



KVL

for better results

**STAKEHOLDER
REPORT**
2018/19

Almost everything is growing –

the population, the economy, the cities, the traffic, our knowledge and much more. Two things are definitely not growing – our planet and its natural resources! While our business is growing with the economy, our knowledge and with the commitment of all our employees, this also increases our internal responsibility within the company and our external responsibility as part of the wider economy and society.

“We bear responsibility for people and the environment” – this commitment is an important component of the mission statement of our company. Sadly, many current trends and currents of opinion do not provide suitable “blueprints” or strategic role models, but that should not stop us from positioning ourselves responsibly and opposing tendencies to prioritise personal advantage over our common interests.

If we succeed in combining legitimate and varied interests in a relationship characterised by responsibility, then the basis for thought and action has been created that will allow us to grow together successfully.



Prof. Dr. Bernd Kochendörfer

Managing Partner
KVL Holding

Growth is the motor

for our customers and for us. Growth drives us permanently forwards but sometimes unexpectedly bumps into limits, for example, when it comes to the availability of additional resources. Have you ever really thought about “growth”? What does growth actually mean in this context?

Growth means inner and outer development and needs balance to be healthy. External development is expressed by size and appearance; inner development requires maturity and understanding. We experience this at KVL by increasing our external presence through expansion and a higher profile in the market; we experience inner maturity in the consolidation of internal processes for quality assurance and employee retention. In this way, we create a productive environment both for our customers and us, in which we can rewardingly grow together.



Sven Seehawer

Managing Partner
KVL Holding

Maximise, minimise, optimise –

everything must always be higher, faster, go further. And then? Where does it all lead? What about those for whom progress and wealth are supposedly generated? What about us? What about the individual? Does the individual become a unit of production in an economic system that has become an end in itself?

Maximising, minimising and optimising should not be pursued as ends in themselves, but to as means to promoting our well-being and of relieving us from routine tasks, so that we have space to develop ideas and visions for the future, how this society can grow together to prevent its disintegration, so that together we can achieve great things for everyone.

How can urban space be optimally utilised, how can we make the best use of resources and how can we treat them sustainably? How do we go about developing ideas to help us to live and work peacefully in less and less space? These are all questions that we deal with at KVL on a daily basis. With this edition of the Stakeholder Report we would like to present some of our approaches.




Diana Anastasija Radke

Commercial Director
KVL Holding

Growing together was and remains the objective of KVL.

Along with our clients, we successfully develop and realise projects, in this way growing together. Over the past 15 years, we have succeeded with our clients in many places around the world, working in partnership to achieve our goals.

By exploring new paths, for example, with alternative procurement strategies or by finding and recovering lost or overlooked resources, it has been possible to bring projects, which were previously considered as unsuccessful, back on course.

Growing together for a company with over 160 employees (in Germany alone) also means establishing uniform structures and standards to ensure fairness to everyone.

Our achievements and our expectations give us grounds for confidence that we can continue to grow together with you!





FOUR WINS! – KVL HAS A NEW MANAGING DIRECTOR

Since 1 June 2018, the Management Board of KVL Holding, consisting of Prof. Dr. med. Bernd Kochendörfer, Prof. Dr. Markus G. Viering and Sven Seehawer has been joined by the commercial partner Diana Anastasija Radke. For more than 12 years, Ms. Radke has accompanied the development of KVL – hardly anyone understands KVL better than her! We look forward to many more years of working together.



“BUILDING PROJECT MANAGEMENT” THE 5TH

edition – is out! It has been a long wait for the 5th edition of Bau-Projekt-Management [Building Project Management], published in 2018 by Teubner Verlag. But now it is finally out and better than ever. The 5th edition has been completely revised and also contains the latest information necessary for the new BIM performance profiles, information on the new DIN 276 and the latest management tools. It will be interesting to see how long it will take for this edition to be sold out.



KVL – FROM THREE LETTERS TO ONE OF THE TOP 5 BRANDS

On 15 May 2018, it was again time for the annual Real Estate Brand Awards and at this event the 10 German project management companies with the strongest brands were also named. After KVL surprisingly finished 7th last year, our efforts paid off again this year! 4th place – we are delighted and grateful!



WAY OPEN FOR KVL HAMBURG

We are very happy to have found a CEO for KVL Hamburg locally after an intensive search. Stefan Hofmann has been at the helm of the KVL subsidiary on the Elbe since 1 Jan. 2019 alongside Andreas Ligner and Sven Seehawer. The qualified architect enriches the company with his many years of experience gained at renowned project development and engineering firms in Germany and abroad. We look forward to working with Stefan and wish him a good start at KVL.



HAPPY BIRTHDAY TO US! 15 YEARS OF KVL

On 6 September 2018, a big celebration was held in the Berliner Kalkscheune. 15 years of KVL! In 15 years this has meant growth from 3 to more than 170 employees, from one location in Berlin to 6 locations in Germany alone, from the first idea to the TOP 5 of the best known German project management companies. This would not have been possible without our collaborative work with you on a basis of mutual trust. Thank you for being part of the last 15 years or perhaps becoming part of the next 15 years.



