



Annual Review 2021

Improving Performance in
the Marine Contracting Industry

Welcome to this review of IMCA's activities in 2021.

A special welcome to our new members and of course many thanks to our fantastically loyal membership which comprises 700 companies in 65 countries. With your support, our work and our voice carries a long way. You will know that safety and efficiency are at the core of everything we do in our mission to improve performance in the marine construction industry. This is only possible with your support.

Throughout 2021 we continued our COVID-19 programme of work at the IMO in lobbying to alleviate the global crew change crisis. This did not require the sort of direct intervention we saw in 2020, with facilitating mercy flights for crew stuck ashore, but our involvement has been very influential in the IMO system. Likewise, our DDMC and the Diving Medical Advisory Committee have continued to issue guidance on processes and procedures in the management of COVID-19 in offshore situations.

We all saw the initial impact of the pandemic in 2020 resulting in survival tactics for many in our industry, and we saw for the first time ever negative oil prices in the United States. The severe reduction in the demand for energy rebounded in 2021 as the world economy started to recover, resulting in surging prices for oil and natural gas. No doubt we will continue to see market volatility going forward, but clearly there is a stepped-increase in demand after many years of underinvestment, which is a welcome development for our industry. In a small way, we see this uptick in activity reflected in the use of our eCMID vessel assurance scheme, our accreditation schemes, and the certification examinations that we arrange around the world, hopefully these soft indicators reflect an improving picture for our members.

Like many organisations, we conducted a strategic review in 2021. We reached out to our members and received a tremendous response with over 500 detailed replies. Your feedback was reviewed by the Board of Directors resulting in a 5-point plan of strategic themes: (1) the stewardship of our technical library of standards and guidance; (2) expanding our reach into the offshore wind and other marine energy; (3) broadening our scope in environmental sustainability; (4) collaborating with industry partners where it makes good sense; and (5) continuing to promote standardisation across our industry. Let me now touch on some examples:

It is universally recognised that our technical library represents an impressive body of knowledge, developed by our members over many, many years.

We maintain a 5-yearly review cycle which is always a high priority for the secretariat to keep on track. Occasionally there are times when documents justify a major review due to changes in technology or industry developments. This was the case with our DESIGN suite of documents, which address diving equipment configuration and inspection in great technical detail.

These are heavyweight documents running into of hundreds of pages and represented a tremendous effort by our diving team and DDMC over several years.

From a macro perspective, the offshore wind energy market represents a significant growth opportunity for our industry. However, we have seen that the contracting regime is not aligning risks with the party best able to manage the risk. This has resulted in severe financial pressure for the whole supply chain. Consequently, our Legal, Contracts, Insurance, and Compliance Committee has started updating our contracting principles for the new risks which are evident in the renewables industry. This work will be completed in 2022. We look forward to helping find a more sustainable model where developers and contractors are aligned with common goals to accelerate the energy transition.

Our Marine Renewable Energy Committee has been addressing offshore construction techniques in the wind energy sector for the past 10 years. Clearly, we are no stranger to this market, and our ambition is to internationalise this experience, which has hitherto been European centric, for the benefit of our members in Asia and North America. To this end we have signed collaboration agreements with G+, the global offshore wind health and safety organisation, and seven other wind organisations. We are also engaged with the American Clean Power Association, the Business Network for Offshore Wind, the Bureau of Safety and Environmental Enforcement, and the National Renewable Energy Laboratory.

Our safety programme of information notes, podcasts, industry statistics continued uninterrupted throughout the year. Our safety flash system reached over 5,000 people every 10 days. This is clearly our most popular safety initiative and continues to help improve our industry.

We are committed to avoiding the duplication of standards, audits, and associated costs across our industry. In 2021 we developed the industry standard for accredited diving system inspectors (ADSI). This initiative was a result of our collaboration with the International Association of Oil & Gas Producers (IOGP) and will reduce duplication and costs by having a recognised standard of audits and auditors that hold currency across the IOGP operator community.

Within our competence and training orbit, our accreditation programme was expanded earlier in the year with the mandatory introduction of our Continuing Professional Development scheme for offshore diving supervisors. Likewise, the CPD strategy was extended in conjunction with the Nautical Institute to Dynamic Positioning Operators and key DP personnel.

Our IT strategy again made good progress in supporting our Members. A recent example is the integration of our website with a verification portal for our Members to check the validity of certificates we have issued for our various accreditation schemes.

In 2021, we significantly moved the dial on the environment agenda and published our recommended environmental sustainability code of practice, which sets the bar of expectations for our industry in managing key environmental and climate interactions associated with offshore construction. We also started to develop a self-assessment tool to allow our members to benchmark their progress in adopting our code of practice.

Our work with regulators has continued at the IMO where we have been engaged with the new Industrial Personnel Code, the new autonomous ship initiative, the new IMO Diving Code, and the Marine Environment Protection Committee. It is important for our work with the MEPC that we continue our programme of collecting fuel consumption data from our members in order to support our proposals on future KPIs of vessel emission performance.

Our member engagement by way of regional meetings, events and seminars continued, but again restricted to a virtual format because of COVID restrictions. We are planning to return to physical meetings with our Members in 2022 with a programme of technical seminars and regional events.

In Brazil, we have had a number of notable successes. We have worked with Petrobras over the last two years to develop a scheme for upskilling and qualifying diving supervisors, which is now taking place. The Brazilian Navy has recognised this work together with our work in the field of DP operations, by awarding us their Friendship Medal. Congratulations go to our South America regional committee in their successful promotion of IMCA's safe working practices.

Finally, our programme of committee work has continued as normal, as IMCA moved to the virtual format some 6 years ago. Today, we have over 60 committees and workgroups engaging with over 600 representatives from industry, and I would like to thank all involved. We have plenty of new ideas and initiatives to improve our industry and your support is much appreciated.

Please take the opportunity to look through this Annual Review at some of the successes we have highlighted. Be assured that your Association today is stronger technically and more secure than ever before. We look forward to seeing you again at our meetings and events soon.

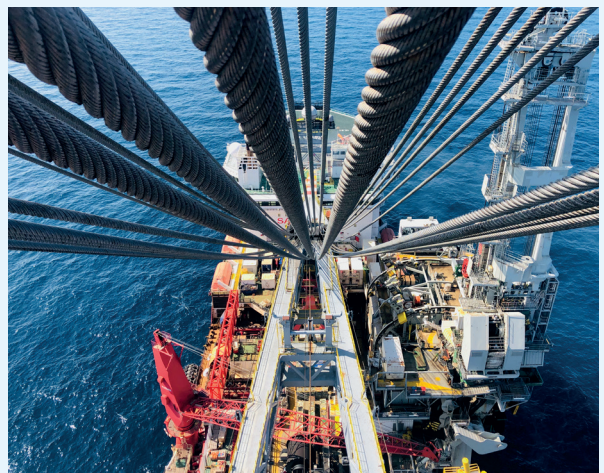
Thank you.

