



ANNUAL REPORT

2020



EUROPEAN
INTERNATIONAL
CONTRACTORS

The Federation

ABOUT EIC

The EIC Mission

- Representing and promoting the interests of the European construction industry in all matters relating to the international construction business.
- Fostering the exchange of views with international and other relevant organisations in order to improve the political, financial, economic and legal environment for the international construction business.
- Offering interested contractors a unique forum for the exchange of experience in all matters relating to the international construction business.

European International Contractors (EIC) started its activities in 1970 as a network of internationally minded European contractors within FIEEBTP, the precursor of FIEC, and has been registered in Berlin as a legally independent industry association under German law since 1984. EIC's mandate is to promote the interests of the European construction industry in relation to its international business activities. Today, EIC has as its members construction industry trade associations from fifteen European countries, to which the internationally active European contractors are affiliated, as well as several associated member companies from construction-related industries and professions.

The European construction industry is a major power in the international construction business. In 2020, European international contractors were strongly engaged on all five continents and the total international turnover of companies associated with EIC's Member Federations amounts to around € 170 bn. Whilst in today's world there is a certain focus on the construction markets in the OECD region, many of EIC's member companies can look back on a long tradition of dedicated engagement in the developing world. When operating in distant markets, European international contractors do not export a large part of their workforce, equipment, and material to distant sites, but they rely on a small number of key business personnel to manage projects in collaboration with local workforce and partners.

To bring across the positions and recommendations of European international contractors, EIC maintains close relations with all European and international policymakers, development finance institutions and other important organisations with policies relevant for the international construction business. These include the European Commission, the European Investment Bank, the European Bank for Reconstruction and Development, the OECD, the World Bank as well as other relevant non-governmental organisations, such as FIDIC or the Construction Sector Transparency initiative (CoST).

Partners

EIC partners with the European Construction Industry Federation (FIEC) and with the Confederation of International Contractors' Associations (CICA) on all matters of common interest and concern.



FOREWORD

...from the President



Dear Reader,

Welcome to EIC's Annual Briefing for the year 2020.

The coronavirus (COVID-19) pandemic has plunged the global economy into its deepest crisis since the Great Depression of the 1930s. COVID-19 has exposed the construction value chains globally to an unprecedented stress test. With few exceptions, construction activities worldwide suffered in 2020 a massive slump. The parallel decline in most markets caused by the coronavirus is historically unprecedented.

European international contractors responded to the COVID-19 pandemic by taking preventive measures to safeguard the health and lives of their workforce, construction partners, clients and society at large. EIC collected best practice approaches addressing the identification and quantification of cost-related claims and called upon international clients and financiers, notably the Multilateral Development Banks, to reimburse the COVID-19-related additional costs. With a view to new tenders, EIC asks employers to clearly stipulate whether bidders are to calculate and take into consideration costs or risks related to COVID-19-related matters.

Nevertheless, EIC is still looking ahead and acting upon the main challenges of our members, especially addressing to the issues of corporate social responsibility and climate change.

In this brochure, we present a brief overview of our federation's main activities during the past year, including reports on EIC's Working Groups and a summary of our conferences.

I hope you enjoy browsing and reading through our Briefing 2020!

A handwritten signature in blue ink, reading "B. Chauvin".

Benoît Chauvin
EIC President

2020

MILESTONES

January	➤	Publication of <i>EIC Contractor's Guide to the FIDIC 2017 Yellow Book</i>
March	➤	Launch of COVID-19 webpage
May	➤	EIC / TCA Webinar "The Impact of COVID-19" on European international contractors
June	➤	Launch of the <i>Final Report of EU Transport Connectivity Taskforce</i>
July	➤	EIC Memorandum on <i>Construction Contracts under COVID-19</i>
September	➤	EIC Submission to <i>EU White Paper on Foreign Subsidies</i>
October	➤	Election of Benoît Chauvin as EIC President
	➤	EIC Webinar on EU Financial Instruments
November	➤	OECD agreed on more flexible rules for local costs in export insurance
December	➤	EIC panel at FIDIC International Users' Conference

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EIC Contractor's Guides

PUBLICATIONS



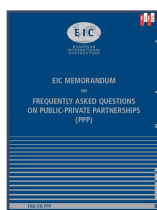
EIC CONTRACTOR'S GUIDE TO THE FIDIC "YELLOW BOOK" (SECOND EDITION 2017)
published 2020



