



DanishShipping

Ahead of the curve

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Danish Shipping serves as the voice of Denmark's largest export industry and is a focal point for the Danish shipping community.

Our members enable global and regional trade and they secure a stable supply of energy by providing world-class maritime transport and maritime offshore services across the globe. The Danish shipping industry is known for being global, responsible, and creating value for customers and the society at large.

Our members operate in a rapidly changing world, where overall uncertainty is on the rise - world trade, as we know it, is under pressure and new technology will potentially disrupt current business models. In addition, businesses face increased political demands to behave responsibly especially in relation to climate change. At the same time new trends, technology and a growing world population will drive new

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Danish shipping companies no doubt have the potential to navigate today's uncertainties successfully. As a proactive and ambitious business association, Danish Shipping will have to respond faster and constantly strive to stay ahead to serve our members in this changing environment.

For Danish Shipping to continue to take a leading role, we need an updated and clear strategy for how we help our members create value, not only for ship owners and customers but also for society at large as responsible global stakeholders.

Our ambition

Danish shipping companies are global industry leaders creating value locally in a responsible and innovative way.

Danish Shipping ensures its members' international competitiveness by developing the best framework conditions and by serving as an influential voice for the Danish shipping industry nationally and internationally.



One ambition and five strategic objectives

This new strategy is guided by an ambition and five strategic objectives. Each objective contains targets, which Danish Shipping will work towards fulfilling by the end of 2021. The five strategic objectives are subject to a midterm review at the end of 2019.

Some of the objectives and targets build on the previous strategy and the work already done by Danish Shipping on a daily basis, while others set a whole new strategic direction.

In sum, the strategy acts on the current and anticipated challenges for the Danish shipping industry and is guided by the ambition to keep Danish shipping companies ahead of the curve.

The strategy aims to consolidate the framework conditions for Danish shipping companies to allow for future growth.

At the end of the strategy period, we aim for more than 10 pct. increase in the Danish-flagged fleet in terms of gross tonnage and minimum 10 pct. increase in the number of vessels. In addition, we aim for an increase in onshore employment in Denmark to minimum 7.000 employees while maintaining at least a constant number of Danish seafarers.

This is an overall objective for the entire lifetime of the strategy until the end of 2021. In order to achieve this vision it will be of utmost importance for Danish Shipping that all members are committed and actively contribute to this objective.

Denmark best in class

Denmark has very competitive framework conditions for shipping. In a global environment with heavy competition, however, no one can rest on the laurels of the past. Therefore, Danish Shipping constantly has to make sure that the conditions for operating ships in and out of Denmark are at its very best and comparable to quality shipping nations in - and outside the EU.

This includes providing first class service, advice and support to members regarding employment law and the latest regulatory developments.



TARGETS

- Ensure a competitive application of the current EU State Aid Guidelines that allows new growth in the Danish-flagged offshore fleet.
- Ensure new growth of European flagged drilling rigs through a competitive interpretation of the EU treaty provisions on state aid.
- Reduce the costs of flying the Danish flag. This includes removing the registration fee for ships, more competitive collective bargaining agreements in order to make it more attractive to employ Danish officers, including Danish junior officers, and lowering other costs connected to the hiring of seafarers stemming from Danish legislation.
- The EU Commission adopts a coherent approach to the maritime sector, that addresses the increasing global protectionism, has global regulation as the overall ambition and adds value to the shipping industry by safeguarding competitiveness compared to shipping nations outside the EU.

Global regulation for a global industry

In a fast-moving world with an increasing political demand on the shipping industry to operate in a safe, responsible and sustainable manner, we - more than ever - need an effective global governing body to set out the global industry standards, rules and regulations. Not least climate change has become top of the agenda of all stakeholders over the past two years making it necessary for the shipping industry to act fast to find the way towards carbon neutral shipping.

Shipping risks a patchwork of regional regulations and standards that distorts a global level playing field as IMO is under pressure due to new technology, that does not fit the traditional regulatory mould, and from increased interest from non-shipping stakeholders.

To maintain its legislative impact, Danish Shipping must detect incoming regulation at an early stage and continue to be at the forefront in facilitating scientific knowledge and responsible solutions to IMO.

