



# SHIPPING Network

The official magazine of the Institute of Chartered Shipbrokers

Promoting professionalism in the shipping industry worldwide

Issue 58 September 2019

## Setting sail

Next generation takes to the waves



Youth of shipping speaks | Generation Z opportunities | Virtual vs physical relationships



# PREP

The Institute's international revision course is now held twice a year for the November and May examinations

'I thoroughly enjoyed the weekend, both learning and socialising. I feel much more confident about passing my exams and I hope to be back next year.'

Ricky, Clarksons Port Services

'It was a perfect weekend of learning and socialising with colleagues from the industry. Will definitely come back next year as it is a great way to prepare toward my exams.'

Jordi, Next Maritime Agency

'Everything about this year at PREP was fantastic. Every detail had been well thought through. The tutors are fantastic; the Institute's staff very friendly and make you feel so welcome. The passion from all the staff and tutors is commendable and really shines through.'

Vikki, The Armitt Group

## Easy way to register

**Book online at [Shipbrokers.org](http://Shipbrokers.org), or complete and return the booking form on the Institute of Chartered Shipbroker's website and send it to our education team at [enquiries@ics.org.uk](mailto:enquiries@ics.org.uk)**

# Reaching the pinnacle of Institute life

Theo Coliandris reflects on his term as chairman as it draws to a close



**Theo  
Coliandris**

As my term as chairman of the Institute ends next month, I find this is a good time to reflect upon my time in this role. Prior to this post I held the position of vice chairman for two years and will be the Institute's immediate past chairman after October. Certainly, these are not positions that one should take up lightly. Great commitment is necessary over the five years, as is a significant amount of time.

Prior to my appointment, I was fortunate to have had the experience of Controlling and Federation Councils and long service as a treasurer and secretary at branch level. But nothing can truly prepare you for the day you actually become chairman. In the 10 years since I had stood down from Controlling Council much had changed. I had kept in touch with the Head Office as secretary of the South Wales and the West Branch and in that time the director and staff had changed, as had much of the governance that was being applied.

When I became vice chairman in late 2015, I had a double challenge ahead of me: first, I had to learn new processes and objectives and second, and most importantly, I had to be there to support my chairman, Michael Taliotis, through his tenure. It proved to be a time for me to learn and prepare for the day when I stepped up to the chairman role.

In that period, 2015 to 2017, I attended two very important meetings that would shape the future of our Institute. These meetings, in Durban and Dublin, saw the introduction of the strategic plan for the Institute for the next 10 years, with short-, medium- and long-term objectives. Many of the short-term initiatives are now close to realisation, one of which is our change of status to a charitable organisation. I'm delighted to have been chairman of this auspicious organisation at such a watershed moment for the Institute.

In November 2017, I took over as chairman with some trepidation, following in the footsteps of the unflappable Michael Taliotis, a chairman that never appeared fazed or pressured in his decision making. In my 42 years as a member I have seen many chairmen, and each brings different qualities to the position, greatly dependent upon the needs of their time.

## THE PATH AHEAD

During those years as vice chairman I had given great thought to what I should offer the Institute and how I would proceed over the pursuing two years. I had decided that primarily I would endeavour to visit as many branches as was feasible, with special attention being given to those that may not have had a chairman's visit for some years. I had visited numerous branches during my Controlling and Executive Council service, but those were always as a group of maybe 30 to 40 representatives and this was my opportunity to go it alone as the Institute chairman. It was a learning curve, but with a definite purpose.

**Theo will pass the baton of Institute chairman to Susan Oatway in October**



I wanted to get 'up close and personal' with the management committees of the branches and learn of their individual problems, which were brought about generally from cultural, geographical, political or historical influences. I was pleased to conclude that each of the branches I visited had adapted well to their unique challenges, worked efficiently and had among their membership many loyal and hard-working volunteers, who gave their utmost to ensure the Institute was seen as a leader in the shipping world. Education for all and goodwill to the members was paramount in their decision making.

Controlling Council in Sri Lanka in 2018 marked a significant turning point. As a result of the knowledge and assurances that I had gained 'on the road', and to restrict additional Institute expenditure, I stopped travelling and focused on Head Office developments. An important development here has been the formation of a Finance and Remuneration Committee, which I'm pleased to say is making slow but productive headway. Before I leave as chairman this autumn, we will have taken significant steps to reverse the losses we have suffered as an Institute in the past few years. I would like to apologise publicly to those branches I never visited during my time, but I remain confident that they are also run effectively and in the same manner as those that I did see first-hand.

In closing, I would like to mention the support given to me by the director and the staff at our London office, who work tirelessly with the same devotion as the Members of this Institute. I thank them for being there throughout my time. And I wish my successor, Susan Oatway, a successful two years ahead and thank you all for the support you have given me. I will step into the role of immediate past chairman, but I intend to only be there for guidance when required. I know from experience that a two-year posting simply flies by! **SN**



## Waves of attraction

For decades, an animated debate has raged around the question of whether we, as an industry, are doing enough to attract fresh talent into shipping. We ask whether we should be getting into schools to sow the shipping seed earlier. And if we do, what's the optimum age for maximum engagement? Should we be upping the ante at careers' fairs, or do we need to lobby more effectively at a government level to give the attractiveness of the industry a political shot in the arm?

When we do manage to attract new entrants, do we do enough to retain those recruits to stop them leaving for the brighter lights of other industries? Do our working environments and conditions have enough appeal? None of these questions are new. But as the digital transformation of the industry takes off in

earnest, they have taken on new relevance. But when pondering those questions, you would be forgiven for thinking that the global shipping workforce is middle-aged and upwards, and that young people just don't want to be in shipping. But that's simply not true. This Next Generation issue of *Shipping Network* celebrates those that have found shipping – by design or by luck. Organisations such as YoungShip, Shipping Professional Network International, and Young Baltic Association stand as testament to the youth in our ranks.

So while we address those attraction and engagement challenges, let's hail the current youth of shipping already making their own inimitable waves. **SN**

*Carly Fields, FICS  
Editor*

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# Still plenty of love for shipping

The industry is brimming with passionate young professionals, finds **Felicity Landon**



**Felicity  
Landon**

Let's start with a clarification – we can all agree that recruitment, training, skills and succession planning are vital, and, without doubt, there are issues to be tackled.

But if we submerge ourselves too much in gloomy stories about said issues, we could be forgiven for thinking that no-one under 40 is (a) working in the shipping industry and (b) at all interested or enthusiastic about the industry and their careers therein.

But truly, it isn't difficult to find young people working across the sector whose enthusiasm, drive, ambition, work ethic and love of the industry could blow you off your feet.

Networks such as YoungShip International and the Young Professionals in Shipping Network are flourishing and expanding.

Miquel Armengol Sarabia, 24, co-founded YoungShip's branch in Barcelona, Spain, where he works as a junior trader on Bunge's international desk. His interest in the industry started when he was part of Spain's national sailing team and met people from the commercial side of shipping.

He studied for his nautical engineering and maritime transport degree at UPC in Barcelona and took part in an exchange programme where he learned about the oil and gas industry in Norway, spent time with a shipbroker in Barcelona and spent two months at sea as a deck cadet.

"I think everyone in shipping should do at least one or two months on a vessel to know what is going on," he says. "The operational side is crucial to understanding the economic side of the business."

Next he joined Cass Business School in London, to study for his master's degree in shipping, trade and finance. His first full-time job took him to Dubai in 2018, to work for GMS as a ship trader. He joined Bunge, returning to his hometown, in April this year.

## WIDER SPREAD

He is passionate about broadening his experience. "If you only stick to one job, you are not going to learn shipping. You have to learn in every step of the supply chain, but not many people do that," he says. "Many people go straight to ship finance, trading or shipbroking and stay there. But all the sides have different objectives, goals and interests, and you have to deal with all of them and have in mind what everyone thinks about the market. That was my goal."

Miquel says he wants to start his own company in the next five years. "I haven't found the right opportunity in the market yet, but I do have a lot of ideas and it will be ambitious. I am not afraid of risk – you must not be stuck in your comfort zone."

What does he like about the industry? "I love its diversity and culture and the dynamism of the business itself – it is changing every single second. Shipping has smart, entrepreneurial people who think about the business and sleep with the business. Not many industries have these same characteristics. Also, it's about



*"Shipping has smart, entrepreneurial people who think about the business and sleep with the business. Not many industries have these same characteristics"*  
**Miquel Armengol Sarabia, Bunge and YoungShip**

the way shipping influences the global economy – that is really interesting."

He adds: "I would encourage young people to join the industry and to be brave and curious. There are a lot of secrets in this industry – you have to ask questions and be persistent. Yes, if you have friends and connections it will be easier – but if you are really good, it is also going to be easier. I would rather choose the 'working hard' side than the 'connections' side. Study hard and be good at it!"

## OCEAN LOVE

Frank Kamina, 26, is an import/export coordinator for CMA CGM in Dar es Salaam in Tanzania. At the end of high school, undecided on a career, he enrolled at the Dar es Salaam Maritime Institute for a foundation course based on transport. "After three months, I fell in love with ocean transportation," he says. "I had a great lecturer who had previously worked in the shipping industry; he had a lot of great stories and could explain what it is actually like working as a shipping professional. So I decided to choose this as my major and graduated three years later."

He started his working life at Tanzania International Container Terminal, organising vessel/berth allocation to minimise port

congestion, and he also worked for the Dar es Salaam port authority and COSCO before joining CMA CGM.

"I really love my job, I have loved my career so far and I want to continue working in the maritime industry," says Frank. He is used to working shifts as part of a 24/7 team – as he explains, Tanzania's president, John Magufuli, has focused strongly on port efficiency and round-the-clock working, and this has delivered results.

"Dar es Salaam is a major port for East Africa, serving hinterland countries including Rwanda, Burundi, Uganda, Zambia, DR Congo and Malawi, so it is important that we work to avoid delays of cargo after discharge."

Growing up in a small village, Frank associated fishing with the river and sea, but – "I didn't know they could use ships on the ocean to transport large quantities of cargo, and I became very interested to know more about shipping".

In Tanzania and much of Africa, the shipping and maritime industry just isn't visible or known about by young people, he says. "It is hard for young people to take maritime as a career because there are no courses in ordinary schools, so many just do business, accounting or engineering. Indeed, many policymakers really don't know about the shipping industry."

This inspired him to set up the Tanzania branch of YoungShip. "I want to inspire young Africans to join the maritime industry, and I want to explain the benefits of shipping to the economy and the country. Young people don't know about ocean transport or the maritime industry – we go into schools to tell them about it. It is very interesting to see them challenging us with questions and wanting to know more about the industry."

#### **DIFFERENT START**

Erika Lindholm's background could not be more different – she grew up in Finland's Åland Islands, a maritime centre; her grandfather was a shipowner and her father worked in search and rescue operations. She has worked as a sailing instructor since she was 14.

"So, all the maritime things were in my life," says Erika, who is 30. Today she is a claims executive and lawyer for the Helsinki office of Gard in Finland. However, her route was far from predictable.

"I was very interested in European and international law – I studied for my degree at the University of Maastricht in the Netherlands, including an exchange in Hamburg; I worked in protection and indemnity; and then I did my master's in maritime law in Oslo."

In Oslo she was accepted onto Gard's trainee programme, starting work at the head office in Arendal in 2013 and working in various departments – including casualty, environment and property. Last year, she was offered the opportunity to join the Helsinki office.

"After about 10 years abroad studying and working, it was time to go back – and it was fantastic that I could transfer to Helsinki," she says. "The office has 11 people – the total in Gard is 500 in 13 offices. Before, I was part of large teams and you could always ask a senior for advice. But it isn't a problem being in a smaller office. I talk to colleagues in Arendal daily, as well as in New York and other offices."

"I love that shipping is so international. You can sit in your office in Helsinki and talk to the world. It is a 24/7 job and so exciting. Something is always happening in the shipping industry."

Erika co-founded the YoungShip Helsinki branch, which organises seminars, company visits and other events.



*"I love that shipping is so international. You can sit in your office in Helsinki and talk to the world"*  
**Erika Lindholm, Gard and YoungShip**

"A lot of Finnish shipping companies might have a few people under 40 or under 35. But if they get to know each other, the whole co-operation works more smoothly," she says. **SN**



*"I want to inspire young Africans to join the maritime industry, and I want to explain the benefits of shipping to the economy and the country"*  
**Frank Kamina, CMA CGM and YoungShip**

# Facing future challenges and opportunities

An Institute-facilitated roundtable tackled the issues surrounding shipping's next generation



**Carly Fields**

**O**n a summer afternoon in Central London in the UK, a diverse group of shipping professionals met in the BDO offices in Aldersgate Street to participate in an invigorating, free-flow roundtable discussion on the challenges and opportunities presented by and for the next generation of the shipping industry.

With ages ranging from 27 to 49, those present represented three generations of the shipping industry, from Generation X to Millennials/Generation Y and Centennials/Generation Z. The participants' broad perspectives led to a varied and considered conversation about the trials facing today's shipping industry.

Facilitated by *Shipping Network* editor **Carly Fields**, the roundtable comprised Spinnaker Global chairman **Phil Parry**; Swire Bulk dry bulk operations assistant **Joseph Ackland**; The China Navigation Company chartering manager **Moyo Osinibi**; strategic communications consultant **Mark Stokes**; **Patricia Schlotmann**, senior executive in BDO's shipping team and chair of Shipping Professional Network in London; and **Mirella Sotirchaina**, former intern at the Institute and now trainee shipbroker at Simpson Spence Young.

The roundtable was kicked off with a question on which form of relationship-building – physical or virtual – is most suited to the current and future shipping industry. The following is a record of the conversation.

**Patricia:** "I don't think you can strictly say you have to go one way or the other. I personally think that physical contact is still very important, especially for first introductions. Therefore, I don't think we have to move away from physical relationships. However, there will be a combination of both in the future."

**Joseph:** "It's very important to use the tools that we have these days for communication. Virtual speeds up communication, so it's vitally important for shipping, especially when there are time zones to consider. But you can't replace the personal touch. There's a reason why so many in the industry travel around the world to meet face to face. It's the personal connections you trust. It means that you form a bond with someone so that when the chips are down and something hits the fan, you can trust that person. You know that they're going to have your back when you're sitting in an office in London and the agent is sitting in Argentina and there are problems happening. It's hard to have that trust through a virtual relationship."

**Moyo:** "The customer touch is one of the things that differentiates shipping from other industries. A lot of the issues that we come across in shipping fundamentally give better results via a face-to-face meeting. If you're talking to someone virtually, little things can be lost and misinterpreted. Actually, I would encourage face to face even more. I actually prefer talking to most of my broking clients via Skype because I can see their face and read them and their reactions."

**Joseph:** "Speed is such an important part now of shipping that when we are trading, contacts want an answer within 10 minutes. It's so easy to misconstrue something, especially in texts. I think when you're dealing with such large numbers and, for instance, hundreds of thousands of dollars, it's very easy to get riled up and upset with each other if you're not dealing face to face. Having met that person in person and having



**The roundtable participants covered a diverse range of topics**

the personal touch just makes things flow a bit more smoothly. It means you are less likely to be offended by a text, because you know what's actually going on because you've met that person."

**Mark:** "There is no substitute for a physical meeting between two people. I think the basic human condition needs face-to-face contact. We can see the tone of what's being said, but also what's not being said. What has changed for newer generations is a couple of drivers: one, the technology to communicate online is incredible, and two, the driver to reduce our carbon footprint. We may roll our eyes as an industry, but we are frankly going to have to address that. Companies are now more and more having to demonstrate what they're doing in terms of reporting carbon footprint and so the pressure will come down the line to reduce travel, and therefore reduce face-to-face contact."

**Moyo:** "You know it goes back to the subtlety and complexity of human interaction. There's an interesting point on the legal disputes within shipping when we talk about face-to-face relationships. Having emails, Skype, WhatsApp ... this is all provable, testifying evidence. So it's almost less hostile to speak to someone in person."



**Mark:** "A lot of the time people assume they have a relationship with people, and then it very, very easily goes in the wrong direction because you don't have the trust that you mentioned. I think transactionally, yes, we'll do a lot more virtually. But the buying decision that we make in the first place as to who we're using and who we trust, that's going to be physical, whether that's by Skype or verbally."

**Carly:** "Moving on to the next generation entering the shipping workforce, Generation Z/Centennials, how can the industry capitalise on the different working expectations of that cohort?"

**Phil:** "What we are seeing today is a lot of employers asking us the question about what other employers are doing when it comes to flexible working and homeworking. So you can sort of feel the inertia. Clearly there's an upward pressure coming from staff, and I'm surprised that it has taken this long."

**Patricia:** "In my sector – being in accounting in combination with shipping – I can definitely say this is something that's being demanded by our staff as well. We've just introduced, for example, flexible



**Skype calls still allow a physical bond to be formed**

working hours for Fridays during the summer. A lot of people do work from home, especially the ones with families. An employer might not be particularly comfortable with it, which I understand because obviously you don't have the same control. What I would say to people that are sceptical about this is you're going to have to trust your employees."

**Mark:** "It is about mutual trust, isn't it? And I think a lot of that is about corporate culture. For the most part, there's a benefit in getting people together enough to feel like a team and to share information. But above and beyond that, does it matter where you work? Let's pose a question: how many of you respond to emails outside of work hours? Companies have given you this piece of mobile technology and are now getting an extra five hours of work out of you. So something has to be given back. And I think the challenge is that companies are struggling to learn the leadership skills to be able to cope with people working from home. It's about leadership by objectives, rather than managing by timesheets."

