EUROPEAN INTERNATIONAL CONTRACTORS

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EUROPEAN CONSTRUCTION INDUSTRY FEDERATION

MANIFESTO ON ACHIEVING

CARBON AND RESOURCE NEUTRALITY IN THE EUROPEAN CONSTRUCTION ECOSYSTEM

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Transforming our economy and restoring our environment

Maroš Šefčovič
Executive Vice President of the European Commission

For centuries, fossil fuels and other natural resources have powered human progress, creating prosperity and improving living standards for millions. But we now understand that we cannot continue this non-sustainable use of the Earth's assets at the same rate. Not least because extreme weather events fuelled by rising temperatures and a rapid decline in biodiversity are already endangering human wellbeing and economic prosperity.

The European Union responded to these interconnected global risks and challenges with the European Green Deal – Europe's growth strategy. This transformative agenda aims to make the EU climate neutral by 2050, decouple economic growth from resource use and protect and restore Europe's natural capital. Only by achieving these goals can we build the economy and society of the future that we want.

The European construction sector has a key role to play in delivering the Green Deal. Its economic and societal importance is clear: It is the second largest industrial ecosystem in the EU in economic terms, and it provides work for some 25 million people across more than 5 million companies, accounting for nearly 10% of EU gross value added. Despite the difficulties the sector has faced in recent years due to the Covid-19 pandemic and Russia's brutal war of aggression against Ukraine, it remains strong and resilient.

At the same time, buildings and construction have a very high environmental and climate impact. Over their full lifetime, buildings are responsible for about half of our raw material consumption and close to half of our total CO_2 emissions. The sector also generates more than a third of all waste.

Overcoming these sustainability challenges, however, presents opportunities for the construction industry, as highlighted in this 'Carbon and Resource Neutrality Manifesto', which I warmly welcome and which is in line with the European Green Deal priorities. Embracing a future that is carbon neutral, circular and respectful towards nature is both a responsible and a smart strategy for the sector.

The European Commission is fully committed to supporting the construction sector on this journey, from putting in place a clear and incentivising regulatory framework to support for research, innovation and skills development. In recent years numerous European policy initiatives have been adopted to guide the sector, including the Climate Law, the Circular Economy Action Plan, Renovation Wave, the Emission Trading System for Buildings (and Road Transport), the New European Bauhaus and the Nature Restoration Law, as well as proposals to revise key legislation such as the Construction Products Regulation and the Energy Performance of Buildings Directive.

Additionally, in March 2023, the Commission published its vision for the green and digital transition in construction, developed in collaboration with industry and Member States, in line with the updated EU Industrial Strategy.

Cooperation will be key to success. I fully support the call for local, regional and national policymakers to ensure public tendering processes which are more open to ecological innovations, circular business models and life-cycle approach.

And I particularly appreciate that those behind this Manifesto are prepared to collaborate closely and take responsibility for the whole construction ecosystem. In turn, regulation must keep up as practices evolve in order to achieve the green transition in this sector.

Maroš Šefčovič
Executive Vice President of the European Commission

A strategic shift towards a circular construction ecosystem

The global challenges arising from climate change and our commitment in Europe to become net zero by 2050 are important drivers that will reshape the European construction ecosystem – including all stakeholders that come together to deliver projects.

The need for new net zero infrastructure and buildings and the adaptation of our existing built environment to the adverse effects of climate change will exert great pressure on construction. On the other hand, the demand for resource efficient and carbon neutral construction solutions will create vast opportunities across Europe and globally for those willing to invest in overcoming these challenges.

This is why we decided to publish our Manifesto on Achieving Carbon and Resource Neutrality in the European Construction Ecosystem which outlines our vision and an action plan for a transformation that will affect the whole construction ecosystem. We must adopt a new Circular Business Model that decouples a growing and healthy construction industry from the ever-increasing use of raw materials and the impact on our environment.

Adopting a new Circular Business Model can only be achieved at scale with unprecedented levels of collaboration across all parts of the construction ecosystem.

Our vision for the future of the European construction industry is based on the willingness of lawmakers and the European Commission to modernise and adapt our regulatory framework to drive a transformation at scale towards a carbon and resource neutral construction ecosystem.

Our Manifesto sets out a clear Action Plan and is a call to all stakeholders across the construction ecosystem to work together. We outline Six Strategic Pillars that are pivotal to adopting a Circular Business Model for construction and which act together as a blueprint for a strategic shift towards a circular construction ecosystem.

We believe that contractors across the European construction industry should increase and speed up investments and take much wider responsibility and leadership in harnessing the skills and resources of the whole construction value chain and all stakeholders to restore our environment and transform our economy.

Benoît Chauvin
EIC President

Christina Claeson-Jonsson
ENCORD President

Philip Crampton
FIEC President

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A conversation between a young CEO of a construction company and her retired predecessor in 2050.

It is amazing how the industry has changed over the past 25 years. This was unthinkable during my term as CEO.

Indeed. When I joined the company as a young engineer back in 2023, nearly 40% of global GHG emissions came from the built environment.

