

CONSTRUCTION IN EUROPE: 100 YEARS OF FIEC





CONSTRUCTION
IN EUROPE:
100 YEARS OF FIEC

THE AUTHOR

Rolf Bollinger

Born in 1936 in Stuttgart. Read politics and economics.

Preoccupied since 1960 with "European" themes, firstly in post-graduate studies, then as Assistant at the European Development Institute of the University of the Saarland.

In 1966 he began his activity with the Hauptverband der Deutschen Bauindustrie, and soon found himself representing the federation in the various FIEC bodies. So, he can look back over 34 years of active collaboration with FIEC.

As Director in the Hauptverband he was responsible for construction exports and international matters as well as acting as FIEC's "Mr. Europe".

In 1984 he was appointed Director of European International Contractors (EIC) with its head office in Wiesbaden, and later in Berlin.

He was involved in the organisation of several FIEC Congresses and CICA Conferences.

Responses to numerous questions relating to international construction and European unification came from his pen. Behind this was 15 years of teaching experience at the Hochschule Biberach which is an institute of higher learning focussed on the construction sector.

In 2000 he brought his activities in the Hauptverband and EIC to an end.

LEGENDS

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No

An original copy of this FIEC postage stamp is bound in to each of the numbered editions of this Chronicle

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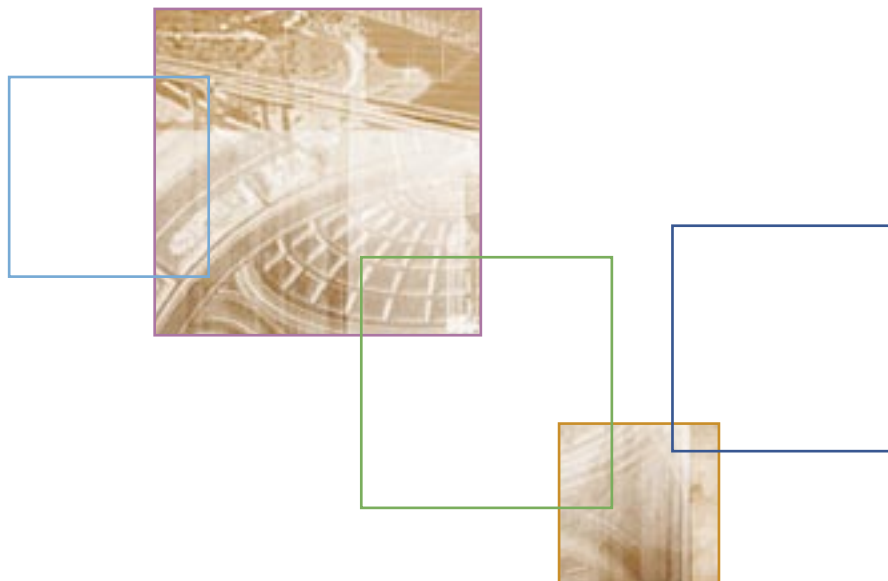
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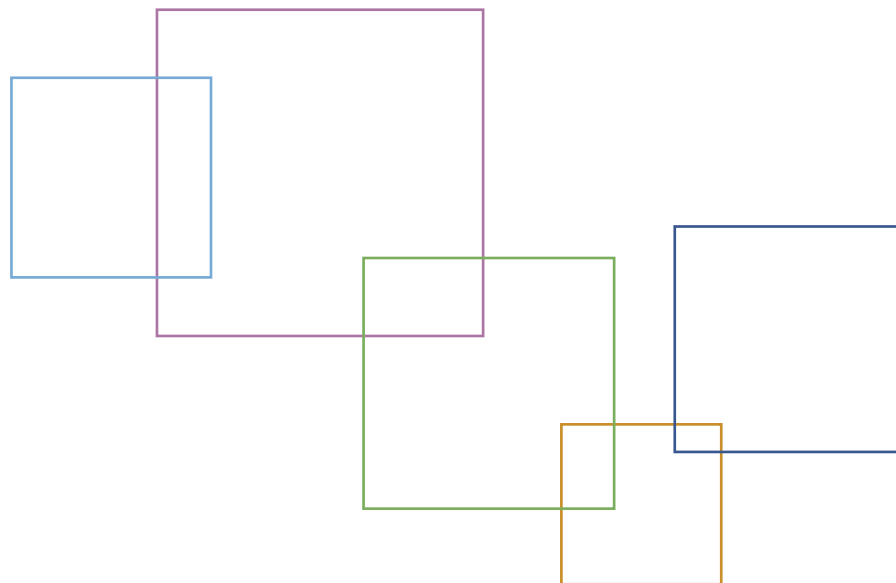
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Olympiastadion
Berlin,
Germany, 2004



Svinesund Bridge,
Sweden, 2005



FOREWORD BY THE PRESIDENT OF FIEC

Construction is shaped by its own time and at the same time shapes its own time. It has always been a precondition of, and at the same time the consequence of, our culture. Many structures survive their time and bear witness to following generations. The construction industry thereby fulfils great historical and social tasks and those pointing the way forward for humankind. Like any other firms, all construction industry firms naturally have economic objectives for their owners but provide employment for people and at the same time meets their needs.



Wilhelm Küchler
President of FIEC

Whether it is a question of residential buildings, buildings for economic or public purposes or structures for infrastructure and the general interest: unlike any other economic activity, construction is always at one and the same time a service, production tied to a particular location and a guide to the future.

The fact that production is tied to a particular location has, however, never prevented building contractors from also looking beyond their borders. And in that respect it is only logical that relatively early, 100 years ago, they created a European structure. During this time, the economy and society have experienced considerable change. And building contractors have adapted the structure of their representative body in a farsighted way to these changes and to constantly changing requirements.

Our European Construction Industry Federation, FIEC – the history of which over 100 years and the record of which in dealing with the tasks mentioned in this chronicle are presented – includes construction industry federations in 27 countries and seeks to create for this important sector, which is one of the biggest of the European economy, favourable structural conditions and to contribute its interests to European policy. This applies, for example, to the award of public contracts, public-private partnerships (PPPs), employment conditions for more than 10 million persons and to the technical rules which are essential for quality assurance and for environmental needs.

We thank all those who take an interest in this matter and are at the same time helping us.

AUTHOR'S FOREWORD

How are 100 years of FIEC to be described in 100 pages?
For the chronicler, FIEC is a European federation:

- ◆ which has its origin in a congress, out of which solid structures developed very quickly;
- ◆ the history of which was admittedly suspended during two world wars but afterwards, thanks to the farsightedness of individual contractors – their nationality notwithstanding – soon recovered;
- ◆ which developed from its original geographically unrestricted orientation into a powerful European federation increasingly oriented towards a constantly expanding EU;
- ◆ which, at the same time, never overlooked the importance of cultivating contacts beyond the European continent;
- ◆ to which are affiliated, through their national member federations, construction firms of all sizes – from groups of companies operating on a world-wide scale down to locally operating craft enterprises;
- ◆ which has a broad and constantly widening spectrum to take into consideration;
- ◆ which at the same time must coordinate the ideas and interests of its members which do not always coincide;
- ◆ which only with the EU bodies found an “interlocutor”, to which the wishes, demands and opinions of the construction sector in Europe can be addressed.



Rolf Bollinger
Author

A twofold division suggested itself as an appropriate form of description: on the one hand a chronology, the development of the federation and of its structure from 1905 to the present day and, on the other hand, the treatment of selected questions which in some cases had been on the agenda for decades or even the entire century. In addition individual aspects were also selected for the purpose of introducing variety.

The chronicler, who himself lived through one-third of the history of the federation, soon found that, as a result of several moves by FIEC – most recently in 1994 from Paris to Brussels – many documents were lost. The same also applied to most national building contractor federations. He is therefore all the more thankful to all who supported him in his work: the contractors who from their own personal recollections contributed much towards clarification, federation managers and employees who combed through the archives and supplied valuable information and not least the ladies and gentlemen of the FIEC Secretariat, with Ulrich Paetzold as manager, and Maxime Wotquenne, the tireless, fast and always helpful documentalist who supplied all the necessary information. The author alone is responsible for errors and shortcomings.

PREFACE OF THE PRESIDENT OF THE EUROPEAN PARLIAMENT

On behalf of the European Parliament I have pleasure in conveying my sincere congratulations to FIEC on the occasion of the 100th anniversary of its creation.

The construction industry holds an eminent place in the life of the men and women of this continent, as it contributes so much to spatial planning and influences the quality of life of our fellow citizens.



Josep Borrell Fontelles
President of the European
Parliament

One hundred years: in Europe this means participation in reconstruction efforts and then modernization of our professional environment and improvement and the setting of standards for housing. In this context, relations with the public authorities are essential and I am glad that FIEC is in constant touch with the European Parliament and the European Commission and that it plays its role in the advisory bodies.

The challenges of the future are big and will require your commitment both to the definition of new concepts – in order to permit access by the greatest number to ownership – and to the implementation of exacting standards in terms of energy conservation, environmental protection and safety.

Construction is a difficult task which requires a methodical approach and perseverance. In this respect, it can be compared with the construction of Europe to which you are making your contribution by working on a daily basis in a federation with the participation of 27 countries and with the values of transparency, respect and commitment which are indispensable to all forms of project management.

I would like to convey my best wishes for the future of FIEC and its member organizations and I would like to express the hope that our combined efforts will offer to Europeans, in the peaceful architecture of our continent, a quality human environment for the serenity and happiness of all.

(OR=FR)

PREFACE OF THE PRESIDENT OF THE EUROPEAN COMMISSION

It is with great please that I extend my congratulations to FIEC on celebrating the centenary of its foundation. I would like to thank the Federation for its constructive cooperation with the Commission down through the years, and its strong commitment to European integration.

Thanks to your tenacity and vision FIEC has succeeded in extending its organisation to cover 27 states and 34 federations; your industry accounts for an impressive volume of economic activity in Europe, representing some 2.4 million enterprises, 14 million workers and a contribution to Gross Domestic Product of some 10%.



José Manuel Barroso
President of the European
Commission

It is entirely appropriate that the principal theme which you have chosen to map out the industry's future is sustainable development.

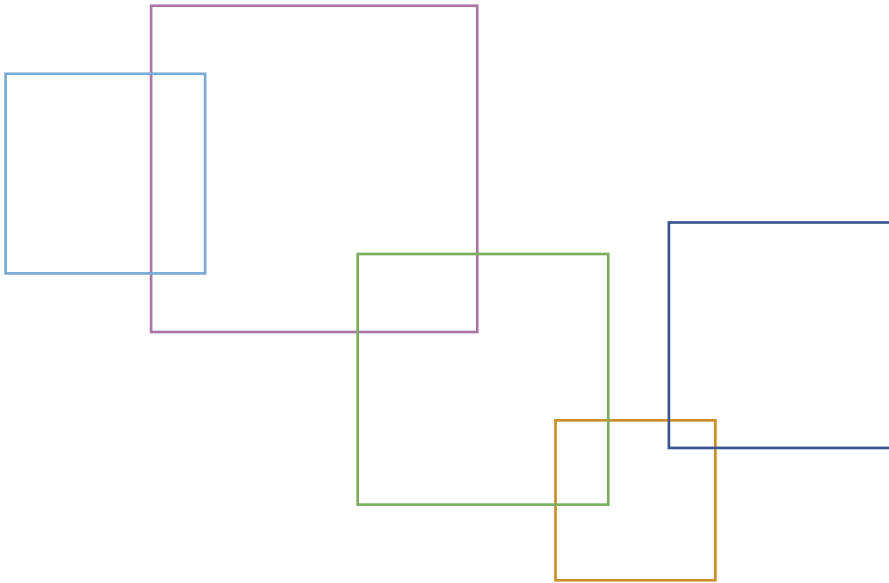
As a strong supporter of the internal market, you have realised the important economic benefits of integration. You have also been recognised as a "Sectoral Social Partner" in an industry for which the question of safety, skills and training assume a central importance, together with the European Social Dialogue. Yours is an industry which also sees environmental goals as an opportunity rather than a threat.

In the future your main challenge will be the effective integration of economic, social and environmental priorities within the overall framework of sustainable development, including also a firm commitment to Corporate

Social Responsibility.

This will show that it is possible to combine the highest standards of efficiency and overall competitiveness, with respect for our essential social and environmental goals.

I wish you every success in your future endeavours.





1



CHRONOLOGY

1.1

INTRODUCTION: THE HISTORY OF CONSTRUCTION IN EUROPE

Nothing has changed the face of Europe in the last 2000 years quite so radically as builders and buildings. And of course, construction has always had a European dimension.

The great Roman roads that traversed the whole of Europe are reckoned to have covered a total distance of between 80,000 and 100,000 kilometres. These roads in fact fulfilled various basic functions: to facilitate troop movements and the transmission of messages and to encourage trade. They were essential links between the various peoples. The fortified Roman boundary walls or *Limes* in Central Europe and Hadrian's Wall in Great Britain, of which the remains are still visible today, were defensive and demarcation structures for the Roman Empire, and even beyond the Roman heartland there are buildings that still excite our imagination down to this day.

After the demise of the Roman Empire, many skills were lost amidst the confusion caused by invasions and migration, including the art of building, a fact highlighted by Vitruvius in his work "De Architectura" from the 1st Century BC. With the Carolingians, who were the first to re-establish a dynasty with a European dimension, there was a return to the Roman legacy of architecture and the art of building. Around the same period, the Arabs brought fresh impetus with their highly sophisticated architectural styles.

The Romanesque and Gothic styles characterised the art of building in the Middle Ages. We can still to this day admire the work of these master builders, from towering cathedrals to small country chapels. The flourishing of religious orders, the popularity of pilgrimages and the Crusades also inspired medieval builders. Meanwhile, new cities sprang up and old settlements were extended. In the construction trade in those early days, there was a crucial difference with regard to later periods: the "master builder" was at one at the same time both an architect and a contractor, and he therefore bore sole responsibility for his construction projects. In fact, it quite often happened that he was commissioned to work in another European country. Finally, the 'lodges' played an important role at that time, especially for religious buildings, and the artisan in charge of the project was at the same time a judge in all matters relating to the construction works.



Over the centuries, Europe was wracked by countless wars, fires, floods and epidemics, bringing waves of death and destruction. For example, the plague that swept the whole of Europe in the middle of the 14th century and the Thirty Years War in the 17th century depopulated whole cities and wide swathes of land. All these disasters were followed by enormous reconstruction efforts.

It is important to bear the European dimension of construction in mind. New architectural styles (Renaissance, Baroque and Rococo) spread very quickly across



all borders. In particular, princely and ecclesiastical patrons employed architects and master builders from every corner of Europe. On the one hand, the movement of craftsmen across Europe helped with the training of apprentices. Secondly, it contributed much towards the spread of new techniques and skills. Lastly, the great voyages of discovery along with the acquisition of colonies spearheaded the "export"

of European architectural styles and construction techniques to other continents, but at the same time the "importation" of ideas, styles and techniques.

In the cities of Europe, associations of craftsmen – including workers in the construction trade – were set up in the Middle Ages in the form of corporations and guilds. These associations laid down strict rules which, on the one hand were a source of continued improvement in terms of quality and training, whilst on the other hand, acting as a brake to competitiveness due to the ring-fencing of the market. However, they can in fact be looked upon as the embryonic forms of the employers' federations and trade union associations that were later to emerge in the construction industry towards the end of the 19th century.

The advent of industrialisation, the rapid increase in the population, urbanisation and the development of international trade set the construction industry a number of new challenges, as with the introduction of free trade and the development of associations of workers there was an increasingly pressing need for entrepreneurs and companies to join forces to defend their common interests. As a result, many local, regional and national associations and federations were set up in the late 19th century and at the start of the 20th century, and soon a number of particularly farsighted entrepreneurs saw that it was absolutely essential to unite across national boundaries to exchange experiences and to develop common strategies. The time was ripe for the formation of European federations, and in particular in the construction industry.

1.2

FROM THE CREATION OF THE FEDERATION TO THE FIRST WORLD WAR

The first tentative step towards creating the Federation was taken as early as 1881. At the invitation of the Chamber of Commerce of the Belgian city of Liège, delegations of building contractors from Belgium, France, Great Britain, Spain, the Netherlands and Switzerland attended a congress in the city in July. Although this congress was hailed as a total success, it remained a dead letter.



Léon Soulé,
Founding President
of FIEC (1905-1912)

As is often the case in history, it was thanks to the initiative of one man that the contacts that had been broken off for some 20 years were resumed at the start of the 20th century. From 1901 on, the then Secretary General and later President of the Belgian Construction and Public Works Federation, Frans van Ophem, forged a number of new ties. Following several trips to various European countries, his grand idea of bringing together the federations of building contractors to "become acquainted with and to be able to compare the working methods of foreign contractors" met with widespread agreement.

Thus, the first International Congress of the construction and public works sector (*Congrès international de l'Industrie du Bâtiment et des Travaux Publics*) took place from 14 to 21 September 1905 in Liège at the invitation of the Belgian federation within the framework of the World Exhibition. The call to participate in this initiative was heard and many responded. In addition to representatives of 27 organisations from the host country, there were delegations from France, the Netherlands, Spain, Germany, Bulgaria, Great Britain, Austria, Denmark, Hungary and Sweden and, outside Europe, from Mexico. The opening session was chaired by the Belgian industry and employment minister Francotte. A Belgian, Mr Baar, who had already chaired the organising committee, was made Chairman of the congress.

The moving spirit was Frans van Ophem. In his inaugural address, he called on the entrepreneurs present to discuss and solve the problems on the agenda in a spirit of solidarity. Three commissions were set up to do just that. It is interesting to peruse briefly the list of topics they discussed. In fact, much of this will be familiar to today's readers.

Commission 1: Liability and guarantees, invitations to tender and awards, the role of the architect, payment for additional work, the settling of disputes arising from the building contract.

Commission 2: Measures to prevent industrial accidents, the elimination of the consequences of such accidents, the introduction of unemployment insurance (*caisse de chômage*), retirement pensions (with the requirement that employers and employees and possibly the State should bear the cost).

Commission 3: The respective roles of architects, entrepreneurs and workers.

All three commissions framed resolutions with proposals which were confirmed by the plenary meeting. Another element that is still familiar to us nowadays is the desire of the "*Union des patrons plombiers-zingueurs*" (plumbers' federation) to guarantee to subcontractors the payment of their invoices. This item was deferred to the next congress.

At the end of the congress – obviously in the flush of such overwhelming success – it was decided that a permanent International Commission would be set up for the congresses of the construction and public works sector. This resolution is now regarded as the birth of the International Federation which was to take shape in the years ahead. The first Steering Committee of the Commission was made up of the following members:

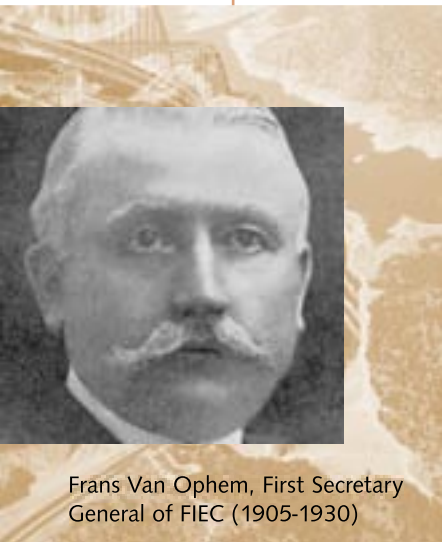
President:	Léon Soulé, France
Vice-President:	Hendrix, Netherlands
	Stocq, Belgium
Treasurers:	Delhay, Belgium
Secretary General:	Frans van Ophem, Belgium



Gustave Francotte, Belgian Minister of Industry and Employment (1902-1907)

The first Statutes were adopted on 17 February 1906, but they were not in any sense definitive until 1908 (*cf. Chap. 2*).

This happened during the second International Congress, which was held in Paris in November 1908. This congress was attended by a total of 600 delegates from 14 countries. The key items on the agenda were the procedures for the awarding of contracts, the labour market and the arbitration of disputes. The most important outcome of this congress was the resolution to develop the "Permanent International Commission" and to set up the International Federation of Building and Public Works Contractors (*Fédération Internationale du Bâtiment et des Travaux Publics* – FIBTP). The Swiss construction federation has mentioned several times in its publication that it was at its own suggestion that the federation had been formally established. Brussels



Frans Van Ophem, First Secretary General of FIEC (1905-1930)

was chosen as the location for the headquarters of the Federation. The first President of the federation was Léon Soulé, with Frans van Ophem as Secretary General.

Thus began the first operating phase, which is described in the extant documents and reports as a transition period. The International Commission became the International Federation, which was finally consolidated around 1912/1913. The Executive Council – i.e. a General Assembly of delegates – met almost every year. The third International Congress was held in Rome as early as 1912.



Edmond Baar,
President of
the first
International
Congress
(1905)

In his April 1914 report on the Federation's activities, Secretary General van Ophem mentioned among other things the growth of the fledgling Federation family, the admission of new members from Germany, Great Britain and Austria, many international contacts and the publication of the federation magazine *La Construction Internationale*. The call that he made to the delegates could not have been any clearer, even when considered with the benefit of hindsight. The members, he said, were entitled to expect usable working results from their Federation. However, Frans van Ophem explained, these would not be forthcoming "*si votre collaboration dans nos divers domaines d'activité ne se fait pas d'une manière régulière*" ("if you do not cooperate regularly in our various fields of work"). The first issues of the magazine featured detailed reports on the following issues:

- | | |
|---------------------------------------|--------------------------------|
| ◆ Le Contrat Collectif de Travail | The Collective Labour Contract |
| ◆ Les Maladies Professionnelles | Occupational illnesses |
| ◆ La Limitation des Heures de Travail | Limits of working hours |
| ◆ Les Grèves et Lock-Out | Strikes and lockouts |

The extent to which the history of FIEC is interwoven with political developments can be seen in almost tragic terms from an "Official Announcement" that appeared in the magazine of the Swiss construction federation on 24 July 1914. The title read: "The fourth International Congress of the construction industry just around the corner". It was scheduled to be held in Bern from 23 to 27 August 1914. Eleven years later, in 1925, it was stated: "The international employers' federation for the construction industry held its fourth International Congress in Paris in June. As everyone knows, this congress should in fact have been held in Bern in August 1914". When one thinks of what had happened in Europe in the meantime – and of the events still to unfold...

THE INTER-WAR YEARS (FROM 1919 TO 1939)

1.3

After the First World War, the life of the Federation slowly got back to normal. In 1920, for the first time since the war an International Conference – coinciding with a conference of the Executive Council – was hosted in Paris. The two bodies again met in Brussels in October 1921. A revision of the Statutes (*cf. Chap. 2*) confirmed Brussels as the location of the headquarters of the Federation.

Following further joint meetings of these bodies in London in 1922 and in Prague in 1923, the fourth International Congress (originally due to take place in 1914) was held in Paris in 1925. The topics discussed included the crisis in housebuilding, training, the award of public contracts and the programmes for infrastructure investments

(*travaux publics*). The congress was attended by representatives from 39 countries, around half of which were European and the rest non-European. The new President to succeed the French Eugène Despagnat (1915-1925) was the British delegate R. B. Chessum.



International Conference and Executive Council
Rome, 1933

Between the two world wars, there were:

- ◆ two International Congresses (in Paris in 1925 and in London in 1930)
- ◆ nine International Conferences
- ◆ twelve meetings of the Executive Council (General Assembly)

One particularly notable event was the fifth International Congress, which was held in London from 26 to 30 May 1930. Despite the global economic crisis, 600 delegates attended from 38 countries, among them the representatives of 35 governments. The new President and successor of the British G. M. Burt was the Swiss J. L. Cagianut, who was to be reelected several times and would remain in office until 1942.

The agenda of this congress shows clearly the issues that were uppermost in the minds of building contractors in those two decades. We present below an overview of the issues that were examined and discussed in these inter-war years:

1. Public procurement: While in the 1920s the key issues were legal questions such as the wording of schedules of specifications, arbitration procedures or award principles, later on a number of issues came to the fore that appear decidedly "modern": the fight against ruinous competition and procurement procedures based not only on the lowest price, proof of qualification of entrepreneurs, guarantees and their expiry, contractual conditions for construction work.



International Conference and Executive Council, Brussels, 1935

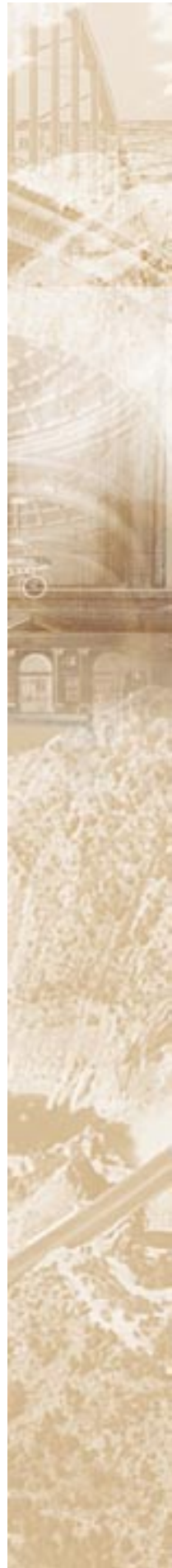
2. Housebuilding and housing: Initially the emphasis was on post-war reconstruction, but later the need to improve housing conditions came more to the fore. In 1930, in a resolution there were calls for deregulation and, more particularly, the abolition of the rules designed to protect tenants, which were seen as excessive. Also, financing matters were high on the agenda.
3. The labour market: In 1935, the widespread introduction of the 40-hour week was once again rejected without consideration for the characteristics of the construction industry (in particular its seasonal nature). Again and again there were calls for more flexibility. In addition, there were calls for measures to "protect the title of master craftsman" or to retrain the unemployed from other economic sectors. Also, part-time work and winter construction work were discussed.

4. Apprentice training and in-service training: From 1925 on, again and again the international association addressed issues connected not only with apprentice training, but also with the initial and in-service training of entrepreneurs.
5. Technical questions: The issues discussed included research and development to encourage rationalisation and cost-effective construction using high-quality construction materials.
6. Finally, the congress also discussed socio-professional issues such as the organisation of the federations.

There is one particular fact which can be seen clearly from the extant documents and reports from the pre-war era and which is confirmed by the list of items on the agenda from the time between the two world wars: the numerous meetings served not only to maintain contacts, but, more importantly, issues were discussed which, albeit in a somewhat modified form, are still to be found on the agenda today. At the same time, a problem arose for the International Federation which persisted in the decades that followed and which, albeit to a lesser extent, is still with us today, i.e. the fact that there is no supranational interlocutor to which resolutions and demands can be conveyed. There was therefore no other option but to leave such matters to the national federations, who would take steps to submit them to their governments in the form that appeared to them to be most appropriate and politically feasible. This is probably also connected with the occasional exhortations sent out to the member federations for more intense cooperation within the International Federation.

Again it was in Switzerland that this period was effectively brought to a close. From 3 to 6 July 1939, 140 participants from 11 countries met once again in Zurich for an International Conference. According to reports, tremendous enthusiasm surrounded this conference that took place in a peaceful atmosphere, coupled with a visit to the Swiss national exhibition. At the end of the proceedings, the delegates were invited to the next congress, which was scheduled to take place in 1942 within the framework of the world exhibition in Rome. Not long after that, these words were printed, also in a publication of the Swiss federation: *"Lorsqu'on se remémore les douloureux événements qui se sont produits depuis, on se demande si ces journées de juillet n'ont pas été un beau rêve et bien une rencontre effective permettant d'affirmer qu'un jour viendrait où les hommes de tous les pays pourraient se comprendre et s'entendre"*.

("When we call to mind the painful events that have unfolded since that time, we wonder whether those July days were all a wonderful dream or in reality a meeting of people who affirmed that a day would come when people from all countries would come to understand and accept one other.").



1.4

REVIVAL AFTER 1945

From a legal standpoint, the International Federation did not actually cease to exist during the Second World War, even though of course there are no extant records of any activity. For that reason, after the war it was not necessary to re-establish the Federation, but rather to revive it. With the help of Secretary General Alphonse Paul Ducret, appointed since 1930, above all the French and Belgian federations worked hard to get the Federation back on its feet.



A.-P. Ducret, Secretary General
and E. Frankignoul, President,
Paris, 1949

The first opportunity to do this came with the first congress of the Commission for Construction Work, Civil Engineering and Public Works of the International Labour Organisation ("ILO"), which was held in Brussels in November 1946. The President of the recently established Belgian *Confédération Nationale de la Construction*, Edgard Frankignoul, invited the employers' delegates in attendance to a meeting. The idea of reviving the International Federation met with a unanimously positive response.

In the course of 1947, ties were strengthened between the old member federations and the new national federations. A letter sent to these federations along with a programme of work met with a positive response. Invitations were therefore sent out for a meeting in Paris on 29 May 1948, which was attended by the representatives of nine countries. The meeting was chaired by the former Treasurer of the FIBTP, Lucien Lassalle, and Edgard Frankignoul (provisional President) and Alphonse Paul Ducret (Secretary General) were given the task of making preparations for future federation activities.

A delegates' meeting took place as early as 9 October 1948, which was described according to the still valid 1921 federation Statutes as a "General Assembly". Fundamental changes to the Statutes were decided (*cf. Chap. 2*), the contributions were set and a Steering Committee was selected, which was made up as follows:

President	Edgard Frankignoul
Treasurer	Lucien Lassalle
Secretary General	Alphonse Paul Ducret

In addition, Edouard Fontane was elected to the Steering Committee as an honorary member of the Federation.



First Edition of the "Bulletin"
(March 1949)

After that time, President Frankignoul sought to increase the number of members. The membership list from the start of 1949 includes federations from the following countries:

Belgium, Canada, Denmark, Finland, France (2 federations), Great Britain (2 federations), the Netherlands, Italy, Luxembourg, Sweden (3 federations), Switzerland and the USA (a formal member until 1939, but no longer listed as such not long after that).

In addition, many federations were mentioned with whom possible affiliation had been discussed: South Africa, Argentina, Brazil, Chile, India, Norway, New Zealand and Uruguay. It is clear from this that at that point in time the FIBTP saw itself as an international rather than as a European federation.

The priority issues which the International Federation initially discussed can be seen from a questionnaire handed out to the members: working hours, relations with the trade unions, guaranteed weekly wages, unemployment insurance, statistics on housebuilding, industrialisation of construction, government programmes for the development of the infrastructure, wage levels and social security contributions and construction costs. One remarkable element in this is the importance attached to issues connected with employment and employer-employee relations.



Original (Paris, 1949)...



... and publication in the "Bulletin" of 1949



Celebration of 50 Years of FIEC,
Brussels, 1955

March 1949 saw the publication of the first issue of the *Bulletin de la Fédération Internationale du Bâtiment et des Travaux Publics* (three editions in French, English and Spanish). During that same month, a further meeting of employers' delegates took place within the framework of the second conference of the above-mentioned commission of the ILO. This meeting was described as a "General Assembly", but later it was clearly not considered to be such. It was reported that the secretariat of the Federation would from now on be based in Paris, the location of the new headquarters of the Federation, as stated in the 1948 Statutes.

The revised Statutes provided for two types of delegates' meetings: the General Assembly and the Administrative Council (*Verwaltungsrat*). The two bodies met for the first time in Paris from 1 to 3 October 1949, with delegates from eleven (exclusively European) countries. Austria sent an observer for the first time. The following points of discussion and resolutions should be highlighted:

1. For the future of the Federation, the decision not to include the following as members was of crucial importance:
 - ◆ an international federation from the decorating and finishing sector; and
 - ◆ the *Union Internationale de l'Artisanat et des Petites et Moyennes Entreprises Industrielles et Commerciales* (International Union of Crafts and Industrial and Commercial Small and Medium Enterprises).
2. The revenue from contributions in 1948 was 2.010.000 FF. For 1949, the figure was 4.865.000 FF.
3. Three commissions addressed the following issues:
 - Commission A: Public and private investments in the construction and public works sectors
 - Commission B: Guaranteed weekly wages
 - Commission C: Industrialisation of construction and prefabrication

The meeting reported on contacts with the United Nations aimed at obtaining the status of a consultative non-governmental organisation. These efforts resulted in a successful outcome in 1950.

Following a preparatory meeting of the Administrative Council in Liège in May 1950, the next "major" meeting of the FIBTP (Administrative Council and General Assembly) was held in Venice from 18 to 23 September 1950. The mandates of President Frankignoul and Treasurer Lassalle were renewed. For the first time, two Vice-Presidents were elected: for construction work Norman Longley (Great Britain) and for public works (*Travaux Publics*) André Borie (France). For the first time since the Second World War, the participants once again included delegates from the two German building contractor federations, which were made members of the Federation.

Four commissions discussed the following issues:

1. The impact of social security contributions, taxes and duties on construction costs (L'incidence des charges sociales taxes et impôts sur le coût de la construction)
2. Creation of an international property bank (La création d'un Institut de Crédit Foncier International)
3. The different incentive pay systems (Les différents systèmes de salaire au rendement)
4. Well-being in the construction industry (Le bien-être dans l'industrie de la construction)



A.-P. Ducret, P. Holoffe, F. Salvi and N. Longley,
Zürich, 1957

Thus ended the first phase of the relaunch and consolidation of the Federation. The FIBTP had new Statutes, a new structure and an operational Steering Committee and Secretariat. It addressed the various issues which were of crucial importance in that period of reconstruction. It had ties with a number of international organisations and was in contact with federations on other continents.

At the same time, the Federation still lacked an effective means of lobbying in the interests of the construction industry, i.e. an interlocutor to which demands could be conveyed. To whom should

the Federation put its demands, for example, for better financing conditions, less rather than more regulation or lower social security contributions? The only possibility was to compare the conditions in the different countries and to supply the member federations with the information and arguments they needed for their work at national level.

In the period that followed, however, this situation was to change very slowly and gradually. The crucial factor would prove to be the European integration process that was gradually evolving in the 1950s. And as progress was achieved with this process, the FIBTP felt the need to redefine itself and change from being an international federation to being a European federation.



