

NATIONAL REPORT FRI, DENMARK

RINORD 2018 – HELSINKI

National Market
Association development
Political Agenda



Foreningen af
Rådgivende Ingeniører
FRI

FRI IN BRIEF

TRADE ASSOCIATION FOR DANISH CONSULTING ENGINEERING COMPANIES SINCE 1904

FRI represents independent consultancies

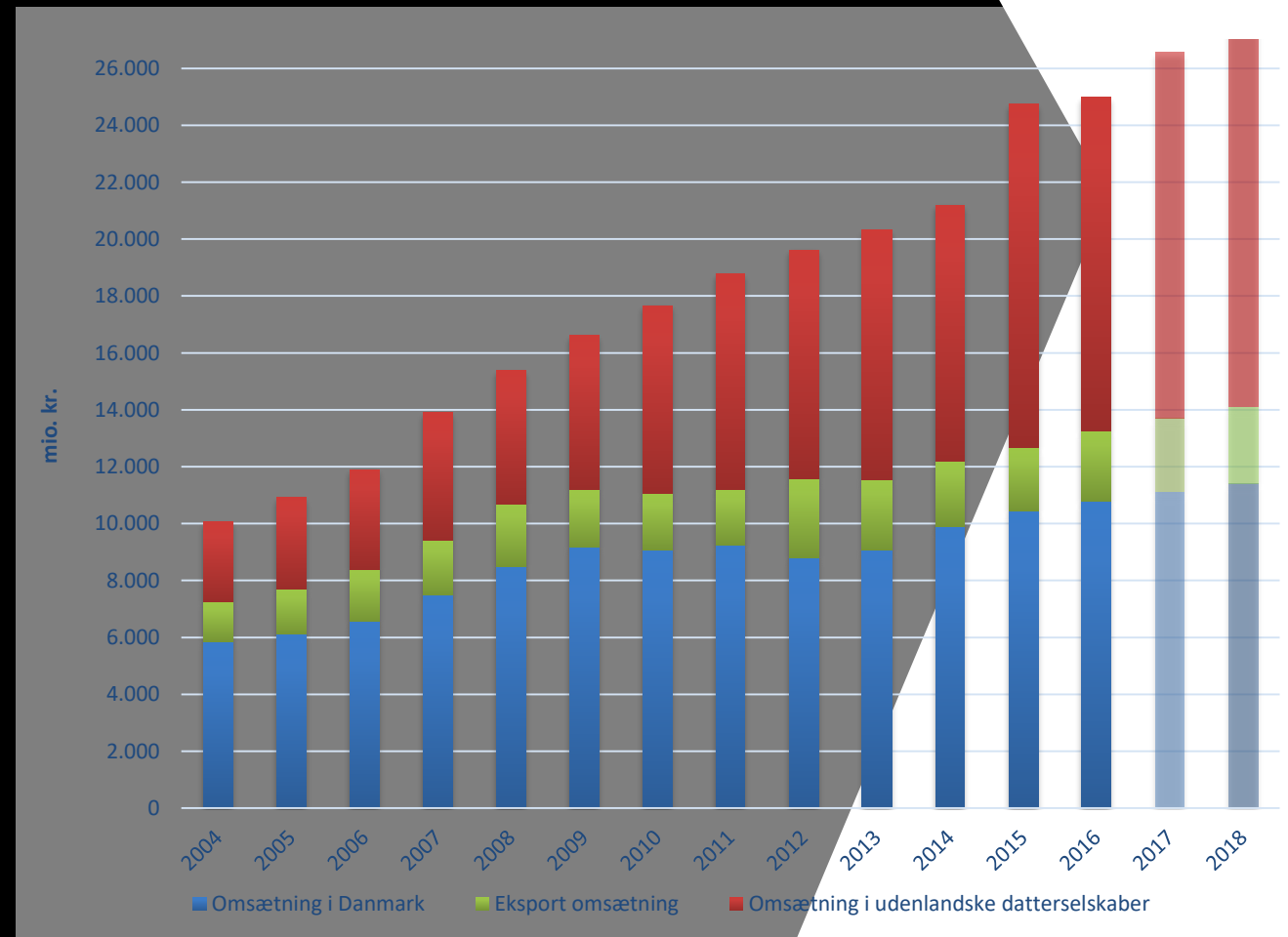
FRI work for sustainable development

FRI has knowledge based opinions on the development of society

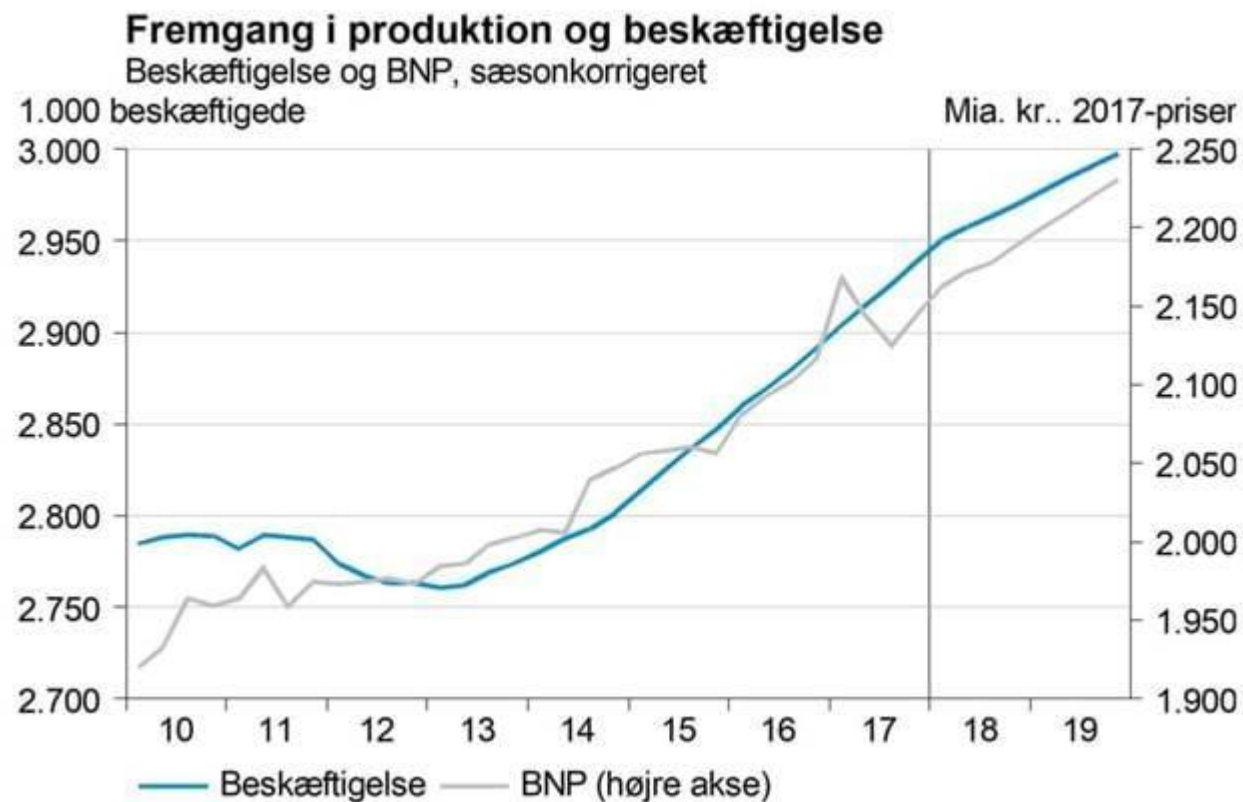
13.000 staff in Denmark

15.000 international staff

FRI member companies work in: Buildings, Infrastructure, Environment & climate, Energy & industry and in Overseas development assistance

