

Turning Findings Into Actions

Joint Arctic SAR Event Report

Joint Arctic SAR Event
Reykjanesbær, March 15-16, 2023



Title: Joint Arctic SAR Event Report “Turning Findings Into Actions”

Authors: Anne Øien, AECO; Mikel Dominguez Cainos, JRCC North-Norway

Approved by: Frigg Jørgensen, AECO; Tore Wangsfjord, JRCC North-Norway; Snorre Greil, Icelandic

Coast Guard

Date: 11.8.2023

Published by: Association of Arctic Expedition Cruise Operators (AECO)

Number of pages: 21

Keywords: Arctic, Search and Rescue, lessons learned, equipment, evacuation, cruise industry,

private-public partnerships, international cooperation, ARCSAR.

Cover photo by ARCSAR LIVEX 2022.

Contents

Executive Summary	3
Goal and purpose	4
Main takeaways	5
Outputs, Outcomes, and Impacts	6
Summary of the event	8
Panel discussion March 15: How do we deploy lessons learned?	10
A question of resources, roles, and responsibilities	10
Competence gaps	10
Suggested areas of improvement	11
What has been learned?	12
Breakout sessions March 16	13
Questions for discussion including summaries of results:	13
Issue #1	13
Issue #2	15
Issue #3	16
Issue #4	17
Way forward	19
List of participants	21
Annex 1	25

Executive Summary

The Joint Arctic SAR Event and Workshop was held from March 15-16, in Reykjanesbær, Iceland. The event is a cooperation project between AECO, the Icelandic Coast Guard and JRCC Norway with the support of the ARCSAR network and is a combination of presentations by experts in the field of SAR and Arctic expedition cruise industry. The 2023 event gathered 70 participants with the aim of turning findings into actions. The event is unique in bringing together a broad group of experts from the cruise industry, the SAR community, and other relevant stakeholders.

It is important that the lessons learned do not end up on the shelf but are reviewed by operators, SAR authorities and AECO. Therefore, this report introduces a series of recommended action points based on the findings from this years and previous years' reports.

“The Cruise industry is not just a risk generator – they are also a risk mitigator, with their assets and resources. Understanding the industry - that is a takeaway, we are not opposing groups.”

- Superintendent Steve Thompson from the Canadian Coast Guard.



Goal and purpose

The Joint Arctic SAR network has an overarching goal of strengthening and further developing SAR preparedness and response in the Arctic. What we set to achieve with this event is to push for changes in procedures and formalize cross-sector and cross-border collaboration to influence policy changes at national, regional, and international levels. The aim is to improve collaboration in search and rescue operations, and ultimately ensuring the survival of passengers and crew in the event of a major incident in Arctic waters.

To move forward, we therefore asked ourselves the following questions:

- *What are the barriers that prevent lessons identified from becoming lessons learned, in the context of SAR operations?*
- *What are the perceived obstacles to including expedition cruise operators in a joint SAR operation?*

Main takeaways

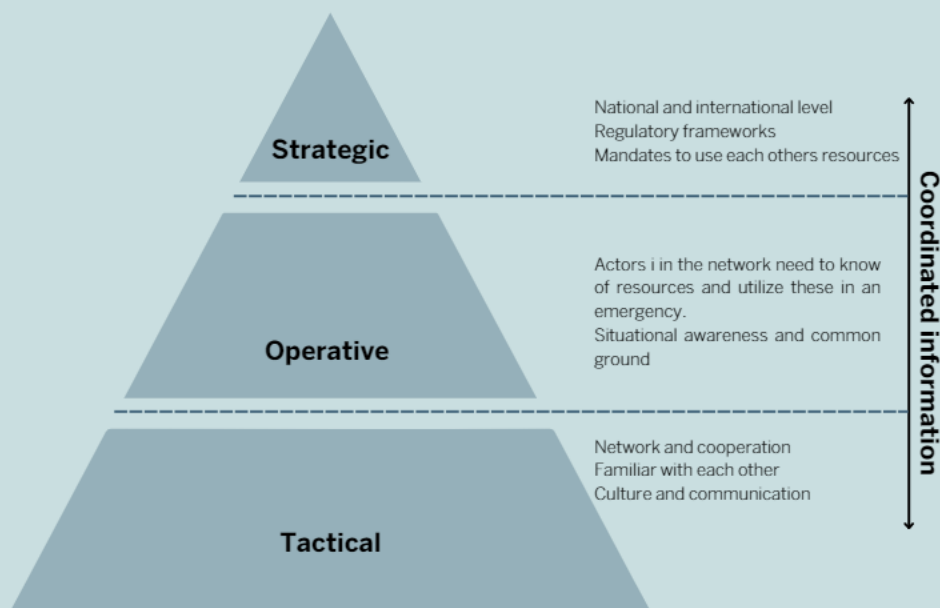
As a result of presentations, demonstrations, and working group sessions, the following selected recommendations were accepted by all participants:

