

# TOS TIMES

**Doing business**  
without the hassle

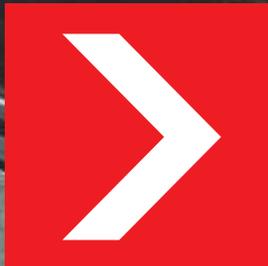
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# Proud of TOS

'Our clients of back then are our clients today. Many of the TOS employees that were with us at the start are still 'on board' as well ... As we near our jubilee year 2017, we begin here with a sneak preview, looking back on 25 years of TOS. We have grown from a local employment agency for the shipping industry into an international service provider for the maritime, offshore and wind energy sector. And guess what? We still have the same passion, core values and drive we had a quarter of a century ago. That is what makes TOS a great company. The drive to help our clients every time and everywhere is just one example. The sense of humour we apply in our work and the personal contact with our people is another. That's why we prefer to speak to each of our candidates 'live' at the office or via video conference, anywhere in the world. With 25 years of stories and experiences... We could almost write a whole book! With this magazine, we don't want to dwell on the past, but instead to look ahead to the future of TOS. We zoom in on the current challenges, projects and market developments: from unique ship deliveries to offshore wind and maritime projects; and from decommissioning to the changing international laws and regulations. We are proud of our roots and even more proud of the TOS of today. We're excited to share that with you!'

**Marleen Stuurman**  
*Executive Manager Operations*



“Freedom is my big driver. I've always been independent. First, working on compass adjustments and as a sea trial captain after my education at the Maritime Academy. Later on I founded TOS, together with my partner at the time, Joop Keesmaat. We didn't have a clear vision or business plan when we started. Running a business requires courage and creativity, but also intuition and luck – especially in the pioneering phase. Since we were one of the first companies in the sector to deliver crew, we discovered that the job market was rapidly becoming flexible. We began looking immediately for niche markets and settled on marine construction, dredging and inland shipping. Today, our markets include wind energy, personnel for harbour and terminal tugs and ship delivery services. This diversification is our strength. We support companies that are recruiting in their growth phase as well as with outsourcing of personnel in a receding or volatile market.

We made sure that we quickly spread to different geographic regions. With a presence in the Czech Republic, Poland, Ukraine, Brazil, Indonesia and Cyprus, we can offer clients from around the world the quality they expect and rely on. And, most importantly, we gave our people the attention that they deserved. This philosophy stems from the humanistic tradition in which I was raised. Human values are an important part of our company culture: to be treated well, paid well and insured well. Furthermore, our office personnel are a reflection of the Rotterdam community. I am so pleased to see things going so well in the city where my grandfather worked in the port as a dockhand. TOS is a family business, with a very loyal staff. I am very grateful to the people that have helped me on this journey. Marleen Stuurman, my colleague since the early beginnings of TOS, is like family to me. And, by now, my son has also joined the board. As an economist, he has another way of looking at the company. The company processes and IT infrastructure have become more streamlined and efficiently organised. TOS is a wonderful and healthy organisation of which we can all be proud. I never imagined TOS to grow to be the company it is today.

”

## Doing business without the hassle...

As a small boy, the Waalhaven port was already familiar terrain for him. Literally just a few meters from where he played as a child, he now stands at the helm of an international family business. 'This isn't going to be one of those narcissistic magazines now, is it? That's really not my thing.' This describes Rotterdammer Kees Wagenaar to a tee; allergic to fuss and drama. It's all about TOS and his colleagues. Not about him. He prefers to talk about today rather than the past: 'I'm always focused on the future and innovation.'

# OFFSHORE WIND XXL

67 turbines with a combined capacity of 402 MW. Offshore wind park Veja Mate lies in the German part of the North Sea, at 130 kilometres to the north of the Eemshaven. The park will soon have sufficient capacity to provide 400,000 German households with sustainable energy. Boskalis, via an EPCI contract, is responsible for the design, purchasing, construction, transport and installation of the 67 foundations.



1300 tonnes per unit, 84 metres tall, 7.8 metres in diameter... Based on the numbers alone, it's no wonder that the monopiles for the Veja Mate foundations received the predicate 'XXL'. An entire metro-car could easily fit inside each one. The piles span an average water depth of forty meters and were driven tens of meters into the seabed. 'A challenging project', tells Danny Kruit from Boskalis, 'and unique in many ways!'

## Big tools

Danny has been involved with the project since day one. Before becoming responsible for the implementation as Monopile Installation Manager, Danny was Tender Manager. 'In the tender phase, the decision in our favour was ultimately based on the vessel, the crane and the hammer we proposed. We had to prove that we had the right materials for the assignment.' A project located far off the coast has to deal with considerable swell at sea and that is why a floating vessel – due to the expected downtime – was not an option. 'We ended up going for Seajacks's new jack-up installation vessel, Scylla', explains Danny. 'The Scylla is currently the largest and most advanced vessel for this type of work. Also the crane and the hammer are unique. The hydraulic hammer from IHC, for example, with its four thousand kilojoules is the largest of its kind and we have increased the lifting capacity of the crane to 1540 tonnes, compared to the usual 1500 tonnes. Just enough power to lift the piles and to withstand the dynamic effects of the water for safe installation.'

## Team building

A lifting system to up-end the piles to vertical. A double gripper that holds the pile upright and levels the lateral forces while driving it into the seabed. A special tool to measure the effect of piling on the flange to which later the transition piece (connection between foundation and windmill) is mounted... For this project, there was no tool readily available. In the relatively short time period between the financial close and the start of the project – approximately 9 months – everything had to be designed, developed, fabricated and installed. 'A race against the clock, but thanks to the commitment of all parties we managed it! On April 4, 2016, we installed the first monopile', Danny shares. 'During the crewing weekend, we went

through all of the procedures together. And the people of TOS and Boskalis were able to get to know each other well before the project began. The bonds between the different nationalities and groups really grew in that weekend.'

