



Minutes Meeting of Associates

Location : DP World Pavilion, Expo City Dubai
Date : 28 November 2025



Attachments : Minutes Meeting of Associates – 10 October 2024 – draft
Financial Report 2024 IUG
Report of the auditing committee 2025 – Andy McDowell
Report of the auditing committee 2025 – Harpreet Dhaliwal
International User Group Budget and Membership Fee 2026

1. [Welcome/opening.](#)

After opening the meeting, the chairman welcomes all associates and observers present. A particular welcome to the observers. Unlike the associates, the observers do not have voting rights during this meeting, but while there present we like to show that the IUG always try to be as transparent as possible.

As you all know this meeting is to inform you about all developments within the IUG of the last year. The main purpose of this meeting is to approve the minutes of the previous meeting, the annual financial report, the budget, and the contribution for the coming year, to nominate new board members, and to discuss changes to the ISPO Code and Manual, and to the IUG policy.

2. [Announcements](#)

Website

Normally all documents for the meeting are published on the ISPO website under the member info. Taking into account the described problems with the old website, the documents for this meeting were provided to you by email. As soon as the new website is operational, you will receive the necessary documents for the upcoming meetings again through this channel. More information about the new website will follow later in the meeting.

ISPO expansion

Since the last meeting of associates in Melbourne last year, three new organization has become ISPO certified and joined the IUG, and as far as we know four new organizations are still in the process.

- ISPO certified and member of the IUG:
 - Corporacion de Practicos del Puerto de Malaga S.L.P. (3 pilots)
 - Pilbara Ports Pilotage (27 pilots).
 - Tanger Med Pilotage Authority (31 pilots)
- In process:
 - Angola LNG
 - Papuan Sea Pilots
 - Poseidon Marine Pilots
 - Great Lakes Pilotage Authority
- Interest has also already been shown from:
 - Casablanca (Morocco)
 - Dublin (Ireland)
 - Tanger City Port (Morocco)



Asia Pacific Pilot Conference

On September 4th and 5th, a pilot conference for the Asia-Pacific region was held in Vietnam. Thanks to our contacts with AMPI, Matt was invited and had the opportunity to give a short presentation and raise awareness of ISPO among attendees.

During his stay, Matt also networked extensively, and according to him, there was considerable interest in ISPO.

3. Minutes of the Meeting of Associates in Melbourne, October 10th, 2024

No written comments were received by the administrator regarding the minutes of the Meeting of Associates held last year in Melbourne on October 10th, 2024.

There were no further comments during the meeting

The minutes of the Meeting of Associates of October 10th, 2024 are hereby **approved**.

4. Financial statements

The "Financial Report 2024"

Capt. Hans van Driel (Treasurer) explains the figures of the financial report 2024. There was a calculated deficit in the 2024 profit and loss account due to the additional travel and accommodation costs of the board members for attending the ISPO conference in Melbourne. However, thanks to the fact that Auriga did not wish to claim the budgeted €10,000 for the organization of the ISPO conference, the loss remained limited and the reserves maintained within the target range of €40,000 - €100,000.

The Financial Audit Committee (Capt. Andy McDowell and Capt. Harpreet Dhaliwal) have reviewed and approved the figures in April 2025.

The Chairman thanks both auditors for their work.

The "Budget 2026 & Membership Fee"

Again a negative result is forecast just like for 2025 and this is mostly due to:

- The travel and accommodation costs for board members based on the requirements in the Internal Regulation. This cost item depends on the location where the ISPO conference is held and how many pilot organizations will claim these costs.
- And the fact that we must always assume that the organization responsible for organizing the 2026 congress can claim the reserved budget of €10,000 for financial assistance in organizing the ISPO conference.

Taking into account the policy regarding the membership fee, this will remain unchanged at €45 per pilot in 2026, as the financial result is still within the target range of €40,000 and €100,000.

Although we are still within our projected financial range, we shouldn't expect to see negative results year after year. Let's hope that steady membership growth will eventually help us escape this downward spiral without having to raise the membership fee.

During the remote board meeting in May, the board discussed the "Financial Report 2024" and the "Budget 2026 & Membership Fee" and gave it a positive assessment.



The Chairman asks the meeting whether either of these documents requires any further clarification.

No further clarification is required; the 2024 Financial Report and the 2026 Budget & Contribution are hereby **approved**.

5. New Financial auditor

As agreed, each of the financial auditor rotates every two years. Therefore this year Capt. Andrew McDowell two-years term ends and he is not eligible for re-election. So a new financial auditor should be appointed.

The Chairman thanks Capt. Andy McDowell for his two-year tenure on the Financial Audit Committee and asks if there is a candidate who would like to take on the role of financial auditor for the next two years?

Capt. Thomas Peter Bøggild (Dan Pilots) volunteered to join Capt. Harpreet Dhaliwal and become the second financial auditor for a two-year period.

The Chairman asked the meeting to approve the appointment of Capt. Thomas Bøggild.