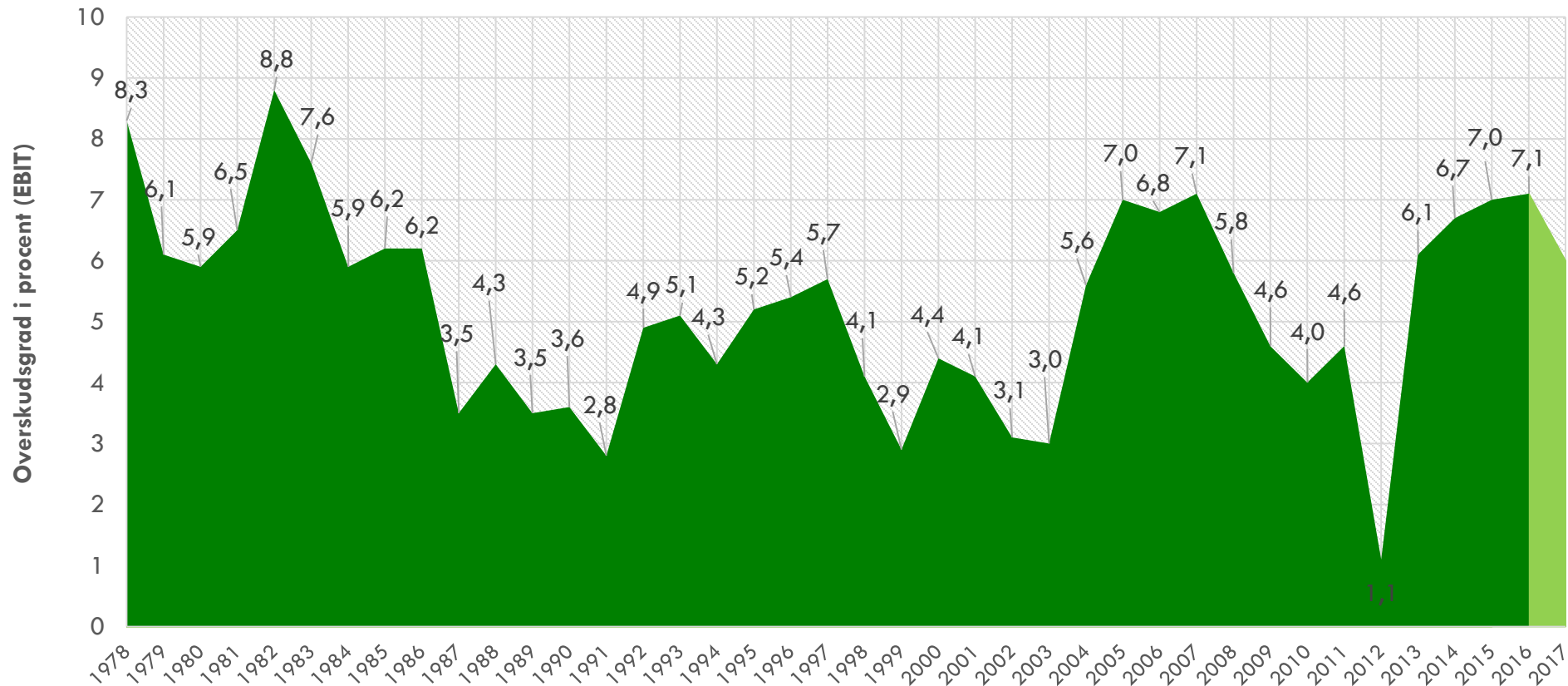


THE OUTLOOK FOR DANISH ECONOMY

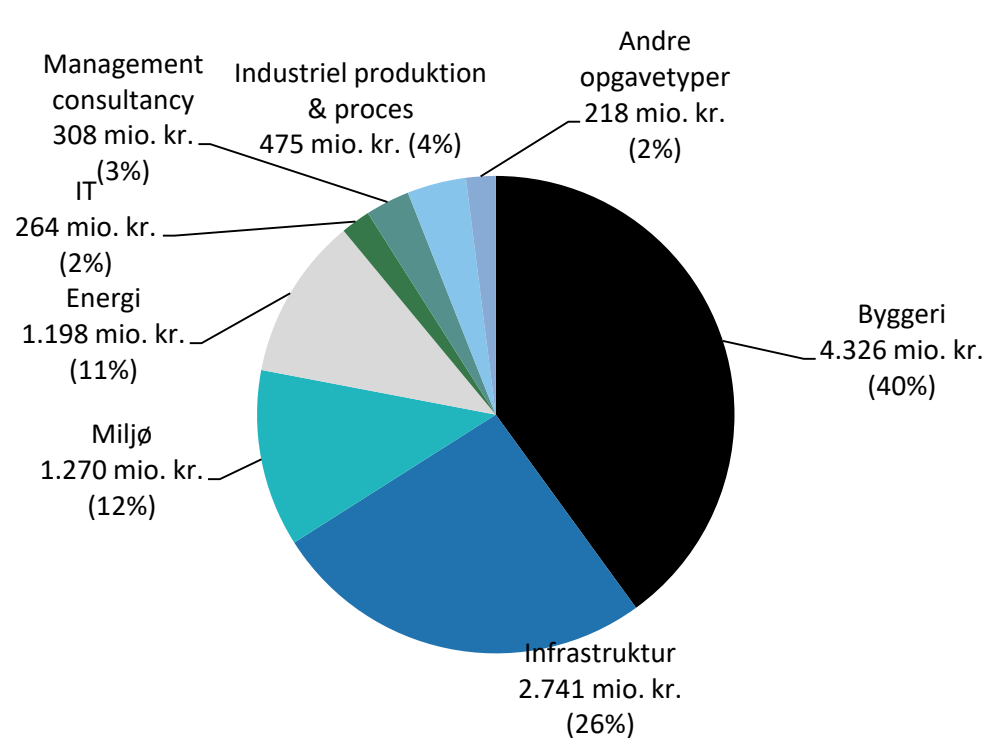


Source: DI and Danmarks Statistik

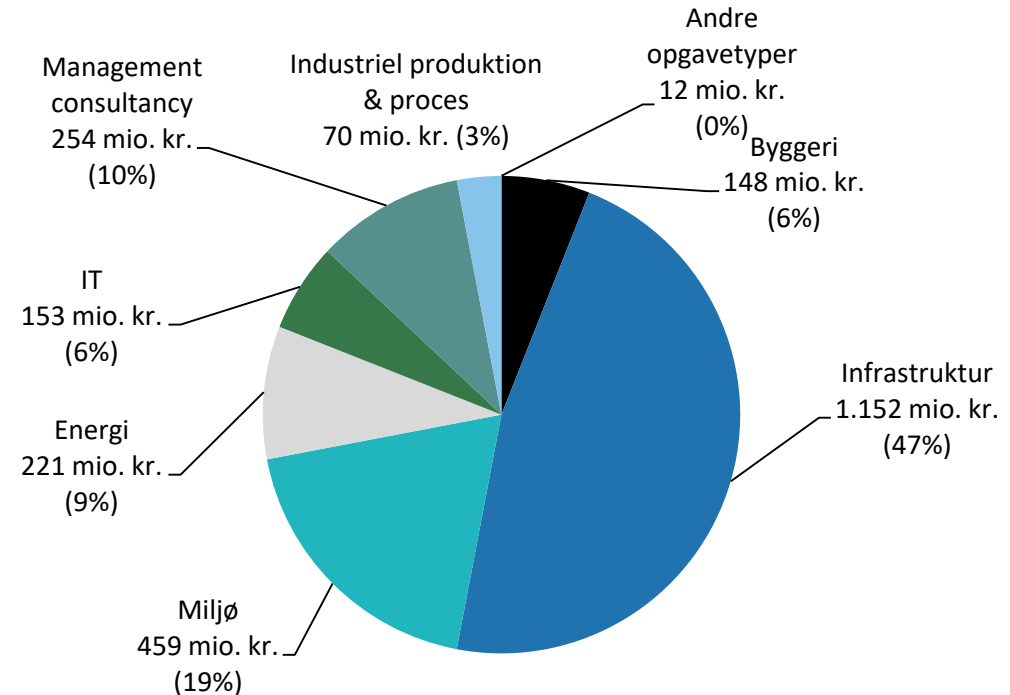
PROFIT RATIOS 1978 – 2017



REVENUE AND GLOBAL STRENGTHS OF DANISH CONSULTING ENGINEERING COMPANIES

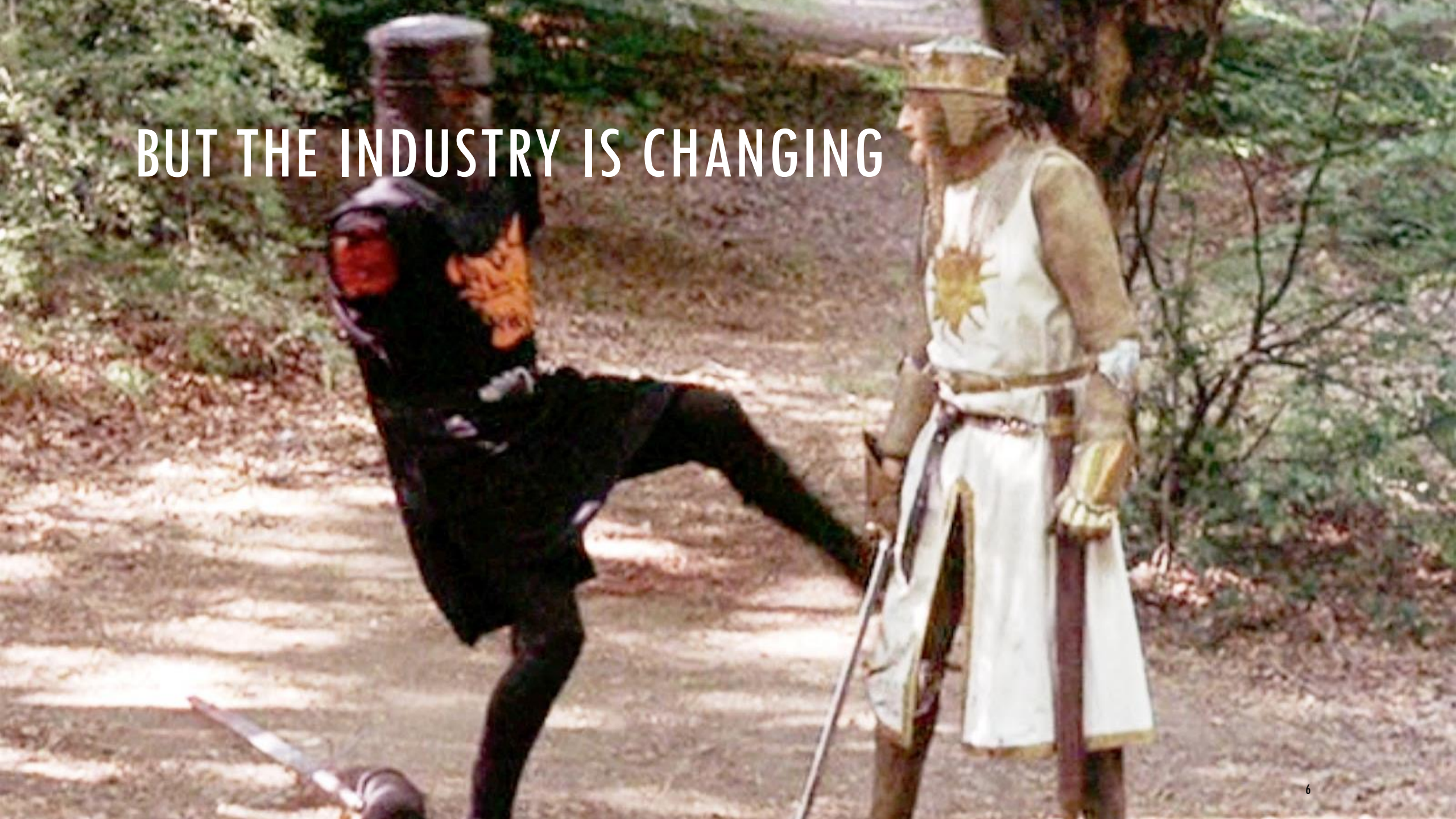


