

WAVES

The background of the entire page is a composite image. It features a night-time view of a busy shipping port with numerous colorful shipping containers stacked in rows and yellow gantry cranes. In the distance, a city skyline with illuminated buildings is visible under a dark blue sky. In the foreground, a person's arm and hand are visible, holding a tablet computer. The tablet screen displays a complex grid of data, likely a shipping schedule or manifest, with various colored cells (green, yellow, red, blue) and text. The person is wearing a dark blue long-sleeved shirt. The overall lighting is a mix of the cool blues of the night sky and the warm yellows and oranges of the port lights and city lights.

Fuelling our industry's future

Revolutionizing vessel operations

smartOps is equipped with tools to achieve better efficiency across several fronts of vessel operations including fleet performance, emissions monitoring, and voyage tracking.

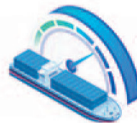


smartOps



Voyage and Emissions

Voyage and Emissions uses machine learning algorithms on the telemetry and weather data in hindsight and model your vessels' operations. Operations are reviewed against the model of your vessels and equipment based on design/model/trial data to indicate the key fleet performance indices of your vessel and its equipment. This analysis will also help to predict and advise speed, power, and RPM profile that your vessels should follow to minimize fuel consumption.



Performance Tracking

Performance Tracking enables operational data to be collected through vessel manual reporting and telemetry and processed through algorithms that help evaluate fleet performance/efficiency. It delivers performance ratings, trends, indicators, fault diagnostics, and predicted due dates for the next maintenance actions.



smartAlerts

smartAlerts uses internal algorithms to predict warnings and alerts to address, tackle, and help eliminate issues in the early stages.

Fleet Monitoring Centre

MariApps' customers benefit from an in-house Fleet Performance Centre (FMC), which provides round-the-clock operations, digital support, and the ability to stream vessel's sensor data to the FMC.

Fleet Monitoring Centre activities include the following:

- The fleet teams receive assistance with navigational, operational, commercial optimization, and efficiency (High-frequency AIS data-based).
- Monitoring and reporting on navigational safety issues such as weather warnings, routes, emission zones, canal transits, and piracy.
- Monitoring of equipment parameters and consumption in real-time (For vessels fitted with telemetry)

FLEET MONITORING CENTRE



TRAFICOM
Port, Transport and Communications Agency

Deloitte

BUREAU
VERITAS

ISAE
3402
SERVICES

INTERNATIONAL
REGISTERS

To know more about digital solutions from MariApps, please visit www.mariapps.com or contact **Khalil Rehman Aziz**: khalilrehman.aziz@mariapps.com

Foreword

Dear members,

Now that the shipping industry is starting to open-up with the post-pandemic relaxing of travel restrictions around the world, that sense of bonhomie is slowly returning. We are a sociable industry, and we thrive on face-to-face networking and interaction but, goodness me, haven't we all missed meeting each other and pressing the flesh. You only need to talk to senior executives in the industry to see how quickly their travel schedules are returning to pre-Covid normality.



We are seeing this change ourselves here in Singapore with restrictions being eased.

But I think that the advances in virtual communication seen during the two years of lockdown are here to stay. Probably not to the extent seen during this time but as a hybrid solution alongside in-person exchanges. We need to interact and mix but do we still need to fly to the other side of the world just to attend that one board meeting? Indeed, the ability to attend virtually meant that more people were able to attend online events than would have done in-person. So, a balance has to be struck.

And as we emerge from the Covid crisis, shipping is faced with something equally as concerning, the crisis in Ukraine. With over 14% of the world's seafarers Russian or Ukrainian, shipping will start to see crew supply and possibly wages, coming under pressure. Global trade is also being affected, not to mention, higher interest rates and inflation. In addition, the surge in energy prices around the world will impact on our ability to spend and ultimately what is shipped into and out of our ports.

These are all important issues but decarbonisation and the drive to lower emissions remain high on shipping's agenda. Alternative fuels, more efficient engines and ship-to-shore vessel performance optimisation will continue to play their part. Shipping is the engine for the global economy as it ensures that consumers always have access to daily consumables and commodities. And shipping will continue to show its agility in meeting the demands of the market in the most efficient way possible.

René Piil Pedersen

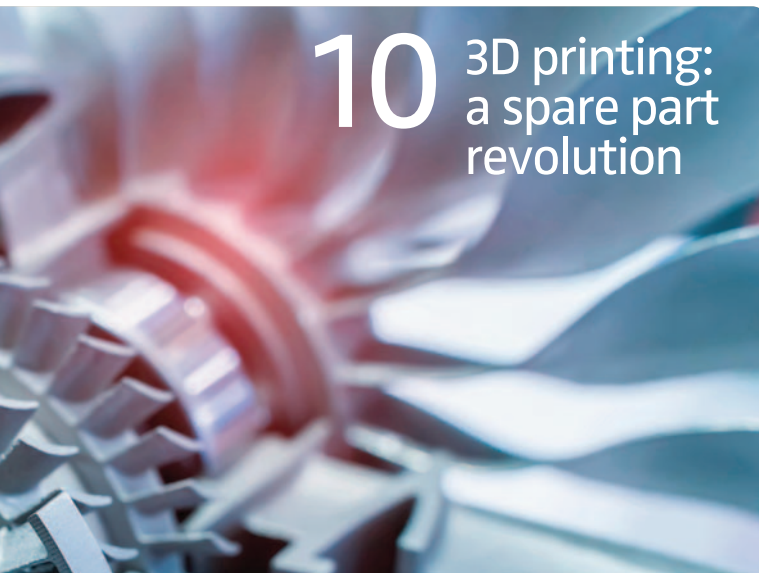
SSA Vice President & Honorary Secretary,
General Affairs Committee Chairman

THOUGHT LEADERSHIP



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Notice to all SSA members – stay in contact

As you are aware, the SSA Secretariat often sends out email circulars to inform you, our members, of SSA's events and the latest developments in the industry. We have noticed that some of you may not be receiving the email circulars sent out by the SSA Secretariat – as your office email server may have classified our emails as spam.

