

# News Waves

Oct - Dec 2024

Edition 2024-04



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**“2024 has been the year where we concluded the SpaceX Starlink installation throughout the fleet, enhancing the ship - shore communication and the Internet allowance for our crew on board. Ship performance monitoring and remote surveys are the projects we plan to also conclude in 2025.”**

Geopolitical instability due to the war in Ukraine and Israel, piracy being again on the rise have been a serious burden throughout 2024. 2025 arriving soon give us some hope, particularly for the war in Ukraine.

The continuing wars and the side effects of the sanction's regime this year have adversely affected the crew allotments and travel as well as the delivery of goods on board. We have been prepared all the previous years for these non routine operations and we are resilient for IF EffEff operations in terms of crew management, supplies of stores / spares and ship attendances, inspections and audits in this long-lasting challenging environment.

Despite the above constraints we remain focused in our Vision, and undistracted we restlessly continue working to consolidate the culture of an open and fearless organization, where all of us will be comfortable and fearless to speak up our concerns, share our ideas, our success and failures and actively listen to others in our team.

The good news is that we will be able to conduct our officers ashore learning engagements in person again.

**2024 has been the year where we concluded the SpaceX Starlink installation throughout the fleet, enhancing the ship - shore communication and the Internet allowance for our crew on board. Ship performance monitoring and remote surveys are the projects we plan to also conclude in 2025.**

Performance monitoring will assist us reduce the Company environmental footprint.

Committed to ensure for our seamen undistracted port operations, we continue to push through our shipping

associates the concept of remote surveys, and we focus in installing the equipment and the software, which will enhance the interaction capabilities, video and audio.

In 2023 we saw the 1st phase for our system consolidation completed, resulting in simpler and easier to understand, and follow, procedures. 2025 will be the year of the 2nd phase of DMS consolidation.

The learning engagements program will continue the path formulated in 2022, with focus in human performance and learning from success, which in fact means learning from normal work. The concepts of “fearless ego for success”, the most important “me”, take care about myself and

my team, Return Home Healthy all times! and the human-centric S.H.E.L.L model, the three pillars (CPAR Incident reporting and investigation, corrective and preventive actions, MoC management of change and RM risk management) and engagement, will continue to be in focus.

A new managing fatigue workshop, along with the Nutrition workshop have been released in 2024.

We are also focused in the OCIMF SIRE2 project, a learning engagement module with a Google questionnaire has been released and effectively enhances the awareness of employees on board and ashore on the new concept introduced by SIRE 2.0. Furthermore, a remarkable number of projects are running in parallel to manage all changes necessary for our Company to achieve our short- and long-term objectives. Ships are included as project team members, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement to all our projects. Management review was conducted in the beginning of November while I was pleased to attend RoKcs in Vladivostok for our crew learning engagements ashore and the New Year's party.

All above and other interesting topics are included in the Hot Stuff section.

The New Rules section contains updates on Hong Kong convention, IMO MSC 109, SDC 11 along with EU ETS, FuelEU maritime and biofuels.

Update on the newbuildings and new acquisitions program is reported in the New Ladies on the block section.

The Lessons Learnt section continues to remind us wrong practices that we should



refrain from.

Capt. Michalis Lagkouras has joined Technical dept as fleet sup/nt and Mr. Konstantinos Kairos has joined IT dept. Details on the above, along with other human resources related matters, are addressed in the Human Resources section.

Other interesting topics are addressed in the remaining sections of this edition.

Enjoy the reading!



# Who is Who

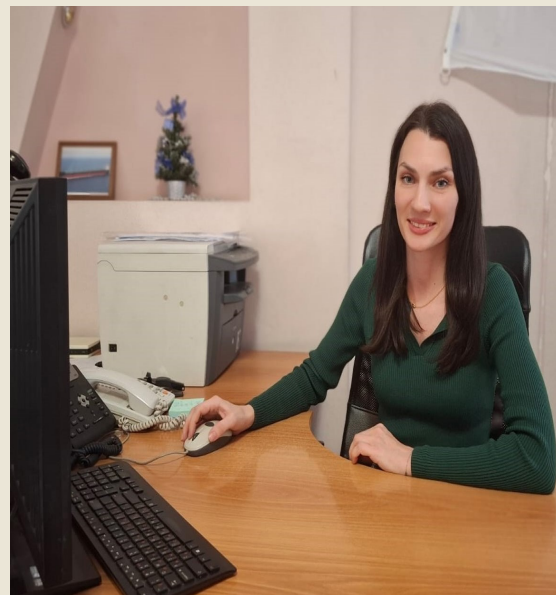
## Mrs. Evgenya Khalimenko

Mrs. Khalimenko was born in Nakhodka, Primorskiy region.

In 2013, she graduated from Far-Eastern Federal University (FEFU), School of Regional and International Studies, as a translator in Vietnamese and English. During her studies, she also completed a traineeship at Hanoi National University in Vietnam.

She joined RoKcs in November 2013 as a Crew Coordinator, working under the supervision of Capt. Pavel Sidorkin and Capt. Denis Verkhoturov.

Evgenya is married and has one daughter.



## Mrs. Evgeniya Reznyuk

Mrs. Reznyuk was born in Vladivostok.

She holds two higher education degrees, one in the maritime industry from Fishery University, and the other in law from Technical University.