A.-P. Ducret, N. Longley,
F. Buche and R. Becker,
Helsinki, 1956

We must at this point recall briefly the key phases of European integration:



September 1946	Speech by Winston Churchill in Zurich: "We must build a kind of United States of Europe"
March 1947	Creation of the UN Economic Commission for Europe
June 1947	Announcement of the Marshall Plan
April 1948	OEEC Convention signed
January 1949	Setting-up of the COMECON
April 1949	Signing of the Statute of the Council of Europe
9 May 1950	Governmental declaration of the French Minister of Foreign Affairs Robert Schuman: proposal for the Coal and Steel Community
April 1951	Signing of the treaty establishing the Coal and Steel Community (ECSC)
August 1954	Failure of the plans for a European Defence Community
June 1955	Conference of Messina
March 1957	Signing of the Treaties of Rome
1 January 1958	Entry into force of the treaty establishing the European Economic Community and the European Atomic Energy Community

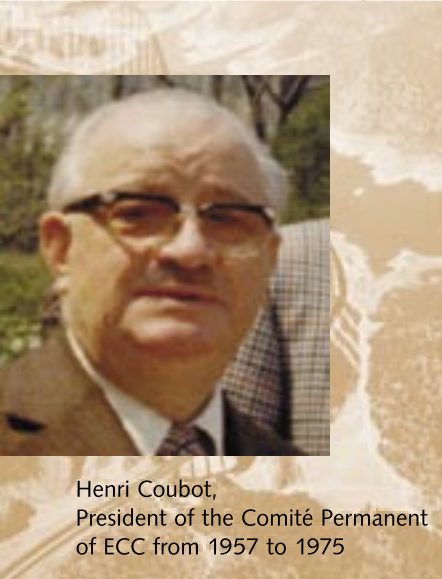
According to the Statutes adopted in 1948, in the decades that followed, the joint meetings of the General Assembly and the Administrative Council alternated with those of the extended Administrative Council alone. The venues in the period from 1951 to 1957 were Stockholm, Paris, London, Paris (again), Brussels, Helsinki and Zurich.

A look at the list of the issues discussed in those years reveals that the priority concerns were those connected with post-war reconstruction. Thus, various aspects of the issue of financing and the link between construction investments and general economic development featured on the agenda. Productivity in the construction industry was also discussed, as was the situation in the construction labour market. The fact that as early as 1953 the "financing of a European roads network for heavy traffic" was discussed shows remarkable farsightedness on the part of the Federation. Finally, another issue that was discussed already at that time was "the international construction market".

On 25 March 1957, the Treaties of Rome were signed, and they entered into force on 1 January 1958. The European integration process, that got under way in specific sectors with the European Coal and Steel Community, was given a more wide-ranging orientation and at the same time was injected with new dynamism.

It was clear to the decision-makers within the FIBTP that the gradual implementation of a Common Market, as provided for in the EEC Treaty, would also have considerable impact on the construction industry. Article 2 of the EEC Treaty stated the following:

"The Community shall have as its task, by establishing a common market and an economic and monetary union and by implementing common policies or activities referred to in Articles 3 and 4, to promote throughout the Community a harmonious, balanced and sustainable development of economic activities, a high level of employment and of social protection, equality between men and women, sustainable and non-inflationary growth, a high degree of competitiveness and convergence of economic performance, a high level of protection and improvement of the quality of the environment, the raising of the standard of living and quality of life, and economic and social cohesion and solidarity among Member States."



Henri Coubot,
President of the Comité Permanent
of ECC from 1957 to 1975

Although the construction industry is not specifically mentioned in the Treaty, it was concerned in various ways by the objectives of the Treaty and their transposition. It was accordingly decided as early as 29 August 1957 to set up a *Comité permanent pour l'Etude des problèmes que pose le Marché Commun pour l'Industrie de la Construction* (permanent committee for the study of the problems posed by the Common Market for the construction industry). This committee was made up of representatives of the federations from the six Member States of the EEC. The federations from the other countries were invited to send observers. The first President of the *Comité permanent* was the French Henri Courbot.

Realising that the priority task was to get building contractors ready for the Common Market, one of the first issues to be addressed by the Federation was the qualification of firms. In spite of certain misgivings, in April 1958 it put forward the demand for a European qualification system to be introduced along the lines of the procedures that had already been tried and tested in Belgium. The task of resolving this issue that is still familiar to us today was therefore already considered at that time to be a matter of priority.

Against this backdrop, the Federation expressed the following "wish" at the meeting on 28 April 1958:

- 1. without for the moment impinging on the national legislations on competition, that qualifications be set for companies likely to be allowed to compete within the framework of the requirements of the Treaty relating to the Common Market;*
- 2. that these qualifications be divided into certain categories according to the technicity of the work likely to be carried out and in each category into a number of classes according to the importance of the work to which the competition relates.*

As is known, a more tentative bid to resolve the issue (keyword "CEN-TC 330") came to nought in 2003 after several years of discussions...

There are also a number of recurrent issues that we find mentioned from the outset. For example, the following "wish" was expressed as early as November 1957:

Harmonisation of social security contributions. Until such time as the harmonisation of social legislation is achieved among the six countries of the Common Market, workers employed in foreign companies in the host country must be subject to social legislation upon their arrival in this country.

As shown by the discussion surrounding the enlargement of the EU in 2004, this very fundamental issue has lost none of its topicality.

1.5

THE PERIOD 1958-1988

For the FIBTP, a problem emerged in later years. While it still saw itself as an "international" federation and discussed at its annual meetings issues of general interest, a subsidiary organisation emerged from the 'embryo' of the Comité permanent that was to focus entirely on EEC issues. Only countries that belonged to the Community were represented and had voting rights. Even if this was "just" a committee, nevertheless it had the considerable advantage that it had an interlocutor for its desiderata and demands. This effectively laid the groundwork for the European lobbying work of the construction industry.

At this point, we will examine the work of the Comité permanent, a body that was later to adopt a more evocative name.

1. THE "COMITÉ PERMANENT" CP/ECC

The European Economic Community made rapid progress in the first few years of its existence. The Treaty provided for the implementation of the "Common Market" in three phases of four years. Most of the quantitative restrictions on intra-Community trade were already eliminated by the end of 1958. At the end of the first phase, the customs duties on industrial products were



Visit to a construction site in Edinburgh, during the General Assembly 1963

reduced by around 40%, then in mid-1962 by 50%. For the other freedoms also (freedom of movement of workers, right of establishment and free movement of services and capital) the measures provided for in the Treaty were promptly implemented one after another. For the construction industry, the general programmes adopted in late 1961 for freedom of establishment and free movement of services were particularly important. They formed the basis for the development of the first Directives in the field of public procurement.

The objectives that had been set for the first phase were therefore achieved on time or even ahead of schedule. However, later on things did not develop quite so quickly and the construction industry had to bear the consequences.

In the initial years, the FIBTP's *Comité permanent* for the EEC discussed the following key issues:

- ◆ Public procurement;
- ◆ Qualification of enterprises;
- ◆ Comparison of labour costs;
- ◆ Free movement of workers;
- ◆ Construction statistics.

Two key issues came to the fore as progress was achieved with the completion of the Common Market:

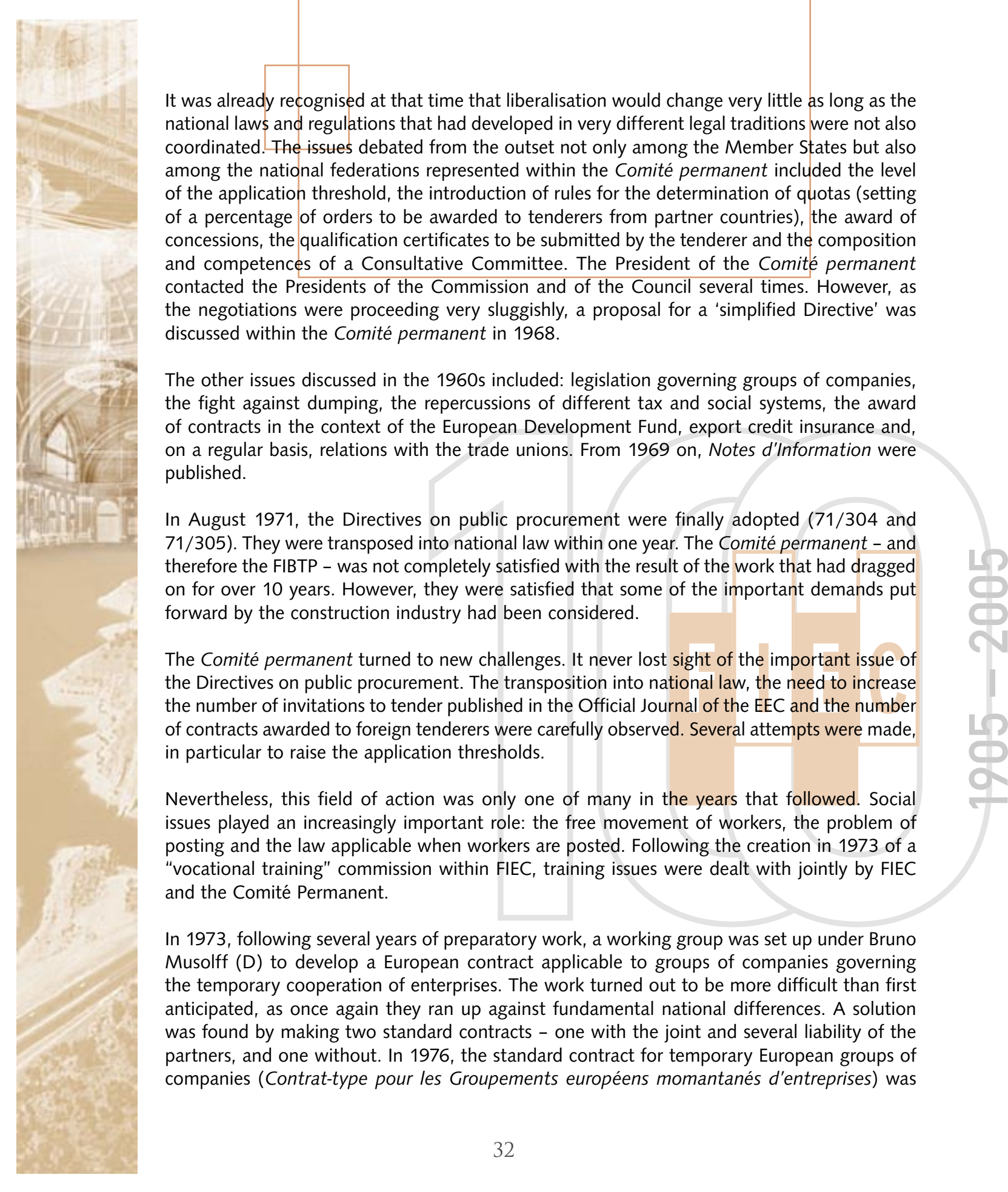
- ◆ Social issues
- ◆ Public procurement (awards).

Already at that time, the question as to how to manage relations with the trade unions at Community level was an intense and controversial issue. Against this backdrop, a remarkable decision was reached in late 1963 which served as a guideline for the years that followed, i.e. that it was "*inopportun... de créer avec les représentants ouvriers un organisme permanent*" ("inappropriate... to set up a permanent structure with the workers' representatives"). It was believed that concerted action with the trade unions in Europe should be possible *in individual cases* – but under no circumstances within an institutionalised relationship.

The issue that dominated the years that followed until 1971 was the controversial question of the Public Procurement Directives. In 1964, the Commission submitted the first proposals for directives, which pursued two objectives:

- ◆ Opening-up of access to public procurement contracts; and
- ◆ Coordination of the procedural rules.





It was already recognised at that time that liberalisation would change very little as long as the national laws and regulations that had developed in very different legal traditions were not also coordinated. The issues debated from the outset not only among the Member States but also among the national federations represented within the *Comité permanent* included the level of the application threshold, the introduction of rules for the determination of quotas (setting of a percentage of orders to be awarded to tenderers from partner countries), the award of concessions, the qualification certificates to be submitted by the tenderer and the composition and competences of a Consultative Committee. The President of the *Comité permanent* contacted the Presidents of the Commission and of the Council several times. However, as the negotiations were proceeding very sluggishly, a proposal for a 'simplified Directive' was discussed within the *Comité permanent* in 1968.

The other issues discussed in the 1960s included: legislation governing groups of companies, the fight against dumping, the repercussions of different tax and social systems, the award of contracts in the context of the European Development Fund, export credit insurance and, on a regular basis, relations with the trade unions. From 1969 on, *Notes d'Information* were published.

In August 1971, the Directives on public procurement were finally adopted (71/304 and 71/305). They were transposed into national law within one year. The *Comité permanent* – and therefore the FIBTP – was not completely satisfied with the result of the work that had dragged on for over 10 years. However, they were satisfied that some of the important demands put forward by the construction industry had been considered.

The *Comité permanent* turned to new challenges. It never lost sight of the important issue of the Directives on public procurement. The transposition into national law, the need to increase the number of invitations to tender published in the Official Journal of the EEC and the number of contracts awarded to foreign tenderers were carefully observed. Several attempts were made, in particular to raise the application thresholds.

Nevertheless, this field of action was only one of many in the years that followed. Social issues played an increasingly important role: the free movement of workers, the problem of posting and the law applicable when workers are posted. Following the creation in 1973 of a "vocational training" commission within FIEC, training issues were dealt with jointly by FIEC and the Comité Permanent.

In 1973, following several years of preparatory work, a working group was set up under Bruno Musolff (D) to develop a European contract applicable to groups of companies governing the temporary cooperation of enterprises. The work turned out to be more difficult than first anticipated, as once again they ran up against fundamental national differences. A solution was found by making two standard contracts – one with the joint and several liability of the partners, and one without. In 1976, the standard contract for temporary European groups of companies (*Contrat-type pour les Groupements européens momantanes d'entreprises*) was

submitted along with its two variants, and the following year it was published as volume 1 of a new series of publications by FIEC, with a preface by the Director-General of the Commission, Fernand Braun.

In 1974, the *Comité permanent* adopted Standing Orders (*Règlement Intérieur*), which provided for the creation of a "Bureau" consisting of the President and two Vice-Presidents and a Consultative Committee (*Comité Consultatif*) with one member for each member country. The number of full members of the *Comité* had meanwhile increased to nine due to the first enlargement of the EEC.

With the increase in the scope of work of the Federation, it became necessary to allocate specific tasks more and more to different working groups. This structure was institutionalised by the Standing Orders with the creation of four permanent working groups. For the first time, the *Comité* called for a Construction Division to be set up within the Commission (the *Division Construction*), and this was entrusted to the President of the Commission François-Xavier Ortoli. In late 1977, this division began operating as the *Unité Construction* (Construction Unit) within Directorate General III "Internal Market" (later to be known as the Directorate General "Industry" and now the Enterprise Directorate General). The "ranking" and hierarchical classification did not quite fully meet FIEC's expectations, but this initiative did create a central contact point. Cooperation became more focussed and constructive. At this point, therefore, we should mention the heads of this unit:

1977-1984	Renato Caronna
1984-1988	Bill (William) Tully
1989-1996	Karl-Heinz Zachmann
1996-1999	Philippe Jean
1999-2004	Vicente Leoz Arguelles
2004-	Reinhard Klein

The Commission – no doubt in the wake of the recession it faced in the mid-1970s – had recognised the importance of the construction industry for the economic situation and for employment. Several reports and programmes of action had been devised for this industry but had not had much impact. Europe was still a long way from developing a European construction market, as had been advocated, for example, in the "Clarke-Charpentier" report.

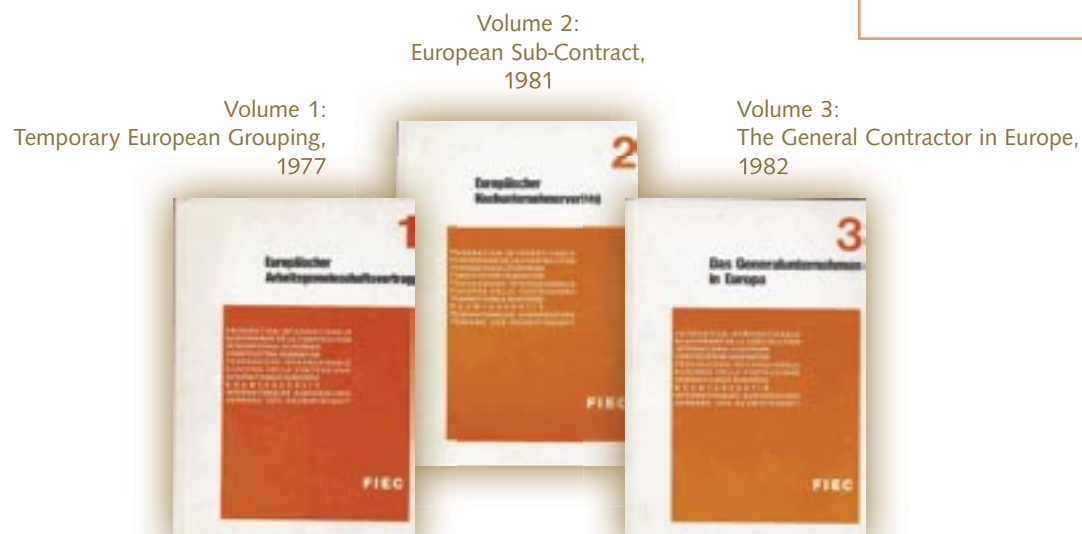
In 1975, an era came to an end for the *Comité permanent* and therefore for the European construction industry. Henri Courbot, who had been President since the committee was set up in 1957, retired that year. His successor was the Italian Casimiro Dolza.

After the *Comité permanent* outlined its ideas in the first half of the 1970s, in 1975 a particular issue came to the fore within the *Comité* that today has lost none of its importance – the call for a programme of Europe-wide infrastructure projects. The Commission was not opposed to the idea, as it saw the possibility – or at least the idea – of overseeing the creation of a network of main routes between the Member States. Several years of preparatory work culminated in what was a high point in the history of the *Comité permanent* when on 9 and 10 November 1978 the *Colloque sur les Infrastructures Européens de Transports* (Conference on European Transport Infrastructures) took place in Luxembourg, and the construction industry had an opportunity to submit its ideas and engage in discussions with high-ranking representatives of the EEC institutions, the financial sector and the different modes of transport.

Here is a summary of other priority issues that were discussed during those years:

- ◆ Liability and guarantees after delivery of the work
- ◆ Drafting of regular reports on the situation in the construction sector
- ◆ Development of a European subcontracting contract (published in six languages in 1981) and a European general works contract (published in 1982). These were released as issues 2 and 3 of the FIEC series of publications.
- ◆ Study of the first proposals for a Construction Products Directive (adopted in 1989)
- ◆ The endeavour to put together a *Manuel fiscal*, i.e. a comparative presentation of the taxation of construction firms and construction works.

The cooperation over many years with the *Comité européen des entreprises de technique du bâtiment* (CEETB) can be cited as an example of the ties maintained with other federations and organisations. This led in 1982 to a *Protocole d'Accord* signed by the two Federation Presidents. It presented the relations between the main/general contractor and the subcontractors: the selection of the (specialised) subcontractor, the payment guarantee and the different contractual forms that were used in practice. After the competition watchdogs of the Commission had complained of certain clauses, in 1987 a revised version was drawn up which took these



objections on board and was published in the Official Journal of the EC (No C52 of 24 February 1988).

In 1980, a new version of the Standing Orders was adopted. The Consultative Committee became the Steering Committee (*Comité Directeur*), and was given wider powers. The Belgian Paul Willemen became President in the early 1980s, and he was succeeded in 1983 by the German Thomas Rogge.

Ties were greatly strengthened, not only with the services but also with members of the Commission. Realising that constant contact with the European institutions is essential, the *Comité* set up an *Antenne de Bruxelles*. This task was entrusted to Antoine Donck from the Belgian federation, the *Confédération Nationale de la Construction*.

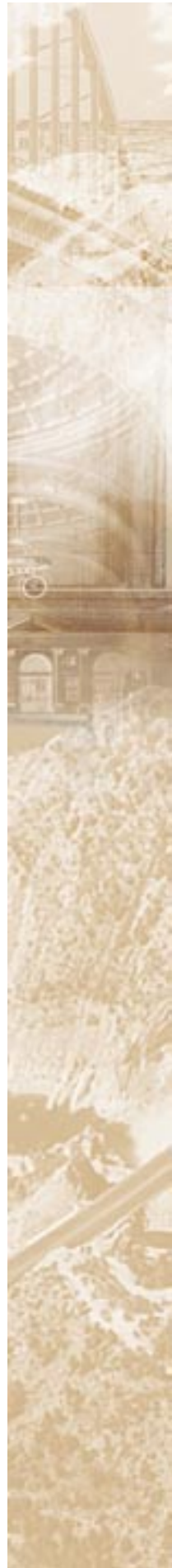
At the same time, the public relations work was stepped up. Conferences and regular press conferences were organised to present and comment on the proposals and demands of the European construction industry.

On 15 October 1982, the 25th anniversary celebrations of the *Comité Permanent* (*the Cérémonie du 25^e Anniversaire*) took place in Paris. President Paul Willemen summarised the key objectives (*grands objectifs*) of the *Comité permanent* in five points:

1. The promotion of the construction industry in the different Member States through incentives from the Community
2. The creation of a genuine European construction market
3. The implementation of a programme of major works of Community interest
4. The promotion of research and development in the field of construction
5. Help with exports of work outside the Community

The guest speakers were the Vice-President of the Commission, François-Xavier Ortoli, and the President of the Economic and Social Committee, François Ceyrac. The festivities were rounded off with a reception hosted by the Mayor of Paris, Jacques Chirac.

There was by this time a growing realisation that the influence and prestige acquired over the years by the *Comité permanent* was not properly reflected in its name. In the long term, it was not possible to meet with high-level representatives of the European Community as a "committee" of FIEC. Thus, in 1983 the decision was taken to change its name from *Comité permanent pour le Marché Commun* to *Entrepreneurs de Construction de la Communauté* (European Community Contractors, or ECC).



As early as 1977, it was already clear that the 1971 Directives on public procurement were a failure (*échec*). Following various studies that demonstrated that they had not led to an effective dismantling of the barriers to market access or for that matter to an increase in cross-border construction activities, in mid-1985 work got under way on a radical revision.



Thomas Rogge,
Paris, 1982

The determining impetus came from the White Paper of the Commission presented in 1985 on the "completion of the internal market", which listed 300 individual measures which it said were necessary to achieve the goal set by the European Council of "completion of the European internal market by 1992". The 1986 Single European Act created the legal framework for this internal market, which it defines as follows:

"The internal market shall comprise an area without internal frontiers in which the free movement of goods, persons, services and capital is ensured in accordance with the Constitution".

Another important component of the White Paper was the completion of the internal market in the area of public procurement. The internal market programme therefore included the revised version of the 1971 procurement directives, which, as the Commission had noted, had had very little impact in practice.

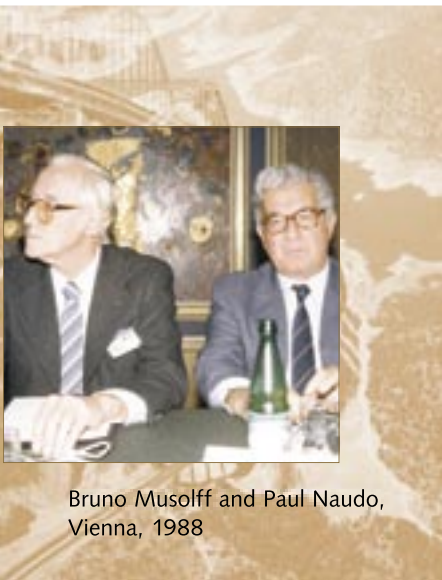
Thus began for the ECC a phase of intense work on procurement procedures. It had numerous discussions with representatives of the EC institutions and gave its opinion on each of the proposals. The aim was to devise detailed practical solutions without losing sight of the political objective. In 1987, the Commission set up a *Beratenden Ausschuss für die Öffnung des öffentlichen Auftragswesens* (CCO – Consultative Committee for the Opening of Public Procurement), coordinated by the ECC and later by FIEC. This committee always included representatives of the European construction industry, who used the opportunity to defend their position.

This initiative achieved visible results. In fact, between 1988 and 1992 a whole raft of Directives was adopted that placed the coordination of award procedures for public procurement, construction and service contracts on a new footing. In addition, a Directive was adopted for the sectors that had been excluded from the scope of application in 1971 (transport, energy, water and telecommunications). A directive on review procedures rounded the programme off.

In 1985, the Frenchman Paul Naudo was elected President of the ECC. He focused his energies on a programme of action for 1986-1988. The thrust of his work was on continuing to tackle the key issues that had been on the agenda up till then. At the same time, a number of new issues came to the fore:

- ◆ the submission of reports at regular intervals on the situation in the construction industry;
- ◆ the drafting of a *plaquette* to present the ECC and its aims;
- ◆ the intensification of contacts with the European Parliament;
- ◆ the need to adapt to structural changes within the European Commission.

In the socio-political field, the ECC maintained ties with the trade unions, but based on the principle of "proceeding with the utmost prudence to avoid giving any impression that there was a possibility of political negotiations or European collective agreements". In the technical field, the emphasis was on the Construction Products Directive.



Bruno Musolff and Paul Naudo,
Vienna, 1988

With the growing influence of the European Community, which now included Greece, Spain and Portugal, and its increasing importance for the economy as a whole and therefore for the construction industry, from the mid-1980s on the question arose whether the structure of the European associations still met the needs of the construction industry. At the same time, there were calls for FIEC to have an autonomous presence in Brussels.

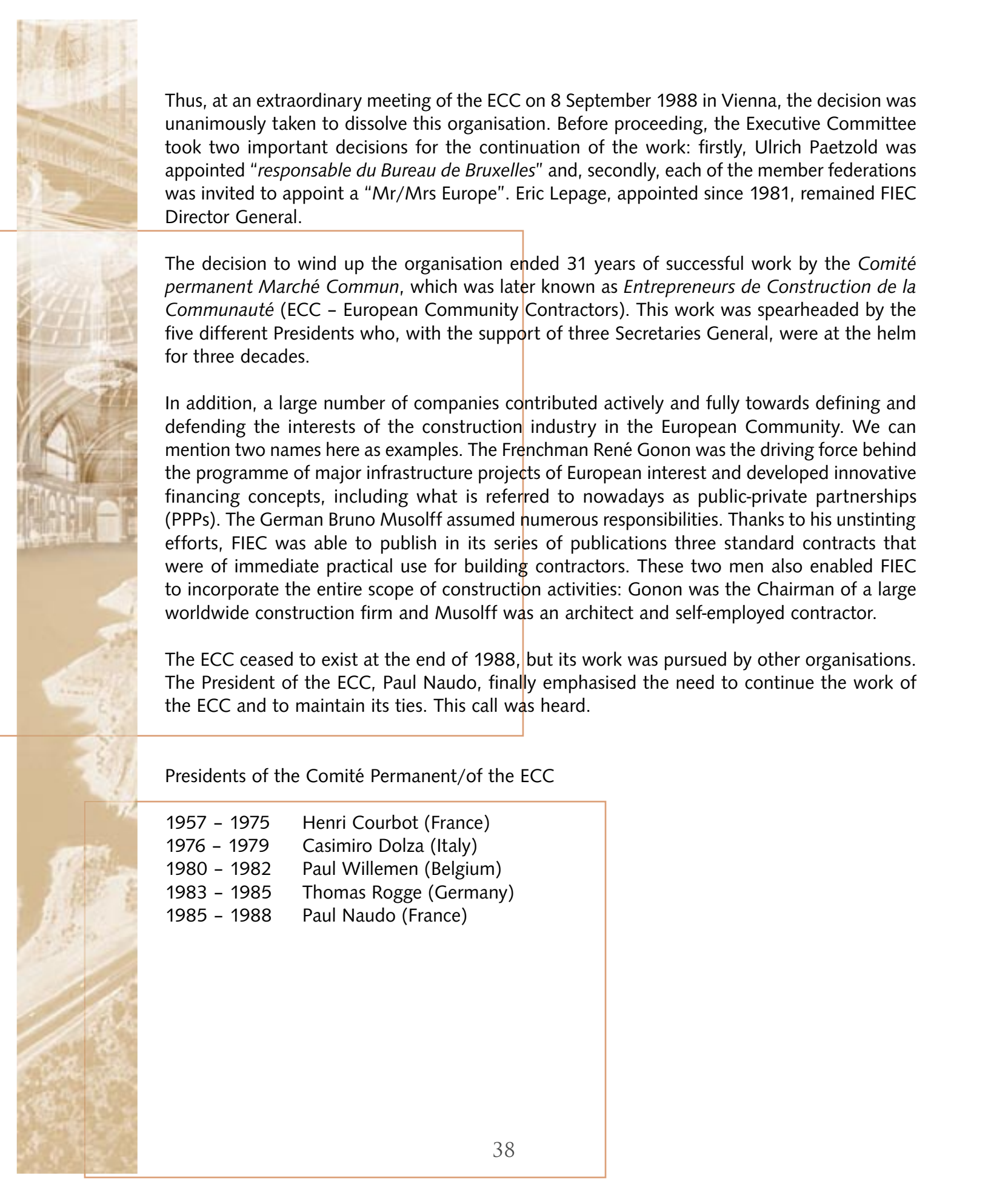
This brought to the fore the question of the continued existence of the ECC. One of the high-level groups (*groupes des sages*) set up by FIEC put together a new structure and new Statutes for FIEC (*cf. Chap. 2*). This group was made up of contractors with many years of experience within the executive bodies of FIEC and the ECC:

- ◆ Peter Galliford (United Kingdom)
- ◆ Erwin Grimm (Switzerland)
- ◆ Paul Naudo (France)
- ◆ Thomas Rogge (Germany)
- ◆ Paul Willemen (Belgium)

One important element of this idea was the integration of the ECC within the Federation. The President of FIEC, Paul Willemen, set the objective of creating one single federation.



Messrs. Gutowski,
Willemen, Rogge and
Chabert, Brussels, 1981



Thus, at an extraordinary meeting of the ECC on 8 September 1988 in Vienna, the decision was unanimously taken to dissolve this organisation. Before proceeding, the Executive Committee took two important decisions for the continuation of the work: firstly, Ulrich Paetzold was appointed "*responsable du Bureau de Bruxelles*" and, secondly, each of the member federations was invited to appoint a "Mr/Mrs Europe". Eric Lepage, appointed since 1981, remained FIEC Director General.

The decision to wind up the organisation ended 31 years of successful work by the *Comité permanent Marché Commun*, which was later known as *Entrepreneurs de Construction de la Communauté* (ECC – European Community Contractors). This work was spearheaded by the five different Presidents who, with the support of three Secretaries General, were at the helm for three decades.

In addition, a large number of companies contributed actively and fully towards defining and defending the interests of the construction industry in the European Community. We can mention two names here as examples. The Frenchman René Gonon was the driving force behind the programme of major infrastructure projects of European interest and developed innovative financing concepts, including what is referred to nowadays as public-private partnerships (PPPs). The German Bruno Musolff assumed numerous responsibilities. Thanks to his unstinting efforts, FIEC was able to publish in its series of publications three standard contracts that were of immediate practical use for building contractors. These two men also enabled FIEC to incorporate the entire scope of construction activities: Gonon was the Chairman of a large worldwide construction firm and Musolff was an architect and self-employed contractor.

The ECC ceased to exist at the end of 1988, but its work was pursued by other organisations. The President of the ECC, Paul Naudon, finally emphasised the need to continue the work of the ECC and to maintain its ties. This call was heard.

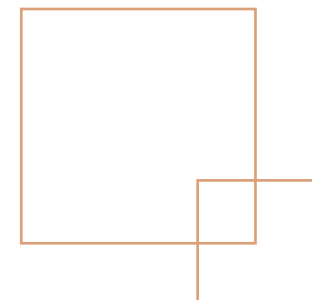
Presidents of the Comité Permanent/of the ECC

1957 – 1975	Henri Courbot (France)
1976 – 1979	Casimiro Dolza (Italy)
1980 – 1982	Paul Willemen (Belgium)
1983 – 1985	Thomas Rogge (Germany)
1985 – 1988	Paul Naudon (France)

Secretaries General

1957 – 1980	Jacques Houdry
1980 – 1984	Jacques Hervet
1985 – 1988	Gabriel Madelin

1972	Start of the gradual financing of the Communities by own resources
1973	Admission of Denmark, Great Britain and Ireland
1974	Creation of a common Council and a common Commission for the three Communities
1975	Abolition of the remaining internal customs duties and introduction of the common customs tariff for goods from third countries
1976	Creation of the European Fund for Regional Development
1977	First agreement with the ACP States
1979	Inkrafttreten des Europäischen Währungssystems (EWS)
1979	First direct elections for the European Parliament
1981	Admission of Greece
1985	Commission White Paper on the completion of the internal market
1986	Admission of Spain and Portugal
1987	Entry into force of the Single European Act



2. FIEC 1958-1988

In the previous chapter we outlined in detail the work of the *Comité permanent pour le Marché Commun/the ECC from 1958 until 1988*. However, this does not mean that the FIBTP (or FIEC) was inactive during this period. The delegates met each year either for the General Assembly or for the meeting of the Administrative Council. For each of these meetings issues were put on the agenda, discussed and documented in reports. In addition, commissions and working groups were set up to examine specific questions. Contacts were developed with international organisations – in particular, the UN Economic Commission for Europe (ECE), the International Labour Organisation (ILO) and the OECD – and the federations on other continents. Of course, the “social” mission of the federation was not neglected.

The FIBTP (and later FIEC) again and again received inquiries from federations from Africa on the conditions of membership. An important resolution was passed in 1962 limiting the territorial scope of influence of the Federation to Europe. Accordingly, some years later it turned down an application for membership from the federation of Israeli construction firms, although it undertook at that time to liaise closely with this federation by signing a formal cooperation agreement.



