



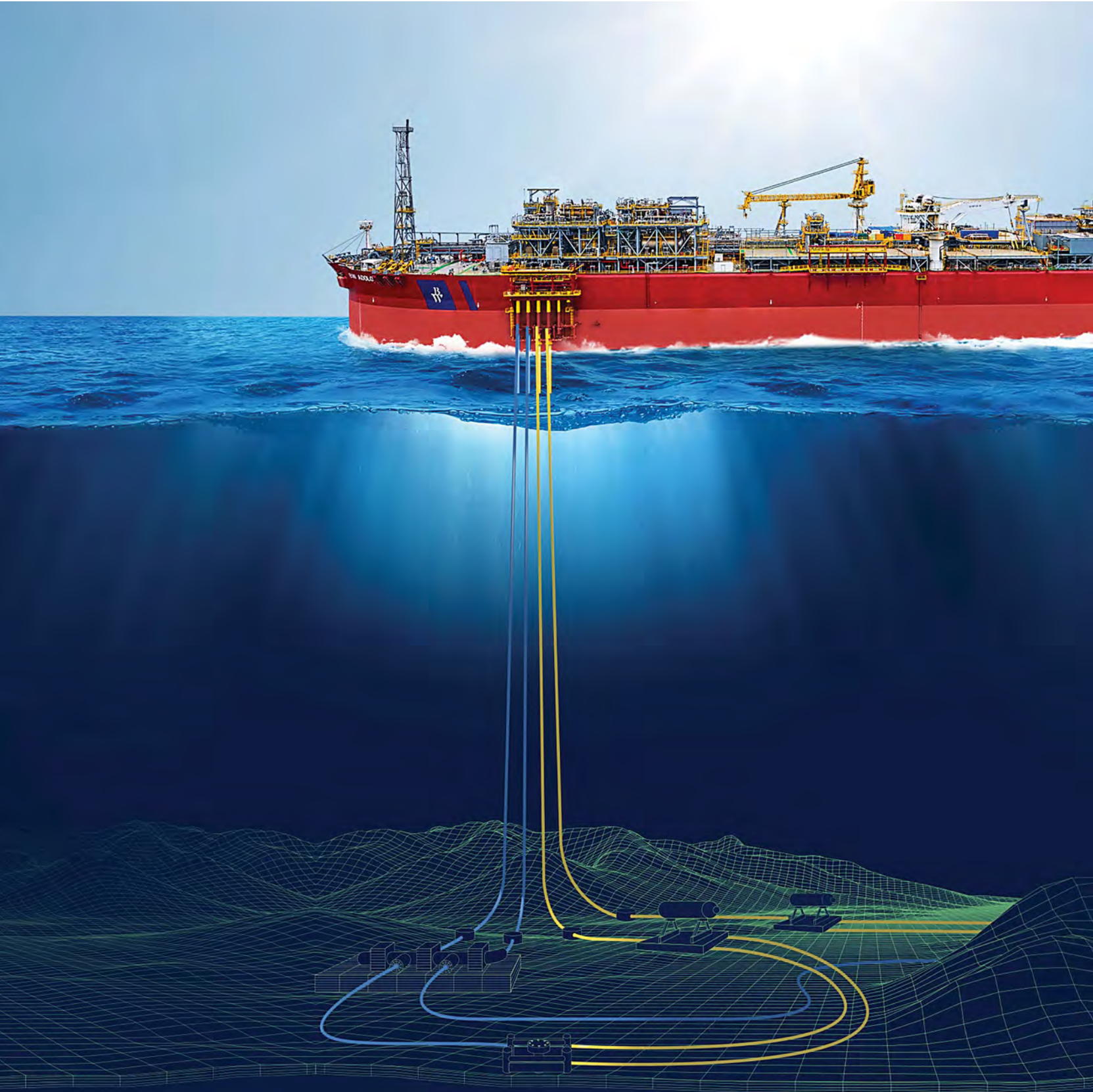
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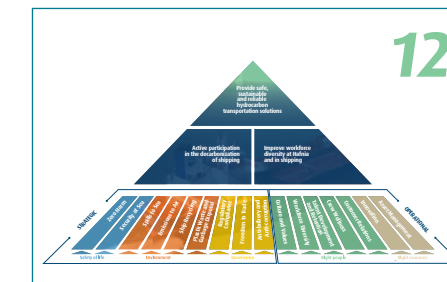
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Chairman's Message



The period since the start of 2020 has been dominated by a single topic, Covid-19, and its impact is so profound that it is hard to write of much else. The pandemic that has swept the world over the span of a few months has caused untold disruption at every level – for individuals, companies, communities, countries.

While everyone is bearing their fair share of difficulty, we owe a special thanks to those who are keeping the world going. This clearly applies to all those in the medical and food supply chains. Less often mentioned, but equally important as an essential service, are those involved in delivering energy. BW colleagues are working hard to produce and deliver energy, and many of you are doing so away from home, serving on vessels and production units without visibility

on when you can return to your family. It speaks to your professionalism and resiliency that you are doing so without complaint, staying focused on your critical role and maintaining good spirits. Thanks are due not only from the company, but from all citizens around the world who are beneficiaries of your hard work.

Shipping continues to be in demand, unlike many other industries such as airlines, hotels and retail which have all but shut down in recent months. Some of our sectors have been hit hard, for instance BW Energy whose prospects are directly linked to the oil price. Other sectors like tankers have been strong as a result of excess oil production and the need for storage. But with the likelihood that few will be immune from the pandemic in the longer run, we are preparing for a challenging period ahead.

Many predictions are being made, but the truth is that no-one really knows what the world will look like on the other side of this pandemic. We do know that things will eventually stabilize, and that food, medical services, and energy – in its many forms – will continue to be needed. The best we can do is to keep working hard on our individual responsibilities, whether at sea or onshore, and to keep the propellers turning in a safe and responsible manner. Together with heartfelt thanks, I send you and your loved ones best wishes for continued good health.

Sincerely,
Andreas Sohmen-Pao
Chairman

Strange and Unprecedented Times

Across Affiliates, BW continues to keep propellers turning to deliver energy and other vital commodities to world markets

These are strange and unprecedented times. Pandemics have occurred before, markets have dropped before, oil prices have collapsed before, but never have countries and continents shut down to the extent seen today. The COVID-19 pandemic continues to dominate headlines globally and new measures are implemented almost daily by governments worldwide.

Colleagues onshore are working hard to keep the business going despite the challenges of working in isolation and remotely from home, with all the associated responsibilities of managing children out of school and concerns about older family members. Everyone is having to adjust their life and work schedule, but none are more impacted than our seafarers.

Keeping morale high and spirits up

Captain Namit Choudhry is one of six officers onboard LNG carrier BW Pavilion Vanda who have exceeded their tenure due to the temporary cessation of crew changes. When asked how crew are coping with disruptions to routine, he says, "It would have been nice to be with our families during these hard times, but we do understand the situation, and the initial disappointment has been replaced by a sense of pride in playing a critical to keep the global supply chain running. Safety, welfare and discipline together with the focus on mental health is now even more important. Welfare initiatives from the company have been well received by all onboard and morale is high. We continue to plan social activities and add positive humor to our daily activities to keep spirits high".

(Background) Using international code flags to spell out COVID-19, with their ship motto: "COVID-19 stays at Base, Zero Harm in our Space"



(Above) Instructions for visiting shore personnel

Captain PK Singh, onboard Product Tanker BW Shinano, has been with the company for over 30 years and keeps the current situation in perspective. "Crew are not relieved on completion of tenure, to the extent that one of our crew had his wedding cancelled. We boost morale onboard as much as possible, and provide transparent updates from the shore

office. We need to accept the situation as it is, and manage our own expectations on what can and cannot be done under present circumstances. Otherwise, we will be very stressed."

