

MEMBER UPDATE.

FEBRUARY 2025 | UKCHAMBEROFSHIPPING.COM

SAVE THE DATE! 3RD JUNE 2025 (2PM – 4PM)

Parliamentary Reception, Terrace Bar,
House of Commons, Westminster



NEWS | 3 FEBRUARY 2025, LONDON

Maritime Minister affirms his support for a thriving shipping industry at UK Chamber Annual Dinner

The Maritime Minister, Mike Kane MP, pledged his commitment to working with industry on key agendas such as maritime decarbonisation, UK competitiveness and training and careers in his remarks to the Chamber Annual Dinner on 3 February. Guests also heard from President JB Rae Smith, and the evening provided an opportunity to celebrate our sector and mark the commitment and dedication of individuals within it.

Read more on ► Page 3



Chamber's AGM & Member Drinks

25th March 2025, Watson Farley Williams,
15 Appold Street, London, EC2A 2HB

The Chamber's AGM will take place at the WFW Offices in the City of London. This will take approximately half an hour and will be followed by Member Drinks & Canapes. To register your free-of-charge place, please visit: <https://tinyurl.com/bdszbuyz>

Summer Lunch

24th June 2025,
The Signet Library,
Parliament Square,
Edinburgh, EH1 1RF

Located in the heart of the Old Town, just off the Royal Mile and next to St Giles' Cathedral, the Signet Library was described by George IV as "the finest drawing room in Europe" and will allow the Chamber to host more than 200 guests once again. The Summer Lunch is a fantastic opportunity for the shipping community to network, whilst enjoying some lovely food and drink in a wonderful venue. Tickets can be bought here: <https://tinyurl.com/bdmda76z>



IN THE LAST THREE MONTHS...

- MOL (Europe Africa) Ltd
 - McKinsey & Company
 - Royal Museums Greenwich
 - Simwave
- have joined the Chamber

FROM THE CEO.

Welcome to the latest issue of the Chamber's **Member Update**, highlighting the broad array of activity undertaken by the Chamber to round out 2024 and demonstrating how we have started 2025 with gusto.



Building on the success of our *Shipping UK* conference in October, we kept a high tempo into end of the year – launching the 'There's More to Sea' National Awareness Campaign to promote the exciting opportunities offered by a career in the maritime industry, holding a Safety Day seminar including a roundtable discussion with the Maritime Minister, welcoming new members to the Chamber and progressing key policy agendas, such as the EU Entry Exit System.

Already this year, the Chamber alongside colleagues from the British Ports Association, hosted MSPs and members at our Maritime Reception in Holyrood, responded to the UK ETS consultation and Government Spending Review and, of course, celebrated industry and individual successes at our Annual Gala Dinner on 3 February, over 730 industry guests gathered to hear from Minister Mike Kane MP and Chamber President JB Rae-Smith on their vision for the sector in 2025 and beyond. Thank you to all our members that have supported this work and these events.

Looking ahead, I hope to see many of you for our AGM and member drinks on 25 March and our events planned throughout the Spring, including the BTA Conference in Belfast and Safety Culture Conference in Newcastle, followed by our Summer Lunch in Edinburgh in June. We'll also be making preparations for London International Shipping Week in the Autumn and continuing to build and deepen our relationships in Parliament and across Whitehall on the waterfront of policy issues and agendas that matter most to you, our members.

Details on all of this and more can be found in this update, and as ever, if you have any queries or wish to discuss your key priorities, please do get in touch with me or any of the Chamber team.

Rhett Hatcher, CEO, UK Chamber of Shipping
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POLICY LATEST.

► Defence & Security

Shipping Defence Advisory Council (SDAC) attended by cross HMG departments and the international industry, is working on international shipping voluntary security reporting standards; a review of how commercial shipping could support a deployed Royal Navy in contingent operations and increasing the understanding of commercial and naval operations through the Maritime Engagement Forum.

