

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 value-chain, 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;a href="http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_755390/lang--en/index.htm">http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_755390/lang--en/index.htm

^{2 &}lt;a href="https://www.undocs.org/en/A/75/L.37">https://www.undocs.org/en/A/75/L.37

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.

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

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

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: http://www.globalmaritimeforum.org/content/2021/05/
The-Neptune-Declaration-Best-Practices-for-Charterers.pdf

2020 Bulkers 3Seas Shipping 7SHIPPING

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) 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

Australasian Institute of Marine

Australian Seafarers' Welfare

Surveyors

Australian Mariners' Welfare Society

Council

AV Global Marine Avance Gas Holding

AVB Ahrenkiel Vogemann Bolten Azimuth Ship Management

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 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 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) Chuqoku 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

D

d'Amico Soc. di Navigazione
D. Oltmann Reederei
Daihatsu Diesel
Daikin MR Engineering
Daiwa Kisen
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

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

FrontM Limited

Fugro

Esenvel Partners - Lawyers & Fukujin Kisen Halkidon Shipping Corporation Consultants **FUKUSHIMA** Halcyon Recuitment **ESGPlus FURUNO ELECTRIC** Hamanaka Chain Manufacturing Esvaat Future Care Hammonia CrewCo Euronav Hammonia Reederei European Community Shipowners' Hapag-Lloyd G Travel **Associations** HarpainGas G2 Ocean Evergas Harren & Partner GAC Evergreen Marine Corp Hartmann Dry Cargo Germany GasLog EveryWay Travel Hartmann Gas Carriers Germany Gazocean **Excelerate Technical Management** Hellas Confidence Shipmanagement Gearbulk Norway **Executive Ship Management** Hellespont Ship Management Genco Shipping & Trading **EXMAR** Helm Specialist Recruitment Genid Shipping & Logistics **Exporters Competitive Maritime** Hempel **GERMAN MARINE AGENCIES** Council **HMM** German Nautical Association Ē Höegh Autoliners founded 1868 Federal Fleet Services Höegh LNG GFS Ship Management F. Laeisz Honda Heavy Industries Global Marine Group Fednav Hong Kong Liner Shipping Global Maritime Consultants Group Association Fidelity International Global Maritime Forum Hong Kong Shipowners Association Filipino Association for Mariners' Global Maritime Group Employment (FAME) Hong-Kong Maritime Museum Global Seaways Filipino Shipowners' Association Horizon Maritime Offshore Golar LNG (FSA) Horizon Maritime Services Gram Car Carriers Filistos ASCOT Houston International Seafarers' Golden Ocean First Ship Lease Trust Center Gorrissen Federspiel Flagship Ship Agencies Human Rights at Sea Grieg Star Fleet Management Humanistische Vereinigung, K. d. R., Grieg Maritime Group Seafarer's Social Service Oldenburg FLEX LNG Grimaldi Group Hunterlink EAP **FONASBA Grindrod Shipping** Foreign Owners Representatives and Grupo Stier Ship Managers Association Ibamari Shipbuilding Gulf Energy Maritime (GEM) Foremost Group **ID Shipping Agency** Gungen Denizcilik ve Ticaret Foresight Group **IDWAL** Gunvor France LNG Shipping Ignazio Messina & C. Fratelli Cosulich **IHI Power Systems** Freeport Ship Services H. Vogemann Group **IMC Shipping** Frontline Hachiuma Steamship **INCARGO**

Hadley Shipping Group

Hafnia Pools

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

Association

US - Le Havre

International Parcel Tankers

International Propeller Club of the

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 Ionic 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 Denholm

Japan Radio

JCJ Consulting

JBG Shipping Agency

Japan Marine United Corporation

JCRS Jebsen PTC Jebsen PTC Maritime JIFMAR OFFSHORE SERVICES John T. Essberger Joint Ship Manning Group (JMG) Junge & Co. Versicherungsmakler 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 Kyklades Maritime Kyla Shipping Kyoei Tanker LADOL Free Zone Underwriting Lauritzen Bulkers Lauritzen Kosan Lemissoler Leonhardt & Blumberg

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 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

N

Naftomar Shipping and Trading

Nagasaki Sempaku Sobi

Nakakita Seisakusho

Namura Shipbuilding

National Maritime Museum.

