



CSL Thames joins Americas fleet



Calling all recruits



Safety milestone in Australia



IMOS goes live

CAPTAINS AND CHIEFS GIVE TRILLIUM CLASS INNOVATIONS TOP MARKS

In the eyes of their Captains and Chief Engineers, the advantages of CSL's Trillium Class Lakers and Panamax vessels are clear. From better cargo-handling to their improved efficiency, environmental protections and safety, the new ships are delivering on the high standards that CSL set out for them when it launched the Trillium Class newbuild program in 2010.

"Trillium Class Lakers are very efficient, with an economical cruising speed of only 65 per cent of the engine rating," says **Baie St. Paul** Captain **Jason Furlong**.

Thunder Bay Captain **Wilson Walters** shares this enthusiasm for the improved main engine performance. "It's good to know we have extra power in the engine room," he says.

Further enhancing the performance of Trillium Class vessels are their redesigned hulls, state-of-the-art self-unloading systems, and the addition of bow and stern thrusters, which Captain Walters notes are having a positive impact in terms of dockside efficiency. "We use less tugs, turn vessels faster at dock, and we can go to docks when other vessels have to anchor due to weather."

Captain **Oleksandr Bashkov** and Chief Engineer **Andrey Dolgushyn** of **Rt. Hon. Paul E. Martin** say the Panamax vessel brings many improvements over older vessels they've commanded. "With their lower fuel consumption and better speed, the newbuilds perform better than previous ships."

Other improvements they point to include advanced environmental protection like the double hull and scupper tanks, improved steering and controls, better fire protection, and the electronically-controlled main engine with bigger overhaul intervals.

Whitefish Bay Captain **Kent Powell** points to his ship's dynamic positioning and control system as a key improvement over older vessels he's sailed. "Joystick control offers outstanding manoeuvrability," he says, "as do the stern and bow thrusters." He also highlights Trillium Class innovations including state-of-the-art navigation systems, the TRANSAS DIS system for optimizing cargo lift, enhanced IT and communications systems, and ergonomic bridge design.



CSL St-Laurent on her maiden voyage to Canada.

CSL Tecumseh Captain **Anatoliy Pelyukh** says the computerized ballast system, the addition of a fire sprinkler system to the hold conveyor and the option of using the stripping pump as a strip or ejector pump are noteworthy Trillium Class innovations.

The improved performance of the IMO Tier II-compliant main engine is also paying dividends by reducing CSL's environmental footprint, says **Jean-Louis Girard**, **Baie St. Paul's** Chief Engineer. "Efficiency means fewer emissions into the atmosphere. The Tier II engine class meets the highest pollution standards and I'm very proud of this," he says.

Jerry Stemmler, **Thunder Bay's** Chief Engineer, also singled out the improved environmental protection afforded by larger grey and black water storage tanks, as well as the 40-metric tonne fuel overflow tank and bunker line relief valves. ⚓

CSL WINS 2015 INLAND/COASTAL/LAKES OPERATOR OF THE YEAR AWARD



During the Lloyd's List North American Maritime Awards Dinner on February 18, Canada Steamship Lines was recognized as one of "the best and brightest in North American shipping," winning the prestigious 2015 Inland/Coastal/Lakes Operator of the Year award.

"This recognition solidifies CSL and its new generation of Trillium Class vessels as the market leaders in safe, efficient and environmentally responsible shipping in the Great Lakes and St. Lawrence Seaway," said **Allister Paterson**, President of Canada Steamship Lines.

"Our Trillium Class vessels reflect CSL's philosophy to continuously strive for operational and service excellence, to invest in innovation and to actively pursue opportunities to

improve our environmental and safety performance," added **Rod Jones**, President and CEO of the CSL Group. "In North America and throughout our global divisions, CSL conducts its operations based on core values and a business approach that reflect this philosophy."

Before a crowd of 250 marine professionals, **Dan McCarthy**, Canada Steamship Lines' Vice-President of Marketing and Customer Service, accepted the award on behalf of CSL.

"CSL is proud to be accepting the award in the company of industry leaders such as Green Marine, the innovative organisation committed to strengthening the marine sector's environmental performance," said Mr. McCarthy. "Collaboration among industry, government, customers and marine professionals is essential to drive forward the environmental and technological advances necessary to ensure a strong future for shipping throughout North America." ⚓

CSL IN 2015: ALL SYSTEMS GO

In the midst of ongoing instability in international shipping markets, CSL is confidently positioning itself for a strong and sustainable future. Our characteristic long-term view and steady pace continues to serve CSL well, to the benefit of our customers, our assets and our business.

In the last quarter of 2014 and over the course of the next few months, significant changes are taking place throughout CSL that are giving shape to our forward-thinking vision. Building on recent achievements – such as the culmination of our Trillium newbuild program and the integration of ship management in Canada – we are strengthening our worldwide teams and operations, and reinforcing our core capabilities. As new challenges emerge, we believe new opportunities will follow suit, both for our customers and for our business.

It's under these exciting circumstances that I begin my new role as President of CSL International to lead and support our regional operations in the Americas, Australia, Europe and Asia, and to drive innovation, R&D, safety and environmental sustainability.

Supporting me on the front lines is a solid group of Vice Presidents and Managing Directors, who are helping me lay the groundwork for the next phase of international projects at CSL. Leading the charge are **Jeff Barnes** in the Americas, **Bill Bisset** in Australia, **Jakob Hansen** in Europe, Asia and Transshipment, and **Nathalie Sykora** in our Global Technical and Safety department.

In Canada, where the arrival of **CSL St-Laurent**, the final Trillium Class ship, has boosted fleet efficiency and morale, **Allister Paterson** has taken over as President and is leading an expanded team that includes more than 40 new CSLers. Though I will miss the excitement of managing CSL's historic Lakes fleet, I am confident in the

division's future with Allister at the helm.

Finally, overseeing all of our global activities is CSL's new Executive Team, which is guided by our core values of integrity, responsibility, safety and ingenuity.

For more than 100 years, CSL has persevered in its resolve to never cease innovating and reinvesting in our people. As we welcome a new phase at CSL with a new team and focus, new state-of-the-art vessels, a vigorous commitment to safety and CSL's signature 'can-do' spirit, I am confident of our ability to weather the uncertainty in market conditions and remain steadily on a growth track. ↕

Louis Martel

Executive Vice-President, CSL Group, and President, CSL International



Все системы корабля работают нормально

Посреди непрекращающейся нестабильности на международных рынках морских перевозок CSL уверенно идет к устойчивому и обеспеченному будущему. Характерная для нас нацеленность на долгосрочные перспективы и непрерывное движение вперед служит CSL добрую службу, к выгоде наших клиентов и упрочению наших основных фондов и нашего бизнеса.

В последнем квартале 2014 г. и в ходе последующих нескольких месяцев в структуре CSL происходят значительные изменения, определяющие наши планы, рассчитанные на далекую перспективу. Строя дело на фундаменте недавних достижений, таких, как полноценное воплощение нашей программы строительства судна Trillium и интеграция судового руководства в Канаде, мы укрепляем позиции нашей команды и расширяем наши операции во всем мире, а также усиливаем наши главные производственные мощности. Мы убеждены, что по мере возникновения новых ситуаций, требующих от нас напряжения и отдачи, будут возникать и новые возможности, как для наших клиентов, так и для нашего дела в целом.

При этих захватывающих обстоятельствах и с соответствующим настроем я вхожу в мою новую роль Президента CSL International, чтобы возглавить и оказывать всяческую поддержку нашим региональным операциям на обоих американских континентах, в Австралии, Европе и Азии, чтобы стимулировать введение инноваций и развивать исследования и разработки, а также стабильную устойчивость техники безопасности и дружелюбности окружающей среде.

На передовой меня поддерживает крепкая команда вице-президентов и директоров-распорядителей, которые помогают мне закладывать основы для последующей фазы международных проектов CSL. Возглавляют региональные отделения: на американских континентах - Джефф Барнс, в Австралии - Билл Биссе, в Европе, Азии и по Транзитным операциям - Якоб Хансен, и, наконец, наше отделение технического развития и техники безопасности по всему миру - Натали Сикора.

В Канаде, где появление CSL St-Laurent, последнего судна класса Trillium, повысило эффективность и моральный дух нашего флота, должность Президента занял Алистер Патерсон, который сегодня возглавляет команду, увеличившуюся на более, чем 40 новых сотрудников. И хотя мне будет не хватать воодушевления, которое я испытывал как руководитель флота Лейкс нашей группы CSL, я уверен в будущем этого отделения с Алистером у руля.

И, наконец, наблюдает и контролирует все направления нашей деятельности во всем мире новая Исполнительная руководящая группа CSL, действия которой основываются на наших главных ценностях единства, ответственности, безопасности и изобретательности.

В течение более, чем 100 лет CSL настойчиво воплощал в жизнь свое намерение неустанно вводить в практику новое и всячески развивать и поддерживать свою команду. Сегодня мы приветствуем новый этап развития CSL, с новой командой и новыми перспективами, с новыми судами, оборудованными по последнему слову техники, и присущим CSL духом исполнительности и энергичности, и я убежден, что мы способны противостоять нестабильности рыночных отношений и по-прежнему прочно следовать нашему пути развития. ↕

Луи Мартель

Исполнительный Вице-Президент CSL Group, и Президент CSL International

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HANDA NA ANG LAHAT

Sa gitna ng kasalukuyang kawalan ng kasiguruhan sa pandaigdigang kalakaran ng paglalayag, ang CSL ay buong tiwalang nakaposisyon para sa isang magandang hinaharap. Salamat sa ating malawakang pananaw, kaakibat ang walang maliw na serbisyo, patuloy na nating tinatamasa ang mga benepisyo, di lamang para sa CSL, kundi pati na rin sa ating mga kustomer, ari-arian, at sa ating negosyo.

Sa huling tatlong buwan ng 2014, pati narin sa mga susunod na buwan, malalaking pagbabago ang mangyayari sa CSL sa nagan ng pagpapatupad ng ating mga plano. Sa pamamagitan ng ating mga natapos nang proyekto – tulad ng patapos nang Trillium newbuild program at ang ship management integration sa Canada – mas lalo nating pinapalakas, hindi lamang ang ating mga operasyon sa iba't ibang panig ng daigdig, ngunit pati narin ang ating mga subok nang kakayahan. Naniniwala kami na ang mga pagsubok ay lagng may kaakibat na oportunidad, hindi lang para sa atin pati narin sa ating mga kustomer.