EIC CONTRACTOR'S GUIDE TO THE FIDIC "PINK BOOK"
published 2011



EIC CONTRACTOR'S GUIDE TO THE FIDIC "Gold Book"
published 2009



MEMORANDUM on FAQ on Public-Private Partnerships
published 2006



EIC Blue Book on Sustainable Procurement
published 2004



EIC White Book on BOT / PPP
published 2003



EIC CONTRACTOR'S GUIDE TO THE FIDIC "Silver Book"
published 2003



EIC CONTRACTOR'S GUIDE TO THE FIDIC "Red Book"
published 2002

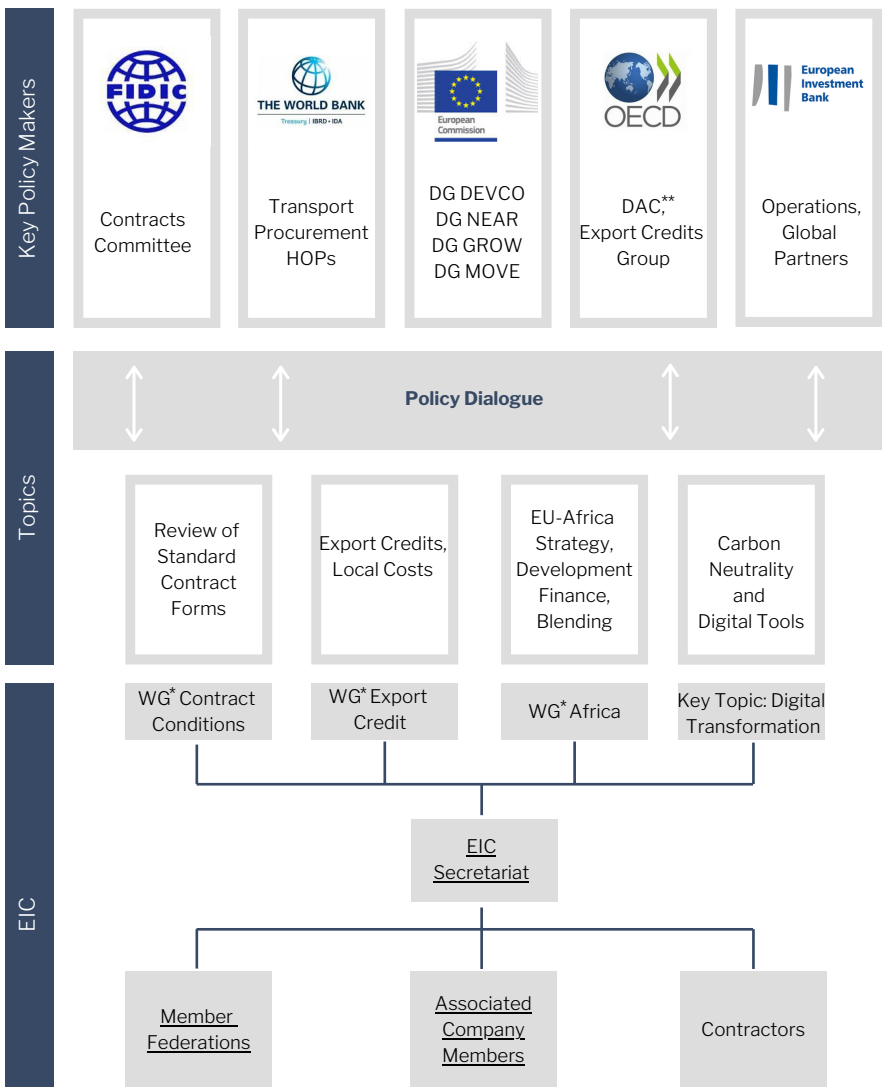


EIC Turnkey Contract
published 1994

For further information and the purchase of EIC publications and brochures, please visit our [EIC Bookshop](#).