- National authorities should ensure that relevant, official information for the cruise industry is available through one single **website** or database.
- The SAR entities and the cruise industry must collaborate in developing platforms and routines for sharing of relevant information about vessels, including the capabilities of expedition vessels sailing in the Arctic to be used as search and rescue units (SRUs).
- Cruise operators are encouraged before each season to share their SAR cooperation plan, ship drawing and planned itineraries with SAR authorities in the areas they operate.
- The cruise industry and the SAR entities should collaborate on developing SAR guidance for cruise operators, including formal and informal measures to take prior to and during operational season.
- Anyone who has innovated or found solutions that can enhance safety in Arctic cruise operations should share this information with relevant users.
- By learning from the expedition cruise industry, coast guards can apply technical solutions that enhance the opportunity for more efficient and safe transfer rescued from life-rafts and lifeboats on to coast guard vessels.
- The expedition cruise industry can gain from developing industry joint standards and procedures for training, exercising enrolment and best possible utilization of field staff.

Outputs, Outcomes, and Impacts

There is a need for dividing the findings and suggested action points, across levels of implementation (strategic, operative or tactical), determining the responsibility and agreeing on timeframe for implementation.

Some of the suggested action points require substantial investments that will require the involvement of higher levels in the policy making field or will need to be introduced as regulations at the supranational level. These measures are categorized within the strategical level and have a long-time perspective for them to be implemented. Action points categorized at the operational level will require the involvement of leaders (departmental or sectorial) as they will need significant mobilization to be implemented. Actions at the tactical level are those that single organizations could potentially integrate within their current modus operandi.



When it comes to the method used for mapping out and transforming lessons observed and learned to actions, a suggested solution is to try a different approach, a method known as Theory of Change (TOC). TOC is a methodology of *how and why a desired change is expected to happen in a particular context*. It is described by the Centre for Theory of Change as focused on mapping out the “missing middle” between what a change initiative does and how this leads to achieving goals. This is done by planning, monitoring, and evaluating an initiative involving all relevant stakeholders. Outputs, outcomes, and impact are terms used to describe change at different levels. Outputs are e.g., rules and regulations established, in addition to measures taken to move them from paper to practice. Outcomes are behavioral changes following implementations, and impacts are the problem-solving capacity or the ability to achieve changes (Theory of Change Advisory Board, u.d.).

This requires a joint understanding of the following:

- The need for a formalized structure including roles and responsibilities in the Joint Arctic SAR network.
- A definition of the desired effects of the activities in the Joint Arctic SAR network.
- Agreement on the overall change we are trying to achieve.
- An agreement on the success criteria for the activities.
- Alignment with organizational and/or strategic goals.

