



ANNUAL REPORT 2013



INTERNATIONAL ASSOCIATION OF DREDGING COMPANIES

MEMBERSHIP LIST

AFRICA

- BKI Egypt for Marine Contracting Works S.A.E., Cairo, Egypt
- Dredging and Reclamation Jan De Nul Ltd., Lagos, Nigeria
- Dredging International Services Nigeria Ltd, Ikoyi Lagos, Nigeria
- Nigerian Westminster Dredging and Marine Ltd., Lagos, Nigeria
- Van Oord Nigeria Ltd, Victoria Island, Nigeria

ASIA

- Beijing Boskalis Dredging Technology Co. Ltd., Beijing, PR China
- Boskalis Dredging India Pvt Ltd., Mumbai, India
- Boskalis International (S) Pte. Ltd., Singapore
- Dredging International Asia Pacific (Pte) Ltd., Singapore
- Hyundai Engineering & Construction Co. Ltd., Seoul, Korea
- International Seaport Dredging Private Ltd., New Delhi, India
- Jan De Nul Dredging India Pvt. Ltd., India
- Jan De Nul Singapore Pte. Ltd., Singapore
- P.T. Boskalis International Indonesia, Jakarta, Indonesia
- Penta-Ocean Construction Co. Ltd., Tokyo, Japan
- PT Van Oord Indonesia, Jakarta, Indonesia
- Toa Corporation, Tokyo, Japan
- Van Oord (Malaysia) Sdn Bhd, Selangor, Malaysia
- Van Oord (Shanghai) Dredging Co. Ltd, Shanghai, PR China
- Van Oord Dredging and Marine Contractors bv Hong Kong Branch, Hong Kong, PR China
- Van Oord Dredging and Marine Contractors bv Korea Branch, Busan, Republic of Korea
- Van Oord Dredging and Marine Contractors bv Philippines Branch, Manila, Philippines
- Van Oord Dredging and Marine Contractors bv Singapore Branch, Singapore
- Van Oord India Pte Ltd, Mumbai, India
- Van Oord Thai Ltd, Bangkok, Thailand
- Zinkcon Marine Singapore Pte. Ltd., Singapore

AUSTRALIA

- Boskalis Australia Pty, Ltd., Sydney, Australia
- Dredging International (Australia) Pty. Ltd., Brisbane, QLD, Australia
- Jan De Nul Australia Ltd., Australia
- NZ Dredging & General Works Ltd, Maunganui, New Zealand
- Van Oord Australia Pty Ltd., Brisbane, QLD, Australia
- WA Shell Sands Pty Ltd, Perth, Australia

EUROPE

- Atlantique Dragage Sarl, St. Germain en Laye, France
- Baggermaatschappij Boskalis B.V., Papendrecht, Netherlands
- Baggerwerken Decloedt & Zoon NV, Oostende, Belgium
- Ballast Ham Dredging, St. Petersburg, Russia
- Baltic Marine Contractors SIA, Riga, Latvia
- BKW Dredging & Contracting Ltd., Cyprus
- Boskalis B.V., Rotterdam, Netherlands
- Boskalis International B.V., Papendrecht, Netherlands
- Boskalis Italia Srl., Rome, Italy
- Boskalis Offshore bv, Papendrecht, Netherlands
- Boskalis Sweden AB, Gothenburg, Sweden
- Boskalis Westminster Ltd., Fareham, UK
- Boskalis Westminster Marine (Cyprus) Ltd, Limassol, Cyprus
- Boskalis Westminster Middle East Ltd., Limassol, Cyprus
- Boskalis Westminster Shipping BV, Papendrecht, Netherlands
- Brewaba Wasserbaugesellschaft Bremen mbH, Bremen, Germany
- DEME Building Materials NV (DBM), Zwijndrecht, Belgium
- Dragapor Dragagens de Portugal S.A., Alcochete, Portugal
- Dravo SA, Italia, Amelia (TR), Italy
- Dravo SA, Lisbon, Portugal

- Dravo SA, Madrid, Spain
- Dredging and Contracting Rotterdam b.v., Bergen op Zoom, Netherlands
- Dredging and Maritime Management s.a., Steinfort, Luxembourg
- Dredging International (Luxembourg) SA, Luxembourg, Luxembourg
- Dredging International (UK) Ltd., East Grinstead, UK
- Dredging International N.V., Zwijndrecht, Belgium
- Drace Infraestructuras, Madrid, Spain
- Heinrich Hirdes G.m.b.H., Hamburg, Germany
- Irish Dredging Company Ltd., Cork, Ireland
- Jan De Nul (UK) Ltd., Ascot, UK
- Jan De Nul n.v., Hofstade/Aalst, Belgium
- Mijster Zand- en Grinhandel bv, Gorinchem, Netherlands
- Nordsee Nassbagger- und Tiefbau GmbH, Bremen, Germany
- Paans Van Oord B.V., Gorinchem, Netherlands
- Rock Fall Company Ltd, Aberdeen, UK
- Rohde Nielsen, Copenhagen, Denmark
- Sociedad Española de Dragados S.A., Madrid, Spain
- Societa Italiana Dragaggi SpA 'SIDRA', Rome, Italy
- Société de Dragage International 'SDI' SA, Lambersart, France
- Sodrao International S.A.S., Lille, France
- Sodranord SARL, Le Blanc-Mesnil Cédex, France
- Terramare Eesti OU, Tallinn, Estonia
- Terramare Oy, Helsinki, Finland
- Tideway B.V., Breda, Netherlands
- TOA (LUX) S.A., Luxembourg, Luxembourg
- Van Oord (Gibraltar) Ltd, Gibraltar
- Van Oord ACZ Marine Contractors bv, Rotterdam, Netherlands
- Van Oord Ireland Ltd, Dublin, Ireland
- Van Oord Middle East Ltd, Nicosia, Cyprus
- Van Oord Nederland bv, Gorinchem, Netherlands
- Van Oord nv, Rotterdam, Netherlands
- Van Oord Offshore bv, Gorinchem, Netherlands
- Van Oord UK Ltd., Newbury, UK