**Phil:** "It's generally accepted that what motivates people is a combination of three things: autonomy, mastery and purpose. Why do we get up in the morning and come to this particular job? What's our purpose? If you give people autonomy to do their job and you make your expectations of them clear, then the theory is – if you are a well-developed, mature leader – your job then is to step out of the way and let them get on with the job. But if you haven't made your expectations clear and you are an old-fashioned leader who's not very good at it, then it does all become about micromanagement and clock watching."



**Mirella:** "It is still important to have the face-to-face in your office, to have team meetings and to have a relationship with your colleagues for at least a proportion of the week."

**Moyo:** "I think homeworking depends on the role you have. I've worked both in a team and on my own and I can categorically say for the purpose of my job when I was a broker, when it comes to getting information, if I have five colleagues sitting around me, I can get a piece of information in seconds. Those seconds make such a big difference."

**Joseph:** "It also depends on the person. Some will want flexible working, some will want more money, some will want a title, some will want to focus more on the ethical side of things. Is that really a generational thing? There will still be people that want to go and work for a broking house and make a load of money and not care about the environment."

**Mark:** "I think societal awareness of profit for a purpose has increased and that touches every generation. When I was younger, I wanted leaders who listened to their people. I wanted leaders that provided career advancement. I wanted leaders that gave people shared decision-making authority. I wanted leaders who would serve their community. I wanted all of those things, so I don't think we should treat the needs of the new generation as anything different. I think one thing is that the respect for authority has changed, so therefore we feel more confident to challenge authority and to say: 'Well hang on, why do we do it that way? Why can't we do it differently?' I think that's a change."

**Phil:** "That comes back to those three motivational points: autonomy, mastery and purpose. People want to know about the values and the ethics of the company. Certainly from our perspective, wearing my recruitment hat, people are much more interested now, when we are pitching a role to them, to know a lot more about the employer and its culture and its approach to life. It's not just about the job or the money anymore. It's a societal change, and people have much higher expectations and awareness."

**Mark:** "It is a generational thing that there's less loyalty to the employer. People aren't tied into lovely pensions; final salary pension schemes are a thing of the past. So where are the golden handcuffs? Also, there's much greater mobility and awareness of opportunities in the marketplace through information."

**Joseph:** "You're very much more responsible for your own destiny. If you want to move forward and you're not being pushed, you have to jump."

**Phil:** "The fortysomethings and fiftysomethings are moving jobs as well, but perhaps not quite at the same rate as the under-25s. We released a piece of research last week that shows that the under-25s change jobs faster than the over-40s. People are just so much more aware of opportunities."

**Patricia:** "Technology means that you are much more aware of what's available. There are chat rooms and there's

information available online where you can find out how happy people have been in their jobs and what benefits are available to them."

**Phil:** "One thing that hasn't changed in the 22 years Spinnaker has been in existence is that employers will dismiss a CV that they perceive to belong to a job-hopper in 10 seconds flat. That's regardless of the culture of a particular generation. If you've moved around over three times with, say, less than two to four years in each job, they will dismiss you faster than anything."

**Carly:** "That's good advice for jobseekers, Phil. On that note, let's move to the next question. With a constant focus on the future, how do we ensure that the knowledge and experience of older shipping generations is not lost?"

**Moyo:** "This industry's been around for thousands of years and it will be here long after we're gone. Knowledge isn't lost because someone retires, and wisdom and knowledge are very different. Older people might know something that you don't know, but that doesn't mean that they know more because the two things are very, very separate."



**Patricia:** "I don't personally think that knowledge is the issue because we have the Internet available to us. The problem here is what is being lost by potentially not making the connection between the younger and the older generations. I think what is being lost is relationships, because if I look at the partners within our firm, they've got a very wide network. They've got contacts across all parts of the shipping industry, and by going to networking events with the partners, you get introduced – and that is something that is still encouraged in our business. It's not the knowledge itself. It is important to bring the younger generation into it to make sure that the younger generation is capable of having the same relationships."

**Joseph:** "The loss of seafarers is a problem. We recently had two captains join us on our operations desk and my goodness, have they been helpful. They can work out the freshwater adjustment for me in two seconds. They just know it. So that's something that I think we will lose: hands-on experience."

**Mark:** "In technical roles, there is a lot of tacit knowledge that can only be passed on through face-to-face communication. That's why it's great to see a resurgence of apprenticeships, because it's on-the-job training and it's in a technical form that is a really, really successful way of imparting that kind of corporate memory."

**Phil:** I think what is a bit of an issue at the moment is a succession gap. There are a lot of companies talking about

having quite a large number of their senior people all coming up to retirement, and the fortysomethings are missing."

**Mark:** "I've seen some great success in moving senior people into mentoring roles. You're freeing up senior positions, and sometimes those people have been sitting in a role for a very long time, meaning a younger person can take that position. So, it's a win-win."

**Mirella:** "I had a mentor and it was really useful to me because we could discuss different aspects of shipping, how I could approach people and how I could demonstrate my skills. I also had the option to do a rotation programme in different departments. That is another thing that seems useful to young people because sometimes we work in a dedicated department, but if you know how the whole company works, it helps you in your daily life in the workplace."

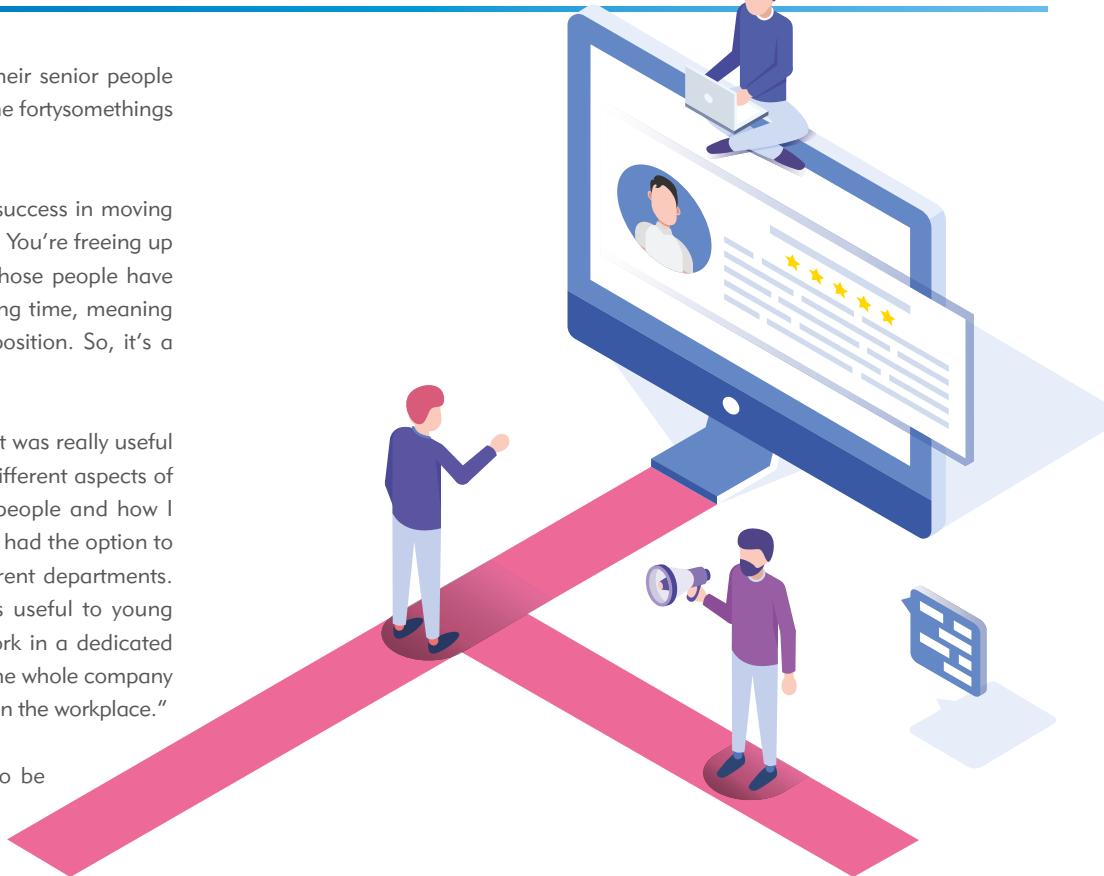
**Joseph:** "Leaders also have to be open to reverse mentoring. It's a missed opportunity that companies don't do it because of a top-down mentality."

**Phil:** "Resistance to change comes back to leadership, and leadership and management skills aren't easy to acquire. For subordinates or younger people to speak truth to power, they have to believe that they're in a safe-enough environment for that to happen. And the first thing you therefore have to do is deal with the frailty of the ego of the manager, the leader. You have to be in an environment where the hierarchy is flat enough for you to be able to speak truth to power without fear, and that all comes back to actually having a top-down culture in relation to that particular issue that enables a bottom-up culture day-to-day."

**Carly:** "Ok, let's wrap this up with a discussion around a subject that is definitely a hot topic at the moment: diversity. As an industry, we are doing much to address the gender diversity gap in the sector, but with that blinkered focus are we missing the need to promote diversity in other ways among the next generation?"

**Patricia:** "We probably aren't doing enough. I think some companies are very much focused on trying to bring in someone with a disability, but it's certainly still very much behind."

**Moyo:** "Shipping is still one of the few financial industries, in my opinion, that's way too closed. It's one of the few industries that actively encourages nepotism. I really do think shipping as an industry is missing out, especially in the UK, on such a massive pool of talent. That culture has to change."



**Mark:** "The industry is only the sum of its parts and the parts do not sell themselves well. The industry would be a lot more attractive if companies actually gave even the most basic thought to how they position themselves. There's a huge amount of work to do in attracting a much more diverse workforce to the industry."

**Phil:** "Companies small and large in shipping often don't have formal schemes to encourage diversity, so you get this sort of reinforcement of stereotypes. When you have a collection of people that all look the same, sound the same and have the same social backgrounds you get echo chambers. Everybody looks and thinks the same. They recruit in their own mould and you end up with a self-perpetuating problem. If you make an effort to make yourself more diverse, then you will have a different set of views, a different set of opinions, different backgrounds, and you'll get more creativity."

**Mark:** "But what is important is that you don't just hire someone because you want to fulfil something, but because they are actually better at the job."

**Patricia:** "I believe this will not be an issue in a couple of years. People who are on the board can only sit for so long; eventually we'll get into roles to support change from the top."

**Carly:** "It's good for us to end on a positive, so let's draw this roundtable to a close as we look forward to a more diverse environment in shipping in the near future. Thank you all for your time and for sharing your interesting thoughts." **SN**

# Shipping attraction from an early age

**Carly Fields** hears the bold ambitions of a Netherlands-based fellow



**Carly Fields**

Growing up by the water and watching ships coming in and out of the Port of Cork in Ireland set the stage for Joanne Kelleher's shipping career. After graduating from University College Cork in 2006, she landed a job with the National Maritime College of Ireland (NMCI) and was "bitten by the maritime bug".

However, her very first challenge was translating seemingly indecipherable shipping terminology: "It was all double-Dutch to me," Joanne recalls. Her boss at the time suggested that she undertake Institute training to make sense of the industry.



"For three years, I travelled from Cork to Dublin once a month on a Saturday morning in my bright orange Fiat 500, attended a three-hour lecture in the morning and a three-hour lecture in the afternoon and drove back to Cork in time to go out with friends that evening."

Joanne completed her professional qualifying examinations alongside her work and was fortunate enough to be able to sit in on the many training courses offered in the college. "That was really most helpful because I was able to develop a real interest in my work," she says.

Joanne became a proud Member of the Institute in 2013 and a Fellow in 2018. She's an active member of the Institute's Netherlands Development Branch and has been instrumental in the launch of the Branch, due to take place officially later this year.

Unsurprisingly, she's passionate in her support of professional learning: "I don't think anybody really regrets spending money or time on educating themselves, do they?" she says. "As Kofi Annan said: 'Knowledge is power. Information is

liberating. Education is the premise of progress, in every society, in every family'."

## MANAGING MESSAGING

Having moved on from the NMCI, Joanne now specialises in corporate communications for the maritime, shipping and offshore industries. She is currently managing the internal and external communications of Jumbo, a specialist heavy-lift shipping and offshore installation company in the heart of Rotterdam where she takes pride in protecting its brand and reputation and "gets a kick out of managing our messaging and storytelling as well as transforming our communications and marketing operations".

But her ultimate goal is to own her own company, whether a shipping company or a fish shop on the corner, and key to her success will be good leadership and communication, which she believes have the power to change everything. "Knowing this keeps me motivated," she says.

Joanne's master's degree thesis was on leadership and communication in the shore-based maritime industry. As part of her research, she interviewed many industry professionals and received real and honest feedback on current leadership in the industry and desired leadership for the future.

Her research drew her to the conclusion that the industry needs improvement. However, she believes this shouldn't deter those interested in a career in shipping from pursuing it. "Know this," Joanne advises, "understand it and from the outset try to make positive changes." That and "wear a smile... it never goes out of fashion". **SN**

## Ones to watch

Want to know the next rising stars in shipping? Keep an eye on the career progress of this year's winners of the Young International Freight Forwarder of the Year Award. The award is a collaboration between leading international insurer TT Club and the International Federation of Freight Forwarders Associations.

This year's winners were Russia's Evgeniya Khokhlova, representing the Europe region; Zimbabwe's Enos Chapra, representing the Africa/Middle East region; Canada's Rachael van Harmelen, representing the Americas; and New Zealand's Phillip Burgess, representing the Asia Pacific region.

Another name to look out for is Linsen Nambi chief executive Durand Naidoo. Durand became the South Africa Branch's youngest Fellow this year. "The Institute confers upon Fellows an industry recognition of excellence and I am very proud and humbled," said Durand of his acceptance.

# Career change that's just what the doctor ordered

Having left medicine for shipping, Munaf Shaikh has proved himself a great asset, finds **Kate Jones**



**Kate Jones**

For one Institute Member, a career in shipping almost didn't happen at all. After leaving school, Munaf Shaikh, now co-founder and general manager of Propel Marine, headed into medicine. But doubts soon surfaced that a career sitting indoors without the freedom to see the world would be boring.

India-born Munaf was studying and working in the Ukrainian port city of Odessa and was sent to the city's port to receive a container, his first experience of shipping. Intrigued by a person in a white uniform on a bridge, he enquired about their role and how to obtain it. The explanation he received fascinated him. After a year of medicine, he threw in the towel and made the switch to shipping – with no subsequent regrets.

"It is very dynamic," he says of shipping. "Every single day is different, and every situation is different."

Now 34, Munaf is still young, but the achievements on his CV could be those of someone with many more shipping years behind them. Having started in the industry as a seafarer, he has sailed on chemical, oil and product tankers and bulk carriers, and has held positions for shipowner Transpetrol in Norway, managing vessels' quality, environment, health and safety issues. He spent four years in New Zealand, moving to Australia in 2015 to move ashore into ship and cargo surveying.

Propel Marine, which Munaf established last year, offers marine surveying around Australia. As general manager, he wants to make the company the first name called to mind when people seek marine surveying in Australia.

"I intend to lead Propel to be one of the better-performing companies," he says. "We don't want to be the biggest out there, but we would certainly want to be the best."

Munaf is also an approved flag state inspector for the registries of Malta, Liberia and the Marshall Islands and an authorised officer acting for the Australian Government's Department of Agriculture and Water Resources (regarding the suitability of ships for loading grain). He also represents Western Australia (WA) at the Australasian Institute of Marine Surveyors and has published a novel based on his journey to shipping.

## IMPROVING ATTRACTIVENESS

Munaf is keen to encourage more young people into a maritime career – something especially important given that attracting young talent is a pressing issue for the sector. The Nautical Institute has invited him to sit on a forum discussing the

mentoring of young maritime professionals in WA and he says that he would like to use the opportunity to discuss the take-up of shipping among young people.

"In Australia, there are not many young kids who want to join shipping," he notes. "They don't want to stay away, and they want that life which they think they wouldn't get on the ship."

Munaf applied to become an Institute Member in 2018 after completing his Professional Qualifying Examinations. He felt he needed to obtain an educational foundation to gain confidence in his new day-to-day career ashore.

"When [they] come ashore, a seafarer realises that there is so much to learn," he explains. "It's not what [they] do on the ship, and it's a totally different world."

According to him, his studies have been "really beneficial" and he now applies what he learnt in his everyday working life. The Institute, he believes, is a very good platform for enhancing careers and gaining in-depth knowledge of shipping terms.

"The courses are not so expensive ... and they really add value," he says. **SN**

**"Every single day is different, and every situation is different"**

**Munaf Shaikh, Propel Marine**



# A career that courses through the veins

**Felicity Landon** speaks to young professionals about the role they play in the industry



**Felicity  
Landon**

Once shipping gets into your blood, it never lets you go, says James Forsdyke, head of product management at Lloyd's Register EMEA.

Now aged 33, he says he joined the shipping industry more by accident than design.

"I was good at maths and physics and was doing a lot of sailing, so I thought an engineering discipline made sense to study, and if it was associated with the sea, that would be pretty good."

He decided to study naval architecture at the University of Southampton in the UK. It was a seminar by Lloyd's Register (LR) midway through his course that proved a turning point. LR paid his fees for the final two years of his course and employed him in the summer holidays until James completed his master's degree in engineering. "The course prepared me for ship design and construction but there isn't a lot of that outside the naval sector in Europe. I am from an international background, having never lived more than six years in any country (due to his father's job in engineering), and I am interested in travelling. So LR felt like a natural fit and I joined the graduate training scheme."

