

Helping Shipping companies overcome business challenges

January 2019



PwC Cyprus has a dedicated team of professionals with deep expertise that spans across various specialised areas who have successfully supported many clients in the shipping industry to address some of their key challenges.

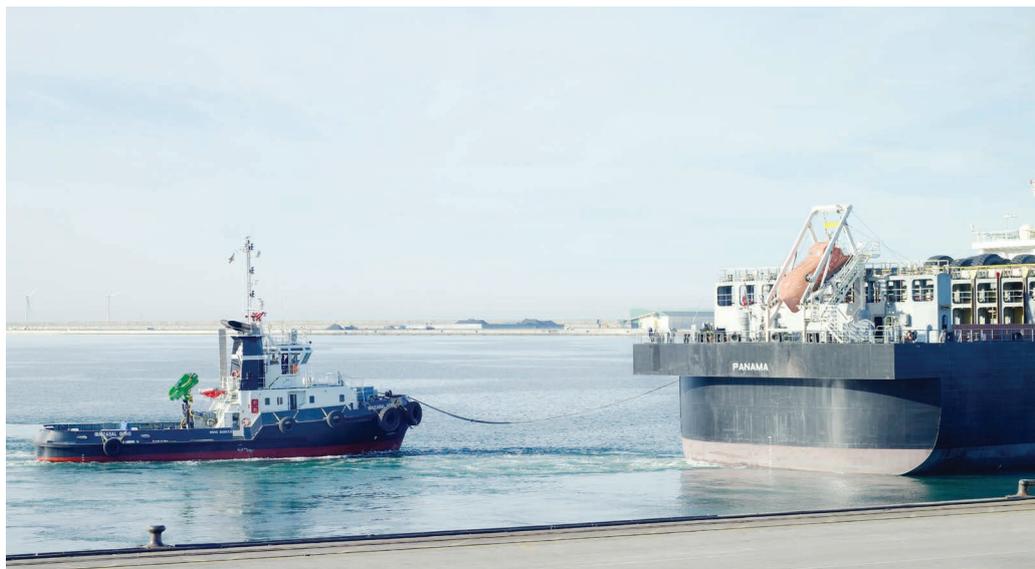
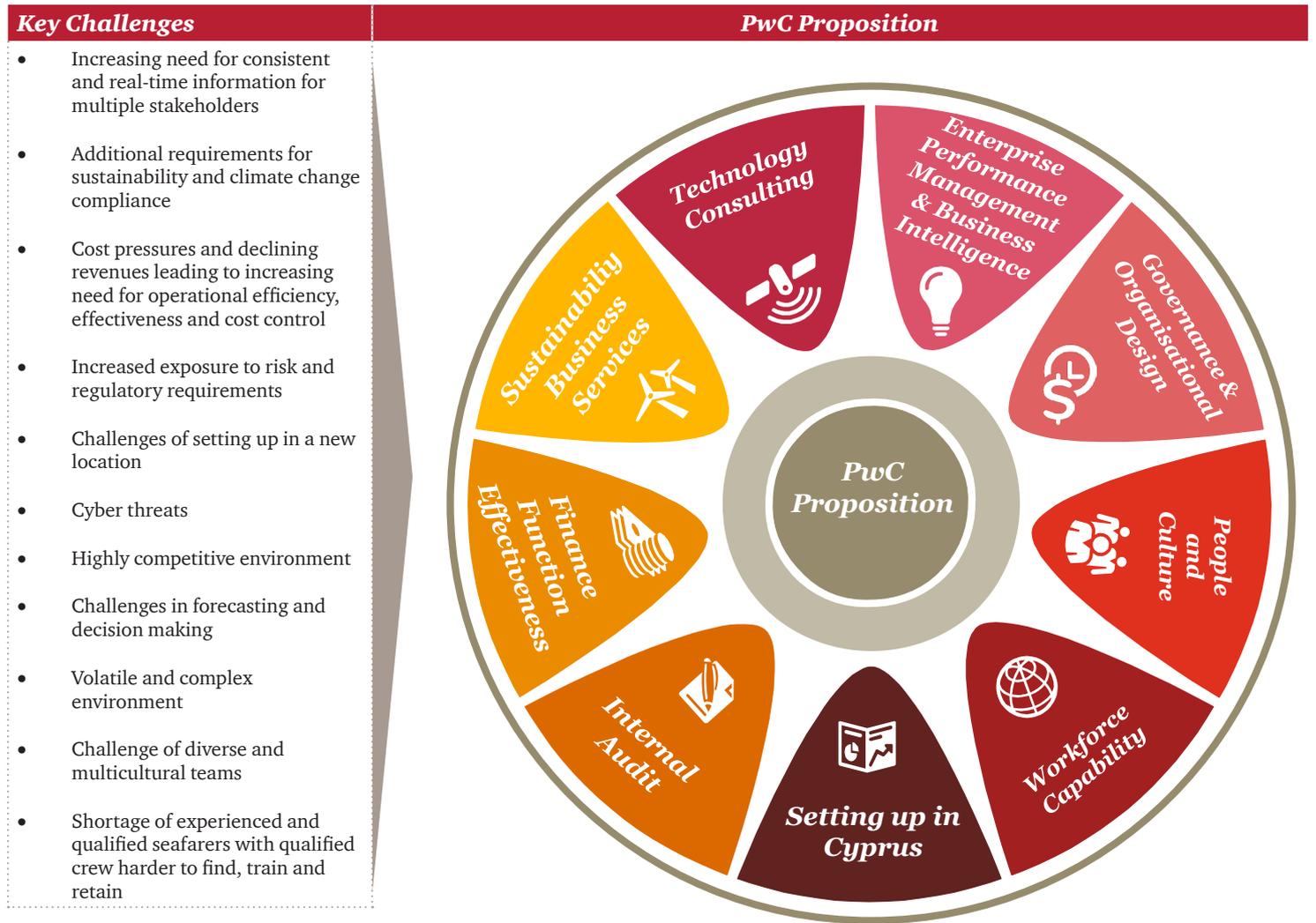
Our specialists consist of professionals in Cyprus as well as professionals from our global network of experts in 157 countries that can adapt their expertise, experience and specialised knowledge to your specific needs.