Staying safe for you and me

Captain Rene Subong onboard LNG Enugu is also keeping



(Above)(Left) Crew practicing safe social distancing; (Right) Crew keeping busy and spirits up by exercising on board



(Above) The winning team onboard BW Shinano

morale high, while ensuring his vessel continues to be a safe place - maybe the safest place to be, considering the limited exposure of the vessel to the outside world and the control over vessels put in place by most ports and terminals.

Says Captain Subong, "the BW COVID-19 Guidelines and Outbreak Management Plan is a good tool to help us minimize exposure in a systematic manner. We have implemented all safety measures required of us, which include limiting access to external visitors and keeping a safe distance from them; Bridge team and gangway escort teams to wear masks, safety glasses and rubber gloves during pilotage; while alongside, paperwork is done close to the manifold area with minimum representatives from both ship and shore for minimal interaction; and twice-daily temperature checks."

Adds Captain Singh, "In addition to the PPE that we have at the Gangway, we take temperatures regularly and are very disciplined with our temperature logs. Prior to any port calls, we also send emails with our request for full compliance from all visitors and personnel with our company's COVID-19 safety precautions. We have designated one room, which is away from crew accommodation areas, as Ship's office to manage paperwork and meet shore personnel."

When asked how best to manage stress and anxiety onboard, Captain Choudhry says, "Stay positive and be resilient. This too shall pass. For all those ashore - please drop anchor at home and stay put. An ounce of prevention is worth a pound of cure!"

"To my fellow seafarers who are onboard, let us all safeguard our wellbeing by complying with the guidelines from our company

and port and terminal regulations with regards to COVID-19 precautions. For those who are at home right now, please follow the directives of your local and national governments in stopping, if not, preventing the spread of the virus. We must not let our guard down as we are facing an invisible enemy."

Comments Captain Singh, "We have found ways to cope as a team. We share and discuss daily email updates from the office, as well as relevant news we see on social media. We also encourage each other to remain engaged in work during the day and decompress during our time off with wellness activities such as meditation and yoga; keep connected with our families online with increased data allocation from the company; and indulge in the latest entertainment blockbusters that we have purchased. The worst will pass; we just have to keep calm."

Rainbows after the rain

Even though COVID-19 is a serious matter, it may be helpful to keep the pandemic in perspective - as with all earlier challenges, global collaboration and human ingenuity will overcome this challenge. For over 85 years, BW Group has been delivering energy to world markets. And over the years, we have seen and overcome many difficult moments.

As borders close and people are urged to stay home, there are extraordinary people who put themselves at risk - medical professionals who continue to care for the sick, and maritime professionals who keep propellers turning so that energy and other vital commodities can continue to reach communities at a critical time. **wh**

Perfecting Procurement Practices

Affiliates come together to share procurement best practices and collaborate to ensure consistently high standards in processes and policies

BW Group conducts its business with high ethical standards and in compliance with all relevant laws. We also hold our business partners, suppliers, agents and other third parties to the same standards, and require compliance with all our processes and policies.

Over the past nine months, procurement colleagues from BW LPG, BW LNG and Hafnia have come together to share knowledge and best practices, with the aim of streamlining processes and policies, leverage on each other's understanding of the market and make full use of available resources. The team is also in the process of implementing a new Enterprise Resource Planning (ERP) system. Created by Alpha Ori, the ShipPalm ERP offers a one-stop solution for ship management purchasing and further automates the purchasing function for the entire fleet.





A Procurement Manifest has also been set up by BW LPG Head of Procurement, Rick Ackermann, to ensure mutually beneficial contracts for both BW and our vendors. For BW, this is done by leveraging on volume, sharing of resources across Affiliates, optimising the conditions of the contract and managing risks. Categories have been set up according to Skipsteknisk Forskningsinstitutt or SFI codes, which is the most widely used classification system for the maritime and offshore industry worldwide, introduced by the Ship Research Institute of Norway.

With a strong foundation based on standardised codes and categories, possibilities for improvement abound. For example, an overview document has been created, which contains information such as purchasing histories, contract details and supplier and procurement officers' names across categories. A procedure has

been put in place for a twice-yearly review by the various Heads of Procurement, and this overview will be made available on a new platform called the Scanmarket contract management system.

Scanmarket, which will be implemented by BW LPG, BW LNG, Hafnia, and BW Offshore, enables Procurement colleagues to share non-confidential information on contracts across Affiliates in a transparent manner. In this way, Affiliates can potentially tap on current relationships and agreements with tried-and-trusted vendors and reduce the need for external sourcing.

BW LPG has a success story related to the new procurement process, where the Technical and Operations teams were involved in a tender process for port agency services. All team members had a role to play within the process and eight tenderers were given the



opportunity to present their proposal. Based on a scoring system which included direct costs and rates, as well as several rounds of negotiations, a new Hub Agent was selected. BW LPG has now signed a contract with Wilhelmsen for the next three years, which includes an incentive to encourage sustained high performance.

What does it take to make the cut as a vendor within the new procurement process? Environment, Social and Governance (ESG) standards are high on the priority list as tenderers compete in a transparent environment with clear selection processes based on objective criteria and equal opportunity. Says Rick Ackermann, "the Supplier Code of Ethics and Business Conduct has been implemented as an integrated part of our Request for Quotation (RFQs), Purchase Orders (POs) and contracts,

and we expect our suppliers to adhere to these standards. We wish to use our size as a company and as a combined Group, to influence the wider maritime network – that a sustainably-run business is a competitive one. Together, we can all play our part in supporting the United Nations Sustainable Development Goals."

BW LPG has improved the way in which stores and spares are ordered, by changing the frequency to quarterly orders. Not only does this reduce indirect costs by having less POs and invoices that must be handled, but also reduces logistical costs by decreasing the number of transports and thereby reducing carbon emissions.

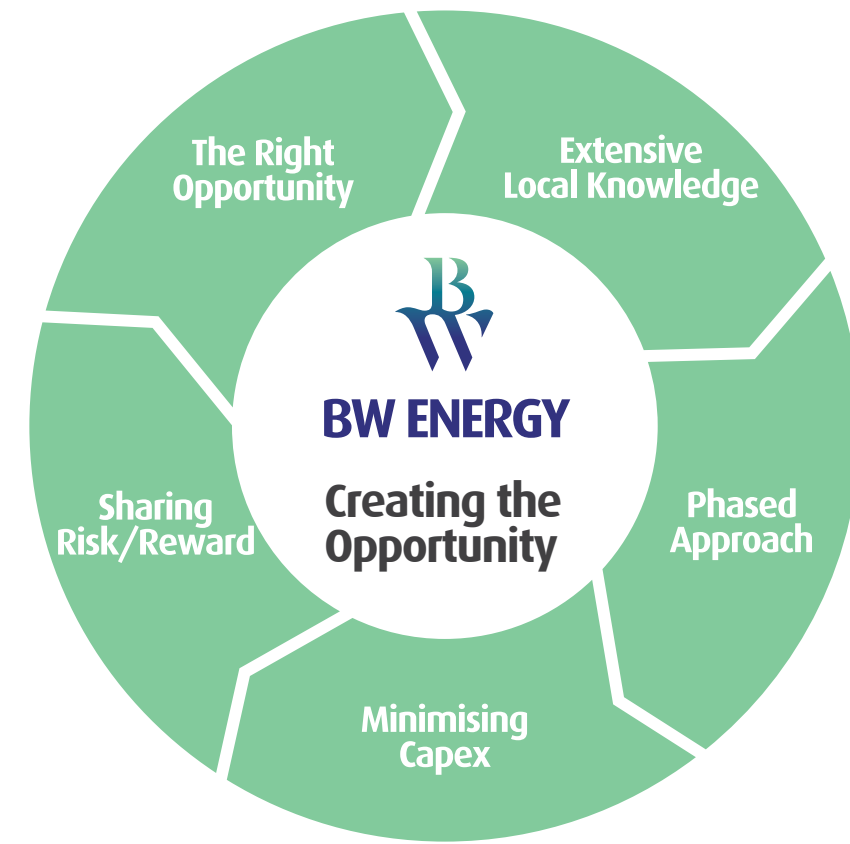
In the words of Henry Ford, "coming together is a beginning, keeping together is progress; working together is success." **wh**

Starting a New Chapter

BW Energy successfully lists on the Oslo Stock Exchange



(Above) BW Offshore Senior Manager Commercial Strategy & Analysis, Thomas Moe Young ringing the Oslo Stock Exchange bell, as is tradition on the first day of trading. Thomas was joined by BW Energy's CFO Knut Sæthre, CEO Carl Arnet, and COO Lin Espey, as well as BW Offshore's Manager IR & Communications, Una Skram Holmen and Head of Corporate Finance, Anders S. Platou (Not in the photo above).