► Employment

Current areas of discussion include the upcoming comprehensive review of the STCW Convention; the implementation of the Seafarers' Wages Act (2023) and the Equality Act (2011); and improving the prospects for UK seafarers within the industry.

► Safety & Environment

The Chamber has published a Net Zero decarbonisation framework which outlines the members' collective policy on the route to Net Zero by 2050.

A **Safety of Alternative Fuels Working Group** has been established to review the safety of new and alternative fuels and attempting to ensure that regulations for the handling and storage of these fuels is introduced in a timely manner.

A working group to gather knowledge of the fire and explosion hazards associated with **Lithium Ion Batteries (LIBs)** has been established to develop policy in national and international regulations for their carriage, as cargo or in electric vehicles.

The Chamber has joined the **Together in Safety** initiative. This creates new opportunities for how we can collaborate in improving safety – a current key strategic objective.

► International Trade & Tax

This committee comprises three working groups (WG):

- The **International Trade and Customs WG** which is working on border controls and trade barriers.

- The **Sustainability Finance and Reporting WG** looking into ESG reporting and transition finance regulations/alliances.
- The **Tax WG** continues to review Tonnage Tax and other taxes which affect the investment and operation of commercial shipping.

► Fair treatment for detained seafarers

The UK Chamber played a major part in the successful ILO/IMO meeting in November 2024 that agreed guidelines for the fair treatment of seafarers detained in connection with alleged crimes. Policy Director, Tim Springett, led the shipowners' group in the negotiations and Policy Advisor, Hannah Gilbert represented UK shipowners and joined a drafting group that resolved the most contentious matters. The Guidelines will be for final adoption in IMO and ILO this year.

► British Tugowners Association (BTA)

Custodians of the UK Standard Conditions for Towage and Other Services, the framework of liability protection for tugs when assisting other vessels used globally. The BTA published the 2024 Conditions in November following a review which included BTA members, the IG P&I Clubs, senior admiralty lawyers, the UK Chamber of Shipping, and a Fellow of the Chartered Institute of Arbitrators.

► British Rig Owners' Association (BROA)

BROA/Chamber submitted an Impact Statement to the Supreme Court highlighting potential for industry-wide impact from the Court of Appeal's judgement on tax liability for a BROA member and petitioning the operators right to appeal. The petition was successful, and the Supreme Court meets in February.

► Structure Exclusion Zones

The Chamber of Shipping successfully negotiated the inclusion of Structure Exclusion Zones for the West of Orkney Offshore Wind Farm to mitigate the impact to navigational safety, reaching agreement between the developer, Marine Scotland and Maritime & Coastguard Agency.

"We'll also be making preparations for London International Shipping Week in the Autumn and continuing to build and deepen our relationships in Parliament and across Whitehall on the waterfront of policy issues and agendas that matter most to you, our members."

Rhett Hatcher
CEO, UK Chamber
of Shipping

CHAMBER NEWS.

LONDON

Chamber celebrates UK shipping industry at Annual Dinner 2025

The Chamber of Shipping hosted its prestigious annual gala dinner at the JW Marriott Grosvenor House Hotel in London, on Monday 3 February.

Over 730 attendees from across the UK and international shipping community gathered to recognise and celebrate the contribution of the industry to growth and employment across our maritime nation.

Guests, representing over 300 businesses and organisations heard from the Maritime Minister, Mike Kane MP, Chamber President JB Rae-Smith and CEO, Rhett Hatcher.

In his speech, the Minister pledged his commitment to work with the industry on key agendas such as maritime decarbonisation, and his government's continued support for maritime training and careers.

UK Chamber President, JB Rae-Smith highlighted how the sector is well-placed to drive the clean energy transition, to create more highly productive, innovative and skilled employment, and support communities in every region of the UK. Mr Rae-Smith also called on Government to drive action on these shared ambitions, through creating the necessary conditions and framework to make the UK the most attractive destination for shipping business.



