

2023 Q1 Issue 76

WAVES

Shipping in 2023: What's Ahead?

A special International Women's Day feature included



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Foreword



Dear Members,

As we look forward to 2023, I am pleased to share that normalcy has largely resumed in Singapore and the maritime sector in particular is once again operating at full speed. However, the arrival of 2023 brings into sharp focus that there remain fewer than seven years to reach the IMO's 2030 carbon emissions goals. This needs to be achieved notwithstanding the stresses of the pandemic and the conflict in Ukraine. Furthermore, we need to ensure that Diversity & Inclusion remain at the top of our agenda if maritime is to remain an attractive and relevant career option for the brightest minds. To this end we have included a Special Feature to coincide with International Women's Day that explores how gender equity is experienced by women in maritime.

While the cost of doing business in Singapore is certainly creeping up compared to other maritime hubs, the volatile and uncertain nature of these times is impacting the industry worldwide. These rising expenses not only relate to the raw materials our sector requires operationally, but also to the cost of recruiting and retaining our talent. We need to ask ourselves how Singapore can compete in a global market despite the additional cost pressures and instability we are all facing.

Despite these challenges, we must continue in our quest for decarbonisation. Decisions still need to be taken regarding the future of bunkering and who will be responsible for funding research into alternative fuels but, for its part, MPA has developed a Maritime Singapore Decarbonisation Blueprint. The emphasis for ocean-going vessels is on multi-fuel bunkering but, for harbourcraft, the aim is to find hybrid solutions leading to full electric propulsion by 2050.

Additionally, Maritime Singapore will be incentivising owners to operate green ships, advocating for strong, credible and inclusive climate action at the IMO and elsewhere, creating a global hub for maritime decarbonisation R&D, promoting green financing, and strengthening carbon accounting and reporting. While MPA will be committing at least \$300M towards these initiatives, it will still require significant investment from owners. However, together we must find a path that allows us to urgently pursue decarbonisation while ensuring that we remain competitive and profitable.

Digitalisation remains a feasible means to achieve decarbonisation goals. Increased monitoring and real time information enable operators to maximise energy usage and operational efficiency. The new regulations requiring all ships to calculate their attained EEXI and to report their annual operational CII will also be facilitated by the use of technology.

The maritime sector knows where its ambitions lie: to attract the best talent the world has to offer; to utilise digitalisation to increase the effectiveness of our industry; and to achieve the decarbonisation goals set by the IMO. For sure, achieving those ambitions will not be easy, but it is essential that we stand firm and continue on our chosen path. Turn to our Technology Feature to gain expert insight into how we can best embrace digitalisation and keep our cyber systems safe.

2023 will undoubtedly be a year of challenges for us all but I am confident that, by working together, Maritime Singapore has the skills and determination to meet them all head on.

Rene Piil Pederson,
SSA Vice President

Thought Leadership

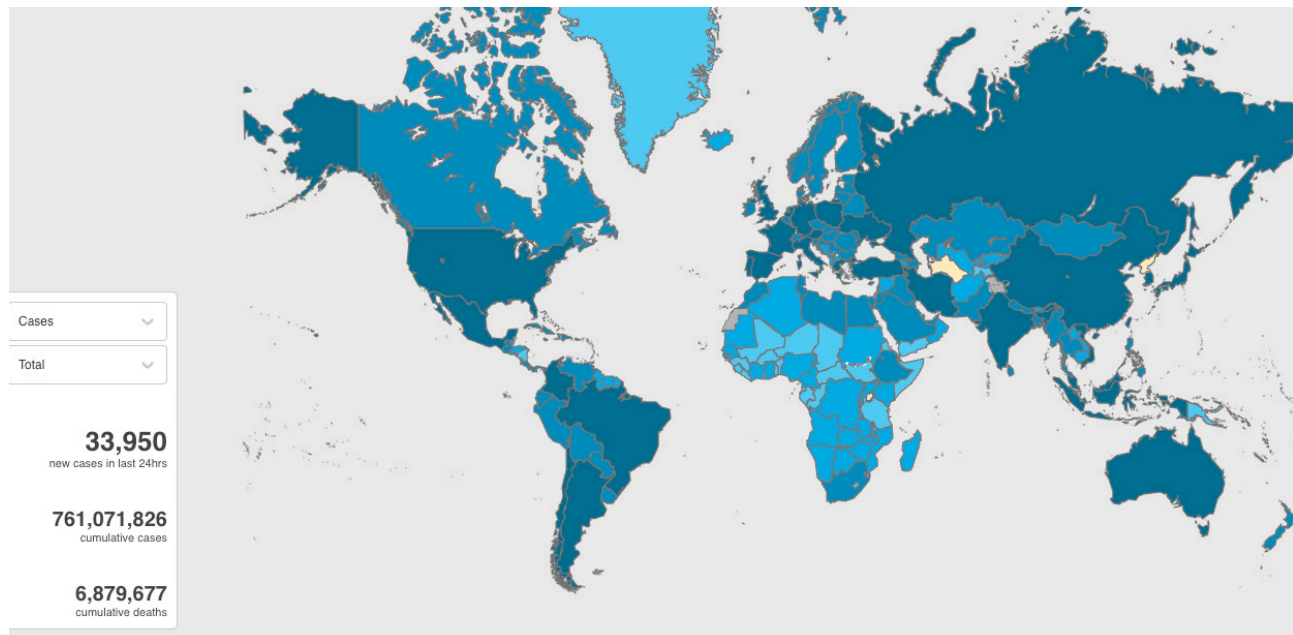


SSA – finding a route through the pandemic

At the start of 2023, life in Singapore returned back to pre-pandemic days as the country moved to an alert level of DORSCON Code Green (Disease Outbreak Response System Condition). It also gives us the confidence to look back at what was accomplished during the challenging COVID years.

When the COVID-19 pandemic first broke out, nobody could have predicted the impact it would have globally. It soon became clear that Governments worldwide were taking urgent measures to protect their populations – usually in the form of border closures. The ramifications for seafarers were immediate and pernicious, as it meant that they couldn't sign off to go home or sign on to ships for work.

It took many stakeholders in the Singapore maritime ecosystem – besides SSA, other industry segments, seafarer unions and government agencies coming together to collaborate to alleviate the crisis. The steps implemented by the Singapore Shipping Association (SSA) allowed hundreds of thousands of seafarers to re-join their families. However, without the support and efforts of the people and organisations listed, none of these vital measures could have been put in place. The leadership role that SSA undertook to support Singapore's credibility as an International Maritime Centre came to the fore during the pandemic.



Number of global COVID-19 infections as of March 21, 2023 by World Health Organization (WHO), <https://covid19.who.int/>

Forging a path for Maritime

Singapore Shipping Association (SSA), and its Executive Director Michael Phoon, were amongst the first to comprehend the urgency of the situation and subsequently establish a clear path forward for the Port of Singapore and indeed for the entire maritime sector. "We realised that Singapore, being a major port, would be a huge speed bump for global seaborne trade as it occupies the halfway point between East and West for shipping."

Being in almost daily contact with all the key maritime leaders in Singapore prior to the pandemic enabled SSA to quickly identify the key persons who were operationally experienced to find solutions to address fast growing border closures across the world. With Singapore, being a major container port, Michael quickly roped in the local representative of the World Shipping Council to assess the situation at hand, and followed by others and the crew change workgroup comprising of five individuals were quickly formed.

