

TRANSNYTT

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Blue Ocean

for Sea-Cargo Express



Safety First !

We have today come a long way in establishing a good safety culture in Seatrans. Safety has always been on top of our agenda, but we started working systematically with our safety culture 5 years ago when we launched an extensive safety campaign. The focus on this campaign was safety attitudes and behavior and it involved everybody in the company. Safety courses and seminars were launched and a lot of efforts were put into establishing a resilient and efficient safety culture. These changes take time to penetrate through the whole organization and in every operation in our daily work, but we see clear signs of improvement from where we were 5 years ago. The KPI's that measure our performance are better than ever, and our safety statistics are very good. We shall all be satisfied with this development, but there will always be room for further improvements.

This issue of Trans Nytt contains two more articles on safety and it underlines our continuous focus on improvements and change towards an even better safety behavior. It is of paramount importance that the understanding of our safety culture are conveyed and understood of all employees, in all ranks onboard and on-shore. All employees shall have an equal responsibility for their own and others safety, and everybody has the responsibility to make this happen, especially those of us in a leadership role.

There shall be no doubt about "how we do things around here".

I wish everybody a nice and safe summer !

Lars Helge Kyrkjebø

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The blue Indian ocean.

This wonderful photo was taken on board Sea-Cargo Express on her very first voyage from India to Europe.

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Blue ocean

Sea-Cargo Express safe in Nordic waters

Yes, it was indeed a long pregnancy, but the delivery went fine – at last. When you are waiting for something good you can easily tolerate a long wait. “She is very easy to manoeuvre, she does what you want her to do,” says the Captain.

We’re talking about Sea-Cargo fleet’s latest vessel: Sea-Cargo Express, built in Dabhol, India, for the Norwegian west coast-Aberdeen trade. With a steady speed of 15.5 knots, the Sea-Cargo Express left Sri Lanka on 10 May after charging bunkers and water supply. With security guards on board and the ship mobilised against pirate attacks, she held a steady course across the Indian Ocean and the Bay of Aden, Captain Hans Kristian Ådlandsvik explains. “The crew is from Romania and Poland and, together with Chief Jan Atle Hernar and Second Officer Marius Badern, we enjoyed a smooth and quiet voyage in good weather conditions. The 4500 kW main engine from Wärtsilä ran without any problems and on 21 May

the ship entered the Suez Canal. We sailed all the way from India with just ballast. In Cartagena, Spain, we took on our very first cargo: a 46 foot yacht bound for Egersund. She’s a big cruiser but we have plenty of space for her on our deck,” Ådlandsvik confirms. Before Sea-Cargo Express is taken into service on the Norway-Aberdeen trade she will spend some time at a shipyard in Szczecin, Poland. “During the voyage we have uncovered some things that require adjustment and improvement. Also, some of the equipment requires certification. All in all, we calculate arrival in Bergen at the beginning of July,” Ådlandsvik continues. “Hopefully, you will have a chance to see her in the bay with all her flags flying!”



1



2



3



4



5

1. Safety precautions: Fortunately, SeaCargo Express was not subject to any pirate attacks. However, the vessel was prepared.

2. Chief Officer at work: Dariusz Choma prepares a Safe Job Analysis for launching of the lifeboat.

3. Watch out: The bridge windows are essential for effective surveillance. They must be clean, says Jonel Draghici, giving them a final touch.

4. Before departure: Sea-Cargo Express at port in Dabhol prior to departure.

5. Close to home: After some intense days of surveillance and guarding the vessel, when you reach the Suez Canal and are welcomed to Egypt, it’s like coming home.