MIDDLE EAST

- Boskalis Middle East Ltd., Abu Dhabi, UAE
- Boskalis Westminster (Oman) LLC, Muscat, Oman
- Boskalis Westminster Al Rushaid Co. Ltd., Al Khobar, Saudi Arabia
- Boskalis Westminster Middle East Ltd., Manama, Bahrain
- Gulf Cobla (Limited Liability Company), Dubai, UAE
- Jan De Nul Dredging Ltd. (Dubai Branch), Dubai, UAE
- Middle East Dredging Company (MEDCO), Doha, Qatar
- National Marine Dredging Company, Abu Dhabi, UAE
- Van Oord Gulf FZE, Dubai, UAE

THE AMERICAS

- Boskalis International bv Sucural Argentina, Buenos Aires, Argentina
- Boskalis International Uruguay S.A., Montevideo, Uruguay
- Boskalis Panama SA, Panama City, Panama
- Compañía Sud Americana de Dragados S.A, Buenos Aires, Argentina
- Dragabras Servicos de Dragagem Ltda, Brazil
- Dragamex SA de CV, Mexcio City, Mexico
- Dravensa C.A., Caracas, Venezuela
- Dredging International de Panama SA, Panama
- Dredging International Mexico SA de CV, Veracruz, Mexico
- Jan De Nul do Brasil Dragagem Ltda., Brazil
- Mexicana de Dragados S.A. de C.V., Mexico City, Mexico
- Stuyvesant Dredging Company, Louisiana, USA
- Van Oord Curaçao nv, Willemstad, Curaçao
- Van Oord Dragagens do Brasil Ltd, Rio de Janeiro, Brazil
- Westminster Dredging (Overseas) Ltd., Trinidad

TABLE OF CONTENTS

6	FOREWORD
7	REPORT OF THE BOARD
7	Who we are
8	What we do: Educating
10	What we do: Informing
12	What we do: Promoting
15	What we do: Networking
19	What we do: Connecting
23	Outlook for 2014 and Beyond

FOREWORD



DREDGING, A SURPRISE PACKAGE

As the IADC moves towards its 50th anniversary celebration in 2015, we should pause and reflect on the relevance of the IADC in this hi-speed, interconnected, cyberspace world.

In fact that's a question easily answered: The IADC is more relevant now than ever. Even in this digital era, where everything you want to know seems to be a click away, the fact remains that Google and Wikipedia do not do our industry justice. The dredging industry often remains a surprise – hands-on and practical, yet innovative and energetic. An industry that invests in human capital with the goal of improving human lives.

Because dredging may not be obvious to the uninitiated, good communication is crucial. And no one does that better than the IADC. Nowadays the means to do this have been expanded through the use of internet and social media. These new technologies are tools which improve our ability to reach a larger audience and to explain the indispensable contributions of dredging.

The major dredging companies are full partners in the development of huge maritime infrastructure projects worldwide – from Australia in the southern hemisphere to Singapore, to South America, to the far reaches of the northern hemisphere. In addition, the repercussions of climate change are evident and will continue to challenge the capabilities of the dredging industry and of a new generation of engineers.

The IADC is our voice to promote this message through its seminar on dredging and reclamation, the production of webinars, as well as its publications, *Terra et Aqua* and the *Facts About* series. Whilst primarily focusing on the private dredging industry, and especially its own members, the IADC is never shy about promoting dredging in general. A high tide lifts all ships. In that context, the annual publication *Dredging in Figures (DiF)* compiles global statistics on all dredging endeavours, private and public, in open and closed markets.

To those of us inside the industry it is no surprise that the dredging business is moving and improving at an ever faster pace – a pace which is fuelled by the demand for more maritime infrastructure and new land, by the needs of the offshore energy business and by the irrefutable consequences of climate change. The IADC makes certain that those outside the industry are well aware of our role in developing infrastructure for global prosperity.

Peter de Ridder
President

REPORT OF THE BOARD

WHO WE ARE

Established in 1965, the International Association of Dredging Companies is the umbrella organisation of private dredging companies and has for nearly 50 years taken the lead in:

- Educating people on all levels – stakeholders and authorities, government and other industries – about dredging;
- Informing them about the economic, social, technological and environmental benefits of dredging;
- Promoting a sound business climate by supporting fair contract conditions and fair competition within dredging markets as well as the industry as a career path;
- Networking with other maritime and related organisations; and
- Connecting with its members to ensure the highest Standards of Professional Conduct.

The IADC comprises the foremost privately owned international dredging contractors, who operate sizeable, modern fleets and are respected throughout the world for their expertise and professionalism. Currently, the Association has 10 main members and some 100 associate members that are branches of main members and/or joint ventures with local contractors. The Association's members execute nearly 50% of all dredging projects globally and 90% of dredging works in open markets.

“THE WORLD’S MINDSET IS STILL TO THINK IN THE SHORT TERM WHEN FACING CLIMATE CHANGE. BUT THE IADC MEMBERS ARE PREPARED TO OFFER LONG-TERM STRUCTURAL SOLUTIONS TO COPE WITH THESE CHALLENGES.”

Peter de Ridder, President IADC

In this report the Board gives an overview of the state of affairs of the Association and its activities in 2013. Highlights of the year include the introduction of the newly designed mobile exhibition display, the presentation of webinars (online seminars), the continuing increase of

activities using social media (e.g.: Facebook, Twitter, LinkedIn and YouTube) and preparation for the interactive digital versions of Facts About and Terra et Aqua Journal.

The Association realised a small positive result over the year 2013. Further details on the Association's financial situation can be found in the Financial Statements.

SECRETARIAT

The Secretariat is managed by Mr. R. Kolman as Secretary General; Mrs. M. Taal acted as Secretary to the Board and the Public Relations Committee.

