



**CSL Americas Acquires New Ships**



**CSL's Lifesaving Rules**



**Emissions Testing on CSL Australia Ships**



**Crew Conferences**

## CSL SETS THE STAGE FOR ONE OF YACHTING'S BIGGEST RACES



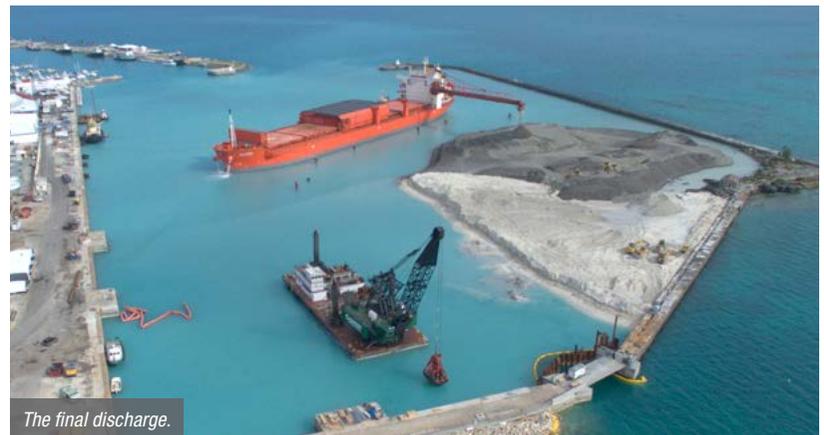
The eyes of the sailing world will be focused on Bermuda in 2017, when the prestigious America's Cup competition is held there for the first time in its 165-year history. CSL played a fundamental role in this milestone by literally laying its foundation.

More specifically, the Handysize CSL International Pool vessel *Venture* (previously *Balder*) deposited loads of aggregate in the island's dockyard, which was too small to handle the significant amount of traffic the event is expected to draw. The shipments were overseen by **Rick Murray**, an engineering consultant who has worked regularly with CSL for many years on projects principally in the Caribbean but also in Panama where aggregates transported by CSL were used to help rebuild the track bed for the Panamanian railway.

For Mr. Murray the aggregate shipments were the first step in solving Bermuda's problem. "The question is: what do you do when you're on an island and you need more space?" he says. "The answer is: you build another island."

As president of Halifax-based engineering services firm R. A. Murray International Ltd., Rick has done this kind of development work over the past two decades. Large amounts of material are dumped in a suitable location to build up the foundation for an artificial land mass. Among the world's most outstanding examples of this technique are the elegant palm-shaped islands that were created off the shore of the Arabian Gulf city of Dubai.

The government of Bermuda is planning on something almost as dramatic in order to enhance the existing dockyard's potential. However, as CSL's Director of Marketing **Shaun Smith** explains, building a new island off Bermuda called for some additional effort, which took advantage of CSL's key capabilities.



"Usually these islands are built with dredged materials," he says. "That wasn't possible in Bermuda. They wouldn't have had enough to do the job."

Captain **Sergey Osminkin**, CSL's Senior Manager of Port Operations, travelled to Bermuda to oversee the safe delivery of the aggregates.

Captain Osminkin ensured that pile driven moorings were correctly positioned and that two tugs with sufficient horsepower were on standby to assist *Venture* as she maneuvered into place for the precision discharges.

Once Murray's firm was awarded the contract for this work last summer, he contacted **Mike Power**, who heads up an aggregate quarry in Bayside, New Brunswick. At the beginning of November *Venture* began picking up material from the quarry and transporting it to Bermuda, where this self-unloader placed it in position to create the new island.

By mid-January *Venture* had delivered its seventh and final load of aggregate, making for a total of some 250,000 tonnes that were brought on site for the work. By next year, this site should be a striking addition to an international sailing destination that will become the primary venue for a race watched around the globe. CSL, for its part, literally set the stage. ↴



## CSL NAMED ONE OF MONTREAL'S TOP EMPLOYERS



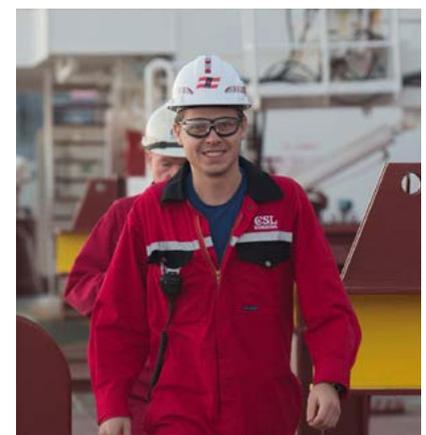
CSL's increased focus on promoting employee engagement, performance and growth is not only contributing to a healthier and more productive work environment, it has also positioned CSL as one of Montreal's Top Employers for 2016.

Now entering its 11<sup>th</sup> year, *Montreal's Top Employers* is an annual competition that recognizes Montreal-area employers that lead their industries in offering exceptional workplace and progressive, forward-thinking programs.

As part of the selection process, CSL was compared to other organizations and evaluated based on eight criteria: **1)** Physical workplace; **2)** Work atmosphere and social; **3)** Health, financial and family benefits; **4)** Vacation and time off; **5)** Employee communications; **6)** Performance management; **7)** Training and skills development; and **8)** Community involvement.

"CSL is passionate about its people and we are committed to creating a safe, caring and inspiring workplace," said **Martine Rivard**, Chief Human Resources and Communications Officer.

"Being recognized as a Top Employer tells us we are on the right path, but it doesn't mean we can rest on our laurels. Building an engaging and dynamic workforce with solid values and a drive to succeed requires a strong alignment of people practices and business strategy. And for CSL, this means continuously seeking ways to reinforce and motivate our team." ↴



## CORPORATE GOVERNANCE AT CSL

By **Rod Jones**, President and CEO, The CSL Group

I am sure for most CSLers there is a recurring day that brings more focus and stress to your job. Perhaps it's month end for accountants, or arrival in port for ship Captains. For me as CEO, Board meetings make my stress level rise!

I thought I would take this opportunity to explain CSL's corporate governance structure and how we make the big decisions that guide our future. Before I do, let me digress to explain the difference between big and little decisions. When my wife and I got married, we sat down and talked about how our marriage would work. We decided that to keep it smooth, she would make all the small decisions in the marriage and I would make the big ones. It has worked unbelievably well for 36 years. So far there haven't been any big decisions but I am sure that when one comes along, I will make it! That is not how corporate governance works at CSL.

CSL is a private company. It is owned 100% by **Paul, Jamie and David Martin**. We do not legally need a Board of Directors. Like many other private shipping companies, the owners could make all the decisions. However, CSL is a multinational company that operates in a very fast-changing world. The owners recognize that to make the best decisions possible, it's to their advantage to tap into outside experience and perspective. Boards such as CSL's serve as sounding boards for owners and management; they force management to be thorough; they focus on risk; and they give external stakeholders confidence.

The owners decided very early on that they wanted a strong, independent Board of Directors with a broad array of backgrounds and skills. In addition, an Australian Advisory Board was created that focuses on CSL's business Down Under.

Board meetings can be intense. The management team only has four hours to explain market trends and our plans for the business. We have to be efficient, disciplined, and balanced. If we're not, the Board challenges us. The benefit of having to regularly summarize the business and explain trends and variances is that we maintain perspective and avoid getting stuck in an operating mindset.

Of course, the main role of any Board of Directors is to discuss with management and ultimately decide the long-term strategy of the company. Strategy is on the agenda at every CSL meeting and the Board participates with the management team in regular strategic off-sites.

If you look back at CSL over the last 25 years, our strategy has been clearer than most of our competitors. Although we regularly tweak and adapt it, our long-term strategy has remained remarkably consistent. We don't go chasing every new shipping fad. CSL's Board of Directors has helped us stick to this consistent strategy. As we see the rest of the shipping world buffeted by bankruptcies, we are very happy to have this clear strategy and rigorous corporate governance model.

CSL's management team has the best of both the private and public worlds. As a private company, we can take a long-term view. We are not constantly focused on how to boost this quarter's stock price. As a company with a professional, independent Board we follow a discipline that is missing in many private companies. ↴



## PANGKUMPANYANG PAMAMAHALA SA CSL

Nakatitiyak ako na karamihan sa mga taga-CSL ay may paulit-ulit na araw na nagdudulot ng higit na tuon (*focus*) at pagod (*stress*) sa kanilang trabaho. Maaaring ito ay ang katapusan ng buwan para sa mga *accountants*, o pagdaong ng barko sa puerto para sa mga kapitan ng barko. Sa akin bilang CEO, ang *Board meetings* ang nagpapataas ng lebel ng aking *stress*.

Naisip kong samantalain ang pagkakataong ito upang ipaliwanag ang istraktura ng pangkumpanyang pamamahala ng CSL at kung paano kami gumagawa ng malaking pagpapasya na gagabay sa ating hinaharap. Bago ko ito gawin, hayaan n'yo muna akong ibaling ang usapan upang maipaliwanag ko ang kaibahan ng malaki at maliit na mga pagpapasya. Matapos kaming magpakasal ng asawa ko, umupo kami at pinag-usapan kung paano namin mapagtatagumpayan ang aming relasyon bilang mag-asawa. Napagpasyahan namin na upang ito ay manatiling maayos, ang lahat ng maliit na pagpapasya sa aming relasyon ay gagawin niya, samantalang ang malalaki ay sa akin. Ito ay hindi kapani-paniwalang umubra na sa loob ng 36 taon. Mula't sapul ay wala pa namang anumang malaking pagpapasya ngunit nasisinguro ko na sa sandaling magkaroon nito, kakayanin ko ito! Kaya lang, hindi ganyan gumana ang pangkumpanyang pamamahalang sa CSL.

Ang CSL ay isang pribadong kumpanya. Ito ay 100% pag-aari nina **Paul, Jamie at David Martin**. Di namin talaga kailangan ng *Board of Directors*. Gaya ng ibang mga pribadong kumpanya ng mga barko, ang mga may-ari ng CSL ay maaaring gumawa ng lahat ng pagpapasya. Subalit ang CSL ay isang kumpanyang binubuo ng iba't-ibang lahi na nagpapatakbo ng negosyo sa isang daigdig na napakabilis ng pagbabago. Kinikilala ng mga may-ari na upang makagawa ng posibleng pinakamahusay na pagpapasya, makabubuti sa kanilang sumubok ng mga panlabas na karanasan at pananaw. Ang mga Board, gaya ng CSL Board, ay nagsisilbing tagapaghatid-tunog (*sounding boards*) para sa mga may-ari at pamunuan; Pinupuwera nila ang pamunuan upang maging masusi; pinag-uukulang-pansin nila ang panganiib; at nagbibigay kumpiyansa sila sa mga tagalabas na may kaugnayan sa kanilang negosyo.

Maagang napagpasyahan ng mga may-ari na gusto nila ng isang malakas at malayang *Board of Directors* na may malawak na karanasan at kakayahan. Dagdag pa rito, nilikha rin ang isang *Australian Advisory Board* na magbibigay-tuon sa negosyo ng CSL sa *Down Under*.

