



SAN NEWS

Work environment and safety in shipping

YEAR 34 **3/10**

THEME: LEADERSHIP

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Wanted: flexible leadership

Many would agree that good managers are important for well-being as well as work onboard. But what exactly is good leadership? How would employees like their manager to be, and how do captains themselves view their job? Last summer SAN news paid a visit to the new bulk ship Östanvik to talk about leadership. The ship has a crew of 11: six Swedes and five Filipinos.

Mika Jokinen, able seafarer deck

Mika has worked at sea since 1994. He started in the marine sector by chance, liked it and stayed there. The chief mate is his immediate superior and a good relationship with him is worth gold, says Mika.

– Having the right things at hand when a job is to be done, that really helps my work. A good chief mate listens to the crew and puts in orders in good time so that everything is there when you need it. Not everything depends on the officers, though. The shipping company has to send what is ordered for the ship for things to work out well.

Östanvik has a crew of eleven men and the work schedule is generally influenced by this small scale. Crewmembers work closely with each other and try to get the tasks done as smoothly as possible, without letting formalities make things complicated.

– We are very flexible. When there is a job to be done we don't need to go to the chief mate. Instead we can discuss things directly with the others involved, such as the engine crew.

Mika thinks that communication onboard works well. Shared watches means that they get to know each other



The Swedish-flagged Östanvik transports cement from Slite on Gotland.

PHOTO: OWIE EHLEN



Mika Jokinen.

better, which makes work easier.

– When you sit on the bridge in the evenings and talk about all the stuff at home, you get to know a lot about each other.

I think it is probably easier to talk with your bosses here than in many jobs ashore where you don't meet in the same way.

Björn Forsby, captain

Björn has been working at sea since 1985 on ships in various sectors. He thinks that styles of leadership vary quite widely depending on the type of ship in question.

– On ferries with large crews, the captain has a greater distance to the crew. Here we work closely in a team.

Björn feels that one of his most important tasks is to create a good atmosphere and ensure that the crew feels good. Everyday life on the Östanvik consists to a large extent of working and



Björn Forsby.

sleeping, but Björn tries to break routines and do something extra when the opportunity arises. He knows that this is appreciated and notices how it

lightens up life onboard.

– If we stop over on a Saturday we sometimes arrange a table-tennis tournament or a karaoke evening. It's not so often, but it does happen from time to time. You can see straightaway when we have done that sort of thing and the crew has something apart from work to talk about. For the Filipinos who are onboard for six months at a time, it is particularly important to do something fun occasionally. You can see when they are feeling down, and then we try to cheer them up in some way.

It is also important, says Björn, that new employees are suited to the others in the crew, that they are competent and fit in on a social level.



Lars Stenström.



Ines Roy.



Sten Wahlin.

– Our previous owner decided who would be employed with the help of a management company and we also had our say. That was a good system.

Björn says that he strives to set a good example, as well as showing humility and respect. He knows that his own behaviour influences the others onboard.

– If you fly off the handle, you will only have to apologise later on and explain that you were having a bad day.

Lars Stenström, cook

Lars has been at sea since 1964: for the first three years in the mess crew and then as a cook. The captain is his immediate superior and he is clear in his opinion about a good manager.

– Somebody who does not interfere and lets me get on with my job. The more freedom you have, the better.

Over his many years at sea he has noticed how attitudes and leadership styles have changed. Above all, managers onboard have become more accessible.

– In the past you never saw the captain, and you didn't talk much at all with the officers, at least not as a cook. It is different these days. We have a shared canteen here as well, and that is a good thing. You get on better if you eat together. Things are not so divided.

Ines Roy, able seafarer engineer

Ines lives in Manila in the Philippines and has worked at sea since 1994. He is usually onboard for six months and is then at home for two months before setting off again. Ines thinks that a good leader is someone who can set a good example.

– Captains should not be too strict. They should be friendly, easy to talk with and act as a good role model. A bad leader is someone who sets rules which he does not follow himself.