BOARD

In accordance with the Bylaws, Mr. Baartmans was due to retire at the Annual General Meeting in Tallinn, he was available for re-election. Mr. Verheul was nominated to join the Board as a member. The nomination of both gentlemen was approved by the delegates. At the end of 2013, the Board comprised eight members:

Mr. P. de Ridder, President (2015)

Mr. Y. Kakimoto, Vice-President (2015)
Penta-Ocean Construction Co. Ltd.

Mr. C. van Meerbeeck, Treasurer (2015)
DEME N.V.

Mr. T. Baartmans, Member (2016)
Royal Boskalis Westminster nv

Mr. P. Catteau, Member (2015)
Società Italiani Dragaggi SpA

Mr. N. Haworth, Member (2014)
Boskalis International (S) Pte. Ltd.

Mr. P. Tison, Member (2014)
Jan De Nul NV

Mr. P. Verheul, Member (2016)
Van Oord

Since the Annual Convention in Tallinn, the Board met in November 2013. Further meetings are scheduled for April, July and September 2014.



REPORT OF THE BOARD

WHAT WE DO: EDUCATING



MIXING OLD AND NEW TECHNIQUES

For those of us in the industry, everywhere we look we see dredging-related projects. We see where dredging has been the answer to the demand for port expansion and for new land for industrial or residential areas. And we imagine more opportunities where dredging can be part of the infrastructure solution.

For people outside the industry, however, dredging remains a bit of a mystery. The IADC staff spends a significant portion of its time and budget educating students, potential clients and the public who come into contact with dredging activities, but are not aware of its many facets. For two decades, the IADC Seminar on Dredging and Reclamation has been the golden standard in this educational effort. This year the IADC extended its reach to online methods as well.

IADC SEMINARS: TRIED AND TRUE

Decision makers and their advisors, future and present, in governments, port and harbour authorities, off-shore companies and other organisations regularly have to execute capital projects that involve dredging, yet they are often minimally informed, or even misinformed, about the technical, economic and environmental complexities of dredging operations. The IADC International Seminar on Dredging and Reclamation gives insight into the basics of dredging. Since 1993 these intensive week-long courses have been successfully presented to more than a 1,000 participants. The course is presented by lecturers, who are experts ‘on loan’ from our member companies. They are generally organised in cooperation with educational institutions or with other interest groups.

“I NEVER THOUGHT THAT FIVE DAYS COULD CONTAIN SO MANY ACTIVITIES.”

Delft Seminar participant

Three seminars took place in 2013. The first was held in Búzios, Brazil (April), followed by Delft, the Netherlands in cooperation with

UNESCO-IHE (June), and then in Singapore in cooperation with the National University of Singapore (October). In total 62 participants attended the three seminars – including two journalists seeking to expand their knowledge about the industry. One from the International Dredging Review (IDR) attended in Brazil, and another from Dredging and Port Construction (DPC) attended in Delft. Each attendee then published an in-depth article in their respective magazine.

In the framework of renewal, in 2013 the course book was thoroughly revised and a new team of lecturers was fully in place starting with the seminars in Delft and Singapore. The participants’ evaluations of these new lecturers remained positive, ranging from very good to excellent (on average above the 4 in a scale from 1 to 5).

The IADC continues to be appreciative that its members make key experts from their companies available to execute this important activity. However, in 2013 our success in attracting participants (21 in Brazil, 25 in Delft and 16 in Singapore) was more difficult than in the preceding year in which each seminar had more than 30 attendees. Part of this may have been the sluggish worldwide economy. Although we increased our promotional efforts and avoided negative financial consequences, this is an area of concern for the coming year. The support of members is here of great importance. In addition, an IADC – SEP (Secretaria de Portos) Seminar was given in Brazil in November 2013. SEP is responsible for the maintenance and capital dredging of Brazil’s government-owned ports. Government policy is to accommodate these dredging works in long term (10 year) contracts making it a challenge for SEP to define contracts and budgets. This motivated the international dredging companies, under the auspices of the IADC, to organise a one and a half day workshop for SEP staff and related government agencies. The subjects of the workshop were the production and costs estimate based on CIRIA costs norms, the form of contract, the relevant legislation and additional costs such as the costs of permits.

The course on Environmental Aspects of Dredging was not presented this year, but is planned for 2014 in partnership with HR Wallingford in the UK.

“WITH HUGELY EXPERIENCED LECTURERS WHO, BETWEEN THEM, HAVE WORKED ON THE WORLD’S BIGGEST, BEST OR SIMPLY MOST COMPLEX DREDGING AND RECLAMATION PROJECTS, STUDENTS COULDN’T FAIL TO KNOW MUCH, MUCH MORE ABOUT THE SUBJECT BY THE TIME THE FIVE-DAY COURSE ENDED.”

Delft Seminar participant

IADC WEBINARS

The IADC’s first venture into online seminars – webinars – was launched this year and this new product fulfilled our expectations. Webinars provide a low-cost and efficient tool for reaching and educating a worldwide audience. The first webinar was given in June on the newly published Hydraulic Fill Manual presented by one of the editors, Jan van ’t Hoff and Patrick Mengé (DEME); the second was given in December on Ecology and Dredging, presented by two ecologist/environmental engineers, Astrid Kramer (Boskalis) and Heidi van der Meij (Van Oord).

“COMPLIMENTS ON THE WEBINAR TODAY. NICELY DONE!”

Philip Spadaro,
Principal Scientist and Managing Director
The Intelligence Group, Seattle,
Washington, USA

Both webinars were offered free of charge, although prior registration was required. Both were well ‘attended’ online. This was evident from the rapid-fire question-and-answer sessions that occurred at the end of each webinar. But also because an important facet of webinars is that built into the system are various ways of measuring results and monitoring who is watching, for how long and who logs in at a later date. Logging in at your own convenience is another advantage and this is possible because the webinars continue to be available on the IADC website and on YouTube after their initial screening.