2016 omsætning i Danmark

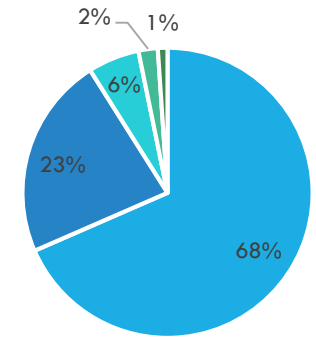


2016 Eksportomsætning

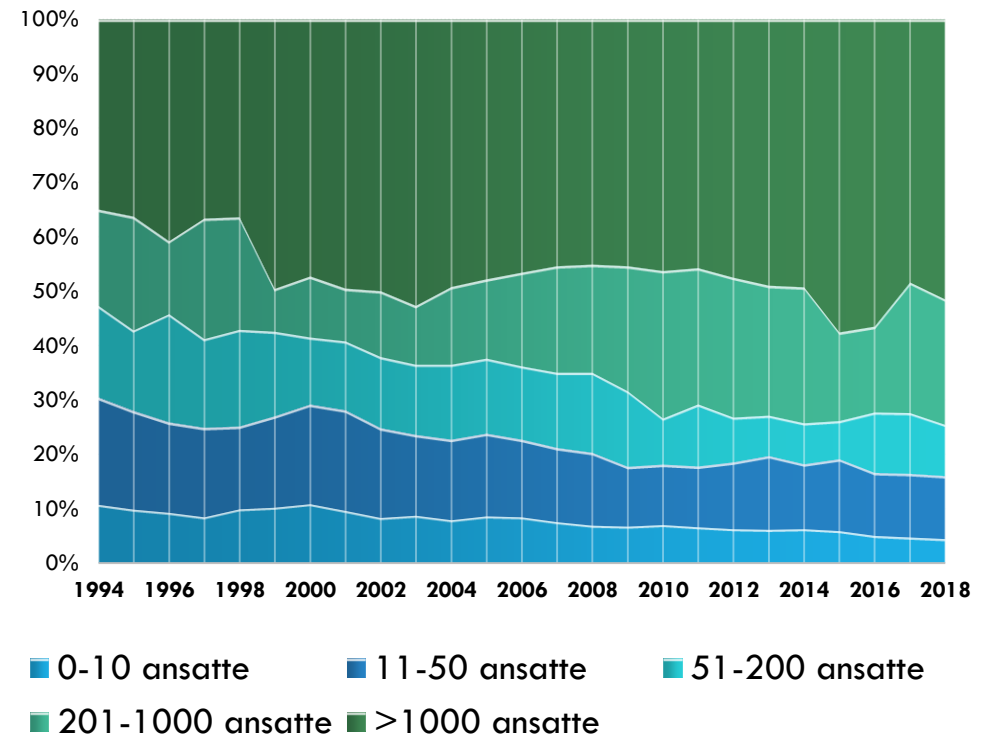
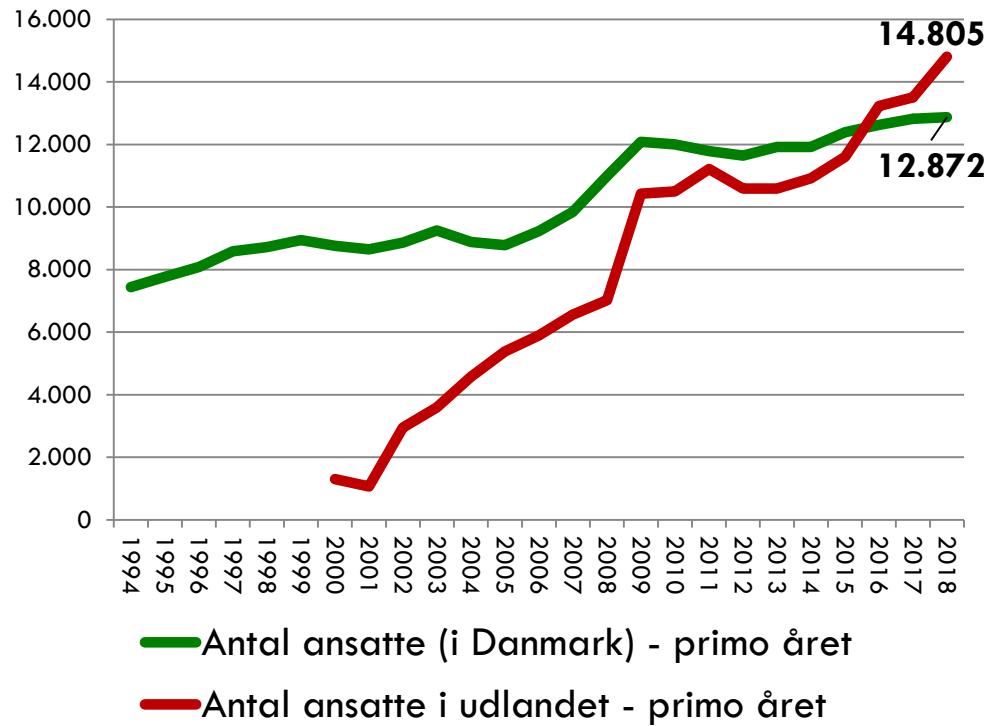
BUT THE INDUSTRY IS CHANGING



Fordeling på virksomheder

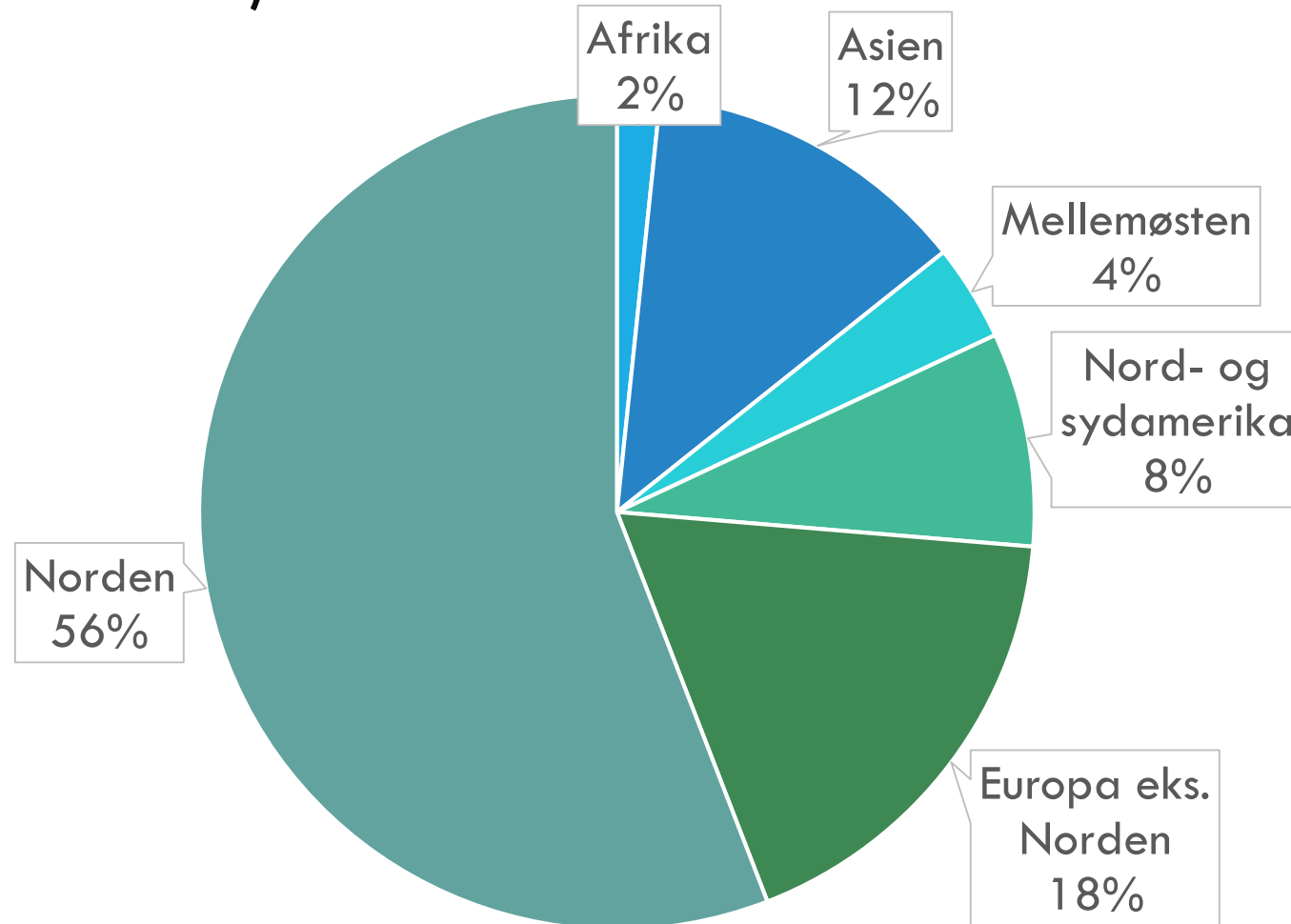


INDUSTRY STRUCTURE (FRI)



GLOBAL PRESENCE OF STAFF

(14.805 STAFF IN 2018)



THE SPECIAL BALANCE BETWEEN CONTRACTORS AND CONSULTING ENGINEERS IN DENMARK

Entreprenør top-5 (2017)

1. Per Aarsleff (5.906 ansatte)
2. MT Højgaard (4.207 ansatte)
3. Kemp & Lauritzen (1.986 ansatte)
4. Arkil (1.862 ansatte)
5. Bravida Danmark (1.589 ansatte)