"When I heard the total figure was likely to be half a million, with 10% likely to come through Singapore, I realised that the numbers were sufficiently great to warrant an approach to the government. It wouldn't be right to abandon these seafarers – every one of them is someone's child, parent or sibling who deserved to return to their homes or get onboard to work."

Led by Michael's direction on addressing risks expressed by government agencies, the workgroup delivered a working draft on crew change protocols. This would later be published as the Singapore Crew Change Guidebook.



Working closely with other agencies

As an active trade association, SSA has developed a close relationship with the Singaporean authorities that has created a high level of mutual trust. This meant that SSA's approach to the Immigration and Checkpoints Authority, the Ministry of Health, the Ministry of Transport and the Maritime and Port Authority of Singapore, and processes to develop a safe travel bubble was viewed as positive and credible.

Thanks to SSA's detailed planning, trial operations ran smoothly and the Working Group was also able, via the Ministry of Transport, to seek support from the air sector to expand chartered flights to major crew sourcing countries like India and The Philippines. "By operating these charter flights safely, we were able to give airlines the confidence to start thinking about opening up to business travellers and stranded families."

Of course there were hiccups along the way, most notably when a complete handbrake was applied to shipping for two weeks due to COVID outbreaks elsewhere, but that didn't stop progress.

"We had proactively pulled the authorities into our working group throughout development of the safe travel bubble, so they knew we understood their concerns. They had seen how thorough we were in our monitoring processes, to the extent that seafarers were required to wear smart wearables at all times to relay their location and temperature. We simply spent those two weeks sharpening up our processes even further and identifying how we could pinpoint infections at an even earlier stage."



Thought leadership

STAR Fund is formed

As crew change volume began to increase, the authorities, buoyed by the SSA processes of strong controls and gatekeeping, collaborated with SSA and a tripartite initiative was born with the aim of funding initiatives to push out the best practices beyond Singapore's borders. Thus, the Shipping Tripartite Alliance Resilience (STAR) fund was created with early funding partners from the SSA, the MPA and the unions.

STAR Fund enabled the establishment of 17 certified quarantine (CrewSafe trademarked) facilities, which ensured proper quarantine for crews in India, Philippines, Indonesia and Malaysia. STAR Fund would later play a vital role in funding seafarer vaccines. As better vaccines became available, this meant that Singapore was able to offer vaccinations to all seafarers coming through the Port of Singapore. SSA's credibility in the crew change processes, and efforts in quarantine, were matched by PSA, its longstanding member, who came through by making available a dedicated building, refurbished and equipped the space, to be used exclusively for seafarer vaccination.

Michael shared one of his memorable highlights that occurred late in December

2021. Two vessels manned by crew from Myanmar had called into port. The political situation in their country had left them with no means to be vaccinated and they were resigned to contracting COVID.

"We arranged for them to come down from their vessels to get their jabs. They were masked up as per the precautionary measures, while awaiting their turn at the SeaVax Centre, I could see the relief in their eyes behind their facemask. When the set of crew completed their vaccinations, the Captain came up to me and wanted to hug and shake my hand. Because of safe distancing measures I had to step back.

But the Captain and crew expressed their thanks and said it was the best Christmas present that they received from a foreign country.

I was almost moved to tears to hear that from the crew. And that made the efforts more worthwhile, knowing that we have made a difference for others".



Making a difference to seafarers worldwide

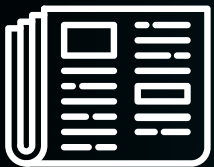
In fact shipping did not contribute to any local cross cluster infections and Singapore handled well over 220,000 out of the global 780,000 stranded seafarers – figures substantiated by data from MPA - making a difference to the lives of 25% of the global seafarer repatriation situation. When the IMO urged other countries to adopt the Singapore Crew Change guidebook as a best practice model, many more seafarers around the world also benefited.

“We were able to demonstrate that we could pull together a close-knit group of members whose companies are located around the world and, despite the unique challenges each of them

faced, develop a workable solution to issues that were considered by some to be insurmountable. The relationships we have grown during this period will, I’m sure, lead to further collaborations among us all as we face future challenges such as decarbonisation.”

The two and a half years of pandemic reflected the very strong leadership, and some would say steward leadership, that the association has given to its members. No matter how big or small, every one of whom was affected by the pandemic. And it has shown the entire shipping industry that Maritime Singapore is ready and able to take a lead when the situation calls for.





23 January 2020

First case of
COVID-19 in Singapore

> April 2020

SSA-initiated crew change work group

- Maritime and Port Authority of Singapore (MPA)
- Singapore Maritime Officers' Union (SMOU)
- Singapore Organisation of Seamen (SOS)
- Singapore Shipping Association (SSA)
- Synergy Marine Group
- International Maritime Employers' Council (IMEC)
- World Shipping Council (WSC)
- Western Shipping
- Wilhelmsen Ship Services

**> End May/
early June 2020**

Crew safe quarantine
presented to IMO who
encouraged all countries
to emulate



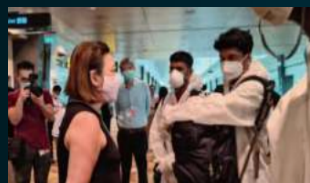
7 April 2020

Start of
Lockdown
in Singapore



> May 2020

Launch of Crew Change



**> The Crew Change
Guidebook officially
published**



> August 2020

Formation of STAR Fund
Taskforce (SFTF) to oversee
Singapore-based fund to
support safe crew change
solutions in seafarer
supply countries

- MPA
- SMOU
- SOS
- SSA




- > **January 2021**
Vaccination facility established for maritime frontline workers








- > **May 2021**
Gaining approval from the Ministry of Transport and Homeland Crisis Executive Group

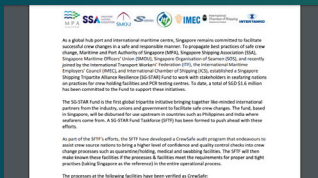
- > **February 2023**
Singapore reverts to Dorscon Green

Masks no longer required on public transport 

Singapore will further ease its Covid-19 measures from Feb 13 as it lowers its Dorscon level from yellow to green.

-  Masks no longer required on public transport
-  Masks still needed when interacting with patients in hospitals, clinics and nursing homes
-  Use of TraceTogether and SafeEntry stepped down: public can uninstall app, return tokens at CCs from Feb 13
-  Non-vaccinated travellers entering Spore no longer need to show proof of negative pre-departure Covid-19 test
-  Covid-19 vaccines, oral antivirals will remain free for those eligible but patients will no longer get 100% subsidy for treatment from April