(Above) The BW Energy model solves the traditional E&P challenge.

Taking risks

In 2016, BW Offshore acquired the Dussafu licence in Gabon in a joint venture partnership with BW Group. With a growing strategic emphasis on exploration and production (E&P), BW Offshore established E&P as a new business segment. Against a positive backdrop of performance beyond expectation, this business segment was spun off into an E&P company named BW Energy. BW Energy operates with a clear strategy - to unlock value that traditional oil and gas companies do not address. By concentrating on proven hydrocarbon fields, leveraging on in-house technical, operational and basin expertise, and using economically viable FPSO options to perform fast-track, phased development at a lower cost.

A new chapter

In 2019, following the successful start-up of BW Offshore's FPSO BW Adolo operating on the Dussafu licence, a decision was made to list BW Energy as a separate E&P company on the Oslo Stock Exchange. Through the listing, capital would be raised directly in BW Energy, thereby facilitating continued growth and securing its financial independence. Following the listing on 19 February 2020, BW Offshore remains the largest shareholder of BW Energy with 39% ownership, while BW Group holds 35%, and together they have a controlling interest in the newly listed company.

A strong foundation

The main assets of BW Energy are 73.5% of the producing Dussafu Marine Permit offshore Gabon and a 95% interest in the Maromba field in Brazil, both operated by the Company. The Dussafu licence uptime was 98% in 2019 with production of 11,800 bopd gross. The first two production wells of the Tortue Phase 2 development were tied back to the BW Adolo in March 2020, increasing oil output to approximately 20,000 barrels per day. BW Energy has a healthy financial position with total available liquidity as at end February 2020 of USD 184.5 million in cash, with no debt.

Low Oil Price

In challenging and uncertain times, BW Energy is taking steps to protect shareholder value and long-term viability of the company. BW Energy has a relatively low breakeven price and is taking measures to mitigate the global impact of COVID-19 and the volatile oil market from OPEC+ uncertainties, such as adjusting the development programs on the Dussafu and Maromba licences, and deferring investments. Production activities in Gabon remain uninterrupted as BW Energy complies with public health advisory at all its locations to ensure safe operations during the COVID-19 pandemic. **wh**

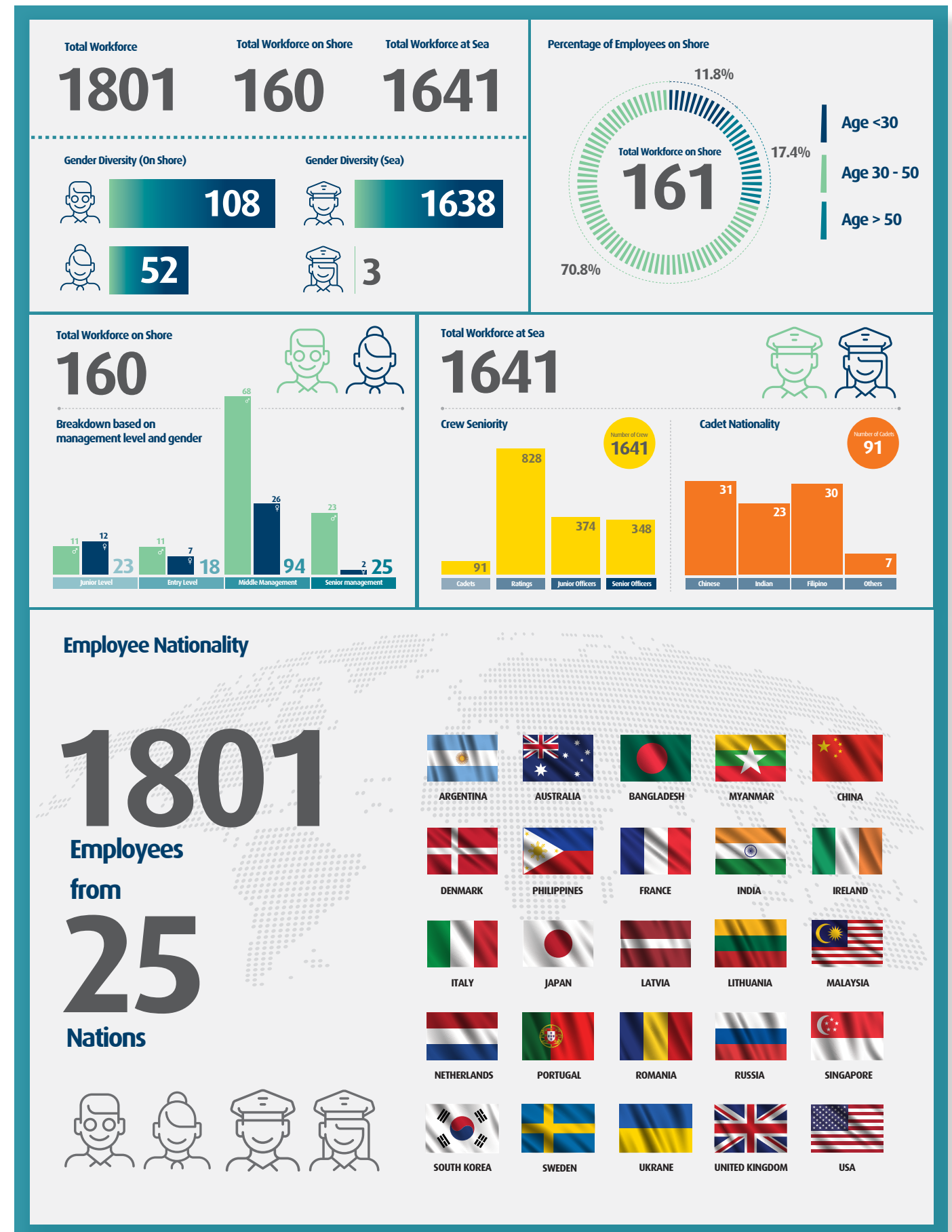
Sustainable Development at Hafnia

Hafnia aligns itself with the United Nations Sustainable Development Goals



Hydrocarbons power our homes and are used to make everything from clothes to cleaning products, packaging and pharmaceuticals. Their safe and responsible transportation around the world is therefore essential to living standards globally.

We have an important role to play in the sustainable development of maritime energy transportation. Our approach to sustainability starts with the United Nations Sustainable Development Goals (UNSDGs). Much of what we already do at Hafnia contributes towards multiple UNSDGs. Through formal and informal discussions



ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS



Provide safe, sustainable and reliable hydrocarbon transportation solutions

OUR COMMITMENT

Our business is at the heart of global trade, and powers global economies and communities. Our license to operate rests on flawless implementation of our mandate to transport hydrocarbons.

