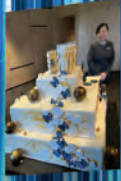


Annual Report 2023/2024



About FIDIC

FIDIC, the International Federation of Consulting Engineers, is the global representative body for national associations of consulting engineers and represents over one million engineering professionals and 40,000 firms in around 100 countries worldwide.

Founded in 1913, FIDIC has been charged with promoting and implementing the consulting engineering industry's strategic goals on behalf of its member associations and disseminates information and resources of interest to its members. Today, FIDIC membership spans around 100 countries of the world with a combined population in excess of 6.5 billion people and a combined GDP in excess of \$30 trillion. The global industry including construction is estimated to be worth over \$22 trillion. This means that FIDIC member associations across the various countries represent an industry that is worth over \$8.5 trillion.

Through its comprehensive range of market-leading construction contracts, FIDIC also provides the industry with a framework of contractual documentation and procurement guidance which has underpinned many of the world's landmark construction and infrastructure projects. FIDIC's standard construction contracts are highly regarded and widely used across the international engineering, construction and infrastructure industry.

FIDIC's key role and that of its member associations around the world is to promote the essential and beneficial role that the engineering consultancy sector plays in improving people's quality of life through the promotion of quality, integrity and sustainability in the infrastructure industry and the projects and services it delivers on a global scale. In so doing, FIDIC plays a leading role in a global industry sector that does so much to benefit the lives of citizens in every continent around the world.

[Find out more at fidic.org](https://www.fidic.org)



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President's message

2023 in Singapore, the Official FIDIC International Contract Users' Conference in London in November 2023, our second in-person FIDIC Global Leadership Forum (GLF) Summit in Geneva in April 2024, which saw the world's infrastructure leaders collaborating to address the key challenges facing the industry and the online Regional Contract Users' Conference (Asia Pacific) in May 2024.

Our FIDIC contracts team have continued their sterling work in ensuring that our industry-leading contractual forms maintain their influential position in the market by strengthening FIDIC's already strong relationships with the multilateral development banks by renewing and expanding licence agreements to use FIDIC contracts globally.

This annual report also highlights further progress across our FIDIC Credentialing and FIDIC Academy activities and details the important work of FIDIC's committees and advisory councils. The volunteers on all those bodies deserve much praise for their unstinting support for FIDIC and our industry and I would like to thank them all for their work.

When I took on the role of president, I was keen to ensure that FIDIC had a strong focus on supporting its member associations (MAs) around the world and the board joins me in this. Over the past 12 months, we have tried to reach out to the MAs and we have sought to highlight and promote the vital role that FIDIC plays in representing, advocating and supporting its MAs and their firms, including providing the many member services, while respecting regional differences and needs. There is more work to be done and it will be reflected in the new strategic plan. It is also important to maintain FIDIC's cohesion as a global body by strengthening the relations that we have with other regional groupings around the world. To that end, I am delighted that we are progressing well on developing a new strategic agreement with the European federation EFCA and we continue to work effectively through our regional groupings in Africa, Asia-Pacific and North America.

The review of the year in this annual report highlights the broad range of FIDIC's activities. Once again, we have been actively engaged on many fronts and the scale and scope of those activities in which FIDIC is involved only serves to highlight our influence with stakeholders across the global engineering, construction and infrastructure industry. Of

Catherine Karakatsanis, FIDIC president.

I am delighted to be writing this message as the president of FIDIC. It is an honour to hold this position and I feel a real sense of responsibility to be part of the leadership group in an organisation that represents such an important industry sector for the world, the work of which makes such a positive difference to billions of people's lives. I am especially proud of the magnificent work of our member associations who represent their member firms and our industry day-in and day-out and make FIDIC the influential global organisation that it is today.

Despite the ongoing challenge of change that faces our industry and those who work within it, the past 12 months has seen FIDIC take further steps forward across a number of its operations. I want to pay tribute to the leadership shown by members of the FIDIC board over the past year, to the volunteers who work hard on FIDIC's many committees and advisory councils and of course to our dedicated and professional senior management team and hard-working staff whose efforts ensure that FIDIC continues to represent the industry well and provide valuable services to our members.

In the past year FIDIC has accomplished so much. This annual report details some of that work and I have also highlighted some of the accomplishments below.

FIDIC's events team has delivered another successful series of events including the Global Infrastructure Conference



Despite the ongoing challenge of change that faces our industry and those who work within it, the past 12 months has seen FIDIC take further steps forward across a number of its operations.



course, more activity and initiatives mean that we need to work hard and organise our resources as effectively as possible and this is an ongoing challenge, especially in the face of a changing industry and economic climate.

Change, though, is always with us and FIDIC has had to address it this year with the departure of its chief executive Nelson Ogunshakin after six years in the role. The board appreciates and thanks him for his contributions to FIDIC during his tenure and wish him every success for the future. Our task now though is to move on and find a new CEO for FIDIC, which is a key priority for the organisation, especially as we are scheduled to enter our new strategic plan starting in 2025. The board is keen to ensure the CEO search process is robust and results in an outcome that will lead FIDIC through its next strategic plan and beyond. The board has convened a task group to conduct the search, a search firm has been engaged, the recruitment process has commenced and we expect to appoint a new CEO as soon as possible. We have also taken the important decision to pause the development of the new FIDIC strategic plan to allow for the new CEO to be involved in the final stages of its development, as it is important that our plan for the next five years has the full support and engagement of the incoming CEO.

In the meantime, FIDIC's operations continue to be successfully managed by the board and FIDIC's senior management team and staff. I want to thank all the FIDIC staff who have risen to the challenge of continuing to deliver and drive FIDIC forward during the recent period and to once again thank the FIDIC board, which has also stepped in to support FIDIC in various capacities. The day-to-day operations are running smoothly, and we are about to host what I know will be a highly successful forthcoming Global Infrastructure Conference. As this report shows, all our key initiatives are proceeding smoothly and FIDIC continues to flourish and grow as an organisation.

I am proud of what FIDIC has accomplished over the past year and I feel privileged to work alongside dedicated individuals in such a supportive and collegiate environment. I would like to take this opportunity to thank everyone who has supported me and the organisation during my first year as president, especially our members, the board and our staff. I would also like to extend mine and the board's particular appreciation to Luis Villarroya, who leaves the board this year, for his impactful and dedicated service to FIDIC as vice president and treasurer. Luis has significantly contributed to our industry in many capacities for many years including five years on FIDIC's board and more than 15 years' active involvement in Spain's member association, Tecniberia. I know Luis's contributions to FIDIC will continue.

From my own work at Morrison Hershfield, now Stantec, I know that our industry has a positive impact on the world that we live in. It is of course a world that faces challenges on many fronts and, in addressing those, our industry will continue be a vital force for good. By working together, through FIDIC and the wider industry, we can meet the challenge of change and make the difference to improve the lives and prospects of billions of people on a global scale. I look forward to the coming year which I know will see FIDIC taking even further steps forward as we continue the organisation's positive trajectory.

Board overview of the year

The board met on four occasions during the 2023-2024 period for regular board meetings: in September 2023, November 2023, March 2024 and June 2024. The board also met for several extraordinary meetings in addition to the regularly scheduled meetings to ensure the smooth continuation of FIDIC operations and activities after the resignation of FIDIC's CEO in March 2024.

The regular board meeting in September 2023 was held in Singapore before the annual FIDIC Global Infrastructure Conference. The regular board meeting in November 2023 took place as a virtual meeting. The regular March 2024 board meeting was held in Rome immediately following a two-day planning session to discuss the new *FIDIC Strategic Plan 2025-2029*, where the Italian member association, OICE, generously hosted FIDIC's meetings at their office. The regular board meeting in June 2024 was held at FIDIC's headquarters in Geneva and the next regular board meeting will be held just prior to the FIDIC Global Infrastructure Conference in Geneva in September 2024. The extraordinary meetings were all virtual.

This report serves to acknowledge the board members for their fulfilment of their fiduciary responsibilities and duties. Their dedication, commitment and collaborative efforts have significantly contributed to the organisation's continuing success and operational excellence as is evidenced in this annual report. The board members have consistently demonstrated a high level of competency, dedication and commitment and have actively supported the FIDIC senior management team and staff, committees, advisory councils and task forces. They have participated in forums, webinars



and conference panels, representing the organisation and the industry well, enhancing FIDIC's reputation, profile, influence and reach. They have supported member associations where appropriate and attended their events where practical.

The board has worked exceptionally well together, maintaining a collegiate and cooperative working environment, valuing diverse perspectives and fostering open communication and demonstrated mutual respect and support. At the 2023 GAM, Adam Bialachowski from Poland and Prashant Kapila from India were elected and joined the board. The board extended the term of co-opted board member, José Joaquín Ortiz García from Colombia, to April 2025.

This year the board bids farewell to FIDIC board member Luis Villarroya from Spain who has served the FIDIC board for five years with distinction. Luis became vice president and chair of the

Risk and Audit Committee in 2021 and is involved with the Spanish member association Tecniberia and the Spanish representative at FEPAC in Latin America. Luis's contribution to FIDIC and the industry has been significant and impactful and the board extends its great appreciation and thanks.

The board will welcome one new member when they are announced at the General Assembly Meeting in September 2024. The continuing board members are Adam Bialachowski (Poland), Chantal Dagnaud (France), José Joaquín Ortiz García (Colombia), Martina Hess (Zambia), Alfredo Ingletti (Italy), Prashant Kapila (India), Catherine Karakatsanis (Canada), Manish Kothari (USA) and James Mwangi (Kenya).



Adam Bialachowski
(Poland)



Prashant Kapila
(India)



Chantal Dagnaud
(France)



Catherine Karakatsanis
(Canada)



José Joaquín Ortiz García
(Colombia)



Manish Kothari
(USA)



Martina Hess
(Zambia)



James Mwangi
(Kenya)



Alfredo Ingletti
(Italy)



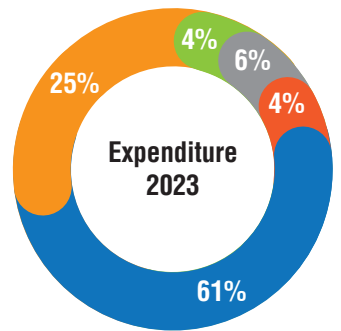
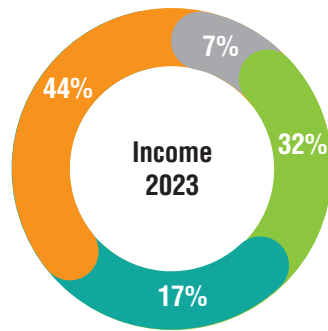
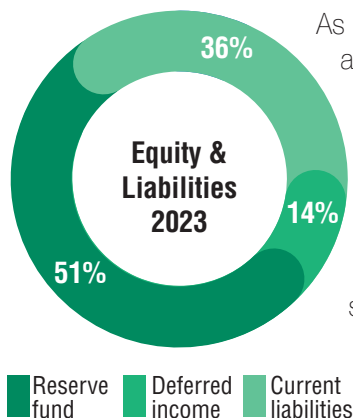
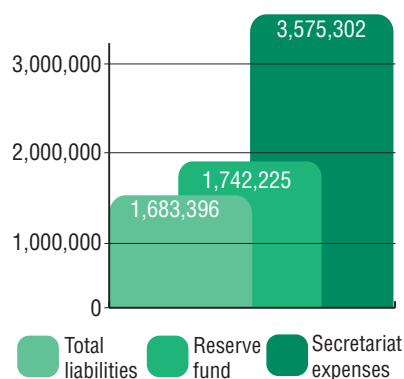
Luis Villarroya
(Spain)



Luis Villarroya, FIDIC treasurer and chair of the risk and audit committee.

The engineering consultancy services industry has performed throughout 2023 with the expected positive trend, although with notable differences in some regions of the world and with a certain drop compared to the previous year.

FIDIC's financial performance in 2023 reflects the industry as well, with a loss in 2023 compared to a surplus in 2022. The original consolidated budget for 2023 presented at the FIDIC 2022 GAM resulted in a surplus. At the 2023 GAM, new 2023 year end results were forecast with a predicted consolidated loss in 2023 instead of a consolidated surplus. FIDIC's consolidated financial figures for 2023 have come



- Events
- Publications
- Committee expenses
- Staff
- Other
- Subscriptions

together with surpluses in some areas and losses in other areas, with the final consolidated result of an overall loss of CHF 156,241 which is close to what was anticipated and presented at the Singapore 2023 General Assembly Meeting (GAM). The final consolidated result is a nominal additional loss of just under CHF 5,000 compared to the expected loss of CHF 151,356, which was presented at the GAM last year.

Each of the companies that make up the FIDIC group has behaved differently however from what was forecast at the 2023 GAM as described below.

FIDIC's year end was expected to close the 2023 year with a positive result of CHF 49,381. Instead, the final result is a loss of CHF 40,732.

FIDIC Credentialing Limited (FCL) ended the year with a greater loss than anticipated. The forecast was a loss of CHF 20,964 whereas the year ended with a loss of CHF 37,925. The additional loss is due to the impairment on its balance sheet of CHF 25,000 due to the lower book value of its investment in FIDIC China, FIDIC's subsidiary in China.

FIDIC China (FCS) closed the year better than expected, with a loss of CHF 119,823 instead of the forecasted loss of CHF 179,773 presented at the Singapore GAM.

As in previous years, all FIDIC companies have been audited. FIDIC and FCL by the firm BDO and FCS by Beijing Puhongde. In all cases we have had a clean audit with no qualifications reported across any of FIDIC's business units.

To comply with the best internal control and governance practices, the treasurer and FIDIC financial staff met with the BDO partner responsible for auditing

Risk and audit committee report

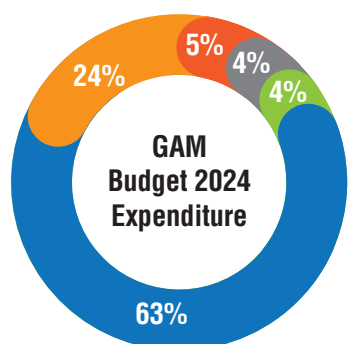
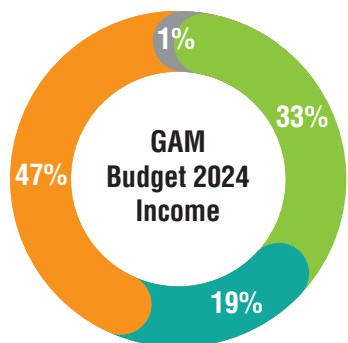
in order to obtain their opinion on the audit process and FIDIC's accounting practices. The auditor's opinion was that they had received the required help throughout the entire process from the FIDIC board and staff with excellent information and collaboration.

