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INTERVIEW
Jean-François Roverato,
former Chairman
and founder of Eiffage,
now Vice-Chairman
and Lead Director
of the Group

“EIFFAGE SHOULD BE EXEMPLARY AT ALL ITS SITES AND IN ALL ITS DIVISIONS”

10-15

EIFFAGE ANALYSED
BY EIGHT EXPERTS

Capacity to innovate and design,
diversity of activities, lead contractor expertise, independent spirit:
Eiffage has many assets.
Eight outside experts reveal to synergie their vision of the Group and the way it has changed over the years.

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20 YEARS OF HISTORY
Synergie looks back over some of the Group’s highlights, from the moment when Fougerolle and SAE merged in 1992 to become Eiffage in 1993, up to delivery of the Lille Grand Stadium (Nord) last August and including the opening of the Millau Viaduct (Aveyron) in December 2004.

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INTERVIEW
Pierre Berger, Eiffage Chairman
and Managing Director

“EIFFAGE SHOULD BE EXEMPLARY AT ALL ITS SITES AND IN ALL ITS DIVISIONS”
EIffagE: BY THOSE WHO KNOW IT BEST

Twenty employees of the Group say why they are proud to work, or to have worked, on buildings, projects and infrastructures that have contributed to life in the city.

INNOVATION IN ITS DNA

Jean-Claude Mutel, Project Manager for the Lille Grand Stadium.

Évelyne Osmani, Director of the Eiffage Structural Design Department.

Jean-Pierre Gerner, Director of Bridges and Civil Engineering Works at Eiffage Construction Métallique.

Gilles Sevin, Director of Eiffage Énergie Électronique. Ingrid Jouve, Head of Quality, Environment and coordinator of the Trophées de l’Innovation awards, at Eiffage Construction.

Philippe Lagouge, Mason crane-operator, at Eiffage Construction.

Thierry Botz, Director of Operations at Eiffage Construction Grand Paris Logements.

Jean Carré, Chairman of the Eiffage Foundation. Sylvie Dumas, Head of Traffic and Road Safety at AREA.

Valérie Boniface, Director of Special Projects at Eiffage Construction Métallique. Dominique Vitry, Stonemason.

LIFE BEGINS AT 20

Alexandre Le Nevé, Construction Worker, DLE Ouest. Fanny Rottigni, Pipe Preparation Manager at Eiffel Industrie Rhône-Alpes.

Pierre Faure-Geors, District Manager at APRR. Benoît Duthoit, Works Manager at Eiffage Construction Val-de-Seine.

Pierre Guilleminot, Deputy Director of CLERE (Construction de la ligne Eiffage Rail Express).

SETTING COURSE FOR MAJOR INTERNATIONAL DEVELOPMENT

Gérard Sénac, Chairman and Managing Director of Eiffage Sénégal. Emeric de Foucault, Secretary General of Eiffage Travaux Publics in Germany.
EIFFAGE SHOULD BE EXEMPLARY AT ALL ITS SITES AND IN ALL ITS DIVISIONS

You took over as Chairman and Managing Director of Eiffage on the eve of its 20th anniversary. What are the Group’s strong points?

Pierre Berger: Eiffage stands out in France and in the rest of the world because of the exceptional diversity of its technical skills. Our Group is probably unique in terms of the range of its in-house expertise. Naturally, we are experts in building and public works, but we are also skilled in metal construction works, and in energy with, for example, the capacity to design turnkey transport systems such as high speed rail links or offshore drilling platforms for the oil industry.

These skills enabled us to deliver on time and to the required performance specifications, the Lille Grand Stadium, an arena unlike any other in the world, with its mobile roof and sliding pitch. We have successfully begun work on the largest project of our entire history: the Bretagne-Pays de la Loire high speed rail link. In 2013, we will continue to hire young engineers and technicians to maintain our levels of resources and expertise in all these areas.

Another defining feature of the Group is its employee share ownership scheme, which makes Eiffage a unique business model in Europe. Today, some 67,000 employees and former employees are shareholders in the company, holding approximately 37% of the Group’s share capital. This provides a guarantee of stability that also enables employees to be associated with the company’s long-term performance.

What are the main directions you wish to steer the company in today?

P.B: In a world where business volumes are decreasing rather than increasing, more than ever it is becoming necessary for our teams to concentrate on the completion and management of both large and small projects. If we give our full attention to the building process, we will generate significant savings. This is all the more important given the development of turnkey projects which have performance guarantees that can sometimes run for decades, meaning we have a much greater responsibility than we had to take on twenty years ago. We are increasingly assuming a role of lead contractor, with “multiple-business systems” contracts, where we deliver not only the buildings or structures, but also all the associated equipment (from mechanical to IT).

In 2012, we set up a turnkey project training module in association with the “Ecole des Ponts ParisTech”, in order to identify the fundamental bases and rules of organisation that apply to this sector. The feedback on major projects over the past five years – from the Southern Paris Region Hospital Complex to the Lille Grand Stadium –, is particularly useful in helping our teams progress.

At the same time, each business division has launched a productivity initiative to minimise downtimes on smaller projects, which has had an immediate effect in terms of results. For example, on a housing construction site in the 15th district of Paris, optimising workstations has enabled a 17% saving in man-hours.

In a constrained and uncertain economic environment, sharpening our production tools is essential for improving our works margins. In this respect, I would like Eiffage to be exemplary in terms of quality, safety, and execution at all its sites and in all its business divisions.

What activities would you like to develop or consolidate in France and in Europe?

P.B: We plan to develop our activities in the housing sector, which has become a major issue in France due to the increases in population. Eiffage needs to contribute to easing this crisis. We are fully capable of building social or low-cost housing, such as for example the “Eco-Eco” apartments that are both economical and ecological, marketed by Eiffage Construction.

In addition, activities related to the reduction or better management of energy consumption through the renovation of buildings, factories or infrastructures, or the upgrading of electrical and air conditioning systems, present considerable
opportunities. We also plan to work in partnership with energy providers in order to build or renovate their nuclear, oil and gas facilities. In this respect, we can rely on the specialist expertise of Eiffel Industrie and Clemessy. The renovation of nuclear facilities alone should generate up to 50 billion euros of work in France, subcontracted out by EDF.

Finally, we need to get started on our preparations for bids concerning the Greater Paris Project. This is a major project that is set to be launched as soon as the three major TGV lines have been completed and which should provide a major boost to the building industry.

You want to ramp up international business. How?
P.B. We are targeting Africa and the Middle East, two regions that are close to France. The potential for growth is significant because although these regions are rich in raw materials, the infrastructures there are still relatively undeveloped. Eiffage will set up business either independently or in partnership. We will bring our expertise to the construction of buildings, major civil engineering works, and electrical infrastructures, but also to the management of turnkey projects and the development of concessions, as we are currently doing in Senegal by funding and completing the work on the Dakar-Diamniadio motorway.

A graduate of the “École Polytechnique” (X86) and a civil engineering graduate of the “Ecole des Ponts et Chaussées” (92), Pierre Berger set up at the end of his studies, his own engineering office, Sigmatec, specialised in complex structural calculations. The firm was taken over by Ménard Soltraitement, an SME internationally recognised for its expertise in the field of foundations. In the early 2000s, Pierre Berger contributed to integrating the company into Freyssinet, a subsidiary of Vinci specialised in ground works. In 2004, Pierre Berger became Managing Director of Vinci Construction Grands Projets. He was appointed Chairman in 2008 and was elected to the Executive Committee of Vinci in 2010. He joined Eiffage in January 2011 and became Managing Director of the Group on the 1st of July. He was appointed Chairman and Managing Director on 10 September 2012.
The merger between Fougerolle-ŠAE, ranked 7th and 3rd respectively among leading French construction firms, becomes official and the new construction giant is named Eiffage.

**MARCH**

**1993**

**1994**

**1995**

**1999**

**2001**

**2004**

**2005**

**MAY**

Inauguration of the Channel Tunnel, an exceptional project that brought to life a dream dating back more than two centuries. Four years earlier, ŠAE took part in the first meeting of the French and British tunnels.

**AUGUST**

Eiffage acquires Beugnet and its subsidiaries and becomes the second largest road construction company in France.

**MAY**

Eiffage signs the concession contract for the Millau Viaduct (Aveyron), a structure 343 metres high.

**DECEMBER**

The concession contract for the new Franco-Spanish Perpignan-Figueras high speed rail link is awarded to the TP Ferro consortium made up of Eiffage and Spanish group ACS Dragados.

**FEBRUARY**

Eiffage and its Australian partner Macquarie, specialised in infrastructures, are declared successful bidders for APRR (Autoroutes Paris-Rhin-Rhône), the second largest motorway company in France with a network of 2,260 km.

**2,260 km**

2001

The various business divisions of the Group are gradually set up:

- Eiffage Construction
- Eiffage Public Works
- Eiffage Concessions
- Metals Division
- Energy Division

**FROM 1999 TO 2011**

Eiffage acquires Beugnet and its subsidiaries and becomes the second largest road construction company in France.