REALLY ONLY 5 YEARS? KVL MUNICH CELEBRATES ITS BIRTHDAY!

Another cause to celebrate in Germany's “secret capital city”. With much joy, many friends and imaginative ideas. KVL Munich has managed in its short 5-year history, what others could only dream of. The 17-member creative, high performance team handles highly demanding and prestigious projects – such as the rebuilding of the Oberpollinger or the Arnulfpost – and has the courage to break new ground. Keep up the good work!

HIGHLIGHTS

WHAT DO YOU NEED TO BE A GOOD TEAM MEMBER, PROJECT MANAGER, ENTREPRENEUR?

What would you think of? We had some thoughts on the occasion of our 15th birthday and would like to share them with you ...

HEALTH

Without it, nothing counts – i. e. without the health of our employees and the success of our projects. We are committed to maintain or re-establish our good health. We promote sporting activities and sponsor activities through our KVL Cares donation programme (more on pages 21/22). We promote the knowledge among our employees through training activities in the KVL-LAB and use these to share ideas on how projects can be kept on track or, if need be, be got back on track. We watch the signs and look behind the surface. Where is the need, what are the requirements? We plan to do much more for our employees and our projects in future. Issues such as sustainability – not just of buildings, but also in the office environment – are particularly important to us. We want a healthy world!



ENERGY

If you look after your health and keep fit, it is an inexhaustible source of new energy. Energy that is urgently needed in the project business – every single day, because no two days are alike. Coordinating people, perceiving their needs and taking these into account costs a lot of energy – whether in the project or in the office environment. Therefore, it is important that there is space to recharge, so that new energy can be released in the right place.



LOVE

Nothing is more wonderful than love! Is it not true that we are only really good at things that we do not love in some way or another? Would we put so much energy into projects and into what we do if we did not love our work? We love our job – maybe not ecstatically every day – but every day so much that we want to give the best for our clients, their projects and our employees.



LUCK

Not everything can always be fixed with patience, energy or love alone – sometimes a “little bit of luck” is needed in life, too. Whether with the weather, global economic development or in the acquisition of new projects. It requires the ability to recognise luck, to accept it and to be grateful for it, so that we do not end up like in Brecht’s Three Groschen Opera: “yes, chase after luck, but don’t chase too hard ..., or luck will fall behind”. We like to get lucky and believe in the saying “fortune favours the diligent”.



PATIENCE

Patience is a virtue whose power and effects should not be underestimated. The understanding that things take their time and that people need to be brought along are insights that are not always immediately obvious in this fast-moving age. But in decisions, especially in dealing with people and building projects, there is nothing worse than vacillation or doing things for the sake of doing something or ill-considered decisions. Take a deep breath, reconsider and only then act!



SUSTAINABILITY = DURABILITY?!

Prof. Hausladen, as an internationally recognised expert, you have a clear position on sustainability; you often equate it with quality and durability. What is the concept behind this approach?

First of all, it has to be understood that sustainability is not about getting a building certified so that it has a silver, gold or platinum plaque in the foyer – this only serves as a means quality control in planning and as a marketing tool. Certainly, there are some developers who believe a gold certification really is the best way of ensuring sustainable building at present. In my opinion, however, it is especially factors that are not easily quantifiable or that cannot easily be assigned numbers determine whether a building is sustainable or not.

Quality and durability are key aspects for me, and they must be just as carefully 'designed in' as all other relevant parameters. Quality does not come automatically. For me, quality has a lot to do with coordinating the individual disciplines at a very early stage and with a corresponding attitude on the part of those involved in creating a building. What does the client want? what ideas does the architect have? what technical consequences do these initial concepts have? and how can these be implemented? And these answers to these questions must be teased out – this is a responsible and meaningful task, which can be mediated and accompanied by project management. In my view, this is wonderful! Today it is often claimed that architects have surrendered their

Interview with M.Sc. architect Luana Cortis, member of the executive board of KVL Bauconsult München GmbH. Ms. Cortis completed the master's degree in Climate Design with Professor Hausladen. Since then she has been working on integrating extended durability into project management to improve sustainability. Currently, a corresponding business area of KVL is being developed.



coordinating role in project management. This cannot be right. A facilitator is usually very good idea and in fact necessary because he/she mediates and can objectively assess the issues more effectively and thus more holistically. That being said, the focus of project management should not only be on costs and schedules. From this point of view, the whole planning process has a lot to do with sustainability – how it works and how this process is managed. The planning process is for me the basic prerequisite for getting sustainable, durable, robust buildings.

You were also involved in the planning of Hamburg's new concert hall, the Elbphilharmonie, which is perhaps a good example. In your opinion, would this building be more sustainable if the goals and costs had been better communicated at the start of the planning process?