Rådgivende ingeniør top-5

1. Rambøll (13.000 – 2.482 i DK)
2. COWI (6.612 – 2.439 i DK)
3. NIRAS (2.200 – 1.706 i DK)
4. Sweco Danmark (990)
5. MOE (650)

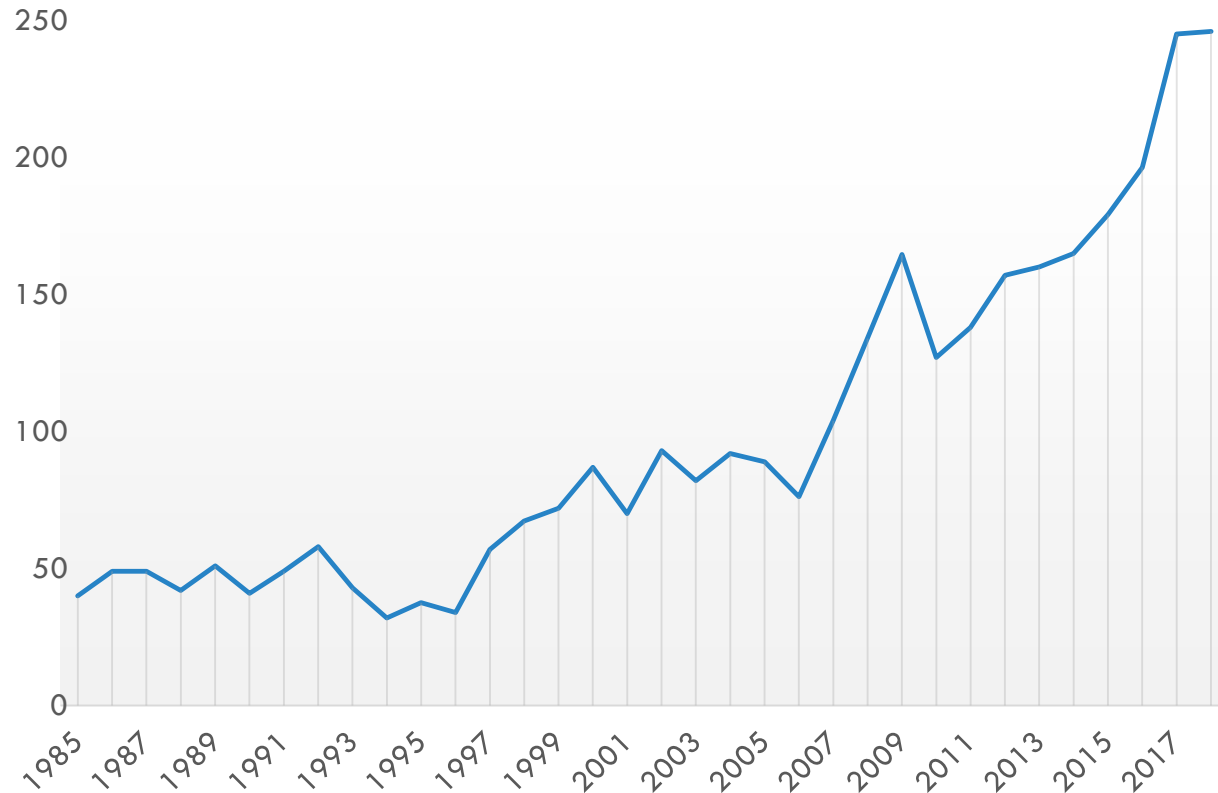
MORE ARCHITECTS IN CONSULTING ENGINEERING

- In 2018 we have seen significant acquisitions:
- Årstiderne Arkitekter by Sweco
- Gottlieb Paludan by ÅF
- A number of smaller acquisitions (e.g. by Norconsult Danmark)

- Link er en del af norske Multiconsult

- SHL er en del af Perkins Wills (pure play architects)

Arkitekter i FRI-virksomheder 1985-2018

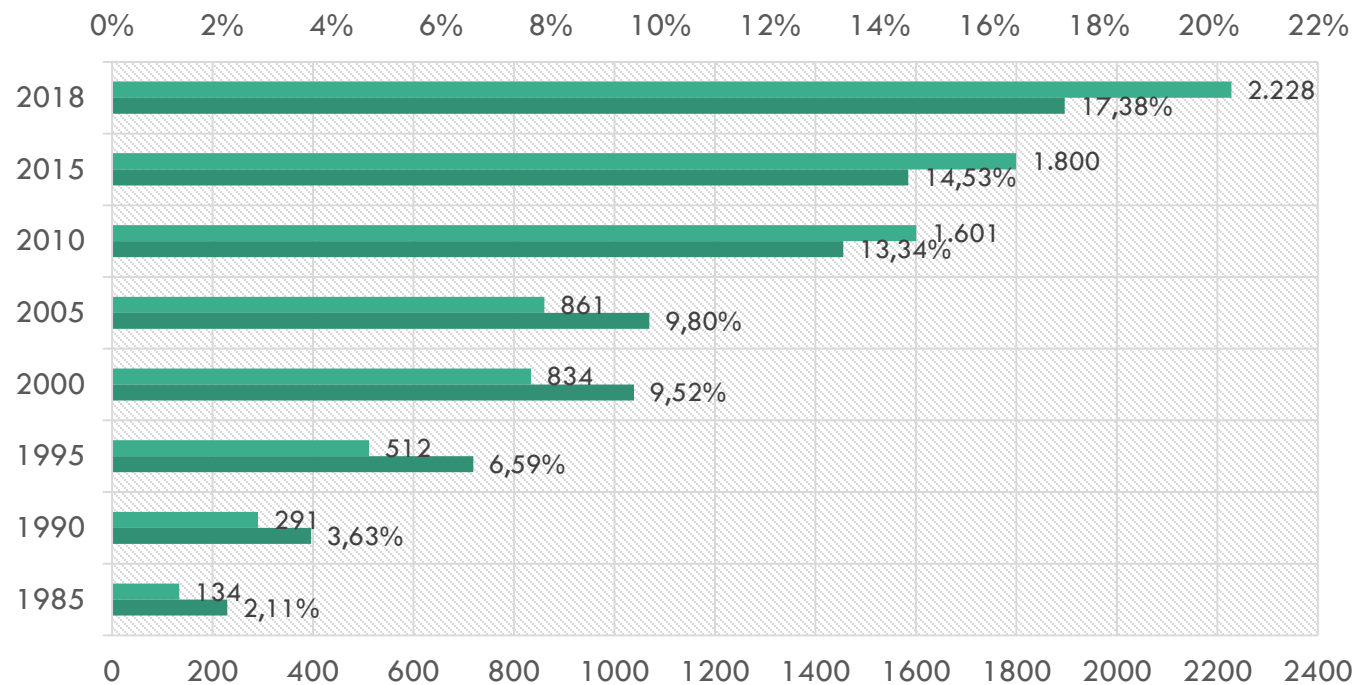


TWO OTHER INDICATORS OF CHANGE!

