

# SAFE

*Stakeholder Report 2021/22*

# Safe? Safe!

The past few years have shown us that nothing is as sure as change. The longing for security, to know today what tomorrow will bring, has seldom been as great as it has in the past few months.

But... we have learned to accept insecurities, uncertainties and change, to deal with them and to learn from them.

How do we keep projects, relationships and structures on track in turbulent times? What can we do to safeguard our employees, clients and projects? Questions we didn't just ask ourselves once, but which we keep on asking.



Prof. Dr. Markus G. Viering  
Managing Partner  
KVL Holding

In this issue of the KVL Stakeholder Report we take a look at the things we have learned from the last few years, at our thoughts about peace of mind, what we want to safeguard and how we protect our planning activities.

**Save the Planet** – When it comes to sustainability, we mean business.

**Better Safe than Sorry** – We examine project risks with smart tools and even smarter colleagues.

**Safe and Sound** – We shape the future of KVL with strong partners, creating solid prospects for joint projects.

**We too are not sure what challenges await us tomorrow** but you can be sure we will do everything we can to be up and ready for anything.

**Enjoy the read.**



Diana Anastasiya Radke, Managing Partner, KVL Holding

**The feeling of security is not free of the danger of complacency, of taking the status quo for granted. But anything is possible. Stuff happens – out of the blue, unexpectedly... also to things that seem well and good!**



**The robustness not the efficiency of a system provides the safeguards.**

Andreas Ligner, Partner, KVL Holding



**Certainty is an illusion and, the individual emotional component aside, essentially a mind thing. Approaching the fine line between opportunity and risk is a great challenge.**

Matthias Werner, Partner, KVL Holding



**Our knowledge and experience are the mainstays of the future. Our identity and our values help us safeguard our future actions.**

Sven Seehawer, Managing Partner, KVL Holding



In 2021 we presented our „Helpers with a Heart“ award to two organisations. This year's award winners are:

**Vision for Children e. V.**, an NGO that supports the education of girls in Afghanistan. We believe this is more important now than ever before. Equal rights, opportunities and access to education are essential for the prosperity of any country.

**Frauen helfen Frauen** (Women Help Women) Frankfurt e. V., because this organisation has had to overcome enormous challenges, especially in the last two years, to help women and children escape situations of violence and abuse.

We are especially thankful that this year our third 24-hour fundraising relay race #HeatBerlin24 was able to take place. 56,000 euros were raised for Berlin City Mission's "Winter Watch".

# Highlights



## 6th edition

Out of print for some time, now available again! The 6th completely revised edition of our practical bestseller. Please contact us if you are interested or send an e-mail to [lab@kvlgroup.com](mailto:lab@kvlgroup.com)

## Hooray!

In 2021, we were once again ranked among the top three project management companies in Germany by representatives of the construction and real estate industry. Thank you for your trust.

EUROPEAN  
REAL  
ESTATE  
BRAND  
INSTITUTE



## 18 years of KVL

We have finally come of age! Thank you for celebrating this wonderful summer party with us and for giving the father of KVL's success, Bernd Kochendörfer, such a fantastic farewell. If you missed the celebrations, you can still watch a recording of the digital event on our YouTube channel.



### Diana Anastasija Radke | KVL Holding

Active in the commercial department since 2006, Managing Director since 2018 and **partner of KVL Holding since 2021**. Responsible for company finances and administration as well as corporate communications.



### Andreas Ligner | KVL Holding

Started work as an engineer in the company in 2005. Since 2013 Managing Partner of KVL Projektmanagement Berlin. First point of contact for customers and employees, trainer, and responsible for the KVL LAB together with Markus G. Viering. **Partner of KVL Holding since 2021**.



### Matthias Werner | KVL Holding

With the company since 2013 as Managing Partner of KVL Bauconsult Munich, architect and strategist, co-founder of KVL Projektentwicklung Plus. **Since 2021 partner of KVL Holding**.



### Georg Bremer | KVL Holding

Joined the company as an engineer in 2015. Responsible for quality management along with Peter Kerle. For years a trusted advisor to the KVL Group partners and **Authorised Director of KVL Holding since January 2022**.



### Thomas Penske | KVL Hamburg

Joined the company as an engineer in 2017. Since 2020 Authorised Director of KVL Bauconsult Hamburg and, alongside Andreas Ligner and Sven Seehawer **Managing Partner in Hamburg since 2022**.