General Assembly
in Naples, 1959

- The substantive issues addressed in the 1960s and 1970s included matters which the construction industry and its federations have continued to face right up to the present day. Here are a few examples:
- ◆ The procedures for the award of public contracts
 - ◆ Full employment in the construction industry
 - ◆ Vocational training
 - ◆ Price setting and price revision in public works projects
 - ◆ The role of the employers' federations and their relations with the trade unions
 - ◆ Co-determination and participation of workers in the company
 - ◆ Problems with the recruitment of foreign workers
 - ◆ The economic and social impact of technical progress in the construction industry
 - ◆ Technical approval in the construction industry
 - ◆ The image of the construction industry

Also, comparative studies were regularly carried out by an information service. The issues addressed included:

- ◆ Collective agreements and working time
- ◆ Measures to prevent winter unemployment
- ◆ Labour costs
- ◆ Market studies
- ◆ Structure of the professional organisations of the construction and public works sectors

1. Governing Body, Vienna, 1976
2. Programme of the General Assembly in Munich, 1973
3. General Assembly in Paris, 1977
4. General Assembly in Edinburgh, 1963

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5. Programme of the Governing Body in Athens, 1974

6. Governing Body, Palma, 1982

7. Handover of mandate from F. Piccinini to Th. Rogge, Interlaken, 1985

8. Opening Ceremony Nice, 1987

9. Gala Dinner, Antwerp, 1968

Among the international organisations with which the International Federation maintained contacts, the Geneva-based International Labour Organisation (ILO) played a particularly important role. It was and still is not only responsible for the drafting of conventions (e.g. on social standards), but also for bringing together the two sides of industry in sectoral conferences.

Since the Second World War, it has thus organised every few years regular sessions of its "Building, Civil Engineering and Public Works Commission". As we mentioned earlier, the first of these meetings in 1946 provided an opportunity for the representatives of the construction industry to discuss matters and finally to relaunch the FIBTP.



Governing Body, Vienna, 1988

The first Technical Commission was set up in 1968, but it did not become fully active until 1973. Decisions were taken in 1969 concerning the creation of a vocational training commission and an internal section referred to as the "International Contractors' Section" (*cf. chapter 4 "International orientation"*) for the companies operating at an international level. These two bodies began their work in 1970. Since then, all the commissions have submitted regular

reports on their work (*this point is discussed in more detail in the chapter on "Substantive issues"*).

In the late 1970s, a working group chaired by Paul Naudo tackled an issue that has lost none of its topicality: the image of the construction industry. In previous years, several national federations had conducted campaigns aimed at improving the image of construction firms and the sector as a whole. The FIEC working group submitted its definitive report in Venice in 1979. This report contained a wealth of valuable proposals and suggestions. The list of recommendations for contractors and federations included:

- ◆ socio-political measures
- ◆ economic measures
- ◆ political measures
- ◆ measures in the field of the environment, living standards and the quality of life
- ◆ measures concerning the construction sector as an export industry.

On this basis, the worldwide confederation set up in 1974, CICA (Confederation of International Contractors' Associations) later drew up a report on the same topic.

In the mid-1980s, FIEC turned its attention to problems connected with the economic situation and general policy. It was important at that time to analyse and clarify the role of the construction industry in and for the economy as a whole, not least to enhance the industry's image. The key issues of these years were the following:

- ◆ How do construction needs lead to an actual demand? (Cologne, 1983)
- ◆ The behaviour of construction firms in the context of changing construction markets (Interlaken, 1985)
- ◆ Dynamic market behaviour and flexibility – Future pathways (Helsinki, 1986)
- ◆ The construction industry: an industry in the throes of change (*La Construction: une industrie en mutation*) (Nice, 1987).

The long-serving Secretary General Michel Parion retired in 1981. Eric Lepage was chosen to succeed him. The office remained in Paris, although it became increasingly clear in the 1980s that it was practically impossible for the European Federation to do its work properly without a representative office in Brussels. This realisation was one of the reasons behind the restructuring that was finally decided in 1988.

THE NEW FIEC (AS FROM 1989)

1.6

With the resolutions of Vienna and the resumption of the ECC's activities, a new chapter began in the history of FIEC. Its new structure (*cf. organisational chart*) reflected from the outset a desire to represent the interests of the European construction industry as effectively as possible with the European institutions. The specialised work was divided among three commissions:

- ◆ Economic and Legal Commission (ECO)
- ◆ Social Commission (SOC)
- ◆ Technical Commission (TEC)

These commissions set up sub-commissions for specific tasks. The existing committees were integrated into the new structure. Thus, the vocational training commission became "SOC 1" and the traffic infrastructure working group "ECO 4". In the years that followed, committees and working groups for specific tasks were added, while a number of sub-commissions were combined.

A period of very intense work got under way. One of the key elements of the restructuring was the setting-up of an office in Brussels. This office on Avenue Louise opened on 1 January 1989, and by June of that year it was fully operational under Ulrich Paetzold.



General Assembly,
Lisbon, 1989

Furthermore, it was important to infuse life into the fledgling structure and to monitor and/or work on an ever growing wide variety of legislative initiatives of the European Union and other substantive issues. The main issues addressed were the following:

- ◆ preparatory work for the "Internal Market 1992" operation
- ◆ tentative social dialogue in the Community
- ◆ the first steps towards the transposition of the Construction Products Directive
- ◆ the concept of the "Trans-European Network" (TEN)
- ◆ the different initiatives in the field of "liability and guarantees"
- ◆ competitiveness in the European Construction Industry.



Gala Dinner, Lisbon, 1989

Although all the new commissions got down to work with much enthusiasm, at the General Assembly in 1989 President Jean-Louis Giral felt compelled to point to a number of shortcomings: there were too many sub-commissions, there were too many meetings and the decision-making process was laborious and complicated, the Steering Committee was not fully informed, the costs had spiralled and FIEC still sometimes had difficulty "maintaining direct relations with the EC to express its views". On the basis of this critical assessment, Giral called for two changes:

- ◆ Consolidation of the structure by improving internal functioning and avoiding dispersion in the handling of the different issues,
- ◆ Development of an offensive approach and of FIEC's declared aim to anticipate developments.

These calls were indeed heard. Just one year later, President Peter Galliford could say: "And finally I believe that FIEC has made considerable progress since its reorganisation three years ago. The proof of this is our ability to represent our interests today in Brussels with one voice."

In addition to the tasks generated by the legislative work of the EC, two political factors or developments affected the structure and orientation of FIEC in the initial years after its structural reform.



Steering Committee,
Strasbourg, 1989



- ◆ At an organisational level, FIEC took into account the coexistence of the European Community and EFTA, as a Vice-President (initially a *First Vice-President*) was responsible for each group of countries. Even though the EC was obviously FIEC's main concern, this was essential to defend the interests of the member federations of the countries that did not (yet) belong to the EC. This was no longer necessary with the creation of the European Economic Area on 1 January 1994 and the admission to the EC in 1995 of the former EFTA countries (Austria, Finland and Sweden). For their part, Switzerland and Norway, which were still members of EFTA, were fully integrated into the work of FIEC.
- ◆ The collapse of the communist system and the opening of the borders in 1989 naturally also had some impact on the structure and work of FIEC. Internally, this new situation led to the setting-up of a working group on Central and Eastern Europe in 1990 and the appointment of a new Vice-President responsible for the CEEC in 1992 (see also the chapter 5.6.).

Another innovation was the idea of appointing a European delegate (Mr/Mrs Europe) in all the member federations. It was the ECC that once again took the initiative. In this way (perhaps unconsciously), they were reviving a tradition that went back to the creation of the *Comité permanent pour le Marché commun*. Already at that time, each federation had designated a member of their staff to take care of matters connected with the EEC. This new arrangement (which was formally introduced in 1990) was to be particularly useful. These appointees had the important responsibility of passing on the information conveyed by FIEC to the appropriate services of their own federations and ensuring that questions were answered and opinions were expressed by the set deadlines. The European delegates also met for a few years, but this practice was discontinued after some time.

The language question was often hotly debated. The Statutes adopted in 1988 stipulated that French, English and German were the official languages of FIEC and that none of these languages would take precedence. However, it was stated that "only the French version is valid" for the interpretation of the Statutes and the Standing Orders. This arrangement was maintained. Proposals aimed at increasing the number of official languages or making English the only official language had no chance of getting a majority vote. Nonetheless, written communication was almost exclusively in English, and, where possible, FIEC endeavoured to conduct meetings without using interpreters.

The Statutes and the Standing Orders were amended on several occasions (see also chapter 2). Since it had been stipulated that the four "big" countries (Germany, France, the United Kingdom and Italy) and the other groups of countries could each put forward a representative for the Steering Committee, the Standing Orders had to be amended each time there was an increase in the number of members. The other changes concerned, for example, the strengthening of the role of the Council of Presidents, the possibility of admitting European professional associations as associate members and the procedure for internal decision-making.

The strategy to be followed by FIEC appeared on the agenda again and again. Thus, in 1994 a "Rolling Strategic Plan" was adopted that embraced "both our fundamental strategic goals and the detailed programmes of work of the commissions and sub-commissions".



Valéry Giscard d'Estaing
during a FIEC Conference
in Strasbourg, 1989

In 1996, a document was adopted on "working method aimed at reducing costs (both for the FIEC and for the member federations) and increasing efficiency". This document defined the procedure for the selection and handling of priority issues. It also proposed a series of measures to reduce the budget by 30% in three years by limiting the number of meetings, reducing expenditure on interpreting and translation and other administrative-type measures. This target was achieved and the subscriptions of member federations remained to this level until now.

In 2000, on the initiative of the then FIEC President, Philippe Levaux, it was decided to carry out a "review" of FIEC's structure and organisation (involving also numerous interviews within the member federations). This led to decisions concerning an action plan and a change in the distribution of tasks within the Federation, followed of course by a change to the Standing Orders (see also chapter 2.3).

In 2004, based on a British initiative a "Business Plan" was adopted. This plan was divided into two parts with distinct objectives:

- ◆ To promote the representation of the interests of the construction industry
- ◆ To improve the general commercial conditions for the construction industry.

Each of these two fields had its own "yardstick" to measure its success in real terms.

Although the number of members steadily increased, in particular because of the admission of federations from Central and Eastern Europe, there were also a number of setbacks (*cf. Chap. 5.3 "FIEC and its members"*). For example, the three British federations BEC, FCEC and EGCI withdrew from FIEC in 1994/95, and it was not until the start of 2002 that the newly formed



Gala Evening, Porto, 1998

Construction Confederation rejoined the Federation. Also, the Italian federation ANCE announced in mid-1996 that it was pulling out, but it did not carry out this decision. Since then, a second Italian federation – AGI – has joined FIEC.

A turning point came in 1994 with the decision to concentrate the work of the Federation in Brussels, implementing a decision that had in fact been taken in 1988.

At the 1994 General Assembly, the Director General Eric Lepage, who had been in office since 1981, and Ingrid Raeth, who had worked as one of the pillars of the FIEC secretariat for over 30 years, retired. Ulrich Paetzold has been Director General since 1 January 1994.

DEALING WITH SPECIFIC ISSUES

The publication released in 1980 to celebrate the 75th anniversary of FIEC lists the issues that were discussed by the Federation at its annual congresses from 1950 to 1979. This practice was continued in the 1980s. On the basis of reports previously drawn up, the delegates could discuss fundamental issues affecting the construction industry in addition to “routine” matters. The reports themselves were often a rich source of information on the different topics.

A change was gradually introduced from 1989 on. To give more weight to the problems of the industry and to allow high-ranking representatives of the European institutions and external experts to state their views, an entire day was devoted to the key issue of the congress. The aim was to limit the time devoted to reporting on the activities of the commissions, sub-commissions and working groups and to make the presentation of substantive issues as lively and as interesting as possible for the delegates.

This resulted in the organisation of an annual Conference which, for several years now, serves as a basis for each annual FIEC Congress.

The following issues were discussed during the congresses:

1989	Towards a Social Europe: the current situation and proposals
1990	- Social implications: the Community Social Programme – Social dialogue – Posting - The environment
1991	Workshops: Responsibility Posting, social dialogue Research and development
1992	The Environment: A Challenge for the Construction Industry
1993	1. Investments in Central and Eastern Europe 2. The European internal market of the construction industry – vision or reality? 3. SMEs in an enlarged market
1994	Bauen – Der Weg zum Aufschwung Construction – The Road to Recovery Construction – La Voie de la Reprise
1995	Towards a European Transport Infrastructure Policy
1996	Cities – Urban renewal
1997	1. TENs 2. Abnormally low tenders in public works contracts
1998	The European construction industry: five vectors for employment
1999	Enlargement of the Union
2000	A Europe with an efficient construction industry for the environment and employment
2000	The West-East networks for a united Europe – the contribution of the European construction industry
2001	Construction and infrastructures for urban renewal in Europe
2002	Future challenges for the European construction industry
2003	The European construction market after the entry of the ten new members



Opening Ceremony,
Bratislava, 1999

The above list shows that, as had already been the case in the past, over the last fifteen years a number of key issues have crystallised which have had to be tabled again and again. In spite of FIEC's undeniable successes, this situation will certainly continue in future. Continuity in the handling of certain priority issues that come up time and time again will remain a determining factor in the life of the Federation. This is of course similar to what happens in the wider political world.

In addition to the themes identified as "priorities", a plethora of specific issues relevant to economic and legal, social and technical aspects were also addressed.

When one examines the annual reports and minutes of meetings, the overall impression is that the topics analysed and therefore the tasks that FIEC must undertake with a comparatively small team are steadily increasing in number and complexity from year to year. There are essentially three reasons for this:

- ◆ The legislative work of the EU, even if we consider only the part that refers to the construction industry, has taken on mammoth proportions, and new initiatives are constantly being added.
- ◆ All the different topics are increasingly interwoven, so that the involvement of several services is required for proper handling of the various matters.
- ◆ Insofar as FIEC has managed to gain a foothold in Brussels and to win recognition as a competent interlocutor, it is invited and even encouraged to express opinions on a wide range of issues which, despite their often general, horizontal nature, touch on specific interests of the construction industry.



Meeting with Commissioner Christos Papoutsis, Brussels, 1997 (right: Ioannis Papaioannou, FIEC President)



General Assembly, Bratislava, 1999

There is one thing that is clear. It is essential and helpful to continue to set priorities for the work of FIEC. However, the Steering Committee, the Commissions and the Executive Committees cannot realistically confine themselves to discussing these issues only. FIEC must react when it receives calls, invitations and requests for opinions from outside, and particularly from the institutions of the EU. And that will always require a substantial investment in terms of time and energy.

This is linked to a problem that most federations face at all levels. FIEC depends on the cooperation of the member federations and the participation of their entrepreneurs and experts at meetings. They need them to answer inquiries, to send questionnaires back on time, etc. The FIEC Presidents and its commissions are constantly obliged to reiterate this need.



Erkki Liikanen, EU Enterprise Commissioner, Helsinki, 2003

Nevertheless, on the eve of its centenary FIEC presents itself as a close-knit, efficient and recognised federation representing the interests of the European construction industry and is tirelessly striving to uphold this good reputation and to promote the image of the construction industry as a competent and reliable partner at European level.

CALENDAR OF EUROPEAN INTEGRATION

12/1991	Conference of Maastricht: Treaty on the European Union
02/1992	Signing of the Treaty on the European Union
05/1992	Signing of the Agreement on the European Economic Area (EEA)
01/1993	Completion of the European Internal Market (at least in theory)
11/1993	Entry into force of the Maastricht Treaty
01/1994	Entry into force of the Treaty creating the EEA
01/1995	Admission of Austria, Sweden and Finland to the EU
07/1997	Agenda 2000
10/1997	Signing of the Amsterdam Treaty on the reform of the EU
06/1998	The European Central Bank (ECB) starts operating
01/1999	Start of the 1st phase of European Economic and Monetary Union (EMU) – the euro as book money in eleven EU Member States
05/1999	Entry into force of the Amsterdam Treaty
02/2001	Signing of the Treaty of Nice on the institutional reform of the EU
01/2002	Introduction of the euro as notes and coins in twelve EU States
02/2002	Inauguration of the European Convention
12/2002	Decision on the enlargement of the EU to ten States
02/2003	Entry into force of the Treaty of Nice
07/2003	The Convention submits a draft European Constitutional Treaty
05/2004	Estonia, Latvia, Lithuania, Poland, the Czech Republic, Slovakia, Hungary, Slovenia, Malta and Cyprus join the EU
06/2004	Decision of the European Council on the “Treaty establishing a Constitution for Europe” Candidate status for Bulgaria, Croatia and Romania
10/2004	Signing of the European Constitutional Treaty in Rome

Meeting with Mario Monti,
EU Commissioner for Taxation,
Brussels, 1999 (left: Philippe Levaux)

Meeting with Michel Barnier,
EU Commissioner for Regional Policy,
Brussels, 2000 - J-P Coirbay (CNC
President), M Barnier, Ph Levaux
(FIEC President)







2



F I E C
AS REFLECTED
IN ITS STATUTES

Following the success of the Congress in Liège, Statutes were adopted on 17 February 1906 for the International Commission responsible for arranging the congresses of the construction industry and the public works sector. After the decision was taken at the second congress in Paris in 1908 to officially set up the *Fédération Internationale du Bâtiment et des Travaux Publics* (International Federation of Building and Public Works Contractors) with its own Statutes, the first official Statutes of the Federation were definitively adopted in Brussels on 26 April 1909. The years that followed saw the incorporation of the international commission within the International Federation. In 1913, the Federation adopted a structure that was confirmed by a revised set of Statutes that were unanimously adopted by the Executive Council on 20 July of that year. This was based on a draft tabled by the Swiss delegation.

2.1

THE 1913 STATUTES

The members of the International Federation are national federations operating in the construction industry and the public works sector. The headquarters are in Brussels, and the Federation is established for an indefinite period.



Stone Railway Bridge, Solkan, Slovenia, 1904-1906 (Line Vienna-Trieste, largest stone arch in natural stone in the world, 85 m span, 5,000 tonnes of stone, construction time 18 days)

Objectives of the Federation:

- ◆ to act as an enduring interface between all the affiliated federations;
- ◆ to promote the creation of federations in all countries;
- ◆ to collect information on all matters connected with the construction industry and to pass on this information to the members;
- ◆ to ensure a constant exchange of views on relations between the two sides of industry;
- ◆ to publish the official Federation publications;
- ◆ to offer help in all areas of interest to the construction industry.

The membership fee to be paid depends on the number of enterprises affiliated to the respective member federation (with an upper limit of 20,000 members).

Three bodies have been set up to achieve the objectives of the Federation:

- ◆ The Executive Council, i.e. the assembly of delegates, "*assure la haute direction de la Fédération Internationale*" ("is responsible for oversight of the International Federation").
 - ◆ It is made up of delegates from the member federations according to the amount of their contribution;

- ◆ It normally meets annually under the President and decides by a majority of the delegates present;
- ◆ It elects the members of the "Bureau" and of the "Bureau Permanent" and decides on the federation finances, on the admission of new members, on the date, place and agenda of the International Congress, on the revision of the Statutes and generally on all important matters.

- ◆ The Executive Committee (*Direction Administrative*)
 - ◆ conducts the affairs of the International Federation
 - ◆ represents it vis-a-vis third parties
 - ◆ is made up of the Director General, the Secretary (*Sécrétaire*) and the Treasurer (*Trésorier*)
- ◆ The International Congress meets regularly by decision of the Executive Council
 - ◆ A "member" of the Congress can be anyone who is affiliated to a member federation or who has enrolled and paid the membership fee;
 - ◆ The President chairs the International Congress, and decisions are taken by a majority of those in attendance.



Guadarrama Tunnel, Spain, 1963

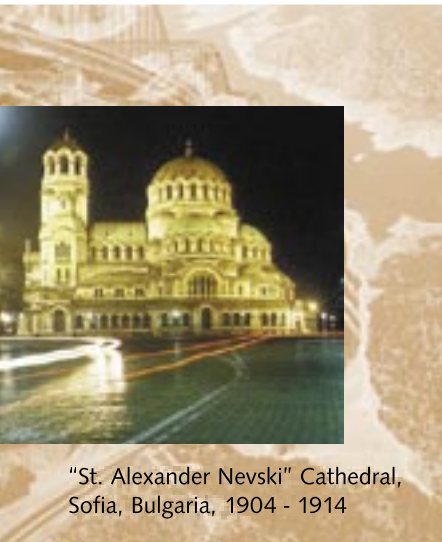
The dissolution of the Federation can be decided only at an extraordinary meeting of the Executive Council. At least two-thirds of the members must be in attendance. Decisions require a two-thirds majority of the members present.

The basic structure defined in these Statutes was to remain virtually unchanged until 1948. However, a number of additions and clarifications were made when it was decided to revise the Statutes in Brussels on 19 October 1921.

One aspect which is already mentioned among the objectives of the Federation and which was introduced in the Statutes was the organisation of International Conferences. These Conferences are designed to bring together larger numbers of delegates than could attend a meeting of the Executive Council and discuss urgent matters that cannot be postponed until the International Congress is held. The clauses relating to the Congress have remained practically unchanged.

The definition of the following bodies was changed:

- ◆ the Executive Council
- ◆ the Executive Committee (*Bureau permanent*)



"St. Alexander Nevski" Cathedral, Sofia, Bulgaria, 1904 - 1914

In the Executive Council, the members, irrespective of their size, each have 5 votes, which they can cast only as a block vote. In addition to arranging congresses, the Council is also responsible for organising International Conferences.

The *Bureau du Conseil Supérieur* is made up of:

- ◆ the President
- ◆ a Vice-President for each country
- ◆ a Vice-President for public works (*travaux publics*)
- ◆ a Vice-President for construction work (*bâtiment*)
- ◆ the Director General (*Délégué Général*)

- ◆ the Treasurer
- ◆ the members of the *Bureau permanent*

It should be noted that the President is proposed by the delegates of the country in which the next congress is scheduled to be held. This proposal is confirmed by the Executive Council.

The *Bureau permanent* is made up of:

- ◆ the *Délégué Général*, who is at the same time the Vice-President
- ◆ the Treasurer
- ◆ a *membre correspondant*, who represents the *Bureau permanent* at the Federation headquarters.



Construction site of contractor Lanfry, early XXth Century, France

2.2

A NEW BEGINNING AFTER 1945

These Statutes laid the groundwork for the work of the International Federation up to the Second World War. Subsequently, they were used as the legal basis for the convening of the first General Assembly after the war, which took place in Paris in October 1948. The revised Statutes were adopted on 9 October 1948. It should be noted that these were not in fact new Statutes (and therefore not a completely novel approach in the aftermath of the war), but rather a revised form of the same Statutes, i.e. a continuation of a tradition that had been maintained for 40 years.

The name and the objectives of the Federation were maintained, but the headquarters were moved to Paris (Avenue Kléber 33, i.e. the headquarters of the French building federation – Fédération Nationale du Bâtiment). The life of the Federation was defined as 99 years,



beginning on 1 January 1908 (with the possibility of extending this period).

In a radical change to the structure of the Federation, it was decided that henceforth the following bodies would take charge of the work:

- ◆ the General Assembly of delegates;
- ◆ the Administrative Council.

Each federation could appoint five delegates for the General Assembly, but each Federation would have only one vote. As the governing body of the Federation, the General Assembly would meet at least every two years and would be chaired by the President. It would essentially enjoy the same rights as the Executive Council had previously, but in addition it would be responsible for appointing the members of the Administrative Council.

The Administrative Council was made up of the following:

- ◆ the Chairman, at the same time President of the International Federation
- ◆ a Vice-President for each country
- ◆ a Vice-President for public works
- ◆ a Vice-President for construction work
- ◆ *Délégué Général*
 - ◆ the Treasurer
 - ◆ the Secretary General of the Steering Committee.



Mustola Lock on the Saimaa Canal,
Finland, 1966

The term of office of the President, the Vice-Presidents and the Treasurer were set at two years.

The Steering Committee has responsibility for day-to-day affairs and the implementation of the decisions of the General Assembly and the Administrative Council. It is made up of the President, the Vice-President (*Délégué Général*), the Treasurer and the Secretary General.

Furthermore, the Statutes provide for the organisation of International Conferences and Congresses. The corresponding articles from the old Statutes were included without practically any amendments. However, the organisation of congresses is no longer the responsibility of the President of the Federation. Instead, this task is given to a congress Chairman to be designated by the General Assembly.

The adoption of the new Statutes thus provided the necessary legal basis for the Federation to make a fresh start while guaranteeing continuity.

The following major change to the Statutes was not to be implemented until 19 years later. The Statutes adopted on 18 September 1967 for the first time changed the name of the Federation. Although no reference was made to any geographical limit in the previous Statutes, the name of the new Federation confined its scope of activity to Europe (the International Federation of Building and Public Works Contractors, in French the *Fédération internationale des entrepreneurs européens du bâtiment et des travaux publics* – in abbreviated form the FIEEBTP).



Genissiat Dam,
France, 1949

The term *Délégué Général* was no longer mentioned among the designations used for the bodies of the Federation. Henceforth, the Steering Committee would be made up of the President, the Vice-Presidents for construction work and public works, the Treasurer and the Secretary General. For the first time, the Federation could include corresponding members. The "International Conferences" and "International Congresses" were maintained among the objectives of the Federation, even though no such events were

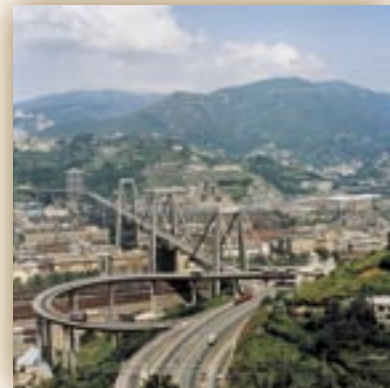
organised after the war.

A further amendment to the Statutes was decided in 1973. The name of the Federation, which was generally felt to be too cumbersome, was replaced by *Fédération internationale européenne de la construction* (International European Construction Federation). In this way, the abbreviation (FIEC) could be maintained even if the name of the Federation changed again.

The changes made to the Statutes in the years that followed were certainly needed given the situation at the time, but the actual structure of FIEC changed very little. The composition of the Steering Committee was changed in 1977, when it was decided that the Chairmen of the *Comité permanent* and of the International Contractors' Section (ICS) would henceforth be *ex officio* members of the Steering Committee. In 1981, the decision to change the name of the ICS to European International Contractors – EIC was also incorporated in the FIEC Statutes.

In the mid-1980s, the members of the Federation increasingly became convinced that the historical structure of FIEC was no longer appropriate for its increasingly wide range of responsibilities. It now seemed inevitable that the work of FIEC would have to be brought into line with the rapid progress achieved within the framework of the European integration process.

Against this background, the absence of a permanent presence in Brussels was increasingly seen as an obstacle to the effective representation of the interests of the construction industry with the institutions of the European Community.



Polcevera Viaduct, Genoa,
Italy, 1962

A “NEW FIEC” – 1989

2.3

These and other arguments led to the development of new Statutes that fundamentally changed the structure of FIEC. They were adopted by the meeting of the General Assembly in Vienna in 1988 and came into force on 1 January 1989.

These Statutes – along with the new Standing Orders – gave FIEC a structure that has worked satisfactorily since then and still underpins the activities of the Federation. The most important changes are described below (see also the organisational chart):

- ◆ The abbreviation FIEC now stands for the *Fédération de l'Industrie Européenne de la Construction* (European Construction Industry Federation). It is used in the three languages (French, English and German) that have equal status within the Federation.
- ◆ The headquarters are still in Paris; a *Bureau permanent* is to be opened in Brussels.
- ◆ A distinction is drawn between
 - ◆ full members
 - ◆ observer members (in principle for a transition period of two years before becoming full members)
 - ◆ corresponding members (federations from “State-trading countries”)
- ◆ The aim of the Federation is more precisely defined: “To ensure, in an appropriate manner, the promotion and defence of the specific interests of its members to all institutions, all organisations or all persons and at all levels.”
 - ◆ FIEC is made up of four bodies:
 - ◆ the General Assembly
 - ◆ the Council
 - ◆ the Steering Committee
 - ◆ the President



“Statfjord A”, Norway, 1978 - 1981



“Statfjord A”, Norway, 1978 - 1981

- ◆ The composition of the Steering Committee has changed. Assisting the President and the Treasurer there are six Vice-Presidents – two Vice-Presidents for the EC and/or EFTA countries, three Vice-Presidents who are each designated by groups of countries and the representative of the European International Contractors – EIC (see also chapter 4.2).
- ◆ The President “represents FIEC in all actions which it performs by virtue of its statutes”.
- ◆ The Council is a new body. It is not intended as a revamp of the old Administrative Council, but it is rather a consultative body in which the full members are represented by their Presidents.
- ◆ The clause according to which the Assembly of members sets up permanent commissions acting on a proposal of the Presidency is immediately amended. Most of its special work is now handled by the following commissions:
 - ◆ the Economic and Legal Commission
 - ◆ the Social Commission
 - ◆ the Technical Commission
 and their sub-commissions.
- ◆ The Presidency can also set up *ad hoc* working groups.
- ◆ The procedure is defined for the work of the commissions and working groups, as are the rules for the conduct of meetings with a view to reducing costs. The drafting of position papers is formally structured.
- ◆ Finally, the role of the Director General is defined.

Ballast Nedam
construction site, Pays-Bas



“Vasco da Gama” Bridge,
Lisbon/Alcochete, Portugal, 1998

These Statutes have been amended, refined and condensed several times over the years, most recently in 2001 in Istanbul. The title of “corresponding” member was done away with, but a new status (“associate” member) was introduced for federations “representing employers in firms involved in specialised work within the construction industry”. The role of the Council was extended to include the authority “to make decisions and recommendations” and “to define FIEC’s professional policy and strategy”.

A number of important changes were made to the composition of the Steering Committee. The decision was taken to discontinue the appointment of “first” Vice-Presidents. A mandate was assigned to each of the four “big” countries and to the groups of other countries. As a result, henceforth the groups of countries represented within FIEC had to be adapted several times whenever the number of members increased (the last change was in 2004 in Prague). The duration of the mandates was set at two years. The inclusion of the President of the EIC as a member of the Steering Committee of the FIEC continued as before.

Today, therefore, FIEC has a structure that facilitates efficient work and cooperation among the different internal bodies as well as the effective external representation of interests. This *modus operandi* is backed up by coherent use of modern information technologies.

In 2000, the member federations decided on the initiative of the then FIEC President, Philippe Levaux, to commission an external consultancy firm to analyse FIEC, its structure and functioning, its corporate profile, its successes and possible ways to improve it. The final report of the consultant confirmed that the decision in 1988 to carry out a structural reform had been a wise move and made a number of suggestions for improvement. After an internal discussion, it was agreed that action had to be taken, in particular in the following areas:

- ◆ internal and external communication
- ◆ simplification of the working structure
- ◆ faster decision procedures for position papers, given the usually rather short response times of the EU institutions.

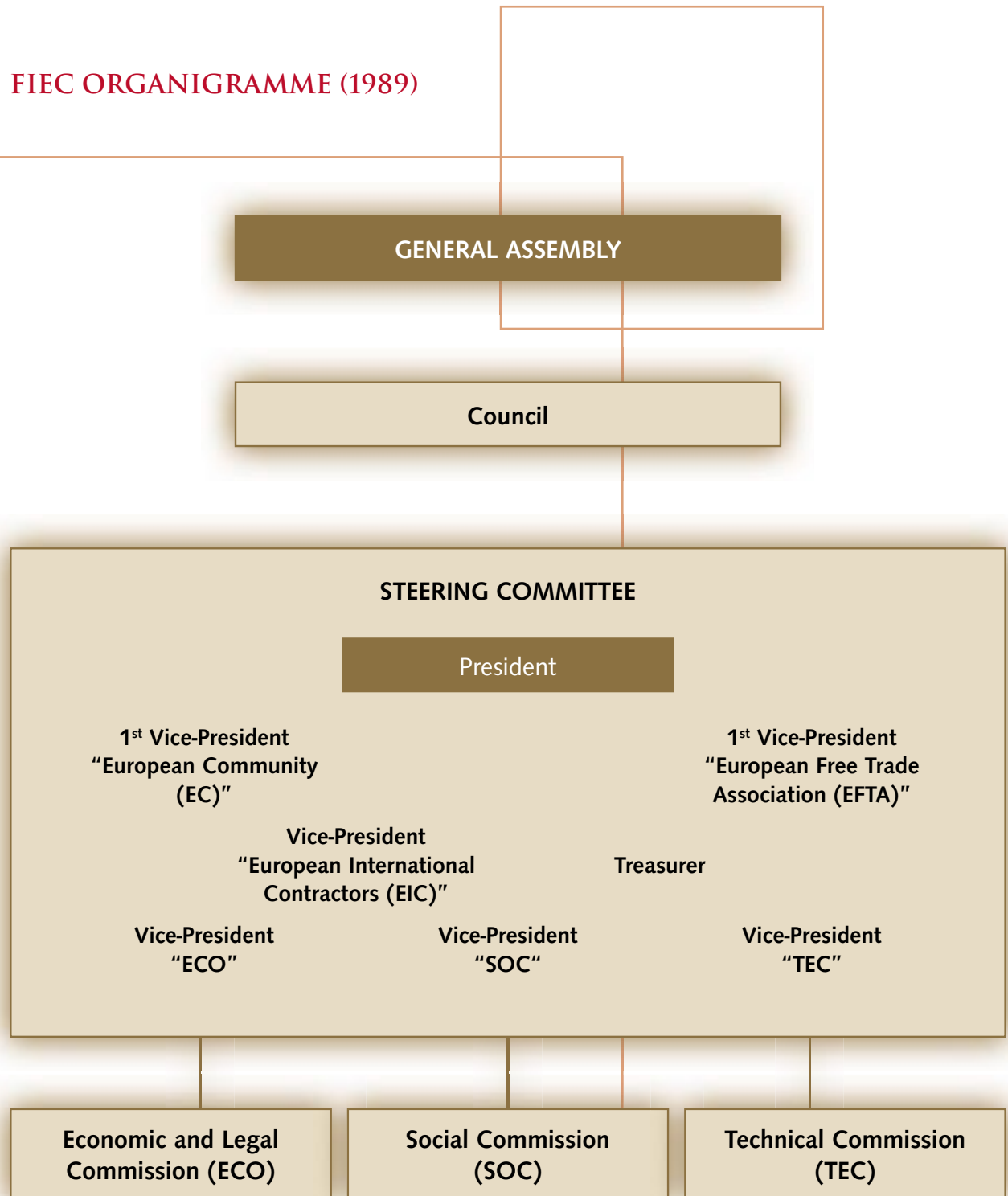
A direct positive result is for example the new structure within the “Economic” Commission (ECO): its tasks had been re-distributed among two sub-commissions “Legal questions” and “Economic development”. In addition to these, temporary working groups have been (or are being) created to tackle specific issues.