The parent company, FIDIC, ended up with better-than-expected revenues of CHF 5,819,000 compared to the projected revenue of CHF 5,545,000 due to the recognition of a provision of CHF 231,720 related to a potential claim from the Jakarta GIC venue that did not materialise. In general terms, without that provision, all income areas have performed as expected. Regarding expenses, the year closed with an increase in costs of CHF 404,000 compared to the 2023 budget. These additional costs are the result of the recruitment of additional staff in 2023, resulting in an additional staff cost of CHF 200,000 compared to the budget, additional expenses of CHF 110,000 in relation to the events held in 2023 and additional an expense of CHF 140,000 for higher financial costs and exchange differences. At 2023 year end, the capital and reserves balance is CHF 1,742,000 compared to CHF 1,782,000 the previous year. The balance was maintained due to the ability to amortise some costs expended in 2023.

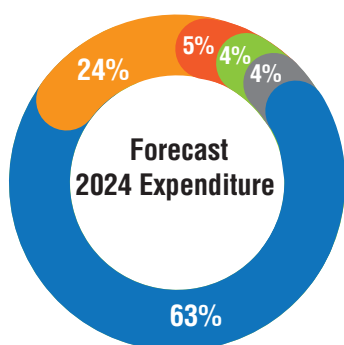
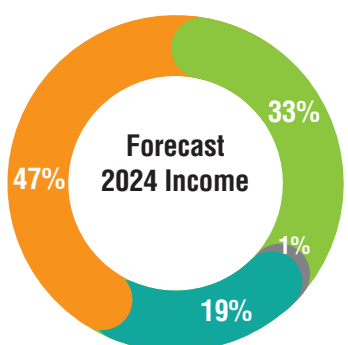
As noted earlier in the report, the FIDIC Credentialing (FCL) year end result would have been better than expected if it had not been for the impairment on investment of CHF 25,000 taken as suggested by our financial auditor due to the undervaluation of the book value of the investment in FCS which has increased to CHF 150,000 instead of CHF 125,000. The final income of FCL was CHF 395,000 while the expenses at the end of the year, without considering the impairment, amounted to CHF 407,000 including the charges that occurred from the FIDIC parent company.

As in recent years, losses have occurred in the activity of our subsidiary in China (FCS). The hopes that we maintained in September 2023 at the GAM to recover activity during the last quarter were not fulfilled and we ended the year without new certifications and earning fees only for the pending recertification processes. In order to mitigate the losses, staffing was reduced to a single person. At year end, the income is CHF 147,000 with expenses of CHF 266,000, resulting in a loss of CHF 119,000. It is worth remembering that throughout its years of operation, FCS has generated more than CHF 1.1 million in contribution to FIDIC. The FCS business in China is currently under review to determine the scope of its future operations.

In summary, FIDIC's financial performance in 2023 has resulted in an overall loss of CHF 156,241, approximately CHF 5,000 more than presented at the 2023 GAM. The loss was positively impacted by the recognition of a CHF 231,720 provision, plus CHF 224,010 coming from FIDIC trademark and FIDIC Academy expenses that have been capitalised and will be amortised over their useful life. The loss is primarily the result of additional costs related to the increase of staff count in FIDIC and an increase in expenses related to events and losses in China. Going forward, the necessary measures to limit activities in China have been implemented and a full review of the 2024 budget has been undertaken to mitigate future losses.



- Events
- Publications
- Committee
- Staff
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- Other



- Events
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Membership and stakeholder services update

In September 2023, as part of an internal restructure, FIDIC created a new Membership and Stakeholder Services team of three staff to oversee and manage FIDIC's member associations (MAs), associates, affiliates, working committees, advisory councils, task groups and regional groups. This team regularly interacts with over 300 individuals.

At the end of 2023, 95 countries were represented by FIDIC MAs and associate members. A further four countries applied to FIDIC for membership in 2024, which if approved in September 2024, will result in FIDIC being represented by 98 countries.

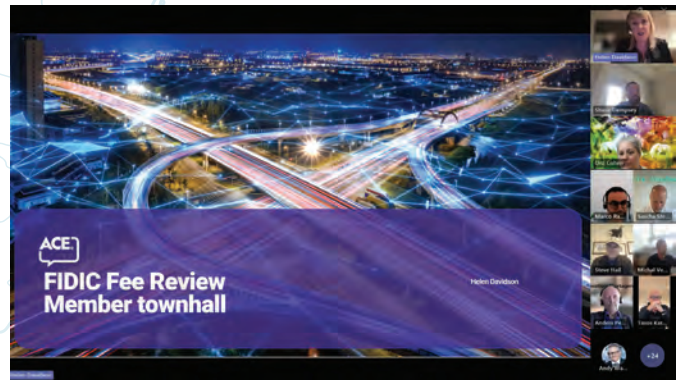
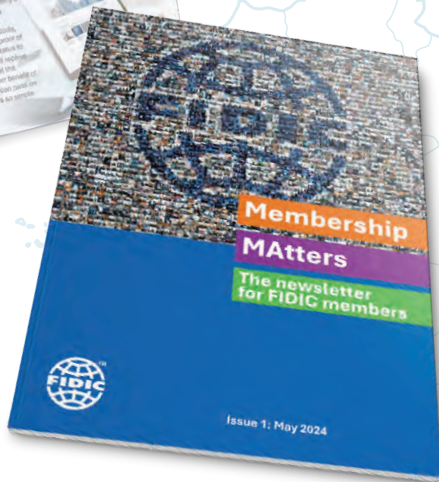
Several new developments have taken place over the past 12 months. In May 2024, a new membership brochure was launched detailing the benefits of FIDIC membership and a new members' newsletter, *Membership MATters*, was launched targeted specifically at FIDIC's MAs.

Following comments from some MAs that the existing FIDIC subscription model, which is based on reported staff numbers from MAs' member firms, needed changing, the FIDIC's Directors and Secretaries Advisory Council set up a task group to undertake a root and branch review of the model. Following in-depth analysis and widespread consultation with MAs, a new subscription model based on revenue of MAs has been proposed for approval by members at the FIDIC General Assembly Meeting in Geneva in 2024. Similarly, a new fee structure for affiliates has been developed.

The governance of the working committees, advisory councils and task groups has been strengthened by updating terms of reference, regularly refreshing their membership to ensure fresh ideas are continuously perpetuated. There is also balanced gender and geographical representation and the performance of the groups is monitored. This has been achieved by the membership team taking a more proactive role in steering the meetings to ensure that tangible outputs that are relevant to FIDIC's strategic plan and to the industry are delivered in a timely manner.

As a result, the momentum of the various committees and councils has stepped up resulting in the publication of the highest number of best practice guidelines and advisory notes in a 12-month period in FIDIC's history. These publications are valuable additions to FIDIC's Body of Knowledge library and will influence the consulting and infrastructure industry worldwide.





Each of the ten working committees and advisory councils has also delivered at least one free webinar on topical subjects over the past 12 months. These webinars regularly attracted audiences of several hundred industry professionals from countries across the world.

The membership team also interacts with and when requested provides assistance to its regional groups. These groups include the European federation EFCA, FIDIC North America, FIDIC Asia Pacific and FIDIC Africa.

Prompt and effective communications to FIDIC's MAs is vital and so too within FIDIC's various groups. To that end, we held a virtual 'town hall' meeting for all working committees, advisory councils and regional groups in March 2024 and an in-person committees and councils symposium in Geneva in September 2024. Such meetings, supplemented by the *Membership Matters* newsletter ensure that FIDIC MAs are continuously kept informed of FIDIC activities and new developments and are also able to engage in a meaningful dialogue with FIDIC staff and other members.

FIDIC member associations and associates

Albania

Albanian Association of Consulting Engineers, aace.al

Armenia

Innovative Engineering INGO, iengineering.am

Australia

Consult Australia, consultaustralia.com.au

Austria

Austrian Consultants Association ACA, aca.co.at

Bangladesh

Bangladesh Association of Consulting Engineers, bacenetbd.org

Bosnia and Herzegovina

Association of Consulting Engineers of Bosnia and Herzegovina - uki.ba

Botswana

Association of Consulting Engineers Botswana, aceb.org.bw

Brazil

Associação Brasileira de Consultores de Engenharia - abceconsultoria.org.br

Bulgaria

Bulgarian Association of Consulting Engineers and Architects - bacea-bg.org/

Canada

Association of Consulting Engineering Companies, Canada - acec.ca

China

China National Association of Engineering Consultants - cnaec.org.cn

China, Hong Kong

Association of Consulting Engineers of Hong Kong, China - acehk.org.hk

China, Taiwan

Chinese Association of Engineering Consultants, caec.org.tw

Colombia

Cámara Colombiana de la Infraestructura (CCI), infraestructura.org.co

Costa Rica

Cámara de Consultores en Arquitectura e Ingeniería camaraconsultorescr.org
Colegio Federado de Ingenieros y de Arquitectos de Costa Rica - cfa.or.cr

Croatia

Association of Consulting Companies in Construction - sinisa.radakovic@exstructa.hr

Cyprus

Cyprus Association of Civil Engineers (CYACE), spolmik.org

Czech Republic

Czech Association of Consulting Engineer, cace.cz

Côte d'Ivoire

Chambre Nationale des Ingénieurs Conseils et Experts du Génie Civil - chanie.org

Denmark

Foreningen af Rådgivende Ingeniører, frinet.dk

Egypt

Egyptian Consulting Engineering Association, sherif.wassef@wassefdesigngroup.com

Ethiopia

Ethiopian Consulting Engineers and Architects Association (ECEAA) - [//e-ceaa.org](http://e-ceaa.org)

Finland

Finnish Association of Consulting Firms, skolry.fi

France

CINOV - cinov.fr
SYNTEC-Ingénierie - syntec-ingenierie.fr

Georgia

Georgian Association of Consulting Engineers, aceg.ge

Germany

Verband Beratender Ingenieure, vbi.de

Ghana

Ghana Consulting Engineers Association, gcea.org.gh

Greece

Hellenic Association of Consulting Firms, segm.gr

Hungary

Association of Hungarian Consulting Engineers and Architects - tmsz.org

Iceland

Félag Rádgjafarverfræðinga, frv.is

India

Consulting Engineers Association of India, ceai.org.in

Indonesia

Indonesian National Association of Consultants, inkindo-dki.org

Ireland

Association of Consulting Engineers of Ireland, acei.ie

Islamic Republic of Iran

Iranian Society of Consulting Engineers, irsce.org

Israel

Israeli Organization of Consulting Engineers and Architects - iocea.org.il

Italy

INARSIND - inarsind.it
OICE - oice.it

Japan

Engineering and Consulting Firms Association, Japan - ecfa.or.jp

Jordan

Jordan Architects and Consulting Engineers Council - jea.org.jo

Kazakhstan

Kazakhstan National Association of Professional Engineers and Consultants - knapec.kz

Kenya

Association of Consulting Engineers of Kenya, acek.co.ke

Latvia

Latvian Association of Consulting Engineers, lika.lv

Lebanon

Lebanese Association of Consulting Engineers, oea.org.lb

Lithuania

Lithuanian Association of Consulting Companies, lacc.lt

Luxembourg

Ordre des Architectes et des Ingénieurs-conseils, d'Ingénierie et de Consultance - oai.lu

Malawi

Association of Consulting Engineers of Malawi, acem.mw

Malaysia

Association of Consulting Engineers Malaysia, acem.com.my

Maldives

Riyan Private Limited, riyan.com.mv

Mali

Ordre Ingenieurs Conseils Du Mali (OICM), oicm.ml

Mauritius

Association of Consulting Engineers, Mauritius, sootam.vyaassconsulting@orange.mu

Mexico

Cámara Nacional de Empresas de Consultoría de México - cneec.org.mx

Moldova

Association of Consulting Engineers in Republic of Moldova (ARMIC) - armic.md

Mongolia

Mongolian National Construction Association, mnca.mn/
Mongolian Road Association, mra.mn

Morocco

Fédération Marocaine du Conseil et de l'Ingénierie, fmci.ma

94

members

1.2

million
engineering
professionals

5

regional
groups

spanning

5

continents

Representing

40,000

firms

Mozambique

Associação de Empresas Moçambicanas de Consultoria (AEMC) - aemc.org.mz

Nepal

Society of Consulting Architectural and Engineering Firms, Nepal - scaef.org.np

Netherlands

NLingenieurs, nlingenieurs.nl

New Zealand

The Association of Consulting and Engineering New Zealand Incorporated - acenz.org.nz

Nigeria

Association for Consulting Engineering in Nigeria, acem.org.ng

Norway

Rådgivende Ingeniørers Forening, rif.no

Pakistan

Association of Consulting Engineers Pakistan, acep.org.pk

Palestine, State of

Engineers Association, paleng.org

Peru

Asociación Peruana de Consultoría (APC), apcperu.org

Philippines

Council of Engineering Consultants of the Philippines - cecophil.org

Poland

Stowarzyszenie Inżynierów Doradców i Rzeczoznawców (SIDIR) - sidir.pl

Portugal

Associação Portuguesa de Projectistas e Consultores - apconsultores.org.pt

Republic of Korea

Korea Engineering and Consulting Association, kenca.org

Republic of North Macedonia

Association of Consulting Engineers of Macedonia, acem.org.mk

Romania

Romanian Association of Consulting Engineers (ARIC) - aric.org.ro

Russian Federation

RAEC / NACEC, nacec.ru/

Saudi Arabia

Saudi Council of Engineers, saudieng.sa

Serbia

Association of Consulting Engineers in Serbia, aces.rs

Singapore

Association of Consulting Engineers Singapore, aces.org.sg

Slovakia

Slovak Association of Consulting Engineers, sace.sk

Slovenia

National Association of Consulting Engineers of Slovenia - gzs.si

South Africa

Consulting Engineers South Africa (CESA), cesa.co.za

Spain

Asociación española de empresas de Ingeniería, Consultoría y Servicios Tecnológicos (TECNIBERIA), tecniberia.es

Sri Lanka

Association of Consulting Engineers, Sri Lanka, acesl.org

Sudan

Sudanese Engineering and Architecture Consultancy Association, siham.mahjoub@newtech-consulting.ae

Suriname

Orde van Raadgevende Ingenieurs in Suriname, sunecon@sr.net

Sweden

Innovationsföretagen - The Federation of Swedish Innovation Companies - innovationsforetagen.se

Switzerland

Union Suisse des Ingénieurs-Conseils, usic.ch

Thailand

Consulting Engineers Association of Thailand (CEAT) - ceat.or.th

Trinidad and Tobago

Joint Consultative Council for the Construction Industry - jcc.org.tt

Turkey

Association of Turkish Consulting Engineers and Architects - tmmmb.org.tr

Uganda

Uganda Association of Consulting Engineers, uace.or.ug

Ukraine

Association of Engineers-Consultants of Ukraine, aecu.org.ua

United Arab Emirates

Society of Engineers - UAE, soeuae.ae

United Kingdom

Association of Consultancy and Engineering, acenet.co.uk

United Republic of Tanzania

Association of Consulting Engineers Tanzania, acet.or.tz

United States of America

American Council of Engineering Companies, acec.org

Uzbekistan

Association of Consulting Engineers of Uzbekistan, uzace.uz

Vietnam

Vietnam Engineering Consultant Association, vecas.org.vn

Zambia

Association of Consulting Engineers of Zambia, acez.co.zm

Zimbabwe

Zimbabwe Association of Consulting Engineers, zace.co.zw

Committees and advisory councils update

FIDIC's committees and advisory councils form a crucial part of the organisation's engagement with key stakeholders and the wider industry. Over the past year, these bodies have continued to ensure that FIDIC continues to discuss the issues that matter to members and the wider sector and help to grow the organisation's influence across the global engineering, construction and infrastructure industry.

