



HEALTH & SAFETY

HEALTH & SAFETY YEAR 2012
A year dedicated to health and safety to further promote the topic across the whole KAEFER Group

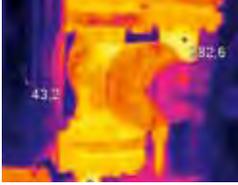
THE CHANGING FACE OF SAFETY
A portrait of two extraordinary women who make the KAEFER world a safer one

TRAINING AND SAFETY FROM SOUTH AFRICA TO NIGERIA
A scaffolding training at the Guinness brewery in Lagos



INSIDE THE INNOVATION PIPELINE

Discover how KAEFER stays ahead of the competition by being first to take up new technologies
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SPEAKING WITH AUTHORITY ON ENERGY AUDITS

The European Industrial Insulation Foundation (EiIF) is just three years old, but it is already proving invaluable at getting the message across about the benefits of quality insulation solutions
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BUILDING A RESEARCH STATION IN THE ANTARCTIC

Covering 1,500 m², India's futuristic Antarctic research centre will be highly insulated and will receive interior finishing by KAEFER
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DEAR COLLEAGUES AND FRIENDS OF KAEFER,

“Ideas shape the course of history,” suggested the great British economist John Maynard Keynes. And there is no time like the present for world leaders and economists to come up with the necessary “ideas” that will help end the uncertainty in the markets that have had such negative effects in 2011.

While uncertainty was without doubt a key characteristic of 2011, it was still a successful year for the KAEFER Group as a whole. We took the opportunity to turn management attention towards further improving processes and to become more efficient, though always with the diversity of the KAEFER Group foremost in our minds. Where necessary we strengthened our local organisations to enable us to realise major projects or gain long-term maintenance contracts. In addition, we have been further developing our Corporate Competence Center for Renewable Energies, as well as our presence in the South American market.

Looking forward to 2012, KAEFER’s big theme will be health and safety, a subject that is as fundamental to the company as it is to our customers. Therefore, to reflect the importance we place on the well-being of all our employees around the world, we have declared 2012 an official Health & Safety Year. We have already reached many milestones in this area, as you can read in this magazine, but there are always new challenges, such as bigger job sites, projects in extreme conditions, new technologies and the growing number of employees to be trained.

Finally, it is because of the dedication of our employees that KAEFER can be sure of further building on the success of the past years. And it is to these who we, Group Executive Committee, the shareholders and the advisory board would like to once again express our thanks.

We hope you enjoy this 29th edition of K-WERT. And with our special theme for the next 12 months in mind, we wish you a happy, healthy and safe 2012.

Best regards,

Peter Hoedemaker

Jörn M. Fetkötter

Philipp Dalheimer

Steen E. Hansen

Robert Skrobisz

OUR DIVERSITY IS OUR STRENGTH

INTERVIEW 2011 was a year of internal consolidation at KAEFER and the future prospects for 2012 are very positive



The GEC members Peter Hoedemaker (l.), Philipp Dalheimer and Robert Skrobisz (r.)

How has KAEFER coped with the world economic difficulties of 2011 and what is the outlook for the company in 2012?

Peter Hoedemaker: KAEFER is an international company and of course we are influenced by the development of the international market and political changes. But with a presence in more than 50 countries, our portfolio provides security and stability.

Robert Skrobisz: It's also important to note that the effects of the world economic downturn have a delayed impact on our business. Many projects were not given the green light in late 2008 and 2009, and were delayed until 2010 and 2011. This means that our work, which generally is one of the last disciplines and starts at least one year after the main job has started, is effectively coming to us only now.

“The geographical breadth is not only a source of strength but also the backbone of the financial stability of the Group.”

Steen E. Hansen: The market started picking up in late 2010, but in 2011 there was again turmoil in the financial markets, mainly based on uncertainties – about the dollar price, about the stock exchanges, European financing, the insolvency of countries. All these uncertainties make many decision-makers uncertain themselves.

Peter Hoedemaker: Generally, therefore, 2011

was a more difficult year for us, but 2012, with new projects starting, promises to be better.

Is the geographical breadth of KAEFER a source of strength?

Peter Hoedemaker: It was always our goal to set up an international portfolio and this is fully functioning. But you can see some companies, in the Middle East, for example, are affected by the economic conditions. Other countries that have a more stable market, in the European mainland, Germany, France or even the UK, pretty much run fine. Continued developments in South America, Russia and India now face a hurdle to clear. They have, so to say, hit a mountain, and they need to climb the mountain to get to the next phase. That doesn't mean we're not doing the right thing. But it does mean that we need a period of consolidation in these countries. It's time to strengthen and to check efficiencies. In 2012 – 13 we will see benefits of this.

Jörn M. Fetkötter: In support of that, I would like to point out that the geographical breadth is not only a source of strength but also the backbone of the financial stability of the Group. And in times when extraordinarily performing countries in the Gulf region are affected by the world economical crisis, some of KAEFER's stable companies in old Europe have compensated. Nevertheless, the breadth of our client markets – from exploring oil and gas companies via the power supply industry to production at a first (for example the chemical industry) and second

level (for example the construction business) – is a guarantee of stability in KAEFER's business development.

Steen E. Hansen: On the one hand, the fact that we have such a diverse organisation is an advantage. On the other hand we cannot say that we are not touched by the "uncertainty" I mentioned. But it also gives us a good opportunity to look at how to become more efficient, to improve our processes, and to come out of the dip in the economy in a strengthened position.

How has the 2011 Arab Spring affected KAEFER in North Africa?

Philipp Dalheimer: Actually very little, since with the exception of Tunisia, KAEFER is not present in the countries where a revolution has taken place. And though we were active in Tunisia at the time of the revolution, our project was still finished successfully. A side effect of the upheavals might be, that due to the demographic pressure in some countries, access to visas for foreign workers might become more difficult to obtain in the future.

“The fast-growing economies of the Middle East and North Africa are important present and future markets for KAEFER.”

The fast-growing economies of the Middle East and North Africa, with their large reserves of hydrocarbons, are important present and future markets for KAEFER. A growing population in some of these countries, with its concomitant need for electrical power and desalinated water, come on top of large downstream projects in the field of oil and gas, and petrochemicals.

Do you expect new business opportunities to arise from the changes in the region?

Philipp Dalheimer: We might see opportunities arising in countries such as Libya and Iraq, should the political situation stabilise and offer better economic working conditions. In Libya, there is a strong feeling that former levels of manipulation need to be stopped, subsequently offering the outlook of a better market environment for the future.

What is your assessment of the market entry into Algeria, Tunisia and Morocco?

Peter Hoedemaker: Algeria has far the biggest potential in this area at the moment. Most of the time we try to join up with a local company and this was our preferred way in Algeria too, but it proved difficult as most of the companies are state-owned. In the end, we set up our own

PORTRAIT



Steen E. Hansen

aged 52, holds a degree in Commerce of the University of South Africa. Before joining KAEFER, he was Chief Financial Officer (CFO) and member of the Management Board at AT&S Austria Technologie & Systemtechnik AG in Vienna, Austria. He has held further senior positions as CFO with Roto Frank AG, with the ACO Group and with Rasmussen & Schlötz GmbH, all companies based in Germany.

Can you tell us something about your work before you joined KAEFER?

Steen E. Hansen: I've been working internationally for many years, most recently for the past seven years in Vienna, Austria. I've also worked in South Africa, Great Britain, Germany and Australia. I have been working in both family-owned and listed industrial companies.

What can you tell us about your first months at the company?

Steen E. Hansen: Since I did not come from a contracting company, the first challenge was to find out what kind of business KAEFER was. Looking from the outside, I already had a good idea, but for the first few months I occupied myself with finding out as much as possible about how the company works. Indeed, there are advantages coming from a non-contracting business background: I am in a position where I can bring a lot to the business simply by providing a different perspective. I believe my knowledge and experience complements an already very strong GEC team and further strengthens our ability to optimise the business.

And have you identified potential areas for improvement?

Steen E. Hansen: Firstly, it has been fascinating to learn how the management team functions here. It has been very interesting: getting to know the people I'll be dealing with, learning how people work, their

strengths and weaknesses; and getting to know the working processes here. Secondly, I am looking forward to working with the GEC team and I am sure that collectively we will find ways to improve our operations in 2012 and onwards. It is apparent that we will have to streamline our processes to become more efficient in order to cope with the current price pressure in the market. This is nothing unusual, but it needs to be done.

And what do you think of Bremen, Germany, where you are now based?

Steen E. Hansen: Bremen is a lovely city. To be honest, coming from Denmark, many things are very familiar to me, including the climate! It hasn't been a big change for my wife or for me. We both feel very comfortable here. Anyway, because we have been living and working internationally for so many years, we are used to getting along with many different types of people from different cultures.



Peter Hoedemaker and Steen E. Hansen during the interview

company and took on a number of experienced Algerian managers.

You declared 2012 as the Health & Safety Year. What is the thinking behind the concept?

Steen E. Hansen: Health and safety have always been fundamental to KAEFER. Over the past three years, we have been working very actively on sustainability. And in 2011, we focused a lot on the theme of corporate governance. But none of these were “declared” as special themed years. This time we decided to make it even clearer and make 2012 a dedicated health & safety year. We have around 18,000 employees, and their health and safety is uppermost in our thoughts. This is also very clearly reflected in one of our four core principles: “We care about people and their health and safety”.

Jörn M. Fetkötter: In addition, a focus on health and safety leads to an improvement of efficiency and in the end also to a better performance of the business units and the whole Group.

Is this the reason KAEFER recently appointed a dedicated health and safety manager?

Peter Hoedemaker: Yes. We have appointed Phillipa Recchia as head of Corporate Health & Safety. She has a long history in the field and has worked successfully for KAEFER C&D in the UK for many years.

Which projects have stood out for you in 2011?

Robert Skrobisz: The Refractory project in Kazakhstan for AGIP-KCO has a special meaning for us. This is not only because of the significant volume (more than €5.5 million) but because it’s in Kazakhstan, a new market for us. At the same time, it’s refractory, a key element in our strategic business definition of Complete Insulation Solutions.

Philipp Dalheimer: Though many could be named, the projects in relation with the Australian LNG

plants Pluto and Gorgon, concentrated our attention due to their size and importance. And the finalisation of work on the Pearl project in Qatar, the world’s largest GTL plant, was also the largest project in KAEFER Qatar’s history. The success of this project was magnified by the outstanding record of achieving 15 million hours without a lost-time accident. This is a genuine landmark for KAEFER.

Peter Hoedemaker: Another one is the Bharati research station in Antarctica, a particularly exciting project. And a major job for us is the maintenance programme for Statoil, in Norway. It’s the first time we’ve worked in Norway on such a big maintenance contract and we had

“The success of this project was magnified by the outstanding record of achieving 15 million hours without a lost-time accident”

to considerably strengthen the local organisation. We staffed up with around 800 employees, which is quite a stretch on resources in terms of workers and managers.

Then there are important projects in countries such as Mexico and Chile, for example, not forgetting the huge effort we have put into further developing our Corporate Competence Centres for Renewable Energies. This has been given further prominence through Jacobs University, where we support a Chair of Renewable Energy and Environmental Politics.

Jörn M. Fetkötter: There are also the shipbuilding projects for turnkey interior outfitting – so-called steel-to-steel outfitting – which are under construction in Germany for two Scandline ferries. These contracts underpin our lead-

ing market position and have helped stabilise the workload for 18 months in a difficult market environment.

What can you tell us about the on-going harmonisation processes?

Steen E. Hansen: Scaffolding is a good example of our harmonisation efforts. In short, scaffolding is becoming an increasingly high investment for the Group and it makes sense to focus more on how we can best utilise it. One way is to exchange scaffolding between different companies. Of course, not between Australia and Germany, but within regions, in order to have a high utilisation rate.

In addition, we have set up a tool for international cash management, where we get information directly from all our bank accounts. This gives us a day-to-day overview of our liquidity position in each country, rather than the usual delay of one or two weeks when doing it manually.

Peter Hoedemaker: An advantage of cash optimisation is we can ensure we don’t have a high amount of positive cash in one country and a negative in another. We’re working in more than 50 countries and it’s a significant amount of exchange-rate exposure, particularly when the exchange rates are very jumpy, as they have been in the past two years.

What makes the BRICS (Brazil, Russia, India, China, South Africa) countries so important for KAEFER?

Philipp Dalheimer: The sheer size of the markets and the fact that these markets will become the strong powers of tomorrow. Industrial investments and growth will shift from western markets to these markets. While the focus in Brazil and Russia might be on the oil and gas sector, due to the large reserves of hydrocarbons in these countries, the focus in India and China will be more on power, petrochemical and LNG-import terminals.

How is KAEFER doing in these countries?

Philipp Dalheimer: Overall, our plan in the BRICS countries is to create a brand, get well established and gear up for long-term growth. All countries represent very different but specific challenges. To understand them and position ourselves in the right fields will be decisive for future success.

Robert Skrobisz: Russia and China will be the drivers for current and future growth, something that is clearly visible already. If you look at the demographic and macroeconomic forecasts, you can see the investments of many of the big industrial groups. There is no doubt where the demand for their products is coming from and where the business for us will be created.

Steen E. Hansen: Clearly, countries are at different stages in their respective market developments. There are certain states where the service industry is the domain of large local companies, and these countries are only now starting to recognise the benefits of having specialised companies doing their special functions. That is quite an important issue for China, where you have relatively low labour costs – it can be the case that few people are concerned if a big plant runs with a few hundred extra people on the payroll. Only when a country gets to a specific stage in its economic development do people start to seriously think about labour costs. This phase is when the market becomes more mature and more attractive for foreign companies.

Why did you decide to expand the GEC (Group Executive Committee)?

Peter Hoedemaker: My goal when I set up the four-person GEC was to create an efficient and harmonised team with a focus on our different regions and divisions. For a company with a €1.3 billion turnover, however, we always recognised we would need to strengthen the GEC with another team member who could fully focus on finance and some of the HQ holding functions. Appointing Mr Hansen as CFO (Chief Financial Officer) has also allowed me as the chairman to focus on more strategic activities. [See previous page for an interview with Mr Hansen.]

What was behind the decision to sell the Aerospace division?

Jörn M. Fetkötter: It had become obvious that strategically we were in a difficult situation with Aerospace. We had done a great deal of work to build up the division successfully, and though there was some organic growth ahead of us, in order to become a market leader in aircraft insulation, we needed to get access to the American aeroplane-manufacturing business. Ultimately, in this we were unsuccessful. This, therefore, meant that we were stuck in a strategic deadlock for further development. At the same time, a number of companies made us aware that the division would probably fit better in their organisations. In the end, we found in Hutchinson a very good company in which Aerospace would have a good basis for future growth – and more possibilities than within the KAEFER Group.



Jörn M. Fetkötter, vice-chairman of the GEC

Has the sale helped KAEFER focus on other business opportunities for 2012 and beyond?

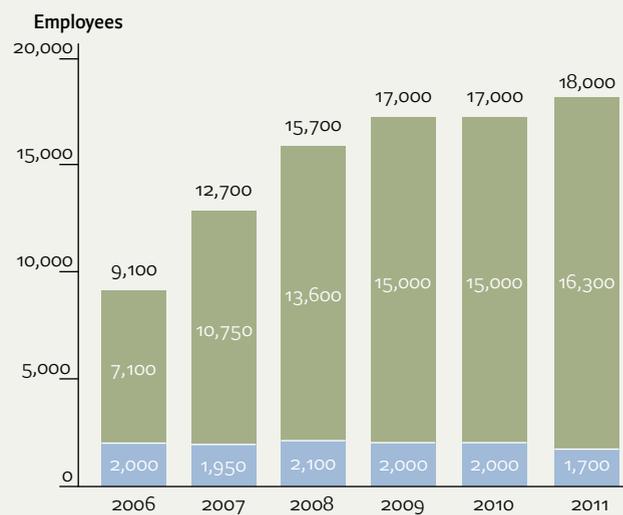
Peter Hoedemaker: Yes, the sale allows us to focus our energies on the development of our Complete Insulation Solutions strategy. With projected growth in many regions, we expect a successful 2012 for the KAEFER Group.

Group sales 2011



>> TURNOVER

In the year 2011, turnover was increased by 8% to a total of €1.3 billion. This growth was mainly in Australia and Norway.



>> EMPLOYEES

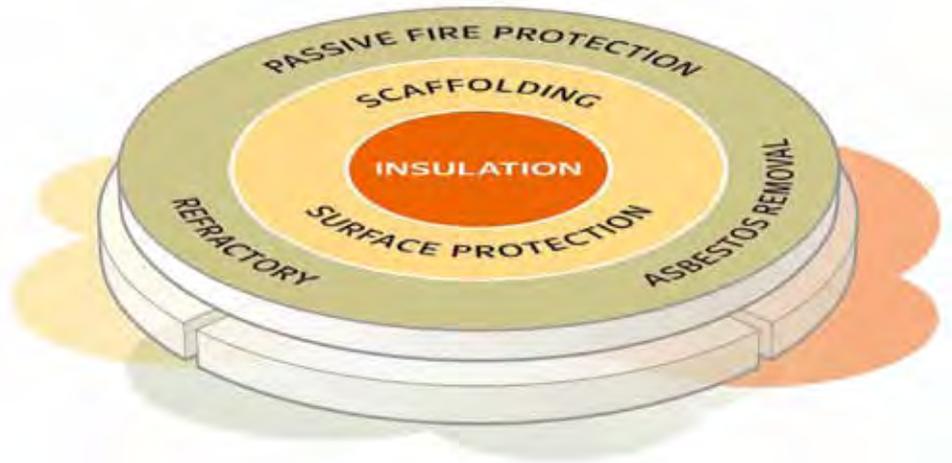
The number of employees grew similarly to the turnover increase mainly in Australia and Norway.

■ International
■ Germany

KAEFER'S STRATEGY ON "COMPLETE INSULATION SOLUTIONS"

BUILDING ON SUCCESS KAEFER's policy of expanding into numerous countries around the globe has been demonstrated to be the right business strategy, allowing it to now focus on building up supporting business areas

The Business Definition graphic shows KAEFER's Complete Insulation Solutions strategy



A few simple figures are all it takes to highlight the enormous strides that KAEFER has accomplished in the past decade in transforming itself from a local German business with some international interests into a key international player. In 2001, KAEFER's annual turnover within its core area of Germany stood at 60%, while the business outside the German borders summed up to just 40%. Figures from 2011, however, show that Germany with its very stable business volume now accounts for 25% of KAEFER Group turnover, while the international figure has soared to 75%.

"Yes, we have really changed from being a German company that had some international business to a real international player," explains Bernd Ellmer Head of Business Development at KAEFER's headquarters in Bremen. Indeed, Ellmer was – alongside the current chairman Peter Hoedemaker – one of the key strategists in leading KAEFER's transformation over the past decade. As the person responsible for strategic business development, Ellmer oversees mergers and acquisitions of new companies, a key element in KAEFER's recent international growth.

The business strategy undertaken by the company is clearly defined in KAEFER's Business Definition graphic, which resembles three concentric circles on a dartboard. The central "bullseye" represents the "core" KAEFER business of Insulation, which is surrounded by the "supporting businesses" of Scaffolding and Surface Pro-

tection. The outer circle represents KAEFER's interests in "associated businesses", like Passive Fire Protection, Refractory and Asbestos Removal.

Part of the current focus of growing the business revolves around the twin concepts of "organic" and "inorganic growth". Organic growth traditionally played a significant role for the development of KAEFER. "Inorganic growth," says Ellmer "refers to mergers and acquisitions. We are looking for partners to join the KAEFER Group, typically medium-sized companies with good foundations on which to build further." By acquiring new business around the world mainly within the core business, this strategy has allowed KAEFER to increase its geographical spread of operations to around 50 countries worldwide.

KAEFER has now covered almost all countries with an interesting market size. Ellmer notes that, "According to our recently updated world market study there are only around ten countries not covered by KAEFER which offer sufficient growth potential". This means, therefore, the focus has been shifted to further invest in the supporting business areas.

This makes perfect sense, after many customers now require so-called complete insulation solutions. Ellmer provides a practical example. "If you presume," he says, "that you want to insulate a pipe somewhere in a refinery and it's five to ten metres high, you need scaffolding first in order to reach the pipe. You might also need to do some blasting and some surface protection before you

insulate.” Clearly, these three services are closely linked to each other; and it is this that is enhancing potential growth in Scaffolding and Surface Protection as a strategy within the KAEFER Group.

In order to promote this strategy, KAEFER has taken over a number of companies. “In 2010 and 2011, we acquired, for example, the surface protection company Novacoat in Australia, adding it to our existing services there,” says Ellmer. In Spain two new companies were recently incorporated; Tecpiq, a painting specialist, and Proyesur, which has a long tradition in scaffolding, which when added to its Insulation business means KAEFER now offers complete insulation solutions there as well. “On top of that we are also looking into further developing the associated businesses, like Refractory or PFP (Passive Fire Protection), wherever it makes sense”.



Scaffolding works in Qatar on the Dolphin offshore platform DOL1 – 20 m above sea

A further example, but of organic growth, in the same direction is the company’s operations in the Middle East. The Operations Manager in this region says there are clear indications of room for growth. “In Qatar,” he says, “we are involved in two major projects, both of which are maintenance contracts.” The company has won further contracts in Saudi Arabia and in Abu Dhabi, and to a lesser degree in Oman. “There is a lot of potential and KAEFER is growing in scaffolding here,” he adds. “We are very optimistic about 2012.”

Ellmer agrees. “In our strategic business development we are thinking long term,” he stresses, “and if we look at 2015 we would like to aim for a turnover of €2 billion. Currently, we have €1.3 billion. This is certainly achievable.”

Such growth is a challenge, but underpinned by the strategy of focusing on complete insulation solutions, there is every chance of achieving this goal.

