



InterManager

Newsletter

Dec 16 / Jan 17 / Issue /17



DISPATCH





Bjørn Jebsen
President



Capt Kuba Szymanski
Secretary-General

Welcome Message

2016 has turned out to be one of the most challenging years ever for shipping, with the downturn striking most of the shipping segments.

The main driver for the crisis, which still continues to affect us, is the over-investing in assets combined with the slow growth in demand, which stems from declining world trade and lower oil prices.

Challenging times for owners quickly translates into challenging times for managers, as owners push for lower operating costs. The increasingly tight cash flows have meant that managers are becoming more vigilant on payment and credit issues.

On top of these challenges the industry is faced with a number of new regulatory requirements, which will have significant cost implications for owners over the next few years. The industry is now working out the economic consequences and will focus on finding ways to mitigate the costs over the coming year.

Further, we have to acknowledge that the world is moving steadily to a greener way of operating, and it is important that we as an industry are part of the solution going forward.

InterManager is playing an active part in this process by working with industry stakeholders to ensure that implementation of the new requirements are rational and do not put an undue burden on owners, managers and crew.

As 2017 creeps ever closer, another area of focus for the industry must be to improve the overall image of shipping. The majority of our maritime colleagues operate in a professional and responsible manner. Unfortunately there are some 'bad apples' that do not operate on this level and do not behave responsibly when it comes to safety, the environment and crew welfare.

Some may argue that shipping is a fragmented industry, with companies scattered all over the world with very different cultures and traditions when it comes to safety, quality and crew welfare.

Let 2017 be the year where we come together for the common purpose, rather than be led into a 'that will do' battle. By working together and combining our individual expertise we can make 2017 a progressive and innovative year.

Have a wonderful Christmas and a very happy New Year. ●

Seamarers are finding it more and more difficult to find ships for themselves. We first saw this in the offshore industry but now we are seeing it becoming more of an issue onboard container ships. To add to this, it is also becoming more frustrating for our sea staff to cope with ever-increasing bureaucracy and new regulations; the IMO, the EU and other organisations keep producing new legislation but surprisingly no one is actually checking its efficiency. It has been suggested before – with every piece of new legislation in, at least one must go out.

I continually welcome fresh initiatives to help attract new talent although there are some hurdles we need to jump over: aspiring seafarers are becoming frustrated as there are no sea berths for them to gain practical knowledge; and us 'old and bold' are complaining that the new generation may not be up to scratch. How can they be if we don't let them 'get their feet wet'?

I hate to be a panic monger but if we continue with this trend then in a year or two we will indeed face an acute

shortage of skills and there will be absolutely no one to blame but ourselves.

Shore-based staff are becoming disillusioned and seafarers are starting to get very concerned about seeing young less 'marginalised' superintendents joining the ranks, which is a result of companies trying to save money on onshore operations.

I believe that 2017 will see some very interesting moves. Companies and operations which embrace change and adapt to the new situation fast will start pulling away from the competition first.

Next year will see further development of 'boutique' ship managers especially in countries such as Poland and the Philippines. Strong partnerships with forward-thinking owners already exist and they will be further developed.

Let us continue to work together to promote and drive best practice within our industry and beyond.

I wish you and your families a delightful Christmas and prosperous 2017. ●

Could China's 'One Belt, One Road' mean global growth?

The overall sluggish shipping market of today can look forward to the 'One Belt, One Road' initiative as a long term catalyst for growth, InterManager's first Chinese member has told Dispatch.

According to Forgitos Assistant President, Eva Dai, Chinese importers and exporters are now visiting smaller Asia and African countries in favour of Europe and the USA. The reason for this, she suspects, is down to the individual governments, who actively encourage and get involved in meetings and events to promote and secure sustainable trade.

The role of the government is seemingly becoming central to China's presence in the shipping industry which is widely regarded as the biggest industry in China. This is evident when you speak to maritime organisations that employ former government officials as advisors.

Speaking of how China's state-owned shipping companies succeed in a competitive global environment Ms Dai said: "The major players in the Chinese shipping industry are similar to the Army in the sense that these companies will follow government industries very well. The 'One Belt, One Road' initiative will add more gravitas to both state-owned and private shipping companies in the next five years.

