



International Salvage Union  
Annual Review 2020

Members of the International Salvage Union provide services to their clients often in remote, challenging and environmentally sensitive locations.



# International Salvage Union Annual Review 2020



For all industries, professions, families and individuals in all parts of the world, 2020 was a year like no other. However, throughout the year, the members of the International Salvage Union continued to deliver professional salvage services around the

world despite the great logistical, and other, challenges presented by COVID-19 and the restrictions that have been put in place in many countries. It is not my intention to dwell on the pandemic in this introduction because the approach of our members has been, in so far as possible, to deliver "business as usual".

But I must pay tribute, nevertheless, to the superb way in which our members have responded to the unprecedented circumstances. We have continued to serve our shipowner clients using our ingenuity and determination despite the increased personal risks, inconvenience and bureaucratic obstacles. I do not think there has been one case where appropriate services have not been provided when and where they were needed. As ever, it is useful to return to the simple consideration of what might happen if commercial contractors were unwilling or, indeed, unable to provide the necessary services.

In the wider shipping industry, crew welfare has been a major issue and we share the concerns raised by many shipping trade associations that the extra stress and pressure on seafarers is unacceptable and also compromises vessel safety.

The salvage industry continues to face economic pressure. The demise of Ardent in 2020 means that the industry has now lost the famous names of Titan, Svitzer and Mammoet. I believe that it remains to be seen over the coming years whether the capacity of the industry is capable of delivering the kind of professional services that owners, insurers and governments rely on in all parts of the world.

Income from salvage operations is very variable when looked at on an annual basis and we should be cautious in considering any single year of the ISU's salvage industry statistics. However, as the numbers show on Page 8 of this Review, 2020 is notable for particularly weak gross revenues - US\$ 301 million - for members of the ISU and especially so in the case of wreck removal income which has fallen dramatically.

This Review is for the calendar year of 2020 but at the time of its publication in mid-2021, there is a major, unsettled question over Lloyd's continued support for the

Lloyd's Open Form contract. We know that there was almost universal objection to Lloyd's proposal to close its salvage arbitration branch and no doubt the ISU 2021 Annual Review will report the outcome which we, of course, hope will be favourable to this most important contract.

Despite the present uncertainty, it has been encouraging to see the clubs publicly recognising the value of LOF, enabling as it does, quick intervention which may prevent a casualty from becoming a disaster with huge environmental impact. Public attitudes towards environmental impacts have hardened and owners and insurers expect salvors to prevent environmental damage because countering marine pollution is a core business for members of the ISU, facilitated by their people, skills, equipment and innovation. In 2020 our members provided services to vessels carrying 2.5 million tonnes of potential pollutants. See Page 9 for the full results.

We often concentrate on dirty cargoes, but a casualty's bunker fuel can be a major source of pollution. In our 2020 pollution survey there were 14 separate cases where the casualty vessels each had more than 2000 tonnes of bunker fuel on board. I do not think salvors take enough credit for this important work and we must make sure that wider society is properly aware of our environmental role.

One of the other great benefits provided by ISU members is the facilitation of world trade. By preventing losses and assisting casualties we help to keep goods moving, ensuring that raw materials - often in bulk - and finished consumer goods - usually containerised - reach their destinations in-tact and with minimal delay. Our interventions keep ports open and berths available.

I do not think it is difficult to make a strong case for the importance of the professional, experienced marine salvor operating with their own people and much of their own equipment. But appropriate rewards are vital to ensure the necessary investment in that equipment, training and the development of highly qualified staff so that there will continue to be provision of professional salvage services where and when they are needed.

The industry has contracted but coped well with the virus and stands ready to work cooperatively with insurers to mitigate risk, reduce loss and keep trade flowing for the benefit of our mutual clients, the shipowners and wider society.



Richard Janssen  
President, International Salvage Union.

# EXECUTIVE COMMITTEE REPORT

The International Salvage Union is a company limited by guarantee (not for profit) incorporated in England. It acts as the trade association for marine salvors globally and its principal activity has been the provision of services to its marine salvage company members.

The ISU is governed by a President, supported by a vice-President and an Executive Committee made up of senior managers from the member companies and which meets four times a year. There is an annual meeting to which all full members are invited. Day to day business is conducted by the secretariat consisting of a Secretary General, supported by the Communications Adviser, Legal Adviser and Finance and Administration Assistant. The ISU operated in early 2020 from an office in the City of London and then remotely.