The key difference was the switch from a linear to a circular business model, which…

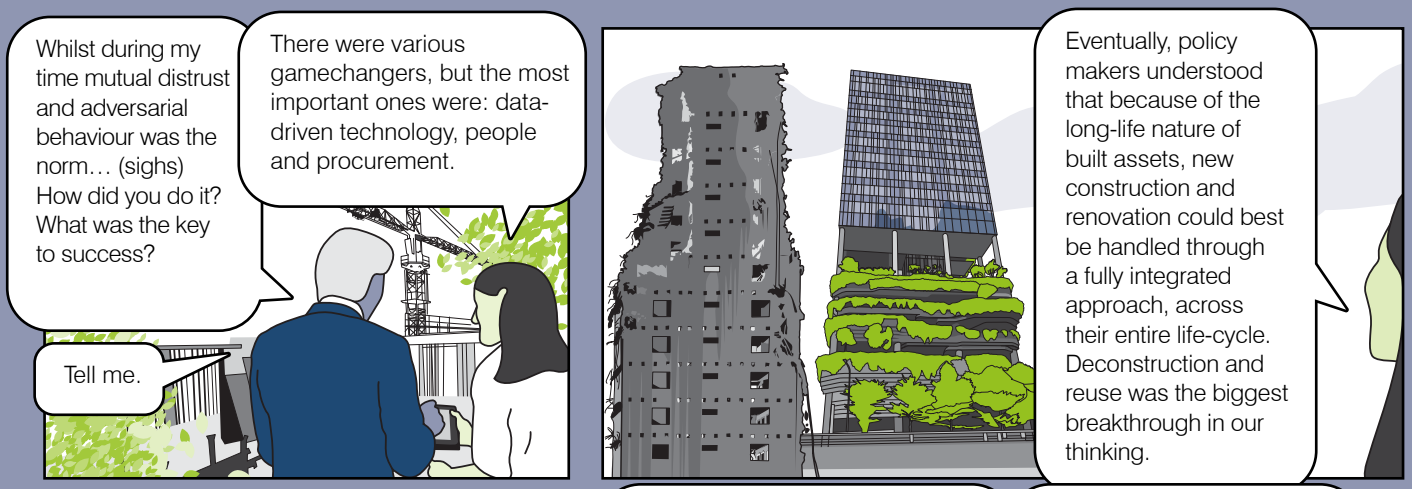
…was all about changing our mindset and accepting leadership for the entire construction eco-system.

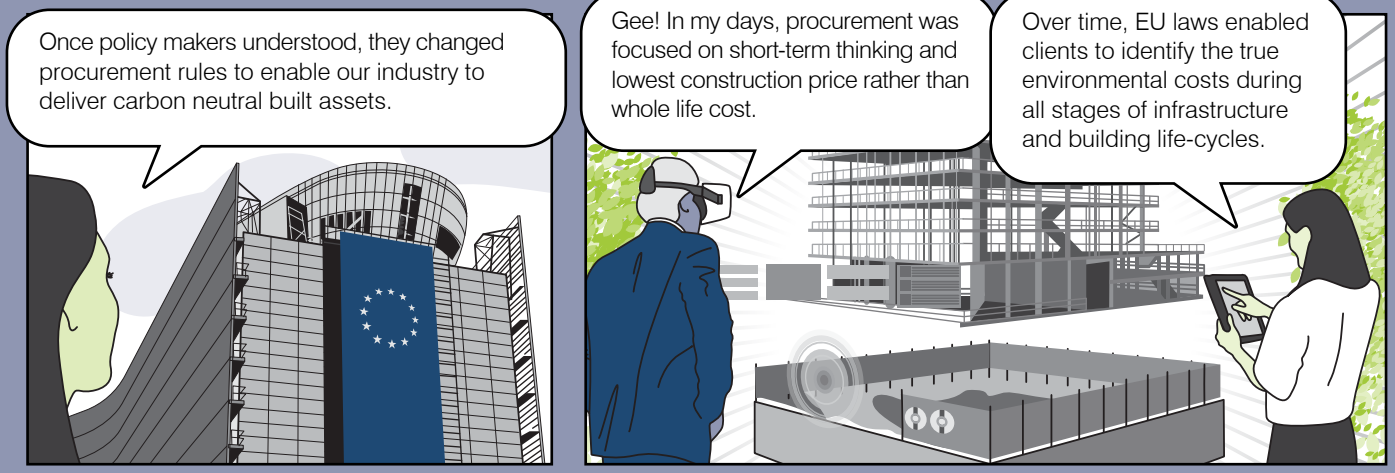
Leadership meant that we did not only look at our own emissions, but we lived up to the responsibility to drive the decarbonisation of the entire construction eco-system…

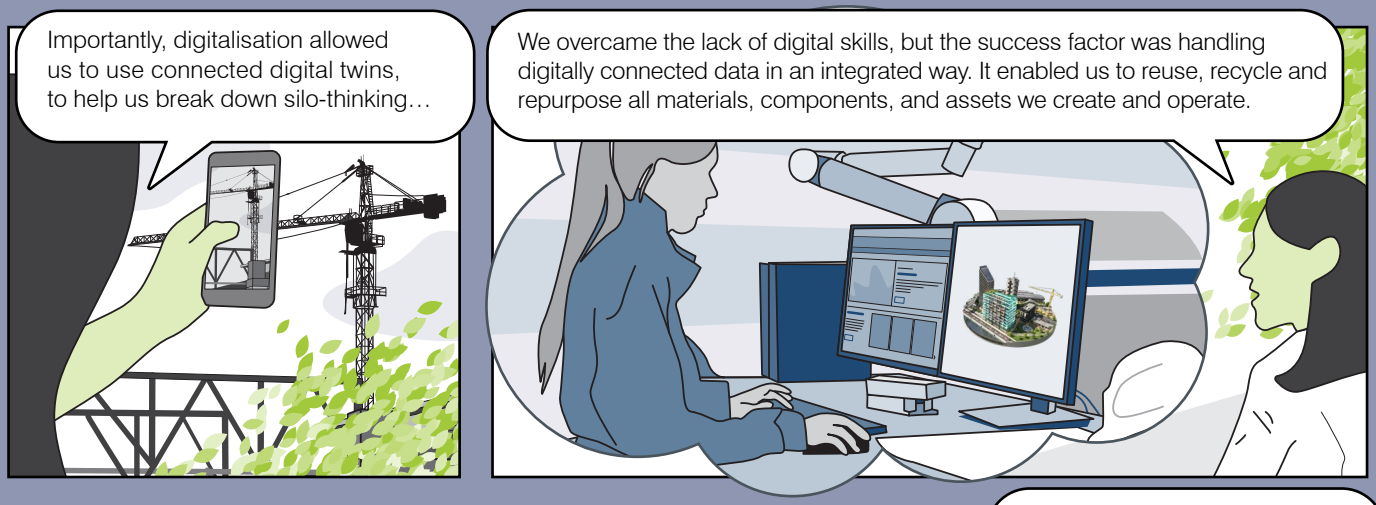
… and as contractors we made sure that regulators, clients, consultants, suppliers and investors collaborated on an unprecedented level. That was the only way, to become carbon-neutral and resource-efficient.