Since then, FIEC is permanently trying to achieve a concrete implementation of the review proposals. However, success does depend (only but) also on the willingness of the member federations and of their respective members to cooperate.



Stadium "José Alvalade XXI", Lisbon, Portugal, 2003

FIEC ORGANIGRAMME (1989)



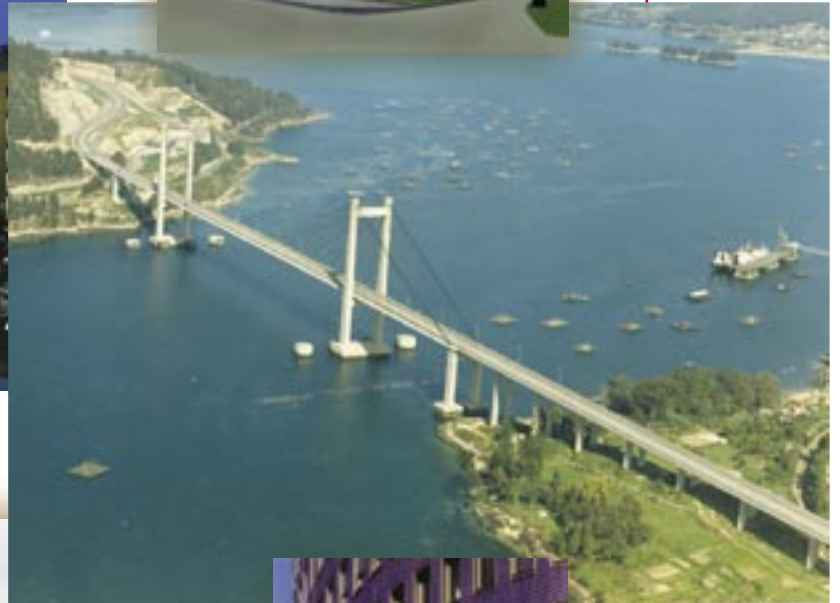
1. "Sanoma House",
Helsinki, Finland, 1999
2. Residential Complex,
Moscow, Russia,
2001-2003
3. "Festa Panorama"
Hotel, Nesebar,
Bulgaria, 2003

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4. Bridge on the
"Bahia de Rande",
Galicia, Spain,
1977
5. "Ellipson"
office building,
Dortmund,
Germany, 1999

5



3



SUBSTANTIVE ISSUES

3.1

THE LABOUR MARKET

The employers' federations were formed at the end of the 19th and at the start of the 20th century partly in reaction to the fact that workers were organising and forming trade unions. Therefore, from the very outset the issues surrounding the labour market and relations between employers and workers played an important role in the life of the federations.

The same applies to the federations of the construction industry, and this at an early stage at European level. As early as 1905, at the congress in Liège (Belgium), resolutions were adopted on issues that included the prevention of industrial accidents, unemployment insurance and old-age pensions. The setting-up of privately-run sectoral funds was already at that time recognised as an audacious solution to existing problems.



"Litostroj" Factory, Ljubljana,
Slovenia, 1946 - 1949

These topics – together with the issues (that were much discussed at the time) of the reduction in working time as well as strikes and lockouts – remained on the agenda after the Federation was set up. The 1912 congress in Rome in fact called for a ten-hour working day. The Federation magazine *La Construction Internationale* was to become important for the Federation, as it frequently aired issues connected with the labour market. The aim was in fact to give information and assistance to the national federations and the enterprises affiliated to them.

For the 1914 congress, which could not be held because of the outbreak of the war, the first issue on the agenda was: "Collective agreement – international principles governing relations between employers' federations and workers' organisations" ("*Contrat collectif de travail – Règles internationales éventuelles pour les rapports conventionnels entre les associations ou syndicats industriels et les organisations ouvrières*"). Another issue was "Strikes and lockouts – practical ways to settle labour conflicts" ("*Grèves et lock-out – Recherche des moyens pratiques pour solutionner les conflits*").



Herrentunnel, Lübeck,
Germany, 2001-2005

These issues were taken up again after the war. An increasingly important item was the introduction of the 40-hour week demanded by the trade unions and the International Labour Organisation. The FIBTP did not in principle oppose the idea, but it lobbied hard for the seasonal nature of construction work to be recognised. According to a resolution adopted in London in 1930, it was essential to take this aspect into account by setting *average* working hours. The flexibilisation of working time was therefore already a bone of contention back then! In 1935, the Federation called for "the maintaining of working time that takes full advantage of the good weather season to make up for the working time lost due to the particular conditions in which construction work is carried out".

Immediately after the resumption of the work of the Federation (from 1948 on), labour market issues were high on the agenda of the FIBTP. In addition to working time, the question of wages became a focal issue. Guaranteed weekly wages and comparison of the different systems of performance-related pay were issues addressed by commissions during the 1950 General Assembly in Venice. Also, they discussed the impact of social security contributions on construction costs and the organisation of unemployment insurance.

In the 1950s, these issues featured regularly on the agenda, for example, "guaranteed wages" in London in 1953, "job security" in Brussels in 1955, "working conditions of young workers in the construction industry" and "foreign workers in the construction industry" in Naples in 1959.



Following the entry into force of the EEC Treaty, a number of tasks were allocated within the FIBTP. At its annual congresses, the International Federation discussed mainly socio-political issues of major importance for the construction sector. In this respect, the drafting of comparative studies as well as working on a regular basis within the bodies of the ILO, played a fundamental role. From the very outset, the *Comité permanent* for the Common Market put the emphasis in its work on the social problems linked to the gradual realisation of the Common Market (see also Chap. 1.5.1). However, in the initial years actual specific demands were seldom put to the European Commission. Already in 1961, one of the freedoms postulated in the Treaty of the EEC (the freedom of workers in Europe of the Six) had been implemented. This led to the appearance in 1971 of a new issue on



"DZI" Bank, Sofia,
Bulgaria, 1926

the agenda of the Comité permanent which is still of concern to FIEC today: the posting of workers and the applicable working conditions.

Already at that time (by agreement with the trade unions), the principle was postulated that the employment and working conditions applicable to the place of work should be the determining factor when workers are posted. Since that time, FIEC has not deviated from this position, and over the years and decades that followed it has had every opportunity to uphold this principle. Moreover, this is presently the case with the proposal for a directive on "services in the internal market" in which the prohibition of control measures largely threatens – according to the social partners in the construction sector – the effective application of the posting directive.

In 1974, the *Comité permanent* set up a working group on "social issues and vocational training" ("*Problèmes Sociaux et Formation Professionnelle*"). Although this group did some valuable preparatory work and FIEC itself on several occasions researched and discussed socio-political issues, in the 1970s and 1980s social policy was clearly less important for FIEC than economic policy. One reason was of course the continuing reservations by some members of promoting a more intense cooperation with the trade unions at the European level. Even in the various studies and reports on the construction industry initiated during those years by the European Commission, social issues – if they were discussed at all – played only a secondary role. Against this backdrop, the report on "the social policy of the construction industry in Europe", which was submitted to the General Assembly in Vienna in 1988, served as an important starting point for more intense discussion of these issues, which was then perceived as being necessary.

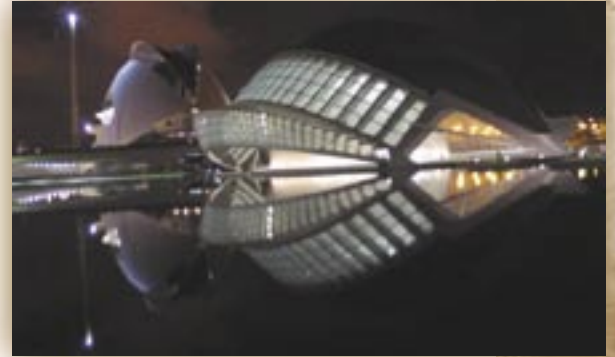
Following the decision in Vienna for the reformation of FIEC, social policy gained new importance. This was to some extent also driven by external factors, that in turn influenced FIEC in this direction, and the fact that in parallel with the establishment of the internal market, the European Commission took socio-political initiatives that were important for the construction industry. As a result, FIEC's new Social Commission (SOC), whose first President was Franco Nobili seconded by the "Executive President" Franco Salini, had a considerable workload. This Commission therefore immediately decided to set up three sub-commissions:

- SOC 1 Vocational training (*cf. Chap. 3.2*)
- SOC 2 Health and safety
- SOC 3 Economic and social aspects of employment



Rizoelia Junction Larnaca,
Cyprus, 1999

In practice, the priority for FIEC was to continue to press for the recognition of the specific characteristics of the construction industry (immobile construction sites; mobile factors of production). Initially, the Directives connected with the old problem of "safety and health in the workplace" came to the fore, in particular the Directive on "minimum safety and health requirements at temporary or mobile construction sites", the "Construction Sites Directive" (92/57). This Directive was voted on with the EFBWW. FIEC ultimately said it was "very satisfied" with the Directive adopted in 1992, "even though a number of inadequate provisions have been maintained". A number of other activities were implemented on this topic: a study on the gathering of statistics on accidents in the workplace and – with the help of SOC 1 – the inclusion of health and safety in vocational training. Several of the conferences organised jointly by FIEC and the EFBWW led to an approximation of the views of the social partners in this area.



"City of Arts and Sciences", Valencia, Spain, 1998

The problem we have already mentioned of "posting of workers" came to be of crucial importance from 1990 on. The main objective of the European Commission from the outset was to devise clear rules for the use of pay systems, the social legislation as part of *ordre public* and sectoral social systems for the posting of workers from one Member State to another. In a fundamental opinion paper drawn up in November 1991, although in principle FIEC supported the aim of this type of Directive, it noted that the submitted draft was likely to cause "confusion and legal uncertainty". This very critical attitude was again affirmed in a joint statement with the EFBWW in October 1993. A central demand of FIEC has always been that the working conditions of the host country should be applied from the first day of the posting. This principle was finally approved in 1996 by the Council of Labour and Social Ministers after several years of discussion. FIEC – and in particular its Vice-President in charge of social affairs, Wilhelm Küchler – played a decisive role in the last-minute change to the majority positions in favour of the adoption of the Posting Directive. The Directive was finally published in the Official Journal of the EU (96/71) in January 1997 following approval by the European Parliament.

The discussions on the Posting Directive and its consequences are a particularly good example of how difficult it can be within FIEC to reach a common position that is not reduced to the smallest common



denominator. Differences in the law on collective agreements or in the sectoral social insurance systems inevitably determined the attitude of the different member federations during the harmonisation process within FIEC. That they nevertheless finally reached common positions



"Kostamuksha,
vvRussia in the 1970's

and were able to implement them is proof of the ability of the federations to negotiate and reach a compromise. In the course of the transposition of the Directive into national law, some Member States finally had to change their legislation. In addition, there were soon bilateral agreements on the existing holidays-with-pay funds aimed at preventing double payments for posted workers. For example, as early as 1997 and 1998 the German social funds for the construction industry concluded agreements with their opposite numbers in France, Belgium and the Netherlands on arrangements to grant exemption from the holiday pay fund scheme when workers are posted to another State. These institutions also drew up bilateral agreements between them.

However, on the whole the process of transposition into national law was very sluggish.

Among the other issues in the area of labour and social policy are the following proposals for Commission directives:

- ◆ European works councils
- ◆ Mass redundancies
- ◆ Working conditions for young workers under 18 years of age
- ◆ Organisation of working time

In the 1990s, this last-mentioned proposal for a directive revived the old debate on flexible working time, and even today it has still lost none of its crucial importance for the construction industry.

A radical re-orientation in European social policy took place with the Maastricht Treaty that entered into force on 1 January 1993. The Social Protocol (attached as an annex and not signed by the United Kingdom) institutionalised social dialogue at European level and gave to the social partners the possibility, under certain conditions, to replace EU legislative procedures by social agreements reached between the social partners in the sector. In recognition of FIEC's work (and also due to its representativeness), it was recognised by the Commission as a European social partner (Communication to the Council dated 14 December 1993, COM(93) 600). As a direct result of this, from that time on FIEC had to be consulted on all Commission initiatives in the area of social policy. FIEC subsequently made frequent use of this right to put forward the views of the construction industry in numerous proposals for directives.

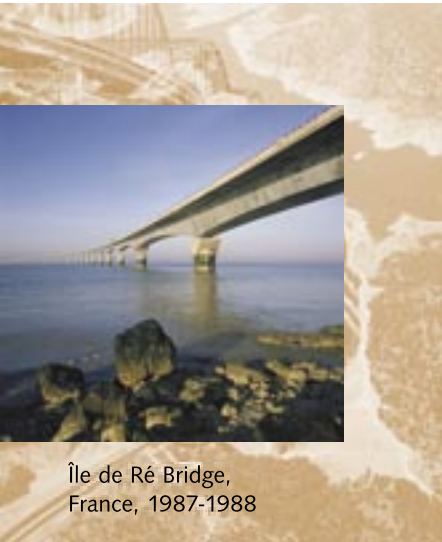
In the Amsterdam Treaty, which came into force in 1999, the Social Protocol became an integral part of the Treaty as a distinct chapter. This placed new demands on the social partners and it became necessary to set up an institutionalised social dialogue. In response, the Federation restructured itself: the existing bodies being replaced by official committees made responsible for the social dialogue. These committees are required to comply with certain criteria laid down by the Commission. The significance of this, amongst others is that the social partners at the European level should be able to draw up conventions. The General Assembly meeting in Porto in 1998 approved this authority for the federation in principle, but "on condition that actual negotiations addressing specific themes be agreed in advance by the Council of Presidents".

The Commission appreciated FIEC's past cooperation and once again recognised it as a European social partner (Communication COM(98) 322 dated 20 May 1998).

In 1999, the Commission introduced two proposals for a directive on "the movement of third-country nationals". In a joint opinion, FIEC and the FETBB referred among other things to the need to take suitable precautions against social dumping and undeclared work.

The enlargement of the EU increasingly influenced the work of the Federation, especially on the question of posting. When it came to discussing the effects on the labour market that might be anticipated, it became clear that FIEC had a considerable advantage

in that several federations of building contractors from a number of the applicant countries had already been affiliated since the early 1990s. Of course, at the start of the discussion the levels of interest were very different on the issue of "freedom" and "free movement of services". The applicant countries wanted to enjoy the full benefit of these freedoms as soon as they were admitted. On the other hand, at least some of the 15 Member States were sceptical of, or even unfavourable to this demand, fearing that this would cause serious disruption to their labour markets. Finally, a clause for the free circulation of persons was included in the accession treaties that sets an initial transition period of two years and subsequently the possibility of extending this period to a total maximum of seven years.



Île de Ré Bridge,
France, 1987-1988



"Sidney Lanier" Bridge,
Georgia, USA, 1998

In March 2002, FIEC organised a round table in Warsaw on the subject "social dialogue and enlargement": "This event enabled the candidate countries to gain a better understanding of the Community *acquis* applicable to the construction sector as well as FIEC's activities and how FIEC functions. It also enabled them to strengthen still further their ties with FIEC's EU federations." (Annual Report 2002)

One of the issues that has been on the agenda throughout the Federation's 100-year history is "safety and health in the construction industry". The 1905 congress had already discussed the "prevention of industrial accidents". This issue came full circle in 2004, when the European Agency for Safety and Health at Work (EIOSHA) set up in 1994 by a Council Regulation of the EU and based in Bilbao, made 2004 the "year for health and safety in the construction industry". FIEC and the EFBWW assured the Agency of their active cooperation and support for the campaign. In addition to many national meetings, this initiative included the European Week in Bilbao in October 2004 (specifically devoted to the construction sector) and the large closing ceremony in November 2004 (also in Bilbao), which a number of representatives of FIEC and the EFBWW attended as speakers or panel participants. In a joint statement, FIEC and the EFBWW committed themselves "to contribute to a continuous real improvement of the sector's health and safety records". In their view, the only tolerable number of industrial accidents is "zero".



2004 : European Year for Health and Safety in the Construction sector; Press Conference in Dublin, Ireland; Frank Cuneen (President Health & Safety Authority of Ireland), Ulrich Paetzold (FIEC), Pat Cox (President of the European Parliament), Bertie Ahern (Prime Minister of Ireland), Hans-Horst Konkolewski (Director EIOSHA), David Byrne (EU Commissioner for Health and Consumer Protection), Harrie Bijen (EFBWW), Tom Beegan (Director General of the Health and Safety Authority of Ireland)

INITIAL AND IN-SERVICE TRAINING

3.2

The construction industry has always depended on the knowledge, talents, experience and dedication of workers in industry, and training has been a core and strictly regulated aspect of the work of the corporations and guilds from the Middle Ages right up to modern times. However, with the introduction of free trade, industrialisation, the development of new construction methods and materials, much of this legacy was lost. In the 19th and 20th centuries, new forms of vocational training developed, ranging from simple training on the job to a combination of practical and school-based training and the creation of training centres.

Already at an early stage, the need was recognised to exchange experiences and to work together across national boundaries to find solutions. The topic of vocational training did not feature as such on the agenda at the 1905 congress in Liège, but it nonetheless played some part in the debates, in the context of "measures to prevent industrial accidents".

Vocational training was already a key issue by the time of the fourth International Congress that was held in Paris in 1925. A resolution passed by the Congress stressed the need for practical training and at the same time called on employers to "make the necessary sacrifices to develop training" ("*...le patronat fasse les sacrifices nécessaires pour le développement de l'apprentissage*").

During the discussions, delegates from different countries reported on efforts to devise better training methods, and there were several calls to set up technical colleges and training centres.

This issue was to be a constant feature on the agenda in the years that followed. Until 1939, this involved only the exchange of information and experiences. In this case also, the Federation did not have an authority to which demands could be put. However, the national federations could certainly draw some useful pointers from the discussions and reports of experiences to improve the training systems in their countries.

It is surprising that for a long time after the Second World War vocational training no longer appeared on the agenda of the General Assembly. In 1956 and 1957, the topic was discussed in connection



Cess Slingerland,
Vocational Training
Committee, 1988



with a congress of the ILO. In a discussion in 1963 with the International Federation of Building and Wood Workers (IFBWW), an agreement was reached on cooperation, among other things, in the area of vocational training. However, this agreement did not yield any significant results.

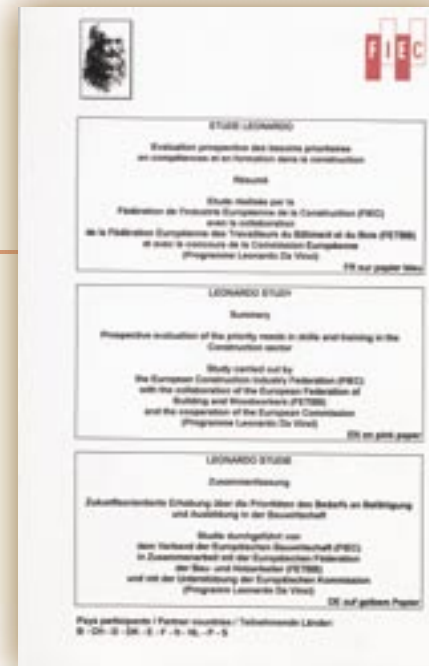
It was not until the decision of the General Assembly in Cannes to set up a vocational training commission that this issue was addressed in a more practical way. Its first Chairman was an Englishman, William G. Thorpe, who later became President of the FIEC. At the 1973 General Assembly in Munich, vocational training was the main item on the agenda, and this was once again the case in 1976 and 1977. In parallel to this, in 1974 the *Comité permanent pour le Marché Commun* set up a working group on "*Questions Sociales et Formation Professionnelle*" (social issues and vocational training). In 1980, for the first time cooperation was reported with the European Centre for the Development of Vocational Training (CEDEFOP, based today in Thessalonika).

The decision taken in 1988 to restructure the FIEC meant that the old vocational training commission became part of the social commission and continued its work as an independent sub-commission (SOC 1) under Malcolm Fordy. This began a new phase in the handling of issues connected with vocational training, and this was compounded by the fact that "vocational training" was included among the issues discussed in the context of the social dialogue of the social partners at Community level. As a result, a joint study group was set up with the EFBWW.

The substantive issues which were discussed in the years that followed and on which the FIEC had to draw up opinion papers include:

- ◆ mutual recognition of qualifications
- ◆ recruitment of young people for jobs in construction
- ◆ training of foremen
- ◆ training of trainers

In March 1993, for the first time a conference took place (that was organised and financed by the European Commission) on "vocational training in the construction sector", which had been prepared by a joint FIEC/EFBWW steering committee. In addition to issues of current concern, this conference discussed the orientation and use of the various financing programmes set up by the EU in the field of training. These programmes were combined and developed under the name LEONARDO as the core instrument of Europe's vocational training policy.



"Leonardo" Study, FIEC, 1997

FIEC had proposed to the Commission to develop a European network of training organisations in the construction industry. This proposal met with broad agreement at the conference and was then developed by SOC 1 in cooperation with the EFBWW.

A proposal drawn up by SOC 1 for a European programme of action pursued three aims:

- ◆ Study of employment and training needs
- ◆ Giving more consideration to the construction industry in the European training programmes
- ◆ Regular FIEC-EFBWW forum within the framework of social dialogue

The first of these issues was the subject of an extensive study carried out within the framework of the LEONARDO programme, and this study was submitted in 1998. The recommendations included more intense transnational cooperation and the need for “more knowledge about what is happening in this sector in other countries”. A further study compared the systems of vocational training and lifelong learning in the construction industry in different countries.

One consequence has been the organisation of “thematic visits” to “model training centres and construction sites”. In addition, the transparency of qualifications continues to play a role within the framework of a pilot project.

Finally, vocational training and the need to improve qualifications were key topics in the SECTEUR study and the Commission's subsequent Competitiveness Communication (COM(97) 539 dated 04/11/1997).

3.3

RELATIONS WITH THE TRADE UNIONS

Already at the second International Congress in Paris in 1908, a resolution was unanimously adopted which stated:

"Le Congrès estime que sa Commission permanente devra faire, en s'appuyant sur la Fédération internationale, tout ce qui est nécessaire pour arriver à un parfait accord entre toutes les Associations de travailleurs, patronales et ouvrières." ("The Congress holds the view that its Permanent Commission should, with the support of the International Federation, do everything that is necessary to reach perfect agreement among all the employees', employers' and workers' associations.").



Pont de Normandie,
France, 1995

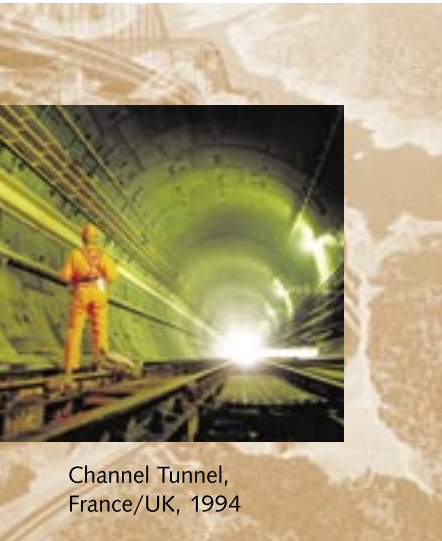
This statement, despite its very general wording, was certainly farsighted. However, it remained essentially a dead letter until the outbreak of the Second World War. The trade unions were and remained opposed, most particularly at the national level. This stand-off was further compounded by the very tough negotiations that took place in the 1930s on the reduction in working hours (the general introduction of the 40-hour week without any degree of flexibility that took into account the specificities of the construction industry).

After the war, the Geneva-based International Labour Organisation (ILO) became an important forum for contacts between the representatives of the employers and the workers. Delegations from the two sides of industry regularly attended the meetings of the ILO's *"Commission du Bâtiment, du Génie Civil et des Travaux Publics"* that were held every few years (the FIBTP represented the European construction industry). It was here that in 1946 the first discussions took place on the revival of the Federation.

After this, there were no negotiations or for that matter agreements, with the International Federation of Building and Wood Workers (IFBM/FITBB/IFBWW). This Federation had, like the FIBTP, set up a joint committee in 1958 geared towards the newly established EEC. This led to the creation in 1974 of an independent federation which in 1983 adopted the name the European Federation of Building and Wood Workers (EFBWW/EFBH/FETBB).

At the meeting of the Administrative Council in Edinburgh in 1963, Secretary General Ducret reported on a discussion with the EEC committee in question. Ducret said that the committee advocated cooperation and suggested three issues:

- ◆ *La sécurité de l'emploi* (job security)
- ◆ *Le recrutement de jeunes ouvriers et l'apprentissage* (recruitment of young workers and apprenticeship)
- ◆ *La situation des travailleurs âgés* (the situation of elderly workers)



Channel Tunnel,
France/UK, 1994

The then President of the FIBTB, François Buche, agreed to contacts with the European trade union, albeit restricted to "*points tout à fait précis*" ("very specific points"). The *Comité permanent* adopted the same position, strictly ruling out any form of institutionalisation.

This remained the situation in the years that followed, although socio-political issues came up again and again at the Federation conferences. It was not until 1975 that the General Assembly in Oslo discussed the issue "general policy of trade unions and the attitude to be adopted by the employers' federations".

This also initially failed to produce any effects, and although there were more frequent contacts with the EFBWW, there was no real cooperation.

The Single European Act of 1986 led to the inclusion of a new article 118b (dialogue between the social partners) in the EEC Treaty (see also chap. 3.1). The wording is as follows:

"The Commission is to endeavour to develop the dialogue between the two sides of industry at European level which could, if the two sides consider it desirable, lead to relations based on agreement"

Thus the foundation was laid for a new relationship between the social partners at the European level, including in the construction sector. Moreover, it was unanimously agreed that the European social dialogue could not take the place of the relations between the social partners at the national level, especially as concerned the serious negotiations leading to mandatory texts.

As the President of the Social Commission, Franco Nobili, explained at the General Assembly in Lisbon in 1989:



"Oosterschelde", Rotterdam,
Netherlands, 1986

"We are convinced that collective bargaining should always be at national and local level, according to the customs and legal systems of each country."

And, furthermore:

"We know that the trade unions are aiming to achieve European collective agreements in order to align conditions with the higher demands. Therefore, the conditions for sectoral social dialogue for the construction industry should be clearly defined by FIEC and the EC institutions at the highest level and with the necessary prudence and the necessary competence."



"Caixa Geral de Depósitos"
headquarters, Lisbon,
Portugal, 1985

The dialogue with the EFBWW carried on in a constructive atmosphere after having been institutionalised in 1990 at the request of the Commission, led initially to the formation of joint study groups. These groups discussed issues connected with vocational training as well as health and safety (conferences of the social partners and the Commission took place on both issues). It was particularly important for FIEC and the EFBWW that they be recognised by the European Commission as European social partners to be consulted (Commission Communications COM(93) 600 and COM(98) 322).

In the years that followed, social dialogue yielded some tangible results. In 1996, FIEC and the EFBWW together proposed a "European action programme" to encourage vocational training in the construction industry in Europe. Several studies analysed the "priorities in terms of skills and training needs in the construction industry in Europe" and the vocational training methods in the individual countries. The two partners adopted common positions in the context of many proposals for directives.

This gradually led to a form of cooperation between the FIEC and the EFBWW that can be described as a partnership in the best sense of the term. At the end of 1996, a joint statement to the Commission on the development of social dialogue stated the following:

FIEC and the EFBWW have for many years been involved in regular dialogue which we initiated due to the specific situation of our sector and whose agenda we have always decided together.



"Tutorship" brochure,
FIEC-EFBWW, 2003

However, despite all these endeavours to achieve consensus FIEC has remained true to its old principle: no collective bargaining at European level (which also holds true for the EFBWW).



Crni Kal Viaduct on Highway
Ljubljana-Koper, Slovenia, 2002-2004

In addition to the issues mentioned above and a number of others, one of the key issues debated within the framework of social dialogue (see also Chapter 3.1, *"The labour market"*) was the "Posting Directive" (96/71) and its transposition, on which discussions dragged on for years. Other Directives concerned the posting of workers from third countries.

Divergent interests between the FIEC and the EFBWW but also within FIEC were also hammered out in the run-up to the enlargement of the EU. The main issue that was discussed was whether the rules governing freedom of movement and the free movement of services should apply to the new Member States from the first day of enlargement or only after a transition period (*cf. Chap. 3.1, "The labour market"*).

The fact that even this difficult and also politically controversial issue could be discussed in a spirit of partnership is further proof that social dialogue in the construction industry can work satisfactorily on the basis of a pragmatic approach concentrating on feasibility and avoiding ideological discussions. This was specifically confirmed by the European Commission. The old principle still stood: cooperation extended to specifically defined fields; European collective agreements were not on the agenda.

Another field of cooperation is the European Construction Forum "ECF" (*cf. Chap. 5.5*), of which the EFBWW is a participant. This has also entailed regular contacts and the development of common positions on European legislation and on issues which are important for the entire European construction industry.

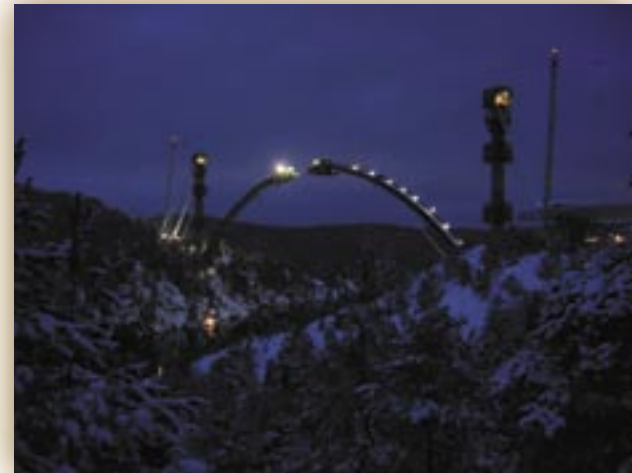
3.4

PUBLIC PROCUREMENT

The tendering and award of public construction contracts have always been high on the agenda for federations and associations of building contractors. One might even go as far as to say that the endeavour to ensure fair award procedures and contractual conditions was one of the basic reasons for creating federations in the first place.

That was already the case at the start of the 20th century. At the end of the 1905 Congress in Liège, which marked the start of the history of the European Federation, a resolution was adopted which, among other things, set out the following demands:

- ◆ That the liability of the contractor be limited to latent construction defects, fraud or faults committed in breach of the provisions of the estimates and schedules of specifications or of the details on the drawings;
- ◆ That the liability of the architect and of the contractor be limited to one year for apparent faults and defects and five years for latent defects;
- ◆ That all public administrations and/or private architects announce the award of public or private works contracts only when the drawings, the measurements with descriptions, the schedule of specifications, the sketches and the large-scale and fully detailed drawings are ready to be examined by the tenderers.



Svinesund Bridge,
Sweden, 2005

No agreement was reached on the question of "*adjudication-concours*" (competitive tenders). Since the proponents of such procedures (France) and the opponents (Belgium) could not agree, the discussion was postponed until the following congress. Three years later in Paris, the following demand was stated:

- ◆ that for major public construction works and for exceptional work the principle of competitive tendering be generalised and that for ordinary public works the contractors be called upon to give prices for the quantities of works stipulated by the Administrations.

The question continued to feature on the agenda after the First World War. For example, in 1925 and also in 1930 there were calls for the standardisation of schedules of specifications (*cahiers des charges*). In Berlin in 1931, the following very specific demands were put forward:

- ◆ Complete technical information
- ◆ Replacement of the cash bond by other guarantees

Restriction of guarantees together with retention limited to maximum 10% of the contractual amount

- ◆ Precise conditions governing additions to or reductions in the work
- ◆ Fair distribution of risks
- ◆ Clear definition of the term "force majeure"
- ◆ General introduction of an arbitration clause.

In 1933, for the first time, a problem appeared on the agenda which since then has featured again and again in some form or another. This concerned the issue of "abuses in the award of contracts", that is, the practice that already at that time was condemned of awarding contracts in principle to the bidder who submitted the lowest bid. It was "dumping tenders" that clearly led to such abuses. In 1935, it was demanded that only bidders who had furnished proof of their individual suitability and of their technical and financial capability be accepted.



Engelberg Base Tunnel, Leonberg, Germany, 1995-1999

Four years later in 1939 in Zurich, it could be seen that more attention was being paid to the professional calibre of the bidders. However, there were still complaints of "abuses". In this connection, we should also mention a resolution against contracts based on hourly rates. According to this resolution, it is "not proper for the public administrations to act as entrepreneurs".

The problem was and remained after the war that although the Federation could frame recommendations and therefore give its members arguments to use at national level, it was not possible to "monitor" the results. Thus, it is nowhere reported how successfully the member federations applied the resolutions of the FIBTP.

After 1945, various other issues were initially high on the agenda. All that changed with the creation of the *Comité permanent*, which had set itself the task of helping enterprises prepare for the Common Market provided for in the EEC Treaty. With this aim in view and with the sure expectation that the new Commission in Brussels would very quickly take up the issue of the "law on tenders", the Federation focused its energies on the "qualification of enterprises" (see also Chapter 1.5.1).



Strovolos Junction, Nicosia, Cyprus, 2000

For the *Comité permanent*, the issue of “public procurement” soon became a key issue that was discussed over the years with varying intensity (see also Chapter 1.5.1). From the development of opinion papers on the first drafts of the EEC Directives that were finally adopted in 1971 following several years of preparatory work (71/305 “Liberalisation” and 71/306 “Coordination”) to intensive lobbying during the preparation of the new Directives on public procurement announced in the 1985 White Paper on the completion of the internal market, the *Comité permanent* (later the ECC) championed the interests of the European construction industry in this area that was so important to it.