Award-winning KAEFER WANNER



GEC member Jörn M. Fetkötter (left) presents the Best Performance award to KAEFER WANNER’s Luc Corrias (centre) and Nils Ritterhoff (right)

CHALLENGES AHEAD KAEFER WANNER has picked up a prestigious award, but hard work is around the corner. Most successful teams need a winning combination of experienced personnel complemented by dynamic rising stars. With a tradition stretching back to 1883, the 2011 International Management Meeting (IMM) Award-winning French KAEFER WANNER has both in abundance.

But as Luc Corrias, President, explains, “There are some major challenges ahead”. It is, he says, “of crucial importance for KAEFER WANNER to keep its presence in the nuclear maintenance market, where the competition is quite tough”. He also points to difficulties due to the “economic crisis affecting our clients and in the long run an increasing deindustrialisation of the French economy”.

KAEFER WANNER employs around 1,700 people and as well as being the leading insulation company in France, it is also active in scaffolding, passive fire protection and asbestos removal for both the nuclear and industrial markets.

Reflecting on a first-class, highly trained workforce, Corrias says, “It is thanks to all our employees that KAEFER WANNER was awarded the Best Performing Business Award during the IMM”.

IMM 2011

Event: IMM Awards 2011
Where: Bremen, Germany
When: May 2011
Winners:

KAEFER WANNER SAS,
France
Best Performing Business 2010

C&D Industrial Services Ltd.,
United Kingdom
Best Development 2010

KAEFER Schiffsausbau GmbH,
Germany
Best Turnaround 2010

KAEFER Oy,
Finland
Exceptional Performance 2010, I

ALBRICO KAEFER Group Ltd.,
Canada
Exceptional Performance 2010, II

CODE OF CONDUCT FOR KAEFER

CREATING A CODE It is always easier to work when one knows the rules, the code of conduct will prove invaluable for employees across the Group



With KAEFER's rapid expansion across the world in the past decade, it is of paramount importance that all employees know exactly how they should conduct themselves. In order to maintain a consistent approach, KAEFER has developed its own Code of Business Conduct.

The code is at the "foundation of our overall behaviour," says Udo Giesen, head of Corporate Legal & Insurance. "We decided that it was time to

go for a globally applicable code, meaning everyone in the KAEFER world can say: 'This is how we should behave and this is what I need to consider if I am working for this company'." "It is," he stresses, "applicable to all 18,000 employees worldwide".

The code encompasses a variety of areas. For example, it covers "dealings with suppliers, customers and other business partners", encompassing conflicts of interests, invitations to events and the delicate subject of giving and

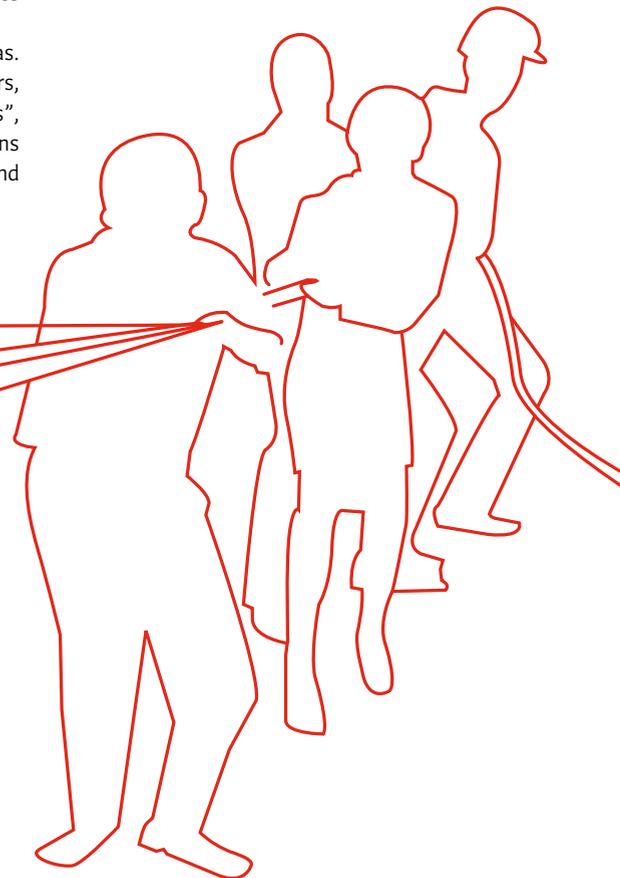
receiving gifts. Ensuring so many people across the globe are "singing from the same hymn sheet", however, is no easy task, especially considering the multitude of languages and cultural differences to take into consideration. "In some countries you can't accept gifts of any kind in business relations," Giesen says. "But in other ones, gifts sometimes are a tradition." At its heart, therefore, the code is a common minimum guideline to be adhered to.

The code was officially launched at the International Management Meeting (IMM) in May 2011, and has continued to be rolled out since then. In a short time, it has become an invaluable yardstick for KAEFER employees to measure their behaviour against.

COOPERATION

FAIRNESS

TRUSTING INTERACTION



Peru - the next step in South America

INCREASING INVESTMENTS Pedro Vazquez, Director for South America, provides some background on KAEFER's entry into Peru

What was the groundwork for KAEFER entering into Peru?

In 2008, before KAEFER first entered South America, a detailed market study was performed. Key objectives were to accomplish market entry in the Southern Cone and in Brazil, which was done in 2010 with KAEFER SOUYET and KAEFER ISOBRASIL. The next step was to make these subregions well-established organisations that could build on being part of a regional network of businesses, providing access to important regional markets.

Why is Peru so attractive?

Peru is the fourth largest target for foreign direct investment in Latin America (after Brazil, Mexico and Chile). Its key industries are mining and refining of minerals, oil and gas, fishery, cement, and the petrochemical industry is in development. Peru has strong economic ties with neighbour Chile and for 2006 – 2010 it

had an average GDP growth percentage of 7% and inflation of 3%.

Tell us about KAEFER KOSTEC

KOSTEC, the largest insulation company in Peru, now KAEFER KOSTEC, was a family-owned business formed in 1976. It has its head office in Lima, and the company has traditionally performed industrial insulation, but also carries out acoustic insulation and scaffolding. The main markets are oil refineries, the mining industry and cement plants. The company has around 100 well-trained employees.

What are your expectations for Peru?

Increasing investments in attractive industries are planned for the coming years. The average industrial insulation market size for 2011 – 2016 will reach around €30 million per annum, driven mainly by large projects. KAEFER KOSTEC will be the company best prepared to execute such large projects in Peru according to our clients' expectations.

PORTRAIT



Pedro Vazquez

has been KAEFER's Director of South America since 2009. He is of Argentinian and Italian descent and is a professor of psychology. His career since 2003 has included the banking sector, construction, industry and business consulting. His career at KAEFER started in 2004 as assistant to GEC member Peter Hoedemaker and prior to his current position he was Director of Shipbuilding.

Concluding an aerospace win-win

SELLING AEROSPACE It was a difficult decision, but the best option In any business negotiations, both sides necessarily strive for the better deal. But, just occasionally, a deal works well enough for both parties to declare it as a clear "win-win". This was certainly the situation, says Jörn M. Fetköter, member of the GEC, when KAEFER sold its aerospace business to Hutchinson, part of the French petrochemical company TOTAL.

For KAEFER, the decision to sell made good business sense. "Following the new KAEFER Group strategy, the Group management decided to take certain strategic realignment decisions and part of that was not to increase the capital expenditure used for production activities within KAEFER Aerospace which became necessary

after our main client Airbus Industries asked us to set up production sites in China." The details of the deal are protected by a non-disclosure agreement between KAEFER and Hutchinson, but both companies are satisfied with the outcome.

On the one hand, "Just comparing other deals in the industry, you can say KAEFER got a strategic premium on the Aerospace sale". And on the other, Hutchinson has got highly "capable engineers" and "a young and ambitious aerospace management team, which had been built up since 2005".

The deal was officially closed in March 2011 with an agreement that both sides were delighted with, exemplifying a welcome win-win scenario.

JACOBS UNIVERSITY GOES DESERTEC

PROJECT DESERTEC In 2009, KAEFER became the first Associated Partner of the Dii, the industrial initiative of DESERTEC, which envisions supplying renewable energy to North Africa and Europe. DESERTEC faces a number of technical and political challenges. Although numerous scientists and engineers are tackling the technical issues, there are very few social scientists with the energy expertise who can address the political issues. In 2011, KAEFER deepened its commitment to promoting renewable energy research by endowing a chair of Renewable Energy and Environmental Politics at Jacobs University in Bremen. The new professor is Dr Karen Smith Stegen, who worked in the energy field for eight years and has a PhD in political science.

PORTRAIT



Prof. Dr Karen Smith Stegen

is Professor of the KAEFER endowed chair of Renewable Energy and Environmental Politics at Jacobs University's School of Humanities & Social Sciences. Her research interests are the geopolitics of energy, environmental and sustainable politics, and social and political/transnational movements.

Professor Smith Stegen, congratulations on your new position. Can you tell us about Jacobs University?

First, I would like to thank KAEFER for supporting Jacobs University and our renewable energy and environmental research. Jacobs University is a small, private research-oriented institution founded in 2001. What makes the university extraordinary is its trans-disciplinary approach and international student body. All teaching is conducted in English and 75% of the students are from 110 countries. It is perhaps because of our uniqueness that Jacobs University had the great honour of becoming the first European university to join the DESERTEC University Network (DUN).

What is the DESERTEC University Network?

DUN was founded by the DESERTEC Foundation and almost 20 Middle East-North African universities to promote scientific and educational co-

operation as well as research. Select European universities are now being allowed into the network.

How does your research fit into DUN?

I lead a working group that focuses on the social acceptance of renewable energies and have been conducting interviews with opponents of renewable energy projects. I am hoping to find measures that may help overcome resistance at both the local and international levels. This research is important for the DESERTEC concept as the power lines to Europe will have to cross international borders. My study has just started, but I also recently completed a different DESERTEC-related project.

What was that project?

It seems that some people are worried about the security risks of installing renewable energy plants and transit lines in North Africa. With one

of my students and an intern, I investigated the risk of terrorist attacks on such infrastructure.

What did you find?

We concluded that although terrorist groups are active in North Africa, electrical power infrastructure is not of great interest to them. First, terrorist groups usually select targets that represent their opponents, such as the government or the police force. Second, terrorist groups are careful not to harm their supporters and an attack on electricity systems could potentially cause local power outages, which would harm both opponents and supporters. In many ways, electrical power generation and lines have a built-in safety catch.

You mentioned working with a student. How do students learn to research energy and environmental politics?



© Jacobs University Bremen

International students researching at Jacobs University

There are several ways in which students can become involved: they can major in Integrated Environmental Studies, take courses focusing on energy and the environment, join the Energy Club or The Environmental Club, write their theses on these topics and seek internships.

Could Jacobs University students intern with KAEFER?

Yes! Francisca Gorgodian, KAEFER's Head of Corporate Responsibility and Communications, and I have spoken about this. Many Jacobs University students are interested in energy, the environment and sustainability and would be pleased to intern with KAEFER. This would be a wonderful exchange between Jacobs University and KAEFER and I look forward to helping establish such cooperation.

SHORT NEWS

Stability and investment key to Brazil

EMERGING COUNTRIES High investments from the government and private sector suggest entry into Brazil will pay dividends

In September 2010, KAEFER acquired a majority shareholding in Isobrasil, now KAEFER ISOBASIL. "Brazil," says the local KAEFER marketing and estimation manager, "is part of the most important group of emerging countries: BRICS (Brazil + Russia + India + China + South Africa)." Brazil's "stable economy" and "high foreign investment, especially in the oil and gas market" are vital. For example, Petrobras, the Brazilian oil giant, has announced high investments for the next five years, while the government and private sector are investing in infrastructure to coincide with the 2014 World Cup and 2016 Olympics.

C&D turns red



TAPPING GLOBAL STRENGTH Joining the KAEFER corporate identity will allow C&D to build on its already strong expertise

"We're keen to show C&D employees the global strength that being part of KAEFER gives us," said Simon Hudson, Sales and Marketing Manager at the now named KAEFER C&D Ltd. "We have a wide range of expertise and we match the KAEFER business model," says Hudson. In the UK, C&D have long-lasting experience in the power, nuclear, oil and gas, marine and offshore constructions sectors. At the same time KAEFER's research and development capabilities and their international pool of experts provide C&D with valuable know-how in many different areas. C&D will also have the resources to compete for larger contracts in the coming years. Operating as KAEFER C&D, explains Hudson, "both strengthens our business and opens up new opportunities for us. It is clearly the right way forward."



Former C&D logo

C&D INDUSTRIAL SERVICES LTD

CHAMPIONING CORPORATE RESPONSIBILITY AND SUSTAINABILITY

DOING BUSINESS RESPONSIBLY With numerous projects and events taking place every year around the world, KAEFER shows its deep commitment to corporate responsibility and sustainability

“Living our sustainable mindset means that all employees should work, think and act in a sustainable manner.” This eminently laudable goal lies at the heart of KAEFER’s working philosophy. The challenge of implementing such a far-reaching strategy, however, is far from straightforward. And it is the responsibility of KAEFER’s 2008-created Corporate Responsibility and Sustainability (CRS) team to lead the challenge.

Francisca Gorgodian is head of Corporate Responsibility & Communications for KAEFER. As well as sustainability, her team is active on many fronts, constantly giving and receiving ideas to and from the various regional KAEFER locations around the world. Gorgodian understands from first-hand experience that in every sense corporate responsibility and sustainability is the responsibility of all employees.





The motivated team of the
KAEFER AIDS Relief Programme



An example of the company's commitment to CRS is the KAEFER-supported orphanage Fountain of Love. Based in Katlehong, outside Johannesburg, it was founded in 2004 to help local needy children and to offer shelter to children orphaned by AIDS or infected by HIV/AIDS. Since then KAEFER Thermal as well as other companies in the Group have helped the orphanage.

"Also in South Africa," explains Gorgodian, "we are running the KAEFER AIDS Relief Programme KARP, which was introduced in 2007,

where around 30% of our employees are affected by HIV/AIDS." The programme has provided KAEFER employees and their families with access to health management and opportunities to participate in voluntary testing and counselling. Participation rates are very high, "with some sites in South Africa testing 100% of all employees," she says.

To facilitate KARP, KAEFER has trained several peer educators, who disseminate information and run awareness activities for the programme.

Further training has been provided for senior managers, site managers and supervisors, notably providing a range of knowledge ranging from basic information about HIV and AIDS, how to manage this in the workplace, implementing KAEFER HIV and AIDS policy and organising the roles and responsibilities at each management level. ►





CHAMPIONING CORPORATE RESPONSIBILITY AND SUSTAINABILITY

► It is difficult to precisely ascertain the overall impact of KARP alone, but figures in a 2011 report clearly show that the “number of employees who have been tested positive has decreased considerably since the start of the programme”.



MovIEE:
Moving India's SMEs towards
Energy Efficiency

Another key project of KAEFER's CRS strategy is MovIEE, Moving India's SMEs towards Energy Efficiency, which is run in cooperation with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH acting on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and Rockwool (an insulation material provider). Gorgodian explains that, “The project is about enabling SMEs (small and medium sized enterprises) in India to get access to professional insulation and to inform them about the benefits of energy efficiency – also saving costs and creating awareness of energy efficiency”.

At present two pilot plants have been insulated in northern India, both in the pulp and paper industry. The task now is to highlight how much energy has been saved through the insulation installed by KAEFER in order to trigger replication. A further benefit, says Gorgodian, is that insulation covering hot surfaces presents a “lower risk to workers from burns”.

A further example of KAEFER's engagement with corporate responsibility includes the Blood Donation Campaign organised by KAEFER Abu Dhabi at KAEFER Ruwais Camp. An impressive total of 51 employees took part, including the local managing director. The determination to make the campaign a success was highlighted by the support it received from the Abu Dhabi Blood Donation Bank, various site heads and supervisors, safety crews and many other employees.

Another event was KAEFER ISOBRAZIL's Water is Life campaign to mark World Environment Day. KAEFER's Brazilian sustainability team and its marketing department in Brazil coordinated the campaign, which had as its core aim to educate people about the importance of water conservation. And on the big day, 5 June, around 200 people, made up of employees and visitors,

took part in discussions and presentations at numerous KAEFER ISOBRAZIL locations.

None of this, however, could have been remotely possible without the conscientious work of a series of very committed employees around the world. “At KAEFER,” says Gorgodian, “we have a sustainability network, which we call our ‘Sustainability Champions’.” At present, the 38 Sustainability Champions act as resident points of contact whose responsibility it is to organise local sustainability projects and spread the KAEFER sustainability mindset. These Champions are drawn from a variety of fields, ranging from engineers and health and safety experts to project managers and supervisors. They meet up – sensibly, in a rather sustainable manner – online. It is here, and through the swapping of ideas and experiences, where best practices can be formulated.

It is these people, along with the core CRS team at the headquarters, who are leading the challenge for a more sustainable and more efficient workplace at all KAEFER locations around the world.

SHORT NEWS

Safety without borders

A SUCCESS STORY No matter the location, safety is top of the agenda Located on a South Pacific archipelago, around 1,500 km off the Australian coast, New Caledonia was the scene of a great success story.

KAEFER workers at the Koniambo Nickel SAS site received safety awards in April 2011 and August 2011, including a Contractor of the Month award. KAEFER is responsible there for scaffolding work and during that time the workers learned a lot about good leadership and safety awareness. This high commitment to safety is a result of visible and approachable safety management and daily communication.

As this example makes clear, safety truly has no borders.

KAEFER's real-life heroes

FEEL-GOOD FOOTBALL FACTOR Employees thousands of miles apart use football to aid a social project Proving that football really is the world's game, KAEFER employees took up the company's approach of "Common Spirit, Local Diversity" by entering a local football competition in Bremen, the result of which had a winning impact in South Africa.

Cross-border cooperation was the leitmotif as KAEFER Bremen employees played in a tournament that featured former players from Bundesliga team Werder Bremen and the German national team. They raised enough money to enable junior Bremen football team Union 60 to jet off to work on a social project in Durban, South Africa.

In South Africa, more real-life heroes emerged as a team of KAEFER employees used a national holiday to help the Union 60 players renovate the local Isithumba sports garden in Durban. In a subsequent football match, Union 60 beat their KAEFER co-helpers 2:0 in an exciting game watched by 200 people.



GEC member Jörn M. Fetkötter handing over a sign with the website created for the farm with the help of KAEFER



Day of Caring on a children's farm in Bremen

COMMUNITY VOLUNTEERING It entailed a lot of hard work, but workers took up the call to help on a local farm For one day every year, KAEFER employees leave their workplaces in Bremen in order to volunteer as helpers for a Day of Caring, a social initiative to support the local community.

In August 2011, around 80 employees took part in the sixth Day of Caring to lend a hand at Streichelzoo Wilder Westen, a farm in the Gröpelingen district area of Bremen. Workers from all departments shared out the ten projects and, with great motivation, set about the work with hammers, brushes, saws and shovels.

For children, the volunteers helped build a brand-new water-playing area, a roofed veranda for rainy days, two new barbecue areas and a wooden horse, which is used as a small practice tool for young learner-riders. Many square metres of weather-beaten pieces of wood were exchanged, renovated or freshly painted and many metres of new fences were put up. And for the environment, two "insect hotels" were erected, while for the farm's eight ponies, a covered feeding area was built that would be much more comfortable than before.

The extremely poor weather forecast proved to be incorrect and the involvement of the hard-

working helpers was rewarded with bright sunshine. Rain only neared at around five o'clock in the afternoon, just as the project was finishing, but by then the team had thoroughly earned a weekend break.

Children and farm workers were equally impressed with the efforts of the KAEFER team on this unique day: the Day of Caring 2011.

If you would like to find out more, please see the farm's website (which KAEFER helped to create) at www.wilderwesten-bremen.de.



“IMPROVEMENT” AND “AWARENESS” ARE THE BUZZWORDS FOR HEALTH & SAFETY YEAR 2012

ONE STEP FURTHER Health & Safety have always been a top priority at KAEFER and in 2012 this topic will be promoted even further



New York Construction Workers Lunching
on a Crossbeam

© Bettmann/CORBIS

It can be a complex issue to ensure that thousands of employees across numerous businesses all adhere to the same, very high safety standards. It is even more difficult when those thousands of people are dispersed across the four corners of the globe.

Safety has been vital to the success of KAEFER for decades, but such good work can

never be allowed to rest on its laurels. In order to further increase safety awareness as well as the safety performance across the whole Group, in 2012 KAEFER will actively promote the first of its four core principles: “We care about people and their health and safety”. But what does this mean and what can employees expect from the company’s Health & Safety Year 2012?



Having the right safety equipment is crucial in today's work environment

KAEFER's newly appointed Head of Corporate Safety, Phillipa Recchia, is the perfect person to help shed a little light on what to expect during 2012. "There are four pre-agreed focus topics (risk assessment, training, work at heights and manual handling)," she says. "And a fifth topic will be left for local country business units to decide upon."

"I would give all my fame for
a pot of ale and safety."

William Shakespeare, English poet, dramatist,
actor and theatre director

"The main goal of the whole campaign," stresses Recchia, "is to raise awareness of health and safety (H&S) issues across the KAEFER Group and also to further improve KAEFER's safety performance". Yes, she says, "KAEFER's safety record is already very good, but we can always improve".

Over many years, a huge amount of work has been done in the realm of H&S around the world in all KAEFER businesses, but "improvement" and "awareness" are, indeed, the buzzwords.

So, the key question is this: how can KAEFER's safety performance and awareness be further improved? And how can we live our core principle to care about people and their health and safety?