Allen Leatt
Chief Executive



Contents

2021 – A Year in Review	4
Environmental Sustainability	13
Key Documents	14
Events	16
Certification & Awards	18
Membership	19
People News	20
Governance & Structure	22
Committee Overview	24
IMCA Secretariat	26
About IMCA	27





2021 – A Year in Review

Industry Safety Statistics

 **549**
MILLION MAN HOURS*
TOTAL
(2020: 651)


 **285**
MILLION MAN HOURS*
OFFSHORE
(2020: 299)

 **410**
SAFETY OBSERVATION
FREQUENCY RATE
(2020: 393)

 **Line of Fire**
MOST COMMON
CAUSE OF LTIs
(2020: SAME)

 **16**
FATALITIES REPORTED
(2020: 2)

 **0.35**
TOTAL LTIFR
(2020: 0.31)

 **2.92**
TOTAL FAR
(2020: 0.31)

LTIFR: Lost Time Injury Frequency Rate
(Fatalities + LTIs) x 1,000,000 / Total man hours
FAR: Fatal Accident Rate
(FAR = Fatalities x 100,000,000 / Total man hours
* Based on 12 hour shift working

Safety lies at the heart of IMCA's work – *the golden thread running through everything that we do.*

We are dedicated to promoting the sharing of experience and information across our membership to reduce incidents and promote safe practices.

IMCA has produced an annual report of safety statistics supplied by contractor members for over 20 years. In 1997, 23 contractors took part, reporting 236 LTIs across 47 million man-hours. In 2021, by comparison and to illustrate the dramatic improvement in safety standards in our industry over the ensuing years, 125 contractor members reported 243 LTIs across 549 million man-hours. Our industry continues to improve in terms of safety performance and collectively we continue to strive for zero incidents, zero injuries.

Safety statistics remain a useful insight into the performance of a company and industry sector. The purpose of these statistics is to record the safety performance of IMCA contractor members each year and to enable IMCA members to benchmark their performance against other companies of similar size.

We continue to align IMCA Safety Flash incidents to the International Association of Oil & Gas Producers (IOGP) Life-Saving Rules (LSR), asking members to submit safety incidents and attribute which, if any, of the LSR had been breached. In each published safety flash incident or event, we will now highlight which of the LSR were not followed in the lead up to the incident. IMCA supports and promotes the standardisation of safety tools and initiatives across the industry. IOGP's Life-Saving Rules specifically address nine critical areas where repeated fatalities have occurred. The LSR will be of benefit to IMCA Members and to the wider industry by promoting a common standard for critical safety checks in a practical and easily understood way across different languages and cultures.

The data *to the right* shows how the 2021 safety incidences correlate with the IOGP's Life-Saving Rules.

The IOGP Life-Saving Rules take the form of simple and clear actions aimed at preventing fatal injuries during higher-risk activities. Whilst accepting that adoption of the IOGP Life-saving Rules may be a journey and a process, IMCA recommends that all Members adopt these LSR for the betterment of our industry. They are among the most effective techniques for preventing fatalities and have proved effective due to their simplicity, relevance, and practicality.

Safety Flashes

Our Safety Flash system disseminates important information on actual and potential incidents, and the subsequent lessons learnt which can prevent similar incidents reoccurring. All our members are encouraged to contribute relevant safety related information which is completely anonymised.

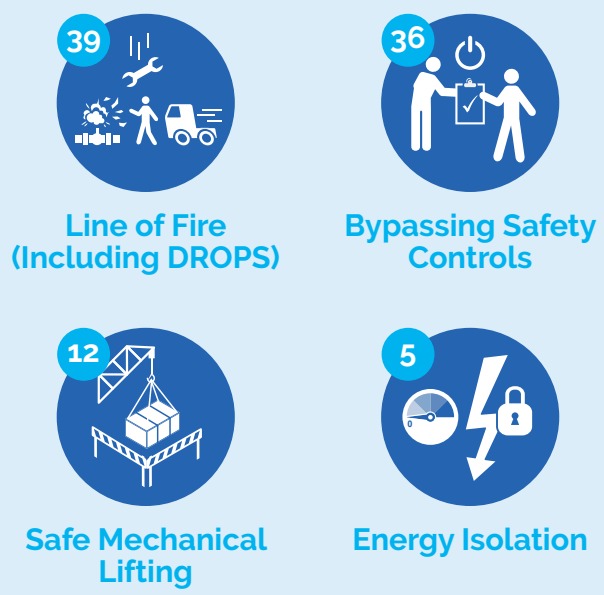
In 2021 IMCA published 163 incidents or events in 34 Safety Flashes.

	2020	2021
Total incidents reported	174	163
Incidents reported by IMCA members	134	105
Incidents reported by other industry bodies	40	58
Incidents published	148	163



IMCA and IOGP Life-Saving Rules

IOGP Life-Saving Rules most cited in IMCA incidents in 2021: (%)



Any given incident might have one or more life-saving rule involved. Data based on analysis by members and by secretariat.

2021 – A Year in Review

STRATEGIC REVIEW & MEMBER SURVEY

Survey Results

We reached out to our members for our biennial membership survey and received a tremendous response with over 500 detailed replies which was reviewed by the Board of Directors resulting in a 5-point plan of strategic themes: (1) the stewardship of our technical library of standards and guidance; (2) expanding our reach into the offshore wind and other marine energy; (3) broadening our scope in environmental sustainability; (4) collaborating with industry partners where it makes good sense; and (5) continuing to promote standardisation across our industry.

Strategic Review

In conjunction with our Membership Survey we conducted a strategic review in 2021 which took the form of in depth interviews with a range of members and non members including operators and major contractors. The findings confirmed the results from the survey and were used to define our strategic approach and also heled us to align our corporate statements:

Our Vision Our vision is to be the global reference for developing all forms of marine energy resources in a low carbon future.	Our Purpose Enabling the development of the world's marine energy resources – safety and sustainably.
Our Mission Our mission is to improve performance in the marine contracting industry. To achieve this, we leverage the expertise of our Members through conferences, seminars, and our large network of committees. We represent our Members in dialogue with other industry bodies, regulators, oil companies and renewable energy companies.	

Our Values

We work with our members to improve safety and performance. Our values define the way we do this.

Integrity <ul style="list-style-type: none">Promoting and maintaining the highest standards of integrity and ethicsTransparency, honesty and accountabilityPromoting awareness of marine energy opportunities	Standardisation <ul style="list-style-type: none">Leveraging our members' expertise to improve our performanceWorking with industry stakeholders to address challengesPromoting awareness and challenging each other	Responsibility <ul style="list-style-type: none">Respect for safety and the marine environmentEnvironmentally and socially responsibleSupporting and challenging each other	Global Reach <ul style="list-style-type: none">Impactful and result orientedRecognised for quality and deliveryContinuous improvement
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Strategic Themes

1 Stewardship of guidance and safety standards
2 Offshore Wind & other marine energy
3 Environmental Sustainability
4 Collaboration with Industry Partners
5 Standardisation across industry

Our Value Proposition

IMCA has a global reputation for developing safe and efficient standards and guidelines for offshore operations. Our value proposition focuses on five key pillars:

Safety Improving safety and operational efficiency in the construction and maintenance of offshore energy facilities	Standardisation Reducing risks, improving project delivery and driving industry-wide cost saving through standardisation	Responsibility Responsible contracting, the energy transition agenda, and environmental sustainability across the industry	Global Reach Building a global network of energy companies, contractors, and suppliers to improve industry performance	Collaboration Working with regulators and industry partners to ensure safe and pragmatic governance of offshore operation
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Marine Renewable Energy

IMCA member companies are very active in the offshore wind industry globally, working at all development stages from feasibility studies to offshore construction. The overwhelming majority of offshore installations have been carried out by IMCA member companies. Our Marine Renewable Energy Committee has been active since 2011. The committee comprises developers, contractors, suppliers, and regulators; and has a long track record of improving safety performance in the offshore energy sector.

