Blyth to the UK.

"We expect a four-man team to complete the welding in three to four days"

Tom Engelen, project manager from Smulders Projects.

Expertise

Project Manager Tom Engelen from Smulders Projects in Hoboken explains: "What makes the Blyth project so innovative is that the transition pieces (TPs), the tubes on which the wind turbines will ultimately be positioned, will not be driven into the ground. BAM will secure them in enormous concrete containers, called caissons, which have a diameter of around 31 metres. The caissons will remain in place by the placement of sand ballast within the caisson and shaft once they are positioned on the seabed.

The major advantage of the constructions is that there is no need for expensive installation ships to install the foundations. Mobilising these ships can quickly add up to half a million euros per day. So this is a nice cost saving. Additionally, time is saved at sea, since no more installation work is involved offshore."

TPs in two parts

BAM is in charge of the design, all concrete works and the installation of the Blyth foundations. The TPs are supplied by Smulders. They are normally in one piece, but in the case of Blyth, each TP is comprised of two parts. The simple reason is because it will otherwise not be possible to lift it into place once in the UK. Each Blyth TP part has a diameter of 6.5 to 7 metres, is 30 metres long and weighs around 300 tonnes.

The secondary steel (ladders, platforms and other individual components) for the Blyth foundations is supplied by Spomasz in Poland. They are assembled in Hoboken, and then the upper parts, which will actually be above the water line, are sprayed.
Tom: "The client usually focuses on the primary steel, but at Smulders we know that the smaller components actually require more attention. These are more complex to manufacture and they will be subject to intensive use. That is why they need to fulfil the strictest quality requirements. Besides, it's the small components that get modified the most during the course of a project. That makes it essential for us to remain alert from the beginning until the end of the project, and communicate clearly with all parties involved."

Welding at a height of 30 metres

That doesn't change the fact that the most delicate part of the project begins when the first TP parts leave Hoboken. Tom explains: "The Blyth foundations are not assembled in Hoboken as is usually the case, but in a dry dock in Newcastle. At the end of November we delivered the lower sections of the TPs to the UK. BAM unloads them and lifts them upright in the caisson in the dry dock, where they were secured with concrete. The upper sections will follow in February. Using a crane, these sections will be lifted above the lower sections. It's not rocket science, but it remains a challenge with tubes that are 30 metres long and around 6.5 metres wide. Moreover, the alignment is very precise. Finally, the TP parts will be welded together on site, from the outside and inside. It is the first time we will be doing this on site. This will be our biggest challenge".

Three to four days of welding

The tubes will need to be welded, at a height of 30 metres. The welders and all the equipment will pass through a small manhole to get inside. Tom explains: "These manholes are no bigger than 60 x 80 cm. It's therefore pitch dark inside the tubes. The welders work from scaffolds suspended meters up in the air, and they have an enormous surface to weld, working precisely layer by layer. We expect a four-man team to complete the job in three to four days. Simply because all the work is done by hand, and can't be done with a machine, as is usually the case".

Floating 13,000 ton foundations

Each foundation weighs around 13,000 tonnes. "When everything is ready, the dry dock, which is 8 to 10 metres below sea level, will be filled with water", explains Tom. "The air in each caisson will then ensure that the foundations will float, so they can be towed by tugboats to their destination, a few

"The Blyth foundations will be held in place by their own weight"

Steel Reinforcement being fixed for the base slab of the Gravity Base.

kilometres off the coast of Newcastle. The caissons will then be filled with water, so that they slowly sink to the bottom. Finally, the water will be replaced with 18,000 tonnes of sand. Ultimately, the Blyth foundations will be held in place by their own weight".

Delays are not an option
The whole job must be completed within a tight timescale. We can only let the caissons float out of the dock in extremely high water, on a high tide which only occurs once every so many weeks. Incurring delays is therefore not an option Tom: "On the day of this high tide, the foundations must be ready, but they also need to be exactly the right weight, otherwise they won't float well". "If we miss this moment, the next opportunity is only two weeks later", Tom emphasises. That would mean that the whole planning would be pushed back. The parties working after us would also be affected. In terms of planning and cost-control, it would be a disaster".