## Bubble curtain

The monopiles for Veja Mate were manufactured in Rostock and transported three at a time from the feeder port at Eemshaven to the project location. From there the duration of the whole cycle from positioning, lifting, up-ending, turning, gripping, piling and repositioning took about 16 hours for each pile. The piling lasted about 2,5 hours. 'It was decided to make use of reduced-energy piling in order to protect the flora and fauna in the German waters. Otherwise one hour per pile would have probably been feasible with this hammer', Danny calculated. This was not the only noise mitigation measure taken by Boskalis. 'Working with compressors, for example, we laid out a double bubble curtain around the location where the monopile was to be installed. Also, a forty-metre long net with foam and air chambers around the pile helped to further reduce the noise. At the beginning of the project, the permits were granted for each individual pile, so for the progress of the project it was very important to stay within the agreed level of 160 decibels.' The final monopile was installed on August 13, 2016.

Danny looks back with satisfaction: 'Our part of the job is complete. We successfully managed to deliver the monopile installation works on time and within tolerance. Something we are very proud of!' The final transition piece was installed late October, marking the end of the Boskalis offshore activities.



**Danny Kruit**  
*Monopile Installation  
Manager bij Boskalis*

## TOS in the wind

In recent years, TOS has delivered complete project teams at all levels for projects in no less than twenty offshore wind parks. We train people and also take care of the planning in consultation with both project and crew management teams of our clients. By outsourcing these HR services to TOS, our clients save a great deal of time and money. At Veja Mate, we provided some 30 people for the construction crew, including riggers, rigger foremen, lifting supervisors and mechanics.

# A responsible vision

QHSE at TOS is no paper tiger. Besides the paperwork, we make sure the principles are put into practice. We are fully aware of our role in society and our influence on the world. For this reason, in our quest for quality, safety and health of our people and conservation of the environment always go hand in hand. Not just in The Netherlands, but everywhere we work: Whether at remote project locations, busy sailing routes or in the largest ports of the world.

Our clients are doing everything possible to work in a clean, safe and sustainable manner and we make sure that our operations, procedures and certifications are in line with that. The people we send out to work for us are our most important asset. It is thus our motivation and our responsibility to give them proper instruction in terms of safety and health, to keep them safe from danger as much as we can, to treat them with respect and compensate them well. We aim to always set an example in these areas, as we do in our responsible approach towards our planet. Not only for our own generation, but also especially for the generations to come.



TOS works according to the latest standards of quality, health, safety and the environment. Our clients and various national and international institutions conduct regular audits at our organisation. At [www.tos.nl](http://www.tos.nl) you will find an overview of our certification.



## 'With TOS, you're not just a number'

The sea flows through his veins. As does adventure. When did he begin his career at sea, how did he end up with TOS and what are some of the many things he has seen and experienced? Read here the story of Chango Costa.

### Were you destined to be stationed at the bridge?

'My father – a Chief Officer himself – actually wanted me to become a Chief Engineer. However, at the open day of the Maritime Academy in Rotterdam, my mind was made up. Radars, a reconstructed bridge... it was love at first sight! After four years of study, an internship at the GenChart shipping company and many hours at sea with different shipping companies, I finally became a captain.'

### What is it like to work with TOS?

'I visited the Veerhaven regularly, right around the corner from TOS. In 1998, I registered with them. My first job: filling in for a sick captain on a tugboat in Hamburg. It is now nearly twenty years later...I never left after that. The lines are short, you can always reach someone and often you work with people you know... You build a relationship with your contact persons. To give an example: Tim Spitters, who I always call to give a follow-up report after a trip. Also, Kees Wagenaar still always recognises me and comes to have a chat when I see him. You're not just a number at TOS.'

### When did you begin as captain in ship delivery?

'Since 2008, I take care of ship deliveries for Damen via TOS. We sail mainly tugs, dredgers and patrol boats to their new owners. With a small team, we make sure that the ships arrive as good as new, despite the many nautical miles. A great responsibility. We sail all over the world: from Romania to the Bahamas and from Shanghai to Siberia.'

### Which ship delivery do you remember the most?

'One I still remember clearly is a Multi Cat in Venezuela. We brought that Multi Cat, a self-sailing work platform, all the way from the seaport via the Orinoco to the inland waterways of Venezuela. The course was upstream and we travelled only by day because it was pitch black at night. So every evening, we moored at a settlement or little town and partied with the locals. A legendary trip!'

**Name:** Carlos Costa

**Nickname:** 'Chango'

**Birth year:** 1960

**Nationality:** Dutch. Argentinian father, German mother

**Current position with TOS:** Captain at Damen Shipyards



# Behind the scenes at the Asia Desk...



Many of our European clients operate globally and therefore favour an international – often predominantly Asian – crew. Usually, the client faces a short lead-time and wants to be sure he can rely on a partner with a proven track record in providing total crewing services. TOS addresses this issue with an office in Jakarta and an intensive collaboration with a local Philippine partner company. Let's take a look behind the scenes.