**OFFICERS**

President  
Richard Janssen,  
*Smit Salvage, The Netherlands*

Vice President  
Nick Sloane,  
*Resolve Marine, USA*

**EXECUTIVE COMMITTEE**

Carlos Bastias, *Ultratug, Chile*  
Charo Coll, *Boluda, Spain*  
Li Jianping, *China Rescue and Salvage, China*  
Leendert Muller, *Multtraship, The Netherlands*  
Nikolaos Pappas, *Five Oceans Salvage, Greece*  
Pascal Potrel, *Les Abeilles, France*  
Sukekazu Shimonishi, *Nippon Salvage, Japan*  
John Witte, *Donjon Marine, USA*

**SECRETARIAT**

Secretary General  
Roger Evans

Legal Adviser  
Rob Wallis

Communications Adviser  
James Herbert

Administrative and Finance Assistant  
Ciara McGarry

Members of the ISU Executive Committee and Secretariat, meeting “virtually”



Top row, left to right, Nick Sloane (*Resolve Marine*), James Herbert (*communications adviser*), Carlos Bastias (*Ultratug*), Shimonishi Sukekazu (*Nippon Salvage*). Middle row, left to right, Nikolaos Pappas (*Five Oceans Salvage*), Pascal Potrel (*Les Abeilles*), Ciara McGarry (*administrative assistant*), Roger Evans (*secretary general*). Bottom row, left to right, Leendert Muller (*Multtraship*), Rob Wallis (*legal adviser*), Charo Coll (*Boluda*), Ricard Janssen (*Smit*). Not “in vision” but participating, John Witte (*Donjon Marine*), Li Jianping (*China Rescue and Salvage*)

# ISU ABBREVIATED ACCOUNTS

## Statement of Income and Retained Earnings Year ended 31 December 2019

	2020	2019
	£	£
<b>Turnover</b>	351,000	412,141
<b>Gross profit</b>	<u>351,000</u>	<u>412,141</u>
Administrative expenses	323,766	440,467
Revenue relating to the 2018 AGM	-	(34,096)
<b>Operating profit</b>	<u>27,234</u>	<u>5,770</u>
Other interest receivable and similar income	233	440
<b>Profit before taxation</b>	<u>27,467</u>	<u>6,210</u>
Tax on profit	-	-
<b>Profit for the financial year and total comprehensive income</b>	<u><u>27,467</u></u>	<u><u>6,210</u></u>
<b>Retained earnings at the start of the year</b>	<u>171,649</u>	<u>165,439</u>
<b>Retained earnings at the end of the year</b>	<u><u>199,116</u></u>	<u><u>171,649</u></u>

All activities of the company are from continuing operations

## Statement of Financial Position at 31 December 2019

	2020	2019
	£	£
<b>Fixed assets</b>		
Tangible assets	842	2,293
<b>Current assets</b>		
Debtors	85,283	158,962
Cash at bank and in hand	271,470	186,919
	<u>356,753</u>	<u>345,881</u>
<b>Creditors: amounts falling due within one year</b>	<u>27,794</u>	<u>45,071</u>
<b>Net current assets</b>	<u>328,959</u>	<u>300,810</u>
<b>Total assets less current liabilities</b>	<u>329,801</u>	<u>302,334</u>
<b>Net assets</b>	<u><u>329,801</u></u>	<u><u>302,334</u></u>
<b>Capital and reserves</b>		
Other reserves	130,685	130,685
Profit and loss account	199,116	171,649
<b>Members' funds</b>	<u><u>329,801</u></u>	<u><u>302,334</u></u>

# SECRETARY GENERAL'S REPORT



Roger Evans  
ISU Secretary General

2020 will always be remembered for the COVID-19 pandemic and the dramatic effects and changes it has brought to everyone's life and work in general. For the incoming ISU President, Richard Janssen, it was no doubt, a personally frustrating year, specifically for implementation of ISU's strategic plans and for promoting the ISU in line with insights gained from the previous year's salvage industry perception survey.