Photo: Martin Jystad





Photo: ARCSAR LIVEX 2022

Summary of the Joint Arctic SAR event

Day one was dedicated to national presentations from SAR authorities, highlighting challenges and capabilities. Chief of Operations, Auðunn Kristinsson presented the current status of the Icelandic Coast Guard, including risk assessments and new regulations relevant for the cruise industry. Tore Wangsfjord, Chief of Operations with the Northern Norway Joint Rescue Coordination Center provided an update on Cruise traffic in Norwegian waters and adjacent sea areas and the impact on JRCC and the Norwegian Rescue Services. On behalf of the Danish Joint Arctic Command, Chief of Civil-Military Cooperation, Bettina Ovgaard presented considerations regarding safety at sea when navigating the Arctic.

Melissa Nacke, AECO's Head of Operations, presented updates from the expedition cruise industry and a presentation was given on lessons learned from accidents at sea by Ólafur Jón Jónsson, Operations Specialist at ICE-SAR, the Icelandic association for search, rescue & injury prevention. The presentations were followed by a panel discussion focusing on turning findings into actions and the value of collaboration. The participants were then invited to Keflavik Airport by the Icelandic Coast Guard, where there were demonstrations of emergency equipment by the Danish Air Force, ICE-SAR and the Icelandic Red Cross.

The second day of the Joint Arctic SAR event started with a demonstration by the Icelandic Coast guard on ship evacuation methods in collaboration with ISAR volunteers.

Mikel Dominguez Cainzos, Project Manager with JRCC Norway held the first presentation of the day, focusing on the ARCSAR LIVEX takeaways that emphasized on knowledge, trust, and collaboration. The Action Report of the ARCSAR LIVEX had not yet been finalized, however, a summary of the main learnings was provided. The following presentation provided participants with Martin Berg's, expedition Leader on Polar Quest, perspective of the ARCSAR LIVEX. Main takeaways were knowledge on the role of the expedition teams, how they operate and assess risks, in addition to the differences between AECO operators. Observations of issues were related to communication and confusion of roles and responsibilities, standard procedures and lack of training and certification of expedition teams. There was in addition a presentation on the different expedition cruise vessel constructions for launch platforms (hatches) and embarkation/disembarkation of evacuees.

Photo: AECO



Panel discussion March 15: How do we deploy lessons learned?

The panel featured representatives from the coast guards, cruise industry and JRCCs/MRCCs discussing and offering insights on how to implement lessons identified/lessons learned.

The following background for the discussion at the event served as a starting point for the discussion:

The partners acknowledge that exercises are highly valuable, but as years pass exercises show signs of repeating findings. The partners believe that there is a need to address how we can do something about the findings. If experience and competence are shared between industry and SAR entities the partners believe that both technical, practical, and structural solutions/improvements can be identified through presentation, demonstrations, elements of exercise and break-out sessions/working groups.

Below, the results from the panel discussion have been summarized where the different perceived issues and points made are grouped according to categories.

A question of resources, roles, and responsibilities

There was agreement among the panelists on the fact that the Joint Arctic SAR network is not doing enough as a collective to go from identifying lessons to learning lessons. The panelists pointed that there is not enough time and/or resources within each organization to implement learnings since available resources are needed to overcome the challenges in daily operations. regardless, there is a willingness to solve this. for the panelists this willingness for action appeared cleared by looking at the participation in in the event.

The panel also pointed out that this lack of capacity is also present in other organizations. The ARCSAR project has been able to follow up on some of the identified lessons with some specific measures, but others are yet to be addressed.

It is also necessary to increase the knowledge among members of the Joint Arctic SAR Network in regard to understanding the processes of policymaking and how regulations can be influenced at higher levels.

The need to include other sectors in the network was also raised, such as classification agencies, insurance companies and academia among others.

Different sectors and organizations have different cultures and lingo. Measures need to be taken to avoid misunderstandings and demystifying policymaking and academia among others.

Suggested areas of improvement

An important area for improvement is the sharing of relevant information. Referring to the reports on a more frequent basis, looking at the lessons and considering how to work on them. Also, to start pointing at who is responsible for implementing and improving lessons learned. This should follow the natural responsibility, but there is a request for raised hands and taking on tasks amongst the participants. Operators are just one component, and there is an expressed need to involve the rest of the stakeholders. An example here is the positive element of the outside perspective such as academia and observers. Then Academia is involved in writing publications. There is a need to invite professionals, conduct field studies and generate reports that could be used in a broader audience. That's why the industry is involved in the network.