LONDON

Making an impact in support of the White Ensign Association (WEA)



We are thrilled to have partnered with the Charity for the Annual Dinner 2025, the White Ensign Association, and thanks to the incredible generosity of our guests have raised over £7500.

The WEA support over 4500 serving personnel, veterans, Reserves and families of the Royal Navy, Royal Marines and Royal Fleet Auxiliary communities every year, providing free, impartial support through one-to-one consultations, as well as unit briefings and webinars. Their work is vital in offering financial advice, employment support, and welfare assistance.

Stuart Wright, CEO of the White Ensign said, "we were honoured to be selected as the President's nominated charity and humbled by the generosity of those who made donations, our sincere thanks to them all. This money will be put to very good use in our support of the Naval community who we serve".

He added, "one of those ways we provide support is by linking Naval service leavers with employment opportunities, and we would encourage any Chamber member who is seeking talent to get in touch".



CHAMBER NEWS.

You can see a selection of images from the dinner here or visit [Annual Dinner 2025 | Gallery | UK Chamber of Shipping for more.](#)



ANNUAL DINNER | 3 FEBRUARY 2025, JW MARRIOTT GROSVENOR HOUSE HOTEL, LONDON



CHAMBER NEWS.

EDINBURGH

Highlighting the maritime sector in the Scottish Parliament

On Tuesday 14 January the UK Chamber, in conjunction with the British Ports Association, hosted the annual Scottish Parliamentary Maritime Reception in Holyrood.



The event, which brought together MSPs, members, officials and industry representatives was an opportunity to highlight the contribution of the shipping, ports and maritime industries to communities, employment and the economy throughout Scotland, and to discuss key policy agendas with members of the Scottish Parliament.

Scottish Cabinet Secretary for Transport, Fiona Hyslop MSP, spoke to attendees of the vital importance of the sector and the constructive partnership between industry and the Scottish government, particular on shared issues such as developing skills and opportunities for careers, and the clean energy transition.

Chamber CEO, Rhett Hatcher, highlighted the partnership between the sector and Scottish Government. Rhett welcomed the exemption of lifeline ferry services in Scotland from proposals on UK ETS, whilst calling for support to ensure that the same logic be applied throughout the UK as proposals are developed.



Liam McArthur, MSP hosted the Scottish Parliamentary Reception.

LONDON



Past President of the UK Chamber of Shipping, Graham Westgarth, presenting Claire Hogan with the Careers At Sea 'Ambassador of the Year' award.

Inaugural "Careers At Sea Ambassador of the Year" Award presented to Claire Hogan

Claire Hogan, a passionate and dedicated Careers at Sea Ambassador, has been named the winner of the 2024 Careers at Sea Ambassador of the Year Award for her outstanding dedication to promoting maritime careers, at the Chamber's Annual Dinner on 3 February. Presenting the award, Immediate Past President Graham Westgarth, congratulated Claire on her unwavering commitment to promoting the shipping industry.

During the Dinner, Chief Executive of the Maritime and Coastguard Agency, Virginia McVea also presented the MCA Officer Trainee of the Year award to Luka Haynes. Luka was nominated by Fleetwood Nautical Campus, near Blackpool, where she completed her studies as a mature student, having navigated the obstacles of the pandemic which began around the same time as her cadetship in 2020.

Virginia McVea, CEO, Maritime & Coastguard Agency presenting Luka Haynes with the MCA Trainee Officer of the Year Award.



"The event, which brought together MSPs, members, officials and industry representatives was an opportunity to highlight the contribution of the shipping, ports and maritime industries to communities, employment and the economy throughout Scotland, and to discuss key policy agendas with members of the Scottish Parliament."

CHAMBER NEWS.

LONDON

Setting out the sector's priorities in Spending Review Submission

On 7 February, the UK Chamber submitted our input to the Treasury on the Government Spending Review, which is set to be published in early June.