**Felix Eisenbrand | KVL München**  
**Managing Director of KVL Bauconsult Munich since 2022**. Architect, entrepreneur, LEAN expert and professional in the field of project planning and implementation.



**Kai Hansen | KVL Berlin**  
Has worked as an architect in the company since 2014. He is a thinker, a doer and a generator of ideas. Partner and member of the management board since 2018 and **Authorised Director of KVL Projektmanagement Berlin since 2022**.



**Matthias Linnemann | KVL Sachverständige**  
Since 2020 at KVL as a publicly appointed and sworn expert for construction disruptions as well as cost calculations and accounting. Leading role in establishing the Düsseldorf office. Authorised Director since 2021 and **Managing Director of KVL Sachverständige since 2022**.



**Jakob Conrad | KVL Sachverständige**  
Joined the company as a student employee in 2009. Since 2018 specialist for the development of in-house digital tools as well as scheduling and risk management in the Experts department at KVL. Authorised Director since 2021 and **Managing Director of KVL Sachverständige since 2022**.



**Michael Käbner | KVL Sachverständige**  
Has been working as an engineer in the company since 2012. Initially in the area of project management, subsequently specialising in costs and controlling. Authorised Director since 2020 and **Managing Director of KVL Sachverständige since 2022**.



**Malika Klös | KVL Sachverständige**  
Since 2018 active as an engineer with KVL experts in the field of construction process disruption assessment. **Granted power of procuration in 2022**.



# SAFE and Sound

**Herr Wolf, you have been a partner of the KVL Group since 1 January 2022. How did that come about?**

During our collaboration several things came together at the right time. Perhaps most importantly our respective ambitions.

These are the best conditions for fruitful, creative and innovative collaboration.

**Herr Wolf: What opportunities are there for your future projects?**

## Partnerships provide certainty and security

An interview with Tarik Wolf and Markus G. Vierung

QUARTERBACK Immobilien AG is one of Germany's leading project developers

We have worked hard to get where we are. But we want to continue to grow and pursue ambitious goals. Herr Vierung and KVL are also bristling with this ambition. Both are well established at national level – and already have a presence in many key cities.

A partnership was the next obvious step, marked from the very beginning by trust and respect.

**Herr Vierung, KVL is delighted about its new partner. What are your motives?**

That's right, we are very happy about the new partnership. Herr Wolf and I very quickly realised that we have a lot in common.

We share entrepreneurial goals and values and a similar understanding of quality, but also, for example, the way we approach projects and collaborate as a team is no different – less about hierarchy, more about working together.

Our overriding goal, if you will, is to work together to create innovative solutions to the major challenges facing the real estate market. This is especially pertinent to ESG and sustainability, which from now on will play an even greater role in our projects. At the same time, cooperation allows us to take advantage of new opportunities in services and joint ventures. We see great potential here to significantly expand our activities – with KVL as an experienced partner at our side.

**Herr Vierung, how will the partnership affect KVL's project portfolio?**

As Herr Wolf already said, sustainability and innovation in construction are becoming increasingly important.

This is part of a fundamental transformation of the real estate industry, which we have been pushing with our expertise for years now.

We will continue this into the future in close cooperation with QUARTERBACK. KVL's DNA remains unchanged, both in terms of our culture and our successful business model. We do what it says on the tin. Always.

**Herr Wolf, Herr Vierung where do you see potential synergies? Are there any joint projects in the pipeline?**

**Vierung:** The scope for cooperation at project level is very broad, for instance, with regard to neighbourhood development, but also in terms of sustainability. For example, KVL provides structured ESG due diligence, whether for a new building or ecological development of the portfolio.

**Wolf:** Neighbourhood development will not be the only option. Right now, all projects are about sustainability; we want to have fully integrated ESG criteria. This will also include, for example, timber hybrid or modular building construction.

We at QUARTERBACK are looking forward to facing challenges in tandem with KVL and coming up with optimal solutions.



**Prof. Dr.-Ing. Markus G. Vierung** is founding partner and managing director of KVL Bauconsult GmbH. As a publicly certified and sworn expert for costing and accounting in construction and engineering and for project management he has been dealing with delayed planning and construction processes for over 20 years. He is editor and author of numerous publications, lecturer at the IREBS Real Estate Academy and honorary professor at the TU Berlin.