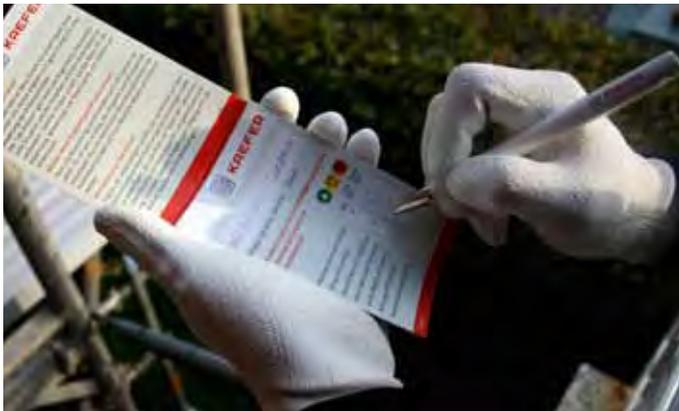
The four focus topics plus the country-specific theme (to be decided regionally in early 2012) mentioned above will comprise numerous activities and events, with the final aim of raising the awareness of H&S, and to promote a safe working environment. More specifically, one of the ways that KAEFER aims to raise awareness of the issue of safety is to catch people's imagination. "We are going to introduce something different, something new, something everyone would like, independent of his or her nationality, culture or the work he or she is performing," Recchia reveals. Something different? "Although safety is a serious issue, we'd like to use little bit of humour now and again to get what can sometimes be difficult safety messages across in a less aggressive, more positive way." If you are now eager to know exactly what we are talking about – be prepared to be surprised! Our little secret will be revealed in early 2012!

That safety can be a team game is encapsulated in Recchia's message that "people should never walk past an unsafe act". It sounds simple, but by looking out for yourself and for your work colleagues, dangerous situations can be rectified without accident or injury. This is one of the key messages that will be promoted throughout 2012.

But a central element will be the enthusiastic support and involvement of the thousands of dedicated KAEFER employees across the world who will be joining the campaign.

The story, however, is not going to end there: Recchia is keen to point out that, although strictly speaking the Health & Safety Year 2012 finishes at midnight on 31 December, in reality the work will continue into 2013 and beyond. "We want a year-on-year improvement with an ultimate goal of zero accidents and incidents."

Successful pilot of Risk Analysis Card



The Risk Analysis Card helps make people more aware of potential dangers on site

ANALYSING ON-JOB SAFETY A pilot project highlights that filling out a safety card can lead to a safer working environment. The aim of the Department of Work Safety and Quality Management (DSQ) at KAEFER Germany is simple. It is, according to the DSQ, "To sensitise our employees to recognise and analyse dangers in the workplace and in work activities in order to reduce the number of workplace accidents".

To better facilitate this, KAEFER introduced a Risk Analysis Card in Germany, which began with a pilot project in Stralsund (Shipbuilding). Now, before work commences on site, a thorough "job analysis" must take place.

At Stralsund, employees were first given a presentation as an introduction to the ins and outs of conducting a job analysis and were then

shown how to fill in the Risk Analysis Card. With various pertinent questions, the form should help ensure that jobs are well thought through; hazards are identified; equipment and machines made safe; rules and regulations recognised and adhered to; and that workers are vigilant and "avoid routines".

The Stralsund pilot ran from the beginning of 2010 to the start of 2011. The result, says the DSQ, was a "reduction in accident numbers by about 60%," and "awareness-raising" and acceptance among workers of the benefits of the Risk Analysis Card. The Stralsund success means that the scheme has been extended to other KAEFER companies in Germany and embraced by KAEFER customers.

KAEFER Termoizola: award for quality and safety

INTERNATIONAL CONNECTIONS A KAEFER Lithuania-France combination has been rewarded for its safety record. KAEFER Termoizola is a medium-sized KAEFER firm in Lithuania, with a subsidiary in Latvia. The company was the proud recipient of an MASE certificate (Manuel d'Amélioration Sécurité des Entreprises, or Companies' Safety Assurance Manual) in 2011, providing official recognition for its quality and its safety regime.

KAEFER Termoizola is very active in providing support work for the French KAEFER WANER company. In order to improve the quality of its works and to become more reliable to customers there, KAEFER Termoizola applied and was awarded the MASE certificate.

MASE is an industrial initiative whose purpose is to promote and improve safety, health and environmental protection among its member companies. The association audits and sets out certification standards that a company should meet in its HS&E (Health, Safety & Environment) principles. Importantly, the certificate is obligatory to carry out work on chemical plants in France and it is awarded only to companies that comply with the highest requirements of safety in work.

"This certificate will open new possibilities for KAEFER Termoizola operations in France," says the company's Managing Director, Eugenijus Slizys, "and it will also strengthen the company's health, safety and environment procedures".



This poster recognises the fantastic contribution KAEFER workers made to creating a safer working environment

HEALTH MANAGEMENT AT TIMES OF CHANGING DEMOGRAPHICS

AGEING WORKFORCE Europe's workers are, as an average, getting older, raising a challenging question: how do we find a way of maintaining a fit and healthy workforce?

The promotion of the health of employees is a central and strategic message emanating from KAEFER. In short, a healthy workforce is a happier workforce and a more productive workforce.

At KAEFER, much is already being done, in particular in the field of health and safety in the workplace. For example, the provision of workers with the correct personal safety equipment is of paramount importance, as is the provision of detailed instructions on the responsible use of dangerous materials. Welcome though these measures are, are they enough to meet twenty-first century challenges?

With clear changes in demographics apparent, and recent changes in the law regarding the age of retirement, it is evident that such measures are no longer sufficient to deal with an ageing workforce. More lateral thinking is required.

The current challenge

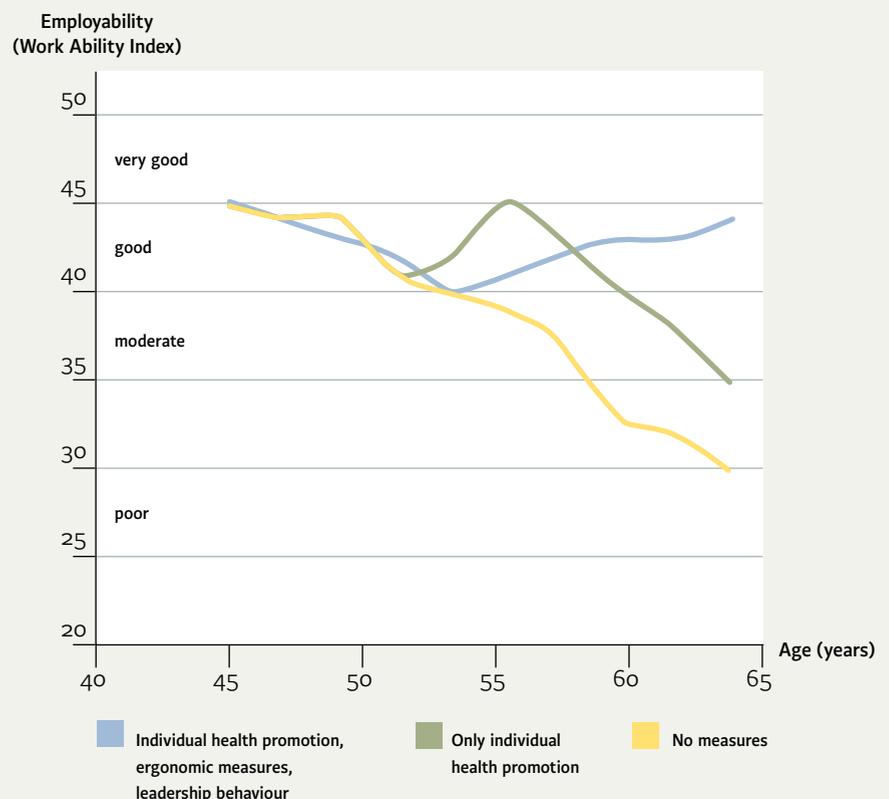
A few facts should suffice to highlight the nature of the current challenges. The average age of retirement in Germany is around 63, but with the legal age to retire now raised from 65 years of age to 67 this will change. In addition, instruments such as the system of partial retirement for people approaching pensionable age, which made the transition to retirement much easier, are no longer available to the population. And mirroring the age structure of the population as a whole, the proportion of the workforce that is considered "old" is clearly rising. In some KAEFER companies in Germany, for example, in four years' time some 70% of employees will be more than 45 years old, and the average age will soon go on to exceed 50.

The department of Human Resources Germany (DHR) has grappled with these figures and debated possible solutions with KAEFER's management in different areas of the company as well as with senior KAEFER executives. During these debates it has quickly become clear that the existing measures, such as a fitness programme

to encourage people to stop smoking and healthy eating in the company canteens, are not enough. The challenge presented by an ageing workforce requires much more, and it is necessary, therefore, to come up with a range of extra initiatives and for KAEFER to choose the most suitable. "The decrease of employability does not simply fall from the sky and we can take active measures against it," says Ralf König, Head of Human Resources Germany. This can be seen in the graphic.

A project group under the leadership of the DHR has been working on this theme since July 2011. It must, however, be kept in mind that short-term measures to deal with such an important issue as that of an ageing workforce will be insufficient. This means, therefore, that an important requirement for successfully finding and implementing future measures to promote good health is that they must be long-lasting and sustainable.

Changes to employability due to intervention



Source: Prof. Ilmarinen, Schwerin 30.9.2009

THE KAEFER ACADEMY: EXCELLENCE IN THEORY AND PRACTICE

FINDING TOMORROW'S STARS In a very competitive market, the KAEFER Academy's mission is to find talented individuals and to help turn them into the best managers possible

How can we develop our employees and prepare them for the challenges of the future? How can we manage to let them grow as the company grows? How can we prepare them in an optimal way to cope with future tasks in a constantly changing business world?

Following KAEFER's growth strategy and its mission "to provide the most professional complete insulation solutions" the HR strategy is aimed to secure a steady development of highly skilled employees and top-of-class managers.

At the same time it seeks to balance out the local orientation of our international business units on the one hand and to bond together the local KAEFER entities on the other hand.

This is where the KAEFER Academy comes into the picture. It is assigned to deliver top-quality project management qualifications and leadership programmes to KAEFER staff.

Looking back at the very beginning of the KAEFER Academy, one of the crucial milestones was to find the right partners and develop a lean, but powerful training structure. Among the most important criteria to find Leadership and Development partners were the providers' commitment to a long-term oriented partnership with a mid-sized company like KAEFER, a proven international focus and experience with company-specific programmes. This process led to the selection of Henley Business School and Coverdale for the leadership training, and Metier Academy/Tiba for project management qualifications. This successful cooperation has meanwhile lasted for 4 years.

"We are as professional with our little team as the big organisations," says Reinhild Heider, Corporate Human Resources Manager, referring to the KAEFER Academy.

The "big organisations" she mentions include Lufthansa, Ernst & Young, Rio Tinto and Deutsche Bank. Why did she pick those as her benchmark?

It was, in fact, provided by the European Foundation for Management Development as part of its Excellence in Practice Award 2011. The award attracts case studies from some of the world's top enterprises that illustrate "an effective and impactful leadership and development intervention", and in the Highly Commended Cases section, there was KAEFER with its "High-Impact Learning in a Mid-Sized Company Serving International Markets". One of the authors of the study was Reinhild Heider.

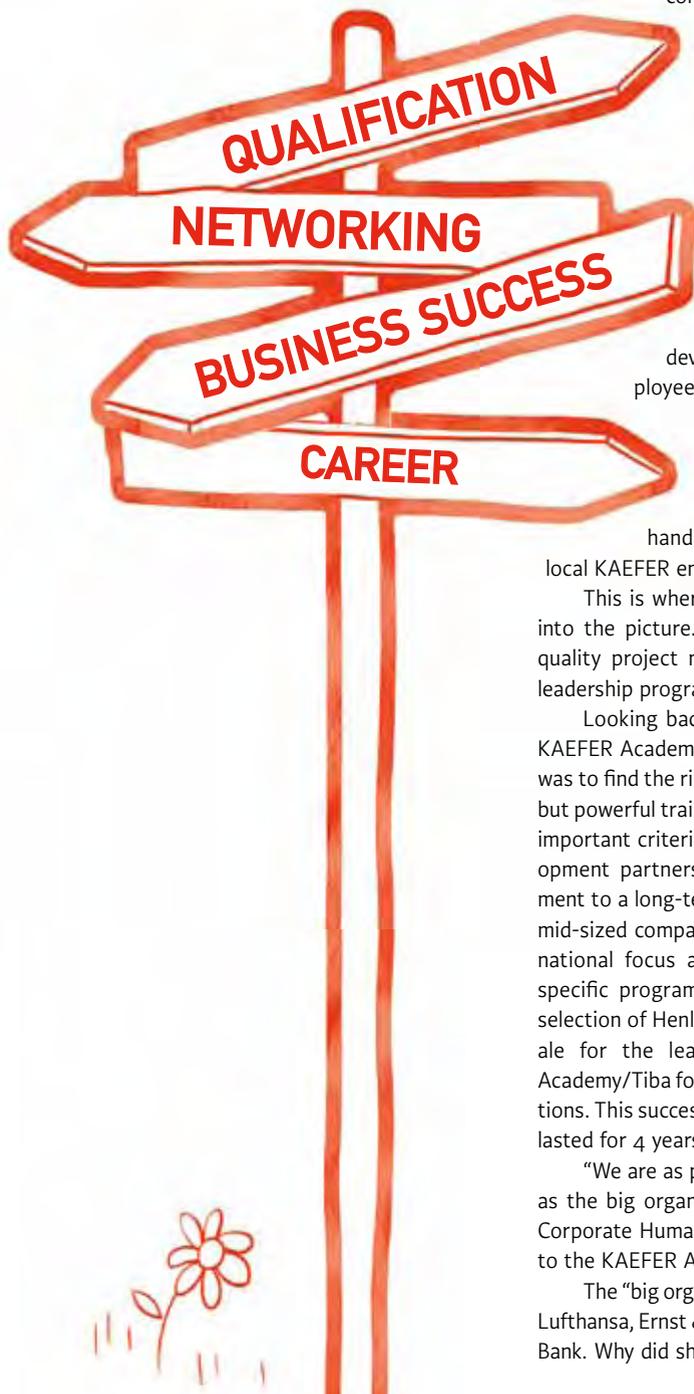
"When we wrote this case," Heider says, "we had to go into detail about our development programmes, and for us it was very important that the European Foundation for Management Development understood the idea of our Academy". After the understanding, came the recognition: "They said this kind of academy is usually only found in the big multinationals," she adds with satisfaction.

Tailor-made qualifications

What began in 2007 with a course aimed at nurturing young talent and entitled "Junior Leadership Programme" (JLP) has since expanded to include a set of tailor-made international qualification programmes: AMP (Advanced Management Programme), EDP (Executive Development Programme) and TMP (Top Management Programme). Then there are the KITE (KAEFER International Training for Engineers), the LNG (Liquid Natural Gas) programmes and PMQ (Project Management Qualification).

What all these programmes have in common is that they are designed to meet the specific demands of an industry where both - excellence in project management and leadership - are of crucial importance. They must also engage ambitious participants, who have opted for a career on the front lines of industrial technology and are willing to take responsibility and put KAEFER's leadership values into practice. Last but not least, the KAEFER Academy Programmes satisfy the highest demands by not only transporting the KAEFER strategy, but also by internalising KAEFER's mission and vision.

The youngest programme of the KAEFER Academy is the Advanced Management





Programme (AMP). "It's targeted at middle-management level with 8 to 15 years of professional experience, has a maximum of 16 participants and consists of four seminar modules in the course of one year," says Heider.

High-quality project management

There is more to the AMP programme, however, than dealing with daily business issues. The completion of business-critical projects is at the core of the curriculum and follows the approach of the other management development programmes in the KAEFER Academy. Reinhild Heider cites "reduction of material wastage", "skills matrix" and "rope access" as this year's AMP project themes. She points out that these subjects were chosen as they contribute to process optimisation and cost savings and thus ensure the return on investment from KAEFER Academy Programmes. However, project focus is found

throughout the entire spectrum of KAEFER Academy offerings and all projects combined open a window on an industry confronted with extraordinary challenges.

One of the main challenges is the globalised world and KAEFER's organisational growth, where projects have become larger and more complex. High-quality project management has become indispensable to KAEFER's success.

The PMQ programme fulfils KAEFER's need to instil the best practices of project management, from preparation and planning to delivery. More than 230 project people are currently enrolled in the qualification, 13 KAEFER companies presently participate.

To get a return on investment from the KAEFER Academy's programmes it is essential that the learning is being implemented in the participants' daily work.

This applies for newly acquired leadership behaviour as well as for executing projects

according to the KAEFER project life cycle. "It's difficult to measure it," admits Heider, but she is confident that the pay-off can be seen in the improved project execution, improved cooperation across borders and best practice sharing and, last but not least, the increased motivation and the superior leadership that graduates of the KAEFER Academy bring to the workplace.

And there is even more to come . . .

Participants on the Advanced Management Programme (AMP) in 2011



Bright young people wanted

PARTNERING EDUCATION INSTITUTIONS An outreach strategy is helping KAEFER Construction GmbH make contacts with talented young people “It’s about partnerships with educational institutions,” says Ralf König. The head of Human Resources Germany is discussing the company’s strategy for finding the best and brightest trainees. Specifically, it means partnering with educational institutions near KAEFER Construction locations, which explains the HR department’s involvement with University 21 in Buxtehude, the University of Bremen and the Rosenheim University of Applied Sciences in Bavaria.

The outreach strategy covers everything from placing ads in campus publications offering KAEFER Construction internships to attending events such as the annual IkoRo, an industry contact fair in Rosenheim, southern Germany. At this fair, KAEFER and another 60 to 70 firms can make contact with students to inform them of career opportunities. If they have the right mix of business and technical skills, KAEFER Construction wants them.

The dual role of Stefan Krieger

TRAINEE TALK Setting out on a traineeship can be daunting, but the completion of a course can set young people up for a great start to their careers Stefan Krieger joined KAEFER Construction in Frankfurt as a trainee in September 2008. After completing a BA in civil engineering at University 21 in Buxtehude, near Hamburg in northern Germany, he started a full-time job at KAEFER in September 2011. At this time of intense debate about the future of education, what makes 22-year-old Krieger particularly interesting is that he did a “dual degree” course combining theory and practice.

K-WERT: How does the dual degree system work?

Krieger: Each semester lasts six months and the student spends three at KAEFER and the other three at university. In other words, during the three-year degree course, you spend half the time learning in the workplace.

K-WERT: So, how does KAEFER benefit from this?

Krieger: Well, the advantage for KAEFER is that the student learns about a specific area of the

business and can play a productive role in the company right from the outset.

K-WERT: So what’s your goal now?

Krieger: My career objective is to be a project manager.

K-WERT: Do you plan to specialise in any area?

Krieger: Doors.

K-WERT: Doors?

Krieger: Yes. They’re a vital part of interior construction, not only in terms of functionality and design, but for fire safety purposes as well. And as door specialists are rare, I think it would be good for my career to develop expertise in that area.

K-WERT: Stefan, thank you.

As can be seen from Stefan Krieger’s answers above, this is a young man who has a good idea of his aims and ambitions. Hard work and commitment have clearly underpinned his achievements so far, and more of the same should put him on the path to further success.

Future champions of industrial thermal insulation

INSULATION CHAMPIONS The best young insulation workers in France participate in an annual competition, with the winner entering a Europe-wide contest Here they come, donning their gloves, hard hats and goggles – just what you need when working with the likes of cellular foam, mineral wool and PVC. Those are some of the materials the three KAEFER WANNER contestants for the title of “Best Young French Worker in Industrial Thermal Insulation” were handling in Lyons on 16 and 17 November 2011 in a competition organised by the French National Association of Insulation (Syndicat National de l’Isolation). The KAEFER WANNER representatives are selected by winning the Concours Calo, an annual internal competition that’s been running since 2006. The winner of the Lyons event will represent France in the European Competition organised by the FESI in Berlin in February 2012.



KAEFER WANNER workers compete to represent the company in a European insulation competition

KAEFER FAIRS 2011

TRADE FAIRS Every year, KAEFER representatives participate in numerous events in order to meet clients and to remind them of the company's high-class portfolio

Specialist trade fairs provide unrivalled opportunities for networking within a strong "brand-building" environment, which is why they are so crucial to KAEFER, explains the project manager from Corporate Communications. Certainly, 2011 was another successful year of fairs and exhibitions, with KAEFER showcasing the latest products and services at exciting events across the globe. According to the project manager, these fairs benefit both company and client, because they allow "a highly targeted audience of fellow industry professionals and potential clients direct personal access to the suppliers of leading technology".

In March 2011, KAEFER representatives visited Amsterdam for the "must-attend" Gastech conference with over 120 members of the world's professional gas community coming together to discuss the pertinent issues impacting KAEFER's business.

KAEFER also had a positive showing at the renowned Brazil Offshore conference in June, based at the oil and gas industry hub in Macaé City. Organised by the IBP Brazilian Petroleum

and Gas Institute, it focused on problem solving within the industry. "Brazil Offshore is attended by operational teams, engineers and managers who work on the oil rigs and platforms offshore," says the project manager from Brazil, commenting on the event's diverse range of representatives. "Manufacturers, importers, distributors and suppliers are present, too. Our participation was a great success."

June saw the POWER-GEN Europe event take place in Milan, Italy, offering the largest conference for the European electricity and power technology sector. "The unique combination of conferences and exhibitions across the entire spectrum of power generation is serving the vital move towards integrating the traditional fossil fuel and fast-growing renewable generation sectors."

2012 will bring a host of new events providing ample opportunity for the KAEFER Group to showcase the very best the company has to offer, as well as research market trends and to evaluate the competition.



The KAEFER stand at the Brazil Offshore conference trade fair

2012 FAIRS

21 – 25 February

Bautec, Berlin, Germany

International trade fair for building and construction technology.