James spent two years rotating around LR's offices, followed by five years in China, two in Singapore and three in Hong Kong.

"I joined LR to qualify as a surveyor. The first two years took me through different departments – plan approval, classification, in a shipyard, and so on. I went to China as a surveyor and left as a project manager, running a high-value export project."

He then moved into a more commercial area as regional sales and marketing manager for Asia. "I was becoming more of the commercial face of LR, but being in sales still involves technical discussion. If you don't have the technical knowledge, you simply don't have credibility in the market."

James next took responsibility for LR's Hong Kong and Taiwan business, with operations, sales and marketing and relationship management all feeding through his office.

This year, he has moved back to the UK to head up LR's new product management department.

"Effectively it is the mechanism by which we are hoping to evolve our products and services from being purely technically reactive to being market-driven," he says. "The pace of change is so fast now that if we are always reacting to new technical developments then we will always be playing catch-up. We need to be leading the curve."

Ships provide a very simple service, carrying something from here to there – and yet the complexity of how that is delivered is fascinating, says James. "Shipping is one of the truly international businesses, having to navigate politics and economics on a global scale. And yet it is fairly isolated from public view."



**Wilko Beinlich** cut short his career at sea in order to study for an MSc in crisis and disaster management

## HUMANITARIAN SWITCH

Shipping does indeed get into the blood, but harsh experiences can change the direction you take entirely.

Seeing the tragedy of migrants' lives lost at sea prompted Wilko Beinlich to cut short his career at sea in order to study for a Master of Science (MSc) degree in crisis and disaster management at the University of Portsmouth in the UK.

Wilko, who did his maritime training in Hamburg in Germany, holds a chief mate's ticket and sailed as a second officer with Hapag-Lloyd Cruises for three years. He was working three months on and three months off and during his time ashore, he volunteered with Jugend Rettet, a network of young people who collect donations for sea rescue and use its ship *Luventa* to rescue people in the Mediterranean.

He was twice deployed on the *Luventa* in 2016 and 2017 and captained the *Mare Liberum* in 2018.

One can only imagine the stress of switching from luxury cruise ships to the absolute contrast of the situation in the Mediterranean. At Easter 2017, he found himself at the centre of a disaster, as a sudden spike in migrants out in boats meant there were an estimated 8,800 people in danger.

"We had to give a mayday relay. We had more than 300 people on board, there were 3.5 metre waves washing over people on the open deck, the boat was pitching badly and we couldn't guarantee their safety. There were hundreds more people behind us in the water and we had no more assets to save them."

"After that, I had a complete emotional breakdown and needed help. I had seen 400 people die in front of me. A 26-year-old from Central Europe had never seen what it means to really suffer and that was something I was definitely not prepared for."

Wilko decided to quit seafaring and started his studies in September 2018. Now aged 29, his original career plan of becoming a captain has been pushed to one side. "I want to continue working somewhere in the humanitarian sector," he says. "I am learning more about how to handle crisis situations, and I am also interested in politics."

### YOUNG VOICES

A meeting of three young women at a shipping industry pub quiz 10 years ago provided the starting point for the Young Professionals in Shipping Network (YPSN) in Hong Kong. The network has grown into an incorporated non-profit association, holding events attracting more than 200 attendees.

Co-founder Tabitha Logan, senior manager for chartering and projects at Asia Maritime Pacific (AMP), says: "We discussed that there was a distinct lack of events in Hong Kong aimed at the younger generation. So we decided to take it upon ourselves to book a bar and organise one. We spread the news via friends and colleagues and our first event had more than 50 young people, which suggested there was a real demand for it!"

YPSN now has 1,000 members in Hong Kong and 500 in its Shanghai branch. It is invaluable for building relationships, career progression, promoting the industry to young people through engaging with students and schools and providing a voice for the next generation of leaders and the issues that are important to them, says Tabitha.

She herself fell into the industry 'by accident' when she joined maritime law firm Clyde & Co after moving to Hong Kong.

"This is one of the problems our industry faces in recruitment. Unless you have family or friends in the industry or you choose a specific maritime university or vocational course, not many people are aware of the exciting career opportunities," she says. "It's a fantastic industry, full of vibrant, engaging people. It offers you the chance to engage with people from all over the world and also to work internationally. Every day, you learn something new, and we can see the industry is going through something of a technological revolution which will offer more opportunities for innovators as our industry moves forward."

### DIFFERENT AVENUES

Also on the YPSN team is Winton Porter, business development manager at International Registries, Inc. "My grandfather was a ship's captain and I went on a number of voyages with him when I was young – which started my interest in shipping," he says. What does he love about his job? "I love that we get to meet so many people from such a diverse range of backgrounds/countries and learn about their roles in our industry."

Olivia Lennox-King is also on the team. Her degree



**"Shipping is one of the truly international businesses, having to navigate politics and economics on a global scale. And yet it is fairly isolated from public view"**

**James Forsdyke,  
Lloyd's Register EMEA**

was in commercial law with a specialisation in shipping, but on qualification, she first went into general commercial practice. Nine years ago, when she was looking for a new challenge, she met a shipowner who asked her to join his company as in-house counsel.

"That company was AMP, and since then, I have moved from being in-house counsel to taking responsibility for investor relations, sales and purchase and corporate strategy, as well as legal," she says. "I am now managing director of AMP and have broad oversight of the company's corporate affairs and growth strategy."

She confesses that she previously knew precious little about how the shipping industry actually worked.

"I knew I wanted to work 'in shipping', but there was not a huge amount of information available about all the different avenues available, from ship management to operations, chartering, sales and purchase, etc. Obviously, after nearly 10 years, I have learnt an enormous amount, but we are always learning, and that is what makes this industry so fascinating and attractive."

"No one knows what the future brings, but from where I am today, I would like to be a shipowner and/or chief executive of an innovative and leading shipowner in the coming 10 years." **SN**



**Wilko was traumatised by the harrowing events of one sea rescue**

# Ready to turn tradition on its head

Halcyon's Heidi Heseltine explains why Generation Z could offer a new take on an old industry



**Heidi  
Heseltine**

The term Generation Z applies to individuals born from 1995 to 2010. This generation is the first generation to have had the Internet for the entirety of their lifetime.

Generation Z has grown up with technology and its fast-paced development. It is known that this group of people turns to technology for learning first, rather than to people. Their understanding of technology, plus their lack of hesitation in considering its use in all areas has a huge potential benefit to the shipping industry. It also has the potential to reshape vast areas of our service provision and commercial and operational processes. These individuals do not fear technology or perceive it as having the potential to undermine their industries or careers, but fully embrace the opportunity to utilise it to develop themselves and the sectors they are working in.

## Shipping is riding the wave of technological innovation



Shipping is in the middle of a technology drive – the way we are using big data to shape our decision-making has progressed significantly in the last few years. The possibilities for Generation Z to develop and speed up that process are vast, and if we can capitalise on their knowledge and enthusiasm for personal development, the transformation of recent years that we have seen may well become very insignificant by comparison.

## TECH FOCUS

New technology being developed in shipping, like augmented and virtual reality training in simulators, will appeal to Generation Z, as will developments within the blockchain arena. Artificial intelligence is a key focus for technology giants outside of shipping and is also likely to provide us with possibilities we cannot imagine at the moment. Drone technology is another area of development for our sector and even cyborg crew – all of this being likely to help support our engagement with Generation Z and increase our capabilities.

Generation Z has been raised to be environmentally conscious and is very switched-on to sustainability and environmental issues. They may be the very people to come up with large leaps forward to make shipping more environmental and less 'traditional' and be the key to the requirement for green technology.

Employee engagement is critical for our success in attracting and retaining Generation Z. Shipping is struggling to attract younger talent into the industry and as a collective, we have to wake up to this. Important to this generation is purpose, impact and getting things done – the company values have to align with their own and the internal culture has to offer learning, development and support.

Social media has meant that Generation Z has grown up with a constant feedback loop and they are looking for this to be mirrored in the workplace. Annual appraisals won't address their needs as they want regular check-ins with their managers, including constructive criticism to enable their development.

The 2018 Deloitte Millennial Survey found that 61% of Gen Zers plan to leave their current job within two years and our own annual Maritime Employee Survey has seen a huge shift in the last two years towards this trend. Shipping employers need to move quickly to adapt their internal cultures to take this on board, to take the time to understand what people want, to help them develop and to increase their loyalty and the time they will remain employees.

Taking this one step further, Generation Z has an entrepreneurial spirit. They don't want to be boxed in and they seek the opportunity to share ideas in an inclusive, collaborative and progressive culture. This allows the shipping industry the potential to look at things from a new perspective and to revisit the value proposition of the services we provide and how we provide them – as well as revisiting how we structure our organisations and the working culture we promote internally.

## FINANCIAL AWARENESS

As Generation Z has been raised in challenging financial climates, they are extremely aware of the need to be financially competent and resourceful, both on a personal level and in the workplace. This provides the opportunity to recruit the most

technologically-advanced generation yet, with a commercial awareness that the Millennial generation was, and in many areas still is, lacking.

One challenge of Generation Z is that they require new challenges frequently. This means that the roles we offer have to represent a continually-moving landscape where change is embraced and learning and development prioritised. Working environments also need to change – the concept of a traditional, 9-to-5 working environment doesn't appeal. Gen Z seeks flexible working and the opportunities to work from home and have shared and collaborative workspaces that allow people to mix with colleagues from all areas of the business with ease.

Shipping is going to struggle to attract Generation Z unless it responds fast. Reassuringly, I have already seen a number of our clients start to embrace this challenge very successfully – workspaces are being designed differently to facilitate collaboration, mentors are being assigned, companies are launching technological initiatives to increase engagement, buy-in and development opportunities, company days with families are promoting greater social interaction and participation and support for charity initiatives and increased social responsibility are on the rise. All of these elements are essential components in the jigsaw puzzle of employee attraction and retention.

Diversity and inclusion are also playing a much greater part within the shipping industry, and when it comes to Generation Z, it has to. Even if you try to ignore the statistics that show beyond any doubt that diverse and inclusive organisations outperform their peers, the industry has to take note that working in a truly diverse and inclusive environment is an essential requirement for Generation Z.

In a recent survey, 63% of Gen Z felt it is important to work with people with diverse education and skills levels, with a further 20% thinking that having a mix of cultures is the most important element to a team. 77% said that the level of diversity at a potential employer affects their decision to work there.

This represents another challenge to shipping, and again, another opportunity. When it comes to diversity, we have, as an industry, started looking in more detail at gender, and that is necessary. However, if we want to appeal to Generation Z, we need to take this further and go beyond our present focus on gender alone – nationality, ethnicity, education, age and social mobility are all critical to the make-up of a truly diverse organisation. Many recruitment practices across the industry require development in order to support the requirement for greater diversity. The first step, however, has to be to educate our existing employees regarding the benefits of increased diversity and of having workplaces where all employees feel valued and able to contribute – allowing the potential for innovation, creativity and



**"Shipping is going to struggle to attract Generation Z unless it responds fast"**

performance to be realised. This is not only what Generation Z is looking for, but what it expects.

TIME FOR A RETHINK

In order to successfully capitalise on this unique generation, businesses must rethink how they deliver value to the consumer, rebalance scale and mass activity against personalisation and – now more than ever – practise what they preach when they address marketing issues and work ethics.

Generation Z provides shipping with the opportunity to open its doors wide and take a fresh look at how we do things. The key for more mature generations is to embrace this opportunity and not feel threatened by it. Shipping is an industry that is often slow to change, steeped in tradition and content to carry on doing things the same way until we have no choice but to look at alternatives, and the number of organisations taking a proactive stance, rather than a reactive approach, is few.

The most attractive organisations to Generation Z will be those who use technology to its maximum advantage, who continually work to have aligned company and employee values, who provide a diverse, inclusive and supportive working culture and who are motivated to develop and train their employees.

In return, Generation Z can offer us a perspective previously unseen in the industry and provide us with a future that could very well re-shape how we do things. Excited? You should be. **SN**

Heidi Heseltine is chief executive of Halcyon Recruitment and co-founder of the Diversity Study Group.

# Power to the people in a digital world

How can the industry build on relationships with increasingly limited face time, asks **Felicity Landon**



**Felicity  
Landon**

**S**hipping people will inevitably tell you: we work in a people business, one that is built on personal, longstanding relationships. Shipping people know each other.

But will we know each other in 20 years' time? You may have 1,000 contacts on LinkedIn, but how many of them would you actually recognise or even remember? You may have email chains that contain smiley faces, the ubiquitous 'hope you are well' and cheery references to weekend activities and the weather. But have you actually ever met the person? Do you know them at all?

Joe Balls, director at marine insurance broker Omni, reflects that when he started in this business all those years ago (he is 72), that he was very much in the market place; he would be seeing people, queuing up to discuss things with the underwriters and meeting other brokers. "Twenty or 30 years ago you probably spent half your day in the actual market walking around and seeing people," he says. "Now, we have electronic claims files, for example, and electronic placing seems to be the way we are going. So there is less and less face-to-face contact."

He compares it to Amazon – "who goes into a shop and talks to an assistant any more? It is sad."

Does it make a difference to business, though? Mr Balls believes it does. "Personal relationships – that is where Lloyd's and the London market had the advantage over other markets, because you would go in and discuss a claim and if there was a grey area, the other person knew you and trusted you and you had a little chat about things and found a solution. Nowadays it is just 'send it over and I will look at it and let you know'."

"As young brokers, we grew up together and socialised a lot. With certain underwriters, I would know what football club they supported and, on a Monday, whether their team had won or lost over the weekend. It is a talking point to start with before you discuss a claim."

Such is the power of personal contacts like this that he thinks the London market could lose its edge "because eventually you will lose the face-to-face benefits".

"I still like personal contact. You can't just sit there expecting clients to come to you. We are continually visiting shipping clients. They expect you go to see them and that demonstrates the importance of knowing people and trusting people."

## PICK UP THE PHONE

Erika Lindholm, a claims executive and lawyer in Gard's Helsinki office, recalls the advice she was given by a colleague who recently retired. "He told me, 'you have to pick up the phone and talk to each other and if it is about negotiating a claim or anything else, it is always important to meet and discuss, not hide behind an email'. For me, that is really important to remember. It is so easy to just send an email to a name."



**It's much easier to trust a business contact after you have met face-to-face**

Jay Pillai, fleet director at Pacific Basin, agrees. "Everything has changed with communication overload – email and the internet, the ease of sending pages effortlessly to several people, without any thought about the reader ... and nothing gets read. The commercial side of shipping was a very personal business. That is fast changing. People struggle with time and spend much less time on phone calls."

So are we all doomed? Learning and performance expert Paul Matthews, chief executive of People Alchemy, points out that it isn't all or nothing. "What we are seeing is a gradual shift from face-to-face to electronic means of communication – and it is a graded scale, from the full face-to-face golf course-type thing to the formal environment, all the way to just seeing someone's tweet, or it could be videoconferencing. The whole thing becomes what is the best tool for the job."

However, he is definitely still a fan of meeting in reality at some point.

"I know organisations that have been putting together an international project team. They try to put the team in the same room somewhere at the beginning, so they have that face-to-face experience and time to find out a little about each other. So, at a later time, they understand each other better when communicating electronically. If you spend three days with a dozen people in a hotel in Singapore for a kick-off of the project, then you can get away with a lot. But if you never had any kick-off, it would take far longer to build those relationships."

A recent study in the Harvard Business Review found that 87% of professionals consider face-to-face communication an essential element in closing a deal, while 95% called it crucial in forming lasting business relationships. Its research also found that a face-to-face request is 34 times more successful than an email.

## LEARNING CURVE

Mr Matthews says it is vital to learn how different people prefer to be communicating electronically. "With some people, it isn't worth sending them an email – but if you text, they get back to you in seconds. Or vice versa. If I send an email on a Monday to one person, then I will get no response. But if I email them on Friday, I get a response quickly. As for my preferences, if someone sends an email it will be on my radar – but if they send a tweet or LinkedIn message, there's a fairly good chance it slips through the cracks."

"Face to face, you learn if a person talks a lot or a little; do you have to draw them out or are they open. We do that naturally. Digitally it is the same learning curve."

Another factor, he says is that you must be more careful when communicating digitally with someone not in their first language. Easy-to-use expressions and idioms in English, for example, don't necessarily translate that well – and the other person can miss the point. Add in the English tendencies of understatement, sarcasm or verbal irony, and you get the idea. Try these: "That's just what I needed", "When you're ready", "I can't wait to do that" or "Well, what a surprise".

He moves on to Facebook – and the variety of 'friendships' therein. In the real world, he points out, you might have a good friend you talk to all the time; another friend you meet once a month at a club; and another who you haven't seen for years but you still keep in touch. Just as you get variations in contact and quality of friendships in the real world, so the same applies in the digital sphere.

"Having said that, a large number of contacts on LinkedIn can have relevance – the bigger your contact base, especially in your particular sector, the more powerful it can become."



**"Face to face, you learn if a person talks a lot or a little; do you have to draw them out or are they open. We do that naturally. Digitally it is the same learning curve."**

**Paul Matthews, People Alchemy**

And don't dismiss your electronic friends as a modern irrelevance.

"In the long distant past, there was the whole concept of pen pals, where two people never met but corresponded regularly and became friends. So don't think that friendship can't be established in that way."

He adds: "We are in a halfway house where you need both types of communication. In some areas perhaps you don't need both, although I am not sure I would like that. However, we do have to be careful of our own bias. Young people in particular are developing new ways of communicating and new ways of taking advantage of the digital world."