Close collaboration
However, the teams from Smulders and BAM are confident that everything will run smoothly. "At the start of the project, we discussed everything in detail with the client, EDF Energy Renewables. How can we make sure that the foundations can be built on-site? What is advisable in terms of planning? And how can we limit the costs as much as possible? Everything was taken into consideration. It's nice to see how a project like this one then develops. It starts by bringing together small components and in the end we have objects with enormous proportions", explains the project manager, proudly leaning back in his chair for a moment while he shows the first photos of the foundations in progress.

Planning
The lower sections of the five TPs were shipped to Newcastle in November 2016. The upper sections will follow in February 2017. Once arrived, the assembly and welding work will begin immediately so that the foundations can be installed at the start of April. By summer 2017, the world's first five gravity base foundations need to be operating at full capacity off the Northumberland coast. ■

View of the GBF construction site in Newcastle.

Gravity bases under construction within the Neptune Dry Dock on the River Tyne in Newcastle.

Various innovations tested

The gravity base foundations are not the only technology which will be tested at the Blyth wind farm, which is being built on behalf by EDF Energy Renewables. The project will also incorporate the latest generation of wind turbines, manufactured and installed by MHI Vestas Offshore Wind. Additionally, this is the first project in which cables with a voltage of 66kV will be used, instead of the usual 33kV. The cable installation will be carried out by VMBS, who specialise in subsea cable installations.

Interview

Tom Storrar
Subcontract Manager at main contractor BAM Nuttall / BAM Infra JV

In March 2016, BAM was awarded the contract to design, fabricate and install 5 Gravity Base Foundations for the Blyth offshore wind farm by EDF Energy Renewables, The five turbines will have an installed capacity of 41.5 MW. To realise the Gravity Base Foundations, BAM knew that Smulders should be their partner. "It was the logical choice, as within the tender process Smulders submitted the best offer, in terms of price, programme and the technical solutions they proposed", the BAM subcontract manager for the Blyth demonstration project tells us. "But mostly because of Smulders' experience in the offshore wind market. We have already reaped the benefits of this."

"With Blyth, EDF Energy Renewables are using a completely new way of installing offshore wind turbines by using Gravity Base Foundations. BAM has developed the design of the gravity base foundations over a 5 year period. Now we are given the opportunity to use this new technology in practice.
Tom continues: "Thanks to the Smulders team, we have also been able to further improve the design. The TPs have now been produced more efficiently and the foundations are of an even higher quality. Moreover, the collaboration is fantastic. The Smulders employees are incredibly proactive and are always focused on achieving the best result. They are always ready to help and have surprised us with their smart perspective on the project."

Last-minute change
Tom tells us that a week before the installation by BAM, the decision was made to change the location of the anodes protecting the TPs against corrosion under water. "This meant that 80 extra brackets were needed at the last minute. Thanks to Smulders' professionalism, such a change is possible without causing any delay for the delivery programme of the TPs to the UK. This is very important, as with a project such as Blyth everything has to be on time. Due to agreements with the UK Government, the end date cannot be postponed. Moreover, the foundations can only be moved from the dry dock they are constructed in at a certain tide. If the completion is one day too late, that potentially can cause a four-week delay."

Everything has to be right straight away
"That means that during assembly of the foundations in Newcastle everything has to be just right straight away", Tom emphasizes. "The weight, the dimensioning, the timing, the quality of the welding, everything." That too, makes Smulders the logical choice for him. "Smulders sets high standards in terms of quality. Their quality controllers monitor everything closely and know exactly what works and what doesn't. They are also used to working in a market which simply does not allow a product to be delivered without meeting the requirements."

Proud
Despite the fixed planning and the experimental phase of this project, BAM is fully confident that a good end result will be achieved. "Up until now, everything is going according to plan. I'm already looking forward to the moment that the Gravity Bases leave the dry dock and float down the River Tyne towards the North Sea. They will be installed less than 10 kilometres from where I was born and raised. It's special to be involved in such an innovative project so close to where I live. It makes me feel proud. I think it's great that we're able to achieve something like this in my city, Newcastle." ■

"On the 28th of November, the first load-out took place in Hoboken."

Smulders

Expertise

Smulders is expanding

Smulders expansion project in full swing

Last summer, work began on extending our office building in Arendonk. Additional floors are being built on top of the lower section of the current premises, and the facade will be finished in 'Corten' steel.