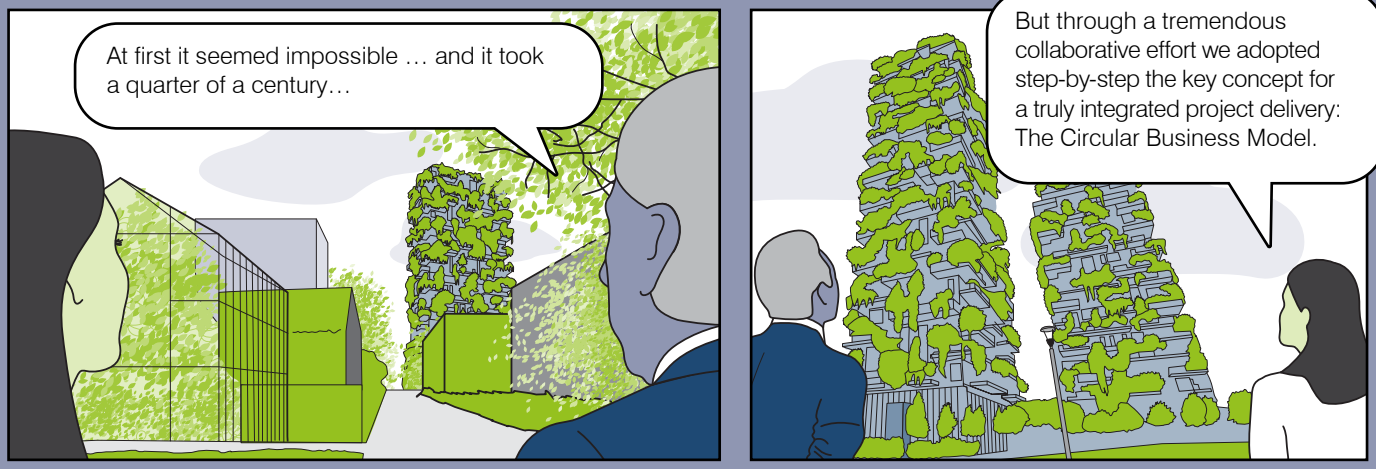
Whilst during my time we were only starting to consider the problem of availability of resources and of waste disposal…

… now we design buildings and infrastructure to be easily repurposed and we reuse 90% of all existing components and materials.


Whilst during my time mutual distrust and adversarial behaviour was the norm… (sighs) How did you do it? What was the key to success?
There were various gamechangers, but the most important ones were: data-driven technology, people and procurement.
Tell me.
Eventually, policy makers understood that because of the long-life nature of built assets, new construction and renovation could best be handled through a fully integrated approach, across their entire life-cycle. Deconstruction and reuse was the biggest breakthrough in our thinking.


Once policy makers understood, they changed procurement rules to enable our industry to deliver carbon neutral built assets.
Gee! In my days, procurement was focused on short-term thinking and lowest construction price rather than whole life cost.
Over time, EU laws enabled clients to identify the true environmental costs during all stages of infrastructure and building life-cycles.


Importantly, digitalisation allowed us to use connected digital twins, to help us break down silo-thinking…
We overcame the lack of digital skills, but the success factor was handling digitally connected data in an integrated way. It enabled us to reuse, recycle and repurpose all materials, components, and assets we create and operate.


At first it seemed impossible … and it took a quarter of a century…
But through a tremendous collaborative effort we adopted step-by-step the key concept for a truly integrated project delivery: The Circular Business Model.

A STRATEGIC SHIFT FROM A LINEAR TO A CIRCULAR BUSINESS MODEL

… IS URGENTLY NEEDED TO DRIVE A CARBON AND RESOURCE NEUTRAL CONSTRUCTION ECO-SYSTEM

The only way for the construction ecosystem to **decouple growth from the greater use of primary resources** is by adopting a Circular Business Model.

The construction ecosystem must make a strategic shift from a traditional linear approach to the design, construction, operations and maintenance and decommissioning of built assets to a Circular Business Model which will close the loop on resource use and reduce waste across the entire life-cycle of a built asset.

Up to 90% of primary resources will need to be reused to achieve carbon and resource neutrality by 2050 which will require radical change across the entire construction ecosystem. A systems thinking approach is needed across the construction ecosystem.

Data is the essential asset in driving a Circular Business Model throughout all stages in the life-cycle of built assets.

