



IN THE SPOTLIGHT - MEET MIKAEL KARLSSON, IMPA AMBASSADOR FOR NORWAY AND SPECIAL AMBASSADOR FOR SUSTAINABILITY

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## TIME TO 'THINK BIGGER' AND COLLABORATE FOR SUSTAINABILITY

Cameron Mitchell, Director, Isle of Man Ship Registry

## STEP AWAY FROM YOUR DESK: THE BEST PROCUREMENT TRAINING

Jennifer Schlemeier, Procurement Manager, Fleet at Oldendorff Carriers

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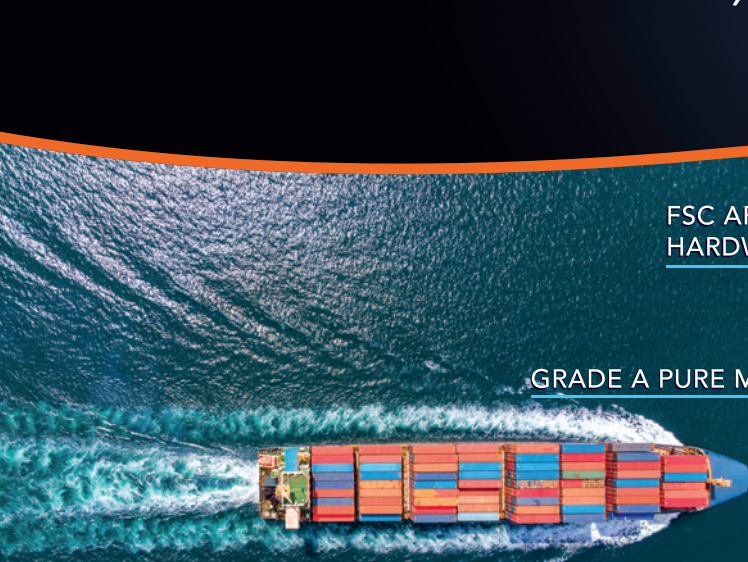


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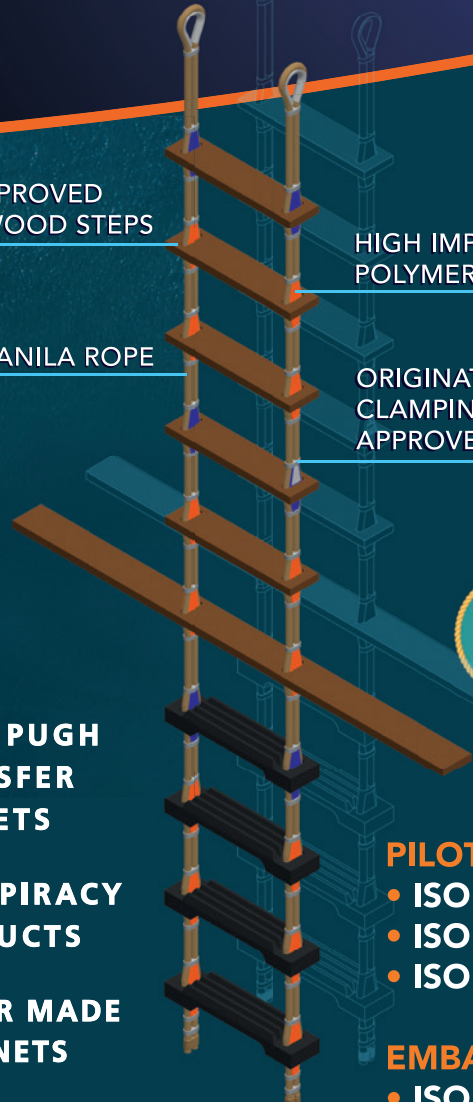


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# Welcome

**W**elcome to the third issue of Supply Chain and Sustainability Magazine for 2024, our focus now is very much on the flagship IMPA London event and there's a great deal planned for this! Registration is open so make sure you book it in your diary... [www.impaevents.com](http://www.impaevents.com). You can find all the information on the website too.

One of the highlights of the event will be the official launch of the Marine Stores Guide 8th edition! Stock is available now at the UK IMPA office so if you want to get your hands on the much anticipated new edition then all you need to do is contact the IMPA HQ office.

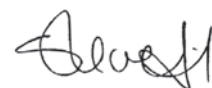
The 8th edition is not merely a routine update, the contents have been dramatically updated with almost 40,000 edits. Colour photographs have been included wherever possible and additional new listing now add up to over 3,000. Alongside this we've made changes to obsolete codes that accounts for over 2,000 entries and a host of other inclusions including a guide to suggested products that could be more sustainable and that we recommend you do your research to check.

It's been almost six years in the making and it is much anticipated, the whole team have done a fantastic job on the new edition. We've managed to reduce the print production to maintain the size and weight of the book whilst adding all these improvements and we're also able to offer the book at only a slightly increased price to remain competitive.

In other news the education programme is continuing at pace and I've been working with the administration team and a fantastic group from the council and with contribution from other members to make our new introductory courses the best that they can be. As news has filtered out on our work with this we have already secured the interest of many of our members to adopt this exciting new junior programme into their companies and this is giving us great motivation to put together a terrific course. The programme is very much focused on junior members of our industry, helping to equip them with the basic knowledge needed in our industry.

It will be a totally bespoke programme created for purchasing and shipping professionals and we hope it may even appeal to those at sea. It will be offered entirely by distance learning with a carefully crafted set of tools and resources to make learning fun and enjoyable. There will be people on hand at the London event to discuss this with you and we welcome your feedback on our ideas.

The programme for this year really does look fantastic with a revised format for the days and even a new comedy night so we can relax and have some fun after business focused days...I hope you will join us and I look forward to meeting you all once again in London in September.



**SUSAN WRAAE KOEFOED**  
IMPA Chair & CEO



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You constantly learn in procurement – but you do not learn just by sitting at a desk in front of a screen, says Jennifer Schlemeier, Procurement Manager – Fleet at Oldendorff Carriers, and IMPA’s VP of Networking. She spoke to Felicity Landon about training, networking and getting out of the office.

# STEP AWAY FROM YOUR DESK: THE BEST PROCUREMENT TRAINING

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OLDENDORFF 

**Y**ou could say that IMPA has defined Jennifer Schlemeier’s career in procurement. The day after she joined Oldendorff as a purchasing manager back in 2002, her new boss told her she would be joining IMPA and (almost straight away) going to the next IMPA exhibition.

“It was the best thing Oldendorff Carriers could do for me,” she recalls. “Immediately, I had direct contact with other purchasers and suppliers worldwide. It was a great help for me as a newbie in the business to learn and understand how shipping works. One of the most important things is a worldwide network! Our vessels are trading worldwide and thanks to my IMPA contacts, I know somebody to contact in every port.”

After four years with Oldendorff Carriers, Jennifer’s career progressed at Passat Schifffahrt, DS Schifffahrt, United Seven and John T. Essberger, where she became Head of Procurement in 2015. Five years later, she returned to Oldendorff as Procurement Manager – Fleet, leading a team of nine with responsibility for marine purchasing, including logistics and warehousing, chemicals and gas, and mooring ropes.

When Jennifer first joined the company, her only knowledge of shipping was from watching a cruise ship drama series on television. “I was told – don’t worry, you will learn, we will train you. I had direct training by a senior purchaser, and I had the opportunity every six to eight weeks to travel with a superintendent to go on board a vessel. I learned about the parts in the engine room and on deck, talked to the captain and chief engineer to understand what is urgent, and talked to the cook about why the quality of the provisions is so important for the

“

It is more and more difficult to get candidates in procurement. Many companies make the same mistake – keeping people in the office because the focus is on how to proceed with requisitions. Yes, everything must be bought and delivered, but have we forgotten how to motivate and educate people?

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crew,” she says. “I was sent for one week to a ship chandler, where I worked in the warehouse to learn about the process from order to sourcing the parts, to packing and sending out, to paperwork. It’s easy for people to sit in the office thinking ‘it can’t be that difficult’ – it is important to understand the processes involved.”

She believes this practical training approach is a ‘must’ for an industry struggling to attract new recruits. “It is more and more difficult to get candidates in procurement. Many companies make the same mistake – keeping people in the office because the focus is on how to proceed with requisitions. Yes, everything must be bought and delivered, but have we forgotten how to motivate and educate people? We have seen a lot of people stepping out of procurement in shipping and moving to other industries because they do not see how they can improve their knowledge or have career opportunities. It is on us to make people aware that we appreciate what they are doing but also have the responsibility to train and motivate them.”



**FELICITY LANDON**  
Freelance Journalist

Oldendorff is taking its own steps; sending its marine purchasers to go on board, organising meetings with suppliers, setting up clear training. “This year we are sending purchasers to China, where we have a lot of vessels being drydocked. They will have two weeks to see what is happening, meet suppliers, meet the people on board and see the ‘last mile’ of deliveries – what happens after a shipment arrives at the airport warehouse, and how the huge truck arrives with two tonnes of spare parts to unload.”

Going on board enables a purchaser to get feedback on quality and service – and also a thank you from the crew, which is a great motivation, says Jennifer. “It is good to see and feel proud of the successful result of perhaps two months of stressful work.”

An IMPA Council Member since 2014, Jennifer is keen to talk to others about IMPA Save, IMPA Act and IMPA's education programme – in particular the new education programme for juniors. “I am very happy to be part of this project and am looking forward to starting the programme in 2025.”

Oldendorff operates about 700 bulk carriers ranging from 38,000 to 209,000 dwt, of which about 120 are owned. The fleet calls at about 120 ports worldwide. The procurement strategy is based on defined key ports, with regular updates of pricing and quality comparisons for consumables and provisions at these ports. “Our goal is – if a vessel is planned to call at a key port, it should be fully equipped there, because we know that in this port we are getting the best quality for the best price. We analyse yearly quality feedback from vessels, and we also ensure that our main suppliers are absolutely aware what kind of quality standard we want – we are willing to pay the price for this quality. We have a long-term relationship with our business suppliers; if we are happy with them,



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A key goal is ‘to know the market’, she says: “We spend a lot of time talking to suppliers and to other purchasers around the world, so we know what’s happening in Singapore, Rotterdam, Shanghai, and so on. That’s why networking is so important

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there are no complaints and there is reliability, why would we change?”

A key goal is ‘to know the market’, she says: “We spend a lot of time talking to suppliers and to other purchasers around the world, so we know what’s happening in Singapore, Rotterdam, Shanghai, and so on. That’s why networking is so important.”

A major trend for procurement is the automation of processes, she notes. “We need more automation, but we need to make sure not to lose communication between different stakeholders. Procurement is a people business.”

She sees automation freeing up the team from routine tasks to have more time for training and seminars, vessel visits, conversations with suppliers and the all-important 15-minute coffee break with colleagues.

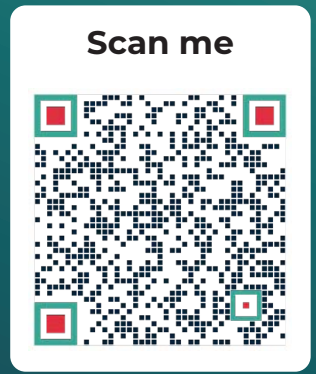
She also emphasises the importance of acknowledging a job done well. “Sometimes someone gets to the end of the week feeling frustrated because they haven’t done this or that. I say to my team on a Friday, when we have a short chat, we have to change our viewpoint – not to look at the points you didn’t get done but please look at what you did. OK, you haven’t done all the stock updates you wanted to, but you managed three urgent cases successfully and delivered what was needed. You can be proud of that.”



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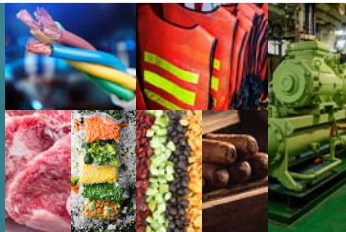
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# Isle of Man Ship Registry:

## time to ‘think bigger’ and collaborate for sustainability

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From a pioneering approach to adopting future fuels and reducing emissions, through to a committed focus on the welfare and wellbeing of seafarers – the Isle of Man Ship Registry has put sustainability at the heart of its operating model. Director Cameron Mitchell explains the registry’s ambitions to Felicity Landon.

**F**lag states are used to responding to and implementing regulatory change as mandated by the International Maritime Organization and others – but what about their entire operating model? That is exactly what the Isle of Man Ship Registry (IOMSR) was prepared for when it embarked on a radical path to sustainability nearly five years ago.

The catalyst, says Director Cameron Mitchell, was Covid-19. “We had time on our hands because we couldn’t travel, and office staff were mainly working from home. We had time to look at what we were, what our operating model was and what we wanted it to look like in two, three, five years’ time. We considered how we wanted to be seen and, most importantly, what we wanted to be doing.”

The registry, which marks its 40th anniversary this year, already had ISO 9001 and ISO 14001 accreditation. “It was time to think bigger, about the UN SDGs (Sustainable Development Goals) and how they could fit into our operating model; which ones we thought would be most appropriate for us and aligned with the types of things we are trying to do,” says Cameron.

At about the same time, the registry became involved in a project to convert a dozen Very Large Gas Carriers (VLGCs) to use LPG as a fuel. The current Gas Code did not allow for older ships to use LPG as a fuel, so the IOMSR worked with the clients, classification societies and others to design alternative arrangements to meet an equivalent or higher safety standard so that the conversions could be completed.

“

With the focus on protecting the oceans, the IOMSR joined the ‘Eyesea’ organisation, which enables the tracking and reporting of marine pollution via an app. Cameron, who became an ambassador for ‘Eyesea’, says: “It’s all well and good supporting ‘Eyesea’ and mobilising 7,000 seafarers on Isle of Man ships and yachts to use the app but we also think we should take action



**FELICITY LONDON**  
Freelance Journalist



“That project made us focus more on alternative fuels and future fuels and how we wanted to prepare for them,” says Cameron. “We had already discounted fees for exceeding EEXI (Energy Efficiency Existing Ship Index) targets, and we began to think how we could add to that to reward clients who were spending their own money on innovation, such as alternative fuel technology (LPG, LNG, biofuels, ammonia, methanol, hydrogen, etc.), wind sail power or air lubrication systems for hulls. We started to bring that into our fee structure and completed that in 2022. We have put in place a flexible set of rules so that any new innovations for saving fuel can be added; for example, a current project is promoting a particular hull coating that reduces consumption of fuel and therefore emissions.”

That was the ‘starting point’, he says. The big step was incorporating the registry’s commitment to the UN SDGs into its operating model. This year, for the first time, the IOMSR’s quality management system and environmental management system will be modified to incorporate the SDGs: “This goes through what we want to achieve and how we go about doing that. Changing the operating model of a flag state is a fairly difficult process but we decided that we can and should do this.”

Working through the pandemic showed that the registry could rely to a greater extent than was imagined on its business development managers located in strategic maritime hubs around the world. With travel almost impossible, the registry instead depended on its 13 contracted surveyors positioned around the world to



A real headline-grabber for the registry has been the introduction into service of the world’s most powerful sailing cargo ship, under the Isle of Man flag. The Berge Olympus, owned by Berge Bulk, was retrofitted with four WindWings to reduce fuel consumption and emissions. The WindWings are large, rigid sails that can be adjusted to optimise wind propulsion – saving up to 20% of fuel consumption

carry out 70-80% of all its required surveys and inspections. “They did well. We asked ourselves, why would we send our Isle of Man based surveyors to travel around the world, consuming resources and air miles, and adding expense, if we could change the operating model?”

As a result, the registry deploys these senior surveyors to cover tasks in the UK and Europe, and uses contracted surveyors elsewhere, unless there is a complex case that needs more support from the Isle of Man team.

“Generally speaking, this system is embedded, and our surveyors on the Isle of Man are pleased to be doing less long-haul travel and spending more time with their families.”

The registry has also introduced remote survey technology, born out of not being able to travel but also because of a desire to look more closely at the Isle of Man flagged fleet to avoid Port State Control (PSC) finding deficiencies that could be identified earlier.

