

Thank you



WISTA Hellas Post-Conference Newsletter

November 2010

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Greetings from Anna-Maria Monogioudi, President of WISTA Hellas

As you might all expect, dear readers, the main message of this Newsletter is an enormous THANK YOU to all who made our WISTA 2010 Conference in Athens such a success. Here at WISTA Hellas we are deeply grateful to all our Sponsors, Speakers, Delegates, Visitors, Organisers and Conference venues. A truly magnificent combined effort. The feedback forms and informal comments we have received all indicate a high level of satisfaction with the arrangements put together by our volunteers and our professional organisers.

I sincerely believe that WISTA internationally has taken a great step forward, building on the respect from the maritime industries that it has merited over its long history. What an amazing four days it was! One of you said to me at the beginning, "From the moment I boarded the coach bound for the Pre-Conference Dinner at Piraeus Yacht Club, I could sense the fantastic atmosphere." I absolutely agree: there was a wonderful "buzz" about this Conference, beginning at breakfast each day and continuing through the morning and afternoon agendas, the lunch breaks and evening events.

WISTA is an unrivalled "maritime cluster" and the presence of friends and colleagues from almost 30 countries and every sector of the shipping world has taken the organisation to new levels of achievement. Some attendees asked for even more networking opportunities, and they are right to do so: you can never have enough networking, meeting your opposite numbers from other nations, and getting introduced by design or chance to people you might never have guessed would inspire you to brainstorm for ideas that will take your business forward and increase your knowledge of new sectors. I am sure that WISTA's governing ExCo will continue to welcome and pay great heed to all proposals to maximise the potential of WISTA. WISTA Hellas realises how honoured it has been that visitors took the decision to spend so much of their valuable time with us, and to speak freely of their hopes and goals for WISTA and for their particular field of activity. This is networking of a quality that no social networking site of the Facebook or Twitter model can match.

We have enjoyed hearing speakers at the top of their sphere, and of immense technical, legal and regulatory knowledge. A series of press releases has been compiled chronicling some of the Conference highlights and these are posted on www.wista.net and www.wistaconference.org. Do keep checking these sites for news of all kinds about WISTA. It has been thrilling to find that the number of national WISTA associations has reached 30, including the latest additions of Ghana, Egypt and the United Arab Emirates, and we know of further important nations in the wings, working on the formalities to join us. At WISTA Hellas, we are proud to have been this year's hosts: hard but rewarding work, just like our day-to-day activity in the maritime industry.

The support of the IMO, and of many other organisations and businesses, has been a huge tribute to the progress of WISTA over the years -- the 36 years of existence of WISTA, and the 30 years of Conferences. Conference week has been the platform for a further push forward, and our friends from WISTA Sweden are now moving into the limelight to set the scene for WISTA 2011 in Stockholm. We have handed the Conference baton to Maria Nygren and her team, and look forward to seeing everyone in September next year in the Swedish capital.



We are further delighted that the hosts for 2012 will be one of our newest associations, WISTA Egypt, presided over by Dr Layla El Saeed of the Arab Academy for Science & Technology & Maritime Transport, Alexandria.

We are sure that the maritime industry will rally behind our counterparts in Sweden and Egypt as splendidly as it has done for WISTA Hellas.

Thank you all, and we will remember for a long, long time our much valued and very happy meetings in Greece!

Thank you



WISTA CONFERENCE 2010
Athens - Greece

29 September 2010 - 1 October 2010
Divani Apollon Palace & Spa, Vouliagmeni



1. Sincere Thanks to all our Sponsors, Supporters, Members and Friends



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Hellenic Chamber of Shipping, ELINT, FEMAS, Helmepea, Hellenic Shipbrokers Association, Hellenic Association of Banking & Shipping Finance Executives of Hellenic Shipping, Hellenic Marine Technical Consultants Association, International Chamber of Shipping, International Shipping Federation, Institute of Chartered Shipbrokers, Piraeus Association for Maritime Arbitration, Piraeus Marine Club.

Educational Institutions:
Alba Business School, BCA College, New York College, University of the Aegean, University of Piraeus.

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Pearls Contributors:
WISTA Denmark, Ghana, Hong Kong, Italy, Netherlands, Phillipines, UK and USA



2. WISTA 2010 Conference opened with news of Unprecedented Growth



The shipping industry's unique international network, WISTA, is on course for record growth as the association spreads its influence into powerful trading nations. At the start of the WISTA International Conference 2010 in Athens, delegates heard that maritime professionals across the globe are working to establish new national associations aimed at enhancing knowledge and excellence throughout every level of shipping. The 2010 Conference itself has set the tone by attracting 400 delegates, speakers and guests from a wide spectrum of shipping and its service sectors. On its opening day, the gathering heard confirmation that the number of WISTA national associations has risen to 30, with the most recent associations to be formed based in Ghana, Egypt and the United Arab Emirates. This brought membership by individuals to a record total of some 1,300 people, said WISTA International President Vera Chalkidis of Greece.



Mrs Chalkidis has made the expansion of WISTA into new regions a priority for her presidency. WISTA leaders are in close contact with potential members in China, Japan, India, the Middle East, Africa and elsewhere, encouraging formal establishment of WISTA chapters.

WISTA Nigeria, one of the numerically largest associations, is in dialogue with other African nations, following its success in collaborating with Ghana to set up an association there. In Europe, there is enthusiasm in Croatia, Austria and other nations new to the WISTA family.

Welcoming delegates to Athens, Mrs Chalkidis said that WISTA was the home for professional, dynamic, open-minded women at management level in the maritime and trading sectors, people committed to excellence and transparency in their business life.

On home territory, Greece has provided by far the largest delegation for this year's Conference, while over 20 delegates each have flown from the United States, the Netherlands, Nigeria and from the United Kingdom. Other nations fielded strong representation. Newcomer Ghana sent eight delegates. From its formation in the early 1970s in London, the Women's International Shipping & Trading Association has been a respected force on the maritime scene, thanks to its emphasis on corporate social responsibility, high professional standards, education and mentoring, and enabling networking of a quality provided by no other forum. No other association brings together professionals from all sectors of the industry. In countries where women's professional activity may be restrained by cultural factors, it helps them maintain a sense of confidence that there can still be opportunities for advancement.

Greece's Minister of Maritime affairs, Islands and Fisheries, Mr. Ioannis Diamantidis, sent greetings to the Conference, praising the special contribution of women to the development of innovation in the shipping industry, and recognising the importance of training and education, especially as part of the campaign to attract young people into seafaring.

3. Suzanne Williams is chosen as WISTA Personality of the Year 2010



L-R: Suzanne Williams with Vera Chalkidis and Maria Dixon

MARITIME hostage negotiator Suzanne Williams, a key figure in securing the safe rescue of many victims of piracy, has been chosen as WISTA Personality of the Year 2010. The announcement was made at the WISTA International Conference 2010 in Athens. It comes at a time when piracy remains a huge threat to international shipping, despite the presence of European Union, US, Chinese and other naval forces attempting to guard trading vessels off the east coast of Africa, off Nigeria and in the Malacca Strait. At present 17 vessels and 354 seafarers are reportedly being held hostage by Somali-linked raiders, and it is feared that as the monsoon season subsides the tally will grow again.

Ms Williams runs her own company in London, Sue Williams International, representing Special Contingency Risks, and for years has been instrumental in resolving many dangerous kidnap and terrorist cases. While attending the WISTA Conference this week, she has been alert to developments in yet another confidential kidnap case, this time involving a land-based official of a non-governmental association. She has been to the fore in many highly sensitive attempts to free merchant ships and crew members from the clutches of bandits operating off east Africa and elsewhere, and after giving a gripping presentation on her work to the WISTA International Conference in London in 2009, she was chosen as WISTA-UK Personality of the Year 2010.

A crisis management advisor and accredited senior investigator, Ms Williams has been a hostage negotiator since 1991, having been called on to assist in many life-or-death cases, initially during her 32 years as a London Metropolitan police officer. When she retired from the force in 2008, she was head of the Hostage Crisis Unit at New Scotland Yard. Among her duties, she has been part of the Royalty Protection Group working from Buckingham Palace. Her involvement in issues related to maritime violence began in 1996 when she was requested on behalf of a British coroner to investigate a suspicious death at sea caused by pirates. Since then she has contributed to working groups on the legislation and prevention of piracy, and assisted in the preparation and performance of counter terrorist exercises involving kidnap and hostage negotiation, many of which were of a maritime nature.

In 2004 she was awarded the Queen's Police Medal in recognition of her commitment to her specialist fields. Her charity work includes acting as a Trustee for Hostage UK, an organisation that supports families and victims of international hostage taking. Responding to her Personality nomination, Ms Williams said: "I cannot change the direction of the wind, but I can adjust my sails to reach my goal, which is bringing value to the sacrifices made by seafarers in the course of their difficult and essential work." Leaders of WISTA praised the round-the-clock dedication of Ms Williams to her profession, and her embodiment of the values of WISTA, including a deep knowledge of the maritime industry, open-mindedness, a belief in diversity, showing significant achievement, and contributing to improving the image of the industry. WISTA-UK president Maria Dixon told the Conference that Ms Williams was making a remarkable contribution to strengthening the protection of crew members from piracy at a time when the International Maritime Organization had designated 2010 as the Year of the Seafarer. Further, the IMO had taken up the theme for 2011 of Piracy: Orchestrating the Response.

Ms Williams is a member of WISTA-UK. There were three other candidates for the international Personality Award, which has been a highlight of WISTA conferences since 2006. They were Ms Karin Orsel, chief executive of Dutch-based Management Facilities Group, a shipping company; Capt Adamu Audu Biu, chief executive of the Nigerian Shippers' Council; and shipowner Ms Borgny Edervik. They were nominated respectively by WISTA Sweden, WISTA Nigeria and WISTA Norway.