Evgeniya has been working in the maritime industry since 2000. She began her career at the State Marine Administration of Port Vladivostok, where she worked from 2000 till 2010. Since 2010, she has been working at Fescontract-International as a Crew coordinator. In 2013, she started working with Roks Maritime, further expanding her expertise in the field of Maritime Industry.



## Mrs. Evgeniya Diachenko

Mrs. Diachenko is a Crewing Officer at our partner crewing agency, Primtanco, and has been working with Roxana since 17Jul2018.

Evgeniya graduated from Far Eastern State Technical Fisheries University, where she obtained a diploma in Economics and Management of Enterprises on 30Jun09. Currently, she collaborates with Capt. Pavel Sidorkin in recruiting qualified personnel for the Roxana fleet.





## RoKcs Activities 01Oct24 - 31Dec24

As of December 2024, the RoKcs pool consists of 351 tanker seafarers, excluding cadets, and 207 seafarers from ROKS Maritime (RoKcs and Fescontract pool).

The last quarter of 2024 was eventful. Traditionally, in autumn VMC opened their doors for new marine cadets who want to become Masters and Chief Engineers from across the country. On October 4th, new cadets' inauguration took place in VMC ceremony hall. Plenty young smiling faces and their parents occupied whole the space in VMC. On behalf of RoKcs Capt. Verkhoturov and Capt. Sidorkin participated at this heartwarming event.

In the beginning of December, Roxana Management, led by Mr. Koutris, conducted regular quarterly training in Vladivostok. The big pleasure was to listen invited guests: Capt. Karthik Kaliappan from Pancoast Singapore and Capt. Rachit Jain from Safe-Lines.

On the 7th of December, all Roxana and ROKS officers and engineers ashore gathered for the RoKcs Christmas Party 2024 at "Factura Hall". The second time this holiday space meets our guests for a nice party. As many have noted, year after year the party becomes cozier and family-like. The imposing host Konstantin Pospelov, dressed in an admiral's costume, set the tone for the entire evening, which this time was called "Poseidon's Waves." The host was echoed on stage by the group "Blues Lime," special thanks to them for the indescribable feeling of warmth on that frosty day. All participants left the party after midnight tired but happy.



*"Crewing Agency Roxana Kristen Crewing Services" LLC was established in 2008 recruiting seamen on Containers, Bulkiers and Chemical Tankers"*

## RoKcs external learning engagements and training activities

RoKcs in liaison with Roxana and ROKS, were active as usual in identifying useful webinars for the pool of officers and ratings. During the period 01Oct24 – 31Dec24, following learning engagements were recommended and implemented:

### BIMCO

► The link with the recorded “BIMCO 15+15” weekly webinars, as well as the upcoming ones, was distributed to all officers ashore, as follows:

[Events by BIMCO or with BIMCO participation](#)

- These webinars cover various shipping trends, with the following topics:
- E-fuels, a sustainable pathway to zero emissions or waste of scarce energy?
  - Just In Time (JIT) in Port of Gothenburg
  - Sustainable ship recycling in Bangladesh: A path to a greener future
  - The future of agents – where are they heading?

Furthermore, a webinar on Enclosed Space Accidents was conducted on 26Nov24 and distributed to our pool for their awareness.

### Helmepa

- The Helmepa Training Center, founded in 1982, aims to address marine pollution and promote safety at sea. Forty-two years later, Helmepa continues to evolve its training programs, incorporating the latest technological advancements and regulatory changes, so as to enhance maritime safety and environmental protection by providing comprehensive education on marine pollution prevention, emergency response, and compliance with international regulations. This way, Helmepa equips seafarers with the knowledge and skills needed for sustainable maritime operations.
- The below webinar was attended by our seafarers ashore for this period:
- **“Digital Trends & AI in Shipping”**, conducted on 23Oct24, provided in collaboration with SQLearn, as well as Microsoft Corp. and INFORM.
  - **“MARPOL at 50+ – Our commitment goes on”**, conducted on 05&06Nov24, in collaboration with IMO and Bureau Veritas, Diana Shipping Services S.A. and Olympic Shipping & Management S.A.
  - **“Hazardous & Noxious Substances Response Training”**, conducted on 13Nov24, offered in cooperation with Antipollution, member of V Group.
  - **“Complying with Ballast Water Management Requirements”**, conducted on 20Nov24, in cooperation with Erma First.

Our officers ashore were given the chance to get updated on the above topics, in an undistracted atmosphere ashore.





## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

The reflective learning engagements of Senior & Junior Officers, Ratings and Catering staff ashore were conducted in Vladivostok for

► 46 Senior Officers (35 Tanker and 11 Bulker), physically on 4-6Dec24,

► 25 Ratings (20 Tanker and 5 Bulker), physically on 03Dec24

All senior officers and ratings learning engagements were facilitated by our Managing Director T. Koutris, with the assistance of RoKcs Training Officer Capt. Pavel Petrovich Sidorkin and General Manager Capt. Denis Valentinovich Verkhoturov.