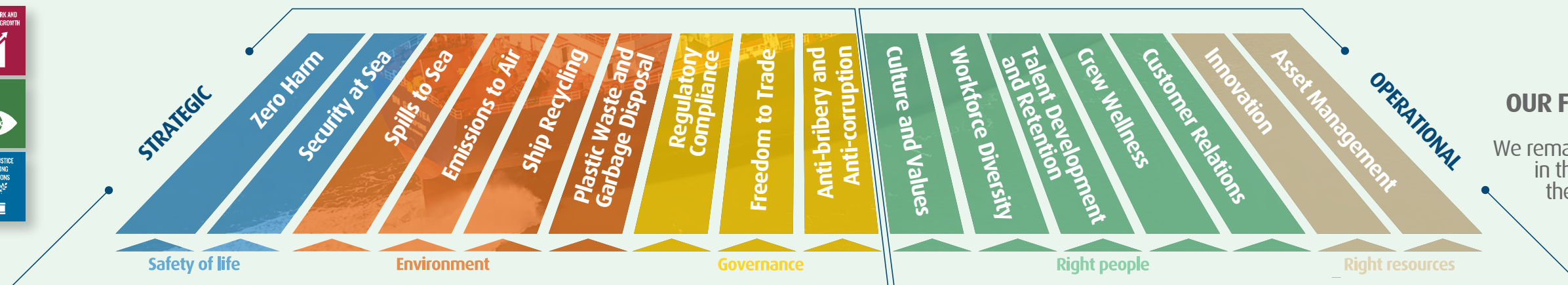


Active participation in the decarbonization of shipping

Improve workforce diversity at Hafnia and in shipping

OUR PRIORITY PROJECTS

We make it our priority to support the decarbonization of shipping and to improve gender diversity in shipping.



OUR FUNDAMENTALS

We remain keenly involved in the management of these material topics.

(Above) Hafnia's sustainability approach



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with multiple stakeholders, we have also identified 16 material topics that influence Hafnia's Environmental, Social and Governance (ESG) impact. These topics together with our pursuit of the UN SDGs form the foundation of our sustainability approach.

Our Commitment to Sustainable Development

At the top of our sustainability agenda lies our commitment as a company to sustainable development – the provision of safe

and reliable oil transportation solutions for our customers. Our business is at the heart of global trade, and we focus on delivering energy to world markets, even as we look to the future and explore what more it means to pursue sustainable development as a shipping company.

In 2019, we made it a priority to actively participate in the decarbonization of shipping, and to improve workforce diversity within the company through implementing measures in a structured way. As these priority projects change in tandem with the industry, our fundamentals remain a Zero Harm culture at sea and on shore, continued emphasis on zero spills to sea, zero non-compliance and strong focus on mental health and wellness at sea.

Journey towards decarbonization

In 2019, across Hafnia's owned fleet, our carbon intensity was 5.82 grams/ton nautical mile (T NM), which is 23% below the present IMO 2008 baseline. A goal has been

set to reach IMO 2030's target by 2028, by reducing our carbon intensity to 4.54 gms/T NM. To reach this goal, Hafnia's standard vessel optimization efforts will be supplemented with additional initiatives such as intermittent dry-dockings, investments in modern tonnage with lower fuel consumption, and new technology which will allow remote access to real time voyage statistics as well as the ability to harness insights from data collected over many years of fleet management.

Hafnia also continues to scrutinise the granular – making physical changes to propellers, adopting new paint technology, tweaking engine tuning, utilizing autopilot, vessel trim and weather routing to make ships run more efficiently and make every drop of fuel count.

Journey towards diversity and inclusion

Hafnia is committed to cultivating and preserving a culture of diversity and inclusion. The collective sum of individual knowledge, capabilities and talent that employees invest in their work represents a significant part of the company's culture and reputation. Hafnia embraces differences

in age, ethnicity, family or marital status, and all other characteristics that make each individual unique.

In 2019, Hafnia signed up to the Charter for More Women in Shipping, an initiative organised by Danish Shipping to encourage more women to join the shipping industry. As a signatory to this Charter, Hafnia will commit to establishing goals for the number of women within the company and to drawing up concrete actions that will be taken to reach these goals.

In 2019, Hafnia also appointed its first female member of the Board – Ms Ouma Sananikone. Readers can draw inspiration from her thoughts on what success can mean.

World Horizon [WH]: How do you think sustainable development looks for Hafnia and, more broadly, for the shipping industry?

Ouma Sananikone [OS]: A company's commitment to sustainability underscores its responsibility to its stakeholders. It is an important driver of engagement with clients, employees, communities, and how it conducts its business. The right mindset and resources towards social and environmental issues grants a company continued permission to operate. This helps to ensure its relevance, and success, while building long term-value by being mindful of its impact on people, society and the environment.

Handling 90 percent of world trade, the operations of the maritime industry have a positive global economic and social impact. As such, the maritime industry is uniquely positioned to take a leadership position in its approach to ESG. The shipping industry can i) partner with stakeholders, including industry groups, to

- **Communicate Effectively**
- **Build Relationships with Stakeholders**
- **Be Passionate and Curious**
- **Show Leadership and Character**

Ms Ouma Sananikone
Board member



identify industry-wide solutions to manage environmental and social risks; ii) contribute to best practices; and iii) work with international and national bodies to frame regulations. Hafnia will i) set a robust ethical business framework; ii) adopt a clear strategy and ambitious goals beyond compliance; iii) continue to search for solutions to address the management of environment and social risks, workplace safety and wellbeing; iv) practice transparent reporting that includes measurement of progress against goals and industry/best practice benchmarks; and v) lead with best practices.

WH: What are your thoughts on workforce diversity, and its importance to Hafnia and the shipping industry? How does diversity translate into a strategic advantage?

OS: Workforce diversity is essential to the success of any organisation to ensure its business remains competitive, innovative, sustainable. At Hafnia, we value the innovation and creativity that cognitive diversity brings. With keen competition for skilled workforces, people can choose where they work. Hafnia's inclusive culture and its alignment with the United Nations Sustainable Development Goals, makes it an employer of choice. A vibrant, diverse and inclusive environment gives its people energy, and enthusiasm to achieve. Hafnia's workforce includes individuals from varied backgrounds with different skill sets, experiences and ways of thinking. Those are key strengths and critical to the services that Hafnia delivers across the globe.

WH: What would be your advice, for both men and women, who wish to aspire towards greater professional achievements?

OS: To succeed in whatever we do, we must have clarity of purpose and direction. We must recognise the difference between a wish and a goal – be clear about what you wish to achieve and set goals to get there. There must be 100 percent commitment, accountability and personal responsibility. Plan, prepare, set objectives and timelines, act, track progress, obtain and listen to feedback.

Several personal attributes will also help you along your journey. First, communicate effectively – set the right tone, understand your audience, and articulate your message effectively so it is clearly understood. Second, build relationships with stakeholders – know them, their requirements and perspectives. Third, be passionate and curious – the world changes fast, so remain curious about your environment, and continue to learn and grow. Be an expert in a particular field, but also aspire to be a good generalist across many areas.

Work fills a large and important part of our life, so work in companies with the right values and love what you do! Finally, show leadership and character – be courageous, optimistic, a good listener. Care about your environment and community, and pursue initiatives that are impactful. **wh**

Making Rain

Fostering a culture of innovation at Hafnia through new initiatives and partnerships



(Above) Shanker Pillai (4th from left), Head of Innovation and Change, leads an innovation workshop for colleagues in Copenhagen.