Kaya naman sa gitna ng mga ito ay buong lugod kong sisimulan ang aking bagong papel bilang pangulo ng CSL International. Trabaho kong pamunuhan at suportahan ang ating mga Gawain sa Estados Unidos, Australia, Europa, at buong Asya. Dagdag din dito ang pagdala ang ng mga panibagong pamamaraan, R&D, kaligtasan, at pangangalaga sa kalikasan.

Kasama ko sa adhikaing ito ay isang nagkakaisang na grupo ng mga bise-presidente at managing directors. Sila ang tutulong sa akin sa ilatag nga mga plano para sa mga susunod na hakbang at kabanata ng ating mga proyekto para sa CSL. Kasama dito si Jeff Barnes ng America, Bill Bisset ng Australia, Jakob Hansen para sa Europe, Asia and Transshipment, at si Natalie Sykora para sa Global Technical and Safety Department.

Malaki din ang naitulong ng pagdating ng CSL St-Laurent, ang huling Trillium Class Ship, sa pagdagdag sa morale at efficiency sa ating plota sa Canada. Kinuha na ni Allister Peterson ang papel bilang pangulo dito at siya na ang nangunguna ng isang panibagong expanded team, na may mahigit kumulang na 40 miyembro. Bagamat hahanap-hanapin ko ang excitement ng pag-manage ng makasaysayang CSL Lakes Fleet, panatag ang loob at tiwala ako sa hinaharap ng dibisyon ito, dahil si Allister ang mamumuno nito.

Panghuli sa aking mga responsibilidad ay ang pangangasiwa at paninigurado na ang lahat ng gawain at proyekto ng bagong executive team ng CSL ay naayon sa ating mga core values: integridad, responsibilidad, kaligtasan, at pagiging malikhain.

Sa loob ng mahigit kumulang 100 taon, pinanatili ng CSL ang ating panata na patuloy pang pag-ibayuhin ang ating puhunan sa ating mga tauhan. Sa ating pagsalubong sa bagong yugto ng CSL, kasama ang ating mga bagong liderato at pokus, ang ating mga makabagong kagamitan at ang ating kilala nang kaugaliang 'kaya natin', malaki ang tiwala ko sa na ating kakayanin ang kasalukuyang merkado. Mananatiling matatag sa landas ng ating pag-unlad. ↴

Louis Martel

Ehekutibong Pangalawang Pangulo, CSL Group at Pangulo, CSL International

INNOVATION INTO ACTION: CSL'S TRILLIUM CLASS NEWBUILD PROGRAM WRAPS UP



CSL marked the end of its historic Trillium Class newbuild program with the delivery of the gearless bulk carriers **CSL Welland** and **CSL St-Laurent** in late 2014. Both ships are now in Canada and will enter into service at the start of the 2015 shipping season on the St. Lawrence River and Great Lakes.

CSL Welland and *CSL St-Laurent* were the last of 11 Trillium Class vessels constructed under CSL's newbuild program after its launch in June 2010. The program also produced four self-unloading Lakers for CSL's Canadian fleet (**Baie St. Paul**, **Baie Comeau**, **Thunder Bay** and **Whitefish Bay**), three Panamax self-unloaders for CSL Americas (**Rt. Hon. Paul E. Martin**, **CSL Tecumseh** and **CSL Tacoma**), and two other vessels of the same class and design for CSL Americas Pool Partner, Norway-based Torvald Klaveness.

The Trillium Class comprises three "First of Class" designs featuring the most advanced bulk cargo handling technology and energy efficient equipment available that will bring significant competitive advantage to CSL and its customers for years to come. Industry-leading hull designs and high-efficiency engine technology also generate 15 per cent more fuel savings than equivalent existing tonnage and factor significantly in CSL's 2012 commitment to reduce the overall greenhouse gas emissions of its Canadian fleet by 10 per cent by 2020.

Planning for the newbuild program began in the early 2000s and saw CSL's Operations team join forces with naval architects, engineers, technical experts and a host of other specialists in the conception and design of the innovative Trillium Class vessels. When it came to execution, the newbuild program drew on a pool of talent accumulated over the past 10 years through major CSL projects and conversions in China. Up to 55 dedicated specialists led by **Gerry Begley** constituted the on-site team at peak periods.

The newbuild program provided an incredible opportunity to expose a wide group of CSLers – both seafarers and shore-based personnel from different departments and divisions – to the construction of these new assets that will help CSL maintain its position as the market leader and trendsetter in self-unloading transportation and short sea shipping. ↴



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CSL THAMES CROSSES NORTH ATLANTIC TO NEW HOME WITH CSL AMERICAS

The winds and sea were already high as **CSL Thames** approached the tiny loading port at Kilroot on Northern Ireland's Antrim Coast. A tug moved in to help Captain **Abraham G. Genova** steady the big self-unloader alongside the short berth so she could take on her load of Carrickfergus salt.

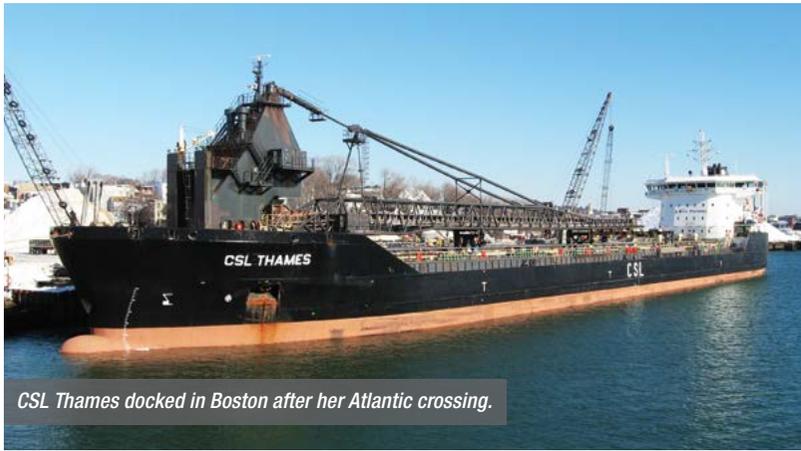
CSL's ships don't get up to Kilroot often, but when they do they aren't soon forgotten. **M/V Pioneer** had been to Kilroot 13 years before and still held the record for the largest ship ever loaded at the little port.

Kilroot was **CSL Thames**' first stop on a journey that would take her across the wintry North Atlantic to Boston and her new assignment with CSL Americas, where she will replace the aging **Atlantic Superior** on the West Coast gypsum trade route.



CSL Thames at Kilroot.

CSL Thames' rough greeting at Kilroot would only get worse as she began her journey westward. Three massive storms off Ireland's West Coast whipped up waves as high as 21 metres. To get around the heaviest of the weather, Captain Genova navigated **CSL Thames** further south and then made directly west to Boston, where they arrived on February 1. ↴



CSL Thames docked in Boston after her Atlantic crossing.

NEW PORT OF LONG BEACH TERMINAL TAILOR-MADE FOR CSL SHIPS

CSL Americas' Trillium Class self-unloaders will soon be a more frequent sight in California's Port of Long Beach with the completion of the Polaris Materials Corporation's new aggregates receiving terminal.

Known as Pier D-44, the terminal saw Polaris work closely with CSL Americas on its design and construction in order to ensure its compatibility with CSL's Trillium Class Panamax self-unloaders. The result is an innovative mooring structure featuring 'stiff leg' pontoons anchored on floating concrete caissons. The structure is tailor-made for CSL's ships, which will navigate a site that previously only handled barges. All air quality permits for the site are based on Trillium Class vessels.

Polaris's entry into the Los Angeles basin aggregates market is an important move for the company and CSL, which serves as the exclusive shipping company for Polaris Materials. Polaris is already well established in the San Francisco Bay Area, where it has been shipping sand and gravel construction aggregate from Vancouver Island's Orca Quarry on CSL ships since 2008.

Cargo deliveries to the Port of Long Beach are scheduled to begin in the first quarter of 2015. ↴



Berth construction progress.

POLARIS WINS BC EXPORT AWARD

British Columbia-based Polaris Materials, a longtime customer of CSL Americas, won the Natural Resources category of the 2014 B.C. Export Awards. Polaris was cited for its "groundbreaking relationships with First Nations that are now valued partners in its business." The Namgis First Nations has a participating interest in the Polaris-owned Orca Quarry near Port McNeill on Vancouver Island. Local First Nations partners also have a 30 per cent stake in a second quarry near Port Alberni that Polaris has the right to develop when demand exceeds capacity at its Orca Quarry. ↴

NEW COMMITTEES UNITE TECHNICAL TEAMS IN ACTION ON THE ENVIRONMENT

Since June 2014, three CSL divisions – CSL Americas, CSL Europe and CSL Australia – have established Internal Divisional Environmental Committees tasked with developing strategies for reducing the impact of CSL's operations on the environment. The first IDEC was established at CSL's Canadian division at the start of 2009.

The committees bring together key CSL and ship manager personnel at least twice a year to review, develop and implement environmental policies and programs for their respective divisions. Initiatives include the implementation of ISO 14001 Environmental Management System standards, the Green Marine Program and greenhouse gas reduction projects.



CSL Europe's Internal Divisional Environmental Committee: Patrick Burns (V.Ships UK), Chris Williams, Claude Dumais, Jim Hardie, Caroline Denis, Jonathan White, Alan Donnelly (V.Ships UK).

Claude Dumais, CSL's VP Technical Operations and the Environment, and **Caroline Denis**, Manager Environmental Programs, worked in close collaboration with CSL Americas, CSL Europe and CSL Australia in the establishment of the three new IDECs over the past eight months. With the new committees now up and running, information gathered and best practices shared by their chairmen will help to harmonize and unify CSL's objectives and actions on the environment. ↴



CSL Australia's Internal Divisional Environmental Committee: Stephen Hill (V.Ships), Sergiy Yatsenko, Neil Hall (Inco Ships), Bronwyn Sweeney (Inco Ships), David Fethers, Rhiannah Carver, Caroline Denis, Jovito Barrozo, Stephen Puffett (Inco Ships).