A simple example, he says – a friend's daughter was sitting on the sofa with two friends, all texting each other. The obvious question: why don't you just talk? The answer: one friend wasn't there, so they were including her in a four-way conversation. **SN**

## Power of physical networks

Rachel Humphrey, chief executive of Project Cargo Network (PCN), has been involved in the development and management of international forwarder networks since the late 1990s. Over that time, she has seen many changes.

"The rapid development of modern technology over that time and the online world has changed the way many of us work – for better and for worse," she says. "Social media, online communication, smartphones, etc., mean it is easier to stay in touch, but I wonder if that has taken away the human element. Our industry is heavily reliant on trust and that is gained much faster when you meet in person, especially when so many of us work together over long distances, across cultures and languages."

"It is not surprising that emails and instant messages often lead to misunderstandings and it is easy to forget just how important body language and facial expressions are in communicating."

Networks such as PCN, Universal Freight Organisation (UFO) and Cargo Connections provide a solution to this – belonging to an organisation and attending its annual gatherings is vital for independent forwarders, she says. "These events provide an amazing opportunity, saving substantial time away from the office as well as considerable travel expenses by being able to meet together in one place at the same time. My oldest



**Trust is elemental to repeat business says PCN's Rachel Humphrey**

network (UFO) is 20 years old and the one thing that has never changed is that meeting face to face proves always to be the key to successful business relationships and to securing new work.

"Networks like ours are designed to be a catalyst for longstanding relations between members. Trust is elemental to repeat business and meeting in person is when you really get to know each other and build confidences." **SN**



# Transform a life with Sailors' Society

Sailors' Society is in 47 global ports and 23 countries transforming the lives of the world's 1.5 million seafarers and their families through welfare support, education and relief of poverty and distress.

Our multi-denominational chaplains meet the needs of seafarers in port while targeted outreach programmes address welfare concerns in seafaring source communities to ensure holistic support in port, at sea and at home.

From counselling and emotional assistance, to educational grants for serving and intending seafarers, to community building projects, Sailors' Society's work is wide-ranging and life-changing.

There are so many ways you can get involved with Sailors' Society's amazing work around the world, from taking part in a fundraising event, to spreading the word about what we do.

To join us on our journey, contact Jenny at [jboland@sailors-society.org](mailto:jboland@sailors-society.org) or on +44 (0)2380 515 950 to find out what you can do today.

Charity registered in England and Wales no: 237778



**[www.sailorssociety.org](http://www.sailorssociety.org)  
@SailorsSociety  
[facebook.com/sailorssociety](https://facebook.com/sailorssociety)**

# Forging a new path in logistics

**Felicity Landon** finds out why family connections don't automatically prompt a career in shipping



**Felicity  
Landon**

Daniel Tisell's family have a background in the maritime industry in Gothenburg – but he didn't know what he wanted to do after school, so he took three years off to figure it out.

"I worked in various jobs in logistics, driving forklifts and in warehousing, and then I decided I wanted to learn more about logistics and went to do a degree in shipping and logistics at Chalmers University of Technology in Gothenburg. I find it interesting to be part of the bigger chain of goods from one place to another, and to be part of the production – for example, from pulp to paper to hygiene products."

After graduating, he worked for Unifeeder for a year, going on to study chartering and complete a shipping business course. He then joined bulk shipping company Grieg Star, where he worked for six years in dry cargo chartering.

Two years ago he joined the newly-formed G2 Ocean, the joint venture between Grieg Star and Gearbulk which operates the largest fleet of open hatch vessels in the world.

Now, aged 35, he is the company's senior project cargo manager. "I specialise in project cargo, transporting big machinery, wind turbine components, yachts, etc. This

is very complex cargo and very niche, and presents different challenges every day. I am one of the lucky people who actually enjoys my job a lot."

Daniel, who is chairman of YoungShip Gothenburg, admits he didn't know much about the shipping industry at school: "We didn't really get educated on that in the lower level in Sweden. I really didn't grasp the big picture. I didn't really think where products came from or how they came to Sweden." **SN**



Credit: G2 Ocean

**Daniel enjoys the daily challenges of project cargo handling for G2 Ocean**

## The next generation speaks

"I see so many possibilities to make the shipping industry greener, and we are seeing all the blue ocean industries developing. There is a really good opportunity for young people to be part of the new technologies and everything to do with digitalisation and sustainability. We need young people to give their input." **Erika Lindholm, Gard**

"Just today I have been speaking to people in China, Spain, the UK and the US. You get to know people and cultures around the world, you get to travel and work abroad. And there are so many layers to shipping – it is like an onion. You can work in law, insurance, chartering or operations. You can work on a ship or in a port. You can work on the environmental side or the business side, on dry cargo, project cargo or oil. And what you ship is part of people's daily lives." **Daniel Tisell, G2 Ocean**

"Shipping is so critical to our way of life and is as relevant today as it ever has been. What we do really matters for thousands of seafarers and for everyone's quality of life. If we are going to improve the world, we have to move a significant portion of people into the middle class and out of poverty. You can't do that without shipping – shipping that has to be suitable for the future. It really feels that this is an industry that matters." **James Forsdyke, LR EMEA** **SN**



# Today's pirates count on connectivity

Capt Zarir Irani and Pradeep Luthria discuss digital vulnerabilities and cyber hygiene in an era of e-piracy



**Capt Zarir  
Irani**



**Pradeep  
Luthria**

Coastal nations all continuously undertake surveillance of their maritime domains to measure and dynamically assess the risk of threats such as smuggling, piracy, pollution and terrorism. They invest in resources and action plans to rapidly react to any incidents that may unfortunately transpire.

But when it comes to the threat of cyber-attacks on vulnerable vessels that are either already within their waters or on route to them there is a definite need for wider and more inclusive consideration to prevent such threats from impacting their own maritime domains. The rapid adoption of new operational technologies and an increased dependence on networked cyber structures opens the possibility of cyberattacks that could threaten the economy, crew safety, the environment, or national security. We can confidently say digital hostility in today's connected world is going to get more and more sophisticated with time.

We live in a deeply integrated environment – whether we like it or not. All it takes is one infected person to fly into a city on an airplane with a hundred and ninety-nine other unsuspecting passengers to unwittingly start an epidemic in that city. We have seen this with Avian flu, SARS and the Zika virus.

Cyber risks are no different, hence the use of the same words – virus/anti-virus, infected – when talking about cyber hygiene of infrastructure.

## DARKER MEANINGS

Under the IMO SOLAS regulations, ships transmit their location at regular intervals using AIS. If a ship moves out of range of receivers, the transmitted signals will not be detected. It used to be commonly assumed that if there was a long period of AIS silence in a good coverage area then this could be indicative of a ship having switched off its AIS transmitter to covertly carry out illegal activities. These days, a ship going "dark" could also be a sure sign of cyber-attack.

As our industry transforms, where ships are getting bigger, incorporating more automation, carrying fewer crew members, and requiring more connectivity, the attack potential of a modern commercial vessel is becoming complex and diverse. Paperless charts and online datum updating of depths and navigational warnings have made on board systems more vulnerable than a couple of years ago.

This potential offers rich pickings to the enterprising hacker, pirate and thief. Load theft, smuggling of stowaways, human trafficking, drug running, illicit arms trading, and even the crippling or sinking a vessel are very real threats – all that can be managed from thousands of miles away merely using a computer connected to the internet and equipped with the correct mix of software. Some call it a boom era for the dark web.

Satcoms, mobile data and wi-fi through to propulsion and loading systems can all be comprised by a hacker – inflicting financial losses and causing safety compromises. Besides these, there are a multitude of other entry points; for example, today's crew, or more specifically their personal devices that they bring on board, are the potential source of many cyber intrusions. The crew bring their own devices on board and access the ships' systems or network. Although this may be both beneficial and economical for ships, these privately-owned devices cannot be completely managed to ensure compliance with cyber security norms. This significantly increases cyber vulnerabilities and the risk of exposure.

Besides owned devices, there are typically tens of vendors involved in the connected systems on ships, from providers of desktop PCs, to satcoms for Internet, electronic charting systems (ECDIS), MMI, control systems, radar systems and many other control systems. This in itself brings about a risk-enhanced situation since each vendor/manufacturer could introduce their own peculiar vulnerabilities.

The average technology user is not well versed in matters of cyber risks and security. As the crew connect their own device – that might have been exposed to some viruses, spyware or similar cyber threats – to the ship's network, this will compromise the ship's network and all the devices connected to it. The consequences for infecting the ship's network are limitless and quite severe. Ship's communications may be compromised, manipulated or forged, and can ultimately be used in many ways to cyber-attack a ship and endanger the cargo or crew.

### WAKE-UP CALL

Despite the evident threat the industry at large has its head in the sand. The following expert comments can help to induce a sense of reality.

"There are no official records on the number of cyber-security attacks that have hit the maritime sector, despite the threat being real," says Andrew Fitzmaurice, chief executive of a reputed British cyber-security outfit. This is because companies are reluctant to report for fear of reputation damage. However, what they may fail to understand is that once they are found to be an easy target for cyberattacks and they do not take serious action to guard against it, cyber attackers will keep targeting them as their vulnerabilities are known. Ultimately, the end result for these companies will be a grave financial and clientele loss.

Scott Bough, executive director of the Centre for Cyber Defence & Forensics, based in Ohio, estimates that "a successful cyber-attack may cost the equivalent of losing one or two ships for a shipping firm".

Despite knowing the facts and the prevailing scenario, many in the industry still view cyber security as a cost rather than an enabler to their business. Consequently, any investments in cyber-security initiatives tend to be entirely reactive. Nor does it help that it is difficult to calculate the return on investment in proactive isolated cyber-security initiatives. This reluctance leaves businesses open to counting the cost of an attack. The cost invested in cyber security is quite insignificant compared with the cost of damage inflicted on a vessel that falls victim to a cyberattack.

People need to understand that while they or their company may not be the intended target of a hack attack, the sheer interconnectivity that has become the backbone of today's business may ensure that they are passive victims nonetheless.

As Prakasha M Ramachandra, employee of a global design and engineering company, puts it: "It is time to understand that most maritime pirates are no longer just sailing the seas looking for vessels to board and rob. Instead, they are sitting at computers in offices thousands of miles away. Yes, even piracy has gone high-tech, and they are looking for vulnerabilities. In fact, instead of the sword or machine gun, they are hacking into merchandise details including bills of lading, to see which vessels are scheduled to carry it. Then, they will send traditional pirates to board the vessel, take the crew hostage and locate what they are looking for via a barcode reader."

### SEEK HELP

Since cyber security cannot be expected to be a core competence of a shipping company, it makes sense for shipping companies, ports and terminals to seek professional advice on the new policies and procedures emerging from the IMO and

**"We can confidently say digital hostility in today's connected world is going to get more and more sophisticated with time"**

governments. They could also consult experts in data protection and cyber-security products and services. This, together with education and training of staff in safe or hygienic cyber practices, could well help protect assets both on and offshore. It is very important for people in the maritime industry to alter their view on how fast the digital eco-system is changing and embrace the fact that technological advancement has changed the status quo approach of "sustaining outdated technology".

It is now critical and essential that all actors in the merchant shipping sector reach industry standards of cyber security by proactively adopting security software and hardware and training staff in the safe use of connected devices. **SN**

*Captain Zarir Irani FICS is an OCIMF-accredited OVID inspector and eCMID auditor and president of the International Institute of Marine Surveying. He is also regional director of the Antigua and Barbuda Maritime Flag Registry, and director of Constellation Marine Services. Pradeep Luthria is a senior technology management professional and a senior cyber security consultant of Vulnerability Audits. Vulnerabilityaudits.com is a global service provider of cyber security/forensics and cyber vulnerability assessments for shipping, logistics, ports and terminals.*

Fully paid Members and Fellows of the Institute can benefit from one hour's free consultancy service by logging on to [www.vulnerabilityaudits.com](http://www.vulnerabilityaudits.com) or calling the 24x7 helpline. Please provide your Institute membership number to facilitate this offer, valid until December 2020. The offer comes compliments of Capt Zarir Irani FICS, a committee member of Middle East branch.



**The sector needs to set standards for cyber security**

# Extended global reach for exam sittings

**Matt Gilbert** highlights the growth in the number of worldwide Institute exam centres



**Matt Gilbert**

Despite continuing headwinds in international shipping markets, students all over the world continue to invest in their futures as shipping professionals by undertaking Institute qualifications.

Once again in the academic year 2018/19 the Institute continued to offer all 16 subjects in the standard examination centres worldwide as well as offering the ability to register for a specially-requested convenient local exam centre during the May 2019 session.

We would like to record our thanks to the volunteers, members and fellows, branches, teaching centres and partners who make this possible, in addition to the administrative and examination teams who complete this complex logistics exercise, ensuring the appropriate rigour that continues to provide the industry with trust in the integrity and practical utility of the Institute qualifications.

The map below shows the location of our 96 exam centres around the world in May 2019, an increase of over 50% compared with the 63 centres marked in 2011.

A total of almost 1,300 students registered to sit just over 2,200 examinations in May 2019 and received their results on August 22. Congratulations to everyone who passed – no small feat. We look forward to welcoming the highest achievers from the 2018/19 academic year (across both November 2018 and May 2019 sessions) to the international prizegiving ceremony at Trinity House London on October 17.

Congratulations also to those students presented with local awards at Institute branch events over the past few months.

Of course, not all students win prizes or gain distinctions –

there will be some for whom the best mark in the world is 50 (the pass mark) which would bring welcome relief and renewed focus on choosing which PQE subject to tackle next.

As always there will be disappointment for those who may need to re-sit an exam, something most members have experience of, so we extend all our encouragement to you to continue with your studies.

Support is available through the Head Office and via branch education officers where needed. Where more help is needed, there are now more supported study options available to students worldwide than at any time since the Institute was founded, through branches, International Teaching Centres and our Recognised Partners.

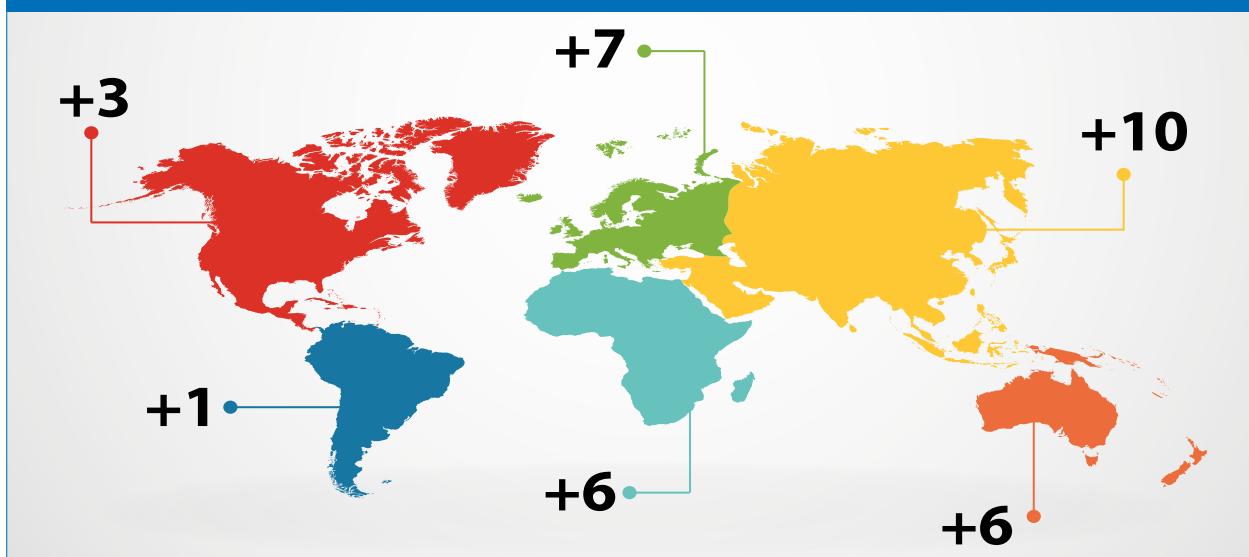
## SIGN UP ONLINE

Registration for the new academic year opened on July 1 and students can visit [www.shipbrokers.org](http://www.shipbrokers.org) to enrol.

The 'Back-to-school sale' finishes on September 25 which co-incides with Institute Open Days being held at numerous locations worldwide. These provide a final opportunity to take advantage of reduced prices. The deadline for registration for November examinations is October 21.

