

# Annual Review

2022/2023

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# About Us

**Singapore Shipping Association (SSA) represents a wide spectrum of shipping companies and other businesses allied to the shipping industry. It is a national trade association formed in 1985 to serve and promote the interests of its members and to enhance the competitiveness of Singapore as an International Maritime Centre.**

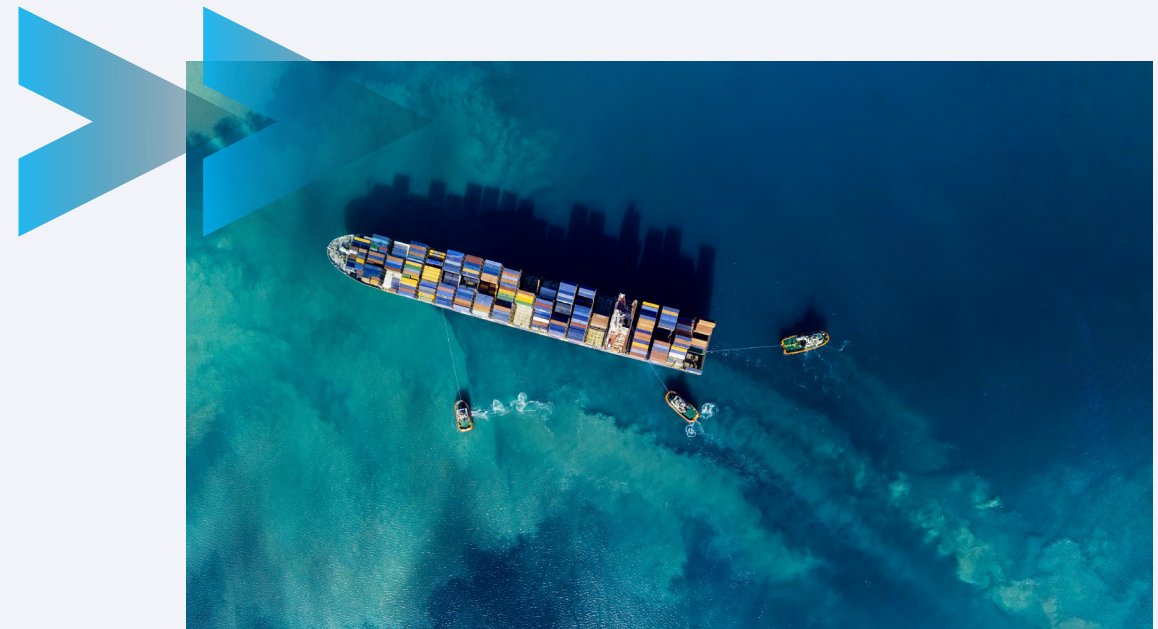
To achieve its objectives, SSA engages and collaborates with key stakeholders in the shipping industry and is a trusted partner to related government agencies. It is also actively involved in promoting the interests of shipping in Singapore and internationally.

Additionally, SSA co-operates with other regional and international shipping organisations to protect the marine environment and promote freedom and safety at sea.

As a not-for-profit organisation, SSA, on behalf of its members, strives to give back generously to the community through engaging in numerous activities as part of its commitment to Corporate Social Responsibility.

As of end March 2023, SSA represents 487 member companies, comprising of shipowners and operators, ship managers, ship agents, and other ancillary companies such as shipbrokers, classification societies, marine insurers, bunker suppliers, maritime lawyers, and shipping bankers amongst others.

To enhance the vibrancy and further grow the maritime ecosystem, the association has expanded its membership to include technology start-up companies, as part of its strategy to promote digitalisation within the industry.



# Our Mission

## As an Association

SSA protects and promotes the interests of its members. It undertakes activities on maritime matters which are relevant and beneficial to its members.

SSA also strongly supports training and development of its members' employees by providing an array of industry-relevant training courses through its Executive Development Programme.

## For the Industry

SSA takes the view of the global maritime industry in entirety through its role in promoting the interests of shipping in Singapore and the rest of the world actively engages with other. The association co-operates and actively engages other maritime organisations both locally and globally in key trends and new regulations of the industry.

## For Singapore

The Association works closely with the government of Singapore, as a trusted advisor, to protect the extensive interests of the Singapore maritime industry, in addition to promoting Singapore as a key global maritime node and International Maritime Centre. SSA provides a platform for its members to actively participate in events, sharing their collective subject-matter expertise, to drive key issues of concern relating to Singapore's maritime sector.

## For International Shipping

SSA cooperates with government and non-government organisations to promote freedom of navigation and safety at sea and to protect the marine environment.



# At A Glance

**487**

Member companies as  
of end March 2023

**12**

Council members

**15**

SSA Secretariat

**650**

Members in Young  
Executive Group (YEG)

**8,402**

Training hours clocked under the  
Executive Development Program

**40**

Operational Committee &  
Sub-Committee meetings  
concluded

**23**

Education talks, seminars  
and conferences

**281**

Maritime executives  
trained

**20**

Total number of  
training courses

**4**

Total number of training  
courses with mandatory  
certifications

**204**

Total number of  
government funding given

**522**

Operational committee members contributing industry expertise working in collaboration with regulatory agencies and other stakeholders to address key issues of concern to Singapore's maritime sector

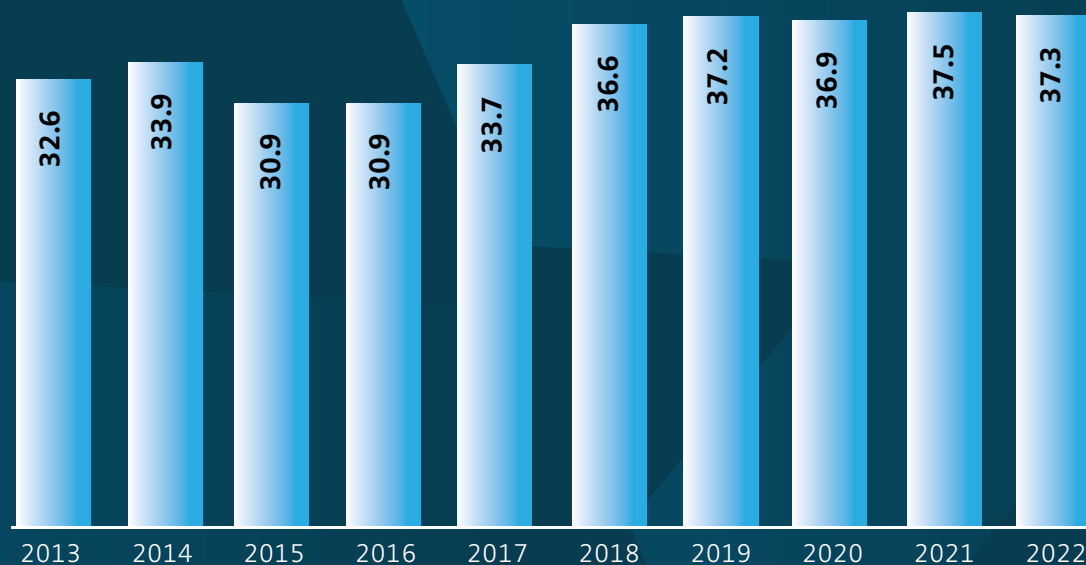


# Port & Shipping Statistics

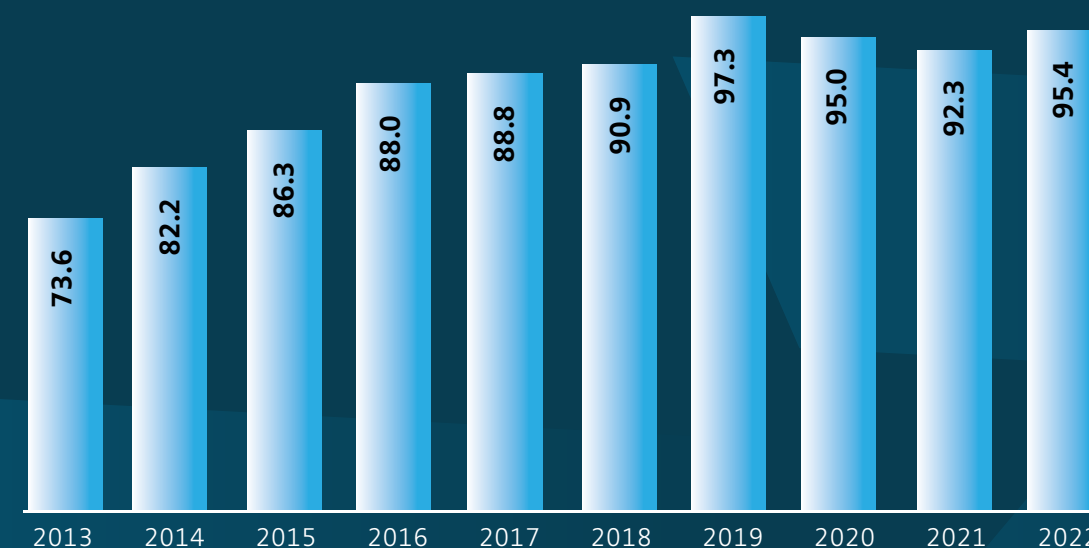
## ➤ Bunker sales (In millions of tonnes)

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
42.7	42.4	45.2	48.6	50.6	49.8	47.5	49.8	50.0	47.8

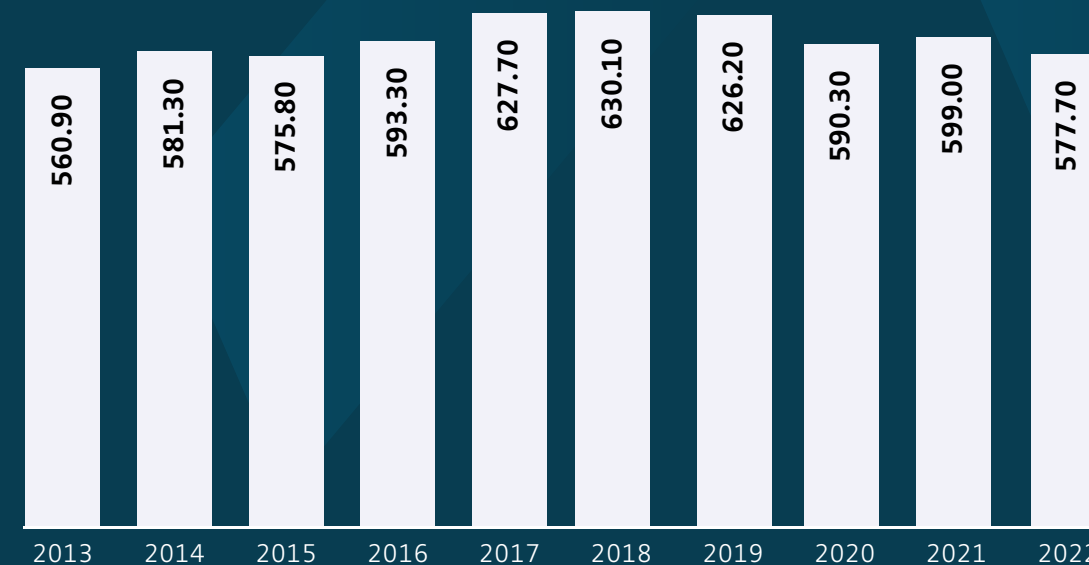
## ➤ Total container throughput (In millions of TEUs)



## ➤ Singapore Registry of Ships (As at end of the period)



## ➤ Total cargo throughput (In millions of tonnes)



# President's Foreword



**Caroline Yang**  
President  
Singapore Shipping Association

For Singapore, 2023 marked the return of life back to pre-pandemic days with the country moving to an alert level of DORSCON Code Green (Disease Outbreak Response System Condition). With the pandemic now over, SSA has been able to look back with pride at the leading role it took, along with other members of the Singaporean maritime ecosystem, in alleviating the crisis not only regionally but on the world stage.