Have you tried to teach an old elephant to dance? I haven't, but I've been told it's difficult. In terms of changing behaviour, I am an old elephant myself. I don't easily change the way I do things. So yes, changing behaviour is difficult – but not impossible. Here is how Green-Jakobsen enters the circus to teach old elephants to dance samba in a training session about Behavioural Based Safety (BBS)

LEARNING for change

Multiply: By walking around and discuss with participants from other groups more knowledge is added to the topic. ►

Sharing: In 20 minutes everybody in a team of 4 has added knowledge and experience to the answer of the question. ▼



"The method we use is called 'co-operative learning', Rehnn Sommer explains. "These days, traditional teaching is very much based on a lecturer equipped with a number of PowerPoint presentations. There may be some variations with group work and oral presentations but, generally, most of the knowledge exchange takes place in a room with a lecturer who knows a great deal compared to an audience that presumably didn't know as much as the lecturer before the session started. Now, this method can easily become rather boring as it is mainly a one-way process led by the teacher or dominated by the strongest participant. Thus, the

outcome for the participants is often very doubtful. What we try to do is identify the resources people already have and then develop new knowledge together. Typical rules and tools are easily provided in a 'one-to-many' session, but developing such knowledge, tools, etc, produces the best results when the students really participate in the session. We use different techniques but generally try to involve all the participants. Everyone is required to share their knowledge, beliefs, ideas or opinions in order to increase the mutual knowledge we share at the end of the day."



SHARE AND LEARN

The participants are usually split into teams of four. For example, each team could receive a set of questions: a team comprising four persons receives four different questions, one per person. Each question should be answered within five minutes. Then the next person in the team receives the question sheet in order to fulfil, add or comment on what is written above. After three exchanges of the question sheet, every member of the team will have answered all their questions. 20 minutes is needed in order for everyone to become involved. And even better, everybody will have ownership of the content.

MULTIPLY

From this point, the developing work can proceed in various directions. All the team members with the same question/answer sheet can meet to discuss and prioritise. Another option is to allow one or more of the themes to be discussed on a two plus two basis. If every member

of each team shares the same question, this may initially be answered individually, then discussed with a neighbour to one side of or opposite the table. Following this, answers can be discussed across all the groups on a two plus two basis, while attempting, at the very least, to obtain a second opinion from the three others.

FEEDBACK

Unsafe behaviour can occur anywhere (but hopefully not all the time). Regardless, leadership sometimes requires feedback from leader to colleague or subordinate, or vice versa. Two tools for effective feedback have been demonstrated. Research has shown that balanced and accurate informal feedback increases performance and knowledge retention by up to 40%. "In a classroom situation where leaders are learning about feedback, it can appear to be rather ineffective and artificial. But in order to improve, it is necessary to practice and leaders who apply this technique have reported very positive results," says Rehnnny Sommer.

"What we try to do is identify the resources people already have and then develop new knowledge TOGETHER."

Behavioural Based Safety

Training

By Rehnny Sommer, Consultant,
Green-Jakobsen A/S

BEHAVIOURAL BASED SAFETY TRAINING AT SEATRANS

Green-Jakobsen has conducted training sessions in Behavioural Based Safety for Seatrans in both Bergen and Gdynia. Participants for the training included office staff and officers from all levels and segments of the Seatrans Fleet.

THE CONCEPT OF BEHAVIOURAL BASED SAFETY

In any given place and in any given situation our actions are determined not only by our knowledge, but also, for a very large part, by the experiences we have gained in our lives and the way we are affected by others.

An example of this is the use of a seat belt when driving a car. In most countries this is now mandatory and yet it is still very common to see people driving without wearing a seat belt. These people choose not to wear a seat belt even if they are aware that it is safer to use one and that they will get fined if they are caught not wearing one. However, such people may consider not wearing a seat belt more comfortable and, as they had never been involved in an accident, would regard the risk as small.

Such events in the earlier part of one's life are called antecedents. The positive effect of certain behaviour increases this type of behaviour. In this particular case, it feels more comfortable not to wear a seat belt, the person has never been involved in an accident, thus they continue not to use a seat belt. Antecedents can work in the opposite way, too, i.e. if you observe a negative effect regarding certain behaviour, this decreases the behaviour.

