

Overcoming the Seafarer Crisis: Enabling Crew Changes and Repatriation

The Covid-19 pandemic has created an unprecedented crew change crisis which has led to hundreds of thousands of seafarers being impacted and in many instances left stranded on ships¹, beyond the expiry of their contracts. Despite significant efforts by international organizations, governments, industry associations, labor unions, NGOs and individual companies including the adoption on 1 December 2020 by the UN General Assembly of a resolution on International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains², the issue is still far from resolved.

This is not an acceptable way to treat seafarers, who are the frontline workers of the maritime industry carrying 90% of global trade. Fatigue after extended periods at sea has significant consequences on the physical and mental wellbeing of seafarers. It also increases the risk of maritime incidents and environmental disasters, and poses a wider threat to the integrity of global supply chains, which depend on safe and reliable maritime transport.

This is why a taskforce of stakeholders from across the maritime value chain has identified the following key issues preventing crew changes, that require urgent action:

- While high-quality health protocols have been adopted internationally, they have not been consistently implemented in practice. This has led authorities to perceive seafarers as a Covid-19 risk, which has limited the possibilities of crew changes.
- Implementing high-quality crew change protocols will reduce the economic risk of disrupted supply chains but will lead to increased short-term costs.
- The disruption of international air travel has reduced the number of flights, causing connectivity issues between major crew change hubs and major seafaring nations, which has complicated crew changeovers.

Taking action to deliver on our shared responsibility

We, the signatories to The Neptune Declaration on Seafarer Wellbeing and Crew Change, recognize that we have a shared responsibility to ensure that the current crew change crisis is resolved as soon as possible and to use the learnings from the crisis as an opportunity to build a more resilient maritime supply chain.

We believe that the most effective way of addressing the crew change challenge and building a more resilient maritime logistics chain, is by working together across the value chain with industry stakeholders, organizations and with governments to implement solutions that work in practice.

Therefore, we commit to take action to resolve the crew change crisis, based on our position and role in the valuechain, thereby ensuring the rights and wellbeing of the seafarers supporting global supply chains. We call on our peers and other stakeholders, in particular relevant government bodies, to join us in our efforts.

^{1 &}lt;u>http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_755390/lang--en/index.htm</u>

^{2 &}lt;u>https://www.undocs.org/en/A/75/L.37</u>

To make tangible improvements, the following actions should be implemented:

• Recognize seafarers as key workers and give them priority access to Covid-19 vaccines

Seafarers should be recognized as key workers by all governments in line with the UN General Assembly resolution adopted on 1 December 2020 and the transition of seafarers across borders should be facilitated based on internationally agreed, high-quality health protocols.

Governments and other stakeholders should work together with the maritime industry to ensure that seafarers, irrespective of their nationality, get priority access to Covid-19 vaccines alongside other key workers and health care professionals in recognition of their critical role in global supply chains and trade. This should include developing protocols that ensure vaccinations are correctly certified and effectively administered to seafarers as well as establishing a standardized format for health passes that contain tamper proof information about vaccination and testing status to facilitate crew changes.

• Establish and implement gold standard health protocols based on existing best practice

The maritime industry and governments should implement *The Recommended Framework of Protocols for ensuring safe ship crew changes and travel during the Coronavirus (COVID-19) pandemic*³ which has been recognized by the International Maritime Organization.

To minimize the risk of Covid-19, to build trust that crew changes can be carried out in a safe manner, and to ensure that the measures taken can be universally accepted, the implementation of the Framework of Protocols should be based on the highest practicable standards. The STAR Crew Change Protocols⁴, which are based on existing best practice, are thus recommended for industry-wide adoption.

• Increase collaboration between ship operators and charterers to facilitate crew changes⁵

Facilitating crew changes based on high-quality health protocols is a shared responsibility which will create benefits for all by minimizing the risk of Covid-19 spread on vessels, minimizing the risk of disruptions to global supply chains, while contributing to maritime safety and the wellbeing of seafarers.

Ship owners and charterers should share relevant information transparently and collaborate to ensure that necessary crew changes can be carried out with the least impact possible in terms of cost and delays. The owner should provide the charterer with as much notice as possible on intended crew changes, while the charterer should make all reasonable efforts to accommodate crew changes including when the vessel has to make a reasonable deviation.