SSA was able to leverage the excellent relationships it has built with governmental and international organisations to mobilise working groups. The mutual understanding and respect of the respective organisations was such that protocols were put in place to respond to maritime's needs within a very short time frame. Much of the work undertaken in Singapore was later adopted by other global agencies and recognised as the 'gold standard' by the International Maritime Organisation, playing a key role in easing the plight of hundreds of thousands of seafarers stranded at sea or ashore.

Whilst we must never forget the lessons of the Pandemic, today there are other geopolitical events to occupy

our minds. The spectre of war has taken hold with the Russian invasion of Ukraine and the resulting volatility is redirecting trade routes and changing trade flows. Having just emerged from pandemic-induced upheaval, our industry has had to deal with further disruptions in port calls and crew movement. Fuel price increases have placed even more strain on our operations. But shipping is resilient as it has proven in the past and it will find ways to overcome these and future challenges.

One key element of SSA's strategy for dealing with these future challenges is our Singapore War Risk Mutual, SWRM in short, overseen by SSA Council Member and Chair of the Legal and Insurance Committee Mrs Gina Lee-Wan. While many members have already committed to SWRM it still needs more support; it needs more members to place their war risks insurance, if not for their whole fleet, then for their partial fleet, with SWRM for it to provide optimum security for us all.

As we ask ourselves what lies ahead for us as an industry, it is clear that these themes have been and will be first and foremost in the industry's minds.

## Maritime Digitalisation

The work done by the Digital Transformation Committee, led by TS Teo, Board Director and Advisor, PIL Logistics, has made a positive impact on the industry. The committee has engaged with Small and Medium Enterprises (SME) and, to date, has assisted eight maritime companies in their digitalisation transformation. The success of their efforts has prompted the decision to expand and assist more companies in their digital transformation journey.

The establishment of the Maritime Cybersecurity Round Table in collaboration with the Maritime and Port Authority of Singapore (MPA) addresses the growing need for maritime cybersecurity in the face of increasing

reliance on connectivity. The round table aims to identify cybersecurity weaknesses and implement various work streams to address these gaps. This initiative demonstrates the SSA's proactive approach to ensuring the security of maritime operations and protecting against cyber threats.

SSA is also aware of that there will be shortage of maritime talent with the necessary technical skills to support the industry as it digitises. We are proactively maintaining close contact with companies at the cusp of maritime technological innovation so that we can assist our members as they upskill their teams and recruit for these vital roles.

## Decarbonising Shipping

The maritime industry is actively working towards decarbonisation. The industry recognises the need to reduce carbon emissions and transit to net-zero carbon operations. This involves adopting low-carbon technologies, exploring alternative fuels, and implementing measures to improve energy efficiency. SSA plays a crucial role, and will continue to do so, in championing maritime sustainability and supporting members in their efforts to turn shipping greener.

SSA acknowledges that the drive towards sustainability will give rise to a number of new challenges for our industry including those related to vessel investments, availability of marine fuels, the fuel supply chain, and demand for different, and innovative, vessel types. However, we must not waver in our determination to become sustainable.

Maritime will need to seek financial investment as it strives to achieve its goals, particularly in its decarbonisation efforts. We will be unable to adopt low to zero-emission assets without this support but success here will become increasingly dependent on not only our Scope 1 and Scope 2 emissions but also on Scope 3. To support our members as they face up





**“Singapore is proud of the reputation it holds within the global shipping industry and works as a collective body to ensure that the entire hub works effectively.”**

to this significant challenge, SSA organised an emissions workshop bringing together professionals and experts from various organisations to discuss and strategise actions for reducing Scope 3 emissions. The workshop was not only informative but also interactive and helped participants to identify specific initiatives and commitments that can be undertaken to successfully address this issue. Feedback from participants has allowed SSA to collate key points and insights.

Similarly, MPA has been setting ambitious targets for the harbour and pleasure craft sectors to achieve net-zero emissions by 2050 and SSA is committed to support them in this aim. From 2030 onward, all-new harbour craft must be electric, use B100 biofuel, or be compatible with net-zero fuels. The regulator is working with various stakeholders, including financial institutions, harbour craft owners and operators, and manufacturers, to lower costs, enhance energy efficiency of existing fleets, and reduce emissions. SSA stands ready to work with the government to facilitate a smooth transition to net-zero emissions in the harbour craft sector. We will engage our members intensively in the coming year to gather industry feedback and advocate these concerns back to regulatory agencies to make this transition one that will work for all.

The industry acknowledges the importance of cleaner fuels in reducing emissions and determined efforts have been made to promote the uptake of cleaner fuels, including biofuels, in the Port of Singapore. SSA’s Marine Fuels Committee, led by Mr. Apostolos Boutos, has developed an information package to raise awareness and understanding of biofuels among members. This initiative aims to encourage further trials and research on biofuels, facilitating their integration into the long-term energy transition of the industry.

## **An Efficient International Maritime Center**

Improving productivity is a key focus for the maritime industry. Enhancing efficiency and streamlining processes can lead to increased competitiveness and operational effectiveness. By leveraging digital technologies, automation, and optimisation strategies, the industry can achieve higher productivity levels.

Singapore is proud of the reputation it holds within the global shipping industry and works as a collective body to ensure that the entire hub works effectively. When an issue arises, as with the fuel contamination outbreak in 2022, SSA along with the rest of Maritime Singapore moved swiftly to remedy the situation and ensured that improvements were implemented to avoid a reoccurrence. To that end SSA, in collaboration with the MPA, established a fuel expert group to strengthen the quality assurance of bunkers supplied in Singapore. This group will be making recommendations to the MPA on measures to ensure the supply of high-quality fuel to ship owners and operators will not be compromised in the future.

Workforce and skill shortages continue to be a concern to our industry and our preparedness will be a determining factor in how maritime will thrive in the future. SSA is pleased to have joined forces with MPA, together with the unions, SMOU and SOS, a true tripartite effort, to launch Sail Milestone Achievement Programme (SailMAP), an ambitious plan with monetary incentives, to encourage local seafaring. We hope to have, annually, 50 Singaporeans and PRs to tap on this SAILMAP, so that in time to come, we would have trained a strong pool of sea-to-shore professionals for our companies in Maritime Singapore. We asked for support from all our companies here, to provide places on board their ships for the seafarers’ training and development. An inaugural batch of 21 seafarers were awarded these financial incentives that will allow them to attain seafaring qualifications and training experience.



In 2022, SSA has also made other contributions to nurture the next generation of maritime talent. We awarded a record number of six SSA MaritimeONE scholarships amounting to S\$110,000 to university and polytechnic students in maritime courses.

### **SSA Secretariat**

Many of you will know that the Secretariat has moved to a new location. This relocation was necessary for us to serve a growing community and its needs. The new office, located at the Bank of China building, will have more meeting and training rooms and social facilities to accommodate the activities of various committees and working groups, which have grown over the years.

### **And what of the future?**

For 2023, I have an optimistic outlook. We went through a long period of down cycle for shipping, from about 2009 till about 2020, where we were in a dark tunnel with no light at the end of it. Shipping is generally doing much better than 2019 and the early months of 2020. The shipping community has some discipline now in the new order book and that current supply is standing us in good stead. And because the major liners and companies have done well, especially during the Pandemic, we now have the financial capacity to invest in the future and that investment must focus on decarbonisation.

This should pay off as we look for the investment, we will require to access low to zero-emission assets and the talent needed to operate these vessels. In fact, the years ahead will be exciting as we begin to see the designs of the new types of green vessels taking shape, being built and being made ready for market deployment.

And when it comes to challenges, there are many, such as attracting and retaining the right talent in the industry; and not to mention how best to invest in the right assets. Some of us in Maritime Singapore, myself included, are concerned about how Singapore will remain a competitive international maritime centre given that it is becoming increasingly challenging for international shipping companies who are based here to attract and retain quality and diverse talent and grow their operations in a cost-efficient environment. But I am confident that with our combined industry leadership engagement, and working collaboratively with a committed Government of Singapore, SSA will navigate us towards a more sustainable future.





