



**EuDA
2025**

Annual Conference
Thursday 20 November 2025
Stanhope Hotel Brussels



Welcome & Moderation

starting at 10.00



EU's Waterborne Critical Infrastructure facing new Global Challenges, Risks and Threats

until 12.00



Cocktail & Lunch

from 12.00 to 14.00



European Dredging Association

Venue: Stanhope Hotel Brussels – rue du Commerce 9 – 1000 Brussels + 32 2 5069111.



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With a series of unprecedented global crises in the last 6 years, Europe’s resilience was extensively tested, and key vulnerabilities were revealed: Europe’s economy is highly dependent on global supply chains, highly dependent on very limited sources for its energy supply and highly dependent for its defence on partners with increasingly more volatile interests and priorities.

Europe needs and has started to take action to guarantee the well-functioning of its supply chains, to develop reliable alternatives to fossil fuels and to secure peace through military preparedness. Military preparedness requires amongst others effective and efficient transport, communication and energy networks that are resilient to climate change and also to ... enemy action (hacking, sabotage, bombing, ...). After decades of peace, most of Europe’s infrastructure was designed without consideration for intentional harm from external parties. New threats and risks to infrastructure require accordingly adapted designs and protections.

In this context, the oceans and rivers offer key opportunities but also new sources of vulnerability. Waterborne transport infrastructures, offshore energy infrastructures and undersea communication infrastructures need to be secured, upgraded and maintained for dual use (both civil and military) to withstand the consequences of climate change as well as the consequences of actions of intentional harm or enemy action.

To further develop an EU Open Strategic Autonomy that will secure the most basic needs (in terms of food, supplies and services) as well as the most sophisticated needs of its population and industry, Europe needs to invest in the resilience of its most critical infrastructure.

In its 2025 Annual Conference, EuDA would like to focus on critical waterborne infrastructures. Experts and specialists will present their views and experience the newly identified risks and threats that Europe’s waterborne infrastructures are facing and consider the key role of the European dredgers in building, maintaining and protecting them as well as increasing their resilience to the newly identified risks and threats.





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Welcome

Mr Marc Van den Broeck
EuDA Chairman

Conference Opening

Mr Paris Sansoglou
EuDA, Secretary General
Short introduction of the conference theme and speakers

Setting the Scene: New Geopolitical and Security Landscape

Ms Melina Lê
Deputy Chief of Staff and Policy Advisor, Flanders Ministry of Mobility, Public Works, Harbours and Sport
New Geopolitical Challenges, Risks and Threats to Europe’s Critical Infrastructures

Dual Use Requirements

Dr Lemonia Tsaroucha
NATO Defence Enablement and Resilience Directorate, Resilience Section
New Military Requirements and Expectations from European Infrastructure

The EU’s Plans, Strategies and Actions

Ms Fotini Ioannidou
European Commission, DG MOVE, Director for Waterborne Transport
Overview of the European Strategies for Security-resilient Waterborne Infrastructure

Example of Strategic Dredging Project

Mr Pierre-Yves Guillermin
Elia Group, Project Manager Princess Elisabeth Island
Strategic & security challenges of the construction of the Princess Elisabeth Island

Open Floor Discussion



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Conference Moderator



Paris Sansoglou

**Secretary General
European Dredging Association**

Paris Sansoglou holds a degree of Commercial Engineer from the Solvay Business School (ULB) that he has complemented with degrees in Environmental Studies (ULB), Business Informatics (VUB) and Financial Analysis (CIAF).

His professional experience is varied and includes academic research (in ULB on sustainable development), statistics (Business Statistics for Eurostat), knowledge management, economic, environmental & financial consulting activities (for Ernst & Young). He has spent most of his career on the ‘European scene’ working in the European Commission (Eurostat) and in trade associations (representing successively the European manufacturers of synthetic fibres, the European shipyards and now the European dredgers).

Paris developed his strong kinship with maritime policies and technologies since he joined the Community of European Shipyards’ Associations and he now pursues his passion for the sea and related issues with the European Dredging Association (EuDA). He has been managing maritime strategic activities covering research projects (incl. H2020 ThinkNature), trade issues, social aspects, technical and environmental issues, statistics, market monitoring.

Paris joined the European Dredging Association (EuDA) in April 2009 as Secretary General and has been part of various European teams advocating and actively working towards improving market access worldwide, global level playing field and sustainability. As EuDA representative, he was involved in security related discussions (e.g. hijacking of the Pompei in 2009). For the past few years, he highlights to the EU Institutions the key role of European Dredgers for critical infrastructure projects as well as for their security-related aspects.



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Speaker



Melina Lê

**Deputy Chief of Staff & Policy Advisor
Flanders Ministry of Mobility, Public Works, Harbours & Sport**

Melina Lê holds a Master of Science in Technologies and Water Resources Management from the Cologne University of Applied Sciences and a Bachelor of Arts in Biology and English from the University of Münster.

Melina started her career in international and research roles focused on water resource management, including positions with the UNCCD, Ruhr University Bochum, and the German Federation for Water and Waste Management in Brussels. She has served as Cabinet Advisor for the Harbour, Urban Development and Spatial Planning to Antwerp’s alderman Annick De Ridder, guiding major urban and waterfront transformation projects. Earlier, at De Vlaamse Waterweg nv (and previously Waterwegen en Zeekanaal NV), she worked on spatial planning and water policy integration, including environmental impact assessments and waterway zoning strategies—experience that gave her a strong foundation in linking infrastructure, ecology, and planning.

