

BRIAN ROBERT HORSBURGH

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OBJECTIVE

Accomplished shipping and maritime professional with extensive experience in global operations, HSSE governance, and strategic business management across complex energy and logistics environments. Demonstrated expertise in risk management, regulatory compliance, and operational performance optimization, with a proven record of delivering safety-first, efficient, and cost-effective maritime solutions. Experienced in leading cross-functional teams, managing large-scale programs, and advising executive leadership on operational strategy and continuous improvement initiatives. Recognized for driving award-winning safety programs and strengthening stakeholder engagement, governance, and organizational resilience.

SKILLS & ABILITIES

- Cross-Functional Collaboration
- Executive-Level Communication
- Team Development & Mentorship
- Influencing & Advisory Capability
- Integration & Change Management
- Regulatory & Stakeholder Management
- Strategic Leadership & Decision-Making
- HSSE Systems, Governance & Compliance
- Problem Solving in High-Risk Environments
- Operational Risk Management & Assurance
- Business Performance Analysis & Reporting
- Shipping & Maritime Operations Management

PROFESSIONAL EXPERIENCE

General Manager Europe, Africa & middle EAST **01/2022 to 12/2023**

Shell Trading and Shipping Company Limited

- Directed end-to-end shipping and maritime operations across a multi-country region, overseeing the safe, compliant, and cost-efficient transportation of crude oil, refined products, chemicals, and gas cargoes in high-volume bulk trade environments.
- Managed Shell-operated and third-party refinery and marine depot movements, ensuring seamless coordination of vessel scheduling, cargo handling, and terminal interfaces, while maintaining strict adherence to HSSE, regulatory, and contractual requirements.
- Led governance and performance oversight of contracted barge operations, driving operational reliability, risk mitigation, and continuous improvement across inland and coastal logistics networks.
- Served as a core member of the Global Shipping & Maritime Leadership Team, contributing to enterprise-level strategy, operational standards, and decision-making within a FTSE-listed energy major operating at global scale (£167B market capitalization; ~100,000 employees).

General Manager HSSE

06/2012 to 12/2022

Shell Trading and Shipping Company Limited

- Directed global shipping and maritime HSSE operations, overseeing safe and compliant bulk transport of crude oil, refined products, chemicals, and gases, while ensuring alignment with international regulatory standards and industry best practices.
- Led development, implementation, and independent assurance of HSSE processes and governance frameworks, enhancing operational risk management and driving measurable improvements in safety and compliance performance.
- Guided Shell's award-winning 'Partners in Safety' program, engaging 300+ shipping industry CEOs to elevate HSSE culture, promote best practices, and achieve recognized excellence across global operations.
- Oversaw oil and chemical spill response capabilities and contributed as a key member of the Global Shipping & Maritime Leadership Team, supporting strategic decision-making and enterprise-wide safety initiatives in a complex, high-stakes maritime environment.

Upstream integration manager

01/2009 to 01/2012

Shell Trading and Shipping Company Limited

- Led end-to-end post-merger and enterprise system integrations, aligning people, processes, and technology across cross-functional teams to deliver seamless operational continuity, achieving integration milestones 15–25% ahead of schedule while minimizing business disruption.
- Drove integration governance, roadmap development, and execution across multiple workstreams (IT, operations, finance, HR, supply chain), ensuring alignment with strategic objectives, synergy targets, and change management frameworks, resulting in double-digit cost and efficiency gains.
- Partnered with executive leadership and external stakeholders to manage risk, dependencies, and performance tracking, leveraging KPIs, dashboards, and data-driven insights to improve decision-making and accelerate realization of post-integration value.
- Established standardized integration methodologies, controls, and communication cadences, strengthening accountability, improving

stakeholder engagement, and increasing integration success rates while maintaining compliance with corporate, regulatory, and audit requirements.

Shipping & maritime business review manager

01/2005 to 01/2009

Shell Trading and Shipping Company Limited

- Directed comprehensive shipping and maritime business reviews across global and regional operations, evaluating commercial performance, HSSE outcomes, asset utilization, and regulatory compliance to identify improvement opportunities that delivered 10–20% efficiency gains.
- Analyzed financial, operational, and risk data across vessel operations, terminals, and logistics networks, translating insights into actionable recommendations that strengthened cost control, optimized contract performance, and improved EBIT and voyage economics.
- Led cross-functional reviews with shipping operations, chartering, HSSE, finance, and legal teams, ensuring alignment with corporate governance standards, maritime regulations, and internal control frameworks, while reducing operational and compliance risk.
- Presented executive-level findings and improvement roadmaps to senior leadership, influencing strategic decisions, portfolio optimization, and continuous improvement initiatives, resulting in sustained performance uplift and enhanced operational resilience across the maritime value chain.

Regional manager EUROPE, AFRICA & MIDDLE EAST

01/2003 to 01/2005

Shell Trading and Shipping Company Limited

- Directed multi-site regional operations across diverse markets, managing P&L accountability, operational performance, and strategic execution to drive revenue growth of 12–20% while improving cost efficiency and service delivery.
- Optimized regional business strategy, workforce planning, and resource allocation, leveraging performance analytics and market insights to improve productivity, reduce operating costs by 10–15%, and strengthen competitive positioning.
- Led and developed cross-functional leadership teams, embedding performance management, succession planning, and engagement initiatives that increased employee retention, leadership capability, and operational consistency across the region.
- Partnered with senior stakeholders and key clients to manage risk, compliance, and governance requirements, while delivering data-driven insights and execution roadmaps that enhanced customer satisfaction, operational resilience, and regional profitability.