2019 heralded a sea change in global response to sustainability. This was exemplified in the launch of the Getting to Zero Coalition, an alliance of more than 90 companies within the maritime, energy, infrastructure and finance sectors committed to getting commercially viable deep sea zero emission vessels into operation by 2030. And in the Poseidon Principles, where leading banks integrate carbon dioxide emissions into decision making when providing loans to shipping companies.

Decarbonizing the shipping industry will require collaboration across multiple segments. To be part of the long-term solution, Hafnia is seeking partnerships to reconsider everything it does, from propulsion technologies, data and artificial intelligence (AI), newbuilding designs for alternative fuels, and technologies that can work at scale. A new and dedicated Innovation and Change department is leading this charge.

Partnering with Rainmaking and Peers

As part of Hafnia's on-going focus on carbon dioxide reduction, Hafnia has joined Rainmaking and more than 10 other industry partners to collaborate on solutions to decarbonise the maritime industry. Called the 'Trade with Impact' program, the program scouts thousands of start-ups active in the area of sustainable innovation, and runs pilots on promising ideas. This is one tangible way in which Hafnia is delivering on its promise to be a trusted partner for the businesses and communities we serve. Hafnia is also exploring other partnerships, in areas such as e-bunker delivery notes to facilitate transparency, as well as drone delivery to vessels in Singapore ports.

Partnering with Regulators

The Maritime and Port Authority of Singapore (MPA) has programs and initiatives to encourage companies to foster



(Above) Colleagues in Singapore meet to discuss innovation at Hafnia. Below: An online meeting in light of COVID-19 restrictions.

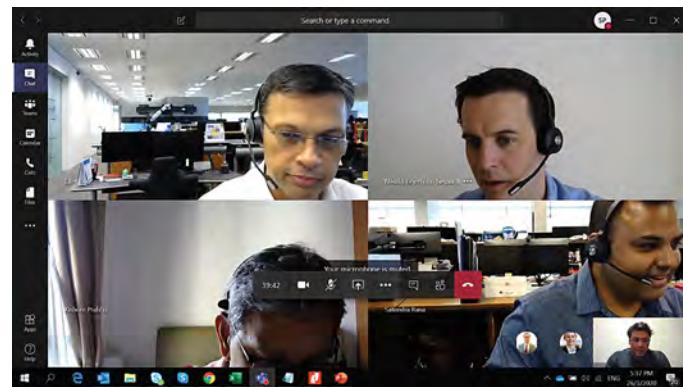
more innovative environments. Hafnia is pleased to partner with MPA's Innovation center on several key issues. First, in start-up scouting and university partnerships: MPA will assist Hafnia to find suitable start-ups and university partnerships to solve Hafnia's "problem statements", and offer grants to selected firms and universities. Second, in research on alternate fuels: Hafnia is exploring a partnership with the Singapore Maritime Institute's fuels research and collaboration program. Third, in digital up-skilling: MPA has a partnership with the Singapore Infocomm Media Development Authority (IMDA) to up-skill employees who are interested in improving their digital competencies.

Training and Communication

For innovation to be an integral part of Hafnia's culture, training and communication are key. All colleagues, regardless of responsibilities or department, were invited to workshops held in Singapore and Copenhagen to share ideas and understand frameworks that encourage creative thought. Topics included: design thinking and lean start-up methodology. Participants were then asked to apply these frameworks to industry issues and problems statements.

Virtual workshops are also being run every two weeks, using Microsoft Teams. Colleagues meet online in hourly sessions to think about selected innovative topics. The first session, on "effective brainstorming techniques", attracted 20 participants. Next in the pipeline is a workshop on "rapid prototyping".

Keeping the conversation going in a global organization requires a deft approach to technology. In close partnership with the IT department, a Microsoft Teams group called Innovation@Hafnia is used to communicate progress of innovation, dates for workshops and activities, as well as tracking various types



of innovation activity in the maritime industry. And to keep external stakeholders informed of innovation initiatives at Hafnia, the Innovation and Change Department will leverage on the company website and social media accounts to connect and communicate.

Sowing Seeds for the Future

In a span of two months following its creation, the Innovation and Change department is leading close to 20 experiments in various areas such as digital sustainability, culture and values, disruptive technologies as well as decarbonization. Some of these experiments have also matured into prototypes which are being evaluated for further roll-out.

Decarbonising maritime shipping is a huge task with no simple answer, but it must be done. Change is upon us, and presents us with opportunities as well as responsibilities. Hafnia is committing capital and providing management support with the aim to apply the technologies to our fleet, and thereby underwrite our return on investment. **wh**

Keep Calm and Carry On

Rounding off its first year, BW continues its drive to promote good physical and mental health onboard



The BW Wellness Program was launched fleetwide on 10 June 2019 on the back of a successful six-month pilot; Second Engineer Giovanni Pagador Lauron was awarded the Outstanding Seafarer Award from The Mission to Seafarers for his efforts in promoting and implementing the BW Wellness Program onboard product tanker BW Yarra, and BW's

vendor, WellAtSea, was presented with The New Comer of the Year Award 2019 from Crew Connect Global for the program.

BW Wellness Program

Crew members can access the internet and mobile enabled platform to view a personal health risk assessment, track overall

progress on their wellness journey and claim rewards based on level of participation.

Helping crew keep in shape since 2019

The wellness program provides guidance to help seafarers improve their mental and physical well-being, and reduce the risk of common diseases. Taking diabetes as an example, with some simple lifestyle and dietary changes at the pre-diabetic stage, the risk of developing diabetes can be greatly reduced.

Should diabetes be a concern, a seafarer can choose to engage in activities focused on this concern. By providing simple health data such as age, weight and blood pressure, individualized meal plans to improve nutrition, an exercise regime to keep weight in check and related information for reading will be provided.

Other activities such as step count, sleep habits, and idle time are also tracked to encourage movement. The platform gives the crew autonomy to set their own goals, and a reward system encourages individuals to progress in their own time.

If you need help, seek help

Mental health is an integral part of wellbeing at sea. The BW Wellness Program offers mindfulness exercises and meditation sessions. Mental health workshops for both senior and junior officers are also held. A series of shore workshops

have been completed for the crewing office in India, and similar sessions will be conducted in the Philippines.

Senior Officers are given ideas for how to create a healthy work environment and to sensitise them to signs of mental illness. Junior officers are encouraged to find ways to reduce the stigma surrounding mental health so that affected individuals are more likely to seek help and support. These workshops include topics such as Psychological First Aid, Mindfulness 101 and stress management.

Another form of support that was recently launched is a 24/7 helpline dedicated for BW and Affiliates. Staff are trained counsellors with experience in providing emotional support for seafarers. Counsellors can be contacted via most communication platforms such as telephone (with a call-back option), email and live webchat. Counselling is available in multiple languages including Tagalog, Hindi, Russian, Arabic, Chinese, French and Spanish. Calls are anonymous, and free.

Encouraging feedback from crew

Feedback from crew has been positive – detailing how the program has allowed them to better understand not just their physical health, but their mental wellbeing also. World Horizon speaks with Mukesh Sharan, President of the India Branch Office, for his thoughts on the program.



(Above) Team India during training with Ms Gisa Paredes, licensed psychologist and corporate wellness consultant (front row, 6th from left).

World Horizon [WH]: As a former captain, and now in a leadership position on shore, please share some of your thoughts on the BW Wellness Program.

Mukesh Sharan [MS]: Just a few years ago, when the use of smartphones on board vessels was less prevalent, life onboard was more social. During our time off, we would gather for group activities, ensuring that the time spent aboard was both fun and meaningful.

As the use of smartphones became increasingly common, our crew inevitably started turning to their smartphones more frequently than in the past, and interaction among them has become relatively minimal. On top of that, although the food served on board vessels is delicious, meals were generally higher in calories and there was little emphasis on healthier meal options.