In particular the purpose of the learning courses, which took place in Jun24, was to refresh Senior & Junior Officers as well as Ratings' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like the "fearless ego for success" concept, Company Vision, Mission and policies, the S.H.E.L.L model, the three pillars and engagement (Incident reporting investigation and CPARs / Management of Change / Risk Management), Health and competence for performance, Human performance principles, Fair and Just for no blame culture, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, SIRE2 update, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, Security management, Cyber security management, update on last Management Review and KPIs, Navigation, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

A training session on "Human Factors in SIRE 2.0" was conducted on 06Dec24, presented by Capt. Rachit Jain, Managing Director of SAFE LANES Co., Singapore. The responses of SIRE 2.0 Workshop were discussed

Seven workshops were conducted with the aim to boost the development of a Fair and Just for No Blame culture for a fearless organization, where all of us feel comfortable to speak up his concerns and his ideas and actively listen and consider the others in his team.

The seven workshops, which were conducted, are listed below:

Topic	Officers	Ratings
Take care of myself and my team - Leading my team's wellbeing	x	03Dec25
Take care of myself and my team - Managing fatigue	x	03Dec25
Learner Mindset	x	03Dec25
How you respond matters	05Dec24	x
Context drives behavior	05Dec24	x
DryBMS	04Dec24	x
SIRE 2.0 update	06Dec24	x

Upon completion of each workshop all attendees filled in on-line questionnaires and course evaluation forms.

Links with the responses analytics of the questionnaires were distributed to all participants for their review and a further discussion was carried out on the analytics.

Conclusions, suggestions and action plan per workshop is reported below.

Out of the workshop evaluation following is concluded:

- The vast majority of the participants were happy with the content and the duration of the workshop.
- In some cases, it was requested
  - more timely determination and appointment of team roles, particularly facilitator, PC operator, presenter to ensure the best of their contribution

Our Managing Director T. Koutris confirmed that all issues raised this time will be considered for the next workshops.

Finally, all participants were encouraged to contact their facilitator, their managers, RoKcs/ Capt. Pavel Petrovich Sidorkin and Capt. Denis Valentinovich Verkhoturov, and their managing director T. Koutris, anytime for any idea or concern.

The workshops conducted this time are analytically described below.

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 1 Workshop: Take care of myself and my team – Leading my team's wellbeing

The “Take care of myself and my team” workshop introduced since Jun18, is elaborating on actual accidents (different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.

This workshop is now further developed to the “Take care of myself and my team, Leading my team's wellbeing”, with focus on the Shell Pns Leadership Skills for Crew Wellbeing module, designed for us to elaborate on the why:

- a leader's, and a team's member, key priority is his team's wellbeing
  - a fearless organisation, where all feel comfortable to share their success and failures and are open to learn from each other, is prerequisite for a team's wellbeing
- and relate the Roxana 3x3x3 soft skill model, and particularly EffEff communication, the human performance principles and how the qualities of a leader or a team member are applied to ensure his and his team's wellbeing and IF EffEff operations.

The related questionnaire is a tool for each individual, in any role, to understand:

- the level of his understanding on the wellbeing topics of the workshop
- how HE feels fearful and open to contribute to his team's wellbeing (self-assessment)
- his own perception on how his leader and his team are boosting the fearless organisation for the well being (360° assessment) .

#### 1 Appreciation

Thank you all, 20 Tanker and 5 Bulker Ratings, for your reflective learning engagements in the workshop “Take care of myself and my team – Leading my team's wellbeing” and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further proposals to improve the way we lead our team's wellbeing.

#### 2 Background

2.1 The “Take care of myself and my team” workshop is introduced since Jun18, based on the relevant PnS resilience modules and is elaborating on actual accidents (different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.

This workshop is now further developed to the “Take care of myself and my team, Leading my team's wellbeing”, with focus on the Shell Pns Leadership Skills for Crew Wellbeing module.

2.2 Based on

- ▶ the 4 modules of Shell PnS Resilience vol1, in Russian also, Change is a Part of Living, Looking at Situations in a Different way, Take care of yourself, Take Decisive Action
- ▶ Leadership Skills for Crew Wellbeing Shell PnS module
- ▶ the Roxana “Fearless Ego for Success” concept
- ▶ the Roxana 3x3x3 soft skills model

this workshop has been developed for Captains and Chief Engineers to help them develop their leadership skills in order to create a learning culture and transparency in workplace where crew feel confident to talk about health and wellbeing. However, the same concepts apply for any leader or team member of any team it's wellbeing (health, physical and mental).

2.3 During the “Take care of myself and my team, Leading my team's wellbeing” workshop the facilitator and his team had the opportunity to elaborate on the Leadership Skills for Crew Wellbeing, based on the 3 video modules in information onsite, running the videos offline as well elaborating on what sort of leader is required to best manage the wellbeing of his team, by creating:

- ▶ a workplace where the wellbeing of the team is one of the key priorities
- ▶ an environment of open and fearless communication



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 3 Purpose

This workshop is designed for us to elaborate on why:

- ▶ a leader's, and a team's member, key priority is his team's wellbeing.
- ▶ a fearless organization, where all feel comfortable to share their success and failures and are open to learn from each other, is prerequisite for a team's wellbeing
- ▶ the Roxana 3x3x3 soft skill model, particularly EffEff (Effective and Efficient) communication, and the human performance principles are related and how the qualities of a leader or a team member are applied to ensure his and his team's wellbeing and IF EffEff operations.