**5 divisions**
Eiffage and the motorway company Sanef are awarded the A65 motorway concession linking Pau (Pyrénées-Atlantiques) and Langon (Gironde) – a project worth 1.2 billion euros.

The steep landscape required extensive civil engineering works, including the Saint-Paul and Grande Ravine viaducts, built by Eiffage.

After a two-year battle, Eiffage prevents hostile participation in its share capital by its Spanish counterpart Sacyr Vallehermoso, unsuccessful bidder for the privatisation of APRR.

The Tamarins road on Reunion Island (Indian Ocean) opens to traffic. The steep landscape required extensive civil engineering works, including the Saint-Paul and Grande Ravine viaducts, built by Eiffage.

The Caisse des Dépôts, the French state representative for the financing of social housing, urban policy and regional development, acquires a stake in Eiffage. This notable institutional shareholder reinforces the Group’s shareholder base sed to a hostile takeover by the Spanish company Sacyr Vallehermoso.

The new headquarters of the French Gendarmerie, a 47,000 m² complex meeting the strictest environmental standards (HQE and VHEP certification), is opened by Nicolas Sarkozy, the then elected French President, at Issy-les-Moulineaux (Hauts-de-Seine).

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37% of share capital

34 billion euros

12 billion euros

April 2013
After Ten Years of Effort, Eiffage Has Had a Decade of Success

♦ You are celebrating the 20th anniversary of Eiffage. Has the challenge of merging Fougerolle and SAE, finally made official on 30 March 1993, been more rewarding than you originally hoped?

Jean-François Roverato: The first ten years were difficult and the merger was, in the beginning, slow to bear its fruit. The Fougerolle takeover bid for SAE took place in January 1992, and at the same time we were entering a real-estate crisis that reached its peak in 1996, the year that the Group made losses of 150 million euros. At that point, it was obvious that SAE was undermining Eiffage due to the real-estate stocks that the company was carrying and which presented significant losses. However, when I finally decided to merge the two brands in the late 1990s, the synergies started to emerge. And with the gradual recovery of the construction and real-estate markets, came a return to prosperity. In fact, it is with the former managers of SAE that we went on to develop Eiffage Construction, whose margins remain exemplary. The return to better fortunes enabled us to benefit from a decade of success after ten difficult years.

♦ Over the past 20 years, what have been your favourite moments?

Jean-François Roverato: Definitely the handshake exchanged with Jacques Chirac, the then elected French President, at the inauguration of the Millau Viaduct on 14 December 2004. We had taken on responsibility for financing the work ourselves and were able to finish the build according to a very tight timeframe and to the required standards, and all this at a time when Bouygues was claiming that we couldn’t do it. The motorway traffic, which is by nature relatively unpredictable, was in line with forecasts. And we were able to sell 49% of the capital of the concession to the Caisse des Dépôts just two years after opening to traffic. Another highlight was the opening of the Faidherbe bridge at Saint-Louis in Senegal, the only country where first Fougerolle and then Eiffage have had their premises at the same historical building since 1926. I also thoroughly enjoyed the moment on 2 April 2008, when the Paris Court of Appeal confirmed the position of the French Financial Markets Authority concerning the Spanish group Sacyr: the judges decided that its participation in our capital had indeed been accompanied by covert joint action carried out with other Spanish shareholders and was unacceptable under stock exchange law. Two weeks later, Sacyr was obliged to sell its 33.32% stake in Eiffage and we fully regained our independence.

♦ And the most difficult?

Jean-François Roverato: The national convention organised for employee shareholders on 7 December 1996, at a time when the stock market price had diminished eightfold in two years, marked a critical phase in the history of the company. I explained at the time that the slippage was being managed by means of, in particular, a capital increase of one billion francs and an equivalent disposal of assets. But the event that affected me the most was the leave I was served on the front page of Les Échos newspaper by the Strategic Investment Fund at the Eiffage AGM. You
To overcome a crisis you need a long-term vision, and a coherent and stable business strategy.

Jean-François Roverato is a graduate of the “École Polytechnique” and the “École Nationale des Ponts et Chaussées”. He began his career in 1969 at the Construction office of the Ministry of Equipment and was appointed Director of the Office for Social Housing in Val-de-Marne in 1972. In 1975, he joined Fougerolle as Director. He then rose through the ranks: Managing Director of Fougerolle Construction in 1980, he was then appointed Managing Director of Fougerolle France in 1982 and Managing Director of Fougerolle International in 1984, before being appointed Chairman and Managing Director in 1987. In 1992-1993, Jean-François Roverato managed the merger between Fougerolle and SAE, which gave rise to the new Eiffage Group, where he took on the role of Chairman and Managing Director. Following the privatisation of the French motorways, he was also appointed Chairman and Managing Director of APRR-AREA. In September 2012, he handed over the reins to Pierre Berger, the new Chairman and Managing Director, and became Vice-Chairman and Lead Director of the Group.

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What have been the main changes to the construction industry over the past twenty years?

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Eiffage analysed by eight experts

Capacity to innovate and design, diversity of activities, lead contractor expertise, independent spirit: Eiffage has many assets. Eight outside experts reveal to Synergie their vision of the Group and the way it has changed over the years. They also celebrate Eiffage’s contribution to life in cities and countries around the world, and the mark it has made.
“A HUMAN-SIZED GROUP SUCH AS EIFFAGE CAN INNOVATE MORE EASILY”

As Director of building works at the Ministry of Equipment in the eighties, I was witness to the complete restructuring of the building and public works sector and the formation of the three major groups, including Eiffage. These major groups were among the first, at an international level, to understand that clients wanted turnkey solutions and expected companies to design, build and deliver all the associated equipment. They set up in-house design offices and therefore equipped themselves with the capacity to create and design, while at the same time developing new technical solutions. In this context, Eiffage, being the smallest of the three majors and therefore obliged to innovate, distinguished itself through its originality, as can be seen from its proposal of a steel deck for the Millau Viaduct. Eiffage has shown that, paradoxically, a human-sized company can innovate more easily because the decision-making circuits are shorter.

Eiffage has also stood out because of its somewhat Gallic independence of spirit! By championing employee share ownership, Jean-François Roverato was able to resist the dominance of financial economics. He also, in the same respect, managed to preserve a tradition, still strong in the construction industry, of contact with the company’s workforce by associating workers with this original method of employee participation. Faced with new requirements in terms of protection of the environment and biodiversity, Eiffage has managed to find a highly original and intelligent solution by setting up its own research and development laboratory, Phosphore, dedicated to sustainable development issues. The Group has taken on board the magnitude of these issues and understands the importance of being “on top”.

“TODAY, EIFFAGE HAS STRONG FOUNDATIONS”

Eiffage’s place among the top three construction firms in France is no longer an issue for debate. The challenge of merging Fougerolle and SAE has proved a great success. At present, the Group is entering a new era. Whereas in the past it may have experienced a certain fragility in terms of its finances, although this never impacted on its clients or its business operations, today its foundations are much stronger. Its teams have also made significant progress in terms of understanding client expectations, managing contractual relations and management of large projects, as can be seen today with the Majunga Tower site in La Défense.

Eiffage is not only capable of providing complete packages thanks to its various business divisions, it is also flexible enough to respond to all types of tenders. It is certainly the right time to develop on the international market, where its presence remains limited. For example, Eiffage was not able to consider our projects in Eastern Europe, notably in the Czech Republic, or in Austria where we are currently developing our business, Unibail-Rodamco being present in ten different European countries.
"EIFFAGE COULD BE A SOURCE OF PROPOSALS FOR THE GREATER PARIS DEVELOPMENT PROJECT"

Eiffage has made its mark in France with its major projects – from the Louvre pyramid twenty years ago, the Millau Viaduct and now the Lille Grand Stadium. An array of projects that have pushed back the limits of construction techniques.

The Group is also notable for the diversity of its businesses and its capacity to act as lead contractor: the company does not limit itself to building, it is also a concessions investor, operator and manager. The extent of its employee ownership is quite unique. This business model where the employees are heavily invested and committed to the company has protected Eiffage in the past and is proving very robust over the long term. Eiffage also seeks to provide answers to sustainable development issues. Its research and prospective laboratory, Phosphore, which is currently focusing on the city of the future, is exemplary. Specifically, in terms of the Greater Paris development project that I am steering, Eiffage could be a source of proposals. As well as providing a public transport system, Eiffage could help us in driving forward the debate on housing production methods, housing types and appropriate financing mechanisms, in order to build more quickly in a context where public funding is becoming scarcer. The Group could also enable us to think outside the box in terms of building housing units that are more adapted to socio-demographic change.

"THE ENGINEERS AT EIFFAGE LIKE TO PERFORM FEATS OF ENGINEERING"

Since the construction of the Millau Viaduct, the engineers at Eiffage have shown a liking for performing feats of engineering! With the Lille Grand Stadium, which our agency Valode & Pistre designed along with Atelier Ferret Architectures, they were immediately attracted to the idea of a sliding pitch to allow all kinds of shows and sporting events. Without this corporate vision, there are some aspects of the design that we would have found difficult to overcome. The fact that Eiffage Construction Métallique, specialised in steel structures, was involved in the project gave it meaning. We built up a relationship based on total trust with Eiffage Concessions, Eiffage Travaux Publics and Eiffage Construction and were fully able to fulfil our role of design and project supervision.