CSL SUPPORTS STUDIES ON STRUGGLING ST. LAWRENCE BELUGA POPULATION

By **Lilia Khodjet El Khil**

Manager, Sustainability, Canada Steamship Lines

The CSL Group's symbolic adoption of a St. Lawrence River beluga whale supports research aimed at preventing the disappearance of these iconic white mammals with the winning smile.

The St. Lawrence River beluga population is genetically unique and lives primarily in the St. Lawrence Estuary, in the heart of a densely populated and highly industrialized region of Canada and the United States. Hunted almost to extinction in the mid-1900s, the population was stabilized at around 1,000 whales by 2000 thanks to a recovery program. A spike in beluga deaths in recent years, however, led to its reclassification as an endangered species in December 2014.

While the cause of the St. Lawrence beluga population's recent decline remains a mystery, it lives in a heavily polluted ecosystem located in the middle of a busy commercial shipping route. Belugas are exposed to contaminants that can compromise their immune system, increase their susceptibility to pathogens and produce chronic diseases like cancer. Their habitat also exposes them to a variety of human activities that are potential sources of disturbance, including commercial whale watching ventures and the construction of coastal infrastructure. Human activities can also cause



death and injuries through the entanglement of whales in fishing gear and collisions with ships.

Among other initiatives, Canada's maritime industry has established voluntary measures to reduce vessel speed in order to minimize the risk of collisions with marine mammals, and this measure has produced excellent results. CSL has been contributing to research aimed at protecting marine species since 2006, when it provided funding for WWF efforts to reduce the number of endangered right whale deaths from entanglement in fishing gear. CSL's beluga adoption continues this legacy and serves as a concrete and conscious gesture in support of scientists working to determine the cause of the whale's recent decline and save the species from extinction. ↴

CSL AUSTRALIA TACKLES GHG EMISSIONS

New measures aimed at reducing CSL Australia's greenhouse gas (GHG) emissions could see more than 3,500 tonnes of CO₂e cut annually, and that's just the start.

CSL Fleet Efficiency Specialist, Chief Engineer **Gaétan Simard**, spent a good portion of 2014 Down Under working in close collaboration with his CSL Australia counterpart, Chief Engineer **Jovito Barrozo**, on measures to reduce emissions across the Australian fleet. Together, they completed 15-day energy efficiency audits on both **Iron Chieftain** and **CSL Brisbane** that identified annual potential CO₂e savings of 2,242 tonnes.

The audits let Jovito put to use lessons gained from 100 hours of theoretical instruction provided by Gaétan beforehand. Jovito then used this combined experience to lead an energy efficiency audit of **CSL Melbourne** that was completed in late 2014.

In total, the identified measures across the three vessels have potential emissions savings of 3,543 tonnes of CO₂e annually. The measures will be implemented over the course of 2015, during which time GHG and energy audits will be conducted onboard the rest of CSL Australia's fleet. **Rhiannah Carver**, who joined the CSL Australia team as Environmental Programs Coordinator in October 2014, will work with Jovito to implement and monitor GHG reduction projects and procedures. ↴



Jovito Barrozo and Gaétan Simard onboard Iron Chieftain.



CSL Australia's Iron Chieftain.

CSL'S CANADIAN SHIP MANAGEMENT OPERATIONS MOVE IN-HOUSE

The consolidation of ship and shore operations at Canada Steamship Lines became official on January 1, 2015.

The move integrates ship management functions previously provided by V.Ships Canada into CSL's organizational structure. Among the V.Ships Canada managerial functions that CSL has taken over are operations and technical, crewing, labour relations, purchasing, accounting, and local IT support. The consolidation resulted in the transfer of 45 V.Ships Canada staff to CSL.

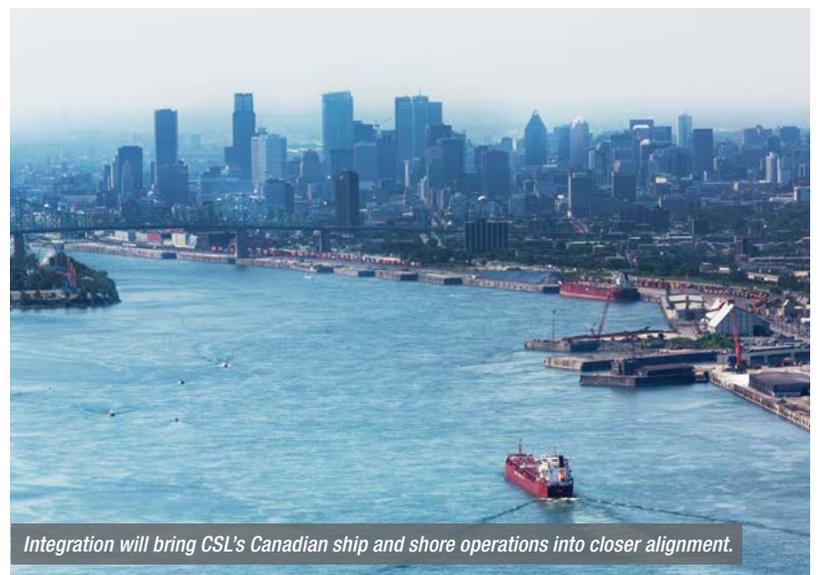
Under a new service agreement, the wider V.Group brand will continue to provide management systems to CSL's Canadian operations including VMS, ShipSure, Marcas Purchasing, and V.Catering.

Among other aims, the consolidation will help CSL to streamline operations and customer service while bringing its employees, corporate values and business approach into tighter alignment.

CSL held an open house on January 6 to welcome the integrated staff. The occasion gave employees new and old the opportunity to get to know each other's roles and foster collaboration and communication.

"This is an important moment for CSL and a natural evolution of our long-standing partnership with V.Ships Canada," says **Allister Paterson**, President of Canada Steamship Lines. "That partnership brought world-class management systems and economies of scale to CSL over the past 15 years, and gave rise to the SafePartners program."

CSL is grateful to V.Ships for its valuable contribution over the years, and for the many accomplishments both companies achieved together. The consolidation does not affect the day-to-day operation of CSL's vessels, nor does it alter CSL's relationship with V.Group in other divisions and with other ship managers. ↴



Integration will bring CSL's Canadian ship and shore operations into closer alignment.



Pineglen was built in 1985 and has the distinction of being the last vessel constructed at the historic Collingwood shipyard before its closure. Built for N.M. Paterson and Sons, the bulk carrier sailed as **MV Paterson** until she was sold to CSL and re-named in 2002.



Stephen Zawacki † Captain



A native of Thunder Bay, Ontario, Captain Zawacki began his career with CSL in November 1978 as the Third Mate on **MV Rimouski**. His first command was **Manitoulin** in 1994, followed by **Tadoussac**, **Frontenac** “and pretty much every ship except the newer ones,” he says. He’s fond of **Pineglen**, which he’s commanded on and off for 12 years and steadily for the past six, but **Manitoulin** remains his favourite. “CSL’s treated me pretty good and I can’t complain. And I’ve worked hard in return. I’d miss the people if I retired, but I wouldn’t miss the weather,” he says.

Ernest (Ernie) O’Fori † Chief Engineer



Ernest served as Chief Engineer on **Pineglen** for 25 years before retiring at the end of the 2014 sailing season. He says he wants to take his wife around the world to see all the places he got to know in his 40 years as a seafarer. While most of his career was spent on the Great Lakes, he counts the Caribbean and Russia among his many international ports of call. “I like travelling, seeing the world. That’s why I went into sailing. It’s the easiest way to see the world,” he says. Ernest became C/E of **Pineglen** (then **MV Paterson**) in 1990. The hardest part of his job, he says, was its effect on his family life. “You come home, you’re not in charge, your kids don’t know you. That was always tough,” he says.

Jimmy Zawadzki † Second Officer



Jimmy came to **Pineglen** in 2006 after serving eight years on **Atlantic Erie**. Combined with his time on **J.W. McGiffin** (now **CSL Niagara**), he’s sailed a total of 15 years with CSL. He started on the Lakes in 1988, after defecting to Canada from a Polish fishing ship in the mid-1980s when he was 27. A sailor since 1974, Jimmy says he’s worked on “all ships except a submarine.” He has two daughters – one who is 25 and studying art in Toronto and the other who is 17 and just finishing high school. His son graduated from McGill University and is now a banker. Once he’s retired, Jimmy’s going to take a long vacation and do some sailing, ideally a catamaran.

Nicholas Baspaly † Ordinary Seaman



A Winnipeg native, Nicholas says he had no idea that sailing was something you could do for a living in Canada. “I’d been on a canoe trip when I was 12. I was about as green as you could possibly be when I started,” he says. With his tattoos, nose ring and big beard, the former welder and bouncer says acceptance into the fold didn’t come easy when he started on **Pineglen** three years ago. “You have to earn your chops, like everyone else. As soon as everybody sees that you work, that you show up every day and put your heart into it, then everything’s cool. Just do your best and don’t leave your boys behind.” Nicholas got married last May and buys and sells motorcycles on the side.

Geneviève Trudel † Deck Cadet



Geneviève studies navigation at the Maritime Institute in Rimouski and served as a cadet on **Pineglen** from September to December 2014. **Pineglen** gave Geneviève her first taste of the Great Lakes, which she can’t wait to get back to. “I really enjoy observing the pilots, learning the route and how they alter course,” she says. Geneviève says the only drawback of being a young woman among the crew is that she has to prove she can perform certain duties. “There’s some work they don’t want me to do, but I know I can do it. Other than that, I have no problems.” Geneviève will be back doing sea time in May, after which she writes her Third Mate’s licence exam.

Eric Menezes † Engineering Cadet



Eric began his first sea term as an engineering cadet on **Pineglen** last September. An interest in shipping came naturally to Eric, whose father, **Mohan Menezes**, is the Chief Engineer on **Rt. Hon. Paul J. Martin**. Visiting his dad onboard led him to take up Marine Engineering at Georgian College in Owen Sound, Ontario. “I decided this is where I want to be,” he said. Eric likes the fast pace and theory behind the machinery. “It’s fantastic – you have to know everything down to the O-rings to the bigger picture like the efficiency of the system,” he says. Eric spends his free time weight training, playing hockey and basketball and jamming with his brother.