During 2021 we continued to update our guidance documents to incorporate the Marine Renewables sector. Alongside this IMCA has been maintaining a committee communication plan to promote the work of IMCA in the renewable energy sector to the new and emerging sectors East and West. Through Business Development managers we continue to work with offshore renewable associated organisations to promote good practice and IMCA guidelines to avoid duplication of standards for members involved with renewable energy projects worldwide. 2021 saw industry collaborations with G+, the global offshore wind health and safety organisation, and 7 other wind organisations. We are also involved in the United States with the American Clean Power Association, the Business Network for Offshore Wind, Bureau of Safety and Environmental Enforcement, and the National Renewable Energy Laboratory.

IMCA has also been working with industry to develop onboard training initiatives for activities such as vessel to vessel transfer. An IMCA workgroup representing members engaged in offshore renewable energy developed a curriculum for onboard training to be delivered prior to vessel to vessel transfer via boat landings. It is considered that this 'on the job' training will be more effective than the practical swimming pool training that is currently demanded by wind farm operators. The group are now working to get the curriculum recognised by training providers, clients and the Global Wind Organisation (GWO).



2021 – A Year in Review

Competence & Training

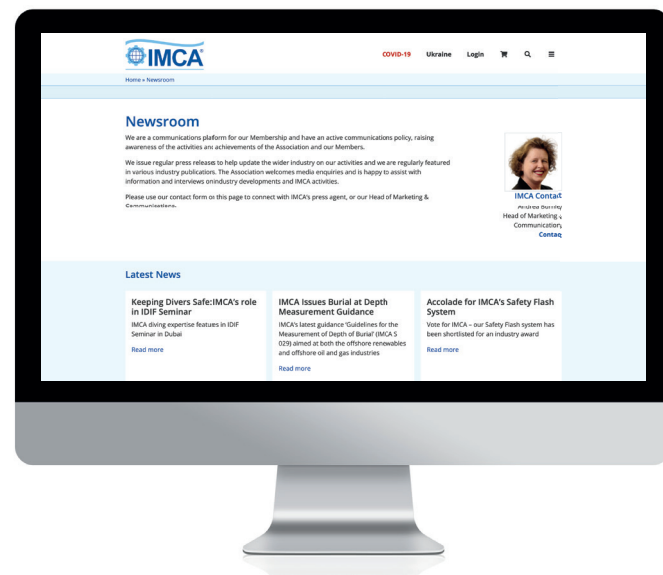
IMCA works to ensure the marine contracting industry is well positioned to recruit, train and maintain a highly skilled and competent workforce, vital for safe and efficient operations in the offshore environment.

In the 2021 membership survey, competence and training was rated as one of the top priorities for IMCA members. Over the course of the year, IMCA's Competence and Training Committee published a series of 6 articles, podcasts and wire side chats looking at various aspects of Competence:

- What is it to be competent?
- Why use a competence scheme?
- Challenges to implementing a competence scheme?
- The competence process
- The IMCA competence suite of documents
- Competence and safety

The series was well received by members online and on social media. The podcast was among the top performing episodes of the year for IMCA.

Articles and podcasts can be found under the newsroom on our website.



Key DP Personnel CPD

Launched in May 2021 the Key DP Personnel continuing professional development (CPD) learning programme was developed by The Nautical Institute (NI) and IMCA to provide valuable CPD and learning to DPOs who perform a safety critical role onboard offshore DP vessels. IMCA and NI brought this CPD programme to the DP community to work towards improving safety, performance and efficiency for industry participants and the DP community more broadly. IMCA also operates a DP event reporting scheme with its members to collect and analyse data on DP incidents and other station keeping events, which is then published for the betterment of the industry. Through this process IMCA has discovered that human factors can be a significant causal factor (or reason) for undesirable DP station keeping events. Consequently, the introduction of this Key DP Personnel CPD programme will make significant improvements in the safety and risk management of these DP operations.



Accredited Diving System Inspector scheme in development

During 2021 we began developing an IMCA Accredited Diving System Inspector (ADSI) scheme with the aim of launching the scheme during 2022. The work of IMCA Accredited Diving System Inspectors will be to conduct IMCA Diving Equipment Systems Inspection Guidance Note (DESIGN) audits. This initiative was a result of our collaboration with the International Association of Oil & Gas Producers (IOGP) and will reduce duplication and costs by having a recognised standard of audits and auditors that hold currency across the IOGP operator community.

The IMCA ADSI scheme will be open to personnel either already acting as a diving system inspector or gaining experience in order to become one. It is intended to apply to personnel conducting Diving Equipment Systems Inspection Guidance Note (DESIGN) audits and preparing DESIGN audit inspection reports. Such personnel perform a critically important role for the offshore energy diving industry.

Objectives of the IMCA ADSI scheme are to:

- Introduce an industry recognised professional accreditation for this important group of skilled workers
- Help the offshore energy diving industry ensure 'objective auditing' of diving systems by individual inspectors
- Improve the quality, consistency, professionalism and credibility of diving system DESIGN inspections
- Give diving contractors, client companies and other stakeholders confidence that the diving systems installed and used on diving platforms that have been subject to DESIGN inspections are fit for purpose and safe to use
- Provide assurance that diving system inspectors who conduct DESIGN inspections for diving system operators and client companies are:
 - trained and accredited to a recognised industry standard
 - competent to undertake their duties
 - able to prepare and deliver consistently high-quality DESIGN diving system inspection reports
 - able to conduct their duties at all times with professionalism, objectivity, independence, courtesy, and integrity.

Two categories of accreditation:

1. An inspector of surface orientated diving systems against the requirements of IMCA D 018 – Code of practice for the initial and periodic examination, testing and certification of diving plant and equipment – and IMCA's surface orientated diving DESIGN documents.
2. An inspector of saturation diving systems against the requirements of IMCA D 018 and IMCA's saturation diving DESIGN documents.

IMCA's Diving Supervisors' CPD App became mandatory from 2021

Developed with key industry members and introduced in 2019 IMCA's Diving Supervisors CPD became mandatory early in 2021. The scheme is run via an App and incorporates the latest in training techniques to support Diving Supervisors in keeping up to date with current safety information and guidelines from IMCA. During the year the scheme went from strength to strength achieving a record numbers of users.

2021 – A Year in Review

IMCA launches new online facility for instant verification of certificates for safety-critical positions in the offshore industry.

In August IMCA launched a new online facility as part of our digital transformation programme to enable members to access verification services 24 hours a day. The facility covers all five certificate types currently issued; Air Diving Supervisor, Bell Diving Supervisor, Life Support Technician, DP Company Authority and DP Trials & Assurance Practitioner. New initiatives such as Accredited Diving System Inspectors will also benefit from the service.

A search form is now available for registered website users to check the status of any certificate provided to them by its holder. The existing option of contacting the IMCA certification team will remain available during London office hours. Since launching the online verification portal has had over 500 users.

The online verification facility also confirms the in-date status for continuing professional development (CPD) which became mandatory for diving supervisors at the beginning of 2021. Users of the IMCA Diving CPD App will continue to be able to share detailed CPD progress, with the existing app function redirected to the new facility automatically.



Legal, Contracts, Insurance and Compliance Committee expands remit

The former Contracts & Insurance (C&I) Committee was restructured at the end of 2020 and during 2021 its remit expanded to cover broader legal issues and compliance, including anti-bribery, anti-corruption and human rights. The newly named Legal, Contracts, Insurance and Compliance (LCIC) committee is divided into separate work streams: Renewables contracting principles, compliance and insurance.

Working Group 1 made significant progress in developing a new IMCA document on Contracting Principles for the Renewables Sector which, together with an accompanying Guidance document should be ready for publishing in the second half of 2022.

