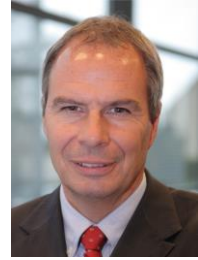


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## PROFESSIONAL CURRICULUM VITAE



*"My heart sings when I can inspire people."*

### Degree

#### **Structural Engineer and Civil Architectural Engineer**

State University Ghent (Belgium), with great distinction, July 1981.

### Professional career

#### **STATE UNIVERSITY OF GHENT (UGENT)**

From 01/10/1982 to 16/03/1986 : **Scientific collaborator and assistant**  
at the Laboratory for Research on Models (Director: Prof. ir. D. Vandepitte).

#### **VICTOR BUYCK STEEL CONSTRUCTION N.V., Eeklo (BE)**

From 17/03/1986 to 31/03/2018: **Engineering Manager and Project Director**  
From 10/09/1999 to 12/10/2017: **Managing Director of N.V. Buyck Engineering**  
From 31/07/2001 to 12/10/2017: **Director**  
From 20/12/2004 to 12/10/2017: **Managing Director (CEO)**

#### **VICTOR BUYCK STEEL CONSTRUCTION Sdn. Bhd., Seremban (MY)**

From 09/05/1995 to 31/03/2018: **Director**

#### **VRIJE UNIVERSITEIT BRUSSEL (V.U.B.)**

Faculty of Applied Sciences, Department Civil Engineering

Since 01/10/1998: **Professor "Design of Steel Structures"**  
Since 01/10/2002: **Professor "Steel Bridge Construction"**

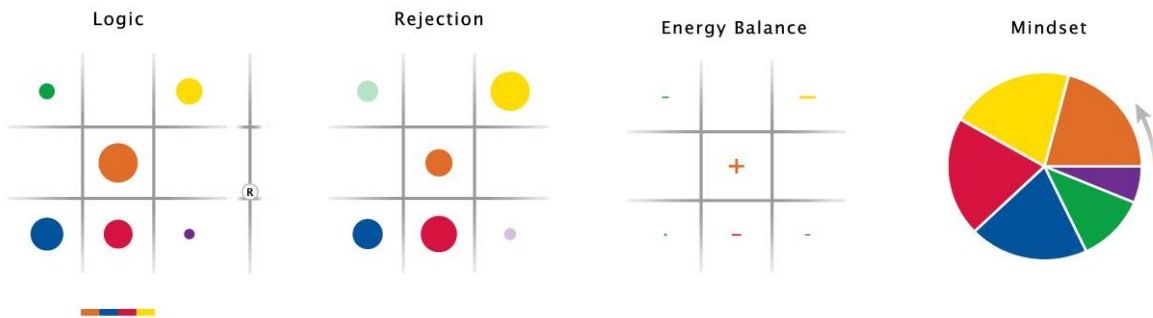
#### **SECO N.V., Brussel (BE)**

From May 2002 to October 2017: **Director**

#### **INDEPENDENT SENIOR LOSS ADJUSTER**

From January 2018

## My DNA



When I am in-flow, I am driven by ambition to realise something. I then will organise and set up adequate structures and procedures with the necessary focus and attention to planning. I will evaluate and eventually correct taken decisions.

I reject a culture reigned by power. I also feel some resistance when too much attention is spent on analysis and experimenting. I feel like these are preventing the realisation of opportunities and ambition. To some extent I also resist to a bureaucratic surrounding.

I get energy when I have realised my ambition.

Under pressure (and in stress situations), I still go for my ambition but then, I will focus more being creative to overcome the situation that has caused the stress.