The Federation

EIC CORE TOPICS AND NETWORK



*Working Group

**Development Assistance Committee

Key Topics 2020

FAIR INTERNATIONAL COMPETITION

Context

China is the EU's second biggest trading partner behind the United States and the EU is China's biggest trading partner. Yet there is a growing appreciation in Europe that the balance of challenges and opportunities presented by China has shifted. China's state-dominated economic system conflicts in many respects with the liberal and social market economy principles of the EU and many other countries, including in the construction sector.

EIC teamed up with the European industry umbrella federation, BUSINESSEUROPE, which published on 20 May 2020 its Position on the adoption of an International Procurement Instrument (IPI) by the EU. Once adopted, the IPI could become a tool to reduce market disruptions on the EU public procurement market, on the one hand, and to restore an international level playing field, on the other hand.

BUSINESSEUROPE



This is why EIC welcomes that its core proposals – namely to maintain the option of disqualification of third-country bidders (not only price penalties) and to fight market distortion caused by the competition from state-owned enterprises within the EU – have been incorporated into the BUSINESSEUROPE position.

EIC also responded to the EU Consultation on its White Paper on levelling the playing field as regards foreign subsidies.

With this paper the EU Commission has presented ideas for legal instruments which could address foreign subsidies distorting the EU Internal Market, including in public procurement.

In its submission, EIC stressed that the proposed Module concerning foreign subsidies in public procurement is of particular interest for the European construction industry bearing in mind that, over the past decades, European international contractors have lost significant market shares in the international construction business to subsidised state-owned construction companies from third countries which are able to submit tenders below production costs on a systematic basis.

EIC suggested that the framework stipulates an assumption that the prima facie evidence criterion has been fulfilled in case that a SOE or one of its affiliated companies managed and/or ultimately controlled by a government entity, such as e.g. the State-owned Assets Supervision and Administration Commission of the State Council (SASAC).



Key Topics 2020

FAIR INTERNATIONAL COMPETITION

At the end of July, EIC joined forces with FIEC, EuDA and UNIFE to inform the EU Commissioner for Internal Market, Thierry Breton, about joint concerns regarding the potentially flawed procurement process for the Hungarian part of the Budapest-Belgrade railway project.

In the letter, the federations emphasise their support for the principles of open markets, free trade, as well as fair and transparent international competition, which, however, must go hand in hand with fairness and predictable rules that safeguard a level playing field for competition inside and outside of the European Union.



In December, the Presidents of EIC, FIEC and the European Dredging Association, EuDA, seconded by the former EU Commissioner for Trade, Karel de Gucht, submitted a proposal for a Trade Defence Instrument for Construction Services to the highest level of the European Commission, i.e. to President von der Leyen and to the Executive Vice-Presidents Vestager, Timmermans and Dombrovskis.

The joint Position Paper argues that, whilst trade in services nowadays represents 65% of all world trade, so far, there are no effective instruments against dumping or subsidies in trade in services due to the fact that the anti-dumping rules of the World Trade Organisation (WTO) – and consequentially the corresponding rules of the European Union – only relate to goods.

Actions

- January: BUSINESSEUROPE Strategy Paper titled *The EU and China – Addressing the Systemic Challenge* contains chapter on "Competition on Third Markets" with EIC input
- May: BUSINESSEUROPE: Position on International Procurement Instrument (IPI) comprises EIC recommendations on state-owned enterprises
- July: Joint EIC-EuDA-FIEC-UNIFE submission to EU Commissioner Breton on Budapest-Belgrade tender irregularities
- September: [EIC Reply to EU Consultation on White Paper on Foreign Subsidies](#)
- December: [Joint EuDA-EIC-FIEC Proposal for a Trade Defence Instrument in Construction Services](#)

Key Topics 2020

COVID-19 PANDEMIC



Context

The COVID-19 outbreak was declared a pandemic by the World Health Organisation on 11 March 2020. By the end of 2020, more than 83 million cases of COVID-19 were reported in 192 countries and territories, resulting in more than 1.8 million deaths, whereas more than 60 million people have recovered. European international contractors responded to the COVID-19 pandemic by taking preventive measures to safeguard the health and lives of their workforce, construction partners, clients and society at large and, thereby, are facing significant additional costs.

With the outbreak of the pandemic in March 2020, EIC started to collect the experience of contractors with managing the health crisis, and set-up a website to inform on the unfolding developments.