Currently FIDIC has seven active committees and three advisory councils. The seven committees cover the areas of Business Practice Leadership, Contracts, Integrity Management, Membership, Sustainable Development, Digital Transformation and International Financial Institutions. The three advisory councils cover Directors and Secretaries, Future Leaders and Diversity, Equity and Inclusion.

Brief updates on the work of each of the above committees and advisory councils appear below.

Diversity, Equity and Inclusion Advisory Council

Update from the chair, **Dr Michele Kruger**, Functional General Manager Water and Environment, SMEC South Africa.

The newly revamped Diversity, Equity and Inclusion Advisory Council (DEIAC) has come a long way in 2024 and as chair I would like to thank the team for all the hard work. The following papers were developed over the past year and are in various stages of completion and approval.

- Inclusive meetings guide.
- FIDIC Diversity and Inclusion Key Performance Indicators.
- Updating of the FIDIC Diversity, Equity and Inclusion Policy.
- Attracting, Retaining and Promoting Diverse talent.

The upcoming DEIAC webinar on 15 October 2024 will further expand on these topics under the title of *Building more diverse and inclusive companies. Diversity best practice for attracting, retaining and promoting people* and we hope to see many industry professionals in attendance.

In March this year I was also given the opportunity to take part in the FIDIC board five-year strategy workshop held in Rome, where diversity, equity and inclusion was given significant support and is sure to play a major role going forward.

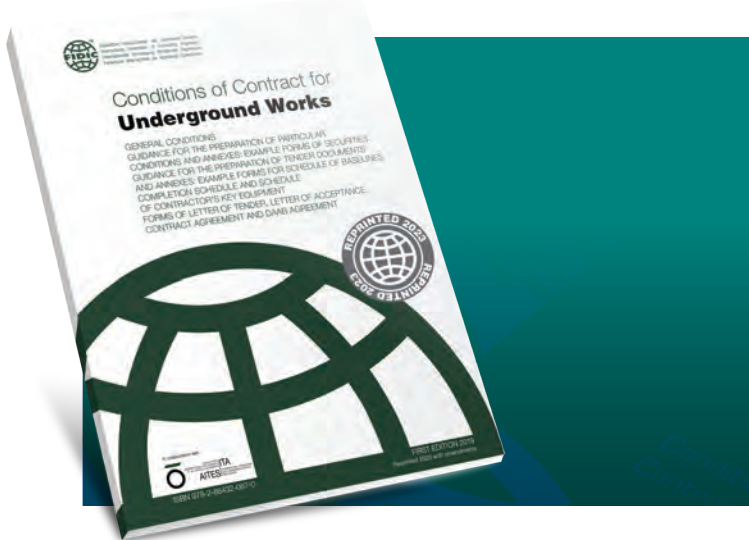
In September 2024, the council will see a new chair Joost Merema take over and drive new strategies ahead. I wish Joost all the very best and I know he will do a great job in leading the work of such an important group for FIDIC. I



would also like to thank the FIDIC board and the staff for all the support given to me during my tenure as chair of the DEIAC. It is greatly appreciated and I know that new chair Joost will receive the same support and assistance in the months and years to come.

Contracts Committee

Update from the chair, **Vincent Leloup**, managing partner of contracts consultancy Exequatur in France.



In November 2023, at the FIDIC International Contract Users' Conference in London, the Contracts Committee (CC) released the reprint of the 2019 FIDIC Emerald Book, reflecting changes brought in 2022 to the FIDIC Yellow Book (which served as drafting basis for the Emerald Book), as well as other Emerald-specific amendments aimed at clarifying certain provisions and giving increased certainty when used.

The CC closely worked with FIDIC staff to define the contents of the contract users conference in London and also the FIDIC Asia-Pacific regional conference at the end of May 2024, where many CC members spoke. A webinar was held by the CC in April 2024 and focused on the FIDIC 2017 White Book, reflecting on seven years of its use on the marketplace.

Work is progressing in the 12 task groups supervised by the CC, albeit at different paces. Some task groups have

suffered from different delays caused by availability issues of members and two groups were heavily impacted by the tragic and sudden passing of our colleague Dr Sebastian Hök, a longstanding and worldwide renowned champion of FIDIC contracts, who was particularly active in our contracts community.

Despite the above, publication of the subcontract form to the 1999 FIDIC Silver Book is imminent and several forms are in the pipeline for publication in 2025 - the Bronze Book test edition, the much-awaited form of Collaborative Contracting and Net Zero provisions, as well as the subcontract form to the 2017 FIDIC Yellow Book and the FIDIC Golden Principles for Services Agreements.

Via working closely with FIDIC staff, regular liaison is maintained with the multilateral development banks, who are strategic users of our forms, in order to promote a wider use of our suite of contracts beyond FIDIC Red and Yellow Books, with in particular the FIDIC White and Green Books which historically have had a limited take-up by the banks.

On the organisation side, the CC is now ten-strong, with the arrival of Paul Karekezi from Kenya and Gagan Anand from India, who will supervise the work of our task group on PPP Contracts as representatives of the Future Leaders Advisory Council. CC members Kiri Parr, Husni Madi and Deryl Earsom and the CC chair Vincent Leloup, have seen their terms on the CC renewed at the end of 2023, while Peter Collie decided to step down.

Integrity Management Committee

Update from the chair, **Richard Stump**, vice president of RS&H in the USA.



Over the 12 months from August 2023, FIDIC's Integrity Management Committee (IMC) has continued its focus as an expert resource for FIDIC on integrity-related matters, representing and advising the FIDIC board and secretariat on all

aspects of integrity management and anti-corruption issues in the consulting engineering industry.

After the well-received "integrity moment" at the Global Infrastructure Conference (GIC) in September 2023,

one of the highest profile IMC activities is the collaboration with EY in the creation and delivery of a three-part webinar series on the importance of collaboration in the fight against corruption. The first webinar took place on 6 December 2023, just before Global Anti-Corruption Day, with the theme. *Taking a Collaborative Approach to Combating Corruption*. The second webinar on 18 June 2024 was entitled *Why Collaboration is Essential in the Fight Against Corruption* and featured the same lineup of speakers from EY and the IMC as the above event. The webinar highlighted and reviewed

the findings and key takeaways from EY's 2024 *Global Integrity Report* and identified actions to be taken at individual and company level. The third webinar will be held just before Global Anti-Corruption Day 2024 and will focus on application of the lessons and findings from the first two webinars, with new speakers who will demonstrate their approaches to integrity and anti-corruption in the AEC sector.

The IMC chair, Richard Stump, represented FIDIC at the December 2023 CoSP 10 (Council of States and Parties) in Atlanta, USA, as organised and executed by UNCAC, the UN Council Against Corruption, the first

time FIDIC was represented as an observer organisation. The IMC is considering recommendations to the FIDIC board for pursuing active participant status in the UN's ECOSOC (Economic and Social Council), a position that would allow FIDIC to take an active role in this important conversation.

New members were brought in to the committee in Q3 2024 and include Ajay Pradhan of India and Felipe Andre Isore Gutierrez, who is sponsored by Colombia's FIDIC MA and is based in the USA. Ajay and Felipe will provide voice to the communities of South Asia and LATAM in identification of important considerations for the IMC and this further supports the IMC

endeavours and annual workplan.

The IMC has also supported FIDIC staff and the Academy with guidance on support for a request from UNON (United Nations Office Nairobi) related to integrity training for the project team responsible for delivering the Gigiri Master Plan, a new \$265m complex in Nairobi that will support UNON's activities across Africa.

The IMC has supported the creation of an on-demand course on the *Fundamentals of Integrity Management for the Global Infrastructure Industry* which is now one of FIDIC Academy's most popular courses. The IMC also has a dedicated desk at the 2024 GIC.

Digital Transformation Committee

Update from the chair, **Stacy Sinclair**, partner and head of technology and innovation at Fenwick Elliott (UK).



Digital technologies are rapidly reshaping and revolutionising our world, providing significant opportunities for the advancement of people, places and our planet and enhancing and enabling the engineering and construction industry. The purpose of the Digital Transformation Committee (DTC) is to advocate and guide FIDIC and the consulting engineering community on the use of new and existing technologies. This past year was marked by a number of productive meetings to progress activities aligned with its strategic priorities.

In April 2024, the DTC organised a successful and well-attended webinar, *AI – powering a new era for*

construction? The potential of artificial intelligence to transform the industry. The panel considered the fast-moving area of AI in the engineering, construction and infrastructure sector, focusing on real-world applications and technologies which are redefining and transforming the whole lifecycle of major global infrastructure projects. The speakers highlighted examples of AI applications addressing challenges in the industry and covered the wide range of issues involved in AI adoption.

As AI is a technology here to stay and is developing at pace, in the coming year the DTC is looking to support FIDIC members in how they can embrace and safely manage an AI-enabled future. The DTC is developing a guidance note based on the April 2024 webinar and building on EY/FIDIC's forthcoming AI report, which will be released at this year's Digital Transformation Forum at the Global Infrastructure Conference in September. The DTC is also looking at what support it can provide to FIDIC contract users on what is needed to address AI contractually.

In addition, the DTC is convening a task group to develop FIDIC's BIM Advisory Note (*Advisory Notes to Users of FIDIC Contracts Where the Project Uses Building Information Modelling Systems*) to address the ever-evolving landscape of BIM technologies, soon to be enhanced and driven by AI, and provide further guidance on incorporating BIM contractually. We are inviting experts in this area to join the task group and welcome expressions of interest.

In 2025, the work of the DTC aims to continue to guide and support FIDIC members in navigating this exciting and dynamic digital journey, now fuelled by the application of AI. I mentioned at our April AI webinar that if 2023 was about "panic and possibility", then 2024 was likely to be about "practicality and progress", focusing on the tangible, constructive advancements of AI technologies and solutions. We certainly have seen this so far and the DTC looks forward to supporting this digital transformation, looking at its "pervasiveness and potential" which no doubt will unfold in 2025.

Business Practice Leadership Committee

Update from the chair, **Manuel Perez**, CEO, WSP Spain.

The Business Practice Leadership Committee (BPLC) has had a dynamic and fruitful year, marked by notable achievements and ongoing initiatives aimed at enhancing consulting engineering practices worldwide. The BPLC achieved significant milestones, including hosting a successful webinar in February and setting up and facilitating in-depth discussions on critical topics set up within its four task groups. Three reports were published in January 2024 and at least a further four reports, currently work in progress, will be published before December 2024.

The committee will participate and report on the activities of its task groups at FIDIC's annual Global Infrastructure Conference which takes place in Geneva in September. Details of the reports undertaken by each of the task groups are now provided below. Looking ahead, the BPLC aims to continue refining and implementing strategic initiatives to further advance the consulting engineering industry.

Consultant and Contractor Selection Task Group (CCS)

The CCS Task Group, which was largely formed of previous members of the BPLC, has completed a draft *Qualification Based Consultant Selection Guide*. This update of a previous publication (*Quality Based Consultants Guide*) aligns with the

Recommended Procedures to Improve the Application of Qualifications and Cost-Based Selection for Consultants, First Edition, 2023. It is expected this guide will be published later in 2024.

Procurement Task Group

The Procurement Task Group is a newly formed pool of knowledgeable professionals which has reviewed procurement process challenges, considering legislative, cultural and behavioral differences across the world. The group initially contributed to BPLC's webinar on the future of procurement in January 2024.

The task group has completed a draft *Future of Procurement* document based partly on insights from the webinar, which will hopefully provide valuable guidance for consulting engineers on navigating procurement processes and analyse major challenges, best practices and case studies. This document is expected to be published by December 2024. Looking forward, the task group plans to analyse global procurement challenges, focusing on issues faced by consultants working with clients lacking expertise in selecting suitable consulting or construction services. The goal is to enhance the procurement process, emphasising quality, sustainability and innovative solutions.

Risk and Liability Task Group

The Risk and Liability Task Group produced three new guidance notes in January 2024, namely *Limitations of Liability*, *Fitness of Purpose* and *Professional Indemnity*. The development of guidelines on *Artificial Intelligence*, *Alliancing* and *Third-Party Reliance* is currently work in progress.

Quality Task Group

The Quality Task Group set out to completely rewrite the *FIDIC Quality Management Guideline* from 2001. The new document will be submitted in two parts. Part A, *Organisational and Project Quality*, is expected to be published in September 2024. Part B, *Quality Management in the Consulting Engineering Industry Guide*, is expected to be published by December 2024. This guide will provide comprehensive guidelines for quality management at both organisational and project levels, reflecting the latest best practices in the industry. Future activities will focus on promoting the adoption of these guidelines and supporting continuous improvement in quality management practices.



Title	Status
Qualification Based Consultant Selection Guide	Final draft
The Future of Procurement Report	Final draft
Organisational and Project Quality Guide - Part A	Final draft
Quality Management in the Consulting Engineering Industry Guide - Part B	In progress
Limitations of Liability	Published
Fitness of Purpose	Published
Professional Indemnity	Published

Future Leaders Advisory Council

Update from the chair, **Rodrigo Juarez**, Consultant, FOA Consulting.

The 2023-2024 period has once again been a busy one for the FIDIC Future Leaders Advisory Council (FLAC). During the year, like many other of FIDIC committees and councils, the FLAC went through a major restructuring. A new call for members was issued at the end of 2023, and three new members joined the FLAC - Harshita Jain (India), Wojciech Szewczak (UK) and Liangyu Wu (China). In addition, Mads Brandt Rasmussen (Denmark) was elected vice chair of the FLAC. With the new composition, North America, Latin America, Europe, Africa and Asia-Pacific are fully represented and actively working towards the success of the council.