## My values

Presented on Richard Barrett's CTT – 7 levels of consciousness

Level	Personal Values (PV)	Desired Culture Values (DC)
7	● ●	●
6	● ● ● ●	● ● ● ●
5	● ● ● ●	● ● ● ●
4	● ●	● ●
3	●	●
2	●	● ●
1		
	IRS (P)=7-2-1 IRS (L)=0-0-0	IROS (P)=1-1-7-1 IROS (L)=0-0-0-0
	coaching/ mentoring 6(R)	continuous improvement 4(O)
	commitment 5(I)	customer satisfaction 2(O)
	entrepreneurial 4(I)	<b>employee fulfilment</b> 6(O)
	ethics 7(I)	environmental awareness 6(S)
	<b>excellence</b> 3(I)	<b>excellence</b> 3(I)
	integrity 5(I)	long-term perspective 7(O)
	making a difference 6(S)	<b>open communication</b> 2(R)
	<b>open communication</b> 2(R)	partnerships 6(O)
	<u>personal growth</u> 4(I)	shared values 5(O)
	wisdom 7(I)	<b>staff engagement</b> 5(O)

**Core competences**  
**(all > 10 years)**

**1. Technical**

- **Expert in all issues related to steel structures (big and small, buildings and infrastructure works):**

Design and engineering, detailing, purchasing, fabrication, erection, project management, contract management.

- Knowledge of all important standard codes (local and international)
- Very good knowledge of general construction issues, other than steel

**2. Contractual**

- Knowledge of local and international standard contract specification, both in the private as well as in the public sector
- Thorough experience of dealing with contractual disputes, both from a technical as well as from a contractual point of view
- Thorough experience in negotiating, arbitration and mediation

**3. Legal**

- Thorough experience in dealing with legal matters (corporate, contractual, insurances, HR, unions, etc.), both as a party as well as an expert-arbitrator

**4. Social and CSR**

- Proven track record of being successful as people and transition manager (see below)
- Clear vision about mission, vision and values

**5. Management**

- Thorough experience in different top management function, combining all competences listed above

## Biggest achievements

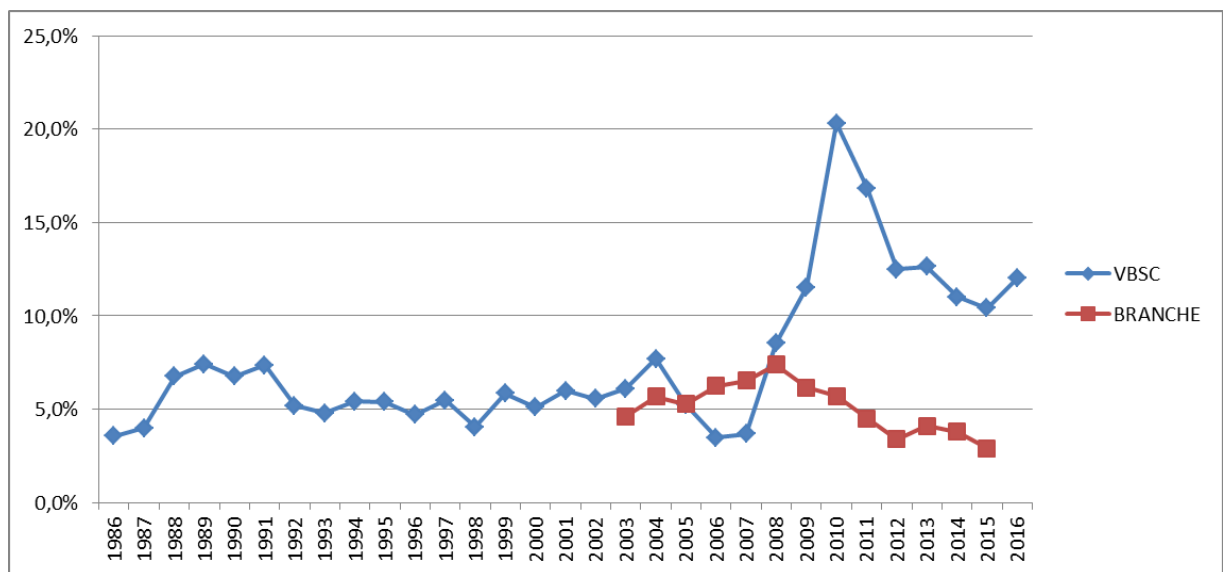
(as CEO of Victor Buyck Steel Construction N.V.)

### 1. Transition from family to non-family leadership

The pater familias of VBSC has been the central leader from its origin (in 1927) until 2004, first by Victor Buyck and, after the second World War, by John Buyck.