The EIC Secretariat conducted extensive research to support an exchange between contractors during the EIC-TCA Webinar on “COVID-19 and the Impact on European Contractors”. EIC Associated Company Member Pinsent Masons provided guidance in a webinar on claiming time prolongation and compensation under FIDIC, NEC and JTC contracts.

On 06 July 2020, EIC called in a public statement upon employers across the globe to recognise that the COVID-19 pandemic has an impact on estimated project budgets and on the time for delivery and to engage constructively on each individual contract by showing flexibility beyond the pure letter of the contractual relationship. EIC encouraged employers to introduce specific mechanisms to capture and absorb COVID-19-related additional costs of contractors.

In a meeting on 27 October 2020 with the Multinational Development Banks, EIC asked MDB Heads of Procurement to inform their borrowers about the best practice examples mentioned in the EIC Position on *The Impact of the COVID-19 Pandemic on Construction Contracts*.

EIC also informed on “care packages” of financial institutions and gave an overview of measures implemented by European States, Development Financing Institutions (DFIs) and Export Credit Agencies (ECAs).

DFIs were implementing measures to loosen up credit criteria to allow more risks, setting up guarantees to back risky investments and putting a stronger emphasis on the private sector and public infrastructure financing to ensure proper health and economic sustainability.

ECAs implemented short- and medium-term responses to increase flexibility on fees and premium payments, and gained a critical role in maintaining industry capacity overseas.

Actions

- March: launch of an [information widget](#) on the EIC website
- April: EIC survey on the impact of the COVID-19 pandemic on international construction activities
- May: joint [EIC-TCA Seminar "The Impact of COVID-19 on European Contractors"](#)
- July: [EIC Position on The Impact of the COVID-19 Pandemic on Construction Contracts and New Tenders](#)
- October: presentation of EIC Position at digital World Bank-FIDIC-CICA meeting

Working Group

AFRICA

Policy Context

The EU and its Member States are jointly the biggest donor to the African continent. Approximately EUR 20 billion a year in development aid is directed to Africa through programmes implemented at a continental, regional and national level. Whilst around 20% of this is managed by the European Commission, the EU's development assistance is hardly visible in the transport and water sectors. For the Multiannual Financial Framework (MFF) 2021-2027, the EU has proposed merging several of the EU's development instruments (including the EDF and DCI) under a consolidated Neighbourhood, Development, and International Cooperation Instrument (NDICI).

Following the release of the EU Commission's vision for the future EU-Africa strategy in March, EIC informed the European Commissioner for International Partnerships, Jutta Urpilainen, and the President of the EIB, Werner Hoyer, about EIC's concern that, by transferring EU Official Development Assistance funds under the 'Blending modality' to non-EU financial actors, the European Commission suffered a loss of visibility and control over the project implementation.



Participation and moderation of a Session on Construction in Africa at the German Foreign Federal Office by EIC Board Member Jörg Wellmeyer and EIC Director Frank Kehlenbach in February 2020

In her response, the EU Commissioner acknowledged the role that European contractors had played in implementing EU programmes in Africa for decades and that the decrease in market share for European contractors in Africa was of concern to the European Commission.

The EIB President recognised EIC's requests concerning a European preference, reciprocity of access and the need to uphold EU rules and standards, but emphasised the responsibility of the EU legislator on these matters.

EIC's collaboration with the European Commission was also reflected in the conclusions of the Final Report of the EU-Africa Transport and Connectivity Task Force.

Taking due note of this correspondence with the highest EU level, EIC teamed up with BUSINESSEUROPE which published in October its recommendations for the EU External Financing Instruments within the Multiannual Financial Framework 2021-2027. >>



Meeting with the EU Commission in February 2020

Working Group

AFRICA

>>The paper recommends that the EU's financing instruments should put more emphasis on sustainable infrastructure and the EU should adopt a stronger 'Team Europe approach', including the setting up of a development finance institution at EU level that is capable of combining development and export finance and thus matching the performance of Asian and U.S. institutions.

EIC's proposal for a 'Blending 2.0' concept is hence once again on the table to EU development policy.

The BUSINESSEUROPE position also mentions that EU-funded programmes should not be open to companies from countries that do not grant reciprocal access to their external financing instruments to EU operators.