A comprehensive PSC monitoring tool keeps track of PSC performance in all ports – information about key issues being reported enables the registry to tailor inspections accordingly. “For example, we might identify that a PSC authority is particularly looking at firefighting appliances and finding a lot of deficiencies. We will go on your ship – virtually – and do a check with the responsible personnel, for physical and paperwork compliance.”

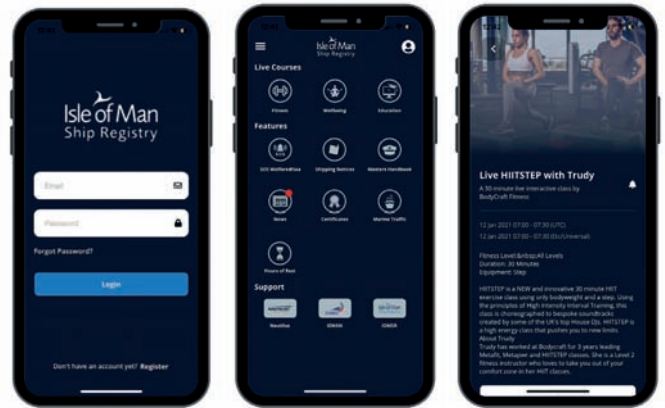
As it focused on reducing consumption of all resources and implementing the SDGs, the registry also considered which organisations to collaborate with in connection with climate action. It was the first flag state to join the Getting

to Zero Coalition, which aims to put commercially viable, zero-emission ships on the water by 2030, creating green corridors to support these ships.

With the focus on protecting the oceans, the IOMSR joined the ‘Eyesea’ organisation, which enables the tracking and reporting of marine pollution via an app. Cameron, who became an ambassador for ‘Eyesea’, says: “It’s all well and good supporting ‘Eyesea’ and mobilising 7,000 seafarers on Isle of Man ships and yachts to use the app but we also think we should take action. So for the past two years, we have helped to fund the clean-up of Vasai beach near Mumbai; the beach was completely covered in plastic waste and now there is nothing there. We believe that tackling sustainability and climate change will require collective action and we can’t just carry on doing nothing – this was a good, proactive example.”

The IOMSR has also joined the Asian Shipowners’ Association – 60% of its registered tonnage is managed or owned in Asia – and it has joined Intertanko, Intercargo and the Maritime Anti-Corruption Network (MACN) to support action against corruption and bribery in maritime. “Last, and most important, we have joined ISWAN (the International Seafarers Welfare & Assistance Network). We absolutely believe that seafarers should have a just future – they should not be open to abuse, paying fees for employment etc., and anything we can do to support our seafarers, we should be doing.”

The IOMSR was the first ship registry in the world to bring out a dedicated app for seafarers’ welfare, ‘CREW MATTERS’. Free to all seafarers regardless of a ship’s flag, the app provides structured social activities and welfare support for seafarers, with physical and mental wellbeing classes and educational training; access to ISWAN’s 24/7 seafarer and yacht crew helplines, and information about port chaplaincy around the world, including maps and contact details. “The app was prompted before Covid-19, the result of a cadet on one of our registered ships disappearing overboard. Although there were no signs to his colleagues that he was unhappy or anxious, at some point he apparently decided to take his own life. We decided to start the app to become more connected to seafarers on Isle of Man ships. Seafarer welfare remains our priority.”



The IOMSR was the first ship registry in the world to bring out a dedicated app for seafarers’ welfare, ‘CREW MATTERS’. Free to all seafarers regardless of a ship’s flag, the app provides structured social activities and welfare support for seafarers - Find out more here: [www.iomshipregistry.com](http://www.iomshipregistry.com)

A real headline-grabber for the registry has been the introduction into service of the world’s most powerful sailing cargo ship, under the Isle of Man flag. The Berge Olympus, owned by Berge Bulk, was retrofitted with four WindWings to reduce fuel consumption and emissions. The WindWings are large, rigid sails that can be adjusted to optimise wind propulsion – saving up to 20% of fuel consumption.

When it comes to decarbonisation, there is a view that shipping doesn’t change fast enough – but there is risk and reward, says Cameron. “We are innovating faster now than we ever have with future fuels and getting to Net Zero by 2050. However, unless design and technology are shared, we are all just going to be going around in circles. As a registry, we are collaborating with those organisations that best represent our goals. A lot is going on across the industry but ultimately greater collaboration and transparency is needed.”

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- **SECTION 19** Clothing
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- **SECTION 23** Rigging Equipment & General Deck Items
- **SECTION 25** Marine Paint
- **SECTION 27** Painting Equipment
- **SECTION 31** Safety Protective Gear
- **SECTION 33** Safety Equipment
- **SECTION 35** Hose & Couplings
- **SECTION 37** Nautical Equipment
- **SECTION 39** Medicine
- **SECTION 45** Petroleum Products
- **SECTION 47** Stationery
- **SECTION 49** Hardware
- **SECTION 51** Brushes & Mats
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- **SECTION 65** Measuring Tools
- **SECTION 67** Metal Sheets, Bars, Etc.
- **SECTION 69** Screws & Nuts
- **SECTION 71** Pipes & Tubes
- **SECTION 73** Pipe & Tube Fittings
- **SECTION 75** Valves & Cocks
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# Best foot forward

With risk and disruption a constant threat, resilience remains key to future progress and prosperity IMPA Chair Susan Koefoed tells delegates at IMPA Hamburg.

IMPA Chair Susan Koefoed opened IMPA Hamburg by highlighting the increased severity and frequency of supply chain disruptions, noting a trend toward global factors such as geopolitics and natural disasters.

It underscored the need for companies to be more resilient and adaptable, and to be proactive in identifying potential vulnerabilities. “The ability of supply chains to withstand and recover from such challenges is indispensable,” she said.

“Companies need to rethink their processes, to keep being more digitally integrated, transparent and agile. The ability to respond quickly to disruptions through flexibility, planning and forecasting is absolutely vital.

She added that companies had to invest in the four pillars of resilience – visibility, flexibility, collaboration and control – in order to build a robust and adaptable supply chain that could capitalise on opportunities.

“Supply chain resilience isn’t just about reacting to disruptions as they occur. It’s about proactively identifying vulnerabilities, building redundancies and fostering agility. To adapt swiftly to changing circumstances requires a holistic approach that encompasses strategic planning, risk management and continuous improvement.”

Susan also advocated for greater digital integration and transparency in supply chain management, discussing the need for digital technologies and predictive analytics to enhance visibility and real-time monitoring.

“We need to map the end-to-end supply chain to gain a clear understanding of dependencies, bottlenecks and critical

nodes. Fostering strong partnerships with our suppliers based on trust, transparency and mutual collaboration are essential.

“We have to work closely with our suppliers to co-create solutions and share solutions to build resilience across the supply network. [therefore] we must harness the power of technology and data and analytics to enhance visibility and agility by leveraging real-time insights, predictive analytics and automation.”



We need to map the end-to-end supply chain to gain a clear understanding of dependencies, bottlenecks and critical nodes. Fostering strong partnerships with our suppliers based on trust, transparency and mutual collaboration are essential



**SUSAN KOEFOED**  
IMPA Chair & CEO

## THE RIGHT SIDE OF HISTORY?

Susan called for bold leadership in reducing carbon emissions and minimising waste, stating that “we find ourselves in a pivotal moment in history” where the decisions we make will have a profound impact on generations to come.

She called on the industry to take urgent and concerted action. “Sustainability isn’t just a buzz word, it’s a call to action,” she said. “It’s a moral imperative and a pathway to a better, more equitable world, not just locally and within our own sphere.

“We have to push governments and international organisations who must collaborate to find innovative solutions and build a more sustainable future not just for shipping, but for all of us.”

Susan added that achieving sustainability would require sacrifices, innovation and bold leadership, while our thinking would need to challenge the status quo, consumption patterns and economic systems.

“It will require governments, businesses, civil society and individuals to work together towards a common purpose. In an era of heightened awareness and accountability, sustainability has emerged as a strategic imperative for businesses across industries. They not only drive environmental stewardship and social responsibility, but also create long-term value and mitigate risks.”

As part of the sustainability mandate, Susan reiterated the need to promote fair labour practices, human rights, diversity and inclusion throughout the supply chain. That, she said, would require everyone ‘to ensure compliance with labour standards,’ while also developing responsible sourcing and production solutions.

“We should collaborate with our suppliers and with industry partners to drive sustainability initiatives, to share best practices and leverage collective expertise. We should

engage stakeholders across the supply chain to foster transparency, accountability and trust.

“Above all, we need to tell everybody openly and transparently and in order to build credibility and demonstrate commitment to sustainability.”

Susan concluded by underscoring the importance of building the knowledge, skills and competencies required to evolve the supply chain, especially from a procurement and sourcing perspective. She noted that the profession would need to develop further its ability to ensure the balancing of risk, resilience and sustainability and to maintain smooth operations while doing so.

“To reach the goals we need to keep educating ourselves and the newcomers to the industry. Lifelong learning is crucial for personal and professional growth, adaptation to change and contributing positively to society. It enables us to remain relevant, competitive and fulfilled throughout our lives.”



We find ourselves in a pivotal moment in history” where the decisions we make will have a profound impact on generations to come.



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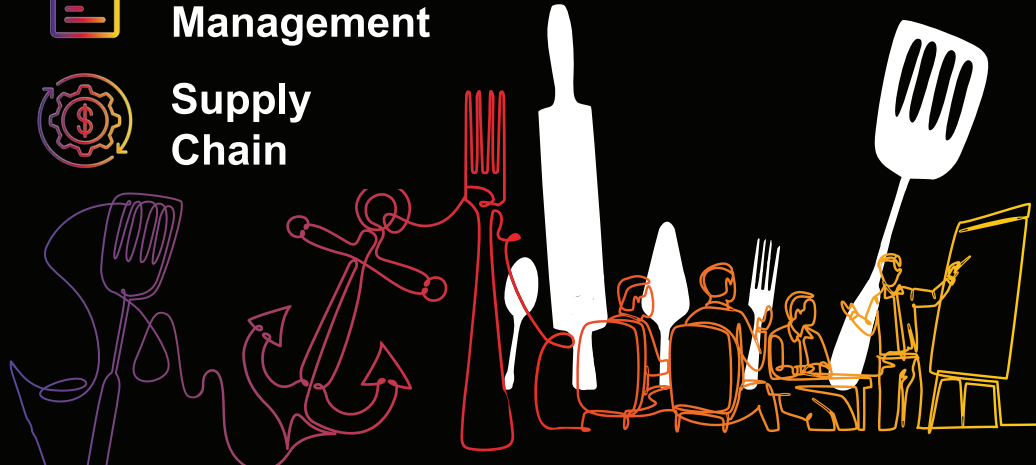
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# Port of the future

In the keynote address at IMPA Hamburg, Dr. Phanthian Zuesongdham, Head of Division Port Process Solution, Hamburg Port Authority (HPA), explains how the Port of Hamburg is meeting future demand through systematic change.

**A**s global trade recalibrates, the importance of ports as critical nodes in the global supply chain has never been more apparent. The COVID-19 pandemic, coupled with ongoing geopolitical tensions, has thrust ports into the spotlight, highlighting their essential role in maintaining the flow of goods worldwide.

Among these, the Port of Hamburg stands out not only as a historical hub, but also as a pioneer in adapting to the new demands of global trade and digitisation. Having adopted its digitisation programme in 2011, the port is aiming to become one of the most intelligent ports in the world as Dr. Phanthian Zuesongdham explains.

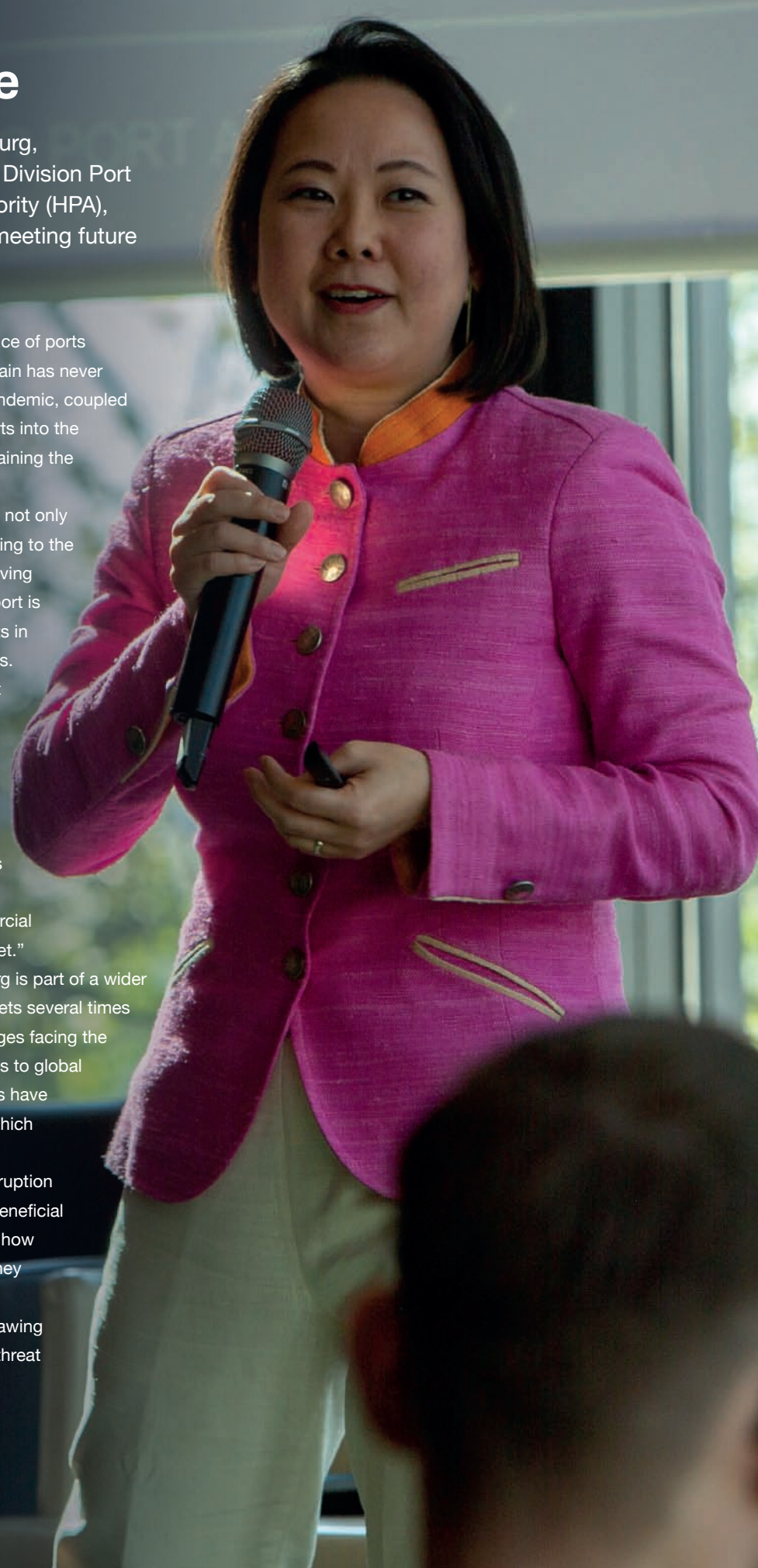
“We’ve scouted a number of technologies that we could use, try out lots of things and conduct a lot of prototyping,” she says. “We like to understand the capability of technology, how we can deploy it in operation. That changes the way the port is able to do business.

“It means we’re able to create new businesses out of digitisation for ports. That means we’re creating new products, new services and commercial opportunities for our port and for the whole market.”

That latter point is crucial. The Port of Hamburg is part of a wider network of ports called the chainPORT which meets several times a year to discuss best practise as well as challenges facing the industry. With the ongoing disruption and changes to global trade, Zuesongdham says that recent discussions have centred on resilience and building a plan B – of which diversifying business models is part.