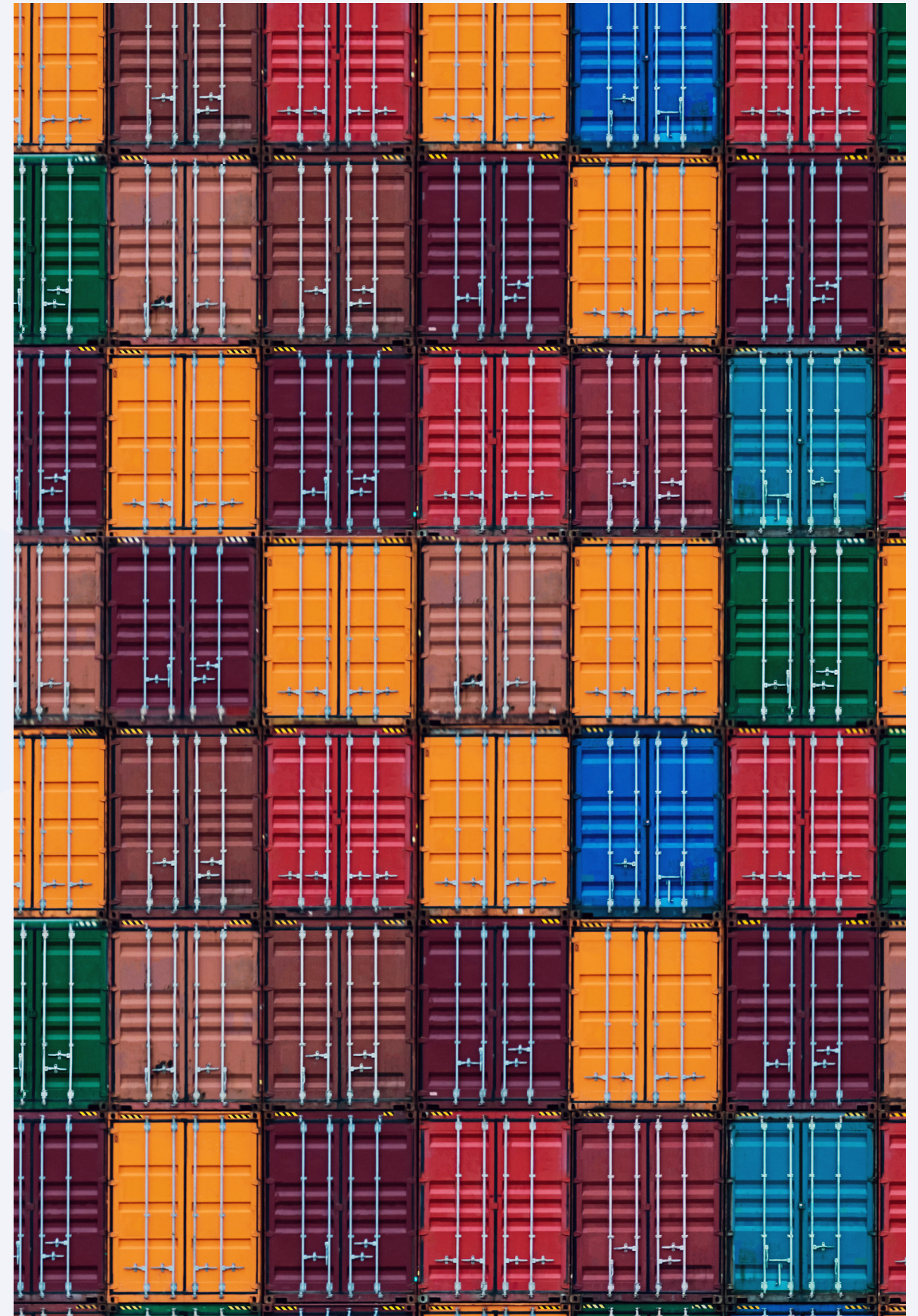
# Members

As a membership body, the Association relies upon the commitment and support of its members to drive initiatives that serve and promote the interests of those members, benefit the Singapore Shipping community and enhance the competitiveness of Singapore as an International Maritime Centre.

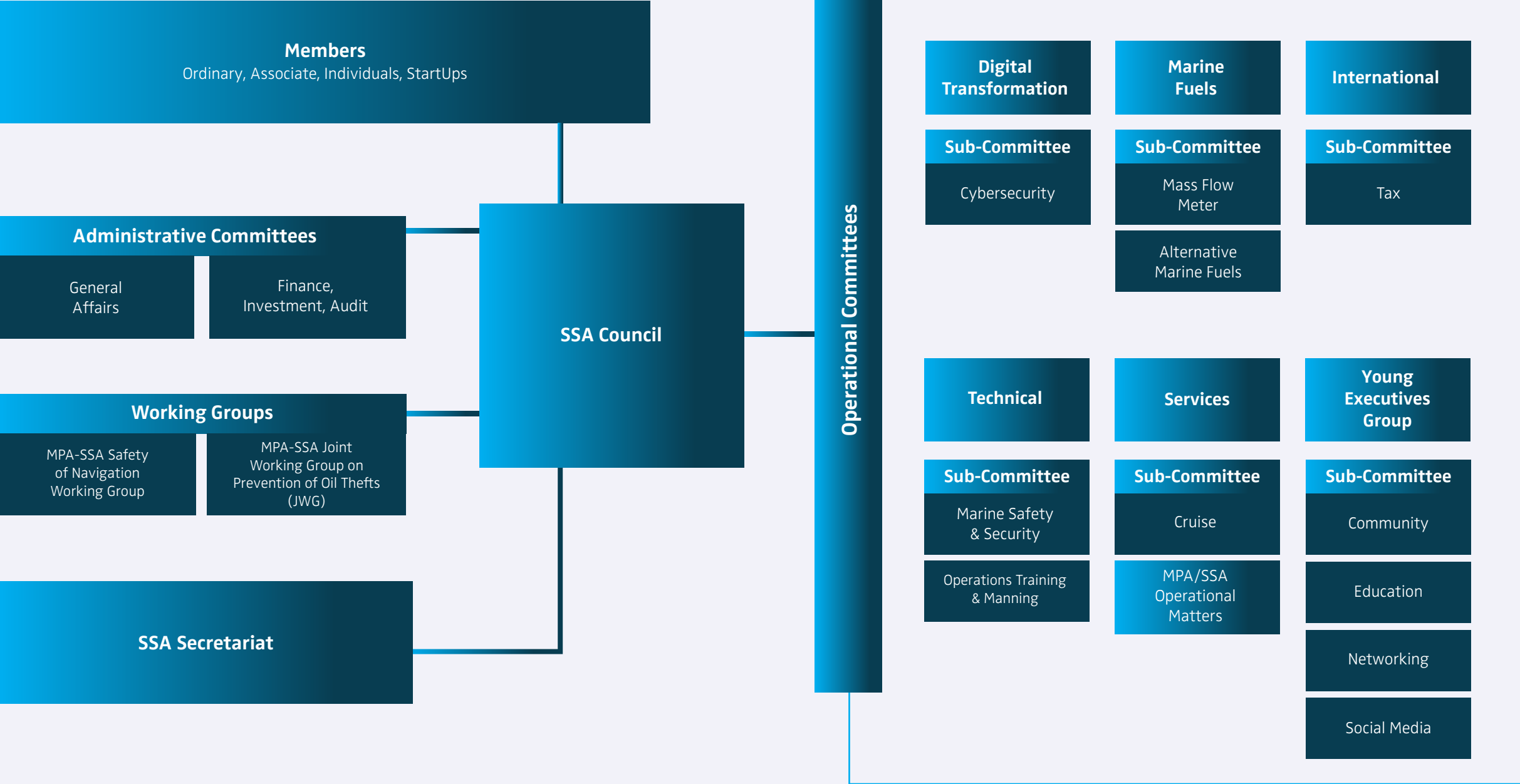
As of 31 March 2023, the membership of SSA stood at 499 members, out of which 264 are ordinary members, 211 are associate members,

12 are startup members and 12 are individual members. The Association's honorary members are David Chin, Josephine Teo, Lam Pin Min, Lim Hwee Hua, Liu Tuck Yew, Ong Kok Wah, Patrick Phoon, Teo Siong Seng, and Yeo Cheow Tong.

SSA is a growing, vibrant and relevant association which serves and anticipates the needs of its members. In the past one year, the Association welcomed 29 member companies into the SSA community.



# How We Are Organised





# Your Council



**Caroline Yang**

President  
Chief Executive  
Hong Lam Marine Pte Ltd



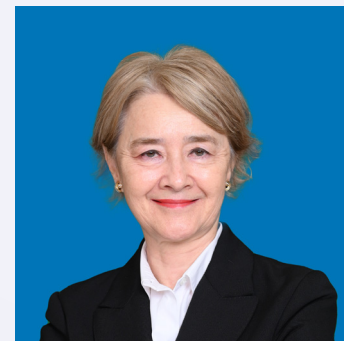
**René Piil Pedersen**

Vice President/  
Honorary Secretary  
Managing Director  
A.P. Moller Singapore Pte Ltd



**Katie Men**

Vice President/  
Honorary Treasurer  
Managing Director  
Iseaco Investment Pte Ltd



**Gina Lee-Wan**

Chairman  
Legal and Insurance Committee  
Partner  
Allen & Gledhill LLP



**Apostolos Boutos**

Chairman  
Marine Fuels Committee  
General Manager  
Thenamaris Singapore Pte Ltd



**Lee Keng Lin**

Chairman  
Offshore & Renewable Energy  
Committee  
Chief Executive Officer  
Pac Offshore Services Holdings Ltd



**Teo Teng Seng**

Chairman  
Digital Transformation Committee  
Board Director and Advisor  
PIL Logistics



**Colin De Souza**

Chairman  
International Committee  
Regional Head  
Ocean Network Express Pte Ltd



**Ng Ee Ping**

Vice Chairman  
International Committee  
Director  
Kontiki Shipping Pte Ltd



**Lakhbir Singh**

Chairman  
Services Committee  
Managing Director  
Orient Maritime Agencies



**Gerbrand Vroegop**

Chairman  
Shipping Finance Services  
Committee  
Managing Director  
ING Bank



**Akanksha Batura Pai**

Chairman  
Young Executives Group  
Committee  
Head of Strategy and Growth  
Sinoda Shipping Agency Pte Ltd

# Your Secretariat



**Michael Phoon**  
Executive Director



**Haniza Bte Mustaffa**  
Technical Director



**Serene Teo**  
Accounting Manager



**Tay Hsu Chern**  
Head of Communications



**Gena Lim**  
Executive Secretary



**Siew Poh Hong**  
IT Officer



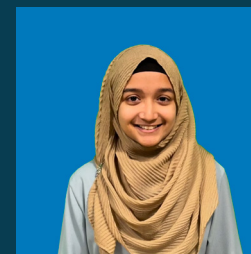
**Marissa Enriquez**  
Accounts & Admin  
Executive



**Kunasekaran**  
Admin & Training  
Executive



**Noel Ong**  
Assistant Manager



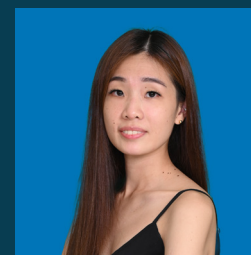
**Shafwana Seerin d/o  
Saleem**  
Executive Officer



**Anis Amiera**  
Executive Officer



**Alfred Tan**  
Senior Executive



**Wong Shu Yi**  
Senior Executive  
Membership & Marketing



**Vikneswari d/o  
Rajasegaran**  
Executive Membership



**Faris Bowe**  
Corporate  
Communications Trainee

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# Gala Dinner

SSA 38th Anniversary

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22 September 2023

6.00pm - 9.30pm

Marina Bay Sands Grand Ball Room

For Sponsorship enquiries

kindly reach out to [hsuchern@ssa.org.sg](mailto:hsuchern@ssa.org.sg)

# General Affairs



**René Piil Pedersen**

Vice President/Honorary Secretary  
Singapore Shipping Association

The general affairs committee is headed by Vice President and Honorary Secretary, Mr René Piil Pedersen and supported by Vice President and Honorary Treasurer, Ms Katie Men. All matters relating to the Association's public relations, collaterals, social activities and Secretariat's administrative affairs come under its purview.