"China is considered an influential maritime centre of the Asia region and as a result, Chinese investors benefitting from the growth in our shipping markets are looking further afield to investing in Asia as the global maritime centre."

With Chinese investment becoming a familiar sight on the landscape of global shipping, you could be forgiven for thinking Chinese ship and crew managers do not want change.

However, according to Ms Dai: "Big fish eat small fish. The same is true in China as it is around the world. This year alone we have seen shipmanagement consolidation increase dramatically. Is this avoidable? Probably not in the long term. But what we must do is work out how we can all work together to achieve realistic objectives."

As we look back on 2016 as the 'year that was', Ms Dai looks towards 2017 as the year where ship managers and owners should "form alliances with industry experts to address ballast water management, crew retention, safety and securities, and environmental issues." ●



The Ship's Captain in 2050: a sea-based CEO in charge of a valuable asset

By Capt Kuba Szymanski

In the future the shipping industry will no doubt have another disaster – bigger than Costa Concordia and Sewol. I hope I am wrong, but only a big disaster will force us to stop the 'blame culture'.

Instead, we need to follow the air industry and start investigating our biggest mistakes and accidents and share the findings. These accident investigations cannot be done by governmental bodies with vested interests. We need an International Maritime Organisation (IMO) affiliated independent international body of highly skilled maritime investigators who will get to the root cause of every marine accident. Only this way will we start learning lessons.

The ship's Captain of 2050 will need to be an individual 'fit for purpose'. He, and increasingly often she, will be working in an environment which provides full support for his, or her, decisions. The Captain will have time to think, as all the bureaucratically-minded tasks will be shifted either ashore or to the support staff. The Captain will be fully recognised as a partner and important stakeholder of the shipping industry. They will be the 'CEO at sea', who is responsible for a multi-million dollar asset and its equally expensive cargo, as well as all the people on board.

He will have support from shore staff who will not be telling him, or her, what to do, but will trust their judgements and will support and assist his or her every move, like in every good team.

The Captain will have the full understanding from other important

stakeholders – such as immigration, customs, pilots, agents, vetting inspectors and security officials – and will not be required to use cigarettes or whisky as 'facilitating payment' to speed up or enable the operation of the vessel.

The Captain will be proud of the job they do every day and will be able to spend time with junior officers mentoring them into the role of a 'Good Captain of 2050'.

Faultily-designed lifeboats will be a thing of the past and performing training on board will again be free of inherent risks.

Communication will be streamlined and most definitely based on post-cloud technology –but this communication will finally be both ways. That means the Captain of 2050 will be able to ask questions, highlight issues and problems without danger of being shouted at and dismissed should he or she insist on following best practice procedures.

He or she will not be 'killing' the vessel

and crew in the attempt to arrive 'in time' just to satisfy the notice of readiness because 'virtual arrival' will be fully recognised and widely used, making the shipping industry a leader among other industries, as well as the most forward thinking.

Captains of 2050 will be best friends with IT engineers who will be fully recognised as part of the ships' crew. Masters will no longer be network administrators onboard and will not have to fix computers, satellite systems and printers. Instead there will be a dedicated, highly-skilled and motivated team of staff taking care of the highly sophisticated ships and their equipment.

Captains of 2050 will be using their bank accounts and credit cards equally with their CEO counterparts



ashore, as finally they will be recognised by banks. This shift will be only possible after ship owners decide to start employing seafarers on the same contracts as their shore personnel.

A ship's crew, including the Captain, in 2050 will have the benefit of well-used shipping key performance indicators (KPIs) where the performance of their vessel, manager and owner will be fully measurable and transparent. Their salaries will be based on their performance and not solely on their seniority.

Captains of 2050 will be very pleased that the general public understands more about the importance of the shipping trade, appreciating the benefits of mass transport in preserving our planet. Shipping will be in demand as finally traffic congestion has pushed 90% of the freight traffic from roads to the sea, leaving the constricted, slow-moving motorways available for SUVs, estate and saloon cars only.