“Resilience is about the ability to deal with disruption and resume as quickly as possible,” she says. “Beneficial Cargo Owners (BCOs) are already thinking about how to make their supply chains more resilient, how they can change the pattern of their supply chain.

“Its apparent that some companies are withdrawing themselves from China and Russia, and this is a threat



[for us] because that's not how we've done business for the last 30 years. So we have to take into account how business might change.

"Fortunately the ports sector has realised quite quickly that innovation and technology can really help us, the way we can cope with these challenges is to digitise."

## SECOND WAVE

Part of the resilience building at the Port of Hamburg will be to adapt the infrastructure for new business models and practises. Zuesongdham says that as part of its Port Development Plan 2040, the blueprint that directs its development, they're aiming to facilitate new business based on circular design and circular supply chains.

It's an ambitious plan, but one that also dovetails with sustainability goals, as she explains. "We have to facilitate new business. The circular supply chain requires a dedicated area within the port, and specific infrastructure that enables that kind of business.

"This is a commitment that people are working towards, they're working seriously at it and shipping is an enabler for that."

It's part of a wider shift towards a more sustainable industry as Zuesongdham notes. Shipping lines are now configuring vessels to use renewable energy, which also requires port infrastructure to change. At the Port of Hamburg there's a big cluster for hydrogen, with more to follow as traditional bunkers are slowly phased out.

It's a reminder, too, that collaboration is always necessary. Reconfiguring a port on the hope it will meet future demand is a fool's errand. For ports like Hamburg, working alongside the industry to meet its requirements is a major part of its strategy – it must align with where the industry is heading.

"We're impressed by Maersk's ambitions for the circular design for all of their ships [on order]," Zuesongdham says. "We're talking to many shipping lines about what they would need from ports in that respect, how the infrastructure of ours and others around the world would need to change and adapt. We need to change to support that."

"If you look around the world, how ships are recycled is not necessarily the best for the environment or the workers. And that's where we would like to contribute also, to be net zero and to think in circular systems. We can't just say we've done our part, and we're ok. We have to recognise we're part of a whole."

And that there exemplifies what the future of the industry has to be. The port's commitment to resilience and sustainability is evident in its adaptation to new business models and infrastructure, aligning with global shifts towards circular supply chains and renewable energy.

Collaboration with industry leaders like Maersk highlights the port's proactive approach to evolving demands. Hamburg is not just preparing for the future; it is actively shaping it, ensuring its role as a critical node in global trade.



Collaboration is always necessary. Reconfiguring a port on the hope it will meet future demand is a fool's errand. For ports like Hamburg, working alongside the industry to meet its requirements is a major part of its strategy – it must align with where the industry is heading



**DR. PHANTHIAN ZUESONGDHAM**  
Head of Division Port Process Solution  
Hamburg Port Authority (HPA)

# Time is of the essence

Despite great progress, Mikael Karlsson, Head of Business Development at Northern Marine Group and Chair of IMPA SAVE, believes that the industry needs to be more proactive and speed up the pace of change.

**A** lack of data hinders sustainability initiatives, Mikael Karlsson told delegates at IMPA Hamburg, adding that the impacts of business on the environment and society were hard to measure because of it.

“Without accurate and comprehensive data on the environmental and social impacts in our supply chain, it becomes difficult to make informed decisions and take meaningful action,” he said. “Many companies struggle to gather and analyse data on their supply chains leading to lack of transparency and accountability.

“Furthermore, the transition to sustainable practices are often associated with significant investment and changes to existing infrastructure and operations. This can pose challenges for companies that are already operating on tight budgets or facing resistance with stakeholders or they see no value in doing so.”

The cost of inaction far outweighs the cost of sustainable development. Ignoring the environmental and social repercussions of current business practices is not sustainable, as Karlsson pointed. Companies that fail to adapt to new sustainability norms, he said, risk losing their competitive edge and, ultimately, their business.

“The cost of inaction might be that you as an owner or manager don't fit your customer's ESG needs. You'll be dropped as a client. That's unsustainable. Does transitioning to sustainable practices come at high costs? I know many believe so. I do believe change has a cost. But sometimes change does not require data to make the right decision.

“Companies could be more proactive. We have to measure what we do, but we can't let the lack of data stop us from progressing. Sometimes we have to ask how things are done. Get yourself informed. Recognise that there is no one-size fits all approach and that different owners and managers and suppliers in our industry will face unique challenges and obstacles along the way.”



“

Without accurate and comprehensive data on the environmental and social impacts in our supply chain, it becomes difficult to make informed decisions and take meaningful action. Many companies struggle to gather and analyse data on their supply chains leading to lack of transparency and accountability

He added that sustainability is not merely about complying with regulations, but that it is a moral imperative. This involves recognising the ethical dimensions of environmental stewardship and taking proactive steps to reduce environmental footprints, innovate in areas like waste management, and adopt green fuels.

That particular path to sustainability requires collaboration and shared responsibility. By working together and sharing best practices, industries can overcome the challenges posed by sustainability transitions.

“We can drive positive change across the industry,” he said. “That opportunity presents itself here today. Not engaging to seek information to do good is not an option. The consequence of our inactions are already being felt around the world from rising sea levels and extreme weather, to loss of biodiversity and displacement of communities.”

He concluded by drawing attention to the continued success of the IMPA Save Programme. The initiative has sought to reduce the amount of plastic waste in the sea through a reduction in SUP bottles. The driving force behind that, he said, was collaboration.

“Start a conversation today, ask question, how can your company reduce its environmental footprint? Get informed. Not every company in this room today is part of to save.

I question why, but I also urge to cease today and join. It's one line item.

“You can make one change and you can actually learn from it. Maybe that one drives number two. I've stated before, the marine industry plays a vital role in global trade and transportation. Facilitate the minimum of goods and resources across vast oceans. This activity has come as a cost and we're not transitioning fast enough.”



Companies could be more proactive. We have to measure what we do, but we can't let the lack of data stop us from progressing. Sometimes we have to ask how things are done. Get yourself informed. Recognise that there is no one-size fits all approach and that different owners and managers and suppliers in our industry will face unique challenges and obstacles along the way



**MIKAEL KARLSSON**  
Head of Business Development at Northern Marine Group and Chair of IMPA SAVE

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# Crystal clear

As the industry beats a path to a more sustainable future, transparency will be key says Steven Jones, Founder of the Seafarers Happiness Index.

In a wide ranging talk, Steven Jones called for a proactive and transparent approach to sustainability in shipping, highlighting both the need for industry-wide changes and the importance of individual company efforts.

He called on the industry to reconnect with the true meaning of sustainability, reminding delegates that it is about 'meeting the needs of the present without compromising the future.'

"It's the needs of your present, the needs of your future, whether that's as a business, the way you do things and what is going to be acceptable moving forward," he said.

"Sustainability and shipping haven't always sat well together. There have been many challenges, perhaps most obviously because of the fact that shipping has a footprint of pollution and it's hard to abate pollution.

"So there has been an increasingly difficult divisive drive towards making sure that pollution from shipping is reduced and we do get to where we need to go. We've perhaps not been as quick to change as we should."

The latter point, he says, is addressed in part by the narrative in the industry. How we talk about sustainability and the work we're doing matters, he says, because it builds a picture of what to do – and pushes debate forward.

"We can see that there's been a desperate need for change driven in many quarters, and we've probably reached the point now where change is inevitable," he says. "Change is driven for the right reasons and we now need to find ourselves the route forward into doing that.

"It's about building that story of change because if you write the stories, if you tell and talk in the right way, then change follows. It becomes a natural part of the evolution of what we're doing and that's why events like this are so important because we can hear different viewpoints."



“

It's about building that story of change because if you write the stories, if you tell and talk in the right way, then change follows. It becomes a natural part of the evolution of what we're doing and that's why events like this are so important because we can hear different viewpoints

## WALKING THE WALK

Building that narrative is necessary for tangible change. By identifying trends, challenges and opportunities through what Jones call a 'diagnostic approach,' you drive action.

Turning 'talk' into 'deeds' is vital for identifying and acting on emerging issues, as well as helping shipping to balance the commercial and sustainable imperatives.

"Shipping is in a bit of a constrained reality," Jones says. "We have to juggle all these challenges while continuing to operate, while continuing to make money and move forward into a future that never actually arrives.

"The future is always that intangible looming over the horizon. So what we need to be able to do is really anticipate what is likely to come and in anticipating then we actually change the future as well.

"And that's why it's so important that we as an industry are so vocal, committed and dedicated to the change in sustainability and doing things, managing the needs of our present to make sure that we don't negatively impact the future.

"That's where we need to be. We need to anticipate and we need a willingness to do that, to embrace the expectations that we see coming over the horizon to us."

## COMMUNITY

Part of that journey, Jones, argues is for shipping companies to be seen as responsible partners within their communities, particularly in managing their environmental impact. Being transparent about the challenges and proactive in finding solutions is vital in that respect.

"The impact of shipping on the oceans is of huge importance and significant, and that's writ large in issues such as whale migration and how we're actually managing them.

"And it can sometimes seem quite a distant esoteric thing to care about, but by demonstrating that we are bothered, that we do share the oceans and that again gives us this sense of a licence to operate. It shows that we have an

impact, we understand that, and we also look to the ways that we mitigate and minimise that risk."

By extension, that community has an impact on the way employees view the organisations within in it. In turn that affects how companies are able to attract and retain talent. As Jones points out, people want healthy, safe and rewarding work, and so as an industry we have to be conscious of how we conduct ourselves in that respect. The same things applies to suppliers and partners too.

"It's a hugely important part of what we do," he says. "The roadmap, setting our course on the way that we deal with the various aspects of it, transparency and accountability - they're hugely important parts of what we do.



It's a hugely important part of what we do. The roadmap, setting our course on the way that we deal with the various aspects of it, transparency and accountability - they're hugely important parts of what we do

33



**STEVEN JONES**  
Founder of the Seafarers Happiness Index

"And, if everyone is telling you they're brilliant, how do you know? We start to really be able to rigorously look and delve in to the track record and performance when it comes to sustainability. We can only be sure of managing our needs without damage in the future if we do know what those that we're working with are up to and doing.

"So this is a hugely important part, that kind of symbiotic relationship that you are caught in with your suppliers and your clients and where we all move forward, hopefully transparently able to see where problems sit and address them and then also be proud of the progress that we've made as well."

# A ship owner's perspective

Oldendorff Carriers' Sustainability Manager, Jan Kohzer examines the factors affecting ESG adoption from the owner's side and points out the existing challenges for shipowners in their green transition.

As sustainability morphs from buzzword to becoming imperative, the shipping industry finds itself in an invidious position. The vast majority of global trade occurs via the world's oceans and for that reason, the industry is considered one of the main global contributors to CO2 emissions. This is a fallacy, as of the major transport modes, it is among the lowest polluters, accounting for only 3% of global emissions – a figure that is dwarfed by those of the road transportation industry.

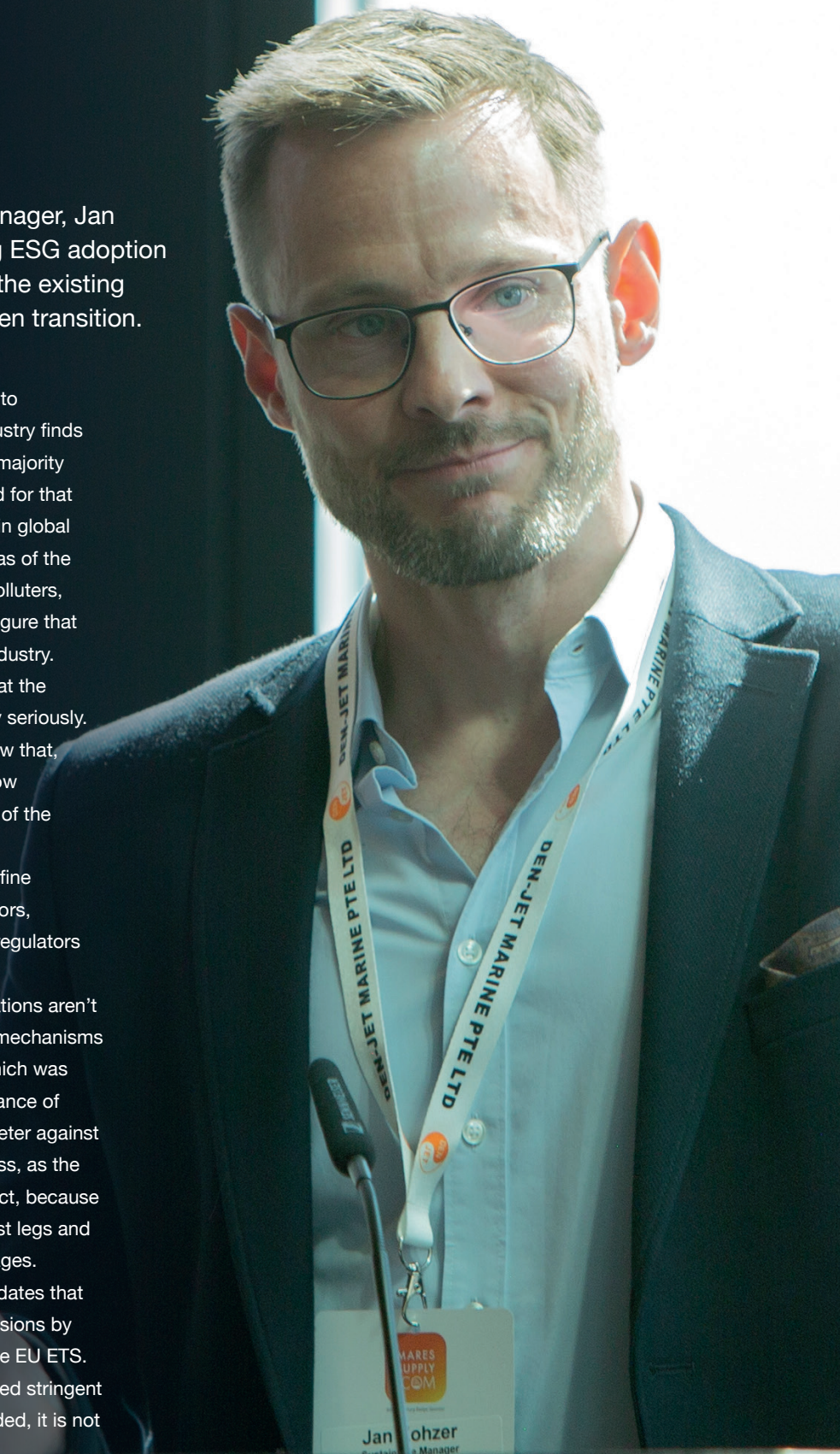
Despite that, Oldendorff's Jan Kohzer says that the industry must take its role in climate change very seriously.

Shipping impacts the environment, we all know that, however, ESG covers a lot more, for example, how companies manage their ecosystems, treatment of the workforce and how they govern themselves.

“There is a pressing need for shipping to redefine its operational ethos in alignment with these factors, which are becoming increasingly scrutinised by regulators and stakeholders.”

The intricacies of complying with these regulations aren't trivial, as Kohzer points out. The introduction of mechanisms like the IMO's Carbon Intensity Indicator (CII), which was designed to measure the environmental performance of ships, was planned to offer the industry a barometer against which they can measure themselves. Nevertheless, as the industry has seen the CII fails in its intended effect, because it is based on a formula which awards long ballast legs and gives a bad rating to actual cargo shipment voyages.

In particular, Kohzer highlighted the IMO mandates that are aiming for significant reductions in CO2 emissions by 2030, 2040 and 2050, and carbon taxation via the EU ETS. Also, the introduction of the CSRD, which will need stringent compliance and reporting standards. But, he added, it is not those factors alone that are causing challenges.



“Market forces also exert significant pressure,” he said. “There is a competitive element to adopting technologies that promise to reduce emissions. We see an increasing demand by our clients to demonstrate our sustainability credentials to stay competitive. This extends to the adoption of alternative fuels and technologies, each of which has its own set of challenges and opportunities.”