## SSA Secretariat

Headed by Executive Director, Michael Phoon, and supported by a team of 15 the SSA Secretariat delivers administrative and support services to the member body. The team also provides secretariat support to the Federation of ASEAN Shipowners' Association (FASA) and the Safe Navigation and Environment Committee (SNEC) of the Asian Shipowners' Association (ASA). The Secretariat moved into new premises during the early part of 2023 and is now settled into its new home in the Bank of China Building, Battery Road, Singapore.

## Communications and Engagement with Members

The team continues to stay in touch with members through a number of key communication channels including emails, circulars, the SSA website, newsletters and social media platforms. Regular updates on maritime policy matters, SSA initiatives, events (including seminars, talks, networking events) and training courses are circulated to members through these platforms

## Events, Talks and Webinars

2022 saw the return of normalised, in-person proceedings following the pandemic although SSA continues to hold some events virtually.

## 26<sup>th</sup> Annual General Meeting

The 26<sup>th</sup> Annual General Meeting and Cocktail Dinner both took place on 29 June 2022. They were very well attended and SSA was delighted to welcome 85 member companies and approximately 650 people to the post-AGM Dinner.

## 37<sup>th</sup> Anniversary Gala Dinner

2022 featured SSA's inaugural carbon neutral Gala Dinner demonstrating that the Association

not only 'talks the talk' but 'walks the walks' in its commitment to the environment. Greenhouse Gas Emissions from the event on 23 September 2022 were quantified and offset by supporting the Katingan Peatland Restoration and Conservation Project. We thank SDTR Marine for their generosity in sponsoring the carbon credits, and CCS for completing the carbon footprint for the event.

## Sustainability Workshop

'Operating a Sustainable Shipping Business' was the theme for the first sustainability workshop held by SSA. Attendees at the 5 October 2022 event had the opportunity to work on their own case study with guidance from a range of speakers from diverse backgrounds allowing them to benefit from a practical and hands-on experience.

## Scope 3 Emissions Workshop

The 'Discovering Shipping's Scope 3 Emissions' workshop, jointly organised with Paia Consulting and over 3 sessions, brought together close to 200 SSA members from port operations, ship management/owning and the maritime services sector. At the event our President, Caroline Yang, emphasised how important it is for the maritime sector



26<sup>th</sup> AGM & Cocktail Dinner



SSA 37<sup>th</sup> Anniversary Gala Dinner





SSA Sustainability Workshop

to understand indirect emissions arising from assets they do not own so that we can “draw the rest of our eco-system into the global decarbonisation movement”.

### Tech Talk Forum

The 2 November 2022 forum focused on EEXI, CII and SEEMP part III compliance. Members were able to engage in discussion about the upcoming carbon regulations that will impact international shipping and examine together how the industry should move forward. The event featured speakers from maritime organisations such as the World Shipping Council, Intertanko, Danish Maritime Authority, as well as from the Maritime Port Authority and NYK Bulkship (Asia) Pte Ltd.

### Maritime Conversations@SSA

SSA launched a new knowledge seminar series in 2023, titled “Maritime Conversations@SSA”, for experts on various topics to discuss pertinent maritime issues with our members in a casual setting. At the first session on 16 March 2023, a team from the SME Centre@Singapore Indian Chamber of Commerce and Industry (SME Centre@SICCI) shared about new

and enhanced initiatives from Budget 2023 that support SMEs in business transformation, internationalisation and sustainability capabilities. This was followed by a session co-hosted with Deloitte on the latest tax developments impacting the shipping industry.

### Strong Relationships at Home and Overseas

The SSA is widely recognised as a collective voice representing the interests of its members and the Singapore shipping community at the local, regional and international level. Regionally, SSA leads the Federation of ASEAN Shipowners Association (FASA) with our Executive Director as its Secretary General and our President chairs the Safe Navigation and Environment Committee in the Asian Shipowners’ Association (ASA).

Having witnessed the benefits of collaboration during the COVID pandemic, ASA recently held its first joint meeting between the Shipping Policy Committee (SPC) and the SNEC, with discussions covering environmental and navigational safety issues and the impact of economic and shipping policy considerations.

As Chair of the SNEC, SSA President Caroline Yang addressed the ASA AGM, emphasising the significance of safe navigation and the protection of the marine ecosystem with particular reference to the increase in traffic in the Straits of Malacca and Singapore.

SSA also maintains strong working relationships with key government agencies including the Maritime and Port Authority of Singapore, the Singapore Customs, the Immigration and Checkpoints Authority, the Republic of Singapore Navy, and the Police Coast Guard. The Association is also a leading presence on the advisory and working committees of several government statutory departments.

### Maritime Talent Development

SSA continues to provide bond-free scholarships to students under the MaritimeONE Scholarship Programme from which seven students benefited during the financial period. Our support amounted to S\$108,000. Administered by the Singapore Maritime Foundation, the programme aims to develop and strengthen the talent pipeline by supporting deserving students requiring financial assistance.

In addition, SSA has a presence on academic advisory boards including those of NTU, NUS, ITE and Singapore Polytechnic. The Secretariat continues to provide and supported internship placements in the office.

### Corporate Social Responsibility

The SSA Young Executives Group (YEG) organises various community initiatives throughout the year to support the health and preservation of the oceans and shores – vital marine life ecosystems to the shipping industry.



Scope 3 Emissions Workshop



Tech Talk Forum: IMO EEXI 2023 & CII/SEEMP for The Next 3 Years



# Digital Transformation Committee



**Teo Teng Seng**  
Chairman  
Digital Transformation Committee

Chaired by Councillor Teo Teng Seng, Board Director, PIL Logistics and Advisor, Pacific International Lines, the Digital Transformation Committee contributes to Singapore's next-generation maritime digital ecosystem by partnering relevant stakeholders and industry partners to achieve the industry's digital transformation goals.

The Committee aims to be the industry voice for maritime digitalization and help member companies, where possible, to improve their business by leveraging digital capabilities.

The Committee also oversees the Cybersecurity Sub-committee as well as three working groups to address three key areas of digitalization. These areas include cybersecurity, digitalization of Small-and-Medium Enterprises, start-ups and scanning of the technology landscape.

## Cybersecurity Sub-committee

Chaired by Richard Wagner of CyberOwl Pte Ltd, the Cybersecurity sub-committee aims to provide a collective voice for maritime industry on issues related to cybersecurity,

**“Undertaking SME digitalization is not just an option, but a necessity in today’s fast-paced and competitive business environment. In the maritime industry, smart shipping is all about leveraging digitalization to enhance safety, efficiency, and sustainability.**

**By harnessing the power of data, automation, and connectivity, we can create a more intelligent, reliable, and eco-friendly shipping industry. As Chairman, I encourage SMEs to invest in digitalization and explore the opportunities of smart shipping to secure long-term success.”**

with a particular emphasis on cybersecurity as applied to shipboard systems and the ship/shore interface. The sub-committee provides a platform for its members to share intelligence on best practices, and threat trends and development. Members also worked to raise the level of cybersecurity awareness within the SSA community. The Sub-committee curated a webinar on “Maritime Operation Technology Cybersecurity”, where experts discussed problems relating to the technology used on-board ships and onshore, which involves automated, complex, and interconnected systems.

In early 2022, it completed a survey to determine SSA members’ interest and readiness for cyber exercises, a cyber test lab and OT cyber security. The Sub-committee also began discussions and organized meetings to engage the Singapore University of Technology and

Design (SUTD) in cyber risk studies. This included organizing ship visits for SUTD staff to understand the complexity of different systems on board.

Cybersecurity talent and training for the maritime industry was another area of concern for the Sub-committee. A survey and focus group discussions were conducted to understand the needs, challenges, and requirements of our members. The findings will be used in DTC’s future engagements and work with industry stakeholders including MPA, and Institutes of Higher Learning such as the Singapore Institute of Technology.

The Sub-committee also supported the formation of the Cyber Security Roundtable in 2022. Chaired by SSA, members include Maritime Port Authority, Ocean Network Express, Pacific International Lines, Pacific



Digital Transformation Committee Meeting on 11 May 2023

Carrier Lines, Thome Group, BW Group, Eastport and Orient Maritime. The objective is to elevate and promote maritime cyber risk management at the C-suite level, improve collaboration and information sharing, develop practical solutions that strengthen cyber infrastructure in our industry and encourage the development of a cyber talent pool for maritime.

One of the key initiatives coming out of this Roundtable is the Maritime Cyber Security Maturity Scorecard. In March 2023, the Sub-committee received approval from MPA's Maritime Innovation and Technology (MINT) Fund to further develop this initiative, where ship owning members will use the scorecard to understand their fleet's cyber maturity with the aim of improving their cyber readiness. This was a remarkable milestone achieved through the efforts of those involved in drafting the score card, identifying industry requirements, selection of a consultant and obtaining funding.

### SME Digitalization Workgroup

The workgroup spearheaded the development of the SME Digitalization Initiative (SDI), a SSA initiative that enables Small-and-Medium

Enterprises (SME)s in the maritime industry to embrace digitalization through three phases: Recruitment, Acquisition and Implementation. By partnering relevant government agencies such as the MPA, IMDA, ESG, CSA and WSG, the programme helps our member companies attain their digitalization goals. Since mid-2022, workgroup members conducted company visits to better understand each potential participant's digital maturity and digitalization needs. This high touch approach with SMEs within the SSA membership will continue well into 2023 and 2024.

In the past year, some key milestones achieved include:

- Leveraged IMDA's Chief Technology Officer (CTO) as-a-service programme consisting of free advisory and project implementation management support to engage and encourage onboarding of SMEs.
- Recruited 14 SMEs into SDI .
- Launched the acquisition phase to identify digital initiatives that could address the problems and development of SMEs.
- Established a programme office to ensure sustainable effort.