Ships will see even more dedicated ship managers whose management fees will also be based on Shipping KPIs as this will be the best indicator of their performance.

I look forward to 2050! ●

News

IMO Report

By Capt Paddy McKnight,
InterManager representative
to the IMO

Assistance for Nigerian piracy survivors

International NGO ISWAN has been working with the Nigerian National Seafarers Welfare Board and Seafarers UK to set up capacity to assist the survivors of piracy in Nigeria.

A trained and experienced social worker, Afusat Eke, was recruited in September to help Nigerian seafarers and their families deal with the effects of a piracy attack, and also to build capacity to deal with foreign seafarers who call in Nigerian ports after being attacked or robbed at sea. Ms Eke is also visiting foreign seafarers who are in Nigerian prisons, some of whom have remained in custody for two or three years without coming to trial.

"Nigeria is suffering from a terrible reputation for kidnap and robbery," Roger Harris, Executive Director of ISWAN, warns. "Our programme is designed to start building something positive for the welfare of seafarers with the backing of the national welfare board and NIMASA," he added.

Ms Eke reflected on what she expects to find and said: "For both

the seafarers and their families, I will be looking for signs of PTSD, depression, withdrawal and suffering of panic attacks. For the families of hostages, there will be the fear of the unknown and for the released hostages, both the time that they have been held captive and the treatment which they will have received."

The work involves two programmes of ISWAN:

Firstly, the Maritime Piracy Humanitarian Response Programme, an industry-wide initiative, provides good practice guides for companies and manning agencies, training materials for seafarers pre-departure and welfare responders and grants for seafarers and their families in need.

Secondly, Nigeria will benefit from the International Port Welfare Partnership, which assists with the starting and sustaining of port welfare committees around the world, in line with the ILO Maritime Labour Convention.

The welfare board is headed by Otunba Kunle Folarin, Chairman of the Ports Consultative Council of Nigeria, who is also behind the effort to improve welfare for seafarers in Nigerian ports.

Mr Roger Harris welcomes the close relationship with InterManager and its members who have ships trading to Nigeria, and urged: "We need to know more about the experiences of seafarers calling in Nigerian ports, what welfare services are most needed and how we can best provide them. Please contact me if you have information which would help us to better target our efforts."

For information on how to get involved, please visit:
<http://www.seafarerswelfare.org/piracy/mphrp> ●

What to Expect in 2017

Since my last report on news from the IMO in the late-Autumn which immediately followed on from a meeting of the Marine Environment Protection Committee, two other major committees have met, namely that of Maritime Safety and the IMO Council. Reports on both of these have been published on the InterManager website and are readily available.

Looking ahead to the first few months of next year, five of the IMO's sub-committees (which I tend to think of as the work-horses of the IMO), all hold their annual meeting in the following order:

PPR 4 (Pollution Prevention and Response), 16 – 20 January
HTW 4 (Human Element, Training and Watchkeeping), 30 January – 3 February
SDC 4 (Ship Design and Construction), 13 – 17 February
SR 4 (Navigation, Comms, Search and Rescue), 6 – 10 March
SSE 4 (Ship Safety & Equipment), 20 – 24 March

No doubt, HTW and NCSR will hold most interest for us and I hope to report on what transpires during both meetings. In particular, HTW items include:

- Validated model training courses;
- Unlawful practises associated with certificates of competency;
- Guidance for the implementation of the 2010 Manila Amendments;
- Role of the human element;
- Revision of the guidelines on fatigue;
- Draft modernisation plan for GMDSS;
- Amendments to the IGF Code and development of guidelines for low-flashpoint; fuels; and
- New guidelines for safe mooring operations of all ships

With regard to NCSR, there are currently only seven items on the agenda, none of them are of interest to InterManager but no doubt substance will be added between now and the beginning of March.

Explore Maritime Safety Committee's reports further:
[http://www.imo.org/en/KnowledgeCentre/IndexofIMOResolutions/Maritime-Safety-Committee-\(MSC\)/Pages/default.aspx](http://www.imo.org/en/KnowledgeCentre/IndexofIMOResolutions/Maritime-Safety-Committee-(MSC)/Pages/default.aspx)

Read more about the IMO Council meetings:
<http://www.imo.org/en/MediaCentre/MeetingSummaries/Pages/Default.aspx>

Meanwhile, a happy festive season to all! ●

On The Bridge With...