But, Kohzer says, that is reason to be cautiously optimistic – especially when it comes to alternative fuels. That side of the fuels sector is still in its infancy, but as major industries move away from fossil fuels and look to renewables, the scope for growth and innovation remains broad.

Kohzer says that MAN ‘expects its first ammonia-fuelled engine’ will be ready by 2027 at the earliest, and that availability for on-board installation would likely take even longer. He adds that ammonia and methanol are currently considered as the most promising future alternative fuels, but that their actual emission saving effect will highly depend on their supply chain emissions

(“Well to tank”). If oil and gas are used as energy sources to produce marine fuels, these cannot be considered as “green” but must be considered as “grey”.

Additionally, the individual safety impacts must be taken into close consideration.

He also mentioned that next generation nuclear power could possibly play a role in the future to produce energy needed to produce green fuels.

However, this would strongly depend on the technology in use which would have to be safe and not shift the problem of the environmental impact to nuclear waste.

Technical solutions like the molten salt reactors are still years away from being available and public and regulatory acceptance remains a considerable hurdle.

In his concluding remarks, Kohzer passionately warned against the dangers of greenwashing, where companies claim sustainability credentials without substantive actions to back them up.



Shipping impacts the environment, we all know that, however, ESG covers a lot more, for example, how companies manage their ecosystems, treatment of the workforce and how they govern themselves. There is a pressing need for shipping to redefine its operational ethos in alignment with these factors, which are becoming increasingly scrutinised by regulators and stakeholders

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**JAN KOHZER**  
Sustainability Manager  
Oldendorff Carriers GmbH & Co. KG

“So, what can we all do? The way we are driving this whole change should be seen as a team exercise - that means we cannot do it alone. A sustainable transition is needed, this is the reality and there's no way around it. So, we must adapt to a sustainable mindset and liaise with other stakeholders to exchange knowledge and work towards industry wide compliance.”

# Supply Chain Resilience and Procurement Excellence

In this wide-ranging panel discussion, senior industry figures joined IMPA council members to explore procurement excellence as a strategic approach, examine how companies can persist, adapt or transform in the face of change, and build lasting supply chains.

In an era defined by disruption and the sustainability imperative, the dynamics of procurement are changing.

Flexible contingency planning and forecasting are the key to building supply chain resilience. But that in itself must take into account environmental and social regulations, as well as the need to remain competitive and profitable in a turbulent global economy.

The opening panel discussion at IMPA Hamburg sought to define a path forward, drawing on the expertise, experience and best practice of senior figures and IMPA council. Below are some of the key take-homes, themes and insights from the talk.

## EMBRACING RISK MANAGEMENT FOR SUSTAINABILITY

Effective risk management is foundational to building resilient and sustainable supply chains, according to Susan Koefoed, the IMPA CEO and Chair. That's because identifying and

mitigating risks early helps companies avoid disruptions that can have significant environmental and financial impacts. "You could start off by conducting comprehensive risk management or risk assessment to identify potential threats," she says.

Mapping supply chains to understand dependencies and vulnerabilities is a critical step in this process because it helps to pinpoint areas where they are overly reliant on specific suppliers or regions. Mapping helps to diversify and reduce risk.

Susan further noted the importance of establishing redundancies: "Establish redundancies and backup plans for critical components or suppliers to ensure the continuity of operation."

She added that risk management must also include staying abreast of regulatory changes: "It's very important to stay on top of that, for sure." Regulatory landscapes are continuously evolving, and companies must be proactive in understanding and complying with new requirements to avoid disruptions and ensure sustainable practices.



## STRATEGIC SUPPLIER COLLABORATION

Strong relationships with suppliers are vital for sustainable supply chain management. These relationships should be built on trust, transparency, and mutual benefit. Simon Potter, IMPA VP of Sustainability and Chief Procurement Officer at Inchcape Shipping Services said: "It's really important to get those [risks] down on paper, assess how serious those risks are or could be, and then put mitigating processes in place."

To that end, collaborative efforts with suppliers can enhance resilience. As Jesper Larsen, IMPA VP of Insights and Head of Procurement at OSM Thome, suggested: "Engage more closely with selected suppliers and have a closer cooperation with these suppliers." He added that by forming strategic partnerships, companies can ensure that their suppliers are equally committed to sustainability goals and are willing to work together to overcome challenges.

Simon Potter underscored the point further, highlighting the fact that it's not just about asking suppliers for their input, but also sharing valuable insights and data with them to foster mutual growth and resilience. "We talk a lot about collaboration. But how many of our suppliers or customers are we able to really collaborate with to understand risk?"



Engage more closely with selected suppliers and have a closer cooperation with these suppliers



PANELLIST  
**JESPER LARSEN**  
IMPA VP of Insights and Head of Procurement  
at OSM Thome

## LEVERAGING TECHNOLOGY FOR SUSTAINABLE SUPPLY CHAINS

Technology plays a crucial role in modernising and optimising supply chains for sustainability. Keynote speaker Dr. Phanthian Zuesongdham, Head of Division Port Process Solution, Hamburg Port Authority (HPA), highlighted the potential of robotics and artificial intelligence: "There are already some projects I know where startups are looking



It's really important to get those [risks] down on paper, assess how serious those risks are or could be, and then put mitigating processes in place



PANELLIST  
**SIMON POTTER**  
IMPA VP of Sustainability and Chief Procurement Officer,  
Inchcape Shipping Services

at solutions of how you could really use artificial intelligence to make better choices in procurement."

The supply chain now has plenty of use cases for automation and digitisation. Most of the major logistics providers are streamlining processes and using robotics to reduce errors. They're also decision-making using data. Simon Potter noted the importance of data, but stressed the need to use it right: "The challenge we have is how to then use technology to translate that data into a meaningful resource for our customers."

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## THE HUMAN ELEMENT: TRAINING AND RETAINING TALENT

Attracting and retaining skilled professionals in procurement and supply chain management is essential for sustaining long-term improvements. The industry must adapt to the evolving expectations of the workforce, particularly younger generations who prioritise flexibility and purpose in their careers. Jesper Larsen called on the industry to adopt more flexible working policies, saying: "One way to attract young people would be to be more flexible with regards to working from home where suitable."

Susan Koefoed added that it is crucial that the industry invest in training and development programs that equip employees with the skills to navigate the growing complexity of modern supply chains. Within that context, she highlighted the importance of mentorship: "We need to make sure that young people are happy to go to somebody senior or even outside the office to seek challenges or solutions."

Elsewhere, providing clear career paths and rewarding employees for their contributions can help retain talent. Simon Potter cited Richard Branson's philosophy: "Train your teams so they have the ability to leave, but then treat them so well that they don't want to leave."

## MEASURING AND ENSURING SUPPLIER PERFORMANCE

Quantifying the quality of supplier relationships is crucial for maintaining high standards and ensuring continuous improvement. With that in mind, the panel recommends establishing clear metrics and performance indicators that can help companies evaluate and manage their suppliers more effectively.

These metrics should cover various aspects, including compliance, delivery reliability, and sustainability performance. Dr. Phanthian Zuesongdham shared an approach used at Hamburg Port Authority: "In our ranking system in supply management, we have not only quantitative KPIs, but also qualitative ones."

A robust evaluation system also helps in identifying reliable suppliers and maintaining accountability, as Jennifer Schlemeier, IMPA VP of Networking and Procurement Manager – Fleet at Oldendorff Carriers said: "We are checking the spare parts by ourselves and the warehouse, or we ask them to set up some samples in the office. We also have a vetting department that means we can scan suppliers or potential suppliers in advance."

## PROMOTING A CULTURE OF CONTINUOUS IMPROVEMENT

Creating a culture that encourages continuous improvement and innovation is vital for sustaining long-term success. Employees should be empowered to suggest and implement improvements, fostering a sense of ownership and engagement. For that to happen, Dr. Phanthian Zuesongdham suggested integrating feedback loops: "We have an intermediate feedback loop also integrated in that project, so that each of the partner sides have a chance to iterate the feedback and also improve themselves."

She added that regularly reviewing and updating processes, technologies, and strategies ensures that companies remain agile and responsive to changing conditions. This proactive approach can help mitigate risks, improve efficiency, and enhance sustainability.

Omar Al Salami from SeaTech concurred, highlighting the value of proactive collaboration: "It's beneficial in a way that you get to know more about how to utilise tools, systems and processes. Engaging with suppliers and internal teams to continuously refine and enhance processes can lead to significant improvements in sustainability outcomes."



We also have a vetting department that means we can scan suppliers or potential suppliers in advance



PANELLIST  
**JENNIFER SCHLEMEIER**  
IMPA VP of Networking and Procurement Manager – Fleet at Oldendorff Carriers

## ENHANCING THE APPEAL OF THE INDUSTRY

To attract the next generation of talent, the shipping and procurement industry must work on enhancing its appeal. Henning Wegner from Oldendorff Carriers said that for him, variety was key: "Certainly the purchasing job can be a little bit repetitive and tedious, so it's very important that the people are challenged."

Providing opportunities for international exposure and travel can make the industry more attractive. Henning added, "I travelled to Trinidad this year, to Vietnam, to the Netherlands, so we have these opportunities. Offering such experiences can make the roles more appealing and rewarding for young professionals."

The sustainability challenge presents a significant opportunity for companies to innovate and strengthen their supply chains. By embracing comprehensive risk management, fostering strategic supplier collaborations, leveraging advanced technologies, and investing in talent development, businesses can build more resilient and sustainable supply chains.

As the panel discussion highlighted, success in this endeavour requires a holistic approach that integrates technology, human capital, and strategic partnerships. By prioritising sustainability in supply chain management, companies can not only mitigate risks and reduce environmental impact, but also gain a competitive advantage in an increasingly conscious marketplace.

The path to sustainable supply chain management is dynamic, and requires a concerted effort across various dimensions of business operations. Companies that effectively navigate this landscape will be well-positioned to thrive in the face of future challenges and opportunities. The insights shared by industry leaders show the importance of a proactive, collaborative, and innovative approach to building supply chains that are not only resilient, but also sustainable.

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# The Sustainability Challenge and the Supply Chain Opportunity

With a focus on people, planet, profit and purpose, the panel took an in-depth look at how sustainability and the rapidly evolving supply chain landscape are introducing both fresh challenges and potential opportunities.

**A**s sustainability becomes a global imperative, global trade faces both significant challenges and unique opportunities in its supply chain practice. For shipping, that landscape is a proverbial minefield. Consumer demands, market trends and regulatory pressure dovetail with ethical considerations, the carbon agenda and a recalibration of supply chains to deal with disruption.

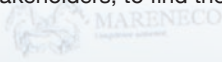
Naturally, this is reshaping the way shipping does business. Consumer demands and market trends are pivotal in shaping sustainability strategies within the industry, and as Jan Kohzer, Sustainability Manager at Oldendorff Carriers, told delegates at IMPA Hamburg, there's a knock-on effect with what clients are demanding.

"We are seeing a growing interest from our clients to lower carbon emissions of certain trade routes to reduce their scope 3 emissions," he said. "So, what we must do is work together with all relevant stakeholders, to find the best

solutions, it may be a green corridor, or even retrofitting a vessel with energy saving solutions such as wind assisted propulsion, silicon paint based hull coating, etc."

This collaborative approach underscores the scope of the task shipping faces. Within that of course there's a wealth of opportunities to influence both internal and external stakeholders, and to affect the decision-making process, as Paolo Magonio, Group Procurement Manager at Scorpio Group, pointed out. "It's also a way to see from a supply chain point of view how internal demand influences the approach that we're taking to the items' selection."

Essentially, by aligning procurement strategies with internal and external customer expectations, companies can capitalise on opportunities to integrate sustainability into their operations, potentially leading to cost reductions and enhanced market positioning.



This mitigates environmental risk and emphasises the importance of mapping the supply chain, something that Rasmus Elsborg-Jensen, CEO and Founder at ReFlow, says is essential for addressing new European directives.

"Part of that process is to map your supply chain and figure out where your risk is on the financial side, but also the environmental side," he said. "This proactive approach allows companies to set baselines, create emission targets, and develop guidelines for suppliers to follow, ultimately contributing to a more sustainable industry."

For that to be effective, said Paolo Magonio, procurement data would have to be on point. "The data availability will bring transparency, and this will also trigger different ways of looking at the procurement process," he said. "By prioritising emissions data alongside cost considerations, companies can make more informed decisions that align with their sustainability commitments."

## BUILDING TRUST

Collaboration is synonymous with sustainability. To go far, you must go together, but for that to happen, you need to develop strong working relationships with your supply partners. Speaking of Maersk's experiences during COVID, Dorthe Mejlvang, Head of Provisions, Safety and Consumables at Maersk said: "The suppliers that we had



Part of that process is to map your supply chain and figure out where your risk is on the financial, but also the environmental side. This proactive approach allows companies to set baselines, create emission targets, and develop guidelines for suppliers to follow, ultimately contributing to a more sustainable industry



PANELLIST  
**RASMUS ELSBORG-JENSEN**  
CEO and Founder  
ReFlow



We need to invest in the relationship. We need to make a very serious and careful onboarding. We need to follow up whenever there are cases of noncompliance. By focusing on thorough vetting processes and continuous monitoring, companies can ensure that their suppliers adhere to ethical and sustainability standards



PANELLIST  
**PAOLO MAGONIO**  
Group Procurement Manager  
Scorpio Group

a good relationship with were also the ones that backed us up as we also did with them. This shows the importance of strong, trust-based partnerships with suppliers, which can be crucial during times of crisis."

Paolo Magonio agreed, adding: "We need to invest in the relationship. We need to make a very serious and careful onboarding. We need to follow up whenever there are cases of noncompliance. By focusing on thorough vetting processes and continuous monitoring, companies can ensure that their suppliers adhere to ethical and sustainability standards."

The final point was underscored by Mikael Karlsson's, Head of Business Development at Northern Marine Group and Chair of IMPA SAVE, experience: "Just last week, we found out a supplier didn't have a human rights policy and they should have. It demonstrates clearly the need for comprehensive compliance checks that go beyond environmental metrics and that include social and ethical dimensions."

To that end, suppliers will face increasing pressure to provide detailed emissions data as part of their sustainability credentials, with Paolo predicting that "by 2026, if we have to choose between two vendors in the same category at a similar level, and one of the two can supply reliable data, while the other one cannot, we will go for the vendor who can supply reliable data."

While this shift indicates that data transparency will become a critical differentiator for suppliers seeking to

maintain and grow their business relationships, it also highlights the need to work with suppliers to help them meet the required standards.

Rasmus advised that suppliers could start by estimating emissions based on existing standards and being transparent about their methods. "If you just report a number without claiming anything is green, then a good way to start is to look at some databases or get a hold of some professionals or start working with some software," he suggests. "This approach allows suppliers to gradually build their capabilities, while maintaining transparency with their clients."

The journey towards sustainability is fraught with challenges, particularly when it comes to standardising practices and data across the industry. Rasmus pointed out the need for a unified approach, saying, "Let's all agree on some kind of a method or way we calculate and then it's just in the game. Standardisation will be crucial for ensuring that emissions data is comparable and reliable across different stakeholders."

Building on that point, Stephen Alexander, IMPA Secretary General and Chief Operating Officer proposed a collaborative solution, asking: "Should there be an open letter written to the manufacturers saying that you have to help our industry and we, representing all of these ship owners and ship supplies, need that data to be given. Such initiatives could help streamline the process of data collection and ensure that manufacturers provide the necessary information to support sustainability efforts."

### DIGITAL SOLUTIONS AND DATA TRANSPARENCY

Digital solutions will undoubtedly play a vital role in managing the vast amounts of data required for sustainability reporting. Dorthe highlighted the need for better digital tools, stating: "We need to have that data power so that when we make the purchasing decisions, we can choose the cheapest one on the CO2. We have to integrate emissions data into procurement systems to facilitate more sustainable decision-making."