As architects, we can see the advantages of working in partnership with the construction company, as is the case in public-private partnerships, because it means that we are working with the people who will actually be building the project, and can therefore determine optimal solutions.
From 2005 to 2011, I followed the fascinating world of the construction industry, and the Eiffage Group, for Le Monde newspaper. I started my job a year after the Millau Viaduct opened, and I was able to report on the Group’s other successes, from the bid for the APRR motorway concession to the Lille Grand Stadium, and including the millionth passenger on the now famous viaduct. I was also able to closely follow the Group’s struggles, in particular the surprise assault by the Spanish firm Sacyr Vallehermoso to try and take over control of the company. This episode revealed to me the special character and strength of the company, whose main shareholder is its workforce, which demonstrated a unity and solidarity with its management that is quite exceptional. I remember going to a demonstration organised by the trade unions in front of the stock exchange in Paris, which was proof that this was not a movement orchestrated from above, but borne by a sincere commitment to the company.

The management, starting with the Chairman at that time, Jean-François Roverato, could very well have “taken the money and run”, as I have seen in many other cases, but they stood their ground and defended their company, which was not just some commodity to be sold to the highest bidder. Compared with the financial sector, which at that time was all-conquering and so much more profitable, the construction industry with its two feet stuck firmly in the mud of motorways, hospitals, railway lines and housing projects, and which was less profitable, appeared somewhat unfashionable. We know today, when talk is of “industrial recovery”, that a company like Eiffage, situated as it is in the real economy, is creating real jobs based around real values. “My objective is that my employees can buy a house and pay for their children’s education,” Jean-François Roverato once told me. Thanks to my many visits to construction sites and my contact with employees of all levels, I shared their interest for the sector and understood their pride in building structures that are both beautiful and of public interest. It was as though the purpose of a company was not just to make money, but also to contribute to life in the city.

One of the advantages of Eiffage is that it has always been run by experienced engineers rather than business managers, as is the case in other companies. We have a long-term relationship with Eiffage: the world may change but our desire to work together does not. We have supported the Group through the key events that have marked its history in the past twenty years, in particular the financing of the Millau Viaduct. Eiffage showed exceptional boldness of spirit with this project, which enabled the company to raise its international profile from 2002 onwards. In 2006, we also participated in the acquisition of the French APRR motorway network along with the Australian investment fund, Macquarie. CM-CIC also manages all the bank card payments made by motorway users, as well as e-tags for heavy goods vehicles, via AXXES, a subsidiary of Crédit Mutuel and the major motorway networks including APRR.

We were also there to lend our support to Eiffage in 2007, when it stood up to the takeover ambitions of the Spanish firm, Sacyr, and fought back with tenacity and success. Since 2009, we have been involved in the financing of iconic projects such as the A65 Pau-Langon motorway, hospitals, including the South Paris Region Hospital Complex, several prisons and the Lille Grand Stadium. The Crédit Mutuel Group, which has a strong network based all over France, works with Eiffage on a daily basis in the execution of its many projects, by providing market guarantees and first demand guarantees. Bound by a common history, our two companies also share the same values that come from being out in the field, and which we rely on day after day.
I have discovered more about Eiffage.

I knew that Eiffage had built the Millau Viaduct, a point which was already of fascination to me since the image of this bridge is associated with a quote from our friend Bernard Chevassus-au-Louis, member of our Steering Committee: “It should be understood, for example, that the entire industrial revolution was founded on the ‘decapitalisation’ of the ecological service of the planet, by drawing extensively on a reservoir that had been formed over very long periods of time. One can also view the Millau Viaduct from this perspective, the concrete, steel and energy that went into building it being simply the result of ecological processes that span millions or even billions of years.”

I was given the opportunity of becoming more familiar with Eiffage, in my capacity as Chairman of the Humanité et Biodiversité Association[1] and I was very pleased, since my own concerns and the objectives of the association in terms of preserving biodiversity are the same, and it was important for me to learn more about the Group’s sustainable development policies. I would say that Eiffage has considered and understood the stakes; follow the rules of the law, which constitute accepted constraints, where these are not anticipated by management. Moreover, the projects which the company executes benefit from the biodiversity of the distance past and impact on the biodiversity of today. At least it is trying to avoid, reduce or repair any damage to nature. In addition, one can also sense a desire to invent, to do things differently. The model for the 21st century will not be the same as that for the 20th century. I think that Eiffage is building solidly both for the future and for its own future.

[1] Humanity and Biodiversity, a non-profit association, seeks to bring to the attention of society the challenges arising from the erosion of biodiversity and proposes solutions to deal with these issues.

Eiffage is celebrating its 20th anniversary, which is a sign of maturity. The new management will breathe a new lease of life into the Group, enabling it to identify new horizons, while at the same time building strong foundations. In this context, I am delighted that Eiffage has decided to sponsor the 2015 class of ESTP, as our school produces 600 qualified engineers every year. Forclum (now Eiffage Énergie) in 1992 and Eiffage in 2003, have already sponsored our students. Now we would like to establish a long-term partnership with the Group, with whom our links have not been as strong as with Bouygues or Vinci for example, even though it is the third leading company in the sector. I am all the more motivated given that I worked for Fougerolle in 1989 in the “Projetud” design office. The ESTP is a school for major construction projects, which corresponds well to the Eiffage DNA. The relationship is not at all unilateral: we adapt our training to the needs of our partners. Jacques Huillard, chairman of the Metals Division, participates in our school governance by serving on our board of directors, and therefore helps to guide the development of ESTP according to the needs of the industry.

Hubert Reeves
Astrophysicist and Chairman of the Humanité et Biodiversité Association

“I HAVE DISCOVERED MORE ABOUT EIFFAGE”

Florence Darmon
CEO of the École Spéciale des Travaux publics, du Bâtiment et de l’Industrie (ESTP-Paris).

“WE WOULD LIKE TO ESTABLISH A LONG-TERM PARTNERSHIP WITH EIFFAGE”
20 years of iconic engineering and exceptional building projects
The Millau Viaduct

The Millau Viaduct (Aveyron) breaks all the records. It took 14 years of preparations, 3 years of construction (2001-2004), the support of all the Eiffage divisions and the dedication of some 500 workers at the height of the works, to achieve its construction. The bridge, which is the most spectacular section of the A75 Clermont-Ferrand-Béziers motorway, reaches a height of 343 metres and is 2,460 metres long. Designed by French engineer Michel Virlogeux and British architect Sir Norman Foster, it is made up of thin sleek pylons and a light deck, and grazes the valley at just seven points of contact, although its construction required some 85,000 m³ of concrete and 36,000 tons of structural steel. Since it was opened on 16 December 2004, the viaduct has been used by over 37 million vehicles.
Renovation of the Grand Louvre

In 1989, Paris inaugurated the Louvre pyramid. At the time, its construction sparked some controversy. The glass and metal triangle was not to everyone’s taste. Today the design by the Chinese-American architect Ming Pei has become a part of the landscape. The pyramid, which has a base surface area of 1,000 m², rises to almost 22 metres above ground and required 95 tons of steel, 105 tons of aluminium frame and 603 diamond shaped panes of glass to construct. The metal frame was entrusted to CFEM (now Eiffage Construction Métallique). The “large pyramid” is surrounded by much smaller copies and there is even an inverted pyramid built beneath the Carrousel du Louvre. It is now a Paris landmark and one of the most visited sites in the capital. Over the years, Eiffage has also contributed to the renovation of the adjacent wings and lighting for the largest museum in the world.
The Grand Palais

- Restoration of the Grand Palais in Paris was one of the amazing achievements of Eiffel (now Eiffage Construction Métallique) during the first decade of the 21st century. The company completely renovated the metal frame, the nave and the glass canopy. Once the foundations had been supported, parts of the frame weighing 500 tons, were restored and the dome completely repaired. The vast 15,000 m² glass canopy was replaced with more resistant laminated glass. Opposite, the Petit Palais was also extensively restructured by teams from Eiffage Construction. A 7,000 m² extension was added, including an auditorium and two floors of museum reserves. Permanent exhibition space was increased from 3,000 to 5,000 m² and temporary exhibition space from 1,800 to 2,200 m².
The Gustave-Flaubert Lift Bridge

This work of civil engineering avoids any impression of mass. The eye is drawn to the purity of its strong lines and its sense of elegance. Yet the Gustave-Flaubert lift bridge in Rouen (Seine-Maritime), which was built between 2004 and 2007 by Eiffage Travaux Publics and Eiffage Construction Métallique, stands 86 metres high and is 120 metres long. Designed to allow tall ships to pass through to the Normandy capital during the Armada that takes places there once every four years, and carry an estimated 50,000 vehicles per day, it has two metal decks 17 metres wide and 4.5 metres high, each weighing 1,350 tons. To raise the decks 55 metres in the air, eight winches connected to 64 pulleys using five kilometres of lifting cables, and 450 counterweights are set in motion.
The Lille Grand Stadium