The first spending review under a Labour government for 17 years, will set out their departmental spending stall for the parliamentary term and beyond and demonstrate their fiscal commitment to the Plan for Change. With limited fiscal headroom, and economic and political pressure, the message from Government has been one of efficiency and tightening belts across Whitehall as a "zero-based review". A message perhaps at odds with a Chancellor who has promised to go 'further and faster' in pursuit of growth than any other government, and above all other priorities. Looking ahead, the Spring statement in March and the Spending Review, will be huge reality tests for this 'Mission-Led' Government.

Given this context, we have focussed the Chamber's submission on the ability of the UK shipping industry's position to support, drive and deliver on the Governments Missions – with a focus on kickstarting economic growth, making Britain a clean energy superpower, and building strong foundations for prosperity. These missions have been addressed through the Chamber's campaigning themes of People, Planet and Prosperity and we have highlighted where we are calling for Government policy interventions, continuation of existing funding or new funding measures.

We will support the submission with a programme of engagement focussed on Ministerial teams and officials, and parliamentarians in the coming months.

For more information, please contact Stef or Katrina
skenyon@ukchamberofshipping.com
kross@ukchamberofshipping.com



The Treasury

“... we have focussed the Chamber's submission on kickstarting economic growth, making Britain a clean energy superpower, and building strong foundations for prosperity.”

CHAMBER NEWS.

LONDON

Update on External Affairs



Stef Kenyon

Director of External Affairs, Stef Kenyon joined the UK Chamber in January 2025, and with a new team comprising of Luca Pavoni as Public Affairs and Research Manager and Amber Grant, Marketing Manager (both of whom will join in March 2025) will be working to broaden and deepen the UK Chambers representations to Government, Whitehall and the media.

This work will focus on the Chamber's campaign priorities of People, Planet and Prosperity and associated policy agendas, to secure policy outcomes and engagement with key Government departments, stakeholders and MPs. Work is already underway with an upcoming Parliamentary Roundtable event in March to brief MPs on the role of the sector in securing the green energy transition, highlighting key messages to Government in the forthcoming Spending Review and positioning the shipping industry as a key partner to Government in delivery of their Plan for Change.

If you would like to learn more about this engagement, or the work of the Chamber's Public Affairs committee, please get in touch with Stef skenyon@ukchamberofshipping.com



LONDON



Mike Kane MP

Safety Day

The UK Chamber hosted a roundtable session with Maritime Minister Mike Kane MP and members as part of the Chamber's Safety Day on 4 December.

The event, hosted by Watson Farley Williams LLP, had been arranged to celebrate the 100th meeting of the tripartite National Maritime Occupational Health and Safety Committee and to hear the Government's views on what needs to be done to improve the industry's safety performance. Mr Kane acknowledged the strides made by the maritime sector and the contribution made by the Chamber in partnership with the unions. All those present agreed that the industry and the Government should work together to develop and implement a Maritime Safety Strategy.

The roundtable was followed by presentations from the Chair of the Health and Safety Sub-Committee (HSSC), Mike Bradshaw, Kevin Coelho of OCIMF and the former President Dr Grahaeme Henderson, who now chairs the Together in Safety initiative, which the Chamber is supporting.

ANNUAL MEMBERS' SURVEY

Thank you to everyone who took the time to complete our Annual Members' Survey. Here are the top line figures:

Members valuing (scoring a 4 or 5 out of 5)