The ISU secretariat and especially, Ciara McGarry, our finance and administration assistant, continued the review and update of our members' contact details which were incorporated into the ISU website which is also to have new content for its password-protected members' area.

As the President notes in his foreword, the ISU statistics, outlined in more detail on Page 8 of the Review, demonstrate another challenging year for the salvage industry and ISU members, with a 38 per cent drop in total revenue. Despite that, there was an increase in LOF cases which numbered 40 and which appears now to be a typical yearly figure. Further, revenue from LOF with SCOPIC clause invoked has seen a slight increase on the year previous.

The wreck removal figures, however, are the most significant and show a dramatic decrease on the previous year's number of cases, almost 50 per cent fewer, which resulted in a significant drop of 65 per cent in revenue.

One new full member joined during the year and, unfortunately, six ISU members have left the association. Ardent ceased trading in May and the other leaving members indicated the reason was difficult market conditions as well as focussing more on non-salvage business activities.

At the close of the year, therefore, we had 49 full members drawn from 32 different countries. We have had some 'ins and outs' from our associate membership but it still remains strong with currently 76 members with a few applications pending. We are still active in promoting ISU membership at all levels and hope this will grow in 2021. Our affiliate membership did not change and was maintained at 13.

Financially, the ISU has maintained its strong position as a well-funded organisation with a robust balance sheet which is demonstrated by the summary accounts which are published on Page 5 of this Review.

The ISU Annual Dinner and ISU Associate Members' Day events scheduled to take place in London in March 2020 were cancelled due to COVID-19 and the resulting world-wide restrictions on meetings and travel. The ISU Executive Committee, at an extraordinary meeting in early March, decided that the overriding priority was the safety, well-being and protection of the speakers, participants and guests and that prompted the early, but correct, decision.

The 66th Annual General Meeting of the ISU was cancelled due to the ongoing pandemic restrictions however in its place in September we held a virtual webinar which was attended by 70 ISU members' representatives. Despite the challenges this year has brought for everyone, the ISU President and Executive Committee were committed to holding the AGM to provide the membership with a connection to their association and to conduct the necessary statutory finance and reporting matters. It was considered important also to give members the opportunity to raise any issues they wished in a full, open Q&A session at the end of the meeting.

The ISU Salvage sub-Committee met four times during the year via video conference, under the chairmanship of Eline Muller of Multraship. The other committee members in 2020 were representatives from Smit Salvage, Resolve Marine Group, Nippon Salvage, Five Oceans Salvage and Donjon Marine. The Salvage sub-Committee continued its valuable work on industry issues, providing excellent support and recommendations to the ISU Executive Committee.

**“The ISU statistics demonstrate another challenging year for the salvage industry.”**

During the year, Rob Wallis, ISU's long-standing legal adviser, indicated his intention to retire. ISU has selected Richard Gunn, master mariner and partner at Reed Smith, as his successor. ISU is very grateful to Mr Wallis for his wise advice and support over many years and wishes him well. We look forward to working closely with Mr Gunn.

ISU attended various meetings at the International Maritime Organisation (IMO) in line with its consultative status, which it has held since 1979. There was specific involvement again this year with regard to the European Union "Places of Refuge" Guidelines which have now been submitted to the IMO Maritime Safety Committee with a more definitive, revised wording to assist with adoption of IMO Guidelines as a world-wide standard.

We expect there will be further involvement with IMO on the issues emanating from the maritime safety committee agenda and the Secretary General continued his role on the assessment panel for the IMO's Annual Award for Exceptional Bravery at Sea and the award.

## LEGAL ADVISER'S REPORT



**Richard Gunn**  
ISU Legal Adviser

At the outset of the year, amendments to Lloyd's Open Form (LOF) 2020 and the associated Lloyd's Salvage Arbitration Clauses (LSAC) 2020 had been completed and the new edition of the contract therefore came into effect on 01 January 2020.

The COVID pandemic meant the first Lloyd's Salvage Group (LSG) and SCOPIC sub-group meetings of the year were cancelled, but subsequent meetings took place virtually. The pandemic, and the restrictions it has required, have created new commercial and legal challenges not all of which have yet been fully experienced or quantified. However, certain specific matters were tested early on, such as the use of virtual hearings for arbitrations, which were generally thought by all involved, including the Arbitrators, to have worked well. Indeed, it is expected that some form of hybrid will continue and this will be a benefit by allowing virtual attendance for members from around the world.