Greenwich

Nautilus Labs

Naviera Ultranav

Navig8 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

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Norbulk Shipping UK

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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

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 FIL Maritime E-Training

NYK Line

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

P

P&O Maritime Logistics

Pacific Basin Shipping

Pacific Carriers Limited

PACIFIC GAS

Pacific International Lines

Pangaea Logistics Solutions

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

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Qatar Gas Transport (Nakilat)

Queensway Navigation

Queensway Services

Owest Maritime

R

Red Sea Marine Services

Rederiet Stenersen

Reederei Bernd Sibum

Sea Culture Association of Turkey

Sea Globe Management & Trading

Sea Trade Holdings

Sea Wellbeing

Reederei Hamburger Lloyd Sea World Management & Trading Someca Transport "Reederei Nord Shipmanagement Seacor Marine Sonangol Marine Services on behalf of Seafarers' House Songa Container REEDEREI NORD Group" Seafarers Trade Union Organization/ Songa Shipmanagement Reederei Zurich **OMK NSZZ Solidarnosc** South Trade Shipmanagement Republic of the Marshall Islands Seafarers UK South32 Maritime Administrator Seamar Management Southfield Agencies Ridgebury Tankers Seamen's Church Institute SouthPoint Ship Management RightShip Seanergy Sovcomflot Rio Tinto Searock Marine Insurance Brokers SphereMD RISK4SFA Sea-Side Shipping Agency Brazil **SQE MARINE Rocktree Logistics** Seaspan Ship Management ST Engineering iDirect Roll Group SeaTankers Services (UK) Star Bulk Carriers Corp. Royal Association of Netherlands Seaways Psychology Services Stealth Maritime Shipowners (KVNR) Senator Crewing (Manila) Stella Maris SFG Engineering Services Stella Maris - Arica, Chile S5 Agency World SFL Corporation Stella Maris - Australia Safe Bulkers Shell Shipping & Maritime Stella Maris - Cape Town Safe Bulkers Management Shin Kurushima Dockyard Stella Maris - Catholic Diocese of Safebridge Shinko Beaumont, Texas USA Safety Management Overseas Shinkoh Stella Maris - Manila SAFETY4SEA Shinyang NF Shipping Stella Maris Brasil - Tiplam Santos Saga Shipholding (Norway) ShipMed Medical Services Stella Maris Kaohsiung Saga Welco ShipMoney STELLA MARIS Rio de Janeiro Sailors' Society ShipParts.com Stella Maris Scalabrinian Network Samba Shipping Stella Maris/ Apostolatus Maris, Shipping Australia Montevideo Samudera Indonesia Shipping Professional Network in Hamburg Stena Bulk Santoku Senpaku Sarikaya + Sahin Law Firm Shipz Stena Shipping and Ferries Shunzan Kaiun Stichting Pastoraat Werkers Overzee Scalabrini Center for People on the Move SimaMarine (India) Stewart World Port Scalabrini Development Office Singhai Marine Services (Shanghai) Stolt Tankers Scalabrini International Migration Sirius Ship Management StratumFive Network (SIMN) Sitara Shipping Subsea Global Solutions Scorpio Skuld Suisse-Atlantique SE "Ukrainian Sea Ports Authority" SKV Group Sunrui Marine Environment

SMT Shipping Poland

Sogestran Shipping

Solstad Offshore

SOCATRA

Engineering

Sunship Schiffahrtskontor

Swire Pacific Offshore

Sustainable Shipping Initiative

Swire Shipping

Swiss Ocean Yacht Management

Swiss Re Corporate Solutions

Swiss Shipowners Association

Synergy Marine Group

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 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 Shipping Corporation of India The Shipping Professional Network London The Standard Club Thomas Miller Holdings

Torm

Tidewater Titanic Society of Atlantic Canada TMS Technical Marine Solutions TMS-Hamburg Technical Marine Services (Phils) Tufton

Thome Group Tohmei Shipping Tokyo Keiki Inc. Marine Systems Company Tomini Shipping Tortoise Engineering Torvald Klaveness **Total Marine Solutions** Tototheo Maritime Trafigura Trans KA Tanker Trans-Global Maritime Agency Transmed Maritime Limited Transmed Shipping Co. Ltd. Transocean Shipmanagement Transportation Institute TriNøden Marine Tsakos Shipping and Trading Tsavliris Alexander G. & Sons Maritime Company Tsuneishi shipbuilding 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 Ming Marine Transport

UK Chamber of Shipping UK Club Ultranav Uni-Tankers Unibaltic Shippina 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

V. Group Vale Van Ameyde McAuslands

Van Weelde Shipping Group Vanmar Shipping **VENLYS Maritime Specialisation**

Uvea Marine Services

Services Vento Shipping Verifai

Viking Marine Services Group ViraHaber

Viridian Maritime Vitol

Vortexa Vroon

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

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

Z

Zeaborn Ship Management

Zephyr Group

Zeymarine Gemi Acentaligi Ve

Hizmetleri Ticaret

ZIM Integrated Shipping Services

Z-Mariner

Zodiac Maritime