**KVL**  
for better results



**Tarik Wolf** is founder and CEO of QUARTERBACK Immobilien AG, a company he started in 1993 in Delitzsch near Leipzig. The graduate engineer for technical cybernetics has many years of experience and strong expertise in project development and implementation while enjoying the benefit of an extensive industry network. He is also active in the social space and supports a number of sporting and cultural projects.

  
QUARTERBACK IMMOBILIEN AG.



# SAVE the Planet



**We can say with certainty that KVL would not have reached its 18th birthday without the support of its motivated employees. We want to maintain and actively foster this commitment, which is why in the first part of the sustainability report we focus internally and look at what it is that makes us KVL and where we can develop even more potential.**

Let's start with the KVL mission statement as a guideline for a common mindset and approach, as well as how we go about intellectual leadership. In addition to interdisciplinarity, we also look at employee fluctuation rates and diversity within the organisation.

How do we support employees who wish to create a healthy work-life balance, or those who want to continue their education and development outside of their day job? Where is there room for internal improvements? These issues are key to safeguarding sustainable internal development at the KVL Group, which in turn will help safeguard the next 18 years.

**Sustainability is the issue. Never before have climate neutrality, gender equality and conservation of resources been as present as they are today. Sustainability is here to stay - and we want to do our part.**



But what does this catchword actually mean for us and the company? We addressed this question last year and can now give the answers in the KVL Group's first sustainability report.

We have drafted this report voluntarily. We are under no obligation to disclose the report, but we see it as an important feature of holistic sustainability. We want to help shape sustainability innovation both within the company and together with our customers.

We focus on four key areas of action where we can actively influence sustainable and stable development. These areas are defined as follows: Our company, society, the environment and the real estate industry. On these two pages we would like to give you a brief insight that will hopefully leave you wanting to know more. Follow the QR code to read the entire report online.



**Our society currently has an important goal in sight: To limit the increase in global warming to 1.5 °C. The all-important parameter is carbon dioxide, or CO2 for short. A reduction in emissions is essential if we are to achieve the 1.5 °C target.**

We address this issue in the SAVE Environment section. How much in the way of emissions is the KVL Group responsible for?

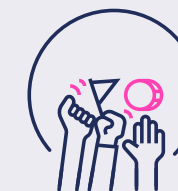
We looked into the company's carbon footprint and counted travel mileage, collected utility bills and asked employees about their daily commute. Based on this analysis we are developing strategies on how we can further reduce our emissions over the coming years and thus fulfill our responsibility as a company.

This could perhaps be one of the biggest management projects we have ever undertaken.



Luana Cortis  
Managing Partner  
KVL Projektentwicklung Plus

Benjamin Sloscharek  
Sustainability Manager  
KVL Hamburg



**„We're doing well, let's share it" – this idea is central to our mission statement, prompting us to think how we at KVL can give something back to society.**

Most notably, we are setting up the KVL Cares Foundation, which actively promotes and supports the pursuit of the common good. The annual charity run #HeatBerlin24 was also a great success in 2021.

As well as 120 runners on the ground, this year it was also possible to take part in the run virtually and throughout Germany. Each and every location had its own small and personal success stories to tell, where parts of the profits were donated to sustainable causes.

**Real estate projects create space for working and living. We spend 90 % of our lives in buildings, and in other ways we move almost exclusively within enclosed spaces.**



The construction industry is thus a key parameter of holistic sustainability in people's everyday lives. Yet buildings and construction are responsible for 50% of national waste and 30% of global emissions.

The push for a climate-neutral and sustainable society is therefore driving an unprecedented transformation within the construction sector. Just as we as a company are moving step by step towards sustainability, we also want to help shape the change towards a sustainable real estate industry. We no longer see sustainability as just a 'nice thing to have', but as a must have that is pivotal for the success of a project.

**We have therefore built up a team of specialists who train employees and clients and anchor sustainability in every project. The first step has been taken!**



## OFFICE BUILDING M6-7

### A historic shell housing a new composite ceiling system

Close to Berlin's Alexanderplatz in Magazinstraße is the listed Kontorhaus. War, fire damage, neglect and various forms of use resulted in heavy damage to the interior load-bearing structure, which then became in dire need of replacement.