Ang mga pulong ng *Board* ay maaaring maging matindi. Ang koponan ng pamunuan ay may apat na oras lamang upang ipaliwanag ang kalakaran sa merkado at ang mga plano nito sa negosyo. Kinakailangan naming maging mahusay, disiplinado, at matimbang. Kung hindi, ang Board ang hahamon sa amin. Ang kabutihan ng regular na pagsasagawa ng buod ng negosyo at pagpapaliwanag ng kalakaran at mga pagkakaiba ay napapanatili nito ang aming pananaw at naiiwasan naming matigil sa paraan ng aming pagpapalakad na nabuo na sa aming kaisipan.

Syempre ang pangunahing papel ng sinumang *Board of Directors* ay talakayin sa pamunuan at pagpasyahan ang pangmatagalang estratehiya ng kumpanya. Ang estratehiya ay nasa agenda ng bawat pagtitipon ng CSL at ang Board ay lumalahok sa koponan ng pamunuan sa mga regular na pagtitipon para sa pagpaplanong estratehiko.

Kung magbabalik-tanaw kayo sa CSL sa huling 25 taon nito, ang aming stratehiya ay mas malinaw kaysa karamihan ng aming mga kalaban. Bagama't palagi naming itong iniiba at isinasaayos, ang pangmatagalang estratehiya namin ay kapansin-pansing iisa.

Higit sa lahat hindi tayo sumusunod sa bawat pansamantalang nauusong kalakaran ng negosyo sa pagbabarko. Ang *Board of Directors* ng CSL ay nakatulong sa atin upang kumapit sa ating iisang estratehiya. Habang nakikita natin ang pagkalugi ng ibang negosyo sa pagbabarko sa mundo, lubos kaming nalulugod na mayroon tayong malinaw na estratehiya at mahigpit na modelo sa pangkumpanyang pamamahala.

Ang koponan ng pamunuan ng CSL ay taglay ang pinakamahusay ng parehong panig ng pribado at pampublikong mundo. Bilang isang pribadong kumpanya, maaari tayong magbigay-tanaw sa pangmatagalang panahon. Di tayo laging nakatuon sa pagpapalawig ng halaga ng stock ngayong sangkapat (*quarter*). Bilang kumpanya na may propesyonal at malayang *Board*, sinusunod natin ang isang disiplina na wala sa ibang mga pribadong kumpanya. ↴

## Корпоративное управление в компании CSL.

Я уверен, что у большинства сотрудников компании CSL есть такие дни, когда работа требует большей сосредоточенности и в тоже время, стрессоустойчивости. Возможно для бухгалтеров это конец месяца, а для капитанов – прибытие в порт. Для меня, как для исполнительного директора, наиболее стрессовыми является заседание Совета директоров.

Я решил воспользоваться случаем и объяснить структуру корпоративного управления компании CSL и то, как мы принимаем важные решения, которые формируют наше будущее. Но сначала, позвольте мне отклониться, чтобы объяснить разницу между

важными и незначительными решениями. Когда мы с моей женой поженились, мы сели и обговорили то, как будет протекать наша совместная жизнь. Мы решили, что для того, чтобы сохранить крепкий брак, она будет принимать все незначительные решения, а я – важные. Сложно поверить, но этот принцип великолепно работает вот уже 36 лет. Хотя, всё это время до значительных решений дело не доходило, но я уверен, что как только это случится, я его приму. Но в CSL корпоративное управление работает не так.

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CSL - это закрытая акционерная компания. Её владельцами на все 100% являются Пол, Джейми и Дэвид Мартин. С юридической точки зрения Совет директоров нам не нужен. Как и во многих других закрытых судоходных компаниях, именно владельцы принимают все решения. Однако, поскольку CSL – это международная компания, которая осуществляет свою деятельность в быстро изменяющемся мире. Владельцы понимают, что для того чтобы воплотить самые лучшие решения, не лишним будет перенимать чужой опыт и прислушиваться к иному взгляду на вещи. Такие советы директоров как в CSL служат рупором для владельцев и руководства, они делают управление основательным, они сосредоточены на риске, и они внушают уверенность сторонним лицам.

С самого начала владельцы решили, что они хотят сильный и независимый Совет директоров, в котором будут представлены профессионалы с разным образованием и умениями. В дополнение к этому был создан Австралийский Консультативный Совет, сконцентрированный на деятельности компании CSL в Австралии, Новой Зеландии и островах Тихого океана.

Собрания Совета могут быть напряженными. У руководящего состава есть только четыре часа, чтобы объяснить тенденции рынка и наши планы относительно ведения бизнеса. Мы должны быть оперативными, дисциплинированными и взвешенными. Если мы таковыми не будем, Совет усомнится в нас. Благодаря регулярному подведению результатов деловой активности и объяснению тенденций и противоречий, мы не теряем из виду перспективу и не застреваем на взвешенных идеях.

Конечно, главной ролью любого Совета директоров является обсуждение с руководящим составом долгосрочной стратегии компании и её утверждение. Стратегия – это повестка дня каждого собрания в компании CSL, и члены Совета участвуют наряду с руководящим составом в регулярных мероприятиях стратегического значения с выездом на места.

Если посмотреть на стратегию CSL 25 лет назад, она была более четкая, чем стратегии большинства наших конкурентов. Несмотря на то, что мы постоянно изменяем и адаптируем ее, наша долгосрочная стратегия осталась неизменной.

Самое главное то, что мы не гоняемся за каждым новым веянием судоходства. Совет директоров компании CSL помогает нам не отклоняться от этой неизменной стратегии. Сейчас мы видим, что остальной судоходный мир сотрясает ряд банкротств, и мы рады, что у нас есть эта четкая стратегия и строгая модель корпоративного управления.

Руководящий состав CSL подобрал в себя лучшее, как с частных, так и государственных форм собственности. Как частная компания, мы руководствуемся перспективным подходом. Мы не заиклены на том, как поднять цену акций в этом квартале. Как компания с профессиональным и независимым Советом, мы следуем порядку, который отсутствует в многих частных компаниях. ↴

## WHO'S ON THE BOARD



### PROFESSOR DAVID R. BEATTY, C.M., O.B.E.

David Beatty is Chair and CEO of Beatinvest Ltd. and a Director of the Clarkson Centre for Business Ethics and Board Effectiveness. He was the founding Managing Director of the Canadian Coalition for Good Governance, founding Chair of Orogen Minerals Ltd., Chair and CEO of Old Canada Investment Corp. and President of Weston Foods.



### JACQUES BOUGIE

Jacques Bougie was President, CEO and COO of Alcan and is currently Chair of the Board of Directors of Atrium Innovations Inc. He is a Director of McCain Foods Limited, SNC-Lavalin and the Gairdner Foundation. Mr. Bougie has served on the boards of Alcan Inc., BCE Mobile Communications Inc., Bell Canada, Royal Bank of Canada, Nova Chemicals Corp., Novelis Inc., Rona Inc., Abitibi-Consolidated Inc. and AbitibiBowater Inc.



### MEREDITH H. (SAM) HAYES

Sam Hayes was the President and CEO of CSL from 1995 to 2008. He has worked as an auditor, a bond money market trader, and in various finance and treasury positions for major Canadian companies. He serves as a board member and/or advisor to the CSL Pension Fund Society, Horizon Capital Holdings Inc., Constellation Software Inc. and the Canadian Executive Service Organization.



### ROD JONES

Rod Jones has been the President and CEO of The CSL Group since April 1, 2008 and has been with CSL for over 30 years. Mr. Jones led the team that launched CSL Americas and under his leadership, CSL's international operations have expanded to Australia, Asia, Europe and Africa. Prior to CSL, Mr. Jones held management positions at Van Omeren and Navios Corp.



### WILLIAM (BILL) LINTON

Bill Linton was the Executive VP Finance and CFO of Rogers Communications and President and CEO of Call-Net Enterprises Inc. He has been Chair and CEO of Prior Data Sciences Inc. and Executive VP and CFO of SHL Systemhouse Inc. Bill Linton currently serves as a Director of TMX Group.



### VICE-ADMIRAL GREG MADDISON

Vice-Admiral Greg Maddison followed a long career in the Canadian navy progressing from Navigating Officer to Commander of the NATO Standing Naval Force Atlantic, Commander Maritime Forces Atlantic, and Chief of the Maritime Staff. He also served as Deputy Chief of the Defense Staff with the responsibility of Canadian Forces operations both domestically and abroad.



### DAVID P. A. MARTIN

David Martin is the President of Bromart Holdings, owner of The CSL Group and Horizon Capital Holdings, of which he is the Co-President and CEO. He is also co-founder and General Partner of the Capital for Aboriginal Prosperity and Entrepreneurship Fund (CAPE Fund).



### PAUL W. J. MARTIN

Paul Martin is the Chair of The CSL Group Board of Directors. He started his career at CSL as a Management Trainee in the Administration Department and was promoted to Manager Business Development of CSL's Singapore office where he also served as Director, Projects and Planning.



### R. JAMES E. MARTIN

James Martin is partner and producer of High Treason Films. He began his career at Astral Television Networks in Montreal and then moved to an Astral subsidiary, TVA International, a film distribution firm in Toronto.



### LONE FONSS SCHRÖDER

Lone Fønss Schröder is Vice-Chairman of Saxo Bank A/S in Denmark and sits on the IKEA and Volvo Boards of Directors. She has held senior management and board positions at A.P. Møller-Maersk A/S and was President and CEO of Wallenius Lines AB.

## CSL AUSTRALIA ADVISORY BOARD



### GREIG GAILEY

Greig Gailey is Independent Non-Executive Director at Caltex Australia Ltd., Chair at ConnectEast Group and at Horizon Roads Holdings Pty Ltd. He is on the Board of Directors at Caltex Australia Ltd., Victorian Opera Co. Ltd. and Energy & Minerals Institute Uwa. Greg Gailey was previously Director and VP at Business Council of Australia and CEO at Zinifex Ltd. He also served on the board at Australian Davos Connection Ltd.



### LINDSAY TANNER

Lindsay Tanner is a former member of the Australian Government, serving as Minister for Finance and Deregulation. He was appointed as a Vice Chancellor's Fellow and Adjunct Professor at Victoria University, and a special adviser to Lazard Australia. In 2011, the Chartered Institute of Procurement and Supply (CIPS) accorded him an Honorary Fellowship (FCIPS), the first bestowed outside the UK.

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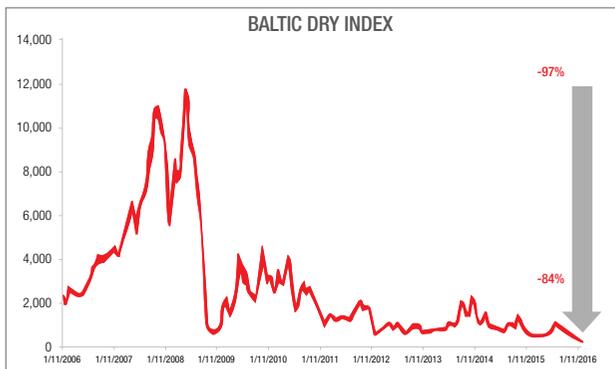
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## MEETING THE NEEDS OF A CHALLENGING LAKES MARKET

By **Allister Paterson**, President, Canada Steamship Lines

When it comes to shipping on the Great Lakes, 2015 was anything but business as usual. The Baltic Dry Index is currently at its worst level, down 97% from its highest point in 2008. The total amount of cargo in the Canadian market dropped by 17%, including the volume of iron ore and coal, both key export commodities, which declined by one third.