Unique in the world. The Lille Grand Stadium (Nord), delivered by Eiffage in 2012, can be transformed into a concert hall or an indoor sports arena in just 24 hours. It can host football or rugby matches and major concerts in all weathers (capacity of 50,000 spectators). It has a mobile roof which, despite weighing 2,000 tons, can be closed in just 30 minutes taking care of any adverse weather conditions. Another marvellous example of technology is the sliding north half of the pitch which is mounted on an immense metallic deck weighing 4,400 tons. This reveals an events box, which can be converted into an indoor arena or concert hall. Building the Stadium required 350,000 m³ of earthworks, drilling for 1,798 piles, 80,000 m³ of concrete and 10,000 tons of steel frame.
The Hôtel-Dieu in Marseille

- 194 rooms including 14 suites, a conference centre, a bar, a brasserie, a fine dining restaurant, a cultural centre, an indoor pool and spa: having been a hospice and a hospital for two centuries, the Hôtel-Dieu in Marseille (Bouches-du-Rhône) has been completely transformed into a luxury hotel. There is also a real-estate development offering 85 residential units for the rental market. Delivered in March 2013, the new building was inaugurated in April. Ideally located close to the Old Port, the redevelopment of this historic 15th century building was entrusted by the real-estate developer Cogedim to Eiffage Construction and Eiffage Energie at the end of 2009, and overseen by two firms of architects, Antony Béchu and Tangram Architectes, the Nuel Agency taking charge of the interior decoration.
Pradeau & Morin, a subsidiary of Eiffage Construction specialised in restoring historical buildings, is renovating the Hôtel Salé in Paris, a baroque-style listed building. As of 2014, it will house the largest Picasso museum in the world. The building, located at the heart of the Marais district, was no longer able to meet current safety standards even though it was welcoming nearly 500,000 visitors each year. The archives were being stored on the top floor, which was a fire hazard. The architectural restructuring project aims to triple the current volume of exhibition space. Eiffage teams are restoring the period stucco mouldings and woodwork, the interior sculptures of the main staircase, as well as all the windows which have to combine original features with the thermal and safety qualities of modern glass.

The Picasso Museum
The Faidherbe Bridge

Located 500 metres from the Atlantic Ocean and 30 km from the mouth of the Senegal river, the Faidherbe Bridge at Saint-Louis in Senegal received a complete makeover in 2009-2010. The bridge, which was built in 1897, was falling into disrepair due to excessive corrosion. Restoration work on the 515 metre long structure enabled the old mobile and fixed spans to be replaced with brand new identical ones manufactured in France and then shipped out to Senegal in containers. The swing span mechanism designed to allow ships to pass through, was repaired after having been blocked for decades. Each span was rebuilt at an assembly area set up near to the bridge. The Eiffage Construction Métallique teams had just twenty-four hours to put each new piece in place.
The Mont-Saint-Michel Access Bridge

In order to prevent silting up around the Mont-Saint-Michel (Manche), known as a “wonder of the western world”, a bridge is being built to replace the old causeway that was causing a build-up of sediment. The structure was designed by the architect Dietmar Feichtinger to be the thinnest possible connection between the abbey and the mainland. It is 756 metres long and requires 2,000 tons of metal frame. The various sections of the bridge were manufactured at the Eiffage Construction Métallique factory in Lauterbourg (Bas-Rhin) and installed at a rate of two per week. Eiffage Travaux Maritimes et Fluviaux supplied the concrete slabs that line the bridge and the abutments at each end that ensure transition onto land. It is also building a wastewater pumping station and a fire-fighting reservoir.
The Anguille Drilling Platform

800 tons of steel, 65 km of electric cables, 1,200 tons of steel piles: the Anguille oil rig is an exceptional construction project. This wellhead platform located at the Anguille oil field off the coast of Gabon, and designed to receive pipelines direct from the drilling sites, was built entirely at the Eiffage Construction Métallique factory in Fos-sur-Mer (Bouches-du-Rhône) in the space of fourteen months (2010-2011). It was then transported on a specially fitted barge for five weeks and installed with the help of a floating crane, off the coast of Gabon, and anchored to the sea floor at a depth of around 30 metres. Some 350 people worked on this turnkey project.
The Channel Tunnel

It took six years to complete the most colossal project of the 20th century, the Channel Tunnel. The consortium in charge of designing and building the tunnel grouped together ten British and French companies, including SAE. Drilling started in December 1987 and was completed by June 1991. For more than 42 months, eleven tunnelling machines operating 24 hours a day, 7 days a week, advanced at a rate of twelve centimetres per minute. By the end, a total of 8 million m³ of earth had been extracted from both sides and three tunnels had been dug at between 45 and 75 metres below sea level. To line the tunnels, 720,000 curved high-performance concrete sections weighing between 750 kg and 8 tons were manufactured and adjusted to form the curved vaults. The Tunnel was inaugurated and opened to the public in May 1994.
The Louis Vuitton Foundation

A chrysalis ready to take flight as soon as it transforms into a butterfly? Or a futuristic ship complete with sails? The Louis Vuitton Creative Foundation building, designed by American-Canadian architect Frank Gehry, is unfurling in the Bois de Boulogne (Paris) behind the Jardin d’Acclimatation. It was back in May 2009, that Eiffage Construction Métallique was awarded the contract to build all 12 glass sections that wrap around and overhand the building’s main structure. They are the result of 150,000 hours of design work! 3,430 different shaped glass panels make up the 13,500 m² glass sails. To attach the glass panels to the base structure, a framework was produced and assembled using 2,000 tons of carbon steel, 800 m³ of wooden beams and 1,500 tons of high-resistance stainless steel.
The Perpignan-Figueras High Speed Rail Link

The Perthus tunnel is the highlight of the Perpignan-Figueras high speed rail link, the first railway line to cross the Pyrenees at high speed. For two years, a 150-metre tunnelling machine weighing 2,300 tons cut through the rock to create the 8.2 kilometre tunnel. In February 2009, Eiffage and its Spanish partner ACS Dragados were proud to deliver the innovative 44.4 kilometre connection between France and Spain, designed to carry high speed trains travelling at 350 km/h as well as freight trains travelling at 120 km/h. All the Group’s skills were put to good use: Eiffage Travaux Publics for the civil engineering works, earthworks, and track laying, Eiffage Construction for the technical buildings and noise barriers, Eiffage Construction Métallique for the viaduct decks, and Eiffage Energie for the electrical engineering works.
The inauguration in mid-March 2012 of the Arcachon Summer Resort (Gironde) marked the end of a project lasting more than four years. Eiffage Construction rebuilt 70,000 m² of floor space over a 3-acre area in the town centre, respecting the architectural integrity of the seaside resort that dates back to the second half of the 19th century, and which is famous for its period villas. 1,200 metres of facades were built and meticulously decorated – including frames for the balconies, pediments, gables and mosaics. The redevelopment also included 5,500 m² of retail units, 337 new apartments, a cinema and a public car park with 650 spaces. Once again, Eiffage Construction was able to demonstrate its threefold expertise of developer, real-estate promoter and builder.
South Paris Region Hospital Complex

The South Paris Region Hospital Complex, straddling the towns of Évry and Corbeil-Essonnes (Essonne), serves the needs of 600,000 local residents and groups together five major healthcare departments: surgery, medicine, oncology, psychiatry, gynaecology-obstetrics-paediatrics. The work, which began in 2007 for delivery at the beginning of 2011, mobilised 400 workers for the construction and 1,500 for the fitting out. The building, which has a total useful surface area of 110,000 m², necessitated 400,000 m³ of earthworks, 179,000 m³ of concrete, 9,600 tons of framework, 300 km of mains cables, 850 km of low voltage cables and 30 km of fibre optic cables. This health complex, which is certified NF Tertiary Buildings - HQE® (High Environmental Quality), is also characterised by its use of sustainable energy sources: 80% of its energy requirements are provided by tri-generation biomass-fuelled boilers (heat, cold and electricity production).
The UP-site Tower

With a height of 140 metres, the UP-site building in Brussels promises to be the tallest tower in Belgium. Designed by Brussels architects A2BC and the French agency Ateliers Lion Architects, and built by Valens, a subsidiary of Eiffage Benelux, on behalf of the development company Atenor, the luxury building will comply with the highest standards in terms of comfort and energy efficiency. It will house 252 apartments ranging from urban pied-à-terre flats to prestigious penthouses, as well as family apartments. The property, which extends over 122,000 m², will also house a group of smaller terraced buildings as well as an office complex. Work, which began in 2010, should be completed by 2014.
The Majunga Tower

