

- GMB Waterkwaliteit & installaties
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- GMB BioEnergie
- GMB Rioleringsstechnieken
- GMB Services

Adding value together

"We put our abilities to full use for improving safety, a cleaner world and efficient use of resources and energy."

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GMB management report 2016





From the managing board

We are proud to show you the figures of last year in this management report. And there is more: the story behind the figures contains a promise for the future. In 2016 the improvements that we had implemented over recent years fell into place seamlessly. The clear direction regarding our activities and markets that we took over previous years was followed up in 2016.

The essence of our vision: to **improve together**, is a breath of fresh air through all GMB clusters. Within our services and projects we endeavour towards increased safety, a cleaner world and efficient management of raw materials and energy. Therein we want to be of value for our clients and for society. We can achieve this by performing exceptionally well in the specialisms that we have opted for; excellent cooperation with our clients, joint venture and other partners and working together as one single GMB. Improving together!

Gerrit-Jan van de Pol | Jan van Middelkoop

From the Supervisory Board

The year of stabilisation; this is the most defining characteristic of 2016. The awareness of value is literally, through processes and systems, embedded into the workplace. Employees obtained better insight into financial matters, ensuring stability. It was also the year in which looking back was replaced by looking forward, applicable to all GMB clusters.

We expressly looked to the future. A new Strategic Business Plan was drawn up with each cluster. The basis of all clusters is sound and there is a lot of potential, in the positioning as well as the profitability. Self-exploration is the keyword for GMB's people and clusters for the upcoming years. Therein growth definitely lies ahead.

Frank Koote | Kees Wielaart | Jan Casteleijn (chairman)

1 Policy & Strategy

Looking back and forward

An extraordinary result

In 2016 the turnover of 135 million Euro - including our share in the construction consortiums - was at a comparable level to 2015. The brilliance of 2016 mainly originated from the result of 7.9 million Euro before taxes. This amply exceeded the forecast. The increasingly improved, structural and broadly implemented focus on project results proved fruitful. More attention to invoicing and improvement of the working capital contributed to a healthy bank balance. Therefore we look back on 2016 as a strong year.

Good expectations

Our business plan is an evidence of our ambition, confidence in our qualities and our market potential. We will start to position our clusters expressly in 2017 and a number of them will roll out their marketing plans that have been drawn up in this year. With our organisation on a fundament, a well filled order book and mainly favourable prospects, we expect for 2017 - conservatively estimated - an equivalent turnover to 2016, with a comparable result.



The year 2016

- 135 million turnover
- 7,9 million profit



GMB Services

2 Clusters | GMB Services

The figures

In 2016 GMB Services recorded a strong turnover growth to 13 million Euro, including the turnover of Grondbereik. All GMB Services' sections performed well and have contributed to the results. Grondbereik has expressly contributed to the excellent result.

The year 2016

- Cooperating sectors
- Growth-orientation
- Stable and profitable

The multi technical specialist

GMB Services is positioned as a multi technical specialist in the field of waste water, drinking water and the environment. Combined with the small scale and flexible nature of the organisation, this proposition is definitely distinctive in the market and has a healthy potential. In 2016 GMB Services once again took steps as an independent cluster – becoming increasingly less dependent on the work from other GMB clusters.

market, developments and demands, we must meet the challenge of motivate and retain good people to us, in particular in electrical engineering, mechanical engineering and concrete technology. We will focus on this with special training and recruitment programmes.

Market and management

A new Strategic Business Plan has also been drawn up for GMB Services. The central theme for this is focus on added value, positioning and marketing of GMB Services, and from there growing step by step. A commercial manager will be appointed in 2017 in line with this. The GMB Services management team will be strengthened by a manager with an affinity for mechanical engineering and the industrial market.

In 2016 varied major works were executed, including the renovation of several pumping stations, soil remediation for the Hagestein-Opheusden project and the emptying of anaerobic digestion tanks of the current RWZI Utrecht.

Development

When possible the GMB Services' sectors offer their technologies as an one single integral service in order to jointly be of added value for the client. If we want to be successful responding to the



Good prospects

We expect that 2017 will be once again a busy year for GMB Services. At the end of 2016 the order book was well filled, also due to the turnover from the blanket order from Waterschap Hollandse Delta, AquaMinerals, the usual activities of Drinkwaterservice and the network of business relationships of Installatietechniek and Betontechniek.



