

## Respect, Inclusion, Trust – The Voice of a Singhai Shore-Sider

Zhang Yamin, General Manager of Business Department III



“Hello, Boss Zhao!” With that first greeting, the journey began. It is now 2025—eighteen years since I joined Singhai in July 2007. Back then the Cruise Department started from scratch; today our business circles the globe, including partnerships with China’s Adora Cruises. The road has been arduous, the ups and downs many. While fortunate, every milestone has been earned through relentless effort.

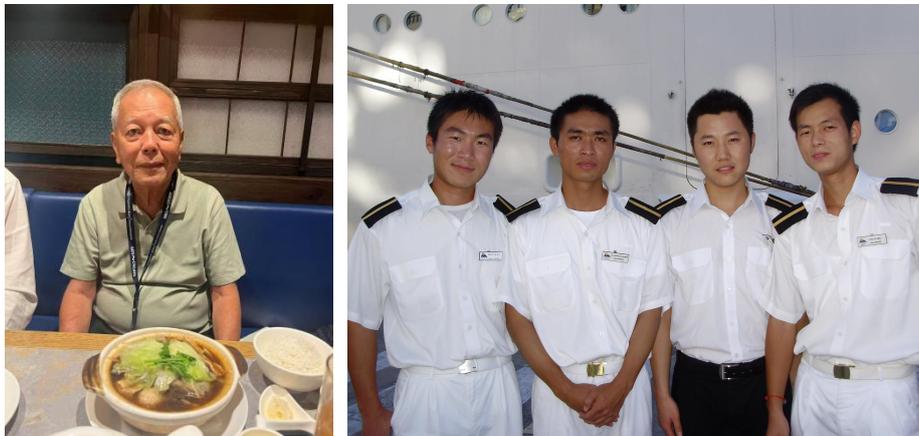
Looking back, we have always treated seafarers with sincerity and mutual respect, laying the cornerstone of Singhai’s reputation. Many may wonder how Singhai secures nearly 90% of China’s cruise-manning market. An old Chinese saying says, “Win people and you prosper; lose them and you collapse.” Our success rests on decades of investment in talent development, a service-oriented mindset, and industry credibility—all amplified by the strong word-of-mouth we have carefully nurtured.

“Brother Tuo” —Even today the nickname feels particularly warm, proof that crew regard me as one of their own. The fact that no one calls me “Uncle Tuo” makes me feel I’m still young enough to strive for Singhai for another twenty years.

People often envision cruise staff enjoying comfortable work environment and traveling the world—a seemingly effortless “job that combines work with play”. The reality is hidden behind the glamour: ten working hours daily are routine, each voyage hosts over 3,000 guests, constant handling of emergencies and irregular sleep. It is their sweat and perseverance that upholds the seemingly relaxing holidays the passengers enjoy.



Across Singhai's two decades I have been heartened to witness cadets rise to Captains/Staff Captains, Chief Engineers/Additional Engineers. They still credit Singhai for that first priceless cadet berth; 80% of them remain employed on luxury cruise ships today. On their behalf—and Singhai's—I wish to thank one man who, against considerable opposition, pioneered the hiring of Chinese cadets: Mr. Low Chan Wai, former Head of HR at Star Cruises, Malaysia. Please join me in a round of heartfelt applause for him.



Twenty years have flashed by—Singhai has changed, the seafarers have changed, I have changed. What has never changed is Singhai's unwavering commitment and responsibility to ship-owners and crew.

Attitude and a sense of responsibility are paramount on our part. If we lack the responsibility, it would inevitably prove disastrous for both ship-owners and seafarers. Thus, I constantly remind myself and my colleagues: mistakes can be mended, but the absence of responsibility is fatal. Neither ship-owner nor seafarer will trust the irresponsible; it is a basic professional ethic.

Seafarers have their own perspectives and demands, while the company has its own considerations. At times the two seem irreconcilable. The balance requires a people-first approach grounded in reality. Sometimes it may seem like we're at a disadvantage, but the seafarers know it full well and will repay us in other ways.

Human contact breeds friction; differing starting points, values and cultures may clash. This job is a test not only of professional skills but of emotional intelligence, inclusivity and adaptability. Every resolution of misunderstanding, every consensus forged under pressure, is a mark of growth.

So we do not shrink from conflict; we meet it with greater openness to understand and communicate. For these very "differences" infuse the work with meaning and enrich our life's journey.

My boss Mr. Zhao often says, "Operate within your understanding and focus on doing one thing well—that alone is challenging enough." Indeed, the key is the unwavering focus. The tasks may appear minor, yet small things hold significance; true character is revealed in the details, demanding our careful study and earnest comprehension.

Life is an ocean; work is our vessel. Together we navigate the winds and waves, adjusting our course. We seek not fleeting gains for losses, but the composure and perseverance to meet challenges; we share not calm seas, but the faith and companionship forged through storms.

With gratitude to ship-owners and seafarers—let us join hands and win the future together!