We were not directly involved in the planning, but in the assessment of the interior climate of the main auditorium hall for authorisation for operation and thus we were not involved until very late, in 2013. Therefore I cannot say much about the planning process. However, in my opinion, it is always about communicating sustainable goals and costs so that the entire construction process can be implemented smoothly. A break of several months or in the case of the Elbphilharmonie years, in which no progress is noticeable and through which the accumulated know-how of the planners can be lost through personnel changes, is for me a waste of resources. No-one at such a moment really takes into account

the consequences of such an impasse on investment costs and sustainability! Many decisions are then only compromises that have not been carefully thought through and coordinated. And, of course, this incurs follow-up costs, in operation, in service and in maintenance. These can be enormous.

This year's Stakeholder Report addresses the issue of growth. The construction industry is growing like never before, the talk is of a boom. At the same time, however, sustainability is becoming an increasingly important or popular topic. Is this a contradiction or are these points interlinked?

The current situation in the construction industry is, in my view, very unhealthy; ultimately, the quality of the general urban environment, neighbourhoods and buildings suffers under this enormous time and cost pressure. This concerns the quality of the planning as well as the quality of the execution. Architects and specialist planners as well as building contractors are therefore no longer in a position to rationally and carefully implement the volumes, which are currently being developed under enormous time pressure. It is evident in the construction industry that we could initiate many more new projects due to the high demand, but this is not possible because of the shortage of engineers, professionals and building contractors.

If we disregard the current great pressure in the construction industry, of course, the fundamental question arises as to whether growth is even necessary. I would like to give a direct answer to this question: "I believe, it is". I always remember a brewery owner who once said to me: "A brewer who no longer builds, soon no longer brews." This statement stayed with me, perhaps also because I did not really understand it at first. However, the more I think about it, the more I understand the meaning behind it. Circumstances, life situations, social currents – everything has to change over and over again, adapt, new modern technical systems must be integrated into these processes – and this includes the creation of new living spaces and buildings, or the adaptation of buildings to changed social structures. All these currents and changes are connected with growth. After all, the art of living together lies in each person finding a task suited to his or her abilities, being challenged and also having the feeling of being needed. Probably this is also the reason why very banal everyday things, such as forms at the tax office, structures in companies and so on change every few years. Most of them occur in cycles of 15–20 years until then the previously existing conditions are "re-discovered". Although many things are in flux and many circumstances and habits recur to be in turn reformed again, the feeling is created that something is changing and that is the key point. In the same way, our current activities are based on the fundamentals of human nature, on the need to stay in motion and the desire to achieve something. We could use all the developments of recent decades to live with greater freedom. With all the progress that has been achieved, it would now be enough to work only two days a week. Although this would not result in growth, it would be

sufficient to live on with what we actually need. Nevertheless, this is not what drives our activities. Consumption is the dominant ethos and the assumption is that there must be always be "more" and this is "more" is essential. This what can almost can be described as "greed" ultimately leads to every person in this consumer society having to do a great deal to maintain these high expectations. Probably not only the amount of the work is crucial, but also the efficiency, in order to finally develop goods and products that are not actually necessary. In my view, the actions of society taken as a whole are solely geared towards economic aspects. At the end of the day, this behaviour and the resulting increasing quantities of goods impact the environment. Therefore, in the sustainability debate it is not just a question of making every product more sustainable, but about fundamentally questioning our entire attitude.

And in your opinion, how could or should sustainable growth be achieved in the construction industry?

The solution in the construction industry will not be to renounce growth, i. e. not to build anymore. The decisive questions will be those of durability and of recycling. So the problem is not in the production, but in the impact of production on the environment and the unresolved problem of dealing with residual materials and wastes. Only when we succeed to recycling used materials without the expenditure of energy, will we be able to claim that we are building and living in a truly sustainable fashion.