Andrzej Mazur † Chief Cook



Andrzej has been the Chief Cook on **Pineglen** for seven years, a position he took up after serving 10 years as Second Cook on **Atlantic Erie**. He is now nearing retirement. “I would like to finish my working days on **Pineglen**. The people are very nice and I like the journey from Thunder Bay to Montreal,” he says. Originally from the Polish port city of Szczecin, Andrzej learned his trade through a specialized three-year program for aspiring Chief Cooks. He’ll be spending the winter lay-up getting his house ready for a visit next summer from two grandsons who live in Denmark. Altogether, his two sons and daughter have blessed him with five grandchildren, including one grandson who Andrzej says is going to play for the Montreal Canadiens.

Marek Szczepaniak † First Officer



Marek joined **Pineglen** as First Officer in 2004 after serving two years on **Halifax** and **Cedarglen**. **Pineglen**, he says, is his home away from home. “We’re like family onboard. We’ve all been together for so many years. We have a really, really good crew here,” he says. Marek says he loves his work as First Mate, especially loading and unloading the ship. “That really keeps me going,” he says. Marek came to Canada from Poland in 1985 and has a daughter in Ontario and a girlfriend in Mexico. “I travel for fun. I like home, but I also like to travel. I’m a sailor that way,” he says.

Blair Rudderham † Third Engineer



Blair is a Cape Breton native who hails from a long line of seafarers, including his father. No surprise with a family name like Rudderham, he points out. He started sailing in 1990 and has spent his entire career on the same ship. “It’s a good ship with a good crew,” he says. Blair says he’s seen safety come a long way since he started, and appreciates the fact that crew are no longer questioned when they say they need new PPE. “You need PPE, you get it,” he says. As an engineer, he says getting time off is tough given the longer stints engine crew have to put in. That’s especially difficult with his wife and one-year-old daughter in the Philippines, where Blair spends most of his time when he’s not on duty.

WINNING SHIP EFFICIENCY CHALLENGE PROJECTS UNVEILED

There were only supposed to be two winners, but the submissions to the CSL-WWF Ship Efficiency Challenge were so impressive that the judges picked three instead. They are: Captain **Jason Church**, *Atlantic Erie* Chief Engineer **Daniel Héroux**; and **Rt. Hon. Paul J. Martin** Chief Engineer **Mohan Menezes**. The winners were offered a trip to Churchill, Manitoba, to see polar bears in their natural habitat.

Combined, the three winning projects could see greenhouse gas (GHG) emissions reduced by up to 60 metric tonnes per year per ship. They are now being evaluated for implementation this year as part of CSL's GHG reduction program.

The Ship Efficiency Challenge called on all ranks to propose ideas for reducing the overall environmental impact of CSL's Canadian fleet. In all, 18 proposals were put before a jury composed of CSL's energy efficiency experts.

Here's a look at the winning projects:

Electronic Pay Slips

Captain Church's quick-fix submission calls for switching to electronic pay slips for CSL employees working on ships. As is, CSL is sending hard copies out by mail or courier. Switching to electronic pay stubs "would reduce the use of paper products and therefore reduce costs, paper processing and waste," his submission states. While his project's estimated GHG reduction of 1.08 metric tonnes may seem a drop in the carbon bucket, its quick return on investment (ROI) factor scored big points with the judges.

Automatic Valves for FO Heating

Atlantic Erie C/E Daniel Héroux won for his proposal to install automatic heating valves on the main heavy fuel supply. These valves would heat the fuel at a maximum when the vessel is underway and the saved energy could be used while the vessel is at dock or at reduced speed. The combination of the valves' estimated GHG reduction of more than 42 metric tonnes and their quick ROI potential earned the proposal top marks with the jury.

Improved Ballast Uptake

Rt. Hon. Paul J. Martin C/E Mohan Menezes' winning proposal calls for the installation of stripping and ballast tank ammeters in plain view of the Engineer. The innovation would provide a more energy-efficient way of taking out ballast, spare pumps from running dry and save down time on ballast. His proposal's GHG reduction of an estimated 15 metric tonnes per ship and its relatively quick turnaround in terms of ROI won the jury over. ↕

"The efficiency challenge was a great way to get our crew involved in one of CSL's most exciting missions: to do their part in reducing the fleet environmental footprint."

- CSL Fleet Efficiency Specialist Gaétan Simard



Daniel Héroux, Mohan Menezes and Gaétan Simard in Churchill.

CREW CONFERENCES

CSL AMERICAS

CSL Atlas takes a bow at Istanbul crew conference

The landmark achievement of 3,000 days without a Lost Time Incident (LTI) onboard *CSL Atlas* took the spotlight at CSL Americas' November crew conference.

The event was relocated to the Holiday Inn Istanbul Airport from its usual location at the Ukraine Resort in Odessa due to the current unrest in Ukraine. Istanbul's proximity to Odessa made it feasible to continue the tradition of welcoming the crew members' spouses, who enjoyed a historical tour of Istanbul as well as shopping and time in the hotel's spa.

The gala dinner celebrating *CSL Atlas* and her crew was the highlight of the three-day conference, which served as the official launch of CSL Americas' SafePartners program. Participants attended workshops and talks on various aspects of SafePartners, as well as the usual business update and other topics. CSL Americas Vice-President and Managing Director, **Jeff Barnes**, provided the keynote address at the Gala dinner, which also saw five crew members recognized with 15-year service awards. They were: Captain **Sergey Luchakov**, C/O **Igor Vygornytsky**, C/E **Yuriy Morozov**, C/E **Anatoliy Mytrokhin**, and E/E **Yuriy Parasovshenko**. A total of 52 CSL Americas crew members were recognized with 15-year service awards in 2014.



CSL Atlas crew members pose with the gold safety banner.

CSL EUROPE

Manila crew conference focuses on seafaring safety

Safety also took centre stage at CSL Europe's 7th Filipino Seafarers Conference in Manila December 2-5, 2014. Held in the offices of CSL crewing partners, AboJeb, and the Pan Pacific Hotel, the conference saw more than 40 members of CSL Europe's seafarer pool attend seminars on safety-related topics including risk assessment, CPR training and onboard safety leadership. **Catherine Guy**, CSL Group Director of Safety, and **Richard Irvine**, Safety Manager, CSL Australia, gave talks on CSL's safety priorities at both the group and divisional level. In the evening, participants bowled up a storm and gave it their all at the ever-popular karaoke night. On December 5, AboJeb hosted its annual seafarers Christmas party. ↕

Bowling Results

Champion bowling team	CSL Europe team of Sharmaine Salomes (AboJeb Crewing), 3/O Felipe Pancho , Bosun Joe Ruel Razalo , OS Ponciano Dela Luna III & Jonathan White
Highest pinfall score	Jim Hardie (CSL Europe)
Four strikes in a row	Genalyn Ferrer (AboJeb Accounts)



Bowling night at CSL's Manila crew conference.

CSL OFFERS A CAREER UNLIKE ANY OTHER

Insiders know that the shipping industry offers challenging and rewarding careers. From seafaring, naval architecture and marine engineering to operations, marketing and sales, there's no shortage of opportunities for exciting, motivating work.

When it comes to attracting new talent, the industry certainly has its obvious appeal – the awe-inspiring ships, the human ingenuity and skill that goes into their building and sailing, the allure of the sea, and a trade history thousands of years old. But behind the scenes is a lively network of interconnected professions working together to keep the cargo holds full, the ships fully crewed and the business moving forward.

CSL offers all of this and more to qualified young professionals looking for a career unlike any other. The need for qualified seafarers is especially acute. Internationally, the shortage of skilled and experienced officers and crew is of special concern given the shipping industry's central role in the global economy and the important environmental



benefits of short sea shipping. That's a message that needs to get out, and CSL's human resources and crewing departments are working hard to see that it does.

To ensure that CSL has the talent it needs to remain competitive, innovative and running sustainably well into the future, its global divisions have implemented a number of recruitment initiatives tailored to the realities of their local labour markets. ↴

CSL AUSTRALIA

Getting people Down Under to even consider a life at sea is the challenge facing CSL Australia. **Sasha Holdsworth**, Human Resources Manager for CSL Australia, says the shipping industry in Australia is relatively small and lacks the visibility needed to attract young talent. High wages paid by the offshore oil and gas industry are an added challenge.

Sasha says CSL Australia works to counter such factors by emphasizing the superior employment conditions, including a highly competitive compensation and benefits program, better work-life balance, and the opportunity to build a career with a successful and unique global organization.

Cadetships	CSL Australia accommodates Australian Maritime College cadets recruited through its crewing managers, Inco and V.Ships. CSL Australia also supports Maritime Employees Training Limited (METL) in their training of new entrant Integrated Ratings.
Summer interns/Co-op students	CSL Australia's summer internship program began in January 2015.
Other related programs/initiatives	A graduate program is scheduled to begin in 2015.
Partner schools	CSL Australia has established relationships with local universities in Sydney and the Australian Maritime University.
Job fairs	Sydney University

CSL AMERICAS

Moira Quinlan, HR Generalist at CSL Americas, says the challenge is finding recruits equipped with the specialized skills and specific work experience the niche business requires. The division's size also means it needs candidates who can take on hybrid jobs and wear several hats.

CSL Americas is meeting this challenge with a focus on developing its existing talent and providing it with opportunities to develop and expand their skill set. "This is a way to build the specialized niche business knowledge and skills that we need internally, rather than having to try to find it on the market," Moira says.

Scholarships	In 2014, CSL Americas provided scholarships to two students from the Massachusetts Maritime Academy and two students from the Maine Maritime Academy.
Summer interns/Co-op students	CSL Americas provides credited summer internships for up to four students from the Massachusetts Maritime Academy and/or Maine Maritime Academy every summer. CSL Americas hopes to expand its internships to include students in its business, accounting, IT, and other departments.
Other related programs/initiatives	CSL Americas is working to develop a new program for graduate students beginning in the Spring of 2015.
Partner schools	Massachusetts Maritime Academy and Maine Maritime Academy
Job fairs	Massachusetts Maritime Academy and Maine Maritime Academy. CSL will be attending Boston University's job fair in the near future.

RECRUITS IN FOCUS

Rhiannah Carver · Environmental Programs Coordinator, CSL Australia
Graduated from the University of Melbourne with a Bachelor of Environments and a Master's in Engineering.