The meeting approved the appointment of Capt. Thomas Bøggild.

6. Election Board member

At last year's Associates meeting, Bruno stepped down from the board a year early to replace Captain Hans Leemborg as IUG administrator and Ms. Silvia Linssen took over from him as IUG Secretary. As a result, none of the board members will complete their seven-year term this year, and no elections are necessary this year.

Given the agreed rotation system, a number of changes will naturally arise in the coming years. Therefore, the chairman appeals to any interested parties to make this known to the board so that a succession plan can be drawn up in a timely manner. He emphasizes that good geographical distribution (representation) must always be strived for. Interested parties are encouraged to contact the administrator.

7. The Advisory Council

In addition to the Administrator who acts as secretary of the Advisory Board, there is room for 5 representatives, with an aim for a balanced geographical distribution. Therefore, in the invitation email for the conference, the IUG board already calls for 2 suitably motivated candidates to become members of the Advisory Council. Until now we received two reactions, namely John Paul Pantin from Trinidad & Tobago and David Kenny from Woodside Australia.

After discussion in the board meeting, it was decided to add John Paul as a new member of the Advisory Council but not to consider the candidacy of David Kenny's, as there is already an Australian representative on the Advisory Council.

A position therefore still needs to be filled, and the chairman asks the meeting if there is anyone who wishes to put themselves forward as a candidate for this. Preferably someone from the Middle East or the African continent in order to achieve a good geographical distribution.

Reinhard Alledahn from P&O Mozambique raises his hand and is willing to take on the task.



The Chairman thanks Reinhard for his candidacy. Since there are no other candidates and given the favourable geographical distribution (Mozambique), his appointment as the fifth member of the Advisory Council will pose no problems at the next Board meeting.

Composition of the Advisory Council:

- Bruno Dockx (IUG Administrator)
- Agha Umar Habib (Sohar)
- David McDonald (Australia)
- Andrew White (UK)
- John Paul Pantin (Trinidad and Tobago)
- *Reinhard Alledahn (Mozambique)*

8. Strategic Plan 2022-2026

As is well known, the strategic plan serves as the guiding principle for the IUG board. Amendments to the ISPO Code, the ISPO manual, and the ISPO (IUG) policy are therefore an important part of this strategic plan.

The current strategic plan expires next year. Therefore, the Board has asked the Advisory Council to review the current strategic plan and develop a proposal for a new (updated) strategic plan for the next 5 years.

Amendments

Unlike previous years, 2025 appears to be a very quiet year for amendments to the Code or the Manual.

However, should you have any suggestions or recommendations for amendments, we (the board) would appreciate hearing them. To ensure proper understanding and interpretation, please submit them in writing (by email) to the administrator. He will compile these proposals and present them to the board.

New website

The ISPO website has been struggling with numerous issues lately, therefore, the secretary and the administrator have worked hard to create a new website that is more tailored to its intended purpose and use.

Demonstration of the new website.

During the demonstration the following remarks were made:

- New website designed by someone who understands both pilot operations and IT.
- More user-friendly interface.
- Much easier to update and maintain.
- Company providing ongoing support/backup.
- Major change => removing login pages (full transparency):
 - All information publicly accessible except board meeting papers.
 - Meeting of Associates papers will be public.
 - This means that also the financial results will be public.



The goal is to have the new website live by mid-December (hopefully sooner, if all goes well). This means that, with the exception of the administrator's email address (iug@ispo-standard.com), all other email addresses linked to the old website will disappear. So, from then on, the chairman (Matt) will only be reachable by email at his Liverpool pilots email address (matt.easton@liverpoolpilots.com).

Conference fee

During the last two board meetings the question arose whether introducing a conference fee would be a possibility to replace the budgeted amount of €10,000 and thus cover the rising costs?

The following arguments are presented:

- Would fees deter attendance?
 - If attendees are already spending money on flights, accommodation, and a week away from work, an additional €100 entry fee would not be a determining factor.
 - The impact may vary depending on whether attendees are self-funding or have organizational support.
 - Concern raised about pilots' willingness to pay for quality management system information, which some consider a "grey area".
 - Most industry conferences do charge delegate fees.
 - Cultural consideration => In the Arab world, charging guests is unusual.
- Requesting a registration fee could give the impression that ISPO is seeking for extra revenue.
- Host decides whether to charge fee (not IUG).
- Maximum suggested: 100 euro per day.
- Fee collected by host, not the IUG.
- If host charges fee, reduces need for IUG's 10,000 euro contribution.

The board would like to hear your views on this as members.

Comments from attendees:

- Multiple delegates surprised there was no fee
- Support for introducing a nominal fee
- Benefits identified:
 - Reduces no-shows (140 registrations with 30-40 no-shows mentioned)
 - Helps with planning
 - Standard practice at most conferences
 - Should not be a barrier to attendance
- Concern raised about deterring local pilots from attending
- Suggestion to charge exhibitor/vendor fees for suppliers wanting to meet pilots
- Example given of boat maker interested in attending
- Consensus that nominal fee (e.g., \$100) would not deter attendance

Decision: Board to discuss further and inform associates of any decision going forward.