Thank you



4. IMO Secretary-General, H.E. Efthimios Mitropoulos, tells Conference that the world needs women seafarers to help solve crew shortages



Shipping companies have been urged by the Secretary-General of the International Maritime Organization to pay more attention to recruiting female seafarers as part of the drive to solve widespread crewing shortages. Mr Efthimios Mitropoulos told the annual Conference of WISTA International in Athens that women must be brought into the workforce on a much greater scale to help safeguard the future of the world merchant fleet.

Mr Mitropoulos delivered the Conference keynote address, on the theme of 2010, Year of the Seafarer, a designation which has helped to reinforce the need to come to grips with the long-predicted labour-supply shortage in the shipping industry. He insists that it is imperative for shipping to re-launch itself as a career of choice for the high calibre, high quality young people of today.

The IMO view is that there is no intrinsic reason why women should not participate in and benefit from employment in the shipping industry, but it is believed that a mere 1% or 2% of the global workforce of 1.5m seafarers are women. The Secretary-General underlined his view that female seafarers are an under-utilised and underdeveloped resource that could provide part of the solution to the problem of crewing the world merchant fleet.

He reminded the WISTA assembly that substantial growth in trade was being predicted for 2010, which should be followed by considerable new job opportunities in the maritime sector, "and I hope that women will have their fair share in any such development." Shipping cannot afford any longer to ignore the huge workforce potential provided by women, he said, in areas ranging from management, to seafarers "at the sharp end." Mr Mitropoulos admitted that with crew numbers on some ships having been reduced to levels as low as 12 to 15, the work demands were immense, and a ship could be a lonely place during off duty hours; but the profession of seafarer was not only a satisfying career choice, it was a passport to a huge number of jobs ashore.

The concept of shipping as a man's world was being challenged, and barriers were falling. WISTA was attracting more women to the industry, and deserved all credit for doing that.

Mr Mitropoulos said that as a United Nations agency, IMO had a long track record of fostering the advancement of women, and that gender equality should be considered a basic human right, "but there are still many battles to be fought and won in this regard." The IMO leader endorsed the values of WISTA in regard to commitment to excellence, knowledge, training and education. His support for WISTA ideals go back many years, including having addressed the previous WISTA International Conference to be held in the Greek capital, in 1996. This year's WISTA event is the 30th annual Conference.

During a question session, Mr Mitropoulos was asked for his view on pressure within the European Union to go ahead with its own regulations on curbing greenhouse gas emissions if the IMO failed to produce major breakthroughs. He replied that IMO was making good progress on the 'three pillars' (operational, technical and market-based methods) of an action plan agreed in 2006. He warned that a double approach of regional and international rules would be unacceptable to global shipping. "Ships are not elastic objects that can change their design and construction in accordance with their next port of call. To move away from the IMO philosophy of a level playing field would be anathema." He was optimistic that Europe would appreciate that the parameters had changed following the inconclusive Copenhagen conference in December 2009 on climate change.



5. Message from Mr. Yiannis Diamantidis Minister of Maritime Affairs, Islands and Fisheries



Dear President of WISTA International, Dear Ladies, members of WISTA. Thank you for the invitation you extended to me to attend your 30th Annual Conference.

An event gathering active women from all over the world, whose dynamic attitude, tenacious efforts, imagination as well as the other advantages of women's nature, along with a lot of hard work, have highly contributed to shipping development, by offering innovative ideas, inexhaustible energy and social interest on which we all congratulate you.

I am sorry that, due to a scheduled engagement, I am not able to be among you today. However, I wish you success in your three day Congress work and I shall avail myself of the opportunity to share with you some thoughts (as I have been appointed head of the newly established but widely known Ministry).

Ladies and gentlemen, friends, distinguished guests,

The Ministry of Maritime Affairs, Islands and Fisheries recognizing both the importance and the possibilities of the shipping industry, starts elaborating a policy aimed at establishing shipping as a development pivot for the Hellenic economy in order for it to play a critical role in sustainable development in the international outlook.

Manpower, men and women seafarers and operators, employed by the world fleet offer their excellent services in very demanding and often difficult conditions and have proved highly capable of supporting the big effort of Greek shipowners to turn shipping into a successful business. Therefore, they deserve in turn to be supported by the State.

Our Ministry, as well as the shipping community in general, recognizing seafarers' contribution aboard Hellenic flagged and Hellenic owned ships in both national and international level, shall also focus its efforts in resolving any problem they may be faced with and in achieving further goals such as:

- a. Upgrading – both from the quality and the quantity aspect – seafarers' training by planning innovative actions and providing incentives capable of attracting young people to be seafarers.*
- b. Upgrading seafarers' labour and finding employment for seafarers, while settling social security protection and medical care issues.*
- c. Minimising any risks involved in their profession, enhancing the effectiveness of Search and Rescue operations at sea and the inspection of ships engaged in trade by recognised organisations' inspectors.*
- d. Protection the marine environment, preventing pollution of seas and coasts, while pursuing shipping development.*

In closing, I wish to address a warm welcome to all of you who attend this event and also to congratulate those who organised this international conference in our country, that is WISTA Hellas which during the 17-18 years of operation has mostly contributed to shipping development and modernisation and brought a lot to the big success of WISTA International. I again wish you success in your work over these three days of your congress and hope that next year I shall be with you, wherever you hold your congress.

Regards - The Minister of Maritime Affairs, Islands and Fisheries



6. Message from Rodi Kratsa Vice President of the European Parliament



I would first of all like to congratulate WISTA Hellas for organising this year's International WISTA Conference in Athens, the 30th in turn since its establishment back in 1974 and the 3rd to be hosted in our country Greece, which possesses one of the most competitive shipping industries.

Unfortunately, I will not be able to attend this very important conference and the gala dinner due to my parliamentary obligations. However, as an honorary member of WISTA Hellas myself and elected "WISTA Personality of the Year 2008", I share the vision of the longstanding organisation and follow its action closely, being a great supporter of your achievements and your activities.

As you know, I have been greatly involved with various issues of maritime affairs during the last few years. Having negotiated the Erika III package on maritime safety, I tried to strike a balance among safety, environmental protection and competitiveness of the European fleet. These elements constitute the bases for the sustainable development of the sector and of the economy as a whole.

The topic of this year's conference "Achieving Sustainability – Paving the Way to Shipping Excellence" is all the more timely, especially due to the new risks and new priorities emerging from the impact of the international economic crisis. Given the circumstances, sustainability constitutes the key concept for protecting the maritime sector and ensuring social, economic and environmental balance and stability to get around the crisis. Moreover, the undisputed leading role of shipping for achieving development requires us to be alert and to draw up an effective and coordinated policy to protect the industry and increase competitiveness.

In this context and given that the International Maritime Organisation has declared 2010 the Year of the Seafarer, it is imperative to use this year's opportunity to underline the importance of increasing female representation in the sector not only as entrepreneurs but also in the seafaring profession, a profession that suffers from a serious shortage of trained manpower, a shortage expected to reach 83.900 in 2012.

In the past, I have intervened on this issue myself at European level. I have repeatedly called for the promotion in the EU of quality education for seafarers through the encoding of all provisions of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, through ensuring the necessary level of knowledge and the development of the profession and most of all through achieving a work-family life balance in order to make the profession more attractive to women.

It is my belief that a better land-sea balance to the seafaring profession would be a key factor for the encouragement of women's participation and thus the increase of the competitiveness of the maritime industry.

I would like to extend my congratulations once again for the organisation of this event and I wish that we meet again soon in order to discuss issues of mutual interest. I would also like to wish WISTA many, many more years of dynamic and active presence in the maritime world and to reiterate my support to its valuable goals and activities.

Thank you



L-R: Apostolos Poulouvassilis, Elisabeth Grieg, Aleka Mandaraka-Sheppard, George Gratsos, Demetri Stroubakis

The Importance of Rules & Regulations in Achieving Sustainability – How do we Cope?

The Panel - Please check the website for the relevant presentations

MODERATOR: Dr. Aleka Mandaraka-Sheppard
Founder & Chairman of the London Shipping Law Centre

SPEAKERS:
(in alphabetical order)

George Gratsos
Chairman of the Hellenic Chamber of Shipping
Regulations for Achieving Sustainability

Elisabeth Grieg
Chief Executive Officer of the Grieg Shipping Group
The Importance of Rules & Regulations in Achieving Sustainability – How do we Cope?

Anna Kalathakis substituting for Angeliki Frangou
Senior Vice President for Legal Risk Management at Navios Maritime Holdings
Rules & Regulations: administrative burden or competitive advantage?

Apostolos Poulouvassilis
Regional Marine Manager for Europe, Middle East & Africa for Lloyd's Register
Environmental Outlook – linking sustainability with innovation and regulation

Demetri Stroubakis
Vice President, Europe Region for American Bureau of Shipping
The Importance of Rules & Regulations in Achieving Sustainability



8. Speech presented by Mr. George A. Gratsos Chairman of the Hellenic Chamber of Shipping



Mr. George A. Gratsos presented this speech on the first day of the Conference during the session entitled *The Importance of Rules & Regulations in Achieving Sustainability – How do we Cope?*

We live in an ever changing, better world that is fueled by human knowledge, ingenuity and endeavor. It offers improved living standards to an ever greater proportion of an increasing world population. Energy consumption per unit of GDP has been decreasing over time through the greater efficiency of processes, but regardless, our total energy consumption is starting to reach levels, which scientists consider will cause problems to the world we live in. These problems affect us all and bring to mind the words of President J.F. Kennedy in 1963 "... For, in the final analysis, our most basic common link is that we all inhabit this small planet. We all breathe the same air. We all cherish our children's future. And we are all mortal."