The Webinar on HFM has attracted more than 300 viewers. The webinar on Ecology attracted 101 participants on the day itself and will be placed online in 2014 which will certainly increase viewership.

OTHER EDUCATIONAL COURSES

As a result of the publication of the Hydraulic Fill Manual, PAO (Post-Academisch Onderwijs) Delft, the Netherlands, supported by the IADC, organised a 2 day post-doctorate course based on the book. The course was presented by several contributing authors, under the guidance of the editor, Jan van ’t Hoff. Twenty-one people participated. The course offers 10 PDH (Professional Development Hours) for Construction and Engineering. A similar course will be given in June 2014.



REPORT OF THE BOARD

WHAT WE DO: INFORMING



KNOWLEDGE TRANSFER THROUGH SPECIALISED LITERATURE

The IADC aims to create and disseminate dredging literature that reflects the special expertise of our member companies. The highly educated workforce and innovative techniques that are developed through in-house R&D by our members is unique in the world.

To promote and explain the benefits of dredging to potential clients, government agencies and the public at large, the IADC has prioritised the production of new literature, sometimes by taking the initiative with its own publications, sometimes by supporting publications produced in cooperation with third parties. In all cases, the IADC seeks to ensure that a high level of scientific and technical knowledge is reflected in the publications and media it supports.

HYDRAULIC FILL MANUAL: EXTRA EFFORTS

The Hydraulic Fill Manual, published at the end of 2012, received special promotional attention in 2013. The IADC prepared articles about this reference work which were published in the in-house personnel newspapers of several IADC members. As previously mentioned, a webinar was held on the subject and the IADC supported PAO in Delft with a short course, both of which were led by one of the editors, Mr. Jan van 't Hoff. During the IADC seminars the book was discussed in depth.

Also during the WODCON XX in Brussels, the IADC drew attention to the book by distributing special 'keys' to all conference visitors. Included with the keys was a description of the book and an invitation to the participant to visit the IADC booth, where a Plexiglas box held a copy of the book. This attracted many visitors to the booth and ultimately, five winners whose keys fit the lock of the box were awarded copies of the book.

A bulk order of 500 books was delivered in January to CURNET. Of these, the IADC received 200 copies which were distributed to educational institutes and consultants. In addition to this, some 400 books have been sold as of December 2013.

The book is highly technical and is aimed at readers with an engineering background. The book has been well received and is used more and more as an independent standard reference work at projects. This was precisely the reason that it was produced and that the IADC supported the book, both with expertise from its members and financially. The IADC will continue its efforts to promote the book in 2014.



In another promotional effort, at the IAPH conference in Los Angeles, the Secretary General made two presentations, one of which on the subject of Hydraulic Fill, with information derived from the Manual.

IADC BOOKS, JOURNALS AND BROCHURES 2013

- Terra et Aqua, the official quarterly journal dedicated to “maritime solutions for a changing world”, appeared in March, June, September and December with more than a dozen in-depth research articles as well as book reviews of dredging literature. In 2013 plans were developed to publish an interactive digital version to be launched in 2014. Highlights of Terra articles included contributions from our Japanese members on the treatment of soft subsoils in Asia and a series of articles on the Maasvlakte 2 project.
- The Facts About series added four new titles on pertinent subjects: Water Injection Dredging, Early Contractor Involvement Revisited, Seabed Intervention and Ecosystems Services. Here as well, preparations were made to enhance the online version of Facts About. From 2014, Facts About will only be issued as an interactive digital version on the IADC website and will also be emailed to subscribers.
- Dredging in Figures is published annually and made available as a digital download at the IADC website as well as emailed to various journalists. Accurate information about dredging is often difficult to find. More and more the IADC is becoming the source for international journalists interested in the maritime sector. Plans are now in place to approach the 25 largest dredging companies for additional input and to make the document even more complete.
- Work on a wholly revised Environmental Aspects of Dredging has begun. Again the IADC and CEDA are collaborating as they did in 2008, with an Editorial Board comprising 3 members each from CEDA and the IADC. The book’s focus has been shifted from contaminated sediments to a broader spectrum of environmental issues and sustainability. A preliminary table of contents has been created and presented to the IADC member companies. A new title is being discussed and authors for each of the chapters are actively being sought. Two up and coming experts from the dredging companies have been named to provide interesting, state of the art contents in the book.
- The IADC has provided information for the report of the Organisation for Economic Cooperation and Development (OECD) entitled, “The competitiveness of global port-cities: synthesis report” written by Olaf Merk. Although the report was not solely focussed on dredging, its depiction of the industry was not always accurate. Our comments were aimed at giving a better impression of the positive contributions of dredging.



REPORT OF THE BOARD

WHAT WE DO: PROMOTING



SOCIAL MEDIA AND EMAIL MARKETING: A PERFECT PAIR

SOCIAL MEDIA

In 2013, social media spearheaded our communications actions. Social media, as has been previously mentioned, has increased the number of new visitors to the IADC website and it has offered an easy way to measure outcomes of our products. But this is only one aspect of the benefits of social media.

LinkedIn, Facebook, Twitter and YouTube are the most often used social media worldwide and also amongst our members. Each has its own characteristics that benefit 'spreading the word' about dredging:

- LinkedIn is a business-to-business network aimed at professionals. Through it, the IADC can post information focussed on specific target groups. For instance, the IADC can access the LinkedIn groups of our members and keep them informed of IADC activities. It is ideal for marketing upcoming conferences to specific groups in specific geographic areas.
- Facebook has the advantage that all the IADC activities can be brought to the visitors' attention by directing them to the IADC webpage. This gives us literally a 'face'. When we are promoting a seminar by email, the Facebook link is always given. And potential participants generally click through to the IADC website where they can gain better familiarity with the IADC and build up trust – especially with people who may not have earlier been aware of the IADC.
- Twitter is primarily aimed at journalists who are following us or who we are trying to win over to follow us. Tweets have a more instantaneous reaction and can be monitored daily. Some publications (like the online magazine Dredging Today) react more quickly to tweets than to traditional emails.
- YouTube is the ideal outlet for videos and webinars, because they are then continuously available. In this way, they can get far more exposure than on the original date of broadcast. Viewers of the videos and webinars often rotate back to the IADC website for additional information.