“Puente del Quinto Centenario”, Sevilla, Spain, 1991

This work was continued without interruption by the “new” FIEC after 1988. This task fell to the Economic and Legal Commission. Its sub-commission 2 (ECO 2), which was chaired by John Douglas, assisted by its Rapporteur Rosemary Beales, had a particularly heavy workload. Indeed, the sub-commission had to draw up position papers on a whole raft of initiatives by the European Commission in addition to continuing to focus on the aforementioned Directives.

1. CONSTRUCTION CONTRACT LAW

It has never been disputed that the creation of a European construction contract law – applying equally to the public and the private sector – was a law too far. For one thing, the legal traditions of the Member States were too different, so that the goal of harmonisation appeared neither attainable nor worth striving for. The European Commission therefore confined itself to attempting to frame regulations for certain important aspects such as “liability, guarantees and insurance”, later supplemented by “acceptance”.

Furthermore, the Commission had opted for an unusual procedure and under the name “GAIPEC” (*Groupe des Associations Interprofessionnelles Européennes de la Construction*) had from the outset called upon the different federations and organisations of the construction industry (altogether almost twenty) to participate in the work. At the first meeting, it was decided to set up four working groups and to assign to FIEC the role of coordinator. FIEC later said about this procedure: “FIEC is convinced that the implementation and results of this innovative approach have shown that the construction industry is capable of cooperation in spite of the wide diversity of different activities, cultures, nationalities and languages involved”.

The final report of the GAIPEC was completed in autumn 1992 and was well received by the Commission. The following year, the Commission submitted a “consultative document”, in response to which ECO 2 once again drew up an position paper for FIEC. A key question, on which no agreement could be reached, was the duration of the guarantee periods. FIEC believed that it was unrealistic to try to set uniform periods of ten years or more, as demanded by various Commission services based on the criteria of free movement of persons and consumer

protection. The Federation held the view that, without the harmonisation of the extremely diverse regimes of the national systems of responsibilities, simply harmonising these periods could not be considered as progress. The GAIPEC continued to work for a few years, but this never produced a Directive, as originally intended. FIEC had at least the satisfaction that it had succeeded in rejecting moves that were not only excessive but also far removed from reality.



Millau Viaduct,
France, 2001-2005

During the preparatory phase and also in parallel to the work of the GAIPEC, different approaches to this very complex range of issues were examined. FIEC itself had discussed these approaches at its General Assembly in 1988 on the basis of an expert report. In 1988-90, the French engineer and ministerial official Claude Mathurin had drawn up an extensive study on behalf of the European Commission. Also, together with a small team of experts, "GRIM", the Commission had submitted a report that was incorporated in the GAIPEC initiative, the "Caronna Paper".

2. QUALIFICATION OF ENTERPRISES

The debate on the qualification of enterprises is further proof, if proof were needed, that intensive work over many years does not always lead to usable results in the long term. The Directives on public procurement have always stipulated that the client can require the bidder to furnish proof of his qualifications. This can be done by submitting the documents specified in the tender documents or a declaration to the effect that the enterprise is registered in a national qualification system. Since such qualification lists existed then and exist now only in certain Member States, has it always been felt that this co-existence distorted competition.



Autostrada Roma-Napoli,
Italy, 1999

The Commission therefore took up the issue as early as 1990 and presented for discussion several possible options for harmonisation. It eventually gave a mandate to the European Committee for Standardisation CEN to assess the feasibility of a qualification procedure. Based on the report submitted by CEN in 1995, a new mandate was issued to put together a standard. Experts from the construction industry – coordinated by FIEC – were represented in the

different working groups, together with experts from the standardisation organisations and the existing qualification systems. The laborious and often frustrating work – supported within FIEC by ECO 2 and TEC 1 – dragged on for many years, but no agreement was reached. In September 2002, it was finally decided by majority vote to stop the work. The working title CEN/TC 330 has left a slightly bitter taste.

TOWARDS THE “LEGISLATIVE PACKAGE”

Altogether more pleasing was the work on the law on public procurement. Once the package of European Union Directives, including the remedies Directives (in particular Directive 89/440 on public works, Directive 88/295 on public supply contracts, Directive 90/531 excluded sectors, Directive 89/665 on review procedures with revised versions in 1993: 93/36-38), had been completed in 1989/1990, in the years that followed specific aspects came to the fore such as concessions, the need to improve information, negotiations following the opening of bids and negotiation procedures. In 1992, a special Directive was added on service contracts (92/50).



Tähtiniemi Bridge, Heinola,
Finland, 1993

The priority issues of FIEC included “abnormally low tenders”. The definitive report on this issue was presented at the General Assembly in 1999. At this point, it is useful to look back at the events. Already 85 years before that, in 1914, the Swiss construction federation had very clearly expressed in its annual report the explosive nature of this issue. Against the backdrop of the “sudden halt” to construction work following the outbreak of war, the

report contained the following stark message:

“The present situation is bleak, but hopefully it will cleanse the construction industry of all the elements that, without any vocational training or financial resources, constantly engage in unfair competition, people who rely on speculation using unauthorised and haphazard methods and dishonour and undermine honest undertakings. A crisis would not be too high a price to pay for this cleanup.”

In 1995, FIEC voiced its opposition to the schedule proposed by the European Commission for a revision of the Directives. In this connection, the Federation complained of the far too sluggish and often incomplete transposition of the Directives into national law. At the end of 1996, the Commission released a green paper “Public procurement in the European Union: Exploring the way forward”. In its statement, FIEC expressly welcomed the debate this had opened up and offered the Commission its cooperation. This once again initially involved specific aspects such as “in-house performance” and “competitive dialogue”.

The discussion prompted by the 1996 Green Paper, in which FIEC played a very active role, finally led in May 2000 to the "proposal on coordination of the procedures for the award of public works, supply and service contracts". The most important aim of this proposal, referred to as the "legislative package", was to bring together the Directives for the three areas, which had up to then been distinct. Thus began a phase of intense work at several levels. Within the framework of the codecision procedure, the Council and the European Parliament had to determine their position. FIEC first had to coordinate the views of its members, who did not at all agree on all the points. On this basis, lobbying activities got under way with an intensity that had rarely been seen up to that time. The member federations were fully involved in these activities, so that all the decision-makers – European and national – were lobbied. In particular, the intense persuasion work vis-a-vis the Parliament paid off for FIEC. For example, it succeeded in preventing the proposed mandatory separation between design and implementation and the possibility of the "theft of ideas" connected with the originally planned organisation of "competitive dialogue". After a second proposal for a Directive for the procedures for the award of contracts had in the meantime been submitted in the sectors which had previously been "excluded" (energy, water, transport and postal services), the Parliament succeeded in having the entire legislative package adopted in early 2004 (Directive 2004/18 on the coordination of procedures for the award of public works contracts, public supply contracts and public service contracts and Directive 2004/17 for the sectors). The Member States were thus given until 31.01.2006 to transpose the Directives into their national law.

Meanwhile, the work continues on the law on tenders. FIEC has to examine the transition imposed by the European Commission to electronic tenders and bidding procedures ("e-Procurement") as well as the inclusion of environmental aspects in public procurement.



Hemus Highway,
Bulgaria, 1997-1999



Hemus 2 - 1997-1999

3.5

INFRASTRUCTURE AND FINANCING

It was certainly a high point in the history of FIEC when in Luxembourg on 9 and 10 November 1978, 170 high-ranking representatives of European institutions – political institutions, banks, the transport sector and the construction industry – attended the *Colloque sur les Infrastructures Européennes de Transports*. And this was perhaps also one of the most momentous meetings, as all the speakers agreed that Europe needs an efficient network of transport links, which must be financed from the most diverse public and private sources. And although it was several years before the EU agreed to the TEN programme, the FIEC conference provided an important push in this direction.



Limassol-Paphos Highway,
Cyprus, 1996

As early as 1925, the FIBTP had invited the national governments to submit programmes for public works (*travaux publics*) that should be carried out, particularly in times of economic downturns. The idea began to take shape soon after the Second World War, and by 1953 the issue of the “financing of a European roads network for heavy traffic” was on the agenda. It is a lasting tribute to the *Comité permanent* – later known as the ECC – that starting from the mid-1970s it put forward the demand for a programme for infrastructure projects of European importance (see also Chapter 1.5). The European Commission had addressed the issue since 1970, and in 1976 the Council had suggested giving financial support for infrastructure projects of European interest. Also, in 1974 the Council of Europe had submitted a programme of major European transport routes in a much more concrete form. The *Comité permanent* went

a step further in 1977, when it called for:

- ◆ the construction or the extension of trans-European road and rail links
- ◆ the use of different sources of funding
- ◆ the setting-up of a European committee for infrastructure
- ◆ and in particular the forthcoming construction of the Channel tunnel.

Similarly, in 1977 FIEC for the first time came out in favour of toll collection and the use of the revenue for roads construction. The need for the private or mixed public-private financing of infrastructure work increasingly became a key issue.

Reading through the minutes and reports of the years that followed, it becomes clear that although there was agreement on the ultimate aim, progress was made only tentatively and in

stages. In 1984 and 1985, the issue of “private financing of public construction works” was on the agenda of the FIEC General Assemblies. Until the time of the reorganisation in 1988, the “infrastructure” working group of the ECC (set up in 1985) did sterling work. Its work was then taken over by a sub-commission of the Economic and Legal Commission (ECO 4, which became ECO-DEV in 2001). This sub-commission drew up a comprehensive report which was adopted by the General Assembly in 1990 and subsequently presented to the responsible Commissioner Karel van Miert. In November 1990, the Council of the EU, on a proposal of the Commission, adopted a Regulation on the “implementation of an action programme in the field of transport infrastructure with a view to the completion of an integrated transport market by 1992”. It included important demands put forward by FIEC, such as the awarding of the status of European general interest for eligible projects. This also opened up the possibility of drawing up a tentative list of major projects of European interest and for the allocation of resources (albeit to a modest extent). The Trans-European Network (TEN) programme, which the organisers of the 1978 conference already had in mind, was a reality, and in 1992 it was incorporated in the European Union Treaty signed in Maastricht.



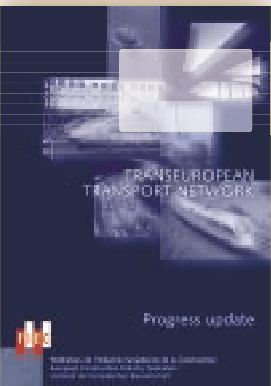
Meeting with Neil Kinnock, EU Commissioner for Transport, Brussels, 1997 : Domenico Campogrande, FIEC President Ioannis Papaioannou, Vice-President Philippe Levaux, Ulrich Paetzold, Commissioner Kinnock, Michel Bobtcheff

In 1991, the first “Pan-European Transport Conference” was held in Prague. At this conference, the Chairman of ECO 4, the Austrian Sepp Letmaier, summarised the position of FIEC as follows:

- ◆ It is essential to organise the existing transportation network as quickly as possible.
- ◆ The European construction industry has the technical capacity to build the necessary infrastructure.
- ◆ This economic sector can play an important role in the mobilisation of private capital.

For the first time also, transport links to Central and Eastern Europe were discussed.

In the years that followed, two aspects increasingly came to the fore in the documents of the EU and in FIEC’s statements which have since that time played an important role in discussions: firstly, the impact of transport on the environment and, secondly, financing through “Public Private Partnerships” (PPPs). In 1993, the second “Pan-European Transport Conference” was held in Crete, giving FIEC, represented by its President Niels Frandsen, once again the opportunity to express its opinion. In practice, this conference defined nine transport corridors between the European Union and the CEEC.



FIEC Blue Book:
Transeuropean
Transport Network
– Progress update

In 1996, FIEC could state the following:

"It now appears that it is no longer really necessary to persuade the European Commission to continue this work as a matter of priority, as most of the problems are not in Brussels, but at the level of the individual States, in the governments of the Member States".

This can be seen also from the first FIEC "Blue Book", which was presented in 1995, thanks to the active support of the FNTP, at the Congress in Berlin on the progress with the implementation of the 14 priority projects and of the new corridors. This document was based on data, most of which had been supplied by the member federations. With this information, FIEC addressed the European Summit of Heads of State and Government, which was held in Madrid at the end of 1995. In very forceful terms it said:

"Without public commitment, no participation of private capital.

Without private capital, no trans-European networks.

Without TEN, no European Union!"

The "Blue Book", the second edition of which has been published as a document of the EU Commission, together with data sheets on the various projects, is updated annually. It clearly shows how much implementation lags behind with respect to the original schedule. At the end of 2003, only 46.4% reached completion in spite of a slight acceleration in the preceding years. Sixty-five percent of overall financing was guaranteed. Only two projects had been completely finished. This delay is all the more surprising as, although these projects were referred to as "priority", they were mainly projects which had already effectively been worked on by the Member States. Obviously, there is little correlation between the European and national priorities, although both have been decided by the Heads of States and Governments, as well as by the national governments.

FIEC had no option but to continue to press its demands, to propose new funding models, to draw up position papers in response to Commission documents and, in particular, to point out the omissions of the Member States. It also actively participated in the "High-Level Group" set up by the Commission in 1996. In a new White Paper from 1998 entitled "Fair payment for infrastructure use", the Commission developed the "user pays" principle. This was warmly welcomed by FIEC, on condition, however, that at least a portion of the charges had to be used for investments and maintenance.



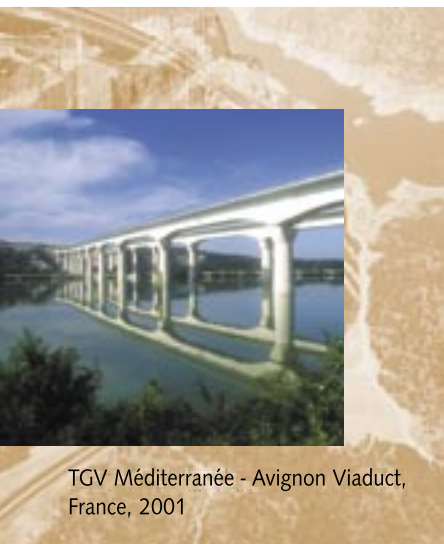
Meeting with EU Commissioner for Transport, Loyola de Palacio, Strasbourg, 2001 : FIEC Vice-Presidents Daniel Tardy and José-Luis Vega



TGV Méditerranée - Avignon Viaduct,
France, 2001

Discussions took place on several occasions with the responsible members of the Commission, first Neil Kinnock and later Loyola de Palacio. There was always broad agreement in these discussions, for example on the proposal of the Commission in 2003 to provide European loans for financing. In a new document, FIEC put forward concrete "proposals for the financing of the rail infrastructures in Europe" of which the basic principles could certainly also be applied to other modes of transport.

It is clear from this – by no means exhaustive – abundance of documents, reports, Green Books, White Books and Blue Books as well as from the position papers that the need to develop the European transport infrastructure is well understood and that there is no lack of good will, at least not within the institutions of the European Union. The main problems are to be found at national level: budgetary constraints, sluggishness in developing private sources of financing, administrative barriers and a lack of can-do. Those who are paying for this are the road users – and the building contractors; but also and above all in terms of economic development, competitiveness and welfare in Europe. The decision to achieve savings in public expenditure through cuts in investment projects, is objectively a wrong approach.



TGV Méditerranée - Avignon Viaduct,
France, 2001



3.6

HOUSEBUILDING AND TOWN PLANNING

Housebuilding issues have always been matters of priority for the FIBTP. Of course, these issues took on particular importance after the two world wars. Reconstruction, financing, assistance measures, the supply of affordable housing and prefabrication were some of the items on the agenda of the different congresses and conferences of the Federation in the 1920s and 1930s.

For example, in London in 1930 a comparative study reported on "houses for the working classes". The demands outlined in a resolution were much more concrete:

- ◆ Priority for private initiative
- ◆ "Total abolition of the provisions to protect tenants"
- ◆ Reduction in national subsidies



"Kreissparkasse", Starnberg, Germany

Thus, according to a report on this congress, the position of Prague (1923) and of Paris (1925) was confirmed "that only a return to sound economic principles can guarantee the long-term supply of the housing market".

The issue "redevelopment of old or unhygienic residential districts" featured on the agenda of the 1937 congress in Paris.

In the aftermath of the Second World War, reconstruction was the priority issue in most European countries. Many of the issues that were discussed at the conferences of the FIBTP in the initial post-war years had to do directly or indirectly with housing and

town planning. However, it is surprising that none of the annual congresses were specifically devoted to this issue.

Considerable impetus for the work of the Federation came from outside. The *Comité de l'Habitat* set up by the UN Economic Commission for Europe (UNECE) asked the Federation for its cooperation. The somewhat long-winded title was: "*Programme à long terme d'action internationale concertée dans le domaine du logement à bon marché et des problèmes qui s'y rattachent*" ("Long-term international programme of concerted action in the field of low-cost housing and the problems associated therewith"). The topic of housebuilding was also on the agenda of the ILO.

Nevertheless, the topic was only occasionally discussed in the years that followed. In 1967, the Administrative Council set up a "housebuilding" working group, and in 1978 a study by professor Albert Coppé ("Housebuilding and Inflation") was discussed.

Housebuilding was also mentioned in many of the topics discussed by FIEC (statistical definitions and distinctions on financing and taxation, standardisation, certification and quality assurance, contractual matters and liability and guarantees). However, the emphasis gradually shifted from new construction to maintenance of existing buildings and restoration.

Furthermore, housebuilding is seldom specifically mentioned in the annual reports that have been published since 1991. However, there are two actions that should be mentioned.

The question of a lower VAT rate for housebuilding, at least for small dwellings, exercised the minds of the experts of the responsible sub-commission (ECO 3, chaired by Roland Maes, Belgium) for a number of years and led, among other things, to the proposal for a definition of social housing construction. This definition was submitted to the EU Commission. In October 1997, the Commission announced to the Member States a proposal designed to reduce unemployment by introducing a reduced VAT rate for work in certain employment-intensive sectors, including the construction industry. FIEC warmly welcomed this initiative and emphasised not only the fact that this would create jobs but also the possibility that this afforded for combating undeclared work. In early 1999, the Commission submitted a proposal for a directive that provided for a three-year trial period. The Directive came into force following its adoption by the Council on 1 January 2000. The scope of application was confined in the construction industry to maintenance and renovation work. Although only seven Member States used the possibility offered by this directive, all the experiences reported were positive, even though the Commission reached different conclusions in its initial assessment. FIEC set up a temporary working group to monitor the initiative. As a result, it was able to have this trial period extended by two years.



Hotel Complex "Helena Resort",
Sunny Beach Resort, Bulgaria, 2004



Hotel Complex "Helena Resort",
Sunny Beach Resort, Bulgaria, 2004

The objective is and remain however, to introduce a reduced rate of VAT for construction works as a permanent possibility in EU legislation, exactly as recently proposed by the European Commission and that thanks to intense lobbying activities by FIEC and some of its member federations. In view of the fact that unanimity is required in the Council of Ministers, it is absolutely essential that not a single EU member state refuses to give its agreement in order to arrive at a successful outcome.



Poster for the
Rome Congress,
2002

The 1996 FIEC Congress took place under the slogan "Cities: urban renewal". At the start of 1999, FIEC set up a working group on "sustainable urban development". This was in response to various initiatives of the European Commission, in particular the Communication on "Sustainable Urban Development" from October 1998, which was the basis for the first urban forum in Vienna. This was followed by the Community initiative URBAN II, which dealt with problems in conurbations. The importance that this issue had taken on for FIEC in the meantime can be seen from the fact that the slogan chosen for the 2002 congress in Rome was "Buildings and infrastructures for urban renewal in Europe". A resolution passed at this congress stated:

"The European construction industry is aware of the need for long-term urban renewal actions to ensure sustainable development in the economic, social and environmental meaning of the term and, in particular, the importance of meeting the needs of future generations."

A Directive on the energy performance of buildings and a standardisation mandate of the Commission on the environmental performance of buildings are two of the recent projects that show the importance of environmental concerns in the context of housing and town planning. This also makes clear that more and more bodies within FIEC must address this problem.



Guggenheim Museum, Bilbao,
Spain, 1992

TECHNOLOGY, R&D AND THE ENVIRONMENT

3.7

Outstanding buildings continue to inspire fascination even after hundreds, sometimes thousands of years. Examples in Europe include Greek temples and amphitheatres, Roman aqueducts and hot springs, Romanesque churches, Gothic cathedrals, medieval timberframed constructions and roads from every era. Industrialisation added to our landscapes viaducts, steelworks and other industrial buildings, as well as dams, the first multi-storey buildings and much more besides. There seems to be no limit to progress. Nowadays, the Eiffel Tower could fit under the highest bridges, the first multi-storey building more than 500 metres high has been erected and tunnels running for over 50 kilometres are no longer exceptional.



Cabora Bassa dam,
Mozambique, 1974

Construction techniques have taken tremendous strides since the congress held in Liège (Belgium). However, neither the FIBTP nor subsequently FIEC have ever sought to exert any direct influence on technical developments. Instead, the Federation has “merely” focused on the framework conditions, and it has consistently done so, in the last three decades with steadily increasing intensity. Initially, the Federation concerned itself with exchanges of experience, rules and standards and research and development. It is only recently, over the last 15 years, that environmental aspects have been added to its remit.

As early as 1930, there was a debate on “research and development”. In a resolution, there were calls for a central service to be set up from which the federations and enterprises could receive information and advice. Furthermore (and which today may sound somewhat banal), the “principle of cost-effectiveness” had to be respected when preparing and carrying out construction work. In 1939, R&D was once again mentioned as a means of ensuring rationalisation, but also to ensure “cost-effective construction using high-quality construction materials”.

This issue was taken up again in the 1950s. Indeed, in 1953 “productivity in the construction industry” was high on the agenda. In the decade that followed, among other things *agrément technique* (technical approval), that is, the approval of construction materials and construction processes, was discussed.



Düsseldorf Airport

However, it was increasingly recognised by the Federation that it was not enough to discuss an aspect in the field of construction techniques every few years at a General Assembly and pass a resolution. As a result, in Cannes in 1969 a forward-looking resolution was adopted to set up a technical commission. The Federation thus showed that it was anticipating a time when the European Commission would begin a few years later to take an interest in matters connected with technical regulations in the construction industry. This period also saw tentative moves by FIEC to liaise with other institutions and European federations in the construction industry.

With the new structure of FIEC, in 1988 the technical commission became one of the pillars of the Federation. Since that time, the actual technical work has been carried out by three sub-commissions.

In view of their importance, three series of issues are presented below in more detail from among the many and varied aspects that were discussed.



TGV Méditerranée - Avignon
Viaduct, France, 2001

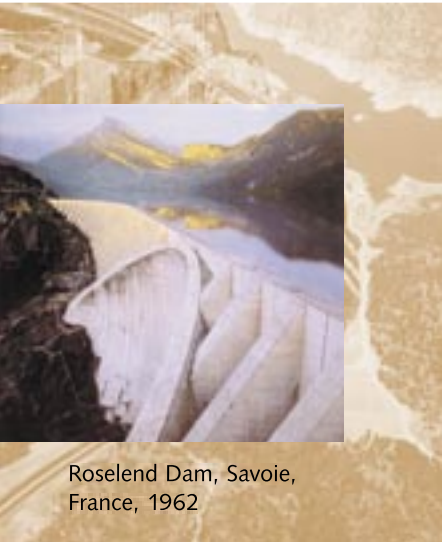
1. REGULATIONS AND STANDARDS

In 1977, the first work got under way in preparation for a Directive for construction products which at that time was still referred to as a framework directive (*directive cadre*). This was new ground for the Commission. With hindsight, it is not therefore surprising that the work advanced only very sluggishly and was even occasionally interrupted. For FIEC and ECC, the work on this proposal for a directive that gradually took shape over ten years was to become one of the most important issues in the field of construction techniques.

"Council Directive of 21 December 1988 on the approximation of laws, regulations and administrative provisions of the Member States relating to construction products (89/106/EEC)", which finally entered into force in 1989, was aimed at eliminating barriers to trade in construction products. Its significance, however, goes much further. The underlying principle is: construction sites must meet certain "essential requirements" which are defined in detail. Construction products must fulfil these requirements, which should be described in detail in "interpretive documents". The European harmonised specifications (usually European standards) are to be used to describe construction products. When a product meets the requirements of the harmonised specification, the CE Marking is affixed to the product.

The Directive therefore followed the "new approach". This policy decided in 1985 with a view to the completion of the single market stipulates that Directives that concern products must set essential requirements which are the same in all Member States. However, transposition in the form of technical specifications is the responsibility of the standardisation bodies.

Expectations ran high for this Directive that was to be transposed into national law. The first interpretive documents appeared relatively quickly, but the first of the anticipated 550 product standards and 1,500 supporting standards were not released until the beginning of the new century. For example, in its 2001 annual report FIEC described the first product standard (for cement) as "a milestone in the development of the single market for construction products". As was stated a year later: "The first CE-marked products, which are based on harmonised specifications, are only now appearing on the market, 13 years after the adoption of the Directive". It is only in very recent years that the pace of standardisation has been stepped up. Indeed, by the end of March 2004, already 120 product standards had been published in the Official Journal of the EU. Thus, as FIEC pointed out, the progress has reached a point "at which a critical mass of standards is about to be reached".



Roselend Dam, Savoie, France, 1962

Also, at the same time work got under way on the revision of the Directive. It should be completed by 2009.

The agency responsible for the standardisation work is the European standardisation committee CEN, an organisation with a seemingly endless variety of tasks and bodies. In 1993, FIEC was elected as the first associate member in the history of CEN, which allowed the Federation to represent the interests of the construction industry in this important institution more effectively.

To sum up, it can be said that apart from the Directives on public procurement, no legislative project of the EU has occupied FIEC as much, and for as long as the Construction Products Directive. And there is no end in sight.

2. RESEARCH AND DEVELOPMENT

Research in the construction sector is structured very differently in the individual European countries. In the main, therefore, FIEC has always played a coordinating role. And this task has been dealt with by other institutions more intensively than would be possible for FIEC. There has for a very long time been cross-border cooperation among research bodies, university institutions and building contractors. It is only when the EU began to concern itself with the promotion of research and its research framework programmes spanning several years became interesting for the construction industry that FIEC could put forward the interests of the construction industry



Quay Construction in the Uilen Harbour, Zwijndrecht, Nederlands, 2002"

and work to gain appropriate consideration for the industry in the allocation of the available research resources.

In this context, it faced two problems:

- ◆ firstly, the construction industry is (mistakenly !) regarded as not necessarily being a high-tech sector,
- ◆ secondly, too few applications were submitted while far too many were rejected, often due to a lack of available funding.

It was in order to address these problems, that in 1995 FIEC joined with other European level organisations to set up the European Council for Construction Research Development and Innovation (ECCREDI). By 2004 ECCREDI counted over 17 European organisations in membership with a common interest in construction research. FIEC now conducts most of its initiatives as concerns research through ECCREDI



Svinesund Bridge, Sweden, 2005



Bolshoi Bridge, Moscow, Russia, 1997

In 1996, the Commission submitted a working paper "Construction – Review of European RTD and Related Activities", showing that it was aware of the industry's problems. However, although ECCREDI succeeded in coordinating research strategies and bringing a large measure of transparency into the activities, the situation remained unsatisfactory. The European construction industry has never been able to take advantage of the research programmes of the European Union to an extent that reflects its importance. This was particularly true of the "Sixth Framework Programme for Research and Development (2002-2006)". Later on, the only applications or proposals considered were those that demonstrated that they might lead to a "technological breakthrough", and in the first call for proposals in 2002 not one single project was accepted from the construction sector.

Between 1996 and 2005, ECCREDI was indirectly supported through the award by the European Commission of two EU funded thematic research actions:

- the Targeted Research Action for Environmentally Friendly Construction Technologies (TRA-EFCT); and
- E-CORE – the European Construction Research Network

Improving competitiveness, creating a "European Research Area" and, accordingly, increasing the amount of GDP devoted to research are the declared aims of the EU in this regard. One of the instruments which is designed to help reach these objectives was the European Construction Technology Platform (ECTP), which was set up in October 2004 and was designed to play a central role when defining future research programmes. This offers the construction industry a window of opportunity. Therefore, FIEC also played an active role in the setting-up of this sectoral platform.

3. COMPETITIVENESS, THE ENVIRONMENT AND ENERGY

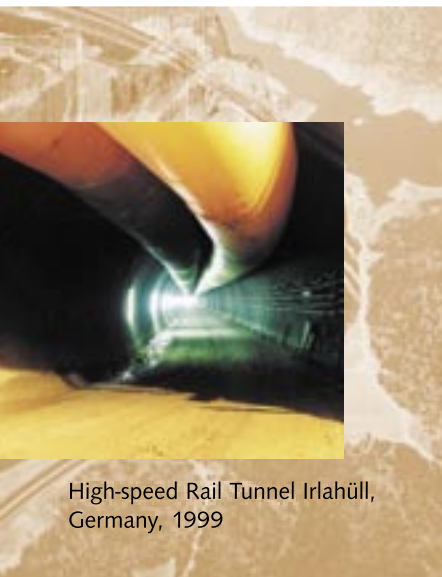
The 2001 FIEC annual report states: "The European Construction Industry puts the environment at the heart of its activities". Such a programme statement would have been inconceivable only ten years ago. Although there were other concerns in the years that followed, at least as regards the lobbying work of FIEC, the many and varied environmental policy issues remained at the top of the agenda.

Until the 1970s, the "environment" (in the sense of environmental protection) was not specifically an issue on the agenda for the FIBTP or FIEC. Of course, it would have been clear to any conscientious entrepreneur that his activities were changing the cityscape and the landscape and that he was altering the living space. And for this reason he always strived to be as careful as possible or to tidy things up as much as possible afterwards. However, this was nothing like the kind of environment policy that we have today.

The growing widespread environmental awareness that has been translated into laws, regulations and internationally set targets has in turn obliged FIEC to concern itself with the issue. Another factor that influenced the situation very specifically was the SECTEUR study, which we have already discussed elsewhere (*cf. Chap. 3.10*). The programme of action and the list of recommendations which

were developed on the basis of this study very clearly highlighted the link between construction and the environment and demanded that initiatives be taken by the European construction industry.

The setting-up of a new "environment" sub-commission in 1991 within the Technical Commission (TEC 3, chaired by Hans Barth, NL) was therefore a logical step. This sub-commission was given the task of considering:



High-speed Rail Tunnel Irlahüll,
Germany, 1999

- ◆ “rules and market aspects
- ◆ social responsibility and the economic interests of the construction industry”

Already in 1992, the issue “The Environment: A Challenge for the Construction Industry” was already high on the agenda at the FIEC congress in Reykjavik. Later on, the key issues included: waste, environmental technologies, environmental liability, transport and the environment. In 1993, a first position paper was submitted on a problem that was intensely discussed in the years that followed: “Construction and demolition waste”. The European Commission set up a project group dealing with this issue that submitted its final report two years later. In addition, it discussed the definition of a clear and credible FIEC strategy in the field of the environment. The result was a declaration of principle on the issue of the environment that was adopted in 1994.



FIEC Environment Charter,
Luxembourg, 2000

The United Nations agency responsible for the environment (UNEP) also began to concern itself with the construction industry in the mid-1990s following the Earth Summit in Rio de Janeiro. Also, in its report “The Construction Industry and the Environment” the key issue was “sustainability”. TEC 3 thus had to focus more and more on the global dimension of its work. This increasingly involved the energy efficiency of buildings, which was brought up for discussion as a result of the Kyoto Protocol.

In 1999, the European Commission set up a working group on “sustainable construction”, of which the rapporteur was FIEC. Four sub-groups tackled the following issues:

- ◆ environmentally friendly construction materials
- ◆ energy efficiency in buildings
- ◆ construction and demolition waste
- ◆ life cycle costs in construction

Then came a new theme addressing water policy in the European Union. In order to prevent the pollution of ground water, it was necessary to forbid various substances of which one was Bentonite, which is a basic material used in certain types of special foundations in civil engineering for soil stabilisation. The information passed on in advance by FIEC allowed the European Federation of Foundation Contractors (EFFC), an associate member of FIEC, in a joint effort to prevent the implementation of this prohibition, and thus the dramatic consequences that would have followed for the special foundation sector of civil engineering as a whole. The supporting argument was that Bentonite, as an inert material, does not react with water and in fact protects ground water against pollution. This is a good example of the importance of involving experts in European discussions.



New Government Offices, Nicosia,
Cyprus, 2002

A high point in the policy of FIEC was the adoption and signing of the Environmental Charter within the framework of the annual congress that was held in Luxembourg in May 2000. The solemn ceremony was attended by several environment ministers from Member States. The issue of the congress was "A Europe building efficiently for the environment and jobs".

The increasingly recognised and expert competence of FIEC was once again demonstrated in its decisive participation in the drafting of a statement of the CICA for the world summit on "Sustainable Development" held in Johannesburg in 2002. This document was published in the form of a brochure by the United Nations Environment Programme (UNEP).



"Palm Island",
Dubai, 2005

3.8

SMEs

FIEC has never been a federation of large enterprises. Indeed, it has always represented the entire construction industry. In 2004, this included 1.8 million enterprises employing 11.7 million persons in the then 15 Member States of the EU. Of these companies, 97% had fewer than 20 workers and 93% fewer than ten.

Up until 1939, it was mainly independent entrepreneurs (the founding members) who made the Federation what it was. The issues discussed and the resolutions passed reflected the interests of the entire construction industry.



Building in Europe with a General Contractor, 1995

European principles for a contract with a general contractor, 1996

Fundamental principles of collaboration between partners

This situation did not change after 1945. With a few exceptions, the Presidents of the FIBTP and FIEC were independent entrepreneurs. Although the large companies in the construction industry put forward their views, they never tried to use FIEC to advance their own interests. Where there were clashes of interests (for example on the issue of "general contractors"), these were fully discussed. Ultimately, the stance adopted always took into consideration the interests of the entire industry.