For example, the person's co-passengers keep asking them why they are not wearing a seat belt; they are fined every time they drive without wearing a seat belt; they

themselves, or someone close to them, are involved in an accident in which a seat belt could have saved lives.

Behaviour is often learned or adapted directly from others. When looking at the way we perceive safety, it is clearly affected by the people around us, their actions and the behaviour they exhibit. Regarding the above example, if you are a passenger in the same car as a person driving without a seat belt, you will be affected by the driver's behaviour. In other words, a passenger observing the driver's behaviour may also choose not to wear a seat belt.

Behaviour is often learned or **adapted** directly from others. When **LOOKING** at the way we perceive **safety** it is clearly **affected by the people** around us, their actions and the **behaviour** they **EXHIBIT**



'BBS is an INJURY prevention process'

SO WHAT IS BEHAVIOURAL BASED SAFETY?

Behavioural based safety is a process that helps employees identify and choose a safe behaviour as opposed to an unsafe one. When showing behavioural based safety you reflect a proactive approach to safety and health management, and injury prevention. The BBS process focuses on at-risk behaviours/conditions that can lead to injury and also on safe behaviours that can contribute to injury prevention. In very general terms you could say that BBS is an injury prevention process. Behaviour-based safety is based on four key components: Situational awareness and observation, Informal feedback process, Defining improvement goals and Follow-up on goal attainment.

Behaviour-based safety is based on four key components:

1. Situational awareness and observation
2. Informal feedback process
3. Defining improvement goals
4. Follow-up on goal attainment

SITUATIONAL AWARENESS AND OBSERVATION

Studies of accidents in maritime operations support the notion that lack of situational awareness accounts

for as much as two-thirds of incidents attributed to human error.

Situational awareness develops from moment to moment and the basic perception of what is going on in the surrounding environment through observation and awareness is a key component in reducing incidents and affecting the safe working environment. A person's situational awareness can be affected by, for example, home/family problems, fatigue, stress/workload, routine tasks, job prospects, conflicts, daydreaming, etc.

It is important to improve on-the-job awareness and this can be achieved through, for example, communication, interaction, job rotation, change of work level, and training.

INFORMAL FEEDBACK PROCESS

Surveys have shown that the most significant factor in increasing performance is balanced and informal feedback. Thus, it is important to learn and practice giving feedback. Feedback can be used between colleagues, from superior to subordinate, or vice versa. Different tools for handling feedback each have their own advantages – what they have in common is that they can be used in many other non-work situations, i.e. when you are relating to family and friends, for example. You can often choose to give either corrective feedback or appreciative feedback. In this way, you are supporting the antecedents for good safety behaviour.

'Balanced and informal feedback increases performance and knowledge retention by up to 40%'

DEFINING IMPROVEMENT GOALS

When you combine the setting of desired individual goals with the feedback received, you will achieve a clear target for the employee to aim at. Setting goals shows the employee that you are interested in the individual and support both commitment and mutual understanding. Clear and defined goals are also a major performance driver.

FOLLOW-UP ON GOAL ATTAINMENT

In order to ensure that the defined improvement goals are achieved, it is important to follow-up on the feedback received. This will give you the opportunity to align your expectations with the current performance according to the goals set. If the improvement goals have been achieved you can offer support and show your appreciation of this through your follow-up. If the set improvement goals has not been achieved thus far, or nothing has happened in terms of reaching them, you need to identify the barriers that have prevented the set goals from being achieved. By accentuating the positive and managing the negative you can drive performance further.



As part of the ship management team on board, what is the most **IMPORTANT STEP** you can take to improve

the safety culture

on board the vessel?



Michał Kwolczak,
Chief Mate, Trans Catalonya

"The best thing I can do after this course is to transfer the knowledge to the ship. I even have a plan regarding how I'm going to achieve this. I think Seatrans has a good safety culture but it needs to be developed further. As safety officer on board I have a special role to play. We have safety meetings, and the SIS help us to progress. But it is also important to have a good atmosphere on board based on good relationships among all of us!"