Understanding the problem: Global warming appears to be due to human endeavors therefore it can be corrected by human action. But first we must understand the problem.

We live in an age where science and technology are expanding to provide ever greater knowledge allowing for elegant solutions to existing problems. It is therefore incumbent upon us to use it in the best possible fashion in order to get the necessary results, while not endangering the process of globalization and world prosperity. I believe that I am addressing an audience whose sensitivity on the matter is great, therefore whose interest lies in the effective route to sustainability. Before we rush to implement measures it is important to understand and clarify all aspects with regard to the involvement of ship emissions in global warming. We believe that this is very important because the matter is complicated, and we have discerned a tendency to show pro-activeness and take measures for something we do not fully understand, in which interrelationships appear to be complicated. Such actions may be in the wrong direction. Greek shipping is predominantly employed in international trades and is a strategic partner in the safe, efficient transport of goods to and from the U.S., the E.U., China, Russia, Brazil, India and other world economies. In all its forms, shipping is very important to the Greek economy as it represents about 11% of our GDP. The Greek beneficially controlled fleet is the largest in the world and accounts for about 50% of the EU fleet. We are very concerned about the environmental impact of shipping. In our committee that discusses safety and environmental problems, other than the excellent technical staff of our members we also invite eminent professors in the environment, engineering and other associated disciplines who assist us in better understanding of the problems involved and who contribute for the solution of their problems.

Economic impact: Shipping is the enabler of globalisation and international prosperity. In this respect shipping has succeeded to contain inflation by making possible the outsourcing of the production of goods in lower cost countries, thus creating a win-win situation for all parties. It appears that for the years to come ships will continue to burn bunker fuel. The volume of emissions from shipping will increase due to the expected increase in world trade. According to the recent IMO study shipping accounts for around 2.7% of global CO₂ emissions. Ships that trade internationally could account for about 85% of those emissions. Any increase in the cost of maritime transport would create a tendency to counter the benefits of globalisation by increasing transport and production costs, thus most probably also causing inflationary tendencies to the world economy and a consequent reduction in growth.

Environmental impact: I mentioned previously the environmental complications associated with shipping emissions. These are summarized in an article titled "Shipping Emissions: From Cooling to Warming of Climate - and Reducing Impacts on Health" in the "ENVIRONMENTAL SCIENCE & TECHNOLOGY Viewpoint" (1) (Vol.43, No.24,2009) which reads:

Thank you



Quote

International shipping has been a fast growing sector of the global economy and its share of total anthropogenic emissions is significant, having effects on climate, air quality and human health. The nature of the contribution to climate change is complex: In addition to warming by CO₂ emissions, ship emissions of sulfur dioxide (SO₂) cause cooling through effects on atmospheric particles and clouds, while nitrogen oxides (NO_x) increase the levels of the greenhouse gas (GHG) ozone and cooling, respectively. (...from enhanced CH₄ loss...All studies, however, agree that the central estimate of present day net RF due to shipping is negative.) The result is a net global mean radiative forcing (RF) from the shipping sector that is strongly negative (1), leading to a global cooling effect today (Box 1). However, new regulations of SO₂ and NO_x while reducing air pollution and its harmful effects on health and water/soil acidification (2), will reduce this sector's cooling effects (3). Given these reductions, shipping will, relative to present-day impacts, impart a "double warming" effect one from CO₂ and one from the reduction of SO₂. Therefore, after some decades the net climate effect of shipping will shift from cooling to warming. Unquote

The article concludes:

Quote: *The planned reductions of SO₂ and NO_x will have beneficial impacts on health, acidification and eutrophication. But as a part of this "greening" of shipping, the sector will have a "double warming" effect which, together with international ambitions to limit level and rate of global warming, calls for an increased and broad focus on this sector, both from the science community and from policymakers.*

Unquote

In addition to the above, it should be added that according to the International Petroleum Industry Environmental Conservation Association (IPIECA) the production of low sulfur distillates would produce 15% more CO₂ and other pollutants depending on the level of purification required. Furthermore adjusting engines to reduce NO_x you increase CO₂ emissions by about 5% or more. In view of the above it appears that much more work is required to understand the effect of world shipping on the environment and how to best regulate shipping to help reduce global warming in a sustainable fashion. Present regulatory initiatives appear to double the warming effect of ship emissions.

This seems to be a case in which "the cure is worse than the illness".

Designing more energy efficient ships: The ships that transport most of the world's cargo (tankers, bulk carriers, container ships) are basically series built ships of standard shipyard design. These ships, to-date have been built with a view to maximize the cargo intake for any given dimensions. Their design has a bias towards low construction cost and price. It has been shown that these ships are not optimized for either life cycle energy efficiency or low life cycle cost. The vast majority are therefore not optimized for profitable trading in a rising energy cost environment. IMO has recently been discussing the Energy Efficiency Design Index (EEDI) on which the shipowning community had pinned high hopes that it would lead to better ship designs. Unfortunately though, despite the submissions of Greece and others, the proposed index will not be corrected to the extent that it actually causes improved ship designs. For those of you who are not technical, a ship's consumption changes by the square of the speed for the distance traveled. It is therefore obvious that the slower a ship goes, the less exhaust gasses it will emit per mile traveled. As it stands now the EEDI will allow the same inefficient ship design to be considered a more energy efficient ship design if it goes slower. This flies in the face of the very concept of energy efficient ship design. A ship design index should try to improve ship design in order to reduce energy consumption per unit of cargo carried for any given speed, on the basis of the dimensional constraints that may apply. This does not happen with the existing index. The index as it now stands does not push shipyards to design more efficient bows, machinery, propulsion system etc. It encourages the production of underpowered, slow, lightweight ships that will have difficulty to trade efficiently in the usually encountered weather conditions, having to push their engines to work at higher than optimum specific fuel consumption, therefore emitting more. The design index, as it stands today, appears to have a bias toward lighter ships, not built sufficiently strong to withstand the rigors of their trade for their design life of 25 years. Such ships will easier sustain damages for a variety of mainly operational matters and will need prohibitive amounts of steel renewals and other repairs, a cost which will be borne by society. Furthermore it is doubtful if ships built today are being designed to withstand the deteriorating weather conditions.

We believe that such an energy design index does not represent a move in the right direction. We hope that in the interests of safety and the environment, well reasoned argumentation based on the aggregate experience of the shipowning community will prevail to that of those, who prefer built-in obsolescence to promote repeat business. Shipowners have many times the man-years of experience of ship designers and know where and how ships suffer and fail. If ship designers and builders had equal confidence in the ships they build, they would not offer one year guarantees but longer ones, much like the ones the car industry offers for €15,000 cars. Words are cheap. The acid test is: "Put your money where your mouth is".

Market based measures: The IMO is also discussing Market Based Measures (MBM) which would put a price on the emissions from the fuel consumed in an attempt to improve ships' operational performance and push for innovations in ship design efficiency. Although such measures could be considered as a Tax on Trade and Globalization, if decided, they could help mitigate any effect on global warming that shipping may be proved to have. If such a measure were decided on, it would have to be efficient and cost effective and be suitable for international seaborne trade as it has developed over time. The cost of carbon emissions could have a serious sourcing effect on international bulk and tanker trades, where the ratio of the price of the commodity or its freight to the bunker price is far smaller than that of the container trades. A \$100 increase in the price of bunkers would increase the freight rate of a Capesize cargo of iron ore from Brazil to China by about \$ 2.30/tonne, a 9% difference on an average freight rate paid today of about \$ 25.00/tonne or about 1.6% of the landed cost of the commodity.

A higher effective price of bunkers would also give a clear signal to the ship operator to slow down in order to maximize profits for any given freight rate, all other things being equal. Slower speed though is not a panacea. Many papers have argued that, particularly for the container trades, shippers will require higher speeds than some consultants are now talking about, because slower speeds adversely influence their overall inventory costs. To be effective a measure must be considered appropriate by all involved. Furthermore slower ships, such as tankers and bulk carriers, cannot realistically be asked to reduce speeds to pre WW II levels for a variety of reasons.

The front runners in the MBM stakes are the Carbon Levy proposed by Denmark and the ETS proposed by the U.K., Norway, France and Germany. We believe that the MBM most suitable to shipping is the Carbon Levy which is 2 to 5 times more cost efficient (2), because of substantially lower administrative costs, and will therefore bring the desired environmental results with less financial burden to world trade. It has price certainty which will help owners, and operators, focus on emission abatement methods and is easily applicable to shipping. The price of the Levy can easily be adjusted to achieve the desired emission reduction.

ETS on the other hand is complicated, requiring significant administrative cost, and is therefore cost inefficient. It will burden trade more for the same result. There is no price certainty for the purchases on the carbon market. Lacking this, it will not focus the owner or the operator on emission reduction methods. Because of its complexity it is subject to leakage and fraud. More importantly it is not easily adaptable to international shipping.

Operational measures: Operational measures are being discussed as another field of abatement for ship emissions. Operational measures include polishing the propeller, cleaning the ship's hull after longer stays in port, applying state of the art antifouling, using weather routing, in other words, good housekeeping measures already being done in well operated fleets. Doubtless improvements can always be made, but most probably not to the extent anticipated by some consultants for the reasons stated above. The driving force of all improvements is the actual price of the fuel.

Conclusion: To attain sustainability, all regulation and measures must be well designed in order to achieve the desired goal.

Whereas the pressure to be seen as doing the "right thing" may be great, the chances of enacting irrelevant regulation is also great, especially since our knowledge of the effects of shipping emissions is so limited.