<http://www.bautec.com/en/>

30 April – 3 May

**Offshore Technology Conference (OTC)
Houston, USA**

The world's foremost event for the development of offshore resources, where KAEFER's offshore division will be presented once again. <http://www.otcnet.org>

12 – 14 June

POWER-GEN Europe, Cologne, Germany

The largest and most comprehensive conference and exhibition for the European electricity and power technology sector. <http://www.powergeneurope.com/index.html>

28 – 31 August

ONS 2012, Stavanger, Norway

ONS has become one of the world's most important meeting places for everyone involved in the energy business. This expo provides you with direct access to an offshore sector where investment worldwide is set to reach record levels over the next few years.

<http://www.ons.no/>

4 – 7 September

SMM, Hamburg, Germany

An international platform for leading companies in the shipbuilding and maritime-equipment industries.

<http://smm-hamburg.de/en/>

19 – 22 September

World Insulation and Acoustic Conference (WIACO), Paris, France

Organised by the European Federation of Associations of Insulation Companies (FESI), the UK's National Insulation Association (NIA) and France's National Insulation Union (SNI), WIACO provides a forum for discussing new innovations and practices in the field of insulation. The theme for 2012 is "Insulation: Our Contribution to a Sustainable World". KAEFER is one of the primary sponsors of this event. <http://wiaco-congress.com/en>

8 – 11 October

Gastech, London, UK

The global gas and insulation industry essential. Now held every 18 months due to its continued success.

<http://www.gastech.co.uk/conference>

INSIDE THE INNOVATION PIPELINE

INNOVATIVE SOLUTIONS From lightweight wall panels to smart lifting tools, KAEFER is keen to develop and to try out cutting-edge new technology

Thanks to his unique job as Head of Corporate Technology & Research (CTR), Marin Schouten probably has the best view of the breadth of the innovation going on inside the company worldwide.

“My role is to support all entities in the KAEFER Group,” explains Schouten. “Where standard solutions do not work we will help them find alternatives. We also help develop new technology for new market opportunities.”

His department has helped create some of KAEFER’s key products over the years including lightweight noise-abating wall systems for ships and LNG insulation repair methods that enable clients to keep their operations online.

More recent innovations include a certified fire-protection solution for pipe penetrations, which KAEFER will supply to a nuclear power plant in Finland, and a fire-protective cover, jointly developed with KAEFER WANNER, that can withstand four hours of fire.

Future prospects

There are plenty more important innovations in the pipeline. Schouten’s recent work with KAEFER’s Corporate Competence Centre for Liquid Gases on vacuum insulation panels looks likely to open up a significant new global market for KAEFER.

The CTR department is also assisting in a research project developing lightweight wall panels for shipbuilding, combining high-performance noise abatement with fire-protection insulation, enhancing both safety and comfort on ships and offshore cabins. Emerging surface-protection technologies, including thermal spray aluminium and adhesive foils, which could one day replace the need for spray painting and so improving safety, are also under Schouten’s microscope.

Aerogel (by Aspen), an innovative product with very good insulation properties that is finding applications in the LNG and high-temperature piping sectors, is another material he is busy evaluating. “With Aerogel, the space requirement for insulation reduces by 60%. You need 1cm of

Aerogel compared to 2.54cm of other material and it’s fast to apply.”

Long life, low maintenance

Arma-Chek is another new product being championed by KAEFER with wide applications in the offshore and heavy industry sectors. The insulation system is made of non-metallic cladding with a built-in water-vapour barrier that avoids the hazards of galvanic corrosion. Saltwater, oil, UV and chemical-resistant, it offers 40% increased life expectancy and a 60% reduction in required inspection and maintenance.

Bremen is not the only place where innovation is happening, however. KAEFER ENERGY in Norway is helping deploy a new generation of thin-film coatings that will help clients work more efficiently and in some cases do things they could not have done before. The extremely low-friction properties of PTFE (polytetrafluoroethylene) coatings, for example, are streamlining maintenance work in the oil, gas and subsea sectors. Its use on nuts, bolts and valves to retard corrosion makes dismantling and servicing installations easier and KAEFER is pioneering its wider development.

In subsea applications where you might have wells with high temperatures, thick-film coatings might not be used. In wet conditions most ordinary coatings do not tolerate temperatures over 80 – 90 °C, which is typical subsea. Thin-film coatings will, under these circumstances, be more efficient.

A thin-film future

As well as PTFE coatings, KAEFER is exploring the use of ETFE (ethylene-tetrafluoroethylene), ETCFE (ethylene-chlorotrifluoroethylene) urethane and ceramics-based coatings, although they require new ways of working, says the Norwegian project manager. “Thin-film coatings are for us an entirely new type of product and we’ve had to learn a lot. We’ve taken quite a few steps up the engineering ladder in developing new



The multi-lagged ArmaSound sandwich system consists of Armaflex, ArmaSound RD 240, ArmaSound Barrier E and Arma-Chek R coating

working practices. It needs a much cleaner fabrication environment and we need to have better quality control and documentation for these than for ordinary coatings.”

The new coatings should find a wide market, however. “We expect these types of coating to be adopted all over the world. We can already see the market is large in Sweden, Denmark, Germany and the UK, and it is growing.”

Well-balanced loads

Not all the best innovations come from the lab. Sometimes they come from solid engineering experience combined with the application of common sense. KAEFER WANNER engineers at EDF’s (Électricité de France) Golfech nuclear power plant in south-west France came up with a handy, pocket-sized, low-tech innovation that greatly improves safety and operational efficiency in heavy lifting operations.



KAEFER ENERGY's production workshop for PTFE coating



This triangle-shaped sextant is a template that allows a simple optical sight at arm's length in order to control the angles formed by slings

Called the sextant, it was born from work-place experience of managing heavy lifting operations. Poorly balanced loads, overly acute lifting angles or the incorrect positioning of lifting slings are all hazards when managing large bulky lifts. The team at Golfech worked closely with EDF to develop the tool, which offers a simple, practical reference for on-site operators to carry out the safety checks listed on the tool before and during lifts.

The sextant is a great example of KAEFER's ability to help come up with – or be an early adopter of – innovative solutions. When added to many other innovations, it is clear that placing high value on research, development and practical solutions has been a success for KAEFER. It is just as clear that finding further innovative solutions to difficult challenges will be central to the company's future success.

“Climate-protection scholars” visit KAEFER

THINKING ABOUT TOMORROW On a visit to Germany, climate-protection scholars took the opportunity to visit KAEFER headquarters in Bremen As well as innovating at the technical and operational level, KAEFER is doing so at the managerial level by helping to nurture a new generation of environmentally aware managers. Supported by the German Ministry for the Environment, in September 2011 a group of international scholars travelled through Germany to visit various institutes, projects and companies that work, promote or are involved in the field of climate protection. As part of their tour the group visited Bremen and KAEFER for presentations, discussions and workshops.

During an open session at the KAEFER headquarters, topics such as electricity grid access in developing countries and the development of special fuels were actively discussed between KAEFER representatives and the scholars. In addition, Professor Karen Smith Stegen gave an introduction to DESERTEC (see also page 12).

This event also served to highlight the need to not only think about today but also about tomorrow. And it's all part of KAEFER's long-term commitment to being a good environmental steward.

SPEAKING WITH AUTHORITY ON ENERGY AUDITS

THE BENEFITS OF INSULATION The role of the European Industrial Insulation Foundation is to get the message across about the benefits of insulation

As the world struggles to meet its energy needs more sustainably and arguments rage about which fuel sources work best, energy efficiency is the often forgotten “fifth fuel”. Insulation, which can cut energy use and emissions quickly and cheaply in a range of industries, just doesn’t have the priority it should have among many firms.

Part of the problem until three years ago was that the industry did not talk with one authoritative voice about its benefits. It’s one reason why 12 leading insulation companies, including KAEFER, formed the European Industrial Insulation Foundation (Eiif) where KAEFER’s GEC member Peter Hoedemaker holds the function of vice-president.

Its mission, says the foundation’s manager, Andreas Gürtler, is to educate businesses about the benefits of economic, high-quality insulation installed by the best specialists. The average figures for energy saved and reduced CO₂ emissions are striking. “We know there is big potential to save energy in industry and reduce CO₂ emissions. If you insulate at today’s cost-effective level, as a general rule you can cut heat loss by half from rates of 150 w per m² to 75 w per m²,” says Gürtler.

“There is a low awareness of the significant benefits of the most economic insulation.”

Despite the obvious benefits of upgrading to modern, cost-effective insulation, the barriers to realising these savings for clients are surprisingly high. Getting to the right decision-makers at the right time is a big hurdle, Gürtler explains. “There is a low awareness of the significant bene-



The role of the Eiif formed in 2009 is to promote the benefits of insulation

fits of the most economic insulation.” Very often another problem is that the manager responsible for maintenance often doesn’t have the budgetary discretion to spend more on insulation in order for another manager to save more from their separate energy budget. There’s also an issue of distrust in the benefits of insulation work in industry – a lot of users still see it as little more than a necessary evil.

The Eiif can help deal with all these problems, says Gürtler. “A neutral foundation can work more effectively on the communications front and help to access higher levels in the company, where it’s possible to show senior decisionmakers the worth of investing. It also helps transfer the discussion from one of price to one of quality and payback.”

The foundation this year passed a big milestone in its bid to communicate these issues. The first graduates of its TIPCHECK energy audit programme completed their training in August, and subsequent courses in 2011 were fully booked. “The TIPCHECK certificate is a guarantee the engineer will be very well qualified, experienced and tested as such by a third party.” The scheme plays a central part in the battle to convince businesses of the importance of insula-

tion and to give them trust in robust standards and benchmarks. “The consequence of doing a TIPCHECK is that a company can save a lot of money. If a company like Shell does a TIPCHECK on one refinery and discovers they get significant savings back, they will ask for quality insulation rather than the cheapest.”

“There was an example of KAEFER WANNER calculating savings of €400,000 for a chemical plant by simply insulating the rooftops of a tank farm storing hot liquids. There are many more stories like that in a lot of industries and installations. Next year we are aiming to do at least five TIPCHECKS for some big companies, which should be an important result for the programme. Hopefully, after that the programme will develop like an avalanche.”

PORTRAIT



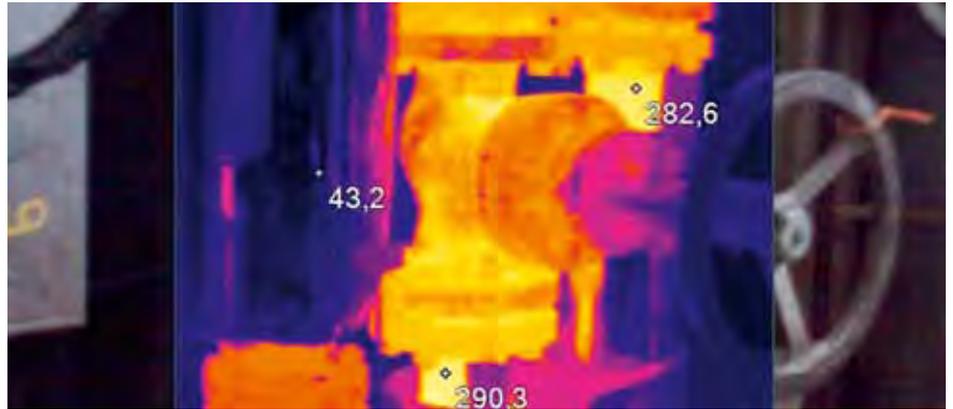
Andreas Gürtler

is the Foundation Manager of the Eiif. Prior to this, he established non-profit initiatives of various kinds and worked for news agencies. During his studies to become a teacher and journalist he collected initial experience with insulation, earning some extra money as a roof carpenter.

Audits fight energy waste

AUDITING FOR EFFICIENCY KAEFER is helping a number of companies be more energy efficient and environmentally friendly by doing energy audits. In the face of high energy prices and the advent of carbon pricing, companies in Poland are striving harder than ever to be more energy efficient. Fortunately, the Polish KAEFER subsidiary can give them a new tool to achieve this: the energy efficiency audit. KAEFER now applies its expert knowledge of industrial insulation to identify energy efficiency improvements for clients, subsequently saving money and reducing their carbon footprint. Clients can ask KAEFER's audit teams to identify specific areas of weakness on installations or to carry out a comprehensive, system-wide survey.

KAEFER's specialists have become experts at using and interpreting data from thermal imaging cameras, which are used during the audits. The resulting audit reports outline to clients the best options for realising energy savings regardless of whether they implement a full upgrade or only seek to rectify faulty areas. A valuable feature of the reports are graphs that demonstrate the performance of different types and thicknesses of insulation versus their cost, helping clients identify the best option for offering optimal returns on investment. It's all part of KAEFER's stated vision to eliminate the energy waste.



Thermographic analysis of a valve - bright yellow and violet parts indicate a great energy loss

Cheers to energy savings

BREWERY AUDIT Instead of the usual beer tasting, a visit to a brewery involved thermal imaging cameras. It was a tough job but someone from KAEFER WANNER's office in France had to do it: take a trip to a client's brewery! In Tahiti.

This was no holiday, however, but a serious trip to carry out an energy audit to discover how efficiently their plant was insulated. The audit identified significant potential savings and led the client to award a €300,000 contract to upgrade the facility's insulation.

The audits are a recent innovation, which KAEFER WANNER's specialists have been carrying out using state-of-the-art thermal imaging cameras since mid-2010, says Fabrice Gravier, export manager at KAEFER WANNER.

The company has much work to do now to educate clients and demonstrate the audits' value in identifying potential savings, says Gravier. "In a chemical installation, for example, there might be important energy losses but we can show the client that if they invest in new insulation they can be more economically and environmentally friendly.

"We know that when we can show the client how we can improve their energy and environmental performance, we can win new business, which is profitable for our clients who get an attractive return on investment, and also for us."

Standing the heat

YACHT FIRE PROTECTION Life aboard a luxury yacht really is living the high life, and owners can relax in the knowledge that they have first-rate fire protection. A swimming pool, multiple bedrooms, a well-stocked kitchen, maybe even a cutting-edge sound system – all things that the aspiring megayacht owner may want to consider in a vessel. One element that certainly cannot be ignored is fire protection. "International safety laws apply to all ships weighing over 500 tonnes," says Jürgen Reuter, Head of System Design and Product Development for KAEFER Schiffsausbau GmbH. "Fire protection has to be installed in certain areas to prevent fire spreading from one room to another. One of our latest

innovative products in this section is a rolling curtain made from 0.7 mm-thick stainless-steel meshing, with a special coating."

Both passenger ships and megayachts represent growth sectors in the world of nautical fire protection, but it is a competitive industry, and regulations will only become more stringent. Innovation, then, is key and the design team unveiled its latest product earlier this year – a protective stacking door that has already been installed on several ships. "When it comes down to it, customers are all looking for the same thing," Reuter says. "Fire protection has to be inconspicuous, lightweight and affordable."

THE CHANGING FACE OF SAFETY

UNDERSTANDING SAFETY The UK and South Africa show that safety is not a one-man show

In the not too distant past, whenever the term SHEQ (Safety, Health, Environment, Quality) cropped up, there was often a collective groan,” says Phillipa Recchia wryly. “We still get it from time to time, but things are changing quite quickly.”

Ms Recchia, former SHEQ Manager at UK-based KAEFER C&D, has recently been nominated as Head of Corporate Health & Safety for the whole KAEFER Group. With thousands of employees working around the globe on industrial construction sites, safety is without doubt one of the most vital elements in the work that

awareness,” Recchia says. “We do a huge amount of one-to-one coaching. It’s important that people understand why we do what we do, rather than just following it blindly.”

These are sentiments shared by Recchia’s counterpart in South Africa, Renata Twigg. As Loss Control Manager, Twigg oversees 14 safety officers working across the country on different sites. “We conduct so many more training [courses] now than we used to,” Twigg explains. “When people come back from them, they often say that they have a newly found respect and better understanding of our jobs. Many of them remark

KAEFER does. Its clients, too, are increasingly aware of its importance and are becoming more and more willing to work closely together with safety officers. “In the past, we were sometimes seen as the industry’s ‘policemen’,” Recchia says, “but now there is a much greater focus on dialogue and consultation. I think we are more respected now than we used to be”.

Promoting awareness

While certain international safety standards exist, there are also a number of local regulations that vary from country to country.

“Legislation in the UK differs in comparison to a lot of other countries because of the claims culture here,” explains Recchia. “This means, for example, that the level of controls and personal protective equipment is more stringent here than in some other countries. It also means that there is a higher ratio of safety officers to operational staff than elsewhere.” It is increasingly becoming the job of these safety officers to not only ensure that rules are adhered to, but to train and educate workers. “We aim to promote

that they can’t believe how many laws and regulations we have to enforce.” According to Twigg, South Africa has undergone tremendous changes in safety legislation, especially construction safety, in the last three to four years, bringing it up to speed with many of the most developed countries.

The increase in legislation and severity of fines and penalties imposed by the state due to non-compliance has resulted in a vast increase in awareness of safety and the implementation of safety management systems such as OHSAS 18001 by many companies. “We recently achieved ISO 14001 (Environmental) and OHSAS 18001 (Occupational Health and Safety) accreditations and have noticed a steady decline in our Lost-Time Injury (LTI) frequency rate since inception,” Twigg says. “The greatest challenge now, however, is maintaining and continually improving on these two systems. Many of our sites have achieved excellent safety milestones, especially our SAPREF Refinery Site in Durban which recently managed to achieve nine million injury-free man-hours,” she says proudly. Recchia, too, is rightly proud of a safety record

that has seen the accident frequency rate on KAEFER C&D projects in the UK go down year on year since she started, despite an increase in both man-hours and the intensity of work.

A man's world?

Although both are keen to play it down, it is worth noting that both Recchia and Twigg are achieving success in what has long been a male-dominated industry. And while equality has become more widespread in recent years, it has not

always been easy, says Twigg. "When I first started working in safety 17 years ago, I never saw another woman [in a similar position] at all. I would be the only woman in meetings and on site – it certainly attracted attention. There has been a huge change in the last few years or so, though. I can walk around a site now and see many female safety officers." She believes that this may partly be due to the effects of the "affirmative action" employment policy introduced in South Africa in the 1990s. Brought in to counteract the effects of sexual and, in particular, racial

discrimination, its impact on the employment landscape in the country is being increasingly felt.

Despite the progress made in Twigg's and Recchia's respective countries during the last decade, they both believe it is important to continue to increase understanding and awareness of what they do. "We need to keep fostering relationships with both colleagues and clients," Recchia says. "Only by creating a true safety culture can we continue to improve."

PORTRAIT



Phillipa Recchia

Head of Corporate Health & Safety

Originally a civil engineer, Phillipa Recchia worked as an SHEQ Manager for seven years. After starting with a small team of just three others, she went on to head a 15-strong group that covered the UK. In total, she has worked for C&D (now KAEFER C&D) for 12 years. Now Head of Corporate Health & Safety, despite being more office-based than when she first started, Recchia believes it is still important to get out and visit sites, "so as not to lose touch with what's going on".



Renata Twigg

Loss Control Manager, South Africa

A former safety officer, Renata Twigg now oversees her own occupational SHEQ department. She is in charge of 14 safety officers stationed on different projects around the country as well as a team of three at KAEFER Thermal's South African base, just outside Johannesburg.

As safe as can be

NUCLEAR SAFETY Damage to concrete at a nuclear plant proved to be a far bigger job than originally envisaged. There can be few places where safety is as important as on a nuclear power plant, particularly in light of the disaster in Fukushima, Japan, in 2011. In 2010, KAEFER began renovation work on a plant in northern Germany for the Swedish power giant Vattenfall. “We have to completely renovate the façades at the plant, in particular the concrete and the lead flashing, which was no longer secure enough in certain sections,” says Jürgen Wende, General Manager, Region North at KAEFER Industrie GmbH. He cites the main challenge for the project as coordinating the scaffolding with the concrete refurbishment and the façade replacement. “We had to find a solution that meant the scaffolding didn’t exert too much pressure on the concrete as well as secure the scaffolding without drilling into the construction.”

So far, not all has gone according to plan, for various reasons, says Wende. Damage to the concrete proved not to be between 5% and 10%, as had been expected, but closer to 80%. “Despite this, we expect to finish in March 2012,” says Wende. “For Vattenfall, the main advantage will be that it will not have to carry out any further reconstruction measures when the time comes to dismantle the site.”

Big business in France

In France, nuclear power is big business. The country generates almost 80% of its electricity from nuclear power plants, which is the highest percentage in the world. It is a key market for KAEFER WANNER, which will begin work on two vital new contracts in 2012. “We will be providing scaffolding and insulation work on existing facilities at both the Flamanville and Penly power stations on the coast of northern France,” says Pascal Fondimare, Nuclear Market Director.

The contract, which was awarded by France’s national electricity generator and distributor, Électricité de France (EDF), is valid for a period of seven years and it is worth around €40 million. “Long-term contracts such as these are very important,” comments Fondimare. “They allow us to invest significantly in scaffolding equipment as we can amortise the costs over a longer period of time. It also means we can now concentrate on trying to win smaller add-on contracts at this location.”

Fire detectors for EDF

KAEFER WANNER was also part of a team the French utility company Électricité de France chose to replace the fire detectors at 58 nuclear power plants. “Our task will be to prepare, plan

and install access for the installation of 55,000 fire detectors,” says Fondimare. The €35 million project requires 700 tonnes of material, 170 containers, and at peak times 200 people will be working on the sites.



Locks of a nuclear cassette insulation

Reaching safety milestones in Austria

AUSTRIA’S ACCIDENT-FREE SITES It’s the result everyone wants: as long a time as possible without an accident. KAEFER recently achieved a combined total of 60,000 consecutive accident-free man-hours at two neighbouring sites in Austria. The project, commissioned by the Rohöl-Aufsuchungs Aktiengesellschaft (RAG), saw the installation of piping insulation as well as sound insulation across around 16,000 m² of a large, natural underground gas storage facility. “We had an average of 20 people present on site throughout the year, so this is quite an achievement,” explains KAEFER’s Division Manager Industry in Austria. “The site will be used to store natural gas sourced from locations such as Russia, before it is then transported onwards for use in neighbouring countries like Germany and Italy.”