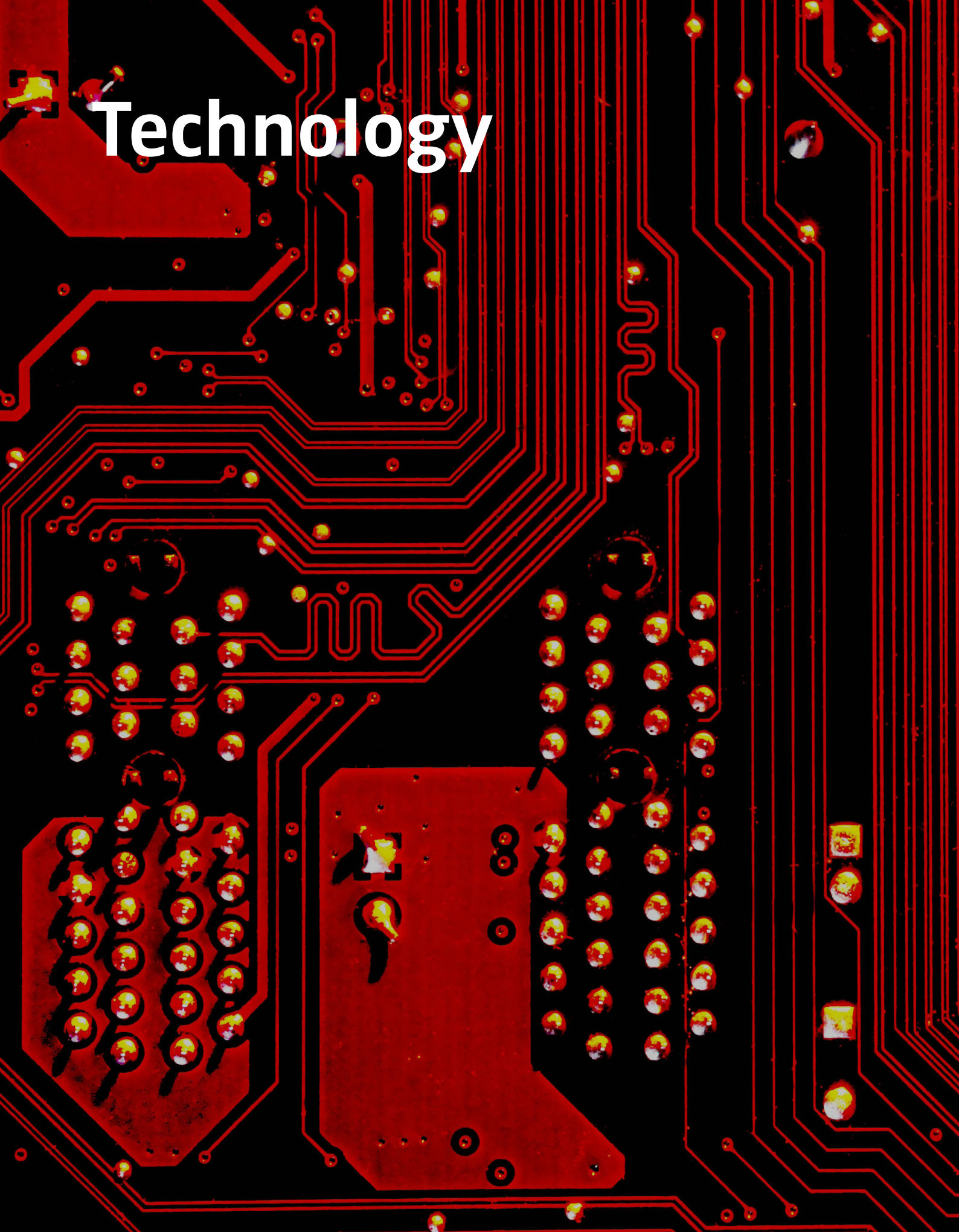
- > **March 2021**
Established overseas certified Stay Home Notice (SHN) facilities for seafarers



- > More international partners (ITF & IMEC) support the STAR Fund paving the way for a seafarers' vaccination programme in Singapore (SeaVax)

- > **August 2021**
The SeaVax vaccination centre becomes operational





Technology

The steps Maritime should take to protect itself from Cyber-attacks

By Richard Wagner

Richard Wagner is Regional Director Asia at CyberOwl, a business that provides cybersecurity and data analytics for ship operators and managers around the world. He is also Chairman of the SSA Cybersecurity Sub-Committee. Here he explores how companies can protect their fleets as they embrace technology.



Richard Wagner, Regional Director Asia at Cyberowl

The more companies embrace technology, with IoT, navigational systems, dynamic positioning, and operational controls, the more they leave themselves vulnerable to a cyber-attack. This is exacerbated by the fact that many ships are now connecting more systems internally and have increased connectivity to onshore networks meaning that breaches can spread rapidly.

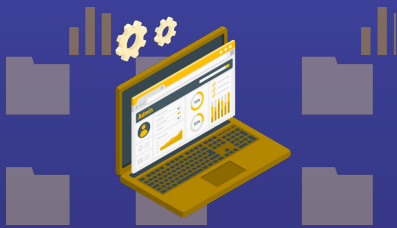
So, to get the undoubted efficiency and financial benefits of their investment, it is imperative that shipowners and managers put safeguards in place to protect their fleets. Recently CyberOwl instructed an independent research consultant to conduct an investigation and survey into how maritime businesses are managing their cybersecurity. We surveyed representatives of 80 different shipping companies and the results highlighted three significant disconnects.

1



The first disconnect we found was **organisational**. There was a real lack of understanding and ownership of cybersecurity issues at a senior level – we found that there was less visibility, less understanding of cyber risks and less knowledge of what is really happening on their vessels. This meant there are clear differences between the reality onboard and the perception of risk in the top echelons of the companies.

2



Secondly were **issues around the management of the technical supply chain** on which the ships depend. There are hundreds of different suppliers of technology and equipment from propulsions systems to personal laptops. Those areas where the companies felt that they had the most control were those where a security breach would be least likely to have a high impact, for example personal use of the internet, whereas those relating to essential systems onboard which could potentially impact other vessels in the fleet and would have a high level of impact on the function of the ship, for example its navigation or loading systems, were the areas where companies felt least in control.

3



Finally, there was a **disconnect between risk and investment**. Around 3% of those surveyed had suffered an attack that resulted in a ransom payment – the average payment for this was around \$3.1 million. Bearing in mind that the financial cost is just the beginning, there are operational and reputational costs too, you would expect that companies would be prepared to invest heavily in cybersecurity controls and resources and yet the average spend was under \$100,000. Furthermore, only one third of the companies believed they had the right level of insurance cover in the event of a cyber-attack.

So what steps should companies take to reduce their vulnerabilities?

The answer is to improve the visibility you have over your systems by collecting data to provide a 'living benchmark', analysing it using Key Performance Indicators so that you fully understand where you are positioned in terms of cyber hygiene and know where there are weaknesses and whether they are human or technical.

Unfortunately many companies only discover a cyber breach when informed by a crew member but by then it is too late and the best you can hope for is containment.

Once you have the visibility side of things under control, then you can start to implement security measures that address all the vulnerabilities that you have identified. Systems and policies can be put in place to achieve better security. But this needs to extend to your suppliers who should be held to account about the controls they have over their systems that are on board your vessels.

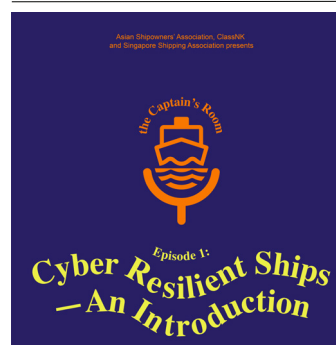
Of course, to work well policies and systems must be implemented, so the third strand to improving cybersecurity is using the right metrics to monitor and measure compliance—between 85% and 90% of incidents can be tracked back to human error so it is essential that, if you are to mitigate risk, crew are

following correct procedures and you have the data to prove this.