The transition, in 2004, to a non-family member leader, has been a challenge. This has been successful however because of a change of focus towards an organisation driven by values and behaviour, with the focus on people. I have written an extensive report about this voyage in the form of book "De kracht van het gedragskompas" ("The power of the behaviour compass").

### 2. Value creation



Comparison EBITDA/Turnover ("BRANCHE" = Sector Average)

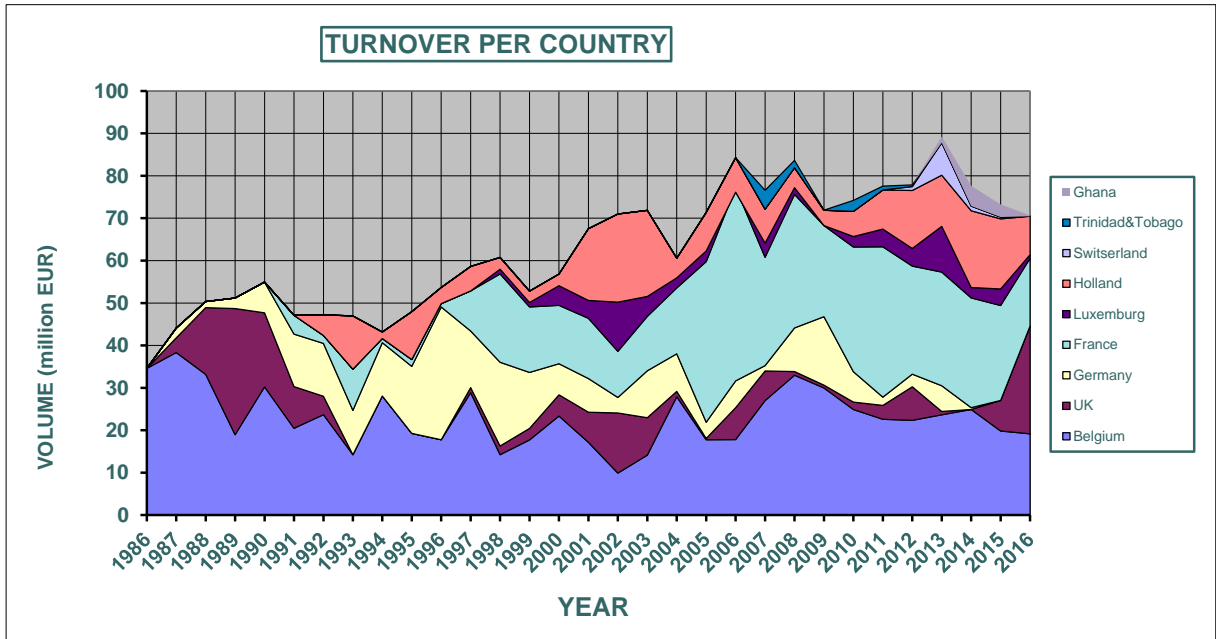
Since 2008, the EBITDA/Turnover ratio has been considerably improved from averagely 4%-8% to 9%-20%. During the same period, the Sector Average has dropped to an average of approx. 3%-4%. From being an average company, VBSC has improved to the benchmark, beating the Sector Average with a factor 3 to 4!