With the start of the new academic year underway we look forward to welcoming new and returning students from all sectors of our industry worldwide, looking to take the next steps on their journey toward becoming a professionally-qualified maritime specialist. Your commitment and hard work continue to inspire everyone at the Institute and we will continue to do our utmost to help you along the way. **SN**

## CHANGE IN NUMBER OF CENTRES IN 2019 COMPARED TO 2011



## EXAMINATION CENTRES IN 2019 COMPARED TO 2011

Country	Centre 2019	Centre 2011	Country	Centre 2019	Centre 2011
Argentina	Buenos Aires	Buenos Aires	New Zealand	Auckland	
Australia	Adelaide Melbourne Perth Geraldton Sydney Brisbane	Melbourne	Nigeria	Lagos Port Harcourt	Lagos
Azerbaijan	Baku		Norway	Oslo Bergen Stavanger	Oslo
Bahrain	Bahrain		Oman	Muscat	Muscat
Bangladesh	Chittagong Dhaka	Dhaka	Pakistan	Karachi	Karachi
Belgium	Antwerp	Antwerp	Philippines	Manila	
Brazil	Rio de Janeiro		Portugal	Lisbon	Lisbon
Bulgaria	Varna	Varna	Qatar	Doha	Doha
Cameroon	Douala	Buea	Russia	Moscow St. Petersburg	
Canada	Montreal Toronto Vancouver	Montreal Toronto Vancouver	Singapore	Singapore	Singapore
Chile	Santiago	Santiago	South Africa	Cape Town Durban Johannesburg Richards Bay	Durban
China	Shanghai	Shanghai	South Korea	Busan	
Cyprus	Limassol		Spain	Barcelona Madrid Vigo	
Denmark	Copenhagen	Copenhagen	Sri Lanka	Colombo	Colombo
Estonia		Tallinn	Sweden	Gothenburg Malmo	Gothenburg Malmo
Ethiopia	Addis Ababa		Switzerland	Geneva Zurich	
France	Nantes	Saint Nazaire			Basel
Germany	Hamburg	Hamburg		Trinidad and Tobago	Port of Spain
Ghana	Accra	Accra		Thailand	Bangkok
Greece	Athens	Athens Limassol		Turkey	Istanbul
Hong Kong	Hong Kong	Hong Kong		Ukraine	Odessa
India	Chennai Kolkata Mangalore Mumbai New Delhi Visakhapatnam	Chennai Calcutta Mangalore Mumbai New Delhi Visakhapatnam Chittagong		United Arab Emirates	Dubai
Ireland	Dublin	Dublin		United Kingdom	Aberdeen Cardiff Felixstowe Hull Lerwick Liverpool
Italy	Rome	Rome Genoa			London Middlesbrough Plymouth Southampton Glasgow
Japan	Tokyo				Glasgow Shetland Islands Jersey - Channel Islands
Kenya	Mombasa	Mombasa		USA	Fort Lauderdale, FL Houston, TX New Orleans, LA New York, NY Stamford, CT
Kuwait	Kuwait				Warrenville, IL
Latvia	Riga			Zimbabwe	Harare
Lithuania	Klaipeda				
Malaysia	Penang Kuala Lumpur	Kuala Lumpur			
Malta	Msida	Malta			
Mauritius	Réduit				
Myanmar		Yangon			
Netherlands	Rotterdam Vlissingen	Rotterdam Den Helder		<b>TOTAL</b>	<b>96</b>
					<b>63</b>



Caring for seafarers  
around the world



## Could your company support our work around the world?

There are many ways in which your company can work with the Mission to provide welfare support to crews. We will work with you to create a partnership which meets your business and social responsibility objectives, whilst making a difference to the lives of seafarers and their families.

### Ways to partner with us

- **Support welfare in ports**
- **Support our worldwide work**
- **Develop a commercial partnership**
- **Sponsor us**
- **Employee challenges**
- **Make us your charity of the year**
- **Payroll giving**

For more information, contact:

**Tara Fox, Head of Corporate Partnerships**  
**t: 020 7246 2980**  
**e: [Tara.Fox@missiontoseafarers.org](mailto:Tara.Fox@missiontoseafarers.org)**



[www.missiontoseafarers.org](http://www.missiontoseafarers.org)



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## FOUNDATION DIPLOMA

<b>City</b>	<b>Name</b>	<b>Foundation diploma in:</b>
Athens / Piraeus	Varvara Alexandropoulou	Port and Terminal Management
	Iphigenia Grigoriou	Ship Operations and Management
Bergen	William Finne	Dry Cargo Chartering
Colombo	Tharaka Chathuranga	Port Agency
	Dinesh Prasantha Fernando Wannakuwattha Waduge	Port Agency
Dubai	Mohammad Uzair Hakim	Port Agency
Dublin	Przemyslaw Plesiak	Liner Trades
	Declan Hickey	Port Agency
Fort Lauderdale	Anna Silva	Port and Terminal Management
Lerwick	Bryan Hepburn	Offshore Support Industry
Lisbon	Diogo Mendes Sampaio	Port and Terminal Management
London	Jake Bazley	Dry Cargo Chartering
	Luke Ravenscroft	Dry Cargo Chartering
	Nikola Ristic	Dry Cargo Chartering
	Alexander Moore	Offshore Support Industry
	Saidullah Khan	Port Agency
	Laurence Adamson	Ship Sale and Purchase
	Owain Jacques-Morton	Ship Sale and Purchase
	Arthur Richier	Tanker Chartering
	Benyamin Zahavi	Tanker Chartering
Mauritius - Reduit	Tasveer Caussy	Port and Terminal Management
	Bibi Ouzma Hauseea	Port and Terminal Management
	Tathveer Jhowry	Port and Terminal Management
	Udaye Lootooa	Port and Terminal Management
Middlesbrough	Anne Hall	Dry Cargo Chartering with distinction
Mombasa	Alexander Rubia	Liner Trades
	Nisreen Tajbhai	Liner Trades
	Thureya Awath	Port Agency
	James Gituma	Port Agency
Mumbai	Krishna Nair	Port Agency
Oslo	Katja Eriksen	Offshore Support Industry
Singapore	Sai kyaw kyaw Aung	Ship Operations and Management

## ADVANCED DIPLOMA

City	Name	Advanced diploma in:
Athens / Piraeus	Filippos Paganias	Ship Operations and Management
	Vagias Papagrigorakis	Shipping Finance with distinction
Baku	Elshan Nasirov	Tanker Chartering
Colombo	Sachini Sundra Waduge	Liner Trades
Dublin	Padraig McDonnell	Dry Cargo Chartering
Klaipeda	Ivan Tikhomirov	Dry Cargo Chartering with distinction
Limassol	Achilleas Neofytou	Port and Terminal Management
London	Keaton Stainsby-Newman	Port Agency
	Alexander Przyjemska	Port and Terminal Management with distinction
	Alexandre De Lima	Ship Operations and Management
	George Harjette	Ship Operations and Management with distinction
	Prudence Beard	Tanker Chartering
	Nina Gololobova	Tanker Chartering
	Charles Rose	Tanker Chartering
Middlesbrough	Maria Guerra-Prados	Port Agency
Mombasa	Aziza Swazuri	Port Agency
New Delhi	Ankit Gulati	Dry Cargo Chartering
Singapore	Eusuf Husain Ameer Sadique	Dry Cargo Chartering
Toronto	Linda Kwayep	Logistics and MultiModal Transport

## PROFESSIONAL QUALIFYING EXAMINATIONS COMPLETED

Country	Name	Country	Name
Australia	Peter Batri	Greece	Natalia Abas
	Karen Kwok		Sotirios Agoris
	James Summers		Alexander Alogoskoufis
Belgium	Svetoslav Todorov		Nikolaos Athiniotis
Bulgaria	Kristina Hristova		Frantzeska Attart
Canada	Hugo Brent		Anna Bagineta
	Mahesh Kadam		Erofili Baritaki
	Étienne Séguin-Bertrand		Mardikoula Besi
	Michael Stoker		Stefania Bitzani
	Takaaki Tanaka		Christina Chatzidimitriou
	Yi Wang		Ioannis Chatzinikolaou
			Nikolaos Dedes
Cyprus	Sotiris Christodoulou		Ifigeneia Delivelioti
	Chrysostomos Efthymiou		Lefkothea Dimopoulou
	Christoforos Evlavis		Konstantinos Dousmanis
	Nadia Georgiou		Athina Efthymiadou
	Elena Ioannou		Spyridon Kapsokavadis
	Nikita Krutin		Paschalina Kolchouri
	Anastasis Kyriakou		Apostolos Kondylios
	Monica Phytidou		Marouso Kontomichalou
	Christodoulos Stavrou		Michail Kontopanoss-Pappas
	Antonis Varnava		Nafsika Kontou
Denmark	Mehmet Demir		Georgios Kordalis
France	Valentina Vignoli		Andreas Koutis
Ghana	Anastasia Sey		Aikaterina Koutsogianni
	Bertha Yeboah Asuamah		

## PROFESSIONAL QUALIFYING EXAMINATIONS COMPLETED (continued)

Country	Name	Country	Name
Greece continued	Gerasimos Krassas	Latvia	Dainis Saukans
	Anna Litina	Mauritius	Zuleikha Khodabocus
	Georgios Manolopoulos	Netherlands	Johan Jan Isaksen
	Maria Manta	Nigeria	Damilola Osinuga
	Eleutherios Maragoudakis	Singapore	Elias Heng
	Thomas Margaris		Wanxi Khoo
	Emmanouil Matthaikakis		Wei Loon Jasper Low
	George Misyris		Shafiq Som
	Philippos Mylonopoulos		Akshay Yadava
	Eirini Nakou	Singapore continued	Haige Zhang
	Konstantinos Nikas	Spain	Pablo Sanabria
	Vasilis Paraskevopoulos	Switzerland	Friederike Kostka
	Panagiota Ralli	Turkey	Ozdek Ariner Tosun
	Anastasios Stergiou	UK	Rajeev Kumar Singh
	Antigonos Theodorakis	Ukraine	Alexander Mikhailov
	Helen Titopoulou		Daria Pavlenko
	Chrysoula Tsempeli		Serhii Radchenko
	Thomas Tsianakas	United Arab Emirates	Prashant Jain
	Anastasia Tsiliki		Siddharth Kishorekumar
	Alexandros Venedikis		Abubakr Sulaiman
Hong Kong	Chi Lai	United Kingdom	Taejun Bang
	Deepak Mehra		Ian Brodie
	Vasileios Tsakiridis		Miguel Caballero
	Amod Khare		Andre Den Houter
India	Lovepreet Bajwa		Melodie Dewitte
	Mugilrajan Devarajan		Gail Frame
	Jayashree Dhadwal		Elina Hamze
	M Gowri Shankar		Darren Harper
	Kanchan Handge		Hannah Kimani-Blanco
	Swapnil Harne		Alexandros Koullias
	Mandar Kulkarni		Charlotte Langman
	Nishchay Maken		Doan Nga
	Karan Makin		Moyosore Osinibi
	Nolan Mascarenhas		Theodoros Philiotis
	Kanika Sauguni		Nicholas Price
	Taru Sawhney		Jake Seed
Ireland	Paul O'Mahony		Kerry Smith
Italy	Marco Milan		Thor Thomsen
Kenya	Benard Bitanyi		Graham Thrall
	Ellah Kiyangu	United States	Carlos de Campos Martin
	Reynold M'Krema		Alec Rothman
	Silvance Oduol		
	Afnan Swaleh		

## EXAMINATION PRIZE WINNERS

Prize	Candidate	Country	City
<b>AFRIMARI AWARD</b> to the student gaining the highest mark in Shipping Business sitting in an African examination centre	Biba A. Motala	Africa	Durban
<b>ARMAC AWARD</b> to the student with the highest marks in Foundation Diploma in Port Agency	James Mwenda	Africa	Mombasa
<b>BALTIC EXCHANGE AWARD</b> to student gaining the highest marks in the following subject in the Qualifying Examinations: Shipping Law	Loukia Michail	Greece	Athens
<b>BALTIC EXCHANGE AWARD</b> to the student gaining the highest marks in the following subject in the Qualifying Examinations: Shipping Business	Suraj Padhy	Iran	Visak
<b>BALTIC EXCHANGE AWARD</b> to the student gaining the highest marks in the following subject in the Qualifying Examinations: Dry Cargo Chartering	Panagiotis Dimokopoulos	Greece	Athens
<b>BDO AWARD</b> to the student gaining the highest marks in Shipping Finance Examinations	Rohan Chaturvedi	India	Mumbai
<b>BRAEMAR ACM SHIPBROKING AWARD</b> to the student gaining the highest marks in Tanker Chartering in the Qualifying Examinations	Noridi Rosli	Singapore	Singapore
<b>CLARKSON AWARD</b> to the student gaining the highest marks in Foundation Diploma in Dry Cargo Chartering	Anne Hall	United Kingdom	Newcastle
<b>CORY BROTHERS AWARD</b> to the student gaining the highest marks in Port Agency in the Qualifying Examinations and sitting in a UK centre	Roshin M Abraham	United Kingdom	London
<b>DENHOLM PORT SERVICES AWARD</b> to the student gaining the highest marks in Foundation Diploma in Ship Operations & Management	Ayesha Sohun	Mauritius	Mauritius
<b>E A GIBSON SHIPBROKERS AWARD</b> to the student gaining the highest marks in Introduction to Shipping in either Foundation Diploma or the Qualifying Examinations	Anne Hall	United Kingdom	Newcastle
<b>GLOBAL TANKER CHARTERING AWARD</b> to the student gaining the highest marks in the Foundation Diploma in Tanker Chartering	Benyamin Zahavi	United Kingdom	London
<b>IHS-MARKIT AWARD</b> to the student gaining the highest marks in Ship Operations & Management in the Qualifying Examinations	Kezar Bhusavalwala	Hong Kong	Hong Kong

## EXAMINATION PRIZE WINNERS

Prize	Candidate	Country	City
<b>JOHN O'KEEFFE AWARD</b> to the student gaining the highest marks in Foundation or Advanced Diploma in Ship Sale and Purchase	Owain Jacques-Morton	United Kingdom	London
<b>KENNEDY MARR LIMITED AWARD</b> to the student gaining the highest marks in Offshore Support Industry in the overall Examinations	Marco Milan	Italy	Rome
<b>LLOYD'S LIST AWARD</b> to the student gaining the highest marks overall in completing the Qualifying Examinations	Ndubisi Chiagoziem	United Kingdom	London
<b>MATTHEW GOOD MEMORIAL AWARD</b> to the student gaining the highest marks in Foundation Diploma in Liner Trades	Nisreen Tajbhai	Africa	Mombasa
<b>MEDITERRANEAN SHIPPING CO (UK) AWARD</b> to the student gaining the highest marks in Logistics and Multi-modal Transport in the Qualifying Examinations	Svitlana Dmytryshyna	Ukraine	Odessa
<b>PETER TALBOT WILLCOX MEMORIAL AWARD</b> to the student with the highest marks in Ship Sale and Purchase in the Qualifying Examinations	Alogakos Sotirios	Greece	Athens
<b>PORT of LONDON AUTHORITY AWARD</b> to the most successful student studying the Professional Qualifying Examinations sitting in London	Alexandros Koullias	United Kingdom	London
<b>PORT STRATEGY AWARD</b> to the student gaining the highest marks in Port & Terminal Management in the Qualifying Examinations	Satish Vyas	India	Mumbai
<b>REED SMITH LLP AWARD</b> to the student gaining the highest marks in Legal Principles in Shipping Business in the Qualifying Examinations	Andrea Pavlou	United Kingdom	London
<b>SHIPBROKERS' REGISTER AWARD</b> to the student gaining the highest marks in Port Agency in the Qualifying Examinations	Maria Constantinidou	Cyprus	Limassol
<b>SPNL AWARD</b> to the most successful first year student sitting examinations in London	Alexandros Koullias	Limassol	London
<b>THE SHIPWRIGHT'S AWARD</b> to the most successful student overall in the Examinations	Ndubisi Chiagoziem	Limassol	London
<b>VAUGHAN-JAMES EUROPEAN AWARD</b> to the top student of French, Spanish or Portuguese Nationality and whose mother tongue is not English	Goncalo Barreiros	Portugal	Lisbon
<b>WILLIAM PACKARD MEMORIAL AWARD</b> to the student gaining the highest marks in Advanced Diploma overall	Ivan Tikhomirov	Lithuania	Klaipeda

# Institute launches inaugural international conference

**Matt Gilbert** reveals the agenda for the first Institute-hosted global shipping event



**Matt Gilbert**

The Institute is delighted to announce the dates for its inaugural international conference 'Maritime Leadership and the Near Horizon' to be held at International Maritime Organization headquarters in London in October 2019. The delivery of the conference marks a key part of the Institute's strategic plan as developed by its Controlling Council.

Join leading international figures from the global shipping and trade community, government and academia to discuss contemporary developments and how the forces of change are set to shape the maritime industry in the 21st century.

The event kicks off with a pre-conference parliamentary reception at 15:00 on Monday October 14 hosted by Institute president The Lord Mountevans. The event will include an invitation-only roundtable on Institute education for conference delegates visiting from branches, teaching centres and key education partners.

Key themes and topics to be examined during the conference include:

- Trade, geopolitical trends and major influences on the future development of seaborne trade;
- Key shipping market analysis and forecasts;
- Effective policy and regulation as an enabler of prosperity; Case study on capacity-building for the maritime economy;
- Leadership in a complex world – enduring qualities of leaders and organisations to adapt to challenges and ensure resilience;

## London School of Shipping open for enrolments

Following last year's successful launch of the London School of Shipping, the Institute is now enrolling for the academic year 2019/20, with classes beginning in late September.

The syllabus has now been expanded to offer the full range of 16 Institute subjects, led by a top team of expert tutors and practitioners. Classes are held from 18.30 to 20.30 at the Institute's modern facilities close to London Bridge station. Subjects are timetabled on alternate Tuesday and Wednesday evenings, so a maximum of four subjects may be studied through evening classes during the academic year in order to avoid timetable clashes.

The London School of Shipping offers a broad range of study programmes in preparation for the Institute's examinations, leading to recognised industry qualifications, from Diplomas to the Professional Qualifying Examinations (PQE) – leading to membership – on offer.

Every year, from September to May, evening classes are timetabled for each of the subjects on the Institute's syllabus. Semester 1 runs from late September to mid-December. Semester 2 runs from late January to early May.