No charter contracts should contain clauses preventing necessary crew changes from being carried out, as the aggregate effect of such clauses could be a serious obstacle to the safe operation of maritime trade and the protection of the wellbeing and rights of seafarers.

By implementing high-quality health protocols, ship owners can reduce the risk of trade disruption due to Covid-19, which also creates benefits to charterers. These benefits should be reflected in chartering decisions to create incentives for shipowners to implement high-quality health protocols and be transparent about actions taken as well as costs incurred.

• Ensure air connectivity between key maritime hubs for seafarers

The aviation industry should work together with the maritime industry to ensure that airlift capacity is established between major crew changing hubs and seafaring nations.

Additionally, the aviation and maritime industries as well as governments – involving all relevant ministries and agencies – should work together to establish a universally accepted and harmonized framework of standards for the validation of trusted health data for seafarers to facilitate border crossing and ensure the long-term resilience of air connectivity.

³ The reference is to the latest version of the Protocols, last updated on 22nd April 2021: <u>MSC.1-Circ.1636 - Industry</u> <u>Recommended Framework Of Protocols For Ensuring Safe Ship Crew Changes And Travel.pdf (imo.org)</u>

⁴ http://www.globalmaritimeforum.org/content/2020/12/The-Neptune-Declaration-STAR-protocols.pdf

⁵ A group of charterers from both the wet and dry bulk sectors has outlined a set of best practices they have used to turn the Neptune Declaration recommendations into concrete action: <u>http://www.globalmaritimeforum.org/content/2021/05/</u> The-Neptune-Declaration-Best-Practices-for-Charterers.pdf

2020 Bulkers 3Seas Shipping 7SHIPPING

A

A. M. Nomikos Transworld Maritime Agencies A. O. Schifffahrt A. P. Møller-Mærsk A. Pérez y Cía **ABC Maritime** Aderco International ADNOC Logistics & Services Adriatic Crewing and Maritime Agency **Advanced Polymer Coatings** Advent International Africa Ports & Ships Airports Council International (ACI) World Alandia Alassia NewShips Management Alberta Shipmanagement Asahi Shipping Alfa Laval Alfa Ship & Crew Management Algeciras Bay Port Community (COMPORT) Alios Bulkers Allmode Global All-Ukrainian Association of Crewing Companies Alma Maritime Group Corporation **ALP Maritime Services** Altera Infrastructure Amazon Crew Services AMCF - Agents Maritimes et Consignataires de France American Express Global Business Travel **American Maritime Services AMSOL - African Marine Solutions**

Anchor SM (Singapore) Anglo-American Anglo-Eastern Univan Group Anker Crew Insurance Anosis Maritime Anglo International Shipping Operations Anthony Veder Group **APeopleBusiness** Apex Ship Management Apollo 1969 at Lloyd's **Apollo Ship Management APORMAR Seafarers Portuguese** Agency Apostleship of the Sea of the United States of America AqualisBraemar LOC Aquatrade ARCADIA SHIPMANAGEMENT Ardmore Shipping ARGELAN SHIPS SERVICE Argo Crew Armateurs de France Asahi Shipping Ashley Chartering Limited Asiatic/Atlantic Lloyd Group ASP Crew Management Group Assarmatori Associated Maritime (Hong Kong) **Associated Steamship Agents** Association of Canadian Port **Authorities** Association of German Shipmasters and Ship Officers Association of Malaysia's Maritime Professionals/IKHTISAS KELAUTAN MALAYSIA (IKMAL) Association of Marine Pilots Ireland Atlantic Ship Management Atlantska Plovidba Atlas Marine Valves

Atlas Professionals Atlas Sea Group Atlas Ship Supply ATPI Marine & Energy Auerbach Schifffahrt Augustea Ship Manning Phillipines Australasian Institute of Marine Surveyors Australian Mariners' Welfare Society Australian Seafarers' Welfare Council AV Global Marine Avance Gas Holding AVB Ahrenkiel Vogemann Bolten Azimuth Ship Management

В

Bahri Ship Management **Bao-Island Enterprises BAO-NYK Shipping BBC** Chartering Belships Management (Singapore) **BEMAC** Corporation **Ben Line Agencies** Berge Bulk Bernhardt Schulte Shipmanagement **BHN Shipping Group Bibby Marine** BIMCO **Black Sea Contractors Blackbird Air Charter** Blue Ocean Marine and Offshore Solutions **Blue Planet Shipping** BMT **Bodrum Mariners Association** Boers Crew Services - a part of the **BCS Group Borealis Maritime** BOURBON ΒP