95% Chamber committees and panels

95% Engagement with Government

89% Lobbying work

89% Policy briefings / circulars

84% Conferences / seminars

84% Policy development

74% Free / discounted tickets to events

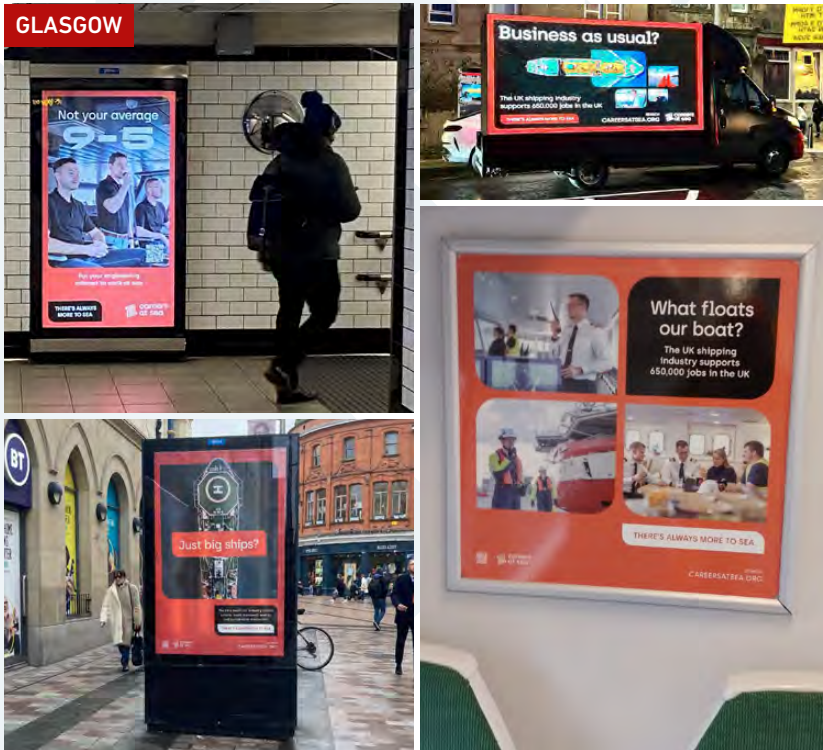
70% Weekly Bulletin

68% Networking lunches / dinners

100% scored 'Recommending the Chamber as a membership organisation' an 8-10 out of 10

"Mr Kane acknowledged the strides made by the maritime sector and the contribution made by the Chamber in partnership with the unions. All those present agreed that the industry and the Government should work together to develop and implement a Maritime Safety Strategy."

CAMPAIGN NEWS.



Kathryn Neilson, Director of the Merchant Navy Training Board, shared her thoughts on the campaign's importance:

"A career in shipping, whether at sea or ashore, is incredibly fulfilling. Many individuals who enter the industry spend their entire careers in this field, with opportunities to transition from seafaring to shore-based roles, or to start at a junior level and work their way up to senior executive positions. However, sea blindness remains a significant barrier, preventing many potential candidates from discovering the opportunities in shipping. Our campaign seeks to overcome this by showcasing the career potential beyond traditional maritime areas, demonstrating that shipping is a career for everyone."

Maritime Minister Mike Kane also expressed his support for the initiative:

"The shipping industry is crucial to the UK economy, and it's fantastic to see campaigns like this highlighting the incredible opportunities a life at sea offers. We need more individuals to pursue maritime careers, which is why the government is investing in training and modernising education for seafarers."

Since the launch the campaign has reached 6.1 million people, and the new website has seen a 1,650% increase in users per day. The campaign is being displayed online via search engines, meta, YouTube, TikTok, digital display on news sights, with print adverts being displayed on trains, roadside and ad vans. The adverts were also pitch-side at the Scotland V Australia Autumn International in November and was shown on LIVE TNT Sport, Discovery + and BBC iPlayer.

Thank you to the Maritime Educational Foundation for supporting this important project.

Explore the newly revamped branding and website at www.careersatsea.org



Careers at Sea National Awareness Campaign launched

On 24 October 2024, the *Careers at Sea National Awareness Campaign* was officially launched at the Merchant Navy Training Board Seminar in Glasgow, marking an exciting step forward in promoting the vast opportunities within the shipping industry.

In addition to unveiling the new campaign, a refreshed Careers at Sea branding and a redesigned website was launched.

The campaign aims to tackle "sea blindness", as well as raise awareness of the diverse and rewarding career paths in the shipping sector, particularly among those who may be unfamiliar with the industry.