Ingeniør'ne
Søren Jensen
Norconsult



Medarbejdere med andre længerevarende videregående uddannelser 1985-2018



ASSOCIATION DEVELOPMENT... AND THE POLITICAL AGENDA



Foreningen af
Rådgivende Ingeniører
FRI



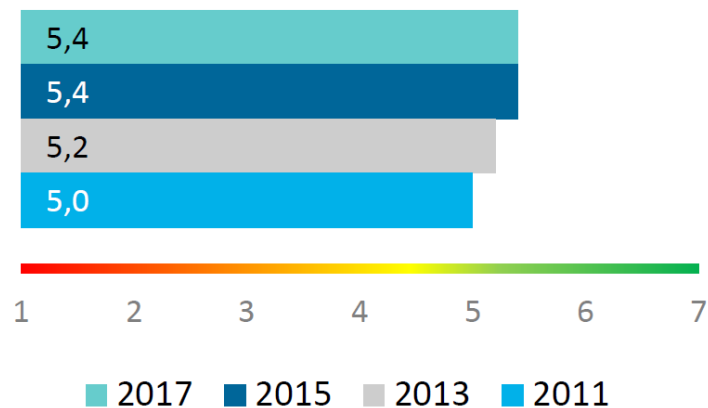
New FRI Strategy 2021



Præsentationer fra udvalgene
Resultater og muligheder

MEDLEMSTILFREDSHEDSUNDERSØGELSEN 2017

Hvor tilfreds er du samlet set med jeres medlemskab af FRI?



	Alle		Topledere		
Samlet tilfredshed	2017	2015	Samlet tilfredshed	2017	2015
0-10 ansatte	5,0	5,0	0-10 ansatte	5,1	5,0
Over 10 ansatte	5,6	5,5	Over 10 ansatte	5,9	5,7
Total	5,4	5,4	Total	5,4	5,3



KOMMENTARER

Tilknytningen FRI/DI (flere spørger ind til om det tvungne medlemskab er nødvendigt – og om samarbejdet skaber nok værdi)

De små virksomheder (føler sig underprioriteret)

Rammevilkår: særligt udbud-, konkurrence- og kontraktvilkår (her skal FRI fastholde kampen og dialogen med bygherrer og myndigheder, det er centralt – og meget gerne bistå mere i enkeltsager)

Forsikringsordningen (har været vanskelig for nogle, og dyr)

Jeg er ikke interesseret i, at FRI påvirker politikere, da jeg ikke er enig i den holdning, som FRI tilkendegiver om retning af samfund m.v.

FRI bør sikre, at det offentlige ikke konkurrerer med private virksomheder

FRI skal markere branchens bidrag til opfyldelsen af FN's bæredygtigheds mål (SDG's)

Vi har behov for, at FRI selv gennemgår udbudsmaterialer og sikrer, at udbudsregler overholdes

Problemet for os er, at FRI i langt overvejende grad er fokuseret på at varetage interesser, der er knyttet til byggesektoren

I skal ikke være så tilbageholdende med at melde holdninger og synspunkter ud i medierne udenfor ingeniørverdenen og stå ved dem

Meget lidt fokus på Grønland

STRATEGY 2021: FRI IS THE PLATFORM FOR CONSULTANCY- AND ENGINEERING COMPANIES!

PLATFORM FOR IDENTITY AND PRIDE

FRI represents independent consultancies

FRI work for sustainable development

FRI has knowledge based opinions on the development of society

PLATFORM FOR NETWORKING

CEO sounding boards, HR-managers, FRI | YP, Professional and businessfocused committees, Industry summit, Annual meeting, Industry briefings, regionale DI-networks ...

PLATFORM FOR ADVOCACY AND INFLUENCE

Growth, Productivity and Innovation

Buildings, Infrastructure, Environment & Climate, Energy & industry, International development and Business conditions

Influence through DI, EFCA and FIDIC and in collaboration with other associations

PLATFORM FOR SERVICES

Advice, description of services, insurance, Procurement, training, salarystatistics, industry analyses, access to influence, FRI newsletter, find your consultant, targeted managementinformation, ... , and FRI is an access point for DI services



DIY FRI-SERVICES @ WWW.FRINET.DK

- Aktuel information og nyheder
 - Byggeri
 - Forsyning
 - Infrastruktur
- Kurser
- Ydelsesbeskrivelser
- Rådgiverindeks
- Statistik
- ABR
- Udbud
- Andre services (f.eks. Persondataforordning/GDPR)
- ... Og I kan også ringe: 3525 3737

The screenshot shows the homepage of the FRI website. At the top, there is a green header with the FRI logo and navigation links for 'Kontakt', 'Om FRI', 'Bliv medlem', 'Presse', 'FRI - Young Professionals', 'English', and 'Find rådgiver' with a 'Login' button. Below the header is a dark grey navigation bar with categories: 'BYGGERI', 'INFRASTRUKTUR', 'MILJØ & KLIMA', 'ENERGI', 'KONTRAKT & UDBUD', 'LEDELSE', and 'FRI MENER'. A search bar is located on the right side of this bar. The main content area features five large, colorful tiles representing different sectors: 'Byggeri' (orange), 'Infrastruktur' (teal), 'Miljø & klima' (red), 'Energi' (blue), and 'Kontrakt & udbud' (purple). Below these tiles are four columns of content: 'Genveje' (shortcuts), 'Nyheder' (news), 'FRI anbefaler' (recommendations), and 'Find rådgiver' (find advisor). The 'Find rådgiver' section includes a 'Find rådgiver' button and text about finding advisors. At the bottom, there are four more sections: 'Bliv medlem', 'Rådgivende ingeniør', 'FRI Young Professionals', and 'Forsynings-scenarier 2035'. The footer contains the text: 'Som medlem kan du være med til at En rådgivende ingeniør forbindes med FRI Young Professionals er et netværk Med rapporten "Fremtidens forsyning'.

FRI: A PLATFORM FOR ADVOCACY AND INFLUENCE

We continue the existing development towards 2021:

- FRI advocacy is professional and targeted
- The FRI agenda is backed by specific cases and agendasetting analyses
- The political network of FRI among Politicians on Christiansborg (Parliament) and among civil servants is upkept
- FRI collaborate closely with DI, DI associations and other organisations in order to create beneficial results for consultancy- and engineering companies

Hvor søger FRI indflydelse?

- Byggeri
- Infrastruktur
- Forsyning, miljø & klima
- Energi & industri
- International udvikling
- Aftale- og forretningsvilkår for rådgiver- og ingeniørvirksomheder
- Forhold der påvirker på tværs



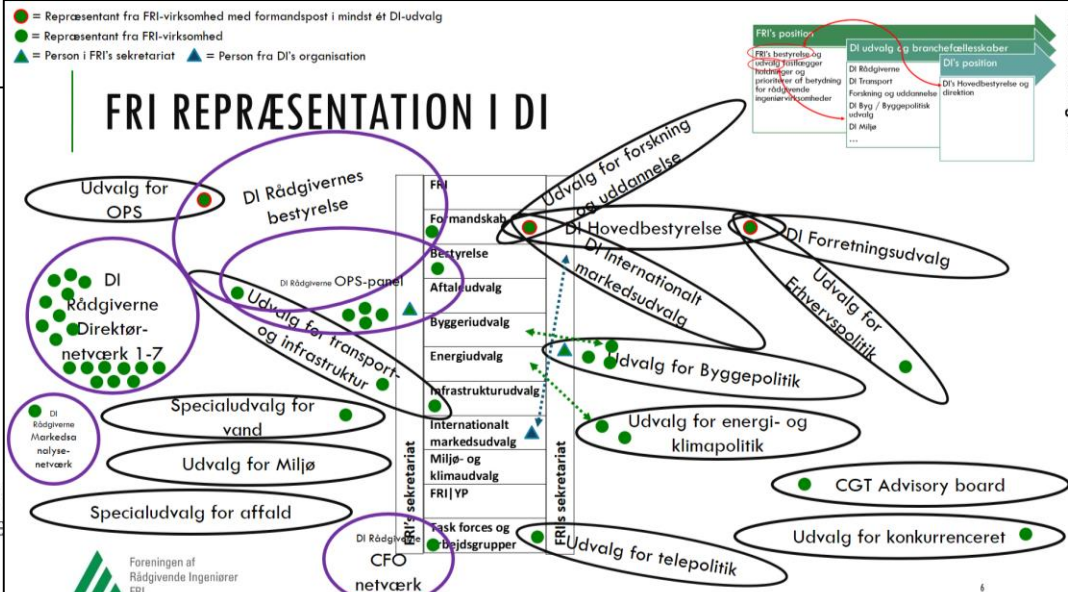
HOW DO WE SEEK INFLUENCE?