The BW Wellness Program has provided the push for a better way of life for our crew. Through this program, our crew are now more conscious of their fitness, they meet during their time off to work out together, and are also motivated to maintain a healthy diet.

In October 2019, the BW Wellness Program was introduced to shore staff of India Branch Office (IBO), and it was viewed as a morale booster for all participants.

WH: Was there any feedback from the crew that you would like to highlight, either positive or negative?

MS: Be it our shore staff, or our crew, the BW Wellness Program was well received. Every session was enjoyable, and many eagerly looked forward to the next session. The program's reward system also provided meaningful and satisfactory incentives for our employees. There are some technical issues that we still need to iron out, such as synchronization of trackers with the digital platform, but these will be sorted out in due course.

WH: What are some of the key initiatives or efforts that the IBO will undertake in 2020 in relation to the Wellness Program?

MS: We will hold a briefing for our crew before they join the program, and upon completion of the program. During these briefings, feedback will be gathered from the participants and shared during our officers' conferences and seminars.

For our shore staff, weekly 20-minute sessions are conducted, and it is commendable to see that our staff are taking the initiative to conduct these sessions, with a different member leading each session every week. Examples of sessions include Yoga, Zumba, Stretching, Cardio, and Thera-Band, and all staff are encouraged to lead these sessions in accordance with their own expertise. Each quarter, there will be one session that will be conducted by an external trainer. **wh**



In the Spotlight: Marco Beenen



World Horizon speaks with Marco Beenen, CEO of BW Offshore

World Horizon [WH]: Tell us about your background.

Marco Beenen [MB]: I hold a Master's Degree in Naval Architecture and Offshore Hydrodynamics from Delft University of Technology in the Netherlands. When I finished university, I started working for SBM, where I had the opportunity to pursue global assignments in locations such as Monaco, South Korea and USA. In 2007 I was appointed President of GustoMSC Inc. and I relocated to Houston, USA. Later I was appointed Vice President for SBM Atlantia Inc., where I was until I joined BW Offshore in 2012 as Vice President (Business Development Europe), and I relocated to Oslo, Norway. Since then, I have taken on the roles of Senior Vice President for the West African fleet, and Chief Operating Officer. In July 2019, I stepped into the role as Chief Executive Officer (CEO), and I am honoured to take the helm at BW Offshore.

WH: What will you strive to achieve in your role?

MB: I want to make sure that BW Offshore will be well-positioned for a sustainable future. We are a company with a long and great history, and we need to pace ourselves in a rapidly changing landscape which presents new opportunities and threats. As a relatively small but global organisation, we have delivered large projects and managed flawless operations even under difficult conditions. We have built invaluable internal competence and experience which we can offer to our customers today.

WH: Where do you see BW Offshore in the future?

MB: BW Offshore is a great company with a flexible and adaptable global organisation. We have created a key position in the FPSO industry and in the last three years we have built an E&P company, BW Energy, which in combination with BW Offshore can deliver outstanding oil & gas project solutions. We will build on that, and in the same spirit, develop new business segments in the energy production space of the future.

WH: What do you enjoy most about working in the offshore/FPSO industry?

MB: In the oil & gas industry, and the FPSO segment especially, we are working on a different scale compared to civil onshore activities. By all measures we manage complex, resource-intensive projects with a relatively small team – billion-dollar investments, extreme environments, truly global operations with significant local footprint in many countries, all working towards the delivery of a very fundamental product: energy.

WH: What are some of your key ideas for running a successful organisation?

MB: It is important that we have an organisation with a culture of 'doing the right thing'. That means we make smart business decisions, but also know that we do not operate in a silo: we impact the environment in which we operate and the communities we are a part of. I also believe a successful organisation has a culture where every employee is given the opportunity to develop professionally in an interesting and meaningful way. Personally, the latter has been the biggest reward I received from the organisations I have worked in.

WH: Tell us a little-known fact about yourself.

MB: I love skiing, and growing up in the Netherlands, I have always had a dream to someday own a mountain cabin with great ski slopes. This year I finally realized my dream, with a cabin just a few hours outside of Oslo. I hope to spend as much time there as I can with family and friends! **wh**

Zero Harm Art Competition

“Zero Harm: Take time to take care of your Safety, Health and Well-being”

Into its third year, BW continues its search for the next batch of budding artists



(Above) Winning entries from the 2019 Zero Harm Art Competition. Left to Right: Onzon Goh, Yajat Bhargava, and Eunice Jane Lee Tenizo

BW is pleased to announce that the third Zero Harm Art Competition will be run from 4 May 2020 to 30 June 2020. In its third year, the theme is **“Take time to take care of your Safety, Health and Well-being”**.

The inspiration for this theme comes from the United Nation’s Sustainable Development Goal 3, Good Health and Well-being. According to the UN, “When people are in good health, societies prosper. ... The most important thing is to take care of yourself by leading a healthy lifestyle. Eat a balanced diet and exercise regularly. ... If you are a business, look into implementing sustainable practices to reduce the use of harmful chemicals and pollutants that negatively impact people’s health”.

As a leading maritime energy transportation and infrastructure company, BW can implement policies and initiatives that encourage good health and well-being of our crew and colleagues. Efforts such as the introduction of new anti-harassment and anti-bullying policy, fleetwide implementation of a Wellness Program at sea, the introduction of environmentally friendly detergents and soaps and even this art competition - all add up to a positive and supportive workplace .

Zero Harm is more than a corporate vision; it means that everyone must commit to take personal responsibility for their safety. And this art competition hopes to include the stakeholders most impacted by our safe return from work – our families.

As in previous years, this competition is open to the children and siblings, aged 15 years and below, of all employees of BW and its Affiliates, including crew onboard third-party managed vessels. All original entries are warmly encouraged, and there are two important requirements to be mindful of. First, any medium can be used, but no digitally created content will be allowed. So, you can use pencils, chalk, charcoal, water colour, crayons, acrylic or oil paints for your artwork. Second, please take note of the paper size restrictions, with a maximum size of standard A3 paper. More details are available on the competition poster. All entries must be mailed to reach any BW office by 15 August 2020 and must have the entry slip pasted on the back. Queries can be written to jostein.vaagland@bw-group.com. All the best and happy colouring! **wh**

Removable Page (Tear along perforation)



ZERO HARM ART COMPETITION

Contest Details

Theme	Zero Harm: Take time to take care of your Safety, Health and Well-being
Entry Period	15 June 2020 - 15 August 2020
Eligibility	Children or siblings aged 15 years and below of current BW staff (on board and onshore), of all affiliates, including 3 rd party managed ships
Age Category	A - 7 years and younger B - 8 to 11 years old C - 12 to 15 years old
What can I use	Any standard drawing medium such as colouring pencils, crayons, water colours or markers. Only restriction is that no digital tools should be used.
Prizes for each category	First Prize: US\$500 Second Prize: US\$350 Third Prize: US\$150

How to enter

1. Prepare artwork according to the requirements. Recommended size of paper: A3 - 297 mm x 420 mm (11.69 inches x 16.53 inches). Maximum size: 400 mm x 550 mm (15.7 inches x 21.7 inches). Please note that submission on paper of a size larger than the maximum may lead to exclusion of the submission.
2. Fill in the entry slip below and paste it at the back of the artwork.
3. Mail completed artwork to any BW Office worldwide.

