



The Swedish Club

AGM special

The Club welcomes
a new Chairman

Changes at the top

A summer of
events



Contents

Leader

A very special issue3

AGM: Managing Director's Report

Well begun is half done4

AGM: Speakers

The art of moderation.....7

Seven ways to own the world.....8

How to drive a high performance organisation culture.....10

AGM: Speaker interview

Getting people thinking.....12

Passion, people and true grit.....13

AGM: Changes in the board

All about trust.....14

Moving forward with a winning concept16

Shipping – too fascinating to stop18

Ready to step forward19

The 2023 Board.....20

Out and about at the AGM

The Swedish Club Mutual Football Cup22

Dinner for Early Arrivals24

151st AGM Dinner.....27

Loss prevention

Chief Officer fell to his death during tank inspection30

Bulker focus: Successfully navigating the challenges of transporting grains & soya beans.....32

Reederei Nord and The Swedish Club collaborate to improve onboard safety34

Feature

DSM2023: Strengthening maritime bonds35

Changes at the top

Coming home36

Delivering the promise38

Heading the home team40

Club information

Out and About42

Staff News.....46

Club calendar47



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The Swedish Club

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Production Coordinator
Susanne Blomstrand

PR Consultant
Elaborate Communications Ltd

Layout
Elaborate Communications Ltd

Print
PR Offset, Molndal 2309pr900

Contact us:
triton@swedishclub.com
www.swedishclub.com

A very special issue

Welcome to the AGM issue of Triton. This is always a very special issue, focusing as it does on our members, brokers and our business partners.

2023 was a very important AGM for me personally, my first as Managing Director of The Swedish Club. The weather was kind to us, and the Club ran a programme of events that delivered entertainment, education, good food and good company.

This year we were delighted to welcome a full complement of guests from around the world. Whether this was the reason for Team International's victory over the home team in the Swedish Club Mutual Football Cup remains to be seen.

It was an emotional AGM as we said goodbye to Lennart Simonsson, who has served the Club for 25 years, 16 as Chairman of The Swedish Club Board. At the same time we welcomed Peter Claesson from Stena, a longstanding member of the board, to head the Club as Chairman.

As we move into the final part of the year we have completed the changes in the management group and are now focusing on maximising the momentum we have generated across the rest of the organisation. We introduce a number of new team members in this issue of Triton, and we hope that you enjoy finding out more.

Thomas Nordberg
Managing Director



Well begun is half done

Thomas Nordberg, new Managing Director of the Club found himself in an unusual position as he stepped onto the stage at The Swedish Club's 151st AGM. Six months into his new role, and a raft of measures under his belt, he still faced the task of focusing on the activities of the Club in the year before he joined. Yet much has changed. Markets have stabilised, the geopolitical situation has become sadly the new normal, and the marine insurance sector has implemented models that respond to the turbulence faced in 2022.

“This diversified portfolio is good for the Club as we can focus on the most profitable sectors. We should be proud of this.”

An improving picture

Thomas reflected on these factors as he began his address. "2022 was a tough year as we emerged from the pandemic," he explained, citing the high levels of volatility in the markets which affected the investments of organisations around the world as a result of the conflict in Ukraine. "At the same time, post pandemic, industry insurance results began to improve, and the Club posted a total combined ratio of 102%," he added.

A marine insurance company

Nordberg made it clear, however, that The Swedish Club is not 'just' a P&I club. "We are a marine insurance company," he emphasised. "We have an established and healthy Marine book, and we must remember that this is where we started. This diversified portfolio is good for the Club as we can focus on the most profitable sectors. We should be proud of this."

Geographical

The Club maintains a good spread of business across the globe, with a natural focus on Asia and Greece. Of course, the opening of a new office in Singapore last year was an important step for the Club, said Thomas, further strengthening the Club's position in Asia.

A good start to 2023

Growth and performance in the P&I and Energy sectors developed as planned with improved pricing structure across all insurance areas. "At the same time this was achieved with an enhanced focus on the quality of the fleet," said Thomas Nordberg.

This strategy continued across 2023 P&I renewals, with a renewals book of 56.1MGT and a premium and deductible increase of 11.9%, offering a "good basis to continue," he said. Premium growth too has also been very positive, with the Club seeing a growth from just below USD 150 million to around USD 230 million in the last five years.

Claims

Thomas Nordberg pointed to an "amazing recovery, to say the least" in the claims picture. With a benign industry claims climate in P&I, Marine and Energy the market is recovering from the extraordinary post pandemic 2020-2021 claims years. There has also been a low pool claims frequency with only five cases across all clubs in 2022.

Ratings

The ratings agencies continue to show confidence in the Club, with AM Best affirming its Financial Strength Rating

of A- (Excellent). Thomas also pointed out that in May 2023 S&P stated that: "The Swedish Club benefits from strong risk controls and underwriting discipline."

A changing global society and business environment

Thomas believes that there has never before been so many developments in the shipping sector. Outlining the raft of challenges facing both society and industry and their effect on business today, he then focused on a number of key areas:

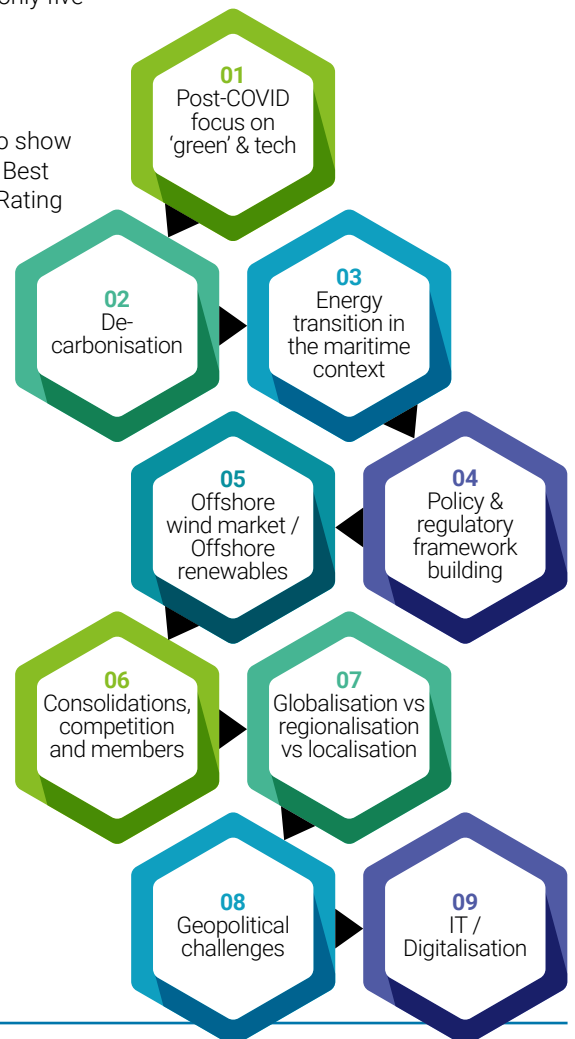
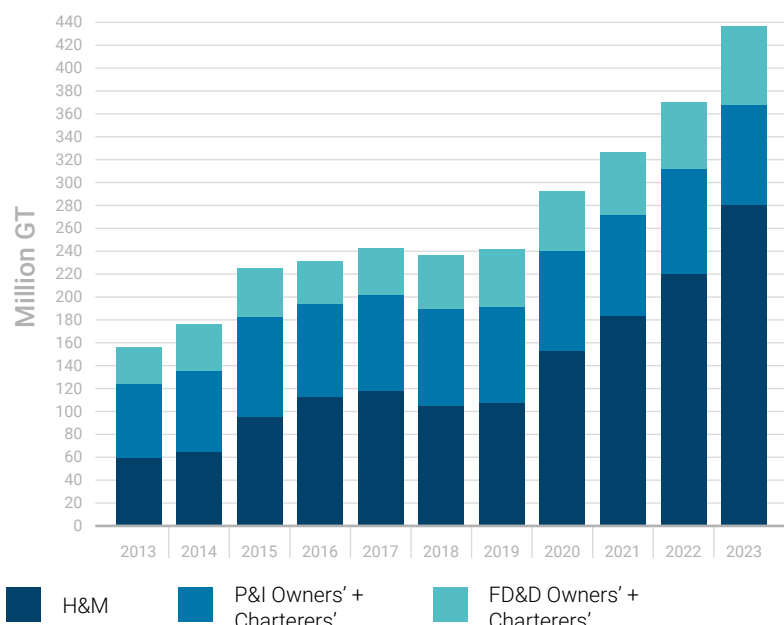
Consolidation

Discussing the challenges posed by consolidation, Thomas Nordberg said: "We now have two superclubs covering roughly 40% of the global market. The remainder will be impacted by this in some way or another."

"We must make sure that we know what is going on as far as possible, prepare ourselves, think strategically to see what we need to do to protect the Club and its

Portfolio overview & developments

GT - Insurance Year Start



membership for the future. We must take as much control as we can and be open to options."

Geopolitics

The geopolitical environment has led to a focus on sanctions, impact on investments, and now we are seeing the shadow fleet, said Thomas. "Ships are transporting oil cargoes outside the price cap. This is growing by the day, and they are trading without proper insurance cover."

Sharing sobering statistics with the audience, he identified the dangers posed to the marine environment, government and industry by the shadow fleet, pointing out that the Club's statistics show that these vessels are operating in areas known for collisions and groundings.

The importance of IG

Within this environment the role of the International Group (IG) is essential, stressed Thomas. The Club has been working closely with the IG in the area of sanctions and regulatory developments. These have caused increasing workload - and exposure - he said, pointing out the value brought by Malin Högberg, the Club's Director, Corporate Legal, who serves as the Chair of the IG Sanctions Committee.

Preparing for the future

Finally Thomas considered his own efforts and the work that he has been carrying out since taking the helm.

"Developments don't just impact on our business but also impact on our organisation. What competences do

we need for the future? What do we need to do to develop into the Club members demand moving forward?" he asked. "There will be a greater need for specialisation and less need for generalists – although of course we must avoid silos."

Organisational changes

"Change must start with the management," said Nordberg, outlining his initiatives in IT & digital transformation, restructuring the management team and undertaking a risk management review. He then focused on the strengthening of the regional offices, and the steps that he has taken to send his senior staff to London and Hong Kong. "It's so important that we have our best people out there," he said. "They are a really strong team."