Rhiannah joined CSL Australia in 2014 and is responsible for identifying and implementing fleet energy efficiency and greenhouse gas-reducing measures. She sees "endless" opportunities for development and growth in the shipping industry, especially when it comes to regulatory control and environmental practices. "For young people, this can mean the opportunity to make a big difference and to take part in shaping such an important industry for Australia's future. It's an industry that is evolving rapidly and needs young people from a wide range of disciplines."



Shauna Callinan · Vessel Operator, CSL Americas
Graduated from Massachusetts Maritime Academy in International Maritime Business

Shauna got her start with CSL as a technical coordinator with CSL's newbuild team in China in June 2012. There, she performed tasks ranging from the review of drawings and technical agreements to assisting with hull, outfitting and coating inspections. She has been a Vessel Operator with CSL Americas in Beverly, Massachusetts, since October 2013. "This is a niche industry where everybody looks out for each other – I can't think of a single fellow grad who had trouble finding a job. It's exciting being part of a fast-paced and changing industry with such a rich history."





CSL Welland's crew members on the vessel's maiden voyage from China.

CSL EUROPE

CSL Europe finds itself in a competitive shipping market where there is a need for experienced officers and ratings as well as technical assistants, technical and MS&Q superintendants, and fleet managers, among other professions.

Cadet recruitment is not an issue for CSL Europe thanks to cadet programs organized by Clyde Marine Training in Glasgow, UK, and the Philippines-based AboJeb. In fact, the big challenge facing CSL Europe is the dearth of berths for cadets onboard its ships. Under the UK Tonnage Tax scheme, CSL Europe has to recruit a minimum number of cadets every year.

Cadetships	Since 2012, CSL Europe has taken on 14 cadets through the UK Tonnage Tax scheme. Cadets come through Clyde Marine Training. Cadets take part in a three-year training program that includes eight or 12 months of sea time depending on their discipline (deck or engine). Some cadets are placed with CSL Americas' fleet when there is a shortage of berths. CSL Europe also takes on one Filipino cadet each year through AboJeb.
Partner schools	All UK cadets come through Clyde Marine Training, which partners with a number of schools in the UK. All CSL cadets study at City of Glasgow College. CSL Europe's Filipino cadets are recruited by AboJeb, which has partnerships with marine colleges around the Philippines.

CANADA STEAMSHIP LINES

CSL's Canadian division is facing a high number of ship and shore employees reaching retirement age. Of special concern is the loss of Captains, Chief Engineers and skilled crew to retirement, many with 40 or more years of experience on the Great Lakes and St. Lawrence River.

In order to maximize the flow of new talent into its ranks, recruitment efforts are being focused on Canada's four marine schools. CSL sponsors bursary and cadet co-op programs at each institution in order to identify and recruit the best and brightest.

Cadetships	16 cadet bursaries per year, divided evenly between Canada's four maritime schools and split 50/50 between engineering and navigation students. Bursaries are a one-time \$2,500 grant awarded during the student's first academic year. Bursary recipients are guaranteed a work term onboard one of CSL's Canadian ships.
Scholarships	A \$5,000-per-year scholarship is awarded to a qualified second year navigation cadet and a qualified second year engineering cadet from each of Canada's four maritime colleges. Recipients are assured sea time as part of their co-op requirements and 24 months of mentored employment after they graduate as an officer.
Summer interns / Co-op students	CSL can accommodate a variety of interns and co-op students. Onboard, engineering and deck cadets are placed on vessels for the sea training component of their co-op programs. Students can also find placements in CSL's various shore-based departments, from Technical Operations to Accounting.
Partner schools	Institut Maritime du Québec (IMQ); British Columbia Institute of Technology (BCIT); Memorial University; and Georgian College.
Job fairs	CSL attends job fairs at its partner schools and other post-secondary institutions. CSL is always happy to speak with students studying marine engineering, naval architecture, navigation, transport logistics, marketing, accounting, taxation, etc.

Know someone who would be a good fit at CSL?

The new Employee Referral Program provides financial rewards to employees who recommend new hires. Contact Human Resources for more info.

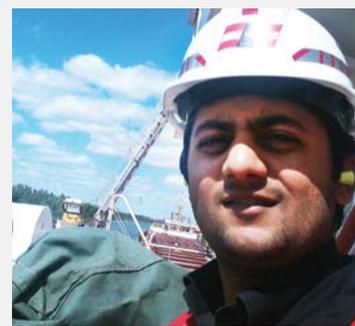
Maverick Larena · Engineering Cadet, *CSL Thames*
 Graduated from Negros Maritime College with a B.Sc in Marine Engineering

Maverick began a year-long cadetship with CSL Europe in January 2014 after completing his studies in the Philippines. Learning to handle life at sea was just part of an onboard education that put Maverick through his paces. Under the supervision of his officers, Maverick learned main engine operation and maintenance, generator maintenance, how to overhaul fire pumps, ballast pumps and seawater pumps, among many other tricks of the trade. "I still have more to learn and I'll keep learning to prepare myself for being a great officer someday. Many thanks to the officers and ratings for supporting me through this journey."



Nimroj Maknojiya · Project Engineer, Canada Steamship Lines
 Graduated from Concordia University with a Master's in Mechanical Engineering

Nimroj started with CSL in 2013 as a fleet intern and now serves as a project engineer with the Technical department. He's tackled a variety of projects for CSL, ranging from the modification of landing boom lights, exhaust gas scrubber trials and improvements to the ship performance reporting system. Nimroj says he was attracted to CSL by its reputation for success, its values and its recognition of employees. "CSL offers the best work environment for a passionate engineer who is keen to learn and grow quickly in the profession. It has excellent leaders who believe in me to execute highly advanced projects."



KEEPING WINTER WORK SAFE

The suspension of shipping operations with the onset of winter doesn't mean safety concerns are also put on ice. The off-season is a busy time onboard CSL's Canadian ships and it's the Winter Work Safety Officer's job to ensure that contractors respect CSL's strict safety protocols.

Now into its second year, the program grew out of concerns voiced by crew members at a series of townhall meetings organized through CSL's SafePartners program. Reports filed by contractors also revealed an unacceptable number of injuries suffered by workers, mainly slips and falls, eye injuries, burns, and cuts and bruises due to improper PPE or positioning.

Winter Work Safety Officers report directly to the Chief Engineer and are responsible for monitoring and enforcing safe practices among contractors. Their duties include:

- Ensuring contractors review safety protocols and complete safety checklists prior to going onboard;
- Leading morning safety meetings for the ship's crew and contractors;
- Ensuring risk assessments, tool box talks and necessary permits are completed for each job;
- Monitoring and ensuring proper PPE is in use at all times;
- Conducting continuous rounds of each work site to verify that safety protocols are adhered to and hazards are eliminated;
- Recording unsafe acts and conditions and reporting them to the Chief Engineer.

Winter Work Safety Officers are empowered to stop a job if they see a breach of safety protocol or a hazardous situation.

John Gruszewski, CSL's Director, Marine Safety & Quality, says the new program is proving popular with contractors. "They like that someone's double-checking and the fact the safety officer brings an extra level of coordination onboard," he says.

As John points out, improving onboard safety ultimately improves efficiency by reducing shutdowns caused by accidents, spills and equipment damaged through careless work onboard. ⚓



A BIG YEAR IN SAFETY FOR CSL AUSTRALIA

By **Richard Irvine**, Safety Manager with CSL Australia, and **Lee Winterborn**, Manager of Transhipment Operations with CSL Transhipment



Crane crew team members Steven Schlammerl and Barry Dine. Izza Bella Adamski is operating the crane.

CSL Australia is starting 2015 with a headstart on safety, building on last year's achievements that saw significant improvements in the safety of its transhipment operations.

In November, CSL Australia's crane crew, lead by Cargo Supervisor **Barry Dine**, was recognized for surpassing seven years without a Lost Time Incident. Barry and his team travel to ports around Australia to operate the discharge cranes on CSL Australia's hybrid self-unloaders. Crane crew members all have extensive experience in the safe operation of heavy machinery, a fact confirmed by this impressive safety milestone.

Safe Transhipment

CSL Australia's transhipment operations team also posted some impressive numbers in the third and fourth quarters of 2014, notably in terms of Safe Act Observations, Hazard Register Entries and Near Miss Reports for both **FOTB Spencer Gulf** and **CSL Whyalla**. The improved numbers reflect a concerted effort to uphold the onboard Safety Management System and greater adherence to Inco Safe Act Observations and Customer Safety Behaviour observations.

CSL and Inco have been involved in a big push to encourage proactive reporting onboard our assets. Previous quarters were always lagging behind. Now we need to keep the momentum moving forward and celebrate the achievement.



CSL's transhipment team celebrated an annual output of 13 million tonnes in true Aussie style with a 'barbie' at the Whyalla beach. Employees of Arrium, Svitzer, FSGMS and Inco Ships and their families also attended.

CSL commenced transhipping operations at Whyalla, South Australia, in March 2007. At that time, annual output was budgeted at three million tonnes for the first year. The transhipment team has managed to gradually increase output every year, reaching 13 million tonnes in 2014. **Hayley Perkins**, Shipping Manager for Arrium Mining, praised the accomplishment and CSL's efforts to help Arrium attain its goal of an injury-free workplace. "Arrium appreciates the committed effort of CSL crews when transhipping our iron ore. Safety has always been our highest priority and we thank CSL for its continued support in our safety commitment of zero injuries." ⚓

CSL EUROPE INTRODUCES PPE CATALOGUE



Crew onboard CSL Europe's ships will now order their PPE exclusively through a handy catalogue put together in association with Scandia. Scandia was selected as CSL Europe's principal supplier of PPE in order to ensure that the equipment meets CSL's needs and safety standards. Scandia will supply everything from safety helmets, eye protection and gloves to winter boots and cold and wet weather clothing. The catalogue is considered a "live document" that will be adapted to meet crew feedback and concerns. A similar catalogue also exists for CSL's Canadian crews. ⚓

IN CONVERSATION WITH...