The Shipping Industry: Key Challenges & PwC Proposition



Shipping companies are facing increasing challenges, with higher costs, declining revenues, over capacities and increasing competition being high on their agenda.

Moreover, economic and geopolitical tensions as well as increasing regulatory requirements further highlight the need to anticipate and plan for change in order to cope with the current challenges and prepare for the future.



Governance & Organisational Design

Governance

The corporate environment in which shipping companies operate is becoming increasingly more regulated and this imposes additional requirements on companies to develop and maintain an effective Corporate Governance.

PwC can help clients to develop practical, integrated, effective and efficient Corporate Governance frameworks that are consistent with regulatory requirements, the organisation's strategy and values and stakeholders' expectations.

Our services include assisting clients in the following areas:

- Design and implementation of Corporate Governance structures and framework
- Conduct effectiveness and efficiency reviews of the Board of Directors and its committees and comparison against best practices
- Develop Board of Directors and Board committees terms of reference
- Develop a proper Code of Conduct
- Develop whistle-blowing policies and procedures

An effective Organisational Structure

Shipping companies operate in a rapidly changing environment and are constantly seeking ways to quickly and effectively adapt their strategy and organisational structure.

PwC can assist clients:

- Assess their organisational structure against specified criteria such as flexibility and scalability, accountability, decision making, adherence to regulation, leveraging people.
- Design their organisational structure so that it acts as an enabler of their strategy and promotes efficiency and effectiveness. The new structure will include defining and clarifying:
 - New positions
 - Roles and responsibilities
 - Reporting lines

Enterprise Performance Management & Business Intelligence

Managing business performance in today's complex and rapidly changing business climate is crucial for short-term and long-term success. The strategic, financial and operational decisions that drive the business need to be agile, based upon accurate analysis of past performance and a predicted view of future outcomes.

PwC's Enterprise Performance Management approach is about:

- Gathering the right information, analysing it, reporting on it and applying it across the organisation
- Creating Business Insight and agility to support key business decisions
- Aligning business unit, team and individual behaviour to the business vision
- Integrating processes, data, systems and the organisation and behaviours of people to drive enhanced business performance

PwC can help you develop a systematic, integrated approach to manage organisational performance that links enterprise strategy to core processes and activities, including planning, budgeting, forecasting, consolidation and reporting which empower management decisions.



Workforce Capability

PwC provides hands-on support with one of the most challenging tasks that the shipping industry faces recently: attracting, assessing, and retaining key individuals. We also support our clients in ensuring that the existing workforce capability is well utilised and their performance is managed and rewarded in the most effective way.