The selected example of "general contractors" is a case in point. Already in 1982, FIEC released issue 3 of the series of publications. This was the brochure entitled "General Contractors in Europe". The ad hoc working group "Global Concept" (ECO 5), which was set up in the wake of the 1988 restructuring, defined as its main goal "to prepare general contractors for the market and to take into account the generally increasing interests and needs in the field of construction work so that construction firms, irrespective of their size, can develop further and not simply be suppliers". The outcome of the work of this group was the "European Charter of General Contractors" (drawn up in 1992), which was designed to deal specifically with "the activities of

building contractors of all sizes and in all fields and the most diverse types of projects, ranging from individual family houses to the largest construction projects".

As it was found that "the Charter alone is not sufficient", in 1995 it was supplemented by a brochure "Building in Europe with a General Contractor" that was drawn up and distributed. Finally, in 1996 a checklist was added entitled "European Principles for Contracts with a General Contractor".



Driving sheet steel piles

In October 1995, the first "European Forum for SMEs in the Construction industry" took place in Leipzig at the initiative of the European Commission. FIEC was involved in the organisation of this forum. About the same time, within the Economic and Legal Commission a sub-commission was set up on "fair relations between partners" (ECO 6) to discuss the special interests of specialised contractors and subcontractors. This sub-commission was not intended as a counterweight to ECO 5, but a partner to address issues that naturally derive from the concept of general contracting. This initiative was successful. The best example of this is the document "Subcontractors in the construction industry – basic principles for cooperation between partners", which was drawn up jointly by the two groups and published in 1999. With this initiative, FIEC ventured for the first time – and very successfully – into the field of business ethics.



Roofer at work

In 1996, the topic "SMEs" also featured on the new list of priority issues. The aim was "to give special attention to the specific questions of our SME members". At the same time, the Federation thus took into account the fact that the European institutions were beginning to become more concerned with the interests of SMEs. The Commission had in fact set up its own Directorate General for SMEs. To take into account the increasing importance of these issues in organisational terms, FIEC set up an "SME Coordination Group". This group has since worked on many substantive issues, which it has either handled itself or which were already discussed by other commissions and working groups (economic, legal, socio-political and technical issues).

The particular success of these initiatives can be seen from the fact that in 1998 the FIEC was made an "associate member" of the European Commission in its network of "Euro Info Centres".

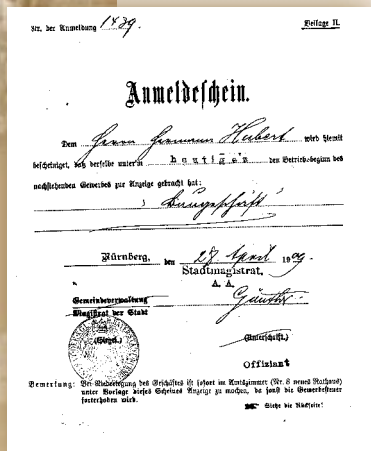
At this point, by way of example we will briefly outline below the history of a number of companies (all SMEs) who all have or have had a special relationship with FIEC.



Logo of the European Commission's Euro Info Centre Network of which FIEC is an "Associate Member"

EXAMPLE 1: HUBERT

On 28 April 1909, two days after the first Statutes of the International Federation in Brussels were definitively adopted, Hermann Hubert registered a "construction firm" in Nuremberg. The new company, which immediately received a large order, joined the construction corporation of Nuremberg (*Bau-Innung*), of which it is still a member. Unlike many other cities, because of an imperial ban there have practically never been any guilds in Nuremberg. However, since the 14th century a special type of quality control and "ethics management" has been practised by having master builders swear on the trade code of good practice. This construction corporation was set up in 1887. It is responsible for protecting the interests of the construction industry at local level. By virtue of its membership of the regional federation of Bavarian construction corporations (*Landesverband Bayerischer Bauinnungen*), which is in turn a member of the German construction industry federation (*Zentralverbands des Deutschen Baugewerbes*), it belongs along with its affiliated companies to the European Construction Industry Federation.



Registration Certificate

The fledgling Hermann Hubert company grew very rapidly, but its size remained roughly equivalent to a family firm. It built houses, churches and a hospital, and it was involved in road construction, railway construction and especially canal construction. The founder's son, Helmut Hubert, has since 2002 been a member of the Steering Committee of FIEC and Chairman of the SME Coordination Group.

"Profilkanal -
Regensburger Straße",
Germany, 1928

"Ringwasserleitung",
Nürnberg, Germany,
1926



EXAMPLE 2: LEVAUX



Javel-Bas Port, Escale
Parc André Citroën Aval,
France

In 1896, Antoine Levaux set up a construction firm in Paris. Ten years later, it was incorporated in the *Syndicat des Travaux Publics* in Paris. The founder was succeeded by his two sons René and Henri. They were in turn succeeded by Philippe Levaux, who from 1989 to 1998 was President of the *Fédération Nationale des Travaux Publics*. From 1992 to 1994 and from 1996 to 1998, Philippe Levaux was Chairman of the Social Commission of FIEC, and from 1998 to 2000 he was President. He is still today very active at European level as a member of the Economic and Social Committee ("ECOSOC") of the EU.



Bouyage and instrumentation
of the Chenal
de Limay-Porcheville,
France

EXAMPLE 3: LONGLEY

The 1955 General Assembly, which met in Brussels to celebrate the fiftieth anniversary of the FIBTP, chose Norman Longley – who in 1966 became Sir Norman Longley – as its President for two years. He was the third generation of a British family of building contractors. In 1863, James Longley had founded a construction firm in Crawley. The company expanded rapidly and acquired a solid reputation, especially in the field of the restoration of churches and other historical buildings. In 1912, the company was taken over and expanded by his sons Charles



Rose Window, Lancing
College Chapel, West Sussex,
United Kingdom

and George. In 1931, Charles' son Norman, who was born in 1900, took over the management of the firm. The outstanding buildings that were erected under his management after the Second World War include the station at the new Gatwick Airport. The family and the company were particularly proud of the fact that on several occasions in the firm's history members of the royal family had visited their construction sites and projects.

Norman Longley – in addition to many other honorary posts – was President of the National Federation of Building Trades Employers from 1949 to 1950. He died in 1994. The company is now part of Kier Group plc.

3.9

PUBLIC RELATIONS AND IMAGE

No matter how well a federation functions, if the work is not publicised it will not be fully effective. This fact was already recognised before the First World War. Already in 1913, the first issue appeared of *"La Construction Internationale"*, the organ of the fledgling International Federation. Secretary General Frans van Ophem described this publication as a *"revue soigneusement et luxueusement éditée, digne de la grande industrie internationale"* ("a carefully edited and luxuriously presented review worthy of this great international industry"). It was intended to serve as a *"lien permanent et éducatif entre les groupements nationaux"* ("permanent educational link between the national groups"). At the same time, however, already in 1914 a call was made to the member federations that was heard again and again later: *"Nous vous prions instamment de nous envoyer, pour y être publiées, des communications"* ("We encourage you in the strongest terms to send us reports to be published").



Also, following the revival of the Federation after the Second World War, the *"Bulletin de la Fédération Internationale"* began to be published once again in March 1949. The minutes of the meeting of the Administrative Council of 1 October 1949 state: President Frankignoul *"fait appel à la collaboration des Fédérations affiliées en vue de rendre le Bulletin de la Fédération de plus en plus utile"* ("called on the affiliated federations to work together to make the Bulletin of the Federation more and more useful"). In 1953, this was supplemented by a somewhat more ambitious *"Revue"*.

Over time, the name, design and structure of the Federation organs and publications have been changed again and again, and their overall appearance has changed radically. However, their basic purpose has changed little. FIEC has continued to reach out to its members and the companies affiliated to them. These companies had to be informed, but at the same time the role of these publications as a constant link (*"lien permanent"*), as had been advocated 90 years before, is still as important today as it was back then. The external impact of the activities of FIEC is equally important. The Federation needs instruments to reach out to the people and institutions on which it relies to disseminate information and to achieve its aims. This is in essence the purpose of the publications.

In the case of the construction industry, however, there is another important aspect. The Federation has always seen the need to enhance its reputation. The efforts undertaken to improve the image of the construction industry is one of the priority tasks underpinning the public relations work of the Federation.

The importance that FIEC attaches to public relations can be seen particularly clearly from the fact that since 1998, at the initiative of the FIEC President Philippe Levaux, there has been a Vice-President who is specifically responsible for "communication".

Our overview of the public relations instruments will begin with the logo.

1. LOGO



The logo of a federation must be unique. It must immediately trigger an association of ideas and must be used for as long as possible.

If the FIBTP had a logo before 1939, it has now been lost. Even after 1945, it was felt that the Federation could get by with just the name and its abbreviation. This was still the case when the unwieldy abbreviation F.I.E.E.B.T.P. was adopted. This was not the kind of abbreviation that triggered a positive, identifying association of ideas. A logo of sorts was used only for General Assemblies, each time with a design created by the hosting federation.



It was only in the 1970s and 1980s that it was realised that a federation of the importance of the FIBTP (and especially later FIEC) needed a uniquely identifying image to represent it internally and externally. With the decision to change the Federation's name into "*Fédération Internationale Européenne de la Construction*" – FIEC (the "European Construction Industry Federation"), the use of the abbreviation "FIEC" had become generally accepted. Up to that time, it was usually referred to as the "International Federation" ("*Internationalen Verband*" – "*Fédération Internationale*").



At first, only the four initial letters of the abbreviation were used in a uniform font, but without any other design features. Nonetheless, in 1980 a tentative logo was designed in the graphic style current at that time. Later on, the letters were made more aesthetically appealing. The current logo was created by a Dutch designer in 1995, while maintaining the design features of the previous logo. This logo meets all the initially determined criteria and is, in the meantime, also used by the national organisers in charge of the FIEC Annual Congress.

2. PERIODICALS

The inception of the first enduring periodical of the Federation has already been mentioned. The following should be highlighted.

Annual report

The annual report, which is intended to constitute "a complete survey of FIEC issues and positions between two General Assemblies", did not appear until 1991. For several decades, Federation news and events appeared only in minutes or in Federation reports. The Federation has never given much importance to their appearance. Evidently, it was only when the Federation opened its office in Brussels that it was realised that it needed a comprehensive presentation of its activities



Annual Report 2004

– not only for members, but more especially for FIEC's increasingly numerous partners on the European stage.

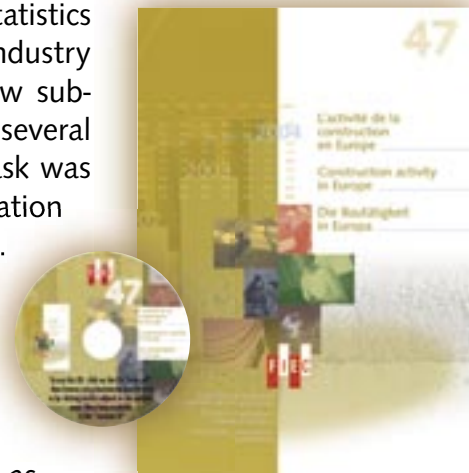
The Federation magazine

The FIBTP and FIEC have always felt it was important to publish a periodic Federation magazine although some proposals have never been carried out whilst others, for various reasons, were re-launched some time later. Whether it be *La Construction Internationale*, the *Bulletin*, the *Revue*, *L'Entreprise Européenne*, *FIEC News* (since 1998), – or an internal, electronic newsletter such as "*FIEC Flash*" (since 2001) or, the aim has always been the same: to provide up-to-date information on what is going on in the European construction industry and on the activities of the Federation.

Statistical reports

One of the core tasks of the Federation is the collection and evaluation of data on the construction industry. It is therefore surprising that the Federation did not undertake this work systematically until the 1970s.

The *Comité permanent* and the ECC have published statistical reports on the construction industry relating to the European Community since 1977. In 1978, the *Comité permanent* set up a group of experts not only to process construction statistics but also to draw up a report on the structure of the construction industry in Europe. With the restructuring of FIEC, this task fell to the new sub-commission ECO 1 under the chairmanship of Michele di Penta. For several years, Guido Dandri was in charge of the drafting the report, this task was later taken over by Domenico Campogrande. A continuous cooperation with the statistical office of the EC (Eurostat) is being maintained. For a long time, the statistical report was issued twice a year, this was reduced to one issue some years ago because of the work load involved. "The Construction Activity in Europe" is a comprehensive collection of data that presents the trends in the various countries (in the meantime also available on CD-ROM). Another annual publication is the user friendly leaflet presenting the main key figures known as "Construction in Europe".



Statistical report Nr 47 and CD-ROM

Other periodic publications

The "Blue Book" should be mentioned in this context. Since 1995, this publication (under the title "Trans-European Transport Network – Progress Update") has reported every year on progress with the 14 "priority projects" of the "Trans-European Transport Network" programme (see also chapter 3.5).

3. BROCHURES, ETC.

As early as 1961, the *Comité permanent* released a "*Plaquette sur l'industrie de la construction devant le Marché Commun*" ("Brochure on the construction industry in relation to the Common Market"). This was followed by numerous publications that presented the results of work and/or practical guides for contractors. One example that should be mentioned in particular is a series of publications drafted by a working group chaired by the German contractor Bruno Musolff, these were issued in the 1970s and 1980s with the following titles (in several languages in each case):

- ◆ European joint venture agreements
- ◆ European subcontracting contracts
- ◆ General contractors in Europe

On the occasion of its 75th anniversary, in 1980 FIEC published a report entitled "75 Years of Activity – History of the European Construction Industry Federation".

In the years that followed, FIEC released a plethora of publications on the most diverse topics. Here are just a few recent examples:

- ◆ Building in Europe with a General Contractor (1995)
- ◆ European Principles for Contracts with a General Contractor (1996)
- ◆ Sub-contracting in the Construction Industry: Fundamental Principles of Collaboration between Partners (1999)
- ◆ FIEC Environmental Charter: A Europe Building Efficiently for the Environment and Jobs (2000)
- ◆ Competitiveness of the Construction Industry: Agenda for Sustainable Construction in Europe (2001)
- ◆ CICA Report – Industry as a Partner for Sustainable Development (2002)
- ◆ Guide of Best Practices on the Co-ordination of Health and Safety (2003)*
- ◆ A Challenge: Integrating Young People in the Company – A Solution: Tutorship (2003)*

* with the collaboration of EFBWW and the financial support of the European Commission

4. CONGRESSES

Congresses have always been useful public relations exercises. This process began with the first European congress of the construction industry in 1905 in Liège (Belgium) and continued right down to the jubilee congress that was held in the same country.

Detailed reports were drawn up on most of these meetings, whether it be the comprehensive 731-page report on Liège 1905, internal minutes or detailed documentation posted on the Internet.

In addition to these statutory congresses, there have been many extraordinary meetings of FIEC and/or the *Comité permanent* on special topics, especially in the 1970s and 1980s, i.e. before the annual FIEC congresses held in parallel with the General Assembly adopted their current form. Here are some examples that deserve to be mentioned:

- ◆ *Colloque sur les Infrastructures Européennes de Transports* (conference on European transport infrastructures – Luxembourg 1978)
- ◆ *Colloque sur la Contribution de la Construction à la Croissance* (conference on the contribution of construction to growth – Brussels 1980)
- ◆ *Colloque "Investissements et Consommation"* (conference on investments and consumption – Brussels 1981)



Press Conference, Brussels, 2004 (on the right, President Wilhelm Küchler, Vice-President Elco Brinkman, Ulrich Paetzold)

Since 1989, there have been annual congresses during which one day has been devoted to detailed analysis of interesting political or technical issues.

5. PRESS CONFERENCES

The press was interested in the work of the FIBTP from the very outset. The magazines of the national construction federations reported in detail on the activities of the Federation and the congresses before the Second World War. Also, reports were published in the general press. Clearly, therefore, the need for systematic press coverage was already recognised at that time.

In the ten years after the war, it would appear that not much was done in the way of press work – except to invite journalists (especially from the trade press) to attend meetings. However, there were sporadic press conferences and background discussions with some individual journalists.

The press conferences in Brussels, the seat of the European institutions, were institutionalised only in the 1980s, at the initiative of the Vice-President Thomas Rogge. Nowadays, these conferences – along with press releases on specific selected issues – form an integral part of the public relations work of FIEC.

6. THE IMAGE OF THE CONSTRUCTION INDUSTRY

The aim of all these PR measures is also – directly or indirectly, consciously or unconsciously – to enhance the public image of the construction industry. Of course, it goes without saying that there is a need for such measures.

However, there is one particular action geared towards the “Image of the construction industry” that deserves special mention. In 1978, the Administrative Council set up a working group chaired by the French contractor Paul Naudo (who later on became President of the ECC) and commissioned it to draw up a report on this aspect. The report, which was submitted to the General Assembly in Venice in May 1979, contained a whole series of recommendations based on a critical analysis of the situation and intended not only for the member federations but also for individual companies. In addition to the problems of social policy and economic policy, this report can be called innovative for the time, as it discussed the link between construction, the environment and the quality of life. For its list of recommendations, the report could draw inspiration from previous image campaigns conducted by several member federations. Also, not long after that, in September 1979, CICA, in close cooperation with the FIEC working group, submitted a report entitled “General Considerations on the Image of the Construction Industry”.

The quality of the results of the work prompted the Steering Committee to entrust the image group with the task of analysing other problems:

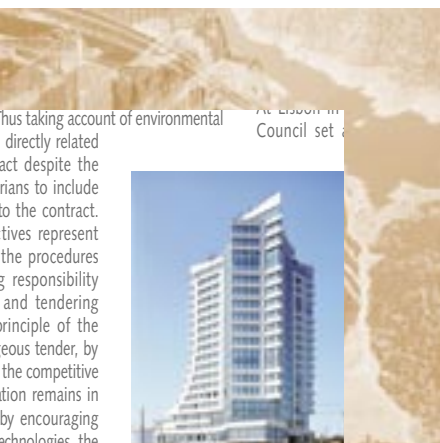
- ◆ “Construction – Ennemi No. 1 du Chômage” (“Build for Jobs”) in Palma de Mallorca, 1982;
- ◆ “Die europäischen Unternehmer und die dritte industrielle Revolution” (“European Contractors and the Third Industrial Revolution” – presented in Athens 1984)

The two reports drawn up under Chairman Paul Naudo were once again characterised by their forward-looking approach and their list of recommendations. However, it is perhaps doubtful whether the necessary conclusions were drawn.

It should also be mentioned that the topic “Image de Marque” also featured on the agenda of the 21st session of the ILO’s “Construction Commission” in 2001.



Press Conference,
Brussels, 2004



In 1991, a "Promotion" working group (which, incidentally, had been set up only two years before that) was given the task of improving FIEC's image and strengthening ties with the media. Since 1998, a member of the Steering Committee of FIEC has had special responsibility in the field of "communication".

7. THE INTERNET (WWW.FIEC.ORG)

FIEC has had its own website since 1996. It was redesigned in 2001 and is now updated on a daily basis. The website serves a twofold function:

- ◆ "For members of FIEC, it provides a reliable working tool, and
- ◆ for non-members, it is a window into all the activities and concerns of the European construction industry".

The website can be consulted in the three languages of FIEC. There is also a section (accessible only to those who have a password) where members can receive comprehensive information and documentation intended only for them.

With its dynamic presentation, the website is probably FIEC's most important public relations tool.



www.fiec.org

EUROPEAN INTERNATIONAL CONTRACTORS (EIC)

What is said about FIEC in this chapter also applies in a somewhat different and attenuated form to EIC, as the latter has concluded a protocol agreement with FIEC (*see also chapter 4.2*).

EIC also adopted a logo when it moved its headquarters to Wiesbaden in 1984 (this logo was subsequently redesigned in 2002). EIC also has a leaflet (*cf. Picture*) that presents its aims, organs and publications. Since 1991, EIC has outlined its activities in the annual report of FIEC. This presentation has been constantly refined and systematised, so much so that it is now used as an independent report.

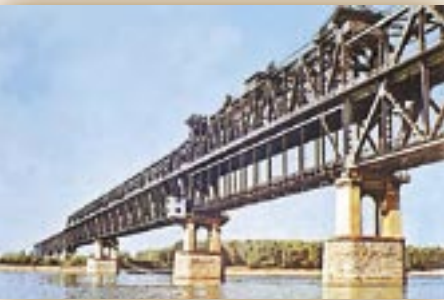
The other PR instruments have also been progressively refined. Every year, EIC publishes statistical documentation on the foreign activities of the European construction industry, and this is supplemented by reports on conferences and policy-oriented brochures (*see also chapter 4.2*).

You can consult the EIC site at www.eicontractors.de.



Over the last 30 years, the situation, problems and future outlook of the European construction industry have constantly been the subject of studies or conference issues. These discussions have been initiated by FIEC itself, by independent research institutes like the "Euroconstruct" Group and, finally, by the institutions of the European Community. Since the 1970s, FIEC has regularly placed fundamental issues facing the sector on the agenda of their General Assemblies and annual congresses. One example of an event geared towards improving the visibility of the Federation is the conference that was held in December 1980 on the topic "The contribution of the construction industry to economic growth".

- ◆ The Clarke-Charpentier report that was drawn up on behalf of the Commission and submitted in 1974 came out firmly in favour of a European construction market free of restrictions.
- ◆ In 1975, the Commission for the first time proposed a "programme of action for the construction industry".
- ◆ In 1981, in an extensive report the Economic and Social Committee of the EC dealt with the topic "The situation in the construction industry in the Community and the most appropriate measures at Community level to promote growth and employment in this sector".
- ◆ At the time, the report drawn up by Michel Albert and James Ball for the European Parliament ("Towards European Economic Recovery in the 1980s", 1983) prompted a lively debate.
- ◆ This was also the case for the document "*La Construction en tant que système industriel*" ("Construction as an Industrial System") drawn up in the following year by Directorate General III of the Commission.
- ◆ Finally, we should mention a 1988 report by the Euro-MP Bueno Vicente for the European Parliament.



Danube Bridge, Bulgaria,
1952-1954

The most comprehensive and to date most lasting approach came some years later. In 1989, the Chairman of the new FIEC Economic and Legal Commission (ECO), Thomas Rogge, suggested a study of European construction needs. Prompted by a feasibility study initiated by FIEC, the European Commission took up the idea and in 1991 commissioned the British consultancy firm WS Atkins to carry out a comprehensive study on the construction industry with a remit that extended far beyond the original approach. This would be known as the SECTEUR study. To provide technical assistance, a steering committee was

set up in which FIEC and EIC were actively represented. In 1994, an extensive final report was submitted with the title:

SECTEUR – Strategic Study on the Construction Sector
Final Report
Strategies for the Construction Sector

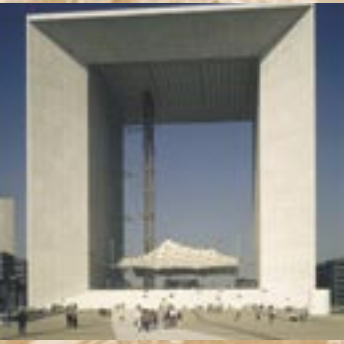
This study contained many recommendations for the European Union, the national governments and in particular the construction industry.

The preface of the study (also published as a book) mentioned the following: "This report discusses long-term strategies aimed at improving competitiveness and quality in the construction industry and stepping up construction activities", that is, aims to which FIEC could give its unreserved support. The preface adds: "The study is designed to help the construction industry to develop a strategy for the implementation of the key tasks likely to bring about changes." This therefore identified the priority target audience, i.e. the construction industry itself. From this starting point, the consultants developed a programme of action that we feel we should outline here because of the far-reaching significance of its long-term perspectives. The study was divided into twelve topics. Their strategic aims are outlined and explained in detail below:

- I Market growth: "Halting the long-term decline of the construction industry's share in GDP"
- II Market stability: "Reduction in short-term economic fluctuations in the construction industry"
- III Competitiveness and price-performance ratio: "Better ratio between quality and costs and more reliable performance for clients by compliance with the quality, cost and time constraints and zero-tolerance execution of construction work"
- IV Competitiveness – construction products: "Promotion of trade, competition and product development by constantly dismantling technical barriers to trade for construction products based on harmonised standards and technical permits"
- V Quality in the construction industry
"A) Gradual improvement in specifications for construction sites and infrastructure projects
B) Reduction in defects and costs due to poor quality"
- VI Workers employed in the construction industry: "Improvement in working conditions and job satisfaction, improvement in training to enhance skills and knowledge; adaptation to new procedures that alleviate heavy and unpleasant work in the construction industry; promotion of employment and the creation of new jobs".
- VII Technology and research: "Faster introduction of new procedures and products on construction sites and in the planning and production of construction products"



Port de la
Condamine
Floating Pier,
Monaco, 2002



La Grande Arche de La Défense,
Paris, France 1989

- VIII Foreign activities: "A special effort must be made to achieve worldwide leadership in architectural design by relying on the strength, reputation and diversity of European planners of prestigious designs as pioneers of the construction industry"
- IX Environmental protection: "The construction industry must be a protector, promoter and pioneer of sustainable environment-friendly development and explore new processes with a view to developing new markets".
- X The construction process: "A legal and institutional framework must be set in place whereby depending on the circumstances and possibilities clients can choose between a range of different construction processes within a system of guarantees, insurance options and liability insurance policies that provide them with the desired level of protection".
- XI Structure of the construction industry – building contractors and consultants:
 "A) Avoidance of State interference in the structure of the construction industry. However, the construction industry should develop a structure with the following characteristics:
 - ◆ many flexible small-scale specialised enterprises and regional enterprises; and
 - ◆ a number of large, world-class enterprises.
 B) Improvement in the efficiency of small entrepreneurs and independent operators that account for half of all persons employed in the sector".
- XII Information: "Improvement in the flow of information to facilitate technical and strategic decisions".



La Grande Arche de
La Défense, Paris,
France 1989

There was intense discussion following the publication of the study. FIEC discussed the individual issues in the different commissions and repeatedly submitted position papers to the European Commission. The need to improve competitiveness increasingly came to the fore as the pivotal issue. Accordingly, in November 1997 the Commission adopted a "Communication on the competitiveness of the construction industry" based on the Atkins study. This communication set four priority objectives:

- ◆ to improve quality in the construction industry
- ◆ to improve the legal framework
- ◆ to improve initial and in-service training
- ◆ to redirect and reinforce research and development.

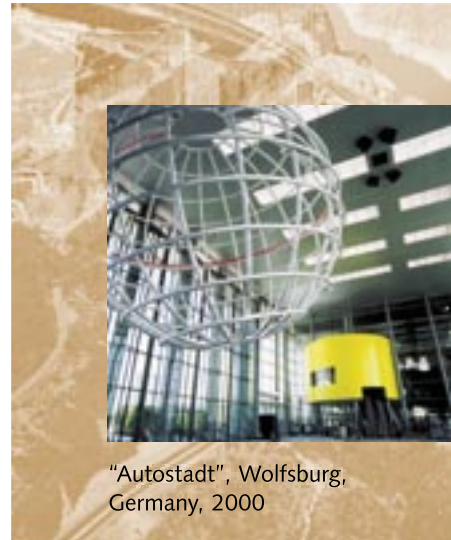
In an action plan, a total of 65 individual measures were listed to help achieve these objectives. This action plan was adopted by a decision of the Council of Ministers in May 1998, giving it some additional political weight. The Member States and the construction industry, represented by their respective federations, were encouraged to work intensely on the priorities and the implementation of the proposals.

This is what happened in practice. FIEC set the following priorities to improve competitiveness:

- ◆ the elimination of abnormally low tenders
- ◆ the development of a set of rules for "Public Private Partnerships"
- ◆ an improvement in the quality of vocational training
- ◆ the guarantee of payment by clients within the prescribed period
- ◆ a reduction in social security contributions.

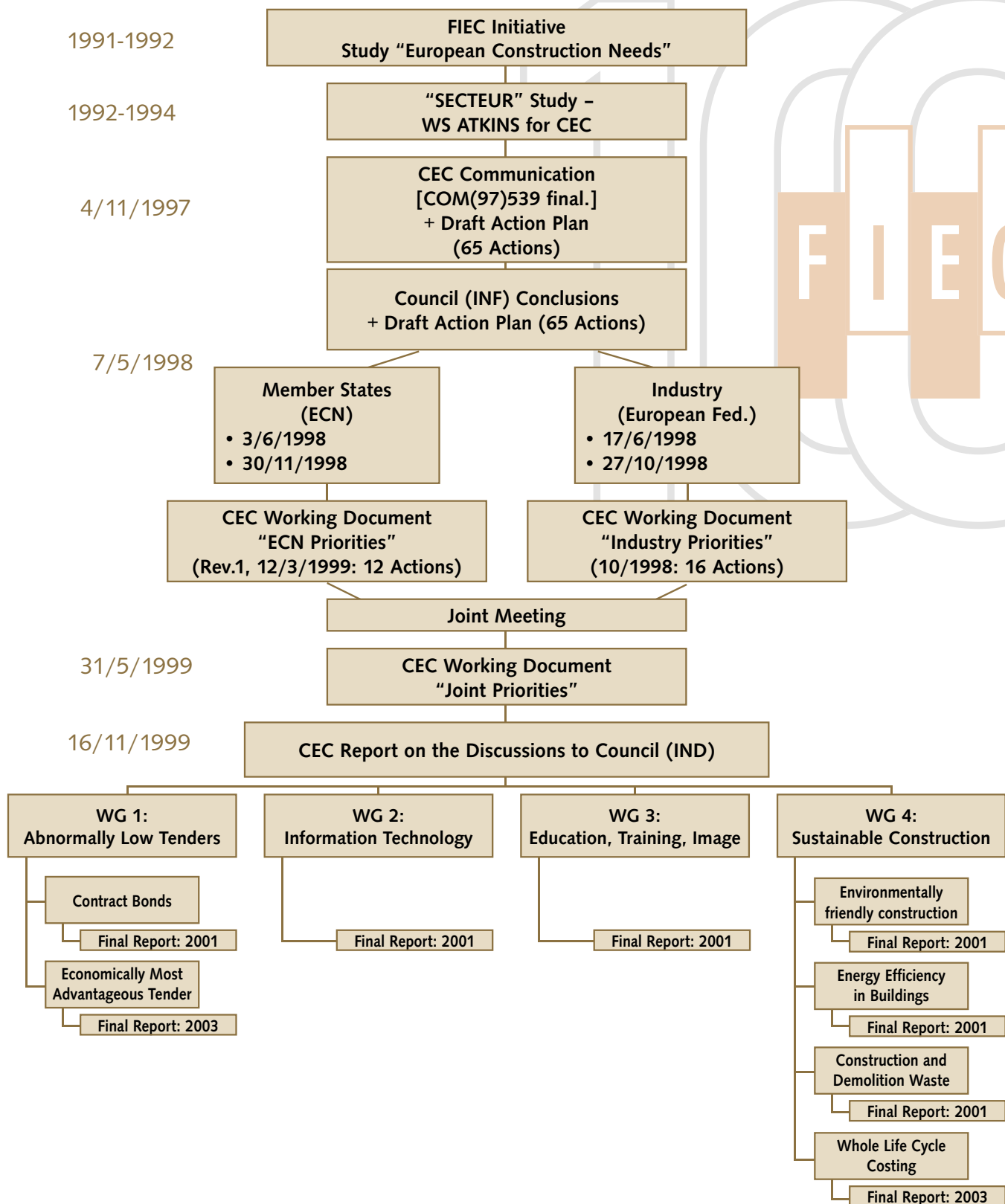
Finally, the Commission set up three working groups in which representatives of all the interested groups discussed the issues of abnormally low tenders, benchmarking and information technology in the construction process and framed recommendations. Following a working meeting to which the Commission invited the federations in May 1999, FIEC was commissioned to carry out a pilot study on the issue "Benchmarking". The final report was submitted in 2001. While the issue of "abnormally low tenders" remained on the agenda, there were certain shifts in emphasis in the course of the analysis of the conclusions of the SECTEUR study. For example, a new issue, "sustainable construction", came to the fore.

Even though the activities of the working groups more or less came to an end in 2001, the key objective – to improve competitiveness – is still a priority for FIEC.



"Autostadt", Wolfsburg, Germany, 2000

HISTORY OF THE COMMISSION'S COMMUNICATION ON THE COMPETITIVENESS OF THE EUROPEAN CONSTRUCTION INDUSTRY



3.11 PRIORITY ISSUES

FIEC has been in existence for over a hundred years. While during that time many issues have appeared on the agenda again and again, there are some problems that the European construction industry has constantly had to discuss at congresses, in commissions and in working groups. These include:



British Embassy, Berlin,
Germany, 1998

- ◆ public procurement
- ◆ safety and health
- ◆ vocational training
- ◆ the financing of construction
- ◆ regulations and standards

In addition, specific issues have occasionally been given priority status by the Federation or the agenda has been dictated from outside. For example, the European legislation on public procurement became crucially important when the corresponding Directives were drafted or revised.

In 1996, upon a proposal by President Ioannis Papaioannou, the Council decided to highlight certain "priority" issues from the many existing issues, thus ensuring that the Federation would focus on these priorities. Initially, these included:

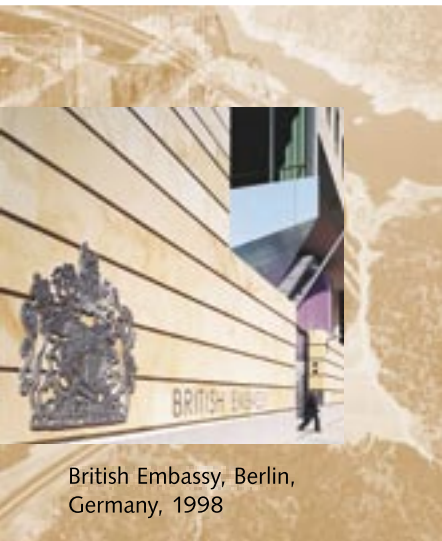
- ◆ The Qualification of construction enterprises
- ◆ Small and medium enterprises (SMEs)
- ◆ The Trans-European Transport Network (TEN) and Public-Private Partnerships (PPPs)
- ◆ Abnormally low tenders
- ◆ The posting of workers
- ◆ The European Construction Forum (ECF)

Later on, "the competitiveness of the construction industry" was added as a key issue. The list of issues on the agenda was then supplemented by "undeclared work" and "sustainable urban development" and finally by "climate change and the consequences of the Kyoto Protocol".