The responsibility for additional costs and expenses brought on by new COVID requirements was an early test for contractors, owners and insurers. ISU's view is that extra costs brought on by restrictions, quarantine-ing, aircraft charters, enhanced decontamination and so on are legitimate costs for which the insurers should pay.

The issue of responder immunity was raised again this year. ISU Affiliate Member, the American Salvage Association, wished to explore a joint initiative with ISU to pursue this matter. A proposal was put to the International Group of P&I Clubs (IG) but there was no appetite to proceed as the IG considered there is some accommodation already within OPA 90 for this liability.

In the early part of the year, ISU continued to work with the IG on revisions to wreck removal tendering and the use of Quantitative Risk Assessment. An "Industry Views" document was agreed and, as the year went on, the process was formalised, under the management of BIMCO, as a revision to the well-regarded suite of BIMCO standard wreck and marine services contracts.

ISU President, Richard Janssen, is chair of the revision committee which consists of a range of industry partners and includes independent legal advisers and the work continues.

The long-standing Code of Practice between ISU and the IG for tendering of wreck removal projects is also planned to be revised. Work also continued on considering revisions to the 2005 SCOPIC Code of Practice between ISU and the IG.

ISU addressed amendment of the ISU 5 SCOPIC security wording, Clause 6, voiding provision. This has no time limit by which a Club must approve, or otherwise, any amendment to LOF incorporating SCOPIC and ISU has proposed that there should be a two day period in which approval, or not, must be given. This was not supported by the IG on the basis that the current voiding provision encourages the early disclosure of any amendments to LOF. This remains an issue of contention.

An area of strong agreement between the Clubs and ISU is the importance of minimising any delay in contracting salvage services in the early stages of a casualty situation. Some liability insurers have highlighted the risk of minor casualties quickly escalating into major casualties and that LOF should be the preferred salvage contract.

The status of the SCOPIC committee and its relationship with the main Lloyd's Salvage Group was debated during the year, ISU questioned whether its decisions needed to be ratified by LSG. After consideration, it was determined that there were no existing formal arrangements. However it was the view of the Lloyd's Salvage Group that the SCOPIC committee should be subservient to the Lloyd's Salvage Group. Lloyd's were tasked to provide a draft protocol to reflect the arrangement.

ISU has expressed concern that the current SCOPIC sub-Committee is not representative of shipowners, hull and cargo interests with sufficient experience of LOF salvage and SCOPIC matters. The independence of Special Casualty Representatives (SCRs) was raised again this year and it was agreed that Lloyd's would remind all SCRs of the importance of independence and the responsibilities of the role SCR.

The Lloyd's Salvage Group confirmed that it wished to support the notification of LOF services to Lloyd's and the Arbitrators which gave rise to settlement. This was in recognition that the Arbitrators may only hear one or two cases each year and so may not be current as to operations. The settlement itself would not be advised but the Arbitrators would, together and confidentially, consider what they would have awarded. This is to ensure that they maintain "currency" regarding the level of "awards" and hence maintain consistency. A protocol has been produced but participation is subject to the agreement of the parties to the settlement.

# 2020 SALVAGE INDUSTRY STATISTICS

## Gross revenue - all sources



The 2020 ISU salvage industry statistics show significantly weaker revenues than the previous year and there has been a significant fall in wreck removal income and services.

- **Gross revenue for ISU members - US\$ 301 million (2019, US\$ 482 million)**
- **182 services provided (2019, 216 services)**
- **Lloyd's Open Form (LOF) - 40 cases (2019, 35) LOF revenue up at US\$ 60 million (2019, US\$ 49 million)**
- **Wreck removal income significantly down – US\$ 98 million from 52 services (2019, US\$ 284 million from 101 services)**

The 2020 ISU statistics show a 38 per cent fall in the income received by ISU members compared with the previous year. Wreck removal income has fallen by 65 per cent. In recent years, wreck removal income has represented approximately 50 per cent of ISU members' income but in 2020 it accounted for some 33 per cent.

Economic pressures on the salvage industry continue and on an annual basis activity and income for the industry is variable. The general trend towards a smaller number of larger and more complex cases enhances that annual variability.