- Developed plans to address cybersecurity readiness by leveraging CSA's Chief Information Security Officer (CISO) as-a-service programme. This is slated to launch in the third quarter of 2023.

In August 2022, the Maritime Industry Transformation Tripartite Committee (MITTC) appointed DTC to lead the initiative to support maritime SMEs on their digitalization journey.

### Start-up Engagement Workgroup

The workgroup supports the development and growth of start-ups within the maritime ecosystem. In 2022, it launched initiatives such as Mentor Connect, Proof of Concept Connect and several awareness activities. An example of the workgroup's engagement with maritime startups is the Startup Showcase held in conjunction with the SSA Cocktail in November 2022, where 37 participants took the opportunity to network and build connections with SSA members. During this well received event, members of the working group assisted in recruitment efforts and will continue to reach out to others. The workgroup works with SSA members as well as external stakeholders in the shipping community, such as Industry Partners, Investors, Mentors, POC Participants and Technology Adopters.

In November 2022, a partnership agreement was signed between SSA & PIER71™ to officially

support the PIER71™ start-ups and its Smart Port Challenge programme.

### Tech Scan Workgroup

Members of this work group came up with an easy to refer guide that details latest technologies and their business applicability in various maritime sectors, for instance, exploring how blockchain technology would impact the business of a shipping agency. A technology scan vs business impact report will be circulated to SSA members for them to get a sense of the state of technology adoption.



SSA-MPA Cybersecurity Roundtable MoU. Photo Credit: Maritime and Port Authority of Singapore



Maritime Conversations@SSA: World's First Digital Identities for Ships



SSA Tech & Demo Day—Maritime Emerging Marketplace



# International Committee



**Colin De Souza**  
Chairman  
International Committee

Chaired by Councillor Colin de Souza of Ocean Network Express Pte Ltd and Councillor Ng Ee Ping of Kontiki Shipping Pte Ltd, the International Committee focuses on trade connectivity and the international competitiveness of Singapore's maritime cluster. The Committee also oversees the work of the Tax Sub-committee which monitors accounting and taxation trends and developments at home and abroad to ensure that Singapore remains relevant as an international Maritime centre.



**Ng Ee Ping**  
Vice Chairman  
International Committee

## Reduction of GHG Emissions from Ships

Members are disappointed with the lack of progress in setting new ambitious greenhouse gas reduction targets to give shipping a clear net zero target for 2050. However, anticipation is high for the next updates at the MEPC meeting in July 2023.

The shipping industry is complex and reducing greenhouse gas emissions will require significant investment in new technologies, alternative fuels and infrastructure. It will be a battle with refiners/suppliers and the alternative/sustainable fuels market.

On a positive note, governments are increasingly recognising the value of the fund and reward proposals to accelerate the production and deployment of low and zero carbon fuels. These proposals aim to incentivize shipping companies to invest in more sustainable practices and technologies by establishing funds that can be used to finance these initiatives and offer rewards to shipping companies that meet certain environmental targets.

The Committee will continue to advocate for a unified approach to reducing greenhouse gas emissions and setting a clear and consistent net zero carbon target for the industry.

## ICS Submission on Fund And Reward Proposal to ISWG-GHG 14

The International Chamber of Shipping (ICS) has submitted a revised proposal to the International Maritime Organization (IMO) that reaffirms the industry's commitment to meet 2050 net-zero carbon goals and sets out the full details of how this can be achieved via a "Fund and Reward" system. The Fund and Reward mechanism is intended to be as simple as possible for IMO to establish. With political will, it can be readily adopted via the existing IMO MARPOL Convention by 2024, so that the commitment to net zero by 2050 can be achieved. The International Committee is fully supportive of this proposal which offers a commitment to net zero combined with a proposal to achieve this.

## Block Exemption Order (BEO) for Liner Shipping Agreements

Although the Members were as in favour of a 5-year extension to 31 December 2026, during its feedback to CCCS (Competition and Consumer Commission of Singapore), the Minister for Trade and Industry maintained the extension of the proposed BEO by 3 years, taking it from 15 November 2021 to 1 January 2022 to 31 December 2024. This will provide

sufficient legal certainty and time for the industry to make long-term investments and allow the CCCS to review it more regularly.

The Committee will continue to provide feedbacks to CCCS to ensure all issues facing the shipping sector will be promptly addressed.

## Ukraine and Russia Conflict

The war between Ukraine and Russia has had a significant impact on the shipping industry in the Black Sea region, with both Ukrainian and Russian ports experiencing disruptions and delays. The situation in the Kerch Strait, which connects the Black Sea to the Sea of Azov, has been particularly tense, with Russia controlling access to the strait and imposing restrictions on shipping.

As a result of the conflict, some shipping companies have chosen to reroute their vessels, while others have decided to avoid the region altogether. The ongoing instability in the area has also raised concerns about the safety of shipping. Members are continuously kept updated about the various sanctions from US, UK, New Zealand, Singapore etc.

## Government of Bangladesh Protection of Interests

It has been brought to the attention of the Committee that the Bangladesh Flag Vessel (Protection of Interests) Act 2019 provides for preferential arrangements for the transportation of Bangladeshi cargo by Bangladesh flag vessels, affecting all sectors and industries. As an overtly trade-restrictive measure, the legislation may limit competition in Bangladeshi shipping, create market distortions, increase shipping costs and ultimately harm the Bangladeshi economy. This can affect, for example, exports of garments and textiles, which account for about 80% of Bangladesh's export earnings. Delays and congestion at Bangladeshi ports have already been reported as a direct result of the law and its implementation.



The Committee will continue to work with like-minded international organisations such as the International Chamber of Shipping and the World Shipping Council to ensure that international maritime trade is not impeded by governments.

### Tax Sub-Committee

Chaired by Elaine Ng from PwC Singapore, the sub-committee continues to support the industry in its efforts through increased awareness, facilitation of cooperation and acting as a voice for the shipping industry on OECD'S Digital Tax initiatives, BEPS 2.0 etc.

A meeting with MPA representatives was organised for members to discuss the impact of Pillar 2 on the shipping industry and give a forum for feedback. The uncertainties in the implementation of this carve-out for the shipping industry will affect the industry not only in Singapore but throughout the world since shipping.



Deloitte Meeting on 3 May 2023



International Committee Meeting on 23 May 2023

**“As we navigate the choppy waters of international shipping, we must stay alert to the latest trends and developments shaping the market. Looking ahead to 2022 and 2023, we anticipate a dynamic global shipping environment, driven by several key factors.**

**Firstly, we expect to see continued growth in maritime trade, with a rising demand for energy, raw materials, commodities and consumer goods across the world. This trend is supported by the ongoing expansion of e-commerce and the increasing need for efficient supply chain solutions. Secondly, the decarbonisation of shipping remains a top priority for our industry, with a growing focus on**

**reducing greenhouse gas emissions and promoting sustainable practices. We anticipate significant investment in new green ships, low-carbon technologies, such as alternative fuels, electric propulsion systems and smart energy management solutions.**

**Despite these challenges, the members remain optimistic about the future of international shipping. With a proactive approach and a commitment to innovation and a level playing field, we can navigate the changing tides of the global market and ensure a sustainable and profitable future for our industry.”**



International Committee at SSA Booth SEA Asia 2023

# Legal & Insurance Committee



**Gina Lee-Wan**  
Chairman  
Legal and Insurance Committee

Chaired by Councillor Mrs Gina Lee-Wan of Allen and Gledhill LLP, the Legal and Insurance Committee aims to consider the legal aspects of policies and issues affecting the shipping community and developments in marine insurance.

The objective of the Legal and Insurance Committee is to examine new regulations and insurance matters and share their findings with SSA members to ensure they are fully informed about issues that may affect operations for their companies.

The Committee dealt with the following issues during the reporting period:

## **Admiralty Court Users' Committee (ACUC)**

The Committee participated in providing feedback to revise the Admiralty Court Guide issued by the Supreme Court which provides an overview of the work of the Maritime Court and covers various procedures such as substitution and sale of the vessel. The guide is currently being revised to reflect the relevant changes in the court's rules and regulations.

The Committee discussed the following items:

- Section 24(3A) of the Merchant Shipping Maritime Labour Convention 2014 gives P&I Clubs the right to acquire the maritime lien that the seafarer has on the vessel and to use that lien to recover their payment from the proceeds of the sale of the vessel in priority to other creditors.
- Whether service of court documents should continue as it was introduced when Covid came up in 2020 and Singapore adopted the Zero Covid Policy. This policy provides for documents to be sent only to the office of the shipping agent. From the lawyers' perspective, this arrangement is convenient and cost-effective as they do not have to hire a launch or board the vessel. Therefore, the majority of ACUC members did not agree with the repeal of the rules. The Committee awaits the outcome of the review at the ACUC meeting in November 2022 as the rules were originally intended to be temporary and many ship's agents were unhappy about this.
- Making permanent the dispensation given with the deployment of a security guard on board ships during an arrest. ACUC members agreed that there are no reasons not to make it permanent. However, they want the sheriff to retain the appropriate cases to decide when to send a security guard on board. The default setting would be that no security officer would be deployed unless there is a specific reason to do so.

## **EU Emissions Trading Scheme (EU-ETS)**

The Committee is kept informed of shipowners' liability during sharing sessions on EU-ETS. The EU-ETS is a carbon offset scheme that has been in place since 2005 and will be extended to shipping from 2023. Under the revised ETS, ships of more than 400 GT and later (by 2027) of less than 400 GT, calling at

European ports will have to buy allowances for each tonne of carbon dioxide they emit. This is a market-based decarbonisation measure that works according to the polluter-pays principle, i.e. costs are ultimately determined by market prices for carbon emissions. Ship owners can be fined if they fail to make the required declarations. In addition, repeated non-compliance by a company can lead to ships being denied access to EU ports.

## **Russia-Ukraine Sanctions**

The Russia-Ukraine conflict has significant legal and insurance implications for shipping companies operating in the region. While the sanctions are aimed at putting pressure on Russia and helping to resolve the conflict, they have also created significant challenges for businesses and increased the costs and risks associated with shipping activities. As the conflict continues, further legal and insurance challenges will likely arise that will continue to unsettle the shipping industry. The Committee shared various legal and underwriting issues to ensure that sanctions are not breached, as the shipping industry risks significant financial penalties if that should happen.





“As we enter 2023, the landscape of shipping legal and insurance issues remains complex and challenging. From new regulations to new risks, the industry faces a variety of issues that require careful consideration and proactive management.