Brentwood Communications Bridgefort Crew Management Briese Crew Management Briese Schiffahrts BTH Business Travel Hamburg Bureau Veritas Burmester & Vogel Burnley Marine Services BW Group BW LPG

C

C Solutions Camellia Line Canarship Cape Shipping Capital - Executive Ship Management Capital Gas Ship Management **Capital Ship Management** Caralb Marítima **Caravel Group Cardinal Maritime LImited** Care4C Cargill Ocean Transportation Carisbrooke Shipping **Celsius Shipping** Centrum Marine Consultancy **CF Sharp Crew Management Channel Bunker Services Charles Taylor Investment** Management Company **Chevron Shipping Company** China LNG Shipping (International) China Merchants Energy Shipping (Singapore) Chios Navigation (Hellas) Chugoku Marine Paints CIS Karkont Inspection Services -Turkey Citi

CLC Projects **Cluster Maritime Français** CMA CGM Group CMAF- Comité Marseillais des Armateurs de France **CNMAR** Shipping **Coastal Shipping Limited Coaster Ship Owners and Operators** Association (KOSDER) Columbia Cruise Services Columbia Shipmanagement Compagnie Maritime Nantaise - MN Company of Master Mariner, Western Australia Branch Company of Master Mariners, New South Wales Branch Concordia Maritime **Confidence Shipping Company** CONFITARMA - Italian Shipowners' Association **Contships Management** Copenhagen Commercial Platform Corpus Christi International Seamen's Center **COSCO SHIPPING Lines** CoShip **Cosmos Agency** CPO Containerschiffreederei Cross Ocean Air & Sea Project Logistics Network Crowley Maritime Corporation Cusack & Co Cymona Shipping Management Cyprus Shipping Chamber Cyrus

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d'Amico Soc. di Navigazione D. Oltmann Reederei Daihatsu Diesel Daikin MR Engineering Daiwa Kisen DALNAVE NAVIGATION Danaos Shipping **Danica Crewing Specialists** Danz & Tietjens Schiffahrtsgruppe **Dee4 Capital Partners** DEFMED - D.E.U. MARITIME FACULTY ALUMNI ASSOCIATION IZMIR TURKEY Demurrage Desk **Denholm Group** Deutsche Seemannsmission DFDS **DHT Holdings Diamond S Shipping Diana Shipping Services** Djibouti Shipping Company **DOF Group** Döhle Seafront Crewing (Manila) Donnelly Tanker Management **Dorian LPG Management** Doun Kisen **Drew Marine USA** Dromon Bureau of Shipping dship Carriers **Dufferin Maritime Dynarep Shipping Consultants**

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Eagle Bulk Shipping Eagle Industry Eastern Pacific Shipping EDT Offshore Group Element Shipmanagement Elettra Elvictor Group Emarat Maritime Emirates Ship Investment Company EMS-Fehn-Group ENESEL Group ENL Services Enterprises Shipping and Trading EP Resources

EPI Group Holdings Epic Gas **EPSCO** Group Ernst Jacob Esenvel Partners - Lawvers & Consultants **ESGPlus** Esvaat Euronav European Community Shipowners' Associations Evergas **Evergreen Marine Corp** EveryWay Travel **Excelerate Technical Management Executive Ship Management** FXMAR **Exporters Competitive Maritime** Council

F

Federal Fleet Services F. Laeisz Fednav **Fidelity International** Filipino Association for Mariners' Employment (FAME) Filipino Shipowners' Association (FSA) **Filistos ASCOT** First Ship Lease Trust **Flagship Ship Agencies** Fleet Management FLEX LNG FONASBA Foreign Owners Representatives and Ship Managers Association Foremost Group Foresight Group France LNG Shipping Fratelli Cosulich **Freeport Ship Services**

Frontline FrontM Limited Fugro Fukujin Kisen FUKUSHIMA FURUNO ELECTRIC Future Care