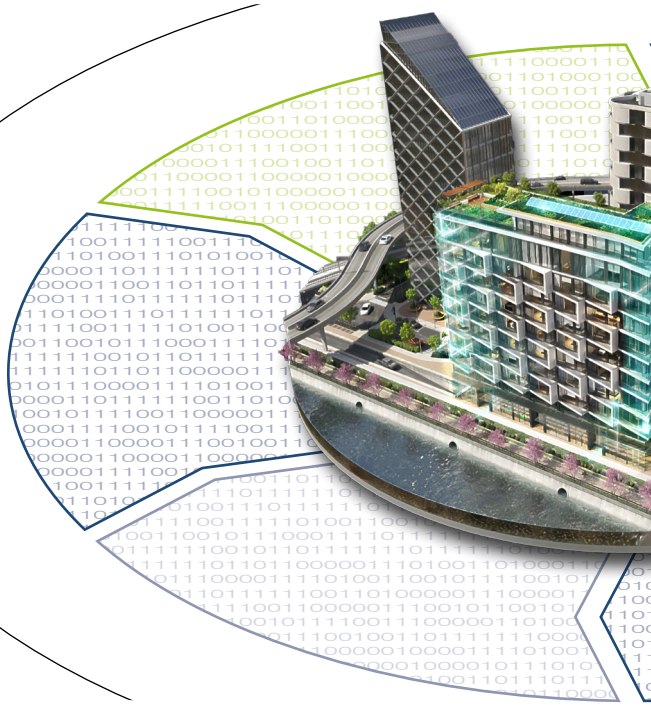
REUSE

The **reuse potential** of the asset is determined during the design stage. Clients, contractors and suppliers must collaborate closely with designers to achieve a true life-cycle approach.

MINIMAL WASTE

DECONSTRUCTION

Deconstruction will end demolition and enable the transformation of built assets. Deconstruction will support the disassembly and reuse of up to 90% of the original materials and components used in construction to be reused in new or transformed assets. Deconstruction will thrive on the **Internet of Materials.**



OPERATIONS AND MAINTENANCE

Sensor data will literally bring the digital twin to life. AI will enable **resource efficient operations and maintenance** as well as reuse.

DIGITAL TWIN

Digital data is key to unlock value and minimise waste.
Investment, design, construction, material use and asset operations and maintenance decisions need to become evidence based. Connected digital data will give significant insights about the built asset over its whole life-cycle. A **digital twin** is imperative to forecast many different scenarios about the performance of the asset over its whole life-cycle and to unlock value and minimise waste.

NEW BUSINESS OPPORTUNITIES

The Global Green Economy is set to become a huge growth market, worth some **US$10.3 trillion by 2050**[1] – larger than today's construction industry. **Shifting** from a traditional Linear Business Model **to a Circular Business Model will unlock significant growth opportunities** for today's construction ecosystem. Widely accessible digital data will help to identify these opportunities for sizeable growth in new products and services. The shift to a Circular Business Model **is a fundamental step** for the construction ecosystem to become **carbon and resource neutral**.

1 The Global Green Economy, Capturing the Opportunity, Arup and Oxford Economics

DESIGN

Design will determine the whole life performance of built assets. **Design based on systems thinking** will be key to a fundamental change and to achieving circularity – decisions made during design largely fix the whole life-cycle performance of built assets.

MINIMAL NEW RESOURCES

MATERIALS

The choice of construction materials and components must follow **circularity principles** – reuse of space, materials and components will become the norm. All building materials will be tracked to compile a comprehensive and publicly accessible database of materials and components – becoming the Internet of Materials (IoM). These digital twins of materials and components stockpiles are imperative for widespread reuse.

CONSTRUCTION

Construction processes will be adapted to circularity principles. **Assembly shall become the norm** accelerated through mass industrialisation and automated production and logistics as well as circular operations and maintenance and disassembly for reuse.

A STRATEGIC SHIFT FROM FRAGMENTATION TO COLLABORATION

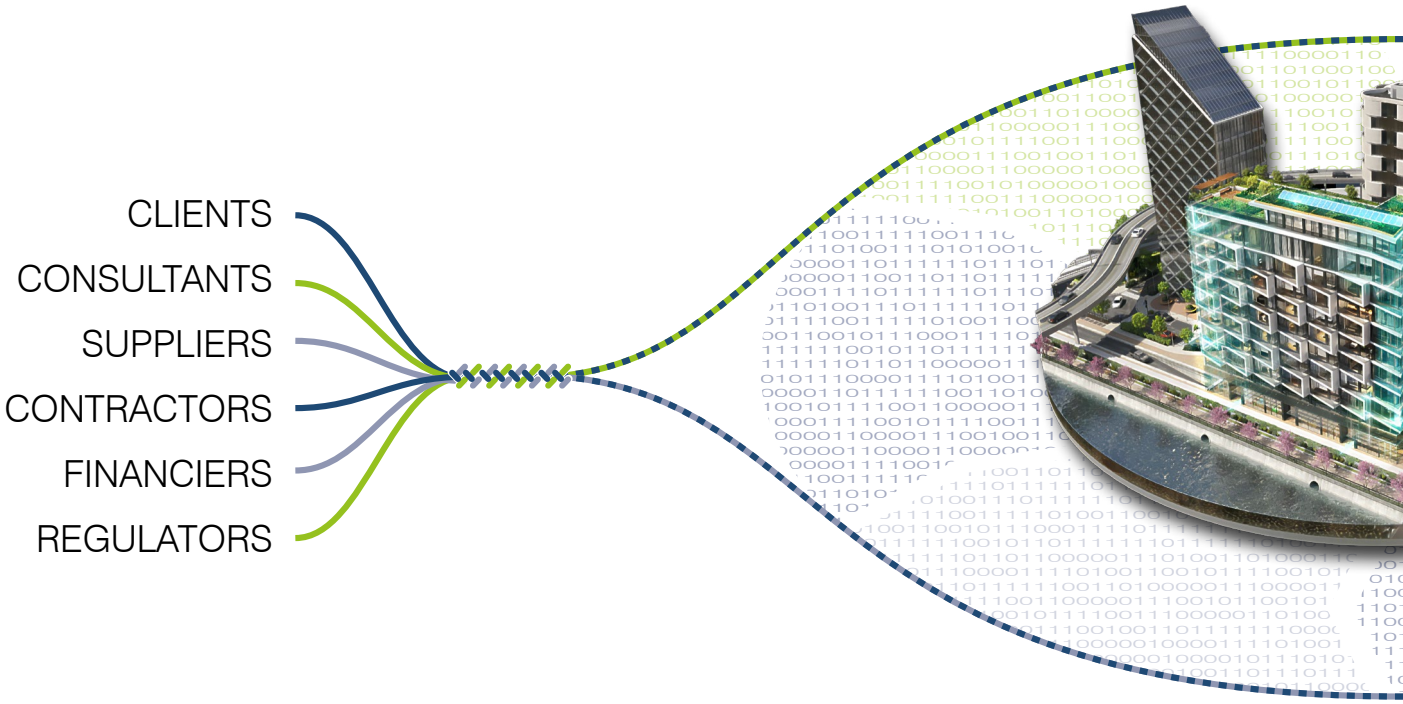
… IS URGENTLY NEEDED TO DRIVE A CARBON AND RESOURCE NEUTRAL CONSTRUCTION ECO-SYSTEM