EIC Working Group Africa meeting in October 2020

Activities

- February: German Board Member represents EIC at Africa Workshop of Federal Foreign Office
- March: EIC Presidential Letters on EU-Africa Strategy to EU Commissioners & EIB President
- May: Response Letters by EU Commissioner for International Partnerships & EIB President
- May: launch of [Final Report of the EU Transport Connectivity Taskforce](#) with EIC input
- October: [BusinessEurope Position EU External Financing Instruments](#) with significant EIC input

Working Group

CONTRACT CONDITIONS

Policy Context

The FIDIC standard forms of contract have been in widespread use internationally for decades and are the contracts of choice for many international infrastructure projects. In December 2017, FIDIC published the second edition of the *Red Book* (Conditions of Contract for Construction), *Yellow Book* (Conditions of Construction for Plant and Design Build) and *Silver Book* (Conditions of Contract for EPC Turnkey Projects). This set of documents may also be used for projects financed by the Multilateral Development Banks as part of their standard bidding documents.

In line with previous practice, EIC published in January 2020 an *EIC Contractor's Guide to the FIDIC Conditions of Contract for Plant and Design-Build, Second Edition, 2017*. Later during the year, EIC summarised the most important EIC comments on the FIDIC *Yellow Book 2017* in a contribution to the renowned international law magazine, the *International Construction Law Review* (ICLR).



EIC Working Group Contract Conditions meeting, February 2020

The most notable difference between the FIDIC 2017 *Yellow Book* and its predecessor, published in 1999, is that it is far more prescriptive. Indeed, the entire 2017 FIDIC suite of contracts has increased significantly in volume necessitating greater diligence by project teams. The success of the FIDIC 1999 edition lay perhaps in its robustness and simplicity.

The introduction of highly complex contractual processes and procedures and the attempt to anticipate all arguments that may be raised by way of dispute may well prove costly and, initially, more difficult to manage.

At the end of the year, experts from the EIC Working Group Contract Conditions shared their knowledge and expertise during the online FIDIC International Contract Users' Conference from 01-02 December 2020. EIC organised a session titled "FIDIC Golden Principles – Turning Aspiration into Reality" with representatives from FIDIC, the EBRD and EIC's associated member firm, Pinsent Masons, to analyse how the market has adopted the FIDIC *Golden Principles* and what stakeholders can do individually and/or collectively to promote publicity and applicability of these highly useful guidelines.

Regrettably, there is not yet enough awareness amongst clients and/or those who draft the contracts on their behalf and, given that the *Golden Principles* are not enforceable and FIDIC cannot police clients' behaviour, the application of the *Golden Principles* is little to none in construction practice.

Activities

- January: EIC [Contractor's Guide to the FIDIC 2017 "Yellow Book"](#)
- June: EIC "friendly review" of the update of the FIDIC Short Form of Contract (*Green Book*).
- July: [International Construction Law Review](#) publishes EIC article on *EIC Contractor's Guide on FIDIC 2017 Yellow Book*
- December: „FIDIC Golden Principles" [panel at Digital FIDIC International Users' Conference](#)

Working Group

EXPORT CREDITS

Policy Context

The OECD Arrangement on Officially Supported Export Credits, the OECD Consensus, is a "gentlemen's agreement" amongst its participants from Australia, Canada, the European Union, Japan, Korea, New Zealand, Norway, Switzerland, Turkey and the United States. The main purpose of the Arrangement is to provide a framework for the orderly use of officially supported export credits by fostering a level playing field to encourage competition among exporters based on quality and prices of goods and services exported rather than on the most favourable officially supported export credits.

With the aim of improving the competitiveness of European international contractors in direct export activities, EIC initiated a discussion on OECD level to modify the OECD Consensus regarding the threshold for the insurance of local costs. In 2019, the European Union adopted a common standpoint to increase such threshold from 30 to 50% of the export contract value and submitted its position for discussion within the OECD Work Group on Export Credits.

In 2020, the OECD Working Party on Export Credits and Credit Guarantees agreed to increase the threshold for local costs coverage for exports to non-OECD member countries from 30 to 50% of the export contract value. The EU still has to go through its internal procedures to bring it into the EU acquis and only afterwards, the OECD will officially communicate the agreement.

Whilst such an amendment might be a step forward for most exporting industries, it will still be insufficient for the construction sector.