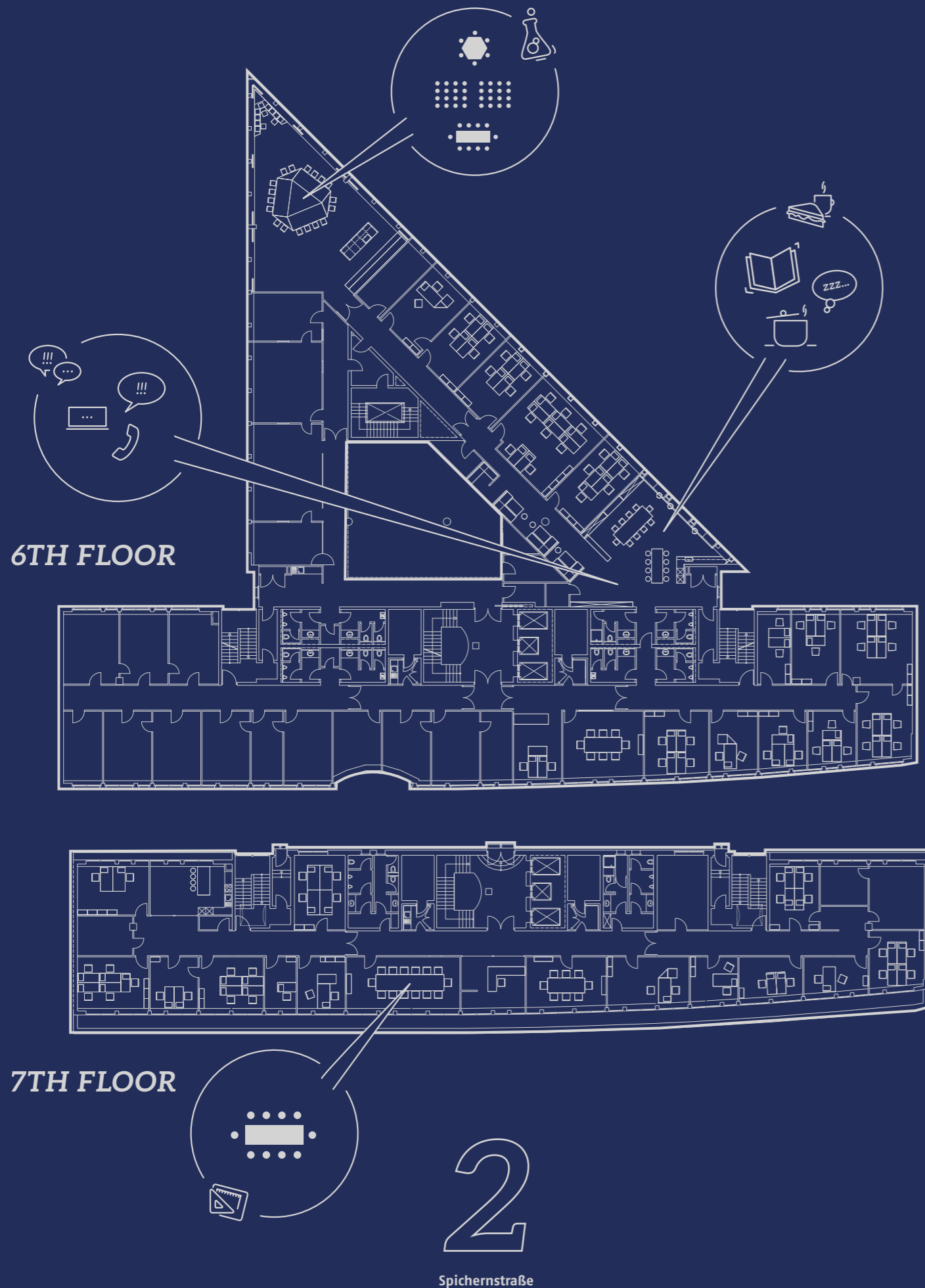
The diametrical opposites of this strategy are built-in redundancy and the increasing demands on profitability and a general lack of responsibility. As long as these aspects do not fundamentally change, our growth will be anything but sustainable. We talk a lot about sustainability, but what we actually do is just the opposite.



**ingenieurbüro
hausladen gmbh**

Prof. Dr.-Ing. Dr. h. c. Gerhard Hausladen – an internationally recognised expert in the field of energy-efficient and sustainable construction, innovative building technology and renewable energy supply as well as managing director of Ingenieurbüro Hausladen GmbH, which today employs about 50 persons.





WORKING IN THE FUTURE!

SP 2.0 – OFFICE RELOADED

In Berlin, we recruited 28 new associates in 2018. Growing, however, has meant an increasing shortage of space in our office in the Spichernstraße. The wait is now over: On 1 March, we open the second floor of our headquarters in the City-West. We will then have 1,480 sqm divided between 65 workplaces, new and larger meeting rooms and a communicative common area.

We have created sustainable, communicative and flexible working conditions that facilitate us, together with our clients, in controlling, managing, discussing, learning, arguing, laughing and succeeding in our projects.



Home of KVL-LAB

One space – many uses. Our event area in the top of the building is the new heart of the KVL for further education, gatherings, meetings and celebrations. Flexible furnishing options allow flexible use for up to 70 employees and guests.



Let's talk

Meeting rooms for 8–16 people provide space for management, negotiation and planning meetings. But they can also be used to experiment with innovative forms of project set-up. There is enough place for new projects!



Facts & Figures

Floorspace previously: 656 sqm – floorspace now: 1,480 sqm
Workplaces previously: 45 workplaces – now: 65



Project cockpits

This is where the work actually gets done. Each employee gets enough space in flexible team structures to let his or her creativity run free. New approaches to working can be implemented with modern tools. #lean



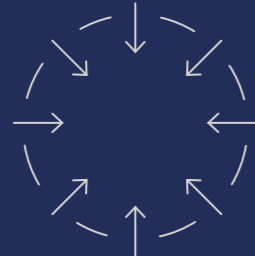
KVL canteen

A combined communication zone with kitchen lounge and library allows for informal exchange, eating lunch together or spontaneous meetings in a comfortable atmosphere.