After thorough consideration of floor space optimisation, dead and live loads, construction logistics and worthiness of preservation, the planning team consisting of Axthelm Rolvien Architects and the structural engineering firm Werner Sobek designed a system to extensively replace the dilapidated interior load-bearing structure



© MOMENT

The creation of modern, high-quality and sustainable office space while respecting the integrity of the historic building fabric is the goal of this development by the MOMENT Group. Occupier requirements are parking spaces for cars and bicycles in the basement, open spaces on the roof and in the inner courtyards, as well as catering areas on the ground floor. For the sake of flexibility and the best possible marketability, the entrance situation, development and building services have to guarantee options for sub division, allowing for major tenancies as well as small tenancies in separate units.

with a timber-concrete composite skeleton (lightweight composite floor system). Additional usable space is created in the roof and basement. The result is a light and sustainable „house within a house“. This proves that forward-looking construction methods can also be used in listed buildings, thus preserving a historic building for contemporary and sophisticated use. The gutting has been completed and construction is scheduled to begin in summer 2022.



Location: Berlin-Mitte  
Client: Momeni  
Project leader: Philipp Heidemann

Input KVL



Project management



**Philipp Heidemann**  
Senior Project Manager  
KVL Berlin

„We preserve a dilapidated, historically valuable building for contemporary and high-grade office use and insert a timber hybrid structure into a historic shell.“

## CENTRAL BUSINESS TOWER

### Reaching 205 m into the sky

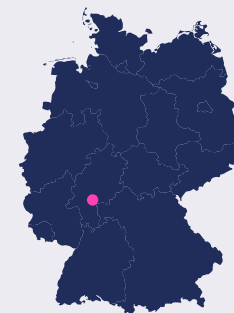
On 08.11.2021, the planning and construction contract was signed for the 205 m tall Helaba high-rise project with working partners Ed. Züblin AG and Dobler Metallbau GmbH as general contractor. KVL Bauconsult Frankfurt GmbH advised Helaba Landesbank Hessen-Thüringen throughout the contract negotiations.

The construction and investment volume for the new high-rise building is in the mid three-digit million euro range. The construction time for the project with 52 upper and five basement floors including the six-storey base structure with a historic façade is estimated at six years. The Central Business Tower should be ready for occupancy in 2027/2028. Demolition of the existing buildings on Neue Mainzer Straße has already begun. The historic base building and the first four floors of the high-rise are intended for public and gastronomic use. According to plan, the Frankfurt Museum of World Cultures, which is committed to interdisciplinary cooperation, will have a 900-square-metre branch on the fourth floor.

Floors 5 to 52 of the high-rise will be developed and let for high-grade office use. The impressive high-rise completes the skyline on Neue Mainzer Straße. With this project KVL Frankfurt is expanding its expertise in large-scale projects and high-rise building.

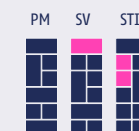


© Helaba



Location: Frankfurt-Innenstadt  
Client: Helaba Landesbank  
Hessen-Thüringen  
Project leader: Dr. Steffen Schmitt

Input KVL



Contract, schedule and  
Cost management



**Dr. Steffen Schmitt**  
Managing Partner  
KVL Frankfurt

„Every decision made in a high-rise project, has a major impact on budget and schedule due to the multiplication factor. Evaluating and presenting this correctly and incorporating it into contracts and schedules in good time is essential for the success of the project.“



## PRIMARY SCHOOL AM BAAKENHAFEN

### Schools safeguard the education of our children

For some time now one of the key areas of expertise of KVL Bauconsult Hamburg GmbH has been the management and coordination of school building projects. The KVL Hamburg team has already successfully completed several projects for SBH | Schulbau Hamburg and has now been appointed to serve as consultants on Hamburg's

Designed by Lederer Ragnarsdóttir Oei Architekten in Stuttgart, the building comprises four full storeys above ground level and two basement storeys with an integrated, divisible two-field sports hall. The schoolyard is not integrated in the outdoor area, but as an open space at the top of the building. The proximity to the



© Lederer + Ragnarsdóttir + Oei Architekten und Bloomimages Architektur Visualisierung

ambitious school building programme. In addition to the construction of three Hamburg classroom buildings and a school extension, KVL is currently overseeing the construction of the new four-stream primary school for up to 460 pupils at Am Baakenhafen in the eastern HafenCity development area.

water and the site ground conditions on what used to be Baakenhafen wharf proved to be a major challenge to the construction of the excavation pit, retaining walls and basement level foundations. The primary school is scheduled to open after the summer holidays in 2023. Until then, classes will be held on the portable container school campus in neighbouring Lohsepark, the planning and construction of which was also managed by KVL's Hamburg office.