Each subject's programme is covered over 12 modules and



**October 15-16, 2019  
IMO, 4 Albert Embankment,  
London SE1 7SR**

- Innovation and technology, its broader context within industrial change and impact on the maritime industry; and
- People and skills – the future of specialist education and training for a professional workforce. **SN**

For further information, please contact Linn Vardheim, programme officer, on +44 (0)20 7357 9722 or [L.Vardheim@ics.org.uk](mailto:L.Vardheim@ics.org.uk).

includes a mock exam. Students learn first-hand from expert tutors and are able to enhance their professional knowledge and career prospects. The London School of Shipping delivers a fully inclusive and affordable method of study which is provided on a not-for-profit basis.

Included in the evening class package is registration for the full academic year; examination entry; two semesters, including 12 classes and tutorials; textbook and course materials; a dedicated, on-site, expert tutor; practice assignments assessed by a personal tutor; and a mock exam.

There are additional benefits on offer for London School of Shipping students, including a 10% discount when studying two or more subjects; networking through group study opportunities; and a discounted price for attending the Institute's intensive residential revision course Spring PREP, held at the University of Warwick. **SN**

For further information on the classes, the detailed calendar and to register, please visit [www.ics.org.uk/](http://www.ics.org.uk/). Our education team can be contacted on +44 (0)20 7357 9722 or [shipping-school@ics.org.uk](mailto:shipping-school@ics.org.uk).

*The London School of Shipping is part of the Institute of Chartered Shipbrokers.*

# Range of development courses expanded

Matt Gilbert reports on the courses offered through the London School of Shipping



**Matt Gilbert**

The London School of Shipping launched during the summer of 2018 with initial focus on providing evening classes in London for professionals preparing for Institute exams.

The school has now expanded its offering to include a range of high-quality affordable professional development courses available to members, students and everyone with an interest in the sector. Programmes are led by experienced course leaders supported by visiting expert practitioners from the extensive London maritime community.

To date, two courses have taken place: Maritime World Explained, a comprehensive, one-day introductory course into the business of shipping, was held in June and Introduction to International Trade and Maritime Law, a three-day programme providing a thorough overview of the key principles of shipping law for practitioners, was held in July.

Participants travelled from the UK, Europe and the Middle East to attend the courses, and the feedback has been very positive.

## Maritime World Explained

An extensive, one-day course providing a comprehensive introduction to the shipping industry, including discussion sessions, workshops, group activities, games and multimedia presentations. The day provides participants with plenty of opportunity to ask questions, explore concepts and work through practical cases.

**Wed September 4**

**Wed October 16**

**Wed November 13**

## Introduction to International Trade and Maritime Law

A comprehensive three-day programme including discussion sessions, workshops, group activities, case studies and multimedia presentations. The course covers the source and context of maritime and international trade law, carriage of goods by sea, charterparties, bills of lading, marine insurance, contracts of sale, admiralty jurisdiction, maritime claims, limitation of liability, salvage, general average, dispute resolution and mediation.

**Repeat course date to be advised**

## Fundamentals of Liner Shipping

A comprehensive, two-day programme focused on liner trades and the container shipping industry covering the liner shipping business and trade routes, ships, terminals and cargo handling, lines, alliances and networks, through transport systems, structure and participants of the sector, service and contractual aspects, commercial aspects – revenue and costs; and contemporary trends influencing future development.

**Mon 16 – Tues September 17**

The London School of Shipping has now opened bookings for these courses, and additional courses, for the remainder of the year. For more information and to register your place, please visit [www.shipping-school.com](http://www.shipping-school.com), email [shipping-school@ics.org.uk](mailto:shipping-school@ics.org.uk) or call +44 (0)20 7357 9722 to speak to an advisor. **SN**

*The London School of Shipping is part of the Institute of Chartered Shipbrokers.*



## Fundamentals of Ship Sale & Purchase

An intensive and thorough two-day programme providing a comprehensive overview of the sale and purchase (S&P) of new and second-hand tonnage. Topics explored include ship types and maritime geography relevant to the S&P market; ship registration and classification; markets and the parties involved; negotiation, contracts and documentation; ship valuation, finance and insurance; and legal aspects of sale and purchase.

**Tues 24 – Wed September 25**

## Fundamentals of Dry Cargo Chartering

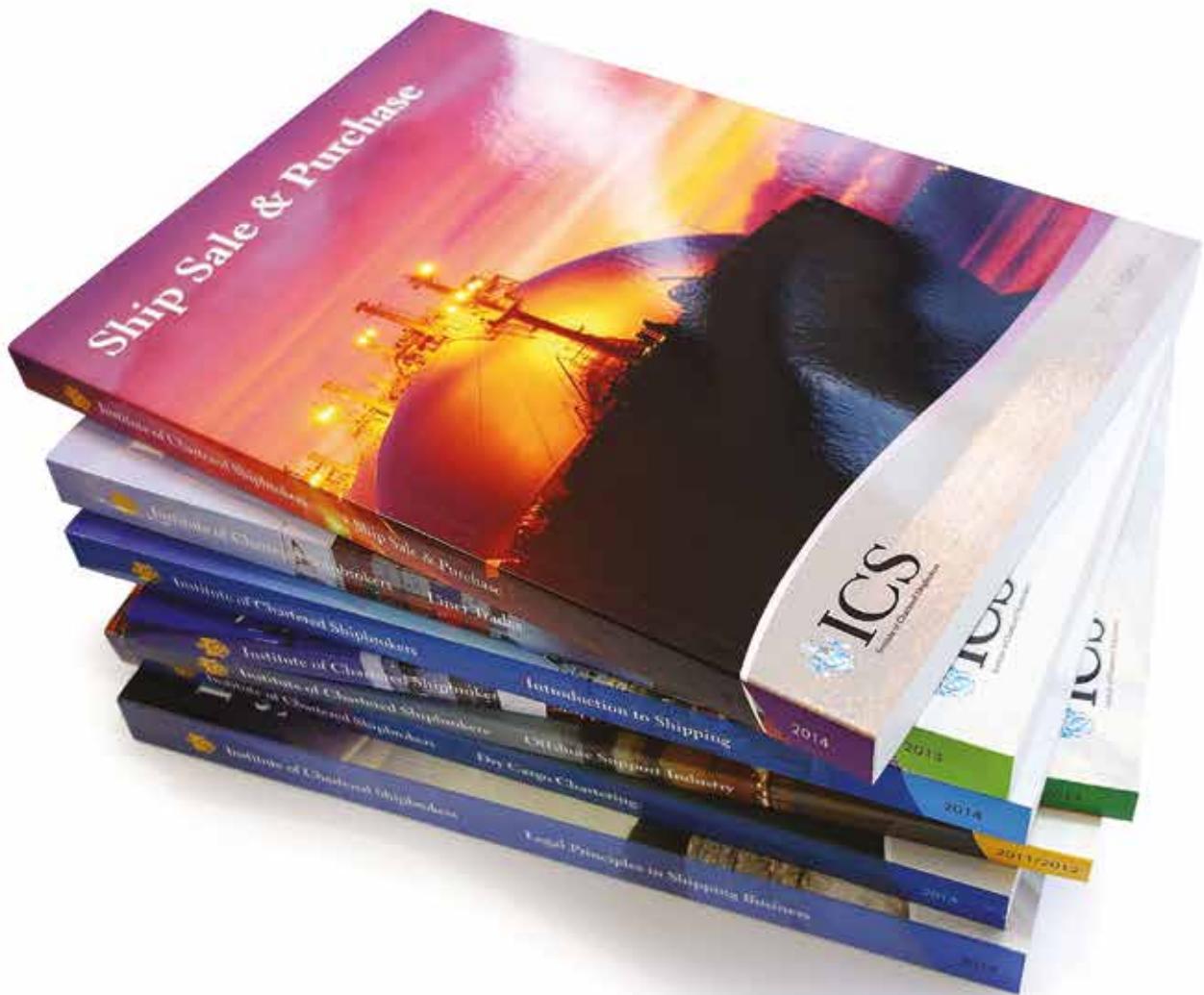
A comprehensive and practical introduction to Dry Cargo Chartering, this two-day programme covers shipping practitioners and sectors, cargoes, trade routes, international trade practice, laytime, bills of lading, time and voyage charterparties, insurance and claims.

**Tues 15 – Wed October 16**

## Bills of Lading

A thorough and practical introduction to Bills of Lading, this two-day programme covers the background and uses of bills of lading, bills of lading as a receipt, document of title and transferable contract of carriage, international sales and letters of credit, combined and through transport, Hague, Hague-Visby, Hamburg and Rotterdam Rules; and letters of indemnity.

**Wed 13 – Thurs November 14**



## Written by professionals for professionals

Shipping has become more complex to the extent that the name shipbroker, which at one time was thought to apply only to those engaged in chartering dry cargo tramp ships, now embraces separate disciplines in tanker chartering, ship management, sale and purchase, port agency and liner trades.

As an independent international professional membership organisation, the Institute of Chartered Shipbrokers strives to promote a world class program of education and training to ensure that all its members are knowledgeable about their business. As a result, the Institute produces and publishes a comprehensive series of books on shipping business.

The Institute's sixteen books are unique in that they have been written by professionals for professionals in the shipping industry. They now undergo a regular review where they are peer reviewed, revised and updated by professionals in their particular discipline and peer reviewed again, so that an accurate revision can be achieved.

The books themselves will continue to be part of the TutorShip course, but our goal is to make them more widely available to the general shipping industry, which has long requested our books as general reference titles.

Members are entitled to a 50% discount on all of the Institute's publications.

To place an order, please complete a book order form and return it to us.  
For book order forms and support, please visit: [www.ics.org.uk/learning](http://www.ics.org.uk/learning)

**Members receive  
a 50% discount  
on all books**



**INSTITUTE OF  
CHARTERED  
SHIPBROKERS**

# Keeping a step ahead of the fraudsters

ITIC's [Andrew Jamieson](#) warns of increasingly-smart email interception fraud targeting brokers



**Andrew  
Jamieson**

THE International Transport Intermediaries Club (ITIC) has sent out a number of circulars warning of the risk of fraudulent messages changing bank account details and urging everyone – agents, managers, brokers, owners and charterers – to be vigilant. In recent times, fraudsters have targeted port expenses, hire/freight payments and cash to master expenses through interception of email communications. Any type of payment could be at risk.

Some companies have taken steps to reduce the risk. A large number of market participants are adding wording to emails along the lines of *"Fraud Prevention: Do not act upon any message amending bank account details without checking with us by telephone on publicly available telephone numbers."*

These reminders are prudent, and if you don't currently use such a warning notice, you should consider doing so.

The only realistic defence against these frauds is any email from a third party regarding a bank detail change being treated with suspicion and checks being made to ensure the request is genuine.

ITIC advises that you phone the purported sender and check that they really have changed their bank account information. Never seek confirmation of this change to bank account information via email, or by using the phone number provided in the email, as you may end up corresponding with the fraudster.

If you don't know an individual, call back via the corporate switchboard of the company to whom the payment is going. That way, you know you are speaking to someone within the company.

ITIC has seen a number of examples of how fraudsters are adapting their messages to try to bypass checks.

Historically some of the reasons given for the change of bank account details alerted the recipient to the possibility of crime. Fraudsters routinely claimed that the account couldn't be used because it is under Inland Revenue investigation or being audited.

While all the publicity about email fraud should have alerted the market, some of these messages were still acted upon without comment and despite all the warnings, and the fraudsters still successfully diverted funds.

## NEW TACTICS

Inevitably, the fraudsters are responding and providing more realistic justification for the change of bank details. The messages are often designed to create a sense of security that there is no need to check this account change. One message recently addressed to a shipbroker said: "Sorry, we gave the wrong bank account details for this fixture. The correct bank account is as shown below. I know this is a pain, but charterers will not have any difficulty with this as they have paid to this account on a previous fixture."



**Never seek confirmation of a change to bank account information via email or by using the phone number provided in the email**

The message was passed on to the charterers, who had fixed with those owners before but via a different channel. The charterer unfortunately took it at face value and didn't check whether they had paid to that account before. The fraudsters subsequently stole hire payment which the charterers had to pay again.

Although the charterers failed to undertake any checks, they complained to the brokers that the message had been passed on without comment. ITIC has seen attempts like this to place responsibility for checking onto the broker. Brokers have been sent messages along the following lines: "If Broker notifies Charterer of any change in Owner's bank account details, Broker shall ensure that said change has been checked and cleared directly with the Owners. Broker shall indemnify Charterers for any loss caused by the change in account details."

Attempts to leave the broker with responsibility to check will not, however, resolve the fraud problem. Charterers must carry out their own due diligence. The charterer cannot be sure that what they have received was what the broker sent. Ultimately the charterer is the paying party.

Everyone in the communication chain must take care to avoid fraud and check the messages that they receive. It is important that brokers insert the type of notice referred to above in recaps and other messages and make it clear that if the charterers receive a message apparently from the brokers providing a change of bank account, that should be checked by the charterers with the brokers. The brokers should not have responsibility for charterers acting on messages that they have not checked with them.

The simple rule to prevent this type of fraud is to "pick up the phone and check". **SN**

*Andrew Jamieson is claims director at the International Transport Intermediaries Club (ITIC).*

# Legal Eagles...



Do you have a burning legal question for the HFW Shipping Network team? Email [legaleagles@ics.org.uk](mailto:legaleagles@ics.org.uk) for them to answer your question in the next issue of *Shipping Network*. Questions should be of a general nature and not specific to a particular live issue.

HFW's crack team of specialist shipping lawyers answer your legal questions



**Guy Main**



I am an owner of vessels which are often ordered to call at ports within the Middle East Gulf, UAE and Gulf of Oman region, including transiting the Strait of Hormuz. In light of recent attacks on tankers in the area,

can I refuse charterers' orders to my vessels to trade in that area? What can I do to protect my interests?



**Louise  
Lazarou**



The situation in the region is fluid and constantly evolving. Close attention should be paid to flag State advisory notices in relation to applicable security levels and reporting requirements that apply to vessels

in your fleet.

Whether orders to trade at ports in the region can be refused will depend largely on the agreed charterparty terms. First, the trading limit clauses should be checked. If the region to which the vessel has been ordered is not excluded in principle, the vessel would be obliged to follow the order subject – however, to consideration of other charter terms, such as those briefly set out below.

Second, it is advisable to make enquiries with the vessel's insurers to ensure that cover remains in place if the nominated

voyage is performed. Charterparties usually include clauses requiring the vessel to remain insured through the duration of the charterparty. If insurance is prejudiced by the vessel performing the nominated voyage, owners might be able to lawfully refuse the voyage order. It would be wise to obtain specific legal advice on a case-by-case basis.

Third, consideration should be given to whether the nominated port, berth or anchorage (as the case may be) to which the vessel has been ordered to proceed is safe based on the charterparty safe port clauses. Safety is judged by reference to the particular ship on the particular voyage. A port can be unsafe not just because of physical characteristics, but also because of political and war issues.

The test on whether a port is safe was set out in *The Eastern City* judgment as follows: "A port will not be safe unless, in the relevant period of time, the particular ship can reach it, use it and return from it without, in the absence of some abnormal occurrence, being exposed to danger which cannot be avoided by good navigation and seamanship." The test was later clarified further in the *The "Evia"* (No. 2) as follows: "If the set-up of the port is good but nevertheless the vessel suffers damage owing to some isolated, abnormal or extraneous occurrence – unconnected with the set-up – then the charterer is not in breach of their warranty."

## SAFE PORT COUNTER

The current status of events in the region does not generally appear to support safe port arguments based on the risk of vessels being attacked while in transit or at anchorages or ports. While there is a foreseeable risk that vessels (predominantly tankers) might be attacked, it cannot be said that the risk of attack is connected to the set-up of the ports in the area.

Fourth, consideration should be given to the charterparty war risk clauses. Standard war risk clauses are usually premised in the context of a war between States. Presently, there is no war between States affecting ports within the region, and it is accordingly possible that the war risk clauses might not give a master a right to refuse voyage orders.

If new charterparties are being drawn up, consideration should be given to including express terms dealing with the risks arising from trading in the area, including a right to refuse orders, watered down war risk clauses to address the current state of affairs and an express indemnity in respect of damages that might arise if the vessel complies with the voyage order and it is lost, damaged or captured. **SN**

*While every care has been taken to ensure the accuracy of this information at the time of publication, the information is intended as guidance only. It should not be considered as legal advice.*



In charterparties, consideration should be given to express terms dealing with these risks



I have chartered a vessel under a bareboat charter. One of the terms requires me to, at all times, keep the vessel in class. In the event of my failure to comply with this obligation, can the shipowner validly terminate the charter?



Whether a shipowner or a charterer is entitled to terminate any charterparty (including a bareboat charter) will depend on the particular terms. The terms may provide a right for one of the parties to terminate in given situations. Such provisions ensure that charterparties are commercially viable by allowing the shipowner or charterer to exit the agreement if the other party is no longer complying with central obligations.

The key is how the particular term in issue is categorised. English law provides three categories of contractual terms: (i) conditions, (ii) warranties and (iii) innominate/intermediate terms. A condition is a term which goes to the root of the contract. An 'innocent' party may terminate the contract and claim damages where the other party breaches a condition.

At the opposite end of the spectrum is a warranty, which is seen as collateral to the contractual purpose. Breach of a warranty would give rise only to a claim for damages. The innominate, or intermediate, term falls between the two, and any remedy will depend on the exact nature and effect of the breach. Serious breaches may entitle the 'innocent' party to remedies in line with those attributable to a breach of condition, whereas minor breaches will fall more in line with remedies for a breach of warranty.

Whether or not a shipowner may terminate a bareboat charter for the charterer's failure to keep the vessel in class is therefore reliant on the categorisation of this obligation.