Working Group 2 held a roundtable discussion with the Basel Institute to ascertain the best way for IMCA to move forward with developing best practice for members in addressing anti-bribery, anti-corruption and human rights and incorporating these principles into an updated version of IMCA's Code of Conduct.

Working Group 3 is progressing a suite of documents addressing various insurance issues affecting the risk being taken on by members, especially in the renewables sector under the CAR and WINDCAR policies and growing areas of concern such as cyber risk

The issue of gross negligence and willful misconduct has been identified as a significant risk for members working in various jurisdictions. To enable IMCA to be able to provide meaningful up-to-date advice on the issues the LCIC Committee considered it pragmatic to obtain external legal advice which will be incorporated into the new guidance documents which are being developed

IMCA participated in BIMCO's Working Group on the review of the Bargehire charterparty and will issue guidance in due course.

Intersessional Working Group on the Industrial Personnel Code (ISWG-IP)

The Marine Policy & Regulatory Affairs (MPRA) Committee prepared a submission to the International Maritime Organization's (IMO) Working Group on outstanding issues pertaining to the application of the new Code which will be approved in 2022 including grandfathering rights and ambiguity.

The Committee has also been monitoring the intersessional work of the Marine Environment Protection Committee (MEPC) on energy efficiency and carbon intensity, and collaborated with IMCA's Industry partners to co-sponsor a proposal to IMO's Marine Environment Protection Committee (MEPC 76 & MEPC 77) on a proposal aimed at generating \$5 billion for research & development into zero carbon fuels and low carbon technologies for vessels.

A submission was prepared for the IMO's MEPC (MEPC 76) calling upon IMO Member States to permit IMCA to collect fuel consumption data from its members and use this data to calculate the proposed proxies A and B which was approved.

Consequently, the Committee revised the spreadsheet for collecting the requisite data from members and was involved in several initiatives to encourage members to submit their data.

Three roundtable discussions were convened with interested IMO Member States to try to foster strategically important relationships to be able to steer IMO's progress on the development of MASS.

Consequently, IMCA was invited to co-sponsor a proposal to IMO's Maritime Safety Committee (MSC 104) calling for a new work stream to be created to enable a new MASS Code to be developed.

As part of the work on the revision of the IMO Diving Code, IMCA hosted a technical webinar and a Teams meeting with members of the IMO Correspondence Group to address and technical questions or issues ahead of finalising the submission to IMO.

Advocating for seafarers/offshore energy sector workers

IMCA became a signatory to the "Neptune Declaration on Seafarer Wellbeing and Crew Change" which called upon governments to:

- recognise the seafarers as key workers and provide them priority access to Covid-19 vaccines.
- establish and implement the gold standard health protocols based on the existing best practice.
- increase collaboration between ship operators and charterers so as to facilitate crew changes.
- ensure the air connectivity between the key maritime hubs for seafarers.

In support of the Seafarers Charity, which is advocating for the human rights of seafarers and raising money to ensure that seafarers and offshore sector workers have access to oxygen treatment on board where needed, IMCA fielded a team which took part in the 400,000 steps challenge during July raising funds for the charity.



The Neptune Declaration
on Seafarer Wellbeing and Crew Change



2021 – A Year in Review

Vaccination Taskforce

Through its active involvement with an industry-led Vaccination Taskforce, IMCA has helped develop a roadmap which sets out procedures for a programme that can be implemented by all stakeholders concerned to facilitate safe ship crew vaccination during the COVID-19 pandemic.

Best practice guidance was developed to:

- Ensure a pragmatic approach by Governments to seafarer inoculations;
- Develop guidelines setting out all the steps necessary to implement a vaccination programme for seafarers; and
- Address the legal liabilities for shipowners arising from vaccinations.

The principles adopted recognise that:

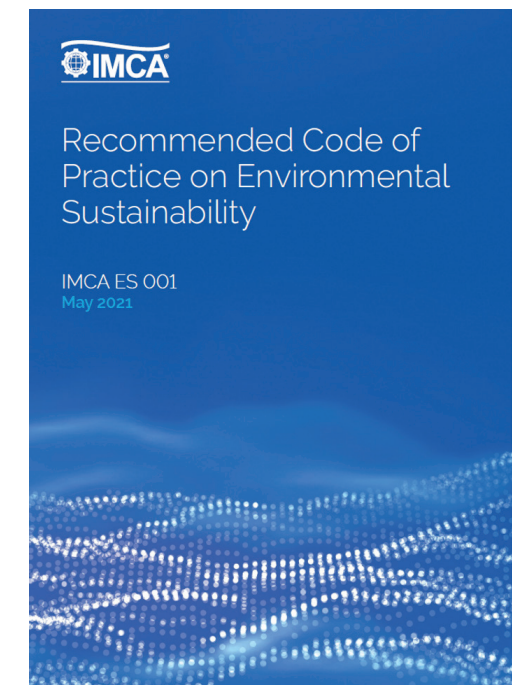
- Seafarers have been recognised by UN bodies as 'key workers' and, as such, countries should vaccinate seafarers at the earliest possible opportunity;
- Seafarers should be encouraged to be vaccinated when offered the opportunity;
- Only vaccines on the WHO's Emergency Use List (EUL) should be used; and
- Vaccinated seafarers should be provided with internationally accepted documentation containing standard information that can be used to verify the vaccination

The Roadmap can be used by shipping companies (their agents and representatives, including crew agencies), maritime administrations and national health authorities, in liaison with other authorities (such as local customs, immigration, border control, seaport and civil aviation) and seafarers, during the planning and roll-out stages of the vaccination programme). The roadmap was advocated by the International Maritime Organisation in May 2021.

Environmental Sustainability

2021 saw an accelerated focus on environmental sustainability and the energy transition within IMCA which culminated in delivering a major milestone in IMCA's strategic roadmap for environmental sustainability. This roadmap developed by the Environmental Sustainability Committee (ESC) was endorsed by the Board in 2020. The ESC and its dedicated team developed a comprehensive and well-received Code of Practice on Environmental Sustainability. The Committee held an open consultation online and engaged with various end user energy clients, as well as associations to seek feedback and validate the Code's content. Following a participatory approach to its development, we published the Code in May 2021. An abridged 'At A Glance' glossy was produced to make it accessible to a wider audience, and more specifically to disseminate it to the C-suite and cross business units.

Once the Code was launched worked started on developing a tool to help members assess their performance. Code of Practice on Environmental Sustainability



A SPECIAL AWARD FOR IMCA

Recognition from the Brazilian Navy

IMCA's contribution to offshore training was recognised by the Brazilian Navy awarding IMCA the 'Friend of the Navy' Medal (Medalha Amigo da Marinha) which John Chatten of Fugro, Chair of IMCA's South America Region collected.

IMCA is honoured to receive this accolade which acknowledges IMCA's global contribution to competence and training and improving performance in the industry which simply would not be possible without the commitment and dedication of our committees. We appreciate the work of all the IMCA South America committee members who have clearly embraced IMCA's mantra and are making positive contributions to our industry.

The prestigious award was created in 1966 and is awarded to people who have made an outstanding contribution to the development of the maritime industry and who promote and support the Navy and the importance of the ocean for Brazil. John was presented with the medal at a dedicated ceremony in Rio de Janeiro on 4 November.

We are proud of our association with the Brazilian Navy and were delighted both Vice Admiral Alexandre Cursino, Director of Ports and Coasts and Lt Erika Lanes joined us online during a webinar to share details of IMCA's contribution to Brazilian offshore training and competence development.