Social media has the advantage that the costs are low and the reactions are often swift. They allow us to reach beyond our general database of business relations and get the IADC message to new audiences. Though as yet limited, a few seminar participants have come via LinkedIn in the past year.

That said, measuring the responses to our efforts on Facebook, Twitter and other social channels remains of utmost importance. And, although social media is a low-cost option, monitoring it and maintaining it by the Secretariat does cost quite a bit of extra time and effort. Therefore the staff will keep a critical eye on cost-effectiveness and what is possible and what not.

EMAIL MARKETING SOLUTION

For somewhat longer than a year, the IADC has used a service for email marketing known as MailPlus to promote seminars, webinars, the newsletter, Facts About and other communications. MailPlus supplies us with a detailed report on the mailings which gives us much better insight into the effectiveness of our messages. For instance, we can see which subjects are visited more often. This allows us to focus and develop more information over that subject. For instance, for the seminars we attached a link to a chapter on Equipment, which has been downloaded quite often. Each email from the IADC also contains links that allow readers to share the information via social media or email with colleagues. In this way, one social media reinforces another – making a perfect pair.

ADAPTIVE MONITORING OF IADC'S MESSAGE

Enhancing the public's understanding of dredging and communicating with clients, stakeholders and others who come into contact with maritime activities remains an enormous challenge. In this digital era, we are all bombarded with an unending flow of information. The first step for the IADC was to renew its image with a new house-style and logo. The next step has been to find ways to stand above the crowd and draw attention to our message. This means producing a continuous flow of articles and other information and monitoring how they are received. Just as

dredging projects are constantly being monitored and feedback is reworked, so too are our communication efforts. In 2013, clear progress in this direction has been made in the improvements in the capabilities of the IADC website.

SEO OR SEARCH ENGINE OPTIMISATION

Confronted with the vast amount of information on the internet, how can the IADC ensure that its messages are getting through and can be found easily? SEO is a method by which we can give all our documents extra information (metatags) which results in an easier route for seekers of dredging knowledge to find the path to the IADC website. Metatags have now been added to all the previous issues of Terra et Aqua Journal that are digitally present on the website.

LINKING CRM (THE DATABASE) AND THE WEBSITE

Developing a good database and up-to-date mailing lists costs a great deal of time and energy, but at the end of the day the results are that we can work in a much more efficient manner. For that reason a link has been established between the IADC database and the subscribe/unsubscribe function for the newsletters. This means less work by hand than previously and no need to scan illegible forms. This system has been applied to registering for seminars as well as for subscribing to Terra et Aqua via the website. All personal details are now visible to us and we need only validate the information presented.

PROMOTING CAREERS IN THE DREDGING INDUSTRY

The IADC member companies have a very high percentage of employees who have advanced degrees in engineering and other fields. To continue to maintain this standard, the industry confronted the question of recruitment from institutes of higher learning.

The question was: “How do we attract more engineering students to the dredging industry?” The answer was: Tell students what the industry is about and the kinds of careers available to them. In 2012 a series of presentations were successfully given in the UK and Ireland. At the suggestion of a PRC member

the decision was taken to do a similar outreach in Spain.

As a trial run (November 2013) the IADC, together with Mr. Roberto Vidal (Dravo SA Madrid), made a presentation at the University of Madrid, Spain, where an interested professor provided 1.5 hours of classroom time to introduce the dredging industry to some 40 students. Given the positive reactions and taking advantage of Mr. Vidal’s contacts on the Iberian Peninsula, similar presentations are planned in the coming year for 7 Spanish universities and 4 Portuguese universities.



IADC ARTICLES AND ADVERTS IN OUTSIDE PUBLICATIONS

- In-house employee magazines of 2 IADC members placed information about the IADC: 2 in “Cohesion” (Boskalis) about the IADC Dredging Seminar and the Hydraulic Fill Manual; and 1 in Jan De Nul’s “Connecting Colleagues” on the Hydraulic Fill Manual.
- Arab Construction World (ACW): 2 pages based on Dredging in Figures.
- Clarkson’s Dredger Register: The IADC fleet data is shared with Clarkson Research Services, which uses this information as a primary source for The Dredger Register that appears annually with a Foreword from the Secretary General.
- Dredging and Port Construction: Articles and adverts in 7 issues about the Dredging Seminars in Brazil, Delft (a 4-page spread) and Singapore, the Hydraulic Fill Manual, the Young Authors Award, the ECI Forum and the Russian version of the Environmental Aspects of Dredging book.
- International Dredging Review: Articles in 4 issues about the Dredging Seminars in Brazil (4 pages) and Singapore, and the ECI Forum.
- Ports & Harbors: Articles and adverts in 5 issues about the Dredging Seminars, the ECI Forum, the ‘Monitoring Debate’ (2 pages) and Terra et Aqua.
- Port Strategy: Adverts in 2 issues about the Dredging Seminars and the ECI Forum.
- Marine & Ports: Article on environmental approach of dredging, ‘The best-kept secret of dredging: green and getting greener’ (2 pages).
- Maritime Ports Middle East Magazine: Interview with the IADC Secretary General on the state of dredging in the Middle East.
- Maritime by Holland: Article about the Young Authors Award.
- Port Engineering Management: Article about ‘Dredging for Development’.
- Port Technology International: Article about ‘Port Expansion through Land Reclamation’ (3 pages).
- South East Asia Construction: 2 articles about the ECI Forum and the IADC Dredging and Reclamation Seminar in Singapore.
- UNESCO-IHE alumni newsletters: 2 articles, one about Terra et Aqua Journal and one about the Hydraulic Fill Manual.