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SSA: working with the GCMD to benefit the industry

The SSA recently announced that it was underlining its commitment to reducing shipborne emissions by signing a partnership agreement with the Global Centre for Maritime Decarbonisation (GCMD) to support and accelerate efforts towards helping the industry achieve its decarbonisation obligations.

The SSA recently announced that it was underlining its commitment to reducing shipborne emissions by signing a coalition partnership agreement with the Global Centre for Maritime Decarbonisation (GCMD) to support and accelerate efforts towards helping the industry achieve its decarbonisation obligations.

The agreement will pave the way for greater cooperation between both organisations, in the fields of knowledge and data sharing when it comes to maritime decarbonisation initiatives, such as green corridors and pilot programmes, to help accelerate the adoption of low- or zero-carbon solutions.

So delighted was the SSA in signing the agreement that its President Ms Caroline Yang described it as an important step forward in SSA's determination to play a leading role in reducing shipboard emissions.



Dr Sanjay C Kuttan, Chief Technology Officer, SSA

But what is the thinking behind the formation of the Global Centre for Maritime Decarbonisation? According to Dr Sanjay C Kuttan, Chief Technology Officer, the main motivation is to commit to and enable a more proactive role in driving maritime decarbonisation through collaborative action.

“The shipping industry has had the Energy Efficiency Design Index (EEDI) standards that focussed on promoting the use of more energy efficient equipment and engines for a while now,” he said. “While there’s been a lot of effort in ensuring the designs are impactful, I think we’ve reached a stage where the International Maritime Organization (IMO) and the shipping companies in general want to do more, and this will come in the form of an energy transition to low-/zero-carbon fuels and the adoption of energy efficient enabling technologies. Some lower carbon fuels such as LNG are available today but zero-carbon fuels candidates



“There’s been a lot of effort around it but I think we’ve reached a stage where the International Maritime Organisation and the shipping companies in general need to do more.”

such as green ammonia and e-methanol are unlikely to be ready or available at scale in the near term. The key question for a lot of companies then is ascertaining the right time to invest in low-/zero-carbon solutions to remain in compliance to regulations while enjoying the fastest return on investment.

Top of everyone's mind is accessibility of the new fuels cognizant that vessels have a typical lifespan of 25 – 30 years. This will therefore have an impact on the types of fuel systems to be installed in vessels be it for retrofits or new builds. There is also the realisation that adopting new fuels doesn't just reside with any one stakeholder across the supply chain and must be owned at the ecosystem level. The ecosystem being the maritime community that needs to collaborate and move together."

GCMD Factsheet

The Global Centre for Maritime Decarbonisation (GCMD) was set up on 1 August 2021 as a non-profit organisation with an initial investment of S\$120 million from the Maritime and Port Authority of Singapore (MPA) and six founding partners, namely BHP, BW Group, Eastern Pacific Shipping, Foundation Det Norske Veritas, Ocean Network Express and Sembcorp Marine.

Strategically located in Singapore, the world's largest bunkering hub and second largest container port, GCMD aims to help the maritime industry eliminate GHG emissions by shaping standards, deploying solutions, financing projects, and fostering collaboration across sectors.

GCMD is led by Prof Lynn Loo, as the Chief Executive Officer (CEO), Dr Sanjay Kuttan as the Chief Technology Officer (CTO) and Ms Heather Yang as the Chief Operations Officer (COO).



Dr Kuttan adds that when you consider the large level of investment needed to deploy decarbonisation solutions, the notion of a shared risk model becomes more enticing “because if we can all work together and share the financial burden across the value chain, then the weight of making a judgement call on where we think the shipping industry should move towards becomes lighter as the risks are shared across multiple entities rather than all sitting in one organisation.”

He shares that GCMD was formed for the very purpose of bringing about collaboration amongst the various stakeholders in the ecosystem. “When the International Advisory Panel on Maritime Decarbonisation (IAP) looked at the challenges facing maritime decarbonisation, the ethos behind recommendations made in 2021 must have been the need to bring people together to start thinking about this cohesively and comprehensively. GCMD was born from that ethos that collaboration is the only path

When you consider the large level of investment needed to deploy decarbonisation solutions, the notion of a shared risk model becomes more enticing.



forward if the maritime sector is going to solve this maritime decarbonisation challenge.”

“You can’t get the private sector on board based just on the influences of flag state or the port state, or the influence of government through policies or the readiness of port infrastructure and services. I believe that the Maritime and Port Authority (MPA) in its desire to maintain and project a stronger leadership position in decarbonising the maritime sector, was bold enough to

Critical elements for success

GCMD is focused on conducting pilots and trials to lower the barrier for broad market adoption of low-/zero-carbon solutions. By marrying academic rigour with industrial realism, it takes a transparent, deliberate, open and practical approach in curating and demonstrating viable decarbonisation solutions towards a net-zero future for shipping.