Piotr Kondratowicz,
Chief Mate, Trans Sea

"On board there are thousands of procedures to follow. These are difficult. We used to have short and informal meetings where jobs and procedures were discussed. This creates more involvement, a better atmosphere and improved safety for all on board. In addition, when it comes to undesirable safety behaviour, the feedback models that formed part of this course are good and are something I will take back to my colleagues on board."



Jarosław Wolanin,
Captain, Trans Scandic

"We have received an excellent lesson in how to improve the safety culture on board. However, the models we have been taught and shown regarding HOW we can learn effectively, are new and completely different from those we knew from before. The models are easy to transfer. Now it is up to us to transfer the tools to the crew. I will attempt to do this at our safety meetings."

New Safety Culture ambassadors

Green-Jakobsen has conducted a number of courses for both the office and the top four ship managers. The following personnel took part in the course that TRANSNYTT attended:

Wojciech Adamowski, Antoni Borkowski, Dariusz Cerek, Mariusz Drabczynski, Robert Kalisiak, Piotr Kondratowicz, Michał Kwolczak, Olaf Lisakowski, Bartosz Piasecki, Andrzej Sitarek, Rafał Skwierawski, Sławomir Strzałkowski, Jarosław Wolanin, Maciej Zielke, Cezary Chajewski.



Trans Carrier: The huge windmill project started a bit before Astrea was ready for duty. Trans Carrier and the crew did a perfect job here, too.

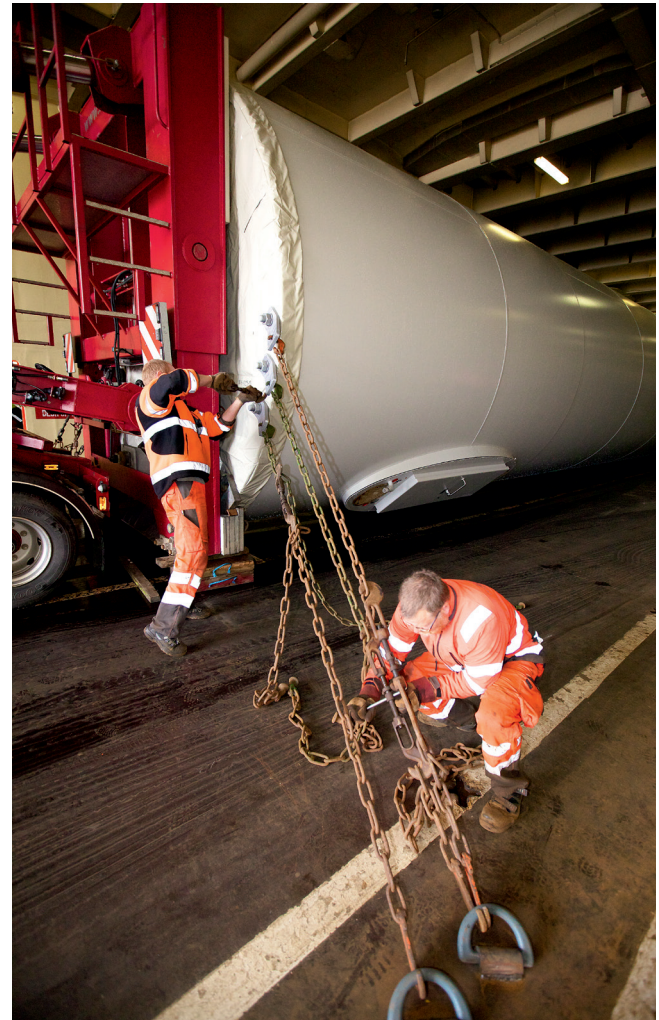
SC Astrea carrying windmills

Sea-Cargo took over ownership of the Ro/Ro vessel SC Astrea earlier in the year and implemented an upgrade to the vessel in addition to a maintenance program at the yard in Haugesund. With a fresh coat of paint and in fine ship shape, she started on her largest transport assignment ever on 10th of May, carrying windmills: 27 complete wind turbines to be transported from Esbjerg in Denmark to Teesside in the UK.