Norbulk Shipping

The shipping industry must work together to prevent poaching problems between companies

It is no secret that investing in the training of seafarers is important as ever as the industry looks set to face a dramatic shortage of trained officers over the next ten years.

With the number of trained officers set to be in rapid short supply over the coming years, the risk of rival shipping companies poaching qualified staff off each other is rising - one shipmanagement company has claimed.

Director of Norbulk Shipping, Peter Karlsen, believes that although this could lead to benefits for hardworking seafarers, the shipping industry needs to work together and invest in crews to prevent companies relying on poaching qualified officers from each other.

"Poaching will lead to an improvement in conditions of employment, especially in specific trades where shortages are impacted most. Experienced officers and crew will see

improved benefits, not only in their salaries, but also with a more holistic approach to better living conditions at sea and the social welfare of seafarers," Mr Karlsen told Dispatch.

Mr Karlsen explained that a key statistic for all operators is retention rates, which must be benchmarked against industry standards.

"We need to keep high retention rates by ensuring job satisfaction among officers. Mentoring young junior officers who are ambitious and have the ability to become competent senior officers is equally important for their career progression," he added.

Recently the World Trade organisation reported that the growth in the world fleet over the last year increased by 1.9% in vessel numbers; which is the smallest growth in over a decade, as the number of newbuildings has declined and global trade slowed to 1.7% in 2016.

Mr Karlsen echoed a number of InterManager members when he told us, "A big worry for ship owners at the moment is the current recession in the shipping market. We have to plan longer term if projections that global seaborne trade could double by 2030 are correct, and the industry needs to show greater commitment to future demand for experienced qualified officers. Those companies who do commit to increased training should not be holding back because of concerns about loyalty, or who will ultimately benefit from that training by poaching those crew members."

The company, together with many in the industry, believe that shipping now needs to focus on the new generation of younger seafarers who are entering the industry.

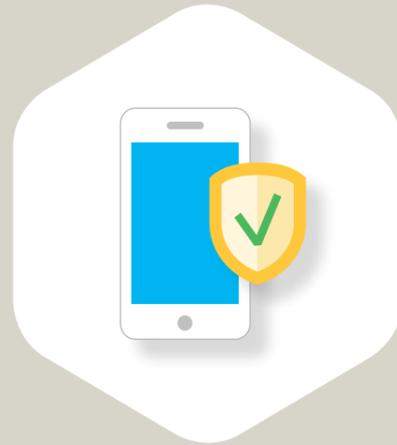
Walter Woodage, General Manager at Norbulk Shipping, and a former Chief Engineer, told us that seafarers are working in an increasingly complex, regulatory world, which is a stark contrast to yesteryear.

Mr Woodage left us in no doubt when he told us: "When we first got involved in shipmanagement in the 1980s, promotion to Captain or Chief Engineers was around 35 years old. This has changed since then, generally they are now being promoted at 30 years old after filling all criteria. We need to make sure our seafarers are given the best training and promotion possibilities to keep them at sea.

"As an industry we need to invest in our seafarers and

in their training. We all have a collective responsibility to work towards a goal of safer, more fulfilling seagoing careers for our staff. Companies will hopefully not rely on poaching as a solution to future predicted shortages of competent officers." ◆

Tip Of The Month



“I have an Apple iPad/iPhone so I am immune!”

This statement is often said, but unfortunately it is incorrect. It is true that Apple has been more secure than Android due to Android allowing third party app markets.

However in 2015 we already saw a few malware apps appear on iOS/ App Store and we expect to see an increase next year as attackers utilise clever methods to hide malware inside apps.

Steps to defend yourself

How would you defend yourself against cyber-attacks? By following the steps below, along with common sense, you can greatly reduce your risk of your phone being compromised or data stolen.