Photo: ARCSAR LIVEX 2022



As a platform for sharing information the AECO cruise database is mentioned as useful and a great source of information, with room for improvement – such as capturing the full suite of vessels and crews and make the information accessible. Another point raised here is that authorities have been given access to the database, but they are not actively using it. Tools and platforms are of no value if they are not in use. Tools are available that actors may use, such as vessel tracker, rescue Heli-video, kits on board vessels, depth tracking and incident response software.

Finally, the question is asked if all the right entities are present, such as innovators who can fill the technological and equipment gaps, health care providers, and other larger organizations who are relevant on a strategic and regulatory level such as the EU and the IMO.

What has been learned?

Following the exercises and frequent events in the Joint Arctic SAR Network, the Coast Guard express that they understand the industry better because of improved two-way information exchange. For example, the Canadian Coast Guard has since 2019 exercised with every cruise operator going to Canada. This creates a better understanding of the risks and creates a readiness for action when the “bell rings”. This general collaboration between industry and the Coast Guard has led to an understanding of the operators, but not the industry. This starts with IMO and goes downward through port authorities, insurance, and classification societies.

It is also shown that following exercises and workshops there have been takeaways leading to improvements. These improvements are however kept within the organizations, such as an example where a blackout on vessel took out zodiac cranes, and the operator subsequently improved this function, without sharing best practice afterwards. Another example is a cruise operator’s development of innovative rescue kits, which similarly had not been shared within the network.



Photo: AECO

Breakout sessions

March 16

Participants were divided into groups of approximately eight people on eight different working tables. Groups were mixed so that representatives from the search and rescue community and industry were present at each table.

Questions for discussion including summaries of results:

Issue #1

Many coastguard vessels do not have side hatches or platforms where evacuees can be received. Instead, they may have to climb pilot ladders if rescued onboard from lifeboats/other small boats. This may not be possible if the rescued has low mobility/is cold/wearing a large life vest/wearing a suit making it difficult).

- **Question 1**

List how Coast Guard vessels can be improved to receive evacuees

- **Question 2**

Based on the above list: Identify solutions and/or areas of collaboration where the CG could learn from the Expedition Cruise Industry?

The suggestions put forward for Coast Guard vessel improvements were solutions for transfer of evacuees in the event of a mass rescue operation, these are summarized in the table below including responsible actors for following up.



Photo: Lindblad Expeditions

Solutions for transfer of evacuees	Responsible actor(s)
Rescue sling/Same harness as helicopter - on crane to take people from zodiac to ship	Coast Guard / search and rescue unit (SRU) / EPPR (Working Group in Arctic Council)/ Innovators and/or suppliers.
A "Scoop", cradle, "Billy Pugh" net for airlift that can pick up people from water - lesson from CG	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/
Hoistable life raft, inflatable rafts, lift the whole boat	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/
New ships designed with a recovery platform (hatch/door) at the waterline	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/
Use expedition cruise vessel launch systems in Coast Guard vessel design * see illustration photo	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/
Platform with crane / Small platform/Deployable platform	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/
Portable equipment- e.g. conveyor belt	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/
New buildings designed with stern launch and multiple options	Coast Guard / search and rescue unit (SRU) / EPPR (WG in Arctic Council)/

On the topic of learning best practices from the expedition cruise industry, the most common finding was in relation to how the industry differentiates between mobile and less mobile people, how the expedition staff handle people and procedures for disembarkation and embarkation. Other learnings mentioned are reflected above and are related to vessel design and equipment, such as launch systems, use of submersibles and technology for extreme environments.

Issue #2

Many expedition cruise vessels have a high number of staff (expedition leader, guides, lecturers etc). There is variation among operators on how staff are utilized as part of SAR preparedness and response, the type of SAR related training staff receives in comparison to crew, and how staff are considered as resources in an emergency.