Thank you



I remember that in one of my first classes at M.I.T. we were given an example of unscientific legislation. It appeared that politicians in a mid-western state had passed a law that “for small circles the irrational number “ π ” (3.14159265 etc.) could be considered as equal to 3.0” !!! A nonsensical concept.

I would feel very sorry if, in such an important matter as GHG and Global warming, we proceeded to create convenient, rather than effective regulation, which may adversely influence the lives of our children and coming generations.

Thank you
George A. Gratsos

*1.Authors: Jan Fuglestedt, Terje Berntsen, Veronika Eyring, Ivar Isaksen,
David S. Lee, Robert Saudsen - 2.US CBO study*



ΝΑΥΤΙΚΟ ΕΠΙΜΕΛΗΤΗΡΙΟ ΤΗΣ ΕΛΛΑΔΟΣ
HELLENIC CHAMBER OF SHIPPING

Established in 1936, the **HELLENIC CHAMBER OF SHIPPING** is a legal entity incorporated under Public Law (governmental organisation) based in Piraeus.

The Chamber is the official Advisor to the government on all shipping matters. It carries out its work in close co-operation with, and under the supervision of, the Ministry of Merchant Marine.

Members are all vessels under the Greek flag represented by the following shipowning unions:

1. Union of Greek Shipowners
2. Hellenic Shortsea Shipowners Association
3. Greek Shipowners Association for Passenger Ships
4. Union of Coastal Shipowners
5. Panhellenic Association of Tug Boats & Salvage Vessels (St. Nicolas)
6. Shipowners Association of Tug Boats and Salvage Vessels
7. Panellenic Union of Shipowners of Coastal Cargo Vessels
8. Hellenic Professional Yacht Owners Association

The Chamber is governed by a 32-seat Council. The Council is assisted by the seven-member Executive Committee. The Council members are elected for a four-year term. Elections are held biennially to renew half the composition of the Council (members who have completed four years of service). The Council meets regularly every two months, while, the Executive Committee every week.

The major functions of the Chamber include:

- Offering opinion on draft legislation proposed by the Ministry of Merchant Marine or other government departments.
- Carrying out research and studies on shipping related matters.
- Following developments in international maritime legislation.
- Offering expert advice on specialised shipping issues.
- Proposing measures for the protection and welfare of seafarers.
- Attending meetings of international shipping organisations.
- Monitoring all legal and technical developments in the shipping field.
- Conducting arbitration on maritime disputes

Thank you



WISTA CONFERENCE 2010
Athens - Greece

29 September 2010 - 1 October 2010
Divani Apollon Palace & Spa, Vouliagmeni



9. Welcome Dinner, sponsored by Navios Maritime Holdings

The Welcome Dinner took place at "Mythos of the Sea" Restaurant, adjacent to the Conference venue, Divani Apollon Palace & Spa on the evening of Wednesday, September 29, 2010.



Thank you



L-R: Jeanne Grasso, Alexander Papachristidis-Bove, Anthi Miliou, Thanos Pallis, Ilias Bissias, Yoriko Ishida

Seafarer – Shipping Industry: Sailing Together

The Panel - Please check the website for the relevant presentations

MODERATOR: Dr. Anthi Miliou

Marine Consultancy Products & Services Manager for Lloyd's Register, Greece

SPEAKERS:

(in alphabetical order)

Ilias Bissias & Thanos Pallis

Department of Shipping, Trade & Transport, University of the Aegean
She goes Maritime – Women in Marine & Maritime Education in Greece

Jeanne Grasso

Partner, Blank Rome LLP & President of WISTA USA
Seafarer – Shipping Industry: Sailing Together
A Legal and Enforcement Perspective

Yoriko Ishida

Professor, Oshima National College of Maritime Technology, Japan
The Conditions of Women Seafarers in Japan:
From the viewpoint of the International and Domestic Shipping Industry

Alexander Papachristidis-Bove

Managing Director, Hellenic Steamship Corporation
Where we're going wrong

Thank you



L-R: Vasilis Chakos, Suzanne Williams, Kalliopo Lyrintzis, George Goudomichalis, Dorothea Ioannou, Theo Xenakoudis

Teaming-Up for Improving Safety at Sea

The Panel - Please check the website for the relevant presentations

MODERATOR: Vasilis Chakos

Director – Chakos & Co.

SPEAKERS:

(in alphabetical order)

George Gourdouchalis

President & Managing Director, G.Bros Maritime

Teaming-Up for Safety at Sea – Are We ??

Dorothea Ioannou

General Manager of Ship Owners Claims Bureau (Hellas), Inc

Piraeus Claims Office for

American Steamship Owners Mutual Protection & Indemnity Association

Enhancing Safety through Loss Prevention – P&I Club Perspective

Kalliopo Lyrintzis

Founder & Managing Director of the KCL Group of Companies

Safety at Sea? Yes, we can certainly improve!

Suzanne Williams QPM

Crisis Management Advisor, Sue Williams International

Representing Special Contingency Risks

Maritime Hijack

Theo Xenakoudis

Managing Director, International Registries, Marshall Islands Registry, Greece

Partnering with Owners & Class to ensure Quality of Operations

Thank you



L-R: Michael Dicks, Ted Petropoulos, Helen Thanopoulou, Christina Anagnostara, Dimitris Vassilacos, Orestis Schinas

Finance in Days of Global Economic Turmoil

The Panel - Please check the website for the relevant presentations

MODERATOR: Dr. Helen A. Thanopoulou

Associate Professor, Department of Shipping, Trade & Transport
of the University of the Aegean

SPEAKERS:

(in alphabetical order)

Christina Anagnostara

Chief Financial Officer of Seanergy Maritime Holdings Corp.
Finance in Days of Global Economic Turmoil

Michael Dicks

Head of Research for Barclays Wealth
Global Economic Turmoil – The Resilience of the Recovery

Orestis Schinas

Professor of Shipping & Ship Finance at
Hamburg School of Business Administration
The Cost of Regulation; Questions and Challenges

Ted Petropoulos

Founder and Head of Petrofin Research
Finance in Days of Global Economic Turmoil

Dimitris G. Vassilacos substituting for Alexandros Tourkolias

Manager, Shipping Division of the National Bank of Greece
Financing in Days of Global Economic Turmoil

Thank you



L-R: Marie Kelly, Nikitas Nikitakos, Jennifer Schlueter, Hiroshi Shibako, George Tsavlis, John Palmisano

Safeguarding the Environment: Innovations

The Panel - Please check the website for the relevant presentations

MODERATOR: Marie Kelly

Dispute Resolution Lawyer, Norton Rose LLP

SPEAKERS:

(in alphabetical order)

Tom Kennedy

Business Development Manager, Optimarin AS

Care for our Oceans - Environmental Treatment through Simple & Flexible Solutions

Nikitas Nikitakos

Professor, Department of Shipping, Trade & Transport, University of the Aegean
Renewable Energies at Sea

John Palmisano

Commercial Director of Carbon Positive
Safeguarding the Environment: Innovations

Jennifer Schlueter

Vice President for Corporate Communications & Investor Relations
Overseas Shipholding Group Inc. (OSG)

A Market Leader in Global Energy Transportation Services

Hiroshi Shibako

ClassNK Europe & Africa

Reducing Maritime Emissions & Creating a Greener Future for the Maritime Industry

George Tsavlis

Principal – Tsavlis Salvage Group
Safeguarding the Environment: Innovations

carbonpositive

TSAVLIRIS
SALVAGE

OSG

ClassNK

 **Optimarin**

NORTON ROSE



14. Gold Sponsor Carbon Positive issues strong plea for shipping initiatives



carbonpositive

John Palmisano, who pioneered carbon emissions trading in the United States, issued a strong plea for shipping to launch market-based initiatives to lower greenhouse gas emissions, during his address in the session entitled *Safeguarding the Environment: Innovations*. Market-based measures could include emissions trading or bunker levy programmes.

Mr Palmisano is Commercial Director at Athens-based consultancy Carbon Positive, which was a Gold Sponsor of the Conference. "Nothing moves new technologies faster than money," he told the WISTA audience. Market-based programmes gave industry flexibility in meeting requirements.

Early, voluntary action would ensure the shipping industry set the agenda for upcoming regulation. Mr. Palmisano was speaking in the very week that the marine environment protection committee of the IMO met in London and therefore without the benefit of knowing in detail its decisions. Later, commenting on news from the IMO committee, Carbon Positive said it appeared that the timeframe for any market-based system to lower emissions in shipping had been stretched. A combination of system design challenges, distrust of market-based measures and a wider political dispute over the equity of international climate change action was said to have put significant obstacles in the way of implementation.

An expert group presented a 300-page report to the IMO committee, analysing a range of market-based proposals, but the committee said that more information was needed and set up an inter-sessional working group which will report to the committee in July 2011.

Mr Palmisano and his colleagues are worried over what they see as distrust and misunderstanding among the IMO membership about market-based measures. There are fears that if the IMO fails to chart a clear way forward, United Nations 'global warming' negotiators may try to levy a multi-billion dollar carbon tax on shipping to finance climate change projects. "The shipping industry should not be a cash cow for subsidising other industries," he told the WISTA gathering. All the same, Carbon Positive says the slow pace of regulation opens a great opportunity for forward-thinking, innovative members of the shipping community to develop market-based programmes that would help the sector prepare for any future compliance obligations, reward early actors for their contribution, and demonstrate decisive action to those outside the sector.

On November 3 2010 Carbon Positive issued what it called a White Paper outlining how market-based action could help prepare industries for compliance-based schemes, stimulate technological advance, and inform the development of good regulation.