G

G Travel G.M.S. Mar Srl - Shipping and Forwarding Agency G2 Ocean GAC GasLog Gazocean Gearbulk Norway Genco Shipping & Trading Genid Shipping & Logistics **GERMAN MARINE AGENCIES** German Nautical Association founded 1868 **GFS Ship Management Global Marine Group** Global Maritime Consultants Group Global Maritime Forum **Global Maritime Group Global Seaways** Golar LNG Gram Car Carriers Golden Ocean **Gorrissen Federspiel** Grace Management Grieg Star **Grieg Maritime Group** Grimaldi Group **Grindrod Shipping** Grupo Stier Gulf Energy Maritime (GEM) Gungen Denizcilik ve Ticaret Gunvor

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H. Vogemann Group Hachiuma Steamship Hadley Shipping Group Hafnia Pools Halkidon Shipping Corporation Halcyon Recuitment Hamanaka Chain Manufacturing Hammonia CrewCo Hammonia Reederei Hapag-Lloyd HarpainGas Harren & Partner Hartmann Dry Cargo Germany Hartmann Gas Carriers Germany Hellas Confidence Shipmanagement Hellespont Ship Management Helm Specialist Recruitment Hempel НММ Höegh Autoliners Höegh LNG Honda Heavy Industries Hong Kong Liner Shipping Association Hong Kong Shipowners Association Hong-Kong Maritime Museum Horizon Maritime Offshore Horizon Maritime Services Houston International Seafarers' Center Human Rights at Sea Humanistische Vereinigung, K. d. R., Seafarer's Social Service Oldenburg Hunterlink EAP

ID Shipping Agency IDWAL Ignazio Messina & C. IHI Power Systems

Imabari Shipbuilding **IMC** Shipping **INCARGO** Ince **Inchcape Shipping Services** Indeets Consulting ING Inmarsat Institute of Marine Engineering, Science & Technology Indian Maritime Foundation INTERCARGO - International Association of Dry Cargo Shipowners InterManager - - International Association of Ship and Crew Managers International Association of **Classification Societies (IACS)** International Association of Geophysical Contractors (IAGC) International Association of Ports and Harbours International Bunker Industry Association International Chamber of Shipping International Christian Maritime Association International Congress of Maritime Museums (ICMM) International Federation of Shipmasters' Associations International Harbour Masters' Association International Life-saving Appliance Manufacturers' Association (ILAMA) International Marine Contractors Association International Marine Purchasing Association (IMPA) International Maritime Association of the Philippines (INTERMAP) International Maritime Employers' Council

International Parcel Tankers Association International Propeller Club of the US - Le Havre International Seafarers' Welfare and Assistance Network (ISWAN) International Seaways International Ship-Owners Alliance of Canada (ISAC) International Support Vessel Owners' Association International Transport Workers' Federation International Union of Marine Insurance (IUMI) Internavis Internship Navigation Interorient Shipmanagement Interscan Schiffahrts **INTERTANKO** Ionia Management lonic IQrew Management (IQM) **IRIS Security** Irish Institute of Master Mariners IS Container ISGAM Island Navigation Corporation International Limited **Island Sailors Maldives** Isle of Man Maritime **ISM Shipping Solutions** ISSETA International Safety & Survival Equipment Technical Association ITF Seafarers' Trust ITU Maritime Faculty Alumni Association (ITU Denizcilik Fakultesi Mezunları Dernegi)

J

J&J Denholm

Japan Marine United Corporation Japan Radio JBG Shipping Agency JCJ Consulting JCRS Jebsen PTC Jebsen PTC Maritime JIFMAR OFFSHORE SERVICES John T. Essberger Joint Ship Manning Group (JMG) Junge & Co. Versicherungsmakler

Κ

K Line Ship Management (Singapore) **KAMER Marine Denizcilik** Kaptanoglu Shipping Kawasaki Heavy Industries Kawasaki Kisenn Kaisa ("K" LINE) **Klaveness Marine** KOTUG group of companies Kristian Gerhard Jebsen Skipsrederi **KTU Maritime Transportation and** Management Engineering Alumni Association (KTU DUIM MD) Kumiai Navigation Kumiai Senpaku **KVH** Industries **Kvklades Maritime** Kyla Shipping Kyoei Tanker

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LADOL Free Zone Lampe & Schwartze Marine Underwriting Landbridge Ship Management (HK) Latsco Marine Management Lauritzen Bulkers Lauritzen Kosan Lemissoler Leonhardt & Blumberg Shipmanagement

Leonis Navigation Leth Agencies Let's Talk Supply Chain Levend Maritime Association Liberian Reaistry Liberty Blue Shipmanagement Lighthouse Shipmanagement Phils Lindholm Shipping LLC Novikontas Kaliningrad Lloyds' Register Lloyd's Register Foundation Load Line Marine Logbridge (UK Southhampton) Lomar Shipping London Ship Managers Louis Dreyfus Armateurs Louis Dreyfus Company Lubeca Marine Management Lucent Global Ship Services Lydia Mar Shipping Co.