Currently, Melina is deputy chief of staff and policy advisor specialising in water- and coastal management, harbour development, and sustainable waterway governance. At the Ministry of Mobility, Public Works, Harbours and Sport, she focuses on strategic planning and policymaking for resilient and secure waterway networks that balance environmental priorities with economic growth.



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Speaker



Lemonia Tsaroucha

**Staff Officer
NATO Defence
Enablement & Resilience Directorate**

Dr Lemonia Tsaroucha holds a Ph.D. in “International Dispute Settlement” from University College London (UCL) where she completed her Masters in Law. She holds a Bachelor degree of Law from Aristotle University of Thessaloniki and is qualified to practice law in Greece and the EU.

Lemonia has had an academic background, teaching at the Faculty of Laws of University College London (UCL), UK and doing research for the School of Law / The British Academy of the University of Exeter UK.

Then she joined international Institutions, such as the European Commission, the EFTA Surveillance Authority and now NATO. In these key international Institutions, Lemonia has held various positions related to a range of topics including maritime safety, maritime security, competitiveness and access to the market for maritime and port services, as well as seafarers’ labour conditions. In the European Commission’s DG MOVE, she was Policy Officer for Legal affairs, inter-institutional affairs, EU external relations in the area of maritime transport. At the EFTA Surveillance Authority (the Authority), she then became Senior Legal Officer on transport and connectivity issues / Lead Security Auditor on maritime security inspections in the European Economic Area (EEA). She represented the Authority in EU committees on maritime safety and security at ministerial level, she was Board Member to EU executive agencies in the transport sector (such as EMSA and ERA).

Today she is a NATO Staff Officer responsible for transport in the Resilience Section of the Defence Enablement & Resilience Directorate, within the Defence Policy and Planning Division, at NATO HQ. She is involved in the EU-NATO coordination on military mobility and provides advice to Allies and NATO stakeholders on civilian transport and military enablement.





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Speaker



Fotini Ioannidou

**Director of Waterborne Transport
European Commission, DG MOVE D**

Fotini Ioannidou studied electrical engineering in Greece, followed by postgraduate degrees in electronics and information systems in France. Before joining the Commission, she worked as telecommunications consultant in Paris for the CAP GEMINI group, including as project manager on EU-funded aviation research projects and as representative of the French administration to relevant ICAO working groups.

She joined the European Commission, the aviation directorate, in 1994. In 2009, she became Deputy Head of Unit of the policy and inter-institutional coordination unit in the Directorate General for Transport and Energy. She was appointed Head of Unit in 2012 and served as Head of the Human Resources Unit for the Directorate General for Mobility and Transport and the Directorate General for Energy up to 2016. She then worked as Head of the Road Safety Unit from 2017 to 2020. Her previous assignments in the Commission focused on transport and energy policy and inter-institutional coordination, as well as aviation safety and air traffic management.

Fotini is currently Director of Waterborne Transport in the Directorate General for Mobility and Transport (DG MOVE) of the European Commission since June 2024. She has previously served as Acting Director of Waterborne since July 2023 and Head of the Maritime Safety Unit since January 2021.



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Speaker



Pierre-Yves Guillermin

**Project Manager Princess Elisabeth Island
Elia Group**

Pierre-Yves Guillermin is an Engineering Graduate from KU Leuven, with leadership training from Vlerick Business School and strong offshore project experience.

Pierre-Yves has worked in Project Management and Team Leadership with various international partners where he developed his skills to ensure safety, efficiency, and optimisation.

Pierre-Yves is currently Package Manager at Elia, leading the MOG2 Princess Elisabeth Energy Island project to connect offshore wind farms to Belgium’s national grid.





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ABOUT EuDA

The European Dredging Association (“EuDA”), which celebrated its 30th Anniversary in 2023, was founded in 1993 as a non-profit industry organisation for European dredging companies and related organisations to interface with the various European Union’s Institutions, including the European Parliament. EuDA is registered in the EU transparency register as Interest Representative Nr. 2492574893-58.

Dredging activities are not well known by the wider public, but as a matter of fact, the European dredging companies, members of EuDA, are world market leaders with about 80% share of the (open) world dredging market and a turnover of 14.6 bn Euro in 2024. Although 70% of operations take place outside Europe, 90% of the returns flow back to Europe. EuDA members employ approximately 30,000 European employees directly “on board of the ships and on land” and more than 60,000 people indirectly (through the suppliers and services companies). The combined fleet of EuDA’s members counts approximately 750 seaworthy EU flagged ships.

The Association assists its members with all kinds of requests related to dredging issues, presently strongly focusing on Social, Environmental, Technical, Tax and Trade issues. These issues are coordinated by the Secretariat and executed by its specialised working groups composed of experts from the member companies.

The Association will pursue its goals by endorsing policies to create fair and equitable conditions for competition; commits to respecting applicable national, European and international rules and regulations; commits to operating its fleet safely, effectively and responsibly.