The demand for such exports dropped as economic growth weakened in China and foreign subsidized steel imports surged through the Lakes. In addition, low demand for grain in the North American market was exacerbated by the presence of ocean bulkers entering the Lakes looking for grain cargoes.

As a result of these difficult market conditions, all carriers in the system were laying up vessels midseason, including one-third of the U.S. flagged 1,000 footers – an unprecedented consequence of the downturn in the steel industry.

The forecast for the coming year does not offer any short-term relief as Great Lakes customers will continue to face a great deal of volatility in a shrinking market that is heading towards the trough of the cycle. The market has changed and while we cannot control the demand, we can adapt and mount an effective response to it.

With that goal in mind, CSL is continuing to improve the quality and efficiency of our operations at every turn. With a third of our fleet under three years old and half operating on new energy-efficient engines, CSL is the most modern and cost-efficient fleet on the Lakes and able to offer customers the best service possible.

We have successfully integrated our ship and shore operations and are running our operations more effectively as a result. Our continued focus on operational excellence and safety have seen the number of lost-time incidents across all divisions cut in half over the last two years.

At the same time, we are also committed to environmental sustainability and good corporate citizenship, the reasons we are continuing to develop scrubber and ballast solutions that will help us meet tighter environmental regulations. Adopting innovative technologies is part of the solution that will help us thrive.

As we face a challenging season on the Lakes, we will continue to focus heavily on cost efficiency and capacity discipline to strengthen our business during this down cycle. The retirement of our two bulkers, *Birchglen* and *Mapleglen*, reflects this strategy to operate a leaner, more efficient fleet.

CSL is diving headfirst into the challenges of 2016 and adopting a sustainable approach to build better office fleet support, fleet efficiency and customer delivery. As this market challenges us to do better, we are more than ready to do just that. ↴

## M/V ALICE OLDENDORFF SETS NEW DRAFT RECORD AT PORT CANAVERAL



M/V Alice Oldendorff discharging in Providence.

On October 21, 2015, the CSL International Pool vessel *M/V Alice Oldendorff* arrived at Port Canaveral in Florida with a draft deeper than 39'06", setting a new record at the port. Loaded with granite from Canada, the vessel came in with a draft of 39'10". The port recently established a new maximum allowable draft of 40'00" as a result of ongoing dredging work to deepen and widen cargo berths. ↴

## CSL AUSTRALIA RECEIVES EMS ISO 14001 CERTIFICATION



CSL Australia has obtained the Lloyd's Quality Assurance Environmental Management System (EMS) ISO 14001 certification, marking an important milestone in CSL's ongoing quest to conduct its operations in the most responsible and sustainable manner.

ISO 14001 is a voluntary internationally recognized standard that acknowledges a company's commitment to environmental stewardship by meeting stringent performance requirements. Accreditation to ISO 14001 means an organization has in place a meaningful and effective EMS that demonstrates measurable commitment to:

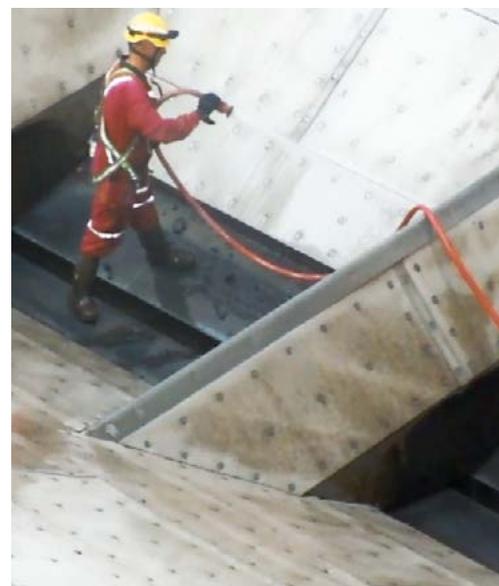
organization has in place a meaningful and effective EMS that demonstrates measurable commitment to:

- Preventing pollution;
- Meeting applicable legal and other requirements;
- Continually improving its EMS to enhance environmental performance.

According to the Lloyd's auditor, the strength of the CSL Australia EMS lies in its robust environmental goals and objectives that are supported by concrete strategies and resources to achieve them. This distinction firmly places CSL Australia as a leader in environmental management in Australia.

Canada Steamship Lines and CSL Americas are both ISO 14001 certified. CSL Europe has completed ISO's Stage 1 audits and is on track for certification later in 2016. ↴

## ERGONOMY STUDENT INTERNS ON BAIE ST. PAUL



In late September last year, **Geneviève Dubois** spent nine days on board *Baie St. Paul* as the vessel travelled from Montreal to Thunder Bay. The Master's student in Professional Ergonomics took advantage of the journey to record her initial observations as part of her internship in the field. "The work environment on a ship has not been extensively studied by ergonomists. This is the first such internship to take place. It's a great challenge to be doing my research here."

As part of her internship, Geneviève had to understand the work, identify problem situations and collaborate with different stakeholders to design and implement solutions.

She focused on half a dozen problem situations that included the cleaning of cargo holds, a task that is very physically demanding for deck workers. "The aging population of ship workers has required the development of procedures and expertise to ensure that spaces are cleaned properly. I tried to understand how they work in order to find solutions to reduce the physical demands of the task," she explained.

Geneviève also observed an engineering project, initiated by CSL before her arrival, to design new hatch clamps. Each hatch is covered by a lid held in place by clamps. Deck workers may need to release and fasten the 36 clamps on each hatch several times a day based on loading and unloading requirements.

By observing the deck crew at work and getting them to talk about the situations they face, the future ergonomist found that the problem was not limited to the clamps. "The way the lid is placed on the hatch also had to be modified so that it is always positioned in the same place, otherwise the clamps are more difficult to install, making the task more demanding for workers," she said.

"Ergonomics in the workplace is not simply about adjusting chairs and desks," explains Geneviève. "It requires a solid understanding of production systems in order to design projects that will achieve a better balance between productivity and the health of workers." ↴

## CSL AMERICAS ACQUIRES SELF-UNLOADING VESSELS FROM KLAVENESS

In November 2015, CSL Americas reached an agreement with Klaveness Selfunloaders AS, a subsidiary of Klaveness Ship Holding AS (“KSH”), to acquire the Trillium Class Panamax self-unloading vessel *MV Balto*, renamed *CSL Tarantau*, and the Handysize self-unloader *MV Barkald*, renamed *CSL Reliance*.



CSL Reliance

Marbulk Shipping Limited, of which CSL is 50 percent shareholder, also reached an agreement with KSH to purchase *MV Balder*, a Handysize self-unloading ship, renamed *Venture*.

The three vessels were employed in the CSL International Pool and continue to operate as part of this Pool since their delivery in January 2016.

“We are very excited about adding this new cargo capacity to our fleet, including the state-of-the-art *MV Balto* built in 2013 under CSL supervision,” said **Louis Martel**, President of CSL International. “Constructed according to the high performance and environmental standards of CSL’s Trillium Class, we are delighted to reunite *MV Balto* with her sister ships, *MV Rt. Hon. Paul E. Martin*, *MV CSL Tacoma* and *MV CSL Tecumseh*.”

“These acquisitions reaffirm our commitment to the CSL International Pool and reduces the overall age of the CSL fleet,” added **Jeff Barnes**, Managing Director of CSL Americas. “We thank all CSLers involved in the acquisition process and wish the Klaveness team all the best in its future endeavours.”



Venture



CSL Tarantau

## HISTORIC NAME ‘TARANTAU’ RESTORED TO CSL FLEET

By Skip Gillham



It was fifty years ago last fall that Canada Steamship Lines took delivery of the Great Lakes self-unloader *Tarantau*. Now, a half-century later, the company has restored the historic *Tarantau* name by renaming a new Panamax addition to the fleet. The recently acquired *Balto* will now sail on saltwater routes as *CSL Tarantau*.

The original *Tarantau* was built at Collingwood on the shores of Georgian Bay as Hull 184 of the famous Collingwood shipyard and was launched on July 23, 1964. The 222.50 metre long by 22.86 metre wide bulk carrier was completed in April 1965 and was heralded as the largest self-unloader on the Great Lakes.

Due to low water, the ship was towed to Midland for christening on March 24 and entered service a month later departing to load a cargo of iron ore at Taconite Harbor, Minnesota.

*Tarantau*, whose name is derived from the historic Indian name for Toronto, was a familiar sight around the Great Lakes and down the Seaway. It often carried coal or iron ore to the Steel Company of Canada docks at Hamilton and, on January 7, 1972, closed the 1971 navigation season through the Welland Canal making its 68<sup>th</sup> round trip for a total of 136 transits of the waterway.

A little over a year later, when the new by-pass was opened along the Welland Canal to eliminate many turns and bridges while winding its way through the city of Welland, *Tarantau* was chosen to participate in the official opening on July 14, 1973.

As the years passed and new additions joined the CSL fleet, *Tarantau* often found work in the stone trade and proved to be a valuable company carrier until it tied up at Toronto on December 23, 1996, and retired. The ship was idle there until sold to International Marine Salvage and it departed, under tow of the tug *Alice A.* on October 30, 1999.

## CSL RETIRES BIRCHGLEN AND MAPLEGLLEN AS PART OF FLEET RENEWAL PROGRAM

In late September 2015, Canada Steamship Lines bid farewell to two distinguished ladies – *Birchglen* and *Mapleglen* – as they set sail on their final journey to Turkey, where they were responsibly recycled at an eco-friendly shipyard.



Mapleglen

The dismantling of the two mature vessels is part of CSL’s fleet optimization and capacity management programs. Since 2012, CSL Canada introduced six new state-of-the-art Trillium Lakers and took four older and less efficient ships out of service.

“Great Lakes shipping is a mature market, it isn’t getting bigger,” said **Allister Paterson**, President of Canada Steamship Lines. “Our Trillium program has always been about renewing our fleet, not growing it.”

As new ships equipped with advanced technology continue to improve the operational and environmental performance of Great Lakes shipping, companies like CSL must adapt to maintain a fine balance between new tonnage and market demand.

“CSL invested in the most efficient, safe, and environmentally-responsible ships for the future of Great Lakes shipping,” notes Paterson. “Now it is time to responsibly recycle some of the vessels that have defined our past.”

The recycling of *Birchglen* and *Mapleglen* was conducted in full compliance with international rules and regulations, and with CSL’s own rigorous ship recycling policy.



Birchglen

PHOTO: BOB WELTON

PHOTO: BARRY ANDERSON



**Prakash Rao** ⚓ Captain



Prakash has been sailing for 35 years, the past 11 as Captain. When asked to comment on his vessel, *Thunder Bay*, and the Trillium Class in general, he smiled and said, "The Trillium vessels are a step beyond. Equipment-wise, the crew is very happy with the ship. We have greater efficiency and we carry more tonnage and burn less fuel. Up here (pointing to the latest-generation navigation equipment on the ship's bridge), we have all the "toys" we need. And with the bow and stern thrusters, I can get the ship in and out of some tight spots. I love it."

**Filomeno Tabaras** ⚓ Third Engineer



Filomeno has been with CSL for 10 years, the past three seasons aboard *Thunder Bay*. He was part of the original crew that delivered the ship new from China in 2013. "It's a fully computerized ship; one of the most sophisticated on the Lakes. The technology in the engine room is the best. Performance monitoring screens in the engineers' cabins, and an assist call button on the control panel means that I can get help immediately during a one-man watch. We have very good systems, and it makes my job easier." A family man, Filomeno has three sons and one daughter.

