

When it counts, count on us

for reliability.
for efficiency.
for value.



OUR LEAN JOURNEY

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LEAN

FOCUSING ON CUSTOMER VALUE

Simply put, LEAN means creating more value for our clients as well as for our teams.

On KAEFER's LEAN journey we create customer value by continuously improving towards waste free processes.

It is our objective to deliver our services to our customers without any incidents, on time and in the most cost-efficient way.

By 2026, we aim to have over 80% of our projects operating under LEAN principles.

>80%

This will help us to increase performance, leading to productivity gains and overall improved returns on projects. Our LEAN journey is a differentiator and as we deliver operation more efficiently, we increase our value to our customers.

HOW DO WE APPLY LEAN?

- 1 Challenge conventional beliefs**
without challenge, there can be no progress
- 2 Experiment**
try it or you will never know!
- 3 Tolerance for failure**
improvement requires patience
- 4 Trust**
improvement cannot result in loss of jobs
- 5 Teamwork**
total optimisation rather than local (individual) optimisation
- 6 Flexibility**
rigid structures/policies will limit progress
- 7 Discipline**
stick to the standards

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THE TIMELINE

2013

KAEFER's LEAN journey started with seven pilot projects.

2014

KAEFER implemented a global LEAN leader organisation whilst setting up the scheme in over 100 projects.

2015

KAEFER introduced an extended programme for line managers. The number of LEAN projects grew to over 150 around the world.

2017

Over 37% of KAEFER's global turnover covered by LEAN projects. 1500 employees LEAN trained.

2018

KAEFER introduced the 'Training Within Industry' scheme (TWI). Pilots of Hoshin Kanri & KATA systems were successfully underway.

2020

KAEFER kicked-off the Distance Learning & 1st LEAN Professionals scheme, the second-highest LEAN certification.

2022

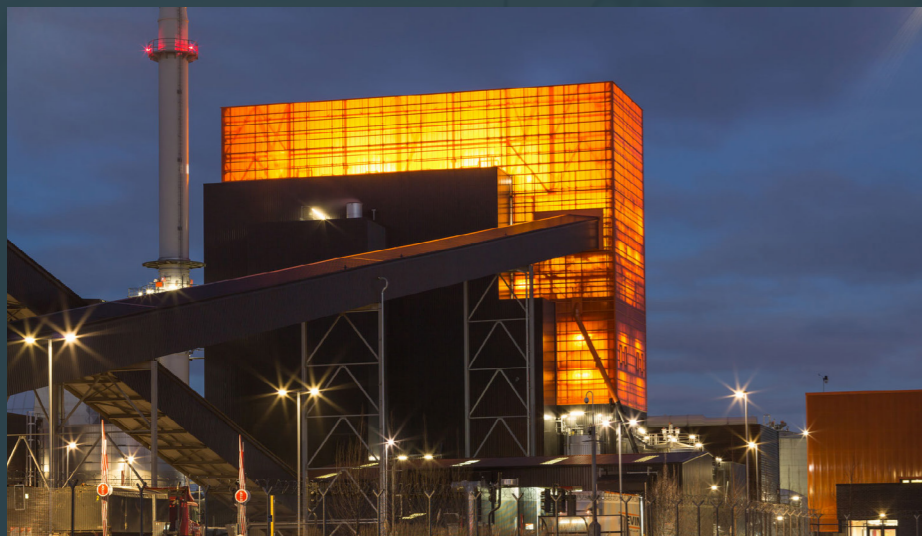
KAEFER run their first UK-based LEAN workshop, this was previously only delivered at global KAEFER headquarters in Bremen, Germany.

2023 AND BEYOND

Keep following the KAEFER LEAN journey on our website and social channels, we're looking forward to sharing the latest developments with you!



LEAN PROJECTS



E.ON National Framework

Nationwide, UK

KAEFER UK & Ireland acts as a trusted partner to E.ON, and is the sole supplier for services at all of its UK sites. KAEFER consistently delivers every project on time, on budget, and most importantly making sure everyone goes home safely every day.

Like most KAEFER contracts E.ON projects follow the KAEFER LEAN process. Simply put, LEAN means creating more value for our clients. This is achieved by reducing waste by optimising processes and continuously improving them.

E.ON projects at KAEFER utilise visual controls including PPM Boards, Microsoft Power BI tracking for all project elements, and daily, weekly, and monthly LEAN quality and productivity reviews with all senior supervisors across the country.

The idea is to waste less time, effort, and materials. This allows us to achieve higher levels of health, safety, and efficiency by getting our services right the first time, while meeting all quality requirements.



DSM Dalry

Dalry, Scotland

DSM's Dalry plant in Scotland has been manufacturing high-quality micronutrients for 60 years. Since 2018 KAEFER UK & Ireland has been supporting the site with Access Solutions, Insulation, and Surface Protection services. In 2021 a project was launched to introduce KAEFER's LEAN process at the site.

The initial project was the training of basic LEAN principles and tools for site supervisors which was completed in November 2021, 5S was then implemented at the site by the end of the year. The team then focused on hitting LEAN objectives, improving efficiency on the project, and delivering value to DSM.

With a LEAN approach as the driver for the site team, a major initiative was launched primarily to reduce the amount of scaffolding equipment on site. Once the process analysis was complete a plan was created based on three areas: revise the method of scoping jobs, produce more accurate equipment lists and reduce crew sizes where possible based on the type of work.

The initiative produced significant results. The reduction in individual crew sizes meant resource could be re-deployed to dismantle long-standing out-of-use scaffolds. The extremely thorough scoping plus accurate equipment lists almost eliminated return visits to the yard, increasing productivity. Ultimately the total tonnage of scaffold equipment on site was reduced by over 20%, generating a significant saving for the client.

In addition to the specific LEAN projects visual controls were implemented including PDCA Boards, as well as daily and weekly accountability meetings to monitor and report on progress.

LEAN helps us strive towards achieving our mission: to be the most reliable and efficient provider of technical industrial services.



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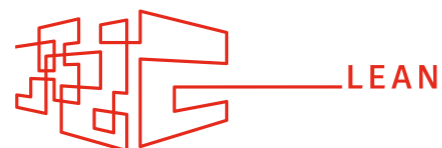
TRUE NORTH

THE DIRECTION OF KAEFER'S LEAN JOURNEY

- ▶ Build **health and safety** into processes and use the most secure and efficient work methods and tooling
- ▶ Create a **stable flow** of work, without interruptions and waiting times for workers
- ▶ Work with optimal crew sizes within a work process, so that everybody can add value at all times and nobody has any waiting time
- ▶ Ensure that all needed material is available (right piece, right time, right place, right quantity, right quality) so that workers can constantly perform their work and their motion to collect materials is reduced to a minimum
- ▶ Perform our work **right the first time**, meeting quality requirements of our clients and avoiding any rework
- ▶ Use **visual controls** to compare actual process performance to expected performance including safety, on-time delivery, productivity and quality
- ▶ Do a full root cause analysis in case of performance deviations in order to stabilise and further improve the process

We can become better every day.

We are routinely analysing and improving our processes towards the next target condition. KAEFER Managers are coaching their teams to strengthen their problem-solving capabilities. We empower our teams and build their confidence to propose new ways of working by embedding our LEAN continuous improvement process into our daily routines and culture.



IDEAS

+

SHARING

=

LEAN