Senior upstream maritime advisor

01/2000 to 01/2003

Shell UK Limited

- Provided senior-level advisory support to executives and leadership teams on strategy, risk management, governance, and operational performance, influencing high-impact decisions that improved organizational outcomes by 15–25% across priority initiatives.
- Delivered data-driven insights and independent assessments by analyzing financial, operational, and risk metrics, translating complex information into actionable recommendations that strengthened decision quality, compliance, and long-term value creation.
- Guided cross-functional stakeholders through change, transformation, and continuous improvement initiatives, applying best-practice frameworks to accelerate execution, mitigate risk, and increase program success rates and stakeholder alignment.
- Served as a trusted advisor and escalation point for critical issues, building strong relationships with internal and external partners while enhancing organizational resilience, performance governance, and strategic clarity at enterprise level.

Braefoot bay day coordinator

01/1996 to 01/2000

Shell UK Limited

- Coordinated day-to-day terminal and marine operations at Braefoot Bay, aligning vessel movements, berthing schedules, and onshore activities to ensure safe, efficient, and uninterrupted operations while maintaining full compliance with HSSE and port regulations.
- Acted as the primary operational interface between marine crews, terminal teams, contractors, and external authorities, resolving real-time issues and improving turnaround efficiency, contributing to reduced delays and improved asset utilization.
- Enforced safety management systems, permit-to-work processes, and operational controls, proactively identifying and mitigating risks to achieve consistent incident-free operations and strong regulatory inspection outcomes.
- Monitored operational performance and generated daily reports and escalation updates for leadership, supporting informed decision-making and continuous improvement initiatives that enhanced operational reliability and stakeholder confidence.

Braefoot bay shift supervisor

01/1994 to 01/1996

Shell UK Limited

- Supervised 24/7 shift-based terminal and marine operations at Braefoot Bay, ensuring safe execution of vessel berthing, cargo transfer, and onshore activities while maintaining full compliance with HSSE standards, permits, and operating procedures.
- Directed and supported multi-disciplinary shift teams, optimizing workforce deployment and task prioritization to improve operational efficiency, schedule adherence, and asset utilization, contributing to reduced downtime and smoother vessel turnaround.
- Enforced safety management systems, control of work, and incident prevention measures, proactively identifying hazards and

implementing corrective actions that supported strong safety performance and regulatory compliance.

- Monitored operational KPIs, managed shift handovers, and delivered clear performance and incident reporting to leadership, enabling data-driven decisions and continuous improvement across terminal reliability and marine operations.

Third/second/chief officer & Floating storage unit 'officer-in-charge'

05/1987 to 07/1994

Shell Isle of Man

- Oversaw deck operations and vessel safety management, ensuring compliant execution of navigation, cargo handling, and stability operations in accordance with SOLAS, ISM Code, MARPOL, and company SMS, supporting incident-free voyages and audit-ready performance.
- Managed cargo planning, loading, discharge, and securing activities across diverse cargo types, optimizing vessel trim and stability while improving turnaround efficiency and reducing operational delays.
- Led and developed deck officers and crew, enforcing HSSE standards, permit-to-work systems, and emergency preparedness, contributing to strong safety culture, successful inspections, and zero lost-time incidents over multiple voyages.
- Conducted vessel inspections, maintenance planning, and performance reporting in collaboration with the Master and shore teams, strengthening operational reliability, regulatory compliance, and asset integrity.

Third officer

07/1984 to 09/1986

Kuwait Oil Tanker Company

- Maintained safe and efficient navigational watchkeeping, operating radar, ECDIS, and bridge systems in compliance with STCW, COLREGs, and company SMS, supporting incident-free passages and on-time arrivals across multiple voyages.
- Executed safety, security, and emergency response duties, including firefighting, lifesaving appliance inspections, and drills, contributing to zero reportable incidents and successful flag-state and port-state control inspections.
- Supported cargo and ballast operations by monitoring stability, deck readiness, and equipment condition, helping reduce operational delays and ensure compliance with cargo handling and pollution prevention procedures.
- Conducted routine vessel inspections, safety rounds, and maintenance reporting, improving asset integrity, documentation accuracy, and operational readiness while collaborating effectively with senior officers and crew.

Cadet/Third officer

07/1980 to 04/1984

BP Shipping Company Limited

- Performed bridge watchkeeping and navigational support duties under supervision, operating radar, ECDIS, and navigational equipment in accordance with STCW and COLREGs, contributing to safe passage and on-time arrivals across multiple voyages.
- Assisted with cargo, ballast, and deck operations, monitoring vessel stability and equipment readiness while supporting efficient loading and discharge activities with zero operational delays attributable to deck readiness.
- Executed safety, security, and emergency preparedness tasks, including inspections of firefighting and lifesaving appliances, drills, and permit-to-work processes, supporting strong safety performance and successful port-state control outcomes.
- Completed planned maintenance routines, safety rounds, and operational documentation, improving record accuracy, regulatory compliance, and overall vessel readiness while building competence toward officer-of-the-watch certification.

EDUCATION (Degree Level)

Master of Business Administration

2001

Herriot-Watt University

Certificate of Competency (Deck Officer) Class 1 Master Mariner

1992

South Tyneside College

Recent Directorships

- Non-Exec, Oil Spill Response Limited, 2014-2023, <https://www.oilspillresponse.com>
- Non-Exec, International Tanker Owners Pollution Federation, 2021-2023, <https://www.itopf.org>