The new building will be able to accommodate around 80 employees. There will be space for the drawing office on the second floor. The calculation office and the Technology department will be situated on the third floor. As soon as the drawing office has moved, the first floor will also receive a face lift. Project management will be based here shortly.

The delivery of the new building is scheduled for mid-March 2017. After that, there are still renovation works planned for all three floors. But once these are completed, the Smulders team at Arendonk will finally be able to enjoy the new space gain.

Smulders UK is a reality

Recently, there has been a new addition to the Smulders family: a branch at Newcastle upon Tyne. This is a logical expansion, given that there are more and more projects in the UK. Less than two years ago, the more than 300,000 m² site (twice as big as our site in Hoboken) was owned by our industry peers OGN.

In addition to the facilities for constructing jackets and substations which were already present, Smulders has also invested in additional lifting capacity in the form of 2 gantry cranes which each have a lifting capacity of 600 tonnes. Sarens has also started construction of a large ring crane with a lifting capacity of 3,200 tonnes.

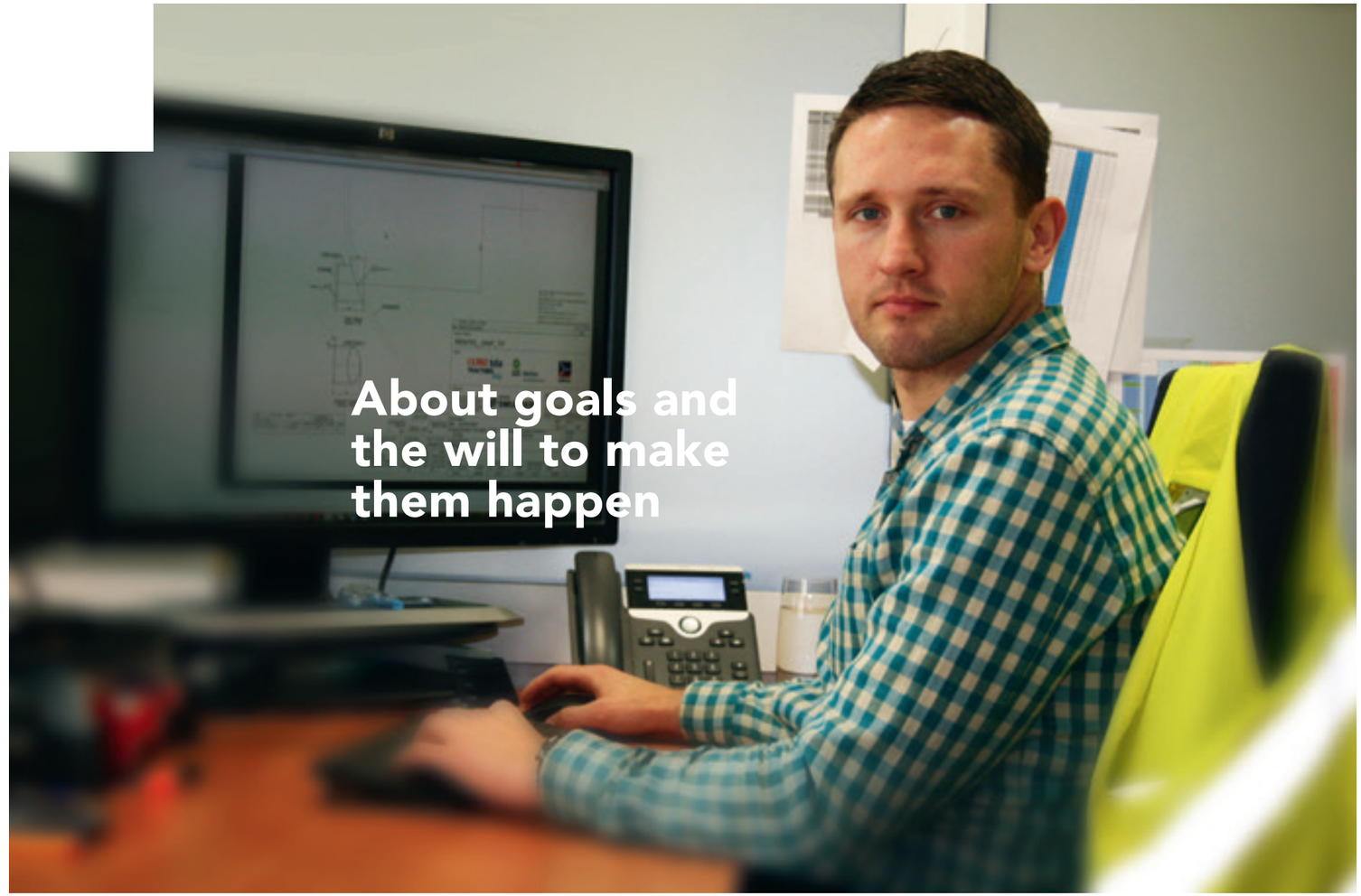
For the coming year, the production of the lower sections of the Beatrice and Aberdeen Bay jackets are planned. During the course of 2017, Smulders UK will provide work for between 120 and 140 employees. This figure could rise to 400 in the long term. That's why Smulders was welcomed with open arms in the region.