On a large video screen we see a live stream of Fahmi Rojak, Branch Manager in Jakarta, introducing a new candidate. The way of working is simple and effective: the offices in Jakarta and Manilla take care of recruitment and pre-selection, and then our colleagues in Rotterdam conduct interviews with candidates via video-conferencing or on location in order to make a final selection. 'The client is regularly involved and we conduct the interviews together', explains Division Manager Maritime, Achouak Jouahri. In this way, the typically long process of recruitment and selection can be minimized to just a few direct interviews. 'The personal interviews give us a better impression of the skills, proficiency in English and the enthusiasm of the individuals. Also for the candidates, this is a more pleasant approach. They can then put a face to the name of their contact person. This feels more familiar, making them part of the team straight away!' The interviews are at times hilarious,

Achouak shares: 'For example, a cook once told us proudly that he could prepare the Dutch national dish.' With a smile he explained: 'A kapsalon!'

## High standards

Crews for ship deliveries, harbour and terminal towage, jack-ups... TOS is a specialist in niche markets worldwide. TOS consultants working worldwide all use the same recruitment system. This gives them real-time information about the availability of candidates, so that we can act quickly. 'Additionally, with our intense collaboration and integrated IT-system we can ensure uniformity in the processes and way of working. From processing visa requests to drawing up contracts. This is how we tackle differences in culture and mindset, explains Achouak. 'We are proud to provide a service meeting the same high standards everywhere in the world.'

\* A fast food dish typical for Rotterdam with French fries, shoarma, salad, cheese and garlic sauce

# High quality collaboration



Experience, knowledge, the right certificates... properly qualified personnel is vital in any industry. This is certainly the case in the offshore industry, where people often work together closely in small teams and sometimes over long periods of time. Soft skills such as team spirit, stress management and adaptability to change play a large role under these circumstances. Seafox, as service provider in support jack-up units, knows this like no other.

'What can be expected from a crane driver? What criteria should a mechanic meet? We recruit according to a matrix that specifies all the necessary qualifications and certifications per position, explains Kim Pesch, Crewing Manager Europe at Seafox. Part of the recruitment is outsourced to various companies, including TOS. Josien Cool – Senior Consultant Offshore at TOS – evaluates the CVs and interviews with the candidates to make a first selection. Not only on the basis of the qualifications in the matrix, but also based on the criteria for soft skills. Kim feels that this approach works well. She says: 'The quality of the candidates is good and also Josien knows exactly what we are looking for. We are often able to find a match quickly.'

## Partnership

Besides recruitment and selection, TOS also keeps track of the developments in law and regulations when there are changes

in routes or projects. Kim shares her experience: 'TOS is very transparent about fees and employment contracts. We have a lot of contact about that, which is a great support. It means less discussion among the men on board.' Other aspects that Kim looks for in the collaboration with service providers such as TOS are a good response time and availability. 'And I find it important that a consultant is approachable and someone who opens up to the boys on board. I find it annoying, during a crew change, that they approach me with their questions and not their consultant. But Josien does a very good job in this respect. I consider our collaboration as a real partnership.'

## TOS Academy

Up to date and high quality. TOS always strives to deliver the best quality in its services. Knowledge is a key word here. That is why we organise continuous training and information sessions for our operational staff. At our TOS Academy, we provide teachers internally from, for example, our Legal and QHSE department and bring in specialists from the maritime and wind energy sector for training almost every week. The training covers topics such as labour laws, fiscal matters, MLC, safety, STCW and social security.



# STRONG CRAFTSMANSHIP

The design and construction of ten platform supply vessels. Offshore service provider ESNAAD, subsidiary of Abu Dhabi National Oil Company (ADNOC), awarded this contract to Shipyard De Hoop in 2013. The shipyard was also entrusted with the mobilisation of the vessels. This is where De Hoop was looking to collaborate with TOS. What does this contract mean for De Hoop? And how do they feel about working with TOS? Pieter Visser, Senior Project Engineer van De Hoop, tells us all.

## How was the contract awarded and what does it mean for De Hoop?

'Via an international tender, ESNAAD called for a shipyard to design and construct ten shallow draft vessels. Complex ships with a diesel, electrical propulsion and DP2 system and a relatively shallow draft. At De Hoop, we have a lot of experience with vessels like these. We are also used to poor climate conditions, such as

the high temperatures and humidity in Abu Dhabi. We translated the substantial schedule of requirements into a design for ten high-quality and comfortable vessels for a competitive price. After being longlisted, shortlisted, evaluated and questioned, we were finally selected as the winning contractor. ESNAAD sets the bar very high. So we are very proud to say that we, as West-European shipyard, delivered ten ships for them.'

## Why did De Hoop approach TOS?

'Our construction contract included an addendum with commercial agreements about mobilisation. ESNAAD decided per ship whether they wanted an option to make us responsible as shipyard for making the delivery. Three months before delivery of the first ship, we requested bids from several companies, including TOS. TOS put together a good offer and we first made a deal for just one ship. But now, so far, they have set sail for seven ship deliveries.'

## What kind of preparation was needed for the ship deliveries?

'Someone from TOS was present for the sea trial of each ship. Usually it is the captain, so that he can already become familiar with the ship. Anything that came up during the sea trial was dealt with right away and the ships were declared in good technical order. Next, we got to work using the TOS checklist. This is a list of what is needed for the mobilisation. Things like tools, reserve parts, satellite phones, oil, grease... But also things like a broom, mop, brushes and paint with which the crew can fix up and clean the ship so that it arrives spic-and-span. Everything was ordered and delivered in consultation with the client.'

## Did all ship deliveries go equally smoothly?

'The ESNAAD 222 (shipyard number 471) was caught in a storm in the Bay of Biscay. As a precaution, the TOS crew decided to sail the ship into the port of La Coruña for some minor repairs. It was an unscheduled, but understandable stop. The storm wasn't so bad

in hindsight, but it is logical that they choose to play it safe under uncertain conditions. Otherwise, all travels went almost flawlessly.'