Furthermore, all FLAC members have been assigned to a FIDIC working committee or advisory council and are actively participating and contributing to their activities. This allows us to continue making sure that future leaders are represented across FIDIC. Also, the chair of the council has been actively participating in the FIDIC board meetings, Global Infrastructure Conference planning meetings, the *Strategic Plan 2025-2029* workshop and the monthly FLAC meeting.

In addition, the FLAC has successfully engaged in high-profile activities. During this year, there was a direct



FIDIC Future Leaders

collaboration between FIDIC, the World Federation of Engineering Organizations (WFEO) Young Engineers/Future Leaders' Working Group on Climate Action, Council of European Municipalities and Regions (CEMR) and Engineers Without Borders International (EWB) in organising the UNFCCC COP28 side event entitled, *Youth & Practitioners: Catalysts for Behaviour Change in Science-Based Policy* on in December 2023.

Furthermore, the FLAC also organised and led a very successful FIDIC webinar entitled *When it comes to culture does your company walk the talk? Making your corporate values mean something*. FLAC members and external speakers highlighted the

importance of taking an all-round view of companies' activities and look at how they impact on their vision and values.

In other activities, the FLAC issued a call for papers for the eighth edition of the Future Leaders Booklet, organised under the theme of Investing now for a better future. The council has also reviewed this year's applications for the FIDIC Future Leaders Awards and taken part in judging panel meetings. Finally, this is the last year of Dr Rodrigo Juarez chairing the council and Artur Brito from Brazil will step up to the role following the FIDIC conference in Geneva in September. The next year promises to be similarly busy and filled with new activities for future leaders - so stay tuned!



Directors and Secretaries Advisory Council

Update from the chair, **Helen Davidson**, CEO ACE New Zealand.



The FIDIC Directors and Secretaries Advisory Council (DNSAC) plays a critical role linking the FIDIC board with the leaders of FIDIC's member associations. Our goals are to enhance the connection and collaboration with and between member associations, uplift member association capability and capacity, to support FIDIC to provide value to its member associations and to bring the voice of member associations to the FIDIC board, committees and councils.

Over the past 12 months we have been making great progress in each of these areas. To enhance connection and collaboration and uplift member association capability and capacity, we brought a new focus on sharing learnings and enabling discussion about key member association challenges during our hosting of the FIDIC directors and secretaries meeting at the 2023 Singapore conference meetings. Through a series of break-out sessions, we led discussions on superb membership experience, advocacy with impact, balanced finances, new technologies and digital tools for enhanced association productivity, rethinking association management and leading industry campaigns.

These sessions allowed member associations to share and showcase their activities in each of these areas and provide tools and tips to others.

We carried the theme of sharing and learning from each other through to our June 2024 webinar on *How a Collective Industry Voice Makes Change Happen*. During this webinar, we learned from successful member association initiatives including Infrastructure Net Zero (Australia), advocacy in response to severe flooding (Kenya) and a widespread media and advocacy campaign to attract talent to professional services consulting (Germany).

We were also delighted to support FIDIC's launch of its new member association-focussed newsletter this year, *Membership MATters*, which is another critical channel for sharing information and supporting member association ability to connect, collaborate and build our capability. We continue to work with FIDIC towards an updated MA handbook and look forward to releasing that soon.

FIDIC's member association network is a rich value offering from FIDIC and the DNSAC is delighted to provide channels to enable collaboration and the sharing of initiatives as we learn and grow a strong global network of member associations together. This year, to bring the voice of member associations to the FIDIC board and support FIDIC to provide value to its member associations, I've continued to participate in board meetings as chair of the DNSAC and as an ex

officio member of the board. This has been a crucial year for our involvement with the board as we've participated in its work to set FIDIC's new strategy. We've done this by inputting into the survey with members to get their views to inform the strategy, through my participation on the board strategy subcommittee and my attendance at the FIDIC strategy workshop in March as the DNSAC representative.

Our council also provided input into FIDIC's review of its membership brochure and, most importantly, this year we were tasked with leading the review of FIDIC's membership fee model. The membership fee model review has been a significant and complex piece of work and I want to thank all of those who have been involved in the work of the task group and to all member associations that have contributed to the review through responding to surveys and attending the townhall meeting we held.

It's been a privilege to lead the DNSAC and I thank all the DNSAC members who come from across the globe for all the time and effort they have put into our work this year. A special acknowledgement to deputy chair Helena Soimakallio from Finland and our FIDIC board liaison Alfredo Ingletti and a final thank you to the FIDIC board and FIDIC staff for their support and commitment to working with the DNSAC to deliver our goals.

Sustainable Development Committee

Update from the chair, **Tracey Ryan**, chief executive of Aurecon – New Zealand

Our big focus in the Sustainable Development Committee (SDC) for this year has been on partnerships and collaboration. Our partnership with WWF and AECOM has gone from strength to strength, as we continue to develop additional chapters to the *Nature Positive Infrastructure Playbook* promoting nature-based solutions in asset design to accelerate nature positive outcomes in infrastructure development. A new chapter on supporting nature positive procurement will be launched shortly, which will target the client side (funders, agencies, IDBs etc), ensuring that considerations around better integrating nature are embedded right at the start of the infrastructure project lifecycle.

The SDC team has also been working closely with the FIDIC Contracts Committee looking at a net zero procurement specification for the globally recognised FIDIC suite of engineering contracts. The news of this ongoing work has been particularly well received by the industry at recent FIDIC contract users' conferences and it's clear that there is a lot of interest in this area.

We have also participated and collaborated in many global forums raising awareness of FIDIC's work around net zero and sustainability. Particular highlights have been the Buildings and Climate Global Forum in Paris in March, a FIDIC Asia-Pacific seminar on Resilient Infrastructure, the World Sustainable Built Environment 2024 Conference on Sustainable Built Environment, the Global Alliance for Buildings and Construction and United Nations Environment Programme on collective progress towards net zero and WWF and also FIDIC's Insight Lounge session with WWF Nepal on nature-based solutions.

With a revamped committee, we have new members who have been working with FIDIC's Global Leadership Forum on carbon management initiatives and whole lifecycle decarbonisation principles. This cross-group and inter-committee working is a key strength of FIDIC and it has been great to experience the collegiate and collaborative approach from our colleagues across the global industry.

Another very important partnership over the past couple of years has been collaborating with the WFEO (World Federation of Engineering Organisations) on a COP29 side event in Baku which we hope to be able to bring to life again this year. As chair of the Sustainable Development Committee, I am continually honoured and inspired by my fellow committee members, who generously volunteer their time on behalf of FIDIC, our industry and indeed the future health of the planet. Their passion and hard work to make a difference is truly inspiring.



Membership Committee

Update from the chair, **Enni Soetanto**, Executive Director/senior advisor of Mott MacDonald Indonesia.



The Membership Committee supported FIDIC staff in producing the new membership brochure which is aimed to demonstrate FIDIC's benefits and value proposition in a modern and attractive manner that would appeal

The committee continues to support FIDIC staff in establishing contact with some member associations where communication or cultural issues could be challenging, on issues ranging from explaining benefits to assisting with

to existing and new member associations, associate members and affiliate members. Currently FIDIC has 92 member associations in 89 countries, six associate members and 33 affiliate members.

subscriptions in arrears. The committee also encourages members of local MAs and their member firms to get more involved in FIDIC's committees.

In 2024, the committee was involved in the process of reviewing applications for FIDIC membership from four new member associations. Finally, we welcomed three new members to the Membership Committee in 2024 including two representatives of FIDIC member associations.

International Financial Institutions Committee

Update from the chair, **Suraj Rana**, managing director, DT Global UK.



The International Financial Institutions Committee (IFIC) was completely refreshed with new members in 2023, setting a fresh trajectory for its operations.

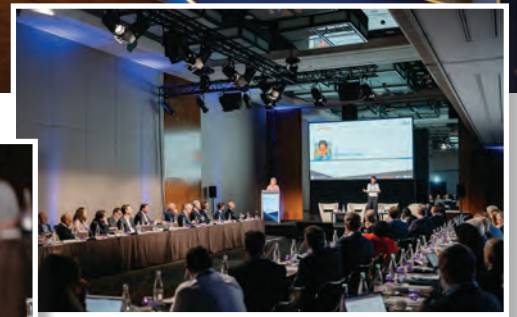
In February 2024, the IFIC successfully delivered a webinar focusing on de-risking and leveraging infrastructure investments, featuring leading speakers from various international financial institutions. The webinar provided a platform for IFIs to discuss practical steps to de-risk major investments and attract private sector finance.

IFIs represented included the Asian Infrastructure Investment Bank, the World Bank and the African Development Bank.

The IFIC has formed a task group to delve into the priorities and developments of IFIs and how FIDIC could align its contributions. The group has met regularly, focusing on two main topics. Firstly, regarding the conditions in consultancy contracts and the need to ensure fair and balanced risk allocations, the group prepared a draft proposal on creating more equitable

conditions in consultancy contracts to improve the risk balance between parties involved. Secondly, the group looked at sustainability and aligning approaches between IFIs and FIDIC and examined sustainability practices in IFI-funded projects and proposed ways to enhance sustainable practices within FIDIC's frameworks. The IFIC has prepared draft proposals on these topics for presentation to the FIDIC board and the goal is now to ensure that guidance is conveyed to IFIs and published for broader dissemination.

Global Leadership Forum update



In 2024, the Global Leadership Forum, the exclusive membership body that convenes global infrastructure CEOs and c-suite leaders, grew from strength to strength. Membership rose to some 300 industry leaders and decision-makers from consulting leaders, representing engineering firms, contractors, governments, civic society, international organisations and financial institutions. Marking this milestone, Bill Cox, CEO of Aurecon, took over as the first independent chair of the forum's advisory board.

For the second year running, the Global Leadership Forum convened 100 members in Geneva in April to attend the Global Leadership Forum Summit. Leaders attending the two-day event came together to discuss major issues including artificial intelligence (AI), sustainability and decarbonisation, the net zero transition, market intelligence and the key role of leadership in addressing them. Summit attendees received an exclusive preview of a new industry report on the use of AI in the infrastructure sector, as well as advanced sight of industry intelligence around project risk and carbon collaboration.

The two-day summit contained a blend of keynote, panel discussions and breakout sessions and importantly, an environment in which world leaders could engage with and debate with peers in small groups in a highly confidential and informal manner. Delegates cited the informal

collaboration with peers as the activity they value most in the Global Leadership Forum annual programme.

Looking to the year ahead, the forum will focus on extending its membership into the global infrastructure's supply chain and trade associations as we focus on finding solutions to reduce carbon in global infrastructure programmes. Planning has already started on the third Global Leadership Forum Summit which will take place in Europe in April 2025. At the event, even greater emphasis will be placed on creating an environment where world infrastructure leaders can network and debate with peers on topics facing the industry and their organisations.

An essential consideration for the forum is ensuring that its work is aligned and integrated into FIDIC's annual programme for its global member associations. Integral to the FIDIC Global Infrastructure Conference in September 2024 will be a Global Leadership Forum panel session to launch its Carbon Collaboration Initiative which will explore innovative strategies and frameworks aimed at significantly reducing carbon footprints through comprehensive lifecycle carbon management. Additionally, the forum will release its report on AI in collaboration with EY. The report offers valuable insights into the intersection of AI and infrastructure, showcasing advancements and strategic implementations.

Nuturing and growing global partnerships

FIDIC's efforts to forge good relationships with key global stakeholders continued apace over the past year. As well as the solid policy and advocacy work detailed on page 33 of this report, relationships with important industry, financial and other strategic organisations have continued to be strengthened. These included the building of important global partnerships, alliances and signing strategic agreements with an ever-growing number of organisations whose work directly impacts the engineering, construction and infrastructure sector and also the work of FIDIC's member associations.

The review of the year in this annual report highlights some of new agreements that FIDIC has signed over the past 12 months and it is a source of great pride that governments, client bodies, key funders and other key stakeholders in the global infrastructure sector want to engage with FIDIC, partner with its members and find out the organisation's stance on some of the key business, commercial and industry issues currently facing the industry.

In particular, FIDIC has worked hard over the recent period to foster and maintain good relations with the multilateral development banks (MDBs) that are so influential in the funding of global infrastructure projects, especially in the

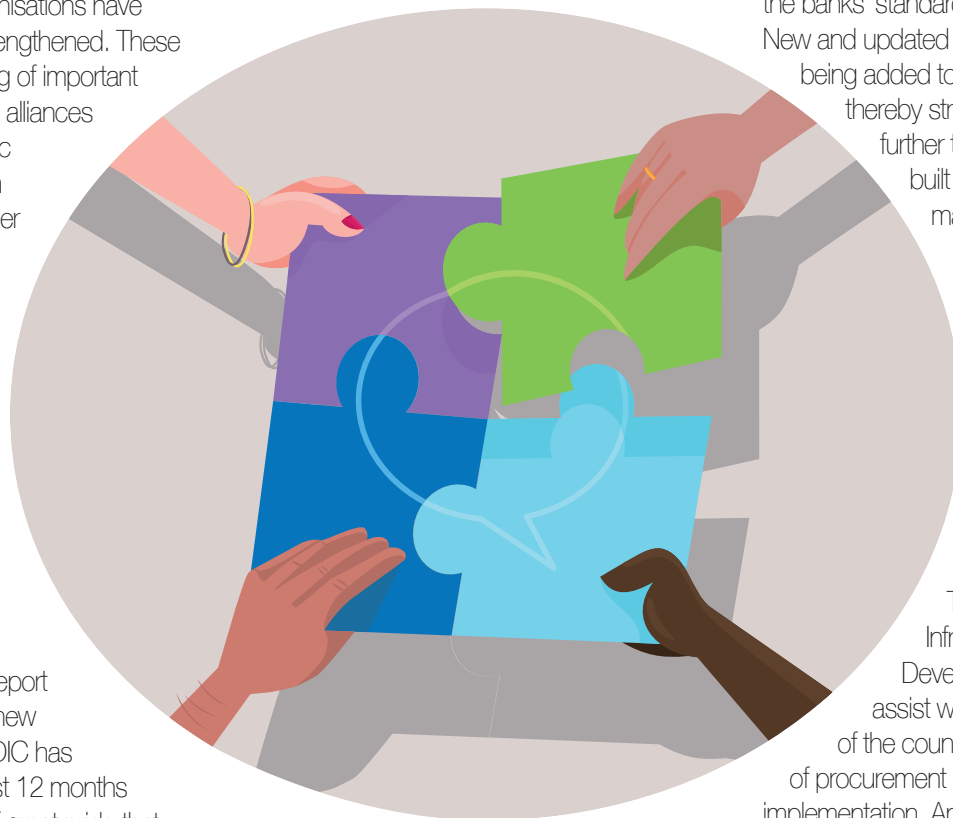
developing world. It was heartening therefore to see that in October 2023 the World Bank joined 11 other MDBs in declaring their shared commitment to integrating sustainable procurement into their development operations.