This, combined with an ideal situation on the banks of the Tyne, right next to the sea, meant that another chapter in the strategic growth story of our group was completed.

Employee on site

Bartlomiej Kulas
Work Preparation Supervisor at Spomasz

Work preparation is a crucial part of Spomasz's activities. It's actually a combination of the Engineering and Work Preparation departments, as seen at other Smulders sites. "We are entrusted with many important tasks, which usually have to be carried out under considerable time constraints", says Work Preparation Supervisor Bartlomiej Kulas, to his colleagues known as Bartek. "Throughout the years the number of projects has increased significantly, whilst the constructions become more and more complex. Every day it's a challenge to create sufficient production capacity to deliver increasingly large quantities, while ensuring that everything continues to meet the strict quality requirements."



Bartek has been working at Spomasz for almost 10 years. Since three years, he is the manager of the Work Preparation department. A department which didn't even exist at the time he began working for Spomasz. "When I met the people here and saw the type of constructions which were being produced, I immediately knew I wanted to work here", he says. "And I still feel the same way; what we do here is unique. I'm always telling my family and friends all about it."

Importance of communication
Spomasz is currently working hard on projects such as Blyth, Beatrice and EnBW Hohe See. That means that a large part of Bartek's day consists of being in meetings, coordinating and organising. "Throughout the years, the different departments of Spomasz have started to work much more closely together", Bartek says. Which is a good thing: "Good communication is essential. By sitting around a table with the managers at crucial moments, you save time in the end", he says.

Broad responsibilities
"It's up to my department to ensure that components can be produced smoothly, error-free and customized for the client. Together with my people, we meticulously prepare the production of each project. In doing so, we support the purchasing department, we collect all necessary documents, make detail drawings, determine the production process and prepare the cutting plans."

Unique discipline
Bartek's broad experience is very useful for these activities. He started working at Spomasz in 2007 as an assistant project manager, but also worked in the drawing room and in production. This makes him very valuable for his team. "It consists of five young people, who don't have this broad experience yet. But they are learning every day, which really is the only way. The work we do here is so unique, you can only learn it here." Therefore Bartek ensures that he is there for his team. Not only as a manager, but also as a coach. "I want people in my department to really know that what they do is important, and I want to help them to get better at it every day", says the dedicated supervisor.