## How was it to work with TOS during the ship deliveries?

'I have good contact with the people at TOS and we work better together with each new delivery. Things run more smoothly as the crew becomes more familiar with the ships, but also the ships were getting better. Each time, TOS gave us a list of particulars, mechanical failures or problems that came up during the trip. The teething problems of the ships. Valuable information with which we can make improvements for the next ship, sometimes directly. Furthermore, sailing the ship gives an extra opportunity for additional tests and gaining more insight into how the ship sails. Via TOS, we now know, for example, exactly how much the ships consume and at what speeds. Did we accompany TOS on these travels? No, we had complete faith in the expertise of TOS. We were present when the first ship arrived at the port of Abu Dhabi. A festive moment!'

## What is your general impression of TOS?

'It was our first time working with TOS, but as far as we're concerned, it was certainly not the last. I experienced it as a pleasant collaboration with mutual respect. Of course at times we had discussions on how to approach the tasks at hand, but we always managed to find a solution. Also I am very impressed with their craftsmanship and experience of the crew on board. They delivered excellent work. My compliments!'

## SAFETY FIRST!

TOS always strives for the safest possible ship delivery. Proper preparation and an experienced expert crew is 'the key!' In the preparation week, we become familiar with the ship. An important part of this preparation is determining the reliability of the ship. Typically, the ship is inspected before departure. This can be done by different instances, such as the classification agency, the Flag State and Port State Control. Sometimes there are additional checks carried out by a surveyor on behalf of the insurance, such as on the ships of De Hoop. When a ship is larger than 500 GT, we must be ISM/ISPS/MLC-compliant and the preparations must be even more thorough. The TOS crew all have the required certification and experience with the type of ship. Having the right background and awareness is very important for a safe ship delivery. Knowing what to do in the event of an emergency is essential. On a regular basis, the crew conducts fire, abandon ship and other contingency drills on board.

When we have to sail through pirated areas, every ship receives a customised 'Piracy Plan' based on the right balance between safety and costs. This way, both the crew and our client are aware of the risks and fully up to date.



# TOS was here...



**HQ ROTTERDAM**  
Great view at Waalhaven port

## OFFSHORE WIND FARMS

Location: Northwest Europe



TOS crew assisted with survey, UXO-clearance, installation of monopiles, cables, inspection, repair and maintenance work on over 20 wind farms.

## TRAVEL DESK

In 2016 TOS started up an in-house travel desk. Specific airline software enables TOS to book all airline tickets.



## POLAND

LOCATION GDYNIA

Gdynia Maritime University is the largest state school of higher maritime education in Poland and one of the largest in Europe.

## JACK-UP BARGES

Location: Southeast Asia



Our teams are supporting operations of jack-up barges in shallow water oil fields throughout the region.

## SHIP DELIVERY BREMEN HUNTER

From: Balboa, Panama  
Via: Honolulu, USA (Hawai)  
Destination: Valdivia, Chile  
Date: March 2015 – June 2015

## WILLEM BARENTSZ

Location: Terschelling, NL  
Date: September 2016



For the fourth year in a row TOS is pleased to support all freshmen students at the Maritime Institute Willem Barentsz on the Dutch island Terschelling with new TOS coveralls for their practical lessons.



## BRAZIL

LOCATION RIO DE JANEIRO

Beachfront at Copacabana. It doesn't get any better than that!



## CZECH REPUBLIC

LOCATION DĚČÍN

Děčín is located in northwestern Bohemia at the confluence of the rivers Elbe and Ploučnice. Decín also has its own inland shipping college, with which TOS maintains close ties.



## UKRAINE

LOCATION ODESSA

About 8000 cadets and students study at Odessa National Maritime Academy (ONMA). The annual graduation is about 1000 specialists.



## CYPRUS

LOCATION LIMASSOL

For several global projects TOS provides a Cyprus payroll and administration.