Finally, I think shipping as an industry can improve on its collaboration in terms of cybersecurity.

If organisations ensure they test their own readiness to respond to cyber events through regular cybersecurity drills and exercises, they can add to the overall resilience of the industry.

Furthermore, by developing a network of suppliers and organisations with in-depth knowledge of maritime systems and the risks faced by the industry, alongside a system for disseminating threat intelligence around the industry when a vulnerability is discovered, the entire sector will be better placed to take proactive action.



To learn more about cybersecurity, have a listen to **'The Captain's Room'**, a podcast collaboration between SSA, Asian Shipowners' Association and ClassNK which raises awareness about this issue.

You can listen to the podcast here: <https://open.spotify.com/show/4gQhHzWdsGQCt5QwUTQukZ>

Is Industry 5.0 within reach of Maritime's digitalisation journey?

By Eileen Tan

Eileen Tan heads up the Technology Services business unit at Stone Forest, a company that specialises in providing digitalisation and IT managed services. Here she explains why maritime SMEs should be aiming for Industry 5.0.



Eileen Tan, R

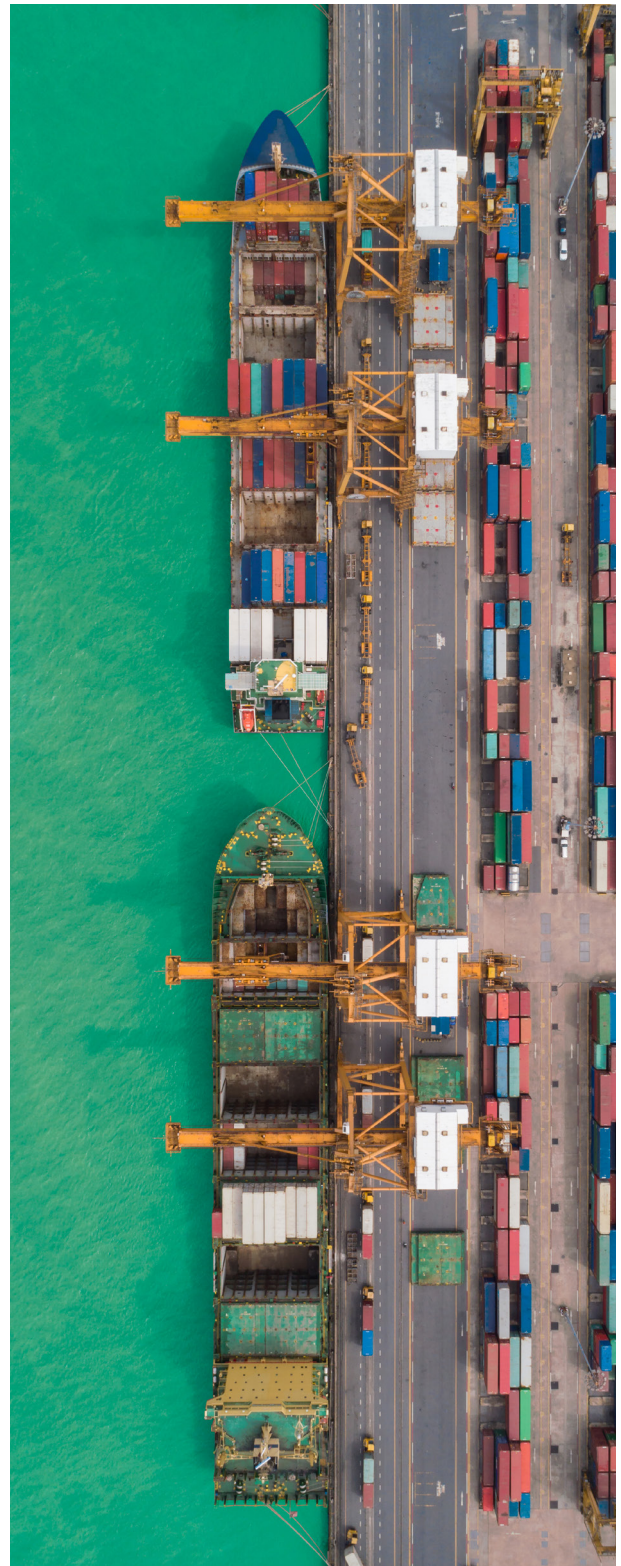
Much of the maritime sector is operating at Industry 3.0 currently, having introduced technology into the workplace to handle simple and standard processes but not yet integrated fully automated systems. This has made a difference to working practices but by moving towards Industry 5.0, companies are able to put the focus back onto their people by using technology to support the business while maintaining the warmth of the human touch. It focuses on quality of life, inclusion and sustainability while also improving the quality of engagement with the customer.

Technology should empower people but it must be planned carefully and be underpinned by good governance and IT best practices.

By introducing the right kind of digitalisation, companies are able to improve the working environment for their people allowing their team to focus on the high value aspects of their work while the technology takes on the repetitive, but frequently overwhelming, tasks.

For example, many companies have taken onboard the use of mobile devices to facilitate remote working, the Workation concept, but the downside of this is that clients can expect people to be available 24/7. But we can do something about this, using technology to not only create documents automatically, but further enabling clients to download them whenever they are needed and without any human input. With an alert set to the account manager, the client can be called the next day to ensure they have all they need. This is a double win for the client - forms are available day or night but there is human contact the next day – and a win for the supplier whose staff are able to work normal office hours while ensuring clients remain happy. This is taking Industry 3.0 and moving it to Industry 5.0.

Financially companies will benefit from this strategic use of technology, staff are able to concentrate on the aspects of their work which are most fulfilling and more profitable, but perhaps even more importantly, it will help with staff attraction and retention. Young people in particular want to achieve a good work life balance and are not interested in repetitive and uninteresting jobs.



In terms of environmental sustainability, shipping companies are already starting to install IoT that allows them to not only manage Just in Time deliveries but also to capture, interpret and distribute data so that they can work steadily towards reductions in fuel usage and lowering their carbon emissions. The way forward is to leverage the right smart technologies for proactive monitoring and data analytics to shift the burden from your crew to integrated systems that will simplify problem solving, decision making, compliance, and reporting.



Additionally, in terms of the office, maritime must move away from paper and embrace digital documentation. Those companies that are still operating in a paper focused world are finding it extremely difficult to recruit young talent who see no attraction in working in an environment that set in the past. In fact it is proving very difficult for these companies to recruit good IT specialists to help them move forwards so they are trapped in a Catch 22.

In order to increase profitability maritime SMEs really need to make a paradigm shift and start sharing services. Identifying the common pain points and the common processes that are critical to their sector will enable them to find a shared services partner well-versed in technology and the specific process rather than have a non-qualified internal person handle it adequately at best. Processes such as Know Your Client (KYC) could be done once then the relevant information made available to other companies saving expensive duplication of effort.

Looking ahead, I can't envisage any successful business that does not rely on technology - it is the only way to grow and scale up a business exponentially, keeping both customers and employees happy.

But companies, from no matter which industry, must make sure that they employ IT best practices and governance to ensure robust and future proof systems which can move smoothly to Industry 5.0.

Whether you are already on your digitalisation journey or just starting out, SSA's **SME Digitalisation Initiative Programme** has been developed to support you.