Ines has worked under different European flags. Over time he has come to understand western-style leadership, but he says he still reacts to the wide differences in culture.

– European captains can say things such as, "What the hell" or "What the fuck". The first time I heard that,

it felt strange – we are not used to using swearwords in that way. Now I understand that it is not meant in a negative sense, even though it doesn't sound especially good.

Ines prefers to work in a group and says that he almost nearly works with the first mechanic. He likes that.

– Two heads are better than one, and I never work alone.

Sten Wahlin, chief mate

Sten took his sea captain's degree in 2000 and has worked at Slite ships since then. He had no experience as a manager before he became a captain, but says that the crew work so much on their own initiative that he has had no problems in taking on the leader role.

– I think that being a captain is more difficult on deep sea ships and ferries with larger crews. Things on this ship run to a large extent on routines and you don't need to ask people to do things. It is often they who come to me instead and tell me what they plan to do.

Conflicts onboard are rare, says Sten, but when it does happen it is important to deal with it before it turns into something major.

– If there are small incidents it is better to let those involved sort it out. But if it gets too big you have to get involved. You can't allow it to interfere with work. It is unusual that people do not get along, but when it happens it is very noticeable on a small ship like this one.

Another aspect that is related to having a small crew is the risk that people become too close to each other. If the distance decreases and the limits between professional roles disappear, it can be tricky when situations arise that need clear leadership.

– I have seen that happen. For my part, I have no problems with it. I am not the type who seeks social contact in my spare time and I seldom watch a film or chat in the day room on off-duty watches. But I have a good relationship with the crew, and I don't stand there and shout at them or lecture them. I think that people do a better job if they are allowed to take responsibility themselves.

Linda Sundgren

Waiting for a decision on risky work with mooring ropes

A seaman broke both feet when he jumped ashore to take the mooring line after the ship had arrived. The Swedish Transport Agency is taking a serious stance on the event, but is postponing any decision on possible measures until the investigation is completed.

In the last issue of SAN news the Swedish Transport Agency's work environment official, Mikael Andersson, warned about allowing crewmembers to jump ashore to catch the mooring rope instead of engaging a mooring-man. The risk of accidents and serious injuries during this practice is too large, he claims. In July an accident took place on Vargön shipping's Tinto in conjunction with its arrival in Falkenberg. The ship arrived just before 2 a.m. A mooring-man had not been ordered and the cook seaman jumped ashore to catch the mooring rope. There was a handrail but since it was difficult to judge the distance to the quayside, the seaman chose not to use it. According to the accident report, the man landed badly on the quayside. He broke both heels and had to be taken to hospital immediately. The DP (designated person) at Vargö shipping, Fredrik Ahlman, says that as a rule the shipping company uses a mooring-man, although this is not a requirement.

The captain decides

– It is up to the captain to decide whether a mooring-man is needed, but if there is any doubt one should be used. Costs involved are small, so it is not a financial issue.

Fredrik Ahlman says that the shipping company is waiting for the report from the Swedish Transport Agency before taking any measures. He does not exclude the possibility of introducing a requirement for using a mooring-man.

– After what happened we may consider including this in an ISM – naturally, we do not want anyone to be injured.

The Swedish Transport Agency is very critical of the practice of allowing crew to jump ashore when mooring.

– This is very serious, says work environment official Tove Jangland.

Linda Sundgren



Seaman broke his feet when jumping ashore from the Tinto.

Thesis on leadership: "Important to have trust and credibility"

– Good leadership is very much about attitudes towards other people. About showing that you have confidence in people and trust them to be capable and responsible.

These are the words of Richard Berglund, a researcher who has written a thesis about engagement in working life.



Richard Berglund.

Sometimes engaged employees are seen as equivalent to success. The opposite – success without engaged staff – should be difficult to achieve. These assumptions are

reflected in general corporate rhetoric, in which it is often stated that, "personnel are our most important resource". When Richard Berglund at the industry research institute Swerea IVF googled that expression in Swedish he got 34,000 hits. But it is not enough just to say it, he points out; as a manager you must also demonstrate in practice just how important employees are if you want to encourage their interest in work.