Carbon Positive Chief Executive Helena Athoussaki said: "Given the understandable difficulties IMO has in developing greenhouse gas regulation, we propose an experimental emissions-trading programme in shipping, based on voluntary participation, to complement the IMO's work on market-based measures. We ask the IMO and governments to embrace such early action and recognise credible reductions under any future regulatory regime."

Mr Palmisano emphasised that the direct regulation of maritime greenhouse gases was inevitable, and credible voluntary market-based action can and should be rewarded. This would inform regulators "of what works, and does not work, in the real world." www.carbonpositive.com

Thank you



L-R: John Tsatsas, Emmanuel Vordonis, Nigel Lowry, Michael Bodouroglou, Ilias Tsakiris

The Social Profile of the Shipping Industry – Best Practices leading to Excellence

*The Panel - Please check the website for the relevant presentations - * Speech only*

MODERATOR: Nigel Lowry
Athens Correspondent, Lloyd's List

SPEAKERS:
(in alphabetical order)

Michael Bodouroglou
Chief Executive Officer of Paragon Shipping Inc.
*How to Achieve Sustainability & Growth of a Shipping Company
(Shipowner's Perspective)*

Ilias Tsakiris
Managing Director of Hellenic Hull Management
Services can be the Answer – Six things I would not have said a Year Ago

John Tsatsas *
President of the London Maritime Arbitrators Association

Emmanuel Vordonis *
Executive Director of Thenamaris Ships Management Inc.



Paragon Shipping Inc.





16. Diamond Sponsor details six-point recipe for restoring success to Greece



A six-point recipe for restoring success to the nation of Greece, its people, its workforce and the shipping market was advocated by Mr Ilias Tsakiris, Managing Director and Board Director of Hellenic Hull Management.

All these entities require fearless accountability, total obligation, relentless entrepreneurialism, innovative practise, constant innovation and a more tailored approach to service, he told the WISTA Conference, during the session *The Social Profile of the Shipping Industry – Best Practices leading to Excellence*. Hellenic Hull Mutual Association was Diamond Sponsor of the Conference. Mr Tasakiris said services, “coupled with the unparalleled business instinct of the Greek shipowners, can lead this country to excellence.” Developments since a year ago, when business categories in general were flourishing and people were making money out of simplistic, routine services, made it important for him to spell out the six demands.

He had asked himself how Greece, currently under an extreme financial strain, would manage to overcome its uncomfortable situation. Greece regrettably had neither raw materials nor heavy industries that would positively influence this state of affairs. Since 2009, funding was and would continue to be scarce, and opportunities were not so visible. “As long as global markets position us in the poorest parts of Europe, we all have to start thinking differently in order to sustain our own businesses. Even the marine business, which still produces wealth for this country, is not going to be unaffected by the localised recession,” he said.

Services could be the measurable, efficient, and pragmatic answer to the question of individual and country growth. “The market demanded fearless accountability, and this is our first principle at Hellenic. Every company partnering with a shipowner has a box full of proprietary tools and abilities. But none of these add up too much, if the company cannot deliver the desired business results that it has promised; thus no new clients will reach our doors.

“In fact, I’ll make the radical assertion that without measurable business objectives as our starting point, we are engaging in something akin to ‘unprofessional conduct. This is something quite new: we must be totally committed to the success of our clients. The old rules ‘we are first, come with us’ or ‘they trust us for so many years’ have become obsolete,” said Mr Tsakiris.

“This seems so obvious, doesn’t it? But how many relationships start with only the vaguest notion of what must be achieved? For this I can discern no reason other than fear of failure, normally on the part of both client and service partner.”

Under the second rule, total obligation, “We must help our clients maintain and grow their business, whilst increasing our competitive advantage in the global markets. We at Hellenic make every effort to meet client needs, often at considerable expense and personal sacrifices. We invest in their success at every opportunity.

“In return they invest in us, in both good times and bad, allowing us to sustain the level of sophisticated service tools and talent on which their insurance and business success continues to depend. Under the rule of relentless entrepreneurialism, “no matter the task or the position we hold, every one of us should think and act as an entrepreneur, finding solutions for increasing client service quality and satisfaction. The world will quickly leave behind slow-footed bureaucracies. Thinking and acting with aggressiveness, hunger for opportunities and victories is now the only formula for success.”

Thank you



Ilias Tsakiris/.

Moving to a further principle, constant innovation through boundless creativity, he said: "Creativity is a forbidden or unknown word in some B2B markets, even in shipping. But if you give it a thought, how else can companies and businessmen excel as they once did, if they don't differentiate from the 'pack'? They must act in new and different ways. They must be as unexpected as the world's events. Let's innovate by simply meeting more often our clients, asking the right questions, training our people in hunting opportunities, creating new service additions to current business offers, re-examining pricing policies, expanding into new territories and so on."

He added: "I like to think of innovation as a company's heart beat, the sign that we are alive, and the most crucial thing that until now slow-paced Greece is in grave need."

"Following this path of logic we have learned that shipowners do not want to waste their money in order to cover all possible services and products we might be offering. Markets buy selectively solutions and service can be selective and custom-tailored." Trying to sell integrated service packages was "like trying to sell not just ice to Eskimos but a fridge as well!" There was a need to address clients as individuals with a separate collection of thoughts, feelings, problems, fears, dreams and ideas.

Summing up, he said: "Technological solutions, knowledge, educated personnel, market availability are there for us." To that must be added a determination to change and reinvent the approach for the next 20 years of successful and safe business. www.hma.com.cy

17. Workshop Panels

During the afternoon of Thursday, September 30, delegates attended the Workshop of their choice, which were arranged in various break-out rooms at the Conference Venue.

We sincerely thank all these leaders and speakers for their valuable contribution to the Conference, by sharing their expertise during the Workshops.

Taking Networking a Step Further – Business Opportunities

Jenny Pournara – Piraeus Association for Maritime Arbitration
Nana Kazis – Barry Rogliano Salles
George Xiradakis – XRTC Business Consultants

Women on the Board

Karin Orsel – Management Facilities Group
Minerva Revilla Alfonso – Overseas Shipmanagement S.A.
Kathleen C. Haines – Holbridge Capital Advisors
Jasamin Fichte – Fichte & Co.
Caroline Lee Cassandra - Oceantrans Maritime PTE Ltd.

CSR in the Shipping Industry

Yanna Pavlopoulou – Legal Consultant
Nicolaos Analytis – Hellenic Network for CSR
Anthony Gortzis – One Team S.A.
Chris Makedos – Investors in People

Implementing ILO's Maritime Labour Convention – Need Assistance?

Gabriel Dovles – Total Quality Consultants
Anthony Lambros – Centrofin Management S.A.

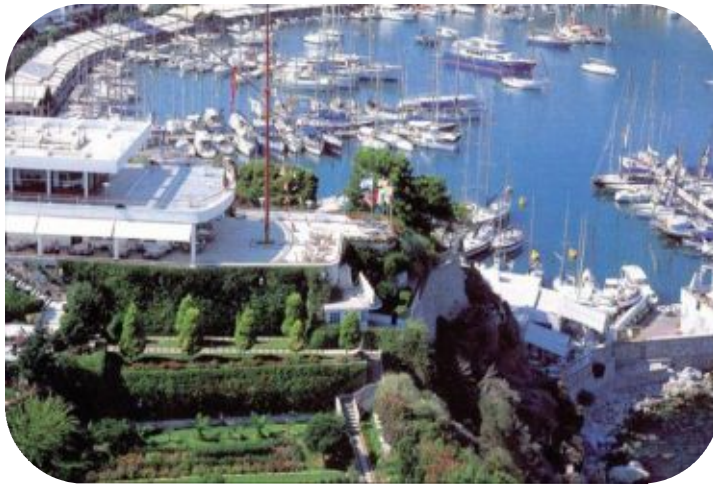
Self Development – Alkistis Agiorgitis – Lifestyle Coach

Thank you



18. Sponsors of the Pre-Conference Dinner at the Yacht Club of Greece

Our Pre-Conference Dinner on Tuesday, September 28 was sponsored by three companies:



Prime Petroleum Services Future Care Inc and "I am (a) Present"

All delegates arriving on Tuesday (to be able to attend the AGM early the next day) were taken from the Conference venue to the famous Yacht Club of Greece in Microlimano for a cocktail reception and buffet dinner, courtesy of these three generous sponsors. Even though the next day was sure to be a busy one, the pre-Conference get-together set the pace for the days and evenings to come – networking, catching up with old friends and enjoying the unique hospitality of Greece.



Prime Petroleum Services is active in the marine fuel industry since 2002, the company services first class shipping companies for bunker and lubricants purchases by what it says are the most transparent and efficient means, mainly offering directly from the physical suppliers and thus avoiding third party risk.

Its strengths include frequent offers for ports in China, Hong Kong, Singapore, West Africa (IPL and OPL categories), Mediterranean and the Americas. Crude level monitoring hour on the hour, port, barge, product availability follow-ups, claims prevention and handling via bunker claims, invoice issues – we do it all, says the company. Operating and represented in Greece by Prime Management Services which covers the entire supply market, Prime's purchasing team consists of experienced bunker brokers and strong networks focused on customer service through detailed market information and sustained, excellent supplier relations.



Future Care Inc. is a provider of international medical care management services. The company assists medical claims payers in adapting cost containment and medical care management solutions to the environment mandated by the US Federal Jones Act, the International Seafarer's Law, Workers Compensation and International Healthcare. Future Care offers medically directed case management services and programs and works directly with shipowners, employers and their respective P&I Clubs and insurance companies.