M

M.T. Maritime Management (USA) **MAC Equity Maritime Services** Mærsk Drilling Maersk Supply Service Mærsk Tankers Maestro Shipmanagement Magsaysay MOL Ship Management Magsaysay People Resources Corporation (MPRC) / Magsaysay Maritime Corporation (MMC) Manabe Zoki Manaco Marine MarCoPay Mare Supply & Services Marfin Management Monaco, Managers for Topic Fleet Marin Shipmanagement Marine & Offshore Div., Bureau Veritas Japan

Marine Benefits Marine Capital Marine One (Private) Limited Marine Services Group Marine Tours Marine Transport Workers Trade Union of Ukraine Marine Underwriting Services MARINO Party-List Maritima Maritima Del Estrecho Gib Maritime Association of Shipowners. Shipmanagers & Agents Maritime Industry Australia Maritime Medical Services (Gibraltar) Maritime Museum Rotterdam Maritime Safety Queensland **Maritime Trainer** Marlow Navigation Marsh Marshal Ship Management Martracon Group **MarTrust Corporation** MarynarzSwiata.pl - The Polish Seafarer Blog Mas0ceans Mastermind Shipmanagement Mastership (MASTER MARITIME AGENCIES) Matrix Ship Management MCC Maritime Competence Center McNeal Law Firm HURTWORKINGOFFSHORE.com Medsea Melbourne Maritime Heritage Network Memisoglu Kurun Law Firm Mental Health Support Solutions Merchant Navy Welfare Board Mertech Marine Metrostar Management

MF Shipping Group MH Bland Group Michele Bottiglieri Armatore Milaha Ministry to Seafarers Vancouver **MINSHIP Shipmanagement** Mintra MISC Group comprising MISC Bhd, **AET and Eaglestar Marine Holdings** (L) Mitsubishi Ore Transport Mitsubishi Shipbuilding Mitsui E&S Shipbuilding Company Mitsui O.S.K. Lines MK Centennial Maritime (Netherlands) MK Centennial Maritime (Singapore) **MM** Marine MMA Offshore Limited MMSL MOL LNG Transport MOL LNG Transport (Europe) MOL LNG Transport (Asia) **MOL Ship Management** MOL Ship Management (S) MOL Tankship Management Mondiale VGL MPC Container Ships **MR Marine Group MRM** Philippines **MSC Crewing Services Philippines** MSC Mediterranean Shipping Company MSea Management MTM Ship Management Multiport Ship Agency Network Munich Re Syndicate MURELOIL

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Naftomar Shipping and Trading

Nagasaki Sempaku Sobi Nakakita Seisakusho Namura Shipbuilding National Maritime Museum, Greenwich Nautilus Labs Naviera Ultranav Navia8 Chemical Tankers **Navigator Gas** Neda Maritime Agency Neptune Dry Management Neptune Lines Shipping & Managing Enterprises NET Ship Management Netvision Nihon Shipyard **Niovis Shipping** Nippon Kaiji Kyokai (ClassNK) Nippon Pusnes Nissen Kaiun Nitta Kisen Kaisha Norbulk Shipping UK Norden Nordic Bulk Carriers Nordic Hamburg Shipmanagement Nordic P&I Group Norse Shipholding Norstar Ship Management North American Maritime Ministry Association Northern Lighthouse Board Norwegian Coastal Shipowners Northern Marine Group Northern Shipping Fund Management Norwegian Shipowners' Association Nova Marine Carriers **NRP** Finans NRP Maritime Asset Management **NSB** Group

NYK Bulk & Projects Carriers NYK Bulkship (Asia) NYK Bulkship (ATLANTIC) NYK Bulkship (Korea) NYK Cruises NYK Energy Transport (Atlantic) NYK Energy Transport (USA) NYK LNG Shipmanagement (UK) NYK LNG Shipmanagement NYK Shipmanagement NYK-FIL Ship Management NYK-TDG Maritime Academy