In addition, we must work with regional regulatory bodies to converge regional and global regulation. In order to have

TARGETS

- Danish Shipping develops a toolbox consisting of a variety of means to ensure effective enforcement of the global sulphur regulation from 2020. The content of the toolbox shall materialise in the adoption of concrete proposals put forward in the IMO.
 - Danish Shipping takes concrete initiatives to support the development of viable carbon neutral shipping, increase funding for R&D and in parallel contribute to the establishment of binding regulatory measures to reach the reduction targets of the IMO GHG reduction strategy.
 - Danish Shipping will collaborate with relevant stakeholders to ensure that effective implementation of legal requirements is an integral part of any new regulation adopted by IMO.
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a strong impact on global regulation it is in the interest of Danish Shipping to work for alignment between the global shipping industry organisations including ICS, WSC and BIMCO.

Deliver on expectations

Due to our commitment to the employment of Danish citizens and to ensure a supply of qualified employees at sea and onshore, the shipping industry should actively take part in the training of new generations of maritime professionals.

The shipping industry has the potential for future growth and qualified employees are crucial in order to maintain shipping operations in and out of Denmark. In addition to qualified Danish nationals, Danish Shipping must ensure access to and quality of foreign crew and officers to stay competitive.

TARGETS

- Danish Shipping develops a comprehensive maritime educational policy. The policy will serve as a platform for participating in the Danish educational debate and to form alliances with relevant stakeholders.
- Danish Shipping Academy improves its relevance by increasing the number of students in the Commercial Shipping Program and by offering more relevant courses that are in demand by members.
- The Danish shipping industry delivers sufficient onboard seagoing training positions to at least 350 seafarer trainees a year.
- Danish Shipping will explore an expansion of the scope of counselling regarding land-based employees given the development towards more shore-based operation of the ships.
- Danish Shipping takes concrete initiatives on gender diversity together with members, resulting in an increase in number of women in land-based jobs and at sea.



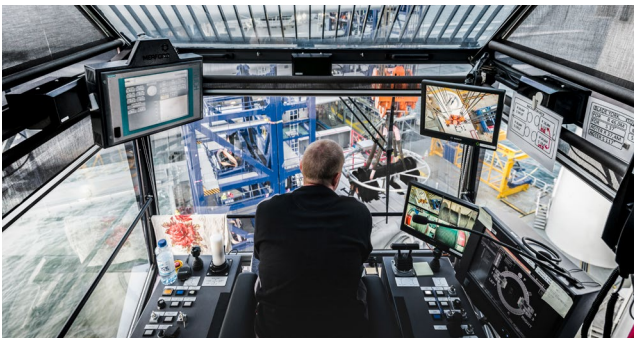
Help shape the future

New technology increasingly affects the shipping industry directly and indirectly by changing business processes, redirecting global supply chains and increasing cyber threats. This will potentially disrupt the current business model of shipping companies and the operation of vessels, but also present new business opportunities. To stay ahead of the curve, Denmark should aim to become a principal test site for new maritime technology.

Danish Shipping is committed to tracking the latest macro trends, shape the way they are regulated and communicate latest developments to our members, including the smaller members, in a way that inspires and provides useful knowledge to them.

TARGETS

- Danish Shipping will in collaboration with relevant stakeholders ensure that the regulatory national and international framework enables maritime technological development.
- By 2021 a member survey will show that Danish Shipping is perceived as a source of knowledge and inspiration regarding technological trends and the regulatory framework that influences them.
- Danish Shipping develops a comprehensive maritime research policy with the aim to increase the public funding of maritime research and innovation projects in both Denmark and the EU.



Engage and inspire

The political and public support for the shipping industry is influenced by the public perception of the industry contributing to the wellbeing and wealth of the society at large.

Communicating our core messages on behalf of the Danish shipping industry has the potential to influence decision-makers, maintain the positive public image of the industry and attract new members. However, it is not possible to communicate how the industry contributes and takes responsibility if we do not provide the documentation.

TARGETS

- Danish Shipping initiates at least two new analyses that document the value-creation of the shipping industry.
- Danish Shipping and its members are proactively engaged in relevant public debates in Denmark and abroad concerning topics, which are directly and indirectly linked to shipping.
- Relevant stakeholders increasingly agree that the shipping industry is at the core of the Danish Maritime Cluster, and of great importance to the Danish economy.
- Danish Shipping represents all eligible shipping companies operating in Denmark and contributes to attracting foreign shipping companies to Denmark. To track developments of the maritime cluster Danish Shipping will maintain an informal dialogue and network with the companies that are engaged in the management of ships and supply services to shipping companies.
- More than 90 pct. of our members will recommend Danish Shipping to other shipping companies.



Five strategic objectives