We wrote on the principle of this topic and the decisions in *The "Astra"* and SPAR v GCL in the June 2017 issue of this publication, in relation to charterers' failure to pay hire under time charterparties. In 2015, Popplewell J in SPAR came to the conclusion that an obligation to pay hire is an innominate term and not a condition. This followed the established thinking, and the decision was affirmed by the Court of Appeal in 2017. This was important as in 2013, Flaux J decided, rather controversially, in *The "Astra"* that the obligation to pay hire should be deemed a condition.

## TERM DEFINITION

In a very recent case, *The "Arctic"*, decided in July this year, the Court of Appeal (overturning the decision of Carr J in the Commercial Court) ruled that the charterer's failure of its obligation to maintain the vessel's class under the bareboat charter (an



amended BARECON '89) was an innominate term.

The Court's reasoning placed an emphasis on the construction of the term. The Court held, among other things, that (i) the term was not expressed as a condition; (ii) the obligation to maintain class is closely linked to the obligation to physically maintain the vessel, which is not a condition; and (iii) the potential consequences of any breach are wide-ranging. The Court reasoned that there is nothing to suggest that a continuing warranty to maintain class during the bareboat charterparty amounts to a condition, and also provides helpful comment on the interpretation of continuing obligations.

It is worth remembering that breach of the obligation under discussion – that is, failure to maintain class – may be treated akin to breach of condition or warranty, depending on the severity of the consequences. **SN**

*While every care has been taken to ensure the accuracy of this information at the time of publication, the information is intended as guidance only. It should not be considered as legal advice. The articles were written by Louise Lazarou and Guy Main. Louise is an associate and Guy a senior manager (partner equivalent) at HFW, a sector-focused law firm specialising in shipping, aviation, commodities, construction, energy and insurance. Both are in the shipping department in HFW's London office. Guy is also a Fellow of the Institute and, before joining HFW, he spent 18 years as a shipbroker. Research was carried out by Samantha Cash.*

# Newbuilding falls on hard times



The first six months of 2019 were anything but rosy for newbuild orders, reports **Kate Jones**



**Kate Jones**

**N**ow is not a good time to be a newbuilding broker. In the first six months of 2019, less than half as many vessels were ordered in comparison to 2018 on the back of frozen growth and uncertainty within the world's economy.

VesselsValue, the online valuation, automatic identification system and market intelligence service for maritime and offshore, said that in the second quarter of this year, newbuilding orders hit record lows. Bulk carrier newbuild orders were down 73% for the first six months of 2019 compared with the same timeframe last year, and tanker newbuild orders were down 47%. As for containers, newbuild orders for the first half were down 49% year-on-year, and LNG newbuild orders also dropped by 39%.

According to Olivia Watkins, VesselsValue's head cargo analyst, when it comes to bulk carrier orders, panamaxes have been the most popular in 2019 thus far. Klaveness Combination Carriers placed an order for two panamax caustic soda and bulk carriers (CABUs), she said, taking the world fleet to 19 CABUs in total, with 17 of these under Klaveness ownership. Moving across to the capesize sector, Ms Watkins noted that in spite of low earnings across the sector earlier in the year, Cosco Shipping Bulk placed 13 orders for 208,000-dwt ships for \$54m each. However, Ms Watkins concluded that compared with the 45 capesize orders from this time last year, "13 seems minimal".

"The bulker market has had a tough first half after some demand 'shocks', although recent improvements are welcome," Clarksons Research said in a research note.

## TANKER ATTRACTION

Over in the tanker segment, Greece and Singapore are leading on orders. "The Greeks have been ordering any tanker size ranging from very large crude carriers (VLCCs) down to Medium Range 2s (MR2s), with 90% of the orders placed at South Korean yards," Ms Watkins noted, adding that Eastern Pacific Shipping ordered four option Large Range 2s for \$48m each.

Hyundai Mipo Dockyard has taken most of the MR2 tanker orders since the start of 2019, with 70%, or 23 out of 33, of MR2 orders placed with the yard. As for VLCC orders, these are down 60% for 2019 year-to-date against the same period last year.

Clarksons Research added: "The tanker market is certainly in a much better position than a year ago (earnings up 80% year-on-year in the first half), but seasonality, a relatively-short winter spike, heavy newbuild deliveries and refinery-maintenance mean first-half earnings slightly below the ten-year trend."

Within the container area, South Korea has placed the most orders. According to Ms Watkins, of the bleak 48 container ships ordered, 28 were ordered by South Korea, a great improvement in comparison to their two orders in the first half of last year. The main reason for the nation's dominance is Sinokor Merchant Marine, who placed orders for 16 feedermaxes, all constructed by Chinese shipyards, and four handy container ships at Hyundai Mipo Dockyard. These 20 orders constitute about 42% of the total container ships ordered so far in 2019 (as of July).

"Across the containership market, rates are just above trend, with some encouraging gains in larger vessel sizes (9,000 teu: \$36,000 per day)," Clarksons Research noted.



## Tanker talk



Specialist consultant Drewry said that an extended production cut by OPEC+ (the Organization of the Petroleum Exporting Countries and its allies) and dwindling Iranian exports risk negating seasonal firmness in the tanker market.

"The oil market has been highly volatile in 2019 on account of uncertain supply," it noted. "Although Drewry expects growth in non-OPEC oil supply to be higher than growth in global demand in 2019, US sanctions on Iran and Venezuela and OPEC's market management have made oil prices very unstable."

The price of Brent Crude – a benchmark price for oil purchases globally – has been volatile this year, and, following attacks on ships near the Strait of Hormuz, increased Iran-US tension has additionally helped underpin prices.

"Nevertheless, the current backwardation in oil prices suggests that despite the supply cut by OPEC, supply glitches in Venezuela and the US sanctions on Iran, the global oil market will be well-supplied in H2 2019," Drewry said. "According to crude oil futures prices, the anticipated surge in non-OPEC production, along with the negative impact of the ongoing US-China trade war on demand, will keep the market well-supplied, which bodes well for the tanker market."

The firm did note that if 11 OPEC members who have agreed to cut production maintain combined output around agreed levels in the second half, and if Libya and Venezuela keep output around levels recorded in May, the oil market will be in short supply for the rest of this year. According to Drewry estimates, in these circumstances, the oil market would see a crude oil inventory drawdown.

"The tightness in supply and the corresponding inventory drawdown would have a negative impact on tanker demand (especially very large crude carriers) and would go some way to negate the normal seasonal upturn," it said. **SN**

## GAS GUZZLERS

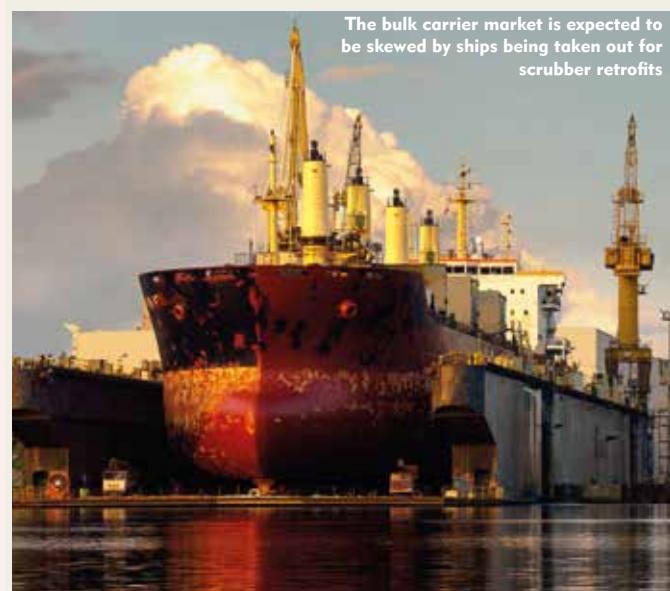
In gas, Greece is out in front when it comes to ordering. Since the year began, Maran Gas Maritime Inc has ordered five vessels. However, liquefied petroleum gas (LPG) newbuild orders have dropped by 73% for 2019 year-to-date (at the time of writing) against 2018 year-to-date.

"It has been quiet, with only six orders placed so far," said Ms Watkins. "Mitsui & Co started the trend, being first to order a Very Large Gas Carrier LPG (VLGC LPG) in January of this year. Heading into the middle of the year and after a considerable uptick in rates throughout the spring months, KSS LINE has been the most recent company to place an order of one option VLGC LPG ... for \$76m."

"LPG has moved upwards (6% below trend versus 65% below last year) and finished the first half strongly (~\$70,000 per day, with some encouraging trends in US and Australian exports)," Clarksons Research added.

As a whole, fleet supply continues to score highly for effort. "Growth of 1.9% in the first half is below trend and seems 'manageable', despite a moderate uptick in shipbuilding output (up 9% year-on-year to 51m dwt) and declines in recycling (down 45% year-on-year to 10.8m dwt)," Clarksons Research explained. "The orderbook sits at just 10% of the fleet, and our fleet growth projection for full year 2020, of 1.9% in dwt, would be the lowest rate of growth for over 20 years.

## Keeping dry



**The bulk carrier market is expected to be skewed by ships being taken out for scrubber retrofits**

It is anticipated that charter rates will remain robust after already posting sevenfold gains in 2019, with the world's biggest dry cargo ships being taken out of service for retrofits for adherence to the International Maritime Organization's incoming sulphur content limit – of 0.5% mass by mass – in fuel oil used on vessels operating outside designated emission control areas. At least, that's what Jan Dieleman, president at Cargill Ocean Transportation (operator of one of the biggest dry bulk charter fleets in the world), believes. Speaking to Reuters, Mr Dieleman claimed that many vessels, especially within the capesize segment, will go in for scrubber fitting and will be out of service for a minimum of 25 days each.

"If you add it all up, in a very short period of time, you take actually quite some supply out of the market," he argued.

According to the Cargill figure, some ships had already been removed from service to be fitted with scrubbers, and the pace is set to pick up in the second half prior to the limit entering into force on January 1 next year.

While dry bulk will be the sector most aligned with scrubber retrofits, the incoming legislation is a major shakeup for all shipping firms. **SN**

Newbuild ordering remained 49% below trend (down 54% year-on-year to ~ 25m dwt) and sale and purchase volumes also moved just below trend (down 22% year-on-year to 34m dwt)."

But change is coming for the newbuild sector. Alastair Marsh, chief executive of Lloyd's Register, commented that if the maritime sector is to meet the International Maritime Organization objective of a minimum 50% drop in greenhouse gases by 2050, emission-free ships need to join the fleet by 2030.

The approaching new decade, he said, will constitute "a critical decade for not only piloting and prototyping new fuel types and energy sources but also building future fuel supply chains". Mr Marsh was commenting on the launch of the Poseidon Principles, under which major shipping banks – including Société Générale, Citi and ING – will, for the first time, include climate considerations in decisions on lending. Consequently, it is a given that in the coming years, environmental factors will hold significant influence over shipbuilding. **SN**

# Cottoning on...

Weird and wonderful facts about one of the shipping industry's staple commodities.  
This month, we take a closer look at cotton



The word 'cotton' is derived from '**qutun**' or '**kutun**', an Arabic word used to describe any fine textile



Cotton is the world's **biggest non-food crop** and makes up half of the world's textiles



**7,000 years ago**, humans started growing cotton in the Indus Valley in what is now **Pakistan**. 2,000 years later, it was cultivated in what is now **Mexico and Peru**. Fragments of cotton fabric from 5,000 BC have been excavated in Mexico and Pakistan. Cotton spread east from Pakistan into China, Japan and Korea and west into Europe, reaching Spain in the 900s



**More chemicals are sprayed on cotton than on any other crop.** Today, cotton takes up less than 3% of the world's farmed land but uses a quarter of the world's pesticides

Cotton is produced in more than

## 100 countries

in the world, but **six** of them – China, India, Pakistan, the US, Brazil and Uzbekistan – contribute about **80%** of production



The fibre from **one 227 kg cotton bale** can produce **215** pairs of jeans, **250** single bed sheets, **1,200** T-shirts, **2,100** pairs of boxer shorts, **3,000** nappies, **4,300** pairs of socks or **680,000** cotton balls



Cotton and its by-products are used in the production of a huge range of products, including **bank notes, margarine, explosives, oil, cattle food, toothpaste and medical supplies**



The cotton trade was a driving force in the **Industrial Revolution** and helped to finance the British Empire



The first light bulb manufactured by Thomas Edison in the late 1800s used a cotton thread **filament**



Cotton has a neutral greenhouse gas footprint. In fact, the amount of carbon dioxide removed by cotton plants worldwide from the air is equivalent to taking **7m cars off the road**

In an average year, Australia's cotton growers produce enough cotton to clothe **500m people**



China is the world's largest cotton **importer** and is also the biggest **producer**

Sources: barnhardt cotton.net, cottonaustralia.com.au, edenproject.com

# Bringing more topics to more venues

**Matt Gilbert** celebrates the expansion of the joint Baltic/Institute Member lectures



**Matt Gilbert**

INTENDED to support and develop those working in shipbroking, chartering and operations, the joint Baltic Exchange/Institute of Chartered Shipbrokers lecture series was created three years ago in the spirit of the original historical coffee groups famed in London's shipping history.

A feature of the old Exchange, these coffee shops allowed younger brokers to network with and learn from more senior hands and gain from their experience.

Since its inception in 2016, this modern series of lectures has gone from strength to strength thanks to the uniquely strong partnership of the Institute and the Baltic Exchange, organisations which share a good deal in common, including values, codes and heritage.

**"This initiative aims to support those developing their careers in shipping and to encourage better advocacy across a future generation of industry leaders"**

Series two expanded the series one lectures to deliver similar topics on the same dates in the new locations of Athens, Singapore and Shanghai. Series 3, the 2019/20 series, will go one step further, with sessions examining topical issues facing

those working in these roles, offering advice on best practice in critical situations and insight into the changing patterns affecting sectors within shipping.

Taking place every other month and often including lunch where available, the lectures are free to all those working at Baltic Exchange member companies as well as Institute Members and company members. Feedback has been tremendously positive, and the events are considered a valuable addition to Members' benefits for those able to attend.

Supported by the major broking houses, this initiative aims to support those developing their careers in shipping and to encourage better advocacy across a future generation of industry leaders. Well over a thousand participants have been engaged, inspired, stimulated and challenged by the visiting speakers. The worldwide team hopes to welcome you to an event soon.

Provisional dates for series 3 are September 25, 2019; November 13, 2019; February 5, 2020; March 18, 2020; and June 3, 2020. For further information and to keep up to date on dates, topics, speakers and venues, please visit [www.ics.org.uk/baltic-lectures](http://www.ics.org.uk/baltic-lectures).

## DOUBLE WHAMMY FOR OPEN DAYS

Now held twice every academic year, Open Days have become a firm feature in the Institute's calendar.

The events are usually held in over 30 locations worldwide by Branches, International Teaching Centres and Recognised Partners and collectively provide the strongest-possible signal of the Institute's scale and international reach. They send a powerful message that the Institute is truly 'open' – that age, gender, experience, location and budget should not be a hurdle to anyone looking to improve their career development as a professional by studying for recognised industry qualifications.

The events themselves provide a great focal point for regional promotion and marketing activities, supported by the Head Office and linked to our increasing global network.

Please support your local branch by volunteering to assist with their Open Day. Don't forget to encourage your colleagues and associates to attend their nearest event in order to find out more about the great work of the Institute, how to begin professional studies and how to become a Member.

Save the date: Open Days on September 25, 2019 and February 5, 2020. **SN**



Credit: Baltic Exchange

The joint lecture series promotes learning and networking

# Elected to Membership

We congratulate and welcome the following who were recently elected to Membership:

## NEWLY ELECTED MEMBERS

Blagovest Beloperkin  
 Joseph Carlos Wu  
 Eva Stavrou  
 Ajitpal Singh  
 Kapil M Thakkar  
 Mohamed Ridwan Shaikh  
 Saurabh Kumar  
 Mili Verma  
 Theresa Hill  
 John Liddle  
 Joseph Ackland  
 Rob Millatt  
 Roshin Mathew Abraham  
 Robert Page

## NEWLY ELECTED FELLOWS

Bulgaria	Meera Kumar	India
China	Obiora Tagbo Efobi	Nigeria
Cyprus	Durand Richard Naidoo	South Africa
India	Shalini Muralidharan	UAE
India	Christopher G Fowler	UK
India	Georgios Pantaridis	UK
India	Harry Wrey	UK
Singapore	Lucinda Taylor	UK
South Africa	Mark Prowting	UK
UK		UK
UK		UK
UK		UK
Vietnam		New Zealand

## NEWLY ELECTED LIFE MEMBERS

Peter Entwistle



## Across the pond for a Branch dinner

**I**F YOU wanted to attend a Branch dinner, you might take a taxi or train to get to the venue – however in May, one committed guest travelled across the Atlantic Ocean to make a dinner hosted by an Institute Branch in the UK.

Alexandra Hagerty came over from the US for the North East of England Branch Newcastle Shipping Dinner via London, where she was sitting her Institute exams.

The event, the first of two formal dinners hosted by the Branch, raised more than £1,500 for two causes: UK youth charity Sea Cadets and the Branch's education fund.

Taking place at Newcastle Civic Centre in the UK city of Newcastle upon Tyne with 200 people in attendance, the evening welcomed after-dinner speaker Eddie the Eagle, who in 1988 became the first person to represent Great Britain in Olympic ski jumping since the 1920s. **SN**



Nikki Sayer (left) welcomes Alexandra Hagerty to the dinner

## Stateside meet-up a resounding success



The Institute is keen to step up its US activities

**T**HE Institute made its presence felt in the US in May when the chair of its West Africa Branch met up with a Member and Fellow in Houston, Texas.

