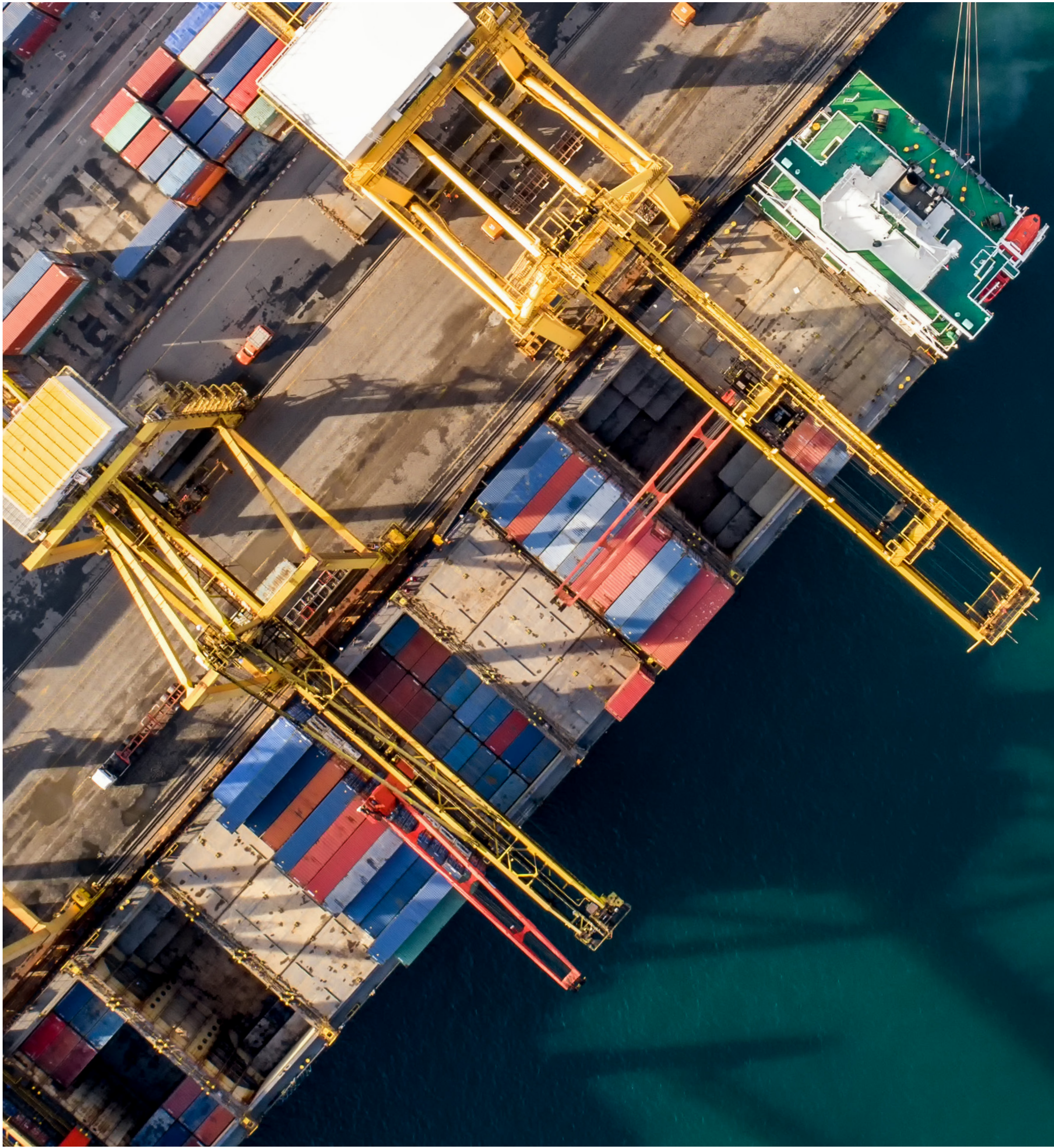


**Together  
in Safety**



**Shipping  
Safety  
Report**



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# Introduction

More than 50,000 ships sail our oceans every day, transporting goods from all corners of the earth. Shipping is vital for the world to function, from the food that we eat, the goods that we use every day and the energy that we need. Yet the shipping industry as a whole has an unenviable safety performance, with the number of reported shipping casualties or incidents increasing by 5% to 2,815 in 2019 compared to 2018.<sup>1</sup> The consequences of a significant incident can be catastrophic – lives can be lost or changed forever, and reputations damaged beyond repair with the financial impact stretching into the billions.

Good safety goes hand in hand with a licence to operate. A poor safety record is bad for business; an accident can cost an organisation dearly, from the cost of delays whilst investigations are happening, management time, through to compensation costs.

And behind the safety statistics and the business impact are real people, with real lives and families and children to support.