Future Care's 24/7 First Response *Caring for the Crew* program provides the shipowner with opportunities for medical cost containment under the deductible and over the deductible, throughout the world. The *Caring for the Employee* and *Caring for the International Traveler* programs follow the same set of protocols and service provisions for managing medical care and cost. Future Care's chief executive, Christina DeSimone, pioneered and developed the original Managed Care solutions which have evolved into the current industry's medical cost containment techniques. The company is committed to building an integrated medical solution to maximise the quality of medical care and the appropriateness of cost for care for the international business community. All services emanate from Future Care's offices located in New York City and Athens, Greece. www.futurecareinc.com

I am (a) Present

— EXCELLENCE IN CORPORATE GIFTS —

The catchily named company **I am (A) Present** was established in Greece in 2006. This is a gift service company specialising in exclusive corporate gifts and unique decorative objects.

The company says: "Our innovative ideas seek to make gift giving and receiving an enjoyable experience for all! Over the years, through our proven performance of premium quality product choices, beautiful packaging and prompt delivery services, we have built a long-standing relationship with our customers. Always keeping in mind that no two people or two clients are the same, we create unique gifts and stylish hampers that combine both quality and value for money, matching customers' budgets and high standards."

More details at www.iamapresent.gr

19. Insurance Sponsor, Orion International Brokers & Consultants Ltd.



From the moment our delegates arrived at the 30th Annual WISTA Conference, they were insured for Third Party Liability cover through Orion. This cover was valid for our delegates not only during the workings of the Conference, but also for all the excursions, courtesy of Mrs. Topaloglou.

ORION International Brokers & Consultants Ltd is a Company established in 2009 by Mrs Ioanna Topaloglou who is present in the marine business since 1970 and an active WISTA member.

The goal of Orion's experienced team is to effectively address the insurance and risk management needs of its clients offering first class marine insurance solutions, service and consulting. Orion's aim is to provide continuous support and competitive solutions through the largest underwriting houses all over the world thus, proving its commitment to its clients trust and expectations. A full list of covers is provided including Hull & Machinery insurance, P&I, FD&D, War Risk and K&R insurance, Loss of Hire, Cargo and M.I.I. insurance. Moreover, the company is always willing to investigate new solutions for specific client needs as they arise. info@orionins.gr

20. Sponsors of the Networking Cocktail Reception, Navigator S.A.



Athens-based Navigator SA, a top representation house for towing companies and port agents, kindly sponsored the Networking Cocktail Reception at the Conference venue on Wednesday 29th after the Annual General Meeting.

*This was an excellent chance for delegates to catch-up on old acquaintances and to meet new contacts, before the Conference commencement with the session: **The Importance of Rules & Regulations in Achieving Sustainability – How do we Cope.** A few light moments before the very serious discussions.*

In 20 years of successful operation, Navigator's main task has been to promote its exclusive members, 40 of the biggest and most reliable towing companies and agencies, to the Greek shipping community which manages the biggest commercial fleet in the world, while securing the highest quality of services and most competitive prices for the decision makers.

Through its worldwide network, Navigator is able to attend to the agency requirements of vessels in any port in the world. With regard to towing needs, Navigator sets out to provide the most competitive discounts on tariffs to the ports under the coverage of its members.

Navigator can also cover needs in the fields of fuels and lubricants analysis and protection services against piracy.

Additional information is available at www.navigatorsa.gr

21. WISTA Sweden already hard at work for 2011 Conference



At the Gala Dinner on October 1st, WISTA Hellas handed the Conference baton to WISTA Sweden, which is the organiser for next year's WISTA International gathering, in Stockholm. The theme chosen is *Leadership – Opportunities for the Future*. The meeting will cover essential issues ranging from climate change and sustainability to the effects of globalisation, all from the perspective of leadership.

Maria Nygren, President of WISTA Sweden, is welcoming the opportunity to showcase her country's contribution to the maritime scene yet again. One of WISTA's earliest International Conferences was in the Swedish capital, in 1984, and in 2000 the venue was Gothenburg.

WISTA Sweden, is already a good way along with preparations for next year's WISTA International annual gathering in Stockholm. Berit Blomqvist, a leading member of WISTA and respected figure in the Swedish shipping community, is the appointed Head of Conference Organisation on behalf of the host Sweden. Her main objective is to show what opportunities lie ahead in shipping leadership by pointing to the good examples of today. She told us: "Swedish shipping has women in many top posts and several shipping companies with every reason to be proud of their achievements in working for sustainable shipping. This will be clearly visible in the guest speaker list for the 2011 annual meeting in Stockholm, where we will focus on leadership as the key to stable and sustainable shipping success."

Berit Blomqvist, Chief Executive of the Swedish Shipbrokers' Association, was President of WISTA Sweden during 2002–2004 and was a board member of WISTA International in 2000–2003. Back in 1984, she was a young journalist reporting on the first attempts to organise what was then known as an international Ladies Day. The organisation forged ahead to the extent that it had rallied the capability to stage our big event at international level. At the last annual conference WISTA Sweden hosted, in Gothenburg 2000, Berit was closely involved in the organisation committee. She is of the firm belief that the Conference in Stockholm will be remembered for many years ahead. "We stand on solid ground with the experiences from the successful Gothenburg annual meeting 10 years ago. WISTA Sweden's endeavour to host next year's meeting is being very well received by the shipping cluster of Sweden – so far not a single sponsor has turned us down."

Berit hopes that the event will attract women in shipping from all corners of the globe. "We will present a programme second to none and want you to come and enjoy the hospitality of the Swedish shipping community. Come to Stockholm to learn about and discuss the most important issues of the future, and not least to have great fun and see the lovely capital of Sweden."

Please contact Berit Blomqvist with any thoughts or questions regarding the WISTA International Conference 2011 by emailing berit.blomqvist@swe-shipbroker.se



22. WISTA Egypt to host 2012 International Conference



It was agreed during the WISTA International annual general meeting in Athens to accept the invitation from WISTA Egypt to host the 2012 Conference.

This is exciting news for WISTA as it will be the first such Conference in the Middle East, and will strengthen enormously endeavours to set up WISTA National Associations in other countries in the region.

WISTA Egypt is deriving particular benefit from the support of the Arab Academy for Science & Technology & Maritime Transport, the Alexandria-based institution that will provide facilities for the 2012 Conference. The Academy has for some time fostered an empowerment strategy for maritime women and strongly encouraged participation in seminars and training programmes.

The valued personal support of His Excellency Dr Mohamed Farghaly, President of the Academy, has propelled WISTA Egypt into a confident position, despite the association being formally launched only a year ago in London in the course of the WISTA International 2009 Conference, to which the Academy lent vigorous backing. Dr Farghaly is Patron of WISTA Egypt, the first Arab national WISTA association. The endorsement of Alexandria as WISTA International Conference venue for 2012 was warmly greeted by WISTA Egypt President Dr Layla El Saeed, whose presence at our Athens Conference helped to raise noticeably the profile of this important initiative.

23. WISTA Netherlands shows its colours



"I must say I am impressed to see the Dutch football World Cup team here today", quipped one speaker on the final day of our Conference in Athens. In fact, WISTA The Netherlands sent the equivalent of almost two soccer teams to our three-day gathering in Athens. Doubtless inspired by their national team's success in reaching the final of the World Cup a few weeks earlier, the strong Dutch contingent donned orange T-shirts to ensure their presence shone during the winding-up business sessions. Orange is the colour of the Dutch Royal Family, which hails from the House of Oranje-Nassau. The WISTA squad went on to sport some pretty dramatic orange headgear for the Gala Dinner event.

Led by WISTA The Netherlands President Karin Orsel, the national association is flourishing and in September organised a 10th anniversary birthday party in Rotterdam. That great port city hosted the WISTA Annual Conference in 2004, when the WISTA International President was Mrs Haris Kioseoglou of Greece. Haris was among the previous International and Greek Presidents of WISTA who made a welcome appearance at this year's event at the Divani Apollon Palace & Spa.

24. Additional Silver Sponsor, Optimarin AS



Optimarin AS generously became a Silver Sponsor just a few days before the Conference. Their business development manager, Tom Kennedy, participated in the session: *Safeguarding the Environment: Innovations*

Optimarin, a Norwegian company, was one of the first to develop a system for environmentally friendly purification of ballast water. Optimarin chose to pursue a solution that does not use any chemicals and leaves no residual products that are harmful to the ocean or the environment. The world's first such ballast water system was installed in 2000 by Optimarin on the cruise ship Regal Princess.

Considering that more than 10bn tons of ballast water are carried in ships each year, containing thousands of species of aquatic animals and plants, it is clear that this creates huge problems for the marine environment and human health, and threatens the aquatic flora and economies that depend on healthy ecosystems. The firm's treatment system is based on filtration and ultraviolet light for the efficient removal and inactivation of marine organisms. This option is one of the few that does not use any active substances such as chemicals, electro-chemical generators or biocides in the treatment or cleaning processes. After several years of testing, developing and patenting new technology, Optimarin obtained type approval for its purification system in 2009, in accordance with the International Convention for the Control and Management of Ships' Ballast Water and Sediments 2004. The technology significantly exceeds the stringent requirements set out in the Convention, and accords with ISO 9001/2008. The Optimarin vision is to have the most environmentally friendly ballast water purification system in the world. Already the system is type approved by the Norwegian Maritime Directorate and classification society Det Norske Veritas, and has shown potential to meet stricter standards set by California and New York. For more information: www.optimarin.no

25. and the Winner of the 4-day Louis Hellenic Cruise is !!



The much anticipated Prize Draw took place during the Networking Reception at the Royal Olympic Hotel in Athens on Thursday, September 30.