Sustainability

It is important to identify the ESG risks in the Club's business, said Nordberg. "And sustainability is important for the company, for our business partners and for our members. It's not just about selecting goals and having nice slides. It's about what it means for us - in practice, and the mindset across all areas of our business, to make sure that we implement these goals." 🐦

2023

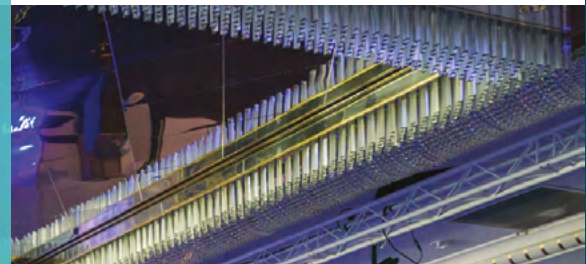
During the Managing Director's presentation, Thomas Nordberg directed the audience to positive developments in results for 2023. These first half results have now been published.

The Club announced a positive first half of the year, with an insurance portfolio that continues to develop strongly in terms of both volumes and quality. It has delivered a profit of USD16 million and a combined ratio of 98%.

Encouraging developments during the year in terms of insurance results

and investment contributions have resulted in improvements to the Club's free reserves, which now stand at USD 166 million.

"We have achieved this as a result of continued strong loyalty from our members and brokers and a programme of structured and systematic efforts to enhance the quality of the insured fleet," said Thomas Nordberg. "The Club will maintain these efforts through the course of the year to continue this momentum and positively impact the overall insurance results and the portfolio profile going forward."



The art of moderation

Phil Parry, Chairman of recruitment, careers and HR specialist Spinnaker Global, took on the role of moderator at the AGM. Triton asked him for an insight into this important role.

What kind of person makes a good moderator? "Someone who finds other people interesting, who is a listener, who doesn't take themselves too seriously, and who can divert or interrupt a rambler!" says Phil Parry.

The role of the moderator

We've all experienced boredom in a conference room, he says. The moderator's job is to help get the audience sitting up, engaged and interested, and keep things lively, flowing and entertaining. And, while sometimes it can be challenging, the moderator should at least bring out the best in people.

"My job is to make the panellists the best version of themselves – and ensure that the audience is willing to extend generosity to them. I look to make connections between people and ideas."

A natural move

Phil has been working in the maritime industry since he left law school 30 years ago. Although he has gained quite a reputation in the industry as a moderator, he says it was never a strategic decision to take on

the role. "However, I do enjoy people – particularly interesting people. Moderating sharpens the mind and I find I am much more able when under that pressure."

Strong personalities

He has come up against strong personalities and those who take up more than their fair share of the discussion. How does he ensure everybody has their say?

"By paying attention. 'That's a really interesting point – what do you think, Mrs X?' is one way to stop a time-hogger."

Sometimes he has to navigate the balance between allowing people free speech but at the same time not letting them step out of line.

"A moderator must have the courage to intervene and disagree, or to pull in others for their opinions. Sometimes it

helps to point out the potential consequences of their actions for others."

Creating the panel

The best panels are made up of people who enjoy being on stage and have something interesting to say, says Phil. For the moderator, it's a question of getting the audience relaxed enough to put up their hands and get involved. But then again, in Phil's world of moderating, audience participation isn't always voluntary.

"Once I was moderating a conference where it became clear that a speaker was about to give an almost identical speech to that of a previous speaker. I roped in the second speaker and together we asked the audience a few questions to work out who were the most interesting people in the audience. We then dragged them up on stage to make an impromptu panel including the second speaker. Thankfully it worked extremely well!"

Personal input

He says having his own opinion or detailed knowledge of a topic being discussed can be helpful. "It enables scene-setting and incisive questioning. It also helps sometimes to be able to interpret jargon for the audience's benefit."

Phil is proud of the fact that he once managed to concentrate enough to summarise an entire two-day conference at the IMO in under ten minutes and make it humorous. "I fancied myself as a standup comedian for about another ten minutes – until I realised that I'm not that funny!" 🐼



Always to
The World

Seven ways to own the world



“I am not a tech guy. I just look like one, so whenever I come into the room, people think I have come to change the toner in the printer.”

With these words, Andreas Ekstrom opened a thought-provoking, funny and sometimes alarming discussion around digitalisation and the way it impacts on us all.

“I am not into this because of the technology of technology but I consider the sociology side,” he said. “I am more interested in power and responsibility – that is the important thing in the digital revolution. There is a huge shift of power. Who is going to take responsibility?”

In the age of AI, we need to make sure we ask the right questions, and that we continue to do so, he stressed. He highlighted seven ‘large digital issues’ that are unresolved and where the audience could think longer and deeper about what this might mean for them. 🐦

To own the world...

1: Own our identity

Andreas outlined a scenario where a country wants to set up a digital identity system but doesn’t have the money. Mark Zuckerberg offers a new e-ID system connected to Facebook – free, he says, as long as the government writes a law stipulating that all its citizens must sign up to Facebook.

Countries that can afford to build their own systems would likely reject such an offer, he said, but – “Integrity is a luxury for those who can afford it. People love to buy Fairtrade coffee – but only when they can afford it.”

What if someone offers a digital healthcare system that is driven by advertising for medical drugs? “Try that in a Swedish hospital and it would be kicked out as unethical. That’s easy to say because we can pay for the system.”

Private actors are going to knock on doors all over Africa, Asia and South America offering all kinds of digital solutions ‘almost free’, based on access to residents’ data, he warned. “It is going to take a lot of integrity or money to resist that.”

2: Own our time

Internet statistics show that in 2001, the largest ten websites accounted for 30% of all web traffic. By 2010, the figure was 75%.

The effective control of the internet owned by Google and Apple is dangerous, he warned. Facebook's acquisition of Instagram and WhatsApp is also a concern. "We like to hang out, chat, etc. – how convenient that these three companies are all owned by the same guy."

Who is owning our time?

3: Make money on money

No matter what you do, you are going to have to navigate this space, said Andreas. People are very conservative with their money and would rather use the same bank as their parents than go for incredible interest rates. "Banks are in the driver's seat – with the huge advantage that we are scared and conservative."

Banks can also slip away from their legacy and portray themselves as 'start-ups' by introducing trendy sounding new services. But underneath they are still the same.

"You need to be incredibly attentive if you hold on to large assets," said Andreas.

4: Implement scalability and digital filters

Pictures of the Little Mermaid in Copenhagen have been taken down from the internet more than 100 times because she isn't wearing a bikini. Museums have been threatened with expulsion from Facebook if they don't take down pictures of works of art deemed indecent.

A Norwegian paper ran a special feature on the anniversary of the Vietnam war. Good, solid journalistic work, it was also posted on Facebook, Instagram, etc. Among the images – the famous photograph of the little girl hit by napalm. "Immediately, Facebook took the picture down. Why? Because she doesn't have any clothes on. Facebook was unable to distinguish that this was not child pornography, but an iconic historical document."

Much of today's editing is done by algorithms, explained Andreas. Tech companies have become the editors of the world. "To decide what we are able to see is to own the world – and we have lost control."

5: Be the link between people

Once we had Filofaxes and address books. Now we have our contacts via Facebook or LinkedIn and don't know our own children's phone numbers.

"We don't have control over people registries any more," said Andreas.

"But at the same time the digital revolution has meant that 'getting organised just got easier' – think of Uber, online dating, music streaming. That is why this is so incredibly strong and powerful – it has organised us in a superior way and you can't get past that."

6: Own the place where we talk

Whether it's public discourse and debates or small talk between you and me – both are being conducted via a few websites, which control a huge amount of culture in the world, Andreas explained.

"But what happens when it is all controlled? You get surveillance, Big Brother looking down on us, but also 'sousveillance' with 10,000 annoying Little Brothers looking up – we are keeping a social eye on each other. Culture has changed. We have become incredibly aware of what people think of us. Our friends become our audiences. Sometimes I think we are more free, but sometimes I wonder – where's the space to be tired, hungry, hungover or depressed in a world of perfect Instagram?"

7: To screw net neutrality over

A basic principle of any broadband network is that the provider must allow everybody to use it. Net neutrality laws ensure everyone has equal access, said Andreas.

But think about the political impact if that was not the case – imagine the power of someone who could pay the broadband providers to prioritise certain information, news or feeds and suppress others.

"In a world without net neutrality, all you need is a pile of cash. Make sure you know what net neutrality means for you – or risk not being able to communicate freely.

"I understand if you feel very confused," concluded Andreas. "I do. We are at a learning phase. Don't think you have it all figured out. We are all looking for the right questions."



How to drive a high performance organisation culture

What is your song?

Believe in others, reward the things you want to see more of, be clear about your values, show respect ... company culture specialist Linda Hammarstrand gave a passionate presentation, appealing to CEOs and companies to take a caring, supportive approach to business and their employees.

Carlos the blackbird

Opening her presentation on 'How to drive a high-performance organisational culture' with a picture of Carlos the blackbird (a reference to her new book, 'Let Your Blackbird Sing'), Linda said: "Carlos is sitting in his tree whistling his best song to attract others. The question is, does your company have a song? Everything is about attracting new business, new colleagues, a new partner. Carlos wants to attract the best ones – and so do you."

The COVID effect

The COVID-19 pandemic led us to find new ways of doing things, she noted. As a result, a company that wants to stay attractive as an employer must focus on three points: time, place and value.

Time

"It has become increasingly important that we spend our time in a meaningful way – because there are meaningless jobs and meaningful jobs." Employees are often told what they are supposed to do – but not why, or what value they contribute, she said.

Place

Despite the efforts of CEOs to get people back to the office, half of those who worked at home during the pandemic can't imagine ever going back to the office full-time – "and that says a lot about the culture, they don't see the point of going back".

However, she warned, if you work from your kitchen chair, the world will pass you by after two or three years. "Please, invest your time in others, go to work and sit with others, because you can only develop at the same pace as the world in the same place with others."

Contribution

Companies should focus on creating a 'big charging station' in the workplace, said Linda. "Do you get fired up when you go to work? Do you feel charged up when you go home, or do you feel dead tired?"

We can't threaten people to come to work – we have to teach them, so that people look forward to another day with colleagues, she explained. "It doesn't cost one dollar to care, but the difference between 'I care' and 'I don't care' is dramatic."