- Build a 193 metre high, 49 story skyscraper, on a very narrow plot surrounded by buildings and towers, this is the technical and logistical challenge taken up by Eiffage Construction Grands Projets with the construction of the Majunga Tower at La Défense (Hauts-de-Seine). Up to 600 workers will be working to build the tower, designed by architect Jean-Paul Viguier on behalf of Unibail-Rodamco. After the retaining works were completed, the first key stage was the creation of a 3 metre thick slab using 6,000 m³ of concrete, followed by the seven levels of foundations. In autumn 2012, Goyer, a subsidiary of Eiffage Metals division, began work to install the 35,000 m² of ‘double skin’ facade for this innovative building, with its sculpted wave-shaped form. Eiffage Énergie will be installing all the electrical equipment. Delivery is scheduled for late 2013.
The Tamarins Road

The Tamarins road runs for almost 34 kilometres and provides the residents of Reunion Island (Indian Ocean) easy access to Saint-Paul in the north and Étang-Salé in the south. The Eiffage public works and metals divisions built more than half of the new road, between 2005 and 2009. To build the first 14 kilometres that were intersected by numerous ravines, 2.5 million cubic metres of earth had to be displaced and 43 civil engineering structures erected in a heterogeneous region where hydraulic breakers were of little use. The highlights of the road include: the Grande Ravine viaduct - a motorway bridge that spans a ravine 280 metres wide and 170 metres deep with no intermediate piers; the Saint-Paul viaduct - a 756 metre bridge built using successive cantilevers; and the Ravine Trois Bassins viaduct.
The Dakar-Diamniadio Motorway

The Dakar-Diamniadio motorway, a 25 kilometre toll road that Eiffage is currently building and will operate for the next 30 years, is moving Senegal into the future. This first link will facilitate access to Dakar and the new international airport, while at the same time improving urban transport. After the opening of an initial section at the end of 2011, and a second section at the end of February 2012, the motorway should be fully open to traffic by 1 August 2013. It is already proving a great success. By avoiding traffic congestion on exiting Dakar, fuel savings for motorists are offsetting the cost of the toll.
The Bretagne-Pays de la Loire High Speed Rail Link

This is the largest contract ever won by Eiffage. The Group is building the future Bretagne-Pays de la Loire (“BPL”) 182 kilometre high speed rail link that will connect Le Mans (Sarthe) to Rennes (Ille-et-Vilaine), by the end of 2016. The Breton capital will be accessible from Paris in less than 1 ½ hours compared with a current journey time of over 2 hours. A partnership contract worth 3 billion euros was signed on 28 July 2011 between Eiffage Rail Express, a subsidiary of the Group, and the Réseau Ferré de France (French Railways). The BPL is a colossal project, both in terms of the earthworks - 29 million cubic metres of excavations and 17 million cubic metres of filling - and the civil engineering. More than 180 civil engineering works will be constructed, including nine viaducts, six covered cuts and seven grade separations.
The New Berlin Airport

It is the biggest contract in the history of Eiffel Deutschland Stahltechnologie: construction in 2009 and 2010 of the roof for the new Berlin Airport in the south-east of the city. The central terminal alone has a surface area of 48,000 m² and reaches a height of 33 metres. 220 employees worked to meet the challenge. 10,000 tons of steel were designed and manufactured in the space of fourteen months, then the whole construction was assembled in just thirty weeks, with the metallic structure “floating” on 30 pillars. On the equipment side, two 750-ton and three 300-ton cranes, as well as special transport equipment were required to finish the works on schedule.
Liège Station

- White concrete arches forming a nave that is bathed in light, the silhouette of a manta ray with gigantic wings: the Liège station in Belgium, designed by Catalan architects Santiago Calatrava and opened in September 2009, has many strong features. The smooth curves of the structure give it a fluid and airy atmosphere, despite its 10,000 tons of steel. Its whiteness blends well with the 25,000 m² of blue stone used for the platforms and the passageways linking two parts of the city. Duchêne, a subsidiary of Eiffage Benelux, worked on the structure of the passenger terminal and the 19,000 m² car park and also modernised the rail infrastructures. The work was carried without affecting the daily activity of the station, which is one of the busiest in Belgium.
Thousands of Eiffage employees have contributed to the success of the Group. From the Millau Viaduct to the Lille Grand Stadium, they show that innovation, audacity and expertise are part of the Eiffage DNA. They talk of their pride in contributing to buildings, structures and infrastructures, some of which are extraordinary. Eiffage is a remarkable company in terms of the integration of workers of various nationalities and its commitment to employee share ownership. The Group is striving to contribute to city life, as demonstrated by the Eiffage Foundation, its commitment to preserving our heritage and its sustainable development policies, and it is very attentive to safety, particularly the safety of its employees. A new generation is already in place, ready to take up the baton. And its commitment to Eiffage and the building industry “which gives you the opportunity to work with people from different backgrounds, and with very different educations,” is already clear.
Building exceptional structures and buildings and relying on innovation to go beyond the usual technical solutions is a key part of the Eiffage culture. Fougerolle, one of the two companies that founded the Eiffage Group, built the Tancarville bridge in Normandy, which when it opened was the largest suspension bridge in Europe. More recently, the Franco-Spanish Perpignan-Figueras high speed rail link reflects the capacity of Eiffage and its partner, ACS-Dragados, to innovate. We completed not only the infrastructure but also the signalling system – something which had never before been achieved by just one company.

The Lille Grand Stadium (Nord) is also the fruit of our creativity and it enabled the Group to go beyond existing standards. The mobile roof is a first in France, but the sliding pitch is a first worldwide! To achieve the design we used hydraulic piloting technology systems and remote control of the cylinders. And the stadium’s steel frame construction was built using two techniques that had never before been attempted on this scale, axial assembly of the frames, and exterior prestressing of the beams. The architects Denis Valode and Pierre Ferret designed an extraordinary stadium. Eiffage succeeded in fully achieving their vision.

Eiffage Construction structural design

“Creating Exceptional Buildings is a Key Part of the Eiffage Culture”
Jean-Claude Mutel, Project Manager of the Lille Grand Stadium

“Eiffage Design Offices Drive Many Projects”
Évelyne Osmani, Director of the Eiffage Structural Design Department

Innovation has always been a strong guiding principle at Eiffage and continues to gain in importance. The development of the PAC R2® heating pump is an example of this, as is more recently the development of insulated formwork walls and other highly innovative construction techniques. R&D is part of the company’s everyday business. The Eiffage Construction structural design
“FOR THE CONSTRUCTION OF THE MILLAU VIADUCT, WE DEVELOPED AN INNOVATIVE SYSTEM OF LAUNCHING THE STEEL DECK FROM EACH SIDE”

Jean-Pierre Germer,
DIRECTOR OF BRIDGES AND CIVIL ENGINEERING WORKS AT EIFFAGE CONSTRUCTION MÉTALLIQUE

For the construction of the Millau Viaduct (Aveyron), which I was lucky enough to work on as director of works for Eiffage Construction Métallique, we stepped up our innovation efforts. First of all, we chose to build the deck on an assembly platform and install it by successive launches. This solution was the most suitable in terms of safety, since it reduced the amount of work at height that was required, and also enabled us to respect the three-year deadline. Because the piers were reaching record heights (the highest being almost 245 metres) and that to erect them we had to use extremely high intermediate metal shoring structures, we developed an innovative pushing system to limit horizontal loads during construction. The combination of impressive mechanical equipment, hydraulic components (cylinders and power units) and electronic equipment, helped us meet the challenge. The process for the construction and erection of the pylons was equally exceptional. Once they had been manufactured, the seven steel pylons, each equipped with 22 stay cables and weighing 700 tons, were transported on the deck and then hoisted into the vertical position above the piers. This method meant that each one could be installed in under 12 hours! Similarly, for the Grand Stadium in Lille (Nord), to reduce bending in the mega-beams when the mobile roof is moved, a system of external prestressing was used for the frame. The height of the beams was reduced from 24 to 16 metres so as not to block the view for spectators in the upper rows of the stands. The hoisting into place of the whole roof weighing over 7,400 tons, in just ten hours, was an enormous technical achievement. All these new procedures reflect the expertise and the capacity to innovate at Eiffage, which has dedicated design offices in each of its divisions and which operates, particularly where the metals branch is concerned, in many different sectors.”

department that I run has 50 members of staff, including around thirty designers and fifteen engineers who carry out design and execution studies. We support the design and execution of the Group’s flagship projects and are, in many cases, the driving force. We worked extensively on the design of the new Lille stadium in order to optimise the structure (concrete and steel frame), and drew up the implementation plans for the structural work and the foundations on behalf of Eiffage Travaux Publics. We also reworked the overall design of the Majunga Tower in La Défense, the business district of Paris, where load distribution can be up to 4,000 tons per column, and provided all the execution studies for the project. For this particular study, we developed tools to predict differential column shortening. In general, we also work with the French Civil Engineering Association (AFGC) and the University Civil Engineering Association (AUGC) on the concept of robustness and structural reliability. And we are also contributing to the drafting of the “Euro codes”, the new European technical rules that will take over as the standards for the entire building profession over the next few years.”
The Innovation Trophies awards, organised nationally in all the Group’s divisions every two years, have generated real developments. For example, the teams at Eiffage Construction and Eiffage Énergie developed the PAC R2® heat pump, a versatile device which provides double-flow ventilation, domestic hot water production and domestic heating. HVA Concept® bathroom units have also been developed: they are prefabricated in the factory and then require just two connections to install. The “Éco-Éco” housing project, both economical and ecological, is intended to improve access to home ownership. To reduce the risk of accidents, our employees have also launched many ideas, such as hand-rails for balconies or docking stations for trucks, which have subsequently been deployed at our sites. In order to support our corporate innovation strategy, we have set up a network of around thirty people within the division. We want to involve all departments in the company - operations, R&D, support functions such as purchasing or sales... and all its fields of activity, to favour the improvement of processes and techniques but also the preservation of the environment and biodiversity, or the protection of health in the workplace. For the latest edition of the awards that took place in 2011, we received over 115 submissions from the Construction division alone. To ensure the management of innovation outside the awards, we have also opted to promote initiatives by means of videos that are uploaded onto a dedicated website.”