**"We need more individuals to pursue maritime careers, which is why the government is investing in training and modernising education for seafarers."
Mike Kane MP**

EVENTS CALENDAR.

25 MAR 25 LONDON

Chamber's AGM & Member Drinks

The Chamber's AGM will take place at the WFW Offices in the City of London.

This will take approximately half an hour and will be followed by Member Drinks & Canapes.

- ▶ Watson Farley Williams, 15 Appold Street, London, EC2A 2HB
- ▶ 16.30 Registration. 17.00 AGM. 17.30–19.30 Member Drinks
- ▶ To register your free-of-charge place, please visit: <https://tinyurl.com/bdszbuyz>

6 & 7 MAY 25 BELFAST

British Tugowners Association Conference & Golf Day

This year's BTA annual event will start on the 6th May with its traditional, optional Golf Day followed by a pre-Conference meal for those arriving the night before the Conference, which will take place on the 7th May.

A full programme is being put developed and will be launched soon, but this promises to be a fantastic event for all of the tug industry.

- ▶ Belfast Harbour Commissioners Office, Corporation Square, Belfast
- ▶ To purchase tickets visit <https://www.ukchamberofshipping.com/events>

13 & 14 MAY 25 NEWCASTLE

Safety Culture Conference

This year's Safety Culture Conference theme is 'Building a culture that learns and lasts'.

It will look at what can be done to ensure that safety lessons are remembered, so that the industry does not continue to see the same incident types recurring on repeat.

- ▶ The Boiler Shop, 20 South Street, Newcastle Upon Tyne, NE1 3PE
- ▶ Day 1: 9.30 to 23.00 (included Evening Food & Drinks Reception)
- ▶ Day 2: 9.30 to 13:00
- ▶ For more information, please visit <https://tinyurl.com/mrdxxf6j>



3 JUN 25 WESTMINSTER

Parliamentary Reception

This Parliamentary Reception is a great opportunity to networking with members and meet MPs from around the UK to discuss key issues impacting your business.

The Terrace Pavillion is at the back of the House of Commons and set on the bank of the River Thames, making it a fantastic venue that should always be experienced by members.

- ▶ Terrace Pavillion, House of Commons, Westminster
- ▶ 14.00 to 16:00



24 JUN 25 EDINBURGH

Summer Lunch 2025

Located in the heart of the Old Town, just off the Royal Mile and next to St Giles' Cathedral, the Signet Library was described by George IV as "the finest drawing room in Europe" and will allow the Chamber to host more than 200 guests once again.

The Summer Lunch is a fantastic opportunity for the shipping community to network, whilst enjoying some lovely food and drink in a wonderful venue.

- ▶ The Signet Library, Parliament Square, Edinburgh EH1 1RF
- ▶ 12 noon to 16.45
- ▶ Tickets can be bought here: <https://tinyurl.com/bdmda76z>

GET IN TOUCH

If you are interested in sponsoring or partnering with the UK Chamber of Shipping on events, whether it be branding, provision of speakers, sharing content or anything else then please contact **Tony Jerome**, Head of Membership & Business Development

tjerome@ukchamberofshipping.com



To find out more about Chamber events, please visit: <https://www.ukchamberofshipping.com/events>

17 JAN 2025, SOUTHAMPTON



Sara BAADE.

CEO, Sailors' Society



A charity insight into Sailors' Society

Q | Tell me about Sailors' Society and its work?

SB | As a global maritime charity, we have been transforming the lives of seafarers and their families for more than 200 years – and today I am delighted to say that we lead the field with our innovation and virtual support.

This means we can offer round-the-clock practical and emotional support through our helpline, Crisis Response Network of highly trained global responders, emergency grants and ground-breaking Peer-to-Peer Support Groups.

We are here for seafarers and their families whenever and wherever they need us, offering 24/7 support 365 days a year, whether that is hundreds of miles out at sea, in a busy port or at home with family.