The related questionnaire is a tool for each individual, in any role, to understand:

- ▶ the level of his understanding on the wellbeing topics of the workshop
- ▶ how HE feels fearful or open to contribute to his team's wellbeing (self-assessment)
- ▶ his own perception on how his leader and his team are boosting the fearless organization for the wellbeing (3600 assessment).

### 4 Key messages

Key messages of the course were passed on to the participants: a leader, even a team member, is required to:

- ▶ appreciate that the most important asset for a leader, along with himself, is his team
- ▶ best manage the wellbeing of his team, not by intimidation, command and control, but by creating:
  - a workplace where the wellbeing of the team is one of the key priorities
  - an engaging environment for open and fearless communication
- ▶ be emotionally fit, his emotional fitness is pre-requisite to manage his team wellbeing, to ensure that:
  - state of mental health of the individuals is assessed and managed
  - the state of the team's wellbeing in our environment can be assessed
  - The AllLookListen (Feel) ActCheckbackTakecareofyourself principle applies to manage the mental health

And at the same time be aware of the principles of human performance, i.e.:

- Human errors happen, but they are opportunities to learn, blame fixes nothing
- Humans want to do a good job; humans are not to blame although reckless conduct is not tolerated
- Human error reflects to system error, systems should be continually revised to be more error tolerant, and more engaging, considering that context drives behavior

### 5 Records

Concluding the workshop

- ▶ the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments.
- ▶ the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop

### 6 Actions and follow up

▶ Out of the workshop questionnaire following is concluded:

- The vast majority of our colleagues feel comfortable to share their failures and success with their team and are ready to learn from each other
- Emotional fitness of the individual and his teams in most cases is good
- The majority of seafarers feel free and comfortable to share their wellbeing status (physical and mental) with the other people on board, on a daily basis.
- The Lost Time Injury (LTI) of the deck rating and the related CPAR, highlighted the importance of the PALI principle, the care about myself and the proper supervision in conducting all tasks in HSQE incident free manner, effectively and efficiently
- EffEff communication is still a challenge, with room for improvement, although the majority of participants are committed for the other day to contribute for boosting the other team members' wellbeing onboard.
- our organisation is in a steady course, in line with our IDEA Vision, towards a fearless organisation

It was highlighted that:

- ▶ The most important asset for a leader and a team member, along with himself, is his team
- ▶ As a leader what I say, what I prioritize, what I measure and, what I do reflect on my team
- ▶ Fear is freezing the mind of team members, reducing their capacity to think and act IF EffEff
- ▶ Isolation, distraction, bad mood, anxiety, stress and depression are signs of poor mental health

We will then restlessly work in providing the context that a fearless organization can flourish for the sake of our wellbeing and IF EffEff operations.

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 2 Workshop: Take care of myself and my team – Managing fatigue

Fatigue is one of the major root or contributing causes of accidents, affecting the health, physical and mental of the individual and the IF EffEff operations.

In the "Take care of myself and my team, Managing fatigue" workshop we had the chance to elaborate on:

- the meaning of fatigue, the regulatory regime and the relevance to IF EffEff performance
- the fatigue symptoms
- Managing fatigue, tips for restful sleep
- Jet lag, what it is, symptoms, how to manage and the relevance to IDF EffEff performance with practical advices as to how we can manage the risk of fatigue and the jet lag, each one for himself and for his team.

#### 1 Appreciation

Thank you all, 20 Tanker and 5 Bulker Ratings, for your reflective learning engagements in the workshop "Take care of myself and my team – Managing fatigue" and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further proposals to improve the way we lead our team's wellbeing

#### 2 Background

2.1 The "Take care of myself and my team" workshop is introduced since Jun18, based on the relevant PnS resilience modules and is elaborating on actual accidents (different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.

This workshop is now further developed to the "Take care of myself and my team, Managing fatigue", with focus on the Shell Pns Fatigue risk management module.

2.2 Based on

- ▶ the 4 modules of Shell PnS Resilience vol1, in Russian also, Change is a Part of Living, Looking at Situations in a Different way, Take care of yourself, Take Decisive Action
- ▶ Shell PnS LFI Fatigue (and off-line), which supplements the Fatigue risk management module
- ▶ The Maritime wellbeing site, including the Lets'Talk, Fatigue risk management and Leadership skills for crew wellbeing modules
- ▶ the Roxana "Fearless Ego for Success" concept
- ▶ the Roxana 3x3x3 soft skills model

the workshop consolidates tips for understanding and managing fatigue and jet lag.

2.3 During the "Take care of myself and my team, Managing fatigue" workshop the facilitator and his team had the opportunity to elaborate on the LFI Fatigue (and off-line) and the Fatigue risk management, based on the facilitator exercises guide 4 sections and the 4 participants exercises, with main topics:

- ▶ the meaning of fatigue, the regulatory regime and the relevance to IF EffEff performance
- ▶ the fatigue symptoms
- ▶ Managing fatigue, tips for restful sleep
- ▶ Jet lag, what it is, symptoms, how to manage and the relevance to IDF EffEff performance
- ▶ practical advices as to how we can manage the risk of fatigue and the jet lag, each one for himself and for his team.

#### 3 Purpose

This workshop is designed for us to understand:

- ▶ the meaning of fatigue, the regulatory regime and the relevance to IF EffEff performance
- ▶ the fatigue symptoms
- ▶ tips for restful sleep
- ▶ Jet lag, what it is, symptoms, how to manage and the relevance to IDF EffEff performance with practical advices as to how we can manage the risk of fatigue and jet lag, each one for himself and for his team.