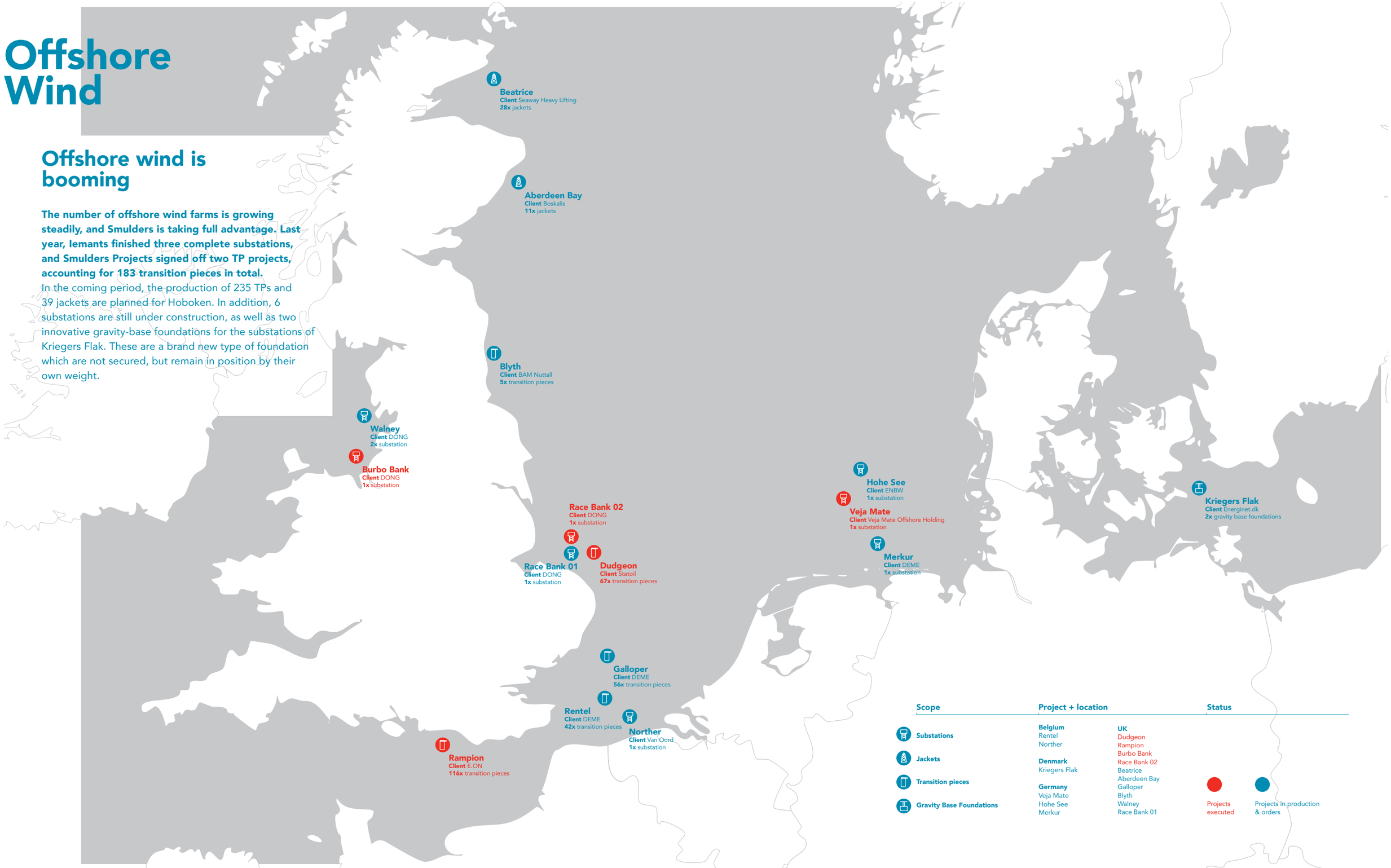
Draughtsmen wanted
Bartek hopes that in the future he can add 2 to 3 engineering draughtsmen to his team. "People whose sole responsibility is making drawings", he emphasizes. "Right now only one person can do this and as the number of projects continues to grow, this is simply not enough."

Work hard for every goal
Nevertheless, Bartek and his team always get the job done. "Precisely because my people are young, they are fast learners and they have the flexibility to deal with the changes occurring along the way. They are also prepared to diligently work to achieve something. Bartek: "Once we have set a goal, we work hard to make it happen. For example, we managed to have two new machines implemented, while the production continued. I am genuinely proud that we are able to tackle these kinds of challenges." ■

Offshore Wind

Offshore wind is booming

The number of offshore wind farms is growing steadily, and Smulders is taking full advantage. Last year, Iemants finished three complete substations, and Smulders Projects signed off two TP projects, accounting for 183 transition pieces in total.
In the coming period, the production of 235 TPs and 39 jackets are planned for Hoboken. In addition, 6 substations are still under construction, as well as two innovative gravity-base foundations for the substations of Kriegers Flak. These are a brand new type of foundation which are not secured, but remain in position by their own weight.



Offshore Oil & Gas

Yamal

Iemants is currently fully engaged in the production of various steel structures for a production-installation for liquefied natural gas for **Yamal LNG,** one of the largest industrial projects in the Arctic.