We help seafarers take control of their mental health and wellbeing and we believe the most effective way to do this is to surround them with care, supporting their wellbeing in every area of their lives. We call it the Wellness at Sea Circle of Care.

We provide a comprehensive Wellness at Sea training programme that aims to build the best environment for seafarers and their employers to thrive. From class tutoring and one-to-one coaching to our MyWellness App, which works on and offline and allows seafarers to learn at their own pace and our global cadet conferences that

have reached more than 20,000 new seafarers in just three years, we are here for the world's 1.9 million seafarers from cadetship onwards. And importantly, through this work, we are able to collect exceptional data and use this to provide the industry with invaluable insights into the wants and needs of today's seafarers and the future maritime workforce.

Q | What's coming up in 2025?

SB | Well, in terms of these insights, our 2024/25 Cadet Report, which provides a unique glimpse into the minds of Gen Z seafarers, is set to be published in February. And we'll continue to grow our 24/7 support and Wellness at Sea programme with some exciting new additions to our support package in 2025.

We know female seafarers can face a series of gender-related challenges while working in a male-dominated maritime environment. It's why we launched our female-only Peer-to-Peer Support Groups, and I am delighted to say that this year we are adding to our support for women in maritime with a female helpline.

We are also launching Sea Mate – a new 'Wellbeing Officer' training programme. This is part of our unique holistic approach to seafarer wellness and will equip those nominated with skills needed to offer basic counselling to crew and become an onboard first aid crisis responder.



"We are here for seafarers and their families whenever and wherever they need us, offering 24/7 support 365 days a year, whether that is hundreds of miles out at sea, in a busy port or at home with family."

CHARITY MEMBER Q&A.

With ongoing support, these new Wellbeing Officers will help create safer and more harmonious operations on board.

And 2025 sees us celebrate the 10th anniversary of our Crisis Response Network. Since its launch, this free and highly effective service has been providing care and support for seafarers, their families and shipping companies following critical incidents, such as piracy, accidents and natural disasters. Most recently, our highly trained global team of responders have been helping crews traumatised by the crisis in the Red Sea.

Q | Does Chamber Membership help your charity?

SB | The benefits to us as a charity are in essence the same as for those of all members of the Chamber. Whatever the organisation or its size, as members we share interests, and all bring something valuable to the table. By listening and learning from each other we all have a better understanding of both the challenges and opportunities we face in the maritime sector.

As a charity, however, we do need to be particularly careful about our expenditure, so the discounted charity membership is very welcome, thank you.

Q | How can the Chamber members support your charity?

SB | Probably a more important question is how can we, as a charity member, support your companies – we would love to partner with you to help address your needs and can be contacted at partnerships@sailors-society.org

We see our fellow Chamber members as partners, so working together is a win-win. There is a truly wide range of ways members can engage with us. We certainly encourage them to take advantage of the range of services we offer which in turn helps them to meet their CSR obligations. We value their help in promoting our support to seafarers and their families and our services to the wider maritime industry.

And for those who enjoy taking on a challenge or fancy some teambuilding activities, we have various events and opportunities members can take advantage of.

It's all available on our website, sailors-society.org

Q | Finally, tell us a little bit about yourself.

SB | I joined Sailors' Society as CEO in September 2020 and brought with me a background in management and strategic policy as well as experience in leading an international welfare charity from my previous role as CEO of The Army Families Association. My career has also included working as a senior civil servant and in investment banking. I'm also a mother of twins and divide my time between the UK and Sweden.



"We are also launching **Sea Mate – a new 'Wellbeing Officer' training programme.** This is part of our unique holistic approach to seafarer wellness and will equip those nominated with skills needed to offer basic counselling to crew and become an onboard first aid crisis responder."