One of the most pressing issues is the ongoing impact of the pandemic COVID -19. The pandemic has disrupted global trade and shipping and caused significant losses to many businesses. The legal and insurance implications of these losses are still being determined and there are likely to be many disputes in the months and years ahead.

Another important issue is the current legal situation. In recent years there has been a proliferation of new regulations aimed at improving safety, reducing emissions, and protecting the environment. While these regulations are generally positive for the industry, they also bring significant compliance challenges and potential liabilities.

In addition to these external factors, the shipping industry also faces a range of internal risks, from cyber

threats to supply chain disruptions. These risks need to be carefully managed and mitigated to ensure the continued success of shipping operations.

Against this backdrop, the Legal and Insurance Committee has done an admirable job over the past year. Through their hard work and dedication, they have provided valuable guidance and support to the industry and helped companies navigate the complex and challenging landscape of shipping legal and insurance issues.

Looking to the future, I am confident that the Committee will continue to be an important resource for the industry in 2023 and beyond. Its expertise and insights will be indispensable to companies in addressing the shipping industry’s ongoing challenges, managing risk, complying with regulations, and protecting the bottom line. I am proud and privileged to chair this committee and look forward to working with my colleagues to support the industry in the years to come.”





# Marine Fuels Committee



**Apostolos Boutos**  
Chairman  
Marine Fuels Committee

Chaired by Councillor Apostolos Boutos of Thenamaris Singapore Pte Ltd, the Marine Fuels Committee also oversees the activities of the Sub-Committee on Mass Flow Meter (MFM) and the Sub-Committee on Alternative Marine Fuels. The Committee works with the MPA and other service providers to address fuel quality issues, end-to-end bunkering digitalisation, and how Singapore can retain its competitiveness as a leading global bunkering port.

The objective of the Committee is to ensure that SSA members are kept abreast of developments in future fuels while also establishing safety measures for the implementation of the Master Meter for the verification of mass flow meters.

## **MPA - SSA Industry Expert Group**

Following the identification of fuel contamination issues in the Port of Singapore in early 2022, SSA joined hands with MPA to co-chair an Industry Expert Group (IEG) that looked into strengthening the quality assurance of bunkers supplied in Singapore. The IEG was formalized in August last year and comprises a group of experts in their fields, including fuel testing laboratories,

engine makers, bunker suppliers and ship owners. In co-leading the workgroup, the MFC Chairman steered the experts to identify a list of chemicals to be additionally tested and their corresponding concentration limits. SSA and MPA will now consult the industry on these recommendations, to ensure that the unfortunate case of fuel contamination will not be repeated.

## **Preparing SSA Members for Biofuels Adoption**

Recognizing the key role of biofuels in our industry's shift towards low-carbon alternatives and their potential to reduce greenhouse gas emissions and mitigate environmental impact in shipping, SSA understood the significance of equipping members with comprehensive information on biofuel bunkering requirements, opportunities, and challenges in the Port of Singapore.

Committee members took the initiative to prepare a detailed FAQ on biofuel bunkering for ocean-going vessels in the Port of Singapore. The document also contains recommendations from engine makers to ensure there are no warranty and engines issues. There will be annual update made to this document going forward.

To help enhance members' understanding of the significant advantages associated with utilization of biofuels, encompassing operational and procurement aspects as well as potential greenhouse gas reductions, the committee arranged a knowledge sharing session with Chevron, a leading biofuel supplier.

## **2022 Marine Fuels Survey Report**

SSA conducts an annual survey of its members who source and procure bunker fuels in the Port of Singapore. The survey addresses quantity issues, quality issues, testing, the attractiveness of Singapore as a bunkering port. It also surveys members' opinions of various alternative fuels

and provides insights into the trends, trials, and considerations in adopting such fuels. The Committee will consider these insights when developing future initiatives and work plans and aim to holistically support the needs of all Marine Fuels Committee members.

## **Supporting MPA in Digitalizing Bunkering Operations**

The MPA provides constant updates to the Committee on developments, field trials, and feedback from trial participants on the progress of its Digital Bunkering initiatives. The Committee also organized for a sharing session by SSA member companies in the bunkering sector who have embarked on trials to digitize their operations. By sharing their experiences, these trial participants can help Committee members glean useful insights into the benefits, costs and challenges with implementing digital bunkering.

## **Mass Flow Meter Sub-Committee**

The Mass Flow Meter (MFM) Sub-committee collates and analyses data on bunker dispute cases in collaboration with MPA. Such sharing of statistical information with the members demonstrates openness, transparency, and honesty about any disputes or issues that may arise. Moreover, the comprehensive analysis provides members with valuable insights into the number of bunker dispute cases, the total amount of shortfalls (MT), and the product of shortfalls.

The third Sub-committee meeting included an engagement with the MPA Bunker department. Such engagements on operational issues help ensure the legislated bunkering regime in Singapore is constantly being updated.

A visit to the Emerson calibration facility was organized to see their flow calibration equipment and discuss any concerns raised by Committee members. This was an enlightening experience for members as they were able to

witness and understand the process needed in performing MFM calibration.

## Alternative Marine Fuels Sub-Committee

The Alternative Fuels Sub-Committee is working with various engine manufacturers on a report that compiles a list of engine models and their compatibility with different alternative fuels. The report is scheduled to be published by the second quarter of 2023 and aims to inform SSA member companies of the choices available when decarbonizing their fleets through various alternative fuel pathways.

At the second Sub-Committee meeting, the Global Center for Maritime Decarbonization (GCMD) was invited to share the progress of their ongoing initiatives, such as, the Ammonia bunkering safety study and the GHG Accounting framework. FuelNG was also invited to share about current LNG bunkering operational issues faced and recommendations relating to more efficient LNG ship-to-ship transfer operations in Singapore.

To assess the direction of travel for members, the yearly survey on Alternative Fuels was conducted and the findings were shared with the Committee and MPA.

Decarbonization is a globally critical issue that is being urgently addressed in the shipping industry. In 2022 Singapore raised the national climate target to achieve “net zero emissions by 2050” as part of its Long-Term Low-Emissions Development Strategy.

In line with the National Climate ambition, MPA in March 2023, set the directive that from 2030, all new harbor craft will have

to be fully electric, be capable of using pure biodiesel (B100), or be compatible with net-zero fuels such as hydrogen.

The Marine Fuels Committee is striving to raise awareness on the various alternative fuel options available along with the evolving regulations and technologies for its members. Through our member surveys we see fast-paced growing trends. The Committee is also working closely with authorities on providing feedback from our members on concerns going forward on the path to decarbonization.

The Committee encourages the industry to share, collaborate and plan early to explore the various options further through proof of concepts, research, and development activities with SSA and partners like GCMD and the shipping community.

The transition into a multi-fuel bunkering is imminent for Singapore and it will enable vessels to refuel with alternative fuels along established shipping routes. This will also contribute to the growth of the alternative fuels industry and reduce the cost of these fuels.

The Marine Fuels Committee is committed to working with our members and stakeholders to promote decarbonization and support the uptake of alternative fuels.



Marine Fuels Committee at SSA Booth SEA Asia 2023



Emerson Facility Visit



Marine Fuels Committee

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# Offshore & Renewable Energy Committee



**Lee Keng Lin**  
Chairman  
Offshore & Renewable Energy Committee

Chaired by Councillor Lee Keng Lin of Cyan Renewables Pte Ltd, the Offshore & Renewable Energy Committee aims to address issues of particular importance to the offshore sector and to establish Singapore as an attractive centre for the global offshore marine industry.

The objective of the Offshore & Renewable Energy Committee is to support members who own offshore vessels and to ensure all members are well positioned to leverage the developments in the offshore and renewables sector by keeping them well-informed and up-to-date. 2022, saw an overall increase in activity and investment in the offshore market, primarily due to rising global demand for oil and gas and the increasing focus on energy security. Despite facing challenges arising from geopolitical tensions and the ongoing COVID -19 pandemic, the Committee members have remained resilient and have continued to adapt to changing market conditions, exploring new technologies and innovation to improve operational efficiency and reduce carbon emission.

The offshore wind sector also saw significant growth as governments and private investors increasingly

turned to renewable energy sources. More members are beginning to pivot into this sector with orders being placed for 'specialised' wind support vessels like CTVs and SOV. Overall, we see strong developments in the offshore sector, with recovering activities in the offshore oil and gas sector and growing demand in the offshore wind sector. We believe that Singapore's offshore companies are well positioned to leverage on these tailwinds, and this in turn will enhance Singapore's position as an International Maritime Centre.

## Working with PSA Marine on the Safe Embarkation and Disembarkation of Pilots for Tugs

Following the recent fatal accident that affected the PSA Marine harbour pilot, the Committee members recognised the urgent need to address the issue of safe embarkation and disembarkation for pilots in the tugboat sector. A sharing session has been organised to bring all stakeholders together to ensure that they can avoid taking action that could cause further tugboat piloting casualties.

## TCOMS (Technology Centre for Offshore and Marine, Singapore) Visit

The Committee arranged a visit to TCOMS on 13 April 2023.

TCOMS is a national research and development centre dedicated to the marine, offshore and maritime sectors. SSA members were able to experience the centre's Deepwater Ocean Basin next-generation research facility that has been equipped with advanced wave and current generation systems to simulate challenging marine environments.

## Renewable Energy Work Group

To simulate investment and training interest in renewable energy, the members of the work

group perform education and outreach efforts can help raise awareness about the benefits of renewable energy for the shipping industry and to increase interest in investment and training for renewable energy technical careers.

The members engage actively with the emerging industry to collaborate and develop partnerships to facilitate training and education programmes to help develop a skilled workforce that is equipped to design, build, and maintain renewable energy systems. The members have pursued a collaboration with the Sustainable Energy Association of Singapore (SEAS) to work on the development of courses related to new, renewable energy skill sets.



Renewable Energy Workgroup



**“Pursuing green energy is the key to a sustainable future. In the offshore market, there is huge potential for the development of renewable energy sources such as wind, wave, and tidal power. By investing in these sources, we can create new jobs, reduce our dependence on fossil fuels, and contribute to a cleaner, more sustainable energy mix.**

**New trends in the green energy sector such as hydrogen energy, green shipping, and floating offshore wind turbines are showing promise as viable alternatives to traditional energy sources. The Committee is committed to pursuing these trends and supporting innovation and training that leads to a greener future.”**



Offshore & Renewable Energy Committee Meeting on 24 Feb 2023



Offshore & Renewable Energy Committee Meeting on 9 May 2023

# Services Committee



**Lakhbir Singh**  
Chairman  
Services Committee

Chaired by Councillor Lakhbir Singh from Orient Maritime Agencies Pte. Ltd, the Services Committee also oversees the activities of the Cruise Sub-Committee. The committee works with the Maritime and Port Authority of Singapore (MPA), terminal operators, and other service providers to resolve issues related to vessel operations and port services in Singapore.