Rasmus agreed and underscored the importance of using data not just for compliance, but also for driving internal improvements. "They're doing it internally right now to learn from it and their products. And then they're putting a strategy in place," he said, referencing a client that is proactively using data to enhance its products' sustainability.



We need to have that data power so that when we make the purchasing decisions, we can choose the cheapest one on the CO2. We have to integrate emissions data into procurement systems to facilitate more sustainable decision-making



PANELLIST  
**DORTHE MEJLVANG**  
Head of Provisions, Safety  
and Consumables at Maersk

### STANDARDISATION AND EMISSIONS CALCULATIONS

Achieving consistency in emissions calculations will require industry-wide cooperation. Rasmus and Stephen stressed the importance of agreeing on measurement standards, with Rasmus noting, "If you put up a project and invest money in calculating something and you find out that you are calculating using the wrong method, that's also a risk for both parts. We need clear guidelines and standardised methodologies to avoid wasted efforts and ensure accurate reporting."

Stephen suggested leveraging industry associations to facilitate this process: "Many of the manufacturers would be similar to the chandlers around the world. There might be a finite number of actual manufacturers we could write to, to say we need this." By coordinating efforts through associations, the industry can push for uniform data standards that benefit all stakeholders.

The sustainability challenge in the shipping industry presents a significant opportunity for companies to enhance their supply chains. By responding to consumer demands, implementing sustainable sourcing practices, ensuring ethical standards, and leveraging digital solutions, businesses can navigate the complexities of sustainability and turn them into a competitive advantage.

As the industry moves towards greater transparency and standardisation, collaboration among all stakeholders will be essential for achieving meaningful progress. The insights from the panel discussion underscore the importance of proactive measures and highlight the transformative potential of integrating sustainability into every aspect of the supply chain.

The premier maritime event focused on the supply chain will return to London in September 2024, featuring a vibrant exhibition area, a comprehensive programme, and various side events



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# Behind the Scenes

with the Core Working Group of the IMPA Foundation  
Course for Marine Purchasing and Supply.



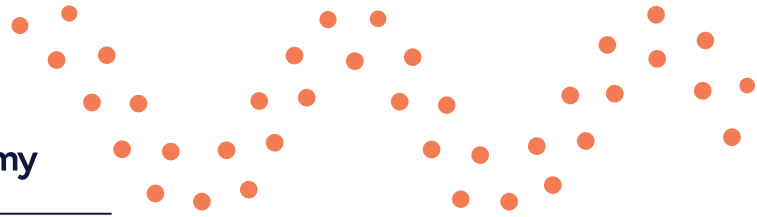
With only six months left until the launch of the new IMPA foundation course for marine purchasing and supply, Jasmine from the IMPA office interviewed members of the core working group to find out their thoughts about this new initiative.

**M**any of IMPA's buyer and supplier members have joined forces to help develop the industry's first-ever entry-level online marine purchasing education programme. Ideally suited for marine purchasers and suppliers who are new, or relatively new, to the maritime industry, this new course will launch in January 2025 and will offer students a basic-level understanding of the maritime industry and its main players, the key roles in the marine supply chain, the various elements of marine purchasing, procurement and logistics, as well as the more recent developments in technology and sustainability.

Behind this great initiative is a core group of experts with decades of industry experience, both from the purchase and the supply side, who devise the strategy and write the content for the various modules, often with additional assistance from a wider group of highly-skilled professionals who have also volunteered their time for this project. Jasmine Schestak, IMPA Head of Sustainability and Project Management, who manages the development of the project, has brought together the core working group to ask them about this new course, why it was needed and what IMPA will aim with it.



## IMPA Marine Procurement Academy



**SUSAN KOEFOED**  
IMPA Chair & CEO



**SIMON POTTER**  
IMPA VP of Sustainability and  
Chief Procurement Officer,  
Inchcape Shipping Services



**JENNIFER SCHLEMEIER**  
IMPA VP of Networking and  
Procurement Manager –  
Fleet at Oldendorff Carriers



**JESPER LARSEN**  
IMPA VP of Insights and  
Head of Procurement,  
OSM Thome



**MARCO SPANDRI**  
IMPA VP of Membership  
and General Manager, Global  
Marine Supplies (GMS)



**YUZO KOIKE**  
IMPA VP of Marine Stores Guide  
and Managing Director,  
Fuji Trading Co. Ltd.



**JASMINE SCHESTAK**  
IMPA Head of Sustainability  
and Programme Management



**STEPHEN ALEXANDER**  
IMPA Secretary General  
and COO



### Why has IMPA decided to create a new online, beginner-level course for marine purchasing and supply?

**Simon:** I remember this project having had been on the agenda of each council meeting of the past five years; we knew all too well there is market demand, but, with limited budgets, it just has not materialised as soon as we would have wanted.

Over the past 10 to 15 years specifically, the shipping industry has experienced several developments that have resulted in a drop in knowledge of the global marine supply chain and its complexities.

From a higher turnover in staff to many senior officers no longer returning to the same vessel following their shore leave, these changes often have a direct negative impact to the daily running costs of a vessel and can also create significant inefficiencies within both purchasing and supplier organisations.

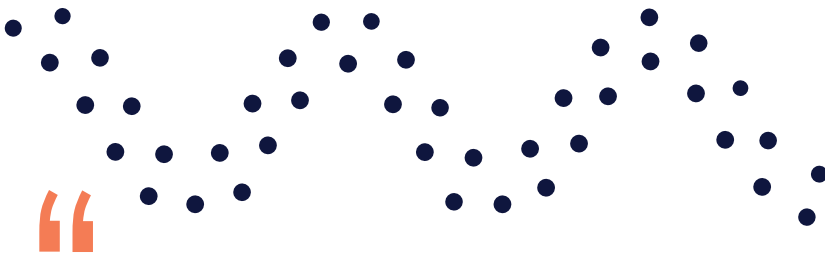
As a global platform for collaboration, learning and topical debate, IMPA truly is uniquely positioned to respond to the lack of options available in the market for industry specific procurement training. We have, in our membership community of more than 1000 companies, some of the best and most experienced purchasing and supply professionals in the world. All we had to do—as we do most things at IMPA—is



As a global platform for collaboration, learning and topical debate, IMPA truly is uniquely positioned to respond to the lack of options available in the market for industry specific procurement training. We have, in our membership community of more than 1000 companies, some of the best and most experienced purchasing and supply professionals in the world

reach out to them and begin working together towards the development of an accessible, entry-level education programme that can train the next generations of procurement leaders.

**Susan:** I mention this in every single welcome speech and AGM meeting throughout the year—as most of our members have now heard countless times—but education really is the backbone of our Association. We have always tried to invest and secure new training opportunities for our community, budget permitting. As Mandela said, “education is the most powerful weapon which you can use to change the world”,



[www.impa-education.com](http://www.impa-education.com)

The overarching goal is to see this course become the “go to” entry-level procurement course for all companies in the shipping industry. We will continue developing it, even after launch, listening to industry feedback, and will always update it to ensure it stays relevant

and in our industry which is under constant pressure to change its ways with new emerging technologies and a continuous rise in sustainability regulatory demands, we need brilliant game-changers with a technical, innovative and fresh know-how.

**Yuzo Koike:** This course is something that the industry really needs. Training junior professionals properly demands significant resources from companies, especially small ones. This course will provide a way for all companies to affordably train their juniors and give them a basic understanding of the trade.

### Can you tell us a little bit more about this new course?

**Jesper:** We are setting this up as a foundation-level course that junior purchasers and suppliers in maritime can take to get an introduction to the trade. Think basics such as types of companies and vessels, key roles and responsibilities among the different offshore and onshore personnel, specifying requirements for different categories of goods and services and supplier relationship management. And we will be making it fun too, with a little dive in the fascinating realm of new technologies promising to transform shipping, as well as the sustainability field and how procurement can have a huge say in how green a company is.

**Stephen:** The programme will be 100% online, hosted on a known training platform that can be accessed 24/7 by students, with a generous time limit on the length it can take for completion. This will allow students to work a full-time

job, for instance, and dedicate themselves to learning in their spare time, whether that is evenings, weekends or even just holidays. We want it to provide a solid understanding of the trade, and it will be a perfect programme even for companies that want to use our course to train their entire cohort of junior purchasers, for instance, not just for individual applicants.

### How does this new course differ from the previously run IMPA Course for Certified Buyers that was managed and delivered by IMPA VP of Education Rob R. Scharff?

**Susan:** The Certified Buyer course we ran a few years back was a step further in knowledge requirements and required a lot more learning time from students. It had lengthier essay-based assignments and exams, and delved a lot deeper in the strategical value of procurement. This course will be a very practical, hands-on one that students can take in their own time and will only provide a foundation-level knowledge of the trade.

**Marco:** Make no mistake, however, this course will be comprehensive as well, despite being called a “foundation”. There will be tests, additional reading, quizzes that test your acquired knowledge and plenty of opportunities to delve deeper into topics.

### What will this course's aims be, in a nutshell, and can we expect other education programmes after this?

**Jennifer:** The overarching goal is to see this course become the “go to” entry-level procurement course for all companies in the shipping industry. We will continue developing it, even after launch, listening to industry feedback, and will always update it to ensure it stays relevant.

**Simon:** We set it up as a foundation-level programme in such a way that it will allow for dovetailing into more senior-level courses in the future, thus opening new opportunities for both students and IMPA. Depending on its success upon launch, we will definitely be looking at increasingly more in-depth courses.

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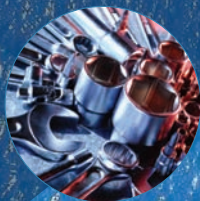
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x 22 crew x 365 days  
**= 12,045 plastic bottles**  
X \$0.40\*\* (price per 1.5L)



### Extra, Visitors & Slop Chest



~1000 plastic bottles per year  
x \$0.40\*\*



### Transport

30 pallets of plastic bottles  
**= 19,570kg**  
delivery weight



### Waste

**~13,045 plastic bottles**  
= ~400kg of plastic  
= ~4 m3 of waste

**= \$4,818**

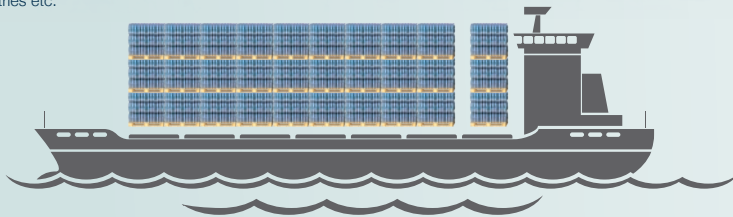
**= \$400**

**= \$1,500**

**= \$540**

\* 1.5L per plastic bottle

\*\* Average, price vary depending on port, countries etc.



### The Rundown

~19,500 litres of available water every year | ~19,500kg transported volume  
13,000+ plastic bottles/caps wasted every year | ~4 m3 plastic waste

**\$7,258**

15% of the global fleet is now committed to kick plastic



Really, it costs money not to save the planet - **THE CHOICE IS YOURS**

# S.

Pledge to reduce the amount of single-use plastic drinking water bottles onboard the global fleet

## YOUR SHIP TOMORROW

**Crews' Annual Water Needs**



**Extra, Visitors & Slop Chest**



**Transport**



**Waste**



1 reverse-osmosis rental machine producing ~250 litres of potable water per day



~1000 carton bricks x \$0.40

2 pallets of carton water = 1000kg delivery weight

~1000 cartons = ~28kg of carton = ~0.4 m3 of recyclable waste

RENT = ~\$2,400 per year (2 units\*\*\*)

= \$400

= \$80

= \$40

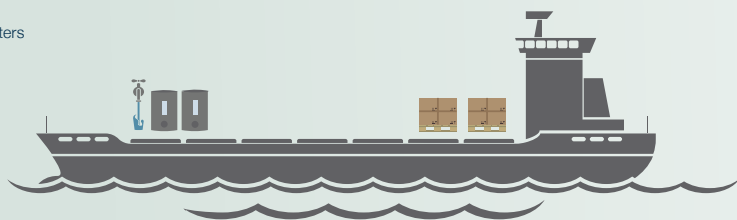
BUY = \$5,400 (2 units)

= \$400

= \$80

= \$40

\*\*\* Includes filters



**\$2,920** RENT

**The Rundown**

~102,500 litres of available water every year | ~1000kg transported weight  
1000 water carton wasted every year | ~0.4 m3 carton recyclable waste

**\$5,920** BUY

+ many other maritime suppliers - **WILL YOU PLEDGE?**



Will you join and pledge - [www.impasave.org](http://www.impasave.org)



*Meet* **IMPA**  
**AMBASSADOR**

**FOR NORWAY AND SPECIAL AMBASSADOR  
FOR SUSTAINABILITY – MIKAEL KARLSSON**

The latest instalment in the ambassador series spotlighting the skills and expertise of our members is with a well known proponent of maritime sustainability

**M**ikael Karlsson, Head of Business Development at Northern Marine Group Limited, is a well known figure to the IMPA organisation and the wider marine trade industry. As a passionate advocate of the transition to a greener future, as well as being a keynote speaker at conferences, he is IMPA SAVE Chair and Special Ambassador for Sustainability. As a father of two and a partner of



I think the reason IMPA is significant, is because the organisation brings people in our industry together and facilitates conversations, education and training on so many levels. IMPA is part of the larger maritime ecosystem and has its place as an educator and collaborator

twenty years, his family enjoys the ocean and spends yearly holidays on their sail boat each summer - breathing in everything surrounding them.

“My IMPA for Sustainability appointment was a good fit, as it resonates with my love for the ocean and life in it, and as we founded IMPA SAVE as our first initiative to remove waste plastic from our ships, being smart about using our available resources, I knew I couldn’t turn this opportunity down,” said Karlsson.

### Driving collaboration

Northern Marine, a wholly owned subsidiary of Stena AB in Sweden, fully supports his sustainability work and sees IMPA Save as a great tool for driving collaboration in the maritime industry to improve the world’s oceans, as well as life in it and above it. But how is that collaboration engendered?

First of all, IMPA is bringing procurement decision makers together at four different venues across the world each year. Karlsson said: “I think the reason IMPA is significant, is because the organisation brings people in our industry together and facilitates conversations, education and training on so many levels. IMPA is part of the larger maritime ecosystem and has its place as an educator and collaborator.”

Given that the marine industry still contributes to 3 percent of global emissions, it is urgent that industry players understand exactly where these emissions come from, and take action. Even so, the transition is ongoing and not rapid. We can see the emergence of “pathway fuels” being adopted on new projects as owners testing new fuels. However there are also large emissions on the supply side under scope 3 that needs to be mapped out.

Karlsson added: “This is why we need to make good decisions on what we purchase for our ships, and this is a huge challenge. So one of the crucial new endeavours we’ve created is the IMPA Environmental Footprint (IMEF) initiative, in order to create a joint framework for calculating and managing the carbon footprint of items procured for our ships.”

The aim is to align the IMEF initiative with established EU and ISO emission targets. It also supplements the current spend-based emission accounting methods, which lacks some accuracy.

### Encouraging change

Although more companies are collaborating and driving the industry forward to a better future, there is still some reluctance to support these initiatives. “For me, that makes no sense, and is almost irresponsible to do so,” said Karlsson.

“I am proud that Maersk, Northern Marine, Wilhelmsen, Oceanic, Weco and Teekay jointly agreed to step forward with the IMPA SAVE pledge to reduce use of plastic drinking bottles onboard their ships. It has been influencing other owners, managers and caterers to do the same. This achievement supports my belief that we together can make changes and we don’t have to go our own ways on this.”

By fronting IMPA SAVE, Karlsson has helped owners and managers save more than 5 percent annual provision costs. This means reducing their waste significantly, and saving a large number of emissions.

### Future outlook

One thing maritime members know for certain, is that no day is like the next. It is a journey that evolves 24/7 and for Karlsson, it is exciting. Although it has not been easy, he believes spearheading IMPA initiatives has all the right challenges and opportunities for people to decide to be part of this industry.