GMB Rioleringstechnieken



2 Clusters | GMB Rioleringstechnieken

The figures

2016 was an especially good year for GMB Riolerings-technieken. The turnover increased once again in comparison to the previous year and reached 14 million Euro. This is supported by a strong result. The growth can be fully attributed to our activities in the market of sewerage renovation.

The year 2016

- High productivity
- Preparation for growth

The renovation specialist

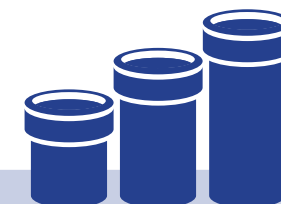
GMB Rioleringstechnieken promotes itself as a modern sewer renovation company, with cleaning and inspection as a supporting role. In 2016 our second UV unit for track relining - purchased in 2015 - was operational for the entire year. Furthermore, a third relining unit was hired for two months; this explains the turnover growth compared 2015. A fourth sewer milling robot was also purchased for the purpose of the expected continued growth.

Marketing/communication

A new Strategic Business Plan has also been drawn up for GMB Rioleringstechnieken. The plan is part of the growth theme, with ambitious objectives. In the run-up to this a marketing and communication plan was drawn up and a commercial employee was recruited. In 2017 a start will be made on a new organisational structure to deal with the objectives in an organisational manner. At the end of 2017 the office in Kampen will be expanded to be able to provide for the growing capacity requirement.

Fibreglass manhole renovation

In 2016 we commenced the layout of the manhole renovation discipline - with the application of an innovative glassfibre system. This strengthened our position as a comprehensive renovation specialist, whereby we can focus even more on the building sector and industry, in addition to municipalities. At the end of 2016 we ceased gully drainage cleaning because this activity no longer suits our strategy.



Projects becoming available

The ascending line increases further. The prospects for 2017 and the following years are promising. At the end of 2016 we noted an orderbook level of 5 million Euro. Many sewerage systems in the Netherlands require renovation; we are therefore working on achieving a substantial market share.

GMB BioEnergie



2 Clusters | GMB BioEnergie

The figures

GMB BioEnergie performances was satisfactory overall, due the turnover of 25 million and a strong result. We recorded the highest production figures ever in Zutphen with composting and dewatering of sludge. This can be attributed to the commissioning of three new composting tunnels. The composting facility also worked excellently in Tiel. BIR's anaerobic digestion plant in Lichtenvoorde produced a positive result in a balanced manner, while Energiefabriek Venlo is stabilizing.

The year 2016

- Stability
- High quality production
- Focus on diversification of supply and sales

Stable and predictable

GMB BioEnergie provides predictable performance of increasingly higher quality: this is reassuring for the cooperation partners and the bio-based economy. We composted 283,000 tonne dewatered sludge in Zutphen and Tiel: a record. We dewatered 250,000 tonne of fluid sludge: an improvement on the record year 2015. BIR's energy production is at the same level as the previous year, with the note that Cogeneration unit 3 was out of operation for one month in 2016 related to planned maintenance. The disposal of bio-granulate reduced compared with the previous year, but at more than 70,000 tonne, they are still at a good level. The disposal is significantly influenced by the closure of German coal-fired power stations.

The roof of the fluid sludge storage in Zutphen that needed repair was renovated. The roof construction was strengthened and the single roof sheets were replaced by double-walled sandwich sheets with a coating against aggressive substances. The air exhaust was renovated. Result: a safe silo building with minimal odour emission.

A new system was also installed for reusing process air. This should ensure a 40 percent reduction of air emission in addition to 2 percent energy savings and efficiency.

There is an ongoing process in France for product recognition of 100 percent from communal water treatment produced bio-granulate. We contribute to the circular economy: returning organic substances and nutrients to the soil means by application in agriculture. CO₂ is captured and stored in the soil. We will market this product in French agriculture with the award of the approbation mark.

We expect to be able to eventually upscale the dewatering activities to 300,000 tonne. We have applied for a permit for this expansion.

Expansion and innovation

We acquired a new storage silo for iron sludge and a new storage and mixing silo for wet sludge. This has created, together with the existing silos, an efficient storage and mixing system that is well equipped for supplying the current decanter and the second decanter that will be installed in 2017.

An important year

2017 will be an important year for the next period due to the ending of a number of large contracts. In Zutphen the third silo and the second decanter centrifuge will ensure higher dewatering figures and an even better dry matter content. Lichtenvoorde and Tiel are operating in a stable manner and Venlo will be operate in the black in 2017. Reasons to be confident!