REPORT OF THE BOARD

WHAT WE DO: NETWORKING



PARTNERSHIPS

The IADC is the premier association for the private dredging industry but we are one of several maritime organisations doing work in a broad spectrum of related activities.

Communicating with and supporting these groups is of mutual benefit. It offers the IADC the opportunity to help these groups to gain a better understanding of dredging and the IADC member companies.

“Networking” is the general word that describes this constant meeting-and-greeting, this on-going and basic activity. Networking is a means of cooperation with other like-minded organisations, to share information and mutually support each other’s activities. Since the domain of the IADC membership extends globally, from Asia to Europe to the Middle East to South America, our jobs reach beyond the four walls of the office in the Hague and often find us in the field.

CONFERENCES AND CO-OPERATION

In 2012 looking at the increased dredging activity of IADC members in Latin America, the IADC sought new contacts on that continent. This resulted in a visit to the offices of the Inter-American Committee on Ports-Organization of American States (CIP-OAS) by the Secretary General. As of 2013 the IADC became an associated member of CIP-OAS and CIP-OAS in turn have been supportive, using their own network to promote the IADC seminar in Brazil. Contact at the end of 2013 has continued. The IADC has been invited to present expert knowledge at a CIP-OAS conference in Buenos Aires, Argentina.

Traditionally the IADC has had a close connection to the WODA (World Dredging Association) comprising the Central Dredging Association (CEDA), Eastern Dredging Association (EADA) and Western Dredging Association (WEDA). This connection has been mutually productive in organising conferences and seminars including the Environmental Aspects of Dredging Course as well as in publishing books and presenting the IADC Young Authors Award. In addition, a sponsorship and media agreement was signed between CEDA and IADC/Terra et Aqua to support WODCON XX in Brussels in June 2013. PIANC, based in Brussels, and PIANC-COPEDEC are maritime groups in which the IADC also actively participates. This includes supporting PIANC’s conferences with media agreements, presentations and Young Authors Awards.

The IADC also advises and sits on PIANC's EnviCom, which prepares publications on environmental subjects, and ProCom which advises on promotional matters. Presently EnviCom is preparing a report entitled, 'Dredging and port construction around coastal plant habitats' which is the second in a series of three. The first report focussed on Coral Reefs. In 2013 a third work group was formed, officially named, 'Best Practices of how to deal with sea turtles and mammals in marine waterway and port construction activities'. The Secretary General is a mentor for this work group in which two participants come from IADC member companies.

The IADC is also a member of PIANC's Permanent Task Group Climate Change.

Whilst PIANC is a reliable and highly scientific community, their promotional skills are limited. As many PIANC publications are related to dredging activities and many IADC members are active in PIANC work groups, the IADC felt that it is in our interest to help PIANC reach a wider target group. Consequently, the IADC has offered its communications and public relations knowhow, especially its knowledge of promotion through social media. The goal is to increase access to PIANC's worthwhile publications and projects. To that end, we have made a review of PIANC's website and offered advice for improvements.

CONFERENCES ATTENDED

- At the IAPH conference in Los Angeles, California (6-9 May) the Secretary General gave 2 presentations – one on Building with Nature, the second on the Hydraulic Fill Manual.
- Attendance at PIANC Mediterranean Days, Marseille, France, 22-24 May, including the PIANC AGA on 21 May.
- WODCON XX, Brussels, Belgium, (4-6 June) with the IADC exhibition displays, extensive promotional activity for the Hydraulic Fill Manual and grant of the IADC Young Authors Award.
- Attendance at WEDA 33rd Technical Conference/Texas A&M 44th Annual Dredging Seminar Honolulu, Hawaii (25-28 August).
- Coasts, Marine Structures and Breakwaters 2013, Edinburgh, Institution of Civil Engineers, 17-19 September.
- CEDA Dredging Days, 7 November.
- IHC Merwede presented their new publication, Handbook for Centrifugal Pumps and Slurry Transportation by Kees van den Berg to the Secretary General who accepted the book and spoke on behalf of the IADC.
- At the Russia and Baltics Port Expansion Summit, St Petersburg, Russia (5-6 December) the Secretary General presented on Early Contractor Involvement.



PRESENCE AND PRESENTATIONS AT CONFERENCES

Participating at maritime conferences – with a booth, presentations and awards – is an important tool for networking and increasing name recognition for IADC. It helps remind other maritime groups of the high quality work, research and extensive investments in all aspects of dredging that are made by IADC members. Environment, economy and safety recur as themes in IADC presentations as these are issues that are often queried by port authorities, government agencies and stakeholders.

Several of the IADC staff attend conferences, distributing promotional literature and information at the booth. The Secretary General sometimes presents or acts as a moderator. The editor of *Terra et Aqua* attends technical conferences for the acquisition of new articles by member companies and third parties.



NETWORKING CONTACTS IN 2013

- European Dredging Association (EuDA): attendance at 20th anniversary celebration.
- Fédération Internationale Des Ingénieurs-Conseils (FIDIC): continuing work on the new FIDIC contract.
- Inter-American Committee on Ports-Organization of American States (CIP-OAS).
- International Association of Ports & Harbors (IAPH).
- PIANC and PIANC COPEDEC: support on committees and with PR expertise.
- UNESCO-IHE Memorandum of Understanding.
- WODA (World Dredging Association) comprising CEDA, EADA and WEDA: Young Authors Award presented at WODCON XX, Brussels; sponsorship and media agreement.
- ABD (Brazilian Chapter of WEDA): organising seminar in Brazil.

IADC YOUNG AUTHORS AWARD

Each year at selected conferences, IADC grants awards for the best papers written by authors younger than 35 years of age. In each case the Conference Paper Committee is asked to recommend a prize winner whose paper makes a significant contribution to the literature on dredging and related fields.