▲ **Reversing expertise:**
At the terminal in Esbjerg, the vast windmill elements are reversed onto Astrea.

"SC Astrea is the perfect vessel for this type of transport assignment, as she has a strong ramp and high main deck."



Dimensions: Even the powerful harbour workers in Esbjerg seem like ants beside these vast elements which are destined to form part of offshore windmills.

Siemens Wind Power in Denmark contracted the vessel for the assignment, according to Director Sales & Marketing of Sea-Cargo, Erik Paulsen. He explains: "The windmill components are manufactured at several plants in Denmark and transported by road on special vehicles to Esbjerg. This is relatively heavy and long material: The heaviest units have a net weight of approx. 80 tons, but total weight including vehicles approx. 144 tons. We have to admit that the Danish traffic authorities have done a great job allowing for this type of long and heavy transport. Roundabouts have been designed so that long vehicles can drive straight over them, and the road signposts are fitted on hinges so that they can easily be folded down if required. SC Astrea is the perfect vessel for this type of transport assignment, as she has a strong ramp and high main deck."

SC Astrea will carry the elements for two complete windmills on each sailing. Once unloaded in Teesside, the elements are transported to a storage and assembly plant. Once assembled, the towers will be loaded onto a special installation vessel which will transport them to their location offshore. The towers are fitted directly to the pilings which are already fixed to the seabed.

The project is scheduled for completion on 25th of June. After that, SC Astrea is to sail on local transport assignments for specialised wind turbine towers from Horsens to Grenå in Denmark. These towers are quite simply too large for land-based transport. In the period up to February next year, SC Astrea will carry a total of 111 towers," confirms Erik Paulsen.

She has had two lives with two very different identities. Trans Holm, built in 1981, started life as a side port paper vessel called 'Estrella', which is Spanish for 'Star'. In 1993 she was rebuilt and transformed into a modern chemical tanker, with Teflon coated tanks. She also received her new name. Now she is history.

Trans Holm on **her final** **VOYAGE**

Estrella: Bjarne Palmstøm got a model of the innovative ship Estrella. Now the original is gone, but the model is still there – as the memories of a good vessel.





By the end of the day: Trans Holm is now under recycling. Here trip at Radøy outside Bergen she waits for her final trip.

"Estrella was built to satisfy the specific demands of one of our major clients, 'Danske Presse'. Unlike other newspaper clients, the Danish publishers coordinated their paper procurement and even collected it at the factory quay," Bjarne Palmstrøm recalls. Palmstrøm now enjoys the freedom of being a pensioner, although for over 50 years he had various positions in the shipping industry. He started his career in Det Bergenske Damskipsselskap and joined Seatrans after the paper ships that belonged to the two companies in 'Forest Transporters' joined forces and became a fully owned enterprise within the Seatrans Group.

"After several years, Estrella was not large enough for the increasing volumes required by Dansk Presse. In fact, the vessel became redundant. We sent her to the Gold River project on the Canadian West Coast. One season later she returned home. At this point, Johan Hvide saw her potential: "Let's rebuild Estrella as a chemical tanker." So this is what we did, although I think he can tell this story better than I," Palmstrøm confesses. "However, there is one story about Estrella that I can tell you. As a result of the close co-operation we enjoyed with Dansk Presse, the CEO's wife was asked to christen the ship. When the day arrived, Bergen Flesland Airport was covered in a heavy, thick blanket of fog. The godmother, Ms. Balslev, was very pleased to get the very last seat on a plane that landed at Flesland. However, the rest of her party were stuck at various airports. The ceremony took place at Bergen port and a short trip was taken on the fjord – though we couldn't see anything at all. Our distinguished Danish guests landed later the same evening and we had an enjoyable christening party at Fløien Restaurant in Bergen. So, she was christened and she became a great vessel," Palmstrøm concludes.