EIFFAGE ENERGIE ELECTRONIQUE IS DEVELOPING NEW TECHNICAL SKILLS

Gilles Sevin, DIRECTOR OF EIFFAGE ÉNERGIE ÉLECTRONIQUE

“Eiffage Énergie Électronique is developing new technical skills.”

Ingrid Jouve, HEAD OF QUALITY, ENVIRONMENT AND COORDINATOR OF THE INNOVATION TROPHIES, EIFFAGE CONSTRUCTION

“We want to involve all the departments in the company.”

INNOVATION IN ITS DNA

INNOVATION AT EVERY LEVEL

WE WANT TO INVOLVE ALL THE DEPARTMENTS IN THE COMPANY”

INNOVATION AT EVERY LEVEL
Eiffage can sometimes seem like one big family. In the Lagouge family from Picardie, they are “Eiffagian” from one generation to the next. “My four brothers, Didier, Frédéric, Jean-Marc and Thierry all work for the Group, as do my two sons, Aurélien and Julien, and two of my nephews, Alexandre and Tanguy,” recounts an amused Philippe Lagouge, aged 46, crane operator and formworker at Eiffage Construction. The newest recruit, Tanguy, is starting out as an apprentice, while in December 2012 Aurélien was hired on a permanent contract as a mason formworker, making his father very proud. And not forgetting Philippe’s godson, Christophe, also a mason formworker at Eiffage Construction Pas-de-Calais. Philippe Lagouge himself entered the business in 1985. His job has its own risks but “he is content at Eiffage” and “doesn’t feel the need to look elsewhere”. He likes all types of construction site! He talks with pride of the 117 housing units completed in Saint-Quentin (Aisne) or the extensive retirement home built in Nogent-l’Artaud, in the same area. And so, while Eiffage is celebrating its 20th anniversary, he welcomes this “milestone anniversary” and has just one wish: “Long may it continue!”

“EIFFAGIAN” FROM ONE GENERATION TO THE NEXT
Philippe Lagouge,
MASTON CRANE-OPERATOR AT EIFFAGE CONSTRUCTION

Over the years, Thierry Botz, aged 50, has continued to rise through the ranks within Eiffage. With his national professional certificate (BEP) in masonry and reinforced concrete in his hand, he started out in 1980 at Pradeau & Morin, a company specialised in new builds and renovation of historic buildings, which has since become a subsidiary of Eiffage Construction. In 1982 he obtained a professional training certificate (brevet professionnel en alternance), the equivalent today of a professional baccalaureate. Then he patiently forged his career. Assistant foreman in 1985, at the time when Pradeau & Morin was acquired by Fougerolle, he became foreman then director of works in 1994. Then he was promoted to the position of chief engineer in 2004 and director of operations at Eiffage Construction Grand Paris Logements (Greater Paris Housing) in 2012. His passion for the job hasn’t wavered. Each project is a “new adventure”. He recalls with relish the refurbishment of the National Council of Pharmacists building in Paris, with its wood panelling, parquet flooring and monumental wooden staircase, or the construction of a modern church using “bush hammered concrete” and brick cladding in Vanves (Hauts-de-Seine). “The social ladder has worked very well for me,” he welcomes. “Some people very cleverly encouraged me not to cut corners and, at the same time, others encouraged me to move up the professional ladder. This kind of career path would certainly be a lot more difficult today. But we need to maintain this possibility of rising through the ranks, which is an integral part of Eiffage values.”

“PEOPLE ENCOURAGED ME TO MOVE UP THE PROFESSIONAL LADDER”
Thierry Botz, DIRECTOR OF OPERATIONS AT EIFFAGE CONSTRUCTION
GRAND PARIS LOGEMENTS

From left to right: Jean-Marc Lagouge, mason finisher, Julien Lagouge, apprentice mason second year, Didier Lagouge, team foreman, Tanguy Lagouge, apprentice first year, Philippe Lagouge, mason crane-operator, Aurélien Lagouge, mason formworker, Frédéric Lagouge, mason, Thierry Lagouge, mason formworker.
A UNIQUE COMPANY

HIGH RISK PROFESSIONS

“FOLLOW PROCEDURES TO THE LETTER”
Laurent Almendros,
LINEMAN AT EIFFAGE ÉNERGIE

It is not the fact that he is suspended 60 metres above ground that most impresses 36 year old Laurent Almendros, “lineman” at Eiffage Énergie Transport et Distribution. Yet, equipped from head to toe and strapped to an electric pylon, he is responsible for repairing high-voltage power lines or installing new ones, such as for example the Cotentin-Maine power lines. This passionate rock climber has no equal when it comes to performing rope tricks to prevent any risk of falling. He is unstoppable on the spacers made of aluminium to prevent any damage to the multiple harness cables or to the new so-called American ACSS cables which cut “transmission” time by half but which are also more fragile. No, in his view the real danger lies not in the altitude but in the potential electrical hazard which demands that you “follow procedures to the letter”. This former forestry technician loves his job which takes him all over France, from the south where he was born up to the north, and gives him the opportunity to enjoy “fabulous views at the heart of nature,” far from factories and offices. “Last summer, I took a helicopter to work on some pylons in the Savoie region. I had a clear view of the Mont Blanc,” he recalls. A former employee of a Canadian-American paper group and therefore familiar with the anglo-saxon style of management, Laurent Almendros thinks that Eiffage can appear a bit old fashioned. But he is impressed by the range of businesses that he “still has trouble identifying”. At 20, it is a company “that is still young and growing. What interests me is the development of this multi-business group that is not content to rest on its laurels.”

AN EXAMPLE OF INTEGRATION

“I’VE LEARNED A LOT”
Bertrand Charles, ROADS AND NETWORKS AGENT

In 2009, Bertrand Charles in some respects began a new life. Now aged 50, he was born on the Ivory Coast and holding dual citizenship, he came to live in France. He had already enjoyed a successful career: “In 2007, I received an Honoured Labour Medal for my years working for the Bolloré Group as a site machine operator specialised in container loading, at the Abidjan port on the Ivory Coast, but also in Cameroun and in the Congo,” he explains. In September 2009, a CREPI office (Clubs régionaux d’entreprises partenaires de l’insertion) pointed him in the direction of Eiffage Travaux Publics. Following a period of training, he worked for seven months on an interim basis, before being promoted to the position of roads and networks agent. “I like to move around” he explains. “It’s a difficult job, but in three years I have learned a lot. We lay barriers, borders, seals, floors, install sanitation and ducts…” The sites he has worked on all adding to his experience, for example Clamart in Neuilly-sur-Seine (Hauts-de-Seine) or the Porte de Charenton (Paris). He found it easy to integrate. But he misses the sun and the heat of Africa. Maybe one day he will want to return home, at the same time Eiffage is planning to ramp up its international business.

A UNIQUE BUSINESS MODEL IN FRANCE

“EMPLOYEE SHARE OWNERSHIP, A GUARANTEE OF INDEPENDENCE”
Béatrice Brénéol, CHAIRMAN OF SICAVS EIFFAGE 2000

Since it was formed in 1993, Eiffage has continued to preserve its independence through developing employee share ownership. Unlike Vinci or Bouygues, two heavyweights on the Paris stock market (CAC 40), Eiffage has often been considered as a potential takeover target. In turn, the Compagnie Générale des Eaux in the 1990s and the Spanish company Sacyr from 2006 onwards, tried to take control of the company. It is precisely the scope of employee share ownership that prevented the latter’s takeover attempt. Today, employee share ownership still promotes cohesion and prosperity within Eiffage. In addition to the financial advantages, employees are also implicated in the life of the company. They are proud and they show it! Employees from all professional categories – from site workers to managers – together hold more than 29% of the capital, a figure which rises to 37% if we take into account shares held by executive management. Indeed, some 67,000 employees and former employees are shareholders! A record in France.