This list shows that FIEC can set limits on its agenda only to a very limited extent. FIEC is constantly expected to undertake new responsibilities: legislative initiatives, the requirements of European institutions and the desiderata of individual member federations. In the long term, FIEC therefore cannot confine itself to priorities set internally.



Dam "Presa del Atazar Guadalajara",
Spain, 1973



British Embassy, Berlin,
Germany, 1998



4



INTERNATIONAL ORIENTATION



Signature of the "International Conditions of Contract for Civil Works", also known as the "Red Book", Zürich, 1957

The founding fathers initially had in mind an international federation, not a regional federation limited to Europe. Thus, representatives from Mexico attended the 1905 congress in Liège, and at an early stage there were contacts with the construction industry in the US. Plans were made for interested European building contractors to visit the United States in 1915. The

affiliation in principle of the South African National Federation of Building Trades Employers apparently remained a dead letter.

This trend towards internationalisation was stepped up after the First World War. Already in 1925, the fourth congress in Paris was attended by representatives from 19 non-European countries, and 14 non-European states were represented in 1930 at the fifth congress in London.

After 1948, issues connected with construction outside Europe soon featured on the agenda of Federation meetings and events. With the resumption of the international work of European building contractors, the lack of fully-developed standard construction contracts was seen as a serious shortcoming. Therefore, it seemed only logical when in 1955 the FIBTP set up a Commission which under the chairmanship of the German Friedrich Linsenhoff drew up a draft set of standardised international contractual conditions. In parallel to this, the British Export Group of the Constructional Industries (EGCI) and the Association of Consulting Engineers drew up their own draft that differed in its aims from the FIBTP's draft only in certain details. Contacts with the International Federation of Consulting Engineers (FIDIC) led to the British concept being accepted as the FIDIC's preferred choice as the basis for negotiations with the FIBTP. In Helsinki in June 1956, the Administrative Council agreed to this procedure.

Following very constructive joint work with the FIDIC, on 29 August 1957 the FIBTP's President Norman Longley finally signed the document that for the first time introduced international contractual conditions for engineering work. Subsequently, this standard construction contract (which came to be known as the "Red Book") was widely acknowledged and used. In 1969-1971, it was adopted by the international federations in Asia and Latin America and by the US federation. Several new editions took into account ongoing changes in international contract law. Since 1993, the application of these contractual conditions has been made binding for

projects which are financed by the World Bank. It was not until the end of the 1990s that the FIDIC proposed a series of completely revised contractual documents which are tailored to different types of standard contracts that have been developed in practice (see also chapter 4.2).

Other examples of the work of the European Federation on issues facing the international construction industry include the following:

- ◆ The international construction market (discussed as early as 1953)
- ◆ Tendering (on the agenda for the first time in 1955)
- ◆ Export credit insurance (a working group was set up in 1962 to compare the national rules)

In addition, the Federation represented the interests of European enterprises abroad in very practical ways. For one thing, in November 1965 President Bo Ekelund went to Baghdad to discuss with the then Iraqi Prime Minister demands of enterprises in connection with work carried out for the Iraqi government. Also, the World Bank was asked for support. This did not lead to a comprehensive settlement of accounts, and it was only some years later that bilateral agreements were reached.

FIEC's relations with the Canadian Federation of Building Contractors is a particular case. This federation had been a member before the Second World War and remained affiliated after 1945, but it did not play an active role and it in fact ceased to be a member in the early 1980s.



CICA

4.1

Since the mid-1950s, there have been contacts with national and continental federations of building contractors outside Europe. In 1956, the International Federation of Asian and Western Pacific Contractors' Associations (IFAWPCA) was set up in Manila (the Philippines). Then in 1958 the Federación Interamericana de la Industria de la Construcción (FIIC) was founded in Caracas (Venezuela). The first meeting of representatives from these two organisations took place in Geneva in 1964. There was then a meeting of the ILO that provided important impetus. The President of the FIBTP, Peter Holloway, agreed with the Presidents of the two other federations that small delegations of the other organisations would be invited to the respective annual conventions.

After that time, friendly relations developed with both federations.



Signature of the founding declaration of the Confederation of International Contractors' Associations, CICA, Tokyo, 1974

While in 1964 the view was still held that the creation of a worldwide federation was out of the question for the time being, there was already some discussion of this possibility the following year. The idea of a worldwide federation was already discussed in a report for the meeting of the Administrative Council in 1966 in Stockholm. In 1967, for the first time, representatives of the two abovementioned federations attended a General Assembly of the European Federation. In the years that followed, further progress was reported in relations with the IFAWPCA and the FIIC. Then in Zurich in 1972, the decision was finally taken in principle to create a worldwide federation with headquarters in Paris.

At the General Assembly in Munich in September 1973, which was again attended by the Presidents and other high-ranking representatives of the two federations, the decision was taken to set up the Confederation of International Contractors' Associations (CICA). Its Statutes were approved at the same time. On 13 September 1974 in Tokyo, the Deed of Incorporation was finally signed in a solemn ceremony. Paris was chosen as the location of the headquarters of the Federation because of the long-standing tradition of the European Federation. The first President of the CICA was Hermann Brunner, who was elected in Munich as the President of the European Federation.

Because of the large distances involved and in view of the cost (CICA had from the outset had to manage with a small budget), the three member federations initially set only modest goals. CICA was primarily seen as a link between its members. The number one policy objective of the Confederation was to defend free enterprise in the world. An agreement was reached to hold annual meetings of the "Steering Committee" and General Assemblies of the members. The first major task was to gather information on the construction industry and the construction markets in the affiliated continents and countries. However, other tasks were soon added, in particular information exchange and the protection of interests in the construction industry in other countries, which was growing at a tremendous rate in the 1970s.

In this context, the European Federation was given a leading role from the outset. Accordingly, in 1976 FIEC was commissioned by the Steering Committee of CICA to prepare with the



During the CICA Foundation, Tokyo, 1974



Messrs. Courbot, Brunner, de Gezelle, Bollinger, Parion, Atsumi, Mrs. Courbot, Atsumi, Brunner, Tokyo, 1974

FIDIC and the World Bank the revision of the 1957 international contractual conditions for engineering work. FIEC internally transferred this task to its International Contractors' Section, which had been set up in 1970 and was later known as European International Contractors (EIC). Of particular importance was the adoption in 1977 of a declaration of CICA on free enterprise, which was also adopted by FIEC as the guideline for its work and that of its members.

As might be the case in any federation, in the decades that followed CICA experienced some highs and some lows. Already in the founding phase, the absence of North America was seen as something of a shortcoming. The only reason for this was that only supranational building contractor federations could be members of CICA, and there were none in North America. It was only when the Associated General Contractors of America (AGC) in the US and the Canadian Contractors Association (CCA) formed loose ties, later officially institutionalised within the umbrella organisation FUSCCA, that the possibility of membership of CICA became feasible in 1981. In 1993, these associations were joined by the Federation of Arab Contractors (FAC), which was based in Casablanca (later in Cairo), and the South African federation SAFCEC was an associate member for a short time after that.



Founding constitution of CICA

So far, four members of the European Federation have been made Presidents of CICA:

Hermann Brunner	1973-1975
Philippe Clément	1981-1983
Frans de Vilder	1989-1991
Thomas Rogge	1997-2000

Also, the Secretary General has always been a FIEC delegate: Michel Parion, Dominique Gardin, Eric Lepage, Mrs. Claude Revel and Jean-Pierre Migeon.

In 1984, CICA for the first time organised an International Conference that brought together building contractors, representatives of international financial institutions, important clients and planning and consultancy firms. Since then,

there have been a total of eight such well-attended conferences on topical issues:

1984	Washington	Construction – the Road to Recovery
1987	Berlin	Diversification, Privatisation, Revitalisation
1989	Cancun	Development and Renewal for the well-being of the World
1992	Taipei	The Response of the Construction Industry to the Challenges of a Changing World
1994	Atlanta	Worldwide Construction Opportunities
1996	Washington	Infrastructure Challenges of the Mega-Cities
1999	Berlin	"A World in Transition" – The Response of the Construction Industry
2003	Cairo	Leading the Future in Construction

Among the publications of CICA, there are three that should be mentioned:

1. In 1979, the "General Considerations on the Image of the Construction Industry" were adopted in Singapore.
2. In 2001, CICA reported on an issue that had become increasingly important at a worldwide level: "For New Public Private Partnerships in Infrastructure and Public Facilities"
3. In 2002, CICA submitted to the United Nations Environment Programme (UNEP) a report (essentially drawn up by FIEC) that demonstrated that it is aware of its responsibility: "Industry as a Partner for Sustainable Development: Construction".

This responsibility was also expressed in the core programme statements by President Thomas Rogge in 1997:

- ◆ Construction creates Employment
- ◆ Construction protects the Environment
- ◆ Construction improves Infrastructure
- ◆ Construction improves Living Conditions
- ◆ Construction contributes to Training and Education of Workers



CICA in Rome (from right :
Thomas Rogge, Eric Lepage,
T. Subba Rao, Rolf Bollinger)



CICA World Bank meeting,
Washington DC, 2004

Independently of the regular meetings with the World Bank and other development banks (CICA coordinates the interests and image of the employers), since 1997 the Worldwide Federation has had ongoing contacts with the Presidents of the leading international financial institutions and other organisations which are important for the construction industry. In addition, there is the cooperation with the ILO that has been going on for several decades.

Since the early 1990s, CICA has been involved in the fight against the scourge of corruption. It supports the OECD, the World Bank and other organisations which have taken on a pioneering role in this field. At the same time, it encourages the international financial institutions to use to the full their powers of control as financiers and to develop worldwide uniformly applicable standards, possibly within the framework the World Trade Organisation. A key request of CICA centres on the need for total transparency in all phases from project preparation, tendering, award and project implementation to completion and acceptance, of course with the active cooperation of all the partners involved.



CICA World Bank meeting,
Washington DC, 2004



4.2

EUROPEAN INTERNATIONAL CONTRACTORS (EIC)

Until the end of the 1960s, the Steering Committee and the Executive Committee of FIEC were also concerned with issues connected with the “export of construction activities” and developments on the international construction markets. As construction work outside Europe grew in importance for European building contractors, there were increasingly pressing calls for FIEC to have its own internal organisation devoted to this particular aspect. The General Assembly in Cannes in 1969 finally decided to set up an “International Contractors’ Section”. This decision was implemented at an inauguration meeting in 1970. The first President of the new Section was the Dutchman J. C Drabbe. The Executive Committee was entrusted to the London-based British Export Group for the Constructional Industries (Iain L. Ross). In this way, the Federation’s handling of problems connected with the export of construction work, which had up till then been rather sporadic, was given a fixed and enduring organisational structure (which in fact proved to be a timely move, as with the 1973 oil crisis “construction exports” took on a totally new dimension).



EIC Logo 1984-2003

The priority issues addressed by the ICS from the outset included:

- ◆ International contractual conditions
- ◆ Export credit insurance
- ◆ Arbitration procedures
- ◆ Financing matters
- ◆ Cooperation with other international institutions and federations
- ◆ Development aid
- ◆ Pre-qualification

At a very early stage, there were contacts with what is still the most important financial institution, the World Bank. Already in the 1970s, this laid the groundwork for the later regular meetings of CICA with the international financial institutions under the aegis of the World Bank. In this regard, the cooperation with the “International Contractors” from the US and Japan (at the initiative of the ICS) was highly successful. This led to the formation of a loose association under the name “International Contractors’ Group” (ICG), which also included a number of important building contractors from Latin America. In 1976, CICA gave the Section a mandate to conduct negotiations with the FIDIC and the World Bank on behalf of its three member federations. This mandate was confirmed by FIEC. The ICS had already set up a “Liaison Committee” with the FIDIC.



EIC Logo since 2003

The ICS thus not only did sterling work on behalf of the European building contractors that were active at an international level, but it also did a certain amount of autonomous work under the aegis of FIEC. This autonomy was in fact justified in view of the exponential increase in the export of construction work, especially in the wake of the 1973 oil crisis. The use of the term "Section" in the name of the organisation was increasingly seen as a handicap, especially when dealing with international institutions. Therefore, with the agreement of FIEC, in 1977 the ICS finally adopted the name "European International Contractors" (EIC).

The ICS (later EIC) also organised several International Conferences, for example in 1975 and 1977 "Contracting in the Middle East", in 1979 "Joint Venturing for Construction Projects" and in 1983 "Co-financing".

A radical change was decided in Paris in January 1984. A General Assembly specifically convened for this purpose passed the following resolutions:

- ◆ EIC shall be given its own legal personality but shall remain part of FIEC.
- ◆ Its headquarters shall be moved to Germany.
- ◆ It shall receive new Statutes and shall be registered in the register of associations of Wiesbaden, the location of the headquarters of the *Hauptverbands der Deutschen Bauindustrie* (Federation of the German Construction Industry).
- ◆ Relations with FIEC shall be governed by an agreement (*protocole d'accord*); this shall be signed on 20 February 1984 by the Presidents of FIEC and EIC, Fernando Piccinini and J.J. de Greef.

The man elected to be President of this newly-formed EIC was the Dutchman Jan Jacob de Greef, who had already occupied this post since 1982 within the old organisation. The new Director General was Rolf Bollinger.

Immediately after this General Assembly, a crossroads was reached that was important for the future work of EIC. In a discussion with the President of the FIDIC, it was agreed that:



"Finlandia Hall", Helsinki, Finland, 1971

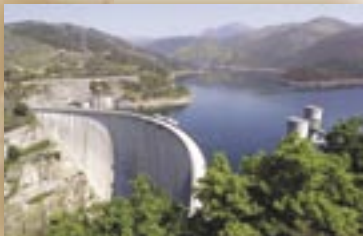
- ◆ EIC would participate in the revision of the international contractual conditions planned by the FIDIC in a form to be specified in more detail at a later date;
- ◆ the two federations would harmonise their positions in their contacts with the World Bank and the other international financial institutions.

The 4th Edition of the "Conditions of Contract for Works of Civil Engineering Construction", published in 1987 (the first radical revision since the 2nd and 3rd editions made only slight changes), was drawn up by a joint FIDIC/EIC working group. However, eventually the FIDIC took responsibility for the new "Red Book" as the exclusive publisher, since the employers did not agree on all its points.



Abu Dhabi Commercial Complex,
UAE, 1992-1995

In the mid-1980s, the World Bank drew up "Sample Bidding Documents", in which for the first time the "Red Book" was cited as an example. Later on, the standard conditions were made into "Standard Bidding Documents", and from 1993 the Bank's borrowers were obliged to use the FIDIC conditions. EIC could be rightly proud of the success of its ongoing efforts to secure fair contractual conditions on the international construction markets.



Lindoso Dam, Lindoso-
Viana do Castelo,
Portugal, 1988

In the years that followed, regular meetings with officials from the World Bank and the other international financial institutions – later under the aegis of CICA – were among the EIC's most important tasks. It succeeded, among other things, in persuading the Bank to tailor its "Procurement Guidelines" to the projects financed by the Bank taking into account the interests of entrepreneurs. EIC had put forward its proposals in a memorandum to the Executive Directors of the Bank and had also approached them directly on this matter. In the revised version published in 1993, important demands put forward by EIC and/or CICA were taken on board. In addition, EIC was successful in its efforts to secure the participation of the World Bank in PPP projects ("Public Private Partnership"). If nowadays such forms of financing play an important role for the Bank, it is also thanks to CICA and EIC and their work of persuasion over many years. In 2004, the EIC submitted to the international financial institutions a "EIC Blue Book on Sustainable Procurement".

Since 1990, EIC has organised "Workshops" on topical issues at its half-yearly General Assemblies. These workshops deal either with the situation and problems in certain regions and countries or with important issues thrown up by developments in the international construction industry. In addition, experts are invited to attend. Examples of issues include:

- ◆ Eastern Europe (1990 and 1991)
- ◆ Consequences of the Gulf War (1991)

- ◆ Business Opportunities and Problems in Africa and the Middle East (1993)
- ◆ BOT (1993, 1996)
- ◆ The Asian Crisis (1998)
- ◆ Contract Bonds (1999)
- ◆ Latin America (2000)
- ◆ PPP Toll Roads (2002)
- ◆ Prospects for European and CEEC contractors after EU enlargement (2003)
- ◆ Environmental and Social Standards in Export Credit Insurance and Project Finance (2004)

The last-mentioned issue is only one example of the consistent way in which EIC has for many years been analysing in a responsible manner the impact of construction on the environment.

On the occasion of its 25th anniversary in 1995, the EIC hosted an International Conference in Brussels on the issue: "New Opportunities for International Contractors. Finance – Procurement – Export Credit Insurance".

The EIC has been on the Internet since 1997 (www.eicontractors.de). In 2003, it adopted a new logo. These two measures demonstrate that the EIC sets great store by the image of the European construction industry as an international operator and its own image. The core statements of EIC are also intended to serve this purpose:

1. European international contractors build for people and improve living conditions
2. European international contractors apply highly sophisticated technologies to provide "tailor-made" services
3. European international contractors protect and improve the environment
4. European international contractors offer excellent opportunities for people working in this industry
5. European international contractors help to improve European and national images in the world



25 Years EIC, Invitation and Programme, Brussels, 1995



Athens International Airport "Eleftherios Venizelos", 2001

In 1998, EIC followed the Federation of the German Construction Industry when it moved its headquarters to Berlin.

In the mid-1990s, the FIDIC began to concern itself intensely once again with its contractual conditions. It quickly realised that this time it could not simply revise the conditions. Instead, the entire range of standard contracts had to be completely restructured and redrafted. The reason given was the development of new forms of contract that had been observed over the years in international practice. The examples given include contracts for the construction of complex plants – in many cases including planning work – or for projects which often included financing, operation and maintenance. Thus, the role of the engineer, who had played a pivotal role in the existing standard contracts, also changed radically. Although the FIDIC quickly contacted EIC, it finally decided in coordination with EIC to draw up the new standard contracts on its own. EIC was invited to draw up an position paper on the drafts, which it did from 1997.

In 1999, the FIDIC finally submitted three new sample contracts, which were characterised by different colours:

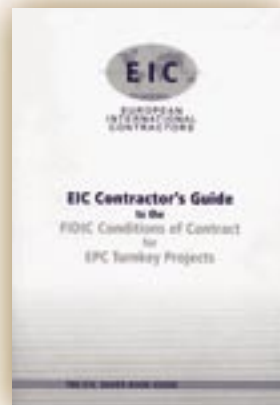
- ◆ FIDIC Conditions of Contract for EPC Turnkey Projects (The Silver Book)
- ◆ FIDIC Conditions of Contract for Construction (The New Red Book)
- ◆ FIDIC Conditions of Contract for Design and Construction of Building and Civil Engineering Works (The New Yellow Book)

After carefully examining the new documents, EIC came to the conclusion that in particular the “Silver Book” was unacceptable to “Contractors”. The main reason for this was the distribution of risks, which was seen as being unevenly burdensome to contractors. However, EIC did not simply issue a rejection. It commissioned its working group on “Contract Conditions” to draw up detailed comments. The outcome of this process was the second edition, that was first published in 2000 and subsequently revised in 2003.

EIC Contractor’s Guide to the FIDIC “Silver Book”.

This was followed in 2002 and 2003 by “Guides” that were similar to the two other FIDIC contracts but less critical in content. These documents were submitted and commented on at seminars and in international technical publications. In addition, the position of EIC was clearly stated to the international financial institutions and other important institutions.

Another focus of the work of the EIC in recent years has been project financing. The working group on “Financing”, which was set up in 2000 (as the successor to the BOT working group that was set up in 1993), drew up the:



EIC Contractor's Guide to the FIDIC “Silver Book”



Noord Zuidlijn metro, Amsterdam, Netherlands, 2005

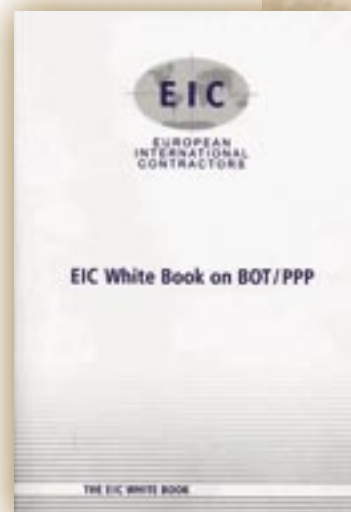
EIC White Book on BOT/PPP

which was published in 2003. This publication would in future also be disseminated in the same way as the "Guides".

In autumn 2000, the Director General Rolf Bollinger, who had been in the post since 1984, retired. His chosen successor was Frank Kehlenbach.

The close ties and cooperation with FIEC continued. The two federations adhered to the principle that the FIEC is responsible for all "European" matters, while EIC focuses on matters connected with construction outside Europe. Of course, overlaps cannot be ruled out completely. However, this is always discussed amicably based on respect for the other partner's autonomy.

In 1999, the two federations therefore became members of the "European Services Forum" (www.esf.be), in which European federations, representing altogether 20 service sectors, coordinate their interests and their cooperation with the European Commission. This forum deals with the ongoing work on the liberalisation of international trade in services and the dismantling of barriers to market access. In 1993, the World Trade Organisation was set up. One of the pillars of this organisation is the General Agreement on Trade in Services (GATS), which is responsible for pursuing these objectives and ensuring that the exchange of services is as free as possible. Construction work is regarded as a service on the same level as engineering and architectural services.



EIC White Book on "BOT/PPP"

Following many years of work in preparation for mutual liberalisation measures and a comprehensive set of regulations, the failure of the Conference of Ministers at the WTO Conference in Cancun in September 2003 was a serious setback. Various new approaches – not least from the European Commission, which is the joint trading policy negotiating partner for the Member States – have not yet yielded any success.

In this connection, the large and rapidly expanding construction market in China is of special interest to the companies represented within EIC. Also in this context all hope that the People's Republic of China would join the World Trade Organisation was dashed. There are still restrictive laws and regulations that make it tremendously difficult for European building contractors to work in this

market. This example shows that the efforts to ensure the effective dismantling of barriers to market access will continue to be one of the priority tasks for EIC.

In 2001, a revised version of the 1984 "Agreement" was signed. This confirmed in writing the usual custom of having the President and Director General of the EIC *ex officio* members of the FIEC delegation present at statutory meetings of CICA. The complementarity of the tasks of the two federations was thus confirmed.

EIC Publications (from 1984)

- ◆ List of Members (on the Internet since 2002)
- ◆ List of Arbitrators
- ◆ Turnkey Contract (1994)
- ◆ Study on Mergers and Acquisitions
- ◆ Overseas Contracts Statistics (annually)
- ◆ Financing Instruments for the CEEC (regularly)
- ◆ Synopsis on Contract Bonds (1999)
- ◆ Contractor's Guide to the FIDIC "Silver Book" (2000)
- ◆ Contractor's Guide to the FIDIC "New Red Book" (2002)
- ◆ Contractor's Guide to the FIDIC "New Yellow Book" (2003)
- ◆ EIC White Book on BOT (2003)
- ◆ EIC Blue Book on Sustainable Procurement (2004)

Presidents of the EIC (or of the ICS)

1970-1977	J. C. Drabbe	(The Netherlands)
1977-1980	Giuseppe Lodigiani	(Italy)
1980-1982	A. F. Lamotte	(Belgium)
1982-1987	Jan Jacob de Greef	(The Netherlands)
1987-1992	Enno Vocke	(Germany)
1992-1994	Harri Hintikka	(Finland)
1994-1997	Walter Hogbin	(Great Britain)
1997-2001	Yves Labrosse	(France)
2001-2003	José Luis Vega	(Spain)
2003-2004	Karl Rönnberg	(Germany)
from 2005	Gian Alfonso Borromeo	(Italy)



Stade de France, Paris, France, 1998



Stade de France,
Paris, France,
1998



5



SPECIFIC ASPECTS

5.1

FIEC PRESIDENTS

1905-1912	Léon Soulé	France
1912-1914	Odorico Odorico	Italy
1914-1915	Edouard Piquet	Switzerland
1915-1925	Eugène Despagnat	France
1925-1928	R. B. Chessum	Great Britain
1928-1930	G. M. Burt	Great Britain
1931-1942	J. L. Cagianut	Switzerland
1948-1953	Edgard Frankignoul	Belgium
1953-1955	André Borie	France
1955-1957	Norman Longley	Great Britain
1957-1959	Francesco Maria Salvi	Italy
1959-1961	Rudolf Becker	Germany
1961-1963	Francois Buche	Switzerland
1963-1965	Peter W. E. Holloway	Great Britain
1965-1967	Bo Ekelund	Sweden
1967-1969	Henri Faure	France
1969-1971	Francesco Perri	Italy
1971-1973	Gérard de Gezelle	Belgium
1973-1975	Hermann Brunner	Germany
1975-1977	Philippe Clément	France
1977-1979	William G. Thorpe	Great Britain
1979-1982	Frans A. M. de Vilder	Netherlands
1982-1985	Fernando Piccinini	Italy
1985-1986	Thomas Rogge	Germany
1986-1988	Paul Willemen	Belgium
1988-1990	Jean-Louis Giral	France
1990-1992	Peter Galliford	Great Britain
1992-1994	Niels Frandsen	Denmark
1994-1996	Thomas Rogge	Germany
1996-1998	Ioannis Papaioannou	Greece
1998-2000	Philippe Levaux	France
2000-2002	Franco Nobili	Italy
2002-	Wilhelm Küchler	Germany



Léon
Soulé



Edouard
Piquet



Eugène
Despagnat



Edgard
Frankignoul



André
Borie



Norman
Longley



Francesco
Maria Salvi



Rudolf
Becker



François
Buche



Peter W. E.
Holloway



Bo
Ekelund



Henri
Faure



Francesco
Perri

Secretaries General/Directors General

1905-1930 Frans van Ophem
 1930-1964 Alphonse Paul Ducret
 1964-1981 Michel Parion
 1981-1993 Eric Lepage
 from 1994 Ulrich Paetzold



Frans
van Ophem



Alphonse Paul
Ducret



Michel
Parion



Eric
Lepage



Ulrich
Paetzold



Gérard
de Gezelle



Hermann
Brunner



Philippe
Clément



William G.
Thorpe



Frans A. M.
de Vilder



Fernando
Piccinini



Thomas
Rogge



Paul
Willemen



Jean-Louis
Giral



Peter
Galliford



Niels
Frandsen



Ioannis
Papaioannou



Philippe
Levaux



Franco
Nobili



Wilhelm
Küchler

1905-1967 FIBTP
 Fédération Internationale du Bâtiment et des Travaux Publics
International Federation of Building and Public Works

1967-1973 FIEEBTP
 Fédération Internationale des Entrepreneurs Européens de
 Bâtiment et de Travaux Publics
*International Federation of European Building and Public
 Works Contractors*

1973-1988 FIEC
 Fédération Internationale Européenne de la Construction
International European Construction Federation

1988 FIEC
 Fédération de l'Industrie Européenne de la Construction
European Construction Industry Federation

5.2

HONOURS

It has always been among FIEC's most important, yet at the same time most pleasant duties to honour personalities who have made a particularly sterling contribution towards the work of the Federation. For example, the first President, the Frenchman Léon Soulé, was made Honorary President when he resigned from the post in 1912. Also, Eugène Despagnat, who served as President from 1915 to 1925, was similarly honoured at the end of his term in office. In 1939, Edouard Piquet, "who had spearheaded the work of the International Federation from 1914 to 1920" was named "Honorary President of the International Federation".

Unfortunately, we do not have information on any other honours that were bestowed before 1939. Edouard Fontane, who was the first President in the post-war period, was made a *Membre d'Honneur* in 1948. He was given the prestigious title of *animateur* of the FIBTP.

After that, no honours were bestowed for a long time. It was not until 1982 that following a resolution of the Steering Committee in Palma de Mallorca the first FIEC plaque was presented to William G. Thorpe, who was President from 1977 to 1979. The second honorary award was presented in Interlaken in 1985 to Francesco Perriplace (who served as President from 1969 to 1971).

Rules governing honours were included in the new Statutes adopted in Vienna in 1988. Article 16 states: "In special recognition of distinguished service rendered to FIEC by any person who has fulfilled any of its functions, Honorary Membership may be bestowed on him by the General Assembly upon recommendation of the Steering Committee".

The Standing Orders state the following: "An honorary distinction called the "Plaque of the European Construction Industry Federation" will be awarded to persons who have made an outstanding contribution, personally or through their work, to the construction industry".

A further two honours were bestowed in Vienna:

- ◆ Bruno Musolff Honorary Vice-President (*Vice-Président honoraire*)
- ◆ René Lamigeon Honorary Treasurer (*Trésorier honoraire*)

Later on, the title of Honorary President was bestowed on:

- ◆ Niels Frandsen
- ◆ Thomas Rogge
- ◆ Philippe Leviaux
- ◆ Franco Nobili



Bruno
Musolff



Frans De Vilder, William G. Thorpe,
Palma, 1982

The following received plaques:

- ◆ Paul Willemen, President of the FIEC from 1986 to 1988 (1994)
- ◆ Karl-Heinz Zachmann, long-serving head of the Construction Unit of the European Commission (2001)
- ◆ Rolf Bollinger, long-serving Director General of the EIC (2001)

Over the decades, very many people have contributed towards the success of the FIEC in addition to those who received a special honour. Many of them stayed out of the limelight, and many worked selflessly in the service of the European idea. Reports had to be written, opinion papers had to be drafted with a view to decisions, and resolutions and results had to be disseminated and defended. Each working group needed a Chairman and a *rappporteur*. There were many contractors, of course, but also many federation executives and staff members who likewise worked to advance the cause. We are most grateful for their involvement.



Thomas Rogge, Niels Frandsen,
Franco Nobili, Rome, 2002



Wilhelm Küchler, Franco Nobili,
Helsinki, 2003



Franco Nobili, Philippe Levaux,
Rome, 2002



René
Lamigeon



Paul
Willemen



Karlheinz
Zachmann



Franco Nobili, Rolf Bollinger,
Brussels, 2001

5.3

FIEC AND ITS MEMBERS

FIEC currently (2005) includes 34 national building contractors' federations from 27 European countries. The following were founder members of the Federation:

- ◆ Belgium Fédération Nationale du Bâtiment et des Travaux Publics
- ◆ France Fédération Nationale du Bâtiment et des Travaux Publics
- ◆ Italy Federazione Nazionale dei Costruttori Edilizi
- ◆ Netherlands Nederlandse Aannemersbond
- ◆ Switzerland Schweizerischer Baumeisterverband



Olympic Stadium Berlin,
Germany, 2004

All these federations or their successor organisations have belonged without interruption to the FIBTP and/or the FIEC. The Swiss Construction Federation (*Société Suisse des Entrepreneurs*) is the only federation that has not changed its name since it was founded in 1897.

The following joined in 1913:

- ◆ Germany Deutscher Arbeitgeberbund für das Baugewerbe
- ◆ Austria Reichsverband der Baugewerbe Österreichs
- ◆ Great Britain National Federation of Building Trades Employers of Great Britain and Ireland

Federations from Bulgaria, Hungary and Russia (for Poland) have also been listed as members, but there is also some doubt here, as only government representatives of these countries took part in the meetings prior to World War I. In addition, it is mentioned that South Africa was a member, but this did not become effective.

It was mainly these federations (without Germany and Austria) that in 1920 relaunched the International Federation. Unfortunately, there is very little extant information from the inter-war period (*cf. Chap. 1.3*) on the changes in membership. The large number of nations that took part in the congresses (around 40 in 1925 and 1930), there is no mention of the number of members in the Federation. For each congress there were different arrangements for participation. The organisers were interested in getting as many representatives as possible not only of building contractors but also of governments and building administrations from all around the world to participate.

Just before the relaunch after the end of World War II, in early 1949 sixteen federations from twelve countries were registered as members. The members included the USA, whose formal affiliation from before the war was probably only theoretical, and Canada, which remained a member until the early 1980s.

A comparison of the number of members between 1949 and 2005 shows a steady increase, in spite of the fact that some members withdrew and some broke off their membership. These trends were also influenced by major political developments.

It is interesting to outline briefly the relations between the federations from some countries and the European Federation.

FRANCE

The *Fédération Nationale du Bâtiment et des Travaux Publics* (set up in 1904) was a founder member of the Federation. During World War II (20 December 1940), the *Fédération Nationale des Travaux Publics* (FNTP) sprang up from the Syndicat within the FNBTP. This federation and the *Fédération Nationale du Bâtiment* which still exists (now known as the *Fédération Française du Bâtiment* – FFB) continued to serve as pillars of the FIEC after 1945.



Programme of the Governing Body, Vienna, 1976

GREAT BRITAIN

In 1913, the National Federation of Building Trades Employers (later renamed the BEC – Building Employers' Confederation) joined the new International Federation. Later on, they were joined by the Federation of Civil Engineering Contractors and finally the Export Group of the Constructional Industries. All three federations announced their withdrawal in 1994/95 following lengthy discussions. After a complete restructuring in the British federations, on 1 January 2002 the Construction Confederation announced the affiliation of the British building contractors.

GERMANY

The *Arbeitgeberbund für das Baugewerbe* (Employers' Federation for the Construction Industry), which had joined in 1913, decided in 1927 "to (re)join provided a satisfactory financial solution could be found". In 1930, it was welcomed in London and remained the only German member up until 1939 – finally as the *Reichinnungsverband des deutschen Baugewerbes*. The two federations set up after World War II, the *Hauptverband der Deutschen Bauindustrie* and the



Poster for the Reykjavik Congress, Iceland, 1992

Zentralverband des Deutschen Baugewerbes (the successor to the *Arbeitgeberbund*), were readmitted as members in Venice in 1950.

AUSTRIA

The *Baugewerbeverband* had already joined in 1913, and it was joined in 1968 by the *Bundesinnung der Baugewerbe* and in 1976 by the *Fachverband der Bauindustrie*.

ICELAND

The small federation from this country joined in 1977. In 1992, at the cost of much effort it organised the FIEC Congress, only to withdraw once again at the end of 2000.



FIEC Congress in Istanbul, 2001

THE CEEC

Following the political upheavals that opened up some new possibilities, in early 1992 federations from eight Central and Eastern European countries joined the FIEC one after the other, the last being Estonia and Slovenia in 2004.

