

**Managing a 'people business' in times of uncertainty:
Human resources in Ocean Transport & Trading's strategy
in the 1970s**

PETERSSON, Niels <<http://orcid.org/0000-0003-4725-1985>>

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Table 1: Britain's leading shipping companies, 1968

Company	Activities*	Tonnage**
BP	T	2.3
P&O	L, B, T	2.1
Shell	T	1.6
Furness Withy	L, B, T	1.14
Esso	T	0.84
Ocean	L	0.82
Cunard	L, T	0.69
British & Commonwealth	L, B	0.63

*L: liners; B: bulk carriers; T: tankers

** million gross tons

Sources: Jamieson, *Ebb Tide*, 19, 40; *Report of the Committee of Inquiry into Shipping*, 429.