Gertrude Ohene-Asienim, West Africa Branch chair and herself an Institute Fellow, made time during a visit to the US to meet with Hemant Chopra and Surinder Singh, a Fellow and Member respectively, during which "all things Institute" were discussed.

Currently, there is no Institute Branch in the US, although Mr Chopra and Mr Singh were eager to see networking opportunities for Institute members in both Houston and the US in general.

Ms Ohene-Asienim's US visit and the gathering gave both men the chance to begin thinking about working together and planning local activities.

Some ideas were tabled surrounding liaison with other maritime bodies to start some form of initiative.

Mr Chopra has been involved in organising this year's exams in his Houston office.

Both Houston members look forward to the next networking opportunity. **SN**

## Anyone for golf?

**A**ROUND of golf in sunny weather followed one UK Institute Branch's AGM at the end of June.

Skidby Lakes Golf Club, located near the UK city of Kingston upon Hull, was the venue of choice for the Humber Branch meeting owing to its easy access from around the Humber region.

Led by Branch chairman Danny Carmichael, the meeting included representatives from Ahlmark Shipping, Rix Shipping, RMS Ports and New Holland Dock.

Support was provided by Matt Gilbert and Eleonora Modde from the Institute's head office, the pair having also travelled to the north of England for education-related discussions.

Mr Carmichael is set to continue his tenure as chairman for the next 12 months (at the time of writing). **SN**



The Humber Branch golfers enjoy a round

# Philippines course includes Open Day

A TWO-DAY commercial shipping course in the Philippines was successfully combined with an Institute Open Day in May.

The fourth annual '*A Practical Approach to Commercial Shipping*' course took place in the Philippines capital Manila and was hosted by the Institute in partnership with Magsaysay Learning Resources, Inc (MLRI), Magsaysay People Resources Corporation's maritime and technical skills training arm.

The educational programme, opened by MLRI president Alexander Querol and delivered by Institute Member Leif Ollivierre FICS, attracted 24 participants from different industries, including several senior seagoing officers.

At the end of the first day, MLRI organised an Open Day, which saw attendance from invited guests as well as other interested parties.

During the event, participants heard about educational opportunities offered by the Institute.

The next day, the course continued, before concluding with presentations of certificates and group photographs.

The educational programme is the result of a Memorandum of Understanding (MoU) signed by the Institute and MLRI in April 2016. [SN](#)



**The MoU led to the course and the Open Day**

# Prestigious university helps host seminar

THE Institute joined forces with the Korea Maritime and Ocean University (KMOU) to promote opportunities for professional and educational development with the Institute in Busan, South Korea, at the end of May.

A jointly-hosted seminar, which aimed to encourage all participants to become part of the Institute, attracted students and practitioners from the local shipping sector.

KMOU's Professor Dong-Keun Ryoo gave a welcome speech and provided an overview of the Institute educational courses due to open in Busan in August.

Leif Ollivierre FICS also delivered a presentation about the Institute – plus learning opportunities, membership and networking advantages.

KMOU, which can be found in the city of Busan, is reportedly South Korea's most prestigious national university for maritime study, transport science and engineering.

In the last few years, the Institute has established a strong connection with KMOU because of co-operation with Professor Ryoo and Busan Member Enrico D'Agostini.

KMOU is currently a Recognised Partner of the Institute and is this year looking into becoming an International Teaching Centre. [SN](#)



**The joint seminar attracted students and professionals**

# Cyprus charity hike proves popular

**I**N MAY, the Cyprus Branch organised a charity hike in aid of the Panos Evripidou Foundation (PEF).

Over 40 people walked the 7-km Artemis Trail – part of Cyprus' biggest mountain range, Troodos – in under three hours.

To celebrate the day, the group also visited the nearby village of Koilani, enjoying local mezes and souvlaki.

Commenting on the Hiking for a Cause walk, Branch vice-chairman Stavros Fokas-Kavalierakis said: "We all enjoyed the

sunny weather of the Mediterranean and were astonished by the beauty of Cyprus' nature, which is more than its sea and beaches.

"The Institute hikers took many photos and had fun throughout the process, and all promised to attend next year's hiking event."

PEF works to improve the lives of children facing lifelong challenges as a result of being born prematurely. [SN](#)

# Taiwan programme still going strong

**S**HIP operations and management, marine insurance and logistics and multimodal transport have all been made available to study under the Institute and Taiwan International Ports Corporation's (TIPC) Professional Shipping and Shipbroking Programme.

The Institute said the initiative, now in its 11th semester, offers participants the chance to widen their professional knowledge in both ship operations and management and logistics and multimodal transport.

Those who sign up also have the benefit of a "great business platform for your business network with course participants".

The first course to kick off was Marine Insurance, which was set to begin on August 5 at the time of writing and was to take place every Monday from 18:30 to 21:30, for 45 hours in total.

The course will introduce participants to the marine insurance market, the practices and principles of marine insurance, claims and general average.

The second course, Logistics and Multi-modal Transport, begins on September 25 and will take place every Wednesday. The programme covers the interrelationship between all transport modes used in international trade.



**Participants praised the Dry Cargo Chartering course in the programme's 10th semester**

The final course, Ship Operations and Management, starts on September 26 and will take place on Thursdays.

The 10th semester of the initiative – featuring the subjects of Legal Principles in the Shipping Business, Dry Cargo Chartering and Liner Trades – began in April.

To register, go to <https://goo.gl/FmcswY> or call +886-2-23895450. For more information, email [yuching@twport.com](mailto:yuching@twport.com). **tw. SN**

# Lifetime gong for Institute president

**T**HE president of the Institute, The Lord Mountevans, was honoured with a Lifetime Achievement Award at the Seatrade Awards 2019.

The president, who is also chairman of Maritime London, was presented with the accolade by Seatrade Communications chairman Chris Hayman in front of an audience of almost 250.

Mr Hayman said that in linking his roles within the shipping sector and the governance of the City of London, The Lord Mountevans "has become a thought leader for the industry" in the UK.

The shipping veteran began his career in the City of London in 1972 as a graduate trainee with international shipbroker Clarkson before being appointed to the company's board in 1989, and from 2001 to 2014, he was managing director of the firm's gas division.

From 2015 to 2016, he served in the role of Lord Mayor of London, and he was also a Sheriff of the City of London in 2012-2013 – plus an alderman for the City of London for many years.

Aside from his work with Maritime London, which promotes London and the UK's maritime professional services, The Lord



**The Lord Mountevans receives his award**

Mountevans is a Baltic Exchange member, a Younger Brother of Trinity House and chairman of London International Shipping Week's board of advisors.

He also chaired the UK Government's Maritime Growth Study. **SN**

# Branch Commitment to the Armed Forces

**N**ORTH East of England Branch chair Nikki Sayer has signed an Armed Forces Covenant – a UK promise ensuring that those who serve or have served in the Armed Forces, as well as their families, are treated fairly.

According to Ms Sayer, during service, UK seamen, soldiers and airmen develop skills that ensure they can deliver whatever the UK Government asks of them and that makes them highly valuable to business post-service.

"There are excellent opportunities for ex-servicemen and women within the shipping and logistics industry because logistics is a fundamental part of everyday life in the forces," Ms Sayer explained.

"The qualifications the Institute can offer, coupled with the experience gained, would put ex-armed forces personnel in an excellent position for employment within our industry." **SN**

# Farewell to a former Branch chair

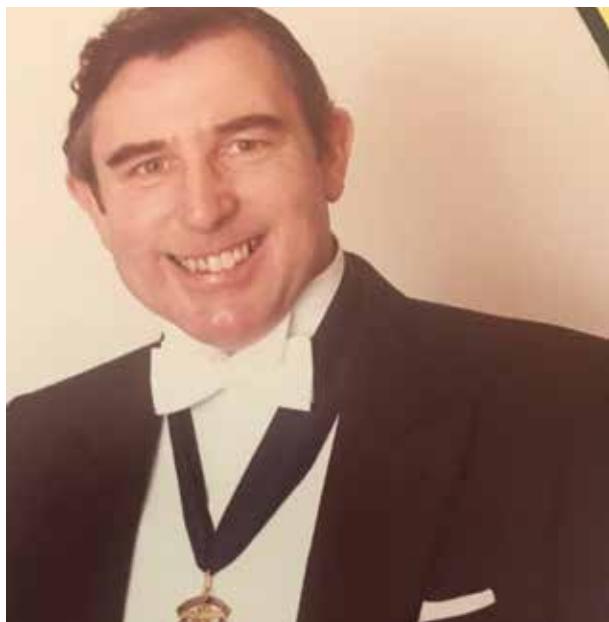
A FORMER chairman of an Institute Branch has died aged 85. Captain Brian Fletcher founded heavy/abnormal load transport company Osprey in the 1990s, having worked in shipping throughout his life.

Born in 1934 on the Isle of Man, Captain Fletcher was at sea by the age of 16 and served with historic British shipping lines with long sea passages to New Zealand, Australia and South America. He was also in the Royal Naval Reserve and spent time in the Royal Navy.

He came ashore as containerisation began to revolutionise shipping and worked for T&J Harrison (later P&O) and Whitwill Cole (later Seaport Shipping).

Highlights of Captain Fletcher's career included establishing a container terminal at the Royal Portbury Dock (part of the Port of Bristol) and arranging the call of the first car carrier bringing Datsun automobiles to the UK.

According to Nigel and Pete Fletcher, Captain Fletcher's sons, he enjoyed extensive travelling in retirement but more recently developed severe dementia. His passing is a sad loss to the industry. [SN](#)



Captain Brian Fletcher

## Sad passing of a Institute veteran

HARRY Lorkin, a Fellow of the Institute for many years, sadly passed away on July 9, 2019 at Kingston Hospital, aged 96.

Harry carried the mantle of chairman twice, and was very involved with students studying with the Institute.

His children, John and Anne, are in close contact with the Institute Head Office in arranging a memorial service

for Harry which will be held in London later in the year. Any members of the Institute who would like information relating to the service when the arrangements are in place please contact Head Office on +44 (2) 207 357 9722.

A full obituary will be published in the December issue of *Shipping Network* after the memorial service. [SN](#)

### BRANCH NEWS

## Branch chair's national strategy input

WEST Africa Branch chair Gertrude Ohene-Asienim took part in a review meeting for Ghana's draft National Integrated Maritime Strategy (NIMS) in July.

Ms Ohene-Asienim was invited to participate in the meeting, where she made a substantive case for why innovation and technology should be made guiding principles for the plan, by the Security Governance Initiative under Ghana's National Security Council Secretariat.

The chair was asked as a project consultant along with members of the National Maritime Security Technical Working Group, which contains 18 agencies with varied and complementing mandates within the maritime field.

Other relevant consultants from key institutions including the Ghana Maritime Authority, the Centre for Maritime Law and Security Africa and Masser Afrique were also present at the meeting.

The Institute supports Ghana's NIMS through the provision of sector-specific and professional maritime education and training tools. [SN](#)



Ms Ohene-Asienim talked about technology and innovation at the meeting

# Calendar

Cardiff

## OCTOBER EVENTS

**3 October**  
London & South East  
Branch  
Branch AGM  
London

**17 October**  
Institute AGM  
London and online

**17 October**  
Institute Prize Giving  
Ceremony  
London

**21 October**  
Deadline to register  
for the November  
examination session  
Worldwide

## NOVEMBER EVENTS

**08 November**  
North East of England  
Branch  
Annual Tees Dinner  
Middlesbrough

**14 November**  
Canada Branch  
Annual Dry Bulk &  
Commodities Conference  
Vancouver

**18-28 November**  
November examination  
session  
Worldwide

**29-30 November**  
Controlling Council  
meeting  
Cardiff

## DECEMBER EVENTS

**11 December**  
Greece Branch  
15th Annual Forum  
Greece



# The Secret Broker

## Dissection of a deal

Friday afternoon, and – as is the custom – the broking desk is involved in its weekly, 360°, peer-to-peer performance review. This process takes about an hour and usually involves two pints. We address the triumphs and disasters of the week with the appropriate congratulations or commiserations and get a sense of perspective on both.

It's a useful hour away from the desk. Sitting opposite your colleagues from dawn to dusk, reading their emails, listening to their calls, you would have thought that very little falls between the gaps, but it is surprising how many loose threads are tied together with an elbow resting on the bar.

In my experience, provided that you don't stop for the third pint, Friday afternoons can often see a late bloom of inspiration as the team return to their desks with the missing pieces of the various jigsaws they have been working on all week. But on this particular Friday afternoon I am not really feeling very inspired, as I am waiting for subs to be lifted on a deal and frustratingly the signs are not good.

My co-broker has now asked for two extensions to the deadline, and while he was full of urgent chat when asking for the first extension two days ago, the second request yesterday was far more mechanical. Mid-week he was painting a vivid scene of his client's boardroom dynamics with detailed pen-portraits of the clashing egos, but now he is almost mute

as the deadline approaches and even the simplest requests elicit no response. I fear that before close of business there is disappointment in store.

It can be tempting to take out your frustrations on your co-broker as a deal stumbles, but my co-broker is an old friend and we have known each other for decades. He knows what he is doing and there is little point in calling him every hour, even if my client is calling me every 20 minutes.

So, while I wait for the verdict, I have a market report to write. After so many years, I can write the wretched thing on autopilot. Over time, it has been reduced to a process of applying appropriate clichés to either a rising, falling or dead-flat market and trying to find an original pun on a ship's name.

Many years ago, I learnt that there is a virtue in blandness. The last thing you need is a particularly forceful and colourful phrase from your own market report quoted back at you at a critical juncture during negotiations. I always remind myself that however inspired I may be feeling, this week's searing insight into the market is not even next week's chip paper.

And then the axe falls. My co-broker has called. "Sorry mate, just couldn't get it over the line." Well the deal post-mortem with the client can wait. Right now, a cold glass of wine awaits me in the garden at home on a wonderful midsummer evening. I'll have another go at it on Monday. **SN**



# the stern

## BRITANNIA RULES THE WAVES

When it comes to the nationalities of C-suite leaders at the top shipping employers, Britannia rules the waves – but so do Denmark and the USA.

According to analysis from HR Consulting from Spinnaker Global, half of those top-tier positions are taken by Brits, Danes or Americans, accounting for 19%, 18% and 11% respectively.

The data covers 25,000 staff in 94 nations and comes from the 12th annual salary survey completed by Spinnaker Global as secretariat of the Maritime HR Association.

The membership features around 90 shipping employers and comes from across the world, although there are no mainland Chinese shipowners or charterers.

Indian nationals make up 8% of C-suite leaders at the leading shipping employers. However, 17% of senior managers – one level down – are also Indian, potentially indicating top-level alterations as today's leadership generation retires.

Yet, according to Spinnaker Global, nationality-to-discipline bias exists, meaning this is likelier in fleet management roles than in chartering roles, for example. Additionally, Filipino nationals make up 2% of fleet management staff, while 5% of superintendents are Chinese. **SN**

Top-tier positions are still dominated by the UK at 19%, Denmark at 18% and the US at 11%



## DENMARK GOES FOR DIGITAL FIRST

Denmark is aiming to be the world's first digitalised register of shipping by next year.

When the new Danish Register of Shipping is up and running, all vessel registration and reporting will take place digitally, reportedly lowering time for processing and minimising the paper requirement.

The register is being developed by the Danish Maritime Authority, the Danish government agency that regulates maritime matters.

The agency intends for it to be operational before 2020 is out to deliver quicker and easier shipping data-access and reduced business costs.

With this Northern European country blazing a trail, perhaps other nations will end up following suit. **SN**

## SHIPPING SPEAK

**“** "We are all seafarers, be it men or women, and must be treated equally"  
A female seafarer contributes to the International Maritime Organization online wall for Day of the Seafarer 2019, where people could post about the one thing they would alter to improve seafaring diversity

"Although there has been an overall slowdown in container shipping this year, the market will pick up in the medium-term"

**Ocean Network Express chief executive Jeremy Nixon comments on box shipping while discussing winning the Multimodal 2019 Personality of the Year award**

# Find your next move

The Institute and Spinnaker Global work together to promote the value of professional qualifications and training. A selection of our latest vacancies is below, visit [spinnaker-global.com](http://spinnaker-global.com) for our full listings.

## Chartering Manager, Hong Kong

You will be working in the Commercial Chartering Department where you will be required to do background checks on new companies and communicate with our clients in Urdu and English so as to develop the relationships with clients.

<https://bit.ly/2H7T9Rv>

## Tanker Operator, London

You will be responsible for issuing voyage orders and planning, liaising with local authorities, port agents and vessel owners, day to day operational issues ensuring compliance with voyage charter parties, invoicing, managing voyage expenses / disbursements and bills of lading.

<https://bit.ly/2H0Edoj>

## Marine Broker, Greece

This organisation has direct relationships with all the major P&I Clubs and also has long standing relationships with many Hull Insurers, as well as the Lloyd's market.

<https://bit.ly/2MoaOsD>

## Operations Assistant, London

Join a global trading company in their London offices; an entry level role, assisting the product operations team.

<https://bit.ly/2N1UxJ5>

To apply for these jobs, register for alerts or to search our other vacancies, visit [spinnaker-global.com](http://spinnaker-global.com) and see where Spinnaker Global can take you.



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- Marine & Transport Consultants
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- Worldwide cover

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- Advice on loss prevention

#### Confidence

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- More than 80 years underwriting experience



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