GMB Waterkwaliteit & installaties

2 Clusters | GMB Waterkwaliteit & installaties

The figures

GMB Waterkwaliteit & installaties recorded a result in the red, with a turnover of 27 Euro, caused by the completion of a few projects in the past. Right now the outlook is decidedly and unanimously positive: with good return on investments in recent projects and a highly filled order book with promising projects.

The year 2016

- Re-determining our positioning
- Focus on contract management
- Start of the mechanical engineering subject discipline

Ready for the market

A lot of investments will be made in the coming years in our market in the Netherlands. In this manner we are inter alia involved in the construction of fine sieve systems in the Beemster and in Aarle-Rixtel and in the renovation of the sewage treatment plant Leiden. In 2016 we implemented modifications and we also drew up our new Strategic Business Plan. Based on these foundations, GMB Waterkwaliteit & installaties will be able to look forward to good performance under the heading 'Predictable performance'.

In 2016 a new management team was constituted with, in addition to the director, two managers and a professional specialist in mechanical engineering from practice. They are responsible for general affairs, tenders and preparation, project implementation and the setting up of the mechanical engineering discipline. This staff will ensure that the required competences, attention and mutual coordination are safeguarded in the various processes: better together!

Predictable performance

Clients require predictable performance without any surprises. During this year a lot of attention was paid in this context to contract management, risk management and communication. We discussed with each other meeting the client's expectations and the allocation of duties and responsibilities.

GMB Waterkwaliteit & installaties is positioned as the best comprehensive water quality contractor in the Netherlands. In the previous year the mechanical engineering subject discipline was started as part of this comprehensiveness. In 2016 a number of mechanical engineers were recruited; the objectives as well as the challenge are to have the mechanical engineering subject discipline expand into a unit with a substantial share in the turnover.

Strong growth in 2017

In 2016 the Heijmans/GMB consortium was awarded the order for the construction of the sewage treatment plant Utrecht. This means a turnover of approximately 35 million Euro for us. The order book level of 2017 is about a total of 45 million: including carefully selected projects over which we can achieve a positive result. After the completion of RWZI Utrecht we will aim for a stable turnover of 35 million Euro.



GMB Waterveiligheid & constructies

The figures

GMB Waterveiligheid & constructies has noted good turnover figures: 36 million Euro. The turnover as well as the result exceeded the forecasts, as a result of which we can call this a good year. The increasingly improving risk management and clear arrangements concerning the risk distribution have contributed towards the result.

The year 2016

- Employees' development
- Completion of ongoing projects
- New business plan

Completed projects

The priority of this year was the completion of ongoing works, namely the dike reinforcement in Krimpen and the excavation of flood plains and dike relocation in Munnikenland. Large projects such as the dike reinforcement in Eiland van Dordrecht, dike improvement in Hagestein-Opheusden (HOP), will be completed in the next year. From the HWBP (Dutch High Water Protection Programme) a new programme has been initiated; most projects will start from 2019. Until that time the number of tenders requested is at a relatively low level. Our choice: adapting to the markets and retaining capacity. During economic contraction we hire out employees to GMB's sister companies and we want to grow again when the market permits this.

courses regarding inter alia sheet pile structures and soil composition. Figures and graphs came alive: due to their knowledge our people can better interpret reports, assess proposals in a substantiated manner and translate academic theories into the practice of the project. All employees who are involved in the preparation and implementation of projects, were trained in the application of the new management system.

Fit for purpose

In 2016 we designed our new Strategic Business Plan. We will endeavour in the coming years to achieve a good mixture between large and medium-sized water safety projects. The HWBP projects are becoming larger and arrive later in the market; on a project-by-project basis we choose the cooperation partners with whom we will be able to best achieve the planning and implementation phase.

With knowledge

GMB Waterveiligheid & constructies wants to stand out by virtue of the quality and predictability of its work. This requires inter alia broad and in-depth knowledge of practice. In 2016 employees attended

Temporary decrease

In anticipation of the invitations to tender from the next HWBP, the turnover in 2017 and 2018 will temporarily reduce to 15-20 million. From 2019 more projects are expected on the market; we are fully confident that we will be participating strongly in this and that we will from 2019 onwards return to a turnover of at least 35 million Euro.

GMB Haven & industrie



2 Clusters | GMB Haven & industrie

The figures

The growth shown in 2015 has continued in 2016. GMB Haven & industrie recorded a turnover of 19 million Euro with an excellent result. The increasing construction of windmill foundations and our share in the construction of the new assembly hall of SIF Group – for the construction of the offshore windmill foundations – provided a good basis. In addition to the reasonably constant flow of works for our regular clients, these projects ensured the turnover growth during the previous year.