**Pirabaharan Sivabalan** ⚓ Second Mate



Pirabaharan, or "Bu" to crewmates, graduated from Georgian College in 2009 and started working with CSL in 2010. In his young career he has served aboard *CSL Spirit* during the Sept-Iles transshipment project, and now finds himself aboard one of the most advanced ships in the fleet. "The technology on board – from the unloading gear to the navigation equipment on the bridge – makes everything more efficient. It's all at your fingertips. The older crew help the younger guys with seamanship, and we reciprocate by helping them with technology."

**Mackenzie Cughan** ⚓ Deck Cadet



Mackenzie has always lived on the water. My parents have a boat and I worked at the marina as my summer job." Now in his third year of the Cadet program at Georgian College, Mackenzie has already sailed for CSL's Canadian and international fleets, having served a four-month term on board the CSL Americas ship, *CSL Acadian*. "It was a good experience and the traveling was great. It's a nice ship. I'm part of the new generation of seafarers so using the new equipment and learning systems like the integrated bridge is great."

**Brian Weston** ⚓ Third Mate



Brian was busy at the computer controls discharging *Thunder Bay* when *CSL World* visited, but he took a minute to discuss his young career. After spending three years in the Cadet program, he worked another three years with CSL, serving aboard *CSL Spirit*, *Atlantic Huron*, *Atlantic Erie* and *CSL Laurentien*. This is his first year on board *Thunder Bay* and he's impressed with the ship's crew. "There are three or four 20-year guys on board. You can't replace that kind of experience. They lead the way when it comes to things like safety, reminding me to work safely, and that's great because the more feedback the better. They really believe in the SafePartners program. It's the future for the company."

**Marc-André Froment** ⚓ Able-Bodied Seaman (Relief)



Marc-André is part of a four-generation nautical family. His grandfather and two of his uncles were St. Lawrence River pilots, hailing from the historic town of Baie St. Paul, Quebec. Now his sons sail during the summer to help pay for university – which is exactly what Marc-André did when he began sailing. When asked about the biggest changes he's seen in the industry over the years, Marc-André didn't hesitate. "Safety wasn't as good when I started as it is today; now it's the main thing. I've worked on four different ships for CSL this season, and I find the safety policy is consistent from ship to ship."

**Roberto Penton** ⚓ Ordinary Seaman (Relief)



Roberto started sailing internationally at age 22 in his native Philippines. Along with his deep sea career, he lists diverse work experiences on his marine resumé, including a stint in Canada's Far North on the Mackenzie River. "I brought a lot of experience onto the Lakes. I used to work with a lot of heavy equipment so I'm comfortable working a hatch crane. Still, I think before I do a job and don't take any chances. I will stop if I see something is not right." A relief on board, Roberto has also sailed on *Baie St. Paul*. "The self-unloading equipment on the vessels is new and very good."



**Karen Dixon** ⚓ Chief Cook (Relief)

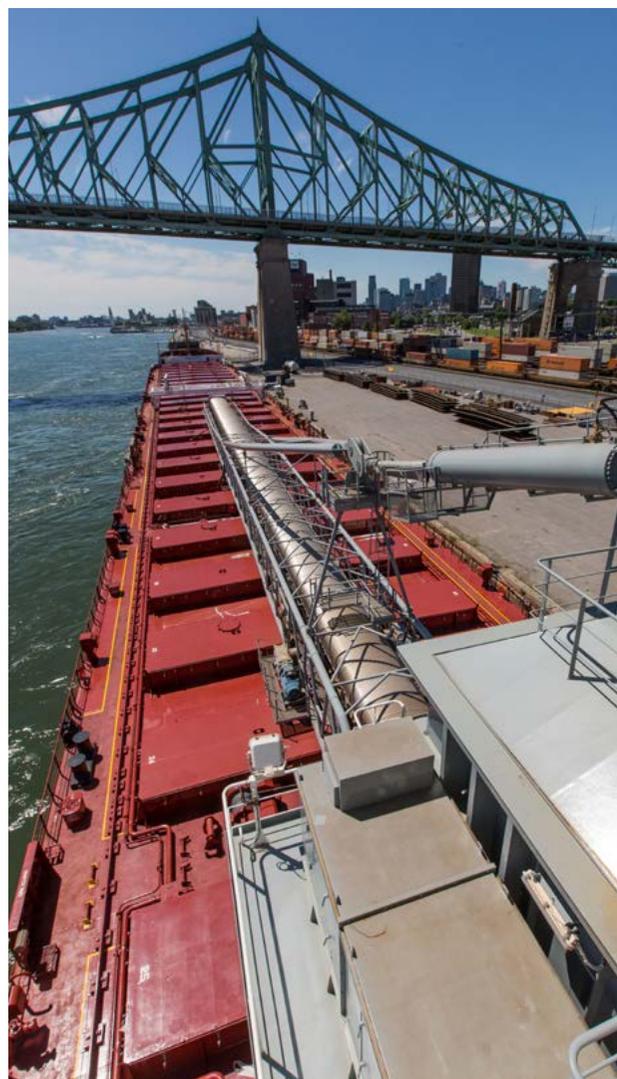


Karen started sailing in 1978. She took some time off from the industry before rejoining in 1998. She was on board *Thunder Bay* for a 30-day relief when *CSL World* popped by her galley for a lunchtime visit. "I enjoy meeting people, and the crew is good. Their favorite foods? Fish, pasta, meat and potatoes."

**Junior Deschênes** ⚓ CSL Trainer (HELM Mentor)



Junior has been with CSL since 2009 and usually serves as Chief Engineer. During the 2015 season, however, he provided Human Element Leadership & Management (HELM) training to fellow officers across the fleet as part of the SafePartners program. "I try to help management on board implement the system. I put the focus on the tools that are available (checklists, risk assessments and permits to work), to help manage leadership. The human factor is the cause of 80 percent of all mishaps and if we use the tools and follow the checklists we can eliminate the human factor." CSL began offering HELM training three years ago.



## CSL'S STADACONA ASSISTS IN AMSA TRAINING EXERCISE IN GREAT BARRIER REEF PARK

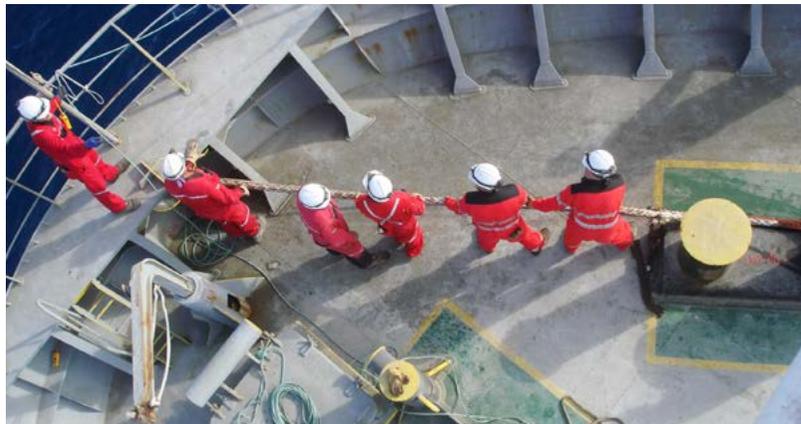
By Neil Hall, Senior Manager, MS&Q, CSL Australia

Last October, the Australian Maritime Safety Authority (AMSA) approached CSL Australia's MS&Q Department requesting the use of a vessel to assist in a training exercise for their dedicated Emergency Towage vessel, *MV Coral Knight*.

While *Coral Knight* had performed numerous towage operations with smaller vessels, the ship had never simulated a large vessel tow through the Great Barrier Reef Marine Park.

CSL's *Stadacona*, a 23,000 GT bulk carrier was identified as a suitable vessel and the Port of Townsville was chosen as the location of the exercise.

The vessel's Master, Captain **Zakharin**, was contacted and advised of the upcoming exercise. As this was the first 'dead ship' tow for both Masters, numerous emails were exchanged to coordinate the details of the exercise including timing, location and scenario. Emergency towage booklets were exchanged and the connection arrangements finalised.



Prior to the exercise all precautions were taken to eliminate any potential risk during the connecting and disconnecting of the tow lines such as crew injury and damage to the environment and vessel.

In early November 2015, the delicate exercise was conducted in perfect weather approximately 20 nautical miles northeast of the Port of Townsville. During the exercise *Coral Knight* deployed approximately 400 metres of her main emergency towing wire, including the towing pendants, to connect to *Stadacona*, which was simulating as a dead casualty vessel. The exercise was completed after *Coral Knight* reached a towage speed of 6.5 knots, and successfully disconnected and retrieved the towing wire in a controlled manner. ⚓

### Facts about the Great Barrier Reef Marine Park

- Covers 344,400 km<sup>2</sup> in area
- Includes the world's largest coral reef ecosystem
- Includes some 3,000 coral reefs, 600 continental islands, 300 coral cays and about 150 inshore mangrove islands
- Extends south from the northern tip of Queensland in northeastern Australia to just north of Bundaberg
- Is between 60 and 250 kilometres in width
- Has an average depth of 35 metres in its inshore waters, while on outer reefs continental slopes extend down to depths of more than 2,000 metres
- Was created in 1975 through the *Great Barrier Reef Marine Park Act*
- Extends into the airspace above and into the earth beneath the seabed.

Source: [gbrmpa.gov.au](http://gbrmpa.gov.au)



## HELICOPTER MEDICAL EVACUATION DRILL ONBOARD CSL FRONTIER



The Spanish Coast Guard helicopter hovering above CSL Frontier during drill.

The crew of *CSL Frontier* took part in a dramatic medical evacuation drill led by the Spanish Coast Guard at Las Palmas, Grand Canary Island, Spain.

The drill began when Captain **Denys Oleksenko** was alerted by the approaching helicopter to prepare for the operation. The ship's general alarm was sounded and the crew sprung into action.

The bridge was manned by the Master, the Officer of the Watch and two Watchmen. A fully outfitted emergency fire party was positioned on the port side of the vessel and three crew members formed an emergency party on standby at the No. 3 hatch

cover. The remaining crew were removed from the open deck to avoid interaction risk with the helicopter.

The emergency party wore appropriate PPE for main deck work, including reflective vests and flashlights. A red portable light was mounted on the hatch cover with a flag to mark the evacuation area. Captain Oleksenko remained in constant contact with the helicopter.

With the helicopter hovering above, the emergency party helped descend a Coast Guard officer onto the ship. An evacuation basket was also lowered followed by a second officer. A dummy simulating an injured seafarer was then placed in the basket, prepared for evacuation and hoisted to the helicopter. The Coast Guard officers were lifted soon after. From start to finish, the drill took 38 minutes to complete.

"This type of drill provides valuable hands-on training in an emergency situation. This is as close to real as it gets," said **Francis Pelosi**, Safety and Environmental Manager at CSL Americas. ⚓

## CONFINED SPACE RESCUE TRAINING COMPLETED ON ENTIRE CANADIAN FLEET

By John Gruszewski, Director, MS&Q, Canada Steamship Lines

Crew members on *CSL Welland* underwent confined space rescue training in November 2015, making it the last ship in the Canadian fleet to receive the training.