The 4-day Cruise generously offered by Louis Hellenic Cruises was won by one of our delegates from Denmark: Valerie Baert Marquard (*second from left in above photo*), Senior Claims Executive for Skuld P&I Club. This cruise for two persons can be taken any time during 2011 – so we're sure to be seeing Valerie back in Greece sometime next year! Congratulations Valerie.

www.louis cruises.com

26. WISTA Nigeria sets a powerful example



WISTA Nigeria was once again to the fore at our International Conference, reporting growing membership and encouraging news about the formation of WISTA national associations in other African nations. Nigeria sent an impressive delegation to the Conference in Athens, and it was pleasing to see that Ghana, one of the newest WISTA associations whose formation in July 2010 in Accra was strongly supported by our Nigerian colleagues, fielded eight delegates.

Ify Anazonwu-Akerele, Director General of the Nigerian Chamber of Shipping, who is the new President of WISTA Nigeria, told us that she and her colleagues were in contact with potential members elsewhere in Africa with a view to helping them set up associations. In addition to the success in Ghana, the Nigerians are working to establish associations in Cameroon, Congo, Mauritania and Angola.

WISTA Nigeria is setting an example in the production of attractive literature which sets out the achievements and advantages of this forum for women in the maritime industry. WISTA Nigeria, incorporated in 1994, currently has 120 members, a rate of growth of 45% over the last six years.

Beyond collaborating with government bodies, organisations of shipowners, shippers and others, WISTA Nigeria has a strong social presence. It is supporting efforts to tackle poverty and improve the living conditions of women in rural areas, with schemes including the donations of motorboats to women engaged in fishing in Lagos and Akwa Iban states, and the award of scholarships to female cadets at the Maritime Academy of Nigeria. The first African Women in Shipping Conference was hosted by WISTA Nigeria in May in Lagos and drew delegates from the home territory, Ghana, Senegal, London, the International Maritime Organization and other bodies. WISTA Nigeria chose Capt Adamu Audu Biu, chief executive of the Nigerian Shippers' Council, as its Personality of the Year 2010.

Ify and her team enlivened many of our discussions during the Conference with their constructive interventions; and the fabulous dress sense of the delegation was once again a great attraction, especially at the Gala Dinner!

Friday October 1, the final day of the Conference, coincided with Nigeria's Independence Day, marking 50 years of free statehood for the federal republic, which has one of the world's fastest growing economies and is the largest exporter of oil in Africa.

WISTA Hellas President Anna-Maria Monogioudi congratulated the Nigerian team on their nation's achievement, and in response the delegation led the entire hall in a rousing rendition of the national anthem: Arise, O Compatriots, Nigeria's call obey/ To serve our Fatherland/ With love and strength and faith...

Thank you



WISTA CONFERENCE 2010
Athens - Greece

29 September 2010 - 1 October 2010
Divani Apollon Palace & Spa, Vouliagmeni



27. Gala Dinner, sponsored by Diamond Sponsor, Hellenic Hull Mutual

The Gala Dinner took place at the resplendant Athens Golf Club, Glyfada on the evening of Friday, October 1, 2010. Hosted by Hellenic Hull Mutual Association, attendees were entertained in true Greek style and the partying continued until the early hours. As they say, "A good time was had by all" !



Thank you



WISTA CONFERENCE 2010
Athens - Greece

29 September 2010 - 1 October 2010
Divani Apollon Palace & Spa, Vouliagmeni



28. A picture is worth a thousand words 2010 Conference Moments !





29. The History of WISTA Hellas

A tribute to the pioneering women who put us on the map

WISTA Hellas has been a beacon on the international scene for two decades, and if anyone ever doubted its potential, they need only cast a glimpse over this Newsletter, which lists many of our impressive supporters from far and near, and they should see our Conference agenda and sponsorship roll of honour, which taken together read like a significant extract from a Who's Who of industry companies and personalities. How did we get to this point?

Presidents' Gallery



POPI GIANNOPOULOU
Founding President
1994 - 1996



HELENI VOGLI (Pitsouli)
President
1996 - 1998

The WISTA project began to stir the imagination of Greek shipping people in a big way in the late 1980s. Two shipbrokers, Popi Giannopoulou and Stella Vassilakis, in 1988 attended a WISTA International Conference in Portugal, and the following year flew to Rotterdam for the succeeding event.

Swiftly, the two brokers embarked on the next ambitious goal, to organise the International Conference in Athens. This was hosted in the Greek capital in autumn 1990 with the kind sponsorship of Banque Indosuez (now part of Credit Agricole CIB) and Mr Nicolas Vernicos of Vernicos Maritime. The enthusiastic attendance at this conference by overseas and local women executives, and the fact that the small executive committee of the conference under the direction of Ms Giannopoulou, attended all the following three conferences in Copenhagen, Marseilles and Liverpool, inspired them to establish a national WISTA in 1993 in co-operation with other founding members.

This started work with a temporary committee consisting of Popi Giannopoulou, Heleni Vogli, Liona Bachas, Greta Christofilopoulou, and the late Dimitra Mavrou (whose contribution and dedication was of extreme value).

In the meantime, the Women's International Shipping & Trading Association had been incorporated at 1993 during the Liverpool conference with members from many parts of the world. WISTA had originated in 1974 when a handful of female brokers in the UK, involved in liquid bulk and gas trades, met to exchange professional views. Over the years coverage expanded to other commodities and spread through Europe.

What was initially a lunch appointment became transformed into a half day event and later to a whole day conference with delegates from all over the UK, Europe and later from further afield. Every year a different major port city is selected for the Conference.

Continuing our story of Hellenic growth, the first annual meeting and election of officers of WISTA Hellas took place in February 1994. This set up the first Board, comprising President, Popi Giannopoulou; Vice President, Liona Bachas; Secretary-General, Greta Christofilopoulou; Treasurer, Jenny Pournara; and Board Member, Heleni Vogli.



History of WISTA Hellas.../...



HARIS KIOSSEOGLU
President
1998 – 2000
2000 - 2002

From the beginning, there was much to be done, as the initial team recall: "First to ensure that the industry will not mistake us for feminists, secondly to promote the membership of selected shipping executives to make sure we maintained the organisation's standards; thirdly to keep the network alive by organising frequent educational and professional seminars, visits to venues of mutual interest (such as Greek cement factories, shipyards, ports), social and cultural events (dinner parties, women photographer exhibitions), seminars in coordination with the Shipping Department of the University of Piraeus and the University's Sociology Department on the profile of women of shipping; publicity; raising sponsorships for the imminent 1996 WISTA International Conference in Athens and at the same time participating actively in the ExCo (Executive Committee) of WISTA International in order that Greece might hold within the international board the proper status a big nautical nation deserves."

Among the go-ahead initiatives was a women's photography exhibition entitled "We Meet beyond the Seas", which took place in October 1997 and benefited from the kind sponsorship of Ms Angeliki Frangou's company, Franser Shipping. The exhibition was housed at the beautiful and renovated historic building of Mr Vernicos at Kastella.

WISTA's Greek headquarters was at the time based at the premises of Circe Chartering (Popi's office), where the board would gather and spend hours of planning, panicking and finally meeting the deadlines, with further welcome support from Mr Vernicos who had faith in the WISTA goal, and with the secretarial support of company staff.

Such good work was well rewarded when the new WISTA Hellas board elected in February 1996 took the group to the second WISTA International Conference within six years in Athens. The 1996 Conference was recognised by all as one of the most successful in the history of WISTA at that stage, thanks to the sterling support of an excellent team of dedicated and enthusiastic members.

The Board in that year was President, Popi Giannopoulou until the Conference, and thereafter, the highly experienced S&P broker, Heleni Vogli; Vice President, Vicky Kyriazis; Secretary-General, Liona Bachas; Treasurer, Anna-Maria Marcantonakis; Board Member, Heleni Vogli until the Conference and Popi Giannopoulou thereafter.

This Board continued the campaign to keep WISTA in the forefront of industry attention, by for instance, preparing and circulating WISTA material at the Posidonia Exhibition 1998.



VERA CHALKIDI
President
2002 - 2004



History of WISTA Hellas.../...

Our 21st Century WISTA Presidents take the Voyage begun by the Pioneers to a new level. After the success of the 1996 WISTA International Conference in Athens, the road ahead was clearer than ever.



VICKY ROUSSOU
President
2004 - 2006

The next WISTA Hellas President Haris Kiosseoglou and the new board elected in 1998 took WISTA further forward, and had the honour of Mrs Kiosseoglou being elected WISTA International President, serving in that post from 2001 to 2005. Mrs Kiosseoglou was president of WISTA Hellas for four years, until 2002.

Haris Kiosseoglou is the founder of the Harrier Maritime group and she is active in the position of President and Chief Executive of the group. Her studies and experience are related to ship management, chartering, bunkering and agency. Haris Kiosseoglou and Harrier Maritime specialise in ships' agency for chemical tankers at Greek ports, acting also as brokers for such cargoes and ships. Further, the company handles ships' agency at Egyptian ports and Suez Canal vessel transits.

At the 2002 elections, Vera Chalkidi was chosen as the WISTA Hellas President, remaining in that post for two years. Setting up a dedicated office for WISTA Hellas in 2002 is the highest achievement, in her view.

A further infusion of new blood into WISTA Hellas was encouraged under the presidencies of the "younger generations" exemplified by Vicky Roussou, Maria Christina Ktistaki, and the present incumbent Anna-Maria Monogioudi.



MARIA-CHRISTINA
KTISTAKIS
President
2006 - 2008

Ms Roussou, is chief financial officer of J.G. Roussos Shipping. During her presidency, Vicky ensured that WISTA Hellas was present at numerous international events to broaden its networking base and attract younger women to the Association. Due to her sensitivity to people with special needs, Vicky Roussou offered the Association's support for the charity "Argo" which cares for disabled children of Greek seafarers. The strong support for Argo by WISTA Hellas continues even to this day.