- **Question 1**

How can the expedition staff be best utilized in the vessel's SAR preparedness and response?

- **Question 2**

What are the present obstacles for best possible use of field staff in the vessel's SAR preparedness and response?

Summary

- Expedition field staff are typically signed on as passengers and not as crew. There is no industry standard, and there are variations between organizations, actors, and operators how expedition staff are registered, the involvement in drills and training on board.
- An issue with this is the lack of certification and training necessary for an emergency. This would include STCW Crowd Management training in addition to the Basic Safety, seaman's book and seaman's medical requirements and alignment of roles and responsibilities with the regular crew on board the vessels
- Field staff have skills that may be utilized such as firearms training, shore side wilderness training and knowledge of the guests on the trip. The obstacles in the way of utilizing field staff are related to a lack of standards, certifications, and guidelines. Rigid flag state requirements and registry issues of muster roles are also mentioned as obstacles , in addition to the financial implications for the companies if expedition field staff are to be registered as crew. This is due to short contracts and frequent changes between vessels and teams.

Issue #3

If there is an emergency involving an expedition cruise vessel in the Arctic, there is a likelihood that the group of passengers/guests can include several resources/competences that can be valuable for the emergency handling. Physicians/nurses may be among these.

- **Question 1**

Which expertise amongst passengers/guests, would be useful for SAR entities and operators to have an overview of and what (system) is needed for SAR entities to have access to relevant information on resources on board?

- **Question 2**

What are the largest obstacles for involvement of passengers/guests in an emergency?

Summary

- Guest competence can potentially be utilized. Suggestions were to identify guests with relevant skills (doctors, nurses, paramedics, psychologists, SAR skills, military background, police, firefighters etc.) and also to identify guests with leadership capabilities at the start of the cruise or possibly in the registration phase before embarking.
- Give fit passengers roles in a SAR operation to assist the crew and the SAR responders and also to provide a purpose. This information should be made available to SAR responders through a modified or specialist manifest.
- Obstacles mentioned were the related to GDPR/confidentiality/liability and insurance issues if something goes wrong. Further it was pointed out that skills could be outdated, passengers could display overconfidence or exaggerate their competence.
- Health and safety issues considering the passengers were also brought to attention, and the question of responsibility. In the process of registering skills, this could potentially scare guests and create issues of trust. Another obstacle was related to verification of credentials.

Issue #4

Following up the panel debate on March 15:

- **Questions 1**

What do you think are the most important criteria to ensure that lessons learned lead to actions and improvements, and not only to the desk drawer?

- **Question 2**

Do you see additional/new opportunities for collaboration between the SAR Entities and the expedition cruise industry? Please list.

Summary

- A lack of a system or platform for centralized sharing of information and best practices, with clearly defined responsibility for facilitation and content management. This is linked to a required cultural change within the network for sharing and documenting status and progress. Accountability and trust were mentioned as key factors, with a need to raise the bar, set minimum standards and require evidence of follow-up.
- Using language everyone can understand, being short and concise and making sure relevant information is easily accessible for all stakeholders. Examples provided were to use one-page documents to ease reading and to use existing, dormant systems such as the Innovation Arena by ARCSAR – having a central body such as AECO to share and distribute Lessons Learned.
- Suggestions for procedural and system improvements, such as working with logs and timeframes to keep track of lessons learned. Highlighting steps taken, defining goals, and thinking points and in general simplifying reporting systems were mentioned as means to clarify expectations and to document progress.

- Other important findings were related to stakeholder mapping and involvement. Bringing together lawmakers, flag state representatives and other actors (such as insurance companies, classification companies, document holders, ship operators) to collaborate, share lessons learned and define actions and thus ensuring a “seat at the table” when decisions are made.
- Finally, the raised points were to continue with regular conferences, arranging joint exercises and ad-hoc exercises, and participation in each other’s operations through collaboration. Being in regular contact, such as making informal calls and visiting on board each other’s vessels was mentioned throughout as important for building familiarization and closing the gaps between authorities and industry.