The global shipping industry employs some 1.6 million seafarers who are fully reliant on the safe operations of every shipping company. The COVID-19 global pandemic has added a new dimension to safety in 2020, as the importance of seafarer physical and mental well-being has been catapulted into the industry spotlight.

Extended periods on board, time away from loved ones and increased uncertainty as a result of the pandemic sees a greater potential of mental and physical fatigue, an underlying cause of human error estimated to be a contributing factor in 75% to 96% of maritime incidents.<sup>2</sup>

Many companies and organisations are implementing valuable practices that are making significant differences to the safety of their seafarers. While this is welcomed and needed, there is still more that must be done if the industry is to achieve an incident-free future.

As the shipping industry faces new challenges, maintaining the current approaches to safety will not deliver the improvements needed.

<sup>1</sup> Allianz Global Corporate & Specialty, Safety and Shipping Review 2020.

<sup>2</sup> Allianz Global Corporate & Specialty, Safety & Shipping 1912-2012. From Titanic to Costa Concordia.

# Together in Safety

The shipping industry has a proud history that dates back centuries. However, the fragmented nature of the industry can often lead to barriers in sharing learnings across sectors, and restricting improvements

in the safety of worldwide shipping. Unlike the air and rail industries, the shipping industry has no single, collaborative group looking at safety.



## Case study

### Data sharing for improved safety, Rail Safety and Standards Board

*Data sharing has driven dramatic changes in many transport industries. The rail industry set up its own data sharing programme, the Rail Safety and Standards Board (RSSB) following the death of 31 people in the Ladbroke Grove rail crash. This incident was caused by signal visibility issues, which had been noted on multiple occasions but not acted upon. There were four separate groups set up to tackle signal visibility problems, but these attempts were 'disjointed and ineffective'. The RSSB collects data from all UK rail companies and builds it into new standards, driving safer practices across the*

*country. The RSSB is able to identify the factors leading to serious incidents and give rail companies the tools to manage them. Since the Ladbroke Grove crash, incidents have drastically reduced, with most of the last 10 years suffering no fatal accidents whatsoever.*

To achieve a real shift in safety performance, the industry must approach safety differently, with the whole industry collectively working as one global team – from ship owners, managers and builders through to industry groups, classification societies and P&I clubs.



Together in Safety has brought all of the major shipping groups into one location, supported by major shipping companies with insurance and classification societies. For the very first time, the industry has come together as a united force, where combined safety experiences, learnings and leadership are leveraged, with sectors working together and larger organisations helping and supporting smaller industry partners.

With a vision of working together towards a zero-incident future, Together in Safety recognises that there is more that can be achieved in uniting the shipping industry around safety. For the first time, all sectors from across shipping have come together with a common purpose to make a step change in their safety performance.

First proposed at the Global Maritime Forum Annual Summit in 2018, 20 leading shipping organisations have spearheaded this approach to safety:

*AP Moller – Maersk AS, Australian Maritime Safety Authority, BIMCO, Carnival Corporation & plc, Cruise Lines International Association, Danish Maritime Authority, Euronav, Gaslog, Global Maritime Forum, INTERCARGO, Interferry, International Chamber of Shipping, INTERTANKO, Lloyd's Register, MSC Group, OCIMF, Thomas Miller, Shell Shipping & Maritime, UK P&I Club, and V.Group.*

Under the four guiding principles of Leadership, Accountability, Collaboration, and Care, Together in Safety has compiled a set of safety best practice and learning programmes, which are available free of charge to everyone on the new Together in Safety website: [www.togetherinsafety.info](http://www.togetherinsafety.info)

Together in Safety:

# Leadership



**Safety Leadership Behaviours:** Modelling the right behaviour and mindset from the top, and building a foundation of strong safety leadership that supports the organisation.

**Leadership Visits:** Learning tools that promote the importance of leadership presence and examples of

how good engagement with those at the forefront of an organisation's shipping operations can make a real difference to the safety culture, and be truly transformative when championed from the top of an organisation.



## Case study

### Safety leadership from the top, Shell Shipping & Maritime

*How leaders act and behave, what they say and what they don't say has a critical impact in the safety mindset and culture within their organisation.*

*Shell works with some 450 shipping and maritime contractors of varying size, differing nationalities and multiple languages. Embedding the importance of 'safety begins at the top' across all their contracting partners has been a focus for 9 years.*

*In 2011, Shell had a serious or potentially serious incident every 7 days. Working with contractor partners, a series of safety programmes were put in place to improve safety performance. With a strong focus on visible and felt leadership, instilling the power of leadership accountability and personal commitment to safety from the CEO right through to the deck hand on the ship has been critical.*

*More frequent and better quality CEO ship visits, along with learning and care programmes, have helped reduce Shell's risk of a serious or potentially serious incident ninefold to one every 64 days in 2020.*

Together in Safety:

# Accountability

**Golden Safety Rules:** The 9 golden safety rules focus on the work areas known to have a significant impact on safety in the shipping industry. The easy-to-follow rules highlight the key issues within each work area, and give operators a series of dos and don'ts to share with employees and promote safer working practices.