Location: Hamburg – Hafen City  
Client: Freie Hansestadt Hamburg  
SBH | Schulbau Hamburg  
Project leader: Steffen Zerbock



Project controlling and  
Project management



Steffen Zerbock  
Senior Projektmanager  
KVL Hamburg

„Places for learning are a basic need for every society and safeguard the future of our children. We at KVL Hamburg are proud to be able to play a part in the investment planning for schools in the Hanseatic city.“

## DIKE REHABILITATION ON THE RHINE

### Safe from flooding

Floods pose a threat to life, landscapes and livelihoods along rivers, as the floods on the Ahr in 2021 demonstrate. The construction and rehabilitation of dykes have been routine matters in the Rhineland for decades. KVL Sachverständige GmbH with the support of KVL Bauconsult Düsseldorf GmbH and Tractebel Hydroprojekt GmbH have

since, been corrected above ground. In addition to its technical function, the dyke should also satisfy ecological and landscape concerns. For example, the dyke area is home to wild bird nesting sites and is to be protected with resilient planting schemes. Technical concerns to be addressed also include a planned cycle path on the

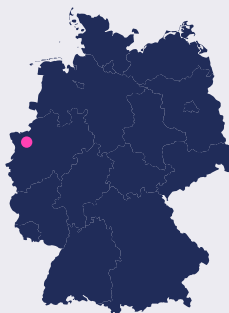


© Michael Käßner

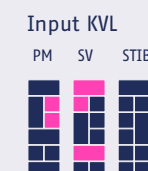
been providing consulting and project management services to help secure flood prevention measures for the Duisburg / Xanten dyke association since 2021. A new project category for KVL!

Around 40 years after the last rehabilitation, the dyke is being redesigned and rebuilt in four sections over a distance of about 4.5 in order to be able to withstand increased pressures. Underground mining had resulted in subsidence of up to 6 m in places, which have

top of the dyke, railway and road crossings, and a listed dyke gate. The restaurant located on the dyke will also be preserved as a port of call for cyclists. These tricky elements require complex management solutions from the KVL team and the external supporting partner.



Location: Duisburg  
Client: Deichverband  
Duisburg-Xanten  
Project leader: Michael Käßner



Consulting and  
Project controlling



Michael Käßner  
Managing Partner  
KVL Sachverständige

„Flooding poses a threat to the population on the flood plains, like here on the Rhine. This was demonstrated by the floods on the Ahr. As project managers, we see dyke rehabilitation supervision as active engagement in protecting the world from the consequences of climate change.“



# What does security mean?

... in towns and in the country

**Security is perceived differently by the inhabitants of rural and urban areas. There are reciprocal subjective narratives of insecurities, which also have repercussions on urban development, planning and construction.**

KVL counters these repercussions through the management of neighbourhood development as well as individual real estate projects. It is always a question of trade-off between qualitative security requirements for a building (construction, equipment, accessibility, openness...), the individual security needs of the users, but also the safeguarding of urban development and public concerns in land use planning and zoning law.



Kai Hansen  
Partner / Prokurist  
KVL Project management Berlin



## Security as a way of life

*Social cohesion through localised stable networks creates a greater sense of identification and a special way of dealing with disruptions in rural-provincial areas that is very different to cities.*

Nature  
**Community**  
**Security** Continuity  
Tradition Preservation

This usually requires fewer regulatory measures than in urban areas and manifests itself in mistrust towards „outsiders“, whether they are newcomers or non-regional investors. Informal social and institutional controls mean newcomers (residents, investors, planners, consultants) face greater restrictions in personal or planning freedoms.

Town planning and real estate projects in rural areas demonstrate a different need for integration and security by the local authorities and other stakeholders than in urban areas. This has to be taken into account when choosing a location for a project or when advising local authorities in rural areas. It requires empathy for a different pace and respect for scepticism of change or non-regional actors.