### 3. Expanding the business into overseas

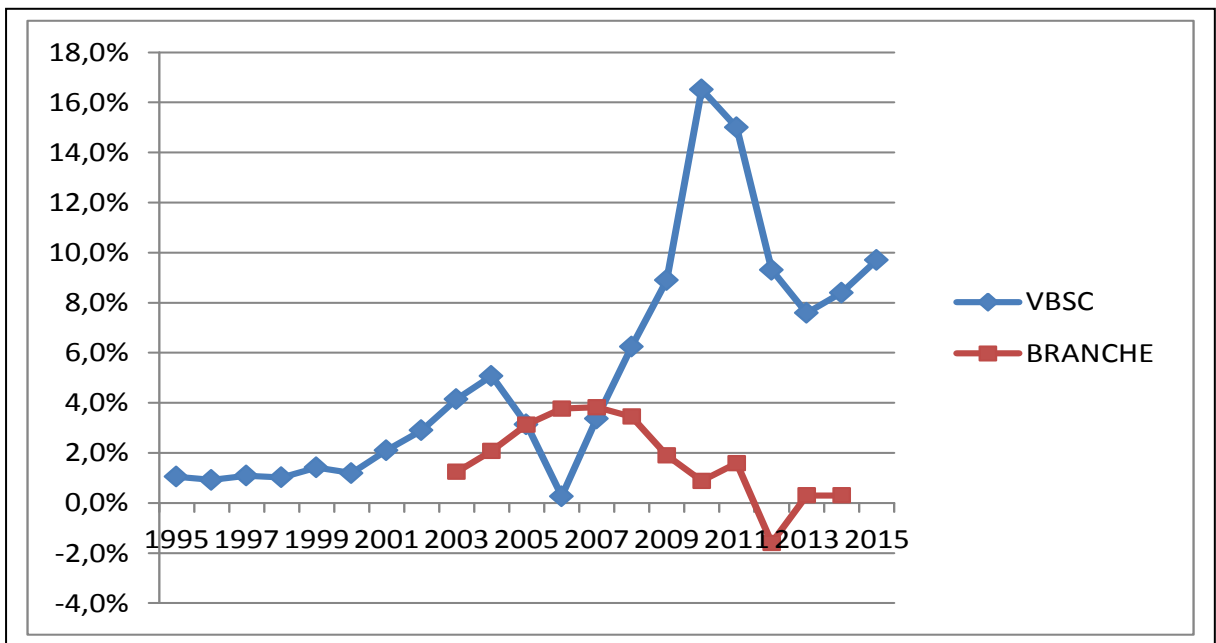
Until 1986, VBSC has been executing projects merely in Belgium. From 1986 onwards, the focus has been more and more on the international markets. VBSC has been present in the U.K. and in Germany since 1986, in France since 1990, in the Netherlands since 1991 and in Luxemburg since 1995.

Occasionally VBSC has been executing projects in other countries such as Switzerland, Trinidad and Tobago, etc.

I was personally responsible for the starting up, in 1993, of contracts and a new factory and company in Malaysia, serving Malaysia, Singapore, the Middle East and Australia. I managed the big projects myself from 1993 until 2000. Later I remained involved as Director.



#### 4. Making the business more profitable



Comparison Profit/Turnover ("BRANCHE" = Sector Average)

Since 2008, the Profit/Turnover ratio has been considerably improved from averagely 0%-5% to 6%-16%. During the same period, the Sector Average has dropped to an average of approx. 0% and negative. From being an average company, VBSC has improved to the benchmark, beating the Sector Average with a factor 10!

## 5. More professional approach

The focus has been on making the project manager the central person of a project, whereby his role has been changed from a pure "postman" function to a real responsible leader and manager, with full knowledge of every aspect of the job requirement and project requirements and attention for client needs and satisfaction.

A management team has been installed, whereby every division (sales, engineering, project management, production, erection, finance and HR) is represented by one person. His/her role is to:

- Report on the biggest weaknesses of his/her division and ask for help;
- Think and act for the whole organisation, not only for his/her own division;
- Implement conclusions and agreements in his/her division;
- Continuously improve using global and personal goals and objectives.

## 6. Value driven organisation

First, a lot of energy has been spent on the vision and mission (statement) and the values that are fundamental and desired in the organisation. The Richard Barrett CTT tools have been used. In every meeting, values are the central key issue.



## **7. Attention for people: serving leadership**

People are the core asset of a company. If you want to change the company, change (after the leader) the people. Companies do not change, people do. I believe in a serving and authentic leadership, where vulnerability based trust is the key factor.

In adopting such a culture and leadership style, people come and tell you that they always know where they stand and that they see you as a steady pillar. Based on this trust, you can build a company in order to achieve common goals, by confronting conflicting ideas and opinions, by coming to a conclusion to which everybody commits and where one can take anyone else accountable for his/her actions.

## **8. Introduction of CSR (corporate social responsibility)**

Since 2012, and to respect and implement the values related to level 6 ("attention for local community" and "environmental consciousness") and level 7 ("long term vision"), great attention has been given to the various parameters related to Corporate Social Responsibility.