Zero Harm Poster Art Competition Entry Slip

Name of Child (Age) _____ ()

Category **A** (under 7 years)
 B (8 - 11 years)
 C (12-15 years)

Address _____

Telephone No. _____

Name of BW Staff _____

BW Affiliate _____

Description of Artwork _____

_____ (Max. 50 words)

Notes

- All artwork submissions must be the original creation of the participant.
- Copyright of all artwork submitted in this competition will belong to BW.
- Open to all staff from all Affiliates.
- Please give your entry sufficient time to be posted to the various BW offices, well before the submission deadline of 15 August 2020.
- Multiple entries are allowed, subject to a maximum three entries, but a participant can only win one prize.
- Any postage costs incurred in each submission is the responsibility of the respective participant.
- BW will not be held responsible for lost mail.
- The judges’ decision is final and winning entries will be announced by 1 October 2020. Should the prize be unclaimed by 31 October 2020, the prize will be donated to charity.
- For questions related to this art competition, please email jostein.vaagland@bw-group.com.
- For addresses of BW offices, please visit www.bw-group.com/www.bwoffshore.com.

4. **El Salvador's LNG-to-power Initiative**

BW LNG signed a contract with Energía del Pacífico (EDP)/ Invenery LLC to be part of El Salvador's first LNG-to-power project, scheduled to be operational by the end-2021. Pictured here is BW LNG's Managing Director Yngvil Ásheim (right) presenting the signing gift to Invenery's Owner Michael Polsky (left).

5. **BW Yushi**

BW Yushi was delivered to BW LPG in February 2020. We wish the crew fair winds and following seas!

6. **BW LNG Global Team Meeting**

BW LNG held a global team meeting on 8 February 2020 to strategize and decide a roadmap for the company.

4



5



6



7. **Success for BW Energy and BW Offshore**

In early March, BW Energy successfully started the DTM-5H Well. It took close to 14 hours before some movement was seen. First oil was achieved on 4 March 2020. Congratulations to the Project and Production/Reservoir teams from both BW Energy and BW Offshore for the successful operation.

8. **Getting Through Tough Times Together**

BW Offshore's BW Pioneer Crew spending their quarantine time in camps set up in Cocodrie, Louisiana, to accommodate the quarantine period for offshore crew during their off-periods.

7



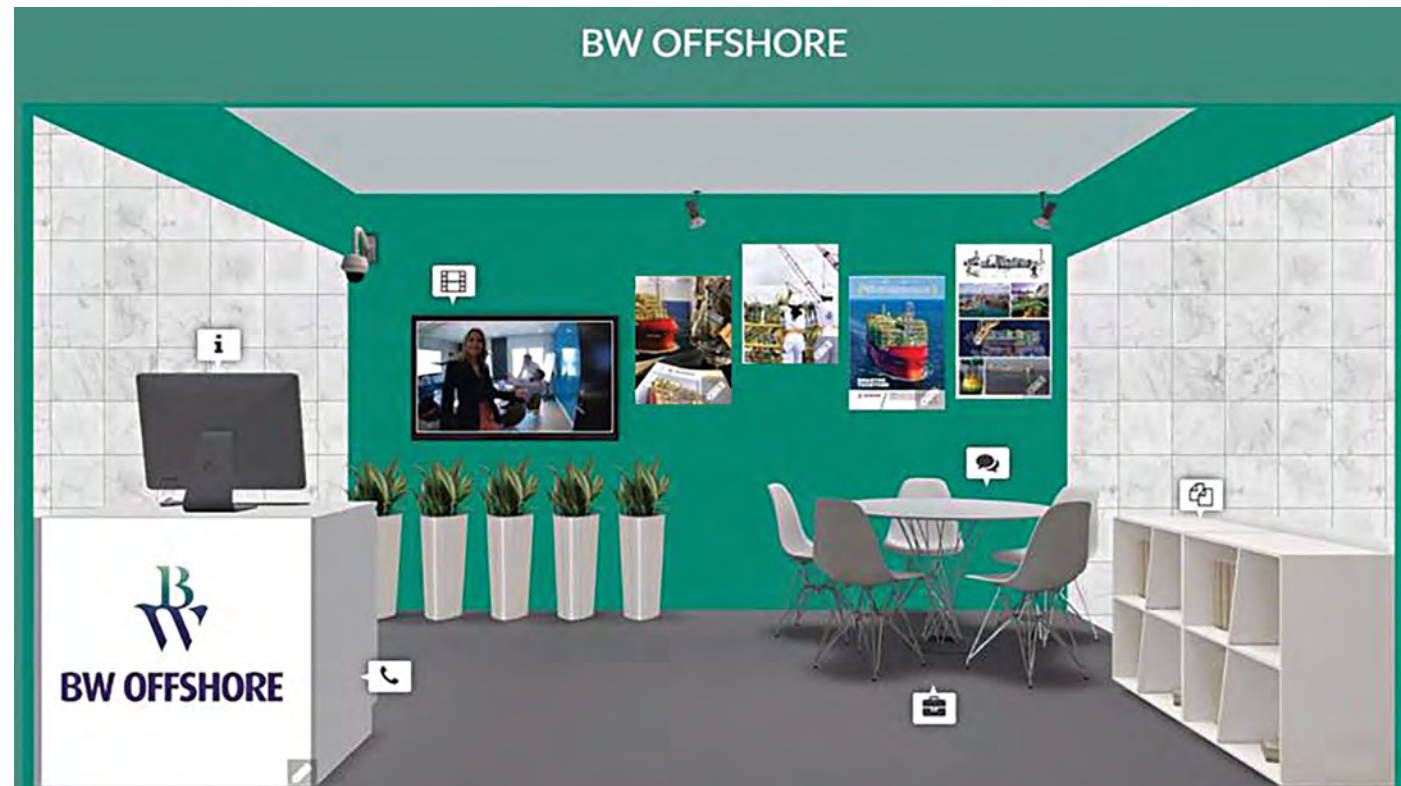
8



9. **Staying Connected with an E-Booth**
BW Offshore stays connected with students in Singapore during social distancing restrictions due to the COVID-19 pandemic.

10. **Contributing to a Better World**
BW LPG shore staff and their families participated in the Seven Clean Seas event, cleaning the trash off Changi Beach in Singapore in January 2020.

9



10



Special Thanks To . . .

45
Years

March
Edgar Andersen, Master

40
Years

March
Jan Egil Trondheim, Chief Engineer

30
Years

January
Johnny Tagatac, Maintenance Technical Engineer
Ole Erik Bjørge, Marine Superintendent

February
Morgia Jimmy Rurac, Chief Cook

March
Charles Arve Leite, Master

April
Rune Ingvald Olsen, Chief Engineer

May
Adarsh Shukla, Competency Assessor
Finn Arild Andersen, Electro Technical Officer
Per Seljeseth, Master

June
Bjøn Egil Haugen, Chief Engineer
Charles Anders Murray, Master

25
Years

January
Jerez Elvis Ardales, 2nd Officer

February
Bjarte Turøy, Chief Engineer

March
Corage Jude, 2nd Officer
Genise Ernesto General, Oiler
Hilario Aladino Jr. Tandog, Motorman
Jose Dennis Quimado Reynoso, GP Maintenance
Leslie Fernandes, Hse Superintendent

April
Sajol Antonio Orang, Able Seaman
Surajit Chanda, VP, Technical

May
Rodrigues Adrian Blaise, Master

June
Anthony David Dawson, Chief Officer
Avecilla Marlon Ninada, Chief Officer
Barrios Samson Villagomez, Bosun
Cuyos Aladin Rodrigo, Bosun
Dacalos Darius Mehoy, Bosun
De Armas Donald Galman, Chief Cook
Edulsora Arthur Lagar, Able Seaman
Gaviloria Ernesto Jr. Saquibal, Chief Cook
Rabacca Roberto Del Mundo, Chief Officer
Velasco Bienvenido, Messman
Ørjan Halvorsen, Chief Engineer