Shifting from a "Linear Business Model" to a "Circular Business Model" for construction will need an unprecedented level of collaboration across a currently highly fragmented and siloed construction eco-system.

New levels of complexity have led to higher levels of fragmentation. New smart and sustainable buildings and infrastructure have become more complex and technologically advanced resulting in an ever more complex and fragmented construction eco-system and supply chain.

High levels of fragmentation hinder innovation. A highly fragmented construction eco-system has hindered innovation and consequently productivity has fallen relative to most other sectors of the economy over the long-term as construction has become more complex.

A new operating model for construction is needed. Collaborative approaches that foster innovation and improvement need to be part of the construction eco-system.



Forging new alliances and collaborative partnerships. Collaboration as part of an industrialised approach will deliver huge benefits for construction. Delivering large complex capital-intensive assets requires a new approach to long-term construction delivery that embraces collaborative partnerships and the mass industrialisation of construction.

Coming together as a team to drive innovation. Working together with all stakeholders across the construction eco-system to deliver longer-term programmes of infrastructure assets within a more standardised and industrialised approach will foster greater levels of innovation.

All project stakeholders – clients (infrastructure asset owners and operators), consultants, contractors and suppliers (both materials and equipment suppliers) need to work together in collaborative partnerships that include those financing infrastructure and supported by a regulatory framework that fosters innovation.

SIX STRATEGIC ACTIONS

… TO SUPPORT RESOURCE AND CARBON NEUTRALITY

Our Action Plan consists of Six Strategic Pillars supporting a circular business model for construction.

PEOPLE

As the industry's most valuable asset people need to be supported by a collaborative culture to foster high performance and innovation.