HOW TO KEEP HUGE TRANSFORMERS QUIET

SILENT TRANSFORMERS Noise pollution is an increasing problem, but the correct insulation can cut out the “hum” from electricity production



Noise protection hood for a transformer station

Have you ever heard a 380,000-volt transformer? One of the reasons that most people haven't is because of the special noise-insulating constructions that are built around them. Noise protection is a growing market for KAEFER, not least because of the changing nature of the way we generate electricity. While the world is consuming an ever-increasing amount of power,

“Ultimately, the noise level is cut by more than half.”

KAEFER Germany's Head of Technical Noise Protection Stephan Traudt

there is a growing demand for it to be produced in a more environmentally friendly way. One of these methods is wind energy and KAEFER is currently working together with Siemens on different large offshore wind-park projects. “The wind turbines generate alternating current (AC), which is then converted to direct current (DC) and sent to the shore to transformer stations. In this case, there will be two in Büttel and two in Diele, in northern Germany,” explains KAEFER Germany's Head of Technical Noise Protection Stephan Traudt. “The transformer stations will

then convert it back into AC before feeding it into the grid.”

Because these large transformers generate a loud, low-frequency humming noise, and are often in populated areas, they have to be noise-protected. “A steel frame is constructed around the transformer and then fitted with sheet metal and a special noise insulation, which is developed in cooperation with the Corporate Technology & Research/Acoustics department. These elements are coated with a highly effective corrosion protection. Ultimately, the noise level is cut by more than half,” says the noise-protection expert.

This means even people living nearby will barely hear a thing.

SHORT NEWS

On time, even with the Jasmin Revolution

TIMELY TUNISIA A joint KAEFER project in Tunisia finished on time, even with an unusual interruption French expertise was vital in a KAEFER WANNER-KAEFER Tunisia joint venture to insulate and paint a STEG power plant in Gabès, Tunisia. The work ended on time despite a two-week break due to the Jasmin Revolution. For Gérard Pichereau, Director North Africa of KAEFER, one partnership, with Afrikisol, stands out in particular. “They had to supply 20,000 m² of insulation, so we invested in their facilities to make them fit for the market.” This gave KAEFER the chance to “set itself up in Tunisia for the development of the North African zone.”

Cracking safety standards at Dow Chemicals

DEMONSTRATING SAFETY A project in the Netherlands showcases rising safety and quality standards Terneuzen, in the Netherlands, is the centre of DOW Chemicals in the Benelux region. KAEFER's work on the 2011 €6 million turnaround involved scaffolding and replacement of the old insulation at the LHC 1 Dow Chemicals cracking plant there. It went without a hitch, says Chris Hunter, Managing Director of KAEFER Netherlands and Belgium. “We demonstrated our high safety and quality standards, so it is also a good reference project for future projects,” he points out.

GAS BOOM IN THE DESERT HEAT

BUT SAFETY FIRST KAEFER is used to taking on projects in some of the most demanding environments, such as in LNG projects in the Middle East and Australia



50 °C

QATARI DESERT

The temperature in summer reached a record 50 °C

In the Qatari desert, a town of steel and piping, built by an army of 52,000, is almost complete. The Pearl GTL plant, larger than London's Hyde Park and built with 2 million tonnes of steel, is turning inexpensive natural gas into valuable liquid fuel to supply eager world markets. Turning gas into diesel and other "waxy" hydrocarbons requires an extreme kind of alchemy.

"Plenty of opportunities, therefore, for KAEFER to show its expertise."

The gas must be purified, frozen, then heated to well over 1,000 °C and finally passed through catalysts to emerge as "waxy" hydrocarbons.

Plenty of opportunities, therefore, for KAEFER to show its expertise. Its specialists provided heat and cold insulation, fire protection, as

well as fire and heat-retarding material on refractory and air-separation units, and also on liquid and gas-processing units at Pearl.

It has been a challenging undertaking, says KAEFER's senior project manager on the project. "There are so many safety rules on this project. We have one safety officer for every 50 people. It is very demanding but we are going to complete this project with no serious incidents and that's a big achievement. As of 31 August 2011, we achieved 7.3 million LTI-free (Lost-Time Incident) man-hours."

"A flag system – black means no work, green means normal working and red means more shade and rest – is just one of the safety measures in operation to ensure safety in the desert heat", he adds. "The working conditions in the hot season are very difficult. The temperature in summer reached a record 50 °C."



THE PEARL GTL PLANT
Larger than London's Hyde Park and
built with 2 million tonnes of steel

KAEFER's experience in major projects at Ras Laffan and its work on the Oryx GTL project were instrumental in it winning the work at Pearl, he proudly adds. "We have lots of experience and all of that counted."

Extremely challenging

Arguably even more demanding from an operational and safety point of view is KAEFER's work on the Qatar Petroleum Natural Gas to Liquids (NGL) project at Mesaieed Industrial City, Qatar. It is a two-year project that began in March 2011 to refurbish and upgrade the fireproofing, and it is critical work. "This is a running plant so we have to work around on-going operations with strict safety enforcement in place. Separate risk assessments are required for every location and the operations team must approve them before we can work."

"Conditions are extremely challenging. It's often noisy due to on-going processes and there's a lot of radiated heat from the surfaces while ambient summer temperatures alone reach 45 – 55 °C. It's hot and stressful."

Work team health and safety is paramount, he says. "We have special clothing and enforce a rest cycle system. After 30 minutes, workers rest

in a shelter – and drink cold water – for 15 minutes. We monitor for dehydration and if they feel they are not OK we move them from the workplace."

Planned expansion

It is not just in the Middle East where KAEFER is active in the gas sector. Australia's LNG sector is on the peak of a boom that will see several major projects soon get underway. Woodside's Pluto LNG project will deliver its first gas in early 2012, and Chevron's Gorgon LNG project is already under construction. Wheatstone, Ichthys and Browse are all on track towards their final investment decisions, not to mention several Coal Seam Gas LNG projects underway near Gladstone in central Queensland. The Gorgon project alone (a €32 billion investment by Chevron) is due to produce its first gas in 2014 and the country is set to more than triple its LNG capacity this decade, making it the second-largest global LNG producer by 2015.

KAEFER Australia has been busy during the last two years carrying out work on the Pluto LNG project in Karratha, in Western Australia. It is also already in the process of executing work on three offshore Gorgon packages, securing the

Pre-Insulation of LNG modules in China, Malaysia and Indonesia. "We've got quite a lot going on, including offshore construction," says the Area Director Justin Cooper. "Many large projects are waiting on final investment decisions this year and into the middle of next. There's plenty of planned expansion – it's a booming sector."

The boom brings challenges. "Resourcing is a priority, especially for skilled workers. Demand for skilled manpower will peak in the next two or three years when a number of these major projects are under construction at one time."

KAEFER is already innovating to deal with these challenges. Its Pre-Insulation Competence Centre minimises on-site work and human resource constraints where possible. KAEFER's expertise and competencies in insulation, fire protection, scaffolding, and surface protection gives it further flexibility to deploy skilled people where they are needed.

You can rely on Malaysia

HARD-WORKING PERFORMER South East Asia enjoys a steady business development KAEFER Malaysia is one of those businesses that can be relied upon to perform consistently well year after year. Sajid Bhombal, the area director for South East Asia, says that “KAEFER Malaysia is a consistent performer with a steady turnover and healthy results for the last five years.”

Primarily involved in the thermal insulation, scaffolding and refractory businesses, over the past few years it has made key contributions to four major projects: the Petronas Melaka Refinery revamp project (252,000 man-hours), Asian Bintulu fertiliser revamp project (32,500 man-hours), the optimal spherical tank project (24,500 man-hours) and numerous maintenance contracts (86,500 for 2011). Reflecting the central role safety plays for KAEFER Malaysia, the company received a safety award for being part of a total of “15 million safe man-hours on the PSR-II revamp project with PETRONAS Foster Wheeler”.

KAEFER Malaysia did just as well in 2011, “led by the PSR-II and other projects”, says Bhombal. The most notable of these projects were PolymerLatex Sdn. Bhd. (64,500 man-hours) and Kencana Gorgon LNG, pre-insulation package, which is carried out as a joint venture with KAEFER Australia.

“The prospects for 2012 also look good,” Bhombal explains, “with some major projects lined up in the petrochemical sector.” Big jobs to look forward to next year are the €1.2 million Sebah oil and gas terminal, the €4 million Sabah ammonia plant project and the Tokutama Malaysia Polycrystalline phase 2 project.

With a steady 2011 and a similar 2012 on the horizon, KAEFER Malaysia is showing its worth as a highly valued, reliable performer.



Optimal spherical tank project

Vienna General Hospital finally coming to fruition

HOSPITAL INSULATION Despite a tight schedule, a paediatric centre will be fully insulated on time There can be few more worthy projects that KAEFER has been involved with in recent years than its current work on a new paediatric centre at the Vienna General Hospital. The new clinic will be home to 42 patient beds, each with an extra bed for an accompanying parent, four operation theatres, plus specialist sections, such as a children’s radiology department.

“It’s without doubt an important project – both for the hospital and for KAEFER,” confirms the Division Manager Industry in Austria. “Projects such as this are normally commissioned by local or national authorities and it’s important to

show a good track record. This contract will be a particularly good reference for us and hopefully benefit a lot of children.”

The contract, worth over €1 million, will see KAEFER fully insulate the entire building and fit it with heating and air conditioning. In addition, KAEFER is taking care of dry lining for the walls and ceilings. “We started the insulation work at the end of 2010 and construction is scheduled to be completed at the end of the year – time pressure has certainly been the main challenge.” It’s a challenge that has been readily accepted, though; since originally being conceived back in the 1990s, the project is thankfully coming to fruition.



The heating system at the new paediatric centre at the Vienna General Hospital

Encouraging openness

SAFETY SELF-ASSESSMENT Even thinking about what makes a workplace safe can make a difference, more so when employees fill in a workplace self-assessment form How safe is your workplace? This is one of the questions that KAEFER has been asking its workers at the Oil Refinery Oberrhein (MiRo) in south-west Germany. In 2009, it introduced a workplace self-assessment form, encouraging employees to think about safety at work and any improvements that could be made. The results were presented and discussed on

so-called “safety walks” at the refinery – bi-monthly inspections with both MiRo’s upper management and regional KAEFER management. KAEFER employees are also interviewed on the walks, which aim to emphasise the importance of safety all the way up to the management board. Results have been positive, and MiRo was so impressed with the self-assessment approach, it has used the KAEFER document as a basis for its own. For further information contact: industry@kaefer.com

Winning work on the Danube

NEW DANUBE FACTORY KAEFER's contract to help build a vegetable oil factory in Hungary could be the first of many projects in the region

If you think of vegetable oils, your mind probably turns to cooking. In reality, though, they are used as ingredients to make a range of different things, from soaps and candles to paints and the rapidly growing market of biodiesel. One of the world's leading producers of vegetable oil is Glencore International, which is currently in the process of constructing a new factory in Hungary – with KAEFER's help.

"It was a tough battle, but we eventually won the contract to fit the insulation for this factory," explains the communications manager of KAEFER HEIBL in Hungary. "Our main competitor had already won another contract for the site's machinery and so seemed to have the edge, but we managed to secure the work." KAEFER will be fitting around 12,000 m² of pipe insulation, 3,000 m² of equipment insulation as well as special furnace insulation. It will also provide scaffolding for the work.

The new factory will be located next to the river Danube just outside the Hungarian town of Kalocsa, around 80 miles south of the capital Budapest. During construction work, KAEFER will have an average of 80 workers on site, rising to 130 during the busiest times. "This is a major project in Hungary and it's Glencore's first in the region," the manager says. "We are hoping it will be the catalyst for many more together."

Upgrading a pyramid

PYRAMID-LIKE HOTEL With its innovative design, fire-protection work was never going to be straightforward in this new hotel

Southern Germany may not be renowned for its pyramids, but the HOTEL-PYRAMIDE in Fürth has become one of the region's most recognisable landmarks. Its unusual form was just one reason why the fire protection renovation work carried out by KAEFER in the second half of 2010 proved a challenging project. In addition to the hotel, the neighbouring EuromedClinic was also refurbished while remaining in service – and all this within six months. Walls, ceilings, partitions, heating and ventilation systems: despite the time pressure, everything had to be absolutely perfect. The hotel's form prevents the fire service from using ladders, meaning the primary escape route – through the building's corridors – must be 100% safe.

The spectacular Hotel-Pyramide offers more than just overnight stays and gastronomy. As well as an extensive spa and wellness area, part of the first floor is dedicated to the Galerie Kannegiesser art exhibition



ALGERIA

**Official name:**

People's Democratic Republic of Algeria

Size: 2,400,000 km², largest country in Africa, the Arab world and all countries bordering the Mediterranean Sea (11th largest country in the world)

Population: 36.3 million (2011)

Official language: Arabic

National language: Berber

Capital and largest city: Algiers

Currency: Algerian dinar

Calling code: 213

Temperature: the highest ever recorded temperature in Algeria was 60.5 °C

KAEFER in Algeria

Company name: KAEFER Eurl

Established: 2009

Location: Algiers

Division/Area: Mediterranean (MED)

Fields of activity: heat and cold insulation, passive fire protection and scaffolding

KAEFER Algeria – from strength to strength

SOLID START IN ALGERIA With one of the highest reserves of oil and gas in the world, KAEFER is looking to further cement its good reputation in Algeria. "When you're establishing yourself in a new location, it takes time to build up the right network and recruit people who really know the market," says Gérard Pichereau, Director North Africa at KAEFER. "Opening up KAEFER Eurl in Algeria was no exception."

Created in June 2009, KAEFER Eurl deliberately took the time needed to achieve the right blend of local knowledge and international expertise – particularly from Europe – in its three key areas of insulation, scaffolding and fire protection services. Turnover remained nominal until the end of 2010, but it is an approach that has begun to pay off handsomely: KAEFER Eurl now employs close to 200 people and has won numerous significant contracts during the course of the last year in what is a growing market.

With Algeria particularly rich in fossil fuels, the work has focused predominantly on the oil and gas sector. "We are working on a number of projects for large international EPC (engineering, procurement and construction) companies," explains Pichereau. The biggest of these is for Samsung Engineering, which has subcontracted some of the work to upgrade Algeria's largest refinery in the northern city of Skikda. Worth over €10 million to KAEFER, the contract includes insulation for both equipment and piping, including scaffolding, as well as full fireproofing of the site.

Work started in mid-2011 and is scheduled for completion at the end of 2012.

Algeria is among the top 15 countries in the world when it comes to crude oil and gas reserves, and national oil company Sonatrach has made a number of large-scale investments in recent years, attracting attention from EPCs from across the world and now helping to boost business for KAEFER. "In addition to the Samsung Engineering contract, we are currently working at the Koudiet Eddraouch power plant and, among others, also providing passive fire protection for Sonatrach on gas extraction and processing facilities," Pichereau's colleague Larbi Mokrani, Managing Director at KAEFER Eurl, comments.

The central hub of the growing number of projects spread across the largest country in Africa is KAEFER Eurl's headquarters in the capital city of Algiers. "In order to transfer experience and expertise, and to ensure work is carried out with international quality and safety standards, the offices still have a certain European influence from several other KAEFER subsidiaries from the Mediterranean region," explains Pichereau. "We also offer regular training for local workers. By sharing our international expertise, we expect KAEFER Eurl to continue to go from strength to strength."



Peter Hoedemaker, Larbi Mokrani and Nils Ritterhoff (from left to right) inaugurate the new headquarters of KAEFER Eurl in Algeria

REMOTE WORKING DOWN UNDER

ASBESTOS REMOVAL There are few areas of the world as remote as the Australian outback; working with asbestos in such an environment is a huge undertaking



Making asbestos removal safe in houses and office buildings is far from routine work for Peter Younger. As KAEFER's contracts manager in Australia's vast and sparsely populated Northern Territory, his job takes him into some of the remotest communities on earth.

"It's a massive area," says Younger. "From the top to the bottom of the state it's close to 3,000 km and the only thing between Darwin at the top and the state boundary is Alice Springs, which is a relatively small country town. Once you turn off the Stuart Highway, you're in dirt roads and wilderness. Some of these communities can be 300 km off the highway. You could be there for days if you break down."

The health and safety issues involved in labelling and removing asbestos hazards pose few

challenges for the experienced teams Younger leads. "All our guys are very well trained in asbestos removal. As long as you wear the correct safety equipment and follow the work procedures this is not an issue. It's the remoteness you have to be prepared for," he says.

"A wide range of different animals can run onto the road at any given time including kangaroos, dingos, emus, camels, buffalo, wild cattle and wild horses. We always drive to match the conditions at the time and rotate our drivers every 200 km to keep them from getting tired."

Younger and his crews must also take extremes of weather in their stride. "We have a wet and dry season and they are both extreme. Slippery roads and swollen creeks really add another dimension to the work. In the dry season it

doesn't rain a drop for seven months and you get 100% humidity and 36 °C."

The dramatic locations and the interaction with remote communities, mostly indigenous Australians, more than make up for the pressures of the work, says Younger. "I love going out into the communities. There is a degree of stress involved. I'm not happy until a job is finished, everyone is home safely and the client is happy. And when it's done, then I can sit back and say, 'Yeah, that was a great adventure'. And the country is absolutely beautiful, it really gets a hold of you."

TRAINING AND SAFETY FROM SOUTH AFRICA TO NIGERIA

AFRICAN ADVENTURE No distance too far, no task too big for KAEFER's experts when training is needed

In May this year, Lefty Motloung, trainer at Sizani Technical Skills Training Centre (part-owned by KAEFER Thermal South Africa), and Comfort Mthembu, trainee scaffolding manager, left South Africa on a continental adventure bound for Lagos, Nigeria.

After a seven-hour flight, the hustle and bustle of Lagos, sub-Saharan Africa's largest city, with a population of over 11 million, was eye-opening, said Motloung. "Visiting Nigeria as first-timers was very exciting, stressful and hectic, all at the same time. It's certainly a challenging destination. Traffic in South Africa is nothing compared to the traffic in Nigeria. South Africa's population is only a third of Lagos', there are always traffic jams so locals use motorbikes as a means of transport," said Motloung.

Training at Guinness

Their destination was the city's famous Guinness brewery where they conducted a scaffolding training course for employees at the site. They took a team of 36 trainees comprising Guinness employees and contractors, including engineering people, site managers, safety officers, super-visors and a few general workers, through the General Scaffold Worker and Scaffold Fixer courses. The aim of the six-day training programme was to provide them with the required skills and health and safety knowledge required for a planned plant expansion at the brewery.

"The course went very well," said Motloung. "We received positive feedback on the quality and standard of the training provided and the results-oriented approach we adopted." The client has confirmed they would certainly personally recommend Sizani because the training services they had undertaken, had enhanced their scaffolding knowledge and skills while at the same time producing immediate results. They also mentioned the possibility of further training programmes in the future.

Concerns for their personal safety in a city where security is a big concern meant Motloung and Comfort Mthembu could not undertake as much tourist sightseeing as they would have wished during their stay. But their overall experience of Nigeria was so memorable that they eagerly await to explore further training opportunities in Nigeria.

A team of trainee scaffolders receive first-hand instructions from KAEFER experts



Safety record-breakers

9,828,524

hours without any LTIs
(Lost-Time Injury)

**SAFETY
FIRST**

CONTRACT WIN An established high level of performance by KAEFER Thermal was key to a new contract at SAPREF. KAEFER Thermal South Africa has won a five-year core maintenance, painting and insulation contract with SAPREF, at Southern Africa's largest oil refinery. The contract included a massive turnaround in late 2011, which required approximately 2,000 tonnes of scaffolding. With

more than 12 years working on site, KAEFER has been instrumental in introducing new technologies, including automated blasting systems, ultra-high pressure jetting and thermal spray application. KAEFER Thermal also achieved 9,828,524 hours without any LTIs, a new service provider record at SAPREF.

SHORT NEWS

Scaffolding the world's largest

REINFORCING SAFETY The Eskom Medupi Power Station is big in every way, from safety to its size. KAEFER Energy Projects (KEP) is more than a year into a five-year contract to supply scaffold services at Eskom's Medupi Power Station. Once complete, Medupi will be the world's largest coal-fired, dry-cooled power station. KEP kicked off a safety programme

for employees at Medupi in February 2011, with the aim to reinforce the KAEFER safety culture amongst employees. The KAEFER team on site has grown to more than 270 people with an expected peak of 350 personnel. Remarkably, the project has achieved 155,400 hours without Lost-Time Injuries (LTIs) to date.

A million and counting

TWO-YEAR EXTENSION KAEFER in South Africa can celebrate a new contract and a great safety record. Eskom has extended for two years the insulation and scaffolding maintenance contracts KAEFER Thermal has held for the last four years at the Tutuka, Matimba and Majuba power stations in South Africa. The work is worth in excess of €11 million and the contracts run until July 2013, providing continuous maintenance work for around 100 people.

In addition to the contracted general maintenance works, there are regular General Outages (GOs) to at least three units per annum. These GOs provide short-term work

for another 160 people for up to seven weeks per outage. The work includes highly technical internal hanging scaffold constructions.

KAEFER Thermal has a long history of providing support and expertise for Eskom, the state-owned energy producer responsible for more than 90% of the country's total power production. "We have the ability to deliver quality work at the right price, on schedule and without compromising safety. We have achieved over one million combined safe man-hours without a disabling injury at the three stations" said the KAEFER Thermal Marketing Manager.

Vaal Triangle return

NITRIC ACID COMMISSION A new contract for a plant in Sasolburg, South Africa, means work for around 150 employees. Chemical services group Omnia has commissioned KAEFER Thermal South Africa to insulate its new state-of-the-art nitric acid plant in Sasolburg, South Africa. To be prepared for the supporting scaffolding work all scaffold workers received Mod-

ule One Scaffolding training through KAEFER's Sizani training centre. At peak, the resources on the six-month greenfield project should be 500 tonnes of scaffolding and 150 employees. It is KAEFER's first contract for 15 years in the Vaal Triangle area, where there are significant market opportunities for work at a number of petrochemical refineries and fertiliser plants.