## INDONESIA

LOCATION JAKARTA

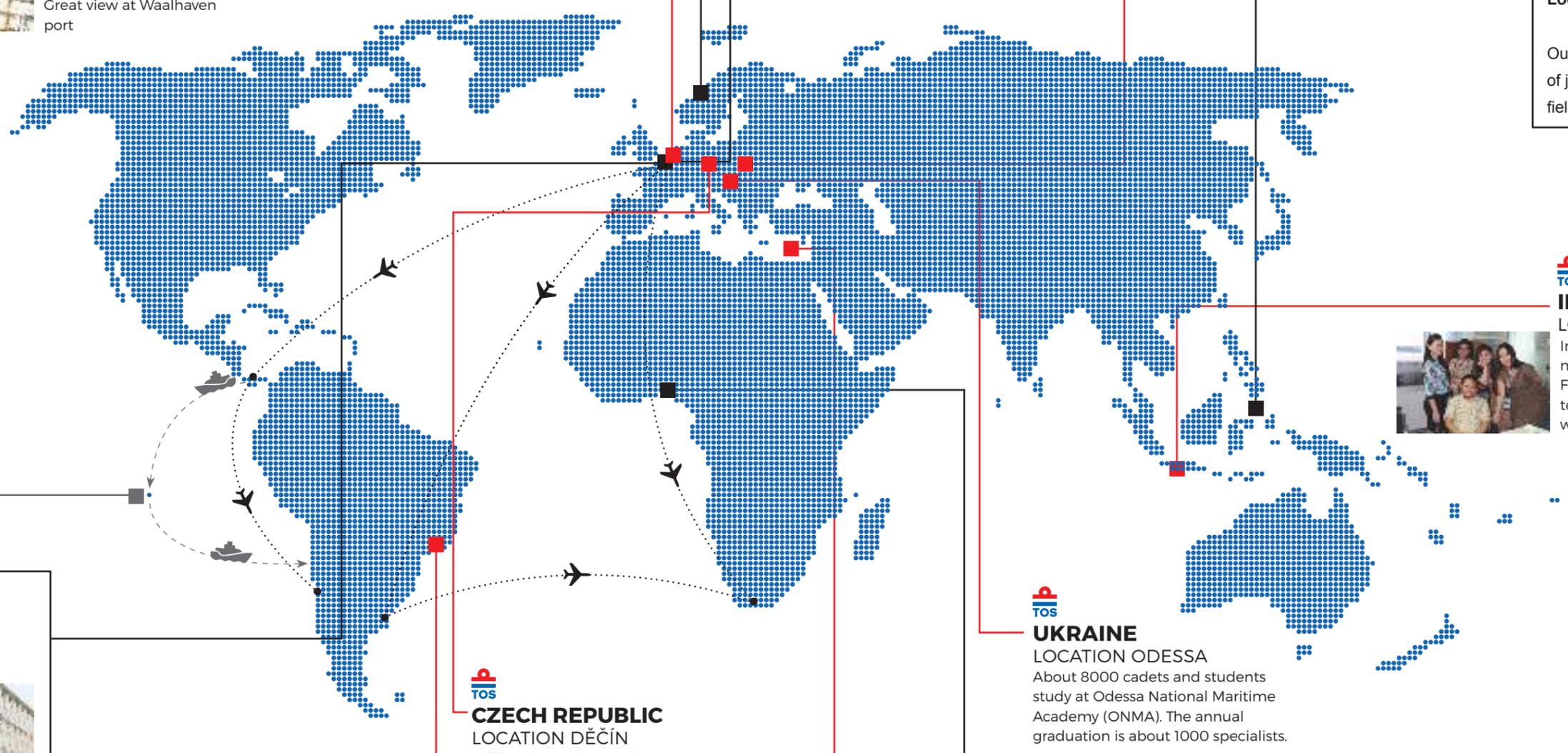
In The Netherlands the dress code is more casual on Fridays: dress-down Friday. At our TOS Jakarta office the team has their own version of this worldwide phenomenon: Batik Friday.



## AFRICA

Location: Nigeria and Angola

We provide crew management and technical management for several harbour tugs and dredging vessels in Nigeria. Offshore Angola, we provide crew and crew management to a number of oceangoing tugs.



# RETIRING STRUCTURES IN THE SEA



Six hundred oil and gas installations, five thousand wells and ten thousand kilometres of pipeline. Over the past decades, the oil and gas infrastructure in the North Sea has grown extensively in order to produce forty-two billion barrels of oil since 1964. Many of the platforms however, have been operational for close to forty years and are fast approaching the end of their intended lifespan, which is why the decommissioning industry is expected to boom over the next couple of years.

Operators cannot extend the life of their assets indefinitely. At a certain point in time, infrastructure will need to be removed, which is why decommissioning is required by law. And so, over the next couple of decades, a large number of redundant installations, including sub-sea equipment fixed to the ocean floor, will be taken out of service and decommissioned. These platforms range from smaller structures in the southern North Sea that are similar in size to the Big Ben, to much heavier and simply enormous concrete or steel structures in the northern North Sea that are as big as the Eiffel Tower.

## A long game

With around 90% of North Sea assets yet to be decommissioned, we are looking at a timeline of over 40 years. It is a long game. Moreover, decommissioning is not an isolated project. It is a series of complex activities requiring expertise and specialist skills. For the decommissioning to happen as efficiently and as cost-effectively as possible in the long term, it's important that organisations have the necessary support to make good decisions in the Late Life phase. Decisions that take into account the impact on the environment and the health and safety of workers involved.

## The toolkit

To ensure the industry has effective tools and support for this phase, Decom North Sea recently developed and launched the Late Life Planning Portal (L2P2). It forms the ultimate decommissioning toolkit: a repository for lessons learned, a forum for discussion and a gateway to contacts, analytics and market intelligence. The toolkit aims at providing the fundamental support needed to achieve the overarching objectives of efficiency, simplification, standardisation and cooperation.

## Recycling

The decommissioning of the many assets at sea provides a wealth of recyclable materials. Case in point: of the materials reclaimed in the decommissioning of four platforms in the Brent field, an estimated 97% can be recycled. With the number of decommissioning programs fast increasing, the question of how to best make use of those assets is also receiving more and more attention.

## TOS and Decom North Sea

TOS is proud to be one of over 360 members of Decom North Sea. Decommissioning objectives provide work for our clients and therefore opportunities for TOS as well. Recently, we have supplied project teams to a number of locations. A much more important reason for TOS to join the organisation is the responsibility we feel to actively contribute to the health and safety of future generations. Taking care of our environment and clearing up after ourselves are inextricably connected with this.

Decom North Sea is the representative body for the offshore/onshore decommissioning industry. It was set up in 2010 to ensure businesses are ready to secure opportunities from North Sea decommissioning work over the next thirty to forty years.

## Roger Esson

Chief Executive of Decom North Sea

'Decom North Sea's objective is to shift the decommissioning focus from purely post-close of play (COP), and for good reason. We're paying close attention to the Late Life phase, ensuring it is managed as effectively as possible. In other words, we're looking at what can we do now. This will have the double advantage of benefiting the supply chain in the short to mid-term, whilst ensuring future decommissioning projects are as efficient and cost-effective as possible.'

We've spoken to our members and it is clear there is a desire to maximise economic recovery, maintaining existing infrastructure for as long as it remains efficient and cost-effective. Equally however, we recognise that now is the time to ensure they understand - and become an integral part of - a robust decommissioning supply chain, making sure that they are ready for action when the time comes.