The need for deep investments and a regulatory framework are hurdles that can delay the commissioning of pilots and trials. GCMD is uniquely positioned to help overcome these roadblocks by (a) investing/co-investing capital in these projects, and (b) opening dialogue with relevant government agencies to accelerate the framing of regulatory sandboxes through our partnership with MPA.

A private-public partnership, GCMD affords neutral ground to convene stakeholders across the value chain, ensuring diversity of inputs, to operationalise pilots for the common good of the sector.

make this recommendation to the Singapore government through this IAP effort. We were also fortunate that there were likeminded people around the table who were willing to go beyond the rhetoric and come together in the spirit of real collaboration backed by some real hard cash to make it happen,” he added.

“It is about recognising that it’s going to take money to pilot/trial these new technologies and co-funding the execution of those pilot/trials to shift the impact needle.”

“This is not a financial investment where there may be future financial/commercial gains. Our partners are putting money into the Centre for the sake of the entire maritime community and entrusting the team with the task of identifying and closing the gaps whilst pushing boundaries to help the industry move forward through pilot and demonstration of solutions. This is what makes GCMD unique yet complementary to the other decarbonisation centres around the world. It’s not just about thinking about things to do but going one step further; it is about recognising that it’s going to take money to pilot/trial these new technologies and co-funding the execution of those pilot/trials to shift the impact needle.

So, if we don’t put money in, no one else is going to do it. Giving life to the idiom “put your money where our mouth is” and see if we can push those boundaries. I think that’s the key difference to enable collaboration for impact.”



3D printing: a spare part revolution

Necessity, as they say, is the Mother of invention and this adage could be firmly directed at the level of innovation that is currently happening in the shipping industry.

But while some initiatives may be easy to understand, the ability to 'print' a spare part using metal or plastic instead of ink is out there at the cutting edge of innovation. But according to Peter Schellenberger, Vice President Supply Chain at Thome Ship Management, 3D printing is here and is already proving its worth. Indeed, more and more OEMs are showing increased interest in 3D printing, providing them with increased serviceability, shorter delivery times in key locations around the globe, as well as reducing the working capital required for spare parts manufacturing and storage.

"Almost three years ago, Wilhelmsen launched a 3D Printing Early Adopter Program after a couple of years proving the value proposition of on-demand manufacturing through pilots. OSM and Thome were the founding members and were part of several companies that had a bit of a knack for doing new things and modifying the supply chain.

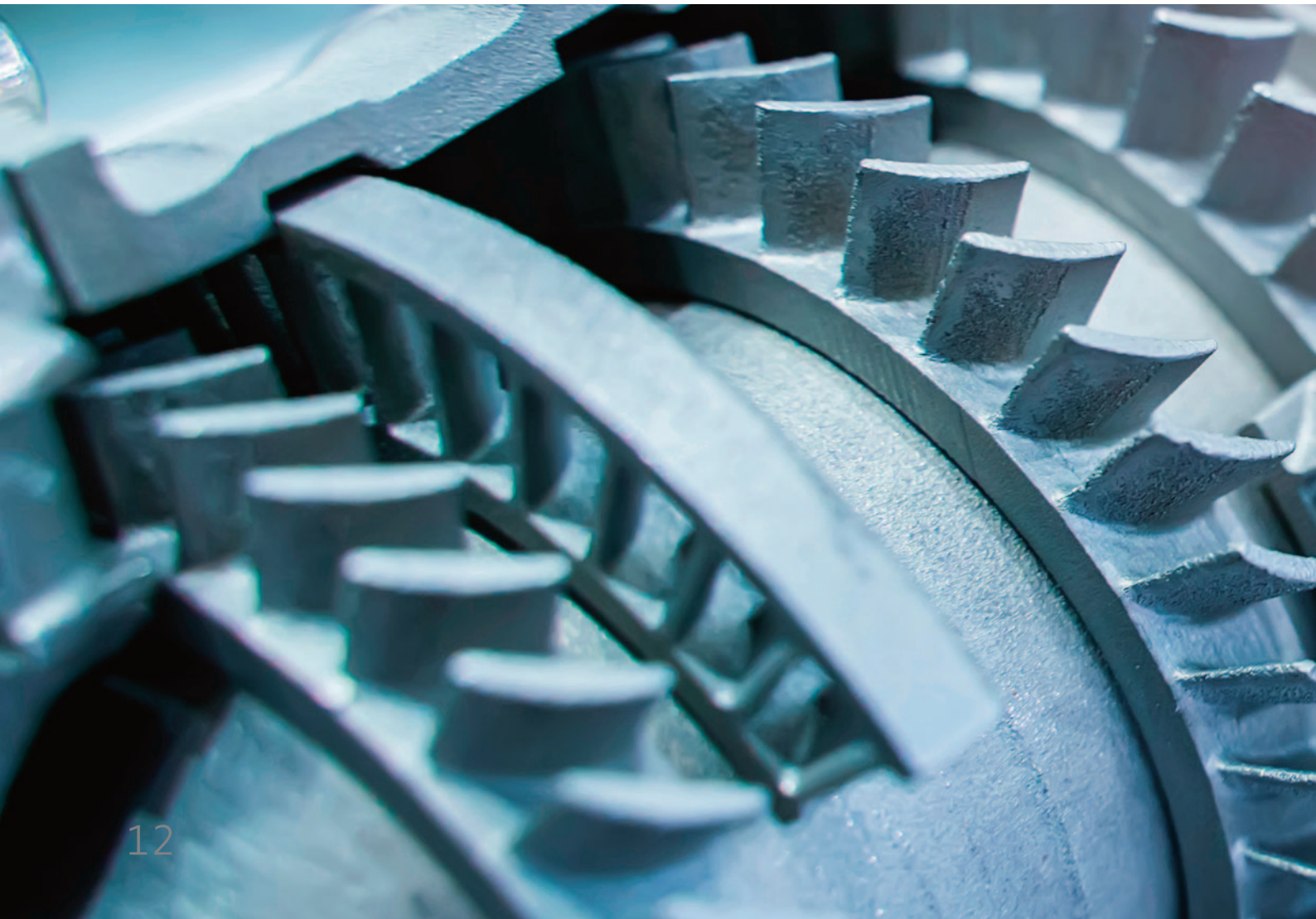
“We all saw the potential because we had followed what was happening with Maersk. They were the first ones to look into this and had a plan to put 3D printers on every ship about six to seven years ago and they wanted to print their own spare parts. But they quickly realised that if they wanted to cover their own scope of what a good printer could print, then they would need 70 raw materials to be stored onboard. In other words, it was more complicated to manage the supply chain for the printer than for the supply chain itself. That was why the onboard part of 3D didn’t work so we came up with the idea of sourcing the 3D printers closer to port,” he said.