With procurement such an important catalyst for change in the fight against climate change, seeing such a clear intention by the MDBs to collectively work with their clients to develop and implement the policies, plans and actions needed to drive the global sustainable procurement transition, should lead to a more inclusive, resource efficient and greener world. FIDIC's close relationship with those banks should also help the industry to get its views across to an important stakeholder on such a key issue.

FIDIC has also begun a process of renewing a series of strategic agreements with the MDBs to enable the banks to use the key FIDIC standard construction contracts for projects they finance, with the documents being used as part of the banks' standard bidding documents. New and updated FIDIC contracts are being added to these agreements thereby strengthening even further the links that FIDIC has built up with the MDBs over many years.

A particularly significant partnership secured over the past year was the five-year strategic cooperation agreement with the Ministry for Communities, Territories, and Infrastructure Development of Ukraine to assist with the reconstruction of the country and the reform of procurement and project implementation. Another significant step was the strategic memorandum of understanding agreement that FIDIC signed with environmental non-profit the Solar Impulse Foundation (SIF), the non-profit organisation founded by explorer and clean technology pioneer Bertrand Piccard. FIDIC and SIF will collaborate to advance sustainable solutions and drive positive change in the construction technology and consulting engineering sectors.

Building and nuturing global partnerships will continue to be a key priority for FIDIC over the coming 12 months.



Review of the year

The past year has been another busy one for FIDIC with a renewed focus on engaging with its members and other key stakeholders as the organisation worked to further strengthen its influence with stakeholders across the global engineering, construction and infrastructure industry. The month-by-month review below gives a flavour of the last 12 months.

SEPTEMBER

September 2023 began with the launch of *Engineering the Future: 110 Years of FIDIC*, to mark the organisation's landmark anniversary. The publication was unveiled at the FIDIC Global Infrastructure Conference, held in Singapore, which saw the announcement of FIDIC's annual awards for outstanding projects, member association excellence and future leaders.



The conference in Singapore also saw Catherine Karakatsanis from Canada elected as the latest president of FIDIC, the first woman to be president in FIDIC's 110-year history. Catherine has

practiced consulting engineering for over 30 years and is currently the chief operating officer of Morrison Hershfield now Stantec.

The conference also revealed that massive investment of around \$139 trillion in sustainable infrastructure was needed to achieve net zero by 2050, according to a new report from FIDIC and the global professional services partnership EY. In

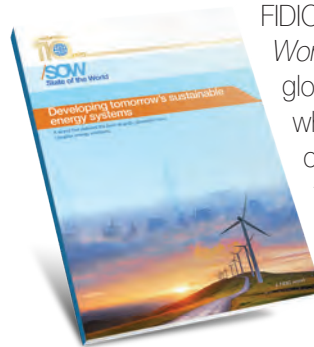


collaboration with Ramboll and Arcadis, FIDIC also released the *Decarbonisation of the infrastructure sector* report and also in Singapore, former High Court judge and civil engineer Sir Vivian Ramsey was awarded FIDIC's prestigious Louis Prangey Award.

OCTOBER

October began with a FIDIC webinar, *Building a diverse and inclusive industry for a diverse world*, organised by FIDIC's Diversity, Equity and Inclusion Advisory Council, which heard speakers offering their views on why the engineering,

construction and infrastructure industry needs to become more diverse and inclusive to meet the challenges of an increasing diverse world.



FIDIC launched its latest *State of the World* report which looked at the evolving global energy landscape, examining what the sustainable energy systems of the future will look like and how they will operate. The month also saw FIDIC welcome an international commitment to sustainable procurement as the World Bank

joined 11 other multilateral development banks in declaring their shared commitment to integrating sustainable procurement into their development operations.

The shortlist for the 2023 FIDIC Contract Users' Awards was also announced in **October**, the fifth year the awards have been run and the month ended with the news that the World Bank had renewed its agreement to use FIDIC standard contracts for a further five years.



NOVEMBER

A very topical and timely event on nature-positive infrastructure took place in November. *Why nature-positive infrastructure needs to become the industry standard* was organised by FIDIC's Sustainable Development Committee and from a number of leading experts from around the world who highlighted why delivering nature-based solutions is a crucial issue for the industry and why nature positive infrastructure needs to become the standard deliverable going forward.



At the Official FIDIC International Contract Users' Conference in London, attended by over 200 legal and contractual professionals, FIDIC published a new dispute avoidance practice note to highlight awareness of the dispute avoidance function of dispute boards for FIDIC contract users and adjudicators. The conference also saw the unveiling of the 2023 FIDIC Contract Users' Awards where prizes were handed out for Project of the Year, Client of the Year, Adjudicator of the Year, Trainer of the Year and Legal Firm of the Year. Also in November, FIDIC Asia Pacific held its annual meeting in Bangkok.

DECEMBER



December began with the news that FIDIC had appointed Bill Cox, chief executive officer of Aurecon, as the first chair of its Global Leadership Forum advisory board, following a decision of the FIDIC board.

Cox, a civil engineer with over 30 years' experience in highway, rail and airport planning and design and construction projects in Australia, Asia and the UK, said: "FIDIC plays a crucial role in the global engineering industry and I greatly appreciate the trust that the FIDIC board has placed in me with this appointment."

The month also saw FIDIC's integrity management committee and Ernst & Young join forces to demonstrate the importance of a collective approach to fighting corruption with a webinar organised to coincide with the UN's International Anti-Corruption Day. Issue number 11 of the *FIDIC Contract Users' Newsletter* was published and there was also the launch of a new publication charting the 44-year history of FIDIC's Asia Pacific regional grouping, ASPAC, (now renamed FIDIC Asia Pacific) and the activities and events that have shaped it.



Finally, to close the year, FIDIC unveiled its webinar programme for 2024, which contained the usual diverse and interesting range of online events on key issues of interest to global engineering, construction and infrastructure professionals.



JANUARY



MINISTRY FOR RESTORATION
Communities, Territories and Infrastructure Development of Ukraine

The new year began well with FIDIC signing a five-year strategic cooperation

agreement with the Ministry for Communities, Territories, and Infrastructure Development of Ukraine to assist with the reconstruction of the country and the reform of procurement and project implementation. A memorandum of understanding signed by FIDIC and the ministry, in the presence of the World Bank, would facilitate potential collaboration between the parties in a number of areas.



Also in **January**, FIDIC opened applications for its Certified Consulting Professional certification which offers an ideal way for construction

professionals to accelerate their professional career and get ahead in the global consultancy sector. The month ended with FIDIC reaching out to its global stakeholders to enlist their help as it embarked on the development of a new strategic plan for the organisation.

FEBRUARY

The future of procurement came under the spotlight at a FIDIC webinar, *Where is procurement going? Future trends and challenges for the industry*, organised by



the FIDIC Business Practice Leadership Committee. The webinar looked at the all-important area of procurement, exploring the latest developments and trends and looking at how procurement should evolve to deliver better and more sustainable infrastructure projects.

KING'S
College
LONDON

Applications opened for participants to register for the FIDIC-Kings College Summer School, the popular annual one-week training course covering the FIDIC standard

form of contracts in practice this month. Elsewhere, FIDIC signed a strategic memorandum of understanding agreement with environmental non-profit the Solar Impulse Foundation (SIF) that would see the two organisations collaborating to advance sustainable solutions and drive positive change in the construction technology and consulting engineering sectors.

APRIL

April opened with a webinar looking at one of the most widely used forms of global construction professional services contract currently being used in the marketplace. The classic contract for clients and consultants: *Seven years of the FIDIC 2017 White Book*, was organised by the FIDIC Contracts Committee and as with all contracts webinars was packed with attendees and questions from the floor.

The month also saw the second annual Global Leadership Forum Summit take place in Geneva with a key focus on the world's infrastructure leaders collaborating to address the key challenges facing the industry. Leaders attending the two-day event came together to discuss major issues including artificial intelligence, sustainability and decarbonisation, the net zero transition, market intelligence and the key role of leadership in addressing them.



April also saw FIDIC announce that Dr Nelson Ogunshakin had decided to step down as CEO after six years in the role to pursue other opportunities within the industry.

MAY

May began with FIDIC opening the call for entries for its prestigious Global Infrastructure Awards, the organisation's flagship awards which recognise and reward excellence in project development and delivery, the activities of FIDIC's member associations and the industry's future and emerging leaders.



Also, this month, the 2024 Official FIDIC Contract Users' regional conference for the Asia-Pacific region took place on 29-30 May 2024. The two-day online conference offered attendees the opportunity to share progress on the application and use of FIDIC contracts in the Asia-Pacific region and included participation from multilateral development banks, other funders, private sector organisations and clients, government, engineers, contractors, investors, lawyers and consultants.

The month ended with a FIDIC webinar that took a deep dive into the issue of investment for large-scale infrastructure and how such investments can be de-risked by international financial institutions to draw in private sector finance to fill the funding gap. The webinar, *De-risking and leveraging infrastructure investment: Helping the private sector fill the funding gap*, was organised by FIDIC's International Financial Institutions Committee.

MARCH



FIDIC celebrated World Engineering Day on Monday 4 March 2024 by giving a big hat-tip to the crucial role of engineering for the

future of the infrastructure sector by inviting its professional community to participate in a series of special offers to boost their professional development. Bookings also opened for the 2024 FIDIC Global Infrastructure Conference taking place in Geneva with the theme, *Transforming lives with infrastructure – Investing in and building a better world for all*.



On International Women's Day on Friday 8 March 2024, tribute was paid to the FIDIC women pioneering change in the engineering and construction industry with interviews on the FIDIC website with Helen Davidson, CEO of ACE New Zealand, Michele Kruger, function general manager for water and environment at SMEC, LaToya Ouna, independent consultant and member of the FIDIC Future Leaders Advisory Council and the FIDIC president, Catherine Karakatsanis.

The corporate values of companies, whether they live up to them and what happens when they don't, came under the spotlight at webinar, *When it comes to culture does your company walk the talk? Making your corporate values mean something*, organised by FIDIC's Future Leaders Advisory Council and which offered much food for thought for those who attended.

Also in **March**, a FIDIC webinar took a closer look at the very topical issue of artificial intelligence (AI) and its growing potential to transform the construction and infrastructure sector. *AI - powering a new era for construction? The potential of artificial intelligence to transform the industry*, was organised by FIDIC's Digital Transformation Committee, and was very well attended by industry professionals from around the globe.

May also saw the very first edition of *MembershipMatters*, the new online newsletter for FIDIC members. The new publication is aimed at ensuring that every FIDIC member maximises their membership benefits and actively participates in shaping FIDIC's future. Also in May, FIDIC Africa held its annual meeting in Dar Es Salaam, Tanzania.



Council, supported by the FIDIC Membership Committee. June was also a busy month for FIDIC president Catherine Karakatsanis with visits to Madrid for the annual conference of European federation EFCA and also Washington DC for the Annual Convention & Legislative Summit of the American Council of Engineering Companies and also the ACEC board.



JUNE

June opened with another multilateral development bank cementing its relationship with FIDIC as the Caribbean Development Bank (CDB) renewed and expanded its major agreement for the international funding organisation adopt the use of 12 FIDIC standard contracts for the next five years. A positive development, as CDB is the leading source for development financing in the Caribbean and is committed to supporting inclusive and sustainable growth and good governance in the region.

FIDIC's latest *State of the World* report exploring the latest trends and innovative solutions shaping a sustainable future for global transportation was launched at a webinar in June. The new report, *Tomorrow's Transportation and the Decarbonisation Challenge*, took an in-depth look at the impact of transportation on the environment, economies and societies, with a particular focus on the challenges and innovative solutions in the aviation and shipping sectors.



A FIDIC webinar in June heard that more robust action was needed to root out industry corruption. Speakers at the event, organised by FIDIC's integrity management committee, said that while there were improvements in a number of areas that were making it easier to report corrupt practices, more action was needed to make a difference.



June also saw FIDIC marking International Women in Engineering Day by celebrating the amazing work that women engineers around the world

are doing to support lives and livelihoods every day. The month closed with an important event highlighting some of the successful and impactful initiatives being undertaken by FIDIC's global member associations and how they are making a positive difference to member companies in their regions and the wider industry. The webinar, *How a collective industry voice makes change happen*, was organised by FIDIC's Directors' and Secretaries' Advisory

JULY

July opened with news of the latest batch of FIDIC contracts to be translated to help make these standard construction contracts available to users across the world. Bookings were also arriving at a swift rate for FIDIC's annual Global Infrastructure Conference in Geneva in September, with the event reported as likely to sell out as industry professionals rushed to secure their place at FIDIC's flagship global gathering.



AUGUST

Traditionally one of the busiest months for FIDIC, with just a month to go before the Global Infrastructure Conference in Geneva, **August 2024** was no exception with FIDIC staff, board members and volunteers gearing up for what looks to be another brilliant event in the FIDIC calendar with 600+ industry professionals set to attend the conference in Geneva from 8-10 September.



Publications update



The past year marked a number of milestones for the FIDIC contracts team, starting from renewals of the major licence agreements with the multilateral development banks, continued relationships with bilateral banks, industry stakeholders, new contract developments and ongoing translation activities.

Licensing Updates

FIDIC contracts continue to be the most widely used standard form of construction contracts worldwide. Following the FIDIC General Assembly Meeting in Singapore in 2023, FIDIC successfully renewed a licence agreement with the World Bank for another five years, covering nine contracts. This renewal includes the latest 2022 reprints of the White Book 2017, Emerald Book 2023, Dredgers 2016, and Green Book 2021. Additionally, FIDIC renewed its agreement with the Caribbean Development Bank, Asian Infrastructure Investment Bank and African Development Bank. Similar discussions are also in place with the Inter-American Development Bank.

The ongoing licences with bilateral banks such as Millennium Challenge Corporation and French bilateral bank AFD, continue to support the use of FIDIC contracts in their worldwide projects. In February 2024, a new five-year licence agreement was established with the Japan International Cooperation Agency for the FIDIC Yellow Book 1999 in various languages, with an agreement for the Pink Book anticipated by July 2024. The ongoing licence agreement with

the German state-owned investment and development bank, KfW, was renewed for another three years in Dec 2023, covering different 1999 editions in multiple languages.

In addition, FIDIC signed a major licencing agreement with Sarawak Energy in Malaysia for an energy related project in the region. Finally, a key memorandum of understanding was signed with the Ukrainian government in January 2024, focusing on cooperation in licencing, training and certification areas on projects financed by the IFIs.