ALLISTER PATERSON, PRESIDENT, CANADA STEAMSHIP LINES

Allister Paterson became President of Canada Steamship Lines on January 1, 2015. Allister has extensive experience in the transportation industry, most recently as Senior Vice President of Finnair's Commercial Division. Prior to joining Finnair, he served as President and CEO of Air Canada Vacations, and President and CEO of Seaway Marine Transport. Allister began his career at Pacific Western Airlines before joining Air New Zealand in senior roles including Acting-CEO in 1998. He has a Bachelor's Degree in Science from Arizona State University, and an MBA from the University of Western Ontario.

You have over 20 years of experience in the transportation industry, working both with marine shipping companies and airlines. What do both industries have in common, and what are the striking differences?

The obvious similarity between shipping companies and airlines is that they both deploy large, expensive assets that need to reliably and consistently operate to be profitable. But what stands out to me is that operators in both industries are remarkably dedicated, professional and passionate about what they do. The expertise needed to maintain and operate ships and aircraft safely day in and day out under all conditions is astounding.

As far as differences, I would say that operating and maintaining ships is more difficult. When an aircraft fails, the cost is high and visible, so most airline operating and maintenance procedures are strictly mandated. Each part must be changed on a precise schedule, with an exact part in an exact way – there is very little discretion or deviation. In shipping, there is more discretion in some areas, which calls for additional expertise, the use of predictive maintenance systems, and maybe a little more deck ingenuity to manage operational situations. I probably just lost some airline friends by saying that, but that's the way I see it.

What made you decide to come back to Great Lakes shipping?

Each industry has its share of 'addicts' and I caught the shipping bug when I discovered the industry. Marine transportation is incredibly important to the Great Lakes industrial economy and in my view, it's underappreciated. Shipping fuels industry, creates great jobs, and conducts its work silently and out of people's way. I am proud to be a part of that solution.

What has changed in the industry since you left?

Demand patterns in the Lakes continue to change with commodity and currency price fluctuations. The export ore market has all but disappeared for now, but grain

has strengthened. The biggest and most impressive change, however, is the arrival of newbuild vessels. CSL has invested heavily into efficient new Trillium Class ships that boast a much improved environmental footprint. This investment is necessary to demonstrate to customers, communities and regulators that we are serious about being the backbone of sustainable transportation in the Great Lakes and St. Lawrence region for decades to come.

You've been at CSL for a few months now. In terms of first impressions, what has struck you the most about the company and its people?

I have been a fan of the CSL culture from the outside for years. I admire the passion CSLers have for innovation, for seeking sustainable and socially responsible solutions, and for the energy they bring to growth and new business development. I have worked in a few companies over the years, and I can say that you couldn't ask for a better or more receptive ownership structure when it comes to encouraging and enabling employees to do great new things.

What are your three main priorities this year at CSL?

This year my focus is to:

1. Meet and get to know as many employees as possible, and visit every vessel in the fleet.
2. Focus on enhancing operational excellence, with an emphasis on improving our safety performance.
3. Put my full efforts and support behind CSL's success and innovation culture to ensure that 2015 is a winning year on all fronts.

When you're not working, what do you like to do?

My wife and I are the proud parents of two competitive gymnasts, so we actively support and are involved with the competitive gymnastics community. We also like to travel toward sunshine and golf. After experiencing our first Montreal January, seeking sunshine might move a bit higher on our to-do list... ↴



Allister Paterson

IN FOCUS: CSL'S GLOBAL TECHNICAL AND SAFETY DEPARTMENT



Marc Rivard, Reg Leworthy, Maria Yeliseyeva, Sylvain Viallon, Catherine Guy, Akbel Mahmoud, Nathalie Sykora, James Keegan, Garry Cooke, Jean David Côté, Jamie Coates, Yousef El Bagoury, Gerry Begley, Kevin Begley and Sheldon Wong.

The recent delivery of CSL's last two Trillium Class newbuilds – the bulk carriers **CSL Welland** and **CSL St-Laurent** – stands as a high-water mark for the CSL Group's Global Technical and Safety (GTS) department.

Established in late 2012 as Global Technical Services, the inclusion of safety management as a key function saw the unit rebranded in January 2015. Led by **Nathalie Sykora**, Vice-President GTS, the multi-divisional department has the job of keeping CSL at the cutting edge of shipping technology and safety. "Our mission is to support the business units across the CSL Group by leveraging project management principles and sound engineering practices so as to provide sustainable and cost-effective solutions within the areas of safety, construction and operational support," she says.

GTS brings to the table expertise and experience in eight areas of specialization, including naval architecture and design development, safety management, electrical and automation engineering, machinery/systems and material handling. Nathalie describes the services her department provides using the concept of five "pillars" or cornerstones which are: Safety management, Bid/tender support, New building and conversions, Technology innovation, and Life-cycle asset management.

GTS builds on these cornerstones to meet the business units' needs by strengthening and structuring our specialist work environments, creating clear interfaces and focusing on both projects and long-term operations. "Our strategy is to implement a holistic framework for directing resources and activities, leading knowledge and impacting the greater reach and significance of the CSL Group," Nathalie says. "CSL is competing against others to win business, and one way to compete is to understand what the client wants and provide innovative, cost-effective and sustainable solutions to their problems."

With *CSL Welland* and *CSL St-Laurent* now delivered, Nathalie points to liquefied natural gas powered vessels (LNG), conversions and ballast water treatment systems as examples of the projects that GTS is now focused on. "All disciplines in GTS are working on exciting projects every day. Our aim is to understand emerging market forces and technologies and ensure we focus on and contribute to the CSL Group's competitiveness and strategic objectives," she adds.

Collaboration, shared learning and the identification and implementation of best practices in the areas of safety, design, construction, asset management and project management are GTS priorities. ↴

NEW MARITIME OPERATIONS SYSTEM “IMOS” GOES LIVE AT CSL AMERICAS

Last August, CSL Americas became the first division of the CSL Group to switch to the Integrated Maritime Operations System, better known as IMOS.

Developed by Veson Nautical, the commercial software provides a full range of voyage management tools and processes. Among its many functions, IMOS has applications for voyage estimation and scheduling, laytime calculation, voyage and time charter accounting, fleet utilization, bunker management and risk management, all of which can be tailored to suit an individual customer's needs. IMOS replaces CSL's more limited Ship-It program.

With CSL's evolution into five global divisions, IMOS also was seen as the right tool for consolidating group business under one integrated system. Prior to IMOS, all five divisions were using varied tools and processes, which made overseeing group business a challenge.

CSL Americas was selected for the IMOS pilot project and a three-phase implementation plan was kicked-off in 2013. An interdisciplinary group of subject matter experts from CSL Americas was key to the project's success. The group consisted of **Mary Schwartz** (Commercial), **Tom Brainard** (Scheduling) and **Gisele Girard** (Accounting), as well as strong leadership from the CSL Group's **Kevin Johnston**, **Simon Cox**, **Michel Tardif** and their teams.

“Our initial implementation goal was simply to replace Ship-It. However, IMOS offers an awful lot of functionality and users are already seeing expanded uses for

it, not to mention ways to automate activities that weren't automated before,” says **Steve Palmer**, Chief Information Officer for the CSL Group. “We expect that to happen more and more as we get past implementation.”

With IMOS now up and running at CSL Americas, implementation is now underway at CSL Europe and Canada Steamship Lines, and will be coming soon to CSL Australia. ↴



CSL Americas – IMOS Implementation Core Team
Back Row (left to right): Simon Cox, Henrik Friis, Katonio Butler (Veson), Sylvie Bounadère, Michel Tardif, Raphael Christofidis. Middle Row (left to right): Maryse Lefebvre, Mary Schwartz, Gisele Girard, Mubarak Hasan, Rajiv Sharma. Front Row (left to right): Kevin Johnston, Steve Palmer, Nick Kozma. Missing: Tom Brainard, Bao-Ngan Ngo, Alex Malnasi, Troy Ritchie.

CAPTAIN CLARENCE EVERETT KENNEDY: A PROFILE IN COURAGE



Clarence Everett Kennedy, pictured aboard Mapleton in 1918.

When CSL commemorated the start of the First World War with a look at the CSL ships that served in the conflict, Information Systems Director **Kevin Johnston** told CSL World about the contributions of his grandfather, CSL seafarer **Clarence Everett Kennedy**. This is his story.

When the First World War finally caught up with Clarence Everett Kennedy in May 1917, the young sailor readied himself for battle the best way he knew how – he bought himself a mandolin. Danger, after all, was nothing new to Clarence; if he could survive those summers driving timber rafts down the St. Lawrence River to Montreal, he could survive anything.

Clarence was now 21 and a proud seafarer like his father and grandfather. Better yet, he was working for Canada Steamship Lines, and CSL was pretty much king in his hometown of Kingston, Ontario. “CSL had the shipyard, the grain elevator as well as freight terminals. Being part of the shipping industry and especially CSL in Kingston was a good profession and my father worked hard to be the best he could and to advance in rank and responsibilities,” his daughter, **Irene Johnston**, recalls today.

A stepping stone in that process came in May 1917 when Clarence made his way to New York and signed on as Third Mate on the CSL canal ship **Mapleton**. The 258-foot bulk carrier had just been requisitioned by the Government of Canada and she was in New York being readied for the battlefield of the First World War, which was dragging into its third bloody year.

Mapleton got Clarence and his crew mates safely across the Atlantic to Marseilles, France, and spent the remainder of the war ferrying supplies into and out of ports around the Mediterranean Sea. During that time, Clarence proved a rugged and capable seafarer. His toughness was recalled years later in a letter to Clarence's widow from his old **Mapleton** crewmate, **Jack Ellison**. “Clarence would come in off duty after his four hours on a water-swept open bridge and, with four hours off because of being shorthanded, jump into his bunk, fully dressed and wet through, and sleep like a log without any apparent ill-effects,” Ellison wrote.

Ellison also told of Clarence teaching him and another crew member to play the mandolin, which Clarence had taught himself to play by then.

For his wartime service, Clarence received four medals. In 1921, he was made a First Mate aboard **Mapleheath**, and on February 12, 1923, he obtained his Master's certificate at the age of 27. He served as Master of the Tree Line's **S.S. Oakbay** from 1924 to 1928 and became Master of **S.S. Teakbay** in 1929, a position he held until his sudden death at the age of 44 from myocardial failure on Jan. 31, 1939.

“He told me stories of how the conditions were awful, of how they were exposed to the elements. He survived the war, but those days took their toll and caught up with him later on,” Irene says.