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OBT Shipping Group Ocean Networks Express Ocean Technologies Group **Oceanwide Expeditions** Odfjell SE Offshore & Specialist Ships Australia Olympic Shipping & Management OMA Group West Africa Oman Shipping Company **OMS Group OneLearn Global Limited Orange Marine Orient Overseas Container Line ORION Reederei** Ortaköy Maritime Alumni Association **Oshima Shipbuilding Osiris Consultants** Oskar Wehr KG **OSM** Maritime **OSPR** - The Offshore Safe **Professionals Register**

Ρ

P&O Maritime Logistics Pacific Basin Shipping

Pacific Carriers Limited PACIFIC GAS Pacific International Lines Panama Maritime Authority Pangaea Logistics Solutions Paul Ridgway Maritime Information Service Practitioner Penascop Group Petredec PetroStrat Philippine Association of Manning Agencies and Ship Managers (PAMAS) Philippine Transmarine Carriers Philippine-Japan Manning Consultative Council (PJMCC) **Phoenix Shipping Group Pleiades Shipping Agents** Pole Star Polski Zwiazek Przedsiebiorcow Zeglugowych (Polish Shipping Companies Association) Ponant Port Arthur International Seafarers' Center Ports Australia **POSH Fleet Services POSH Saudi** Potentia Unleash The Power of People **Precious Shipping PCL PREVENTION** at Sea Prime's Bunkersplus Services probunkers **Project Cargo Weekly** Promar Promare | Rabb Carvalho Advogados **PROPEL Social PSA** International **Purus Marine**

Q

Q88 Qatar Gas Transport (Nakilat) Quantica Agency Queensway Navigation Queensway Services Qwest Maritime

R

Red Sea Marine Services Rederiet Stenersen Reederei Bernd Sibum Reederei Hamburger Lloyd "Reederei Nord Shipmanagement on behalf of **REEDEREI NORD Group**" Reederei Zurich Republic of the Marshall Islands Maritime Administrator **Ridgebury Tankers RightShip Rio Tinto RISK4SEA Rocktree Logistics Roll Group Royal Association of Netherlands** Shipowners (KVNR)

S

S5 Agency World Safe Bulkers Safe Bulkers Management Safebridge Safety Management Overseas SAFETY4SEA Saga Shipholding (Norway) Saga Welco Sailors' Society Samba Shipping Samudera Indonesia Santoku Senpaku Sarikaya + Sahin Law Firm

Scalabrini Center for People on the Move Scalabrini Development Office Scalabrini International Migration Network (SIMN) Scorpio SE "Ukrainian Sea Ports Authority" Sea Culture Association of Turkey Sea Globe Management & Trading Sea Trade Holdings Sea Wellbeing Sea World Management & Trading Seacor Marine Seafarers' House Seafarers Trade Union Organization/ **OMK NSZZ Solidarnosc** Seafarers UK Seamar Management Seamen's Church Institute Seanergy Searock Marine Insurance Brokers Sea-Side Shipping Agency Brazil Seaspan Ship Management SeaTankers Services (UK) Seaways Psychology Services Senator Crewing (Manila) SFG Engineering Services SFL Corporation Shell Shipping & Maritime Shin Kurushima Dockyard Shinko Shinkoh Shinyang NF Shipping ShipMed Medical Services ShipMoney ShipParts.com Shipping Australia Shipping Professional Network in Hamburg Shipz

Shunzan Kaiun SimaMarine (India) Singhai Marine Services (Shanghai) Sirius Ship Management Sitara Shipping Skuld SKV Group **SMT Shipping Poland** SOCATRA Sogestran Shipping Solstad Offshore Someca Transport **Sonangol Marine Services** Songa Container Songa Shipmanagement South Trade Shipmanagement South32 Southfield Agencies SouthPoint Ship Management Sovcomflot SphereMD SOE MARINE ST Engineering iDirect Star Bulk Carriers Corp. Stealth Maritime Stella Maris Stella Maris - Arica, Chile Stella Maris - Australia Stella Maris - Cape Town Stella Maris - Catholic Diocese of Beaumont, Texas USA Stella Maris - Manila Stella Maris Brasil - Tiplam Santos Stella Maris Kaohsiung STELLA MARIS Rio de Janeiro Stella Maris Scalabrinian Network Stella Maris/ Apostolatus Maris, Montevideo Stena Bulk Stena Shipping and Ferries