In this project, Iemants is working in a joint venture with ALE and ICO. The installation will ultimately be situated on the Yamal peninsula in northern Russia. To date, 1,870 tonnes of grillage and seafastening has already been delivered by Iemants. However, 3,320 tonnes still needs to be produced. Additionally, around 1,900 tonnes of supporting structures have been produced to temporarily store the modules in Zeebrugge. 700 tonnes still needs to be produced here too. Finally, Iemants will be responsible for the 'deck cleaning': the removal of grillages and seafastenings from ships which have delivered the modules.

Client	YAMGAZ JV consisting of Technip (50%, Chiyoda (25%) and JGC (25%)
Weight of supporting structures	2,600 tonnes
Grillage & seafastening	5,190 tonnes

Civil & Industry

LUMA Foundation

Iemants was responsible for the production and delivery of steel facade panels for an exhibition hall in Arles, designed by Frank Gehry, a renowned Canadian-American architect who also designed the sensational Guggenheim Museum in the Spanish town of Bilbao. Production started in October 2015 and was completed last summer.

Client	Eiffage Construction Métallique
Weight	121 tonnes

Ferrari Experience

Following an initial collaboration in 2009 for the construction of Ferrari World Abu Dhabi, Iemants has once again realised a project for an amusement park entirely dedicated to Ferrari. This time around, Iemants was responsible for the engineering, manufacture, delivery and installation of one of the facades for a new attraction which will open in 2017. The project was delivered on 9 October.

Client	Six Construct Co Limited
Weight	90 tonnes

Bavaria

Having been commissioned by Hollant Malt, Iemants will be responsible for the manufacture, delivery and assembly of the steel construction for a malting plant operated by **Bavaria** in Eemshaven. Iemants is likewise responsible for assembly of the building's technical equipment (ventilators, ducting, doors, etc.) and for wall and roof cladding.

Production will take place at Iemants in Arendonk and at GTS Tessenderlo. The first components were delivered to Tessenderlo on 10 November. The works start in Eemshaven mid-November. The project will be completed at the end of November 2017.

Client	Holland Malt
Weight	2,200 tonnes steel structures

Bridge Zolder

Iemants has made a temporary steel arched bridge with a total length of 124 metres, in order to raise the bridges over the E314 motorway above the Albertkanaal by 1.60 metres. After it has been raised and modified, the temporary bridge will be removed and reused for a bridge in Zolder (Westlaan).

The arches, measuring 22.5 metres high, consist of 9 parts. The road deck is made up of 2 parts which are 62.25 metres long, 20 metres wide and each weighing around 335 tonnes. The bridge parts were transported to Zolder on a pontoon. Production was carried out at Iemants, Willems and Spomasz. The bridge was transported up the river at the beginning of December and positioned on abutments, under the watchful eyes of minister Ben Weyts.

Principal	NV De Scheepvaart
Client	Deckx AO
Weight	1,250 tonnes
Project start	January 2016
Completion	December 2016

Young Talent

Koen Oliviers Quality control engineer

"I've actually got quite an awkward job"

The amicable Koen Oliviers appears amazed that he is considered as young talent. But when we listen to the modest quality control engineer's story, it becomes obvious pretty quickly why his colleagues appreciate him so much.

"I've actually got quite an awkward job", Koen explains with a broad smile. "Because who likes having inspections? And I inspect everyone here every day. Additionally, I'm also the person who gets a visit from the client's inspector if he's not happy". Fortunately, Koen knows exactly what to look out for. "Before I joined Willems a year and a half ago, I had worked for ten years for the Flemish government in the Concrete and Steel Expertise department. At the time, I was the inspector".

No time to waste

Together with his colleagues, Koen inspects production at Willems on a daily basis. Everything from the certificates for incoming material to welding and paint work. Koen: "Moreover, everything which we produce here must be 100% traceable. Clients need to be able to see that every piece of metal and each construction has its corresponding certificate, as well as who welded it and who inspected it. We document all of these elements". It is a time-consuming activity, but Koen remains pragmatic: "It is especially important that everything runs smoothly. You can carry out inspections for as long as you wish, but you also need to stay profitable. That's why I like to improve quality as efficiently as possible".

Cooperation

Koen is happy then that the cooperation with the production department does actually run smoothly. "Quality has improved to such an extent that I only have to make minor remarks. I can see now that foremen take initiative themselves. They prepare the work in such a way that we can inspect it quickly. It's a great way to work and the result is much better than when everyone is in each other's way".