ENDURING THE STORMS OFFSHORE

MAINTENANCE IN NORWAY Working amidst a capricious sea is not easy, but high skill levels and deep experience mean that KAEFER ENERGY continues to be a preferred partner in Norway

Working on live oil and gas facilities is always demanding. Doing it safely hundreds of feet above a raging ocean storm in driving rain just adds to the challenge.

For KAEFER ENERGY in Norway, such work is now routine, although that doesn't mean it's easy, says Bjørn Ommundsen, Manager of the Maintenance & Modifications division. "Being out in the North Sea, the environment is hard. Most installations are a long way from land and are exposed to all sorts of weather situations. The wind, saltwater and cold are very harsh. It's hard in the winter, so we do a lot of repairs in the best six months."

The work is done on live platforms, which are producing simultaneously, so permission is always needed to work in certain sectors. "We've been working offshore for 20 years, though, so we are very familiar with these working conditions."

All this experience will come into play following KAEFER ENERGY's major offshore and onshore contract win with Norway's state-owned oil and gas giant Statoil. KAEFER ENERGY will provide a range of services, including insulation, access and surface protection, cementing its long working relationship with the oil firm. The offshore contracts to maintain and modify nine offshore installations entail a minimum of 600,000 man-hours per year for four years, with an option for extension by a maximum of a further four years. "It gives us work for 400 – 500 people a year supporting this in terms of the engineering, materials and equipment needed." It is a continuous maintenance control and repair job, Ommundsen continues. "Every two to five years the structures have to be repaired and repainted for good steel control. There is also a lot of work repairing and changing the five or ten-year-old insulation systems."

KAEFER ENERGY will carry out work on the Stafjord A, B and C, Troll A, B and C, Åsgard A and B together with the Kristin. The Statoil contract also extends to the onshore Mongstad facility, with a minimum of 400,000 man-hours per year, with work for 250 people over the next four years, with scope for up to a further four years. Although the work is demanding, conditions for the crews are good, notes Ommundsen. "They work intensely, for 12 hours a day for two weeks (followed by two or three weeks off), but the accommodation is hotel standard. They get their own comfortable cabins and the food is good."

The right mix

"We need to plan the work and make sure we optimise how we do things without neglecting safety. We have a lot of responsibility to ensure we can do this on time and on budget."



Pick the right coating or pay the price

GAS FLARE TOWERS As PARKER KAEFER has learned, there is no point in taking shortcuts when protecting surfaces. There's something striking, almost romantic, about gas flare towers that announce the presence of oil wells, rigs and refineries. Burning in the midst of some desert or gulf, they signal adventure, industry and prosperity. Their function is pragmatic, not romantic, however. They eliminate waste gas that is not feasible to use or transport, and they act as safety-release systems for non-waste gas.



Before, these kind of contracts used to be about who had the cheapest hourly rate. Now it's results-based. We are paid by each finished piece of work."

Ensuring KAEFER ENERGY has the right mix of skills is also important and good tradespeople are needed to do the job right first time. This is the key challenge on jobs like these. It means there is lots of training for the workers and the production managers so they have the right focus on the job, particularly relating to safety.

"Safety always comes first," Ommundsen stresses. "Efficiency can't supersede safety. The whole organisation has that as a major role and focus. We believe if you have a good safety system, then you also get efficient work because people are safety-minded and care about quality. It means you don't do things twice in a situation where you have a lot of safety hazards. Safety and efficiency are linked."

If you place one of those gas flare towers in the water, hundreds of kilometres off a windswept coast, you need to be prepared for not just stormy seas, but salty seas. That's because salt corrodes and the corrosivity of marine environments is something that PARKER KAEFER needs to know all about when working on big offshore projects.

Surface protection failure

It's useful then, to have someone like Tom Fitzpatrick around, General Manager, PARKER KAEFER. He is a Certified SSPC Protective Coatings Specialist and Inspector as well as a Certified NACE Inspector and lastly an AGA Master Galvaniser.

All his skill and knowledge were called into play recently when a surface-protection system that had been applied to an offshore flare tower failed. For the coating involved, the specified dry film thickness (DFT) was 50 – 80 microns (a micron, or micrometre, is one-millionth of a metre. Its unit symbol is μm). "In the DFT readings we took," says Fitzpatrick, "it seems the contractor aimed for the high

end of the specified DFT range at 80 μm , exceeding it often, where the KAEFER target was the low end of the specification range at 50 μm . In any event, the specified 50 – 75 μm profile depth, sealed the destiny. The coating could not cover the peaks of the profile."

The result was rust, a very reliable indicator of failure.

Tom Fitzpatrick suggested recoating the damaged area using an inorganic zinc with two coats of silicone aluminium, or metalising the surface with thermal spray aluminium and applying a sealer. In the end, his recommendation was accepted, and the client found out the hard way that the right way is the best way.

"Now, I take every manager involved in coatings and I bring them into the boardroom," says Fitzpatrick, reflecting on what PARKER KAEFER learned from the experience. "And I tell them that when they see a specification that's going to fail, it's their duty to advise the customer that we will not do the job," following our mission "To support our clients" success we deliver the most professional complete insulation solutions worldwide".



The "Safe Concordia" is fitted with a Class 2 Dynamically Positioning system with four 2,500 kW thrusters that enable the unit to safely operate alongside a fixed platform without the use of a conventional anchoring system

Joint ventures power KIO's global growth

SPEEDY ISLAND TURNAROUND KIO showed its value when awarded a contract that was for thousands of miles away and had to be done in super-quick time. Refurbishing the "Safe Concordia" (a service vessel for 455 personnel) was a tough challenge for KAEFER International Offshore Ltd. (KIO). In early 2011, UK-headquartered KIO had just 100 days to plan and execute extensive work, four time zones away on the tiny tropical island of Curaçao, without full yard facilities. Despite these testing conditions, KIO completed the work, including design, engineering, insulation, cladding and extensive architectural outfitting, on time and on budget. It's proof of what's possible given the right planning and management. KIO is building on successes like this by broadening its international presence through a series of joint ventures (JVs) and acquisitions that will extend its presence in strategic oil and gas

markets. The company has already seen its strategy of inorganic growth through JVs pay off with an increase in enquiries from yards in the Middle East, Brazil, Mexico and West Africa. KIO's acquisition of a share in the Qatar-based company IRM, which provides trades to major offshore oil and gas clients, will further strengthen its Middle East presence. KIO has also broadened its product range following a JV with Aberdeen-based Rigmar Services. Rigmar's innovative RUSH (Rigmar Underdeck Suspended Habitat system) product offers a versatile, heavy-duty yet lightweight suspended access system that provides a safe, time-saving and secure working space for a variety of disciplines. The Rigmar joint venture offers KIO access to the network of decision-makers in the offshore drilling market who could benefit from the RUSH access as well as the maintenance and mechanical work that comes with it.



Accommodation area on the platform Snorre A

Big numbers for big success

ACCOMMODATION PLATFORM The complexity of the Snorre A offshore living platform project proved to be no hindrance to KAEFER ENERGY. "This project was about the entire living quarters," says the manager responsible for the Snorre A project, which began in January 2008 and was completed in September 2011. When the KAEFER ENERGY project manager looked over the figures, here's what she found: 150,000 hours offshore, 120,000 hours engineering and 30,000 hours administration. Big numbers. But the Snorre oil and gas field in the Norwegian Sea is a big operation.

For KAEFER ENERGY, which is based in Stavanger, this prestigious offshore EPCI (engineering, procurement, construction and installation) contract meant renovating the accommodation area. This involved people from many technical disciplines, such as architectural, piping, electro, instrument, telecom and HVAC (heating, ventilating and air conditioning). Personnel from all these categories performed refurbishing of 180 cabins with new bathroom cabins, replacing 1,500 m² of flooring due to water leakages on board and refitting 2,000 m of hot and cold-water plumbing.



RÉSUMÉ FOR A LAGGER

SHIPPING HAZARDS Working in the steel confines of a ship requires the highest safety standards

One of the most dynamic and hazardous places to work is in a shipyard. Maybe it has something to do with working in oxygen-deficient or oxygen-enriched atmospheres, on small platforms and stagings 30 m in the air, falling objects, toxic chemicals or squeezing into incredibly small places. According to OSHA (Occupational Safety and Health Administration), in 1994, shipbuilding and repairing had the dubious honour of ranking third in total number of non-fatal injuries and illnesses in the private industry. Thanks to improved safety measures, in 2009, it didn't even rank among the top 25.

The steel confines of ocean-going ships are insulated pretty much for the same reason we insulate our homes: to make a dwelling habitable, to reduce energy consumption and its adverse impact on the environment, to prevent moisture condensation, to protect against fire, to cool stored food-stuffs and to mitigate noise. Just as standards and regulations are affecting our private realms, with the increased awareness of environmental impact and new aesthetic designs, maritime insulation is also becoming more of a challenge. ▶



RÉSUMÉ FOR A LAGGER

► And it is worth bearing in mind that ship insulation is important work with unique requirements. For instance, when insulating a liquid natural-gas carrier. Liquid natural gas (LNG) is an odourless, tasteless, colourless and non-toxic natural gas that must be kept extremely cold (-163 °C) to remain a liquid. The insulation fulfills two essential technical tasks. Firstly, it limits the heat transfer into the liquefied natural gas (LNG) and reduces the evaporation rate. Secondly, it makes sure, that the steel hull of the ship doesn't come into contact with the extremely cold temperatures of the LNG, which could lead to serious damages. In carrying out the work, insulation has to be perfectly prepared and each insulation panel pre-produced. The design is of critical importance and there is no room for mistakes.

In order to get to know the challenges facing someone working in such conditions, let's go and take a peek at where the lagger works. His "office building" might be a military frigate, millionaire's megayacht, passenger ferry, luxury cruise liner or high-tech submarine. His "business suit" consists of safety helmet, long-sleeved shirt, long trousers, protective gloves, safety boots, glasses, earplugs and a torch – just in case the lights go out. A lagger, or insulator, works an eight-hour shift, more if the project is time-critical.

The lagger's "office" can be as variable as the nooks and crannies of the building he works in. If you were to rotate a lagger's office by 90 degrees,



Working under challenging requirements

a wall prepared for insulation looks pretty much like a bed of nails and its exposed insulation pins are capable of inflicting puncture wounds. Now imagine working in a confined space of say 0.5 m² and installing 50 to 100-mm-thick insulation material on pins that could be up to 1 cm longer than the insulation itself and are uniformly spread out approximately every 300 mm. Where space provides, lagggers work in pairs and, depending on how quickly the insulation has to be installed, plastic pin covers or bending the pins over may be used to reduce this danger.

Indoor air quality can be an additional health and safety concern. A ship's construction has many confined and enclosed spaces that can trap flammable, combustible, toxic or oxygen-depleting materials that have either been used expressly in those areas or in areas nearby. Therefore, separate ventilation is set up to bring in fresh air. Though non-toxic glue is used for insulation, should there be a danger of toxic fumes, respiratory protection gear and other appropriate personal protective equipment and clothing are provided.

As pointed out by the Head of Department at KAEFER Schiffsausbau GmbH in Hamburg, and not without justified pride: "It's the end of September, and we have had only one small injury this year; not at the ship – at squeeze spaces. Unfortunately, in the workshop."

Recycling a grand old lady

TRANSFORMED FOR LUXURY KAEFER expertise enabled an old lady of the sea to live again as a luxury yacht. The mission was to turn a 30-year-old Dutch-built navy frigate into one of the top ten megayachts in the world. The vision came from the United Arab Emirates ADM Shipyards, a new shipbuilding venture located directly across from Abu Dhabi's main shipping terminal, Port Zayed. The shipyard is at the heart of the UAE's efforts to expand its maritime industry and diversify its industrial capabilities.

The shipyard's main project is the Swift 141, a world-class luxury yacht with a stripped down, recycled hull that has been modified to accommodate a new propulsion system and interior furnishings in keeping with its megayacht status. Eager to advance its young shipbuilding industry, and not yet equipped with the expertise to manufacture a new hull themselves, ADM Shipyards

brought the grand old lady back into service by renovating the existing hull. KAEFER Shipbuilding Middle East will supply the exhaust piping system, including insulation and high-reflective mirror stainless-steel cladding for the generator set and main engine. When launched, the 141-meter Swift will be among the largest private yachts in the world.



A rendering of Swift 141, which will be one of the most impressive megayachts in the world when finished

OUTFITTING AN AMPHIBIOUS ASSAULT SHIP

BUILT FOR ASSAULT Outfitting one of the largest navy ships



© photo Bernard Biger - STX France

The amphibious ship "Dixmude" leaving St Nazaire for Toulon, its new home port

KAEFER WANNER Shipbuilding (KWS) in France has played a central role in an outstanding amphibious shipbuilding programme known as BPC (Bâtiment de Projection et de Commandement). The 199-metre "Dixmude" is the third of three amphibious assault ships contracted to the STX Shipbuilding Group by the French Navy. "We have had a lot of firsts

"We have had a lot of firsts here."

here," says Managing Director of KWS Bruno Huriet. "The ship has a 900 m² NATO Role 3 medical facility outfitted to treat the medical needs of a city with a population of 40,000. With facilities for everything from diagnostics, surgical and dentistry to psychological and food hygiene, it's a real floating hospital."

KAEFER Romania (KSC) collaborated with KWS on the installations required for this large vessel. The scope of the work included walls, ceilings, furniture delivery and installation, as well as HVAC (heating, ventilation, air conditioning) pipes and ducts insulation; some of the medical equipment was also installed. In addition to the hospital, KWS was responsible for a large mission command room, meeting room, stores and corridors. Finally, the superstructure housing, navigation bridge and the aviation bridge were also outfitted by KWS.

INNOVATIVE AND ECO-FRIENDLY CRUISES

CELEBRITY SILHOUETTE A high-tech HVAC system and noise-protection measures ensure this cruise ship is a class above

On 21 July 2011, Celebrity Cruises of Miami (an affiliated company of Royal Caribbean Cruise Line) launched the fourth in a series of five Solstice Class luxury cruise ships contracted to German shipyard Meyer Werft of Papenburg. Christened "Celebrity Silhouette", the cruise liner offers some of the most innovative and environmentally friendly amenities ever used on a ship, including photovoltaics, optimised hydrodynamics and an eco-friendly air-conditioning system that is 10% more efficient than previous "Celebrity" ships.

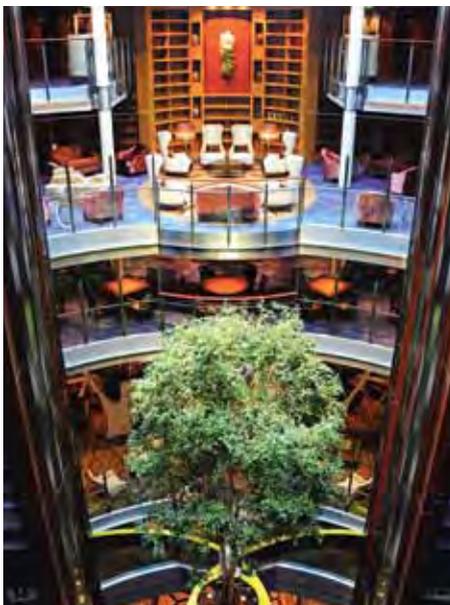
KAEFER Schiffsausbau GmbH insulated the complete HVAC (heating, ventilation and air conditioning) system as well as providing some

6,300 m² noise-protected flooring, USPHS-approved (United States Public Health Service), stainless-steel wall and ceiling coverings for some 9,000 m² of kitchen area, and a complete turnkey, 1,095-seat modern theatre. Following a two-day preliminary journey with invited guests and dignitaries, on 23 July the "Celebrity Silhouette" left Hamburg, Germany, on its eight-day maiden voyage to Civitavecchia (Rome), Italy, by way of Barcelona, Spain.



The ship's main theatre, the Silhouette theater

The atrium and library of the "Celebrity Silhouette" (left) and shortly before the vessel's departure from the Meyer shipyards, Papenburg, north-west Germany (right)





SHORT NEWS

Navy's seal of approval

PATROL VESSEL French navy will test new boat Patrol boats are back in style and DCNS, the French naval shipbuilder, has funded the development of the Gowind Offshore Patrol Vessel (OPV) "L'Adroit." For the vessel, KAEFER WANNER Shipbuilding in France has provided all insulation (exhaust line, pipes, structural insulation) and interior fittings (cabins, mess

rooms, catering with galley, cold stores). For three years from summer 2011, the French Navy will test the "L'Adroit's" seaworthiness. Once completed, the navy's "seal of approval" will provide a strong sales argument on the international market.

Designed for comfort

GERMAN NAVY FRIGATES Sailors will get more comfortable quarters In a contract signed with ThyssenKrupp Marine Systems AG, KAEFER Schiffsausbau GmbH will provide 65 prefabricated wet units for each of the four new German navy Class F 125 frigates currently under construction. Designed for comfort, they'll be welcomed by the crew: shower partitions instead of curtains, floor heating, washbasins, mirrors, electrical outlets and storage compartments. "Our ultra-compact, prefabricated wet units have everything down to the last detail," notes the project manager. "Even red floors. They are the first shock-approved prefabricated wet units for German naval vessels."

BUILDING A RESEARCH STATION IN THE ANTARCTIC

BHARATI ANTARCTIC STATION Covering 1,500 m², India's futuristic Antarctic research centre will be highly insulated and will receive interior finishing by KAEFER

-40 °C

ANTARCTICA
the coldest place on earth



How many people does it take to build a research station in the Antarctic? The question sounds a little like the English joke about how many bureaucrats it takes to change a light bulb. Answer: ten. One to change the bulb, and nine to do the paperwork!

In contrast, however, all 177 people involved in constructing Bharati, the new Indian Antarctic

research station, are vital to the success of the project. When completed, the Bharati polar station that the German KAEFER Construction GmbH and its strategic partners are developing for the Indian Ministry of Earth Sciences will consist of 134 containers on a 1,500 m² site located on the coastal Larsemann Hills in eastern Antarctica.

SHORT NEWS

Making a baroque palace fit for the future

HERITAGE BUILDING Innovation was the key to a palace renovation Stadtpalais Liechtenstein is a 17th-century architectural masterpiece in Vienna's inner city. It's a heritage-listed building, so renovation work demands enormous sensitivity to the structural heritage, but that's the kind of challenge KAEFER Austria's fire safety specialists enjoy. They had to do some lateral thinking when overseeing the installation of thousands of square metres of cable ducts and air ducts that conform to the Elgo fire-resistance classification.

A new stage for KAEFER in Oberursel

SOUND INSULATION Unique components were made for a secondary school project "It's so unique that many of the components have to be specially created for the job," says the project manager from KAEFER Construction GmbH. He's talking about the extension of the auditorium in the Oberursel secondary school, located north-west of Frankfurt, Germany. The challenge for the team was to juggle elements that range from stage technology to fire safety and acoustics in a venue with seating for 900. It even includes creating a unique sound insulation in the form of special acoustic panels. Planning began in July and the project is set for completion in January 2012.



A mock-up of the Bharati research station in Duisburg harbour, Germany



The project specification covers design, construction, accommodation, logistics, transport and final assembly in a region that conjures up images of heroic explorers on their way to the South Pole. Those two words, "South Pole", are enough to make most people shiver and rightly so because Antarctica is the coldest place on earth. During construction of the Bharati station, the outside temperature is forecast to range between 5 °C to -20 °C and will fall to -40 °C when it is in use.

Given the extreme conditions, the project presents exceptional challenges. "When we're there, we don't have traditional lines of supply to rely on in case something goes wrong," KAEFER's project manager Torsten Hass carefully explains. Planning and safety, therefore, are of paramount importance. "There will be no deadline extension," he says adamantly. "The project has to be finished in March 2012, and it will be."

Such confidence and determination to see the job through are necessary. Some 200 containers filled with construction material, tools and equipment have to be shipped from Germany via Antwerp to Cape Town. And then from there into Prydz Bay and on to Larsemann Hills for the assembly of the station. Importantly, the experience KAEFER gained in building the Neumayer

III-Station, the German South Pole research station of the Alfred-Wegener-Institut, two years ago was decisive when it came to winning the Bharati contract, Hass reveals. And as a result, he feels that KAEFER is very well placed now to become a key player when it comes to civil engineering projects in the polar regions.

Thanks to the insulation fitted by KAEFER, once Bharati has been completed, the 25 specialists working at the station will be able to live in one of the coldest places on earth in warmth and comfort.



PREPARING FRANKFURT AND ZURICH AIRPORTS FOR THE PASSENGERS OF THE FUTURE

AIRPORT EXPANSIONS KAEFER drew on years of expertise when working on Frankfurt and Zurich airports



Zurich Airport shines with a new look



Let's face it; airports do not have a very positive image. People associate them with waiting, security checks, more waiting and more security checks. To make matters worse, many airports are ugly-looking places. "It's no coincidence that in no known language does the phrase 'As pretty as an airport' appear," wrote Douglas Adams, the author of *The Hitchhiker's Guide to the Galaxy*.

While beauty is subjective, security is an objective fact of air-travel life, and it's something that airports take very seriously. For KAEFER Construction, airport security has implications that are not immediately obvious to the traveller because the company works behind the scenes to make airports safer places to do business. To complete such contracts, KAEFER needs to be creative when it comes to supply-chain logistics because traditional construction site rules do not always apply, and much of the work has to be done at off-peak times.

When it came to the expansion of Frankfurt Airport, where a new Pier A-Plus is being built,

and the renovation of Zurich Airport for the processing of Schengen and non-Schengen passengers, this meant installing fire-protection materials under very demanding conditions.