When asked for insight, he concluded: “Embrace your work, but do not let it absorb you. It is demanding in a way no one can prepare for - that is not a bad thing if one can balance it. I call it finding a work life balance, as the marine industry can be all consuming.”



**SAM JERMY**  
Specialist supply chain,  
procurement writer

# CHOOSING THE RIGHT CHAINCABLE: WHAT YOU NEED TO KNOW

Get the right anchor chaincable for your vessel by following our expert advice. With the right guidance, it's a straightforward process. Here, we'll walk you through the key considerations and best practices to ensure you make an informed decision.

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**S**ourcing the right anchor chaincable for your vessel is essential and straightforward when you know what to look for. Here we offer expert guidance on the key considerations and best practices for choosing and maintaining chaincables, and ensuring your vessel's anchoring system remains reliable and efficient.

## Get the basics right

“Check the equipment number under which the vessel is built,” advises Wortelboer’s Deborah Touwslager. “Then we know what to deliver. You should know the type of product that you need so that you can compare like-for-like.”

It’s worth remembering that unlike a lot of product categories, chaincables are actually quite straightforward. There are standards for them that are governed by class rules and differences in size according to vessel type.

Xander Scheffel of Schmitt Anchors and Chaincables adds that “Anchor weight, chain size (diameter) and the number

“

Anchor weight, chain size (diameter) and the number of lengths are set by the equipment letter given to the vessel during the design process



**XANDER SCHEFFEL**  
General Manager at  
Schmitt Anchors and Chaincables

of lengths are set by the equipment letter given to the vessel during the design process. One can decide on the type of swivel setup within depending on the distance between hawsepipes and gypsy wheel, most common is the swivel forerunner, but you can also opt for a swivel shackle, which is a shorter version between anchor and chain”.

To that end the material needs to be delivered according to what you have on board, the size you need and the



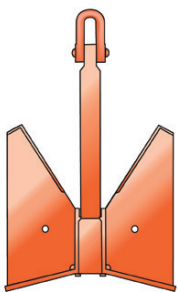
**TOM HOLMES**  
Freelance Supply Chain Writer



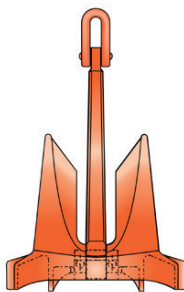
# SCHMITT Anchors & Chaincables

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PROBLEMS SINCE 1862**

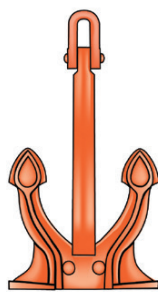
With a history dating back to 1862, Schmitt Anchors & Chaincables has developed into a world-wide supplier of a full range of anchors and chaincables. This experience makes Schmitt your perfect partner.



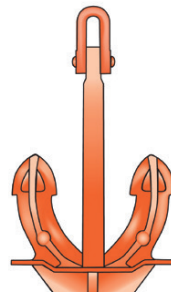
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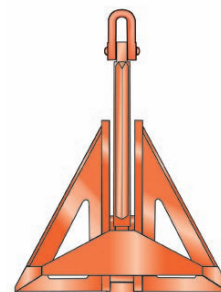
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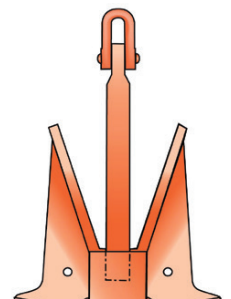
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You have an equipment number, which is appointed by the class society, and then you know what chain cable you need to have on board



**DEBORAH TOUWSLAGER**  
Global Sales Manager  
Wortelboer Anchors and Chainables

corresponding certificates according to class society. It's relatively simple. "You have an equipment number, which is appointed by the class society, and then you know what chain cable you need to have on board," Deborah says.

### Be mindful of wear...

The average lifespan of a chain cable is around 15 years, but you need to keep an eye on how much it is worn. Hot-dip galvanisation can increase the lifespan by up to three year, but class rules state the maximum allowable wear for a chainable is 12%. Generally speaking a chain will wear at 1% per year, so it is something that you need to be aware of and plan for.

"It's a surprise for some when they need to replace the chain cables," Deborah adds. "But if you check the calibration reports from pre-inspection then you won't get that surprise in dry dock... [be aware that] during the third dry dock you may need to replace some length of chain cable."

### ...and plan for regular inspection and maintenance

You should plan for inspection and maintenance anchor chains and chainable often. This is crucial for their longevity and reliability. Pre-departure inspections help find any immediate issues. Regular checks, done monthly or quarterly, can catch wear and tear before it's critical.

Have professional inspections each year or every two years. They provide a thorough assessment of the chain's condition. Some suppliers offer comprehensive inspection services. These include on-board inspections, visual checks, and calibration reports. These ensure that anchor chains and chainables remain in optimal condition.

### Don't overlook the connecting parts

These parts are crucial for the overall performance and reliability of the anchoring system. They're also critical

for maintaining its functionality, safety, and longevity. They enable efficient operation, regular maintenance, and adaptability to different conditions.

Proper connections ensure that the anchor and chain remain securely attached. Any failure in these connecting parts can lead to the loss of the anchor, posing safety risks to the vessel. As such, they need to be maintained and inspected regularly.

### How can you factor in sustainability?

Where possible, consider the environmental policies and practices of the manufacturing company. Work with manufacturers that have a climate-friendly process. That includes waste reduction, using renewable energy, and limiting toxic emissions.

You should also look for options that include recyclability or responsible disposal methods. Some chains can be reused or repurposed, depending on their condition, explains Jan Vindenes, of Castle Hills - used and new chains.

"When the chain reaches a certain age, some parts of the industry might not want to use it. It might be considered a risk, for example.

"We can change its use. So, a chain used in the North Sea offshore oil industry could be re-certified for another purpose. Dry dock, for example. And when it can't do that, it can be used as ballast for fishing nets, for example. So, we can get three or four uses from a single chain."

"The recycling of chainables is a very important part of the lifecycle", Xander added. "The recycling part is indeed the 360 degree circle, which we try to accommodate and give credit back to the customers and reducing waste from an environmental perspective". Working with a reliable supplier that have recycling or have take-back programs for their products really do help in reducing waste and the demand for raw materials.



A chain used in the North Sea offshore oil industry could be re-certified for another purpose. We can get three or four uses from a single chain



**JAN VINDENES**  
General Manager  
Castle Hills



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**Castle Hills**

BY JAN VINDENES

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# ANCHORS BY TRADITION, DRIVEN BY INNOVATION.

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Wortelboer has a storied history dating back over 70 years. The family-owned company, now managed by the third generation, has carved out a niche for itself as a leading supplier of anchors and chain cables. We spoke to Ilse van der Pols about the company's legacy, its approach to sustainability and its plans for the future

[wortelboer.nl](http://wortelboer.nl)

IMPA.net

Inertia to change is arguably the biggest risk to an organisation's success, which goes some way to explaining why, after 70 years, Wortelboer maintains its position as one of the world's leading suppliers of chains and anchors.

In truth, change has always been part of the company's fabric. When it began in the 1950s it initially sourced and manufactured in Europe. But, with the rise of global competition, particularly from China, it had to reevaluate its strategies.

It allowed them to develop competitive supply lines, secure its market position and deliver the high quality products that their customers had come to expect

It was a strategic pivot that also involved increasing stock levels in Rotterdam to meet urgent demands worldwide, highlighting the company's commitment to reliability and customer service. Such pivots are something that they continue to do today.

"When Deborah Touwslager joined the company in 2017, our primary objective was to transform Wortelboer from a reactive sales entity to a proactive one," say Ilse van der Pols, Owner.



**ILSE VAN DER POLS**

Owner  
Wortelboer Anchors & Chaincables

# OFFERING SECURITY IS SIMPLY ANCHORED IN **OUR DNA.**



## ANCHORS & CHAINCABLES

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With over 50 years of experience in shipping, Wortelboer has proven its worth as a reliable partner when it comes to fast delivery of all types and weights of anchors and of chaincables of various diameters.

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“Historically, the company’s strong market presence allowed it to operate reactively; customers knew where to find us. However, the landscape was changing, and so did the approach.

“Being proactive has involved actively engaging with the market, understanding evolving customer needs, and pre-emptively addressing them. The transition not only reinforced our market position but also set the stage for future growth.”

### **QUALITY ASSURANCE: THE CORNERSTONE OF WORTELBOER**

Quality assurance is the bedrock of Wortelboer’s operations. Every product that reaches their warehouse in Rotterdam undergoes inspection.

This meticulous process ensures that every anchor and chain cable meets the highest standards of safety and durability. Wortelboer’s proprietary Pool® anchors, produced in their Rotterdam facilities, exemplify this commitment to quality.

There are of course challenges. Operating in an industry reliant on steel, a material not typically associated with sustainability, Wortelboer has to seek alternate avenues for green initiatives.



The goal is not just to sell products but to establish a strong, localised presence that fosters deeper customer relationships and more effective service delivery

“We’re committed to minimising our environmental impact,” says Van der Pols. “We’re fully ISO 9001 2005 and 14001 certified, necessitating a proactive approach to sustainability.” Initiatives include using green forwarding companies, offsetting CO2 emissions for travel, maintaining a hybrid electric vehicle fleet, and installing solar panels at their facilities. “We also ensure that used chain cables are taken back and recycled, repurposing the materials to minimise waste.”

### **COLLABORATION AND INNOVATION: EXPANDING THE REACH**

The company’s future plans are centred around expanding their global reach and enhancing their service offerings. By developing a robust agent network, the company aims to reduce travel costs and increase sustainability while maintaining close relationships with customers. “This network will also facilitate better follow-up and customer engagement,” says Van der Pols. “It means that Wortelboer remains top-of-mind when it comes to anchors and chain cables.”

While Wortelboer already operates on a global scale, their approach to expansion is methodical and focused. By initially concentrating on markets close to home, such as Germany and the Netherlands, they continue to refine their strategies before expanding further afield.

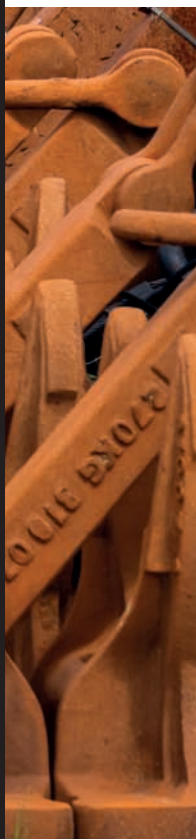
This deliberate approach has proven successful, and the company now looks to replicate this model in other regions, including Asia region. “The goal is not just to sell products but to establish a strong, localised presence that fosters deeper customer relationships and more effective service delivery,” says van der Pols and Touwslager.

The company’s journey from a small European supplier to a global leader in the maritime industry is a testament to their adaptability, commitment to quality, and forward-thinking strategies.

As they continue to navigate the challenges of sustainability and global competition, their focus remains on providing top-notch products and services while contributing to a better environment. It is well-positioned to sail smoothly into the future, anchored by tradition and driven by innovation.



**DEBORAH TOUWSLAGER**  
Global Sales Manager  
Wortelboer Anchors and Chaincables



# MSG<sup>th</sup>

## Marine Stores Guide

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Images: (Below) Our hospital ship.  
(Right) Malang with his father.



**When Malang was two years old, his legs started curving outwards from malnutrition. Every step hurt.**

"It was tough for him to walk," shares his dad. "I was very sad when I saw Malang struggle like that. Sometimes his friends would run and leave him behind, and he'd cry."

Like any loving parent, his dad wanted Malang to have a good life. He worked hard to pay for his surgery, but it was too much.

Thankfully, the *Global Mercy* sailed to Senegal, and with it, a ray of hope. Malang was given free surgery to straighten and repair his legs.

Now, Malang can walk, run, and go to school. "It touches my heart so deeply," says his dad, Sadio.

**You can help a child like Malang step into a new life. Give now: [mercyships.org.uk/spring](http://mercyships.org.uk/spring)**





# SPECIFYING WORKWEAR: BEST PRACTICES AND KEY CONSIDERATIONS

60

When specifying workwear and personal protective equipment (PPE) for maritime workers, it's essential to understand the distinct roles these garments play in ensuring worker safety and comfort.

**W**hile it might seem obvious, workwear refers to the clothing employees wear to work, which may range from simple uniforms to garments offering protection against everyday workplace risks.

On the other hand, PPE is specifically designed to protect workers from severe hazards they may face in their work environment, such as chemical exposure, fire, or extreme

temperatures. It's not generally worn day-to-day in the same way as workwear, and is typically used for specific tasks.

Naturally, workwear needs to meet specific functional requirements to protect workers against the challenges posed by the marine environment. Features like waterproofing, buoyancy, thermal insulation, and resistance to harsh chemicals or UV radiation are key considerations.



“

Quality and durability should be high. High-quality materials and construction help the garments withstand the rigours of the environment, reducing the need for frequent replacements, and providing long-term savings and consistent protection

Each piece of workwear should be chosen based on the specific conditions and hazards of the intended work setting, such as extreme cold, high winds, or exposure to oil and other substances.

To that end, quality and durability should be high. High-quality materials and construction help the garments withstand the rigours of the environment, reducing the need for frequent replacements, and providing long-term savings and consistent protection.

With that in mind, innovations in textile technology can significantly enhance the functionality of workwear. The integration of smart fabrics that change their properties based on environmental conditions is a significant advancement and is becoming more widespread.

For instance, materials that enhance breathability in warm conditions, or increase insulation when it's cold, can dramatically improve comfort and safety. Meanwhile, features such as moisture-wicking fabrics, antimicrobial treatments, and advanced thermal regulation not only improve comfort but also increase the protective capabilities of the garments.

There's also an increased demand for workwear that integrates smart technology. Among the more common are sensors that monitor health metrics such as heart rate or body temperature. These can help in early detection of hypothermia or heat exhaustion, among other things. GPS-enabled workwear can also enhance safety by ensuring that workers are always trackable in case of an emergency.

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## Buyers guide: Key considerations for Maritime Workwear

**Safety and Compliance:** First and foremost, workwear must comply with safety standards and regulations, including international norms like those from the International Maritime Organisation (IMO). It's crucial that garments meet specific safety requirements through materials and designs that protect against the unique hazards of maritime environments.

Henry Heng of Amos says that due consideration also needs to be given to how vessels are fuelled, particularly with the increased use of LNG. "LNG is one of the cleanest sources of fuel used in the marine industry at this moment. However, it can be highly dangerous due to its extremely low temperature at -260 °F (-162 °C).

"At the same time, it is highly flammable. Any sparks will cause an explosion of the composition of heat and oxygen. Therefore, there is a high demand of cryogenic maritime workwear and PPE to handle the cold temperature and cotton antistatic coveralls to prevent spark from static electricity."

**Durability and Quality:** Maritime conditions can be harsh, and workwear should be constructed from durable materials that can withstand saltwater, UV exposure, and mechanical wear. Quality assurance from suppliers guarantees that the garments will last longer and remain protective under tough conditions.

**Functionality and Comfort:** The functionality of workwear should cater to the specific tasks of the workforce, allowing for ease of movement and flexibility while performing their duties. Comfort also plays a critical role in ensuring that workers can wear their garments for extended periods without discomfort.

**Visibility and Identification:** High visibility is crucial for safety at sea, especially in poor lighting conditions. Workwear should have bright colours and reflective materials to ensure that workers are easily seen. This is a critical feature for both workwear and PPE where applicable.

**Innovative Features:** Modern advancements like moisture-wicking fabrics, antimicrobial treatments, and integrated

“

LNG is one of the cleanest sources of fuel used in the marine industry at this moment. However, it can be highly dangerous due to its extremely low temperature. At the same time, it is highly flammable. Any sparks will cause an explosion of the composition of heat and oxygen. Therefore, there is a high demand of cryogenic maritime workwear and PPE to handle the cold temperature and cotton antistatic coveralls to prevent spark from static electricity



**HARRY HENG**  
Head of Value Proposition  
at Amos Group

wearable technology can enhance the protective qualities and comfort of maritime workwear and PPE. Such features support better hygiene and overall safety.