Photo: ARCSAR LIVEX 2022





Photo: AECO

Way forward

Overall, the event received very good feedback from the participants in a post event survey. Attendees view the event as a good opportunity to build partnerships with diverse groups of professionals, companies and academia, and understand each other's reasoning, procedures, and capabilities better. Suggestions for improvements include more group discussions, more opportunity for networking, ensure representation from flag-state, class society, insurance companies, legal competence and decision makers, more focus on learning, action and implementation. This feedback will be taken into consideration in planning the next event. In addition, the participants were asked to assess which actions they should take ownership of, and to report on follow-ups at the next event in 2024.

Joint Arctic SAR Arena

One suggestion to efficiently move from findings to solutions was to establish a joint working group that can address the topic and work on some of the findings. This suggestion has been followed up by and initiative from AECO with an invitation to relevant partners to be part of a joint working group together with the industry.

Preliminary Objective (to be discussed by the group)

- The main objective of the Joint Arctic SAR Arena is to serve as a network and platform for collaboration between the Arctic expedition cruise operators and SAR entities.

Preliminary work format (to be discussed by the group)

- Digital meetings 2-4 times per year.
- Working-group participants will discuss and decide on potential in-person meetings and study trips (e.g. on vessel).

Secretariat

- AECO will initiate the first meeting, but the working-group should discuss and decide on the future secretariat, structure, format of work, and way forward.
- Participants must be prepared to contribute with time and work.

Meeting

- First meeting fall 2023, tentative agenda:
- Name of network, secretariat, structure, other participants, format of work and way forward
- Preliminary - Issue that the working group potentially can discuss and move forward:
 - Collecting and sharing information from vessel
 - One door stop to information about Arctic SAR
 - Sharing exercise programs – and collaboration
 - Fact sheet(s) and guidelines
 - Utilizing existing databases
 - Innovations and solutions

Photo: Martin Jystad, ARCSAR LIVEX 2022



List of participants

Company	Name	Title
AECO Members		
Albatros Expeditions	Thomas Bruun	Operations and Equipment Coordinator
EYOS	Kelvin Murray	Director, Expedition Operations & Undersea Projects
Grands Espaces	Marie Pellé	Polar Field Operation Manager
Grands Espaces	Christian Kempf	Owner
Hapag-Lloyd Cruises	Jonas Niehusmann	Emergency Response Manager
Hapag-Lloyd Cruises	Torsten Prietz	Expedition Leader
Hapag-Lloyd Cruises	Jörn Gottschalk	Captain
Hurtigruten Expedition	Karin Strand	VP Expedition Development
Hurtigruten Expedition Technical Services	Dragos Lemnaru	Marine Superintendent
Hurtigruten Expeditions	Bent Ivar Gangdal	Master
Hurtigruten Expeditions	Claus Andersen	Fleet Captain
Lindblad Expeditions	Lukas Perez	Marine Safety & Compliance
Lindblad Expeditions	Prash Karnik	Port Captain
Lindblad Expeditions	Stefano Pozzi	Expedition Leader
Mystic Cruises	Filipe Sousa	Captain
Mystic Cruises	Tsylke Vitaliy	Master

Oceanwide Marine Services	Stephan Kramer	DPA
PolarQuest	Martin Berg	Expedition Leader
PolarQuest	Marie Lannborn	Managing Director
Quark Expeditions	William Bennett	Marine Director
Salén Ship Management	Capt. George Hendry	Captain
Salén Ship Management	Capt. Roland Ströhmeijer	Compliance Manager & DPA/CSO
Seabourn	Patrick Kilbane	Director, Venture Operations
Seabourn	Breffni O'Sullivan	Safety Officer
Silversea Cruises	Stanislav Kozhuharov	Marine Manager
V.Ships Leisure SAM	Volodymyr Goncharenko	HSSEQ Superintendent
Viking Cruises	Jorgen Cardestig	Captain
SAR Entities		
Canada JRCC Halifax	Capt. Steve MacFadgen	Aeronautical SAR Coordinator
Canada JRCC Trenton	Robert Featherstone	Search and Rescue Technician
Canadian Coast Guard	Steve Thompson	Superintendent, Maritime Search and Rescue
Danish Joint Arctic Command	Bettina Ovggaard	Chief of Civil-Military Cooperation
Danish Joint Arctic Command	Jens Vester	Liaison Officer
Danish Joint Arctic Command	Jørgen Gjerulff Bruun	Commander
Faroe Island MRCC Tórshavn	Hallur Bech	SAR Mission Coordinator
Faroe Island MRCC Tórshavn	Hilmar Johannesen	SAR Mission Coordinator
Faroe Island VØRN MRCC Torshavn	Jóhan Müller	Captain/ SAR Mission Coordinator