THE FUTURE OF YESTERDAY DECOMMISSIONING OF NUCLEAR POWER STATIONS

PROJECT DETAILS

Location: Various nuclear power plant sites
Client: Westinghouse Electric Germany GmbH
Project lead: Peter Lohmann
KVL inputs: Scheduling and contract management



THE CHALLENGE

Following the catastrophic flooding of the Japanese coast in March 2011 and the resulting reactor accident at the Fukushima, the German Government decided to abandon the use of nuclear power in commercial power generation. After the shutdown of numerous nuclear power plants, the first were disconnected from the grid for political reasons in the 1980's, today only seven nuclear power stations still generate electricity for the grid. All other facilities are already in various stages of decommissioning. Even the last reactor blocks, for example Emsland or Neckarwestheim 2, are to be shut down by the end of 2022 at the latest and go over to active decommissioning.

Since then, the rate of decommissioning of nuclear facilities in Germany has accelerated. In addition to the technical and logistical challenges, which are met by competent specialist companies with a great deal of know-how, the focus is also on classic project management aspects and project control tasks.

SOLUTION

The very complex plants with their radioactive inventory are dismantled, placed in containers and removed from the control area in compliance with the radiation protection requirements.

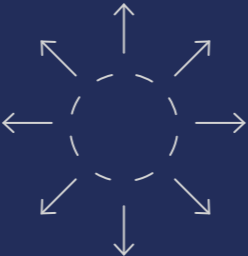
At the sites of the nuclear power plants large waste treatment centres are established in which the incoming components from the nuclear facilities are further processed and contaminated material is separated from uncontaminated material. The radioactive waste is treated as far as possible locally, placed in special containers and prepared for final storage.

For many years, KVL has supported one of the largest specialist companies in this sector, Westinghouse Electric Germany, in scheduling and contract management.

THE FUTURE OF TOMORROW SCHOOLS FOR THE NEXT GENERATION

PROJECT DETAILS

Location: Munich / Hamburg
Client: Waldorf Schools in Bavaria / School Construction Hamburg
Project Leads: Heike Drüppel, René Ceko, Erik Holler
KVL input: Project and stakeholder management, Strategic consultancy



THE CHALLENGE

With the school building offensive in Hamburg, which has been running since 2013, the city wants to push ahead with the need-based expansion and the necessary refurbishments at the more than 400 school sites in the city. The budget allocated for this project is currently EUR 5.5 billion.

The development of schools is being pushed ahead with equal urgency in Bavaria. Accordingly, planning and implementation are being stepped up both in state schools as well as those sponsored by private institutions. For example, the Association of Free Waldorf Schools in Bavaria is currently proceeding with six construction projects as well as several expansions and start-ups of day-care centres and schools. Since the associations are sponsored by parents relying on great commitment from volunteers, there are major challenges for the structural, organisational and construction-related realisation of the planned complex refurbishment, extension and new construction measures.

SOLUTION

KVL has overseen 16 different school construction projects for the Hamburg Education Authority in recent years. The projects vary from smaller refurbishments with a volume of EUR 3.6 million to new buildings, for example, for the 5-speed Lurup neighbourhood school with a total cost of EUR 36 million. With early and comprehensive stakeholder management, it has been possible to take into account the concerns of directly neighbouring residents, future users and also the authorities involved.

In Munich, for example, KVL is managing the expansion of the Rudolf Steiner School in Daglfing, one of the oldest Waldorf schools in Bavaria. In this construction project, in parallel to ongoing school operations, the school community has been intensively involved in both planning and implementation. The requirement does not only relate to school buildings, but also to the new construction of a Waldorf kindergarten in Regensburg and in the case of new schools, specialist project management is required.



ACTING LOCALLY B-PART OF THE CHANGE: WOODEN FRAME BUILDINGS IN AN URBAN CONTEXT

PROJECT DETAILS

Location: Gleisdreieck Berlin
Client: Urbane Mitte Entwicklungs GmbH & Co. KG
Project lead: Laura de Pedro
KVL inputs: Technical project support



THE CHALLENGE

The effects of climate change are being felt all over the world, with the construction sector being one of the industries with the highest rates of resource consumption and waste production. For all those involved in the construction this represents an enormous challenge and at the same time a special obligation: How can building contribute to reducing CO₂ emissions and conserving the resources of this our (unique) earth?

SOLUTION

The project developer is aware of this responsibility and, in collaboration with bpart, is developing a sustainable pioneering project. The temporary building is created from a modular timber structure. The use of local wood makes an important contribution to climate protection. In addition, the building can be dismantled after initial use, due to its recycling-friendly design, and reused elsewhere. Digitally supported planning processes and innovative production techniques mean high levels of prefabrication and thus ensure low-emission construction and speedy implementation on the construction site.

bpart is a successful example of how timber structures are both possible and desirable in an urban context, and will play a "growing" role in the future.