As of 2013 a decision was reached that the IADC Young Authors Award would be based on both the quality of the paper and of the author's presentation at the conference. Whilst a written paper offers a considerable amount of knowledge, the ability of the author to communicate with the audience is also important. During the WODCON XX in Brussels, the Secretary General urged the conference paper committee to consider the enthusiasm and attractiveness of the young author's presentation when offering their nomination. The initial selection will still be made by the Paper Committee and then short-listed by the PRC. The final choice will be made from the nominated authors after their presentations at the conference.

Taking into account both these requirements, in June 2013, the IADC Young Authors Award was presented at WODCON XX, Brussels, Belgium, to Max Radermacher for his paper, "The Art of Screening, Effectiveness of Silt Screens". Mr. Radermacher received his BSc and MSc (cum laude) in Civil Engineering from Delft University of Technology, Delft, the Netherlands and is now a PhD candidate at the same university. His paper focusses on hanging silt screens and describes the decision-making process for

deployment of hanging silt screens, their effectiveness and adaptive management strategies as an alternative for silt screens.



Max Radermacher (right) receives the IADC Award for the Best Paper by a Young Author from IADC Secretary General René Kolman at WODCON XX in Brussels, Belgium, June 7, 2013.

The purpose of the IADC Young Authors Award is to stimulate the promotion of new ideas and encourage younger men and women to continue their research and careers in the dredging industry. The winner of the award receives € 1,000 and a certificate of recognition. The paper may then be published in Terra et Aqua Journal. Mr. Radermacher's paper was indeed published in Terra #132, September 2013.

REPORT OF THE BOARD

WHAT WE DO: CONNECTING



IADC AND ITS MEMBERS

One of the core goals of the IADC is connecting with its membership. The IADC depends on its members to supply knowledge at various IADC events – such as the IADC seminars – or for content in Terra et Aqua. The support of membership for IADC's activities is vital, highly appreciated and helps us do our job effectively. But this works both ways. At the moment that members send delegates to IADC events or get involved with our activities it increases their own involvement with the association. This works as an important catalyst for more activities. Indeed,

the experience has been: the more involved you are, the more you want to be involved.

MEMBER PARTICIPATION IN COMMITTEES

The IADC depends in many instances on the input of its members. To that end, several committees have been established. These include: the Registered Plant Committee, the Public Relations Committee, the Safety Committee, the Legal Committee, the Dredging in Figures Committee, the Working Group Indexation Cost Standards, and the Lecturers Group.

LECTURERS DREDGING SEMINAR

Mr. R. Dijkema
Mr. B. Malherbe
Mr. P. De Nys
Mr. P. De Ridder
Mr. F. Uelman
Mr. P. Vereruijsse
Mr. L. Verstraelen

LECTURERS ENVIRONMENTAL SEMINAR

Mr. S. Aarninkhof
Mr. E. Van Eekelen
Mr. F. Goethals
Mr. M. Van Koningsveld
Mr. M. Van Parys
Mr. G. van Raalte

PUBLIC RELATIONS COMMITTEE

Mr. B. Groothuizen
(Chairman until September 2013)
Mr. R. de Bruin
(Chairman as of September 2013)
Mrs. H. Schellinck
Mr. A. Schikker
Mr. R. Vidal Martin
Mrs. A. Wittemans

LEGAL COMMITTEE

Mr. P. van der Linde (Chairman)
Mr. T. Lenaerts
Mr. T. Maddock
Mrs. L. Voigt Starris
Mr. D. Ultee
Mr. M. Vandenberghe

REGISTERED PLANT COMMITTEE

Mr. J. Bakker
Mr. A. Beyst
Mr. K. Bovijn
Mr. M. Genetello
Mr. G. Griep
Mr. A. Kamsteeg
Mr. S. Kranendonk

SAFETY COMMITTEE

Mr. P. Bos
Mr. W. Haaijer
Mr. T. van de Minkelis
Mr. D. Traen

DREDGING IN FIGURES COMMITTEE

Mr. I. Daemen
Mr. B. Pröpper
Mr. P. Tison
Mrs. A. Wittemans

EDITOR TERRA ET AQUA

Mrs. M. Cohen

IADC STAFF MEMBERS

Mrs. Manike Boere
Mr. Jurgen Dhollander
Mr. René Kolman (Secretary General)
Mrs. Simone Pat
Mr. Renato Rauwerda
Mrs. Melanie Taal
Mrs. Jeanet Vonk

NEWSLETTER FOR MEMBERS

The IADC emails a newsletter 6 times a year to several hundred member companies employees. The aim is to expand this readership base and improve contact with more employees at member companies.

IADC AND SAFETY

For several years an IADC Safety Award was presented to a member company which showed specially outstanding performance in the area of safety. In 2013 the IADC Board decided to adapt this policy. Instead of presenting an award, the Board chose to emphasise the importance of safety within the IADC by further examining how safety procedures and standards can be harmonised amongst the members and for the industry. To this end a new Safety Committee will be established.

The general aim of the committee is to come to an improvement of safety standards in the sector. This can be done by sharing best practices and harmonising safety standards and procedures, especially in joint ventures. Participants in the committee will identify safety issues suitable for harmonisation. Best practices will be published. The Board approved the following:

- Learning from/publication of best practices;
- Harmonisation of safety standards/procedures;
- Publication of information stressing that the industry is extremely active in improving safety;
- Whilst standards are being evaluated in the coming few years, no safety award will be granted;

- On behalf of the committee, one member will present the results of this work at the AGM in Split in 2014.

CAREER LINKS ON THE WEBSITE

Introducing potential employees to the member companies has been an on-going activity. In 2013 the IADC website was connected to the career pages of the members. Professionals visiting the IADC website can now click through to the respective members to look for job opportunities.

STANDARDS OF PROFESSIONAL CONDUCT CONTINUE TO BE IMPORTANT

One of the longstanding “ties that bind us” is the International Association of Dredging Companies Standards of Professional Conduct. Originally formulated in Paris in 1965, they were updated in Venice in 2005. They are available upon request for members who wish to attach this document to their tenders.