20
Years

January
Andres Bøhm, Senior Crew Manager
Boby Mathew, Bosun
Ceniza Rene Macatangay, 3rd Engineer
Mohanraj Balasubramaniam, Cargo Engineer
Olav Johan Nilsen, Paint Superintendent
Siby Abraham, Master
Tronco Aldwin Borro, Engine Fitter

February
Amit Nandrajog, General Manager, Operations
Samson Rene Gumba, Chief Cook

20
Years**March**

Ayon-Ayon Sherwin Dela Cruz, Chief Officer
Cruz Alden Rivera, 2nd Engineer
Dinanath Nandanwad,
Technical and Maintenance Manager
Igors Bogdanovics, 2nd Engineer
Libo-On Romyrey Balladares, 2nd Officer

April

Anandan Binoykumar Tharayil, Reef
Andrew Robert Nunn, Chief Engineer
De Guzman William Bilas, Oiler
Karappamveetil Beeran Sikkender, Motorman
Madoure Soudagarane, Pump
Margarito De Ocampo, Pumpman
Padit Fidel Ecle, Able Seaman

May

Hinola Dennis Ii Labiaga, Messman
Laureles Gilbert Loyola, 2nd Cook
Reyes Jonas Tamayo, Chief Cook

June

Fernandes Januario Remie, Motorman
Kulkarni Prashant Rajaram,
Electro Technical Officer
Milan Bobby Narsico, Chief Engineer
Napuli Dante Galolo, Oiler
Obedoza Tito Abrazado, 2nd Officer
Rajendran Newton, Motorman
Roy Tapan Kumar, Chief Engineer

15
Years**January**

Byle Somanna Madan Mohan, Able Seaman
Clitar Leo Acodili, Able Seaman
Eduarte Manuel Candelaria, 2nd Officer
Joseph Hernandez, Steward
Nacienceno Lysander, Able Seaman
Nimer Fredeth John Advincula, Able Seaman
Sherwin Botabara, Medic
Taiwo Adansoedo, Protocol Officer
Uson Dennis, Master

15
Years**February**

Esther Ndubisi, Offshore HC Coordinator
Perlin Kenard Ngoma, Senior Process Operator
Romarique Makaya, Assistant Process Operator

March

Knut R. Sæthre, Chief Financial Officer
Silla Eugene, Chief Officer

April

Nikolai Belov, Maintenance Superintendent
Shyamkumar Meenakshisundaram,
Production Superintendent

May

Dhanjal Harman Preet Singh, Chief Officer
Karuppan Ashokan, Cook
Ramaswamy Krishnamoorthy,
Senior Production Operator
Ramasya Ajay Magan Babu, 2nd Officer
Rout Susanta, Messman
Tharsis Fernando Karunakaran, Bosun

June

Bisht Anirudh, 2nd Engineer
Dela Pena Edwin Rondin, Chief Engineer
Georges Wora, Cook
Luc Sigui, Base Manager
Valerio Marlon Castro, Cargo Engineer

10
Years**January**

Abdulahi Ahmad Tijani, 2nd Officer
Adedokun Adeshina Joseph, 3rd Engineer
Aja-Igwe Ogechukwu, Cargo Engineer Trainee
Alvin Gabinete, Control Room Operator
Anders Engholm Madsen,
Executive Vice President, Pool Management
Balbuena Erwell Ramos, Able Seaman
Effiong Nathan Okon, Junior Chief Officer
Ibeabuchi Ikechukwu Jude, 3rd Engineer
Isa Hentoe Jarlath, 3rd Engineer
Knut Borgen, General Manager
Kundil Valappu Surendran, Cook
Matthew Tsmarada Bala, 2nd Officer
Nnubogu Chiemeka Justice, 2nd Officer

10
Years**January**

Ogbonya Okafor Gabriel, 3rd Engineer
Onoh Augustine Emeka, 2nd Officer
Palaje Melbert Paje, Able Seaman
Raminder Chhatwal, Technical Superintendent
Robson Pinto Igino, Crane Operator
Unnikrishnan Kozhikote, E&I Supervisor

February

Kalamegam Suman, Mechanical Technician
Manchalath Rijesh Kumar, Able Seaman
Palaganas Earl, Able Seaman
Pallikkunnath Bruno Jose, Chief Officer
Rommel Cierva Cas, Senior Utility Operator
Rubens Sydio Ferreira, Instrument Technician
Sane Sushant Vinod, 3rd Officer
Tracey Lim, Accounts Payable Specialist

March

Angelo Dos Santos Lima, Mechanical Technician
Edah Dovi, Office Assistant
Gurvinder Singh, Able Seaman
Hans Lyonel Bantsantsa, Steward
Jules Bertin Beboko, Baker
Julius B. Villas, Utility Operator
Michael Rasmussen,
General Manager, Performance
Ricky Edu, Bosun/Crane Operator
Soren Skibdal Winther, Vice President, Commercial
Steeve F Rilewe-Agambouet, Cabin Boy
Viktors Semjonovs, Maintenance Supervisor
Yannick Bekale Mba, Assistant Safety Officer
Zoundi Kisdawaogo Jean, Office Assistant

April

Austin Thomas Rohan, 2nd Engineer
Banal John Harris Musni, Able Seaman
Bruno Barros, Control Room Operator
Carlos Henrique De Oliveira Barreto,
Production Operator
Dmitry Nikolaev, Offshore Installation Manager
Freddie Orocio, Marine Superintendent
Koil Pitchai Gnana Selvan, Pump
Mathew Reji, Control Room Operator
Stefanes Booyesen, Senior E&I Technician
Tadeu Pereira Guimarães, Control Room Operator
Wilfredo Mariano, Mechanical Technician

10
Years**May**

Ada Stephen, Cadet
Anders Bengtsson, Engineering Mariner
Armando Rex Michael Pacla Salvador,
Marine Operator
Bennet Stanley Tamunoene, 2nd Cook
Dago-Oc Benzie Gulben, 3rd Officer
Domingo Mark Del Rosario, 2nd Cook
Dsouza Linus John, Office Staff
Ekele James, Able Seaman
Fernandes Danzil Osben, Chief Officer
Joan Ong, Estimating Engineer
Murali Mohan Jami, Senior Engineer Process
Nwachukwu Ihenayi Nnamdi, 2nd Cook
Osakpiet Monday Nwaka, 2nd Cook
Rene Jose Cosme Brito Dos Reis,
Mechanical Technician
Shafir Shamsuddin, 2nd Engineer
Upadhyay Amit Shrikant, 2nd Engineer

June

Agnaldo Faustino Martins, GP Marine
Alonso Dias Do Carmo, Instrument Technician
Angeles Bryan Dequina, 2nd Officer
Barangan Harley Regidor, 3rd Engineer
Binoy David, Messman
Chauhan Hasmukh Ratilal, Motorman
Cua Jacinto, 3rd Engineer
De Guzman Daryl Reamon, 3rd Officer
Lauron Giovanni Pagador, 2nd Engineer
Lobina Rey Limor Llarena, 2nd Officer
Macasojol Cornelio, 2nd Officer
Punongbayan Allan Jeffrey Ambulo, 3rd Engineer
Rosell Jake, 3rd Engineer
Sean Maddock, Senior CCR Operator
Tabares Ian Neil Ledesma, 2nd Officer
Tare Grendel Jalapit, 3rd Engineer
Umali Kemuel Angeles, Able Seaman

Retired

Alexander Minasidi, Master
Anatoly Zakharov, Master
Bangoy Lorenzo, Oiler
Bruno Andrade, VP Finance Americas
Nicholas Jackson, HSSEQ Manager
Rune Albert Dahl, Master
Simon Dale Atkinson, Chief Engineer
Torfinn Buarøy, Fleet Senior Advisor



H E R I T A G E

Dr Sohmen receives the Medal of Honour
from the Mayor of Vienna, Helmut Zilk in 1989

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