The Brazilian Navy has provided outstanding leadership through their collaboration with industry, participating in a series of meetings organised through the IMCA South America Regional Committee. In 2018, the Brazilian Navy demonstrated this commitment by adopting into legislation IMCA M117 'The Training and Experience of Key DP Personnel' through NORMAM-13 / DPC. The following year the Navy again met with industry, through IMCA, to bring internationally recognised training and certification to the Brazilian commercial diving sector.

IMCA recognises and welcomes the contribution this close collaboration with the Regulator in Brazil brings to safe and efficient offshore operations and looks forward to maintaining this positive and professional relationship.



Key Documents

Code of Practice on Environmental Sustainability

This Code was developed by Members of the Environmental Sustainability Committee which became a core committee in 2020. The Code sets expectations for the marine contracting industry in managing key environmental and climate topics associated with offshore marine construction.

The Code embraces five key topics:

- The reason for a Code of Practice in our industry
- Principles of environmental sustainability
- Scope and regulatory content
- Significant environmental aspects for our industry
- Strategic objectives and target setting.

Sections then follow on 'Significant environmental aspects'; 'Making an impact on environmental sustainability across our industry'; and 'Measuring and monitoring industry progress'.

Appendices cover multi-stakeholder initiatives and commitments; key environmental aspects found in global frameworks and standards where illustrative KPIs can be found; and Carbon intensity indicator proposed proxies for our industry. A useful glossary was also made available.

Guidelines on the use of GNSS for tide calculations

IMCA S 027 provides an overview of how Global Navigation Satellite Systems (GNSS) can assist in more accurate real-time direct measurement of tidal changes.

IMCA S 027 includes sections on tide theory; geodetic reference systems and tidal datums; tides from GNSS; quality assurance and quality control; as well as a useful glossary, plus references and a list of further reading which includes the recently revised IMCA S 015 – 'Guidelines for GNSS positioning in the Oil and Gas industry' produced with IOGP. IMCA S 027 is available for members to download free of charge.

AUV Audit Guidance

IMCA S 028 was developed by members of the Offshore Survey Division Management Committee with a view to promote a common approach to the auditing of autonomous underwater vehicles (AUV) and their associated support systems.

While this document contains some parallels with IMCA R 006 ROV Audit Guidance it also highlights technical guidance on the appropriate use of AUVs, for example, relating to the safe management of Lithium batteries.

It is intended that IMCA S 028 will act as a framework for offshore contractors to form their own AUV audit document as it includes sections on AUV System Audits; Background and Rationale; AUV System Audit Process; Competence and a Sample Template.

Guidance for surface swimmers

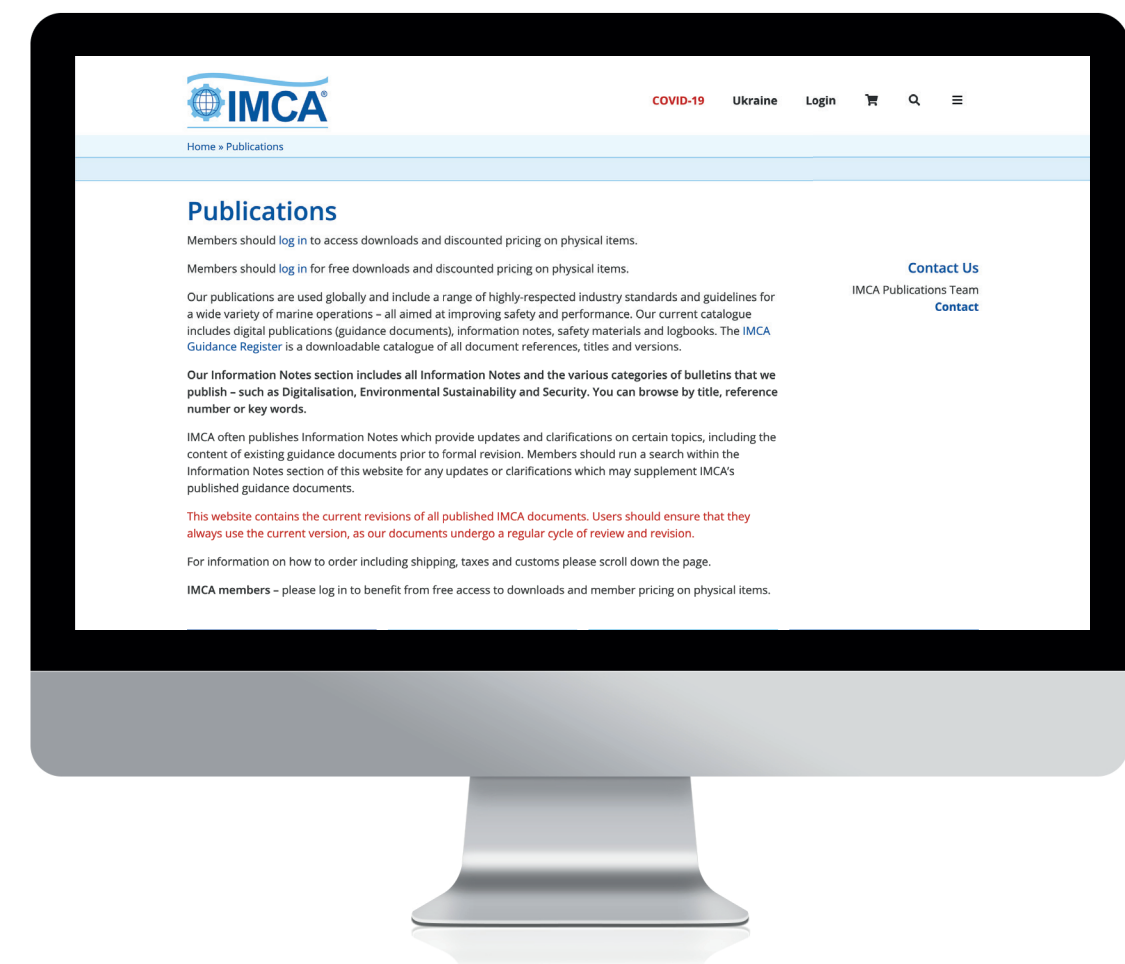
Historically surface swimmers have been used to complete a variety of offshore work tasks in the field and this guidance provides firm recommendations for matters to be considered when planning surface swimming operations; PPE for the surface swimmer and the standby swimmer; limitations on surface swimming; operational planning; operational support; and, very importantly, information on when and where surface swimmers should not be used.

Guidance on the Systematic Assessment of Control Systems in Automated Diving Plant and Equipment

This document was produced to help Contractor Members of IMCA's Diving Division make appropriate arrangements to produce systematic assessments of automated control systems within their diving systems to satisfy the relevant requirements in IMCA's DESIGN documents.

Many electric and electronic devices and systems can cause harm to people or the environment unless they have built-in safety mechanisms that activate exactly when needed to reduce potential risks down to a tolerable level.

Automated control systems are now widely used within the offshore energy diving industry. For any piece of plant or equipment critical to the operation of a diving system that has an automated function fitted, the safety of the automated system must be appropriately recognised, assessed, specified, designed, manufactured, operated, maintained and audited throughout its life. By following this process, the owners and operators of diving systems with automated control systems can achieve and demonstrate that risk has been reduced to a level as low as is reasonably practicable (ALARP).



Events

IMCA's Regional and Technical Seminars play an essential role in maintaining connections with our members and are an important way of keeping the dialogue going. Following on from the success of our online events in 2020 we ran a programme of webinars with our members on IMCA activities and a range of technical subjects, guest speakers and also as a means of sharing the results of our Strategic Review and Membership Survey.