To achieve this, our constant aim is to bring the regulators, operators and supply chain together, raising the profile of small and medium-sized enterprises (SMEs) across the industry, facilitating their relationships with operators and providing an in-depth understanding of the late life and decommissioning scope and legislation. That is the key to ensuring decommissioning work will be undertaken in a timely - and cost-effective - manner.'



# SHORE2SHORE VS. SEA2SHORE

Matching the right people to the right jobs. That is what drives us at TOS. Both offshore and onshore, because both at sea and on land, there is a great need for people with “sea legs”. From marine surveyors to technical superintendents and from service engineers to project managers. Eline Suurmond and Sabine van den Elshout are hard at work each day for ‘their’ maritime professionals and experienced seafarers. They guide people from Sea2Shore and from Shore2Shore.

‘Sea2Shore and Shore2Shore... While these appear to be two different concepts, it is in fact not so black and white. Sabine and I work together closely. While Sabine mostly speaks to people in preparation of their first ‘shore experience’, I have more contact with candidates who are getting ready for a second or third job on shore. Sometimes even with people that have never been at sea, but who have been active in the sector for years and have approached us because of our large network. Helping candidates find the right job and companies to find the right people. That’s what we are all about! Clients can come to TOS not only for temporary personnel, but also when looking to hire permanent employees. This could be candidates that Sabine has in her database or people that have previously found a shore position with TOS. That’s what I like most about my job: I get to follow people throughout their career. We keep in touch. Quality is a top priority at TOS and that is why we check in regularly to hear how things are going. With both the candidates and the companies where they work. In this way, it could be that a client looking for a new challenge suddenly comes to you as a candidate, and later on becomes a client again! While we would love to put on the works right away for every client, we always begin with a good briefing. What is the company culture, which procedures could be relevant for a candidate, who is the manager, what is the atmosphere like at the office... Only then can we be sure that we introduce the right people to the right company and have the best chance that it will lead to a match!’

## SHORE2SHORE

Eline Suurmond,  
Senior Consultant Onshore



‘I have contact with six new candidates each week and nearly every interview begins the same way: ‘I have worked for years at sea and would like to switch to an on-shore position.’ A change in personal circumstances is often the cause for a change. A new partner, children... They would like to be home more often. I do everything I can to help them make the adjustment. To find a fun, challenging position with a company that suits them in terms of atmosphere and company culture. This is not always an easy task. Many of the candidates have worked at sea for such a long time that they often don’t know exactly what they can do or what they are looking for on shore. In a few personal interviews, this is what we focus on first. Which skills do they have, what are they looking for in a position and in what kind of company culture will they feel most at home? Additionally, we prepare them for the whole process of making the change. For example, moving from a job at sea to a job on shore is often not done within a week and could have financial consequences. Also, during a job interview, they can expect personal questions, such as: ‘What are you exceptionally good at?’ or ‘What is your worst character trait?’ Questions that you may not have to think about when at sea. Some are quicker to adjust than others. We contact some candidates to discuss new vacancies, others to talk about their personal development or simply to hear how they are doing. This personal attention is our trademark. And it is both appreciated by the people we work with and by the people that we cannot directly offer a job. They appreciate our open advice and honest and thorough follow-up after job interviews. This helps them in their development and to further reinforce the Sea2Shore concept.’

## SEA2SHORE

Sabine van den Elshout,  
Recruiter Onshore

# 'I want to sail!'

At 17 years of age, he travelled as a passenger on a container ship from Rotterdam to Sri Lanka. Since then, he knew for sure: 'I want to sail!' TOS is guiding Alexander van Bergen in his 'journey' from intern to captain at FAIRPLAY TOWAGE.



**Name:** Alexander van Bergen

**Birth year:** 1989

**Nationality:** Belgian

## How did you end up as an intern at TOS?

'In Belgium you build up sailing hours outside of your study programme. So you apply for 'sailing internships' in the holiday periods or after your studies. After completing the Nautical College in Antwerp, I went to a career event where I came into contact with TOS. It was exactly the right moment. TOS was looking for trainees for their client FAIRPLAY. I started there in November 2013.'

## Where did you start out?

'As a trainee, you begin with the basics: as a sailor. On the FAIRPLAY-27, a seagoing tug, I sailed to Malta, then from Gibraltar to Norway and on to the dry dock of Rotterdam. I gained most of my experience working on deck. When I was ready, I was allowed to tag along on the bridge. After my internship, I became third officer on the FAIRPLAY-33 and then later second officer on the FAIRPLAY-32.'

## What did you learn in that period?

'I learned a lot on deck. Anchor handling. Working with a topline, winches and chains. Large, heavy things. You learn to stay focused because any mistake could bring you and the whole team in danger. Besides that, when I was in Africa I learned to be patient. Not to stress about the things that you have no control over, such as long waiting times!'

## Which project do you remember the most?

'Gabon, on the FAIRPLAY-33. A large project where we worked long and hard in extreme heat. But it was a great learning experience. Practice makes perfect! After six weeks, my replacement called in sick. If I wouldn't mind staying on another two weeks... I don't have any commitments, so I thought... Why not!'

## What was your reason for moving to harbour towage from FAIRPLAY TOWAGE?

'I was asked by FAIRPLAY and TOS because they were looking for new captains. I am always in for a challenge and so, since

January 2016, I work as chief officer in the Port of Rotterdam. A big change. The directness of the Dutch, and especially the people of Rotterdam, is very pleasant to work with, but takes a little getting used to! Now I am slowly working towards the position of captain. It is mostly a matter of training, knowing the port well, learning to manoeuvre and tow and, above all, building up sailing hours.'