- Don't root your Android tablet/phone
- Don't jail break your iPad/iPhone
- Set a password/pin code on all devices
- Turn on the autolock function with a short lock time
- Disable Bluetooth, NFC and Wi-Fi when not in use
- Check application permissions and reviews of apps before installing
- Only download applications from the official app stores
- Install a mobile security app, e.g. Sophos, Lookout, Avast
- Enable remote wiping/locking/tracking of your device
- Backup you phone data regularly to the cloud/home computer
- Be careful what you download or browse on open/free Wi-Fi
- If available, ensure your device has the latest iOS updates installed

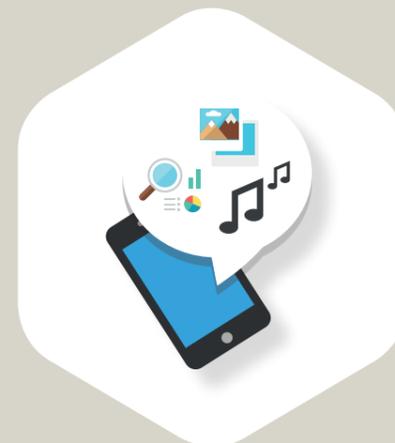


This month's tip comes from Associate Member SOFTimpact, who is spreading the word on how we can all stay safe with mobile technology – whether you're onboard or onshore.



Securing your devices

Most Seafarers and land-based staff these days own personal devices including smartphones, tablets and laptops. You may also be lucky enough to have a business supplied device which hopefully is secured already by the I.T department. This tip is for all those using their own devices on-board for keeping in touch with family and friends, but also applies to land-based personnel.



Amount of data stored on devices

As devices have become part of our daily lives we store more and more information on them – including pictures, videos, emails, documents and passwords.

How upset would you be to lose that data or have it stolen and used against you? Keep all technology password protected and regularly change your password and backup the data to a secure source.

Summary

No system or protective measure is completely fool proof, but the steps outlined above will make your device much safer.

Seafarer Survey

Ship manager views sought

It is vital that InterManager is on top of the issues and concerns ship and crew managers have. The Association relies on the views of its members in order to carry out an effective mandate.

Our annual survey seeks to establish the issues which matter most, so that together the Association and its members can set industry standards.

Please take part and help InterManager redefine standards.

The survey can be found at:

<https://www.surveymonkey.co.uk/r/TLKKBLN>



Inchcape
Shipping Services

Limelight

Inchcape Shipping Services (ISS) is a maritime and logistics service provider, with a global network of 300 offices across 70 countries and a 4000-strong workforce, supporting global trade for over 150 years.

ISS focuses on the needs of ship owners and managers, offering solutions for ships and crews during port calls and transits. Its 24/7 operational centres provide a centralised point of contact for all husbandry, crew and ships spares matters.

The company offers negotiable one-way refundable, changeable airfares for maritime professionals through its in-house, specialist travel provider ISS GMT, and crew payroll solutions through its partner, and InterManager member, Brightwell Payments.

ISS also provides a growing range of outsourcing services including port hub agency management and sophisticated Enterprise Resource Planning solutions through its subsidiary ShipNet, as well as a range of associated maritime services and innovative voyage-management technology.

For more information, please visit www.iss-shipping.com

Watch Keeping

Wellness at Sea Conference

Details: www.sailorsocietywasc.org

ACI Vessel Efficiency & Fuel Management Summit

The two day conference will look into the main challenges faced by the shipping industry in order to stay compliant and efficient.

Details: <http://www.wplgroup.com/aci/event/vessel-efficiency-fuel-management-summit-europe/>

CapitalLink Cyprus Shipping Forum

The event aims to highlight the role of Cyprus as a maritime, energy and logistics hub as well as an investment and business destination.

Details: <http://forums.capitalink.com/shipping/2017cyprus/index.html>

European Shipping Week – InterManager Roundtable

Owners, managers and key decision-makers will debate: *Can we guarantee a sustainable shipping industry in today's economic and regulatory landscape?*

Details: <https://www.europeanshippingweek.com/>

4th Annual Ballast Water Management Summit

InterManager members eligible 15% discount. Visit the members section of the website for more information.