– If you want engaged personnel, you have to show through actions that they

are important. Look people in the eye, listen to what they have to say and treat everybody with the same respect and value, says Richard Berglund.

In his thesis he has studied factors that contribute to increasing employees' engagement. One key component is trust. Personnel must feel that their manager trusts in their competence and ability.

– You must dare to allow personnel to

"– If you want engaged personnel, you have to show through actions that they are important. Look people in the eye, listen to what they have to say and treat everybody with the same respect and value."

take responsibility and show that you believe in them.

But for successful leadership it is at least as important for the manager to have the employees' trust. This is something that rarely comes automatically.

– You have to be open and show that you are worthy of trust. Long-term involvement and staying power are needed to get there. Campaigns to gain goodwill from personnel are very common, but I do not believe in that method. There are no short cuts in this area, says Richard Berglund.

Ten factors that affect employees' engagement:

- Vision and strategy
- Trust in people
- Active participation by management
- Long-term thinking
- Individual adaptation
- Responsibility and authorities in work teams
- Opportunity to influence
- Learning
- Share of profits

Credibility is a success factor

Trust is closely related to credibility, which according to the thesis is another success factor. A manager who wishes to be credible must be consistent in decisions taken and set a good example.

– You have to show that you mean what you say and that employees can trust in you. Be open and honest with your ambitions as well as uncertainties. If you are forced to change a decision you must be able to stand by it and argue for the change, says Richard Berglund.

Another significant factor that Richard Berglund points out is the presence of top management at the workplaces. He states that there is often a great distance between company management and the workforce, which can easily lead to a them-and-us feeling.

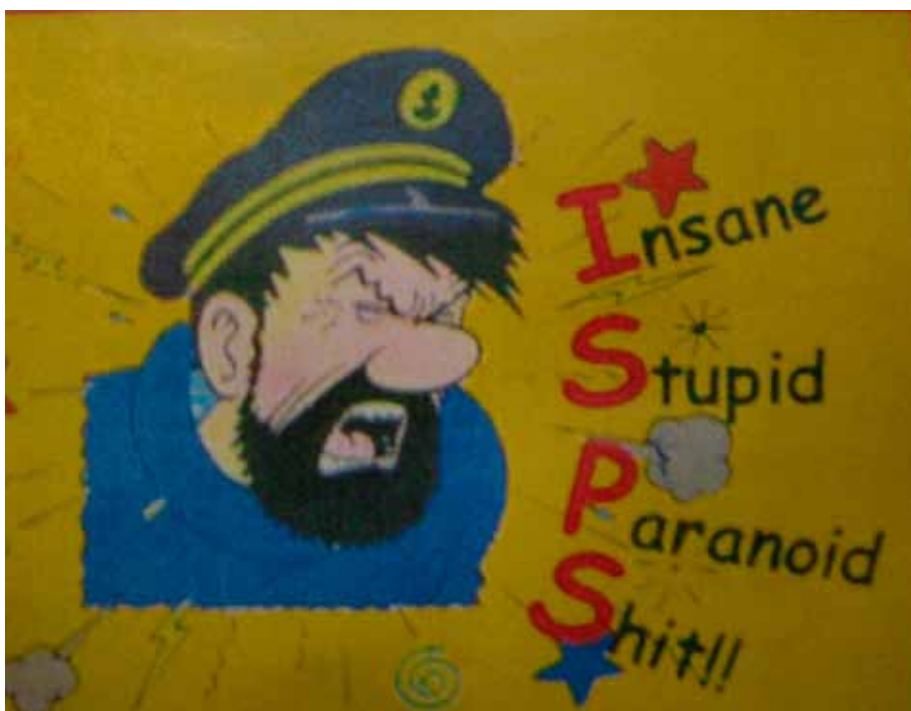
– This can be changed by managers getting out into the workplaces and meeting the employees. You then show that you believe in what you want to achieve and that work and employees are important. If the workforce does not feel support from the management it is difficult for them to find their own engagement.