GLOBAL THINKING THE VERTICAL CITY - LIVING & WORKING

PROJECT DETAILS

Location: Frankfurt/Main
Client: Tishman Speyer
Project lead: Dr Steffen Schmitt
KVL inputs: Project and contract management, Strategic consultancy



THE CHALLENGE

The OMNITURM high-rise project is a heartfelt plea for new approach to urban living and working. With its striking architecture and transparent glass and metal facade, the 190 metre tower stands for a new urbanity, openness and accessibility. Here working, living and public life come together in the middle of Frankfurt's financial district. The consistent focus on sustainability and ecological compatibility form integral parts of the innovative usage concept. OMNITURM is the first mixed-use high-rise project in Germany to aim for the highest "Platinum" level of the U.S. LEED certification. Tishman Speyer is internationally active as an owner, project developer, operator and asset manager of prime real estate; the most important properties in Germany include the MesseTurm, OpernTurm and TaunusTurm.

SOLUTION

In view of the current market situation, clients for building projects are required to develop procurement and contract strategies which, on the one hand, assign risk to contractors to an appropriate and acceptable extent, and on the other, leave the client with the necessary flexibility in terms of control and influence.

For the OMNITURM, KVL has developed and implemented its own contract and procurement strategy along with Tishman Speyer. This involved in particular a survey of the current market situation and, on the basis of this, the systematic breaking down of the project into various sections/trades. It has thus been possible to widen the circle of possible applicants and to obtain attractive offers from a sufficient number of companies. This made it possible to establish a General Contractor-type contract scenario, which assures maximum flexibility for the project.





Andreas Krüger,
Managing Partner,
Belius GmbH, Berlin

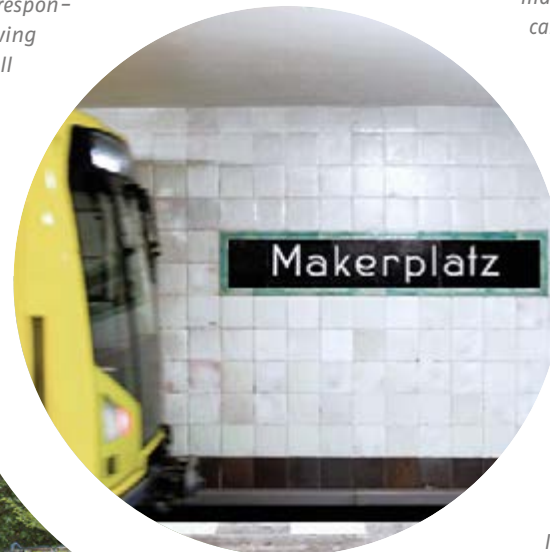
Andreas Krüger develops spatial strategies in urban and rural areas with the Belius team and supports companies, municipalities, owners and civil society stakeholders in neighbourhood development, placing people at the centre of his work. Major projects were the (Modulor) Aufbau Haus in Berlin-Kreuzberg and development of the site around the former wholesale flower market in Berlin.

Berlin is growing. Every year at least 30,000 new residents are forecast, growing economy, a booming start-up scene. More money in the city. As a networker you will find out about the opportunities and risks associated with this. Where is your balance between optimism and anxiety?

For me, optimism is dominant. Berlin is ambivalent, which means: at the same time cold and hot, hard and soft, hectic and calm, energetic and dynamic. I am concerned about parts of the population who are from non-academic backgrounds or who are economically disadvantaged, who still need time to adapt and have not yet been able to connect with society. This is where the more influential and powerful players of the economy and persons in the middle class have a special responsibility to act for the common good. We have to decide as a society, how we want to shape this change. Growing means re-forming values, functions and work. We need more careful collaboration and co-production with all social actors from politics, civil society, economy and culture. You might wonder what qualities we leave behind to future generations. If we find the right answers, the problems with BER airport, to mention one story that has become the object of ridicule, will become just a side note of the story.



Belius GmbH Prinzessinnengarten



Berlin still has almost 1 million fewer inhabitants living on its built-up area than before the war. We are having growing pains. Enjoying the luxury of complaining?

Yes, because we were spoiled as individuals for a long time with free choice of housing and enough land to develop the city. Broken down to level of individual residents of Berlin, some of the present effects are sometimes very painful. Lack of housing, traffic congestion and a generally unsettled social picture. If up to 50 % of the population in Berlin receives social benefits, these people cannot be said to objectively share in the growth. Berlin must be able to also show respect and appreciation to these sections of the population. This requires a different kind of culture in our relations with each other, especially in urban development.

What does the growth for our real estate industry mean for medium-sized developers, planners and construction companies?

I observe a concentration with decreasing margins, but I think the industry will basically remain in the hands of medium-sized privately owned companies. Medium-sized companies such as KVL can work precisely, in line with specific requirements and closely with clients. This is our strength. But the "pork cycle" cannot be avoided. Therefore, it will be important to grow and diversify, to form small units and to keep the competencies within the company. Then these companies will be able to hold their own successfully.

What alliances of private and public stakeholders designed to promote collaboration and competition exist in the real estate industry, which we can tap into?