Structural change in the industry in the last 18 months has led to the loss of a major player. It may have had an impact on these statistics but it is not possible to say for certain or to what extent.

Taken alongside the ISU's pollution prevention statistics, these numbers, despite the fall, demonstrate an active industry which in a typical year

provides about 200 services to vessels in trouble.

The 2019 ISU statistics show that there were 40 Lloyd's Open Form (LOF) cases for ISU members generating income of US\$ 60 million. It compares with 35 cases worth US\$ 49 million in 2019. Average income from each LOF case in 2020 was US\$ 1.5 million representing 9 per cent of the average LOF salvaged value of the ship and its cargo.

Revenue from LOF cases amounted to 33 per cent of all "dry" salvage (emergency response) revenue and LOF cases accounted for 22 per cent of all "dry" salvage cases in 2020.

SCOPIC revenue at US\$ 24 million was up from US\$ 17 million in 2019.

Revenue in 2020 from operations conducted under contracts other than LOF was US\$ 119 million, down from US\$ 131 million in 2019. The average revenue from each non-LOF contract was therefore US\$ 838,000.

Wreck removal has become an increasingly important source of income for members of the ISU but 2020 appears to reverse that trend with US\$ 98 million received from 52 services. By contrast, in 2019, 101 operations were reported with a gross income of US\$ 284 million.

The ISU statistics are collected from all ISU members by a professional third party, which aggregates and analyses them. The statistics do not include the revenues of non-ISU members but are the only formal measure of the state of the marine salvage industry. The statistics are for income received in the relevant year but that can include revenue relating to services provided in previous years and there can be an element of "time lag". The statistics are for gross revenues from which all of the salvors' costs must be met.



# ENVIRONMENTAL PROTECTION

Climate change, pollution and care for the environment are now at, or near, the top of the political agenda and widespread public support for the environmental movement shows that the issues are now mainstream and at the heart of political and economic decision making. ISU members have been preventing pollution for decades and they are proud of their great contribution to environmental protection.

This is demonstrated through the survey ISU conducts each year to identify the quantity of potentially polluting cargo and fuel that was involved in its members' operations.

The survey results show that in 2020 ISU members provided 191 services to vessels carrying 2,538,210 tonnes of potentially polluting cargo and fuel. It shows the critical role of professional salvors in protecting the marine environment.

The 2020 figures show a small increase from 2019's total of 2.3 million tonnes. One or two VLCCs can have a significant impact on the overall numbers. For example, crude oil in 2020 was 360,733 tonnes, similar to 2019's 400,000 tonnes while the equivalent in 2018 was 978,000 tonnes.

Cargoes of refined oil products also fell in 2020 to 112,096 - less than half of 2019's figure of 278,046 tonnes. At the same time, chemical cargoes nearly doubled to 133,150 tonnes in 2020. The number of containers involved in ISU members' services in 2020 rose to 33,523 TEU up from 25,799 TEU in 2019. The number of containers in cases in 2020 equates to 502,845 tonnes of cargo (allowing a nominal 15 tonnes per TEU.)

Bulk cargoes decreased slightly to 744,246 tonnes in 2020. This category includes products such as coal, scrap steel, grains, soya and cement. A number of bulk cargoes are not included as potential pollutants and ISU members also provided services to bulkers carrying 521,326 tonnes of non-hazardous dry bulk – mainly metal ores. Bunker fuel, at 111,886 tonnes stays very similar to the 115,811 tonnes identified in cases in 2019 and remarkably similar to the 111,796 tonnes for 2018.

A number of the services noted in the survey did not record the quantity of bunkers or the cargo type. The survey does not include any of the cases for former ISU member Ardent.

ISU is transparent with the survey and states clearly that not all of these potential pollutants were at risk of going into the sea. Some cases will have had limited danger but many others will have carried a real risk of substantial environmental damage.

Of the 191 services in 2020, variants of wreck removal/marine services contracts were used in 22 services; Lloyd's Open Form – 34 services. Towage contracts accounted for 45 services; Japanese Form – 11 services; Fixed Price and Lump Sum – 7



services; Day Rate – 21 services and other contracts were used in 36 services. The Turkish Form was used in 15 services.