The year 2016

- Good project management
- Attention on growth of the organisation

Healthy growth

Projects such as the construction of the new entrance gate to the RST site in Waalhaven, the concrete foundations for the Bouwdokken wind park on Neeltje Jans island and our work for the new assembly hall of SIF Group ensured that in 2016 GMB Haven & industrie started to flex its muscles and became a substantially more robust cluster. During the acquisition and implementation of these contracts our knowledge, quality and client-orientation were decisive. There is still more potential for growth.

We are aware of the impact of our work on our clients' activities. By taking a continuously flexible and client-focused attitude we succeed in significantly reducing this impact: an important factor for successful project execution. This client oriented approach, and the knowledge that is brought in by our people to minimise disruption of

work, is often a decisive factor during the awarding and completion of a project.

Active market approach

A new Strategic Business Plan was drawn up together with and for GMB Haven & industrie. The keyword for this is 'growth'. A commercial manager, with an affinity for client work for private clients, was appointed from our own organisation in order to be able to expand the client base.

Efforts in the near future will centre on growth of turnover and number of employees to an equivalent level to that of GMB Waterkwaliteit & installaties and GMB Waterveiligheid & constructies. This size, together with the other clusters, will ensure that the talented and valued skilled workers can also benefit our clients in the long-term.

Good prospects

The prospects are good: the order book was already about 20 million Euro in January of this year for 2017. We attribute this partly to the Wind Park Krammer project where we will construct 34 windmill foundations. In addition we are involved in the development of a number of businesses companies in the port areas that became available.





Staff



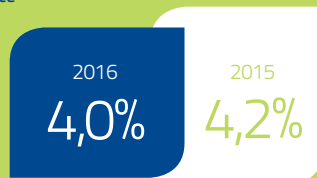
Decrease

At the end of 2016 GMB employed 343 employees: a decrease of 10 employees relative to 2015. The travel distance to and from work became too problematic for a number of GMB Civiel employees due to fewer projects in the North and the East. They opted for employment closer to home. A number of employees retired. We did have a larger temporary workforce than in the previous year.

Sickness absence

At 4 percent, the sickness absence was somewhat less in 2016 than in the previous year. A number of cases of prolonged sickness have an impact on the figures. We are making efforts for 2017 for a further reduction to less than 3.8 percent.

Sickness absence



3 Staff | QHSE | IT | CSR

Sustainable Deployment Analysis

In 2016 we took part in a pilot study with 'Sustainable Deployment Analysis' for employees. Involvement in the 'Sustainable Deployment Analysis' pilot study links up with our plans for 2017 to develop personnel administration to HRM: strategic personnel management.

Expectation: slight increase

We expect a slight growth in the number of employees in 2017. We are also going to focus once again more on an uptake of young talent such as young jobseekers, trainees and graduating students.

QHSE



Optimisation of the Management System

The optimisation and review of our Management System is a continuous process. Various audits were also conducted in 2016. Focused actions are and will be undertaken with regard to the improvements that ensued from this. This process will be continued in 2017.

Fewer accidents with absence

The number of accidents with absence decreased from three in 2015 to two in 2016. The figures show a positive picture, but accidents can happen easily and the prevention of this will continue to receive our full attention. We have started the organisation of safety days to create more safety awareness and to make H&S posture and conduct more of a subject of discussion.

Safety Ladder

While keeping our motto 'We work safely or we don't work at all' in mind, GMB wants to be at step 3 of the Safety Ladder at the end of 2018. We conducted a baseline measurement that consisted of a self-assessment, an employee survey and a KIWA audit. The KIWA reports concluded that step 3 at the end of 2018 is achievable.

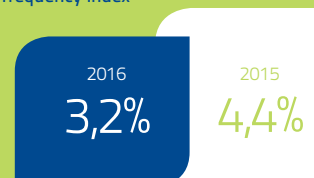
CO₂

GMB was audited in September for step 5 of the CO₂-Performance Ladder 3.0. We drew up a Plan of Action for the recommendations that ensued from this. In February 2017 GMB managed to obtain certification in accordance with the manual version 3.0. We will be audited again in April because we want to have the CO₂ audit coincide with the other external audits.

QHSE coordination

A QHSE manager with training as a safety specialist and occupational hygiene specialist was appointed in 2016. We opted for approaching QHSE more under the heading of working conditions, because this is more all-encompassing. The guiding theme is posture and conduct: together being more consciously involved in health and safety.