In Friedrichshain-Kreuzberg, for example, there is the "Local Building" experiment, in which the local municipality, civil society and real estate project promoters collaborate in project development along the entire value-added chain. This is where user requirements are defined and solutions worked out together. In the process, the decision criteria and objectives are systematically disclosed to the participants. A culture of reliability and a collaborative approach is required. The common goal is to

get to a better result more quickly than to strive for individual optimisation of results. This is about balancing the interests in a win-win situation for the public and the real estate industry.

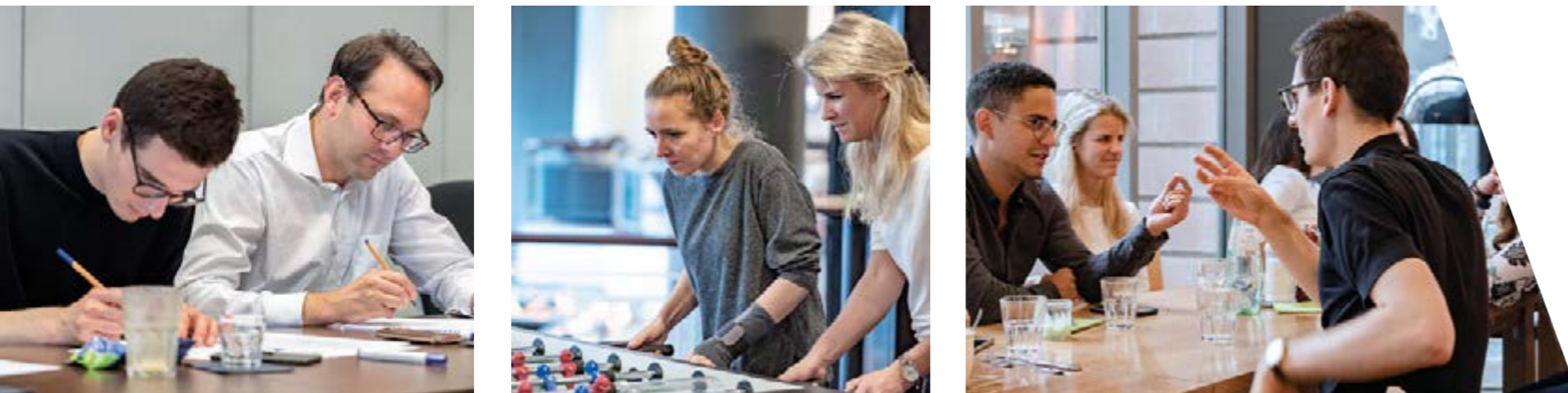
Growth cannot go on for ever. Do we have such large capacity reserves in Berlin that we do not need to worry, or do we need to prepare ourselves for a trend in the opposite direction?

There is a huge need to catch up! The demand for housing, changed expectations on contemporary working environ-



ments, the need for change and replacement of architecture from the 1970's to the 1990's, the restructuring and filling in of neighbourhoods, represent considerable reserves for us as "city planners" and you as a project manager. Overall economic conditions could act as a brake, but the investments are necessary and I see no end in the immediate future, on the contrary: We must now, in this era of abundance, prepare for times of scarcity. Refurbish everything now, if necessary with new additional investments, otherwise at some stage people will not want to move into the city anymore! It is important that people can identify with and accept for themselves what we do.

**Growing means
re-defining values,
functions and work.**



2 DAYS. 20 NEW EMPLOYEES. 2 OBJECTIVES.

In line with the motto "Growing & Growing together", the first KVL Boarding Days were held in Leipzig in October 2018. And we from the **SHORT CUTS design + kommunikation Agency** were also there! As in the everyday working life of project managers, nothing was left to chance on the two days. Everything was in line with the creative and open culture of the company – from the selection of a very special conference hotel in the heart of Leipzig to the programme items.

After a presentation of the company by the management, we gave the new employees an insight into the value communication at KVL. Because for the growing together of the ever-growing company, it is important that all employees share similar values and speak a common language – regardless of how long they have worked for the company. In a short workshop, the participants elaborated their own values and compared these with the values and positioning of the KVL. It was pleasing to note that there was a large degree of overlap between the personal values of the participants and those of KVL.

1 LAB FOR CONSOLIDATED KNOWLEDGE.

In 2017 the company's own internal training academy – the KVL-LAB – was opened. All employees and external interested parties have access to the cumulative know-how of KVL. The basis of a common language is a common understanding of the project implementation that this academy is designed to communicate. And incidentally, shared learning promotes team building among employees – also between different locations.

The KVL-LAB offers advanced training in the following areas:

- *Project management*
- *Contract and contractual supplement management*
- *Tools, applications and methods*
- *Building trades*
- *Administration*
- *Soft skills*

Individually KVL employees as well as customers and partners can choose from these courses to enhance their specialist knowledge. Participants who complete all advanced training courses are eligible for a bonus programme.