The survey was first conducted by ISU in 1994 and the methodology was updated in 2014 to include a wider range of potential pollutants including containers and hazardous and dirty bulk cargoes. The survey takes account of the International Convention on the Prevention of Pollution from Ships (MARPOL), the International Maritime Dangerous Goods Code (IMDG Code), Intercargo guidance, P&I Club guidance; International Tanker Owners' Pollution Federation publications and the International Solid Bulk Cargoes Code.

In the period 1994 to end-2020, ISU members have provided services to casualty vessels carrying 36,266,570 tonnes of potential pollutants, an average of 1.4 million tonnes per year.

The ISU pollution prevention survey is a convincing demonstration of the essential need for the continued global provision of professional salvage services offered by members of the ISU.

2020 ISU POLLUTION PREVENTION SURVEY RESULTS (tonnes)

	2020	2019
Number of services	191	214
Bunker fuel	111,886	115,811
Crude oil	360,733	400,000
Refined oil products	112,096	278,046
Chemicals	133,150	70,944
Bulk polluting/hazardous	744,246	961,061
TEU - tonnes equivalent	502,845*	386,985*
	(33,523 TEU)	(25,799 TEU)
Other pollutants	51,928	95,909
<b>Totals</b>	<b>2,538,210</b>	<b>2,308,756</b>
Bulk, non-polluting	521,326	229,731

# WRECK REMOVAL

The salvage industry traditionally used the expressions “dry” salvage and “wet” salvage. Today the former has largely been replaced with “emergency response” and the latter with “wreck removal”. Both activities are central to the work of the marine salvor and in recent years wreck removal has become more important, accounting for some 50 per cent of ISU members’ income although, as the ISU statistics show, that was not the case in 2020.

Successful intervention means that the majority of marine casualties are salvage cases and are towed to safety or refloated or repaired and returned to service. In some cases the complexity and cost of the salvage and repairs needed to bring the vessel back into service makes doing so uneconomic and the vessel is declared a total loss with the cost for subsequent removal and disposal of the wreck and cargo falling on the liability insurers - usually a P & I Club.

The International Wreck Removal Convention came into force in 2015 and coastal state authorities will most likely order a wreck to be removed, especially if it presents a hazard to navigation or the environment. And, as noted in the President’s introduction, public attitudes to environmental damage have hardened and a wreck’s cargo and fuel and structure nearly always present a threat to the environment.

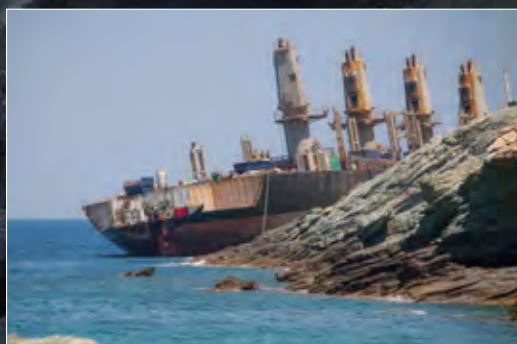
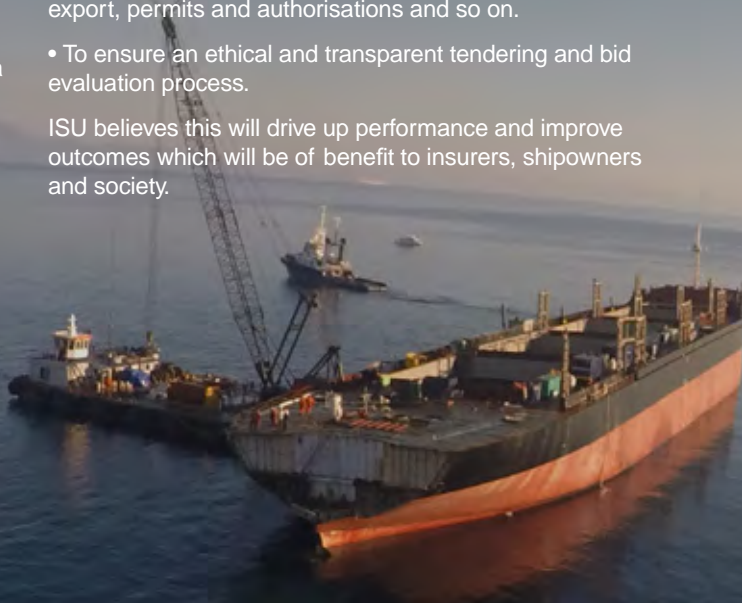
All wreck removal operations are substantial undertakings, are characterised by their dynamic nature, require major engineering, experienced personal and often the use of heavy lifting gear and other specialised equipment. There is often physical danger and always substantial financial risk. This necessitates the need to identify, mitigate and apportion risk to the party best suited to deal with that risk. Being in control - to ensure cost certainty to the Club - is paramount. Members of the ISU are the world’s experts in this field and their work safeguards the environment, reduces the exposure of the P&I Clubs and helps to protect the reputation of their shipowner members.