Through the Wilhelmsen initiative, Thome has access to a global 3D printing manufacturing network, with printing bureaus located in key locations at almost all continents. These bureaus operate about 10 different polymer and

metal 3D printing technologies offering an array of materials that cover a wide profile of vessel spare parts. According to Mr Schellenberger, 3D printing aims to deliver hard-to-source vessel spare parts, at the quantity you need, and in the shortest time possible. This latest collaboration between Thome and Wilhelmsen will digitise and reference designs from engineering drawings or even photos to recreate the parts a vessel desires, subject to IPR and class approval

“Our vendor uses leading edge 3D modelling and printing techniques to manufacture spare parts in plastics or metals with value-adding properties such as corrosion or heat resistance, or with improved durability and strength,” he said

The project is targeted at areas within the supply chain operation considered as pain points. These are spare parts



with long lead-times, poor part performance and those with obsolete/legacy parts. "So as a rule of thumb, if we are sourcing for spares faced with these three main issues, we can explore our 3D printing options," he said.

A 3D printing catalogue has been put together listing those print-on-demand (POD) products that can be 3D printed. "The requestor just needs to identify and state the Product Numbers specified on the catalogue so we can proceed with further processing of your requirements as per standard purchasing procedures," he added. Wilhelmsen has digitalisation specialists who can reference designs from engineering drawings or even photos to recreate the parts needed.

According to Mr Schellenberger, 3D printing aims to deliver hard-to-source vessel spare parts, at the quantity you need, and in the shortest time possible.

What parts are feasible for the CPOD service to produce? Parts that mostly satisfy the following criteria have high feasibility for 3D printing; high value parts; those parts that cannot be sourced easily in the market or that the lead time of the part is too long; parts that have a high minimum order quantity or where the requested part is complex in design. And the range of materials is also growing: Most Steels, Aluminium Alloy, Bronze, Titanium, Inconel, Cobalt Chrome as well as plastics such as ABS, PLA, Polycarbonate, Nylon, rubber-like composite and transparent resin.

As Mr Schellenberger concluded, the digital and traditional supply chain will continue to go hand-in-hand for decades, but on-demand manufacturing serves as an excellent alternative for LPO issues. "The biggest challenge is first getting the idea into the heads of the vessels that it is possible to print items that are not easy to get," he said.







Inventory Management: Addressing a complex problem with a simple solution

Inventory management is one of the most manual and operational workflows in the shipping industry. Lack of complete solution, time-consuming processes and absence of standard operating procedures lead to inaccurate storage and consumption data.

Insufficient or unavailable spare parts can lead to vessel downtimes that could cost the shipping company millions in delays and insurance claims. Holding excess inventory will incur significant carrying costs and spare part ageing and degradation problems. According to Clarkson's Research¹, spares and maintenance costs in the shipping

The challenge is to have the right ecosystem between the various stakeholders to optimise the inventory levels across the fleet and increase productivity for both ship and shore employees.



industry have been steadily on the rise and can constitute approximately 18% of a vessel's Operating Expenses (OpEx). The manual processes cause additional burden to the crew's productivity.

The existing systems create redundant steps in carrying out the day-to-day operations and hours are wasted every day in finding and locating spare parts on ships.

Moreover, the supply chain disruptions in the last two years have made the task of procurement even more challenging and cost intensive. The whole cycle of events is causing additional pressure on the operating costs and workload on both ship and shore employees. The challenge is to have the right ecosystem between the various stakeholders to optimise the inventory levels across the fleet and increase productivity for both ship and shore employees.