"Just-in-time is the strategy for delivery of materials because there are no storage facilities," says the project manager of KAEFER Construction in Butzbach, near Frankfurt, describing the situation facing the company at the two facilities.

At Frankfurt Airport, where 20,000 m² of fire protection panels are being installed, everyone responsible for the project was well aware that detailed planning was called for because this is not just one of Europe's busiest airports; it's also one of Europe's busiest construction sites with work underway on a fourth runway and a large Airbus A380 maintenance facility.

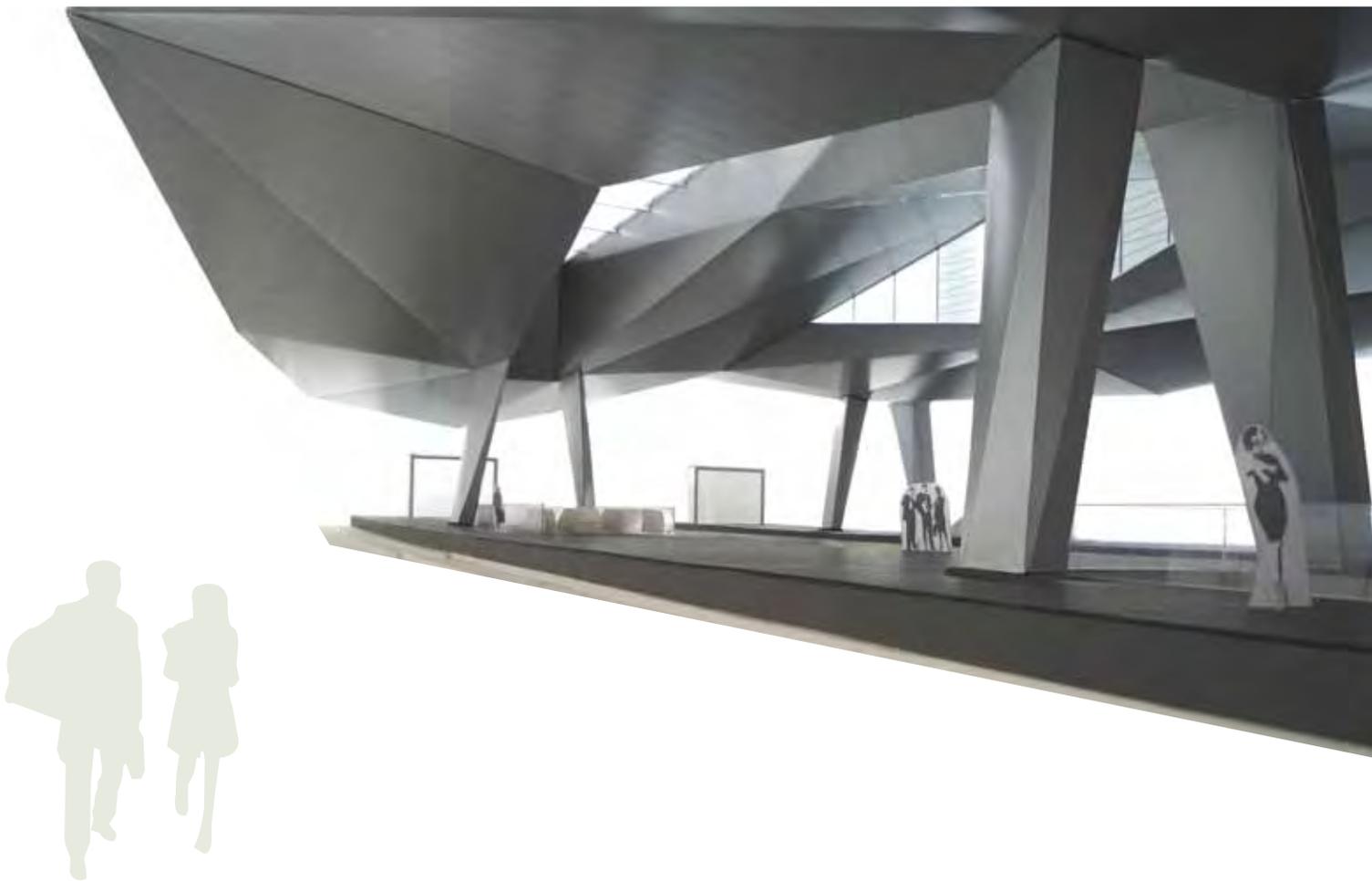
The Airbus A380 has arrived in Zurich, too, where Singapore Airlines now operates one of the giant carriers on scheduled flights between Zurich and Singapore. The focus of this project was the installation of 16,000 m² of fire protec-

tion panels at Pier B, which has been renovated to implement the border controls required by the Schengen Agreement. Working in an area with maximum security requirements proved a challenge, but he was able to draw upon the expertise KAEFER has acquired over the years in airport expansion projects, so coordinating shift work without disrupting the operation of the airport turned out to be a task for which he was well prepared.

KAEFER Construction in Butzbach delivered the made-to-measure materials, and excellent logistics ensured that despite the lack of storage facilities on site everything went smoothly.

By the way, Zurich's new Pier B has been specifically designed to symbolise "Swissness". In other words, its architecture reflects transparency, simplicity, ecology and precision. And certainly, Douglas Adams fans will also find it beautiful.

A model of the diamond-shaped roof at Vienna's main train station



Safety under the diamond roofs of Vienna's new train station

GRAND OPENING IN 2014 in 2 years' time, Vienna's southern station will improve Vienna's urban environment The thrill of train travel didn't begin in 1934 with Agatha Christie's *Murder on the Orient Express*, but the book helped sell lots of rail tickets to those looking for adventure. Two years before Christie's novel appeared, Graham Greene's *Stamboul Train* was published. Set on the Oostende – Vienna Orient Express, it too is a thriller that keeps readers enthralled as the train races across Europe.

The Viennese train stations that Greene's readers were familiar with remained static for most of the 20th century, but that landscape is changing. The city's southern station was demolished in 2010 and is being replaced by a new main station that will alter Vienna's urban environment for the better when it opens in 2014. KAEFER Austria is playing a key role in the project by providing a unique fire-protection shield for the diamond-shaped platform roofs.

KAEFER's job is to affix fire-protection panelling to the underside. In total, this amounts to some 30,000 m² of panels and the work is especially demanding because so much of it has to be done 14 m above the ground using scissors lifts. KAEFER's fire-protection specialists picked 15 mm-thick PROMATECT®-H panelling for the job. According to the manufacturers, this non-combustible mineral board is reinforced with selected fibres and fillers and is produced with bevelled edge panels for suspended ceilings using a concealed grid system.

With its spectacular diamond roofs, Vienna's central railway station could again inspire a new generation of writers.

SHORT NEWS

Under the ground in Vienna's UStrab

UNDERGROUND WORK Darkness was not a problem in Vienna station's refit The project: dismantling the existing fixtures and installing a new steel substructure and a suspended metal ceiling. The time frame: January 2010 to September 2011. And now for the really hard part: the work had to be done underground and at night because it involved four stations of Vienna's Unterpflasterstrassenbahn (literally: "below-pavement tram"). The UStrab job took 24,000 man-hours and was completed without a single health and safety incident, despite the challenging conditions.

TRADITIONAL MEETS MODERN IN BREMEN ART MUSEUM

BREMEN ART MUSEUM With a late call-up for a prestigious project, KAEFER helped Bremen's Kunsthalle museum to a glorious reopening



The Berlin architects Hufnagel Pütz Rafaelian designed the museum's extensions in which side wings embrace the classical old main building of the Kunsthalle from 1849 like a piece of jewellery

The most striking thing about the extension of the Kunsthalle, Bremen's premier art museum, is how successfully the classical and the contemporary complement each other. Two new wings have recently been added to the original structure, built in 1849, and the jewel in the German Hanseatic city's art crown shines brighter now in its expanded setting.

The situation didn't look that bright, however, when KAEFER Construction GmbH from Germany became involved in the work in November 2010. "We had to step in at short notice," KAEFER project manager explained. Drawing upon their exceptional experience and armed

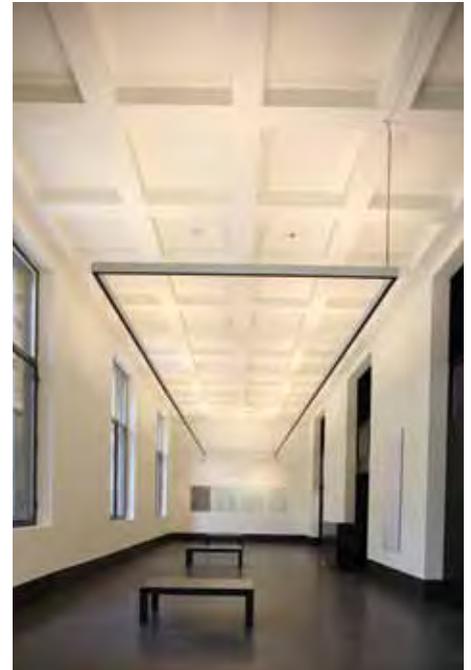
with KAEFER's extensive know-how in the management and execution of demanding projects, the KAEFER team hit the ground running.

"We really didn't have time for planning," the young lady said, recalling the drama of the situation. So, the team ignored the turmoil resulting from other contractors on the site and focussed on the job in hand. By the time the work was completed in August 2011, KAEFER had managed to pull off a remarkable feat of drywall installation involving 3,000 m² of ceiling panels.

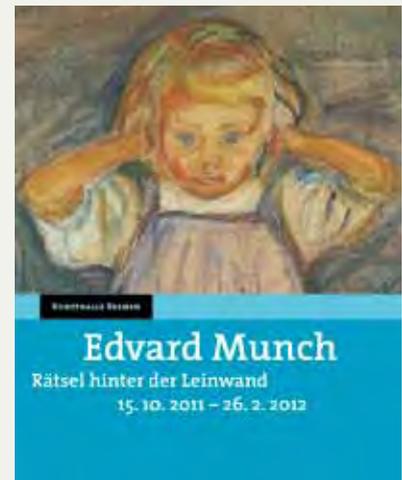
The interior finishing specialist is particularly proud of the elaborate coffered ceiling that KAEFER created for the museum entrance using



An exhibition room on the upper floor is flooded with natural light, emphasising the room's square and curved features



KUNSTHALLE BREMEN



Following successful recent exhibitions, such as “Van Gogh: Fields”, “Monet and Camille” and “Paula in Paris”, for its first season since reopening after extensive renovation work, the Kunsthalle Bremen will show an extensive range of pictures from the great Norwegian artist Edvard Munch (1863 – 1944).

www.kunsthalle-bremen.de

intricate mouldings. Along with that, the two major exhibition halls had to be fitted with acoustic ceilings and equipped with integrated strip lighting so that the ceilings are illuminated from below. Equally critical for the project was the brainstorming of a comprehensive fire control and protection system.

Despite the pressure and challenges involved, the project was a success, and art lovers in the north of Germany can now experience Bremen's Kunsthalle collections in comfort, safety and style.

KAEFER ANNIVERSARIES

KAEFER Isoliertechnik GmbH Austria

30 years with the company
Slobodan Popovic 05.10.1981

25 years with the company
Günter Krakowitsch 01.09.1986

10 years with the company
Roland Binder 02.07.2001
Harald Schmid 01.12.2001

KAEFER België NV Belgium

10 years with the company
Paul Sabiti N'Sila Itoke 22.05.2001
Wilhelmus Verhaegen 17.09.2001
Alain Beyens 08.10.2001

KAEFER ISOBRASIL LTDA Brazil

10 years with the company
Edirlucia Padua Batista 07.05.2001
Jose Flavio De Sousa 08.08.2001
Alcir Timoteo De Souza 10.08.2001
Joao Alves Fernandes 01.10.2001

ALBRICO KAEFER Services Ltd. Canada

25 years with the company
Glenn Baer 02.03.1986

10 years with the company
Jerry Letendre 21.06.2001

PARKER KAEFER Inc. Canada

10 years with the company
Larry Brown 01.02.2001

KAEFER Oy Finland

30 years with the company
Jarmo Ikonen 07.01.1981

20 years with the company
Martti Rissanen 19.02.1991

KAEFER WANNER SAS France

30 years with the company
Daniel Wittmann 26.01.1981
Christine Rondonnet 02.02.1981
Dominique Merlet 16.02.1981
Louis Auria 16.03.1981
Pascal Pernin 16.03.1981
Didier Bougarel 16.03.1981
Bernard Bontinck 30.03.1981
Mohamed Tayebi 07.04.1981
Edouard Ciraciyen 22.04.1981
Olivier Regnard 01.06.1981
Jean Dujardin 22.06.1981
Pascal Fondimare 30.06.1981
Michel Plateau 04.07.1981
Francois Mojard 10.07.1981
Jacky Moyon 17.08.1981
Gauthier Misbare 24.08.1981
Herve Thomas 24.08.1981
Jean Louis Leblain 01.09.1981
Joel Leclerc 15.09.1981
Jean Marc Candoni 17.09.1981
Freddy Nowaczyk 05.10.1981
Martine Kiffer 01.11.1981
Thierry Grenet 09.11.1981
Patrick Rodier 07.12.1981

25 years with the company
Bruno De Buf 13.01.1986
Luc Bouchon 17.02.1986

Mohamed Abaali 01.04.1986
Marcellin Hoel 09.06.1986
Marc Schibotto 17.06.1986
Sandry Renault 23.06.1986
Louis Barriol 01.07.1986
David Le Jeune 19.08.1986
Malik Chibane 29.09.1986
Didier Auber 01.10.1986
Jasmin Issoupeuve 06.10.1986
Luc Riviere 06.10.1986
Patricia Cotty 15.10.1986
Jean-Michel Seigneze 17.11.1986
Francois Trigueiro 08.12.1986

20 years with the company
Catherine Veillat 01.01.1991
Myriam Salcedas 07.01.1991
Florence Chaix 04.02.1991
Philippe Allard 04.02.1991
Eric Mastin 11.02.1991
Christian Simon 25.02.1991
Stephane Chedifer 04.03.1991
Thierry Gatouillat 11.03.1991
Dominique Thierry 19.03.1991
Philippe Tissier 25.03.1991
Jean-Jacques Langlet 25.03.1991
Yves Martin 02.04.1991
Daniel Capron 22.04.1991
Sidi-Mohamed Mahdjoub 02.05.1991
Franck Serge 21.05.1991
Martial Jose 27.05.1991
Francis Nunige 03.06.1991
Stephane Recht 03.06.1991
Olivier Pottiez 03.06.1991
Thierry Denis 10.06.1991
Christophe Martinez 01.07.1991
Roland Goguillon 01.07.1991
Regis Lhermitte 01.07.1991
Laurent Plateau 01.07.1991
Bruno Delcloy 01.07.1991
Fabrice Hermilier 01.07.1991
Lionel Lefevre 01.07.1991
Bertrand Lemetayer 08.07.1991
Thierry Sebeloue 10.07.1991
Yann Gridelet 10.07.1991
Sebastien Carisey 15.07.1991
Denis Morel 15.07.1991
Joel Darfeuille 22.07.1991
Sebastien Guichard 05.08.1991
Fabrice Praud 05.08.1991
Ahmed Chachoue 12.08.1991
Serge Seigneze 19.08.1991
Katendi Dengo 02.09.1991
Philippe Dubois 09.09.1991
Bruno Chojnacki 23.09.1991
Franck Arbrun 01.10.1991
Patrick Clerc 01.10.1991
Jean Marie Quillet 14.10.1991
Antoine Gerace 14.10.1991
Willy Jacquart 14.10.1991
Sylvain Piquet 14.10.1991
David Besson 04.11.1991
Pascal Seville 04.11.1991
Chantal Souply 02.12.1991

10 years with the company
Julie Dubec 02.01.2001
David Evrard 08.01.2001
Bernard Briand 19.02.2001
Cedric Weber 19.02.2001
Jean-Marc Lemoine 05.03.2001
Pascal Levieux 05.03.2001
Nasser Tebbakh 12.03.2001
Fabrice Romain 19.03.2001
Boubker Ait Naceur 19.03.2001
Frederic Jullien 02.04.2001
Patrick Bourdelais 02.04.2001
Viktor Gorbatschow 03.04.2001
Daniel Knecht 05.04.2001
Dimitri Warlouzet 09.04.2001
Olivier Polflet 09.04.2001

Stephane Sulliger 09.04.2001
Didier Perronnet 17.04.2001
Jean Michel Panchau 17.04.2001
Emmanuel Masuez 26.04.2001
Dominique Houssaye 02.05.2001
Gabriel Polkowski 02.05.2001
Norredine Benatassi 02.05.2001
Franck Sarazin 07.05.2001
Bertrand Dupas 09.05.2001
Jose Segurra 14.05.2001
Marc Donjon 01.06.2001
Ozkan Koc 18.06.2001
Franck Jacob 09.07.2001
Herve Tavernier 01.08.2001
Eric Bigot 06.08.2001
Yohann Hromada 06.08.2001
Javier San Miguel 03.09.2001
Gaetano Dainotto 03.09.2001
Leon Lainelle 03.09.2001
Frederic Tanchon 03.09.2001
Gregory Sliwinski 10.09.2001
Johanna Roussel 17.09.2001
Mustafa Merzaq 17.09.2001
Jerome Quesnel 17.09.2001
Jean Luc Helye 24.09.2001
Stephane Chomat 24.09.2001
Sebastien Lecoer 01.10.2001
El Hossain Amgar 01.10.2001
Ferhat Sevelin 15.10.2001
Christophe Mougel 05.11.2001
David Decroix 12.11.2001
Pascal Moulin 12.11.2001
Sandrine Hernandez 01.12.2001
Vincent Andrade 03.12.2001
Christian Declemy 03.12.2001
Christophe Polflet 10.12.2001
Franck Frebourg 17.12.2001
Claude Votte 17.12.2001
Christopher Dupont 26.12.2001
Daniel Lechon 26.12.2001
Sebastien Rossigny 26.12.2001
Fabien Polkowski 27.12.2001

KAEFER WANNER Shipbuilding France

30 years with the company
Thierry Bauny 21.09.1981

10 years with the company
Philippe Robin 01.01.2001
Pierre Karsenty 01.01.2001
Franck Lormeau 08.01.2001
Yann Harrouet 02.05.2001

KAEFER Construction GmbH Germany

30 years with the company
Thomas Scharf 02.03.1981
Zeki Oda 13.05.1981
Jürgen Pohle 01.09.1981
Mehmet Demirci 01.10.1981

25 years with the company
Marco Haase 04.08.1986
Karl-Heinz Wattering 10.11.1986

20 years with the company
Michael Nordmann 01.02.1991
Uwe Held 04.02.1991
Erwin Sulski 04.02.1991
Wolfgang Bergunde 01.03.1991
Jens Graumann 01.04.1991
Christiane Bleek 01.07.1991
Axel Blass 25.07.1991
Michael Prüß 01.10.1991
Harm Steben 01.12.1991

10 years with the company
Andreas Schlüter 01.04.2001
Franz Themann 01.05.2001
Jens Keuntje 21.05.2001

Nicole Lehmann 01.07.2001

KAEFER Entsorgungstechnik Germany

20 years with the company
Reiner Engelhardt 22.04.1991

KAEFER Industrie GmbH Germany

50 years with the company
Wolfgang Ruminski 01.04.1961

40 years with the company
Manfred Moldehn 11.01.1971
Klaus Hirnschal 08.02.1971
Ilija Stanic 18.02.1971
Heinz Böcking 18.03.1971
Günter Rohs 01.04.1971
Hajo Westerholt 28.05.1971
Nikola Zorovic 19.07.1971
Eberhard Krause 01.08.1971
Helmut Schröder 22.09.1971
Reinhard Hormann 05.11.1971

30 years with the company
Peter Liebscher 06.01.1981
Ulrich Doll 15.01.1981
Dzizmit Ramadani 20.01.1981
Sami Emini 07.03.1981
Peter Hübner 30.03.1981
Wolfgang Damm 01.04.1981
Harry Pendzich 01.04.1981
Hans-Peter Müller 01.07.1981
Rudolf Luhn 01.08.1981
Altan Orman 01.08.1981
Jürgen Weigel 01.08.1981
Stefan Kraus 10.08.1981
Marcus Schanze 10.08.1981
Andres Nicol Tizziani 17.08.1981
Andreas Schmidt 17.08.1981
Suat Uzun 19.08.1981
Yüksel Yigit 19.08.1981
Horst Mückschitz 01.09.1981
Hinderk Reiter 05.10.1981
Curt Glöckner 15.10.1981
Johann Danninger 16.11.1981
Jürgen Wende 01.12.1981

25 years with the company
Volker Ropella 01.04.1986
Uwe Gerdes 12.05.1986
Jörg Heinze 01.08.1986
Kirsten Meyer 01.08.1986
Maike Ruminski 01.08.1986
Jens Scheck-Rupprecht 01.08.1986
Reinhard Behrens 07.08.1986
Jens Struß 07.08.1986
Bela Vajda 07.08.1986
Gerhard Glöckner 11.08.1986
Wolfgang Flindt 01.09.1986
Holger Gottschalk 01.09.1986
Thomas Hüysmann 01.09.1986
Aydin Üreyen 15.09.1986
Herbert Ranzinger 24.09.1986
Hansjörg Pirngruber 01.10.1986
Rosa Kurlé 22.10.1986

20 years with the company
Robert Simon 01.01.1991
Sven Linge 14.01.1991
Rainer Neubert 04.02.1991
Ralf Kellermeier 13.03.1991
Thorsten Hinrichs 01.04.1991
Thorsten Scharpe 24.04.1991
Thomas Chlebos 29.04.1991
Johanna Tiemann 16.05.1991
Soeren Vahl 13.07.1991
Holger Schulte 01.08.1991
Ümit Kaba 26.08.1991
Axel Buckwar 01.09.1991
Andrzej Lesnicki 01.09.1991