During the year our collaboration with G+ shone through in the form of key speakers at our regional webinars including Nina Su of Siemens Gamesa; Richard Sykes of Equinor and David LaBelle of Avangrid in North America. Each G+ representative shared updates on how G+ and IMCA work closely together.

The themes of our webinars included:

Market Outlook in North America with guest speakers Thom Payne, Westwood Global who spoke about the Offshore Wind Market Outlook; Jared Kugler from Enverus who updated attendees on how the Gulf of Mexico was holding its own in Global Energy.

We had specialist presentations from Jason Standing, ADNOC and MEI Committee – Command & Control Center – integrated surveillance in shipping and marine. Alessio Lombardi, Global Maritime – remotely witnessed trials.

Mike Liddell of Fugro represented IMCA's Offshore Survey Committee by presenting the Benefit of an Industry Specification on USBL system Calibration.

Darren Brunton from member company KBA gave an interactive presentation showcasing the training without borders approach taken during the pandemic.

Representatives from the Secretariat covered the challenges of Seafarer Vaccinations, details of IMCA's Accredited Diving System Inspector (ADSI) Scheme and Continuing Professional Development Scheme for Key DP (Dynamic Positioning Personnel).

A Competence focused webinar in South America saw presentations from Celio Pessoa, Subsea 7 - *IMCA's Competence & Training Committee*; Rafaela Rodrigues, Subsea 7 Competence Assurance and Assessment Program; Darren Walley, Fugro *IMCA's Competence & Training Committee*; Simone de Uribe, Kongsberg, *How regulation in Brazil has encouraged training* and Lauder Azevedo, Sistac, *Current diving initiatives*.

Special Guests Vice Admiral Alexandre Cursino Director of Ports and Coasts and Lt Erika Lanes of the Brazilian Navy shared information on how the Navy and IMCA had worked closely together on DP training initiatives.

During an environmental sustainability focused regional webinar Steffan Lindso, Subsea Robotics Product Manager, Oceaneering and Marcelo Jorge Martins, Director, Grupo CBO shared key initiatives were providing more sustainable options in delivering operational activities alongside speakers from IMCA who covered Committee work and Regulatory updates.

IMCA hosted a virtual technical and motivational seminar with an exciting line up of speakers, interactive sessions and networking focused on our recently published Code of Practice on Environmental Sustainability.

Each session concentrated on key environmental themes from the Code and placed an emphasis on putting principles into practice.

- Keynote Address - From adventure to action and automation
- Taking action on emissions reduction and energy efficiency
- Taking action on the circular economy and supply chain engagement
- Reporting and framing environment and climate in broader sustainability
- Taking action on life below water
- Building a community-of-practice, and view to the future



2021 Key Speakers

The impressive ES speaker line up included:

Julie Angus, CEO and co-founder of Open Ocean Robotics keynote speaker; Anil Markandya, Distinguished Ikerbasque Professor at the Basque Centre for Climate Change; Jesse Fahnestock, Global Maritime Forum; Andreas Buskop, General Manager, Vard Engineering; Wim Bartels, Partner, KPMG Sustainability; Suzanne Johnson, Senior Advisor, UN Global Compact; Douglas Nowacek, Professor, Nicholas School of the Environment and the Pratt School of Engineering, Duke University.

Hosted by the ES Committee with Chair Stig Clementsen of DOF, Erik Bergh from DeepOcean, Ezra Shraven, Fugro... all taking key roles during the planning and the event.

IMCA AT INDUSTRY EVENTS

During the year many of the industry events were also held virtually with IMCA being involved in a large number including the Marine Contractors Deep Water Development (MCEDD) Accelerated Deepwater Transformation in a new virtual world with speakers on ES and Eric Primeau of BP and Andre Rose of IMCA presenting on Uncrewed Surface Vessels. The eCMID AVI Festival of Knowledge made a positive impact online and IMCA was represented by Technical Adviser Graeme Reid and Adam Hugo IT Specialist presenting the latest system developments.

We were invited to participate in Dcarbonise Week – part of Oceanology International; Richard Purser and Andre Rose discussed Dynamic Positioning in the unmanned vessel space.

Our DP specialists Andy Goldsmith, Graeme Reid and Richard Purser participated in an online version of the European DP Conference in March and in the face-to-face live event as part of the Annual Offshore Support Journal when the live event took place in November in London. Mark Ford played a key role as part of the Advisory Committee.

Our diving expertise came to the fore when Bryan McGlinchy Diving Manager and Peter Sieniewicz

Technical Adviser – Diving showcased IMCA's expertise at the Bergen International Diving Seminar with Erik Bergh of DeepOcean showcasing the ES Code.

Certification & Awards

QUALITY MANAGEMENT

IMCA successfully completed the necessary audits for our Information Security Management System (ISMS) to continue to maintain ISO 27001 standard which deals with Information Security Management and is a way of ensuring that information security risks are managed effectively. The standard helps organisations to establish and maintain an effective Information Security Management System (ISMS).

IMCA continues to retain ISO 9001 certification upon which our Quality Management System is founded on quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. Using ISO 9001 helps ensure consistent, good-quality products and services. Our Quality Management System is founded on ISO 9001.



IMCA AWARDS

In 2021 IMCA ran its safety and environmental awards as in previous years.

The 2021 winners of each category were:

Environmental Sustainability Award:

Entries into this category were of an extremely high standard and the judges awarded two companies for their contributions

Winner
DEME for their Environmental Sustainability Campaign

Van Oord for their jack up barge Boreas

Shortlisted
SBM for their Emissions e-Dashboard, Fugro for their Reducing Carbon emissions programme and Heerema for their Carbon Neutral Roadmap



Andy Seymour, IMCA Board of Directors presented the awards

Safety Award:

Winner
Saipem for their Anti-Collision Man/Machine

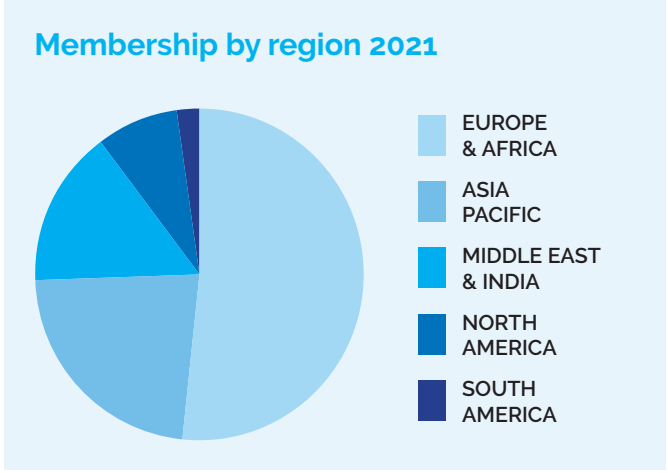
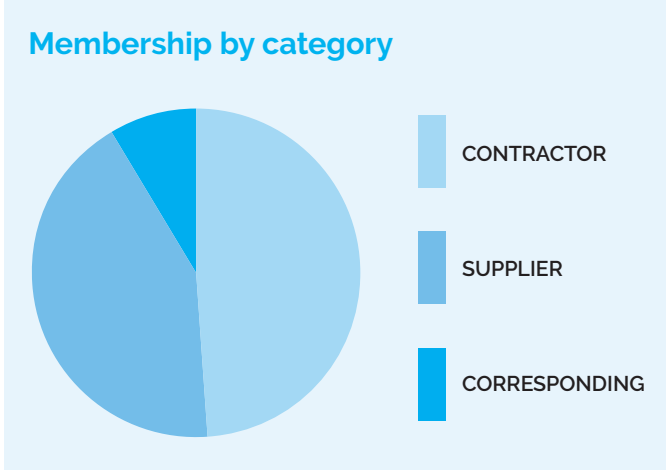


Shortlisted
DEME for their Offshore Wind Farm safety culture pilot, Heerema for their Dare to Care Safety Awareness programme

The Awards Submissions were evaluated by judging panels comprising IMCA Board Members, Chairs and Vice Chairs from the HSSE Committee and Environmental Sustainability Committee and appropriate members of the Secretariat.