**Safety Learning & Training Resources:** Training materials and learning programmes, including modules on reflective learning about incidents and crew engagement tools that have been specifically designed to be run on board by a ship's crew. These tools are engaging and easy to use, providing helpful safety awareness reminders for busy operational teams.



## Case study

### Continuous training for continuous safety, Thomas Miller P&I Ltd

*During training scenarios in simulators or classrooms, seafarers know they are safe, but in real-life situations, safety is no guarantee.*

*Operational challenges are ever-present in vessel operations and while many of them can be predicted with procedures developed to deal with them, it is not possible to develop procedures to deal with every situation that the crew may find themselves in.*

*Continuous training, in particular evidence-based safety training, is fundamental to achieving a safe and satisfactory outcome to challenging situations.*

*Research has proven that most incidents and accidents are caused not by technical errors but by crew management errors. To be able to improve safety and avoid incidents, it is important to understand what drives human performance, and how it can be managed and incentivised through proper and regular training.*

 Case study

## Building competence to drive safety culture, Lloyd's Register

*Competence is central to an effective safety culture, providing colleagues and leaders with the means to understand the critical behaviours and skills they need to conduct their roles safely. In 2018, Lloyd's Register (LR) renewed its focus on safety competencies, introducing practical training for tasks where safe decision-making was critical.*

*Using the lessons of incidents and known safe practice, LR developed a global training syllabus which enabled LR's 2,800 surveyors and inspectors to enhance their competency while undertaking safety-critical activities.*

*Since introduction, the number of high potential incidents (incidents that resulted in harm and those with the potential to do so) have reduced by 63% with employees' level of confidence in working safely and speaking up in unsafe conditions increasing. Investing in the safety competencies of field personnel is one of the most effective safety interventions LR has made.*





Together in Safety:

# Collaboration

**Data Utilisation:** Gathering and analysing incident data is crucial to enabling the shipping industry to make the step change required. Incident and near-miss data are critical to learning.

## New Data Sharing Tool

An open data platform is relatively new in the maritime industry and has the potential to change the way data is shared. It has proven to be a significant contributor to the improved safety performance in the aviation and rail industries.

As part of Together in Safety, a new data platform has been developed and aligned with HiLo, which is an independent company established 3 years ago. HiLo uses predictive risk modelling with incident weak signals to highlight the potential for major shipping incidents before they happen.

Called the HiLo Open-data Platform or HOP, ship owners and operators can benchmark their own levels of high impact events, also utilising HiLo's extensive database of more than 4,800 vessels and 250,000 incident data points. HOP is free to use and all data is anonymised, so not attributed to any company.

HOP follows a straightforward three-step process in which users upload their organisation's safety data into a secure portal, confirm the type and number of ships they own/operate, and receive a bespoke benchmark analysis.



## Case study

### The power of data: a journey of deliberate learning, V.Group

*Over the past 5 years V.Group has focused on further improving the safety culture throughout their organisation. While this has been successful in reducing undesired events, there was a real desire to reduce the potential for a significant incident even further by being more proactive.*

*V.Group identified that learning from failure after an incident seemed too late, and with more than 25,000 safety observations reported annually, the opportunity to learn from leading events was being missed. To make a real change for the better, V.Group made the conscious decision to make operational learning from leading events a key part of its overall safety culture strategy.*

*Effective utilisation of data has been a game-changer. The strengthened reporting culture across their fleet has enabled V.Group to measure the weak signals that could potentially lead to serious incidents.*

*By listening to the safety messages coming from the sharp end of their business, and committing and delivering on their actions, V.Group is driving a positive change with the right leadership mindset.*



Together in Safety:

# Care

**Mental Health & Well-Being:** Practical, easy-to-follow self-help modules, sharing the steps organisations and individuals can take to promote and improve physical well-being and better understand mental health.

# Get on Board



Getting on board with Together in Safety is quick and easy. There is no subscription or membership charge. All best practice tools and resources are freely available for all to access through the Together in Safety website: [www.togetherinsafety.info](http://www.togetherinsafety.info). The only request from organisations is that they freely share their own successes, tools and materials through the Together in Safety platform, for the benefit of all.

The power of Together in Safety resides in the sharing of information from within the industry. As Together in Safety gains momentum, the best practices, learnings and knowledge sharing will grow and develop – by all and for all.



Get in touch with us  
to find out more about  
joining Together in Safety:

[www.togetherinsafety.info/contact-us](http://www.togetherinsafety.info/contact-us)