The Association has benefited from the "personal" touch of each of them, attracting the renewed senior intake into the industry, and spurring high level shipping studies, as the enthusiasm and dedication of youth sails hand in hand with the wisdom of the pioneers.

Under the presidency of Maria-Christina Ktistakis, a director of dry cargo company Seabound Maritime, the Association strengthened ties between members through a series of professional, cultural and social events, increasing membership and forging ties with other organisation and educational institutions. WISTA Hellas was also one of the first associations to offer support for the fire victims at Peloponnesus and Evia in 2007. Preparations for the 2010 International Conference commenced soon after Greece was selected as the venue, by Ms Ktistaki, as then President of WISTA Hellas, and her fellow Board members. This year Maria-Christina was voted to the board of Helmepea, and is a board member of the Association of Friends of the Asklipion Hospital in Voula.



History of WISTA Hellas.../...

It fell to the current President, Ms Monogioudi, to rally domestic and international resources to produce participation and support for one of the most high profile International Conferences of WISTA, which took the maritime stage at the end of September 2010 in Athens.

Ms Monogioudi says that she decided to accept the post of President of WISTA Hellas largely because she was inspired by the great work carried out by the previous Board of WISTA Hellas, and also because during the Copenhagen Conference in September 2007 she met wonderful, creative, dynamic and committed individuals and came to understand the true meaning of WISTA.

In 2009, Greece was delighted again to see one of the leading members, Vera Chalkidis, a Director of Athenian Sea Carriers, chosen as WISTA International President. Mrs Chalkidis had become a member of the local maritime community in the mid-1970s, soon after completing her studies in Greece and abroad.

Vera's broad involvement with all areas of ship management and extensive business travelling around the world, combined with a hands-on approach, turned a young and restless lady, into a committed and mature personality. She came on board WISTA Hellas in 1996, and recalls her enthusiasm when joining the first gatherings of the Association and networking with women engaged in the same field.

Being President of WISTA International makes her very honoured, proud and excited. "This position offers many challenges and responsibilities too," she says, "while the main concern is finding ways of adding further value to this Association of some 30 countries and its 1,300 members, as WISTA keeps growing."

The record shows that WISTA is definitely here to stay, both in Greece and internationally, rising far above sectional interests to promote the highest values of conduct, education and mentoring, and today earning unprecedented respect around the globe. www.wista.net

30. Current WISTA Hellas President, Anna-Maria Monogioudi



**ANNA-MARIA
MONOGIOUDI**
Current President
from 2008

Our current President is Anna-Maria Monogioudi who was born in Athens and lived for some time in London. She graduated in 1993 from The Moraitis School, having attended the two-year International Baccalaureate course. She continued her studies in London and is a holder of a BA (Hons) in Business Studies with French. She started working on a full-time basis in the maritime industry in 1999 when she joined Andriaki Shipping Co, a company managing bulk carriers and tankers.

In 2004 she joined Aegean Protective Coatings SA, her family-owned business based in Piraeus, where she remains as Director. Since April 2008 she has been the President of WISTA Hellas and has represented the Association at three International Conferences, in Copenhagen (2007), New Orleans (2008) and London (2009).

Anna-Maria is known for her first-class communication and organisational skills, and is keen on projects requiring multi-tasking, team-work and co-operation, such as the 2010 Conference in Athens.



31. Institute of Chartered Shipbrokers Greek Branch



The Greek branch of the Institute of Chartered Shipbrokers was one of the last top flight organisation to express its support for our WISTA 2010 International Conference in Athens.

The Institute internationally is just about to celebrate its centenary in 2011.

Over the last 100 years, the Institute has been an internationally recognised professional body representing shipbrokers, ship managers and agents, growing to 25 branches in key shipping areas and more than 4.500 individual and 120 company members. The ICS branch network connects the professional shipping community of the five continents.

Membership represents a commitment to maintaining the highest professional standards across the industry. Nine years after its foundation, the Institute was awarded a Royal Charter, and the Charter was amended in 1984 to open the membership to companies and non-British subjects. As a result, the Institute is now truly international and provides a great deal of opportunity for networking.

The ICS Greek Branch, which is represented by the Hellenic Management Centre, provides professional education preparing candidates to acquire ICS membership. Branch Chairman is Nicolas Tsavlis, a principal of Tsavlis Salvage Group, and Natalia Margioli-Komninou is Managing Director of the ICS Greek Branch and the Hellenic Management Centre

32. Go-ahead college BCA extends special education offer to WISTA members



One of the largest educational institutions in Greece, BCA (www.bca.edu.gr) is entering its 40th year of innovation in the sector of shipping, and underlining its commitment with special discounts for WISTA members.

In its early days, BCA was the first college in Greece to cover the educational gap that then existed in shipping.

Mrs Katerina Konsta, Head of the Shipping, Transport & Logistics Department, is a WISTA member, and naturally extends strong support to our International Conference, which this year is on the college's home territory. The Department offers to all WISTA members a 20% discount for the postgraduate courses and 10% discount for the undergraduate courses. Postgraduate students who achieve distinction overall will be remunerated an extra 20%.

BCA is known for its pure shipping courses and modules; highly qualified professors, combining shipping academic qualifications and shipping practice; expert guest speakers; market networking; and extensive experience of delivering shipping undergraduate and postgraduate courses

College leaders stress that the contemporary professional and economic environment of the globalised market commands persistence on quality, adjustment to rapidly changing conditions and opportunities, as well as long term vision for a clear strategy. The Shipping, Transport & Logistics Department courses in collaboration with London Metropolitan University, include BSc Shipping (Generic), BSc Shipping (Operations & Management), BSc Shipping (Insurance & Maritime Law), BSc Shipping (Shipping Investment & Finance), BA Logistics & Transport, DMS Shipping, MA Shipping (Generic), MA Shipping (Chartering), MA Shipping (Marine Insurance), LLM Maritime Law, and MSc Purchasing & Supply Chain Management.



33. For some of us who are not so "computer savvy"

We found this little piece of interesting information which we thought you'd like us to pass on:-

The Difference between http and https

MANY PEOPLE ARE UNAWARE that the main difference between <http://> and <https://> is all about keeping you secure** HTTP stands for Hyper Text Transport Protocol.

The S (big surprise) stands for "Secure". If you visit a web site or web page, and look at the address in the web browser, it will likely begin with the following: <http://>. This means that the website is talking to your browser using the regular 'unsecured' language. In other words, it is possible for someone to "eavesdrop" on your computer's conversation with the website. If you fill out a form on the website, someone might see the information you send to that site.

This is why you never ever enter your credit card number in an [http](http://) website!

But if the web address begins with <https://>, that basically means your computer is talking to the website in a secure code that no one can eavesdrop on. You understand why this is so important, right? If a website ever asks you to enter your credit card information, you should automatically look to see if the web address begins with <https://>. If it doesn't, there's no way you're going to enter sensitive information like a credit card number.

34. Just in case: What to dial in an Emergency... anywhere in Europe



While most of our readers are seasoned travellers, you may not know that 112 is the European emergency number that can be dialed free of charge from any telephone or any mobile phone in order to reach emergency services (ambulances, fire-fighters and the police) in the European Union. 112 replaces all previous local emergency telephone numbers. Importantly, this identifies the caller's position, so anyone can be confident to dial while travelling even when they cannot pinpoint precisely their location.



Also – don't forget to create your ICE numbers on your mobile. We all carry our mobile phones with names & numbers stored in its memory but nobody, other than ourselves, knows which of these numbers belong to our closest family or friends. If we were to be involved in an accident or were taken ill, the people attending us would have our mobile phone but wouldn't know who to call. Yes, there are hundreds of numbers stored but which one is the contact person in case of an emergency? Hence this "ICE" (In Case of Emergency) Campaign.

The concept of "ICE" is catching on quickly. It is a method of contact during emergency situations. As cell phones are carried by the majority of the population, all you need to do is store the number of a contact person or persons who should be contacted during emergency under the name "ICE" (In Case of Emergency). The idea was thought up by a paramedic who found that when he went to the scenes of accidents, there were always mobile phones with patients, but they didn't know which number to call. He therefore thought that it would be a good idea if there was a nationally recognized name for this purpose. In an emergency situation, Emergency Service personnel and hospital Staff would be able to quickly contact the right person by simply dialing the number you have stored as "ICE." For more than one contact name simply enter ICE1, ICE2 and ICE3 etc. A great idea that will make a difference! Let's spread the concept of ICE by storing an ICE number in our Mobile phones today!

Remember:- ICE will speak for you when you are not able to.

Thank you



35. and just around the Corner – CHRISTMAS !!



Christmas is the time for giving, and of course, receiving !!

During the Conference and in this Newsletter you have all heard about the splendid local produce which is available worldwide from Mylelia www.mylelia.gr – Visit their website for a unique gift this year – Greek jams, marmalades, pastas, sauces and other delights which can be sent to your specification and, if you order now, they WILL arrive in time for Christmas.

For WISTA Hellas members: Don't forget that "I am a Present" www.iamapresent.gr is a wonderfully new way to send your corporate and personal gifts. No two gifts are the same, and you are sure to impress everyone when they receive your gift with the personal touch from I am a Present.



Thank you



We hope you have enjoyed reading this Post-Conference
WISTA Hellas Newsletter.

Please feel free to circulate this to all your
colleagues and contacts throughout the maritime industry.

Please send your news and comments to: athens2010@wistaconference.org

www.wistaconference.org

All Speaker Presentations are available on the website