PROPELLER: Simplifying complexity with innovation

SCNX is partnering with shipping companies in digitising their inventories and creating a personalised ecosystem that suits their needs and solves their problems. The SCNX PROPELLER Internet of Things (IoT) solution enables company-wide visibility throughout the supply chain. The

PROPELLER product suite integrates seamlessly with existing planned maintenance systems (PMS)/Enterprise resource planning (ERP) platforms and consists of three integrated software and hardware modules:

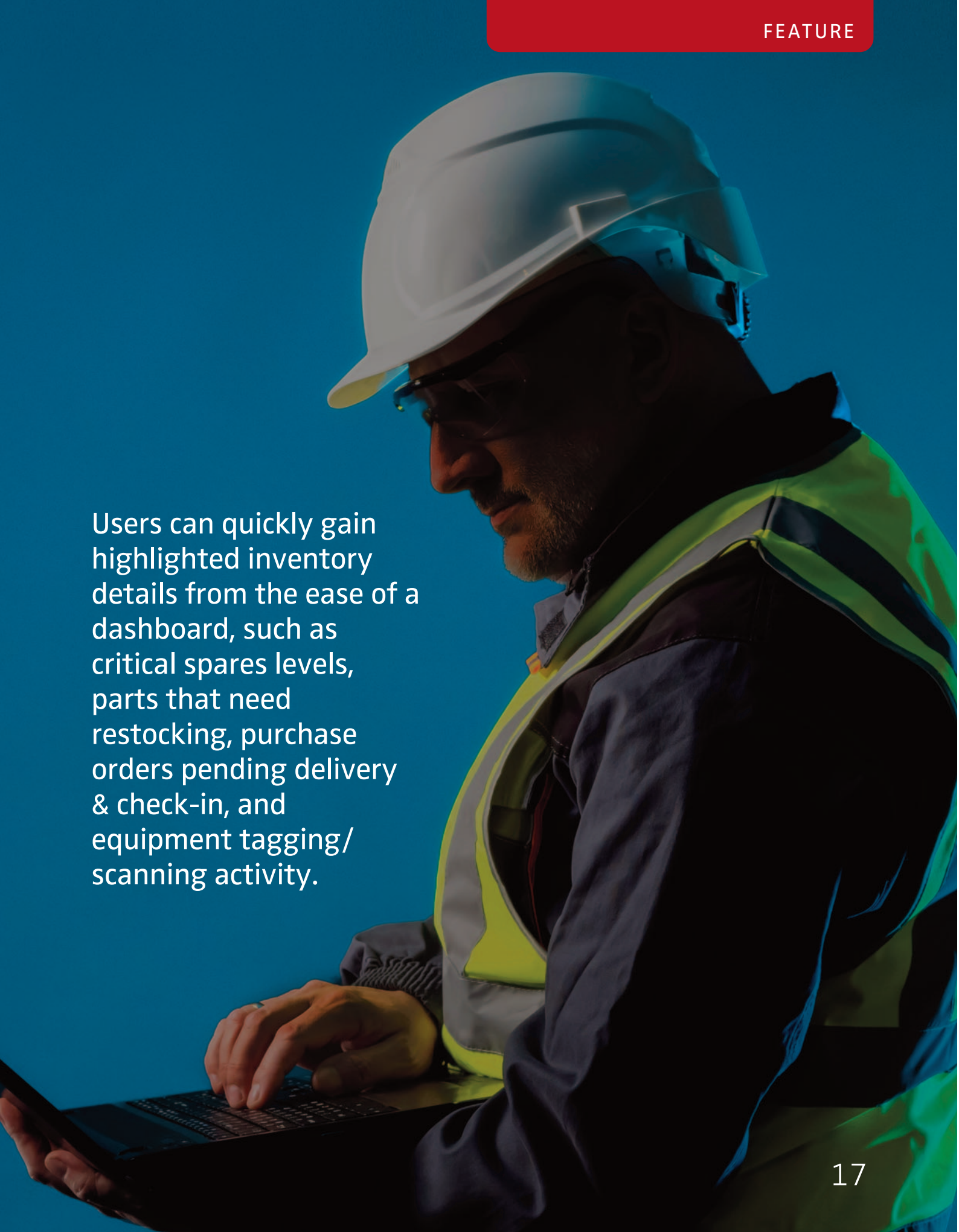
PROPELLER Ship: The portable onboard solution that enables engineers to carry out their inventory-related tasks and operations from any part of the ship or engine room. This system seamlessly works with the PMS system and helps to provide accurate inventory data and automate inventory management operations. This results in saving thousands of dollars in overstock and man hours.

PROPELLER Shore: The high-end data engine for the shore buyer and procurement teams that aggregates vessel data and uses AI and ML to generate dashboards with actionable insight. PROPELLER Shore's valuable recommendations include opportunities for bulk procurement, bundling opportunities and pricing trends to help customers manage and control budgets.

PROPELLER Supply: Currently in pilot with selected suppliers, this module integrates the supplier ecosystem that allows pre-tagging of the spare parts and provides shipping status updates along the supply chain. This leads to better transparency of goods arriving on board

How PROPELLER works

Onboard workflow is simplified through industry grade IoT tablets with integrated cameras and scanners and RFIQ/QR codes to facilitate accurate inventory updating on the go. Data automatically synchronises with PMS or ERP platforms.

A construction worker wearing a white hard hat and a high-visibility yellow and orange safety vest over a dark blue long-sleeved shirt is shown in profile, looking down at a laptop. The worker is typing on the keyboard. The background is a solid blue color.

Users can quickly gain highlighted inventory details from the ease of a dashboard, such as critical spares levels, parts that need restocking, purchase orders pending delivery & check-in, and equipment tagging/scanning activity.



Utilising cutting-edge digital tools and mobile scanning technology, SCNX simplifies complex inventory management with benefits that scale up the entire value chain.

Even when tablets are offline or out of range, inventory reconciliation can still be completed once later synchronised - providing total vessel coverage.