## What are the biggest differences between ocean towage and harbour towage?

'At sea you are of course away from home for longer periods of time and you're miles away from land and other ships. In the port, it's a bit strange at first to come closer to other ships than you've been taught. The safety margins you learned at sea can be tossed overboard! Also, you work in a smaller team and have more tasks. Above all, you have to manoeuvre more and there is more radio contact necessary with other vessels. Of course in the port you have more support from shore, and quicker too. At sea, you have to rely on yourself more.'

## How do you experience the support from TOS?

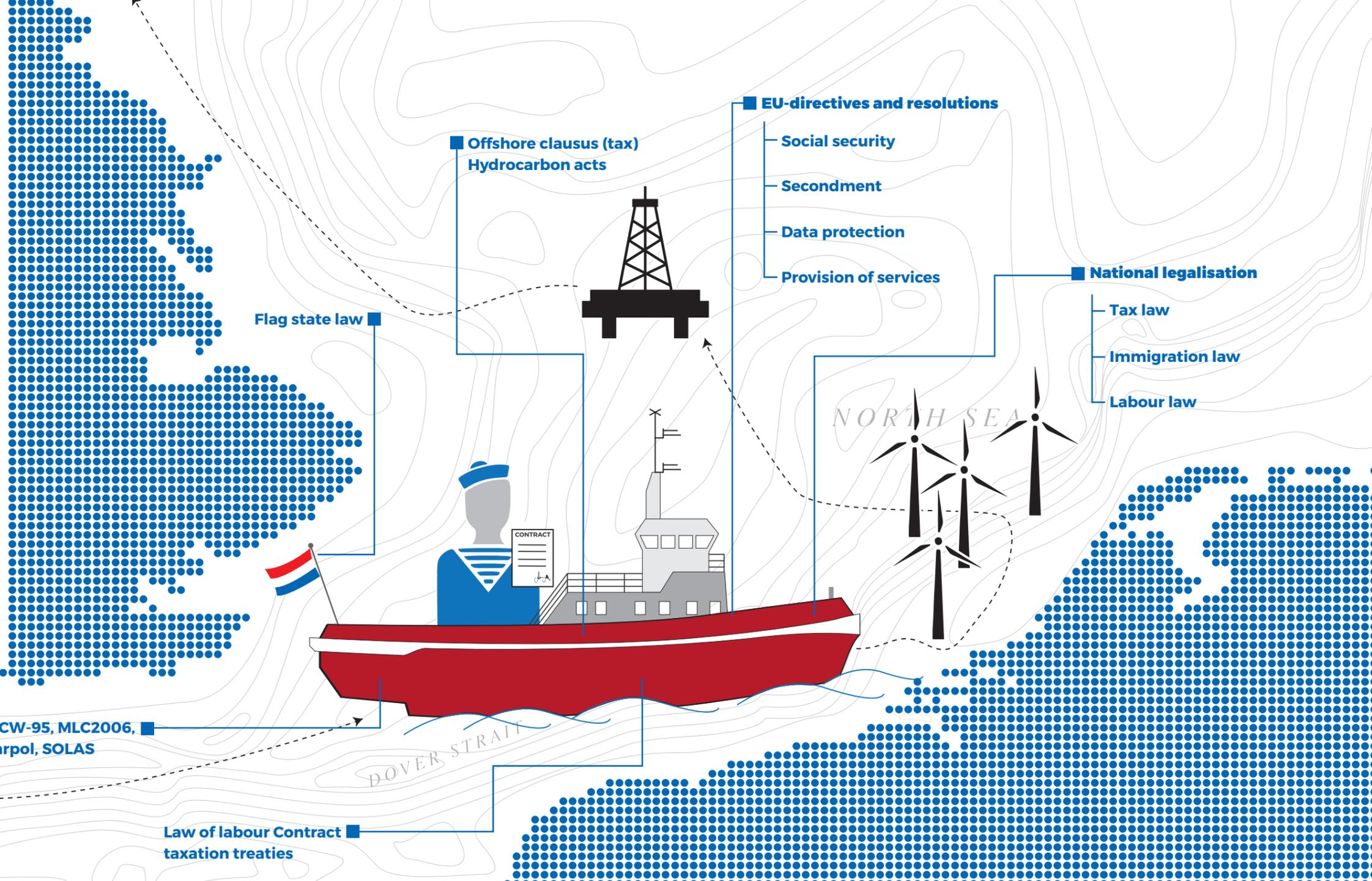
'I receive all the support I need. For example, TOS makes sure that I get the necessary courses and safety trainings. Otherwise, the contact with Pim\* is very nice. He always welcomes discussion and suggestions to improve the planning. Also, Achouak Jouahri, Division Manager Maritime, is closely involved with my development. She really made an effort for me and vouched for my transfer. I appreciate that very much!'

### \* Pim Oosterhoff, Senior Consultant Maritime

'At TOS, it is our ambition to further position ourselves as a specialist in towage projects. In ports, at terminals and offshore. We provide support to operators and owners of tugboats around the world with the crewing and operational management. Safety, quality and seamanship are paramount. FAIRPLAY TOWAGE entrusted us with total crewing services. This, to us, confirms that we are on the right course. We take care of recruitment and selection, contracting, payroll, planning and all other administrative matters for the sailors, engineers and captains. Additionally, we coordinate the crew changes and manage the necessary training and courses. Alexander is one of the men who is being trained as captain and who will later, together with a select group of candidates, make sure we have the right talent available.'