Contact Noel@ssa.org.sg to find out more.

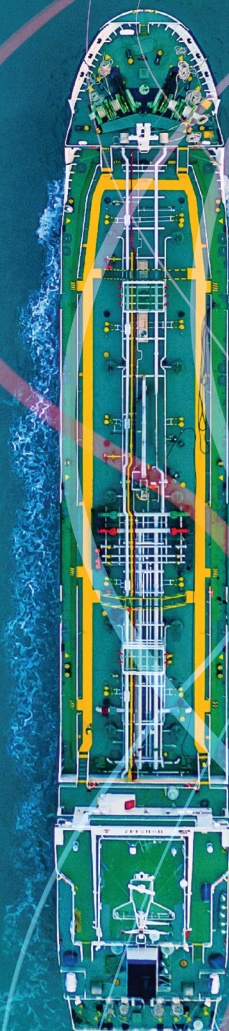


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Feature



SSA announces a new course to support seafarer mental health and wellbeing



SSA is delighted to announce its new Executive Development Programme (EDP) Course: Managing Seafarers' Resilience for Sustainability. The association worked with Mental Health Support Solutions (MHSS), a Hamburg based company which was set up to provide support services exclusively to the maritime sector, to design the course.

The two-day course has been designed to develop an efficient mental health strategy for the use of shore-based personnel who engage frequently with seafarers and are tasked with prioritising their mental wellbeing. By the end of the course, participants will be able to help seafarers access psychological first aid, promote a positive working environment on board ships to prevent fatigue, help seafarers communicate effectively and apply empathetic management. By supporting seafarers in this way, the participants will be able to manage their crews sustainably having fostered a positive work environment which supports talent retention.

Feature

There is growing recognition in the maritime industry that mental wellbeing is important for the overall health and happiness of our seafarers. At the same time, there is an increasing prevalence of issues such as anxiety, depression and stress among them. This course will help participants understand the types of responses seafarers may develop following a crisis and demonstrate the steps needed to reduce the long-term effects of acute stressors. It will explain the use of early warning systems to help detect mental instability which in turn will help build new resilience factors so that everyone can feel safe.

According to Charles Watkins, Founder of MHSS, who will be course trainer alongside MHSS Managing Director Jannik Grothues,

"We at MHSS aspire to help participants understand and learn about practical mental health applications and tools for atypical behaviour both at sea and ashore. It's all about recognising the significance of positive feedback and open communication for a productive team."



Here is what some of our members have to say about the workshop:

“We’ve always traditionally seen wellbeing as physical health of our crew. Now we’re understanding that the mental health is not just an important issue, but it is intrinsically linked to their physical health as well. If we don’t have the wellbeing of crew on board, they’re not able to operate safely then the welfare of all other crew is affected,”

Captain Richard Cain, Crewing Manager from Thome Offshore management.

“Wellbeing of Seafarers is not just about the individuals’ physical and mental health. Things such as environment both onboard and in the management ashore as well as leadership has a direct impact. So, there are social and organisational impacts as well. This is something Charles and Jannik stressed upon during these two days, ”

Siddharth Mahajan, Senior Loss Prevention Executive, Asia from Gard (Singapore).



Special Feature



Is Maritime Embracing Equity?

As International Women's Day 2023 encourages the world to 'Embrace Equity', we investigate how maritime is putting this into action, both at sea and on shore.



Views from the sea

To explore the seafarer point of view, we spoke to two women who have been at the sharp end of maritime. **Jillian Carson-Jackson** started her seafaring career as a cadet in 1983, working her way up to A/ 2nd Mate. Since that time her career has encompassed Vessel Traffic Services, regulatory oversight of pilotage services, maritime consultancy and she was also President of The Nautical Institute during the pandemic. Throughout it all, Jillian has been an ardent supporter of diversity and inclusion. **Cheryl Lee** also started her career as a cadet (in 2009) and was at sea for 10 years, rising to the rank of 2nd Engineer working on tankers. She currently works as a Maritime Assurance Assessor at Shell.



Jillian Carson-Jackson, Managing Director of JCJ Consulting

It has been 40 years since Jillian first joined the maritime industry when 2% of seafarers were female. Today that figure is 1.2%! As she says, "We can, and must, do better". Cheryl also sees that many older seafarers really believe that women should not be onboard, "It's not what's said but rather the negative vibes that are impossible to ignore when you work and live in the same space."

Jillian is firmly of the opinion that visible leadership is needed, "See it, Believe it, Be it!". Wherever possible she tries to provide opportunity for gender diversity in everything she does,

"I focus on gender representation on panels; encourage younger women to 'find their voice'; support the work of gender diversity within maritime organisations in general and within The Nautical Institute in particular; and am a firm believer in mentoring."

The issue of visible female leadership is certainly something Cheryl can relate to, "For much of my career I was the only woman onboard so there wasn't an opportunity to either mentor or be mentored. My main support has been through a friend who was also an engineer so we had shared experiences although on different vessels."



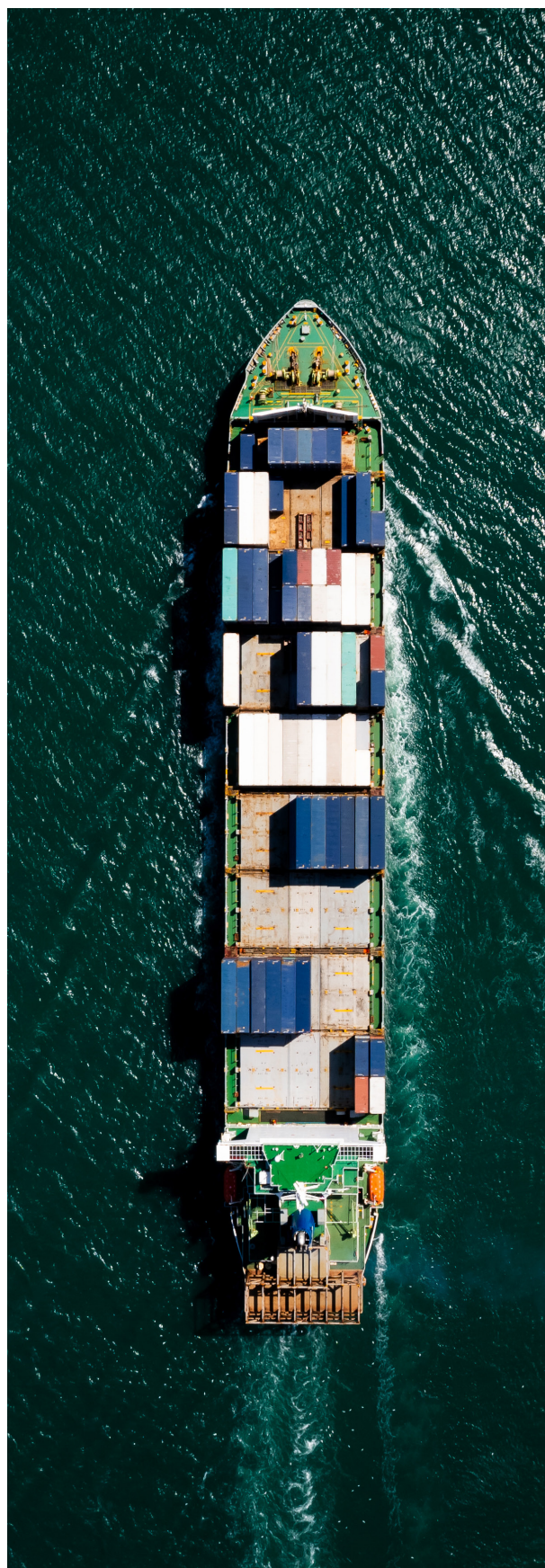
Cheryl Lee, Shell Maritime Assurance Assessor

Cheryl has been quite fortunate in some ways, she can only think of one instance where her gender led to her being treated differently. "I was one month short of completing a nine-month contract which would give me the hours I needed for certification as Chief Engineer when we were due to call into Nigeria.