Valuing employees

Are employees valued? Linda gave an example of visiting a burger restaurant. Who is the head actor here? "The restaurant manager? No, it's Bob over there, flipping the burgers. He is so important that if he was not there, we would have to replace him in 30 seconds – but the CEO could be away for 30 days without anyone noticing. A doctor can't start performing surgery if the cleaner hasn't been there beforehand.





"We are all equally important on our stretch of the relay. But do you see others, see what value they bring to the chain? What do you think happens to people when they feel so valuable to others? That day when you feel so

"Employees are often told what they are supposed to do – but not why, or what value they contribute."

extremely important to others, you start to do common things uncommonly well."

Inspiring people

Linda urged CEOs and other managers to switch from 'instructing people' to 'inspiring people', to be the leader that they themselves needed when they were young.

"Sometimes you don't see the leader – they are in their rooms with graphs. But we don't talk about percentages to our friends. You have to downsize your strategy. Talk about what's new, what do we have to start or stop doing, talk about behaviours and what you want to see more of. And if you want to encourage a happy workplace, just say thank you – it is the magic word."

'Feedforward'

Replace the idea of feedback with 'feedforward', said Linda. "What are you going to do? Set the day, set the scene, have a feedforward meeting so you know you are prepared for the day. That is how you create hope in an organisation."

See the good in people

Thanking people for what they have done, recommending each other and talking well of each other – at all levels of the business – creates a dopamine rush and keeps energy levels high, said Linda. "See the good in people, say a few warm words about each other. It has been shown that you can increase business by recommending others."

Values

Finally, values. Young people today will not apply for a job that doesn't have values, said Linda. They want to know how they will get experience on their job. "What is it in your company that is so strong that people come back year after year? Stick to your story and don't get watered down to become like everyone else."

Young people grew up being told they should follow their dream and their passion, she said. "If they say they don't have a passion or dream, then it is up to us to fill in their dreams. They are hardworking and loyal but want to see the way forward. We need to help and guide them." 🐋

Getting people thinking



Andreas Ekstrom says his role is never to tell people what to do – but to get them thinking. Winner of Sweden’s Speaker of the Year award and the author of nine books, he describes himself as ‘speaker and educator on all things digital’.

His focus is ‘the sociology of tech’ – the interface between tech, individuals and society as a whole. This begs the question - doesn’t AI add a whole new layer to his worries for society?

“At this point, we need to make sure to act on the problems at hand, and not be too concerned about the science fiction doomsday scenarios,” he says. “Let’s worry about the usual stuff. “Who owns this? Who makes the money? Who benefits?”

Andreas has given talks in more than 30 countries – but that wasn’t always the plan. “I am the son of two teachers and the teaching aspect of journalism almost attracted me. I strongly believe in journalism and education working together – it’s fundamental for democracy.”

The drive towards digital

In his career as a journalist, he ultimately became a culture reporter. “I discovered that all the stories I was writing were gravitating towards digital,” he says. “If you talked about music – Spotify. If you talked about film – Netflix.”

In 2010, he wrote a book about Google. “It sold fairly well and people started calling me, asking me to come to training days and talk at events. It turned out it was my

home turf. I have been a moderator and also a singer in a cover band, so I am not uncomfortable on stage. I would describe myself as a speaker who has practised a lot.”

“At this point, we need to make sure to act on the problems at hand, and not be too concerned about the science fiction doomsday scenarios.”

A turning point

He sees his speaking career as a natural progression. “As a reporter, you don’t write about your views – you are objective. Then you get to a point where you are drawing conclusions, as a columnist or critic. It took time to think I had read and learned enough to stand up with my own opinion.”

An unusual approach

Andreas bases his books on his speaking tours, rather than the other way round. “I speak – and if the content is good enough and tested on audiences, I might write a book. I never thought, let’s write a book and then do the speaking tour.”

Making the right decisions

His book ‘On Finding’ talks about the impact of digitalisation on our brains – specifically through the use of mobile phones. What about his own children – aged 18, 16 and 11? “They are all very different, and we have guided them in the way that has seemed to make sense for them as individuals,” he says. “One started with an iPad at seven. Another had to wait until 11. Looking back, though, if I did it again, I would probably have been even stricter than I was with all three!” 🇸🇪

Passion, people and true grit

Linda Hammarstrand loves to talk about passion. And a short conversation makes it clear that she's been passionate about every step of her career.

From a degree in international marketing, Linda joined Stena Line's onboard services team before being appointed to an HR role and later manager of the Stena Line Academy and Communications Director for Dan Sten Olsson, owner of Stena. In 2015, she was approached by the Clarion Hotel Group to become its 'Director of Passion'. Two years later, she moved on to become a consultant, setting up the Culture Academy.

Today, she combines her role as company culture advisor with her busy speaking schedule.

Too much passion?

Is passion an overused word? "It is overused if you don't feel it," she says. "If someone feels it and means it, then it is not overused. If you are really in love, you can do anything and are willing to change, move, and so on. People with passion are ready to change on a larger scale than people who are bored. Passion is behaviour. One part of it is pure grit to promise yourself you are never going to stop halfway."

Working with people

Linda says she always wanted to work with people. As HR manager for onboard staff at Stena, she was responsible for 400 full-time and 300 temporary staff. When she joined Clarion, her assignment was to make Clarion the most attractive employer in the Nordic Region.

"Clarion didn't differ from Stena except that the floors keep moving on a ship, but not in a hotel. The rest is the same – hospitality," she says. "I have always been fascinated by companies who look after guests and I want to take care of people and give them a good experience."

Creating a brand

She says her role at Clarion was "capturing the soul of what makes us different and how will we do that. It was about creating a brand that sticks, so everyone knows we do things with passion, or we don't do them at all."

Time for change

A turning point came when Linda logged in one morning and found that half of her emails were from external companies seeking her advice and/or asking her to visit and give an inspiring talk about company culture. She took the leap into consultancy and set up the Culture Academy, helping organisations to create and develop a culture strategy – "something that becomes a filter in the organisation, so everyone lives and breathes the same values, newcomers want to share your values, and suppliers know your values".

Preparation

She says she wasn't born to be a speaker: "I was very nervous for the first 200 times, before I knew: 'I can do this'. In the end, it is all about preparation. It is the same in a company. If you want to expand the meeting agenda and consider how we can become more passionate in a task, ask for people's opinions in advance. Then they start to prepare for the meeting, and it will be inspiring and productive." 🐙

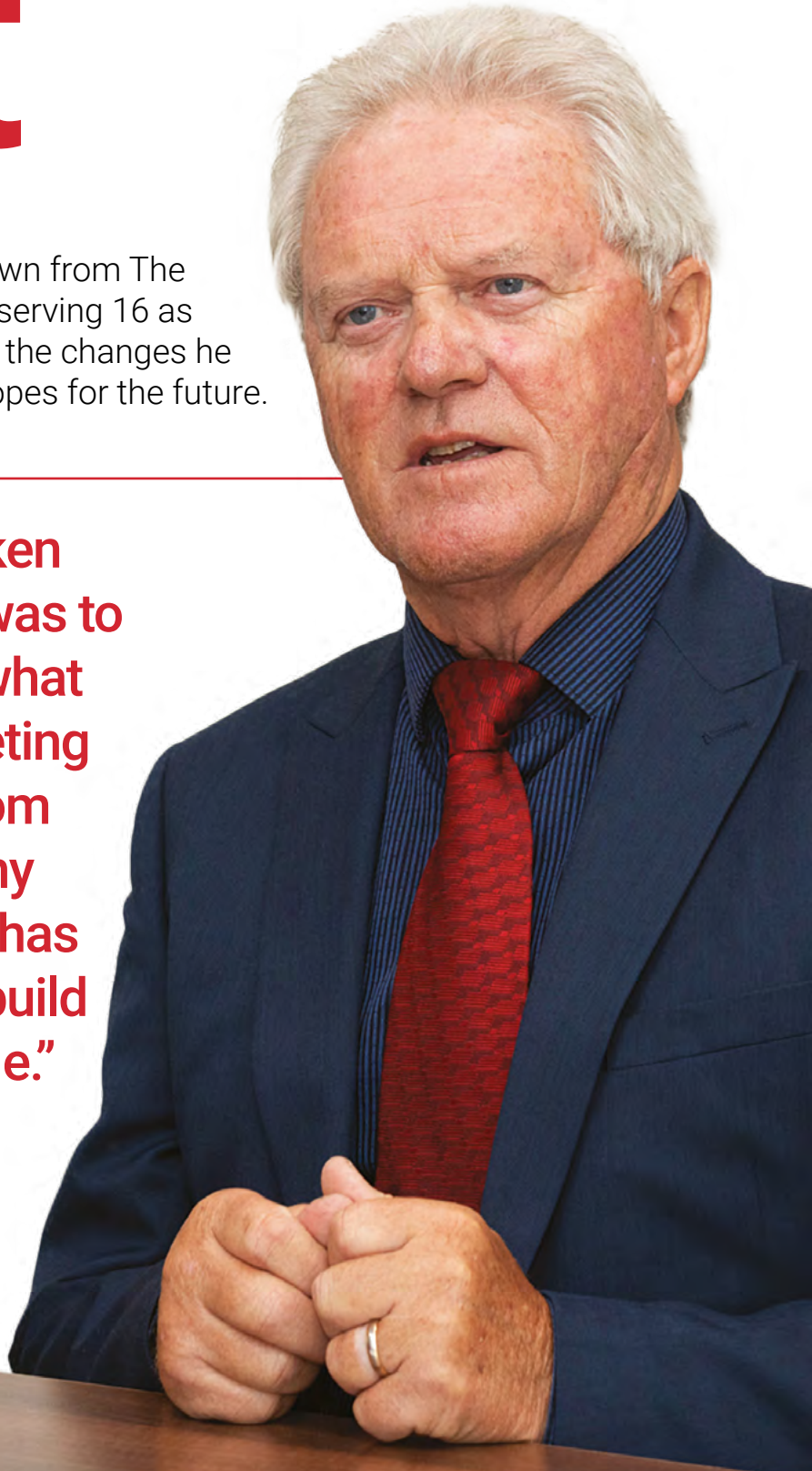
"I was very nervous for the first 200 times, before I knew: 'I can do this.'"



All about trust

Lennart Simonsson has stepped down from The Swedish Club Board after 25 years, serving 16 as Chairman. He spoke to Triton about the changes he has seen during this time and his hopes for the future.