KVL companies have been advising local authorities for years. In tandem with investors and regional stakeholders we have developed and managed the objectives of urban development competitions and projects in small towns and rural areas. KVL Projektentwicklung Plus is currently overseeing several urban development planning projects in various municipalities, and also inputting its own ideas. In rural area projects we are involved in developing, we work to accomplish the following goals:

- Preservation of regional identity in urban development and planning
- Spatial integration into the cultural landscape
- Collaboration with local stakeholders on equal footing

*„We aspire to support our clients and future users by safeguarding the rapid progression of projects through careful consideration of the differing framework conditions in rural and urban areas.“*



## Breathe city air, breathe freedom

*Living and working in the city brings freedom and individuality to residents and businesses alike.*

Work Growth  
**Individuality**  
Speed Progress  
Change

Competition, speed and economic efficiency are key drivers of urban development. The conflicting interests of urban stakeholders from civil society, local authorities and investors as well as speculative action increasingly complicate and delay projects. This manifests itself in a hedging mentality and mistrust among stakeholders. The stakeholders' need for certainty is therefore not determined by consensus but through regulations, zoning plans and urban development agreements. Urban society is the loser. Their need for secure infrastructure and rapid provision of housing or schools, for example, appears to be of secondary importance.

There is a strong focus on security when working on urban construction projects- in terms of organisation, quality and economy. Given the fact that stakeholders tend to change and are concerned with project delivery, it is more difficult to keep promises such as planning security, marketability, cost security and adherence to schedules compared to rural and regional projects.

**KVL is well prepared for this so we can create certainty in our projects and for our clients in key areas. In addition to the project management function we support our clients with consulting services such as technical due diligence and advising committees as well as managing variation orders, risks and stakeholders.**



# Better SAFE than Sorry

Action is better than reaction

**The growing complexity of projects means risk management is becoming increasingly important for companies. Risk management is critical to the success of large-scale projects as it reveals threats and opportunities and minimises financial uncertainty.**

Investors and lenders demand active risk management. The ISO 31000 standard defines risk management as: "The identification, assessment, and prioritisation of risks followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities." Higher standards mean clients are rarely able to define and implement risk management in their projects on their own. There are many specialists working on the project who can assess the risks in their own particular area. But the art is in spotting the connections and interfaces. This requires support in terms of organisation, management and decision-making.

And this is where KVL comes in. Years of performing project management and coordination functions have given us valuable experience of risk management. We can lead a project to a successful conclusion in keeping with its respective complexity and the requirements of the clients.



Jakob Conrad  
Managing Partner  
KVL Sachverständige

**We already help the client with setting up the risk management process and in dealing with risks. KVL defines the fundamentals such as goals, strategies, tasks and role allocation with the client. We firmly believe that proactive risk management is essential for a successful project.**