Captured data from PROPELLER Ship seamlessly feeds to onshore officers, fleet managers, and procurement teams via our highly secure cloud-based PROPELLER Shore portal. The information converts into actionable insights through AI and ML algorithms. Performance data and trends help vessel operators make better business decisions with fleetwide monitoring and analysis.

Users can quickly gain highlighted inventory details from the ease of a dashboard, such as critical spares levels, parts that need restocking, purchase orders pending delivery & check-in, and equipment tagging/scanning activity. Accurate data and visibility provide competitive advantages while identifying opportunities for inventory optimisation.

The digitalisation of inventory ensures:

- An accurate digital starting point for inventory data consisting of right inventory levels, spare-part pictures and digital manuals
- Instant savings of over 25% of annual procurement spend proven by our experience of deployment over 50 vessels
- Reduction in spare part ageing enabled by FIFO (First in First out) recommendations
- Elimination of overstocking leading to reduction in operational expense

- Strong boost in productivity by automating manual processes such as stock reconciliation
- Establishment of standard SOP's that ensures sustainable communication and data between ship and shore teams
- Continuous cost saving opportunities across the fleet through intelligent recommendations

According to our customers, PROPELLER is improving well-being and vessel morale by simplifying onboard and shoreside workflow with fun and easy tools to use. "Crews say the PROPELLER portal and tablet are user-friendly, and it's like playing with a game on their phone. Finding parts is like using a metal detector that pings the location.

Engineers can become fluent with the app in a few hours. Even staff who are reluctant at first appreciate using it. They also love the digital equipment manuals stored on the tablets," our customers have told us.

In conclusion, IoT technology has huge potential to unlock value in the shipping industry. According to McKinsey & Company², over 10% of maintenance costs and 50% of downtime can be addressed with IoT systems. SCNX is challenging the status quo by building systems for frontline workers that focus on user-friendly experiences to improve working conditions and productivity. Utilising cutting-edge digital tools and mobile scanning technology, SCNX simplifies complex inventory management with benefits that scale up the entire value chain.

1: <https://clarksonsresearch.wordpress.com/tag/opex/>

2: https://espas.secure.europarl.europa.eu/orbis/sites/default/files/generated/document/en/Unlocking_the_potential_of_the_Internet_of_Things_Full_report.pdf



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领英



● Shipping

Winning International Group is the world's largest bauxite shipping company and a leading maritime sustainable logistics service provider.

We take sustainability and innovation as our core competitiveness and strategy to secure success and create social value. Winning operates a fleet of over 100 bulk carriers, half of which are self-owned with a total capacity of 7.43 million dwt. We also innovatively manage one of the most sophisticated maritime transshipment barge systems in Africa and Asia, with an annual capability of 50 million tons. The system consists of two floating commodity terminals (FCT), eight large-scale floating cranes and nearly 100 barges, tug boats, bunker tankers and floating docks. Winning's maritime supply chain solutions are designed, equipped and delivered up to the highest standards to empower our customers to share our core value of sustainability and reliability, seamlessly trade and thrive across four oceans and six continents. Our upgraded green logistics investment in recent years epitomizes Winning's ambition to achieve a higher level of sustainability towards Net Zero.

● Mining

Mining to make a positive difference for a more sustainable future is the mission of Winning's mining business.

SMB-Winning Consortium is formed by Winning International Group of Singapore, China Hongqiao Group Limited of Shandong Weiqiao Pioneering Group Company Limited, Yantai Port Group of Shandong Port Group of China, and UMS of Guinea. The Consortium began bauxite development in Guinea in 2014 to drive positive change through its employment, environment and engagement policy at both local and

state level, and the enhanced annual production capacity to 40 million tons today. The Consortium makes Guinea the largest exporter and the second-largest producer of bauxite in the world now, as well as the leading supplier of bauxite to market of China. SMB-Winning Consortium is fully living up to the expectations of ESG performance and hence getting more resilience to unforeseen risks.

Led by WIG, Winning Consortium Simandou will operate a world-class iron ore mining project in the prefecture of Kérouané, Kankan region in Guinea, Africa. Amongst iron ore deposits worldwide, the Simandou deposits constitute the largest unexploited reserve of high-quality iron ore. Blocks #1 and #2 of the mine currently account for more than 1.8 billion tons of estimated reserves, with a grade of 65.5 per cent or more. Winning Consortium Simandou is committed to bringing internationally respected knowledge, experience and finance to help develop Simandou to international standards.

● Railway

SMB-Winning Consortium, led by Winning International Group, invested US\$750 million to launch the construction of the Dapilon-Santou Railway in March 2019. Located in northwest Guinea in the regions of Boke and Kindia, the railway begins from the Consortium's Dapilon Port in Boke and terminates at the Consortium's Santou mine zone in Kindia, measuring 125 km in length and constitutes of 21 bridges, two tunnels, and six stations. The Dapilon-Santou Railway is the first modern railway constructed in Guinea over the past five decades. With its entry into operation in June, 2021, the railway now is providing infrastructural support to major mine zones along the route, with an annual capacity of approximately 45 million tons. SMB-Winning Consortium is taking environment protection, safety and security integral to the daily running of the Dapilon-Santou Railway in the cause of fostering social prosperity and peace in Guinea.



SSA signs partnership agreement with the Global Centre for Maritime Decarbonisation



Singapore Shipping Association (SSA) has underlined its commitment to reducing shipborne emissions by signing a partnership agreement with the Global Centre for Maritime Decarbonisation (GCMD) to support and accelerate efforts towards helping the industry achieve its decarbonisation obligations.