“It’s a difficult job, but in three years I have learned a lot. We lay barriers, borders, seals, floors, install sanitation and ducts…”
THE EIFFAGE FOUNDATION HAS SUPPORTED AROUND 100 PROJECTS IN FIVE YEARS**

Jean Carré, CHAIRMAN OF THE EIFFAGE FOUNDATION

“Twenty years ago, striving for quality, implementing safety regulations at construction sites or managing waste products were considered by companies to be difficult challenges to manage. Today they have understood that these new constraints can be a source of added value. Similarly, commitment to diversity, male/female equal representation, the fight against illiteracy can all be factors for performance. The Eiffage Foundation seeks to work in this direction. Over the past five years, since the Foundation was created in March 2008, some 3.2 million euros have been invested. We have supported almost 100 projects, put forward by our employees or retired employees: support for associations that promote access to employment or training, or integration through sport and culture. Over the years, the solidarity that Eiffage employees have with these civic actions has not diminished and their proposals have gained in quality. We have also signed a long term partnership agreement with an association called “Solidarité nouvelle pour le logement” (New solidarity for housing) to build thirteen “very social” housing units. Our company, whose actions are illustrated by its motto ‘let’s build together a world we can share’, strives to be open and caring.”

DEFINING ACTION PLANS TO MINIMIZE THE RISK OF ACCIDENTS IS ONE OF THE MAIN ROLES EXECUTED BY SYLVIE DUMAS, AGED 42, HEAD OF TRAFFIC AND ROAD SAFETY AT AREA

D Defining action plans to minimize the risk of accidents is one of the main roles executed by Sylvie Dumas, aged 42, head of traffic and road safety at AREA, a motorway subsidiary of Eiffage. It is a major challenge. “I am responsible for road traffic studies and accident monitoring, at the AREA head office in Bron (near Lyon),” she explains. “With my team, we systematically analyse any accidents that occur and compile information and data on the events from traffic agents, the police and emergency services. We then try to determine whether the events were linked to the infrastructure or to drivers. In the first instance, if necessary, we improve any signage on bends or in zones where visibility is reduced or we resurface the roads if they become slippery when wet. At the same time, we conduct awareness campaigns for motorists to warn them for example about the dangers of tiredness, the leading cause of fatal accidents on the motorway.” At the AREA security operations centre located in Chambéry (Savoie), around thirty employees monitor the motorway network 24 hours a day, 7 days a week. Generally, throughout the APRR Group, which includes AREA, 1,300 people (including traffic agents and patrol agents) out of a total 3,870 employees of the motorway concession operator, are dedicated to safety and maintenance - a third of the total workforce. It is a policy that pays off. Over the past ten years, the number of accidents involving injury has been reduced by 2.5 and the number of fatalities by 3.2 on the APRR-AREA network. That means seven lives saved in 2011, and over sixty in the space of ten years.”
“MEN AND WOMEN COMPLEMENT EACH OTHER”
Valérie Boniface,
DIRECTOR OF SPECIAL STRUCTURES, EIFFAGE CONSTRUCTION MÉTALLIQUE

At just 38, Valérie Boniface is Director of Special Structures with the Eiffage metals division. Her team is working, notably, on the Louis Vuitton Foundation building in Paris, a structure that has 3,430 different shaped glass panels and which required 150,000 hours of design studies, but also on the stainless steel canopy at the Old Port in Marseille (Bouches-du-Rhône). With a master’s degree in mechanical engineering and a civil engineering degree from the “Ecole des Ponts et Chaussées”, Valérie Boniface now runs a department of forty people. Her days are filled with project monitoring, management, running the design office, contact with architects and engineers. She easily integrated the still very male-dominated world of public works and says that the fact that she is a woman has never been a major obstacle for her career. “Working with a majority of men does not imply the desire to impose. We complement each other,” she considers. “Our interactions are direct and open!” This highly qualified expert finds that the “operations profession” that she practices is attracting more women than in the past. More and more women are entering the construction industry. A new generation full of energy and motivation are bringing a new vision. “Young men are already used to working alongside young women right from university,” she observes. Valérie Boniface joined Eiffage as design office manager in 2006, after having worked at a project management office, which brought her into contact with the metals division. “Eiffage inspired me to join them: I appreciate the Group’s human values. Whereas for a long time the various divisions were competing with each other, now they work more synergistically. Collaborations between them are easier,” she concludes.

“A DESIRE TO PRESERVE OUR HERITAGE”
Dominique Vitry, STONE Mason

Twenty years, how it flies! Dominique Vitry, stonemason at Pradeau & Morin, a subsidiary of Eiffage Construction, began his career at Eiffage in 1993. This year he is also celebrating 20 years… of service with the Group. “The first time that Mr Roverato spoke to us about Eiffage, was in November 1993, at Villepinte. We weren’t really sure what was in store,” he remembers. This specialist has restored many a historical monument in the Paris area, including the Louvre and the Senate. His love of his profession becomes clear when you listen to him. “Using the techniques of the period, reproducing the same work, each of these steps makes our work essential. France is a country rich in heritage, it is up to us to preserve it!” he says. He started out in 1980 working for a small craftsman. Today, this 49 year old is proud that his company has developed so well. “We have achieved wonderful projects: the Millau Viaduct, the Lille Grand Stadium… I hope that it continues,” he confides. Dominique Vitry is also concerned about the future of his profession. “Increasing environmental constraints, limits to the amount of dust produced by the stone, or recycling obligations are coming into force. These restrictions can be excessive”, he feels. “We care a lot about our historical heritage,” he continues, “but we could do better because the lack of funding means a reduction in the number of projects or work being carried out as a matter of urgency.”
The construction industry has specific impacts on the environment but can also provide specific solutions in this field. In this respect, following the trend towards stricter regulatory constraints in terms of social and environmental performance that was initiated at the beginning of this century, such as for example the New Economic Regulations or NRE Law, Eiffage has gradually integrated the need to move independently and deliberately on these issues. For this reason then the Group set up its own research and development laboratory, Phosphore, dedicated to sustainable urban development. We are seeking not only to anticipate the consequences of climate change for our businesses, but also to build up an offer of buildings and services that favour the development of a sustainable city, from ecomobility to energy solidarity® between new and renovated buildings, or even practical solutions to sociological evolutions. Practical implementation is never very far away. In Grenoble, Eiffage Immobilier is currently building 150 evolutive and modular housing units, varying from 2-room to 4-room apartments, to better respond to the evolutions in modern life, from changing family structures to the consequences of an aging population. Thanks to Phosphore, we have also developed our own High Quality of Life (HQVie®) standard, which is compatible with the High Environmental Quality (HQE) standard, but much more global. In general, we have developed a whole range of “operational sustainable development tools” to positively distinguish Eiffage strategic bids, such as the Bretagne-Pays de la Loire high speed rail link for example. At the same time, this basis of best practices should be diffused throughout all the divisions and at all construction sites whatever the size. The “biodiversity pack” for example is designed with this in mind: it is a range of tools dedicated to the preservation of biodiversity, which takes up environmental regulations but also feedback in this field. An operational environment management programme, “Geode®”, has also been developed on behalf of all operational units. A sign that this policy is bearing fruit, the Eiffage commitment plan under the National Biodiversity Strategy received, in December 2012, official recognition from the Ministry of Ecology, Sustainable Development and Energy.”
**LIFE BEGINS AT 20**

**PUBLIC WORKS**

“A LEADING DYNAMIC COMPANY THAT PROMOTES GOOD VALUES”

**Alexandre Le Nevé,** CONSTRUCTION WORKER – DLE OUEST – LOCQUETAS

In 2013, like Eiffage, Alexandre Le Nevé will be celebrating his twentieth birthday. In 2010, this young construction worker joined the team at DLE Ouest, a subsidiary of Eiffage Travaux Publics. For Alexandre, the construction sector is a family affair: his uncles having worked in the industry. However, doing the CAP training in pipework was for him “a personal choice made after doing some research into the job,” he explains. His days are spent renovating waste-water pipes, dealing with rainwater drainage and the construction of drinking water systems.

“We cover the whole greater western France sector. Being able to move from one site to another throughout the region is one of the reasons why I like this job,” he points out. His loyalty to Eiffage is already clear. “It is a leading dynamic company that promotes good values,” he says. “I am proud to work there!” Eiffage can also be pleased with this new recruit who has already won two medals at the 42nd “Olympiades des métiers” (Trade Olympics): gold at the regional qualifying rounds in February 2012, and third place on the podium at the national finals in November. “There wasn’t much in it for first place! I am planning to compete again,” he says. He is already very clear in his mind in terms of his career goals: “Become a setter, then team foreman, and of course stay with Eiffage,” he concludes.