Confined space entry is identified as one of six high-risk activities to receive special focus across CSL's worldwide fleet. During the training, crew members learn about the potential hazards of working in confined spaces and the necessary procedures to control those hazards and minimize risks prior to entry.

Similar training tailored to the operating conditions of each fleet is being conducted throughout CSL's global operations. ⚓



CSL Welland crew taking part in confined space rescue training.

# CSL'S LIFESAVING RULES

CSL's Lifesaving Rules apply to the six high-risk activities identified as being the most likely to result in life-threatening incidents. These Rules set out what crew members and employees need to know and do to perform these activities safely and to prevent serious

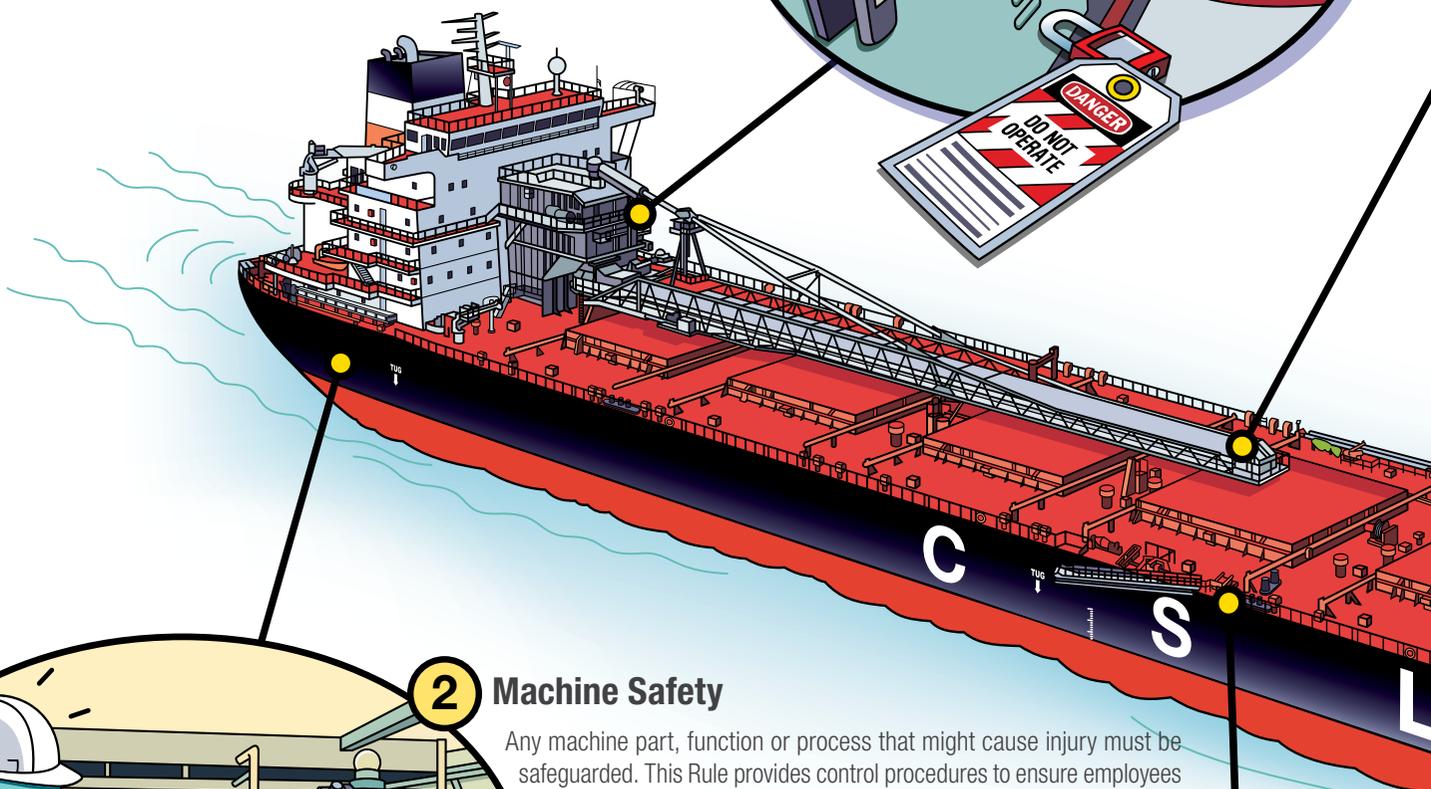
injury or fatality. CSL's uncompromising commitment to the Lifesaving Rules is to protect people. Anyone voluntarily deviating from the rules risks disciplinary action. ↴

## Energy Isolation

Performing work in the presence of energy sources that have not been neutralized can cause serious injury. This Rule outlines the requirements and measures to be taken by crew members to remove all energy sources.

### Have you pulled the plug?

Different types of equipment store energy in a variety of forms, including electrical, mechanic, pneumatic, and thermal. If machinery or equipment is not secured properly, anyone working in close proximity could be injured by an unintended start-up, unintended motion, or unintended release of energy.



## Machine Safety

Any machine part, function or process that might cause injury must be safeguarded. This Rule provides control procedures to ensure employees are not exposed to machine-related hazards such as moving parts, sharp edges, and hot surfaces.

### Are you exposed?

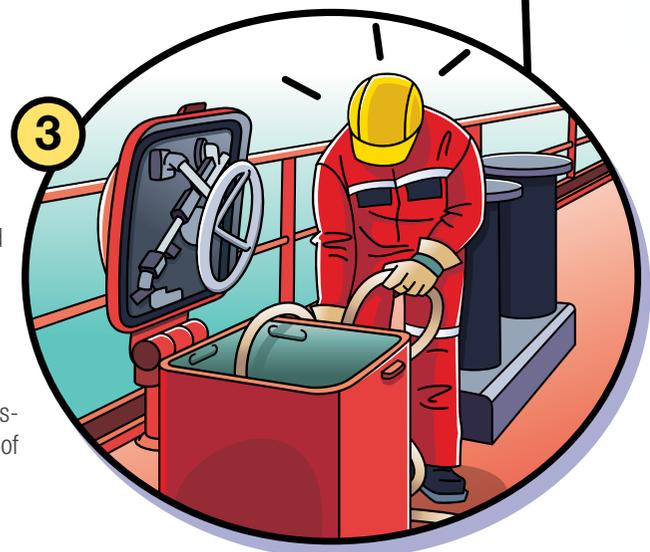
Machines that employ significant amounts of energy often have heavy, fast-moving parts that can injure anyone who is operating or servicing this equipment. Accidents can be attributed to accessibility to danger zones, which must be effectively safeguarded and controlled.

## Confined Space Entry

Confined spaces pose a number of risks because they are not designed to be areas where people work. The objective of this Rule is to ensure the safety of anyone performing work in a confined space.

### Is it a tight fit?

A key problem on working in a confined space is the enclosed atmosphere, which can reduce the breathable air supply and induce loss of consciousness or cause flammable materials to ignite.



## Hoisting & Lifting

Hoisting and lifting operations are one of the major causes of serious injuries and material damages. To mitigate these risks, this Rule enforces a strict application of safe lifting principles.

### Are you up for it?

Every type of lift comes with its own set of risks. Planning is essential and must be rigorously accomplished to identify critical lifting elements, and to carry out the lift safely according to recommended practices.

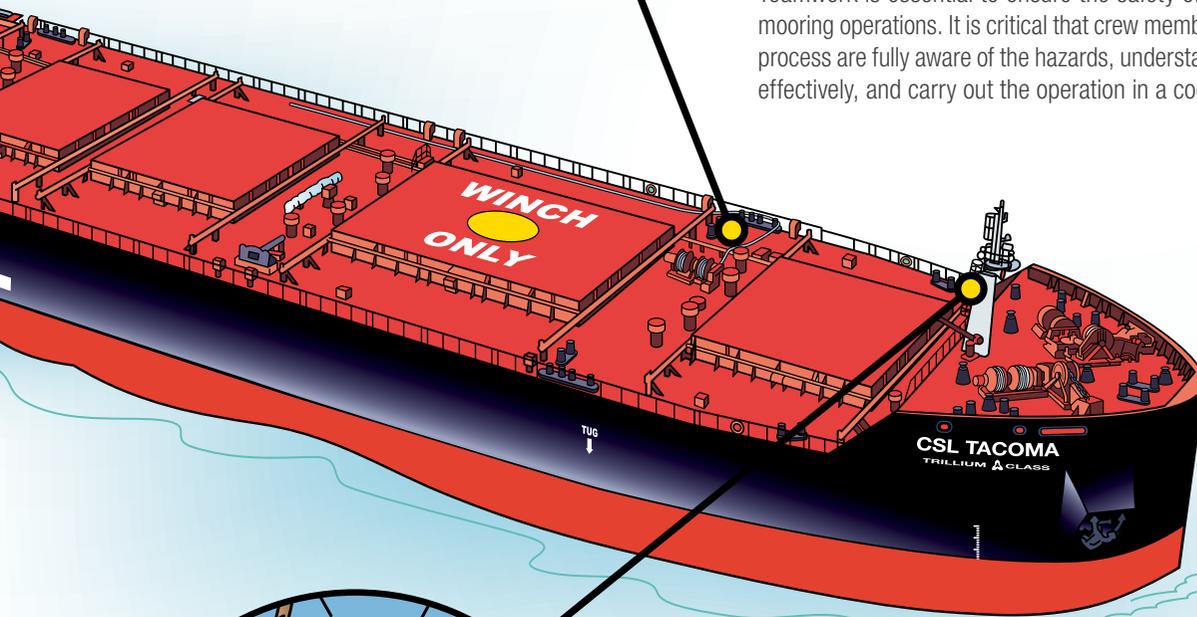


## Mooring Operations

Mooring is one of the most difficult and dangerous tasks undertaken on a ship. This Rule outlines the safety requirements and control measures to be taken during the critical steps of mooring or unmooring a vessel.

### Are you working in sync?

Teamwork is essential to ensure the safety of all crew members during mooring operations. It is critical that crew members involved in the mooring process are fully aware of the hazards, understand their role, communicate effectively, and carry out the operation in a coordinated manner.



## Working at Heights

Working at height means working above ground or deck at a height from which a fall could cause serious injury. This Rule outlines the requirements and measures to be taken by crew members and employees to avoid falls and/or prevent their consequences.

### How high is too high?

The Working at Height rule applies whenever tasks are executed at 1.8 meters (six feet) above the ground or deck, or whenever work is done less than two meters away from a ledge or unguarded opening.

## CSL CREWS PARTICIPATE IN WHALE SIGHTINGS STUDY

Canada Steamship Lines partnered with the *Réseau d'observation des mammifères marins* (ROMM) to record marine mammals sightings by vessel crews to advance scientific research in whale behaviour. The data collected over the course of the program serves to protect and preserve marine habitats and species.

**Veronique Nolet**, Biologist and Assistant Director at the ROMM, joined the crew of *Salarium* for a week in September 2015 to launch the program and establish a protocol for marine observation and recording.

"The information gathered by maritime carriers such as CSL is essential because it contains a large quantity of valuable new information on whales, often in zones rarely covered by the scientific community," points out Ms. Nolet.