Ship Owner Johan Hvide fully agrees. "It cost some NOK 70 million to rebuild her in 1992. A five year contract with the Swedish company Alufloor created the economic basis we needed for taking such a risk. Trans Holm sailed for 17 years as a chemical tanker and turned out to be a good investment for Seatrans. Technically, she could easily have sailed for a further 10 years, but after 28 years in active service, she was not so readily accepted in the market. Now she will be recycled."

The transformation from Estrella to Trans Holm was also a technical challenge, Johan Hvide explains. "Fluorosilicic acid, the product for which she was rebuilt, is very aggressive. We had to create a solution by using a coating inside the tanks that was able to withstand the aggressive acid. Stainless steel was not good enough - it would be eaten away within hours. We decided to use Teflon. We also needed pumps that could deal with an aggressive acid attack. In close co-operation with engineers at Frank Mohn, we ended up with a blend of steel, chromium and nickel known as Hastelloy. Frank Mohn then adapted their standard pumps to be built in this super resistant material. The tanks also had to be independent, so each tank is like a container. The Trans Holm was a one of a kind, and thanks to what we learned through the Trans Holm, we were later able to build the Trans Fjell, still with us today and performing under the same contract as the Trans Holm was rebuilt for."



New at Seatrans

Przemyslaw Stepień (30) started as IT System Administrator at the Seatrans office in Gdynia in April. He comes from Poland but has worked with IT and System Administration in the UK and in companies in Poland, such as Det Norske Veritas, for example. His main focus at Seatrans will be on IT systems on board the vessels. Przemyslaw lives in Gdynia and has a fiancé – although there are rumours of a possible future event...

ANNIVERSARIES

50 years

Jong Wladyslaw	30.04.2012
Schirliu, Mitica	02.06.2012
Jurlin, Ivica	14.08.2012
Pectu, Petre	20.07.2012
Vladila, Vasile	03.07.2012
Wodkowski, Jerzy	26.08.2012
Skibola, Predrag	03.07.2012

60 years

Odd Arve Ulvøy	07.04.2012
Adamowski, Wojciech Kazim	07.07.2012
Brzeski, Edward	10.06.2012
Prusakiewicz, Jan	20.06.2012
Adamczyk, Adam	11.06.2012
Charlampowicz, Wiesław	02.07.2012
Krupa, Waldemar	08.04.2012
Kurkowski, Józef	12.05.2012

Ship of the year 2011

Trans Emerald with zero non-conformities

It was a busy year. Trans Emerald was fully engaged. Demand was high. The vessel delivered: Satisfied customers, perfect vetting results and perfect co-operation with the onshore organisation. Trans Emerald became 'Ship of the year 2011'.

In March, ship owners Johan Hvide and Lars Helge Kyrkjebø, together with Director of Ship Management Atle Sommer, proudly presented the winner of the 2011 Ship of the Year competition. Very high standards, but also very good performances on a number of the company's ships: Trans Emerald was awarded the prize this year. Here are the reasons behind the judges' decision:

- Throughout 2011, the Masters and crew of Trans Emerald have worked systematically to improve the quality and safety performance, and have achieved very good results.
- The crew also achieved excellent results within vetting, and both port state controls and ISM/ISPS audits have been passed with ZERO deficiencies/Non Conformities. The vessel has a spotless record for 2011.
- The whole crew is very motivated and has integrated the safety management system effectively into their working methods and routines.
- Near-accident reporting and risk assessments have been effectively implemented and shared.
- Through good planning and working routines the vessel has been kept very well maintained, clean and tidy.
- The SMT cooperates very well with all departments ashore and are also good owner representatives.
- Both Masters are setting high standards for the vessel and crew performance. Combined with setting true quality and safety performance standards, they have managed (together with the SMT) to maintain a caring and positive atmosphere on board.