Tolerant climate

Another important ingredient in successful leadership is to treat employees well. Creating a tolerant climate in which people dare to say what they think has a positive effect on engagement.

– All viewpoints from personnel are positive, even criticism. It shows that people are engaged, which is always good. Passivity is the worst villain in this context.

Linda Sundgren



As a captain it is important to reflect on how you talk with the crew, says Richard Berglund.

EDITOR HAS THE FLOOR

Disagreement about resting time when STCW was pushed through

The midsummer diplomatic conference in Manila pushed through a revised version of the STCW on 25 June (standards of training, certification and watch-keeping for seafarers 1978, as amended in 1995 and 1997).

In 2006 the IMO decided to revise the STCW and after a number of meetings, workgroups and correspondence groups, the final result has now been achieved. A great deal of work has been carried out to harmonise the rules with the International Labour Organisation's (ILO) so-called superconvention from 2006. The new STCW convention and code will first apply from 1 January 2012 and will come fully into force on 1 January 2017. Certificates will be valid for five years and will be successively replaced on renewal. A norm for health certificates has been drawn up and a maximum validity period of two years has been agreed on, as well as a three-month period for renewing the certificate.

Chapter II concerning the deck department has been revised in terms of technical progress. Among other things, ARPA and ECDIS have been given a more prominent role, as have leadership, management issues and teamwork. Furthermore, the designation of able seafarer will be written in the convention for both deck and engine rooms. This means that competence requirements and authorization will apply to able seamen and engine mechanics.

Two new competence requirements

Chapter III has two further electro-technical competence requirements, one at the operational level and one at the support level. In this context we are describing ETO (electro technical officers) – electro-engineers/electrical engineers/electrical technicians and ship electricians – who will now have real competence requirements and accordingly, authorization. The tables showing competence requirements have been revised for all engine officers and

in the guide in the B section, work with high-tension electricity, i.e. over 1000V, has been added.

Substantial changes have been made to Chapter V, particularly for tanker training. There are now two levels of training, basic and advanced, for tankers, chemicals and gas. In the passenger sector, crowd and crisis including behaviour training has been added. Certificates in these areas are valid for five years. The B section has been given more thorough guides and now includes DP, anchor handling and navigation in polar areas.

Chapter VI now includes basic training and rescue launches, as well as a new paragraph on ship security officers and security training.

Alcohol limit

Chapter VIII has been given alcohol limits of 0.5 parts per thousand or 0.25 mg/liter in exhaled breath, and lower if the relevant national legislation or company policy so prescribes. Resting time rules were finally given a compromise text in which the general rule will be at least 77 hours' rest per week. Exceptional rules will allow at least 70 hours' rest per week during a maximum of two consecutive weeks. Resting time per 24 hours can be divided into a maximum of three periods, of which one must be at least six hours.

In view of the point of departure for revision, that there would be no downgrading of training or safety requirements, representatives of marine employees say that progress was not enough in some areas. This especially applies to resting time rules, which were discussed up to the last minute before the club was struck.

Mikael Huss/
Merchant Marine
Officers'
Association



"In the past I worked nine months in a row, and now it is between six and seven months. It is better for your brain but worse for your wallet."

Ines Roy, Filipino able seafarer engineer, regarding working hours at sea.

OUTLOOK

Leadership onboard – a challenge, with many involved

Working with leadership onboard a passenger ship is different from working with leadership in the office ashore. At the office the same manager arrives every day and exercises his leadership in his own special way. Among the officers onboard we have three people who share every post in order to put together the relief systems. They must practise their leadership in a similar way so that the goal is



clear to all. Naturally there is some space for individual and adapted leadership, but it is important that the paths towards the goal are in the same direction.

It is not always made easier by the fact that there are at least two crewmembers (due to the watch systems) doing the same job, who are both "recipients" of this leadership.