Faroe Island VØRN MRCC, Coast Guard	Jørgin Joensen	Captain
Iceland 112 - Neydarlinan ohf	Guðjón Hólm Gunnarsson	Aðstoðar Varðstrk
Iceland 113 - Neydarlinan ohf	Vilhjálmur Halldórsson	Varðstjóri
Icelandic Coast Guard	Anna Finnbogadóttir	Specialist
Icelandic Coast Guard	Auðunn Kristinsson	Capt (N)
Icelandic Coast Guard	Eiríkur Bragason	Chief officer
Icelandic Coast Guard	Eythor Oskarsson	
Icelandic Coast Guard	Hekla Jósepsdóttir	Specialist
Icelandic Coast Guard	Snorre Greil	Project Manager
Icelandic Coast Guard	Georg Larusson	Director General
Icelandic Coast Guard	Bjarki Sigbórsson	
Icelandic Coast Guard	Asgeir Erlendsson	
Iceland ICE-SAR	Bjorn J. Gunnarsson	Maritime SAR Project Manager
Iceland ICE-SAR	Ólafur Jón Jónsson	General Manager
JRCC Norway	Mikel Dominguez Cainzos	Project Manager
Norway - Svalbard CHC Helikopter Service AS	Geir-Arne Sørensen	Base Manager NAW SARH
Norway - Svalbard CHC Helikopter Service AS	Lars Rune Aasland	Chief Pilot SAR
Norway JRCC North-Norway	Tore Wangsfjord	Chief of Operations
Royal Danish Airforce	Ole Busk Fischer	Air Transport Wing Aalborg SAR SME
UK Maritime and Coastguard Agency	Phil Bostock	Head of International Liaison
US CGD17 (ALASKA)	Cecil D. McNutt Jr	Passenger Vessel Safety Specialist
US Coast Guard District 14	George Butler	Passenger Vessel Safety Specialist

Others

Arctic Explorer AS	Geir Helge Valle	General Manager
Arctic Explorer AS	Jonas Sigmarsson	Manager
Arctic Explorer AS	Per Brag	DPA, CSO, HSEQ Manager
Extreme Design Lab	Susan Christianen	CMO, Business Development Manager
Australian Embassy- Department of Foreign Affairs and Trade	Glenda Price	Regional Consular Officer Europe (Berlin)
Fire Department Hamburg/Germany	Michael Helbing	Paramedic and Firefighter
Gára Agents & Shipbrokers	Banovsha Ibragimova	Key Account Manager
Gára Agents & Shipbrokers	Jafet Sigfinnsson	Port Agent
Gára ehf	Jóhann Bogason	Managing Director
Government of South Georgia and South Sandwich Islands	Laura Sinclair Willis	CEO
Port of Akureyri	Petur Olafsson	Port Director
Vard	Alessia Percovic	Manager of Cost controlling and Sales Estimation
Vard	Attilio Dapelo	General Manager BU Cruise
AECO		
AECO	Frigg Jørgensen	Executive Director
AECO	Anne Øien	Head of Communications
AECO	Gyda Gudmundsdottir	Community Engagment Specialist
AECO	Melissa Nacke	Head of Operations
AECO	M. Florencia Becherini	Office Manager