I was told it was too dangerous for a woman and I would have to leave the ship and return home. I was upset and frustrated that my sea time for the examination's qualification would be delayed by months! Having said that, once I explained, the company was very supportive and agreed to have me sent to another vessel to complete my time

– and for the only time in my career I was one of six women onboard so it ended up being a positive experience!"

On the other hand, Jillian experienced many and varied instances of discrimination, "When I was second mate on a ship in the Arctic, the Captain had a standing order that the mate on watch was in charge of the small boat operations. Except when I was on watch, then it was the Bosun! This really hurt me, as I loved the small boat work." Less profound was when her boyfriend sent birthday flowers but she never saw them as the Bosun threw them overboard (bad luck to have flowers on the ship). "This was the same ship where 'anonymous' notes were left on my bunk stating all the reasons why women shouldn't work on ships."



Views from the shore

To get the perspective of those working ashore, we spoke to **Kristina Lynge**, CEO and Co-Founder of Singapore based digital solutions company Riverr who has been focused on healthcare for the past three years, and **Alex Chee**, Managing Director of container shipping company MSC Mediterranean Shipping Company South East Asia (Singapore) Pte. Ltd., who has over 30 years' experience in maritime and who, as an ally of women in the industry, gives us a male perspective of what is needed to improve gender equity.



Alex Chee, Managing Director of MSC Singapore

While the numbers suggest that there are many more women working ashore in maritime than at sea, there are still issues to be addressed if the industry is to see genuine equity. Companies such as MSC have made a start and have been working hard to promote equity in business. Alex Chee explains, "We are working to eliminate any potential biases and prejudice from the very outset, such as by not having gendered wordings in job descriptions and advertisements."

It's about walking the talk at the company, as **"we expect our leaders to set good examples by practicing diverse, inclusive and safe leadership, and we do take this seriously in that they are appraised for it,"** Alex Chee said.



MSC Sixin, a container ship built in 2019 with a carrying capacity of 23500 TEU

Photo credit: **MSC**

He added that for multinationals like MSC to embrace diversity, it meant that its leaders have to “count on our people from a wide range of backgrounds to reflect the variety of our customers. It takes diversity of thought, culture, gender, background, and perspective to build a truly global company.”



Kristina Lynge, CEO and Co-Founder of Riverr

Female entrepreneur Kristina has seen how women have had to fight for their rights and equality. “I have experienced examples of gender inequality although mainly to do with the fact that I am a woman with a young child and some men, who seem to have views stuck somewhere in 1956, consider that I might not be able to do what it takes to succeed with my company. To the men that hold that belief, I would like to say that mothers possess a unique set of skills that make them exceptional business leaders.” However, Kristina would like to see positive attitudes such as those of MSC reflected in the wider business community with a more widespread appreciation of what women, can bring to industry. “The art of negotiating is often honed in the everyday tasks of parenting and care giving, from persuading a

toddler to eat their vegetables to navigating an aged parent’s medical care plan.

These women are often adept at building relationships, inspiring loyalty, and communicating effectively, which are all critical components of successful leadership.”

For MSC it’s not simply a matter of employing more women, but actively supporting them in their careers. “In terms of advancing gender parity, we run a company-wide women’s mentoring programme to promote women’s career advancement and leadership skills.” In 2022, women received mentoring from senior female leaders within the company numbered 24. As Alex Chee concludes, “Gender equity leads to equality. Besides the productivity and economic benefits to both employees and the organisation, it is simply the right thing to do.”



Special Feature

While there are overall more women working in maritime now than in the 1980s, this is down to the fact that there are simply more people in general working in maritime and it is disheartening that the percentage of women remains pitifully low with gender imbalance, particularly onboard, currently greater than it was at that time. However, there are positive steps that can be taken and our interviewees came up with a raft of suggestions that could make the difference.

Offer shorter contracts to encourage more women. It's daunting to sign up to the unknown for six months or more.



Eliminate gender bias in recruitment, promotion and pay by training managers and creating supportive policies.



Promote maritime in universities and schools to make girls aware of the wonderful opportunities in maritime.



Encourage female engineers from other sectors to make the move into maritime.



Review policies and reword not just to gender neutral, but to so they are inclusive and supportive of a modern workforce.



Reword job descriptions removing requirements that may be 'traditional' but aren't really fundamental to the role.

Develop policies that support work-life balance such as flexible working arrangements, and parental leave.



Increase visibility by highlighting the achievements of women in maritime through events, media coverage, and awards.

Implement gender neutral hiring practices where the age and gender are not provided to the reviewing panel for the first cut.

**In Case You
Missed It**



Cybersecurity Landscape Map will help members stay cyber safe

Initially set up during the 2022 Singapore Maritime Week, the Maritime Cybersecurity Roundtable is a joint effort between SSA, the Maritime and Port Authority of Singapore (MPA) and seven industry partners to examine the cyber risks faced by the maritime sector and how these could best be mitigated for the benefit of our members.

The inaugural meeting of the Roundtable, which included MPA, BW, PIL, ONE, Thome, PCL, Eastport and Orient Maritime, took place on the 5th January 2023 and touched on a number of topics which will set out the cybersecurity landscape for our industry. It is

hoped that ultimately, by creating a repository of information, members will have access to the latest research and information on cyber issues.

Members of the Roundtable agreed that a mapping of the industry's Cybersecurity landscape is critical to better understanding of cyber risks they face. The MPA will spearhead the development of a "Maritime Sectoral Threat Profile (MSTP)". The MSTP will give SMEs the intelligence needed to assess the nature and likelihood of cyber threats to the industry. SMEs will then be able to identify gaps in existing cybersecurity measures and highlight areas of risk that may not yet be in their sights so that they can improve their future cybersecurity posture. When finalised, the SSA will organise workshops for SSA members to receive guidance on how to maximise the benefits of the MSTP.

SSA Educational Talk: Decarbonisation Trends, Digitalisation & the ESGs

On March 1, 2023, the first SSA Educational Talk of the year took place, drawing roughly 60 attendees. Surajit Chanda, the VP of Technical In-House Fleet for Hafnia, was the speaker. He covered a range of topics, including decarbonisation trends, digitalisation, and Environment, Social, and Governance (ESG). Mr. Surajit began by discussing regulations that came into effect in 2023, with a focus on EEXI, CII, and SEEMP 3. He highlighted the importance of digitalisation in EEXI and CII reporting, and discussed the different platforms Hafnia has in place to support digitalisation and decarbonisation efforts.