The agreement will pave the way for greater cooperation between both organisations, in the fields of knowledge and data sharing when it comes to maritime decarbonisation initiatives, such as green corridors and pilot programmes, to help accelerate the adoption of low- or zero-carbon solutions.

With the global shipping industry looking at new fuel technologies to drastically reduce GHG emissions, such as LNG that is currently available, and ammonia and methanol moving forward, the opportunity to collaborate on such projects and initiatives is vitally important.

Ms Caroline Yang, President of SSA, welcomed the agreement, saying it is an important step forward in

SSA's determination to play a leading role in reducing shipboard emissions. She said: "We are delighted to be working with the Global Centre for Maritime Decarbonisation, especially as Singapore intensifies its decarbonisation efforts in the maritime sector, with the recent unveiling of a blueprint that sets out strategies and goals to be achieved by 2050 and the resources to support these initiatives."

Professor Lynn Loo, CEO of GCMD, said: "Collaboration and alignment across the industry is key to decarbonising the sector. SSA is a trusted advisor and partner to more than 470 member companies across the ecosystem as well as related government agencies. This partnership is an opportunity for GCMD to understand industry concerns around the technical and standards challenges to better ideate pilots and trials, as well as share insights from other decarbonisation projects through SSA's technical committees. GCMD can also help to support the shaping of standards and guidelines through our involvement in the various standards development organisations."

SSA joins forces with the MPA and SMOU to open up shore-based career opportunities for today's seafarers

The Singapore Shipping Association (SSA) has signed a Memorandum of Understanding (MOU) with the Maritime and Port Authority of Singapore (MPA) and the Singapore Maritime Officers' Union (SMOU) that will help to bridge the gap in preparing seafarers for a working life ashore in today's highly digitalised world.

The MOU, which was signed during Singapore Maritime Week, will support, and equip seafarers with the relevant skills needed in transitioning from a sea-based to a shore-based career, with a particular emphasis on sustainability and digitalisation.

All parties will collaborate to help maritime employees undertake new and redesigned jobs in Industry 4.0 and beyond, and work towards a more digitalised and sustainable shipping industry, but with a pledge to build a relevant, ready,

and resilient workforce for the sustainability of the industry labour and talent pool to command fairer and better wages as well as welfare and work prospects.

A committee made up of the three signatories, plus any other relevant partners, will be set up to help companies equip their employees with future core competencies and technological tools to improve personal and operational effectiveness and efficiency. SSA, MPA and SMOU will help employers identify what training and skills are required and incorporate new transformation requirements into their company-based training programmes and plans.

Caroline Yang, President of SSA, welcomed the MOU claiming it was a major step in helping seafarers embrace innovation and business change when they come ashore.



SSA Business Outlook Conference

SSA successfully held its Business Outlook Conference as its first physical event of the year on 15 February 2022. Seeing as how this event was planned and circulated in such a short timeframe, the responses and support we received was overwhelming.

Due to the pandemic, the SSA could not find earlier opportunities to bring its members together, especially for a networking session. Hence, when this event was finally approved, it wanted to take the opportunity to hold a presentation of membership certificates to all new members who joined in the last two years. They were thanked for their

SSA was keen to give its members a lighthearted and enjoyable event to unwind and network with each other as a kick-start to the year.



contribution so far and were encouraged, albeit the times are trying, to continue their contribution.

In view of Chinese New Year, Master Adelina Pang was invited to give the members a fun and lunar-themed outlook on the future of the shipping industry. She showcased her expertise with intriguing analysis, tips, and advice on horoscopes and Feng Shui. She presented her perspectives on auspicious work dates/locations, potential conflict people may face in the upcoming year and what can be expected. Additionally, Ms Quah Ley Hoon, Chief Executive at the Maritime Port Authority of Singapore (MPA), was also invited to give her

closing remarks. She shared her sentiments with regards to the effects of the pandemic on the maritime industry and her views and goals for the year of 2022.

SSA was keen to give its members a lighthearted and enjoyable event to unwind and network with each other as a kick-start to the year. We were glad to see our participants actively engaging and listening to the various sharings. SSA would like to thank our sponsors: Ocean Network Express, Jurong Port, The Winning Group, and Veritas Petroleum Services, without whose support, this event could never have come to fruition.



Sharing our future goals

On 29 March, the SSA co-organised a Sharing Session with Innovation Norway on Maritime Technology and Innovation centring around the theme, Digitalisation and Decarbonisation.

The hybrid event was graced by the Norwegian Ambassador to Singapore, H.E. Eivind Homme, and our Vice President, Mr René Piil Pedersen.

These two key areas have been the major focus for Singapore maritime players over the past few years, and

Norway has substantial expertise in green solutions and technology to offer, as seen in the recent Menon Report, conducted by DNV and Menon Economics, in January 2022.

The Sharing Session brought in the relevant committees, Digital Transformation Committee (DTC) and Marine Fuels Committee, and the Norwegian maritime clusters to explore areas of mutual interest and potential collaborations to drive digitalisation and decarbonisation efforts.





SSA, ASA & CLASS NK collaborate to encourage Cyber Security Incidents Reporting

SSA, Asian Shipowners Association (ASA), and Class NK are joining hands to encourage their respective members and the industry to proactively report cyber security incidents in shipping.

Many companies struggle with the quandary of wanting to report cyber security incidences so that others do not become further victims (so that eventually the cyber security posture of the shipping industry will improve) while at the same time being careful of possible negative publicity that may arise. The three organisations will collaborate to provide learning materials and resources to help foster a culture of cyber threat information-sharing.