**METALS DIVISION**

“A WIDE RANGE OF PROFESSIONS”

**Fanny Rottigni,** PIPE PREPARATION AGENT (MANAGEMENT LEVEL) AT EIFFEL INDUSTRIE RHÔNE-ALPES

Holding a BTS in ROC (Sheet metal production), and a business management degree, Fanny Rottigni joined the teams at Eiffel Industrie Rhône-Alpes just a few months ago (October 2012). She started out at the Total refinery at Feyzin (Rhône-Alpes), as a pipe preparation agent. Barely 22 years old, she was able to easily integrate this male dominated sector. “I would even go so far as to say that we are made a fuss of!” she laughs. “Eiffage is a major Group, and I was able to discover the wide range of its professions,” she explains. It was a teacher at secondary school who taught mechanics that inspired her to work in this sector. Today, assisted by a foreman and the various workshop and site staff, she is in charge of managing the preparations for repairs on behalf of the oil company, and workshop management. She deals with representatives from Total, determining any breakdowns, and then prepares the quality report summarising the various stages of work to be carried out. For this young woman, Eiffage is the future. At 22, you have lots of ambitions! Fanny Rottigni would like to work as a business manager. “This would allow me to have more responsibility,” she explains. For the moment, she likes being in the field.

**APRR**

“I LIKE THE SOCIAL SIDE OF MY JOB”

**Pierre Faure-Geors,** DISTRICT MANAGER AT APRR

Doubly qualified in engineering and management, Pierre Faure-Geors was aiming more towards the aerospace industry at the end of his studies. But an opportunity to work for APRR as a viability and security manager for the A6 motorway at Auxerre-Avallon (Yonne) enabled him to discover the world of motorways and public works. He has now taken on the role of District Manager for the Jura region on the A39, at the Dole and Choisy sites. This means that, at aged just thirty, he is responsible for around 80 employees. “Budget management is not the most complex part of the job,” he explains. “The hardest part, but also the most rewarding, is the human resources management side. I have to make sure that there is a good social climate and that my management team are motivated, while at the same time overhauling the viability and security departments. You also have to be extremely careful to minimize the risk of road accidents or work related accidents, especially since we are working in an open environment and are unable to control everything. I appreciate the social side of my
**CONSTRUCTION**

“A SOLID AND AMBITIOUS GROUP”

**Benoît Duthoit, WORKS SUPERVISOR, EIFFAGE CONSTRUCTION VAL-DE-SEINE**

Benoît Duthoit, engineer and graduate of the “Ecole Centrale de Paris”, joined Eiffage Construction Val-de-Seine in the Île-de-France region in 2011. He started out in the construction sector after attending training courses in auditing and tramway maintenance. Since he completed his studies, the 26 year old has always been drawn towards the construction industry. “It is a practical profession which gives you the opportunity to work with people from different backgrounds, and with very different educations - from site worker to architect. I appreciate this human side. It is very rewarding,” he acknowledges. For this new recruit, Eiffage represents a solid company, offering a wide variety of careers. “The process planning department, cost studies, project development or even the commercial services are all activities that might interest me in the future,” he adds. He is currently working on a Low Consumption Housing (BBC) construction site at Issou (Yvelines), where he is in charge of relations with the client and the sub-contractors. He is responsible for checking execution plans and monitoring progress of the work. His watchwords are: cost, quality, deadlines and safety. Benoît Duthoit likes being at Eiffage, he appreciates the scope and structure, and is pleased that the Group is ambitious. “Eiffage has interesting perspectives for the future, for example the management of turnkey projects. Why not be part of that one day?” he asks.

**ENERGY**

“EIFFAGE WILL NOW GET A BOOST”

**Pierre Guilleminot, DEPUTY DIRECTOR OF CLERE (CONSTRUCTION DE LA LIGNE EIFFAGE RAIL EXPRESS)**

At 31, Pierre Guilleminot is already Deputy Director of the Clere consortium, which is responsible for the design and construction of the new Bretagne-Pays de la Loire (BPL) high speed rail link. Freshly graduated from Polytechnique, he was thinking of going into the telecommunications sector. But a “work placement” on a renovation project site gave him a taste for the construction industry, far from the closed environment of IT service companies. He was quickly hired as technical coordinator on the Perpignan-Figueras high speed rail link. Then he joined the department in charge of monitoring Public Private Partnership (PPP) contracts at Eiffage Énergie. In March 2011, he was promoted to the position of Deputy Manager for the BPL. “My role is to monitor the organisation,” he explains. “Try to identify and manage any risks and solve any problems that may arise, such as the tensions that can form between the various teams in charge of freeing up plots of land and those in charge of the works. I am also in regular contact with our bankers to certify the state of progress of the project.” For him, the 20th anniversary of Eiffage is an opportunity to “celebrate the success of the Group that has confirmed its position as one of the major construction firms and is now set to get a boost from the new management. Despite the economic downturn, Eiffage is not content to weather the storm but is determined to take on new challenges, particularly in the international arena,” he welcomes.
FOCUSING ON MAJOR INTERNATIONAL DEVELOPMENT

Eiffage is setting course for major international development while at the same time consolidating its positions in Europe. The Group is targeting Africa, the Middle East and various countries in Asia (Indonesia, Mongolia, Burma) that are rich in natural resources and minerals but poor in terms of infrastructure. From the seventies to the nineties, Eiffage was present on all the continents. It is therefore a question of restoring a dynamic that already existed, and the Group has always maintained a strong presence in Senegal, where it has been operating since 1926.

→ A PASSION FOR AFRICA

“EIFFAGE CAN RELY ON QUALITY REFERENCES”

Gérard Sénac, CHAIRMAN AND MANAGING DIRECTOR OF EIFFAGE SÉNÉGAL.

Of all the managers at Eiffage, Gérard Sénac is the most “African”. Hired in 1973 by Fougerolle, he headed to Gabon to act as works supervisor. Then he travelled to neighbouring countries – Cameroon, Central African Republic right across to Nigeria – working as works supervisor then agency manager. In the eighties, he did not escape the decline of French companies due to the sluggish economy and their difficulty in getting paid. Reluctantly, he closed down the agencies in Gabon in 1987, Cameroon in 1988 and Ivory Coast in 1989. The same year he fought to keep open the agency in Senegal, where the Group had been operating since 1926. He got the green light from Jean-François Roverato and took over management of Fougerolle Sénégal, then executive management of Eiffage Sénégal in January 2008. Since then, this subsidiary, which has been active in all the various sectors – from earthworks to steel framework and including civil engineering works – and which now employs almost 1,600 people, has built the port of Dakar, rehabilitated the Pikine district of Saint-Louis, renovated the Faidherbe bridge, refurbished the Dantec maternity unit… Today, it is in the process of completing work on the Dakar-Diamniadio toll motorway, is working on sites along the Senegal river and is finishing the Ile de Carabane pier. Turnover in 2012 reached almost 80 million euros, compared to 23 million euros in 2002. Gérard Sénac welcomes Pierre Berger’s commitment to focusing on international development and Africa in particular. “Because of its history in Senegal, Eiffage can rely on quality references when applying for tenders,” he explains. “Here we can offer real expertise in terms of high tech projects. And in August 2013, we will become the first motorway concession operator in West Africa. Finally, the fact that we are certified Iso 9 001 and Iso 14 001 and that we participate in civil actions on the ground in accordance with the Group’s Corporate Responsibility policy, are important assets in the eyes of financers and our various clients.”

→ WELL PLACED ON THE GERMAN MARKET

“A STRONG REGIONAL BASE”

Emeric de Foucauld, SECRETARY GENERAL OF EIFFAGE TRAVAUX PUBLICS IN GERMANY.

Turnover of 420 million euros, 1,900 employees, four companies: Eiffage has a strong presence in the public works sector in Germany. Three of the four companies that make up the German public works holding company - Eiffage Bauholding - confirm their association under our red logo but continuing to operate under their own names: Faber, Heinrich Walter Bau, and Wittfeld. Only the railway construction firm was renamed Eiffage Rail in order to reaffirm a transnational presence. Eiffage is developing across the Rhine in a construction market that is made up of a multitude of regional family businesses, the famous German “Mittelstand”, which are very competitive in terms of pricing. “It is not uncommon to see five or ten companies competing for public works tenders, including major projects”, explains Emeric de Foucauld, Secretary General of Eiffage Travaux Publics in Germany, “In some cases, our competitors do not hesitate to slash their margins in order to maintain their business levels, which obviously we cannot do. It is true that this regional base plays a key role in the German market. It should therefore be carefully cultivated, but we believe that the success of our subsidiaries lies also in the capacity of each of them to offer a diverse range of skills: civil engineering, earthworks, road works, renovation of engineering structures, and also building to a lesser extent. Because not only do these skills give our subsidiaries greater independence in terms of various market segment cycles, above all they can be combined to enable us to respond to calls for tenders that are larger and more complex (including public private partnerships, with the support of Eiffage Concessions) and perhaps outside the usual individual geographical sectors. These opportunities, as well as our efforts to pool central services, make up our strength as a Group of companies that are united under the brand and values of Eiffage.” For Emeric de Foucauld, celebrating twenty years of Eiffage is an opportunity to “once again salute all those who have contributed to the great iconic works that the Group has achieved in France, such as the Millau Viaduct, the A65 motorway or the Perpignan-Figueras high speed rail link, but also to hope that the major Bretagne-Pays de la Loire high speed rail link project further strengthens the Group’s expertise in order to support the ambitions of its Executive Management in the international arena.”