“I am proud we have taken the Club from where it was to where it is now. As for what I will miss, it will be meeting with different people from different cultures. For my whole working life, that has been the core thing, to build relationships with people.”



Trust underlines everything that makes The Swedish Club valued and successful, says Lennart Simonsson. As he passes the baton to a new Chairman after 16 years, he hopes that his record speaks for itself in that regard. "I hope people will feel that I have been standing for the Club. If you care for something, you are willing to stand for it."

"We use the word 'trust' a lot – but it goes for the whole organisation. And The Swedish Club has always trusted that I would never backtrack on anything, so we have a good relationship and respect goes both ways."

Reflecting on the past 16 years, he says: "We have developed the Club in a very good manner and, if there are some emotions in this, what I really hope is that the Club continues to develop in the same direction, where you respect your members and do your best in service, and work in trust all the time."

Interesting times

Lennart has led the Club through 'interesting times', from the low points of the COVID-19 pandemic to the celebrations of the 150th anniversary in 2022.

Reflecting on the pandemic, he says: "Things happen. It could be COVID but it could be a lot of other things. The main point is that if we have built up the trust in advance and built a business that is very solid, then you can cope with it. You know the people and what their concerns and problems are. I was amazed that our board meetings, carried out in digital

"The main point is that if we have built up the trust in advance and built a business that is very solid, then you can cope with it"

format, were as if we were sitting around the table together. Having said that, if it had been new board members who we didn't know as individuals, that would have been more difficult."

He was impressed by the way that Club members supported and helped each other through the pandemic. "It is the mutual thing; help each other. It is The Swedish Club's family feeling."

In contrast, the 150th anniversary was great fun, he recalls. "We are very proud that the Club is delivering what it does today, and has been for many years."

Stability and support

Lennart emphasises the stability and support that should be provided by the Club's Chairman. "Being Managing Director of the Club is a lonely position. They need a Chairman who can support them in a good way. The Chairman needs to know the business, have time for it, and be respected by members. If you were only there for a couple of years, you would not be able to build that," he says.

Striving for quality

Among the developments during his chairmanship, Lennart highlights internal restructuring, a shift to take on a bigger portion of risk and a change in reinsurance structure. "Everything we have done has been to achieve better quality in all that we do, get better information back to members and, therefore, to have fewer accidents."

Regulations

The shipping industry has been through huge changes since Lennart joined the

board. "The financial crisis and other events changed quite a lot in the industry. Twenty-five years ago, it was much easier for new companies to start up and entrepreneurs to build a business. It would be much more difficult to do that today, because of regulations and finance issues. It is a problem for the industry – you need entrepreneurs who can develop completely new ideas. In their place, we have bigger organisations with bigger administrations, becoming much more corporate."

Proud of the employees

Times may be changing, but you still have to understand your business, he says. He is full of praise for the Club's employees, who put in a huge amount of effort and have a wealth of expertise. He says that for his whole working life, his priority has been having belief in an organisation, "knowing what you want to do and working together to achieve it."

Relationships

Lennart says: "One of the great privileges over the years has been to meet and get to know the fantastic individuals on our board. This has really enriched my life."

"I am proud we have taken the Club from where it was to where it is now. As for what I will miss, it will be meeting with different people from different cultures. One of the great privileges over the years has been to meet and get to know the fantastic individuals on our board. This has really enriched my life. Indeed, for my whole working life, that has been the core thing, to build relationships with people."

Advice?

He is reluctant to pass on any advice to new Chairman Peter Claesson, except to say: "Just to make sure that the trust we have been building up remains."

He adds: "I would not pass on advice as an 'old style' chairman. It is fair to say that when you get to my age, you need a lot of youngsters to come into the business. I might say of an idea or proposal 'it didn't work 20 years ago' – but it might work tomorrow, you never know."

"I have always supported youngsters taking on positions. Older people are very good too, but times change – and you really need to take in young people with new ideas." 🐦

Moving forward with a winning concept

The new Chairman of The Swedish Club is Peter Claesson, Finance Director at Stena AB. He spoke to Triton about the Club's strengths, future challenges, and why a team spirit is so important.

“You must adapt to the requirements of the future.”

Peter Claesson says he is proud to have been chosen as the new Chairman of The Swedish Club – and also humbled by the responsibility that lies ahead. A member of the board since 2008, he is looking forward to helping Managing Director Thomas Nordberg set his stamp on the Club.

“It is good to play a winning concept but also good to have a change – not necessarily because what went before was no good but because you can look at anything with a fresh pair of eyes,” he says. “You must also adapt to the requirements of the future.”

Contributing experience

Since joining Stena in 2008, Peter has built up a wealth of experience across the group's ferry, drilling, property and investment companies. His primary expertise is in finance and risk management and he has gained insight into many different industries.

Bringing this experience to the Club, he says: “I will absolutely strive to do my best. We already run the Club to the highest principles. I will support Thomas in energising the organisation and work

with him on strategy: what do we want to do more of and what might we want to do less of? I think we will achieve a re-energised organisation and also perhaps some new thoughts.”

The mutual model remains competitive, he says – “otherwise, clearly every insurance company would have gone in and cannibalised the business”.

Team spirit

He is a strong supporter of giving people the ability and responsibility to think for themselves. “It is no good having a brilliant organisation if one person is taking all the decisions – so it's important to promote a team spirit.”

A family

The ‘family feel’ of The Swedish Club is well known and appreciated, he says. “I think we have enough size to matter but we don't have such a size that members become anonymous. I believe we are big enough to be relevant. The test of whether that is the case is – do we have higher costs or premiums, or worse results compared to others? We will have to continue measuring that.



“If someone can say about me, ‘He did his best, he would be a good role model’, that would be nice!”



“We have good people. Our biggest challenges are rarely obvious to describe – you can’t anticipate every curve ball. But we must be prepared, to ensure we can survive if very bad things happen. That means being agile and having buffers and contingency plans in place.”

Change in career

Peter grew up and went to school on the island of Tjörn. In parallel with his university studies and his first job in a bank, he played football at competitive, professional level for six seasons. He then spent 15 years as head of treasury at a Swedish industrial company, before being headhunted for Stena AB.

The love of football was passed on to his daughters, who both played for many years.

Peter, meanwhile, remains very active – running, cycling and cross-country skiing, including competing in a 90-km cross-country race every year.

A fine legacy

Taking over from Lennart Simonsson, Peter says his predecessor’s legacy is clear. “Lennart is very knowledgeable both within shipping and the insurance business. He has managed successfully to steer us through a number of recessions, the financial crisis and

COVID-19 – and we are still around. Within the board room, he has kept good order and been inclusive in the way he has run meetings, letting everyone be heard. He is a good role model.”

What would Peter like as his own legacy?

“I have a good grasp of the insurance industry and am knowledgeable in the investment area and will bring those strengths to the role of Chairman. I am curious and I want to do a good job. If someone can say about me, ‘He did his best, he would be a good role model’, that would be nice!” 🐦



Shipping

– too fascinating to stop

New board member Ragnar Johansson started his career at sea aged 17, rising through the ranks to Ship's Officer, before coming ashore to continue a distinguished career in shipping. Now CEO of Wallenius SOL, he talks to Triton about the challenges ahead.

Being in shipping can be heaven and hell all at once, says Ragnar Johansson. "But the fun part of it is that you can never plan for what will happen – and it is too fascinating to stop!"

He says shipping has always been his job but also his hobby. He was born in a small fishing village 90 kms north of Gothenburg and that is still where he finds peace, staying in his summer house and fishing for lobster.

A career highlight, he says, has been setting up Wallenius SOL, the joint shipping company of Wallenius Lines and the Swedish Orient Line, formed in 2019 to provide a sustainable shipping service in the Gulf of Bothnia and the Baltic Sea, and signing the order for the company's new ice-rated, LNG-powered energy-efficient ro-ro vessels. He is now looking to hand over the reins and look for future projects.

Major shifts

Ragnar says the shift to decarbonisation is by far the biggest development in the industry since the move from sail to steam and then steam to diesel.

"Nobody knows how this will be achieved, although there are many ideas. There hasn't been such a major shift in shipping during my time – apart from vessels getting bigger and bigger. Now, we don't know what will happen in five to ten years' time. There will be technical equipment on board that will create new risks, for example."

A practical contribution

He says he is honoured to join the board and plans to spend some time at the Club learning more about the business. "The Swedish Club has always operated at a high level and I feel the prestige of being on the board. I am not a lawyer

or an economist, but I am a Master Mariner and have worked with shipping for 45 years; it is that perspective and knowledge of shipping that I can contribute to the board."

Do the right thing

When an officer on the bridge takes a decision, they should always be able to stand up in court later (if necessary) and say why they did it, says Ragnar. "The same is true in business. Do the right thing. That has been with me all my life. Also, I should do the best I can, and others should tell me if it isn't enough."

Close to members

The 'family feeling' of The Swedish Club is important, says Ragnar. "The Club is quite small compared to others but that is an advantage, because you get attention as a member.

We often call the Club to ask for advice and there is always someone who will help – and often the same person." 🐦



**INTERVIEW:****Xiao Juguang**

Secretary to the board of directors and general legal counsel of COSCO SHIPPING Lines Co, Ltd.

Ready to step forward

With a background primarily rooted in finance, Xiao's commitment to the shipping industry and the financial aspects that sustain it is evident: "The international nature of our industry and its diverse challenges drew me in," he says. "It presents a unique set of complexities and global dynamics."

Xiao sees synergy between his role at COSCO Shipping Lines and the value he can add to the Club as a board member. "COSCO Shipping Lines is undergoing a major digital global supply chain transformation and upgrading strategy," he says. "This insight into cutting edge logistics solutions can contribute to the Club's own digital transformation strategies."

The challenges facing the shipping industry are a topic close to Xiao's heart. Economic volatility, trade protectionism, and geopolitical tensions are reshaping the industry's landscape. However, the most profound challenge is the integration of new energy sources and technologies, all against the backdrop of achieving carbon neutrality. "Shipping companies need to unite, cooperate, and strike a balance between achieving emission targets and sustainable development," he says. The global alignment of stakeholders, from cargo interests to regulatory bodies, will be instrumental in navigating these uncharted waters.

Xiao emphasises the historical role of board members at the core of the Club - safeguarding the Club's long-term stability while preserving the rights and interests of both the Club and its members. "The strength of the Club lies in its people," he says. "The Club's enduring success and strong reputation are built upon relationships grounded in trust and mutual benefit. Service excellence and the relationship with our members have been pivotal in sustaining the Club's growth and development over the years."