"This year we have seen significant improvements being made on several vessels and, summed up over the entire

fleet, this has resulted in the best QHSE performance ever! All these improvement initiatives are acknowledged and highly appreciated, steering Seatrans towards a best in class status. The fact that it was actually difficult to pick the ship of the year is a fortunate situation that we should all be proud of. Please keep up the good work and let's make further improvements throughout 2012," comments Lars Helge Kyrkjebø.

The personnel at head office in Bergen also share this positive view, senior operator Marit Lie explains. "They (Trans Emerald, editor's note) are very positive in their communication with us, provide quick responses and carry out their jobs thoroughly. They are good co-operators," Lie concludes.

The **Editors** would
like to extend their
congratulations
to the **whole**
Trans Emerald **crew!**



Privileged: We have the best crew in Seatrans, says Captain Jacek Frymus, accompanied by Chief Officer Gengiz Serfedin and Chief Engineer Boguslaw Debski on Trans Emerald.



The SOTY winning team: This is one-half of the crew that succeeded so well last year on Trans Emerald.

“We knew we would
WIN”

“We have been working very hard over a long period of time to position ourselves to win the Ship of the Year (SOTY) award for 2011. We have achieved good results and we ‘knew’ we would win this year,” says Captain Tomasz Matusiak on Trans Emerald, with a smile you can hear on the phone all the way from the port in Marseille to Bergen.

The good results are a clear sign of a very close and positive co-operation between the two captains in charge of the Trans Emerald. But can two good men really win such an award on their own?

“Certainly not. But we are privileged. We have the best crew in the whole Seatrans fleet!” Tomasz Matusiak continues. “As masters on the ship we work hard to ensure that all

our crew members are happy and, if you were to ask them, I think they would confirm that we have created a good atmosphere on board.”

Trans Emerald sails with a crew of 16 to 17 men from Poland, Romania, as well as Croatia. “We are a great mix,” the Captain explains.

And what have you used the SOTY award for? “We saved our welfare money two months in advance and planned to buy a satellite tracking TV antenna as soon as we received the award. The antenna was bought immediately so we are now able to watch national TV from wherever we happen to be,” says the well-calculating and hard-working captain on Trans Emerald.



The best observation in May: Edward Brzeski (left) received the award from Harry Jostein Vågen, Offshore Manager at EMGS



Eyes wide open: Florin Nica won the April award for observing an emergency exit that was blocked by some oil drums. The April prize was a 1TB Hard disk.

Competition on EM Leader:

OBSERVER of the month

Having your eyes open and thinking about what you see seems to be profitable at EM Leader. Every month, the best observation reported through the SIS system is rewarded. All crew members from both Seatrans and the client EMGS on board are invited to participate. The aim is to build a safety culture on board the vessel. 33 pairs of eyes (on this rotation) are more effective than just a few. All are equally important in creating and maintaining this culture, says the Captain.

-For May, the prize went to AB Edward Brzeski. He observed that the warning lights on top of the HPU containers on deck (fixed

red and green) could be misinterpreted as the EM Leader's navigation lights by other vessels, thereby give a totally wrong impression of the EM Leader's course. For making this observation, Edward won a digital camera sponsored by EMGS, Captain Terje Ræstad reports. In April, there were two winners. 2nd Engineer Florin Nica and Navigator Wei Teck Yap – simply known as 'Wilson' – from EMGS, were awarded one prize each. According to HSEA Brigitte Westcott in EMGS, 58 observation cards have only found their way into the mailbox for this 5 week rotation. Since the cooperation with EMGSW started in January, a total of 364 observations have been recorded on EM Leader.

COVER PHOTO

In TransNytt 1/2012 we had a cover photo of one of our brave seafarers standing at the bridge wing looking for possible piracy attacks. The photo was reason for others in Seatrans to note that the watch man did not wear correct PPE. The Editors will thank you for the response and will take this into consideration for the future.



TRANSNYTT

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