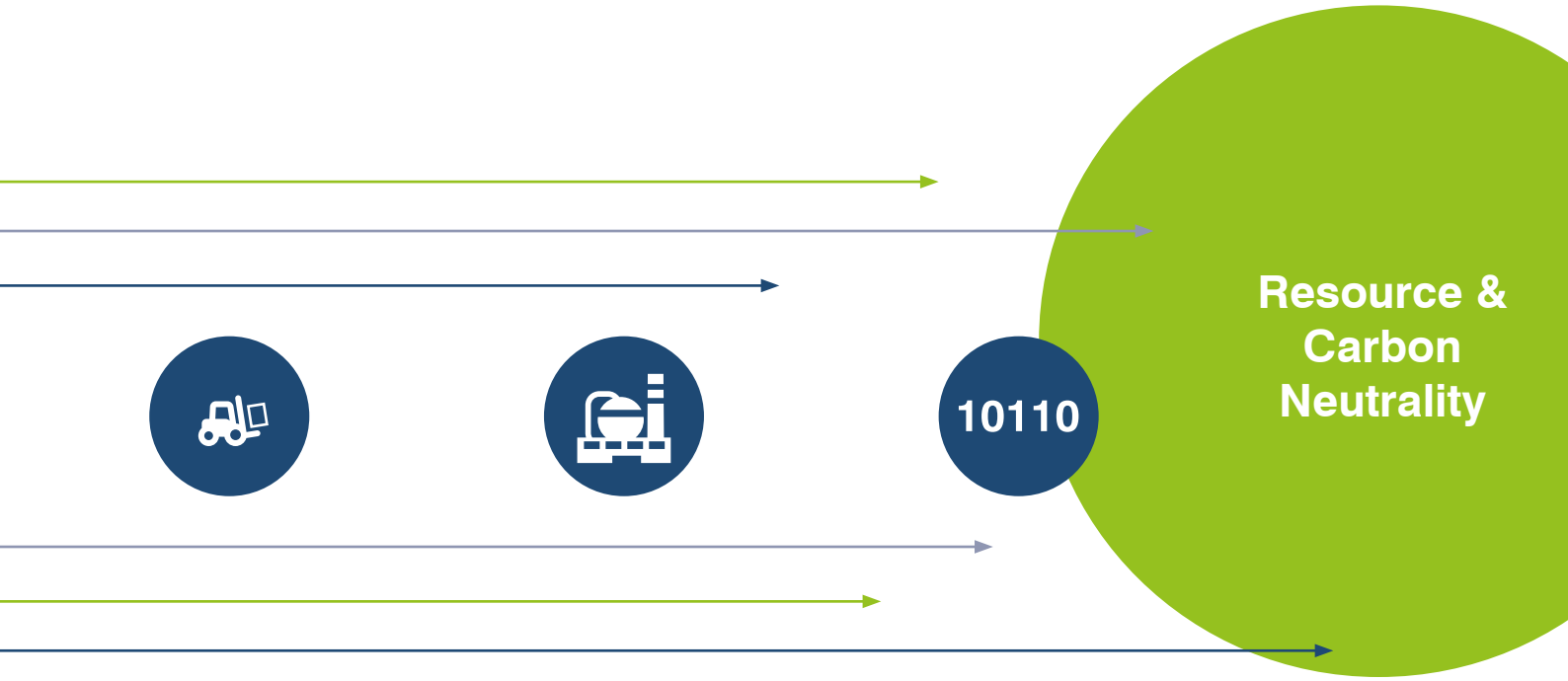
FINANCING

Financing of construction projects needs to work in lockstep with all other stakeholders in the construction eco-system. Based on data, best practices can be identified supporting innovation and managing risk to ensure that infrastructure assets support Environmental, Social and Governance (ESG) objectives.

ENERGY

Reducing energy use in construction and deploying carbon capture, storage and utilisation (CCSU) can radically change embodied carbon in new infrastructure.

To integrate the Action Plan in our business models and adapt our processes to these targets, the Science Based Targets Initiative may be considered as a tool to cap cumulative emissions and to operationalise the Strategic Actions on a practical daily-basis level (https://sciencebasedtargets.org/).



PROCUREMENT

Plays a vital role as a catalyst for change and to introduce innovative contracting models as well as collaborative working.

RESOURCES

Buildings, construction materials and components need to be thoroughly reviewed for their reuse potential. Processes must be redesigned to foster reuse of space, prefabrication of components, their assembly/disassembly and a combination thereof.

DATA

Digital data is key to developing connected information models, i.e. digital twins of real assets and is essential to allow all stakeholders to plan, design, build, operate and decommission collaboratively.

A new circular business model driving evidence-based collaboration of all project stakeholders will transform construction to a more sustainable, higher performing and more profitable industry without depleting our scarce resources. Supporting this ambition, we developed an Action Plan consisting of six Strategic Actions. The Action Plan seeks to establish a new mind-set, breaking down traditional silos across all stakeholders at once.

PEOPLE

by Juha Kostiainen
(YIT Corporation)

'People' and a paradigm shift in thinking are critical levers for enabling the required transformation and to remove bottlenecks in decision-making.

All involved stakeholders need to boost capacity and develop a life cycle mind-set. It is imperative to improve (digital) skills to manage and digest underpinning data that enable decision-making based on sustainability considerations. Likewise, a truly integrated life-cycle approach can only be achieved if the user's and the planet's needs are at the core of all stages of an asset.

To achieve our vision, we need to address the lack of skills. When it comes to identifying sustainability criteria and developing a life cycle-based design, the construction ecosystem often struggles with a lack of leadership that results in uncertainty over responsibilities. Stakeholders should therefore strive to identify where their institutional set-up can support a change of mind-set bearing in mind labour safeguards for health & safety.

OUR GOALS

- Excel in Sustainability Leadership
- Develop Diversified Skills
- Design policies with the planet and the citizens at heart

ACTION PLAN

Human Capital

- Develop a Knowledge Map to identify (digital) training needs
- Provide training programmes in cooperation with the education sector
- Train procurement officers on quality and sustainability-based procurement
- Develop human capital to link processes into Building Information Modelling (BIM)
- Fixing clear climate targets and priorities at all levels in companies and sectorial organisations together with employees and stakeholders

Environmental, Social and Governance Management

- Establish sustainability capacity at management level
- Disclose value chain social risk assessments
- Lead a holistic stakeholder engagement process to identify capacity development needs
- Plan, design and monitor with the planet and the citizens at heart
- Ensure innovative processes respecting occupational health & safety of workers

Guidelines and Regulations

- Provide guidelines on social-added value for planning
- Develop new certifications for future skills
- Develop and promote the implementation of best practices

FINANCING

Finance and corporate investment are increasingly being redirected towards carbon neutral and carbon reducing projects or economic activities. The pool of capital and investment available for other projects will become increasingly small and more expensive. Green funding strategies are important enablers for new business cases and are increasingly part of tendering packages. Being able to offer an attractive financial proposition as part of an offering that incentivises carbon neutrality in its financial engineering is a key competitive advantage and will become mandatory to obtain financing under the recommendations of the Taskforce for Climate Related Financial Disclosures.

Many factors will either facilitate or hinder the development of the construction market: volume and variety of financing sources, appetite for risk, risk mitigation instruments, interest rates, economic outlook, and of course financial regulations.

Construction companies also need good financing conditions to invest in new technologies, equipment, upskilling, and in the working capital required to face the expansion of their activities and higher input prices.

by Alessandro Achilli (Ghella)

OUR GOALS

- Reduce Cost of Sustainable Finance
- Adapt Accounting and Accountability to measure green outputs
- Encourage Green Finance Incentives

ACTION PLAN

Reduce the Cost of Sustainable Finance

- Assure access to the competitive cost of finance
- Widen availability of sustainability shaped capital to decrease costs
- Measure and report carbon transition activities
- Decarbonise the easier to abate activities first

Adapt Accounting (and accountability) Requirements

- Adopt carbon criteria in accounting to respond to reporting requirements (e.g. International Sustainability Standards Board (ISSB) standards) and recognise the increasing level of measurement and reporting that will be imposed
- Try to ensure the full carbon impact of projects is incorporated into the investment decision thereby demonstrating the long-term benefit of decarbonisation
- Increase the quality of data to assess sustainability component of total expenditure

Encourage Green Finance Incentives

- Improve access to sustainability linked financing products from lenders and investors
- Ensure the long-term positive impacts of low carbon projects are recognised and incorporated
- Recognise the diminishing pool of finance that will be available to high carbon projects

ENERGY

by Edith Guedella Bustamente (Acciona)

Energy is at the centre of concerns, both for the steady progress to be made in decarbonisation and the urgent reduction of our dependence to fossil fuels. Major improvements of energy efficiency of buildings are already technically within reach, now investments and production capacities must be boosted. The same goes for the greening of upstream energy-intensive production processes: options are emerging, but we need to go beyond the focus of abatement curves on cost.