As the ISU Legal Adviser reports in this Review, ISU is closely involved in work started in 2020 to review and update the suite of BIMCO standard wreck and marine services contracts. One of the critical matters is to ensure that the manner by which risks are assessed and apportioned is fair. The working group has made good progress and work is ongoing.

It is also intended to revise the Code of Practice between ISU and the International Group of P&I Clubs for tendering of wreck removal projects. It is essential that there is a competitive market for major wreck removal contracts and that there should be a range of contractors of the scale, experience and capability to execute the work cleanly, safely and within the time set and for the price agreed. There are two prime factors that ISU is focussed on:

- To encourage the Clubs to apply realistic timeframes when tendering to allow contractors to assess and cost-up risks beyond the removal of the wreck itself such as waste management and disposal, tax regimes, import/export, permits and authorisations and so on.
- To ensure an ethical and transparent tendering and bid evaluation process.

ISU believes this will drive up performance and improve outcomes which will be of benefit to insurers, shipowners and society.



“Despite the pandemic I do not think there has been one case where appropriate services have not been provided in 2020 when and where they were needed.”

Richard Janssen



# COMMUNICATIONS ADVISER'S REPORT



**James Herbert**  
ISU Communications Adviser

The International Salvage Union communicates effectively with its members and other stakeholders in the marine industries. ISU is the sole voice of the global marine salvage community and has proudly held Non-Governmental International Organisation Consultative Status at the International

Maritime Organisation since 1975. ISU also works to build trusting relationships with organisations like Lloyd's; the International Group of leading P&I Clubs; BIMCO, the International Union of Marine Insurance and other similar trade organisations, several of which are affiliate members of ISU.

ISU has a policy of being open and transparent, sharing information and positions with others and negotiating on important matters in a constructive way. It seeks the views of its members and promotes an open forum discussion between members and the Executive Committee at its annual meeting. These help to inform the priorities and work of the secretariat during the year.

Members of the ISU leadership team regularly participate in high-profile industry conferences giving presentations and joining expert panels. In 2020 the major International Tug and Salvage Conference slated for Singapore did not take place but the ISU President gave the opening address at the traditional Salvage and Wreck Conference held in December as a virtual event this year.

The ISU Secretary General notes in his report the cancellation of the usually popular ISU Associate Members' Day Conference. The 2021 event was held virtually and we look forward to reconvening with our associate members and many others in future, to re-start the sharing of ideas and viewpoints and the networking that is essential to allow people to forge new relationships and strengthen existing ties.

ISU produces a popular quarterly newsletter, Salvage World, which reports the corporate and operational news of the ISU and its full members as well as news from its associate and affiliate members and the wider shipping industry. It is a great way to showcase the work of ISU members and the newsletter receives wide distribution including to international shipping journalists who often follow up Salvage World stories.

ISU also maintains a website that is a good source of information about the ISU and the marine salvage industry. Work has been ongoing during 2020 to renew the "Members' Area" of the website. ISU also has a Facebook page and presence on LinkedIn and uses these social media channels to publish news and comment.

Good relations with shipping media are important and ISU maintains contact with key journalists and editors. Reporters are encouraged to attend ISU events and while that has not been possible this year, the communications adviser has maintained contact with journalists. ISU issues news releases noting, for example, the publication of the pollution prevention survey results and its annual industry statistics. It also provides articles on salvage-related topics to be published in the shipping press and holds a set of position papers on key issues facing the industry. Good communication should be at the heart of the work of a trade association like ISU.



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