HVORDAN ARBEJDER VI Gennem DI?

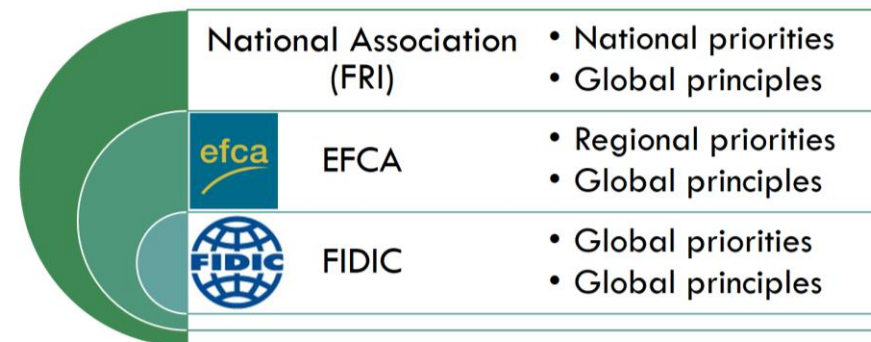


"Udover FRI's direkte arbejde med indflydelse, arbejder vi også med indflydelse gennem DI, gennem vores internationale organisationer EFCA og FIDIC samt ved at samarbejde med andre organisationer som Dansk Byggeri, Danske Arkitektvirksomheder m.fl."

FRI REPRÆSENTATION I DI



HVORDAN ARBEJDER VI INTERNATIONALT?



INNOVATION: FRI SCENARIO'S "AGENDASETTING ANALYSES"

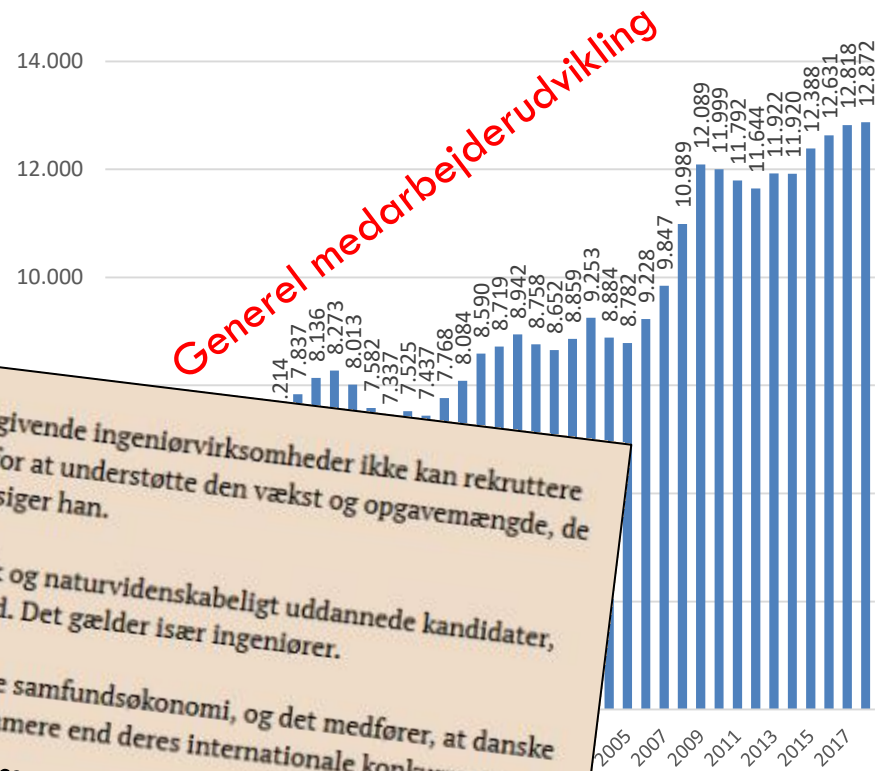


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GROWTH: STAFF RETAINMENT AND RECRUITING

- FRI was part of the National strategygroup advising the Danish govt. On a "national naturvidenskabsstrategi"
- We are behind (and part of) a Danish Technology Pact
- FRI is a part of Engi...
- Activities through FRI
- We meet ministers
- We are visible in t...
- We use DI



"Den overordnede problemstilling er, at de rådgivende ingeniørvirksomheder ikke kan rekruttere det tilstrækkelige antal ingeniører, der skal til for at understøtte den vækst og opgavemængde, de reelt kan tage - både i Danmark og i udlandet," siger han.

Henrik Garver mener ikke, at der er nok teknisk og naturvidenskabeligt uddannede kandidater, som er tilgængelige på det danske arbejdsmarked. Det gælder især ingeniører.

"Det giver en lavere vækst, der skaber en dårligere samfundsøkonomi, og det medfører, at danske rådgivende ingeniørvirksomheder vokser langsommere end deres internationale konkurrenter," lyder det fra Henrik Garver.

Børsen 1. marts 2017

DEFICIT OF ENGINEERS

Tabel 1: Hovedresultater af Prognose for mangel på ingeniørlige kandidater i 2025 - Opdateret prognose fra 2017

	2017	2020	2025
Efterspørgsel ingeniører	81.048	88.864	98.680
Efterspørgsel naturvidenskabelige kandidater	33.370	39.424	50.382
Efterspørgsel i alt	114.419	128.288	149.062
Udbud ingeniører	76.949	83.283	92.190
Udbud naturvidenskabelige kandidater	33.370	38.467	46.903
Udbud i alt	110.319	121.749	139.093
Mangel ingeniører	4.100	5.581	6.490
Mangel naturvidenskabelige kandidater	0	957	3.479
Mangel i alt	4.100	6.538	9.969