It is not unusual that we as individuals perceive the same leadership differently. There must be frequent communication with colleagues and regular verification for leadership to be clear and uniform for its recipients. Demands from the shipping company management must often be balanced with demands from employees. Those who exercise leadership onboard must be able to live with and justify their leadership 24 hours a day, at the same time as social interaction must also work for the leader.

Easier in good times

It is always easier to exercise leadership in good times. When times get tough there is a risk that leadership changes towards the more heavy-handed lecturing method.

Working with leadership onboard can be a challenge which far from everyone feels comfortable with.

When people train to become marine officers it is not only the nautical or technical aspects that must be practised in the professional role, but also leadership that will take a large proportion of working hours.

I hope that the marine officer colleges will give more priority to leadership training so that our future officers will be as well equipped as possible for their coming roles.

Anette Wugk
Personnel department, TT-Line

The Maritime Department of the Swedish Transport Safety Agency (previously the Swedish Maritime Safety Inspectorate) will spread information about relevant events and convey important messages to the shipping industry. The aim is to increase knowledge and safety awareness among parties in the shipping industry.

Moulding of spelter sockets on wire ropes

During the inspection of a hoistable suspended deck on a RoRo ship it was discovered that the wire rope ends had started to slip out of the closed spelter sockets. The sockets were of the moulded epoxy type, and the reason for the cable starting to slip could have been that the moulding was carried out when the epoxy compound had the wrong temperature, or that during manufacture the wire was not sufficiently cleaned.

When moulding the socket it is also important to ensure that all the wire threads and cores are completely enclosed by the spelter socket and that no threads are exposed, since water could then penetrate the moulding. It is crucial for good results that instructions for moulding are followed meticulously, including specifications for temperature during the process.

Sfu



Wire has started to slip out of the spelter socket (close-up).

Bank effect contributing factor in collision

A passenger ship was entering a canal and continued its passage after a passing a lock. Further ahead was a guest harbour for private boats. Beyond the harbour there was an old bridge abutment where the canal narrowed to about 14 metres.



Illustration of the bank effect when sailing in a narrow passage. The plus signs indicate increased pressure and the minus signs indicate decreased pressure. The arrows show lateral forces acting on the ship.

After leaving the lock the crew noticed that there was a sailing boat moored by the bridge abutment. Speed was reduced and the ship kept to starboard in the canal to clear the sailing boat.

By the bridge abutment the ship suddenly yawed to port due to the bank effect. The crew was not able to prevent the yaw and collided with the sailing boat, which was crushed and suffered hull damage in the form of cracks and holes, leading to extensive flooding. The roof above the wing of the bridge on the passenger ship was damaged. After the collision the passenger ship continued until it could be moored, when the crew went back to the place of the accident with the lock guard.

The rescue services were not notified until about an hour after the event. The investigation shows that the reasons and factors that lead to the accident were that the sailing boat was moored in such a way as to prevent safe passage. The crew on the passenger ship did not observe the sailing boat until they were out of the lock. At that point it was not possible to stop without risking running aground. The sailing boat was moored in a prohibited area. Despite this fact, the canal personnel had not reacted beyond putting a fine on the boat.

The investigation also states that the time taken to notify the rescue services was dangerously long and for this reason the rescue services did not arrive at the site before at least an hour after the accident. In this case it was not important since the sailing boat was unmanned. There were also deficiencies in the canal company's procedures and instructions for handling accidents in the area. When a ship is sailing it is affected by various hydrodynamic forces that depend on its speed, the depth of water, width of passage and topography of the seabed. A mass of water is pressed up around the bow and then flows aftwards along the hull. There is a positive pressure at the bow and a negative pressure at the stern.

This pressure differential has no lateral effect on the ship when sailing in open deep water since the flow is symmetrical along the hull and the forces cancel each other. In contrast, when a ship is moving in a canal and comes closer to one of the banks or a silt bank, the flow speed of water along that side of the hull will increase. A pressure difference arises that causes a tendency for the ship to yaw from the side with a higher velocity of flow. The negative pressure at the stern causes it to be sucked towards the canal bank. This is called the bank effect and can be described as lateral forces on the hull. The same effect occurs when moving alongside a stationary ship.