- **Recruitment Services** – Holistic support in attracting, evaluating and recruiting your future talent.
- **Development Centres** – One of the most effective methods of objectively identifying the key strengths, areas of development and potential of your people. It includes tailor-made exercises, preparation of personal feedback reports and one-to-one feedback sessions with participants.
- **Performance Management Systems** – Design and implementation of a system that enables effective management and significant improvement of individual and team performance in your organisation.
- **Reward Systems** – Design and implementation of pay equalisation systems, grading structures, incentive / bonus schemes, compensation and benefits policies and salary benchmarking surveys.

People and Culture

The 'human element' affects a number of critical issues in the shipping industry: maritime safety, security, environment protection, achieving cost-efficiency, maintaining competitive advantage and ensuring sound business results. In an industry where people's lives as well as business sustainability depend to a large extent on the talent pipeline, individuals' and teams' engagement, skills and constructive behaviours, focusing on the areas below can pay significant dividends in the future:

- **Culture2Grow** – Designing and implementing 'behavioural architecture' that will help people embrace the beliefs, principles, mindsets and behaviours that are aligned with your mission, vision and values and support the achievement of key organisational goals.
- **Management and Leadership Development Programs** – Modular learning interventions which strengthen the key leadership and management skills, thus enabling your leaders to make a more powerful, positive impact on people engagement, motivation, performance and business results.
- **High Performance Teams** – A customised process designed to support management teams or other mission-critical teams, such as crews, to achieve extraordinary business results. The process includes a team diagnostic and workshops that result in improving team cohesion, alignment, communication and developing a set of constructive work-practices.
- **Core Business Skills Training** – Interactive, participant-led workshops aimed at developing your people in various important competencies that are deemed essential for personal and business success.
- **Executive Coaching** – A confidential, one-to-one partnership between a company executive and one of our qualified coaches. The process supports the executive to maximise his/her personal and professional potential and achieve outstanding business results.

Setting up in Cyprus

Pathfinder Services

Our dedicated and experienced team provides a personal, proactive and comprehensive service aiming to help you meet every need, both during your initial set-up and first months in Cyprus and thereafter. Such A to Z service, includes assistance in finding suitable business locations and office space, advise on IT and other technical infrastructure, advise on legal, fiscal and industry specific regulations and requirements, as well as other ongoing services such as company administration, bookkeeping, financial reporting, etc.

Immigration and Mobility Services

We help companies harness the value of global mobility by assisting in the effective planning, implementation and management of the expatriate relocation as well as in supporting those expatriates who choose Cyprus as their permanent residence. More specifically we can assist with:

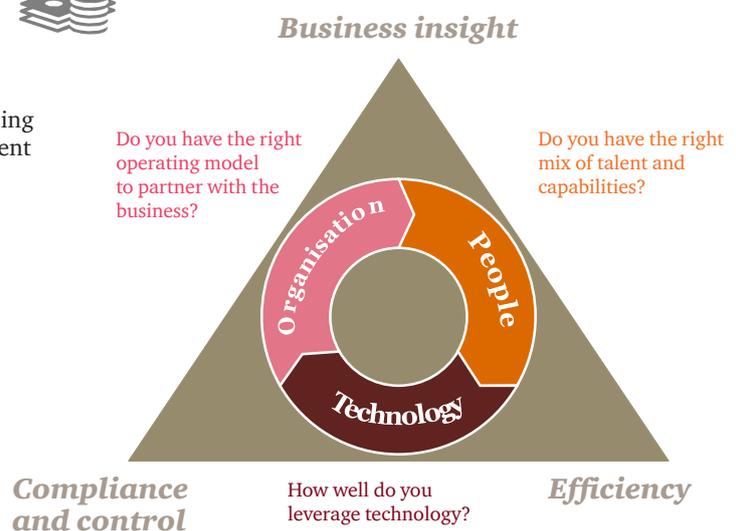
- The process of preparing and submitting the application for a company to become eligible to employ Third Country Nationals (TCNs) in Cyprus, the Issue of a Temporary Residence and Employment Permit to TCN employees and their dependants, and an EU Registration Certificate to European Nationals and their dependants.
- The personal relocation of expatriates such as finding suitable properties, draft/review of lease agreements, medical insurance arrangements, school options, driving license etc.

Finance Function Effectiveness

Finance Functions are facing a challenging balancing act between providing business insight, maintaining a robust compliance and control environment without constraining the business and achieving transaction processing efficiency, all at a time of increasing regulatory requirements and cost reduction pressures.