Looking forward, Xiao acknowledges the evolving challenges that await the Club. In

an era of rapid change, geopolitical shifts, and heightened regulatory demands, maintaining the Club's competitive position and financial stability are paramount. As a board member, Xiao looks forward to working with his fellow directors to guide the Club through these challenges and contributing his expertise to its continued growth.

In closing, Xiao shares his aspirations for the future. "I am proud to be a director of the Club," he says. "I am looking forward to a future in which The Swedish Club continues to excel, and where I can contribute to that success." 🌊

"Shipping companies need to unite, cooperate, and strike a balance between achieving emission targets and sustainable development."

The 2023 Board



Back row from left: Mingfa Liu, Konstantinos Zacharatos, Chen Xiaoxiong, Ragnar Johansson, Michael Vinnen, Anna Fjaervoll, Martin Birgersson, Lars Höglund, Andrew Hampson

Front row from left: Anders Källsson, Demetri Dragazis, Thomas Nordberg, Peter Claesson, Khalid Hashim, Mikael Livijn, Twinchok Tanthuwanit





The Swedish Club Mutual Football Cup

In true traditional style The Swedish Club AGM programme began with a football match between Team International - players from the Club's international members and associates, and Team Sweden - players from The Swedish Club. In a break with tradition however, the Club invited former top professional footballer Pontus Kåmark to provide a commentary on this exciting match, which took place, as always at Heden football field in the centre of Gothenburg.

A thrilling game saw a win for the Away team as they closed 3-2 in the final minutes of the game. Congratulations to all our players and a big thank you to our sponsors.



Team Sweden preparing for the match.



The winning team display their gold medals.



OUT AND ABOUT AT THE AGM

Dinner for Early Arrivals

AGM guests received a warm welcome at Kajskjul 8, a warehouse dating from the 1880s on Gothenburg's dockside. Beautiful weather, great music and The Swedish Club's renowned hospitality made a perfect start to the 151st Club AGM.



From left Frans Malmros (former Managing Director of the Club), Thomas Nordberg (current Managing Director) and Johan Källsson (Erik Thun AB).



Thomas Nordberg welcoming guests to the event.



The famous Swedish Club Schnapps Song Choir.



Thomas Nordberg together with his wife Charlotta Nordberg.



Back row from left: Mingfa Liu (IMC Industrial Pte), Jack Sun (Connaught Shipmanagement Ltd.), Capt. Chen Xiaoxiong (Cosco Shipping Bulk Co.), Ruizong Wang (The Swedish Club Hong Kong).
Front row from left: Andrew Liu (Andrew Liu & Co Ltd), Mrs Grace Zhao, Grace Fan (Hong Kong Ming Wah Shipping Co), Mrs Liu Yana, Mrs Yongting Ye, Lars Malm (The Swedish Club Hong Kong), Shun On Lam (OSM Thome).



From left: Ayad Saab and Andreas Christoforou (Northern Lloyd Insurance Brokerage Services Ltd.).



Martin Brishäll and his band provided the entertainment.



The winners raise the cup aloft at the Mutual Cup awards ceremony.



From left: Nicholas Lemonakis (Fender SA), Andrea Risso (Cambiaso Risso Marine SPA), Giacomo Queirolo & Partner (Cambiaso Risso Marine SPA), Alessandro Valenti (Cambiaso Risso Marine SPA), Dimitris Tolaros (Fender SA).

The Swedish Club waistcoat

In a very special moment, Jan Risinger of Fairwater Marine handed Thomas Nordberg a unique welcome gift, a very special waistcoat. It was one of a pair that Jan had tailored from historic Club ties more than 15 years ago, and he took this opportunity to give his own to Thomas, on the occasion of his first AGM.

AGM visitors will be well aware of the Club's schnapps song tradition, which Thomas can now lead with pride.



From left: Jan Risinger (Fairwater Marine), Thomas Nordberg and former Managing Director Lars Rhodin.

151st AGM Dinner

Thomas Nordberg welcomed members and business colleagues to The Swedish Club's 151st AGM Dinner, and his first as Managing Director of the Club. Held in the new Conference Centre at the Elite Park Avenue Hotel more than 250 guests enjoyed the traditional menu of salmon, white asparagus and fresh strawberries.

He was followed by new Chairman Peter Claesson, who thanked members for the confidence they had placed in him and outlined the challenges faced by the industry moving forwards. He concluded with a toast to the future of the Club.



From left: Per Westling (Stena RoRo AB), Andrew Hampson (Tufton Investment Management Ltd.), Martin Birgersson (The Swedish Club), Ellen Eftestöl and Jan-Olof Grönhult (DNV Sweden AB).



From left: Lena Höglund, Johan and Maria Källsson (Erik Thun AB).



Jack Sun (Connaught Shipmanagement Ltd.) and Mrs Grace Zhao.



From left: Magnus Johansson (The Swedish Club), Michael Vinnen (F.A. Vinnen & Co.) and Mikael Kromli (The Swedish Club).



From left: Aimilia Tomasevski, Tommy Eliasson, Malin Högberg (The Swedish Club) and Chris Goumas (Consolidated International Inc.).



From left: Elpida Hatjioannou (Team Fuel Corp), Maria Kouliga (Trinity Marine Services) and Toulia Hatjioannou (Team Fuel Corp).



From left: Nick Ghiouzelakis (Triton Marine S.A.), Georgia Tsili and Apostolos Paouris (Newport S.A.).



From left: Konstantinos D. Kakatsos (The Swedish Club Greece), Reem Al Omar and Abdullah Al Shammari (Kuwait Oil Tanker Co.).





From left: Lennart Simonsson and Buster Hultman (former Chairmen of The Swedish Club Board).



From left: Marek and Marlene Lipiec (DS Schiffahrt GmbH) and Birgitta Hed (The Swedish Club).



From left: Ruizong Wang (Chairman The Swedish Club Hong Kong), Yana Liu, Yongting Ye and Mingfa Liu (IMC Industrial Pte Ltd).

SAFETY SCENARIO

Chief Officer fell to his death during tank inspection



By Joakim Enstrom
Senior Loss
Prevention Officer

The tanker was berthed alongside and discharging cargo. On completion the following morning the crew began to clean the cargo tanks.

The Chief Officer was in charge of the tank cleaning operation and was giving orders to the Second Officer in the control room and two ABs who were cleaning the tank on deck. One AB worked in the deck trunk and the other was handling and monitoring the tank cleaning machinery on the tank deck.

The Chief Officer's responsibility was to ensure that the tank cleaning was carried out safely and that the tanks were cleaned properly. He visually checked that the tanks were clean by taking a couple of steps down the tank access ladder and looking down the tank while lighting it up with a flashlight. While doing so, the Chief Officer did not wear a fall arrest harness.

As the ABs and the Second Officer were busy carrying out their own tasks, none of them were aware of whether the Chief Officer measured the levels of oxygen and toxic gases in the tank atmosphere before he started visually checking them.



Questions

When discussing this case please consider that the actions taken at the time made sense for all involved. Do not only judge but also ask why you think these actions were taken and could this happen on your vessel?

1. What were the immediate causes of this accident?
2. Is there a risk that this kind of accident could happen on our vessel?
3. What are the procedures when we carry out tank/cargo hold inspections?
4. Is the atmosphere always tested?
5. Is it mandatory to carry an appropriate atmosphere testing instrument?
6. Is this equipment sufficient?
7. What PPE is required?
8. Is it easy to secure a fall arrestor when climbing down a ladder into one of our tanks/cargo holds?
9. Do we have a risk assessment on board that addresses these risks?
10. Is the required PPE included in our work permits and risk assessments?
11. How could this accident have been prevented?
12. What sections of our SMS would have been breached if any?
13. Is our SMS sufficient to prevent this kind of accident?
14. If procedures were breached why do you think this was the case?

After a while the OOW in the cargo control room noticed the Chief Officer's absence, as he didn't answer on the radio; so he told one of the ABs to search for him. When the AB looked down into one of the tanks from the hatch opening he spotted the reflective striping on the Chief Officer's boiler suit at the bottom of the tank near the end of the ladder.

The Master was informed and hurried to the tank and ordered the crew at the scene to fetch a stretcher, oxygen kit, and breathing apparatus. The Master put on the breathing apparatus and entered the tank.

He found the Chief Officer severely injured and unconscious. The Chief Officer had fallen from a height of 10 metres. The Master fastened a harness onto the Chief Officer, and the crew on deck hoisted him up. First aid was immediately given, and the Second Officer contacted the terminal asking them to call the emergency coordination centre.

One hour after the Chief Officer had been evacuated, the Master monitored the atmosphere in the tank. The gas monitor went up to its maximum 100pp of hydrogen sulphide content.

The Chief Officer was pronounced dead at the hospital.



BULKER FOCUS:

Successfully navigating the challenges of transporting grains and soya beans



By Joakim Enstrom
Senior Loss
Prevention Officer

A new publication from The Swedish Club, **Bulker focus: Carriage of grains and soya beans** explores the most common causes of cargo damage when grains and soya beans are transported in bulk carriers, and provides advice on how to prevent them. It also focuses on fumigation and ventilation in detail and contains case studies illustrating many of the common issues faced when transporting these goods.

The efficient transportation of grains and soya beans by sea is essential to global trade, enabling these important commodities to be traded across continents. Such trade occurs on a massive scale, with grains and soya beans serving as staple food sources in addition to being used in many industries, including animal feed production, biofuels, chemicals and food processing.

Grains and soya beans each have their own claims patterns. In this article we explore the claims picture for grain cargoes – the main issues, and the loss prevention measures that can be taken to mitigate them.

In our next issue of Triton, we will focus on soya beans.

Grains

Whilst an average of 5.6% of all bulk carriers insured have made a grain claim in the last five years, there has been a steady increase in the frequency of claims over the period. Only 3.7% of vessels made a claim in 2018 compared with 8.9% in 2022 (see chart 1).

The majority of claims occur in Argentina and North Africa. During this five-year period there were few claims in China until 2021, but since then the Club has seen a steady increase in claims in the region.