Accident frequency index



IT



MS Project Online

We have been working this year with the Microsoft Project Online, which includes GMB Civiel's project schedules. The project teams work in the uniform baseline with their own schedule, while coordinating real-time supervision and inspection is possible. The Plankracht (Planning Power) project ensures uniformity of the methods and integration with the client requirements recorded in Relatics. Furthermore, the financial project control was linked to this.

Business Intelligence

The implementation of the Business Intelligence solutions was a key objective in 2016. The basis for this was achieved and taken into use. Our employees can make links between Sharepoint, Metacom, Relatics and MS Office packages.

MS AZURE in the cloud

This year the first Microsoft SaaS services were taken into use. A link has been set up for this with the Microsoft AZURE Cloud environment. Project Online, Office 365 and the Exchange Online email environment were rolled out in AZURE.

MS System Center

The implementation of the Microsoft System Centre makes proactive safeguarding of the IT network possible as it is visualised in a real-time dashboard in the IT department. The data flows through, and the burden on, our network are hereby made transparent in one glance. The system analyses and classifies any problem areas and prioritises these on the basis of KPIs.



In 2016 we introduced our updated vision and mission. We emphasise herein that we want to offer value to our clients as well as to society. Together as one single GMB and together with our clients, alliance partners, chain partners, we make endeavours towards increased safety, a cleaner world and effective management of raw materials and energy.

People

In 2016 GMB participated in a national 'Sustainable Deployment Analysis' pilot study. We will develop and implement a programme that will be focused on the sustainable deployability of our employees. Training, development and health are central in this.

Planet

GMB was audited in 2016 for step 5 of the CO₂-Performance Ladder 3.0. In February 2017 GMB managed to get certification in accordance with the manual version 3.0. Our policy is focused on further reduction of emission: in our business operations and in projects, within our organisation and in the chain.

We have started in Zutphen with the reuse of process air. Using the residual heat provides 2 percent energy savings and efficiency. It is intended to furthermore ensure 40 percent reduction of air emission and through this less nuisance for the environment.

GMB BioEnergie is working on options to apply the produced compost in agriculture, as a result of which phosphate is reused.

In 2017 solar panels will be affixed on the roofs of the industrial spaces in Zutphen. The 1.5 Megawatt of sustainable energy provided by this will be used for business operations. In 2017 a part of the roof of the Opheusden office will be fitted with solar panels. In this manner we can in part provide for our own energy requirements and we contribute to the sustainability objectives. We make use of the 'reduced rate arrangement for collective generation of renewable electricity', the so-called 'postcode rose arrangement'.

Profit

Since December 2016 BIR in Lichtenvoorde has supplied free residual heat to the Meekenesch swimming pool. It is possible that more users will be linked to this heating grid.

Society

GMB has set up a fund for the benefit of social projects. We pay 100 thousand Euro to this fund annually. GMB employees can submit spending proposals.

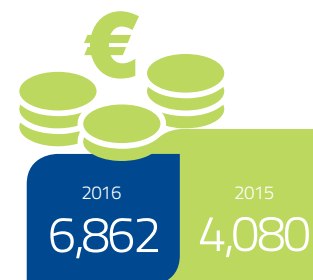
In 2015 a group of people from Ghana from the water sector visited GMB BioEnergie. In 2016 we visited Ghana for the first time. We are exploring options to support local businesses in the field of drinking water, water purification, sludge processing and composting.



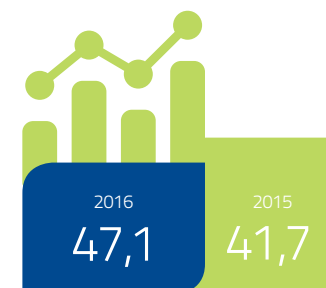
Balance sheet

Assets (rounded off x 1,000 in Euro)	2016	2015
Intangible fixed assets	53	145
Tangible fixed assets	41,566	39,042
Financial fixed assets	835	1,274
Inventory	448	448
Accounts receivable	15,894	13,836
Liquid assets	18,507	18,485
Total assets	77,303	73,230

Liabilities (rounded off x 1,000 in Euro)	2016	2015
Group equity	36,416	30,583
Provisions	3,481	4,057
Long term liabilities	9,763	10,101
Construction work in progress	4,344	2,251
Short term liabilities	23,299	26,238
Total liabilities	77,303	73,230