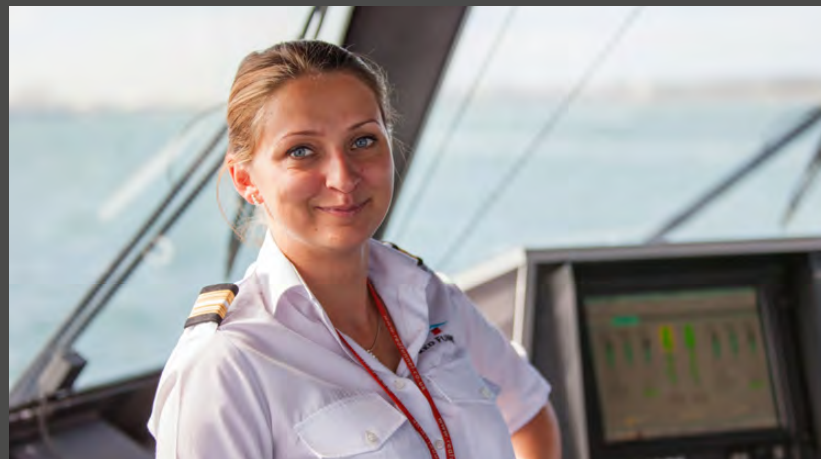


Photo credit: Red Funnel Group

ENGAGEMENT. YOUR POLICY TEAM

Please remember to use your experienced Policy Team who are here to help you



▶ **Peter Aylott**
Director of Policy



▶ **Francesco Sandrelli**
Policy Director – Environment



▶ **Tim Springett**
Policy Director – Employment
and Legal



▶ **Katrina Ross**
Policy Director – Commercial
and Governance



▶ **Robert Merrylees**
Policy Manager (Safety and
Nautical) and Analyst



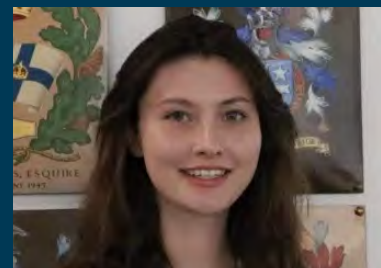
▶ **Eleanor Norris**
Policy Manager – Safety



▶ **Ilias Bafounis**
Policy Manager – Cruise
and Ferry



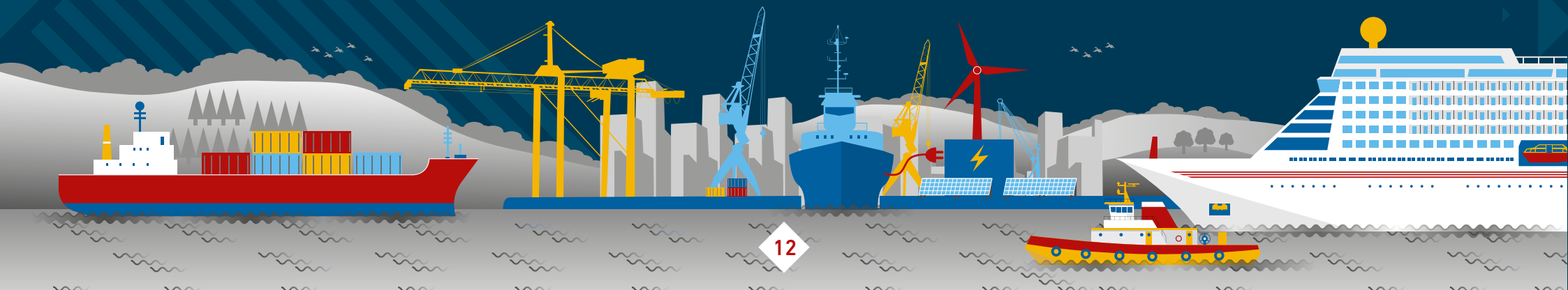
▶ **Hannah Gilbert**
Policy Advisor – Legal and Taxation



▶ **Elise Nyborg**
Policy Advisor – Environment



▶ **William Rann**
Policy Advisor and Analyst



UNITING UK SHIPPING

Uniting, promoting and championing an environment for shipping in the UK to thrive; helping to deliver a greener world and a more prosperous nation

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