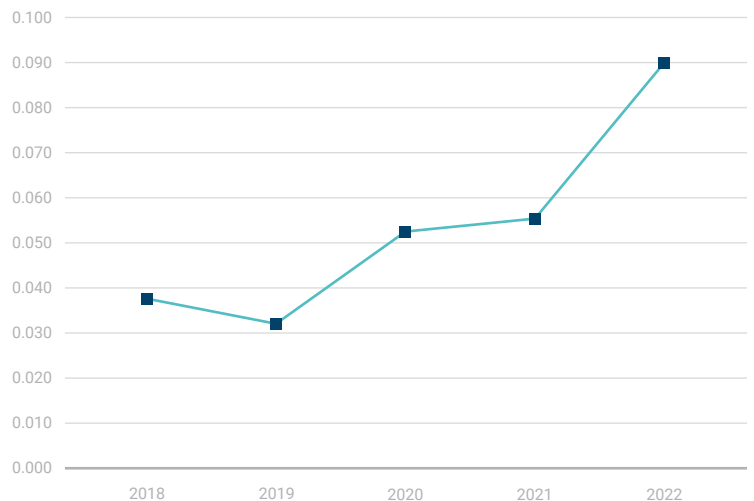
CHART 1:

Grain cargo - frequency per year

Claim cost: USD 5,000 - 3,000,000

2018 - 2022 (As per 02/01/2023)

■ Frequency



Shortage

Interestingly, despite the many and varied categories of cargo damage faced by shipowners transporting grain cargoes, when it comes to claims, it's actually cargo shortage that they need to be prepared for.

In the last five years, the Club's statistics show that shortage was the most common type of claim for bulkers carrying grains, contributing to 63% of all claims. About 70% of these shortage claims occur due to discrepancies between the vessel's figures and shore figures with most claims arising in North Africa over the five-year period as a whole (see chart 2).

So why is this and what can shipowners do?

Argentina/North Africa

In Argentina and many North African countries it is not unusual for there to be discrepancies between the shipper's figures based on shore scales, and draft surveys.

A similar scenario plays out in Argentina where mate's receipts are customarily presented to the Master by the shippers. The exporter (or importer when applicable) has the right to choose the weighing method for fiscal/customs purposes. In the case of bulk agricultural exports, the method chosen will invariably be the use of shore scales. It is not unusual to have discrepancies between the shipper's figures based on shore scales and draft surveys.

In Tunisia and Algeria shortage claims often arise as a consequence of receivers not accepting the established trade allowance of 0.5% of the bill of lading quantity. In addition, draft survey figures are not recognised in Algeria. In the event of a shortage, only the shore scale figures will be recognised by the local receivers and calculation of the claims will be on that basis.

Any errors in manifests regarding quantity, or description of cargo are subject to customs fines in Tunisia.

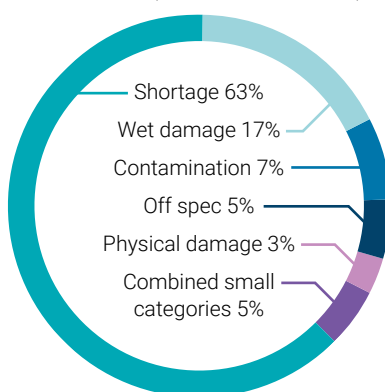
Each country has its own rationale, but the bottom line is that the operator can find themselves seriously out of pocket through no fault of their own.

CHART 2:

Grain cargo - type of claim, number of claims

Claim cost: USD 5,000 - 3,000,000

2018 - 2022 (As per 02/01/2023)



China

In China, the pandemic-induced lockdowns led to disruptions in cargo operations, leading to a spike in claims. Vessels were delayed and it was difficult for surveyors to attend vessels for inspection. Crew and stevedores were also more hesitant to interact with each other because of the risk of becoming infected. This led to the crew not being able to verify the cargo operation and taking draft figures.

Although each shortage claim averages to about only USD 35,000 there are so many of them that they make up nearly half (44%) of the Club's claims costs for bulkers carrying grain.

Protection

While some of these challenges might be beyond the shipowners' control, the publication emphasises the power of keeping clear and accurate records and documenting each stage of the voyage as a defense against cargo claims. From loading to discharge, maintaining clear and accurate records helps establish a solid foundation for addressing potential disputes. 🐾

Loss prevention measures to prevent shortage claims

1. When unloading, The Swedish Club recommends carrying out a draft survey before opening the cargo hatches. A draft survey report with incorrect figures should never be signed – in this situation we strongly recommend adding a remark.
2. If the hatches were sealed at the loading port, an unsealing survey should be carried out before the hatches are opened. Make sure that the unsealing certificate is signed by the receivers and keep detailed records of the discharge progress. A surveyor may be appointed to monitor the discharge operations and to control the weighing of discharged cargo.
3. Before authorising the vessel's agent to sign statements of shortage or any such document on the vessel's behalf, this should be discussed with the owner or the Club's correspondent.
4. We also advise that upon completion of discharge, a statement is obtained stating that all cargo has been discharged and that the holds are empty. It is also important to keep a close dialogue with the charterers/cargo receivers. In most cases, the charterers are responsible for the discharge of the vessel. It is important to note that stevedores are effectively the charterers' employees.
5. All discrepancies between the bill of lading and cargo quantity must be noted and shown at the discharge port to avoid a shortage claim.

Bulker focus: The carriage of grains and soya beans is a sister publication to **Container focus: Refrigerated container analysis** and **Container focus: Preventing the loss of containers at sea**. These can be found in the 'Publications' area of The Swedish Club's website.





Reederei Nord and The Swedish Club collaborate to improve onboard safety

The Swedish Club demonstrated the value of more than 150 years of claims experience when members of the Club’s Loss Prevention team joined crew members at Reederei Nord’s Senior Officers’ Conference, which took place on 21 June 2023 in Hamburg.

Making the most of the opportunity to run face-to-face-sessions once again, Joakim Enström, Senior Loss Prevention Officer, and Lorraine Hager, Loss Prevention and Marketing Advisor, coordinated a seminar session presenting two real-life cases on personal injury and collision. These highlighted the value of emergency preparedness, crew safety, best practices in navigation, safety management systems, and the prevention of accidents and incidents at sea.

A lively session

The conference was attended by Reederei Nord’s Masters, Chief Officers, Chief Engineers, and Second Engineers, all of whom actively engaged in discussions and benefited from the insights shared by the Club.

Explained Joakim: “Loss prevention is a responsibility that all of us in the maritime community share. We value the opportunity to support our members directly in this area, to be proactive and to exchange valuable insights with those tasked with implementing safety standards on board ships. It was good to be invited into Reederei Nord and we thank them for the initiative.”

Commitment to safety

Reederei Nord is committed to a programme of training for all its crews, understanding its importance in the enhancement of safety standards and reducing operational risks. Claudia Pengl, Personnel Director was at the session: “Inviting The Swedish Club team to our training has proven to be highly beneficial, and provided our employees with the

external perspective that we could not offer internally,” she said.

A flexible resource

The Swedish Club developed its Online Training during the pandemic to enable it to continue to offer members top quality loss prevention support in the absence of personal visits from the Loss Prevention team. As the programme has developed it has become apparent that this training provides an incredibly flexible resource which can be used by Club members in many ways. The materials can assist members wanting to focus on onboard safety, provide the basis for Officers’ seminars, or can be used when the Club itself is facilitating a training session. They are available online and can be used in both face-to-face training sessions and facilitated remote training. 🌐

DSM2023: Strengthening maritime bonds

In the maritime world, partnerships are important. As an integral part of the Swedish shipping community The Swedish Club has once again underlined that commitment and is supporting this year's Donsö Shipping Meet (DSM2023) as a Gold Sponsor.

The Donsö Shipping Meet has been running since 2009 and is an antidote to the ever-increasing corporate environment that we are experiencing in shipping today.

Every other year members of the small island community on Donsö come together and deliver a truly impressive maritime event attracting participants from every aspect of the Swedish shipping cluster, in addition to an increasing number of international visitors enticed by the vibrancy of the event and the quality of the discussion.

We ask Thomas Nordberg, Managing Director of the Club for his reflections on the event.

"For much of its history The Swedish Club has had an important relationship with Donsö, and as part of the Swedish shipping community ourselves there is a natural match," he says. "The Donsö Shipping Meet has grown into a major industry event and is the true heart of Swedish shipping. By supporting DSM we feel we are giving something back to the industry and making a valuable contribution to what is a unique and important resource for the Nordic maritime sector."

Each year the event increases in size and never fails to exceed expectations. "This year we know that DSM will again be bigger and better than ever with many positive takeaways and the chance to meet remarkable people and interesting companies," explains Thomas. "As time goes on the event continues to gain greater recognition, and every year we are impressed to see how it has grown and yet still not lost the personal touch that we value so much."

The Donsö Shipping Meet manages to deliver a friendly and relaxed atmosphere, but at the same time provides challenging debate on the issues facing shipping today. This is very important, believes Thomas: "Shipping is moving forward today ever faster than before, with industry consolidation, rapid technical developments and an increasing focus on the environment – all providing both challenges and opportunities."

Despite the local nature of the event, participants represent major organisations operating around the world. This is important to remember, says Nordberg. "Without doubt the biggest influences on our organisation are down to geopolitical

factors, not just in how they affect our members' businesses but also for their impact on the fundamentals of our own.

"We are representative of a true global society and our business is intrinsically linked to events and developments around the world. These include not only visible commercial challenges, but also fluctuations in the financial markets which have a direct result on our investment portfolio and consequently on the way we choose to structure our business going forward."

These external factors present a challenge to all those attending DSM, and Thomas believes that the common understanding that can be seen running through those attending the event is an important factor in its success.

"It is a testament to our industry, and the close relationships that we see being both initiated and strengthened at the event," he says. "The Donsö Shipping Meet is an inspiration." 

See page 44 for a roundup of the Club's activities at this year's event.

Interview with:
Thomas Nordberg
Managing Director



Coming home

Interview with: **Thorbjörn Emanuelsson**, new Director, Underwriting

Thorbjörn Emanuelsson has only good things to say about his reception at The Swedish Club. Remarking on the great atmosphere in the office and impressed by the way people know each other well, understand each other's business functions, and talk openly and easily to one another, he feels like he is coming home.

Thorbjörn grew up just north of Gothenburg, and despite spending the last 14 years working in Norway and Hong Kong, he still considers Sweden home. He has joined The Swedish Club following a 13 year career in Gard, which culminated in the role of Vice President of Gard, Hong Kong.