To develop the potential to the fullest, we must address energy efficiency in the design, construction and operation of our infrastructure and industry processes. To this end, we need to address outdated certifications, inefficient logistics and the lack of renewable energy grids, amongst others. This includes the massive need for development of renewable energy production capacities, adaptation of the energy distribution networks (smart grids, hydrogen) and optimized sources and processes for the embedded energy demand in construction processes through the life-cycle perspective.

OUR GOALS

- Improve Emission Scopes 1 and 2
- Energy Efficient Designs
- Adapt Standards and Certifications

ACTION PLAN

Eliminate Scopes 1 and 2 Emissions
- Use alternative energy sources in equipment and material
- Apply energy efficient construction processes and logistics
- Upgrade vehicles, offices, and equipment (green) energy efficiently

Energy Efficient Designs
- Maximise the use of renewable energy sources in anticipated assets
- Design assets with energy optimisation including embedded energy through life-cycle perspective
- Link energy plans of an asset to its environment
- Investigate and apply options for Carbon Capture Storage and Usage

Standards and Certifications
- Reduce complexity of certifications
- Link Building Energy Passport to Building Roadmap

PROCUREMENT

Procurement – public and private – plays a key role as a catalyst for change, mainly through positive discrimination for carbon neutral solutions in the procurement process and incentivising performance through the contracting terms. In addition, procurement can actively steer the transformation by introducing contracting models which drive collaboration between stakeholders to deliver better sustainable outcomes across an asset's life-cycle. This can be achieved firstly by ensuring that the impact of climate change on future asset value is factored into the evaluation of the Most Economically Advantageous Tender (MEAT) and by developing an appropriate approach to the definition of climate change requirements and incentives to change behaviour and drive improvement and innovation. It will be further supported by early contractor engagement before solutions are finalised.

Contractual structures and procurement models which look wholly on the lowest price do not enable and incentivise the change in behaviours necessary to deliver the right sustainability performance. The procurement model will need to enable the implementation of an appropriate digital solution to enable forecasting and analysis of carbon performance and assist in ongoing monitoring and reporting over the life of the asset.

by Anne-Marie Friel
(Pinsent Masons)

OUR GOALS

- Collaborative contracting
- Most Economically Advantageous Tender
- Plan and procure the digital strategy

ACTION PLAN

Sustainable Analysis of Most Economically Advantageous Tender

- EU Commission should assist contracting authorities and companies by developing award criteria that allows for transparent and legally secure evaluation of criterion such as social value and life-cycle costing, including consideration of resource efficiency, CO2 emissions and the support of the circular economy
- Procure based on a whole life carbon value analysis – including CAPEX and OPEX
- Require project-wide good sustainability governance and methodology adoption by all stakeholders
- Evaluate approach to abatement and efficiency within contracting organisations
- Develop suitable climate change performance criteria appropriate to the project, to drive the best solutions
- Consider the digital operating model which will help enable sustainability performance

Collaborative Contracting enabling data based circular procurement

- Include achievable climate change requirements as standard criteria in contracts
- Incentivise innovation and improvement on climate change performance
- Encourage early contractor involvement, information modelling and collaboration in design
- Enshrine sustainability principles throughout the contract processes

Capacity Building

- Build digital and climate change capability and skills within procurement and delivery teams
- Collaborate with industry and government on sustainable procurement strategies
- Utilise best industry practice in sustainable procurement and requirements setting
- Engage in the development of the industry standards and methodologies for procurement and delivery phases
- Procure delivery of digital strategy to support sustainability outcome

RESOURCES

by Benoît Chauvin
(COLAS S.A.)

The concept of a circular economy represents a departure from the conventional linear economic model. In this innovative approach, the goal is to prolong the utilisation of resources to the greatest extent possible, ensuring that maximum value is derived, and waste is strategically repurposed, thus granting used materials a renewed purpose.

Key strategies integral to the circular economy involve extending the lifespan of existing resources, structures, or buildings, adopting low-emission materials, and championing a design ethos characterised by adaptability, flexibility, and reversibility. This forward-thinking design approach anticipates future disassembly and facilitates the recovery of materials or infrastructure components through practices like “Urban Mining”, all of which are indispensable in achieving climate targets.

The construction industry, a notable contributor to waste production, faces the imperative to curtail, reuse, and recycle waste extensively. Simultaneously, there is a pressing need to bolster the development of markets for environmentally friendly and circular construction materials and equipment. This requires a concurrent re-evaluation of existing legislation to align with the principles of sustainability and circularity. Such comprehensive measures are crucial for steering the construction industry towards a more sustainable and circular future.