**Sustainability Considerations:** With an increasing focus on environmental responsibility, selecting workwear made from sustainable or recyclable materials can help maritime operations reduce their environmental impact. Additionally, considering suppliers who adhere to ethical manufacturing practices is also important.

**Supplier Selection:** Choosing a reliable supplier involves assessing their track record, ability to meet supply demands, and the quality of their customer service. It's also beneficial to select suppliers who offer customisation options to meet specific needs and preferences, which can include the integration of company logos or specific safety features tailored to different roles within the maritime sector.

Properly specifying workwear involves a careful balance of safety, functionality, and cost-effectiveness. By understanding the specific needs of the environments and the critical differences between standard workwear and PPE, buyers can ensure that their teams are equipped not only to perform efficiently but also to operate safely under all conditions.

This strategic approach not only fulfils regulatory and safety requirements but also supports the well-being and satisfaction of the workforce, which is essential for maintaining high productivity and morale in challenging maritime operations.

# OCEAN 2030 SUSTAINABILITY

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RCS BLENDED CERTIFIED**



# Revolutionising Maritime Healthcare:

TMA's  -Driven Innovations Lead the Way

## Pioneering Ai-Driven Healthcare Solutions for a Brighter Future

For over two decades, Telematic Medical Applications (TMA) has been at the forefront of revolutionising healthcare through cutting-edge technology. Their team of seasoned professionals has dedicated themselves to providing a diverse range of software applications and physical products. These include versatile health IT systems, certified medical equipment, robust telemedicine solutions, and advanced Ai integration, all designed to significantly enhance business operations and drive growth potential.



Realtime Medical Consultation

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64

## Revolutionising the Maritime Sector with Telemedicine

In the maritime industry, telemedicine has emerged as an indispensable tool, providing crucial applications that enhance the safety and well-being of seafarers. At TMA, their standout innovation is the TMA Noah Ark of Health (No.A.H.) Telemedicine Case. This portable, self-contained system is configurable with top-tier medical devices and technology, enabling accurate patient assessments in mobile or remote environments. This makes it ideal for diverse applications, including disaster response, mobile medical units, correctional facilities, home healthcare, military field hospitals, oil rigs, cruise ships, emergency medical care, and remote healthcare clinics.

## e-Pokratis: Empowering Modern Maritime Healthcare

In the maritime sector, maintaining optimal health requires innovative solutions that meet seafarers wherever they are. TMA's ePokratis redefines telemedicine by seamlessly integrating a comprehensive Personal Health Record (PHR) system with the latest telemedical technologies. This platform ensures that seafarers' medical histories are accessible, secure, and continuously updated, empowering them and authorised healthcare professionals to manage health with unprecedented efficiency. With features like integrated health data from cutting-edge devices, cloud-based records, and real-time communication, ePokratis simplifies medical consultations and enhances healthcare delivery. This empowers seafarers to navigate their healthcare with confidence and autonomy, making quality



healthcare more accessible across the globe. Additionally, the ePokratis service enables users to perform Ai-empowered health checks and obtain vital health metrics such as heart rate, blood pressure, heart rate variability, breathing rate, oxygen saturation, and stress level simply by recording a short video with their smartphone camera.

### TMA's Achievements and Innovations

TMA has recently achieved several significant milestones, particularly in collaboration with the Hellenic NHS:

- The National Telemedicine Network of Hellenic NHS: Successfully connected 32 Health Care Centres on Greek islands with 12 hospitals in Attiki.
- Expansion of the Network: Currently connecting an additional 312 Health Care Centres across the Hellenic NHS.
- Syros General Hospital: Transformed into a fully digitalised network system.

A crucial driver behind TMA's success is their Research and Development Department, which is pivotal in driving innovation, enhancing competitiveness, and fostering long-term growth. Through their participation in the EU-funded HoSmartAi project, TMA is committed to transforming healthcare systems using Ai and robotics.

Telematic Medical Applications is dedicated to pioneering advanced healthcare solutions that ensure the safety, well-being, and operational efficiency of maritime crews worldwide. With their innovative telemedicine services, TMA is setting new standards in the industry, delivering reliable, cost-effective, and cutting-edge health solutions that address the evolving needs of seafarers in a post-pandemic world. Partner with TMA and sail confidently into a healthier future.

## Key Highlights of TMA's Subscription Services

TMA offers a comprehensive subscription service tailored specifically to the maritime sector. Their services include:

- 24/7 Med Call Centre Service
- Vital Signs Diagnostics
- Lower Pricing Structure
- Reduced Insurance Costs through Nautilus Insurtech Partnership
- Enhanced eHealth Services for Your Crews

Furthermore, TMA's partnership with Interamerican and Nautilus Insurtech introduced an embedded insurance solution, reducing costs by up to 40% while increasing safety and well-being for seafarers.

## Benefits of TMA's Services

By leveraging TMA's services, maritime companies can:

1. Maximize Crew Up-Time
2. Minimize Lost Time Incidents
3. Eliminate Non-Emergency Medical Transport Costs
4. Reduce Non-Essential Ashore Medical Visits



Telematic Medical Applications is dedicated to pioneering advanced healthcare solutions that ensure the safety, well-being, and operational efficiency of maritime crews worldwide. With their innovative telemedicine services, TMA is setting new standards in the industry, delivering reliable, cost-effective, and cutting-edge health solutions that address the evolving needs of seafarers in a post-pandemic world





# ENHANCING MARITIME HEALTH

Traditional medical care is often hard to come by at sea. But thanks to advances in technology, telemedicine is able to bridge the gap, keeping crews safe and healthy while sailing the globe.

Shipping faces unique challenges in providing healthcare to crew members who spend extended periods at sea, often far from traditional medical facilities. In recent years, telemedicine has emerged as a critical solution, enabling remote medical care through advanced telecommunications technology.

By leveraging tech, telemedicine delivers remote medical services through a variety of applications. It allows crew to receive immediate consultations and medical advice during long voyages, provide emergency response until shore-based treatment is available, and offer ongoing monitoring for chronic illnesses.

“Providing advanced healthcare solutions for the maritime sector is a responsibility we take very seriously at TMA,” says Philip Sotiriades, CEO of Telematic Medical Applications. “Our products, such as the Noah Ark of Health and ePokratis, are designed to offer top-quality medical care, improving the

“

Providing advanced healthcare solutions for the maritime sector is a responsibility we take very seriously at TMA. Our products, such as the Noah Ark of Health and ePokratis, are designed to offer top-quality medical care, improving the well-being of seafarers and reducing operational disruptions, no matter how remote their location might be



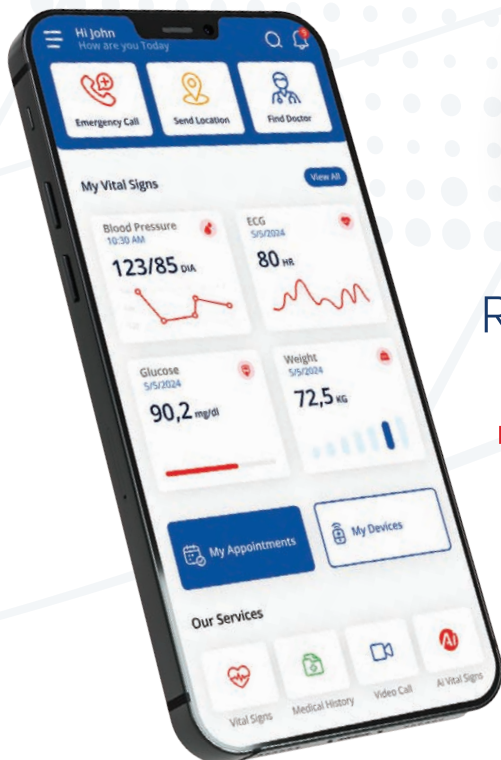
**PHILIP SOTIRIADES**  
CEO  
Telematic Medical Applications



**TOM HOLMES**  
Freelance Supply Chain Writer

# Transforming Maritime Healthcare with **AI** Technology

Health and Safety for Seafarers Worldwide



Realtime Medical Consultation

No.A.H. Telemedicine Systems



well-being of seafarers and reducing operational disruptions, no matter how remote their location might be.

“Our focus on Ai-driven healthcare enables us to offer real-time medical assistance, improving the well-being of seafarers and reducing operational disruptions. We are grateful for the ongoing support from our partners and remain steadfast in our mission to improve the health and safety of maritime crews around the globe.”

Elsewhere, and with increased awareness around crew mental welfare, there's also a variety of support and counselling services available for crew members, helping to address mental health challenges posed by isolation and the demanding nature of working on board a vessel,

Naturally, technological advances are driving telemedicine's effectiveness and reach in the industry. Enhanced satellite communications and emerging 5G technology ensure reliable internet access for uninterrupted medical consultations.

Meanwhile, handheld medical devices allow crew members to perform diagnostic tests remotely, guided by healthcare professionals ashore, while wearable health monitors continuously track vital signs, facilitating proactive health management.

Though nascent, AI is helping to improve diagnostic accuracy and to personalise treatment, while cloud computing and mobile apps are granting crew access to medical record and direct health management tools. Combined, the two are drastically improving diagnosis, treatment and health management on board.

Despite its benefits, telemedicine implementation faces several hurdles. Though technology is improving and changing the way services are delivered, reliable and high-speed internet is required to deliver many services – and that's often lacking in remote areas.

Elsewhere, data security remains problematic. Ensuring the privacy and security of medical data being sent over networks is critical, though hard to guarantee. That's exacerbated by poor connectivity and regulatory hurdles which often have their own laws governing telemedicine and data transfer.

Setup costs can be prohibitive too, especially if they require upgrades to the ship's technology or infrastructure. To that end, initial setup and ongoing operational costs must be weighed against the potential healthcare savings from reduced offshore medical evacuations and other emergencies.

“

In essence we are operating an emergency '999' service 24/7/365. This requires fundamental resilience to ensure the service is functional and responsive 100% of the time. Thus we have built in multi-level back-up functions for the telecommunication systems, personnel, and the Doctors providing the essential advice



**DR SPIKE BRIGGS**  
Consultant in Intensive Care Medicine,  
Managing Director of Medical Support Offshore Ltd,  
Chartered Marine Engineer

## BUYERS GUIDE: what procurement needs to know

### Compatibility and Integration

Telemedicine solutions must integrate smoothly with existing onboard systems, such as communication technologies and electronic health records (EHRs).

This integration ensures that medical data can be seamlessly transferred between the ship and shore-based medical facilities, facilitating real-time updates and comprehensive care continuity.

“In essence we are operating an emergency '999' service 24/7/365,” says Dr Spike Briggs of Medical Support Offshore. “This requires fundamental resilience to ensure the service is functional and responsive 100% of the time.

“Thus we have built in multi-level back-up functions for the telecommunication systems, personnel, and the Doctors providing the essential advice.

“We make sure that every link in the chain of providing the service has multiple response layers that can be called upon in real-time.”

### Regulatory Compliance

Telemedicine involves sensitive health data, which must be handled according to strict privacy laws and regulations that vary by jurisdiction. Compliance with international standards like GDPR in Europe, HIPAA in the U.S., and other maritime health regulations is essential to operate legally and ethically across different waters.

Training  
Medical Kits  
Telemedical Support



Medical Support  
Offshore





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### **Connectivity Requirements**

Given that ships operate in remote areas with varying levels of internet connectivity, telemedicine solutions must be effective under potentially limited conditions.

Solutions that can perform well with low bandwidth or that can switch between satellite and other forms of communication are particularly valuable.

Some systems offer features like data compression or store-and-forward technology, which allows data to be collected and sent once a connection is established.

### **Usability and Training Needs**

The system should be user-friendly, considering that not all crew members may have medical training. Simplicity in the user interface and clear instructions for use are critical. Additionally, the vendor should provide thorough training for crew members and offer ongoing support to ensure the system is used correctly and effectively.

### **Service and Support**

The nature of maritime operations means that support needs to be available around the clock and from any location. Providers should offer robust technical support and service agreements that include regular updates and maintenance checks to ensure the system remains operational and up-to-date with the latest health standards and technological advancements.

“MSOS has developed a Telemedical Communication System ('Themis') that enables crew to measure a range of vital signs,” says Briggs. “This data is automatically transmitted to the MSOS TMAS Control Room for review by the on-call Doctors. Themis also provides a 'case management' function that allows entry of patient notes, details of the incident, and also an advice line to the On-Call Doctor.”

### **Scalability and Flexibility**

The telemedicine system should be scalable to adapt to different sizes and types of vessels, and flexible enough to accommodate various medical needs and crew sizes. This scalability ensures that the investment remains viable even as the company's fleet or operational scope changes.

### **Security Features**

Given the high stakes of medical data security, the system must include advanced security protocols to prevent unauthorized access and data breaches. This includes encryption, secure user authentication processes, and regular security audits.

### **Cost-Effectiveness**

Evaluating the cost involves not only the upfront and installation costs but also long-term operational costs including updates, maintenance, and training. It's crucial to consider the return on investment, which could be measured in terms of reduced medical evacuation costs, decreased downtime due to medical emergencies, and lower insurance premiums due to improved crew health.

### **Proven Effectiveness and Reliability**

It's advisable to choose solutions that have a proven track record of success in maritime settings. Seeking out case studies, customer testimonials, and pilot program results can provide insight into how a system performs in real-world conditions and its reliability.

### **Vendor Experience and Reputation**

Selecting vendors with specific experience and expertise in the maritime industry can be hugely beneficial. These vendors will have a better understanding of the unique challenges faced at sea and can tailor their solutions to meet these specific conditions.

As the shipping industry continues to navigate the complexities of providing healthcare at sea, telemedicine stands out as a vital innovation. It tackles the unique challenges of maritime medical care and it improves the health and safety of crew. It also ensures efficient operations and compliance with global health standards. And as technology advances so too will telemedicine, bringing a healthier and safer future for maritime workers.

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# WHY A HOLISTIC APPROACH IS ESSENTIAL IN MOORING OPERATIONS



Wilhelmsen Ships Service's all-in-one digital Line Management Plan (LMP) and market-leading rope products featuring its unique Snap Back Arrestor (SBA™) technology unite to equip customers with a holistic mooring approach that minimises risk in line with the latest IMO regulations.

**M**oorings operations are one of the most dangerous activities that ship, and shore personnel must carry out on a daily basis. The International Group of P&I Clubs was notified of 858 injuries and a shocking 31 fatalities in mooring-related accidents over a five-year period up to 2021, providing a sobering reminder of the inherent risks.

These statistics highlight the importance of proactive safety measures during these critical operations: proper line

maintenance according to maker instructions, regular inspections and adequate familiarisation and training as described in the SOLAS guidelines are crucial.

To promote best practices, Wilhelmsen Ships Service offers a complete mooring solution featuring both active and passive safety measures. "The active measure – our LMP application – lowers the probability of an accident happening in the first place. The passive measure – in the form of our SBA™ technology



– minimises the severity of risk should an accident occur. These combine to reduce overall risk level,” says Product Management and Planning Director Thomas Caradec.

### Digital rope management solution

The requirements in the new MSC.1/Circ. 1620 regulation mean all vessels shall have an LMP in place. The OCIMF MEG4 guidelines and OCIMF SIRE 2.0 inspection regime put a strong focus on the LMP, as does the RightShip Inspection Ship Questionnaire (RISQ) for the dry segment. Both indicate the LMP should be capable of being updated and easy to access from a single location for both onboard and shore personnel – strongly implying the best solution is digital.

To be compliant, the LMP should contain information including records of mooring hours, line test/inspection plans, records and reports, manufacturer and operator retirement criteria, full history of inspection, manufacturer's recommendations following tests or inspections, and wear zone management. Users should also be able to identify the location of every line onboard, relevant documents including certificates, and how ropes are stowed.