Membership

In 2021 IMCA continued to welcome new members bringing the total membership base to circa seven hundred.



BENEFITS OF MEMBERSHIP

- A forum for meeting with like-minded companies and industry professionals to discuss matters of common interest.
- A level playing field of technical standards for all Members, ensuring that contractors and their clients are aligned.
- Immediate access to all safety statistics, and our industry-wide Safety Flash alert system.
- A 'single voice' for lobbying on regulatory matters, with clients, governments and other organisations.
- Unlimited access to our comprehensive online library, based on our Members' cumulative global experience, including regular updates, and with opportunities for contributing to the drafting and development process.
- Up-to-date certification in the key supervisory roles of Diving and Dynamic Positioning.
- IMCA's approved certification schemes are highly sought after within our industry.
- Seminars and workshops on a wide range of specialist industry topics.



IMCA Secretariat: Appointments



Richard Purser joined IMCA as Technical Adviser – Marine in June 2021 having gained 25 years of experience in the DP related industry. Richard started his career as a cadet engineer with P&O Containers where he stayed until obtaining his Class 2 Engineering certificate. He then moved into the offshore industry first on seismic survey, followed by pipelayers and then onto DSVs during which time he gained his Class 1 Chief Engineers Certificate. Richard worked for a number of years at Trinity House Lighthouse Authority and was involved in their new build programme. Richard came ashore to work for an Aberdeen based DP Consultancy, PML, which was acquired by Noble Denton and then DNV. He spent 13 years as a DP Practitioner producing FMEAs on all types of Dynamically Positioned vessels as well as incident investigations and FMEA analysis on mission critical equipment, specialising in closed bus FMEAs utilising advanced generator protection systems and hybrid battery systems.



Our Diving team was expanded to include Technical Adviser - Bill Chilton who joined us in November 2021. Bill has 25 years experience in the commercial diving industry have previously worked at the UK. Previously Bill worked at the UK Health & Safety Executive for 12 years as a Diving Specialist Inspector regulating the safety of divers working in offshore energy and other sectors of the diving industry. During his time at the HSE, Bill also worked as a decommissioning specialist when he was seconded for a period to a team specialising in decommissioning. Prior to his time at the HSE, Bill worked as an air and saturation diver on a wide range of diving projects. During this period, he also held a variety of topside positions, including project engineer and project manager.



Mathew Hawley joined IMCA in August 2021 straight from university as Marketing & Communications Assistant. Matthew gained practical experience through internships and work placements in Business, Operations & Marketing and during his studies he put his social media, podcast and video editing skills to good use. He joined us after completing a Master of Arts in Media, Culture and Communication and a Bachelor of Arts in Media, Culture and Identity. Matthew received an "Outstanding Dissertation" prize on completion of his Masters.

Client and Member Engagement

Throughout 2021 and despite the ongoing challenges of the global pandemic, the Client and Member Engagement Team continued to build relationships, engage with members and successfully promote IMCA's work and activities across their regions.



David Bloom
Europe & Africa



Bruce Gresham
North America



Chris Rodricks
Middle East & India



Left to right: Captain John Lloyd, Chief Executive of The Nautical Institute, Captain Andy Goldsmith, IMCA, Tony Mason, Chief Executive, ISOA and Allen Leatt, Chief Executive, IMCA

Award for IMCA's Andy Goldsmith

A delighted, and surprised, Captain Andy Goldsmith, Marine Technical Adviser was presented with the Honourable Mention Award in November 2021 at the Annual Offshore Support Journal Conference, Exhibition & Awards by Edwin Lampert, Executive Editor & Head of Business Relations, Riviera Maritime Media.

Andy Goldsmith joined IMCA in January 2015, and IMCA says it will be officially marking his retirement in March 2022.



Governance & Structure

IMCA has a modern and effective governance structure and programme. We follow a strict code of practice and operate in conjunction with our Articles of Association, Bye-laws and Competition Law Compliance Policy.

The Board

We are governed by The Board of Directors of IMCA Holdings Ltd and, in keeping with tradition, the Chair and Vice-Chair of The Board are also given the honorary titles of President and Vice-President of the Association.

The Chief Executive is responsible for the day to day running of the Association and is accountable to The Board for overall performance of the Association and the Secretariat.

The Board provides strategic direction and leadership; monitors progress and ensures economic viability and legal compliance. The Board sets Membership criteria and monitors compliance in line with our Articles of Association and Bye-laws.

Pieter Heerema

President: March 2020
Board Member since 2017

Pieter Heerema is Vice President Projects at Allseas, and member of its Board of Management since 2012. In this role he is responsible for the preparation of all projects worldwide, including engineering, production and safety. He joined Allseas in 2011, as a pipeline engineer. He previously worked at Philips Electronics in the Netherlands in the research and development of electric appliances. Pieter has a MSc in Mechanical Engineering from Delft University of Technology and holds an MBA from INSEAD.

Jonathan Tame

Vice-President: March 2020
Board Member since 2013

Jonathan is currently Vice President UK and Canada at Subsea 7, having worked in the offshore and subsea construction industry for nearly 30 years. He holds a degree in Naval Architecture and Shipbuilding, is a fellow of the Royal Institution of Naval Architects and is a fellow of the Institute of Marine Engineering, Science & Technology. His career started with Brown and Root Vickers Ltd as a graduate naval architect. He then moved into offshore construction and spent 14 years with European Marine Contractors Ltd, working as an engineer and project manager on pipeline projects worldwide, living in the UK, China, USA and Canada. In 2002 he moved to Halliburton Subsea, which soon after became Subsea 7. Jonathan has held a variety of senior roles at Subsea 7 in operations, commercial, fleet and crew management.