In addition to discussing technical issues, Mr. Surajit also talked about the importance of creating a culture that welcomes women and treats them equally in the traditionally male-dominated shipping industry. He noted that more women are entering the industry, and in order to attract and retain them, it is crucial to ensure that they feel well-

supported. This includes providing the right amenities and training ship staff to treat women equally.

Overall, the educational talk provided attendees with valuable insights into sustainability and exclusivity challenges and opportunities facing the industry, as well as potential solutions for navigating them. It is clear that digitalisation and ESG considerations will be crucial for the maritime sector to meet its decarbonisation targets and remain competitive in the years to come.

Watch the recording here: <https://www.ssa.org.sg/networking-events/past-events-gallery/>

Educational Talks
Decarbonisation Trends, Digital Crews & the ESGs

SSA's online educational talks for maritime professionals

1 MAR
4PM - 5PM

ORGANISED BY: SSA (Singapore Shipping Association) SUPPORTED BY: HAFNIA (Member of ONE Group)

Surajit Chanda
Vice President, Technical, In-House Fleet at Hafnia

Agenda:

- 1) Decarbonisation trends including Hafnia's pathway
- 2) Digitalization in Hafnia & effects on the Seafarers
- 3) Seafarers digitalisation support
- 4) Environment, Social & Governance (ESG) in Hafnia

Shipping must work closely with security agencies to reduce piracy



The Singapore Strait has long been subject to piracy and related crimes. Mr Michael Phoon, the Executive Director of the Singapore Shipping Association, spoke about the issue at the ReCAAP Nautical Forum held at the Hilton Singapore Orchard on 17th January. He emphasized the importance of coordinating efforts between shipping companies, governments, and authorities to prevent piracy attacks.

To ensure the safety of ships and crew, shipping companies have undertaken various measures such as deploying armed guards, installing surveillance systems and implementing best practices.

Mr Phoon highlighted that SSA also works closely with local authorities and international partners through its Maritime Safety & Security Sub-Committee (MSS) to ensure that there are coordinated efforts to patrol and monitor high-risk areas in the region, in an attempt to intercept and deter pirate attacks and robberies.

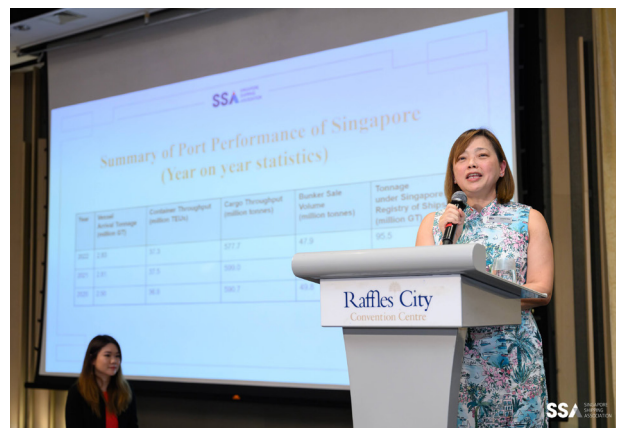
Despite all these measures enacted by security agencies, it is still crucial for ship owners and crew to exercise vigilance. He stressed that accurate reporting of such incidents is important to help authorities, shipping companies, and insurance companies assess and address the risks associated with shipping. It is vital the industry continues to work closely with security agencies to reduce the threat of piracy and sea robberies.

SSA Lunar New Year - a night of celebration!

On 18 January 2023, the SSA held its Lunar New Year Cocktail reception and it was a night to remember. Over 500 members and industry partners came together to celebrate the occasion with traditional Lo-Hei and a lion dance performance.



We were honoured to have Senior Minister of State, Ministry of Finance & Ministry of Transport, Mr Chee Hong Tat, as our Guest-of-Honour for the evening. During the event, 12 new members were presented certificates.



- CLEARLAKE SHIPPING PTE LTD
- COSCO SHIPPING SPECIALIZED CARRIERS (SOUTHEAST ASIA) PTE. LTD
- CYAN RENEWABLES PTE LTD
- GOTSURGE PTE LTD
- HOSTMOST ENGINEERING (S) PTE LTD
- K MARINE SHIP MANAGEMENT PTE LTD
- MARINETRANS SINGAPORE PTE LTD
- MEMPHIS MARINE & OFFSHORE PTE. LTD.
- METCORE INTERNATIONAL PTE LTD
- MK CENTENNIAL MARITIME PTE LTD
- SEDNA COMMUNICATIONS ASIA PACIFIC PTE LTD
- TFG MARINE PTE LTD

We would also like to take this opportunity to thank our sponsors and partners, Equatorial Marine Fuel Management Services and WSG workforce Singapore, for their generous support. Without them, this event would not have been possible.

If you couldn't make it to the event, you can still catch a glimpse of the night's festivities at <https://www.ssa.org.sg/networking-events/past-events-gallery/>.



Upcoming SSA Events

Apr

12

YEG x IWD

24 - 28

Singapore Maritime Week 2023

25 - 27

Sea Asia 2023

Jun

28

SSA Annual General Meeting & Cocktail Reception

WORKFORCE SINGAPORE'S ENTERPRISE PROGRAMMES



ADDRESSING MANPOWER ISSUES



CAREER CONVERSION PROGRAMMES (CCPs)

CCPs help enterprises to reskill mid-career new hires and existing workers to support business transformation and new growth areas.



CAREER TRIAL

Through a short-term work stint, employers are able to assess the suitability and job fit of jobseekers.



SGUNITED MID-CAREERS PATHWAY PROGRAMME (SGUP)

Enterprises can leverage on government support to take on mature mid-career individuals via industry attachments to support business needs.

SPURRING WORKFORCE PRODUCTIVITY



CAPABILITY TRANSFER PROGRAMME (CTP)

CTP supports the transfer of global capabilities into Singapore, and to plug capability gaps quickly in today's fast-changing global market.



INDUSTRY CATALYST PROGRAMME (ICP)

ICP seeks to support enterprises through the acquisition of new capabilities and implementation of projects in support of Industry Transformation Maps (ITMs) and Jobs & Skills (JS) 2030 Roadmap.



SUPPORT FOR JOB REDESIGN UNDER PRODUCTIVITY SOLUTIONS GRANT (PSG-JR)

Under PSG-JR, enterprises can tap on consultancy support to redesign jobs and work processes to support business transformation.