The objective of the Services Committee is to address any problems related to ship operations and port services in Singapore for the benefit of our members. SSA holds quarterly meetings with the MPA and works closely with Jurong Port, ensuring that productivity and efficiency are embedded, and a safety culture is enforced throughout the port.

## Industry Feedback on Operational Matters in Port of Singapore

Issues addressed during the past year include crew immigration clearance and procedures, activities alongside private terminals post-covid, port operations in anchorages, anchor handling and contact incidents, pilotage availability, pilot ladder non-compliance, bunker discharge incidents and SSEC certificates.

With the end of Covid-19 and restrictions lifted on all activities

within the Port of Singapore, SSA members whose vessels called on private oil terminals in Singapore were looking forward to the resumption of alongside activities. MPA, SSA and the Economic Development Board of Singapore consulted with these terminals on the possibility of allowing vessels to conduct activities such as crew changes, receiving supplies, concurrent bunkering, and SIRE inspections alongside. Since then, most of the terminals have opened up to allow certain alongside activities and this will improve the efficiency in terminal and vessel operations.

## Constant Engagement with Government Agencies Facilitated Crew Management

The Committee remains in constant contact with the Immigration & Checkpoints Authority (ICA) and keeps SSA members informed of regulatory updates so that crew coming through Singapore can be better managed. For example, information on the change in operating hours at the Keppel Entrance Crew Office and the replacement of the physical landing card with an electronic landing card for arriving seafarers was promptly circulated to all members.

In August 2022, MPA and SSA organised an industry briefing on the lifting of crew change restrictions to prepare members to deal with the change in procedures post-covid. In addition, circulars on the revised crew change and seafarer vaccination procedures were propagated to all members.

## Industry Dialogue on Importance of Engaging Competent Diving Companies

SSSA worked with government agencies such as the Ministry of Manpower (MOM) and Workplace Safety and Health Council (WSHC) to look at how the shipping community can encourage a culture of safety in the diving industry. SSA members participated in the MOM

- Shipping Industry Dialogue Session, organized to reach out to the ship agents and ship managers. Through this session, SSA members were made aware of their responsibility to engage competent commercial diving companies in accordance to the SS-511 Code of Practice for Diving at Work. The committee has also engaged with CDAS (Commercial Diving Association (Singapore) to better understand their perspectives in this issue.

## PSA Marine (PSAM) Circular

As part of PSA Marine's (PSAM) efforts to provide more transparency to SSA members regarding their pilotage services, PSAM provided monthly updates to all SSA members.

## Cruise Sub-Committee

Chaired by Frankie Tan of Wallem Shipping (S) Pte. Ltd, the Cruise Sub-Committee works closely with MPA, Singapore Tourism Board (STB), ICA, and other stakeholders to develop and improve the cruise industry in Singapore.

Exchanges between STB and the Sub-Committee provided members with clarity on the agency's way forward following the announcement in September 2022 that STB will take over the regulation of cruise terminal operators from MPA. Members have also provided their feedback on the use of the SG Arrival Card for immigration clearance, particularly on trials conducted for batches of cruise vessel crew.

Additionally, SATS-Creuers Cruise Services who operates Marina Bay Cruise Centre Singapore, is in discussions with ICA to see how terminal operators can facilitate smoother immigration clearance for terminal users using turnstiles. and the terminal operator keeps the Sub-Committee updated on this matter.

Through these efforts, Singapore can reach its goal of remaining as the region's efficient cruise hub and a sought-after destination.



“As a committee representing maritime service providers in ensuring smooth operations when handling ships calling Singapore port, we work alongside all stakeholders such as MPA, ICA, NEA, Customs, STB, terminals etc., participating in regular dialogues and engagements geared towards the betterment of service delivery within the maritime ecosystem. Committee members, representing the wide spectrum of service providers such as ship agents, terminals, ship

managers, owners etc. all regularly take part in robust discussions and are committed towards a single goal – the continued growth and development of the maritime service provider ecosystem.

Our members are committed to providing competitive customer service, and we will continue to work together to innovate and adapt, to meet the evolving needs of the shipping industry.”



MOM Shipping Industry Dialogue Session



Services Committee



Cruise Sub-Committee



Services Committee Meeting



# Shipping Finance Services Committee



**Gerbrand Vroegop**  
Chairman  
Shipping Finance Services Committee

Chaired by Councillor Gerbrand Vroegop of ING Bank N.V Singapore Branch, the Shipping Finance Services Committee aims to raise awareness of ship finance among SSA members and raise the profile of ship finance in Singapore. The committee seeks to help educate and inform its members on how they might secure financing for their vessels in an environment that may be unfamiliar to traditional shipowners particularly as ESG plays an ever more prominent role in investor decision making.

The objective of the Committee is to support members as they navigate the significant risks found in ship financing today, including credit, market and operational risks. By sharing information and working together, members can better manage these risks and reduce the likelihood of financial loss today. To this end, the Shipping Finance Services Committee brings together members so they can discuss ship finance activities, share best practice approaches to assessing and financing green ship projects, identify collaborative initiatives with various stakeholders such as the Rotterdam Maritime Services Community (RMSC), create

compliance synergies through collaboration with the Monetary Authority of Singapore and have general discussions on risk management.

## Development of Singapore Shipping Financial Entity Booklet

The Committee envisages that such a resource will be useful for members to help finance their investments in the shipping sector. The members will continue to develop this initiative and will expect to complete it by Q4, 2023.

## Market Outlook

Following successful market outlook sessions hosted by the Committee in previous years, Jolene Chew from Clifford Capital moderated a further session during the 3rd Quarter of the year 2022. Darren Liew from Clarksons and Rob Carnell from ING Bank presented their forecasts for the shipping market and global economy.

## RMSC-SSA Green Finance and Smart Ship Networking Event

Working with international partners like RMSC, the Committee organised a networking event during Singapore Maritime Week 2023 to discuss topics such as green financing and challenges and the electrification of port operations for the shipping industry.



Shipping Finance Services Committee at SSA booth  
SEA Asia 2023



Scope 3 Emission Workshop



Shipping Finance Services Committee Meeting on 15 May 2023

“We are acutely aware of the challenges facing ship financing in today’s world. One of the most pressing issues is the need to address environmental concerns, which have become increasingly urgent in recent years.

The Poseidon Principles are a key initiative that we are proud to support. These principles are designed to encourage sustainable shipping practices and reduce the industry’s carbon footprint. By aligning our financing practices with these principles, we can help ensure that our investments support a more sustainable future for the shipping industry.

Another challenge we face is the need to transition to green fuels. As the world moves away from fossil fuels,

the shipping industry must follow suit. This transition presents both challenges and opportunities for the finance industry. We must find ways to finance the development and deployment of new technologies and fuels, while also ensuring that our investments are financially sound and sustainable in the long term.

In the face of these challenges, the shipping finance committee remains committed to supporting the industry’s transition to a more sustainable future. We recognise the importance of taking a proactive approach to environmental concerns, and we will continue to forge collaborations with both local and international industry partners to find innovative solutions to these challenges.”



# Technical Committee



**Michael Phoon**  
Acting Chair  
Technical Committee

Led by acting Chair Michael Phoon of the Singapore Shipping Association, the Technical Committee aims to maintain focus on the various pathways for the reduction of greenhouse gas emissions, smart technology, and sustainability in shipping.

## Maritime Decarbonisation Efforts

The MPA-SSA Safe Navigation Working Group is presently involved with the MPA on a Just-in-Time (JIT) project for ships calling to Singapore. This initiative serves to alleviate congestion in anchorage and port waters, and at the same time alleviate emissions with reduced loitering and waiting time for vessels in port.

Additionally, the Committee continues to be informed of various regulatory updates. They include CII implementation and operational considerations such as correction factors for tankers and bulk carriers greenhouse gas emissions issues in IMO discussions and various papers submitted to the IMO by states.

The Committee has also supported the creation of various green corridors, designated routes optimized for the use of low-carbon fuels and technologies, for shipping. One such example is the Intra-Asia Green

Corridor Cluster to be developed by the Silk Alliance. The committee believes that green corridors, can significantly reduce the environmental impact of shipping while improving efficiency and reducing costs, by providing a clear pathway for the adoption of sustainable practices and technologies and help accelerate the transition to a low-carbon future. They also provide opportunities for collaboration and innovation between stakeholders, including governments, industry, and research institutions.

Members also participated in a webinar that provided an overview of decarbonization in shipping. This focused on making shipping more sustainable and less dependent on fossil fuels while ensuring that the industry remains competitive and compliant.

## MOU Signed with Global Compact Network Singapore

Committee members supported the partnership between SSA, the Maritime and Port Authority of Singapore (MPA) and Global Compact Network Singapore (GCNS) aimed at creating awareness of measuring office-related carbon emissions, so as to help local maritime businesses transit to a greener future.

## Maritime Safety and Security Sub-committee

The Sub-Committee on Maritime Safety and Security, chaired by LTC. Daniel Ng, and its Vice-Chair Vibhas Garg, Director, Global Head of Safety & Quality, addresses maritime security issues faced when in transit through the Singapore Straits as well as through areas of higher risk and also considers safety issues such as the containership fires incidents.

Members participated in various discussions with the Information Fusion Centre (IFC). The IFC provides regular MARSEC updates during Technical Committee meetings as well as during

Shared Awareness Meetings (SAM) where the rest of the SSA membership body are informed about the MARSEC situation in Asia, the Gulf of Aiden, and the Gulf of Guinea and how different agencies are working together to address such threats.

Interest in autonomous ships has been growing. The committee discussed how safety on these ships can be improved by reducing human error, increase sustainability by reducing environmental impact due to accidents, and boost crew efficiency through automation.

Cybersecurity is another area of concern to the Committee members. Its members support the importance of reporting cyber incidents and raising awareness among shore-based personnel and ship crews.

## Operations, Training, and Manning Sub-committee

The Sub-Committee, chaired by Rajaish Bajpaee, looks at seafarers' welfare, future skills requirements, and the local seafaring career pipeline.