PwC can help organisations strike the right balance between business insight, efficiency, and compliance and control. Specifically we can help organisations:

- Integrate finance activities with business strategy and planning.
- Develop and enhance the budgeting and forecasting process.
- Align finance skills and responsibilities with stakeholder needs.
- Increase Transactional Efficiency through the simplification and standardisation of processes to enhance timeliness and cost-effectiveness of Finance Function tasks.



Internal Audit



Internal Audit plays a critical role in providing objective assurance that contributes in management's efforts to manage risk, informs strategic decision making and improves business performance. It is still the case, however, that many shipping companies do not have an Internal Audit function with sufficient expertise to step up to the challenge.

PwC can help in a number of ways to improve the quality and effectiveness of the Internal Audit processes by:

- Advising and assisting in the development of a risk based Internal Audit methodology.
- Providing Internal Audit resourcing solutions, including full outsourcing or complementing in-house functions with specialist skills or geographical coverage.
- Supporting Internal Audit functions with technology solutions (such as Computer Assisted Audit Techniques).
- Developing and delivering training for Internal Auditors using our extensive market and industry knowledge.
- Providing specialist knowledge in performing Information Technology Audits including ERP systems (such as SAP, Oracle, Navision).
- Performing a Quality Assessment review (QAR) of the Internal Audit function and providing recommendations.

Sustainability Business Services



- **MRV Directive** – Assist and support with the new Monitoring, Reporting and Verification (MRV) directive applicable to ships above 5000 gross tonnes. We can help you prepare for compliance by sharing our understanding of the MRV regulations in workshops or seminars, assessing the conformity with the MRV regulations, identifying required changes to operational and administrative processes & systems, supporting you in the design and implementation of your MRV management & control system, and helping you to complete the first verification successfully by performing pre-verification procedures.
- **EED Directive** – Assist you to manage your greenhouse gas emissions and to comply with the Energy Efficiency Directive (EED) by undertaking an Energy Audit report.
- **Corporate Social Responsibility (CSR), Non-Financial Information Reporting (NFIR) Directive** – Get ready for the EU NFIR Directive for CSR reporting. Provide you with support for the development of CSR strategy, advice on the design of CSR/Sustainability report and development of KPIs according to global frameworks such as the GRI G4 framework, ISO 26000, UN Global Compact etc.
- **Sustainability Management Systems and Compliance Risk Assessment** – assist with the development and implementation of risk based integrated sustainability management systems such as Quality (ISO 9001), Energy (ISO 50001), Environmental (ISO 14001, EMAS) and Health & Safety (OHSAS18001), including a robust KPI and reporting framework.

Technology Consulting



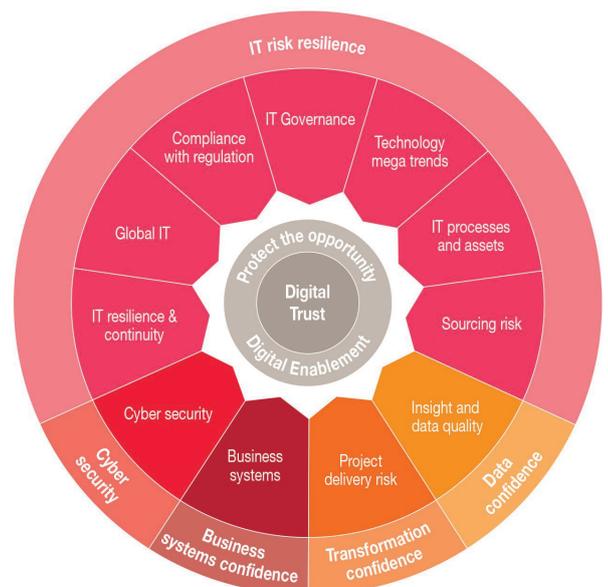
To assist you in getting value from technology, we bring together the skills to deliver improvements in supporting your business processes, as well as the knowledge to assist in optimising your IT control environment.

Cyber-security services

- **Vulnerability management** – Check the security condition of current systems/ infrastructure and protect your organisation's information assets against potential security-related cyber incidents. Test IT defences via penetration testing in order to understand potential threats and vulnerabilities and provide vital information to manage exposure.
- **Information Security Management System** – ISO27001- Support you to establish a comprehensive set of documented policies, processes and procedures to ensure the confidentiality, integrity and availability of business information.