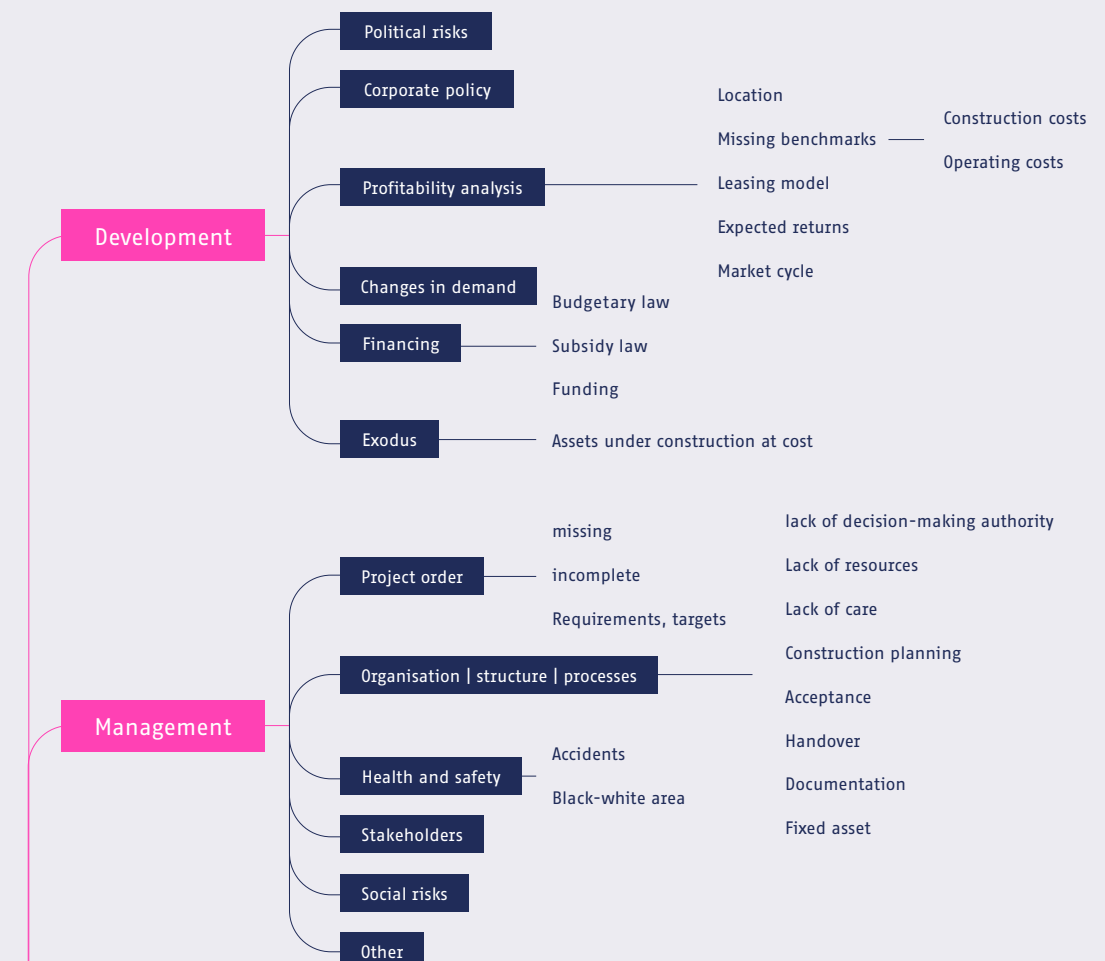
Clients are able to draw on our pool of knowledge and tools and thus receive a complete package of bespoke solutions for their project. The client is not only provided with risk lists and decision-making tools but also guidelines for active risk management. KVL also has the answers for extremely complex projects. Time and scheduling factors also play a major role, therefore KVL offers combined consideration of the risk criteria. Not only are the impacts on the budget due to damage taken into account, but also the impact on scheduling and the reciprocal impacts between costs, deadlines and qualities. A scenario-based approach is good here - in this way, the distributions of risks can be included. Although the effort involved is more complex, the advantages soon become evident. This evaluation methodology produces group dynamic results, which provide a better understanding and thus better management of the risk.

To simplify this process, KVL has developed its own tool that guides the involved parties through the risk assessment process towards recommendations for action. At the same time, a risk list is drafted with recommendations for action resulting from risk meetings, meaning no additional input is required.

Measures to counteract the risks can be planned, assessed and passed on to the client. In combination with cost management software COOR or Alasco, all known and estimated unknown costs are thus identified, classified and merged, providing an overview and control of the project budget.

We use Monte Carlo simulations. The result is a risk budget distribution for the overall or sub project including sensitivity analyses regarding costs and deadlines. Based on these results, the client can plan and implement the further handling of each individual risk and use the statistical analysis as a decision support tool to control his total budget.

Risks also offers opportunities, as long as they are detected in good time and the necessary measures are taken.



Rest on our laurels? That is definitely not how we do things!

*We have plans and goals in mind for 2022 – and not just the ones mentioned here.*

## Hamburg sets **sail**



Hamburg is setting off for new shores. Strong growth has prompted a move to new, bigger office premises. We'll keep you in. the loop.



## TOP employer 2022

For the second time in a row we have been named one of the TOP employers in the SME category by the news magazine Focus.



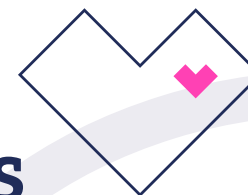
## Berlin keeps on **growing**

For the third time we are expanding our premises in Spichernstraße, KVL's Berlin headquarters.

We are really happy to experience so much growth and are always on the lookout for exceptional new talent! Do our values match your mindset? Welcome!

Write to us at:  
[bewerbung@kvlgroup.com](mailto:bewerbung@kvlgroup.com)

## KVL Cares



We support the Janwaar Castle project. India's newest skateboard park has set two rules for the young skaters: "no school, no skating" and "girls first". The result is increased school attendance and a chance to challenge prejudices. Want to play along? Go to [www.janwaar-castle.org](http://www.janwaar-castle.org).

And in Hamburg we're supporting the youth section of the Blankenese Sailing Club, helping youngsters get together with the wind in their faces and experience the joys of sailing.

## See **you**



at the MIPIM in Cannes from **15. - 18.03.2022**  
or the EXPO Real in Munic from **04. - 06.10.2022**



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IN OTHER WORDS: GLOBAL

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