9. Location ISPO conference and meetings

2026

Ditaz (Turkey) had previously stated they would gladly host the 2026 conference. However, new regulations and tendering requirements for pilotage services in Turkey have created uncertainty about their future operations. Given this situation, they regret that they will no longer be able to participate as facilitators in the ISPO conference next year.

Sohar had indicated they would host the conference of 2027 has offered itself to host the 2026 conference instead. For which we are of course very grateful.

- Location: Muscat, Oman.
- Provisional dates: November 10-11, 2026.
- Save the date will be published on the website.

2027

Behind the scenes, the chairman has already been in contact with representatives from Tanger Med, who indicated that they would be very honored to host the 2027 conference.

So, here is the official question:

Would Tanger Med host 2027, it would take us to another continent?

The representative of Tanger Med hereby confirms that they are pleased to take responsibility for organizing the 2027 conference.

The Chairman thanks them in advance for their hospitality.

Future conferences

Expressions of interest are received from:

- Abu Dhabi (year to be determined).
- Trinidad and Tobago (2028 suggested)
- Plymouth, UK.

10. Any other business

Sustainability

During the meeting, a discussion on sustainability was initiated following a contribution by Nicholas Bourke (Port of Cork), who raised the implications of the EU Corporate Sustainability Reporting Directive (CSRD). It was noted that sustainability aspects may need to be increasingly reflected in quality standards going forward, particularly in light of anticipated EU procurement requirements that will incorporate sustainability considerations.

At the same time, there was a broader discussion on the importance of maintaining the Code's primary focus as a quality and safety management system, rather than expanding its scope excessively. One suggestion was to address sustainability within the existing framework through risk assessment, considering elements such as People, Environment, Assets, and Reputation. An alternative approach proposed the development of a separate sustainability policy to sit alongside the existing manual.



It was also noted that Spain currently addresses this topic by incorporating the relevant regulatory framework within its existing management system. Throughout the discussion, the importance of maintaining a balance between comprehensiveness and manageability was emphasized. In this context, it was noted that efforts should be made to avoid excessive administrative burden, with reference to experiences under the ISM framework.

It was further agreed that the Code should remain focused on its core purpose as a quality and safety management system, while still allowing it to serve as a framework to which additional requirements can be added where appropriate.

The matter will be further considered by the Advisory Council.

ISPO membership

During the meeting a question is raised about the email sent last year regarding mandatory membership.

During the Board meeting of 3 April 2024, it was decided to make IUG membership mandatory as of 1 January 2025.

As a result of this decision, the annual IUG membership fee must now be paid no later than April 1st. During each external audit (initial, annual and renewal audits), classification societies will verify compliance with this requirement. Non-compliance is recorded as a non-conformity, which can escalate to a serious non-conformity and ultimately lead to the loss or failure to obtain the ISPO certificate.

The chairman explains that this measure was introduced to curb the free use of the code without a financial contribution or any form of cooperation. The code is the property of the IUG; this means all of you present here. It is a dynamic code and relies on everyone's voluntary cooperation, not just financial.

If more and more organizations were to start using the code without contributions, the administrative burden (and associated costs) would increase, and in the long run, this would be unsustainable.

Currently, there are two exceptions to this rule. These concern two organizations that were ISPO-certified prior to the entry into force of this measure but were not members of the IUG. They may provisionally continue to use the ISPO code until the next renewal audit. At this renewal audit, they will also be required to become members of the IUG.

Payment collection challenges

During the meeting, challenges related to payment collection were discussed. Significant difficulties were noted in relation to money laundering regulations. It was highlighted that some organizations are required to register ISPO as an official supplier, which, combined with internal administrative procedures, can lead to delays. As a result, some organizations have experienced delays in obtaining ISPO accreditation due to issues with payment processing. It was noted that attempts are being made to find solutions to these challenges, but given the great diversity and international character, this is not easy.

Advocacy and promotion

During the meeting, the topic of advocacy and promotion of ISPO was discussed. A question was raised regarding the possibility of promoting ISPO more actively at regional forums. It was confirmed that associate members are encouraged to actively promote ISPO membership.



It was further noted that Matt attended the Vietnam Asian Pacific Forum in September, while Jose participated the Latin American Forum in South American two years ago. In both cases, the necessary interest in ISPO could be observed. In addition, the IUG delivered a presentation at the International Harbormasters conference in Tangier Med last year.

It was also considered a positive development that the President of IMPA attended this conference for the first time.

Finally, interest was also reported from Danish colleagues, Finnish pilots, and from Dublin.

Interested parties are advised to contact the administrator via email.

11. Closing

The chairman thanks all associates for their input during this meeting and hopefully we meet again in Oman. He wishes all attendees a good flight back.

Meeting closed at 01:45 PM.

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