OUR GOALS

- Sourcing Sustainable Materials and Equipment
- Embrace Circular Business Models
- Implement Standards and Certifications

ACTION PLAN

Sourcing Sustainable Material and Equipment

- Establish zero-waste targets across all operations
- Prioritise the procurement of sustainably produced building materials and components throughout the supply chain
- Promote the reuse of secondary materials through eco-design strategies
- Create a comprehensive database of available secondary raw materials and components
- Introduce material passports to assess the environmental impact of constructed assets
- Adopt and implement Product Circularity Data Sheets

Embrace Circular Business Models

- Build a robust local recycling infrastructure
- Transition towards service-based solutions, expanding the business accordingly
- Collaborate with and support circularity start-ups
- Develop deconstruction as a new industry, including logistics for handling and storing secondary raw materials and components in each regional/local market and connect each regional/local market

Implement Standards and Certifications

- Utilise material passports to evaluate embodied carbon
- Establish harmonised quality standards and regulations for recycling and reuse
- Validate projects with available certifications, such as an Urban Mining Index for recyclable materials
- Provide wider VAT exemptions for circularity projects to catalyse transformation

This comprehensive action plan outlines specific steps to achieve sustainability goals, emphasising the importance of sourcing sustainable materials, embracing circular business models, and implementing standards and certifications for an eco-friendlier and more efficient operational framework.

DATA

Digital data is the key enabler for a carbon and resource neutral construction ecosystem. The adoption of data-driven designs and technologies and operational models have the potential to boost innovation and enable an ecosystem wide life-cycle oriented collaboration. Comprehensive data is the backbone of a functioning life-cycle. It is the foundation of decision-making at all project stages, breaking silo thinking. Data is processed via digital twins of assets. This allows optimising i.e. energy consumption in operation and locating recyclable material for the decomposition phase. A digitalised circular approach relies on accessing all relevant data, for example, via a common data platform.

A lack of data standards and data sovereignty prevents the digital transformation of the construction ecosystem.

by Norbert Pralle
(former Chairman
of ENCORD)

OUR GOALS

- Digitalise ecosystem - Processes
- Increase Supply Chain Transparency
- Improve asset efficiency

ACTION PLAN

Digitalise eco-system - Processes

- Apply Building Information Management to all projects of relevant size and run simulations on risk-prone aspects of projects
- Digitise all on-site processes, as progress/as built-reports, surveys etc.
- Produce and maintain digital twins of assets

Increase Supply Chain Transparency

- Hire BIM experts, data analysts and cyber security experts
- Establish common data environment in your organisation
- Establish technology agonistic data exchange platform to connect with project stakeholders
- Adopt project management information systems that ensure trusted client-contractor-supply chain relations

Improve asset efficiency

- Engage in classification of digital data
- Harmonise and standardise for better data quality and management
- Provide data sovereignty to safeguard Intellectual Property
- Create trust through data leadership and flexible data models
- Increase awareness for cyber security. Make sure adequate measures are in place since Construction 4.0 stands for a digitally connected eco-system integrating (generative) design, supply chain, construction, maintenance and disassembly – thus increasing the options of being corrupted.

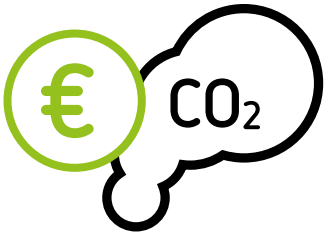
OUR COMMITMENTS

Energy efficiency

We will increase savings in energy consumption and improve energy efficiency through research, development and innovation of products and services and across our supply chains - all with the aim of reducing greenhouse gas emissions.

Carbon neutrality

We will decarbonise our businesses by buying renewable energy, optimising and reducing energy use, and through carbon offsets, by purchasing Certified Emission Reductions; all with the aim of becoming carbon neutral.



Market mechanisms

We will support market mechanisms such as assigning a price to carbon. We also actively participate in projects associated with fighting climate change, supporting the transfer of clean technologies using flexible mechanisms.

Protecting and improving the environment

We will promote biodiversity, protect and improve the environment in areas of high ecological value.

Collaboration

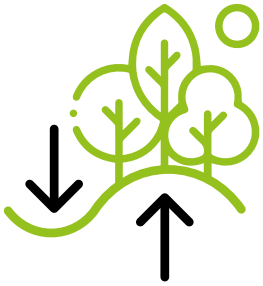
We will cooperate with other private sector companies, public institutions, social organisations, and other stakeholders in the fight against climate change.

Awareness

To fight climate change we will develop training, awareness-raising and outreach activities for our people and other stakeholders, keeping in mind occupational health and safety standards.

Transparency

We will report transparently and rigorously on efforts against climate change, particularly on risks and opportunities and the actions taken to mitigate them or adapt.



Impact compensation

We will promote the compensation of any impacts that the activities of our companies may have on the natural environment and biodiversity, and especially on protected areas and species.

European International Contractors (EIC) has as its members construction industry trade associations from fifteen European countries and represents the interests of the European construction industry in all questions related to its international construction activities particularly with respect to the political, legal, economic and financial framework conditions for the international business. EIC advocates fair international competition and balanced contract conditions, quality-based procurement and value-for-money, innovative project delivery schemes and sustainable construction methods. European international contractors are operating for more than a century in all corners of the world. The total volume of international turnover carried out in the year 2020 by the internationally active construction companies associated with EIC Member Federations amounted to more than US$ 215 billion according to the ENR magazine.

FIEC represents – via its 32 National member federations in 27 countries (24 EU, Norway, Switzerland & Ukraine) – construction enterprises of all sizes i.e., small and medium-sized enterprises as well as "global players", carrying out all forms of building and civil engineering activities. FIEC is also the officially recognised Social Partner, representing employers, in the EU sectoral Social Dialogue for Construction.

ENCORD (European Network of Construction Companies for Research & Development) is a driving force for the advancements of construction technologies and processes. Our member organisations strive to provide sustainable buildings, resilient infrastructure and reliable operational services in Europe's built environment. ENCORD's Digital Built Environment, Foresighting, Health & Safety, Lean and Sustainability working groups facilitate the exchange of practitioners across Europe and are setting R&D priorities in the sector.

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