General updates and FIDIC Contracts Committee pipeline

The development and launch of key new publications was a key direction for the contracts team this year. The Official FIDIC International Users Conference, held in London in December 2023, marked the launch of the 2023 reprint of the Emerald Book, incorporating the latest updates and correlating with the Rainbow Suite updates. This event also featured the launch of the new Emerald Guide. The newly established FIDIC Dispute Forum, which takes place regularly in conjunction with the FIDIC Global Infrastructure Conference and the International Contract Users' Conference, launched the first practice note to assist FIDIC users with their understanding the function of the dispute avoidance role of the dispute boards. This practice note was launched in December 2023 and received massive interest due it is practical approach.

This year has also been hugely successful with re-establishing existing partnerships. A FIDIC delegation visited the UAE executing authority in May 2024 and reviewed its ongoing collaboration. In addition, FIDIC is preparing to sign a renewal of the partnership agreement with the International Chamber of Commerce (ICC). This achievement will continue to strengthen the ongoing collaboration between the two organisations. An annual FIDIC-ICC conference in Paris in October 2023 received positive feedback from the industry and the same conference this year is planned for October in Seoul, South Korea.

The FIDIC Contracts Committee has been as busy as ever. Committee members provided great support in the preparations for the Official FIDIC International Contract Users' Conference as well as Regional Contract Users' Conference (focus on ASPAC region). In April 2024, the committee hosted a webinar focused on the White Book 2017, providing essential insights on this consultancy agreement's usage and benefits.

This year also marks the establishment of the new Contracts Committee Task Group 21 which will focus on the FIDIC Procurement Guide update. Significant progress continues with TG23 on net zero clauses and TG17 on collaborative contract development with the A drafts available this year. Several other task groups, including TG9, TG18, TG22,

TG19, TG15B, TG4, TG20, TG11, and TG9, are advancing their work and preparing drafts for review.

A FIDIC Contracts Committee in-person meeting is taking place in Geneva in August, along with in-person meetings of TG19 (Handbook for Practitioner) and TG11 (Bronze book). In October, FIDIC will host the meeting for TG20 (JV for Contractors). It is important to note that new members Gagan Anand from India and Paul Karekezi from Kenya have joined the FIDIC Contracts Committee, while Peter Collie departed in December 2023 after finishing his term.

Translations

FIDIC continues to support key initiatives to translate FIDIC documents into different languages. Many new translations have materialised from existing collaborations with stakeholders in previous years and some new collaborations were established in 2024. This included the completion of the Rainbow Suite 2022 in three key languages, French, Spanish and Portuguese.

FIDIC member associations have also been actively updating and translating the Rainbow Suite and other FIDIC Books, into Bahasa, Bulgarian, Greek, Lithuanian, Slovak, Vietnamese and Arabic. 2024 witnessed the conclusion of new translations licence agreements, many of which will be completed and made available in 2025.



Enhancing dialogue and engagement in FIDIC's contracts community

The past year has been another busy one for FIDIC's activities in the area of international construction contracts. The work of the Contracts Committee in overseeing the development of new and updated standard conditions and guidance continues and is highlighted elsewhere in this annual report (see pages 26-27), but the results of that work have helped to strengthen and bring together the FIDIC contract users' community throughout the past 12 months.

In November 2023, a new practice note, *Dispute Avoidance - focusing on dispute boards*, was launched at a meeting of FIDIC's Dispute Avoidance and Adjudication Forum which met during the Official FIDIC International Contract Users' Conference in London. The practice note highlights awareness of the dispute avoidance function of dispute boards for FIDIC contract users and adjudicators and ensures that best practice is adopted. Dispute avoidance is critical when it comes to successful project delivery and the note, which should be of enormous assistance to the industry, was well received at the event in London.

In 2023, the eleventh edition of the *FIDIC Contract Users' Newsletter* was published, detailing some of the latest developments in the world of FIDIC contracts. The newsletter and the regular contract users' events are keeping the contracts community updated and provide a forum to discuss the latest issues facing industry professionals. The strength of that community can be seen in the numbers attending FIDIC webinars on contractual issues and also the attendances at the annual Official FIDIC International Contract Users Conference, held each year in London.

The packed agenda at the 2023 event looked at client leadership on megaprojects and the role of FIDIC forms, an examination of how FIDIC contracts have responded to current challenges, including the pandemic, rising inflation and global conflict and political uncertainty and reflections from the multilateral development banks about why they favour using FIDIC on the infrastructure projects they

fund. With in-depth discussions and debate on dispute avoidance, arbitration, latest case law developments and the FIDIC contracts pipeline, the International users' event in London was certainly seen as another key opportunity to bring together those using FIDIC's contracts.

Meanwhile, a well-attended webinar in April 2024 gave the contracts community the chance to take a deep dive into one of the most widely used forms of global construction professional services contract currently being used in the marketplace, the FIDIC White Book. *The classic contract for clients and consultants: Seven years of the FIDIC 2017 White Book*, saw industry professionals review the role and use of a publication that is a key part of the FIDIC suite and one of the most widely used forms of professional services contract internationally. As FIDIC vice president James Mwangi commented at the time: "The contract represents the basic form of a contract of appointment between a client and the consultant and is well regarded for its fair balance of risk between the two parties."

In May 2024, an online regional FIDIC contract users conference highlighted some of the key and emerging issues facing the contracts arena in the Asia-Pacific region, giving attendees the opportunity to meet and network with key global stakeholders from across the FIDIC contracts ecosystem. Attendees heard Jeff Taylor, the deputy director general in the procurement, portfolio and financial management department at the Asian Development Bank, give an interesting keynote on how the Asian Development Bank is influencing the market and improve the way that projects are procured in order to help support important areas like sustainability and the environment, skills and capacity building and the future vitality of the sector.

With another Official FIDIC International Contract Users' Conference and Awards planned for London in November 2024 and more regional events in the pipeline, the next period promises to be just as busy as the last year for FIDIC contracts and its user community. FIDIC will also look to

Official International Contract Users' Conference and Awards



enhance the opportunities for engagement with its contract users through more webinars and online activity via its user group on LinkedIn.

Finally, FIDIC expresses its thanks to its contract users' conference sponsors for their support over the past 12 months. Thanks go to the sponsors of the Official FIDIC International Contract Users' Conference 2023, strategic partner Fenwick Elliott, platinum sponsors CMS and White & Case and gold sponsors Pinsent Masons and Built Intelligence. Thanks also to the sponsors of the 2024 regional Asia-Pacific event, strategic partner Fenwick Elliott, gold sponsor CMS, silver sponsor White & Case and bronze sponsors, Charles Russell Speechlys.



FIDIC Academy update

In 2024, FIDIC Academy continues to provide education and training offers for both public and private online courses, with 62 courses offered to date, or planned until the end of Q2. More than 1,700 participants attended FIDIC training courses up to June 2024, which bodes well for FIDIC Academy to hit its KPI of 3,500 for the year. Public online instructor-led training (ILTs) organised directly via FIDIC Academy and those organised via FIDIC member associations constituted 21 courses until the end of June.

There is a growing demand for private courses, with companies and public institutions, governments or international financial institutions, requesting FIDIC education and training. These include GE Renewable Energy France, Guyana Government, PCA Philippines, Turks and Caicos Islands Government, Angola Government SNCP, Transport Community, the World Bank in Nigeria and Nepal, the United Nations Nairobi.

Future Leaders Management Course

The 2024 Future Leaders Management Course (FLMC) started in March with 45 participants on the FIDIC Academy platform. In September, a two-day FLMC workshop will be organised in Geneva before the annual conference and a presentation during the Future Leaders session at conference will be made where 30 of the 2024 cohort will be present.

Kings College and FIDIC Academy Summer School 2024

In July 2024, FIDIC provided its fourth intensive one-week summer school in conjunction with King's College London Centre of Construction Law on the FIDIC standard form of contracts in practice. Places were quickly booked and FIDIC Academy has extended its collaboration with Kings College for another three years until 2027.



Course development

Four new courses have been launched as part of a FIDIC Academy 'Fundamentals of' on-demand series, covering best business practice and FIDIC values topics. A further four courses are in various stages of development and will roll out between the end of August and the new year. FIDIC Academy is also developing new contracts courses in FIDIC contracts project lifecycles, decision writing and delay analysis for launch in 2025. The academy will also shortly launch a series of skills packs (bundles) of courses across contracts, business practice and FIDIC values topics based on current courses offered but in bundle form at a discounted rate.



Course accreditation 2024

In 2024 FIDIC Academy has acquired official third-party accreditation for its FIDIC DAB/DAABs course (former Module 3) and FIDIC Suite of Service Contracts (former module 0). The Academy is preparing the FIDIC EPC/Turnkey Projects Course – Silver Book (former Module 5) for accreditation. This accreditation allows participants to log their continued professional development hours officially and also serves as an external quality control of the course material taught via the Academy. For more information on FIDIC Academy course accreditation see the FIDIC Academy website.

FIDIC Academy website

FIDIC Academy's website at <https://fidic.academy/> is a 'one-stop-shop' to advertise and sell its education and training offers and bring more clarity, market visibility and understanding among FIDIC stakeholders. Every quarter the website has over 10,000 unique visitors and new additions to the website include news and resources pages, including member association benefits from FIDIC training.

FIDIC Credentialed update

FIDIC Credentialed Ltd (FCL) has experienced important growth and internal improvement over the last year. Apart from the governance support, implementation of yearly monitoring procedures, quality control and multiple exam delivery sessions, the FCL management team has intensified its business development strategies which have in turn yielded positive results.

In terms of governance procedures, more than 35 online meetings were held in 2023 for the two FCL boards and 15 programme, writing and examination committees. The renewal of various committee members' tenures took place and FCL's volunteer ecosystem now amounts to close to 60 subject matter experts who will participate in more than 40 online meetings in 2024, thereby contributing through their expertise to the development of globally recognised certification programmes.

Exam delivery is proving to be quite impressive. In 2023, 19 exam sessions were organised for all five programmes, a 50% increase compared to 2022. In 2023, more than 250 candidates participated in various invigilated online exam sessions from their home or office and more than 120 candidates did the same during the first semester of 2024. Candidates come from over 90 different countries, proving that the thirst for FIDIC credentials is global. So far, more than 1,300 certificates have been issued, a number that is expected to grow even further in the coming months as FCS, FIDIC's subsidiary office in China, facilitates the recertification of more than 700 FCCEs who in the previous decade, participated in the pilot programme.

Marketing and business development were the management team's main focus in 2023. Apart from participation in numerous informational sessions, conferences and meetings organised by FIDIC's member associations, FCL had a strong presence at all the FIDIC flagship events, the main highlight being the Global Infrastructure Conference in Singapore, where the first certification awards ceremony was held.

The management team also organised a series of very successful business trips to Southeast Asia, more specifically to the Philippines and Vietnam, where fruitful

discussions were held with the local MAs, government bodies, universities and private sector companies. Meetings were also held with some of FCL's alumni in the region and the outcome of the trip was impressive, as many business opportunities arose for the entire FIDIC group and since then, the number of local candidates who have participated in FCL exams has drastically increased.

Concurrently, the implementation of organic and paid digital marketing campaigns, using flyers, videos and articles which are shared on FCL's corporate social media accounts, have greatly contributed to an increased brand awareness of FIDIC, FCL and its certification programmes.

2024 is expected to be an exciting year for FIDIC's certification body as the goal is to maintain the quality of certification services and expand the portfolio with new programmes which will effectively continue to serve the needs of the industry. Notable in this regard is the new certification programme on procurement, which will be introduced in the coming months, as well as other programmes which are being considered for the future.



FIDIC Awards update



During the year under review, FIDIC was able to highlight and celebrate the achievements of the engineering, construction and infrastructure industry through its ever-popular awards programmes.

The winners of the FIDIC Contract Users' Awards 2023 were announced at a gala dinner event on 28 November 2023 at the Leonardo Royal Hotel London City as part of the annual Official FIDIC International Contract Users' Conference. Announcing the winners, chair of the judging panel Sir Vivian Ramsey said: "These awards, open to the entire FIDIC contracts community, were very well supported again this year, with a number of categories receiving a record number of entries."

The Contract Users' Project of the Year Award was won by Hinkley Point C New Build Nuclear Project in the United Kingdom, with the judges impressed by "the rolling out of a very skilled and knowledgeable contract team over many years and also impressive contract preparation and management". Manila Water Company from the Philippines won the Contract Users' Client of the Year Award and impressed the judges by their keen promotion of FIDIC contracts on multiple projects with a long history of using them to deliver a range of schemes that have improved the lives of thousands of people.

The Trainer of the Year Award was won by David Heslett and Marcus Theil of ECV Consultancy. The judges were impressed by these longstanding and well-established FIDIC trainers of more than 20 years who have demonstrated significant knowledge and enthusiasm for training on FIDIC forms. Cyril Chern from the United Kingdom won the Adjudicator of the Year Award and was praised by the judges for "dedicating his career to the practice of adjudication with his extraordinary experience seeing him established as an acknowledged expert in the construction and engineering adjudication, mediation and arbitration arena".

The Legal Firm of the Year Award went to leading global law firm White & Case. The judges were greatly impressed by this international firm with FIDIC expertise embedded within it with renowned FIDIC lawyers in their ranks. The firm has undertaken notable work on project delivery and DAB and it also has within its ranks two of the leading authors on FIDIC related legal issues and has an impressive global track record, with significant work across the world.

Meanwhile, in the 2024 FIDIC Project Awards, the awards judging panel have identified 15 projects from ten countries that will receive recognition when the overall winners are announced at a glittering gala dinner event in Geneva in September. The projects are a global

international selection drawn from Canada, Indonesia, USA, China, India, Republic of Korea, Vietnam, Kenya, Ireland and the Philippines.

The Geneva gala dinner event will also see the announcement of the winners of the 2024 FIDIC Member Association Excellence Awards. After considering all the award submissions this year, the judging panel has agreed the following list of associations that will receive awards this year. They are the Association of Consulting and Engineering New Zealand, the American Council of Engineering Companies, the Swiss Association of Consulting Engineers and the Consulting Engineers Association of India. Each of these will receive an award across various categories, including People and Culture, Advocacy, Inspiring the Next Generation and Showcasing Value.

Also in Geneva in September, the winners of FIDIC's Future Leaders Awards for 2024 will be announced. After considering all the submissions, the independent judging panel has agreed on a list of three candidates from which an overall winner will be chosen.

Policy and advocacy update



Over the past year, FIDIC has spearheaded numerous ground-breaking initiatives, underscoring its commitment to enhancing global sustainability and infrastructure resilience. The period between September 2023 and September 2024 has been marked by strategic collaborations and insightful dialogues, aimed at advancing the engineering and construction sector's response to environmental challenges.

In September 2023, the launch of the WWF-FIDIC *Nature Positive Infrastructure Playbook* at the Global Infrastructure Conference in Singapore marked a significant milestone. This playbook serves as a crucial guide for embedding nature-positive solutions into infrastructure projects worldwide, emphasising the synergy between ecological sustainability and infrastructure development.