The depth of water also affects the manoeuvring characteristics of a ship. In general it can be said that if the water depth is less than 1.5 times the ship's draught, the effectiveness of the rudder is decreased. In shallow water greater rudder angles are required for the desired effect. The bank effect can be reduced by keeping to the centreline of a canal and holding a lower speed. The helmsman must plan ahead and brace with the rudder. At lower speeds it is also possible to gain a better rudder effect by opening the throttle.

SFu journal no. 06.05.02 TSS 2010-1631



Unacceptable gangway.

Replacement boat resulted in injury

A restaurant business in the archipelago had a boat for transporting its clients, but while this was in for inspection another boat was hired for the purpose. The replacement boat was not adapted for gangways and other devices that were designed for the original boat. Ordinary wooden pallets were used (of which one was damaged) as a gangway for passengers. It was not long until one of the passengers fell and injured his knee rather badly. The investigation warns companies about using poor devices, particularly when carrying passengers.

SFu journal no. 06.05.02 TSS 2010-2307

She wants structured inspections

More participation when international norms are written and more engagement when new ships are built. This is the way forward for long-term improvements to the work environment onboard according to Laila Danielsson, ship inspector at the Swedish Transport Agency in Göteborg.

After more than 15 years as an inspector at the Swedish Work Environment Agency, in 2008 Laila joined the Swedish Maritime Safety Inspectorate. With her degree in marine engineering and a career spanning many years at sea, ship environments were very familiar to her. However, in her role as ship inspector she reacted to the massive system of rules and regulations in the sector. There are different demands depending on the year of manufacture, type of ship, length and gross tonnage.

– What I am missing is an instrument for structuring the regulations applied to inspections, she says. What we need is a system where you enter all the facts on a ship and receive a specification of requirements tailor-made for the ship in question. There is now an aid in the form of an electronic supervisory handbook, but you still have to read through a lot of text to find the right information.

Effect of the Work Environment Act

Laila is a member of the inspection working group for the work environment.

Laila Danielsson



Age: 50+

Family: Partner and teenage daughter

Lives: in HÄrryda outside Göteborg.

Job: Ship inspector, Swedish Transport Agency inspection area Göteborg. Part of working group for the work environment.

Background: Went to sea in the mid-1970's. Took a marine engineering degree in Göteborg 1983. Has worked in the engine department at Sahlén shipping company and Wallenius. Inspector in manufacturing industry for the Labour Inspectorate (now Swedish Work Environment Authority) since 1992. Swedish Transport Agency since 2008.



PHOTO: KLARA MAGNUSSON

Laila works at the Swedish Transport Agency's premises at Älvsborgsbron in Göteborg.

Inspections now include the work environment as a result of the Work Environment Act coming into force at sea in 2004. How the work of the group will be carried out is not yet clear, but progress has been made, Laila explains.

– We need to work more strategically with work environment issues, develop better supervisory tools and aim our efforts where they will have the greatest effect. We also need to create a system for accumulating our experience from accident investigations, deviation and near-miss reports and feed this back into our supervisory operations.

She describes ongoing work in certain prioritised areas in the work environment; at the moment these are chemicals, noise and ergonomics. Initially we discussed highlighting different aspects each year, but that may be extended to three-year intervals in order to harmonise with ship inspections. Laila sees several advantages in applying priority areas instead of inspecting the work environment in general.

– It makes things easier for the inspector if there are clear instructions on what is to be inspected in the work environment. Working with selected activities can also be a good introduction to work environment issues.

Difficult to apply rules retroactively

The structure and content of the rules is also a topical issue in the working group. Wording and reality are sometimes far apart, which can cause a number of difficulties.

– There are problems when applying structural engineering requirements retroactively. One example is the provi-

on on safety devices and safety measures. It contains many detailed requirements with exact measurements for widths, heights, distances and angles of ladders, for example.