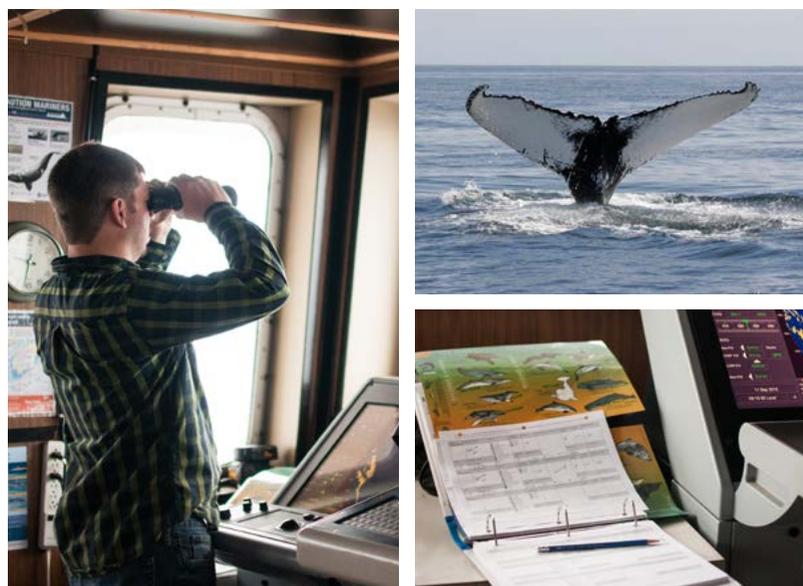
While onboard *Salarium*, Ms. Nolet educated crew members about the whales they can encounter in the waters of the St. Lawrence and taught them how to collect observation data. For crew members, the experience was rewarding, relevant, and highly educational.

"We occasionally see whales off the Gaspé coast near the Magdalen Islands, or in the lower part of the St. Lawrence Gulf in St-George's Bay," explained Captain **Joey Ransom**.

The data collected by crew members will be transferred to the ROMM and then shared with the St. Lawrence Global Observatory where it will be made public at [www.slgo.ca](http://www.slgo.ca).

As a primary user of the St. Lawrence River and other waterways, CSL recognizes its responsibility to protect the delicate marine, coastal and estuarine ecosystems in which it operates. Among the many initiatives it has introduced to reduce its environmental impact, CSL has voluntarily committed to reducing the speed of its vessels in areas containing a large number of whales.

CSL is a long-standing supporter of research and programs to protect marine mammals and habitats including the World Wildlife Fund's conservation work to protect North Atlantic Right Whales, the whales of the Grand Banks of Newfoundland and the belugas of the St. Lawrence. ↕



## STUDENTS CONDUCT EMISSIONS TESTING ON CSL AUSTRALIA SHIPS

By **Rhiannah Carver**, Environmental Programs Coordinator, CSL Australia

Students from the University of Queensland and the Australian Maritime College conducted emissions testing onboard *CSL Thevenard* and *CSL Melbourne*. The testing is part of a combined research project on the development of a methodology to measure and assess ship emissions.

CSL crews helped put together the necessary sampling points in the main engine manifold for the sea trials. The students then continuously monitored SO<sub>x</sub>, particulate matter (PM), NO<sub>x</sub> and CO<sub>2</sub> over the entire voyage from loading to discharge. Along with contributing to the students' research, the results will also help CSL Australia validate its PM and NO<sub>x</sub> emissions inventories and achieve a new criterion for the Green Marine program. ↕



## CANADA STEAMSHIP LINES GOES LIVE WITH IMOS

By **Kevin Johnston**, Director, Information Systems

CSL continues its global rollout of the Integrated Marine Operating System (IMOS) with the recent launch of the software in Canada. On October 1<sup>st</sup>, 2015, testing on IMOS was completed at Canada Steamship Lines along with the enhancements required to tailor the system to the particularities of the Great Lakes fleet.



A few members of the IMOS team: Top row, l to r: Pierre Grégoire, Irrai Jayaraj, Larry Manecas, Mario DiLembo, Scott Porter, Kevin Johnston, Catherine Lapointe, Pramit Patel, Jim Swetland, Bill Fowler. Bottom row, l to r: Valérie Cordemans, Maryse Lefèbvre, Bao Ngo.

The launch in Canada follows previous installations of IMOS at CSL Americas and CSL Europe. Work to integrate the software at CSL Australia, the last remaining division, is currently underway.

Developed by Veson Nautical, the IMOS commercial software provides a range of voyage management tools and processes. Among its many functions, IMOS has applications for voyage estimation, scheduling, laytime calculations, voyage and time charter management, accounting and bunkering.

CSL chose the IMOS tool after looking at several solutions on the market. The goal of the project is to provide a consistent tool across all divisions and provide better integration and data with its overall voyage management.

"The installation and adoption of IMOS in the Canadian division raised complex business issues that required alterations to the product," said Project Leader **Kevin Johnston**. "Thanks to a great team effort between all departments, along with some very creative and innovative solutions, the system was designed, adapted and implemented on time and to CSL's satisfaction."

"The project represented a significant work increase over and above each department's day jobs. We thank and congratulate everyone who participated and drove the implementation to its successful completion." ↕

## CSL AUSTRALIA RECYCLES NINE TONNES OF CONVEYOR BELTS

By **Rhiannah Carver**, Environmental Programs Coordinator, CSL Australia

To eliminate old conveyor belts from ending up in waste and landfill sites, CSL Australia has engaged innovative rubber recycling company Tyrecycle. Thanks to Tyrecycle's novel approach, CSL Australia recycled nine tonnes of conveyor belt material in 2015.

Tyrecycle collects and processes waste rubber in an efficient, environmentally-sound manner and repurposes the recuperated rubber into products such as athletic tracks, brake pads, fuel for energy, new tyres, road surfaces, playground surfaces, building insulation and matting surfaces.

CSL's conveyor belts are used for granulation feedstock, the base material from which repurposed products are made. Tyrecycle produces Tyre Derived Fuel (TDF), Tyre derived Aggregate (TDA), rubber granulate and recovered steel. Tyrecycle's goal of zero waste to landfill strongly aligns with CSL's own waste management goals and targets. ↕



## PINEGLEN FEATURED IN EPISODE OF SHADOWHUNTERS TELEVISION SERIES

Last September, *Pineglen* became the temporary setting for an episode of the new television series *Shadowhunters*, about half-angel warriors who protect humanity from evil forces.

While docked in the Port of Toronto, *Pineglen* was spotted by a location manager for the series. After a few scouting visits to the ship guided by **Andrew Parsons**, the film crew selected the CSL vessel as the backdrop for the final episode of the self-described "young adult paranormal urban fantasy."

The film shoot took place overnight and involved five scenes – two on the dock alongside *Pineglen* and three on the ship's deck. A team of CSL supervisors led by Director of Marine Safety and Quality, **John Gruszewski**, and Senior Superintendent, **Allwyn Phillips** ensured that the highest standards of safety were maintained before, during and after film production. The Supervising Team was made up of Chief Engineer **Rami Dhillon**, First Officer, **Marek Szczepaniak**, Second Officer **Zdzislaw Zawadzki**, and Third Officer, **James Mann**, who provided safety guidance and assistance to the film crew.

*Shadowhunters* is based on *The Mortal Instruments* series of young adult fantasy novels by author **Cassandra Clare**. The series has topped young adult fantasy bestseller lists in the *New York Times*, *Wall Street Journal*, and *Publisher's Weekly*, among others since its publication in 2014.

The *Shadowhunters* television is currently airing on Freeform, the new name of the ABC Family Channel. ↕



## CSL AMERICAS MOVES TO MIDDLETON

Last November, the CSL Americas team moved into a modern and environmentally-friendly new office space in Middleton, Massachusetts near Boston. Along with its large windows and scenic views, the office building was selected for its health, safety and eco-efficient features including:

- |                              |                                      |
|------------------------------|--------------------------------------|
| · Motion detector lighting   | · Water conservation in restrooms    |
| · In-house recycling program | · Enhanced security system           |
| · Periodic e-waste days      | · Access to a gym and fitness center |

To encourage cross departmental communication, the bright new office was designed as an open concept, with all employees in closer proximity to one another. The new space is also shared with V.Ships to strengthen communication between ship owner and manager.

Employees have responded well to the new space, with the most positive feedback reserved for the building's cafeteria where the food is apparently outstanding! ↕

## NORTHERN STEVEDORING WINS CSL AUSTRALIA ENVIRONMENTAL TRANSPORT OF THE YEAR AWARD



Bill Bisset presents the CSL Australia Environmental Transport Award to Juliette Sperber, General Manager of Northern Stevedoring Services.

PHOTO: GREG DICKINS, PHOTOSYDNEY.COM.AU AND LLOYD'S LIST AUSTRALIA

During the 20<sup>th</sup> Annual Shipping & Maritime Awards Dinner in Sydney, CSL Australia Managing Director, **Bill Bisset** had the honour of presenting the first CSL Australia Environmental Transport of the Year Award to Northern Stevedoring Services for its state-of-the-art bulk handling facility. Runners-up Svitzer Australia and Pilbara Ports Authority were both highly commended and acknowledged for their achievements.

Selected by a panel of distinguished judges, the award recognizes an organisation that has made a significant contribution to the protection and enhancement of the environment.

"CSL strongly believes that the marine transportation industry has a critical role to play in protecting the delicate waterways and ecosystems in which it operates," said Bill Bisset. "We are very proud to sponsor an award that recognizes outstanding environmental leadership and innovation and look forward to participating again in 2016."

Northern Stevedoring's new environmentally-friendly bulk handling facility was selected because of the innovative thinking that went into the project. The facility includes internal negative pressure for dust control, dust filtration systems, rapid door opening/closing technology and truck washing systems with water-recycling. The facility is also equipped with a solar power system and bio-retention system that promotes the propagation of native Australian flora and the installation of a solar power system. ↕

## CSLERS IN THE COMMUNITY

### CSL'S DONATIONS COMMITTEE IT'S ABOUT MAKING A DIFFERENCE

By **Rod Jones**, President and CEO, The CSL Group

This month I am standing down as Chairman of the CSL Canada Donations Committee and handing over this important responsibility to **Allister Paterson**. I thought I would take this opportunity to reflect on the importance of CSL's donations program and how it has evolved over the last five or six years.



CSL strives to be a good corporate citizen, which involves managing the company to be sustainable over the long term. This means many things: good corporate governance; high ethical standards; continuous improvement in environmental footprints; excellent relations with our customers, regulators and other stakeholders; and of course, continued profitability. The most important contributing factor towards success in all of these endeavours is a committed, engaged and highly motivated work force. If employees feel good about the company they work for and are proud of its culture, they are much more likely to be engaged.

CSL has realized this for a long time and we have tried to be a good corporate citizen in the markets we serve for many years. For instance, we have had a generous donations policy for over 15 years and for the last eight years we have honored a policy to donate 1% of expected net income to charitable institutions. For many years however, very few people were involved in the donations program, and many employees were not even aware we had one.

When we revamped the donations committee about five years ago, we set out to do three things: **1)** get more people involved; **2)** focus our giving on programs that mean something to CSLers and **3)** communicate more effectively to CSLers and other stakeholders to increase awareness and participation in philanthropic work.

To achieve this, we decided to concentrate our donations in three areas: community giving, the environment and education. Next we selected leaders for each of these areas who would research projects and make proposals that would resonate with CSLers. Finally, the Committee decided to set funds aside every year to respond quickly to disasters. Over the years we have made significant donations in the aftermath of traumatic events such as the earthquake in Haiti, the Tsunami in Japan, the Lac Megantic disaster and the ebola virus in West Africa where CSL ships were operating.