In November, the European Union together with Australia, Brazil, Canada, Japan, Korea, New Zealand, Norway, Switzerland, Turkey and the United States suspended until further notice their participation in technical negotiations in the International Working Group on Export Credits.

The objective of the working group has been to agree on a new set of international disciplines among the main global providers of government export credit support. The co-signatories of the statement lament the lack of meaningful progress in the negotiations so far and call for a higher level of commitment by all members of the working group to achieve consensus on certain core issues, including in particular transparency into the terms offered in export finance transactions.

Activities

- September: preparation of BIAC Position with EIC input
- October: EIC participation at the Consultation between the OECD Export Credits Committee and Civil Society Organisations (CSOs)

Brainstorming Group

CARBON NEUTRALITY

Policy Context

The European Union is at the forefront of fighting global Climate Change, as reflected in the UN Sustainable Development Goals, the Paris Agreement and, lately, in the European Green Deal. Further, the EU aims to bring climate and environment to the centre of its partnership with Africa, ACP countries, its Eastern Partnership and its Southern Neighbourhood. In this context, the green and the digital transformation of the EU industry, promoted also by the European Commission, offers new prospects for the European construction industry to deliver life cycle-based construction projects and thereby to significantly reduce its global CO2 footprint by 2030.

In February and March, EIC met for two brainstorming meetings in Stuttgart and London with representatives from FIEC and from the European Network of Construction Companies for Research and Development, ENCORD, to start developing a Vision Statement on how the construction industry can help achieving the ambitions of the UN Sustainable Development Goals and of the European Green Deal, i.e. to significantly reduce CO2 emissions in the built environment inside and outside the EU Internal Market.

The three federations concluded to underpin such vision with a practical Action Plan describing the current state of the industry as well as a roadmap towards a more integrated and collaborative industry.



EIC meets FIEC and ENCORD to discuss visions on how the construction sector can support the UN Sustainable Development Goals of the European Green Deal

For the European construction industry to decarbonise its activities swiftly, it will be crucial that the entire construction value chain, i.e. architects, consulting engineers, contractors, suppliers, IT providers, etc. promotes a more comprehensive and collaborative approach, including the identification of new business models, based on the life cycle concept.



Brainstorming Meeting with Task Force in London, 2020

As this will require the ability to manage vast amounts of data, the use of digital tools and technologies will become the norm to process digitised information over the entire lifespan of a construction project. EIC and its European partners call upon EU policymakers to create a conducive economic, legal and policy framework to unlock the full potential of the digital transformation and to enable the construction industry to become more resource-efficient, sustainable and internationally competitive.

Actions

- February / March: brainstorming meetings on Vision Statement “Digital Transformation” in Stuttgart and London
- April to December: digital meetings with various industry representatives and research institutions
- December: proposal for a stakeholder session during the EU Industry Days 2021

Conferences & Webinare

SPRING / SUMMER 2020

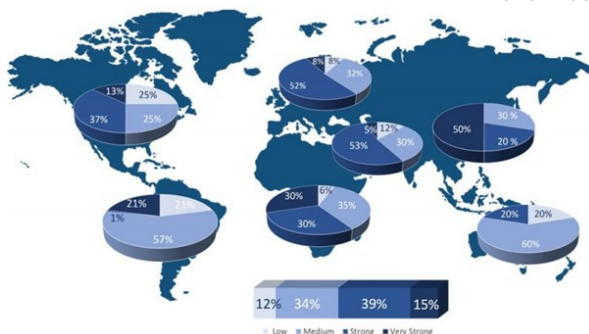
Information and Networking

With its bi-annual conferences, EIC offers an interactive and dynamic platform for European international contractors and their business partners throughout the construction value chain. In connection with these events, EIC organises Business Workshops on recent trends and developments in the international construction business. In the year 2020, however, EIC had to make the difficult decision to cancel its two physical conferences in Italy and Portugal in order to prioritise during the COVID-19 pandemic the health and well-being of its members and business partners. Instead, EIC organised digital events.

Spring Webinar: "The Impact of COVID-19"

EIC and its Turkish Member Federation TCA held a webinar on 28 May 2020 for European international contractors to exchange views and experience regarding the manifold challenges arising from the COVID-19 pandemic. A survey amongst EIC members to assess the main challenges that companies were dealing with, revealed that 54% of the reported projects were impacted strongly or very strongly.