Committee Overview

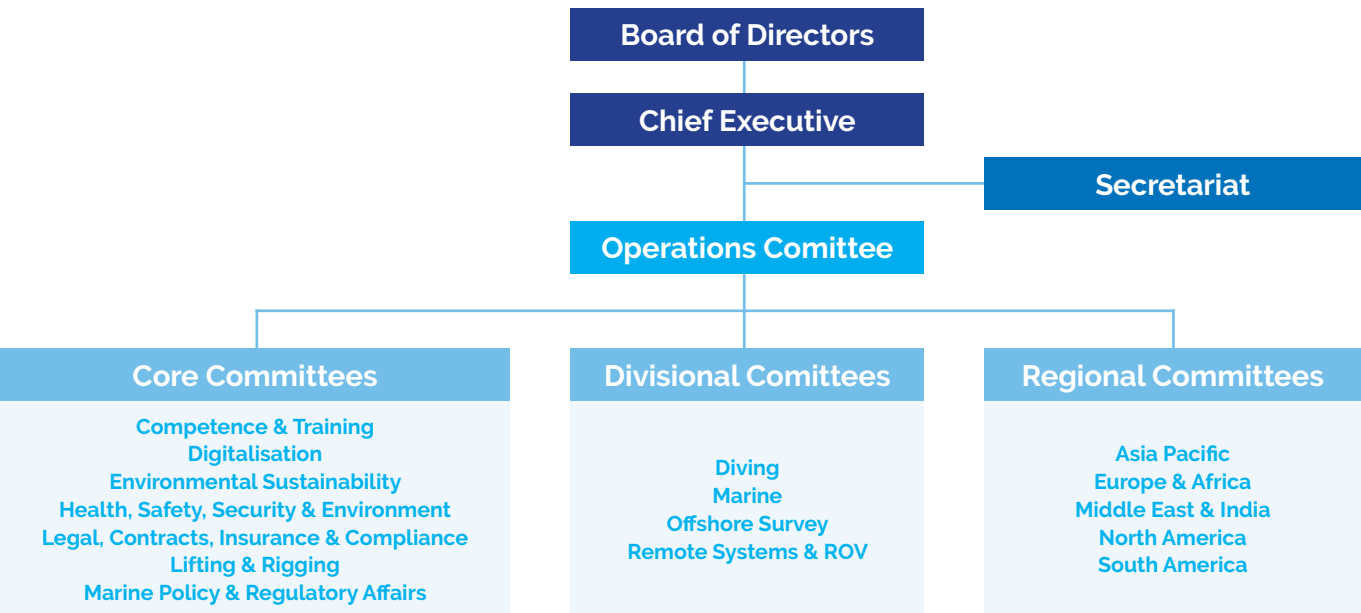
We operate through a committee structure which addresses many different areas of technical expertise. Membership on our committees is by election or nomination, and we have over 30 committees and workgroups in place all working towards improving specialist aspects of performance of our industry.

Our committee members are volunteer participants from Member companies which allows us to leverage the vast knowledge and expertise of our Members.

In 2021, under the Marine Division Management Committee we established a Marine Autonomous Surface Systems (MASS) Committee to be a focal point and convener of knowledge, guidance and regulatory developments in MASS vessels, subsurface, surface and secondary systems operated in conjunction with MASS vessels.

The Committee quickly created an Unmanned Surface Vessel workgroup to focus on this specialist area.

Visit our website to see the latest Committee information.



Committee Overview

TECHNICAL COMMITTEES

Competence & Training	IMCA works to ensure that the marine contracting industry is well positioned to recruit, train and maintain a highly skilled and competent workforce, vital for safe and efficient offshore operations.
Legal, Contracts, Insurance & Compliance <small>(previously known as Contracts & Insurance)</small>	The committee aims to promote dialogue and foster a wide understanding of contracts and risk management in the long-term interests of all participants in the industry.
Digitalisation	As a key strategic theme for IMCA and the committee reviews the impact of new and emerging digital technologies, communications and automation in our industry.
Environmental Sustainability	The committee's responsibility is to promote transparent dialogue to foster a wide understanding of environmental sustainability management and works to improve environmental performance in the industry.
HSSE Committee	The committee's aim is to share experience and information to promote good working practices in Health, Safety, Security and the Environmental.
HSSE – Marine Security	The committee reports to the HSSE Committee and helps Members address concerns relating to security (including cybersecurity), piracy and terrorism.
Lifting & Rigging	IMCA helps to identify and manage the hazards associated with offshore lifting operations. This work is central to our industry, as lifting forms part of almost every offshore and subsea operation.
Marine	The committee is the parent committee for our specialist areas which include Dynamic Positioning, Renewable Energy and Vessel Assurance through our eCMID system.
Marine DP	We provide expert advice in all matters pertaining to Dynamic Positioning and are responsible for managing all associated guidance related documents and initiatives.
Marine eCMID	The committee brings together representatives of vessel operators, vessel inspection companies and clients to co-ordinate developments within the eCMID system – the industry's Common Marine Inspection Document.
Marine Renewable Energy	We promote relevant experience and best practices from the oil and gas industry into the renewable energy sector. We work closely with our Members and a number of peer organisations to ensure that we share relevant information while recognising the particular challenges and opportunities in this sector.
Marine Policy & Regulatory Affairs	IMCA is active globally, regionally and nationally in representing our Members to governments and regulatory bodies. We lobby for sensible, workable and effective regulations.
MASS	The Marine Autonomous Surface Systems (MASS) Committee is the focal point and convener of knowledge, guidance and regulatory developments in MASS vessels, subsurface, surface and secondary systems operated in conjunction with MASS vessels. The committee's activities aim to facilitate and develop internationally approved MASS regulations, influencing and collaborating with key regulators such as with IMO Member states, other international agencies, industry bodies.
Offshore Survey	The committee addresses the techniques, equipment and skills of offshore positioning and hydrographic surveying. We play an important role in setting standards and best practices in this technology-driven sector of our industry.
Remote Systems & ROV Division	The focus of this division is on all aspects of equipment, personnel and operations relating to robotic intervention in deep water.

IMCA Secretariat



Allen Leatt
Chief Executive



Mark Ford
Technical Director



Sandra Auld
Head of
Human Resources



Bryan McGlinchy
Diving Manager



Margaret Fitzgerald
Head of Marine Policy
& Regulatory Affairs



Andrea Burnley
Head of Marketing
& Communications



Andy Goldsmith
Technical Adviser
Marine



Graeme Reid
Technical Adviser
Marine



Nicholas Hough
Technical Adviser
HSSE, Offshore Survey



Nadine Robinson
Technical Adviser
Environmental Sustainability



Andre Rose
Technical Adviser
C&T, ROV



Ali Macleod
Technical Adviser
Diving



Peter Sieniewicz
Technical Adviser
Diving



Richard Purser
Technical Adviser
Marine



Kester Keighley
Technical Assistant
Diving



David Bloom
E&A Engagement



Bill Chilton
Technical Adviser
Diving



Bruce Gresham
North America
Engagement



Chris Rodricks
MEI Engagement



Chelsea Antrobus
Membership
Services



Kayleigh Glasscock
Membership
Services



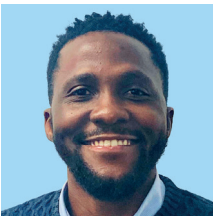
Kayleigh McFarlane
Membership
Services



Lynne Reid
Membership
Services



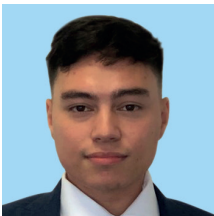
Jill Adamson
Accounts



Ade Adebajo
IT Technician



Adam Hugo
IT & Systems
Specialist



Matthew Hawley
Marketing &
Communications Assistant

The IMCA Secretariat has been keeping pace with demands and needs on countless fronts. We, like so many in the industry, have adapted to working from home where the daily focus has shifted to virtual meetings (including all our regular section meetings where we listen and act on global developments and concerns) and virtual seminars.

About IMCA

The International Marine Contractors Association (IMCA) is a leading trade association representing the vast majority of marine contractors and the associated supply chain in the offshore construction industry worldwide.

Who We Are

Our mission is to improve performance in the marine contracting industry.

We publish industry leading standards of technical and operating guidance in key areas of safety, quality, and offshore performance. We represent our Members in dialogue with other industry bodies, regulators, oil companies and renewable energy companies.

IMCA & Its Work

We are an international trade association. Our Members operate in the offshore construction industry around the world.

We exist for the benefit of our Members by promoting areas of common interest, such as health, safety, quality, environmental and technical standards.

How We Operate

We operate through a committee structure which addresses many different areas of technical expertise.

Membership on our committees is by election or nomination, and we have over thirty committees and workgroups in place all working towards improving specialist aspects of performance of our industry.



International Marine Contractors Association

66 Buckingham Gate,
London SW1E 6AU

T: +44 (0) 20 7824 5520

E: imca@imca-int.com

www.imca-int.com



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