*Fatigue, or lack of good quality sleep, has been identified as a major hazard and occupational safety risk. Scientific evidence has shown that when fatigued, a person's ability to think clearly is impaired which can result in poor performance, increased error rates and, ultimately, in reduced safety.*



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 4 Key messages

4.1 Key messages of the course were passed on to the participants as follows:

- ▶ Fatigue and jet lag are drastically reducing the capacity of the individual to perform IF EffEff
- ▶ Tips to identify fatigue symptoms in yourself and your teammates and how to manage it
- ▶ Tips to identify jet lag symptoms in yourself and your teammates and how to manage it

### 5. Records

5.1 Concluding the workshop

- ▶ the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments.
- ▶ the evaluation questionnaire filled out, with evaluation, topics and proposals for improvement of the workshop

### 6. Actions and follow up

6.1 Out of the workshop questionnaire following is concluded:

- ▶ The best impact of the workshop for the vast majority was the jet lag causes and the hints to manage it
- ▶ The vast majority of the participants realized the effects of fatigue and promised themselves to use some of the tips in order to improve their quality of sleep and as a result their quality of life and their performance at work and other activities
- ▶ Our organization acknowledges how important is to manage fatigue for IF EffEff operations and for all of us to Return Home Healthy
- ▶ Areas for improvement were identified related to the facilitator's better preparation, which is to be considered having in mind that the facilitators need not be experts in the topic they facilitate, they are rather needed to provoke questions, while the answers are within the participants, this is the sense of reflective learning.

## 3 Workshop: Learner mindset

*The Learner Mindset is a skill set introduced as a tool for everyone to grow their ability to share and learn from mistakes and successes and speak up openly in a safe environment.*

*This workshop is designed for us to introduce the Learner Mindset as a tool towards the fearless organization, where all of us are open to admit failures, acknowledge success, ask, learn and improve.*

*The relevant questionnaire is developed for each one to:*

- *Verify the awareness of the Learner mindset concept*
- *evaluate to what extend he is performing on Learner's mindset (self evaluation)*
- *evaluate to what extend his peers, his superiors and the organisation is performing on learner's mindset (360° assessment).*

### 1 Appreciation

Thank you all, 20 Tanker and 5 Bulker Ratings, for your reflective learning engagements in the workshop "Learner mindset" and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further proposals and feedback, evaluating the workshop in terms of more to learn, most impact
- ▶ recording your personal commitments for next day actions so that you consistently adopt the Learner's mindset in your everyday life.

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 2 Background

2.1 In the "Learner Mindset" workshop we had the chance to elaborate on:

- ▶ The Roxana "Fearless Ego for Success" concept, representing Company Governance, particularly, the most important ego, the 3 Human performance principles, the reflective learning engagements, the Fair and Just for no Blame culture, as boosting an environment where all of us feel comfortable to speak up and learn from failures and successes.
- ▶ the Company IDEA vision, as introduced since 2019, consolidating the core values when conducting business, particularly Innovation and thinking outside the box, Dialectic in respecting diversities and harmonizing opposite ideas, Excellence in reaching where you cannot, Aristocracy in modesty are some of the core values adopted.
- ▶ the Communication for Resilience and Care, and the Communication for success workshops, based on the Resilience and Leading my team wellbeing modules of Shell PnS, highlighting the value of the communication skills set for a team to perform in a fearless environment
- ▶ our revised Communications policy and process, as introduced in Jun19, along with the Roxana 3x3x3 soft skills model, incorporating the communications skills as pre-requisite for IF EffEff performance for a team leader and a team member.
- ▶ the Shell Pns introduced Learner Mindset, as a tool for everyone to grow their ability, learn from mistakes and successes and speak up openly in a safe environment.

### 3 Purpose

3.1 This workshop is designed for us to introduce the Learner Mindset as a tool towards the fearless organization, where all of us are open to admit failures, acknowledge success, ask, learn and improve.

3.2 The relevant questionnaire is developed for each one to:

- ▶ Verify the awareness of the Learner mindset concept
- ▶ evaluate to what extend he is performing on Learner's mindset (self-evaluation)
- ▶ evaluate to what extend his peers, his superiors and the organisation is performing on learner's mindset (360deg assessment).

### 4 Key messages

Key messages of the course were passed on to the participants, i.e. the Learner Mindset is:

- ▶ pre requisite for the IDEA vision values of the Company
- ▶ Facilitating tool for the Mission statement of the Company
- ▶ Going along with a fearless environment, grown in the Fair and Just for No Blame culture

### 5 Records

5.1 Concluding the workshop

- ▶ the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments
- ▶ the evaluation questionnaire was filled out online, with evaluation, topics and proposals for improvement of the workshop

### 6 Actions and follow up

- ▶ Out of the workshop questionnaire responses:
  - the level of understanding of the topic of the workshop is very satisfactory for all participants.
  - related to adopting the Learner Mindset vs the Fixed Mindset in our working environment the Learner mindset is reported prevailing, as follows:

Learner mindset	Myself (%)		Superior (%)		Master (%)		Organization (%)	
	LM	50/50	LM	50/50	LM	50/50	LM	50/50
R	51	36	44	27	38	32	39	25

It was highlighted that:

- in a Fair and Just for No Blame environment employees are encouraged to take greater personal responsibility for their actions, considering that reckless conduct is not tolerated.