Covid-19 has shown that seafarers are particularly vulnerable in terms of their mental well-being. A joint SSA, International SOS, Norstar Ship Management and the Shipowners' Club webinar titled "Sustaining Seafarer's Wellness during the Pandemic" looked at how our industry can provide the psychological and emotional support needed for seafarers' mental well-being. Committee members also gained useful insights in a sharing session by Gard, who highlighted that use of a digital medical guide, such as the one developed by Gard and the Norwegian Centre for Maritime and Diving Medicine could improve medical treatment on board and potentially save seafarers' lives.

## Sail Milestone Achievement Programme (SailMAP)

To inspire talent to pursue a long-term career in seafaring and to encourage our local seafarers to sail at the highest level, MPA, e2i, SSA, the Singapore Maritime Officers' Union (SMOU) and the Singapore Organisation of Seamen (SOS) launched the programme to provide each local seafarer with up to S\$50,000 for achieving key milestones in their seafaring career.

The 5-year programme (1 June 2022 to 31 May 2027) will only be supporting candidates who meet the requirements set out and administered by the MPA, and the Committee will receive regular updated on the recipients.

## MPA-SSA Safe Navigation Working Group

The existing MPA-SSA Safe Navigation Working Group has been subsumed under the National Maritime Safety @ Sea Council. Under the leadership of Captain Segar of the MPA and Captain Vibhas, the SSA representative, the working group will continue to monitor and shape policy on navigational safety in the Port of Singapore.

A key project undertaken by the working group was to provide feedback to the preparation of a bunkering checklist. The MPA subsequently published a revised Port Marine Circular (PMC No 06 of 2023): Guidelines for Pollution Prevention during Bunkering Operations and included this checklist as an annex to the PMC for shipping companies to adopt the checklist.

There are several other ongoing efforts by the working group, namely, Just-In-Time for tankers, pilot exchange, a survey by the Nautical Institute, life jacket requirements for shore personnel and ship crews coming on board and an active anchor management system.

The Workgroup engages regularly with MPA and attended an MPA organized industry briefing session that raised awareness on the importance of navigational safety in the Traffic Separation Scheme and the risks of taking bunkers while transiting in the TSS.

**“Decarbonisation efforts are closely watched by analysts. SSA works closely with all stakeholders on a multi-year plan to first reduce emissions, and to meet the ambitious goal of net-zero emissions by 2050. The maritime industry must take a multi-faceted approach. This includes the adoption of alternative fuels such as hydrogen, ammonia, and biofuels, as well as investment in smart shipping technologies that can reduce emissions through more efficient ship operations. In addition, carbon capture and storage technologies can be used to capture emissions and prevent them from entering the atmosphere.**

**A comprehensive strategy involving collaboration between governments, the private sector, and industry stakeholders is essential. This requires collective investment in research and development, as well as pushing for policy and regulatory frameworks that incentivise the adoption of low-carbon technologies. Internationally accepted market-based measures such as fuel levies, can also play a role in incentivizing emissions reductions and encouraging the adoption of sustainable practices.”**



Technical Committee



Webinar on Seafarers' Well-Being



# Young Executives Group



**Akanksha Batura Pai**  
Chairman  
Young Executives Group Committee

Chaired by Ms Akanksha Batura Pai, The SSA Young Executives Group (YEG) was formed in February 2006 to provide an opportunity for middle management executives from member companies aged 45 and younger to participate fully in the Association. Its key objectives are to:

- Generate greater awareness and participation in the Association's activities
- Keep young maritime professionals equipped and abreast of the key trends and issues in the maritime sector and related industries
- Provide a platform for these professionals to forge deeper relationships and thus a greater affinity for the maritime industry
- Nurture young maritime professionals, as our next generation leaders, to appreciate and embrace corporate social responsibility

SSA YEG has run a number of well attended events during 2022/2023.

The YEG Chair also organises informal get togethers called "Thirsty Thursdays" for members to socialise and strengthen bonds.

## Ocean Clean Up

The community team, in collaboration with SMF YES club, organised the YES-YEG Gives Back — Ocean Clean-up project on 9 July 2022. This ocean clean-up project saw a donation of \$500 to the Habitat for Humanity, Singapore.

## Pub Quiz Night

3 members of YEG attended the Pub Quiz Night on 17 August 2022, a fun evening and a great opportunity for networking. Another Pub Quiz Night edition was organised on 24 May 2023, where 47 members attended.

## Year-end Bash

An opportunity to celebrate the end of 2022 while catching up with old friends and making new acquaintances. 136 YEG members attended this highly popular event on 25 November 2022.

## Goodie Bags for Fishing Crews

SSA YEG partnered with the International Lutheran Seafarers' Mission for this community outreach event on 20 December 2022. YEG members volunteered to pack and distribute goodie bags for the crews of fishing vessels docked at the port. 200 fishermen received the bags containing daily provisions as well as luxuries such as chocolates and sweets.

## Beach Clean Up

Due to the success of its 2022 ocean clean-up, YEG partnered up with social enterprise Ocean Purpose Project (OPP), to hold a further two-day event on 5 and 6 May 2023. The first day featured a webinar where OPP shared information about their Plastic to Fuel Project — the only beach clean-up initiative that recycles plastics into hydrogen and other products.

The second day consisted of a hands-on beach clean-up at Pasir Ris Beach where YEG Collected a total of 18kg of plastic waste, 26kg of general waste and 9.6kg of seaweed which

was followed by a sorting and documentation session where participants learned more about the types of plastics they had collected and how they could be turned into new fuels.

## SSA YEG X International Women's Day

The theme for International Women's Day in 2023 was EmbraceEquity. To celebrate the day, SSA YEG invited a panel of maritime professionals, both female and male, to share their journey and how they empower and support women in their respective organisations. The 12 May 2023 event featured speakers: Lu Su Ling, Head of Baltic Exchange Asia, Tan Woei Tyng, Director of International Maritime Center Division, Maritime and Port Authority of Singapore, Stephan Vetter, Vice President, KfW IPEX-Bank Asia Ltd, and Shmuel Yoskovitz, CEO, X Press Feeders Group.



YEG x IWD 2023



“The last two years saw YEG thriving and achieving remarkable milestones. By fostering a collaborative environment, we encouraged active participation and generated innovative ideas – especially as we worked to encourage greater interaction among members and rekindle dusty bonds coming out of the restrictive pandemic guidelines. The YEG organized impactful community events, volunteering programs, and networking events, enabling professional growth and nurturing valuable connections. Emphasizing diversity and inclusion, we spearheaded two International Women Day

panels in 2022 and 2023, making a unprecedented positive impact in our YEG community and kickstarting an annual tradition. The combination of bottom-up inventive initiatives with constant passionate communication – social media and otherwise, membership and attendance at events increased. Over the last two years, the YEG has emerged as a prominent and indispensable force, driven by our collective passion, and is committed to attract and retain talent into the maritime industry. The stage is set for the YEG’s continued success in the future. It has been my honour to serve the YEG as Chairperson during the 2021/2023 term.”



YEG Beach Clean up



SSA YEG 2022 Charity Event: Goodie Bags for Fishing Crew



YEG Year-end Bash



# LEAD Programme



SSA Sustainability Workshop

## Enterprise Singapore-SSA Local Enterprise Association Development Programme (LEAD) 2022

As part of the LEAD programme, the SSA launched the Digital Vision & Sustainability Programme (DVSP) to support small and medium-sized shipping enterprises (SMEs) in their development and implementation of digitalisation plans which will strengthen the resilience and sustainability of their businesses. As part of the DVSP, technology awareness programmes were put together on the Tech Talk Thursday platform, focusing specifically on digital transformation issues. Some of the topics covered were digitalisation, disruption, digital transformation, and leadership, as well as

Infocomm Media Development Authority's (IMDA) Chief Technology Officer (CTO)-as-a-service programme which was launched in April 2022.

The SSA set up a virtual stand platform on the SSA website to showcase digital solutions and technologies from members and start-ups. Similar to physical exhibition stands, they allow exhibitors to present their brand and solutions virtually, make appointments with registered participants from the maritime industry and, finally, establish contacts. Information about SSA's virtual booths was shared with attendees at the SSA Year-End Cocktail for Start-ups in November 2022. This piqued the interest of start-ups and led to registrations for the virtual booth.

In addition to awareness raising, the DVSP programme also included technology adoption, with SME members of SSA involved in one-on-one meetings to develop their digitalisation roadmap and implementation plan. Subject to eligibility and approval, the company would be assisted by a consultant to develop its roadmap through the CTO-as-a-Service programme. These roadmap proposals could later be translated into short- and long-term digitisation initiatives for implementation by the participating SMEs. The DVSP has supported five SME members of SSA in creating digitisation roadmaps.

In May 2022, DVSP organised its first workshop on sustainability in shipping with international trainer Dr TASSIN, enabling the SSA to actively support its members in navigating the future. This will increasingly focus on the 17 UN SDGs looking at environmental, economic, and social practises and the workshop provided members with knowledge and skills related to sustainability in operating a shipping business.

The training activities were designed to build a capable and critical thinking workforce that can meet the future green demands of shipping clients. DVSP supported eight SME members of SSA in preparing their sustainability reports as they embarked on the sustainability journey.



### TECH TALK THURSDAYS

#T3s: DIGITAL CHAMPIONS EDITION

**AGENDA**

- 11:00 Opening remarks
- 11:05 Presentation by Low Wai Mung on "Leading Digital Transformation & Innovation"
- 11:20 Presentation by Juan Jose Gil on "SMEs Disruption & Ambidextrous Leadership"
- 11:35 Presentation by Toh Keng Hoe on "Steps to get SMEs employees to be involved in transformation projects"
- 11:45 Onsite Interviews with "ORIENT MARITIME AGENCIES Transformation Team"

**THURSDAY, 31 MARCH 2022 @11:00 AM(SGT)**

Organised by: **SSA** SINGAPORE SHIPPING ASSOCIATION

Supported by: **Enterprise Singapore**

**Disruption, Digital Transformation & Leadership**

 <b>LOW WAI MUNG</b> CHIEF MANAGER BUSINESS DEVELOPMENT	 <b>JUAN JOSE GIL</b> MANAGING DIRECTOR	 <b>TOH KENG HOE</b> MANAGING DIRECTOR	 <b>NOEL ONG</b> MANAGING DIRECTOR
 <b>LAXMIDEVI SINGH</b> MANAGING DIRECTOR	 <b>KATE NEO</b> MANAGING DIRECTOR	 <b>ERIC CHUA</b> MANAGING DIRECTOR	 <b>RAYMOND TAN</b> MANAGING DIRECTOR

Tech Talk Thursdays – Disruption, Digital Transformation, and Leadership



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