Details: <http://infocastinc.com/event/ballast-water-management-summit/>

Singapore



London



Limassol



Brussels



Long Beach, California, USA



On The Wire

Trending snippets from across social media.



Marine Professional

Bullying and the threat of going to jail remain major pressures for the masters of merchant ships: <http://bit.ly/2g7WIBH>
@InterManagerOrg



Marlow Navigation
Columbia-Marlow in Merger-Collaboration Talks
marlow-navigation.com/en/newdetails...



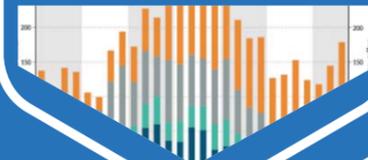
Warsash Maritime Academy
This week, five Warsash cadets were invited to Trinity House to provide the colour party, escorting the Red Ensign, for the Merchant Navy Medal ...



Nautilus Intl
Where would you be without 95% of everything delivered by seafarers? Watch and share our animation! <http://bit.ly/NAnimation1>



BIMCO
#BIMCO market analysis: shorter sailing distances limit upside of two-year high Chinese coal imports
<http://bit.ly/2f1Nuk8> Peter Sand



CHIRP Maritime
All shore managers must accept they have a responsibility to confirm a berth is safe for the ship to use the nominated berth...



Marine & Maritime
@V_GroupLtd has acquired Selandia Holdings PTe. Ltd and its subsidiaries comprising the Selandia Ship Management Group #MarineMaritime



InterManager
Our President and Sec-Gen urge the maritime community to future proof OUR industry at @Crew_Connect
Read more: <http://bit.ly/2ffHboN>



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Headlines



Mark Woodhead

named KVH Senior Vice President for Training and Content

Videotel announced in November the decision by its current CEO Nigel Cleave to retire at the end of the year. It was also announced that Mark Woodhead is to take on the newly-created position of KVH Senior Vice President for Training and Content, from the 1st January 2017, as well as representing KVH/Videotel on InterManager's Executive Committee (ExCom).

Speaking exclusively to Dispatch, Mr Woodhead said: "The shipping industry is in an unprecedented period of change. As technological advances continue to offer better communications options, KVH is committed to providing competitive solutions for our maritime clients, and at the same time working with industry stakeholders to improve training services throughout all layers of the maritime sector."

Mr Woodhead has been in the shipping sector since 2000, when he was Commercial Director of TEAMtalk Media Group, and in 2006 launched Headland Media. Mr Woodhead has also played a leading role in acquiring

a number of shipping service businesses, including: NEWSlink; Walport; and Shipboard Video Express. "I'm extremely passionate about improving the safety and welfare of crew and using cutting-edge technology to deliver home comforts and training to crew in remote locations. I look forward to bringing my experience and visions to InterManager's Executive Committee. I'm excited to get working with the experienced and passionate team to continue to improve the safety and welfare of seafarers around the world," Mr Woodhead added.

Capt Kuba Szymanski, Secretary-General of InterManager continually welcomes fresh ideas to drive the setting of industry standards, but also praises the work InterManager's ExCom has achieved. "I would like to thank Nigel for his commitment and enthusiasm on the ExCom. We thank him for his hard efforts over the past years and wish him a relaxing retirement with his wife Marion. I look forward to welcoming Mark to the ExCom and having his experience around the table to continue to setting industry standards," Capt Szymanski commented.

Sitting on the ExCom for three years Mr Cleave leaves Videotel and InterManager in a more dynamic and forward-thinking position. Bidding farewell to the ExCom, Mr Cleave said: "I am fortunate to have been able to work in such a vibrant and rewarding industry as shipping, including all the many challenges this has entailed over the years. I am leaving Videotel and the ExCom with some truly exciting developments in the pipeline." ◆



"I'm extremely passionate about improving the safety and welfare of crew and using cutting-edge technology to deliver home comforts and training to crew in remote locations."
Mark Woodhead,
Incoming Senior Vice President for Training and Content

Headlines



Hoyt elected IMO Ambassador

Back in February 2015, the International Maritime Organisation (IMO) launched its Maritime Ambassador scheme at its headquarters in London in a move which Secretary-General Kitack Lim described as, “a chance to plant an understanding about the enticing prospects of a life in the maritime and seafaring professions in the minds of children and younger people.”