We will continue to:

- focus on developing a fearless environment for the Learner Mindset to thrive
- advocate the Learner Mindset for the fearless organization to thrive



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 4 Workshop: How you respond matters

*All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.*

*As per Roxana 3x3x3 soft skills model:*

- *a leader will apply his leadership / managerial skills and Decision-making Result focus skills*
- *a team member will apply his TeamWorking skills and Decision-making Result focus skills*

*This workshop*

- *elaborates on the fact that our response, particularly as a leader, to the everyday success or failures matters for the wellbeing of our team and for the IF EffEff completion of the tasks.*
- *relates the Roxana 3x3x3 soft skill model, the human performance principles and how the qualities of a leader or a team member are applied in responding to everyday challenges, to ensure his and his team's wellbeing and IF EffEff operations.*

*The related questionnaire is a tool for each individual, in any role, to understand:*

- *how HE responds matters for his team wellbeing and IF EffEff operations*
- *his own perception on how his leader and his team respond to everyday challenges.*

### Appreciation

Thank you all, 35 Tanker officers, for your reflective learning engagements in the workshop "How you respond matters" and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further feedback evaluating the workshop in terms of more to learn, most impact
- ▶ recording your personal commitments for next day to improve your response for

### 2. Background

In the "How you respond matters" workshop we had the chance to review the latest references on:

#### 2.1 Industry Soft skills, behavioral competency and human performance particularly:

##### 2.1.1 OCIMF - Energy Institute – Partners in Safety

- ▶ OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators was published in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness, Decision making, result focus and Leadership and managerial skills.
- ▶ OCIMF Human Factors Approach was released in Oct20 and outlines how human factors should be integrated into Industry activities. A set of guiding principles for human performance are introduced and one of the 8 principles is that leaders contribute in shaping conditions that influence what people do.
- ▶ Energy institute "Making compliance easier" was published Feb20, adopting the Todd Kronklin's 5 principles of human performance, acknowledging that everyone makes mistakes, performance may be compromised by factors like complexity of a task, distraction and repetition and that "How you respond to failure matters. How leaders act and respond counts".
- ▶ Partners in Safety release in Mar20 the PnS Human performance 1 and 2, adopting also the Todd Kronklin's 5 principles of human performance.

#### 2.2 Roxana Soft skills, behavioral competency and human performance particularly

##### 2.2.1 Take care of myself and my team, Leading my team's wellbeing

This program was introduced in our system learning engagements in Jun20 inspired by the Leadership Skills for crew wellbeing, released by Shell in Jun20.

As key messages from this workshop a leader is required to:

- ▶ best manage the well being of his team, not by intimidation, command and control, but by creating:
  - a workplace where the well being of the team is one of the key priorities
  - an engaging environment for open and fearless communication

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

- ▶ be emotionally fit, his emotional fitness is pre-requisite to manage his team well being, to ensure that:
  - state of mental health of the individuals and the team is assessed and managed
  - The AllLookListen (Feel) ActCheckbackTakecareofyourself principle applies to manage the mental health
- ▶ be aware of the 3 principles of human performance:
  - Human errors happen, but they are opportunities to learn, blame fixes nothing
  - Humans want to do a good job; humans are not to blame although reckless conduct is not tolerated
  - Human error is opportunity for system improvement, systems (software, hardware, environment) to be continually revised to be more error tolerant, and more engaging, considering that context drives behavior

### 2.2.2 Leadership and the Adair model

This workshop was introduced with MR2021-02 relating the Adair model with the Roxana 3x3x3 soft skills model. Adair's concept asserts that the three needs of task, team and individual are the watchwords of leadership, as people expect their leaders to help them achieve the common task, build the synergy of teamwork, and respond to individuals' needs. The relevant questionnaire is a self-assessment tool for each individual to understand his own perception on his Leadership profile and included behaviors of a leader responding to bad and good happenings.



### 2.2.3 The Roxana 3x3x3 soft skills model

Based on the OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators, by fusing communication and influencing skills to Teamworking and Leadership and managerial skills, and by merging Decision Making and Result focus skills and fusing into the merged skills set the Situation awareness skills we launched in Dec18 the Roxana 3x3x3 soft skills model, introducing

- ▶ 3 soft skills sets domains
  - Team Working
  - Leadership and Managerial
  - Decision making and Result focus

### 2.2.4 The Human performance principles – Fair and Just for No Blame culture

We introduced in Dec20 in CMSM ch3.5

- ▶ the Roxana three human performance principles,
  - Humans err
  - Humans want to do a good job
  - Human error is opportunity for system improvement
- ▶ The Fair and Just for No Blame culture

### 2.3 Partners in Safety (PnS) “How you respond matters”

Along with the 2021 CEO conference in Mar21 PnS introduced the “How you respond matters” module.

It consists of two videos reflecting leader behaviors and prompts participants to realize 10 tips on the proper response and 9 personal characteristics both for a great Safety Leader.

## 3. Purpose

All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.