In New Zealand – part of the Oceanian market – projects are impacted less (60% “medium”) than in Asian markets (50% “very strong”). However, some markets may seem to be less impacted (57% “medium”) due to a lack of measures that might reveal long-term setbacks. The fastest recoveries are expected in the regions of Oceania, South and North America as well as Asia. The regions which might suffer the longest are the African and Middle Eastern markets.



Participants emphasised that the crisis had made the interconnectedness and interdependency of markets visible. Looking ahead, the interruption of international supply chains might reinforce a trend towards regionalisation and closer collaboration between European suppliers and contractors.

Respondents stated that the major cause for economic disruption and impeded construction delivery were quarantines (47%), construction material delays (25%), less current demand (18%) and actual COVID-19 sick leave (11%).

More than 80% stated that the crisis will drag into the year 2022.

Contractors observed that MDBs were increasingly de-risking and de-leveraging infrastructure investments, but at the same time voiced their concern over rising public deficits with negative impacts on infrastructure investment and the already large infrastructure funding gap.

The early adoption of protective hygiene measures helped to soften the blow in some countries.

Conferences & Webinare

AUTUMN 2020

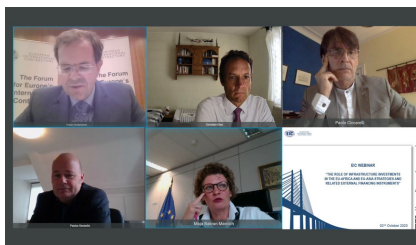
Autumn Webinar: "The EU's External Financing Instruments"

On 02nd October 2020, EIC organised a Webinar on "The Role of Infrastructure Investments in the EU-Africa and EU-Asia Strategies and related External Financing Instruments". EIC welcomed the Deputy Director-General of DG MOVE, Maja Bakran, Head of the Infrastructure Unit of DG DEVCO, Paolo Ciccarelli, the Team Leader of the Investment and Innovative Financing Unit at DG DEVCO, Paulus Geraedts, and Christian Elias, Head of Unit for Public Sector Operations in Eastern and Southern Africa at the European Investment Bank.

The role of the European Investment Bank as the EU's financing institution for large public infrastructure projects and its new climate investment policy were of special interest as well as the question how the so-called 'Team Europe' approach plays out in the context of the EU's development policy and how European international contractors can be integrated in this policy.

In view of the new Neighbourhood, Development and International Cooperation Instrument (NDICI), the Commission speakers elaborated on the take-aways of the EU's umbrella cooperation strategy, the European External Investment Plan (EIP) and how the NDICI's geographical and thematic programming shall be rolled out in the context of the EIP.

The discussion circulated around the role of private investors such as commercial banks and how to leverage additional commercial and private financing to bridge Africa's infrastructure funding gap.



The EIC Webinar highlighted that the transport sector is still a priority for the EU Commission in its EU-Asia Connectivity Strategy and EU-Africa Strategy. The upcoming NDICI will provide a comprehensive investment framework for external action to raise additional financial resources for the implementation of the Sustainable Development Goals (SDGs) and the EU Green Deal Agenda, including strengthening public and private infrastructure.

Activities

- May: [Webinar with TCA on "The Impact of COVID-19" on European international contractors](#)
- October: [first digital General Assembly](#) elects Benoît Chauvin (France) as new EIC President, Philippe Dessoir (Belgium) as Vice President and re-elects Juha Kostiainen as Treasurer
- October: [EIC Webinar on "EU External Financing Instruments"](#)

THE EIC BOARD

Polymaking in EIC

Each Member Federation is entitled to nominate an internationally experienced contractor as member of the EIC Board. The Board determines the policy of EIC within the scope of the principal resolutions adopted by the General Assembly.

Each Board Member is elected by the General Assembly for an initial term of two years which may then be extended.