Joining the ranks as Ambassador, InterManager Vice-President George Hoyt was appointed to represent the non-governmental organisation, the Nautical Institute.

As an advocate for the maritime industry Mr Hoyt is joined by over 40 other IMO Maritime Ambassadors to promote and raise awareness of the positive benefits of choosing a maritime career at sea or onshore.

Speaking after he was elected, Mr Hoyt said: “I have been very fortunate to be part of a number of great maritime teams that have produced some of the best known and most widely used solutions in shipping. Amongst the achievements I am proud of are: chairing InterManager’s KPI Committee; working with The Nautical Institute team on its *Alert!* project; helping to boost seafarers morale and English language skills by creating NewsLink’s electronic crew newspapers and Infotainment DVDs, with a dedicated

global team of professionals; working with a team from InterManager and the Global VSAT Forum to create the Maritime SatCom Glossary; and helping to improve seafarer training with the excellent Seagull team.

“All of these great solutions continue to provide a wide range of benefits to seafarers and others in shipping. However, none of them are able to help solve three of the challenges that bother me: piracy; denied safe ports of refuge; and the unfair criminalisation of seafarers. We need to move outside of shipping to improve and solve these three challenges by putting more good news about shipping in the ‘bank of public opinion’. In my role as IMO Maritime Ambassador I work with colleagues to address concerns from within and outside of the maritime industry, and in the process attract more of the best and brightest young people into shipping,” Mr Hoyt told Dispatch.

Seafarers Mosaic

Mr Hoyt began his time as Ambassador with several initiatives, which today continue to promote seafaring and the industry amongst aspiring seafarers and young people. Firstly the Seafarers Mosaic, which is an interactive montage that already contains almost 1,000 videos of maritime professionals from several countries. The mosaic has the

capacity to include videos of 40,000 seafarers, with each participant describing what their role means for quality of life for everyone in the maritime and non-maritime communities. It is hoped that non-maritime communities will become more aware of the importance of shipping and the opportunities there are available for youngsters.

Adopt a Ship

Another initiative Mr Hoyt is honoured to help expand is the Cyprus Shipping Chamber’s *Adopt a Ship* programme. This programme will give young people in schools and orphanages around the world the opportunity to follow InterManager member’s vessels

and get a unique insight into life in the shipping industry. Children will be able to communicate once a week with members of the crew, track the routes the vessels are taking, the cargo they are carrying and much more.

Get involved in both these projects:
www.seafarersmosaic.com

Speaking of Mr Hoyt’s enthusiastic efforts in inspiring future generations Capt Kuba Szymanski, Secretary-General of InterManager said: “George has been instrumental in getting these projects off the ground; especially in inviting our members to volunteer their ships and crews to be part of the project and place shipping on the school walls. It is important we all work together to encourage a new generation of enthusiastic and eager-to-learn seafarers. Let’s continue with our mission to promote the image of shipping and the career of seafaring!” ●



Through the Porthole

Capt Kuba Szymanski
with cadets from
the T K Foundation



InterManager
members at
the AGM

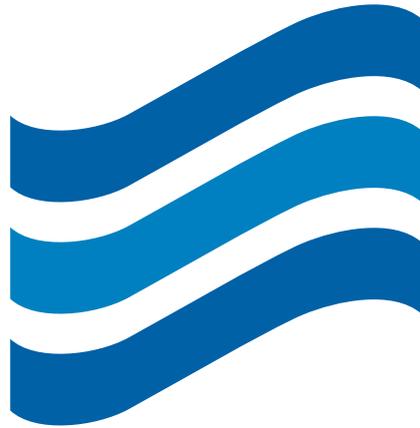
Gerardo Borromeo, Peter Hinchliffe and Bjørn Jebsen
form a panel at
CrewConnect
Global



Phil Parry, Chairman
Spinnaker Global
addressing delegates
at CrewConnect
Europe



Delegates at ISSS
in October



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