Simultaneously, during New York Climate Week, FIDIC extended its environmental advocacy by discussing the playbook in a side-event webinar. This session highlighted innovative approaches to integrating environmental considerations into global infrastructure practices, further amplifying the conversation on sustainable development.

The focus on sustainable practices continued with the October 2023 release of the *State of the World report, Developing Tomorrow's Sustainable Energy Systems*. This publication provided a comprehensive analysis of the energy sector's potential for sustainable transformation, offering actionable insights for stakeholders at all levels.

Continuing the theme of sustainability, another significant *State of the World report* was launched in June 2024, addressing *Transportation and the Decarbonisation Challenge*. This report explored effective strategies for reducing the transportation sector's carbon footprint, underscoring the critical role of innovative technologies and policies in achieving global decarbonisation goals.

December 2023 saw FIDIC co-hosting a pivotal side event at COP28 in Dubai together with WFEO – World Federation of Engineering Organisations, focusing on *Youth & Practitioners: Catalysts for Implementation of Science-Based Policy in Sustainable Infrastructure*. This session underlined

the importance of engaging young professionals and practitioners in policy-making processes, ensuring that climate policies are both effective and grounded in scientific research.

April 2024 marked the launch of the Carbon Collaboration Initiative during the Global Leadership Forum Summit in Geneva. This initiative aims to foster global partnerships for carbon management in infrastructure, setting the stage for more comprehensive and integrated approaches to carbon management and reduction.

In the same vein, April also saw the unveiling of the *FIDIC-EY Artificial Intelligence (AI) report* at the Global Leadership Forum Summit in Geneva, emphasising AI's transformative potential for the infrastructure sector. The report discussed how AI could optimise project processes, enhance safety and reduce costs. As AI continues to evolve, its integration is poised to significantly enhance efficiency and decision-making within the industry, aligning with FIDIC's commitment to advancing global infrastructure practices through innovative technologies.

Furthermore, in June 2024, FIDIC, in collaboration with WWF and the Asia Development Bank, conducted a webinar that delved into practical applications of the *Nature Positive Infrastructure Playbook*. This session facilitated an exchange of best practices and fostered a deeper understanding among stakeholders regarding the implementation of nature-positive solutions especially with focus on FIDIC's partnership with the multilateral development banks.

These initiatives not only demonstrate FIDIC's leadership in environmental advocacy, but also its proactive approach to addressing the urgent needs of the infrastructure sector through education, policy development and international cooperation. As FIDIC continues to lead these efforts, the focus remains on fostering a sustainable and resilient future, ensuring that the infrastructure industry evolves to meet the challenges of tomorrow while benefiting communities worldwide.

FIDIC around the world

FIDIC's global footprint is underpinned by the activities of a number of regional groupings or organisations with which FIDIC collaborates closely to ensure that the consulting engineering industry is well represented in all parts of the globe. The updates below highlight key activities and developments that have taken place over the past year in the North America, Europe, Latin America, Africa and Asia-Pacific regions.

Europe update

*President of the European Federation of Engineering Consultancy Associations (EFCA), **Inés Ferguson**, offers an update on some of the latest activities of EFCA on behalf of the engineering consultancy industry in Europe.*

Since FIDIC's Global Infrastructure Conference in Singapore, during which Inés Ferguson spoke in a panel session, intensive and constructive negotiations have been taking place, regarding the future collaboration between FIDIC and EFCA, with the framework agreement for the relationship close to signature. FIDIC president Catherine Karakatsanis was a



very welcome guest at the EFCA Annual Conference and General Assembly in Madrid and her warm speech during the gala dinner was applauded by the appreciative guests. The EFCA board is thrilled that the broad lines of co-operation have been agreed and there is much anticipation about the detailed action plan that will be drawn up by the EFCA director general Sue Arundale and the new FIDIC CEO in the coming months.

EFCA was pleased to participate in the webinar organised by FIDIC's Business

Practice Leadership Committee in February on procurement and the future trends and challenges for the industry. Our president introduced the *Sustainable Procurement Toolkit*, developed with European International Contractors, promoting the use of MEAT (value-based procurement) as the award criteria for MDB-funded works contracts, instead of price. Also in February, EFCA participated in the *Asia Pacific regional webinar on Disaster Resilient Infrastructure*, hosted by ECFA Japan. Two European speakers braved the time difference for early morning contributions on this very important subject, highly relevant to Japan, but also growing in importance as a result of the climate emergency and an uncertain geopolitical backdrop in Europe and beyond.

In the meantime, over the last year, EFCA has continued to talk to the European Union institutions about Ukraine, with one dedicated meeting held as part of a visit to the European Investment Bank in Luxembourg. Ukraine continues to be a high priority for both organisations, although the political agenda has been rather dominated by other, newer and still emerging conflicts in recent months. Closer to home, Brussels was the centre of a transition of power, following the European elections in June. This meant that politicians were campaigning and

later negotiating key roles, from as early as April 2024. EFCA launched two new position papers before the institutions started to wrap up their work on the last policy programme - the first on an *EU Blue Deal*, aimed at solving the water emergency across Europe and beyond and the second on a *Whole Life Carbon Roadmap*, about which the European Commission is expected to publish a communication over the coming months. Both subjects are also critical for FIDIC and its members and EFCA is looking forward to working together on both of these global challenges.

Meanwhile, several of EFCA's committees have been stepping up their activities on procurement, digitalisation and AI and these too will be important areas for collaboration at a global level.

EFCA looks forward to the Global Infrastructure Conference in Geneva and, in particular, to the imminent conclusion of the new agreement.



Update from North America

On behalf of FIDIC North America, Association of Consulting Engineering Companies (ACEC) Canada president and CEO, **John Gamble**, gives an overview of the activities of FIDIC in North America.

FIDIC North America serves as an opportunity and a banner under which the leadership of the FIDIC member associations representing Canada, Mexico, and the US can occasionally discuss and share trends, issues and best practices. It is normally intended to hold an annual one to two-day in-person meeting, however this has not materialised this past year due to logistical reasons.

Nevertheless, a virtual meeting was held on 13 August 2024 ahead of

the FIDIC annual conference where a number of key issues were discussed. These included the FIDIC member association subscription fees review, the FIDIC value proposition from a national association perspective, key advocacy priorities for the regional grouping, FIDIC programmes and services, the forthcoming FIDIC regions meeting in Geneva, the potential for the 2027 FIDIC Global Infrastructure Conference to be held in North America and the arrangements and agenda for future in-person FIDIC North America meetings.

The FIDIC North America MAs have acknowledged the important work FIDIC continues to do by developing and promoting international contracts and best practices, as well as its advocacy with the international development

banks. Looking forward, they also see more opportunities for FIDIC to proactively engage with international organisations and stakeholders that are becoming more prevalent in the engineering and infrastructure space, particularly as it pertains to standards and best practices related to ESG and verification of sustainability measures. The next in-person meeting of the FIDIC North America MAs is tentatively scheduled for March 2025 in Cancún, Mexico.



Africa update

President of FIDIC Africa, **Rizwan Qadri**, gives an update on the latest activities of the organisation which represents FIDIC member associations across the African continent.

In keeping with the pledge for regional support, the FIDIC CEO signed an agreement last September with the president of FIDIC Africa pledging financial support in the form of a facilitation grant over a two-year period. The remainder of 2023 was somewhat of a slow period for FIDIC Africa,

with regular monthly meetings of its executive committee taking place up to late November.

The year kicked off with ongoing planning and update sessions held with the Association of Consulting Engineers Tanzania, the hosts of the 2024 FIDIC Africa Infrastructure Conference. Membership numbers for the year 2024 remained at 13 member associations, with Namibia opting not to continue their membership and Mauritius joining. The decision to suspend at least six inactive member associations was taken so as not to artificially inflate member numbers and also in order not to create a list of members with long outstanding dues where there was little hope of recovering these funds. Attempts were made to

establish contact with Morocco as a previously active member, but so far these efforts have proved to be in vain.

A successful FIDIC Africa Infrastructure Conference was hosted from 26-29 May 2024 in Dar Es Salaam, which drew many local participants and the support of senior government officials, notably the deputy president of Tanzania. Most member associations in the region supported the conference and a successful directors, secretaries and presidents session was held followed by the annual general assembly meeting. Incumbent president Abe Thela from South Africa, whose two year term in office had come to an end, handed the reigns to Rizwaan Qadri, from Tanzania, an event that





coincidentally took place in his home country and which enjoyed national media attention.

The FIDIC Africa executive committee has since had two new members - Ghana and Kenya - joining its ranks and one person from Nigeria stepping down. Following a brief election of key office bearers, George Okoroma from Nigeria was elected as deputy president with Eduino Batalha from Angola elected as honorary treasurer. The past president, Kabelo Motswagole, who had served on

the FIDIC Africa committee for several years before serving as president for two years and then as immediate past president for another two, took his leave at the executive committee meeting held in June 2024.

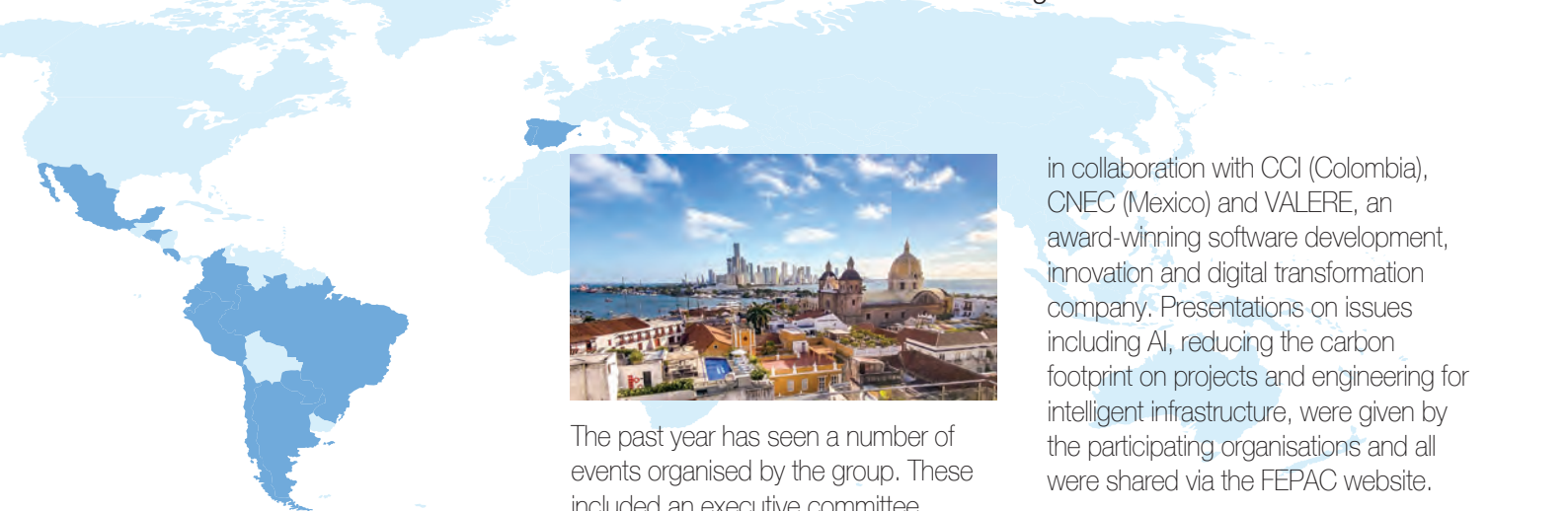
Implementation of the strategic objectives has been carried out through the five committees established in late 2022, with differing levels of success, owing to the limitations in volunteer capacity to undertake these.

Our Future Leaders committee has been quite active leading up to the conference period, producing an interesting publication which has been shared across all FIDIC Africa member associations. In addition, as part of a FIDIC Africa Future Leaders development initiative, the symposium at the conference was also used to launch a leadership programme

through a potential collaboration with the company Design Firm Seminars, intended to run in 2024. On the political collaboration front and consistent with our previous efforts to reach out to the African Union, we have enjoyed some response where we have an agreed agenda and a meeting with the relevant commissioner likely to take place during 2024. FIDIC Africa continue to enjoy the presence of at least two members from the region serving on the FIDIC board, with James Mwangi from Kenya, stepping up to serve as one of the two FIDIC vice presidents. James enjoys the full support of the region with the hope of being chosen to serve as president elect at the board meeting which precedes the 2024 FIDIC Global Infrastructure Conference in Geneva.

Latin America update

*President of FEPAC, **Jaime Jorge Saavedra de Rivero**, gives his update on the latest activities of the organisation which covers a number of FIDIC member associations in the Latin America region.*



FEPAC member associations represent 13 countries - Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Spain, Honduras, México, Paraguay, Peru and Portugal. FEPAC represents the interests of the industry in the region and supports FIDIC activities at national and regional level. The group also organises events for member associations in the region that enhance networking and capacity building in the consulting engineering sector in Latin America.

The past year has seen a number of events organised by the group. These included an executive committee meeting in November 2023 (in Cartagena de Indias, Colombia), an International Compliance and Integrity Seminar in February 2024, a May 2024 webinar on Climate change in Latin America - Challenges for Engineering that was well attended from members from across the FEPAC region and an executive committee meeting in June 2024 (in San Salvador, El Salvador).

June 2024 also saw a successful Technology Forum for Consulting held

in collaboration with CCI (Colombia), CNEC (Mexico) and VALERE, an award-winning software development, innovation and digital transformation company. Presentations on issues including AI, reducing the carbon footprint on projects and engineering for intelligent infrastructure, were given by the participating organisations and all were shared via the FEPAC website.

The September 2024 executive committee meeting is due to take place at the headquarters of the Spanish FIDIC member association Tecniberia in Madrid, Spain.



Asia Pacific update

President of FIDIC Asia-Pacific, **Sudhir Dhawan**, gives his update on the latest activities of the organisation which represents FIDIC member associations across the Asia-Pacific region.



As in the previous year, Consulting Engineers Association of India (CEAI) managed the FIDIC Asia-Pacific secretariat (FAP). It is worth mentioning that the FIDIC board has approved financial support for 2024 and 2025 and this will greatly help in strengthening FAP. The group has been able to develop its independent website - www.fidicaspac.org – and we consider this a major milestone for the group.

During the past year, FAP (formerly ASPAC) has organised several events and meetings as follows: -



2023 in Bangkok. The following awards were presented. The FIDIC Asia Pacific Envoy Award of Excellence went to Amitabha Ghoshal, life member of CEAI, for outstanding contribution towards the development of ASPAC. The FIDIC Asia Pacific Powerhouse Award was won by Consulting Engineers Association of India for their excellent support services for the activities of ASPAC. The FIDIC Asia Pacific Emerging Leaders Award went to Rajiv Iyer, for their outstanding contribution in providing services towards project development and a Commendation Certificate went to Naman Anand of M/s Legacy Law Offices, India.

while Dilini Gamage continues to be actively involved with the management of FAP's social media accounts and the website.