Night work

Koen is reminded of an incident during his first few months at Willems: "At the time there was an inspector who took his work very seriously and didn't mince his words if he wasn't happy. One day, I had gone to the site at 4 o'clock in the morning to carry out the inspection. Then I got stopped by the police who asked what I was doing at that time in the morning, and I said: 'Working, just like you'. That was obviously the right answer. The inspection went very smoothly that day because I had already indicated what still needed to be upgraded. Since then I've had a good working relationship with that inspector. And fortunately I haven't had to start work quite so early since".

Proud

"I think we can be proud of the constructions we make here", Koen continues. "Not just in terms of scale, but also with regards to quality. Not many companies in Belgium can match us in that respect. Clients are often amazed how we achieve it all. Pieces come from everywhere. From Arendonk, Hoboken, Poland, and even a small farming village like Balen. While large companies claim that it is impossible without an imposing office in a major city". ■

Sustainable entrepreneurship

Iemants signs the Sustainable Entrepreneurship Charter

CHARTER DUURZAAM ONDERNEMEN Mechelen

We have taken various steps over the last few years to achieve sustainable operations. For example, the engineering departments in our group are already working hard to reduce CO2 emissions as much as possible. One example is by keeping the use of steel and paint to a minimum. Furthermore, many of our offices and the Titanhal in Hoboken made the switch to LED lighting. Important steps have therefore been taken, but we want to structurally incorporate corporate social responsibility. That's why we have signed up to the Sustainable Entrepreneurship Charter.

The Charter has been drawn up by the province of Antwerp and the Chambers of Commerce of the city of Mechelen. The specific aim of this charter is to give form to sustainable entrepreneurship and strive towards the continual improvement of environmental, social and economic performance. By signing the charter, companies and organisations undertake to draw up an action plan based around 10 issues (and around the 3 'P's: People, Profit, Planet). Every year, a team of independent experts will assess the progress. Additionally, this team will make constructive contributions regarding the focus points and improvement options.

Incorporating the new targets

In the meantime, experts from the Chambers of Commerce have assessed our organisation and have come up with targets to improve performance in the areas of people, planet, and profit (the 3 'P's). The targets will not only have an impact on the day-to-day business at Iemants, but also at other Smulders locations.

Our first Sustainability Report

Curious to see the findings and the envisaged steps? Our first Sustainability Report will be published on our website from March 2017, or can be requested through internal channels (Johan Van Bergen, Carla Wellens and Stefan Van Tigchelt) or through external channels with Tim Balcaen or Michel Van Gorp. Incidentally, we are also on the lookout for enthusiastic colleagues who want to have a pioneering role in our Sustainable Entrepreneurship plan!

New employee representatives in Balen

Following the four-yearly social elections, a new group of nine employee representatives was started in June, in Balen. As advocates of the interests of all Willems employees, they sit with the management around the table once a month.

"We are a good team", explains representative Luc Gijs. "Everything goes very well. Mainly because we have a director who is willing to discuss things".

The new team immediately got involved in tackling the short sick leave. They cooperate constructively in order to have better statistics in the future.

Finally, safety improvement remains a focus point. "We work with a lot of external people from countless different countries. It is important that they are all familiar with our safety procedures", emphasises Luc.

Test with welding fumes installation

Since the welding fumes installations in Hoboken no longer function satisfactorily, a test with 6 new installations in Balen has been initiated. Before commissioning the test installations, the air quality was measured by Mensura, the independent external organisation. Around early March 2017, when the installations will have been in use for four months, Mensura will measure the air quality again, to assess whether it has improved sufficiently. If the results are satisfactory, there is a good chance that all Smulders locations will be equipped with the new welding fumes installation in the coming years. The management has already set aside the necessary budget.

Satisfaction survey

In the second half of November, during 'Safety Week', a satisfaction survey was conducted among all employees of the Smulders branches in Belgium. We collaborated with Mensura on this project, and KU Leuven processed the anonymous data. The results will be submitted to the management early next year. On the basis of these results, we can look where our focus needs to lie in the coming year. Mensura will be taking care of the follow-up stage.

Our horizon is more than clear!

A Passionate and Sparkling New Year!