Net group result (x 1,000 in Euro's)



Solvability in %

Profit and loss account

Revenue and expenditure (rounded off x 1,000 in Euro)	2016		2015	
Net turnover	107,403		119,858	
Change in inventory of finished projects and construction work in progress	-2,047		-8,289	
Other operating income	233		90	
Total operating income		105,589		111,659
Costs of raw materials and consumables, subcontracted outsourcers work, and other external charges	57,445		62,987	
Personnel expenses	25,678		25,051	
Depreciations	3,660		3,787	
Impairments	291		450	
Other operating expenses	15,199		15,639	
Total operating expenses		102,273		107,914
Operating result		3,316		3,745
Result of consortium works		4,881		2,220
Financial revenue and expenses		-415		-529
Result before taxes		7,782		5,436
Taxes		-1,047		-1,388
Result of participating interests		127		32
Net group performance		6,862		4,080

Key indicators

	2016	2015	2014	2013	2012	2011
Turnover	107,403	119,858	125,408	131,355	123,037	120,734
Turnover ratio TP	1,39	1,64	1,78	1,78	1,67	1,85
Profit margin	3,09%	3,12%	2,72%	-1,42%	0,60%	3,48%
Net group performance	6,862	4,080	2,102	-1,806	1,152	3,085
Profitability TP	10,6%	8,1%	4,9%	-2,0%	2,7%	7,7%
Balance sheet total	77.303.022	73.230.464	70.441.440	73.836.569	73.725.641	65.409.555
Solvency	47,11%	41,76%	41,40%	36,70%	40,00%	38,60%

Turnover

Turnover (rounded off x 1,000 in Euro)	2016	2015	2014	2013	2012	2011
GMB Civiël	56,292	72,582	77,397	88,819	85,424	85,594
GMB BioEnergie	24,395	25,284	24,187	22,104	19,870	19,116
GMB Services	13,206	11,148	12,463	12,002	10,372	9,059
GMB Rioleringsstechnieken	13,510	10,359	10,493	10,051	7,792	7,973
Other including eliminations	0	485	868	-1,621	-421	-1,008
Total turnover excluding consortiums	107,403	119,858	125,408	131,355	123,037	120,734
Turnover from consortiums	27,437	26,901	25,550	47,323	18,379	11,310
Turnover including consortiums	134,840	146,759	150,958	178,678	141,416	132,044

Turnover excluding combinations	2016	2015	2014	2013
GMB Civiël	52%	61%	62%	67%
GMB BioEnergie	23%	21%	19%	17%
GMB Services	12%	9%	10%	9%
GMB Rioleringsstechnieken	13%	9%	9%	7%
Total	100%	100%	100%	100%

Total excluding combinations	107,4	119,9	125,4	131,4
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Turnover including combinations	2016	2015	2014	2013
GMB Civiël	62%	68%	69%	75%
GMB BioEnergie	18%	17%	16%	12%
GMB Services	10%	8%	8%	7%
GMB Rioleringsstechnieken	10%	7%	7%	6%
Total	100%	100%	100%	100%

Turnover including combinations	134,8	146,8	151,0	178,7
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Outlook

New ambition

Once we had learned our lessons from the past we put this into practice in 2014 and 2015. We can call 2016 the year of our new ambition. There is stability, which is based on intrinsic qualities, the turnover and the result of all individual clusters. It was therefore pre-eminently the year to get the clusters' new Strategic Business Plans off the ground together with the clusters. These plans have a solid basis. And they are evidence of healthy ambition.

Strong propositions

When we look right now at the GMB's clusters, we are filled with confidence. Clear choices have been made with regard to the product/market combinations and we can see that the clusters have found their direction. They all have special and strong value propositions. There are realistic growth opportunities and development potential. We hereby look with emphasis at GMB Services, GMB Riolerings technieken and GMB Haven & industrie. In 2017 and 2018 GMB Waterveiligheid & constructies can temporarily record less turnover, but starting from 2019 the prospects are favourable.

Improving together

We think that we can offer our clients added value, and the promise of better performance, by means of increased focus on cooperation, internally as well as externally. For cooperation this concerns in essence the matching, the communication and the trust between people, but also the ability to conduct discussions with each other and to express differences of opinion. In addition to 9 million Euro of investments - parallel to our growth plans, we will also work intensively in 2017 on GMB's 'soft skills', with competences and organisational structures that intensify the cooperation. As a result of this we will generate added value together. That will be our challenge for the coming years.