1 QUESTION OF QUALITY.

In creating a rounded and consistent image of the KVL to the outside world, the consistent use of fonts, graphics or templates plays an important role. But the quality of all process steps is even more important. From a certain company size, quality management is something that can no longer be carried out alongside daily business. KVL sees quality management as a separate project, for which cross-company personnel and budget are made available. The goal is the standardisation, improvement and optimization of processes and working resources in the company.



KVL CARES. WE MOVE OURSELVES TO GET THINGS MOVING!

—WE—❤️2 CARE

The introductory talk by Bernd Kochendörfer sums it up nicely – we take care of it! Not just your project, but also of people and the environment. Too many global players indulge in “greenwashing” or attempts to tie their employees to their workplaces with supposed amenities, thus giving words like sustainability and employee retention an unpleasant after-taste. We as a medium-sized, owner-managed company, would like to counteract this – here’s how:



WE SHARE OUR GOOD FORTUNE

...that is the slogan of our own KVL donation programme. As you may know, since 2017 KVL has been donating 3 EUR for each kilometre ran in competitions to institutions that help people overcome their physical and mental disabilities. In 2018 we aimed to run 1,000 km, in fact a total of 2,022 km were run – that means the target has been exceeded by more than 100 %.

This campaign has actually motivated some employees to start running themselves. On 7 Dec. 2018 we were able to present a cheque to the Evangelische Johannesstift in Spandau for EUR 7,120.18. We topped up this amount with an additional contribution.

This money goes to the Run of Spirit. The Run of Spirit is a running event initiated by the Johannisstift, where everyone can participate and get a medal, whether physically or mentally handicapped – regardless of whether he or she manages the route alone or with the support of a friend. Everyone can enjoy the feeling of having achieved something, such as the former long-distance runner who, after his stroke, who trained hard to the 10-kilometre main route in 2.5 hours. These are true heroes! A healthy, reasonably fit person needs between 50 and 70 minutes.

SUSTAINABILITY AT KVL

Does your company have a Sustainability Officer? No? Well, we were in the same position until recently.

But first things first; what areas does sustainability cover? Sustainability is based on three pillars: Society, environment, economy – a future-oriented company should have given detailed thought to each of these at least once.

And now to the real question: why? Why should a company designate a sustainability officer? We can give several good reasons.

SOCIETY

As a company we bear responsibility for this society. For this reason, we are socially committed. Donations are a matter of course for us, whether to the disadvantaged, for the development of young people or to institutions that advance our industry. Social responsibility takes time and money – but not refusing to bear social responsibility means that at some point or another, we will lose the democratic society in which we live.

ENVIRONMENT

Is the coffee capsule machine really necessary? Do we need paper cups? Is not possible to drive to the construction site in the electric car? Would not a season ticket or a company bicycle make more sense than a company car, symbolising a status that is less and less in demand in this society? There are a thousand and one little things that each one of us can do to make the oceans and the air cleaner and the world healthier. We examine which of the many possible sustainability measures can be usefully implemented in our company and have already implemented the first package of measures.

ECONOMY

Of course, the economical and careful use of resources as described above also has economic effects. However, there is one thing that is even more important to the economy – the health of our employees. People are our most important resource. We are service providers. We market the skills and abilities of our employees. However, the capacities of every employee are limited. Therefore from our personal, but also from our professional points of view, the mental and physical health of our employees is a major priority. We offer yoga classes, running events, coaching programs and other activities to help us stay healthy and stay together.

OUTLOOK

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NEW SPACE - NEW OPPORTUNITIES!

KVL Berlin grows and grows and grows! It was all due to the relocation of KVL Sachverständige GmbH from Spichernstrasse in 2017 to its own premises at Olivaer Platz. Due to the creation of new offices in Spichernstraße, it will be possible to celebrate a reunification in 2019. The combined competencies of KVL are now again concentrated at one location in Berlin. We look forward to new synergy effects and to meeting old and new friends.



KVL GOES SOCIAL

Sustainability is not a private matter, because this world belongs to all of us. That's why we're making our thoughts, actions, activities and ideas about sustainability public on our Instagram account. In this way, our employees and you can follow us as we try to become an even better company and make our contribution to sustainability. Follow us on Instagram @kvlcars.



INTEGRATION BY RECOGNITION, THE RUN OF SPIRIT

Integration is not only important, but also valuable and enriching. As you perhaps already have seen on pages 20/21, we donated all the proceeds of the KVL Cares fundraiser to the Run of Spirit of the Evangelische Johannesstift in Berlin-Spandau. These proceeds will be used to fund the medals for this unique run. We would be delighted if you would join us on 10 June 2019 in this especially impressive integration race to compete for one of the coveted medals. You can register here: www.evangelisches-johannesstift.de/run-of-spirit



EXTENSION OF ACTIVITIES IN PHASE 0

The foundations for the success of projects are laid right from the beginning. KVL is increasingly involved by clients in the definition of goals and project development at the beginning of their projects. For example, in 2019 the company will be responsible for several projects including workshops on project and product development as well as planning competitions.

WE THINK WITHOUT BORDERS

IN OTHER WORDS: GLOBALLY

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