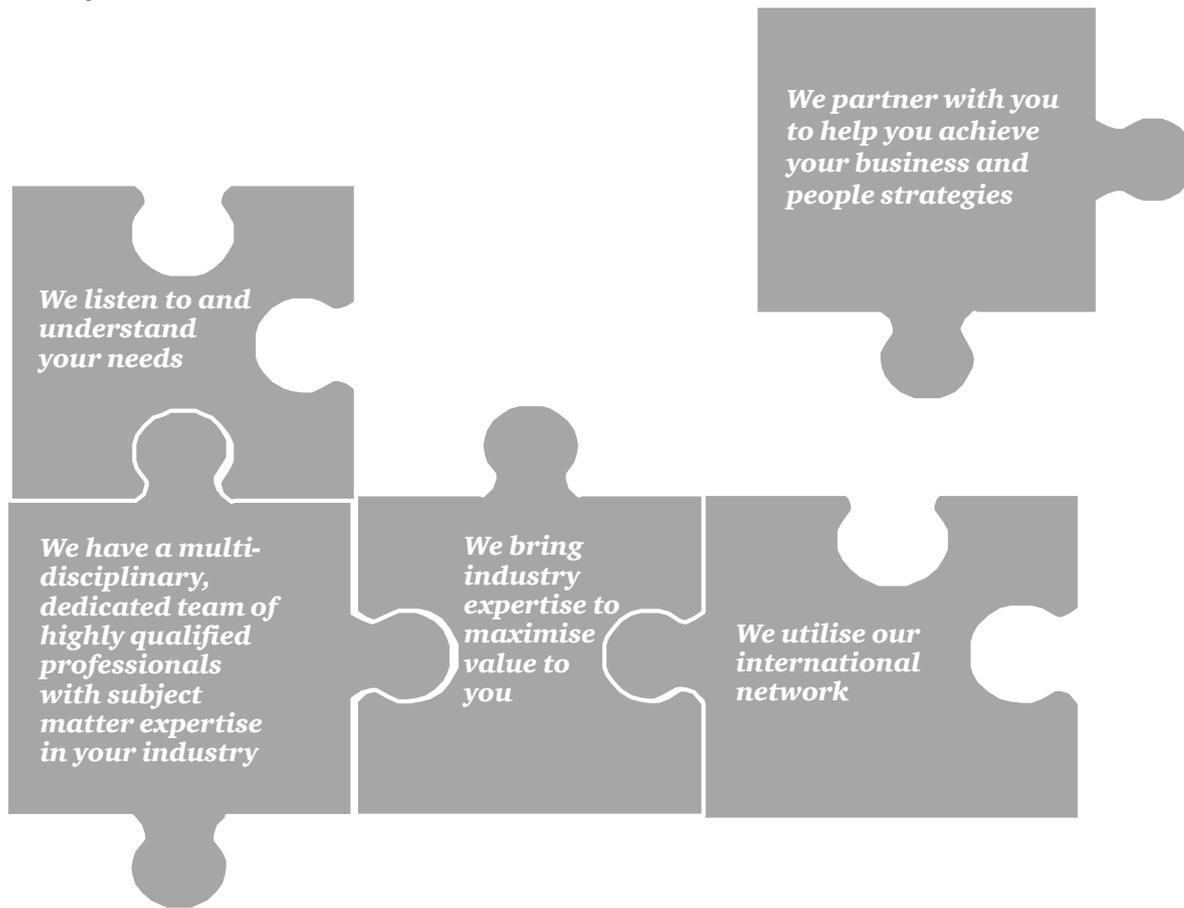
Information Technology

- **Third Party Assurance - ISAE3402** – Provide assurance to you and your customers on the reliability of your established control framework.
- **Business Continuity Management (BCM)** – Establish process for identifying, preventing and preparing for events that may disrupt business activities. Key components include crisis management, disaster recovery for the restoration of IT systems and business continuity to ensure the continuity of operations.
- **IT Function Transformation** – Transform and improve the performance of your IT function and create value from technology. Improve IT processes, increase efficiency, reduce costs and better address the IT requirements of your organisation.



Our Digital Trust Framework gives us the flexibility to respond to the specific needs of your organisation. Whether that means developing a cyber-risk strategy, optimising your control environment or reducing your overall IT risk profile, you'll receive the independent, expert insight you need to build digital trust and succeed in the digital age.

Why PwC



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