Clarence left behind his wife **Margaret Anastasia**, whom he married in 1922, and their two children, Irene and **Harold**. His legacy at CSL lived on through Irene, who worked in the offices at CSL's Kingston shipyards. She married **William (Bill) Johnston**, who was a third generation CSLer himself and served CSL for 52 years before retiring as Senior Vice-President. Of their three sons, **Ray**, **Mark** and Kevin, Ray and Kevin both went on to distinguished careers with CSL.

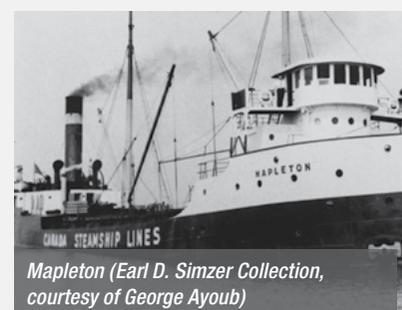
Kevin continues to serve as Director, Information Systems. ↴



Clarence's daughter, Irene, photographed with her husband, Bill Johnston.

YESTERDAY'S FLEET BY SKIP GILLHAM MAPLETON

Mapleton was an original member of the Canada Steamship Lines fleet when the company was formed, via merger, in 1913. The ship was only four years old at the time, having been built at Sunderland, England, in 1909. The 78.64-metre long by 12.95-metre wide bulk carrier came to the Great Lakes and was designed for trading through the old St. Lawrence Canals and the Third Welland Canal. It spent time with the Merchants Steamship Co. and the Merchants Mutual Line Ltd. before joining CSL. She served overseas in both the First and Second World Wars, after which she was sold to the Cyprus Merchant Shipping Co. and renamed **Eastern Med**. She caught fire on November 22, 1950, at Adabiya, Port of Suez, Egypt, and was a total loss.



Mapleton (Earl D. Simzer Collection, courtesy of George Ayoub)

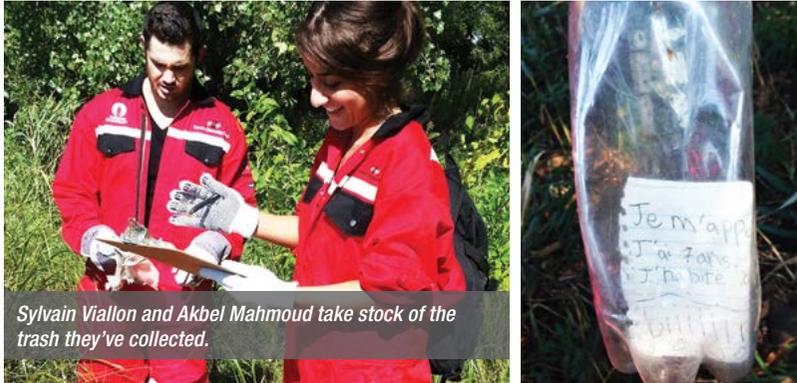
TEAKBAY

Teakbay became a CSL fleetmate in 1937. The ship had been built for the Tree Line Navigation Co. at South Bank, England, and was launched on March 12, 1929. Like **Mapleton**, **Teakbay** was designed for the old canals and used in the various bulk trades. The ship was initially operated by CSL's Tree Line Division before joining the regular CSL fleet in 1945. **Teakbay** carried grain through the old canals, often from Kingston to Montreal, and in 1961 made a record 100 transits – 50 each way – of the newly opened Seaway. **Teakbay** tied up at Kingston at the end of the 1962 season and was sold to the Steel Company of Canada for scrap. ↴

Cleaning up our coastlines

CANADA STEAMSHIP LINES

Seventeen CSLers helped to collect more than 289 pounds of trash and recyclable materials as part of the 21st edition of the Great Canadian Shoreline Cleanup last fall. CSL employees drove to Île Charron, where they gathered a total of 316 bottles, 356 cigarette filters and 168 plastic lids from three kilometres of shoreline. Among all this trash, **Claude Dumais** discovered the treasure of the day – a message in a bottle from a 7-year-old girl. “My name is Alicia. I’m seven years old. I live in Anjou. XO.” She also included a toy rabbit in the bottle for its lucky finder. In all, CSLers helped to collect 14 bags of trash and 18 bags of recyclable materials. The event was one of thousands organized around the world for the 29th edition of International Coastal Cleanup Day.



Sylvain Viallon and Akbel Mahmoud take stock of the trash they've collected.

CSL AMERICAS

CSL Americas, along with Salem Sound Coastwatch, also took part in the Ocean Conservancy's 2014 International Coastal Cleanup Day. The cleanup took place on Winter Island in Salem, Massachusetts. Ten CSLers spent a beautiful morning combing the beach and picking up as much garbage as they could carry. This was the sixth year that CSL and Salem Sound Coastwatch joined forces to participate in the event and raise awareness about the importance of keeping coastal habitats and our oceans clean and healthy.



CSL Americas's Coastal Cleanup crew: Left to right: Sheldon Wong, Jen Holloran, Chris Williams, Marouane Naqos, Gisele Girard, Kevin Begley, Erika Sanchez, Linda Crist and Maria Yeliseveva.

CSL Americas takes on hometown hunger

CSL Americas committed \$100,000 to support the purchase and renovation of a new space for longtime community partner Beverly Bootstraps, a local non-profit food pantry. Beverly Bootstraps is dedicated not only to feeding the hungry, but also to providing its clients with access to critical resources like assistance in obtaining high school-equivalency certification, clothes for job interviews, and career counseling services.

The agreement will see CSL contribute \$20,000 per year in funding to Beverly Bootstraps over the next five years. In recognition of the donation and the countless volunteer events organized by CSL over the years, the “Donation Prep Area” of the new space will be named in honour of CSL Americas. One recent activity saw **Henrik Friis, Sean Heusser, Andy Lennox, Shauna Callinan** and **Mubarak Hasan** prepare more than 50 bags with all the fixings for a proper Thanksgiving meal. The bags included a turkey, mashed potatoes, vegetables, cranberry sauce, stuffing, gravy, juice and a cake mix for dessert.



Sean Heusser, Henrik Friis, Shauna Callinan, Mubarak Hasan and Andy Lennox take a break from packing more than 50 Thanksgiving holiday bags at Beverly Bootstraps.



Hockey series raises funds for Montreal's homeless

A fundraising hockey series pitted the CSL Boomers against Fednav and Quebec Stevedoring Ltd. In CSL's last match against QSL, the Boomers won a thriller by shootout to break a 3-3 tie. The Boomers were up 3-2 before QSL tied the game in the last minute of regulation time.

Louis Martel broke two sticks in the process, but made up for the lost lumber with a \$200 raffle win, which he kindly donated to the Old Brewery Mission. The series raised more than \$2,500 for the mission.

CSL Europe: Jonathan White runs for the sea

On April 26, **Jonathan White** will hit the streets of London alongside thousands of others as CSL's representative in the 2015 Virgin London Marathon. The run is the largest annual fundraising event on the planet and has raised more than £600 million for charitable causes since its inception in 1981. Jonathan secured one of a dozen spots available to Marine Conservation Society corporate donors. CSL Europe is an annual contributor to the charity, which works to protect the seas and marine wildlife. If you would like to sponsor Jonathan, or just wish him best of luck, feel free to contact him.



Jonathan crossing the finish line of a marathon through Glen Nevis, Scotland.

CSL Whyalla takes to the streets for charity

CSL Whyalla once again joined forces with APEX to raise funds for local charities and get in the holiday spirit as part of the Arrium Whyalla Christmas pageant. A float-sized replica of *CSL Whyalla* had a starring role in the annual procession, which was cheered on by a crowd of 10,000 people along the main street of Whyalla. Appropriate PPE gave way to pirate costumes, and a hold full of colourful balls proved a hit with the kids. **Lee Winterborn, Brad Newman** and **Wendy Armour** did yeoman's work to ready the float's ball pit, which required repairs due to the pounding inflicted upon it the previous year. Kids lined up to jump in the pit long after the procession was over, while the CSL team fired up the barbeque and cooked sausages to raise more funds.



Vancouver office brushes up on First Aid/CPR/AED

Staff at CSL Americas' Vancouver office are now officially certified in First Aid/CPR/Automatic Electronic Defibrillator (AED) by the Canadian Red Cross. **Garth Mitcham** and **Sarah Le Gal** passed their certification course and are now qualified until September 2017. ⚡



Garth Mitcham and Sarah Le Gal are now certified in CPR/First Aid and AED until September 2017.

PEOPLE UPDATE



NEW HIRES

CSL GROUP

Catherine Guy was hired as Director, Safety, on September 22, 2014.

Stephen Smith was hired as Writer/Editor on October 7, 2014.

Sean Cherubim was hired as IT Helpdesk Technician on November 1, 2014.

Lucy Zheng was hired as Senior Financial Business Analyst on December 15, 2014.

Reg Legworthy was hired as Material Handling Specialist on January 5, 2015.

Manon Perreault was hired as Administrative Assistant on January 7, 2015.

Jean-Philippe Hunter was hired as Human Resources Business Partner on January 19, 2015.

CANADA STEAMSHIP LINES

Allister Paterson was hired as President, Canada Steamship Lines, on January 1, 2015.

Jean-Philippe Côté, was hired as Senior Director, Marketing and Commercial Development, on January 5, 2015.

Loïc Rochier was hired as Senior Buyer on February 23, 2015.

INTEGRATION ON JANUARY 1, 2015

Nathalie Banville was hired as Inventory Coordinator.



Denys Batorshyn was hired as Superintendent, Marine, Safety & Quality.

Beata Belfer was hired as Crewing Coordinator.

Denis Bettinger was hired as V-Catering Consultant.

Paul Boudreau was hired as Fleet Superintendent.

Ronald Brushett was hired as Quality Manager.

Vienney Carpentier was hired as Technical Controller.

Marina Chea was hired as Crewing Assistant.

Daniel Colan was hired as Fleet Superintendent.

Frédéric-Martin Côté was hired as Crewing Analyst.

Normand Dubreuil was hired as ShipSure Coordinator.



Daryl Faleiro was hired as Training Facilitator.

Étienne Gamache was hired as Logistics Coordinator.

Milena Ganeva was hired as Quality & Environment Assistant.

Anne-Marie Gauthier was hired as Catering Coordinator.