Based on the 3 P's (People-Planet-Profit), key issues have been:

- Very strong focus on vision, mission and values
- Attention for the value chain and all stakeholders
- Strategic objectives for the next five years
- Introduction of behaviour compasses SCHAT and CREDO
- Respect for diversity, gender equality
- Training and developing competencies
- Health and safety: no tolerance
- Focus on environmental impact beyond CO2 + reductions
- Excellent (constructive) relationships with the union representatives
- Psychosocial risk analysis
- Proper attention for employees, customer and shareholder satisfaction
- Social work
- Supporting start-ups
- Sharing expertise

## **9. Making VBSC the benchmark of CSR and sustainability**

In 2017, for the first time, VBSC issued – as first steelwork contractor worldwide – a sustainability report using the GRI 4 Guidelines. This publication proves that VBSC has been developing into a benchmark company.

The Sustainability Report 2017 (in Dutch or English) can be downloaded using the following link:

<http://blog.victorbuyck.be/2017/09/09/victor-buyck-publiceert-als-eerste-staalbouwer-een-duurzaamheidsverslag-volgens-gri-richtlijnen/>

In 2014, VBSC was the first company in the province of East Flanders to be awarded with the Sustainability Charter.

## Lectures

**Since 1984 : > 60 (international) lectures in the field of steel construction**

Main topics :

- Construction of bridges
- General design aspects of steel structures
- Specific design aspects of steel structures (fatigue, toughness, dynamic response)
- Belgian experiences and know-how on foreign markets (Holland, Germany, France, U.K., Malaysia)
- Sustainability issues
- Leadership

## Publications

**Since 1984 : > 80 (international) publications, mainly in the field of steel construction and value based companies**

**Book "De kracht van het gedragskompas", 2013**

## Further information

- **Member of the Belgian Commission “Eurocode 3”** in Belgian Standards Organisation.
- **Official translator** of following standard codes (from English/French/German into Dutch) :
  - ENV 1993-1-1 (Eurocode 3 – draft version) and ENV 1993-1-1 (Eurocode 3) - Amendment A1 (Bijlage D en K) “Design of steel structures - Part 1-1 : General rules and rules for buildings” (344 and 62 pages).
  - EN 1993-1-1, 1-4, 1-5, 1-8, 1-9, 1-10, 1-11, 1-12, 2, 3-1, 3-2, 4-1, 4-2, 4-3, 6 (Eurocode 3 – final version) (650 pages)
- **Accredited CTT-user** (Cultural Transformation Tools)
- **Certified ManagementDrives-IP partner**
- **Arbitrator** in civil engineering work disputes (@ Netherlands Arbitration Institute - Rotterdam)
- **Certified Registered Structural Designer** (Registerontwerper – NL)
- **Expertise:** project management, people management, worldwide experience, steel structures, steel bridge design and construction, steel buildings design and construction, cultural transformation, implementation of EN 1090, social accountability CSR, sustainability issues, company mission and vision, company values, management drives, negotiating.



## Project management

Since 1986, major projects of the Victor Buyck Steel Construction Group have been managed in Belgium, the Netherlands, Germany, France, Luxemburg, United Kingdom, Switzerland, Malaysia, Singapore, Trinidad, Ghana, Kenya. Representative projects are :

- **The Netherlands**

- Werkspoorbridge (Utrecht): bow-string bridge 255 m span: 5.000 T



- 3 bridges over the Hoofdvaart (Haarlemmermeer): 3 cable-stayed bridges (S. Calatrava): 3.000 T



- **France**

- Bridge of Europe over the Loire in Orléans (arch bridge 410 m) (S. Calatrava) : 5.500 T



- Aéroports de Paris: Satellite S3 (Paris): 12.000 T



- **Germany**
- 2 bridges over the Lech (Augsburg): bow-string bridges (127 m): 1.800 T



- 6 bridges Autobahnkreuz Neukölln (Berlin): 3.000 T



- **United Kingdom**
- Canary Wharf: several high-rise buildings



- **Malaysia**
- Kuala Lumpur Telecommunication Tower (421 m tall) (Kuala Lumpur)



- Kuala Lumpur City Centre Retail Centre SURIA (Kuala Lumpur): 18.000 T



- **Qatar**
- Doha Convention Centre (Doha): 5.000 T



- **Trinidad**
- CRH-UBH by pass fly-over: 2.500 T