Setting a challenge

"The move to Asia was an easy decision," he says. "It felt like a big adventure and you never know if you are going to get that opportunity again. I'm not naturally the kind of person who embraces change, but it's something I have been trying to do as we are creatures of habit and there are times when you have to challenge yourself."

And challenge himself he did, when he made the decision to leave his former role and join The Swedish Club. What led to the decision? "During my time in Gard I was part of a fantastic team and have to say we worked very well together." But he was looking for a new challenge, he says. "I wanted to do something else with my career. The changes taking place at The Swedish Club, and the appointment of Thomas, who was a previous colleague of mine, felt very exciting.

"It felt like there were winds of change in The Swedish Club. I then heard about the new role and decided it was time for a really big new challenge in my professional life. It is giving me new perspectives, both professionally and



personally. The Swedish Club has a very different brand identity than Gard and a very different journey ahead," he says. "I wanted to be part of that."

Preparing for change

The Club has a reputation for being agile and in today's environment it is more important than ever to be able to act quickly on changes and opportunities, he says. "We are focusing on how to improve our organisation and the way we are structured, and I am excited to be involved in that change."

A role of his own

He has the opportunity to make the role his own, as it is now structured somewhat differently to when Tord Nilsson was in place. "The areas of responsibility have been split up," he explains, "with business development now part of my responsibility. This is of course about accepting risk and taking on risk, which is really at the forefront of what we're doing."

We are marketing people

Whilst there has been a desire to create clear lines of reporting, Thorbjörn is clear that promoting the Club is the responsibility of everybody and he is looking forward to working with Johan Kahlmeter, the Club's new Claims Director. "Everyone in the Club understands the need to work ever more jointly and capitalise on each other's strengths."

The changes taking place at The Swedish Club, and the appointment of Thomas, who was a previous colleague of mine, felt very exciting.

I think it's a very good opportunity that we are coming into our new roles more or less at the same time and shaping our departments - there's a lot of synergy to be gained from that", he says.

"Whether you are a claims handler, a loss prevention executive or working in another support function, we are marketing people. We are all selling our organisation."

Self-empowerment

Thorbjörn has a great deal of experience managing people, but what kind of manager is he? "I'm a very firm believer in self-empowerment," he says. "I think one of the best things I can do is to put in place as good framework and processes as possible, enabling underwriters to do their jobs to the best of their abilities. At the same time obviously we need to have strong control over what we do, and we need to be coordinated. But I do think that it's possible to strike a good balance between the two priorities."

A balanced portfolio

The overriding goal has to be having an underwriting portfolio which is in balance, which requires developing more processes and tools than are available today. "I'm still at the very early stage where I'm trying to get to know the organisation, trying to get on top of the business", he says. "It's really about setting a clear direction and putting in place those processes that will continue to earn us a strong sense of trust in the Club, that we know people are doing the right thing. That's really going to be a big focus point."

An expert team

"We have such a strong workforce in The Swedish Club which has been working for so many years, with high levels of experience and expertise, that it's really about tapping into that, and making use of the resources that we have," he says. "People in the Club are very willing to turn around stones and look at new perspectives, which is a great sign for the future."


Stuck on land

Although he has ended up with a very successful career Thorbjörn had a rocky start. He became interested in studying as a Master Mariner but realised that he was colour blind and so would not have been allowed on board a ship. He was advised that marine insurance was an exciting industry to be in. "I'm very grateful to that person," he says.

And what does he do in his spare time? Will he make up for the seagoing career he left behind? "Yachting has always been on my radar," he says. "But to be honest, I'm not a sailor." 🦋

Delivering the promise

Interview with: **Johan Kahlmeter**, new Director, Claims



Take a quick look at Johan Kahlmeter's resume, and you cannot imagine him doing anything other than taking up a senior role in The Swedish Club. With an in-depth knowledge of the business and of the Club itself, he is a perfect fit for the role of Claims Director.

Yet Johan always dreamt of going to sea, completing time as a Nautical Cadet and spending four months on the ocean with the aim of becoming a ship's Master. There, he had an epiphany, returning to education and studying shipping and logistics and then maritime and insurance law. This led to an internship at The Swedish Club in 2007, a first job role as Claims Executive for the Club in Gothenburg, and ultimately his previous role as Area Manager, Team Sweden.

A clear focus

Since that time there have been many changes, not least the recent restructuring of the Club's management team, and his new role. How does he see the job shaping? "Now we have a more defined scope for the role," he says, "with a real focus on claims and loss prevention. Where I can add value to this role is the fact that I've seen both sides. I've been on the claims side for many years, but, as manager of Team Sweden I've also had a focus on business development and underwriting."

to improve that even further, to make sure that we have the right competence and deploy the right people. We have a wealth of expertise in the entire organisation and it's about making sure that we use that in the best possible way, in our everyday work," he says.

He is looking forward to working closely with Thorbjörn Emanuelsson, his opposite number on the underwriting side. "We can benefit from each other's skills, knowledge and experiences – this is key for a successful future. And it's a team



“We need to be able to readjust to new realities. That’s insurance in a nutshell.”

He sees himself very much like the conductor of an orchestra, he explains. "I aim to maximise the expertise in our organisation, and the people that we have. It's not about having all the answers to all the questions, but more being able to see the bigger picture and having a knowledge of the entire business process."

Selling a promise

The Swedish Club has built an international reputation for the quality of its claims handling, and he takes ultimate responsibility for this. "We sell a promise, and it is the claims staff who will be delivering on that promise when something goes wrong for the member. I need to make sure that we have the right processes in place and that people have the right tools that they need to deliver top class claims handling," he says.

How does this work across the teams? With his knowledge of the regional office environment Johan is clear: "It's very much about focusing on the organisation, ensuring that we have a good structure in place to handle the claims as efficiently as possible. We need to pay a lot of attention to utilising the expertise and the specialist competencies we have in our teams, to focus on knowledge sharing, and using our resources in the best possible way.

Cooperation

"It's all about cooperation within, and across the teams. And we can do things

effort to develop business and something that we all do in our daily lives to some extent. Certainly, Thorbjörn and I will be cooperating a great deal in this area."

A volatile world

How does he feel about today's volatile environment? "We have seen so much happening in the world, with geopolitics, with the disruption caused by COVID – all of these disturbed the normal pattern of claims," he says. "But I think that's part of our daily life, we had to deal with that. Insurance is all about trying to predict and assess what the future is going to be and then base decisions on that prediction. At the same time we constantly analyse and reassess and see how it actually went, and then fine tune and calibrate to deal with the new environment and the new future round," says Johan. "We need to be able to readjust to new realities. That's insurance in a nutshell."

Preparing for future claims

Many people in the industry have said that there is more change happening today than in any time in their professional lives. How can the Club prepare for the new risks that these changes bring?

"I think some things we can prepare for, and there are others we can't really assess or estimate with any sort of real position right now," explains Johan. "We keep an ear to the ground and make sure

we follow developments. But without data it can be difficult to calculate risk and we are forced to take a reactive approach. For example, how will new fuels affect the claims pattern, what frequency and severity will we see?

"Then of course we need to readjust our models when we see the results of these new technologies, but that's how we have been doing business for years. We have lived through sailing ships and steam ships, and the move to diesel engines – we have always had to adapt to today's realities."

Loss prevention

Johan is very proud of holding responsibility for TELP, the Clubs proactive loss prevention tool. "We have a real game changer here. The Club has been putting a lot of focus on loss prevention and I think we are on the right track. We've always been known in the industry for putting a lot of work and effort into the area and we've developed some really good products."

Of course, loss prevention is not just restricted to one department, he explains. "It is such a broad area and has as much relevance to underwriting and business development work as it does to claims. Our products, the tools we use, and the analysis we do are crucial to set the path forward for the Club when it comes to business development, risk selection and pricing. We hold the data."

So what next? Johan is looking forward to the future. "Wherever I go, there seems to be a lot of new energy in the Club. That's a real positive." 🇸🇪

Heading the home team

Interview with: **Fredrik Bergqvist**, new Area Manager, Team Sweden

With both claims and underwriting experience, Fredrik Bergqvist is well prepared to head up The Swedish Club's Team Sweden. Combine this with a seafaring background and 11 years at the Club, and he has a wealth of experience that he can contribute to the team.

Claims vs underwriting

When asked where his heart lies, with claims or underwriting, Fredrik is clear: "I think it's unfair to just pick and choose one of them. My heart lies in both avenues and working in both claims and underwriting has equipped me with a well-rounded knowledge and experience."

And this experience is invaluable "because when heading up a team of both underwriters and claims, having that understanding of the team members - what challenges they are facing, what experience they need to grow and what skills they need to add to their portfolio - is important," he says. "I should be well equipped to face this task."

Responsibilities

Team Sweden is responsible for maintaining a strong relationship with Club members in northern Europe, Turkey and the Americas. Its full-service team is based in Gothenburg, with Victor Johansson leading the P&I and FD&D claims teams and Tilmann Kauffeld heading up Marine claims.

"As Area Manager, my responsibilities include leading and supporting the team, setting

strategic goals, and overseeing business development initiatives," he explains. What does he see as the biggest challenges? "It's a very dynamic market and we need to stay ahead of the game," he says. "We have a big team, but we really need to be lively, flexible, and quick footed to meet all the new challenges. Only recently we have had a new landscape - COVID, the ongoing war in Ukraine - we can't predict these things, but we have to adapt to them. It's my role as manager of the team to navigate and to keep the team pulling together."

A unique character

Every team has its own unique character. What is it that makes Team Sweden different? The entire region has huge potential explains Fredrik. "In Europe we see more consolidation between companies both on the broker side and also shipping companies. There are mergers, and bigger companies become even bigger. But that being said, still there are waters that we have not been navigating in."

He also sees Team Sweden's situation as 'the home team' as a big advantage. "We are sitting in the heart of the organisation but at the same time in terms of creating a team we are in the same boat as all the other teams. We do everything on a day-to-day basis as a team - carry out team activities, team meetings, and we travel together. We also have a programme of cross functional activities to drive awareness of what everybody in the team are doing on a day-to-day basis," he says.

Energy and motivation

Fredrik has a unique management style, no doubt gained from his years at sea. "It's about having a very open dialogue approach and trying to boost as much energy and motivation as I possibly can in a team," he says. "At the same time, it's my duty as Area Manager to make

“Working in both claims and underwriting has equipped me with a well-rounded knowledge and experience.”



sure that everybody feels that they are supported, that they are well equipped to take ownership of their own responsibilities and can feel safe in all the decisions that they are to take. It's a team effort at the end of the day.