THE CZECH REPUBLIC / SLOVAKIA

The events in 1992 that led to the founding of the building contractors' federation of the Czech Republic reflect the turbulent history of this country. It should be therefore presented in more detail.

As in many other countries, since the Middle Ages guilds of craftsmen, including builders, developed in the three "lands of the Czech Crown" (or the "Bohemian Crown") that united in 1058. These exercised considerable influence on urban societies. In addition, they ensured the quality of the work provided by their members and strictly regulated prices. In addition, they undertook civic duties, for example by caring for widows and orphans.

While for centuries the guilds stimulated economic development, they increasingly acted as a hindrance to economic development when the transition was made to mechanised forms of production. As a result of the revolutions in 1848 and 1849, new industrial laws and new forms of employers' federations emerged. After several short-lived approaches, however, it was not until 1910 that the "Federation of Construction Employers of the Czech Kingdom" was founded. Already before the First World War, the federation had adopted a structure geared towards the needs of its



FIEC Congress in Bratislava, 1999

members. Following independence, the federation became the "Federation of Building Contractors of the Czechoslovak Republic". In September 1923, it was this federation that organised the "International Conference of the construction and public works sector", which demonstrates that there was cooperation within the international federation at an early stage (FIBTP).



The name and structure of the Czechoslovak federation was subsequently changed several times. After 1945, the federation was initially not allowed to re-form. The federations were banned by the Communist regime from 1948 to 1989. In the wake of the "Velvet Revolution" in late 1989, the Czech Building Contractors' Federation was set up in 1990. This federation quickly sought to forge ties with federations in neighbouring countries and soon also with FIEC, which it joined in June 1992. While the Slovak federation (that was also set up in 1990 and joined in 1992) successfully hosted the FIEC Congress in 1999, the 2004 Congress was held in Prague – 81 years after the International Conference of 1923.

TURKEY

The Turkish Building Contractors' Federation (TCA) has been a full member since 2000.

ISRAEL

There has been a cooperation agreement with the Israeli federation since 1998.

The history of FIEC has made it a strong and recognised organisation that represents the tremendous variety of European building contractors.



FIEC Congress in Luxemburg, 2000

5.4

FIEC AND ITS PARTNERS

In the long term, no federation can be successful if it works alone. To achieve its objectives, it needs partners, and that might include other federation organisations that pursue identical or similar aims. The crucial factor is the "opposite number", in other words an authority to which the association can put its desiderata and demands. Furthermore, there are institutions that play their part in the exchange of experience and information or the alliance of interests or as the initiator in partnerships. And the list could be continued.

It is surprising that in the history of the FIBTP up to 1939 there were virtually no such partnerships to speak of. What did exist and was maintained was a network of links with building contractors' federations within and beyond Europe. At the same time, this helped define the circle of federations that were to be invited to the congresses.

Whether there were any contacts with international organisations (for example the League of Nations) cannot now be said within any certainty. One exception very probably is the International Labour Organisation (ILO), which was set up in 1919. This contact was resumed after 1945.

As explained in Chapter 1.4, the initiative to relaunch the work of the FIBTP was taken in November 1946 at the first congress of the *Commission du Bâtiment, du Génie Civil et des Travaux Publics* of the International Labour Organisation (ILO, in French OIT). The conferences of this commission (of which there have been 21 since then) have been attended on the employers' side (in addition to representatives of governments and of the workers) by regular representatives of the FIBTP and/or FIEC. The Federation has thus maintained its partnership with the International Labour Organisation for almost six decades, making the ILO the Federation's oldest partner.

There are two examples that should be mentioned that predate the creation of the EEC. Already in 1950, the FIBTP was given consultative status at the United Nations (consultative status of non-governmental organisations). In 1961, the Federation was invited by the UN Economic Commission for Europe (ECE) to play an active role in the first meeting of the newly created *Comité de l'Habitat* (cf. Chap. 3.6). More recently, we can cite the cooperation with UNEP, the United Nations Environment Programme (cf. Chap. 3.7).

In the mid-1950s, cooperation got under way with the FIDIC, the International Federation of Consulting Engineers. This led in 1957 to the publication of the first edition of the



Administrative building in Humpolec, Czech Republic

international contractual conditions. The cooperation with the FIDIC was maintained as from the early 70s by EIC in particular (*cf. Chap. 4.2*).

Since these initial tentative steps, the list of institutions that can be considered from the FIEC's standpoint as "partners" has been constantly growing. Some of the most important partners are mentioned below.



Old peoples' home
in Hradec Kralov ,
Czech Republic

THE EUROPEAN UNION

It is generally agreed that the main organs and institutions of the European Union are the following:

- ◆ The European Parliament (including committees, groups, individual Euro MPs and rapporteurs on legislative initiatives)
- ◆ The Council (in cooperation with member federations)
- ◆ The European Commission (members of the Commission, their offices, numerous Directorates General and their respective Units)
- ◆ The Economic and Social Committee
- ◆ Eurostat (for all matters concerning the statistics of the construction industry)
- ◆ The European Investment Bank (investment financing, TEN, PPPs)
- ◆ Other financing instruments of the European Union (the Structural Fund, Phare, etc.)
- ◆ The European Agency for Health and Safety at Work (OSHA)
- ◆ The Centre for the Development of Vocational Training (CEDEFOP)
- ◆ Programmes (LEONARDO, SOCRATES, etc.)

FIEC as a federation and many of its staff members and entrepreneurs are members in a personal capacity of many working groups and are often invited to attend hearings.

PARTNER IN THE AREA OF SOCIAL POLICY

Cooperation with the International and (later on) the European Federation of Building and Wood Workers (EFBWW) and its institutionalisation in the context of social dialogue have been explained in detail in the chapter 3.3. One of the important current issues is cooperation (together with the EFBWW) with the European Agency for Health and Safety at Work, OSHA (Bilbao), which made 2004 the European Year for Safety, Hygiene and Health Protection at Work in the construction industry.



Works for the subway in Prague,
Czech Republic

FEDERATIONS OF THE CONSTRUCTION INDUSTRY

FIEC is a founder member of CICA (*cf. Chap. 4.1*) and maintains friendly contacts with its member federations. Relations with EIC are governed by a protocol dating from 1984 (revised in 2002).

FEDERATIONS AS THE REPRESENTATIVE OF SECTORS RELATED TO THE CONSTRUCTION INDUSTRY

Since the 1970s, FIEC has maintained close cooperation with the *Comité Européen des Entreprises de Technique de Bâtiment* (European Technical Contractors Committee for the Construction Industry – CEETB). (*cf. Chap. 1.5*).



Motorway Prague-Dresden,
Czech Republic



The recent City Hall in Prague 13,
Czech Republic

Common representation of interests along with a particular form of institutionalisation developed in the 1990s within the “European Construction Forum”, ECF (*cf. Chap. 5.5*).

The thrust of this cooperation agreement was on construction techniques as well as research and development.

INSTITUTIONS FOR CONSTRUCTION TECHNIQUES, RESEARCH AND DEVELOPMENT

In 1968, the UEATC was set up, an institution that for the first time at European level specialised in the certification and approval of construction materials and construction processes (*Agrément Technique*). This gave the industry an interlocutor for a specific field of application which later took on a new dimension with the Construction Products Directive.

The many institutions concerned with research and development in the construction industry include:

- ◆ ENBRI European Network of Building Research Institutes
- ◆ ECCREDI European Council for Construction Research, Development and Innovation
- ◆ ENCORD European Network of Contractors for Construction Research and Development
- ◆ ECTP European Construction Technology Platform

FIEC is a member of ECCREDI

A special mention must be made of the FIEC's associate membership of the European Committee for Standardisation (CEN), which enables FIEC to promote the interests and the experience of the construction industry in this important field.

INTER-SECTORAL INSTITUTIONS

Only national confederations (and not European sectoral associations) can be members of the European employers' federation UNICE. However, FIEC has the opportunity to play an active role in a series of working groups within UNICE.

In this context, we should also mention the European Services Forum (ESF), of which FIEC and EIC are members (*cf. Chap. 4*).



Pont Alexandre III, Paris,
France, 1900



Works on TEN Rail Corridor I,
Czech Republic

5.5

THE EUROPEAN CONSTRUCTION FORUM (ECF)

FIEC has never claimed to represent all the actors involved in the construction industry. It has constantly worked, apart from the trade-union EFBWW; with the federations that represent different parts of the sector at European level, for example the mechanical plant industry, the materials industry, consultant architects and engineers, as well as various federations representing specialist contractors.



Meeting of the Directors of the ECF,
Brussels, 2001

Insofar as the construction industry, in the widest meaning of the term, was increasingly concerned by European legislation and standardisation, the idea of developing a "platform for joint work" certainly made sense. After a first unsuccessful attempt of FIEC President Peter Galliford, it was President Ioannis Papaioannou, who again took the initiative in this regard in 1996, and this example was followed by a number of

other European federations, and at the first meeting in January 1997 a resolution was passed to create the European Construction Forum. This decision was based on a "Policy Paper" which stated, among other things, that the ECF is not an umbrella organisation, but rather a "platform for co-operation on issues of common interest between independent organisations representing key players in the construction sector and participating on a voluntary basis".

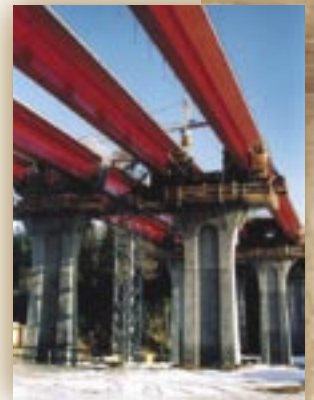
The main objective of the Forum is "the development and recognition of a uniform, comprehensive political concept for the European construction industry". The Forum (as of 2005) has nine European federations from the construction industry. Regular meetings of the Presidents and Directors are held to harmonise and develop common positions. The ECF is recognised by the European Commission and is often consulted and even spontaneously expresses its opinions to the institutions of the European Union on issues that affect the construction industry as a whole (www.ecf.be).



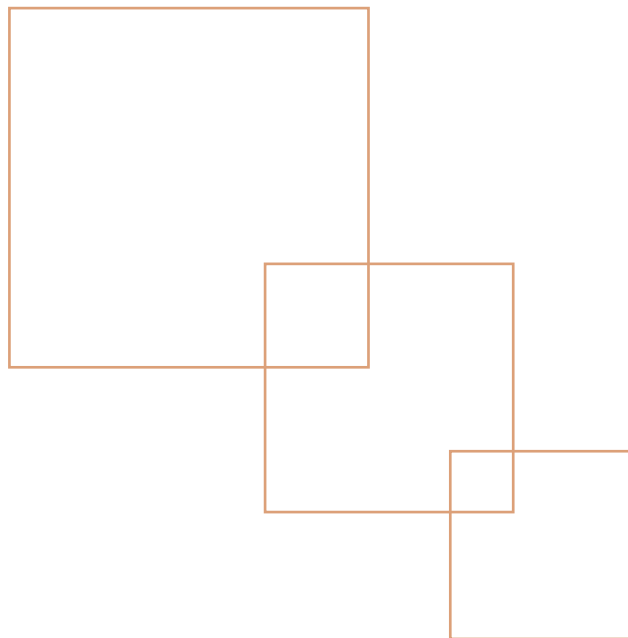
Channel Tunnel,
France/UK, 1994

The following are members of the ECF (as of 2005):

ACE	Architects' Council of Europe
CEMBUREAU	Association Européenne du Ciment (European Cement Association)
CEPMC	Council of European Producers of Materials for Construction
EAPA	European Asphalt Pavement Association
ECCE	European Council of Civil Engineers
EFCA	European Federation of Engineering Consultancy Associations
FETBB	Fédération Européenne des Travailleurs du Bâtiment et du Bois (European Federation of Building and Wood Workers)
FIEC	Fédération de l'Industrie Européenne de la Construction (European Construction Industry Federation)
UEPC	Union Européenne des Promoteurs-Constructeurs (European Union of Developers and House Builders)



Federal Highway A93
(Eastern Bavaria, Inn Valley),
Germany



5.6

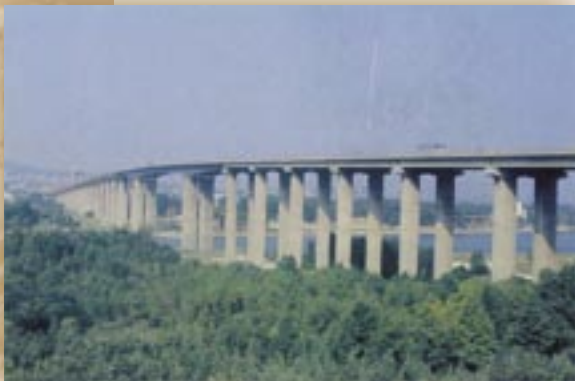
THE CENTRAL AND EASTERN EUROPEAN COUNTRIES (CEEC – PECO – MOE)

The ending of the division of Europe in 1989, the opening of the borders, the transition to democracy in countries that had lived for 40 years or more under Communist dictatorship, their rapprochement with the West and, very recently, their integration into the Western alliance system culminating in the enlargement of the EU on 1 May 2004: these were watershed events that opened up totally new perspectives, and in particular for the construction industry and its European Federation, FIEC.

In the state trading countries that were forced to be part of the Council for Mutual Economic Assistance (CMEA), there were no federations like those to be found in the West. In 1989 and 1990, there was a development in all these countries that gradually and at different speeds led to the privatisation of what had been state enterprises and at the same time opened up the possibility of creating private businesses. Along with these changes, very quickly a number of federations were set up. In some cases, member federations of FIEC provided much-needed assistance. Already by 1992, the first of these fledgling federations had joined FIEC, in particular the federations from Hungary, the Czech Republic and the Slovak Republic. In 1995, they were followed by federations from Poland and Romania, and in the years that followed by federations from a number of countries in Central and Eastern Europe (Bulgaria, Estonia and Slovenia). In some cases, these federations were in fact part of a long tradition (even if the present federations cannot always be considered as the successors of their forerunners): before the First World War, building contractors' federations from Bulgaria, Poland and Hungary were members of the International Federation.



Gas compression station, Provadija, Bulgaria, 2001



Asparuhov Bridge (highway), Varna, Bulgaria, 1973-1976

As early as June 1990, FIEC decided to set up an "Eastern Europe" working group which met in January 1991 for its constituent meeting. This working group set two objectives:

- ◆ to have contacts with employers' federations from Eastern European countries concerning the possibility of joining the FIEC; and
- ◆ to collect, present and analyse the economic and legal framework conditions for the countries of Eastern Europe.

The many issues that were discussed in the years that followed include:

- ◆ Privatisation
- ◆ The image of the construction industry
- ◆ Transport infrastructure; corridors between Western and Eastern Europe
- ◆ Financing instruments
- ◆ Particular problems faced by some countries
- ◆ Reconstruction programme for the Balkans

The agenda changed following the start of the negotiations on admission to the European Union. It was important for the federations of the applicant countries to have information on what impact the implementation of the "*acquis communautaire*" required by the European Union would have for them, particularly in the legal fields that were of priority importance for the construction industry. One particularly contentious point was the transition period for the free movement of persons and of services that was demanded by the EU and finally accepted by the candidate countries.

In the run-up to enlargement, social dialogue was increasingly on the agenda. A round table on "social dialogue and enlargement" held in Warsaw in March 2002 was aimed at providing the federations with information on the functioning of the European institutions, European legislation and substantive issues such as the free movement of workers and free movement of services, mutual recognition of qualifications, coordination of social security systems, public procurement, etc.

Furthermore, with the admission of ten countries to the EU, eight of them from Central and Eastern Europe, the "ad hoc group on Central and Eastern European Countries" (CEEC), the objective defined several years previously was restated in the 2004 FIEC annual report, "to further serve as a specific, dedicated platform in FIEC for the exchange of experience among the FIEC member federations coming from the "old" and the "new" EU countries".



Crni Kal Bridge on Highway
Ljubljana-Koper,
Slovenia, 2002-2004



Calendar of EU enlargement

11/1993	Entry into force of the Treaty on the European Union
04/1994	Hungary and Poland become the first CEEC States to apply for membership of the EU
01/1995	Accession of Austria, Sweden and Finland
10/1997	Signing of the Treaty of Amsterdam for the revision of the EU Treaty
03/1998	Start of the accession negotiations with six States
12/1999	Start of the accession negotiations with six further States
02/2001	Signing of the Treaty of Nice (including the protocols on enlargement)
12/2001	Recognition of ten States as candidates for accession
12/2002	Conclusion of the accession negotiations with the ten States
02/2003	Entry into force of the Treaty of Nice
04/2003	Signing of the treaties of accession
06/2003	Convention submits the draft constitution
12/2003	Signing of the draft constitution
01/05/2004	Admission of ten States to the EU (Estonia, Latvia, Lithuania, Poland, the Czech Republic, Slovakia, Hungary, Slovenia, Malta and Cyprus)
06/2004	European Council ratifies the amended draft constitution
06/2004	Candidate status for Bulgaria, Croatia and Romania
10/2004	Signing of the European Constitution Treaty in Rome
04/2005	Treaties of accession signed with Bulgaria and Romania



FIEC members across Europe

Over the last 100 years, thousands of people have worked within the FIBTP and FIEC or have at least taken part in the different events. They all contributed in some way towards the success of the Federation.

If one takes a closer look at the attendance lists of the countless congresses, conferences and meetings, it can clearly be seen that some surnames appear again and again, and often over several decades. Upon further examination, one finds that these members hail from the same families. There is obviously something of a family tradition in the – national and European – life of the Federation. Here are some examples.



Site inspection, about 1900



Giuseppe
Lodigiani

LODIGIANI

The meeting of the Supreme Council (*Höhere Rat*) in Lucerne in July 1913, at which the Statutes of the Federation were finally adopted, was attended by Vincenzo Lodigiani, who was referred to as the "*Conseiller de la Fédération Internationale du Bâtiment et des Travaux Publics*" ("Advisor of the International Construction and Public Works Federation"). At the 1925 congress held in Paris, by now President of the Italian federation, he was asked, "*d'adresser aux Souverains Italiens, dont c'est le 25e anniversaire de mariage, les respectueuses félicitations et vœux de bonheur*" ("to transmit to the Italian Sovereigns their respectful congratulations and best wishes on the occasion of their 25th wedding anniversary"). Another Lodigiani, Giuseppe, was among the founders of EIC, initially referred to as the International Contractors' Section of FIEC. From 1977 to 1980, he was President of EIC. He was much involved in the reorganisation of EIC in 1983/84. Also, he represented ANCE in the *Comité permanent pour le Marché Commun*. In the 1980s, his nephew Vincenzo Lodigiani was the Chairman of a working group of the ECC.

PERRI

Francesco Perri was President of the Italian federation ANCE from 1964 to 1987. During this long period, he represented the Italian construction industry within FIEC. He was President of this association from 1969 to 1971. Since 2000, his son Alfonso Perri has been Chairman of the FIEC sub-commission SOC 1 and is therefore responsible for the important field of vocational training.



Alfonso
Perri



Harri
Hintikka

HINTIKKA

Harri Hintikka has for decades been a well-known personality in the international construction industry. It was in 1962 that he first attended a meeting of the FIBTP in the company of his father. From 1980, he regularly represented the Finnish construction industry, of which he was the Federation President from 1984 to 1986, at FIEC Congresses. His special area of interest was EIC, of which he was President from 1992 to 1994, and he was therefore Vice-President of FIEC at the same time. Harri's father Vaeinoe Hintikka, Secretary General of the Finnish building contractors' federation from 1943 to 1974, attended most of the congresses of the FIBTP from 1949 to 1972. In fact, his father-in-law and predecessor within the Federation from 1927 to 1943, Paavo Kyrenius, i.e. Harri Hintikka's grandfather, represented the Finnish construction industry at the London congress in 1930.

ROGGE

Gustav W. Rogge, the head of a family business that was founded back in 1860, was the delegate of the federation of the German construction industry for FIEC and for the *Comité permanent* from 1967 to 1977. His son, Thomas Rogge, has regularly attended FIEC events since 1978. In this role, he was behind many initiatives in the decades that followed. For example, he was a member of the "*Groupe des Sages*" (Peer Group) that laid the groundwork for the reorganisation of FIEC in 1988. In addition to many other posts, he was President of the ECC from 1983 to 1985, President of FIEC from 1985 to 1986 and from 1994 to 1996 and President of CICA from 1997 to 2000. He has been Honorary President of FIEC since 2002. His son, Florenz Rogge, attended a FIEC Congress as a delegate for the first time in 2004.



Thomas
Rogge

SALINI

The tradition of having a share in the work of national and European federations, which is part of the legacy that is passed on in Italian family businesses, has been maintained by the Salini family. Francesco Saverio Salini was Chairman of the new Social Commission from 1988 to 1992 and of the CEEC group from 1993 to 1994. His son Fabio was Chairman of the sub-commission SOC 1 from 1998 to 1999, and his brother Alessandro has been a member of the Board of EIC since 2003.



Francesco
Salini

FIEC – A “MEN’S CLUB”?

5.8

As far as we are able to establish, only men attended the meetings of the International Federation up to 1939. The Chairman could therefore confine himself to using only one mode of address, i.e. “Messieurs”. It was only at social events that the presence of (accompanying) ladies was given due importance. Only men appear in the photographs from that era.

This situation continued until after 1945. In an industry in which women in executive posts had for a long time been the exception (and this is still often the case today), basically only gentlemen were chosen as delegates to federation meetings. It was only in the 1960s and 1970s that individual ladies attended meetings and working sessions as participants. However, these ladies were exclusively executive members of national federations.

No women were ever on the Steering Committee until the election of the Italian Luisa Todini in June 2004. Mirette Corboy, was from 1982 to 1983 and again from 1993 to 1994, President of the Construction Federation in Ireland and so she was, as far as we know, the very first woman at the head of a member federation. Since autumn 2004 a woman, Hanne Ronneberg, has been head of the Norwegian federation. Similarly, so far, only very few women have been given the responsibilities of being the Director General of a national member federation.

So, at the end of the day, FIEC is (almost) a men’s club...



Ladies' Programme during the General Assembly, Paris, 1949



Ladies' Programme during the General Assembly, Paris, 1949

5.9

HOSTS AND GUESTS

The Belgian industry and employment minister Francotte, who attended the congress in Liège in 1905, was the first in a very long line of high-ranking government officials whom the FIBTP and/or FIEC had the honour of welcoming to their meetings to observe proceedings or to address the delegates. In addition, discussions have been conducted on problems facing the construction industry with members of the institutions of the EU and international organisations.

We will mention below only a few of the many illustrious names from the period prior to the Second World War, and we will intentionally refrain from making any value judgments.

Following the second International Congress in 1908, the foreign delegates from Paris travelled to Lyon and were received by Mayor Edouard Herriot. The guest of honour at the 4th International Congress in Paris in 1925 was Pierre Laval, the *Ministre des Travaux Publics* (Minister of Public Works), who in his address referred to the “*but éminemment pacifique et social de la Fédération*” (“*eminently peaceful and social aim of the Federation*”). Once again it was Edouard Herriot, who was by now President of the National Assembly, who attended a lunch meeting. The high point was a reception hosted by the President of the Republic, Gaston Doumergue, for the Steering Committee and the Presidents of the member federations. At the International Conference in Rome in 1933, the delegates were received by Prime Minister Benito Mussolini who “in the course of a discussion revealed his special liking for the construction industry”.

After 1945, there were contacts with a large number of heads of state, prime ministers, cabinet members and MPs, usually at General Assemblies and Congresses. Very recently, at the 2002 congress in Rome the President of the Italian Republic Carlo Azeglio Ciampi honoured FIEC by receiving the congress delegates.

Since the establishment of the EEC, many MEPs, Presidents and members of the Council, as well as high-ranking officials of the European Commission and representatives of other European institutions have been counted among FIEC’s interlocutors and guest speakers participating in its congresses.



The HRH Juliana, Queen Mother of the Netherlands and Thomas Rogge, The Hague, 1980

5.10

I

The meetings were not always hosted in one single venue. FIEC and its delegates demonstrated their willingness to be flexible by “moving around”. Here are some examples.

During the second congress in Paris in 1908, the participants were asked to drive all the way to the Côte d'Azur after the proceedings. During the trip, they received a particularly warm reception during a stopover in Lyon.

One of the high points of the last congress in Zurich just before the outbreak of the Second World War was certainly the jaunt into the Swiss mountains.

In January 1959, the fledgling *Comité permanent pour le Marché Commun* met in Algiers. From there the participants flew to Oran and to the Sahara, where examples of French investment projects, in particular in the field of energy, were presented to them. Here is an extract from a letter of thanks addressed at that time to President Henri Courbot: "what we had the opportunity to see on site was really impressive and from now on, we are convinced that this is the way that the old Europe has to extend itself, whilst maintaining the timeless values of the West".

The participants of the General Assembly in 1967 were invited to meet in Genoa. There they boarded the "Enrico C". The entire congress took place during a cruise on the Mediterranean.


In 1969, the delegates at the General Assembly in Cannes were driven under police escort to Nice Airport and flew by chartered planes to Ajaccio (Corsica). After a tour of the island, they returned in the evening by the same route.



Travel Programme of the 1967 Congress in Italy



Cairo metro line, Egypt, 1987



One of the memorable moments of the congress in Zurich in 1972 was the trip on a special train to the Swiss construction industry training centre in Sursee.

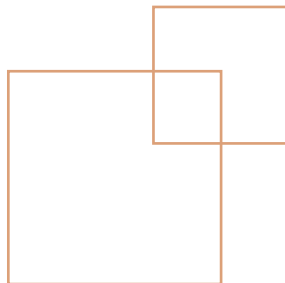
Every General Assembly in Athens included an Aegean cruise.

Another boat trip was literally a washout. The organisers of the General Assembly in Cologne in 1983 had planned to take the guests by bus to Bingen and from there to take a trip on the Stolzenfels along the most picturesque stretch of the Rhine Valley (which is now a world cultural heritage site) as far as Koblenz. After several days of rain, however, the cruise was switched to the Rhine because of the high water levels, so no sooner had the participants climbed up the swaying gangway onto the firmly anchored boat than they had to get off again and hop back on the buses.

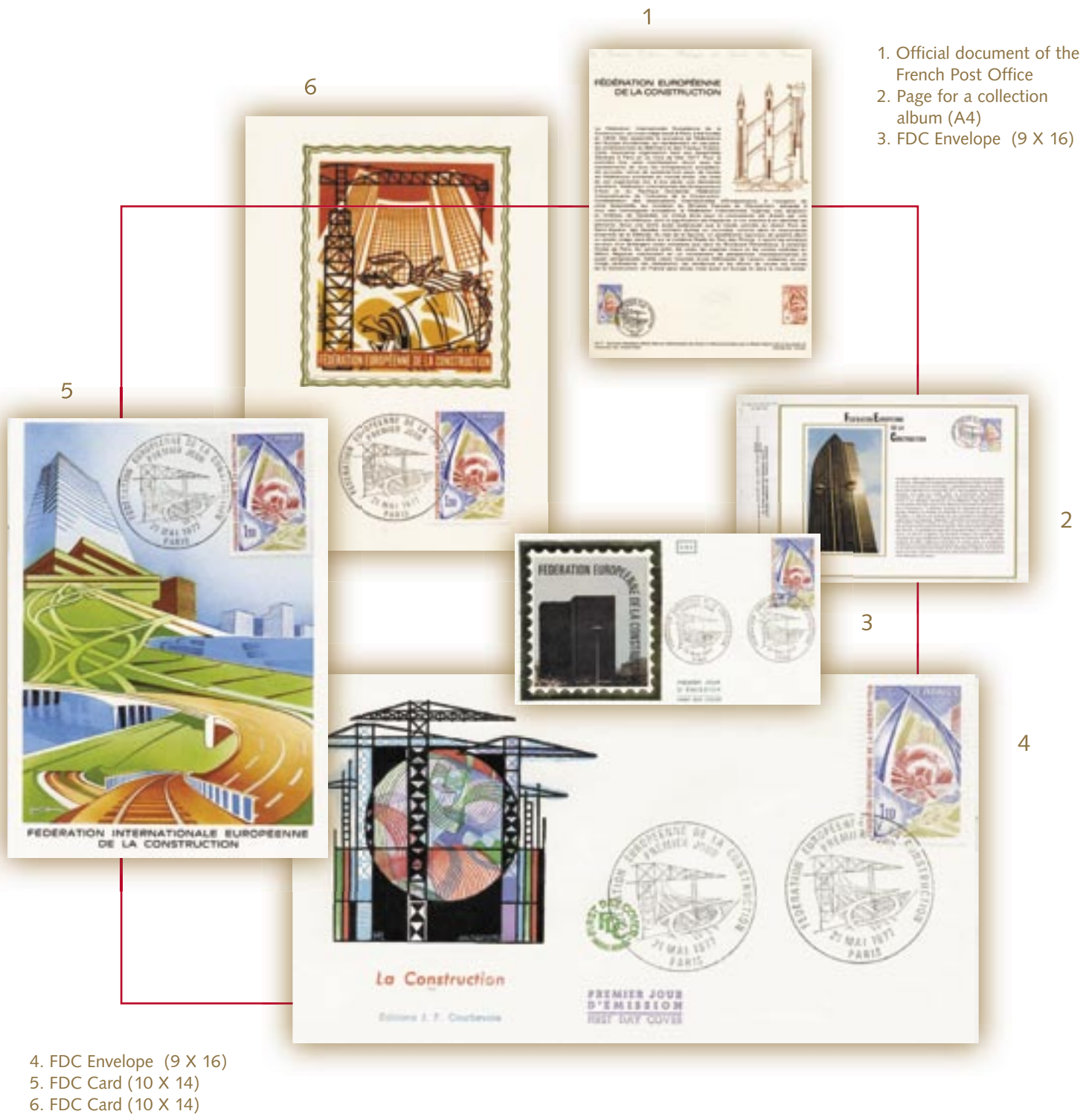
High-tech railway technology was demonstrated to delegates at the 1994 congress in Madrid. A special trip was arranged on the Spanish high-speed train, the AVE, taking them at breakneck speed to Cordoba. A few selected delegates were even given a view of the driver's cab.

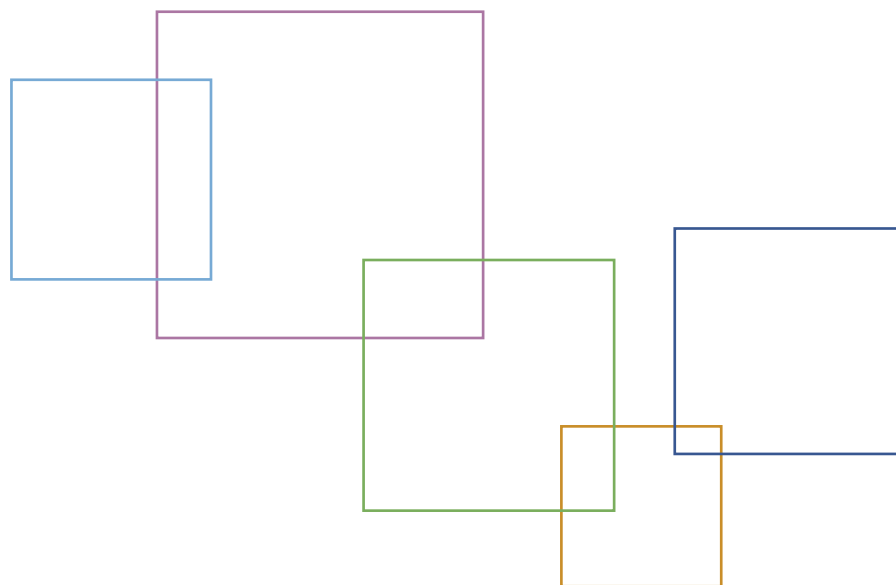
Finally, for the Jubilee Congress in Brussels in 2005, the delegates – as in 1955 – will assemble in the city that hosted the very first European Congress, Liège (Belgium). The Federation has come full circle...

1905-1955-2005



FRENCH POSTAGE STAMPS ON THE OCCASION OF THE FIEC CONGRESS IN PARIS (DATE OF THE EDITION : 21 MAY 1977)





POSTSCRIPT

In 2005, FIEC possesses all the qualities of a dynamic federation with clear objectives. During its century of existence it has been through numerous turbulent periods. Among the contractors, there have always been visionary personalities who, thanks to their foresight and commitment, were always able to bring the federation through critical moments that at times even threatened its existence. There were always volunteers ready to assume responsibilities. The numbers of tasks has increased and keeps on growing. Numerous issues have been addressed by the federation and its various bodies for decades, and in some cases over an entire century. New challenges are continually being added.

FIEC is and remains – today as never before – focussed on collaborating with its members. If this is understood and put into practice, then the European Construction Industry Federation will in future always be able, with a small team and a limited budget, to efficiently defend the interests of construction enterprises in Europe.



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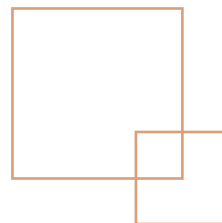
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FIEC thanks its member federations for having responded to its appeal and for having graciously offered us many more photographs of construction sites and structures than we have finally been able to include in this Chronicle: AECOPS (Portugal), AGI and ANCE (Italy), BBCC (Bulgaria), BN (The Netherlands), CBMA (Slovenia), EBA (Norway), EFFC/ NVAf (special foundations), FFB et FNTP (France), HDB (Germany), OSEOK (Cyprus), RT (Finland), SEOPAN (Spain), SPS (Czech Republic) and ZSPS (Slovakia).

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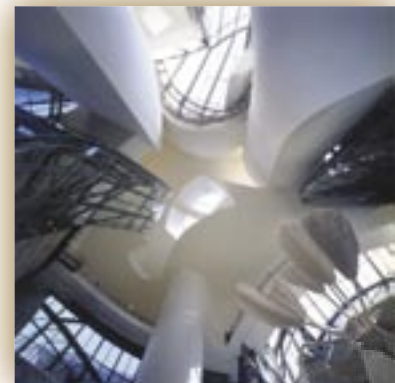
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