### Rope inventory at a glance

Wilhelmsen’s cloud-based LMP (<https://www.wilhelmsen.com/ships-service/ropes/digital-rope-management-with-all-in-one-lmp-application/>) provides a complete digital logbook ensuring vessels always comply with the rules. “The system provides a single place to store all rope certificates and get

an immediate overview of where ropes are currently located, mooring hours from every port call, and latest and upcoming inspections,” says Caradec.

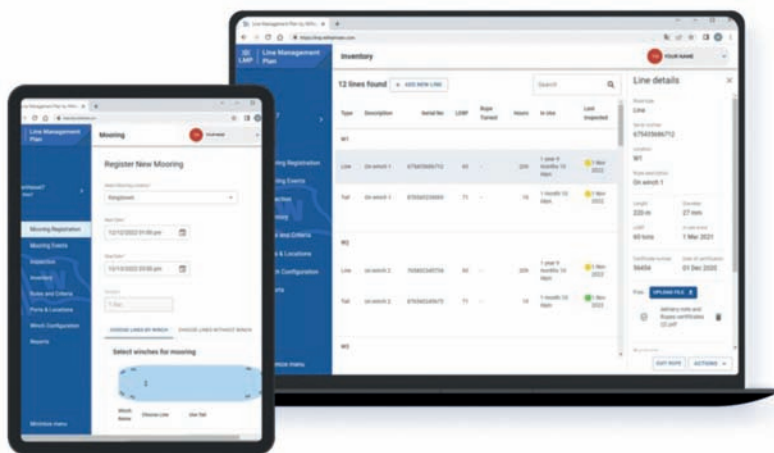
It is easy to register rules and criteria in the app, such as when to inspect a rope, when to turn lines end-to-end, when to relocate and when to retire lines, and get notified when these actions are applied. All relevant data can be extracted in tailored reports.

### Location tracking is key

Knowing for certain which line is on which winch can also be confusing for crews, especially if lines are not clearly tagged. “Always updating our LMP when you move a line in real life means you always keep track of which line is where. The LMP accurately stores that history along with the date so you can see the location history of each line,” says Caradec.

It can moreover be difficult for crews to know what type of damage is on a line as well as its severity. The inspection page in the LMP provides an extensive list of damage examples, along with photos showing three grades of severity. This gives seafarers the possibility to compare lines being inspected with examples in the LMP's retirement guidelines.

“Another major benefit of our LMP is the Fleet Overview function providing vessel/fleet managers with rope management data across their fleet. They get everything in one user-friendly dashboard continuously updated with



The system provides a single place to store all rope certificates and get an immediate overview of where ropes are currently located, mooring hours from every port call, and latest and upcoming inspections

live data from each vessel. This makes it easy to assess the performance of rope management across ships as well as proactively plan for rope retirement and centralised product procurement,” says Caradec.

### Condition monitoring using AI

Reflecting Wilhelmsen’s pioneering use of machine learning for damage assessment, the LMP includes a computer-vision tool that gives automated feedback on the condition of ropes. When crew members perform inspections, they can upload a photo of a rope and get an immediate response on its condition. “The tool is designed to reinforce the confidence of seafarers, ensure ropes that should be retired are not still in use and those that still have more life in them are not retired too early,” says Caradec. He adds that Wilhelmsen Ships Service is currently exploring live tension monitoring technology as a further active safety measure.

### Careful product selection is vital

Mooring lines themselves must be chosen with the utmost care. “Passive safety measures such as the use of proven anti snap back technology should be obligatory to minimise the risk of this phenomenon – which every type of mooring rope displays if they break under tension. The released energy makes the rope snap back uncontrollably, travelling at speeds up to 800km/h and striking everything in its path with extraordinary force,” says Caradec.

Mooring lines are selected based on the specific Ship Design Minimum Breaking Load (SDMBL) ([https://www.youtube.com/watch?v=\\_uSaurA5\\_50](https://www.youtube.com/watch?v=_uSaurA5_50)), that is to break before reaching the maximum capacity of the mooring equipment. But the potential for snap back means mooring remains one of the riskiest jobs seafarers and port workers undertake.

### Third-party certification

Despite the absence of a regulation requiring snap-back prevention, Wilhelmsen introduced its SBA™ technology in 2019 following seven years of intensive R&D, countless prototypes, and thousands of testing rounds, including in a simulated real-world environment.

In November 2022, classification society DNV awarded Wilhelmsen’s SBA™ a statement of qualified technology (<https://www.wilhelmsen.com/media-news-and-events/press-releases/2022/snap-back-arrestor-from-timm-ropes->



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*receives-the-worlds-first-technology-qualification-certification-from-dnv/* – the first and only time an SBA solution has been recognised by any class society. “The stringent testing protocol comprised real-world scenarios to validate the robust functionality of the technology and identify all possible failure modes. Specific conditions included, but were not limited to, wet and dry states, varying degrees of contamination, as well as different angles and compression scenarios,” says Caradec.

Following the integration of SBA™ into Wilhelmsen’s mooring portfolio five years ago, it has been thoroughly proven in the field, with over 35,000 SBA™- equipped ropes delivered to vessels around the world.

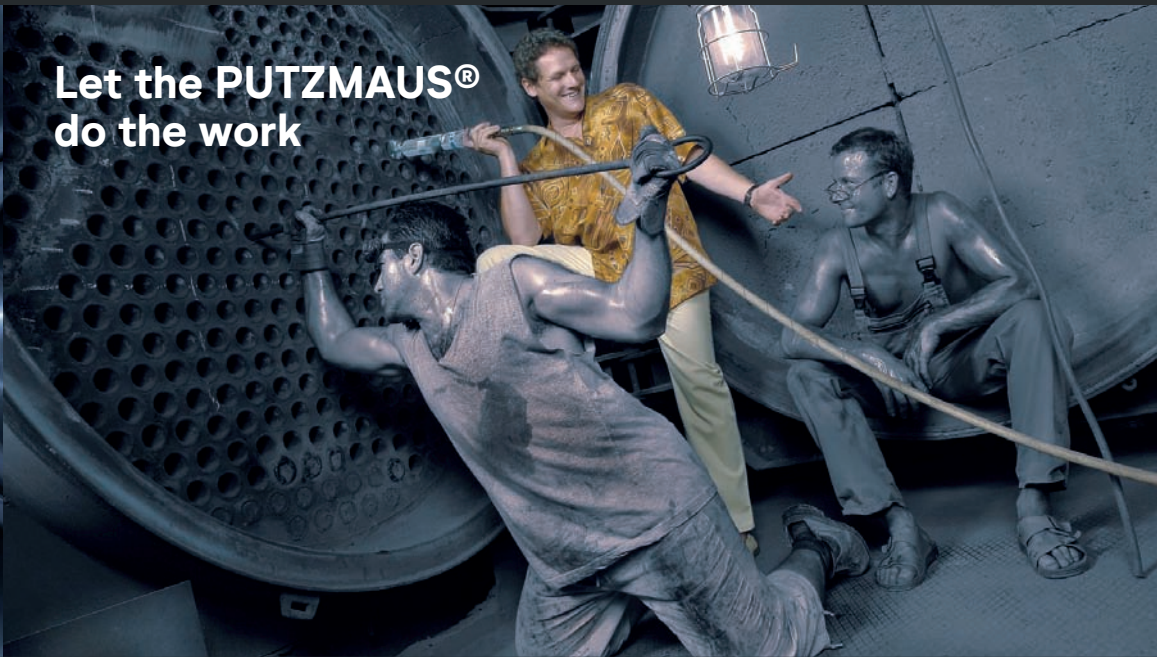
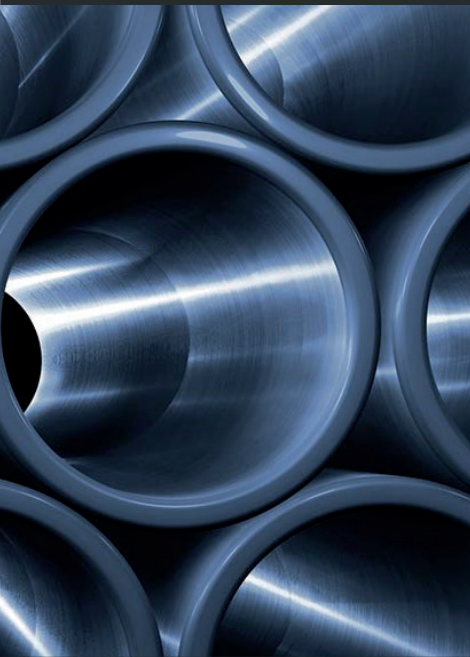
### Towards a new era of safer mooring

In summary, implementing an exhaustive LMP alongside periodic inspection procedures and keeping mooring lines in good condition will ensure regulatory compliance and reduce time used on inspections. Combining this with Wilhelmsen’s SBA™ ropes is the best way to safeguard the wellbeing of crew and workers on the quayside, as well as make life easier for vessel managers and procurement teams ashore.



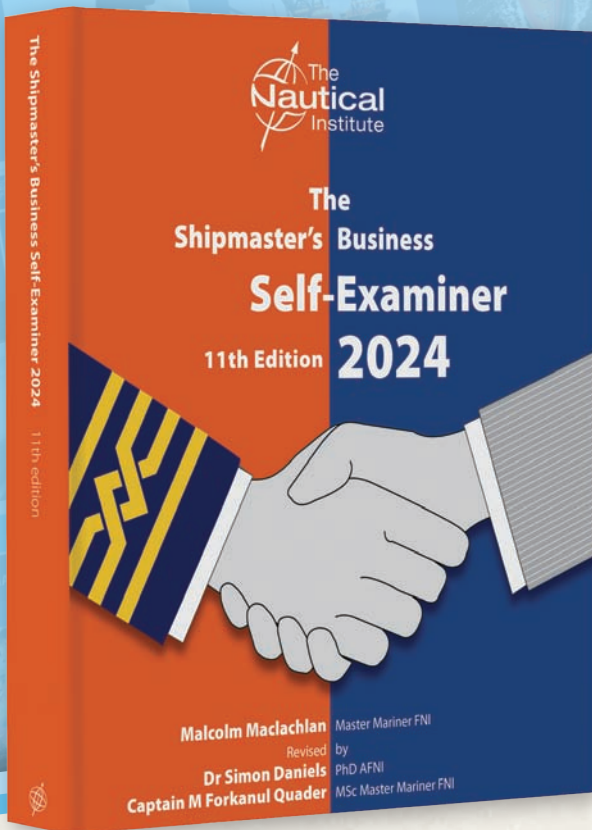
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# INTERNATIONAL TRADE AND THE DIGITAL DIVIDE

## THE DIGITAL TRANSFORMATION

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For decades, international organisations such as the Organisation for Economic Co-operation and Development (OECD), have acknowledged the existence of a digital divide between developed nations and developing economies.

**T**he United Nations Conference on Trade and Development (UNCTAD) has tried to address this issue with its Secretary General, Mukhisa Kituyi, in 2018 stating:

“By the end of the next decade, growth, productivity gains and human development will be determined by levels of integration into the digital economy. To guard against new forms of inequality, the international community must do more to help developing countries close the connectivity gap”.

Despite this call to arms, many argue that the digital gap is in fact widening and it is exacerbating existing inequalities, which is the antithesis of what the UN's 2030 Sustainable Development Goals are trying to achieve. Trade has a major part to play – not only are we seeing a tremendous push to move the shipping industry on to fully electronic transactions, but the industry itself is a driver of global economic growth. We must therefore acknowledge that the technological and regulatory progress we have seen in trade this past decade, is not necessarily universal.





Trade has a major part to play – not only are we seeing a tremendous push to move the shipping industry on to fully electronic transactions, but the industry itself is a driver of global economic growth. We must therefore acknowledge that the technological and regulatory progress we have seen in trade this past decade, is not necessarily universal

### What is the digital divide?

According to UNCTAD, although 63% of the world's population is connected to the internet, in the least developed countries that figure is only 27% whereas in developed economies it is 90%. One can argue that it is in essence a practical issue. Whilst developed countries are phasing out old technology and older-generation networks to adopt 5G, low-income countries are still working on 2G or 3G networks. Key barriers to 5G deployment include high infrastructure costs, unreliable electricity and regulatory constraints. As per the OECD, this creates a “gap between individuals, households, businesses and geographic areas at different socio-economic levels with regard to their opportunities to access information and communication technologies and to their use of the internet.” The greater the push in developed countries to make everything digital, the greater the divide.

### Why is the gap widening?

It is clear from the above that developed nations have been speeding ahead with the technology itself and the infrastructure. The last couple of years, they are also speeding ahead with lifting regulatory barriers. In late 2023 the UK adopted the Electronic Trade Documents Act and in April 2024 France's National Assembly (lower house of the French Parliament) passed a trade digitalisation bill, which is now with the French Senate. The other G7 countries also have similar legislation at various stages of adoption. That is not to say emerging economies are not also taking similar steps, indeed outside the G7 there is wide variety of movement and even adoption, from the UAE to Singapore. However, it is not just about data access, it is also about data control. The risk is that developing controls are becoming merely data providers, with data control and thus value, still in the hands of global digital corporations located in

developed economies. So, all very well and good that a country may have lifted regulatory barriers, but it may still not be realising the full potential value of this progress without control of the data it is generating.

### How are emerging economies responding?

There is strength in numbers, as they say. A good example of one response is BRICS, a bloc of emerging economies initiated in 2006 by Brazil, Russia, India and China, with South Africa joining in 2010. Its main objective is to challenge the political and economic power of wealthier nations in North America and Western Europe. The group has since expanded to include others such as Egypt, Ethiopia and Argentina, now representing 45% of the world's population. Of interest to the maritime sector is that BRICS members also include Iran, Saudi Arabia and the UAE which produce 44% of the world's crude oil. BRICS argues that wealthier nations dominate important global bodies such as the IMF and the World Bank, which lend money to governments. Equal access to these bodies and their funding has not always been given, so in 2014, BRICS set up the New Development Bank which lends money primarily to boost infrastructure. By the end of 2022 it had given \$32bn to emerging nations. The beginning and end of trade is finance. The same is true here, with finance and investment in the emerging nations, the digital infrastructure can be built to close the connectivity gap and give these nations control of the electronic data they generate. The UN itself has acknowledged that its Sustainable Development Goals are in peril, with more than half showing moderate or severe deviation from the desired trajectory, including 30% that have shown no progress or, even worse, regression from the 2015 baseline. Perhaps then the issue is not sustainable development, but instead inclusion and sustainable development as closing the digital gap will no doubt help us reach the UN's targets.



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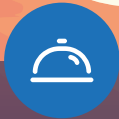


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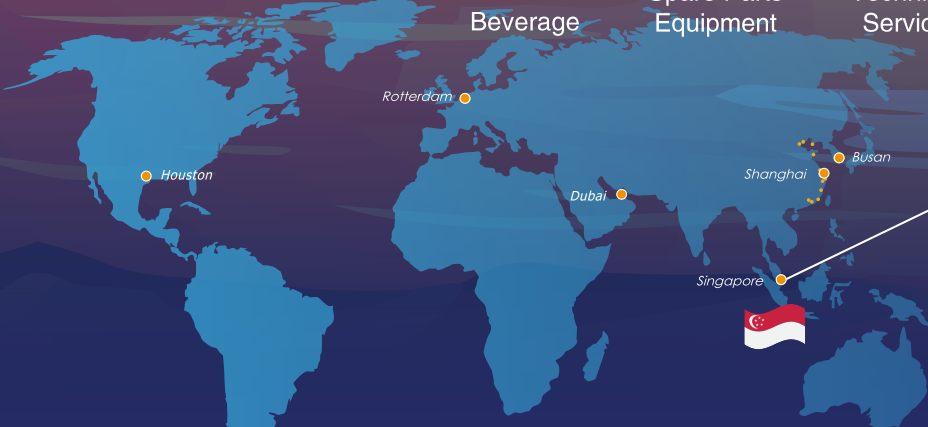
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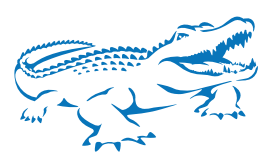
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