 <p>Benoît Chauvin Senior Vice President Business Development // COLAS President</p>		
 <p>Philippe Dessoy General Manager Business Development // BESIX Vice President</p>	 <p>Juha Kostialainen Executive Vice President // YIT Treasurer</p>	
 <p>Başar Arıoğlu Chairman of the Managing Board // Yapı Merkezi İnşaat</p>	 <p>Jesper Arkil General Manager, CEO // Arkil A/S</p>	 <p>Nils Bjelm Senior Vice President, Head of Civil Engineering // NCC Infrastructure</p>
 <p>Matteo d'Aloja Head of External Relations & Communications // Ghella S.p.A.</p>	 <p>Juan Elizaga Innovation & Media Director // Ferrovial</p>	 <p>José Pedro Freitas CFO // Mota-Engil Group</p>
 <p>German Grüniger General Counsel // Implenia</p>	 <p>Zoe Lissardou Bid Manager // Avax Group</p>	 <p>Wouter Remmelts Managing Director // BAM International</p>
 <p>Karl-Heinz Strauss CEO // Porr</p>	 <p>Jörg Wellmeyer Managing Director // Strabag International</p>	 <p>Thomas Bauer President // FIEC</p>

Connect with the EIC **SECRETARIAT**

EIC Office

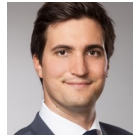
The EIC Secretariat is based in Berlin, at the premises of the German Member Federation, Hauptverband der Deutschen Bauindustrie.



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Staying up to date on EIC's activities!



Internal circular letters inform EIC members on current topics and actions.



EIC shares general EIC-related news with the EIC Newsletter. Subscribe [here](#).



For most recent insights, get connected and follow EIC on [LinkedIn](#).

MEMBER FEDERATIONS

A Federation of Federations

EIC Members are national construction industry federations from 15 European countries that are directly or indirectly affiliated to the European Construction Industry Federation (FIEC).

The internationally active companies affiliated to the EIC Member Federations are an integral part of the EIC network and invited to take part in the Working Groups, General Assemblies and Workshops.



VIBÖ
Austria

Vereinigung Industrieller
Bauunternehmungen Österreichs



Belgium

Confédération Construction //
Confederatie Bouw



Bulgaria

Bulgarian Construction
Chamber



Dansk Byggeri

Denmark

Dansk Byggeri //
Danish Construction Association



Finland

Rakennusteollisuus // Conf. of
Finnish Constr. Industries



France

Syndicat des Entrepreneurs
Français Internationaux

BAUINDUSTRIE

Germany

Hauptverband der Deutschen
Bauindustrie



Greece

Panhellenic Association of
Engineers
Contractors of Public Works



Italy

Associazione Nazionale
Costruttori Edili



Netherlands

Netherlands Association of
International Contractors



Portugal

FEPCOP



Spain

SEOPAN



Sweden

Sveriges Bygginstitut



Switzerland

Schweizerischer
Baumeisterverband



**TURKISH
CONTRACTORS
ASSOCIATION**

Turkey

Turkish Contractors Association

EIC

ASSOCIATED COMPANY MEMBERS

Expanding the EIC Network

Associated Company Members participate in the debates that shape the future of the international business. As part of the EIC network they contribute to formulating the private sector's response to current policy challenges. Representatives of Associated Member Companies are invited to learn about the latest market trends in the EIC Business Workshops and to meet key decision-makers from European and International Institutions as well as senior executives from Europe's leading international contractors in the context of the EIC Conferences.

 **aebi schmidt**
group

Aebi Schmidt

AECOM

AECOM
UK


Cybarco

Cybarco
Cyprus

driver GLOBAL
CONSTRUCTION
CONSULTANCY

Driver Group
UK // Netherlands


EY Building a better
working world

EY
Netherlands

**FENWICK
ELLIOTT**

Fenwick Elliott
UK

LALIVE

Lalive
Switzerland

LANGAN

Langan
USA


**nordic
guarantee**

Nordic Guarantee
Sweden


Pinsent Masons
Pinsent Masons
UK


PS Consulting
GCIIA member firm
PS Consulting
France


**QUANTUM
GLOBAL
SOLUTIONS**
Quantum Global Solutions
Qatar

RAMBOLL

Ramboll
Denmark


SECO

SECO
Belgium


**VINTAGE
CONSULTING**
Vintage Consulting
Poland

A stylized blue graphic of a bridge, likely the Berlin Spree Bridge, is positioned on the right side of the page. It features a tall pylon with multiple stay cables and a series of vertical supports along the deck. The graphic is composed of solid blue lines and shapes.

IMPRINT

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