Stichting Pastoraat Werkers Overzee Stewart World Port Stolt Tankers **StratumFive** Subsea Global Solutions Suisse-Atlantique Sun Enterprises Sunrui Marine Environment Engineering Sunship Schiffahrtskontor Sustainable Shipping Initiative Swire Pacific Offshore Swire Shipping Swiss Ocean Yacht Management Swiss Re Corporate Solutions Swiss Shipowners Association Synergy Marine Group

T

Tagashira Kaiun Taiheiyo Kisen Kaisa Taihua Ship Management TAIKO KIKAI INDUSTRIES Tamar Ship Management Ta-Na Crew Manning Agency Tankerska plovidba Tata NYK Shipping Taylor Maritime (HK) **TCC Group Team Tankers International** TechnipFMC - OneFleet **Technomar Shipping** Teekay Group The China Navigation Company The College Clinic The Council of American Master Mariners The CSL Group The Dow Chemical Company The International Propeller Club of the United States, Port of Piraeus

The Marcura Group The Merchant Navy Association The Mission to Seafarers The Nautical Institute The Nautical Institute - US Gulf Branch The Nautical Institute of Ukraine The Naval Connection The Nordic Association of Marine Insurers (Cefor) The Shipping Corporation of India The Shipping Professional Network London The Standard Club **Thomas Miller Holdings** Tidewater **Tilla Technologies** Titanic Society of Atlantic Canada TMS Technical Marine Solutions **TMS-Hamburg Technical Marine** Services Thome Group **Tohmei Shipping** Tokyo Keiki Inc. Marine Systems Company **Tomini Shipping** Torm **Tortoise Engineering Torvald Klaveness Total Marine Solutions** Tototheo Maritime Trafigura Trans KA Tanker Transatlantica Afretamentos e Serviços Maritimos Trans-Global Maritime Agency **Transmed Maritime Limited** Transmed Shipping Co. Ltd. Transocean Shipmanagement (Phils) **Transportation Institute**

TriNøden Marine Tsakos Shipping and Trading Tsavliris Alexander G. & Sons Maritime Company Tsuneishi shipbuilding Tufton Turk P&I Sigorta Turkish Chamber of Shipping **Turkish Maritime Federation** Turkish Maritime Pilots' Association (TUMPA) Turkish Ocean-going Masters' Association Turkish Shipowners' Association Türkiye Denizciler Sendikası (Seafarers' Union of Turkey)

U

U Ming Marine Transport UK Chamber of Shipping **UK Club** Ultranav **Uni-Tankers** Unibaltic Shipping **Unicrew Management** Unifeeder Unilever **Unisea Philippines** Unisea Shipping **Uniteam Marine Limited** United European Car Carriers United Offshore Support Unitized Ocean Transport Limited Unix Line Ushio Reinetsu Utkilen Uvea Marine Services

V

V. Group Vale Van Ameyde McAuslands

Van Weelde Shipping Group Vanmar Shipping VENLYS Maritime Specialisation Services Vento Shipping Verifai Viking Marine Services Group ViraHaber Viridian Maritime Vitol Vortexa Vroon

W

W Marine Wah Kwong Maritime Transport **Holdings Limited** Wallem Group Wallenius Wilhelmsen Wan Hai Lines WaterFront Maritime Services DMCC Waterfront Shipping Company Wesmans Western Bulk Western Shipping Wilhelmsen Ahrenkiel Ship Management Willis Towers Watson Wilhelmsen Ship Management Windward Wintermar Offshore Marine Wisby Shipmanagement WISTA Canada WISTA Colombia WISTA International WISTA USA World Economic Forum World Fuel Services Corporation World Marine

World Marine Offshore World Maritime University

X

X-Press Feeders Xiamen Hailong Manning Service XT Management

Y

Yang Ming Marine Transport YANMAR POWER TECHNOLOGY YDK Technologies Yieldstreet Marine Yokogawa Electric Corporation

Ζ

Zeaborn Ship Management Zephyr Group Zeymarine Gemi Acentaligi Ve Hizmetleri Ticaret ZIM Integrated Shipping Services Z-Mariner Zodiac Maritime