Karina Gerko was hired as Buyer.

Cristina Grecescu was hired as Receptionist & Administrative Assistant.

John Gruszewski was hired as Director, Marine Safety & Quality.

Loredana (Laura) Guerrero was hired as Accountant.

Jane Larocque was hired as Data Collection Assistant.

Mark Harney was hired as Technical Director, Fleet.

Thomas Hoang was hired as Senior IT Systems Analyst.



Aline Huot was hired as Administrative Assistant.

Sergiy Katayev was hired as Senior Manager, Project Integration.

Shawna Kellock was hired as Senior Crewing Coordinator.

Jean-Frédéric Lavoie was hired as Fleet Superintendent.

Alexandre Leduc was hired as Marine, Safety & Quality Superintendent.

Pierre-Olivier Lemay-Lajoie was hired as Crewing Coordinator.

Darren MacCallum was hired as Buyer.

Payam Manavi was hired as Payroll Coordinator.

Lori Mancini was hired as Payroll Supervisor.

Ludovic Mauller was hired as Technical Assistant.

Arun Mehta was hired as Senior Fleet Superintendent.

Coral Milne was hired as Director, Crewing.

Frédéric Nepveu was hired as Fleet Engineering Coordinator.

Charlotte Pardy was hired as Payroll Assistant.

Thierry Pennors was hired as Senior Manager, Fleet.

Allwyn Phillips was hired as Senior Marine, Safety & Quality Superintendent.

Scott Porter was hired as Port Manager.



Amir Riaz was hired as Senior Fleet Superintendent.

Enzo Romano was hired as Technical controller.

Mariya Vlaeva was hired as Crewing Coordinator.



CSL AUSTRALIA

Rhiannah Carver was hired as Environmental Programs Coordinator on October 20, 2014.

CSL EUROPE

Satnam Singh Gill was hired as Assistant Accountant for the Windsor office on December 2, 2014.



Arild Stikholmen, was hired as Manager, Chartering for the Norway office on February 16, 2015.

PROMOTIONS/TRANSFERS/CHANGES

CSL GROUP

Louis Martel transferred to Executive Vice-President, CSL Group, and President, CSL International, on January 1, 2015.



Maria Danilenko transferred to Senior Risk Management Analyst on November 11, 2014.

Mariève Tremblay transferred to Director, Projects and Strategic Planning, on January 1, 2015.

CANADA STEAMSHIP LINES

Rémy Boulianne was transferred to the position of Director, Procurement and Logistics on January 1, 2015.

Anna Ranno joined the Corporate Accounting team as Pension and Corporate Accountant on January 15, 2015.

CSL EUROPE

Scott Clegg, Director, Marketing, was transferred to the Windsor office on October 16, 2014.

BIRTHS

Ryo Sugitani and Julie Bellegrande welcomed the birth of Niko Kaito Sugitani on September 10, 2014.



Niko Kaito



Emma Grace

Andy Lennox and Maddie Lennox welcomed the birth of Emma Grace Lennox on October 22, 2014.

WEDDINGS/RETIREMENTS

Stephen Smith, CSL Group Writer and Editor, married Karina Marliss on October 4, 2014.

CSL GROUP

Louise Johnson, Human Resources Specialist, retired after 32 years with CSL on November 1, 2014.

CANADA STEAMSHIP LINES

Ernest O'Fori, Chief Engineer on *Pineglen*, retired after 11 ½ years with CSL on September 1, 2014.

Juraj (George) Ulrich, Chief Engineer on *CSL Assiniboine*, retired after 7 years with CSL on October 1, 2014.

MILESTONES

CANADA STEAMSHIP LINES

Marc Rivard celebrated 15 years of service on April 16, 2014.

CSL AMERICAS

Carol Guy celebrated 10 years of service on October 6, 2014.

FOTB SPENCER GULF WELCOMES SURPRISE VISITORS

Some special guests dropped by unannounced at CSL Australia's **FOTB Spencer Gulf** last fall. The seals soaked in some sun and had a snooze before resuming their travels. ↴



IN MEMORIAM

CSL offers its sincere condolences to the families of the following former employees:

Captain **Allan Dodge**, passed away on February 27, 2014.

Gordon Burdge passed away on February 13, 2014.

Robert W. Hughes passed away on March 14, 2014.

Rosaire Labranche passed away on March 17, 2014.

Joseph Forsythe passed away on April 11, 2014.

Joseph McCarthy passed away on April 16, 2014.

David F. MacDonald passed away on June 19, 2014.

Mildred MacLean passed away on July 6, 2014.

James McKinnon passed away on August 18, 2014.

Emmerson Roy Lennan passed away on August 20, 2014.

Jean Grant passed away on September 20, 2014.

CANADA SERVICE AWARDS



Louis Martel presented OS Cecil Lockyer with his 25-year service award onboard CSL Laurentien.



4th Engineer Gary Hunter had his 25-year of service recognized by Louis Martel onboard CSL Laurentien.



Louis Martel presented AB Victor Musseau with his 25-year service award onboard CSL Laurentien.



Onboard Thunder Bay, Captain Murray Latham presented OS Giles Garfield with his 25-year service award.



MUC Gary Priddle received his 25-year service award from Louis Martel and Captain Mark Leaney onboard CSL Tadoussac.



AB Hector Campbell received his 25-year service award from Louis Martel and Mark Leaney onboard CSL Tadoussac.

CANADA SERVICE RECOGNITION AWARDS VESSEL PERSONNEL

NAME	POSITION	SHIP	YEARS OF SERVICE
Yassin Ajlouni	Mechanical Assistant	Spruceglen	11
Valentin Angelescu	Chief Engineer	Baie St. Paul	10
Hector Campbell	Able-Bodied Seaman	CSL Tadoussac	25
Leslie Durnford	Ordinary Seaman	Salarium	25
James Fraser	2 nd Mate	CSL Assiniboine	26
Denis Gagné	Able-Bodied Seaman	Spruceglen	10
Garfield Giles	Ordinary Seaman	Thunder Bay	25
Brenda J. Green	Chief Cook	Spruceglen	11
Derek Hardy	1 st Mate	Hon. Paul J. Martin	14
Gary Hunter	4 th Engineer	CSL Laurentien	25
George Keeping	Second Cook	English River	15
Peter Leonard	Able-Bodied Seaman	Hon. Paul J. Martin	36
Cecil Lockyer	Ordinary Seaman	CSL Laurentien	25
Andrzej Mazur	Chief Cook	Pineglen	15
Norman Ian McKay	2 nd Mate	Birchglen	32
Victor Musseau	Able-Bodied Seaman	CSL Laurentien	25
Christian Pelletier	Chief Engineer	Spruceglen	11
Gary Priddle	Mobile Utility Crew	CSL Tadoussac	25
Pierre Raymond	Captain	Pineglen	25
Frank Sampson	Able-Bodied Seaman	English River	15
Paul White	Ordinary Seaman	Atlantic Erie	11

CSLERS GO TO THE POLLS TO NAME ADOPTED BELUGA WHALE

She's likely the first addition to the CSL family to dwell beneath the waves, not on them. On December 19, CSL officially welcomed our adopted beluga whale, Annakpok, to the fold.

CSL was paired with Annakpok through the *Adopt-a-Beluga* program run by the non-profit Marine Mammals Research and Education Group (GREMM). The program works to raise awareness about the plight of the unique and endangered St. Lawrence River beluga whales and generate funds to further GREMM's efforts to study and protect them.

Known to GREMM researchers as DL0516, the female white whale is believed to be between 12 to 16 years old and a member of the Saguenay beluga community. She's also been sighted twice with newborn calves at her side, which means there's a good chance CSL will be welcoming baby belugas down the road.

In the hopes of finding a more poetic name than DL0516, CSL employees were invited to take part in the Big Beluga Naming Contest. CSLers around the world embraced



PHOTO CREDIT: GREMM

the challenge and submitted a whopping 96 names. In a nailbiter second round vote, Annakpok narrowly edged out Ino for the win.

Put forward by Captain **Mark Dillon**, Master of *Spruceglen*, Annakpok is an Inuit word meaning "free, not caught." For his winning submission, Captain Dillon earned lifetime bragging rights and beluga-themed loot bag. ↴

HOME AWAY FROM HOME

A look at how CSL's newbuild team made the most of life in China

With CSL's newbuild program in China now complete, *CSL World* asked its participants to share some highlights from the experience. What emerges is clear evidence of an unofficial newbuild program for a different kind of ship – friendship.



Closing time: Igor Novikov, Kevin Begley, Gerry Begley and Ivan Mrakovcic bid adieu to Yangfan.

A Multicultural Team

CSL's newbuild program brought together a diverse array of cultures and talent:

Canadian	Ukrainian	Vietnamese	Chinese	Russian	American
Croatian	British	Norwegian	Slovakian	Czech	Singaporean



Lunch at the on-site office at the Chengxi Shipyard.

A Baby Bonanza

New ships weren't the only thing to emerge over the course of the newbuild program. On-site staff also welcomed six bundles of joy to the world over the project's lifespan.

Igor Novikov	Misha and Katya
Le Thanh	Kitty
Maria Danilenko and Jean David Côté	Katia
Ales Donhal	Ella
Sheldon Wong	Jay
Glenn Cobb	Three grandchildren



Jean David Côté introduces his daughter Sasha to proper PPE.

Cooling Down with Watermelon



During the summer months, when the temperature rose to 37°C with 90 per cent humidity, site office staff ate an epic amount of watermelon, the official fruit of CSL's Newbuild Team.

A Culinary Adventure

Site team members channelled their inner foodies while in China, discovering exotic and unusual dishes along with a few recognizable standards.



Hot pot never failed to hit the spot.

It's a Bowling Thing

Bowling is a sport for people who have talent to spare, so naturally CSL's newbuild team members became regulars at the local bowling alley.



No matter how far from home you find yourself, there's always bowling.

What's in a Name?

Nicknames are a popular Chinese custom, and all site team members were given one. Aliases included Scooby, Happy Feet, Slippery Wang, Dog's Breath, Pingou, Snoopy, Insulation Lao Fu, Superman, and Laker Zhang.

#\$%^&... Oops!

A box was set up to collect 5 rmb every time somebody swore. A temporary team member could buy an unlimited swearing pass for 100 rmb. ↴