CSL's Donations Committee is committed to giving back to the communities in which CSL operates. As is well documented in *CSL World*, the Donations Committees at CSL Americas, CSL Australia/Asia and CSL Europe also work hard to stimulate employee involvement in their communities.

As I turn over the reins to Allister, I would like to thank my colleagues for the work they are doing to make CSL's corporate giving relevant, inclusive and impactful.

### STUDENT TEAM MAKES HISTORY AT LITTLE CUP

CSL congratulates GTS intern **Sylvain Viallon** and his teammates from the École de technologie supérieure for their impressive sixth place finish at the 27<sup>th</sup> Little Cup in Geneva, Switzerland, the world championships of C-Class catamarans.

After two years of building and testing their catamaran *Rafale*, the team from Montréal was awarded the Spirit of HYDROS foundation prize of being the first university student team to compete at the Little Cup. With limited budget and resources, the team received support from sponsors including CSL to compete in this difficult technological challenge.

"Thank you CSL for believing in us and in this phenomenal project never before attempted. *Rafale* is now part of the C-Class history and we are already working on a new design for the next Little Cup."



### HELPING CSLERS HELP OTHERS

A portion of the CSL donations budget is set aside each year to support a Matching Gift & Employee Sponsorship Program. Through this program, CSL encourages the charitable activities of employees by matching up to \$1,000 for educational donations and up to \$250 for employee participation in environmental or social philanthropy.

For more information on this program, contact your local Donations Committee or refer to the CSL Employee Handbook.

### NO GIFT LIKE GIVING



Pictured left to right: **Henrik Friis, Sally Treantos, Moira Quinlan and Mubarak Hasan.**

The CSL Americas Donations Committee team shopped for a cause in early December by purchasing holiday presents for children of refugees who have recently relocated to the United States. Ranging between the ages of three and nine years old, the kids received presents such as winter coats and hats, pajamas, dolls, picture books, princess-themed toys, cars, action figures, Barbies, arts and crafts material and other smaller gift items.

### CSL AMERICAS EMPLOYEES VOLUNTEER AT OPEN DOOR



L-to-R: **Shasha Lu, Maria Yeliseyeva, Erika Sanchez, Linda Crist, Moira Quinlan and Gisele Girard.**

Last September, **Shasha Lu, Maria Yeliseyeva, Erika Sanchez, Linda Crist, Moira Quinlan and Gisele Girard** volunteered their time at the Open Door food pantry in Gloucester, Massachusetts. Open Door is an organization that provides groceries and community meals to those in need through local services and programs. The CSL Americas group participated

in many activities, including food prep for the community meals program, assistance in cleaning the facility, and preparing the dining room for the dinner service. This is an annual volunteer event for CSL Americas and, as always, was a rewarding and fun experience for everyone who had the opportunity to participate.

### THANKSGIVING IS FOR EVERYONE

On November 17, a CSL Americas team consisting of **Rajiv Sharma, Pat Lantych, Mary Schwartz, Rebecca Varnes, Bryan Taylor, Nick Kozma and Henrik Friis** helped



L-to-R: **Bryan Taylor, Mary Schwartz, Rebecca Varnes, Rajiv Sharma, Henrik Friis and Pat Lantych. Nick Kozma kneeling.**

make sure everyone in the community would be able to celebrate Thanksgiving by packing grocery bags for people and families in need.

Every year, local charity Beverly Bootstraps distributes around 500 grocery bags each containing the basics for preparing a Thanksgiving meal. This includes a whole turkey, stuffing mix, gravy, cranberry sauce and cake mix.

### 1,385 CLICKS FOR KIDS

CSL's holiday e-card was once again a great success accumulating a total of 1,385 clicks, marking an increase of 385 clicks over last year. For every click, CSL donated \$8 to selected children's charities, adding up to a total donation of \$11,080 that was divided among divisions.



The charitable causes selected by each CSL division:

- CSL Americas – Community Giving Tree
- CSL Australia/Asia – The Starlight Foundation
- CSL Canada – The Breakfast Club of Canada
- CSL Europe – The Children's Hospital in Bergen

Many thanks to the crew of **CSL Tecumseh** for their special collaboration during filming of the card and to the Holiday E-Card Committee for their invaluable input.



## BUNDLES OF KINDNESS



L to r: Rebecca Varnes, Moira Quinla, Gisele Girard and Linda Crist.

In March 2016, CSL Americas employees volunteered at the The Community Giving Tree, a local organization that helps low income families in north-eastern Massachusetts. The volunteers put together “Bundles of Kindness” to help children prepare for the spring season. Each bundle contains age-group specific articles of clothing for children ranging from infant to four years old and is topped with a toy or book. In total, 91 “Bundles of Kindness” were prepared and distributed to local community children. In February, CSL Americas also ran a diaper drive for The Community Giving Tree that collected 1,200 diapers, 2,500 wipes and various diaper rash creams for families in need. ↴



L to r: Maria Yeliseyeva, Erika Sanchez and Shasha Lu.

## CSL TALKS SHOP WITH IMQ STUDENTS

Canada Steamship Lines’ booth was a crowd-puller at the January 2016 Institut maritime du Québec’s (IMQ) job fair in Rimouski, Québec. Attracting over 170 students, the booth was manned by Captain **Joey Ransom** and CSL Training Facilitator **Daryl Faleiro**.

“CSL’s proven track record as a top-rated employer in the maritime industry, coupled with the company’s focus on safety and environmental sustainability are some of the many features that attract future officers to CSL,” said Coral Milne, CSL’s Director of Crewing.

“Our cadet program is sought-after by many cadets because it gives them the opportunity to sail and train on a vessel, which can lead to a successful and fulfilling long-term career with CSL.” ↴



## IN CONVERSATION WITH...

### MARTINE RIVARD, CHIEF HUMAN RESOURCES AND COMMUNICATIONS OFFICER, CSL GROUP

**Martine Rivard** joined CSL as Chief Human Resources and Communications Officer in August 2012. In this position, she is responsible for the company’s global human resources and communications strategies.

Martine has more than 25 years of global experience as a senior executive and human resources specialist. Prior to joining CSL, she was Vice President, Human Resources and Communications for Air Liquide Canada, Vice President, Human Resources for DSM Biologic and for Heroux-Devtek. Ms. Rivard is a graduate of the University of Montreal in Industrial Relations and Mathematics.

Along with your degree in Industrial Relations, you also have a Master’s degree in Mathematics. What made you go from math to HR – and how did your expertise with numbers prepare you for the people-focused world of HR?

People don’t naturally associate a degree in mathematics with a passion for human resources, but in business, the two fields complement each other more than you think. I was first attracted to mathematics because it requires logic and analytical thinking, and then to Industrial Relations, which is about business relationships and strategy. I firmly believe that people are a company’s biggest asset, but they can also be their most volatile, which is where the clear and methodical logic of math skills come in handy. I am certainly not a traditional HR practitioner. For me, HR plays a fundamentally strategic role at the heart of any organization.

How do you manage the balance between employee satisfaction and improving the company’s bottom line?

There is a clear link between the happiness and engagement of employees and their productivity at work. An important part of my role is to make sure CSL has the tools and conditions in place to create a win-win work environment for both employer and employee. HR is uniquely positioned to balance the interest of a company with that of its people. We’re happy to introduce initiatives like Short Fridays for instance, but it can’t be at the expense of productivity. Quite on the contrary, I believe that creating a favorable climate that promotes work-life balance is a key contributor to the long-term success of the organization.

What is the biggest difference between managing people on our ships versus the office staff?

I have a lot of respect for our seafarers who live and work on our ships day in and day out. Unlike our office staff, our crew members don’t work nine-to-five and don’t go home to their families at the end of the day. So for our seafarers, we not only need to strike the

right work-life balance, we also need to focus on quality of life onboard. Because a ship is not just a workplace, it’s a home.

CSL was selected as one of Montreal’s top employers. What does CSL do differently to be among the best employers?

CSL is a century-old shipping company with a corporate culture that reflects the strong family values of its owners. One of the things that differentiates us is that, like a family, we care about our employees and want them to thrive. In the past few years we have put in place a series of programs and processes to be more open and transparent with our employees, to be more cost-competitive in terms of salaries and to better benchmark ourselves with other top employers. We also understand that the success of employees depends largely on the effectiveness of managers, so we’ve put a lot of emphasis on making sure our managers have the tools and resources they need to successfully lead and motivate their teams.

What are the top three priorities for HR in 2016?

In the coming year, increasing employee engagement remains high on our priority list as is aligning our local HR actions plans with the needs of our customers. We will also be refining our leadership and succession pipeline to create a long-term approach to talent management throughout CSL. As I mentioned earlier, developing our managers will continue as we work to improve performance management, coaching and feedback, employee development and recognition.

What do you like to do in your spare time?

When I’m not travelling on CSL business, I enjoy visiting historical sites and learning about new cultures. I’m also an avid skier – both downhill and on water – and there’s nothing I enjoy more than a beautiful summer day out on the boat. ↴



## PEOPLE UPDATE



### New Hires

#### CSL GROUP



**Frédéric Jauvin** was hired as Vice-President, Global Technical Services on February 1, 2016.

#### CSL CANADA

**Christian Sirois** was hired as Catering Coordinator on November 2, 2015.

**Julie Jacob** was hired as Supervisor, Crewing on November 9, 2015.

**Olivier Gaudette** was hired on January 25, 2016, as Technical Controller.

**Steve Beauchesne** was hired as Director, Procurement & Logistics on March 14, 2016.

**Pierre-Alexandre Wolfe** was hired as Director, Finance on March 14, 2016.

#### CSL AMERICAS

**Rina Watne** was hired as Senior Accountant on November 16, 2015.

**Ian Duthie** was hired as Director, Business Development on February 16, 2016.

#### CSL AUSTRALIA

**Allan Kneller** was hired as Marine Safety and Quality Superintendent on September 7, 2015.

**Micah Clark** was hired as Director, Sales and Marketing on December 14, 2015.

#### CSL EUROPE

**Madhu Hafiz** was hired as Office Coordinator on October 1, 2015.

### Promotions/Transfers/Changes

#### CSL GROUP



**Chantal Picard** was promoted to Senior Manager, Corporate Accounting on September 1, 2015.

**Rissalath Adebo** was promoted to Senior Business Process Analyst on September 1, 2015.

**Kirk Jones** progressed to a Group-wide role as Vice-President, Sustainability, Government and Industry Affairs, in February 2016.

#### CSL CANADA

**Mariève Tremblay** was promoted to Vice-President, Commercial and Business Development on January 12, 2016.

#### CSL AUSTRALIA

**Craig Jackson** was promoted to Manager, Chartering & Scheduling on October 1, 2015.

**Venny Ting** was promoted to Manager, Accounting on November 1, 2015.



**Bruna Romano** was promoted to Accounts Payable Specialist on November 1, 2015.

#### CSL EUROPE

**Veena Shinde** was promoted to Accountant on October 1, 2015.

### Births

**Thomas Hoang** and his wife Therese welcomed the birth of their daughter Leilani on September 1, 2015.



Leilani



Isabella

**Niki Poulakis** and her husband Vito Antonio DeLuca welcomed the birth of their daughter Isabella on November 26, 2015.