– When a ship is being flagged there are often deviations from the regulations, such as angles of ladders, minimum widths between railings and deckhouse and free space in mooring areas. These ships are certified and approved in another country, possibly even in the EU, but they may be challenged in Sweden as a result of higher national requirements. The provision does allow exceptions however, if these are considered reasonable with respect to the ship's size and limited area of use.

Wants separate sets of regulations

It would be good to have separate sets of regulations for new ships and re-flagged ships, Laila believes.

– When designing and building new ships we have better opportunities for influencing issues such as ergonomics, noise, vibrations and fixed constructions. If the regulations are followed, it should not be necessary to check these on every inspection. We need to get better at involving the crew and safety organisations at an early stage. It would make things easier for everybody involved.

In the long-term, work environment activities need to include participation in international work when regulations and norms are drawn up.

– It would be clearer if we took the knowledge that is already written down and applied it in the form of obligatory rules. The authority has a responsibility to be active in this area, says Laila.

Linda Sundgren



SAN (the Maritime Joint Work Environment Council) was founded in 1956, and is an organ of cooperation between employers and union organisations. SAN acts to improve the work environment and raise safety levels in Swedish shipping, and operates as a forum for environment work in the industry. It provides financial support for various projects, arranges conferences, awards work environment prizes and much more. Find further information about us at www.san-nytt.se – click on the Union Jack to read the English version.

Dare to be a leader!

SAN conference 2010

It is sometimes claimed that managers are the most important work environment factor onboard. It is their attitude to safety equipment, communication and workloads that to a large extent characterises the ship and the work that is carried out. The role of manager also suffers from a number of difficulties, not least the fact that marine officers are responsible for their decisions around the clock.

The theme of this year's SAN conference is "Dare to be a leader". We will take up sensitive and problematic aspects of leadership. Those in the audience will also receive the latest updates on the introduction of the Maritime Labour Convention, which hopefully will result in a better life for seafarers around the world. The conference will be wound up with a mingle buffet.

The conference will be held on 21 October in "Läppstiftet" in Göteborg. Please register no later than 8 October.

You can find the invitation, programme and registration forms on the SAN website, www.san-nytt.se. For further information please contact Eva Ohlsson at the Swedish Shipowners' Employer Association, tel. 031-62 95 40 or by e-mail to eva.ohlsson@transportgruppen.se

Help us to find this year's work environment prizewinner!

Safety, noise, chemicals, well-being, health, communication, relationships – in short, everything that affects us at work is part of our work environment.

At SAN we know that there are many positive people on ships, at shipping companies and in onshore ship management that are working towards better conditions for employees onboard, and we want to reward this work.

We now need your help to find these people or companies before the autumn presentation of the 2010 work environment prizewinners.

The prize is 10,000 SEK plus a SAN flag in full size, which will be handed over at the autumn SAN conference. Proposals for candidates should be given by 8 October to Eva Ohlsson at eva.ohlsson@transportgruppen.se or Sjöfartens Arbetsmiljönämnd, Box 404, 401 26 Göteborg.

IN BRIEF

Work environment important, according to young people

When SIFO, the Swedish Institute of Public Opinion Research, was engaged by the newspaper Göteborgsposten to ask 1000 people what they thought was important in working life, 47% in the age group 15-29 replied that the work environment was important. Among older people, one-third thought that the work environment was important. (GP)

Sustainable working life

A healthy working life is the theme for the European Agency for Health and Safety at Work campaign 2010-2011. Based on this, the Swedish Work Environment Authority has called its campaign A Sustainable Working Life – to be able to and choose to work for your entire professional life. Nationwide inspections with systematic work environment activities in focus will be carried out in conjunction with information campaigns. A Sustainable Working Life is also the theme of this year's work environment parliament meeting in Stockholm on 29 October. (AV)

SAN NEWS

SAN is a joint body for Swedish Shipowners' Employer Association (SARF), Swedish Ship Officers' Association (SFBF), Merchant Marine Officers' Association (SBF) and SEKO Seafarers.

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