As the first initiative of the above collaboration, they will create a series of podcasts with prominent industry players sharing how they deal with cyber incidents, and how they

endeavour to manage the delicate balance of awareness and at the same time anonymity. The podcast series emphasises reassuring companies on the outcome and purpose of reporting cyber incidents. This initiative will target members and partners regionally, as well as, internationally.

Michael Phoon, the Executive Director of SSA, and Secretary for the ASA-SNEC said “We are now overwhelmed by the number and scope of security tools and capabilities that exist in the industry. However, we are missing an important step i.e. the sharing of the actual number of cyber incidents from the shipping community. The industry is still very protective in reporting cyber incidents. However, we see the importance of collaboration to tackle this challenging chapter in Maritime; and ironically, what is missing is the reporting of cyber incidents.”

Understanding Digital Transformation & Leadership

The fascinating SSA Tech Talk Thursdays have continued with Disruption, Digital Transformation and Leadership being the basis of an informative webinar at the end of March.

The webinar, expertly moderated by the SSA's very own Noel Ong, started with a presentation by Juan Jose Gil from Aventura Group on SMEs Disruption & Ambidextrous Leaderships. This was followed by a detailed presentation by Toh Keng Hoe on 'Steps to get SME's employees involved in transformation projects'. It was then down to Low Wai Mung to talk about 'Leading Digital Transformation and Innovation'. Onsite interviews with the Orient Maritime Agencies Transformation Team then followed.

Addressing delegates, Juan Jose said the top 10 risks facing Singapore SMEs were a failure to innovate or meet the needs of their customers; damage to their reputation or brand; increasing competition; economic slowdown; risks to cash flow or liquidity; major project failure and workforce shortage; outsourcing; corporate governance and the burden of compliance as well as loss of intellectual property. Ambidextrous leadership is not new, he said, but is the ability of a leader to step in 'and run a company within a stable environment and within a changing environment. Disruptive innovation creates new markets and reshapes existing ones, delegates were told.

Singapore's goal, Mr Gil said, was to become the Silicon Valley for the global shipping industry. This would be achieved by

nurturing 150 marine tech start-ups by 2025, up from the previous goal of 100. Another takeaway he said was to become comfortable with the uncomfortable. Using the analogy of the elephant and the mouse, he said the elephant (ie the big corporation) was big but moved slowly whereas the mouse (the SME) was small but fast moving. Elephants were afraid of mice because they feared they would climb up their trunk. And in the analogy, the trunk is a lever and SMEs all need levers.

According to Toh Keng Hoe, while digital transformation is the cultural, organisational and operational change of an organisation, industry or ecosystem, it is the process of using digital technologies to create new, or modify existing, business processes, culture, and customer experiences to meet changing business and market requirements.

Low Wai Mung from Samudera Shipping told delegates that digitalisation embraces the ability of digital technology to capture and assess data to make better business decisions and enable new business models.



SSA Stewardship in Leadership



SSA's first workshop of 2022 was successfully held on Friday, 25 March 2022. We would like to thank our Young Executive Group (YEG) for supporting the SSA in conducting this workshop at the Only U Space.

The workshop saw participants from various sectors, holding a range of positions in their respective companies. SSA's executive director, Michael Phoon, was invited to give a sharing on how these members of the industry can implement effective changes into their working style with the goal of becoming a steward leader.

Michael gave the attendees an introduction on his experiences and journey to leading a company, different styles of leadership and the concept of leadership versus management. The participants also actively engaged in discussions and conversations regarding their own experiences and their thoughts around what it really takes to be a 'good leader'. It was a good opportunity for attendees to clear their misconceptions on the word 'leadership' and to



realise that anyone can be a leader, despite their positions in the company.

We hope that through this workshop, our participants have managed to gain the confidence to kick-start their journey to become a steward leader. With the current need for a passionate talent pool, we want to encourage all our members to take the step towards leading their companies and bringing the industry to greater heights.





International Women's Day

SSA's Young Executives Group (YEG) held an event on 30 March 2022 at Bridge+ to mark International Women's Day.

This event was organised to celebrate the achievements of the women in our industry so far. We invited four distinguished guests with different backgrounds to be speakers in the panel discussion: Ms Quah Ley Hoon (Chief Executive, Maritime and Port Authority of Singapore), Ms Caroline Yang (Chief Executive Officer, Hong Lam Marine and President, SSA), Audra Low (Chief Executive Officer, Clifford Capital) and Ms Tan Beng Tee (Executive Director, Singapore Maritime Foundation).

Ms Gan Sue Ann (Partner, Norton Rose Fullbright) moderated the panel discussion, raising a number of important issues for our panelists to debate and discuss. Attendees were in for a treat as our speakers shared interesting



stories from their journey to becoming valuable leaders in maritime; the difficulties they face as women in a male-dominated industry; and their amusing methods in dealing with discrimination. It was a thoroughly captivating session as we witnessed how our speakers pushed their way through to end up where they are today despite the hardships that come with being a woman.

“When you own your value, you magnify your value.”

We hope that our attendees were inspired by our speakers' exchanges and are willing to put in the work to continue breaking the bias for our future generations. To our female audience, we hope that this event motivated you in one way or another to be yourself unapologetically and know that you are never alone.

Attendees were in for a treat as our speakers shared interesting stories from their journey to becoming valuable leaders in maritime





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