Executive Development Programme (2023)

17 - 18

Use of Biofuels onboard Ships

Member: \$648/\$348 (after grant)

Non-Member: \$972/\$522 (after grant)

23 - 24

Intermediate Course on Shipping Documentation - Bills of Lading

Member: \$606.96/\$325.96
(after grant)

Non-Member: \$910.44/\$488.94
(after grant)

29 - 30

Marine Insurance

Member: \$486/\$261 (after grant)

Non-Member: \$729/\$391.50
(after grant)

31

Maritime Labour Convention 2006 - A Concise Perspective

Member: \$388.80/\$208.80
(after grant)

Non-Member: \$583.20/\$313.20
(after grant)

May

08 - 09

Container Management & Practices

Member: \$486/\$261 (after grant)

Non-Member: \$729/\$391.50
(after grant)

21 - 22

Shipping Law & Disputes

Member: \$486/\$261 (after grant)

Non-Member: \$729/\$391.50
(after grant)

12 - 13

Maritime HR Management

Member: \$648/\$348 (after grant)

Non-Member: \$972/\$522 (after grant)

Jun

03 - 04

Intermediate Course on Shipping Documentation - Bills of Lading

Member: \$606.96/\$325.96
(after grant)

Non-Member: \$910.44/\$488.94
(after grant)

17 - 20

Principles of Shipping Documentation & Practices

Member: \$842.40/\$452.40
(after grant)

Non-Member: \$1263.60/\$678.60
(after grant)

Jul

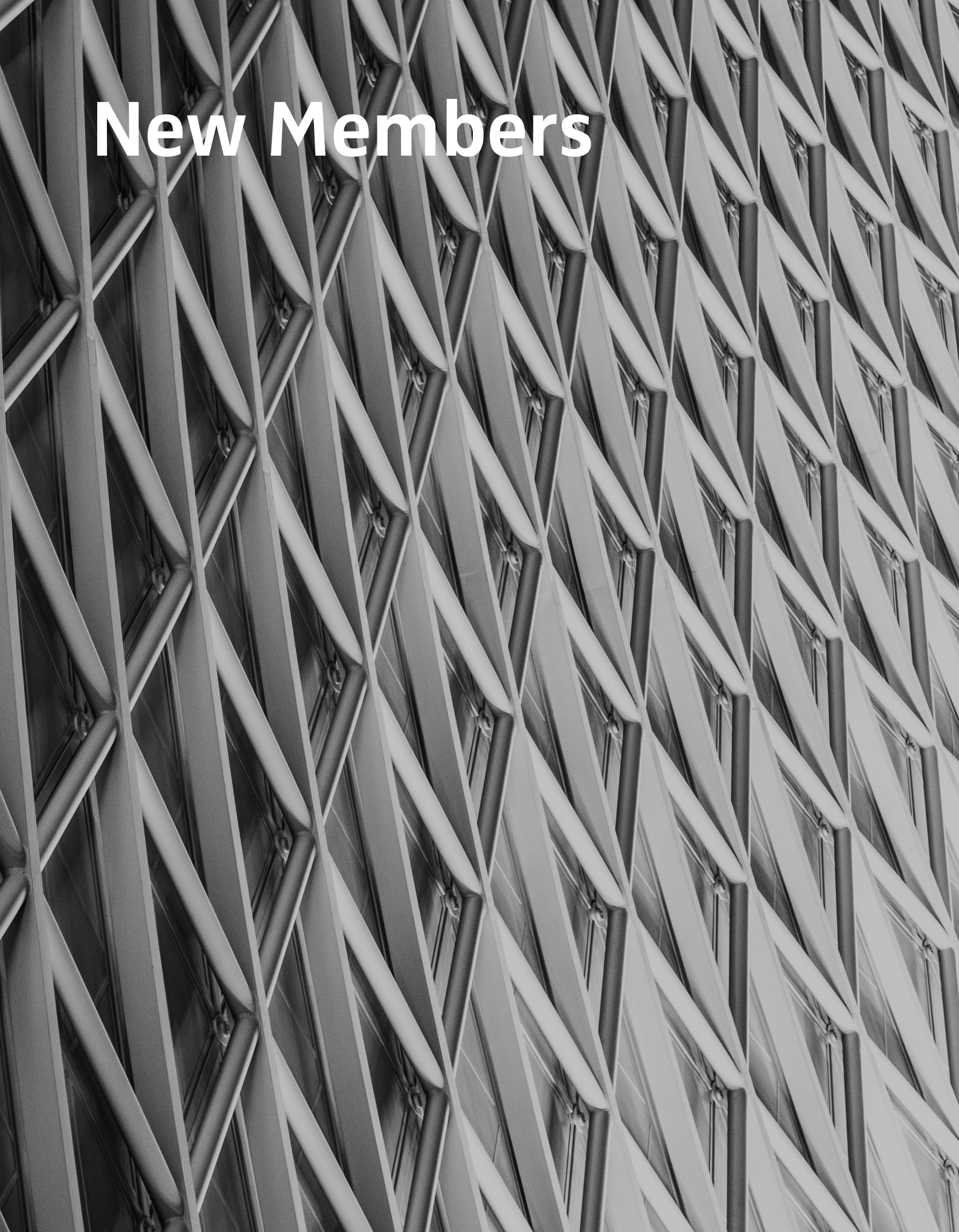
06 - 07

SS600 & Basic SS648 for the Bunker Industry

Member: \$864/\$304 (after grant)

Non-Member: \$1296/\$456
(after grant)

New Members





PURUS MARINE TECH PTE LTD

Purus Marine provides low-carbon maritime energy transportation and infrastructure systems.



SEAPEAK MARITIME (SINGAPORE) PTE LTD

Seapeak is a global leader in international maritime transportation of gas liquids, with a fleet of 90 vessels and a regasification terminal. Seapeak has an international network of offices and employs approximately 2,500 shore and sea staff from around the world. Seapeak established its office in Singapore by acquisition of Evergas in late 2022.



ED BROKING (ASIA) PTE LTD

Ed Broking started as a wholesale insurance broker in Singapore in 1996 and branched into specialty insurance broking in 2019. It is now a leading marine insurance broker helmed by local industry veterans and continues to serve shipping clients all over Asia. Ed Broking is part of the Ardonagh Group that has extensive footprint in most parts of the world.



MARINETRANS SINGAPORE PTE LTD

Marinetrans supplies vessels with ship spares and marine equipment from door to deck. We function as a control tower, tracking global transport movements and coordinating shipments from collection point to end destination.



MENCAST MARINE PTE LTD

Mencast Marine Pte Ltd (MMPL) provide a comprehensive set of services and solutions inclusive of sterngear manufacturing. We together have amassed more than 30 years of integrated marine specialist services, both inshore and offshore. As for offsite works, our services are inclusive of out inspection, repair and maintenance at shipyards, anchorages, ports, wharves and jetties, and onboard vessels.

Ordinary

Associate

Start-Up

EYEGAUGE PTE LTD

EyeGauge makes any ship smart without changing anything. We propose a unified fleet data platform covering all aspects from non-invasive data collection from equipment and machinery onboard to analytics on the shore. We have use cases for ship digitalization, CII rating monitoring, charter-party compliance, condition monitoring, and anomaly detection. Among our customers, we already have Saudi Aramco and MC shipping.



RIVERR PTE LTD

Riverr takes a preventative approach to health, addressing issues before they evolve into greater challenges. We partner with leading organisations to meet their ESG goals by providing affordable and high-quality healthcare that improves employee health and well-being.



SEDNA COMMUNICATIONS ASIA PACIFIC PTE LTD

Sedna transforms business processes by connecting work email with your core systems. It empowers teams and individuals with insights and tools to drive better decisions.



SHIPFIX PTE LTD

Shipfix is a collaborative AI-enabled workflow and data platform for the maritime and trade sectors. The platform streamlines maritime workflows with market and operational intelligence with a focus on shipowners, commodity traders, freight forwarders and shipbrokers. We help businesses save workdays by structuring their email overload into a comprehensible market overview. With Shipfix, maritime and trade professionals make better-informed faster decisions.



Singapore Shipping Association's 27th Annual General Meeting & Cocktail Dinner

ParkRoyal Collection Marina Bay
28 June 2023, Wednesday

4:00pm - 6:00pm: Annual General Meeting
6:30pm - 9.30pm: Cocktail Dinner