The steps we have taken to put the regional group onto a firmer footing, together with the strengthening of the board, have put us in a better position to make progress. We have also been releasing quarterly newsletters as per our schedule and our objective is to make FIDIC Asia-Pacific one of the most active regional groups of FIDIC. To achieve this, we will need the active support of all our member associations across the region.

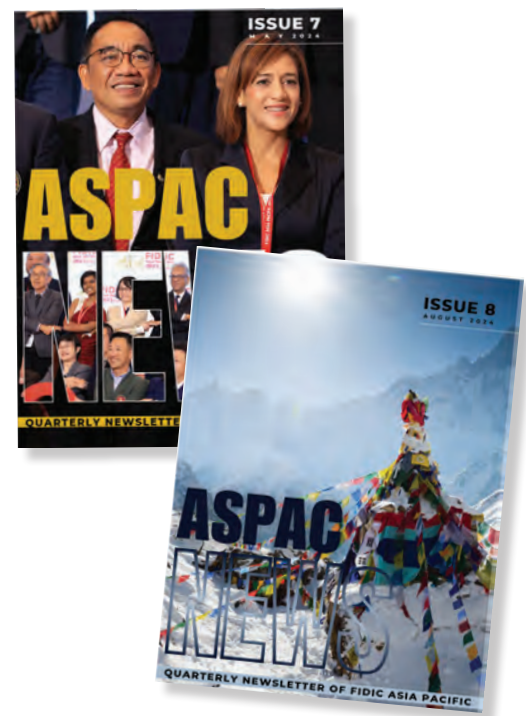


Annual conference in Bangkok - FIDIC Asia Pacific (FAP) organised its annual conference 2023 in Bangkok from 26-28 November. Hosted by the Consulting Engineers Association of Thailand, the theme of the conference was *Engineering towards Net Zero* and the event included many excellent presentations and a wide representation from 17 countries from the region.

FIDIC Asia-Pacific Awards - FIDIC Asia-Pacific announced its 2023 award winners and distributed awards during the annual conference on 27 November

A town hall meeting of presidents of FAP member associations was held in February 2024 to gather the views of presidents on the functioning of FAP and to discuss new activities that are to be taken up. The meeting formed a committee to discuss and resolve the issues being faced by MAs. There was also a webinar on *Disaster Resilient Infrastructure*, organised through ECFA Japan, in February 2024.

Overall, the past year has been quite active for FAP. The members' directory was updated, the Future Leaders Forum (FLF) played an active role in committee meetings, the board has appointed Harshita Jain as the chairperson of FLF



Sustainability and net zero update



Basma Eissa, head of policy, ESG and sustainability at FIDIC, gives an overview of the progress being made in the area of sustainability and net zero.

Over the past year, FIDIC has significantly strengthened its commitment to achieving net zero and promoting sustainability, fully recognising the critical importance of these issues within the global infrastructure sector. As a leading organisation, we understand that our role extends beyond our own operations – we must also lead by example and influence change across the entire industry. This update highlights the key achievements and ongoing efforts we have made in this area, demonstrating how sustainability is not just a priority but a central focus of everything we do.

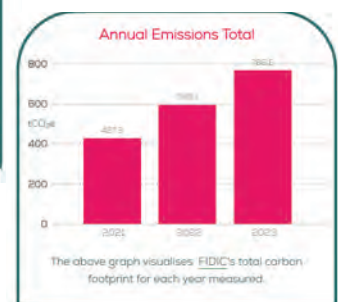
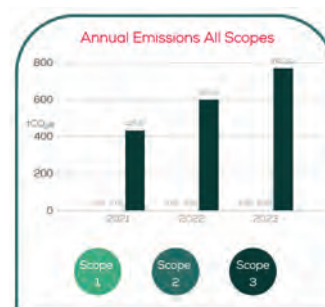
Advancing FIDIC's climate commitments

Since its last annual report in September 2023, FIDIC has made substantial progress in implementing the *FIDIC Climate Change Charter*. This charter is more than just a document, it serves as a blueprint for action, outlining a series of concrete steps for our member associations, project teams, companies and individual engineers. These steps are all aimed at reducing carbon footprints and embedding sustainable practices throughout the infrastructure sector. We have actively encouraged our stakeholders to not only sign the charter but to fully integrate its principles into their daily operations, reinforcing our collective responsibility to drive the industry toward a more sustainable future.

Measuring and reducing emissions

Over the past year, we have continued to monitor and measure our own emissions, building on the comprehensive emissions data we established for the years 2019 to 2021. By expanding this analysis to include data from 2022 and 2023, we have gained a clearer understanding of our progress in a post-pandemic world, where operational

patterns have evolved significantly. Our efforts to reduce emissions – through initiatives like remote working, minimising business travel when possible and adopting other sustainable practices – have yielded positive results, keeping our carbon footprint below pre-pandemic levels.



Influencing the industry

Our impact extends far beyond our internal operations. FIDIC has been actively shaping industry practices on a global scale. One of the key initiatives in this regard is the *Nature-Positive Infrastructure Playbook*, a critical resource that we continue to enhance. This year, we are adding a new procurement chapter to the playbook, which will be officially launched at the FIDIC Global Infrastructure Conference in September, alongside additional case studies that illustrate successful implementations of nature-positive principles. As highlighted in our advocacy update on page 33 of this report, this playbook provides a comprehensive framework for integrating nature-positive principles into



infrastructure projects. It ensures that development not only minimises environmental harm but actively contributes to ecological restoration and sustainability. Additionally, our Sustainable Development Committee has played a pivotal role in guiding FIDIC's overall approach to sustainability. Its work has been instrumental in embedding sustainability into our organisational strategy and in sharing these best practices with our global members, ensuring that these principles are widely adopted and effectively implemented.

Strategic collaborations for sustainable development

This year, FIDIC has also engaged in several strategic partnerships to further advance our sustainability objectives. One of the most notable developments was the commitment of multilateral development banks (MDBs) to sustainable procurement, a move that FIDIC has strongly supported and advocated for. In October 2023, the World Bank and 11 other MDBs announced their intention to integrate sustainable procurement practices into their development operations. This decision is closely aligned with FIDIC's own advocacy efforts to promote sustainability in public procurement – a critical area that has significant influence over global sustainability goals. The support and leadership of these MDBs is vital, as they set the tone for procurement practices worldwide, directly impacting the infrastructure sector's ability to meet sustainability targets.

Furthermore, our strategic partnership with the Solar Impulse Foundation, formalised in February 2024, represents another significant step forward in our efforts to drive sustainable development. This collaboration is centred on advancing innovative, sustainable solutions within the

construction technology and consulting engineering sectors. By working together on initiatives such as training, advocacy and knowledge-sharing, FIDIC and the Solar Impulse Foundation are empowering engineers to adopt eco-friendly solutions that will help steer the industry toward a more sustainable future.

Looking ahead

The Global Infrastructure Conference in September 2024 will further underscore FIDIC's unwavering commitment to sustainability and net zero. The conference will feature key sessions dedicated to these critical topics, including in-depth discussions led by our Sustainable Development Committee and the launch of a new sustainability publication by our Future Leaders group. These sessions are designed to highlight the importance of sustainability as a green thread that runs through all of FIDIC's work, providing a platform for global leaders to share insights, strategies and best practices. The conference will not only serve as a forum for discussion, but also as a catalyst for action, driving forward the sustainability agenda within the global infrastructure sector.

FIDIC's journey toward net zero is characterised by both internal actions and external influence. By shaping industry practices through our initiatives and forging strategic partnerships, we are making meaningful progress toward a more sustainable future. As we continue to build on these efforts, FIDIC remains fully committed to leading the global infrastructure sector's transition to sustainability, ensuring that our industry plays a key role in addressing the challenges of climate change and environmental degradation.



In the evolving world of global communication, FIDIC's strategic improvements to its engagement framework have delivered continuously impressive results. The organisation's unwavering focus on effective communication has enhanced connectivity, increased engagement and positioned FIDIC at the forefront of the industry.

Comprehensive communications strategy

FIDIC has made significant strides in ensuring unified messaging across all its communication channels, from traditional media to digital platforms. This effort has strengthened FIDIC's brand identity, making it more recognisable and respected worldwide. Maintaining a consistent and cohesive message has been critical to this success. Integrating various communication mediums allows FIDIC to reach a broader audience and effectively disseminate information to a global audience.

Enhancing digital communications

A significant milestone has been the expansion of various FIDIC websites. These new websites and upgrades focus on improved user experience, accessibility and mobile-friendliness, making information more accessible to members, stakeholders and clients. FIDIC's presence on social media has also seen substantial growth, with increased engagement on LinkedIn, X (formerly Twitter) and Facebook. Advanced analytics tools are now in place to track user engagement, allowing for more tailored communications to better meet audience needs. These tools provide insights into user behaviour, preferences and trends, enabling FIDIC to optimise its content strategy continually.

Expanding reach through multimedia

FIDIC has significantly broadened its use of multimedia to better engage its diverse audience. Producing high-quality video content has been a critical component of this strategy. This includes webinars, interviews with industry experts and comprehensive event recaps that capture the highlights and key takeaways of FIDIC's various conferences and events.

Press and traditional media

The evolution of FIDIC's news through its main website and *Infrastructure Global* has led to significant improvements in all aspects of content shared. This includes a marked increase in contributions from various industry leaders, which has enriched the news offerings. These enhancements have ensured that members and other stakeholders remain well-informed and actively engaged with the latest developments and insights within the industry. The presence in traditional media continues to play a crucial role in maintaining credibility and authority in the field.

Member engagement and feedback

A newly developed membership newsletter now provides members with timely updates, highlighting the benefits of FIDIC membership and showcasing key achievements from FIDIC's global member associations. This newsletter features success stories, upcoming events and important industry news, keeping members informed and engaged. Member feedback is actively sought and valued, with mechanisms in place to ensure the communications strategy evolves in line with member needs and expectations.

Strengthening connections: FIDIC's engagement footprint

Nadia Van Der Waltova, marketing manager at FIDIC, highlights how effective and targeted communications are positioning FIDIC at the forefront of the industry it represents.



Global conferences and events

FIDIC has refined its approach to global conferences and events, providing comprehensive and real-time coverage through live updates, social media posts and detailed post-event summaries. Additionally, adopting event management tools like the Swoogo platform has significantly enhanced the attendee experience. This strategic enhancement ensures that FIDIC's events are accessible, engaging and dynamic for a global audience. These events serve as vital platforms for networking, knowledge exchange and professional development, reinforcing FIDIC's role as an industry leader.

Technological advancements and innovations

To strengthen its communications efforts further, FIDIC has embraced cutting-edge technologies and innovations. By leveraging advanced communication tools such as content management systems and exploring tools such as automated customer engagement platforms and AI, FIDIC ensures that its digital presence is robust, secure and efficient. These technological advancements not only streamline operations but also enhance the overall user experience, making information dissemination faster and more reliable. FIDIC's commitment to integrating the latest technologies underscores its dedication to maintaining a forward-thinking and adaptive communication strategy.

Strategic alliances and synergies

FIDIC has established strategic alliances and synergies with prominent industry organisations. These relationships have significantly broadened FIDIC's influence and outreach, facilitating more extensive information dissemination and

enhancing its global presence. Collaborative endeavours have resulted in co-hosted webinars, jointly authored articles and shared platforms, creating mutual benefits and fostering a more integrated industry network.

A future focused on innovation

FIDIC's journey in enhancing its communications footprint is marked by significant milestones. As the organisation moves forward, its commitment to innovation and adaptation promises an exciting future. FIDIC's vision includes ongoing improvements to its websites and digital tools and adopting new communication trends, ensuring it remains at the forefront of industry communication. Exploring emerging technologies and innovative communication methods will be crucial in maintaining this momentum.

Enabling a connected future

FIDIC's efforts exemplify its adaptability and vision in an era of connectivity. The achievements of 2023-2024 underscore FIDIC's pivotal role in shaping the global landscape of engineering, construction and infrastructure. As FIDIC progresses, its unwavering commitment to effective communication, innovation and connectivity promises a vibrant future for the organisation and the industry it serves. Through continuous improvement and a proactive approach, FIDIC is set to successfully navigate the future of global communication, ensuring its relevance and leadership in the industry.

FIDIC staff team



Beatriz Bertomeu,
Events Manager bbertomeu@fidic.org



Michael Broadley,
General Manager, FIDIC Academy mbroadley@fidic.org



Oro Cohen,
Senior Membership and Stakeholder Executive ocohen@fidic.org



Lee Ann Davis,
FCL Certification Programmes Executive ldavis@fidic.org



Basma Eissa,
Head of Policy, ESG & Sustainability beissa@fidic.org



Ayo Fagbohun,
Business Development Manager afagbohun@fidic.org



Silvia Fossati,
Training Manager sfossati@fidic.org



Chanel Holder,
Senior Training Executive, FIDIC Academy cholder@fidic.org



Folake Idowu,
Corporate Development Manager fidowu@fidic.org



Anil Iyer
General Manager, Membership and Stakeholder Services aiyer@fidic.org



Daduna Kokhreidze,
General Counsel dkokhreidze@fidic.org



Wendy Lasebikan,
General Manager FIDIC UK & Legal and Compliance Advisor wlasebikan@fidic.org



Ieva Liaugaude,
International Client Manager iliaugaude@fidic.org



Graham Pontin,
Director of Policy, External Affairs and Communications gpontin@fidic.org



Ulrike Schiefer,
Office Manager uschiefer@fidic.org



Christophe Sisto,
Design and Publications Manager csisto@fidic.org



Thanos Totsikas,
General Manager FCL ttotsikas@fidic.org



Abs Toyinbo,
Membership & Stakeholder Administrator atoyinbo@fidic.org



Maria-Blanca Trabazos,
Accountant and HR mbtrabazos@fidic.org



Estelle Trabazos,
Accountant Assistant etrabazos@fidic.org



Chrystal Udenweze,
Coordinator, FIDIC Academy cudenweze@fidic.org



Nadia Van Der Waltova,
Marketing Manager nvanderwaltova@fidic.org



Chris Wing Mo,
Assistant Finance Manager cwingmo@fidic.org



International Federation of Consulting Engineers (FIDIC)
World Trade Center II, Geneva Airport
P.O. Box 311
CH-1215 Geneva 15 - Switzerland
Tel. +41 22 568 0500
Email: fidic@fidic.org
www.fidic.org