**Maria Danilenko** and **Jean David Coté** welcomed the birth of their son Maxim on January 2, 2016.



Maxim



James Olivier

**Alexandra Fortin** and Kevin Lauzon welcomed the birth of their son James Olivier on February 5, 2016.

**Kelly Russell** and her husband Christopher Boyer welcomed their son Ryan on February 15, 2016.



Ryan



Julia

**Milena Ganeva** and her husband Ramesh welcomed their daughter Julia on March 10, 2016.

### Retirements

**Pierre Raymond** retired after 8.5 years with Canada Steamship Lines.



Diane Sauvé

**Kenneth Hindman** retired after 3 years with CSL.

**Simon Cox** retired after 37 years with CSL.

**Diane Sauvé** retired after 27 years with CSL.

### In Memoriam

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

**Arthur Douglas Gales** passed away on July 9, 2015.

**Roger Laganière** passed away on July 29, 2015.

**Hannah Taylor-Keyes** passed away on August 15, 2015.

**Peter Thompson** passed away on December 21, 2015

**Joseph Arthur Walker** passed away on December 12, 2015



Brad Newman

On October 24, 2015, **Brad Newman**, a vibrant and valued Fleet Superintendent based in Whyalla, Australia lost his battle with leukaemia. The acute onset of his illness came as a great shock to all CSLers. Brad was a loyal, energetic and outgoing employee, and he will be greatly missed within the CSL community and throughout the fleet.



Lurii Tykhonin

Captain **Lurii Tykhonin** passed away on January 6, 2016. Lurii was a very well regarded and loved captain, colleague and employee. He served in the CSL Americas fleet and more recently, in the Australian fleet for many years with distinction. He was a trusted mentor and his wisdom, guidance and friendship will be sorely missed.

### A few parting words from Simon Cox, retired after 37 years with CSL

An excerpt from **Simon's** letter to colleagues



Simon Cox

"My "best if used by" date, a little to my surprise, has arrived. And although I may not be quite totally "used" yet, it's time for me to saunter down the gangway, whistling as merrily as I can muster... Retirement has beckoned and I'm clambering into its clammy and challenging but hopefully rewarding embrace.

All joking aside, may I please say Thank You to all of you who have made my CSL passage interesting, varied, rewarding and not infrequently FUN. Apart from putting the odd crust of bread on my table, enabling me to keep a roof over my family's head and even put aside the odd groat for my retirement fund, the business of working for CSL – just like life itself – has been sometimes difficult, often challenging and occasionally just plain awful. But those occasions have been few and far between and it's been the PEOPLE (yes, YOU) who have made the journey not just tolerable, but actually interesting, worthwhile and enjoyable."

# CSL SERVICE AWARDS

From January to June 2016

## CSL GROUP

### OFFICE STAFF

#### 10 YEARS

Tulay Demirli, Accountant  
Maria Danilenko, Senior Analyst,  
Risk Management



Maria Danilenko



Coral Milne

#### 5 YEARS

Coral Milne, Director, Crewing

## CSL CANADA

### OFFICE STAFF

#### 10 YEARS

Sergiy Katayev, Senior Manager,  
Project Integration



Karina Gerko



John Gruszewski

#### 5 YEARS

Alexandre D'Astous, Project  
Engineering Coordinator  
John Gruszewski, Director, Marine  
Safety and Quality  
Karina Gerko, Buyer

Catherine Lapointe, Director,  
Transportation Services  
Kelly Russell, Ship Operator,  
Transportation Services

### CREW MEMBERS

#### 25 YEARS

Kimberly Collins, Chief Cook  
Michael Haddock, Mechanical Assistant

Jerome Harvey Ordinary Seaman  
Henry Riles, Ordinary Seaman



Nathalie Sykora presented the watch onboard the Rt Hon Paul J Martin to Kimberly Collins.



Nathalie Sykora presenting Michael Haddock with his watch onboard the CSL Laurentien.

#### 15 YEARS

Daniel Farrell, Third Engineer  
Donna Leddy, Chief Cook  
Victor Campbell, Ordinary Seaman

Robert Rouleau, Ordinary Seaman  
David Mackenzie, Ordinary Seaman

#### 10 YEARS

Colin Kennedy, Chief Engineer

## CSL AMERICAS

### OFFICE STAFF

#### 10 YEARS

Nick Kozma, Supervisor, Operations



Nick Kozma



Emma Roberts

#### 5 YEARS

Emma (McLin) Roberts, Accounting Manager  
Jim Hardie, Director, Technical Operations

### CREW MEMBERS

#### 15 YEARS

Volodymyr Chymykhaylov, Tunnelman  
Andriy Dolgushyn, Chief Engineer  
Volodymyr Fedyk, Able-Bodied Seaman  
Oleksandr Filippov, Tunnelman  
Volodymyr Ganenko, 3<sup>rd</sup> Engineer  
Volodymyr Golovchenko, Crane Driver

Oleg Rodashchuk, Master  
Maksym Shramenko, Master  
Borys Stepanenko, Electrical Engineer  
Mykola Stovman, Motorman  
Vasyl Umrikhin, Bosun  
Leonid Ursol, Head Tunnelman

Valentyn Khanov, Chief Engineer  
Igor Korzyuk, Chief Officer  
Valeriy Kudlay, Head Tunnelman  
Volodymyr Ievych, Chief Officer  
Yuriy Loboda, Head Tunnelman  
Mykhaylo Martynov, Motorman

Vitaliy Velmyk, Head Tunnelman  
Oleksiy Volchkov, Able-Bodied Seaman  
Kostyantyn Vydryk, Bosun  
Viktor Yavorsky, Tunnelman  
Oleksandr Yunin, Chief Engineer

#### 10 YEARS

Igor Alekseyenko, Able-Bodied Seaman  
Ilyya Chubchuk, Electrical Engineer  
Andriy Khimenko, 2<sup>nd</sup> Engineer  
Oleksandr Kotelnik, Ordinary Seaman  
YuriyKrasyl'nykov, Chief Officer  
Igor Melnyk, Able-Bodied Seaman  
Oleksandr Melnyk, Able-Bodied Seaman  
Anatoliy Pelyukh, Master

Oleksandr Savchuk, Able-Bodied Seaman  
Oleksiy Shvachko, Ordinary Seaman  
Sergiy Simonov, Ordinary Seaman  
Vasyl Storchenko, Able-Bodied Seaman  
Valeriy Tarchynsky, Tunnelman  
Volodymyr Vtorushyn, Electrical Engineer  
Sergiy Zaretsky, Able-Bodied Seaman

#### 5 YEARS

Maksym Didan, 2<sup>nd</sup> Electrical Engineer  
Denys German, Ordinary Seaman  
Danylo Ilyin, Crane Driver  
Ivan Ivant'yeyev, Electrical Engineer  
Rostyslav Khrushchov, Motorman

Oleksandr Korolyov, 4<sup>th</sup> Engineer  
Ievgen Korshunov, 2<sup>nd</sup> Electrical Engineer  
Sergiy Popyzenko, Ordinary Seaman  
Andriy Rudakovsky, Motorman  
Oleksandr Rudoy, 3<sup>rd</sup> Engineer

## CSL EUROPE

### OFFICE STAFF

#### 5 YEARS

Helge Sandvik, Director, Commercial



Helge Sandvik

### CREW MEMBERS

CSL Europe crew service awards are based on total years onboard CSL Europe fleet including time prior to acquisition from Jebsens.

#### 25 YEARS

Romeo Clavio Bualong, Master  
Patricio Mamac Remorosa, Chief Engineer

Arnold Ocuaman Jacob, Chief Cook  
Rodolfo Ragasa, Chief Engineer

#### 20 YEARS

Alodio Jr. Belagja Villar, 2<sup>nd</sup> Engineer  
Ruben Cerdana Raz, Fitter  
Romeo Datario Reyes, Able-Bodied Seaman

Domingo Jr. Estrada Barranco, Able-Bodied Seaman  
Barlito Sr. Fernandez Madrid, Fitter  
Manolito Jr. Madrigal Guevarra, Chief Officer

#### 15 YEARS

Alex Aspa Gardose, Fitter  
William Aunzo Napala, Chief Cook

Muriel Hernandez Bischo, Bosun  
Nestor Tobias Zamora, Bosun

#### 10 YEARS

Antonieto Baldo Omlang, Bosun  
Zenas Chuck Ramos Rallos, Master

Rolando Magtangob Bonaobra, Chief Officer  
Joselito Poblete Incoy, Able-Bodied Seaman



Chief Engineer Rodolfo Ragasa who received a 25-year award (right) with Carl M. Faannessen, Managing Director, ABOJEB.



Captain Zenas Rallos (right) receiving 15-year awards from Christian Nilsson, VP Ship Management, ABOJEB, Carl M. Faannessen Managing Director, ABOJEB.

CSL Australia service awards will be featured in the next CSL World.

## CSL EUROPE CREW CONFERENCE FOCUSES ON HIGH RISK ACTIVITY TRAINING

By Bjorn Bijma, Senior Manager, Technical Operations, CSL Europe

CSL Europe held its eighth annual Crew Conference in Manila under the theme of “High Risk Activity Enhancement Training”. The conference began with a physical training day in Cavite, located about two hours south of Manila. The training focused on high-risk activities in an onboard environment such as working aloft, enclosed space entry, and enclosed space rescue operations.

In addition to theoretical lessons on existing VMS procedures and permits, crew members engaged in physical exercises and role playing using full personal protection equipment, including emergency escape breathing devices (EEBDs), self-contained breathing apparatus (SCBA) sets and various other life saving appliance (LSA) equipment.

The crew concluded the training day with the overall impression that the material covered was exciting and fun to learn. ↴



## CHARTING A NEW COURSE AT THE CANADIAN WINTER CONFERENCE

The Captains, Chief Engineers, First Mates and Second Engineers of the Canada Steamship Lines fleet gathered in Montreal on February 24-26 for the Annual CSL Winter Conference. Focused on the theme ‘Charting a New Course Together’ the conference program emphasized safety excellence, leadership and teamwork.

Highlights of the conference included a keynote address by Commodore **Luc Cassivi** of the Royal Canadian Navy and a workshop on the Oz Principle during which participants learned about the vital role of accountability in achieving individual and business results.

This year's conference marked the return of the CSL Hall of Fame award, which honours CSL officers and crew members who have been recognized by their peers for their outstanding contribution. The 2016 recipients were Captain **Lars Bouman** and Chief Engineer **Joseph Kennedy**.

Also recognized during the Awards Dinner were the retirements of Captains **Tim Post**, **Kent Powell** and **Stephen Zawaki**, and Chief Engineers **Michel Lavoie**, **Georges Ulrich** and **Iqbal Nakhooda**, as well as **Bill Fowler**, Senior Ship Operator. ↴



The awards gala was highlighted by the celebration of the careers of retired Chief Engineers Joseph Kennedy, Mark Nakooda, Michel Lavoie, Captains Ken Powell and Steve Zawacki and Chief Engineer George Ulrich (not in the photo, Captain Tim Post).



Chief Kennedy was also inducted into the CSL Hall of Fame, along with Captain Lars Bourman (unable to attend).



SafePartners Awards were handed out to individual crew members from across the CSL fleet.



The CSL Sustainability award was presented to the crew of CSL Welland.