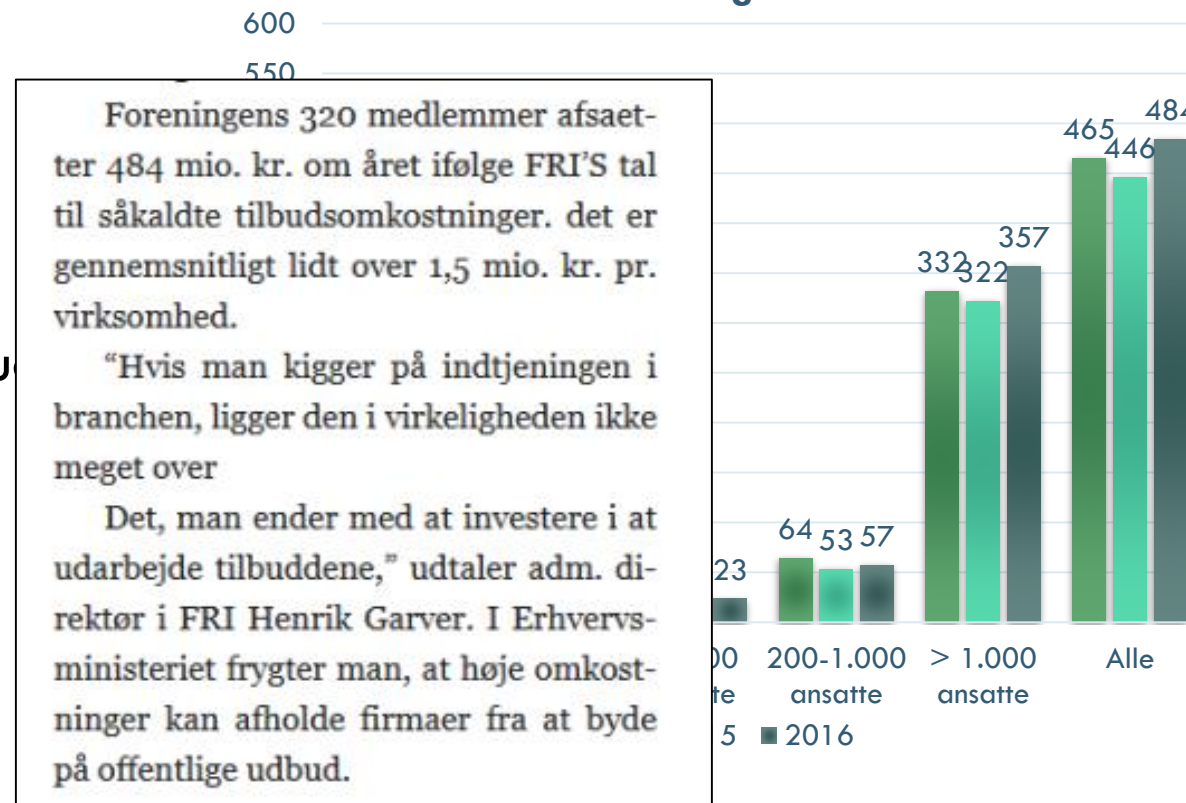
Samlet set er manglen faldet knap 3.500 siden den første prognose blev udarbejdet i 2015. Det lavere forventede niveau af mangel i 2025 skyldes primært, at optaget på ingeniøruddannelserne er steget væsentligt. Den øgede økonomiske aktivitet i samfundet betyder dog, at der stadig være en betydelig mangel i 2025 på trods af stigningen i optaget.



PRODUCTIVITY: TENDERING COSTS

- We are putting numbers on the challenge
- We point out solutions:
 - Gode råd om udbud
 - Keep it simple
 - Intelligente Indkøb
- We are actively engaged in dialogu with clients
- We meet ministers and civil servants
- We are visible in the media
- We use DI

Tilbudssomkostninger i mio. kr.



Børsen 6. september 2017

ABR: AN UPDATE SINCE 2017...

- Negotiations began in 2015
- 14 organisations/authorities were part of the negotiations
- FRI was represented by Erik Simonsen, Rambøll (chairman of the FRI contractscommittee)
 - FRI negotiating backing group
 - FRI's Contracts committee
 - **FRI's BoD set the direction and gave the mandate**
- The FRI position was clarified in 2015/2016
- The FRI BoD was updated continuously and adjusted the mandate for Erik accordingly
- In January 2018 a unanimous BoD approved the result
 - Next step: the new AB-system should be used as it is, without amendments. That's why ABR will remain high on the BoD-agenda for the years to come

ABR: WHY DID IT BEGIN?

- The clients association (Bygherreforeningen) began five years ago to address the need for an update of the AB rules (digitization, new forms of cooperation, project deficiencies)
- "The Burning Platform"
 - Many abnormalities from ABR 89
 - => high transaction costs
 - => Always with the purpose of sharpening the advisor's responsibility
- Tendency: From trusted advisor to "just a supplier"!

THE WISHES OF THE PARTIES TO ABR 18

Joint wishes: conflict resolution model, symmetry with AB and modernised language

Wishes of FRI: A balanced document, similar to ABR 89

- Pro Rata responsibility
- Exemption for liability for indirect loss
- Limitation of liability kept at five years
- Economic limitation of liability – also for “daily penalties”
- Avoid that clients can make direct claims against sub-consultants
- Copyright
- Payment terms similar to AB
- Expenses + Supplements
- Indexing

THE WISHES OF THE PARTIES TO ABR 18

The wishes of the clients association:

Clarity about who does what, and that delivery of services can be controlled

Generally sharpened liability to *suppliers!*

- Responsibility for forgotten services "Project shortages"
- To avoid liability limitations
- Fit for purpose
- Omprojekteringsklausul (Redesign clause)
- Relative reductions
- New collaboration models
- Review and Quality Assurance

THE RESULT

A far more nuanced - and longer - document than ABR 89

Structure and definitions correspond to AB

The consultant goes from being trusted adviser to supplier!

- The client will know what services he gets and can check this.
- Clear (entydige/no doubt) agreements.
- The agreement must state: the scope of the agreement, services, fees, financial framework and budget assumptions, organisational plan, what decisions the client must take and when, in what form the solution (design, models etc.) should appear and a schedule.

THE RESULT — WHAT DID FRI ACHIEVE!

Limitation of Liability

- Pro Rata
- Indirect loss
- 5 years expiration of responsibility
- Limitation of Liability (2 x the fee, minimum 2.5m, unless otherwise agreed or the sum of project liability insurance)
- Limitation of daily penalty to 10% of the consultancy fee
- Control the direct requirements

Improved stoppage and copyright provisions

Limitation on the clients ability to raise direct claims against sub-contractors.

Payment terms sharpened + indexing

Power of attorney

THE RESULT — WHAT DID WE HAVE TO ACCEPT:

Konventionalbod (Contractual penalties?):

- If the consultant has forgotten something. A provision has been made for the consultant to pay a penalty of 5% of all purchases that have not been competitively purchased, e.g. by being offered in unit prices. In addition, there is a trifle limit of 2% (on all acquisitions) and a maximum of 10% of the total consultants fee.

§ 46 Omprojekteringsklausul

- If the budget based on the contractor's offer exceeds the most recently updated and approved budget, the client may require the consultant to re-design without fee (savings catalog) unless the consultant can show that it is probable that the consultant could not have predicted the overruns.



FRI SERVICE I FORBINDELSE MED ABR18

- Introduktion til forløbet og det foreløbige resultat ved Generalforsamlingen 2018
- FRI Ledelsesinformation med baggrund for forhandlingerne og de mest markante forandringer til FRI's Ledelseskontakter
- Informationsmøder om AB/ABR i Aalborg, Aarhus, Kolding og København (maj 2018)
- Kurser, kurser, kurser... i ABR og AB både før og efter sommerferien 2018
- Opdaterede ydelsesbeskrivelser
 - Byggeri & Landskab (2018)
 - Anlæg (2018/19)
 - Bygherrerådgivning (2018/19)
- Dialog, møder og politisk pres med henblik på at sikre, at ABR fremover anvendes uden fravigelser!

QUESTIONS?

Remember:

www.frinet.dk

Or contact at:

hg@frinet.dk



Foreningen af
Rådgivende Ingeniører
FRI