This workshop is designed for us, to:

- ▶ elaborate on the fact that our response, particularly as a leader, to the everyday success or failures matters for the wellbeing of our team and for the IF EffEff completion of the tasks.
- ▶ relate the Roxana 3x3x3 soft skill model, the human performance principles and how the qualities of a leader or a team member are applied in responding to everyday challenges, to ensure his and his team's wellbeing and IF EffEff operations.

The related questionnaire was a tool for each individual, in any role, to understand:

- ▶ the level of his understanding on the topics of the workshop
- ▶ how HE responds to everyday challenges (self-assessment)
- ▶ his own perception on how his leader and his team respond to everyday challenges.

*A Fair and Just culture  
soaked with these  
3 human performance principles  
has to be a  
No Blame culture*

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 4. Key messages

Key messages of the “How you respond matters” model were passed over to the participants as follows:

- ▶ Leaders set the tone. They influence the conditions in which work takes place as well as the level of social engagement, interaction and support. Leaders that effectively manage the wellbeing of their crew will enhance the culture on board and create an environment where crew actively contribute to the safety and success of vessel operations.
- ▶ When responding to failures and success, particularly as a leader, we should
  - respect the 3 human performance principles, for the wellbeing of our team and for the IF EffEff completion of the tasks.
  - relate the Roxana 3x3x3 soft skill model and how the qualities of a leader or a team member are applied in responding to everyday challenges,

to ensure our and our team’s wellbeing and IF EffEff operations.

### 5. Records

#### Concluding the workshop

- ▶ the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one’s personal commitments
- ▶ the evaluation questionnaire was filled out online, with evaluation, topics and proposals for improvement of the workshop

### 6. Actions and follow up

Out of the questionnaire responses:

- ▶ the level of understanding of the topic of the workshop and of the 3 Roxana/ROKS human performance principles, is very satisfactory for all participants.
- ▶ The self-assessment responses identified that the qualities of a safety leader and his response to failure are in general met, improvement is needed for the “learning from success” and “Remember you are being watched so be sure to be seen responding to things right”.
- ▶ The No Blame culture prevails in our system, however the shifting from the individual error to the system error still needs to be more carefully addressed.
- ▶ All participants were committed to apply the learnings of this workshop and improve their response to failures as team leaders or team members.
- ▶ Related to the feedback section of the questionnaire we will continue to focus on developing a fearless environment for IF EffEff operations for the individual and the team.

It was highlighted that:

- ▶ A Fair and Just culture, soaked with the human performance principles, owes to be a No Blame culture
- ▶ People can and do make errors, unhealthy/unsafe patterns of behaviour may develop at all levels
- ▶ Incidents internal investigation is taking the human error further to the related system error
- ▶ your reaction to failure directly impacts how your team members learn

## 5 Workshop: Context drives behavior

*All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.*

*As per Roxana 3x3x3 soft skills model:*

- *a leader will apply his leadership / managerial skills and Decision-making Result focus skills*
- *a team member will apply his TeamWorking skills and Decision-making Result focus skills*

*This workshop elaborates on the fact that:*

- *each individual is interacting with S.H.E.L.L. factors, which are the context, i.e. the “system”, within which all individuals perform*
- *human behavior, and performance, is very much dependent on the S.H.E.L.L factors*
- *the human performance principle “human error is opportunity for system improvement” dictates that the leader, and the team member, should learn from success and failure and shape the S.H.E.L.L. factors for the team to perform IF EffEff.*

*The related questionnaire is a tool for each individual, in any role, to understand how:*

- *the S.H.E.L.L. factors are the context, within which he performs*
- *the S.H.E.L.L. factors, as context, drive his/her behavior and hence performance*



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 1. Appreciation

Thank you, 35 Tanker officers, for your reflective learning engagements in the workshop “Context drives behavior” and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further feedback evaluating the workshop in terms of more to learn, most impact
- ▶ recording your personal commitments for next day to improve your response for

### 2. Background

In the “Context drives behavior” workshop we had the chance to review the latest references on:

#### 2.1 Industry Soft skills, behavioral competency and human performance particularly:

##### 2.1.1 OCIMF - Energy Institute – Partners in Safety

- ▶ OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators was published in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness, Decision making, result focus and Leadership and managerial skills. and
- ▶ 3 OCIMF Human Factors Approach was released in Oct20 and outlines how human factors should be integrated into Industry activities. A set of guiding principles for human performance are introduced and one of the 8 principles is that leaders contribute in shaping conditions that influence what people do.
- ▶ OCIMF Human Factors Management and Self-Assessment was released in Sep21, based on the previous publication and introducing what will be TMSA chapter 14 on Human factors.
- ▶ Energy institute “Making compliance easier” was published Feb20, adopting the Todd Kronklin’s 5 principles of human performance, acknowledging that everyone makes mistakes, performance may be compromised by factors like complexity of a task, distraction and repetition and that “How you respond to failure matters. How leaders act and respond counts”.
- ▶ Partners in Safety release in Mar20 the PnS Human performance 1 and 2, adopting also the Todd Kronklin’s 5 principles of human performance.
- ▶ Let’s talk module, was released in Jun20 and it comprises of 4 modules, making reference to the Resilience modules as above for communication, available off-line and in Russian and introducing the ALL ACT drive AskLookListen ActCheckbackTakecareofyou  
(Feel touch taste and smell is also valid ALL FACT)  
as a tool of communication for resilience.
- ▶ Leadership Skills for crew wellbeing, was released in Jun20, and It consists of three modules / videos prompting participants to realize that
  - Leaders set the tone on board a ship. They influence the conditions in which work takes place as well as the level of social engagement, interaction and support.
  - Leaders that effectively manage the wellbeing of their crews will enhance the culture on board and create an environment where crew perform IF EffEff.
- ▶ Learner Mindset, was released along with the 2021 CEO conference in Mar21.
- ▶ It consists of one video elaborating on the Learner Mindset, known also as Growth Mindset, as a belief that everyone can grow their ability, learn from mistakes and successes and speak up openly in a safe environment.
- ▶ How you respond matters, was released along with the 2021 CEO conference in Mar21.
- ▶ It consists of two videos reflecting leader behaviors and prompts participants to realize 10 tips on the proper response and 9 personal characteristics both for a great Safety Leader, ensuring for his individuals and teams a fearless environment for all to perform IF EffEff.
- ▶ Context drives behavior, was released along with the 2022 CEO conference in Mar22  
It consists of two videos reflecting leader behaviors and prompts participants to realize how leaders shape the environment for individuals and teams to perform without fear and IF EffEff.