ANNUAL GENERAL MEETING AND YOUNG MANAGEMENT DAYS

In 2013 both the Annual General Meeting and the Young Management Days were held in Tallinn, Estonia, a region relatively unknown to most of those attending. Delegates were pleasantly surprised by what the country had to offer. The high standard of service given throughout both events added to the success of both the AGM and Young Management Days.



ANNUAL IADC CONVENTION IN TALLINN, ESTONIA

The culmination of the IADC's membership activities is the AGM, which has a threefold purpose:

- the IADC staff reports to the top executives of the membership,
- the members get to network and socialise, and
- lectures and visits to special attractions provide some interesting learning experiences.

Since its emergence as an independent democratic state in 1991, Estonia has seen a great deal of change in a little more than two decades. IADC has also changed in myriad ways since its founding almost 50 years ago.

Welcome drink at the Town Hall

The Honourable Mr. Toomas Sepp, Head of the City Administration formally welcomed the IADC to Tallinn. Ambassadors residing in Tallinn, who represent countries from which the IADC member companies hail, were invited to attend the welcome drink.

Present at the event were:

- Mr. Tetsuro Kai, Ambassador Extraordinary and Plenipotentiary of Japan to Estonia.
- Mr. Henk Swarttouw, the Dutch Ambassador to Finland.

Joint luncheon

At the first joint luncheon of delegates and partners of the AGM week, the Honourable Mr. Raivo Vare, former Estonian Minister of State as well as former Minister of Transport and Communications, spoke on "Estonia at a glance: A small but eager European nation". His informative speech placed Tallinn and Estonia in a context for the rest of the visit.

Presentations on the state of affairs of the IADC were made by:

- PRC Chair Bert Groothuizen described the main functions of the IADC and the IADC PR Committee;

- Secretary General René Kolman gave an update of IADC's activities; and
- PR & Project Manager Jurgen Dhollander explained the IADC's Internet and Social Media actions.

New type of Guest Speaker

To select an interesting and appropriate guest speaker for our highly knowledgeable attendees is always a challenge. In the past we have turned to someone in related business endeavours. This year the organising committee chose an unusual keynoter: an illusionist, Mr. George Parker.

Mr. Parker's presentation on communication in general and the use of social media specifically was entertaining and contributed to a very lively second half of the meeting. His speech, interjected with illusions, was amusing, held the audience's attention, and was completely different to the traditional work-related speakers at past conventions.

The programme was well balanced and the delegates were given a good overview of both the city and the surrounding countryside. The consensus was that the event was successful, both on the level of meetings and as regards social activities.

YOUNG MANAGEMENT DAYS

After a very successful event in 2012 in Tallinn, the 7th Annual Young Management Days returned to this venue from 29-31 May. Representation included 21 delegates from 6 member companies coming from a wide variety of professional backgrounds, not just technical.

A major change in the programme structure was the introduction of shorter teaching, discussion and game sessions of approximately 50 minutes each and 90 minute case studies. The teaching sessions and subsequent discussions were very fluid and were more digestible for the participants. Overall, the programme went very well and offered a sense of balance, integrating industry themes with broader economic, development and trade issues.

As Tallinn proved to be a bit difficult to reach, it was decided that future locations must have a major international airport. The programme will alternate between Western Europe, the Middle East and the Far East.

CHANGES IN YMD

The relevance of the course to the present situation is maintained each year by updates. This year a consensus was reached that the scenario analysis should be dropped because participants could not relate it to their circumstances. However, two case studies were added:

- One about how to develop a project in Greece despite the lack of sufficient financial means, and
- One in Brazil focussed on how to work with the government to get a project up and running with proper permitting and such.



REPORT OF THE BOARD

OUTLOOK FOR 2014 AND BEYOND



Diversification is the key word to describe the dredging industry in the recent past and the near future. Even with a global economy that is not growing as quickly as economists had hoped, the turnovers of the dredging companies have remained on an even keel.

The foresight of upper management has allowed the industry to diversify and move beyond traditional dredging, expanding to a variety of dredging-related areas. These include salvage, pipe laying and stone dumping for offshore gas, oil and wind energy as well as civil engineering projects. The high educational level of our young engineers has helped the industry move forward with flexibility. The expertise of our well-trained crews have also contributed to our ability to deliver high quality, competitively priced products to our clients in the offshore industry and port authorities.

Over time the geographical areas of interest of the industry have migrated from Singapore to the Middle East to Australia. This interest is now returning to Asia once again. The South American continent will continue to be a focus with the opening of the Panama Canal approaching.

In addition, the Arctic areas of northern Russia, which are clearly affected by climate change, are becoming more important. Russia's so-called Northern Sea Route (NSR) is a 4,800-kilometre

east-west passage between Europe and Asia has been made possible by warming Arctic seas. The first phase of dredging for Russia's new Arctic port, part of the Yamal LNG project, is completed. 2013 also marked the first NSR transit for a container ship, and the premier voyages for vessels commissioned by China and South Korea and this trend will certainly continue. The development of the Canadian Arctic and its vast resources are also becoming a source of potential economic opportunities. Predictions from the worldwide cruise industry indicate that the demand for cruise tourism is expected to rise significantly in 2014, with an increase in passengers leading to an increase in cruise fleets. This may put pressure on existing cruise harbours leading to opportunities for port expansions and associated dredging requirements.

In general, the short-term thinking about the repercussions of climate change will eventually have to give way to long term policies. The dredging industry is prepared to offer structural solutions to the looming needs for coastal defence and flood prevention.

An explanation on the Association's 2014 Budget can be found in the attachment "Budget 2014".

The Hague, 4 April 2014.
The Board of IADC





IADC SECRETARIAT Alexanderveld 84 · 2585 DB The Hague · The Netherlands
POSTAL ADDRESS PO Box 80521 · 2508 GM The Hague · The Netherlands
PHONE +31 (0)70 352 33 34 FAX +31 (0)70 351 26 54
E-MAIL info@iadc-dredging.com WEBSITE www.iadc-dredging.com