# Rules of engagement

Overlapping or conflicting laws and regulations is something we come across often in this market. As ship owner or ship manager, you want to spend the time you have on your core business and not constantly worry about all the rules surrounding work permits, taxation and social security contributions. Engaging in or terminating employment contracts has also become a complex matter. Unfortunately, we are having to deal with this every day. Suppose your ship is transferred for a project to the territorial waters of a particular country. What are the fiscal consequences of this? Do you need to pay taxes and/or social premiums for the people on board? Will you have to deal with immigration issues and is your crew in need of a work permit? What if you are working with a jack-up barge for this project? Does this qualify as a ship in terms of the law, or is it a platform? Or perhaps it's both? Which laws and regulations should you apply? And what are the differences between countries? After all, your ship is moving from project to project. The legal department of TOS is glad to help you answer all of these questions. Over the years, we have dealt with many cases and, besides that, we keep our team up-to-date by following trainings, seminars and lectures. This means that you can focus on your core business. We will do the same.



**Marlena Holdermans MSc LLM**  
**Executive Manager Finance, Quality & Law**

Marlena is responsible for the quality, tax and legal implications of our projects. Together with Marleen Stuurman and Kees and Ivan Wagenaar, she is part of the Board of Directors. In this capacity, Marlena focuses primarily on special projects and the corporate structure within TOS to facilitate the growth of the company. She has been involved with setting up the various TOS offices abroad. Trained in both Business Administration and Commercial Law, she is always able to come up with the right solution for often challenging problems that our clients are facing.

# A partner in the storm...

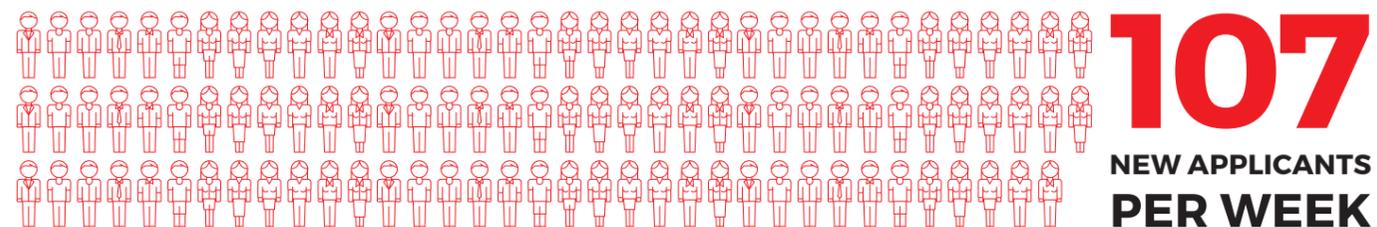
A well-known name with good financial results. With the exception of a few minor setbacks, TOS is familiar with a healthy growth. Nevertheless, it is not always easy for an organisation to keep up with its ever-increasing scale. It requires knowledge of organisational processes. For Ivan Wagenaar, four years ago was the perfect moment to come aboard the family business. Together with a dedicated team, he helped to streamline the internal infrastructure. Now that the house has been cleaned up, the next challenge awaits: Defying the strong winds of the market. This is now his full focus as Executive Manager Sales.



“ The mail, visas, payroll services, back office. By giving a helping hand where I could, I got to know the company early on. It won't come as a surprise that I grew up with TOS at home as well. And while it was not put into words, there was of course a good chance that I would one day join the business. But only after first gaining some work experience elsewhere. After my studies in economics and working for a few years at financial regulator AFM, it was a logical moment for me to make the move. TOS had grown rapidly and it was time for a relatively fresh, new perspective. Looking beyond the daily routine. Where is the company now? What can be done better? TOS thrives on its good reputation, loyal clients and a database of professional resources. That means being fast and flexible in our general operations and responding to the market. Making sure that we are as quick as possible in finding the right people to suit our clients. By implementing new processes and IT, we have added new oil to the motor of our company. The advantage of a family business is that it is agile. Suppose there is an opportunity at the other side of the world. We can respond directly.

Currently, prices are under pressure. We've had the wind at our back for a very long time in our market, so there was little attention for optimisation of the underlying processes. We noticed a similar trend in the aviation industry, which was forced to become highly efficient much earlier. The changing winds of our market now urge us to look to operational excellence. We have also come to realise that companies are struggling with the costs of personnel. Making more use of flexible staff and crew is one of the solutions we can offer. Especially in the form of long-term partnerships, TOS can make a big difference for its clients. Our company has evolved by solving problems for its clients. As the market changes, we stand strong by our values. Driven by quality. Honest, loyal, fair and flexible. Not only towards our clients, but to our own people as well. A pleasant working environment with respect for everyone. ”

# FACTS AND FIGURES



**WE WORK ON  
VERY LARGE VESSELS**

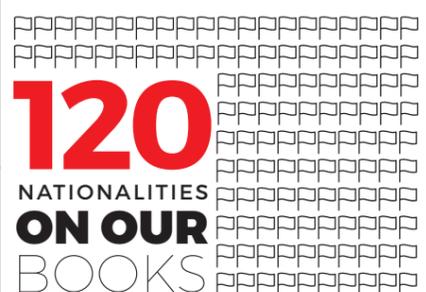
**201**

METER  
**AND VERY SMALL VESSELS**  
**ELEVEN** METER



**570**

**VIDEO  
CONFERENCES**  
in 2015 and 2016 to date



Whether it's a dream  
far away from home,  
trustfully devoted to  
that hard working challenge.

Whether it's a dream  
on a wild stormy sea  
taming the wind, building  
for a better world.

Whether it's a dream  
being offshore, fearlessly  
living a mariner's day.

Paul Kuijpers



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