Jörg Detlef Mayer	01.09.1991
Rolf-Dieter Bonkatz	16.09.1991
Norbert Blättermann	30.09.1991
Werner Lenze	01.10.1991
Michael Schröder	01.10.1991
Thorsten Schueler	01.10.1991
Mladen Georgievski	28.10.1991
Eva Fischer	16.11.1991
Heike Behrent	21.11.1991
Gert Baumgart	02.12.1991

KAEFER Isoliertechnik GmbH & Co. KG Germany

40 years with the company	
Peter Nowakowski	01.08.1971

25 years with the company	
Renate Brinkmann	15.02.1986
Günther Ahlers	01.06.1986
Gisbert Loosen	15.08.1986
Reiner Manke	01.09.1986
Peter Stanienda	01.10.1986
Christine Philipp	01.11.1986

20 years with the company	
Heino Gustävel	01.01.1991
Heike Gaumann	01.04.1991
Peter Latacz	01.04.1991
Holger Wisniewski	01.05.1991
Thomas Heuermann	01.08.1991
Inga Wulfken	01.08.1991

10 years with the company	
Marion Bechmann	05.01.2001
Robert Skrobisz	01.04.2001
Martina Starke	01.05.2001
Francisca Michaela Gorgodian	01.07.2001
Beate Bemmert	30.07.2001
Regina Franck	01.08.2001
Monika Unger	01.08.2001

KAEFER Montage GmbH Germany

20 years with the company	
Manfred Pfrepper	01.01.1991
Hans-Walter Lebrez	02.01.1991
Włodzimirz Kruszona	18.02.1991
Gerd Barrabas	01.09.1991
Rainer Busack	16.09.1991
Viola Kleemann	01.11.1991
Claus-Peter Dobberstein	11.11.1991
Andre Behmel	18.11.1991
Albert Losch	18.11.1991
Gunter Vogelsang	18.11.1991
Jörg Zudnachowski	18.11.1991

10 years with the company	
Jens Fehrmann	09.04.2001
Silvio Timm	01.05.2001
Dennis Hilgen	02.05.2001
Lars Krapalies	24.09.2001
Lothar Himpel	01.11.2001

KAEFER Schiffsausbau GmbH Germany

40 years with the company	
Reinhard Bents	01.10.1971

30 years with the company	
Volker Berends	01.03.1981
Hartmut Fillsack	01.04.1981
Andreas Mummer	01.06.1981
Enno Wirth	01.07.1981
Peter Tempel	07.09.1981

25 years with the company	
Jan Steffens	01.04.1986
Ralf Witte	01.04.1986
Thomas Busch	16.04.1986
Kirsten Krummlinde	01.08.1986

20 years with the company	
Angela Dieckvoß	01.01.1991
Wolfgang Papenfuß	01.04.1991
Wilfried Weichelt	02.04.1991
Wolfgang Krohn	01.05.1991

Rene Snopkowski	01.05.1991
Walter Hinrichs	01.07.1991
Tilo Ketelhut	01.07.1991
Thomas Kousksi	01.07.1991
Bernd Orłowski	01.07.1991
Olaf Schulz	01.07.1991
Ullrich Smolarek	01.07.1991

10 years with the company	
Angelika Goldbach	01.01.2001
Harald Dänekas	01.05.2001

KAEFER Punj Lloyd Ltd. India

20 years with the company	
P. C. Jain	13.08.1991

TERMOIZOLA UAB Lithuania

10 years with the company	
Redas Mioldažys	02.03.2001
Aleksandras Urbanas	18.04.2001
Vytautas Sidaras	03.08.2001
Inga Leviškauskaitė	23.10.2001
Saulius Kapočius	07.11.2001
Vidmantas Ratkevičius	28.11.2001

KAEFER Sdn Bhd Malaysia

10 years with the company	
Hairudin Jafar	02.05.2001
Sathiya Seelan Thangavelu	25.06.2001

KAEFER Nederland B.V. Netherlands

20 years with the company	
Mehmet Öztürk	11.03.1991
Suayip Uslu	11.03.1991
Freddy Tulkens	01.09.1991
Ed Hoffmann	16.12.1991

10 years with the company	
Lenie Korff	12.02.2001
Karina Vos	01.09.2001
Koos Buys	18.09.2001
Bosco Nisic	01.11.2001

KAEFER Construction AS Norway

10 years with the company	
Pakhshan Fatahi	26.02.2001
Torill Johnsen	16.07.2001
Cecilie Stubseid	17.09.2001
Wojciech Andrzejewski	01.10.2001

KAEFER SA Poland

40 years with the company	
Marek Krajewski	01.06.1971
Antoni Michalak	01.07.1971
Henryk Radola	02.08.1971
Krzysztof Dębski	01.09.1971
Kazimierz Muszyński	01.09.1971
Józef Bieniek	07.12.1971

30 years with the company	
Dionizy Dąbrowski	23.11.1981
Józef Dziadowiec	17.08.1981
Marek Frąć	01.09.1981
Adam Gobinet	01.07.1974
Sławomir Grzymała	19.02.1981
Wiesław Jankowski	11.04.1980
Miroslaw Januszewski	11.09.1981
Henryk Karwowski	19.03.1981
Piotr Kozłowski	25.05.1981
Marian Łaskawski	07.10.1977
Julian Mróz	19.07.1978
Wacław Piątek	01.09.1979
Andrzej Rugieł	19.02.1981
Jarosław Szejkowski	28.09.1981
Edward Szustak	01.09.1981
Wojciech Białas	01.05.1996

Kazimierz Słomski	29.04.1981
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25 years with the company	
Miroslaw Antecki	01.09.1986
Marek Bińkowski	01.09.1986
Zygmunt Dyrdał	15.10.1976
Zdzisław Klisiewicz	01.10.1974
Zbigniew Kosik	23.11.1982
Piotr Łataś	09.04.1980
Artur Maksion	01.09.1986
Tomasz Mański	01.09.1986
Sławomir Milczarek	28.07.1986
Czesław Puskarczyk	01.09.1986
Krzysztof Raczyński	01.09.1978
Zbigniew Zyzak	19.10.1977
iwona Szerlich	02.05.1986
Harald Pawlik	01.07.1986
Teresa Zawrot	01.09.1986

20 years with the company	
Stanisław Bawół	03.11.1980
Zbigniew Bogacz	13.11.1986
Tadeusz Gretkowski	19.12.1974
Dariusz Klusiewicz	01.09.1989
Jerzy Kubacki	19.08.1991
Jan Lenart	19.07.1971
Tadeusz Musiał	01.02.1989
Janusz Pietrzak	01.09.1988
Ryszard Sroka	04.12.1991
Sławomir Widło	28.09.1989
Jan Wierzychucki	01.03.1991
Grzegorz Zbyszynski	15.07.1986
Edward Zych	30.11.1978

10 years with the company	
Jan Bardo	24.06.1979
Lucjan Drozd	01.09.2000
Tomasz Jarek	16.10.2000
Mariusz Kasprzak	01.09.1999
Andrzej Kluska	02.09.1991
Henryk Michalik	03.06.1996
Łukasz Padło	16.07.2001
Piotr Pawłowski	11.07.1989
Henryk Pietruszka	24.01.2001
Jerzy Prasalek	10.06.1996
Piotr Ryś	01.09.1982
Józef Szczyński	20.11.1984
Tomasz Wójtowicz	01.09.2000
Zyta Michalska	23.01.2001
Adam Gurgul	25.09.2000

C&D Industrial Services Ltd Scotland

30 years with the company	
David Cameron	01.04.1981

KAEFER Thermal Contracting Services (Pty) Ltd. South Africa

30 years with the company	
Mbuso Mkhize	05.03.1981
William Shakwane	23.04.1981
Aaron Mahlalela	06.10.1981

25 years with the company	
Jeremiah Nxumalo	06.01.1986
Theo Smith	01.08.1986

20 years with the company	
Rob Ross	08.04.1991
David Thokwane	13.06.1991
Kobus Horn	01.07.1991
Moses Lukhele	02.07.1991
Fanyane Nhlapo	23.07.1991

10 years with the company	
Martin Kruger	01.04.2001

KAEFER Engineering Limited Thailand

10 years with the company	
Darpan Khosla	04.06.2001

In memoriam:

Belgium
Iljaz Masovic, † 06.08.2011

Canada
Bill Hogg, † 19.11.2010

France
Taillefer Fabien, † 12.02.2011
Guichard Laurent, † 28.03.2011
Houssin Emmanuel, † 22.05.2011

Germany
Horst Köhler, † 23.08.2010
Henning Waldeck, † 28.08.2010
Siegfried Marondel, † 15.09.2010
Jovan Strajnic, † 01.10.2010
Hermann Rogalla, † 01.11.2010
Martha Fink, † 06.11.2010
Rolf-Dieter Plohr, † 13.11.2010
Willy Hinrichs, † 23.11.2010
Horst Menke, † 24.11.2010
Siegfried Harm, † 29.11.2010
Otto Haenisch, † 09.12.2010
Karlheinz Ganser, † 20.12.2010
Karl-Heinz Bockelmann, † 22.12.2010
Gerd Heinen, † 01.03.2011
Rolf Baltrusch, † 18.03.2011
Werner Schmidt, † 01.04.2011
Alfons Schölzel, † 03.04.2011
Bolko Gerdes, † 27.04.2011
Werner Kühl, † 02.05.2011
Horst Struß, † 10.05.2011
Artur Schulz, † 11.05.2011
Jzet Hadzic, † 15.05.2011
Johannes Seidel, † 20.05.2011
Ali Karasu, † 01.06.2011
Peter Kossan, † 09.06.2011
Gerhard Mosch, † 13.06.2011
Herbert Baethge, † 16.06.2011
Kurt Ehlert, † 26.06.2011
Konrad Benda, † 23.07.2011
Helge Schroeder, † 25.07.2011
Herbert Gorniak, † 26.07.2011
Gerhard Bucilowski, † 27.07.2011
Heinz Brinkhoff, † 01.08.2011
Klaus Merkert, † 08.08.2011
Hildegard Hartwich, † 10.08.2011
Jürgen Bartels, † 03.09.2011

India
Avelin Pedru D'Souza, † 28.11.2010
Shahid Ali Ansari, † 28.01.2011
Kuttappan Sadanandan, † 27.04.2011

Nepal
Mim Bahadur Purja, † 28.12.2010

Poland
Leszek Musiał, † 11.12.2010
Andrzej Wojdak, † 21.02.2011
Krzysztof Garnier, † 12.03.2011
Marek Luterek, † 04.04.2011

South Africa
Herbert Nhlengethwa, † 11.11.2010
Senzo Dlamini, † 14.11.2010
Patience Mbanjwa, † 21.11.2010
Hlangula Jali, † 01.02.2011
Nceba Ntabeni, † 21.02.2011
Sipho Mchunu, † 11.03.2011
Alson Dlangalala, † 11.03.2011
John Miya, † 05.05.2011

Thank you for



Wolfgang Ruminski
(KAEFER Industrie GmbH, Germany)

Since the start of his training in April 1961 Wolfgang Ruminski has been a member of the KAEFER team. After many jobs in industry and in shipbuilding in Hamburg and across Europe, he took over the role of supervisor of the Esso refinery site in Hamburg. From 1990 to 1993 he supported the build-up of the activities that were part of the frame agreement for the DOW site in Stade, northern Germany. In January 2005, he was promoted to technical employee. After his partial retirement, since April 2011 Wolfgang Ruminski has been enjoying his well-earned full retirement.

Thank you for 40 years!



Günther Rohs
(KAEFER Industrie GmbH,
Germany)

The KAEFER career of Günther Rohs began with his apprenticeship as a lagger. After a short break due to conscription he worked on various sites, and as a foreman he worked in Mongstad, Norway, and on other sites. Since October 2001, Günther Rohs has been working as the site supervisor at the incineration plant at Stepelfeld.



Heinz Böcking
(KAEFER Industrie GmbH,
Germany)

After completing his apprenticeship at G+H Ludwigshafen, Heinz Böcking joined KAEFER as a lagger. Very quickly, he became a site supervisor and project manager on large projects in the industry. Among other places, he worked in the Netherlands, Belgium, South Africa, Chile, South Korea, Indonesia, Saudi Arabia, Argentina, India, Malaysia, Finland and Germany.



Eberhard Krause
(KAEFER Industrie GmbH,
Germany)

Since starting his apprenticeship to become a lagger in 1971, Eberhard Krause has belonged to the KAEFER team. As a site supervisor he collected experience at home and abroad, before heading to Kiel in 1985 as a project manager. He still works there today, in project planning and as a specialist in occupational safety.



Hajo Westerholt
(KAEFER Industrie GmbH,
Germany)

As a trained bricklayer, Hajo Westerholt started with KAEFER in Oldenburg, and moved on to work abroad, for example in Belgium, the Netherlands and France. He worked on the EMPC site in Großenkneten for 25 years and since 2011 he has been working in the Competence Center Nuclear (CCCN) workshop, constructing nuclear cassettes.



Helmut Schröder
(KAEFER Industrie GmbH,
Germany)

In April 1965 Helmut Schröder began his career at KAEFER with his apprenticeship as a lagger. After a short interruption he returned to the company and worked on numerous construction sites, for example at Esso in Rotterdam as well as Silkeborg in Denmark. At the moment, he is successfully working at Sasol Wax Werk II Hamburg.

Thank you for 40 years!



Ilija Stanic
(KAEFER Industrie GmbH,
Germany)

Ilija Stanic's career with KAEFER began in October 1970 as an industrial logger. In early 1971 he worked as holiday replacement for four weeks on the maintenance site "Chemische Fabrik Budenheim". These four weeks turned out to be four decades. With his excellent performance as site supervisor and his untiring dedication, Ilija Stanic remains a very special colleague and person. Since September 2010, Ilija Stanic has been in partial retirement.



Nicola Zorovic
(KAEFER Industrie GmbH,
Germany)

Nicola Zorovic has been at KAEFER since 1971 and started on large projects, such as the hospital Klinikum Großhadern in Munich, the city's Olympic Stadium, followed by more than 30 years on the maintenance building site at BMW AG Munich. Further projects were MBB Ottobrunn and the KraussMafei AG. Nicola Zorovic is an experienced and much-liked colleague, who since July 2010 has been in partial retirement and will soon enter a well-earned full retirement.



Reinhard Hormann
(KAEFER Industrie GmbH,
Germany)

Reinhard Hormann began as a logger at KAEFER on 5 November 1971 on the NEAG Voigtei site. The project became a maintenance job on which he has been working since then. As deputy site supervisor, he knows the plant like no-one else. As a foreman he has worked successfully on numerous new projects in the gas and oil industry in the Weser-Ems area.



Klaus Hirschal
(KAEFER Industrie GmbH,
Germany)

Klaus Hirschal arrived in the KAEFER team in 1971 as a newly qualified sheet-metal worker. In his first ten years he was active in many projects, in which he performed exceptional work. Later as a foreman he led small projects and sites. After 20 years as senior fitter, he took over the role of site supervisor for sites in the food industry, where to this day he works as a committed professional.



Peter Nowakowski
(KAEFER Isoliertechnik GmbH & Co. KG,
Germany)

Since finishing his apprenticeship as a logger in August 1971, Peter Nowakowski has been part of the KAEFER team. After working in various production fields, since 2001 he has successfully worked in the workshop of the Competence Center Nuclear (CCCN). With his commitment and experience, he has played a significant role in the development and production of the KAEFER cassette insulation. He has also performed his exceptional work in Brazil, Russia and South Korea.



Reinhard Bents
(KAEFER Schiffsausbau GmbH,
Germany)

Reinhard Bents started in October 1971 in Emden in the industrial construction area and initially worked on power stations and oil refineries. In 1985 he joined the shipbuilding team, and in the last 15 years he has worked on the Nordseewerke in Emden as a foreman in marine shipbuilding (Frigates F123 and F124). Reinhard Bents is currently site supervisor on the corvette K130 as well as foreman on the replenishment ship (EGV).

Thank you for 40 years!



Henryk Radoła
(KAEFER SA, Poland)

Henryk Radoła began his professional career at KAEFER in August 1971. After successfully completing his training as a sheet-metal worker in Rawicz, Poland, he worked on projects abroad, for example in Germany and France. The happily married father of two children lives with his family in Głogów. His colleagues appreciate his experience and his skills, and they know that they can always count on him.



Kazimierz Muszyński
(KAEFER SA, Poland)

Kazimierz Muszyński's career began with a two-year apprenticeship from September 1971 at KAEFER in Tarnów, Poland. After his first project, the power plant at Kozienice, he worked at other important sites, such as chemical plants, large power plants and refineries. He also worked in different countries, including almost ten years in Germany. Kazimierz Muszyński has a daughter and his two sons have followed in his footsteps and already belong to the KAEFER team.



Marek Krajewski
(KAEFER SA, Poland)

Another jubilee celebration is for Marek Krajewski, who joined KAEFER in 1971, and qualified as a sheet-metal worker. As well as being an expert in sheet-metal work, he has worked in thermal insulation. During a successful career, Marek Krajewski has worked in a number of locations and his talents were used in Iraq, Mauritania and Germany.



Józef Bieniek
(KAEFER SA, Poland)

As a metalworker, Józef Bieniek had good prospects when he arrived at KAEFER in 1971. He later worked as a sheet-metal worker and fitter in the areas of thermal insulation. During his career he gained waste experience at different sites in Poland and abroad, including Germany and Australia.



Krystyn Dębski
(KAEFER SA, Poland)

When Krystyn Dębski began his career at KAEFER in September 1971, his special know-how as a bricklayer for boilers and in industrial ovens was particularly welcome. He continued to build up his knowledge through working in the area of thermal insulation and scaffolding. This enabled Krystyn Dębski to work on projects outside Poland and he showed his capabilities in Germany, the Netherlands and Belgium.

“The **world** belongs to those who set out to conquer it armed with **self-confidence** and **good humour**.”

Charles Dickens, (1812 – 1870), English novelist, parliamentary rapporteur and advocate writer



K|WERT – THE KAEFER MAGAZINE FOR EMPLOYEES, CLIENTS AND PARTNERS

Published by:

KAEFER Isolieretechnik GmbH & Co. KG
Marktstraße 2
28195 Bremen · Germany
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Final responsibility:

Peter Hoedemaker (GEC),
Francisca Gorgodian (CRC)

Concept, design & coordination:

BERNSTEIN Werbeagentur GmbH
Bremen

Printed by:

tvdruck GmbH, Bielefeld

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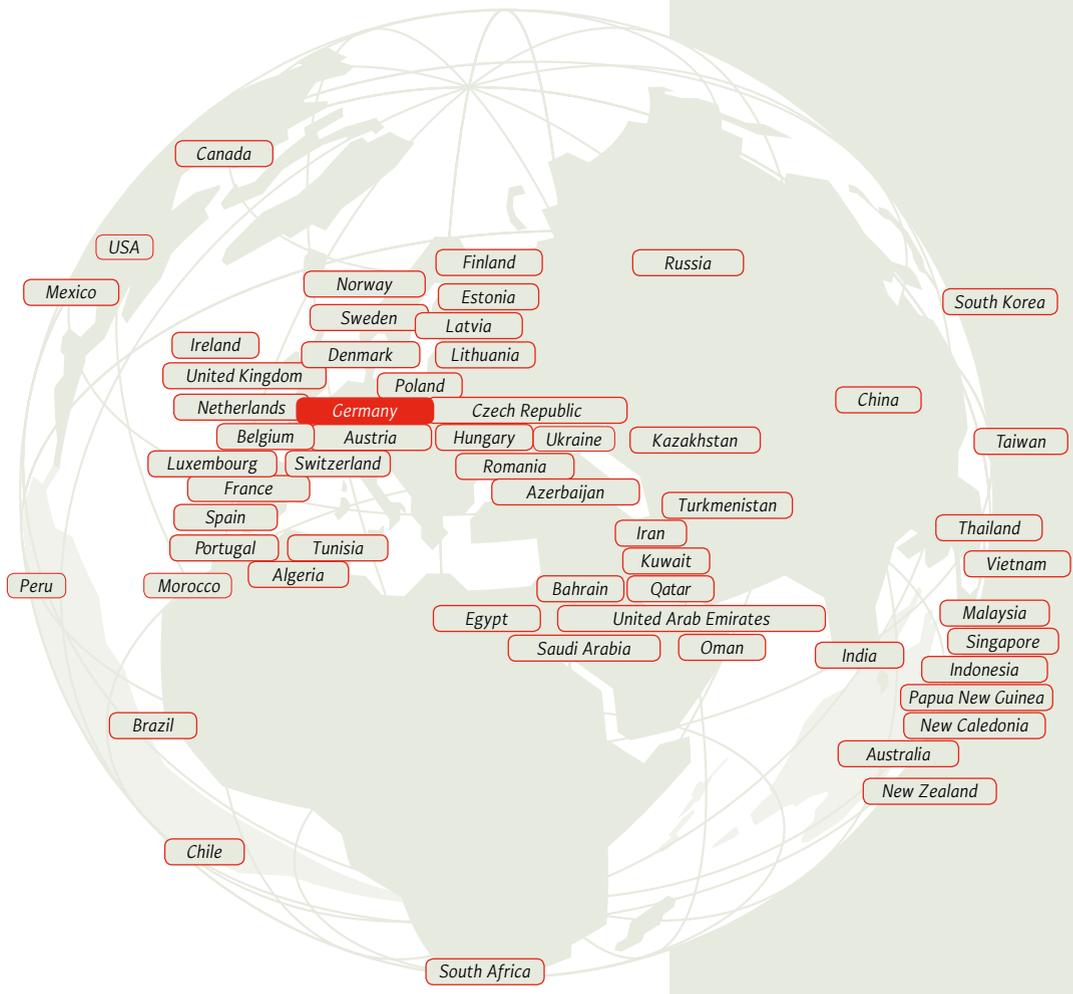
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