“But with that being said people need to be seen, they need to stay focused and extremely motivated,” he adds.

Changes afoot

There have been many changes in the Club in the last months and Fredrik is seeing the benefit. “I can certainly feel that there is a positive atmosphere in the workplace - it feels like people are really engaged and motivated to serve the Club to the best of their abilities. And when I speak with the other regional offices, they share the view that it's a good feeling and a great atmosphere.”

A passion for maritime

Despite growing up in inland Sweden Fredrik always knew he would go to sea, and when he left he had progressed to the role of Chief Officer. He then reached a point where it was difficult to combine a seafaring career with family life and so he took his passion for the industry and looked to contribute to the shipping industry in some other way. The Swedish Club beckoned, and the rest is history. Is he likely to see any of the younger members of his family taking the same route?

“I spend as much quality time as possible with the family on board my boat in the beautiful Swedish west coast archipelago. It's a short season however, and as a very sporty family there are many other activities to catch their interest,” he says. In addition to football Fredrik also confesses to considering reactivating his dormant golf career in the near future. 

Out and About



Gothenburg Half Marathon

A team of 30 hardy souls from The Swedish Club joined the world's largest half marathon on 13 May running 21 kilometres for the Swedish Sea Rescue Society.

The route took in many of the key Gothenburg sights, and runners were cheered by a crowd of 200,000 people as well as music stations and motivational activities along the way.

Breakfast Seminar, Oslo

The Swedish Club welcomed guests to its traditional breakfast seminar in Oslo, held on 4 May at the picturesque Tjuvholmen Sjømagasin.

Brokers, members, and business partners gathered for a breakfast buffet featuring traditional Norwegian delicacies, followed by a business update on the Swedish Club's activities in Norway from Area Manager

Tore Forsmo and a reflective presentation from Managing Director, Thomas Nordberg.

The highlight of the event was a fascinating presentation from Øystein Uksnøy, CEO of Uksnøy & Co AS, who discussed the work their vessel, Geo Barents, has been carrying out in the Mediterranean as a search and rescue ship for Doctors Without Borders for two years.



Tore Forsmo and Thomas Nordberg (The Swedish Club)



Ludvig Nyhlén, Area Manager,
Team Greece, The Swedish Club



Members' Lunch in Greece

In the warm and friendly atmosphere of the Piraeus Marine Club, on 3 May, Area Manager, Ludvig Nyhlén welcomed guests to yet another successful Members' Lunch.

With over 30 members in attendance, the Club's Managing Director, Thomas Nordberg, shared the latest Club news and spoke about the influence of a changing global society and business environment on the Club's position going forward.



Alexis Kondylis (Larus SA),
Thomas Nordberg (The Swedish Club)

Open House in Oslo office

The Swedish Club Norway extended a warm invitation to guests to join them for an Open House event held on 5 June during Nor-Shipping. Our offices at Tjuvholmen in Oslo became a gathering place for brokers, members, and business partners, taking advantage of a relaxed and friendly atmosphere where attendees could escape the pressures of the exhibition. To add a touch of culinary delight, the Club treated our guests to a selection of beverages and specialist sausages.



Nina Gram Larsen (Gallagher),
Pia Gotaas (The Swedish Club)



Mats Fielding and Marcus
Lindfors (The Swedish Club)



A Club first at Almedalen

The Swedish Club was represented for the first time at Almedalen Week, a vibrant, informal political summit which runs in Visby, on the island of Gotland, every summer. Thomas Nordberg outlined the role of marine insurance in a changing global market and shared with the audience the technical, operational, and geopolitical challenges the industry faces today.

Left to right: Thomas Nordberg (The Swedish Club), Daniel Kilgren (The Swedish Club) and Lars Höglund (Furetank Rederi AB)



The Swedish Club team at work. From left: Helen Johansson, Britta Patriksson, Daniel Kilgren, Peter Stålberg, Martin Birgersson and Lorraine M. Hager.

Busy at Donsö Shipping Week

The Swedish Club made the most of its Gold sponsorship of Donsö Shipping Week, welcoming visitors to the Club's stand, sharing news and meeting business colleagues both old and new.

Our Loss Prevention department with Peter Stålberg, Senior Technical Advisor, and Lorraine M. Hager, Loss Prevention & Marketing Advisor, entered the stage to talk about the challenges ahead and how the Club can assist members to move forward.

This was followed by an interview with Managing Director Thomas Nordberg on how the Club is preparing for the future in a changing industry.

Meanwhile, we welcomed many visitors to our stand, and during the evening we had the pleasure of participating in the Donsö Shipping Meet Dinner alongside more than 2,000 guests. A fantastic event.



Thomas Nordberg interviewed by Anna Jansson of the Swedish Shipping Gazette (Sjöfartstidningen).



From left: Thor Claesson (Fiskeri AB Ginneton) and Daniel Kilgren (The Swedish Club).



To watch the press interview with Thomas Nordberg and to experience the Loss Prevention presentation please visit Club News on The Swedish Club website.

The Donsö Shipping Meet has been running since 2009. For more information about this unique event please see page 35.



From left: Kaare Langeland (HFW), Dominic Johnson (HFW) and Martin Terrell (WK Webster & Co).



From left: Aret Tascyian, Joe Balls, Ülkem Gürdeniz and Merve Duygun (Lockton Omni Ltd) together with Fredrik Bergqvist (The Swedish Club).



Thomas Nordberg welcomes guests to the evening.



From left: Peter Karlsen (Anglos Nordic Shipping Ltd), Sean Moloney (Elaborate Communications) and Kristoffer Karlsen (Norbulk Shipping UK Ltd).

London International Shipping Week Reception

The Swedish Club hosted an evening reception at historic Fishmongers' Hall on London Bridge at London International Shipping Week on 11 September.

During the evening Thomas Nordberg announced the relocation and expansion of the Club's London office and raised a toast to departing Area Manager, Lars Nilsson. He also formally welcomed Tord Nilsson, new Head of Team UK.



From left: Tord Nilsson, Tore Forsmo, Thomas Nordberg, Fredrik Bergqvist, Ludvig Nyhlén (The Swedish Club).

Staff News

Gothenburg



Thorbjörn Emanuelsson

Thorbjörn joined the Club as Underwriting Director on 1 July 2023. He previously worked as Vice President of Gard AS/ Gard HK Ltd. Thorbjörn holds a Bachelor degree in Shipping and Logistics from Chalmers University and also a Master Degree in Maritime Law from the University of Oslo. *Read more on page 36.*



Helen Johansson

Helen joined Team Sweden as Team Coordinator on 1 June 2023. She previously worked for Aliaro as Executive Assistant and Office Administrator in the Club's Gothenburg office between March 2012 and August 2022.



Camilla Lansvén

Camilla joined the Club as Manager, Project Management Office (PMO). She joined us on a consultancy basis one year ago and started her new position with the Club on 1 June 2023.



Aron Leth

Aron joined Team Sweden on 4 May 2023 as Claims Executive, Marine. He has a Marine Engineer and Technical Superintendent background and previously worked for Preem.

Athens



Yin Zhi Lee

Yin Zhi joined Team Greece as Marketing Assistant on 19 June 2023. She previously worked as a Sales Operations Specialist with MR HealthTech Ltd. (Munich Re), and holds the degree of Bachelor of Risk Management and Insurance.



Alexandros Zareifis

Alexandros joined Team Greece as Senior Claims Executive, Marine, on 10 July 2023. He previously worked as Marine Surveyor and consultant with Margetis Maritime Consulting and has a Naval Architect and Marine Engineer background.

Hong Kong



Martyn Hughes

Martyn Hughes, Senior Claims Manager, FD&D and P&I, moved from Team Sweden to Team Hong Kong on 1 June 2023.



Camelia Tang

Camelia joined Team Hong Kong on 19 June 2023 as Senior Claims Executive, P&I FD&D. She is a qualified solicitor in Hong Kong and previously worked for Reed Smith in Hong Kong.

Singapore



Anuja Patma Navan

Anuja joined Team Singapore on 1 May 2023 as Assistant Underwriter. She previously worked as a Marine Hull underwriter with India International Insurance Company.

London



Laura Tang

Laura joined Team London on 1 May 2023 as a Claims Manager, P&I and FD&D. She is primarily assisting Team Sweden with P&I and FD&D. Laura previously worked at Ince & Co in Hong Kong and Stephenson Harwood LLP in London.

Club calendar 2023



OCT
4

Cocktail
Reception,
Bremen



OCT
5

Board
Meeting,
Bremen



OCT
6

Club
Brunch,
Hamburg



NOV
27

Winter
Luncheon,
Gothenburg



DEC
7

Board
Meeting,
London



DEC
11

Christmas
Dinner,
Donsö



DEC
14

Lucia
Dinner,
Athens

We have adjusted our Triton schedule to fit better into the busy shipping calendar. Look out for your next issue of Triton early in the New Year!



Contacts

Head Office Gothenburg

Visiting address: Gullbergs Strandgata 6,
411 04 Gothenburg

Postal address: P.O. Box 171,
SE-401 22 Gothenburg, Sweden

Tel: +46 31 638 400

E-mail: swedish.club@swedishclub.com

Emergency: +46 31 151 328

Athens

3rd Floor, K4 Complex II,
4 Moraitini & Makariou Street,
Paleo Faliro 175 61

Athens, Greece

Tel: +30 211 120 8400

E-mail: mail.piraeus@swedishclub.com

Emergency: +30 6944 530 856

Oslo

Dyna Brygge 9, Tjuvholmen N-0252

Oslo, Norway

Tel: +46 31 638 400

E-mail: mail.oslo@swedishclub.com

Emergency: +46 31 151 328

London

37-39 Lime Street,
London, EC3M 7AY, United Kingdom

Tel: +44 7470 004 601

E-mail: swedish.club@swedishclub.com

Emergency: +46 31 151 328

Hong Kong

Suite 6306, Central Plaza, 18 Harbour Road,
Wanchai, Hong Kong

Tel: +852 2598 6238

E-mail: mail.hongkong@swedishclub.com

Emergency: +852 2598 6464

Singapore

4 Shenton Way

#29-01 SGX Centre 2

Singapore 068807

Tel: +65 6381 9255

E-mail: mail.singapore@swedishclub.com

Emergency: +852 2598 6464