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 2.2 Roxana Soft skills, behavioral competency and human performance particularly:

#### 2.2.1 The fearless ego for success

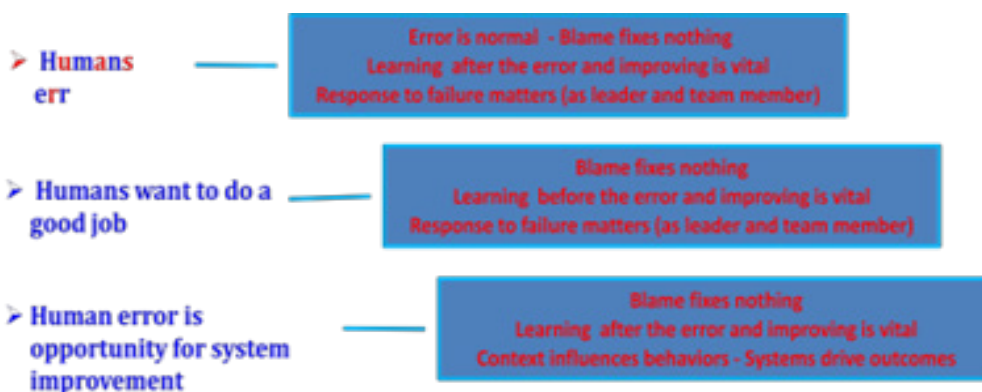


Roxana “Fearless Ego for Success” concept, the most important ego, the principal order “Return Home Healthy... with full basket”, the PALI poster, the “Care about Me” meaning “Care about my team”, the S.H.E.L.L human factors, the three pillars and engagement, Health and Competence for performance, Fair and Just for no Blame culture and the reflective learning engagements were gradually introduced since 2016, representing Company Governance.

The “Fearless Ego for Success” concept is the governance towards a sustainable fearless and learning organization performing IF EffEFF, based on three axes of activity:

Human Performance, The 3 pillars and engagement, Reflective learning.

#### ► Human Performance



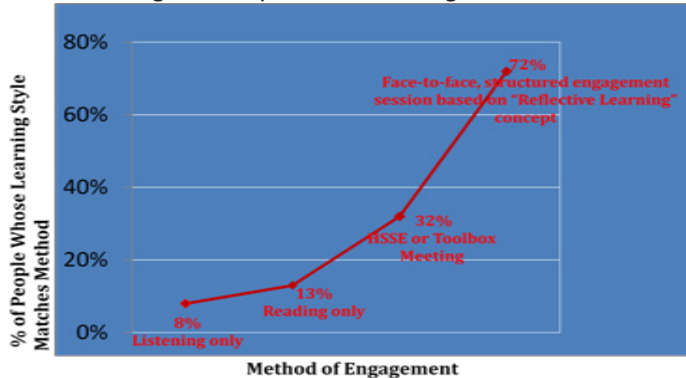
#### ► The three pillars and engagement



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### ► Reflective Learning

"Reflective Learning" concept is the face to face, or virtual, structured engagements sessions, where groups are sharing knowledge and experience, learning from each other.



Since late 2016 the "reflective Learning" concept supplemented and occasionally replaced the traditional "Training" concept.

This axis of activity is related to creating an open environment for reflective learning engagements at all levels in our organization. Gradually the focus was set to three core themes:

- Learning from success and errors
- Soft Skills management
- Human Performance

and relevant workshops were introduced in Google forms, applied even for virtual group engagements.

### 2.3 Partners in Safety (PnS) "Context drives behavior"

Along with the 2022 CEO conference in Mar22 PnS introduced the "Context drives behavior" module. Same was addressed in the PnS London Focus group workshop in Athens in Oct22. Two videos, two parts each, were produced, elaborating on the fact that leader behaviors set the tone and the context for their teams to perform.

### 3. Purpose

All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.

As per Roxana 3x3x3 soft skills model:

- a leader will apply his leadership / managerial skills and Decision making Result focus skills
- a team member will apply his TeamWorking skills and Decision making Result focus skills

This workshop elaborates on the fact that:

- each individual is interacting with S.H.E.L.L. factors, which are the context, ie the "system", within which all individuals perform
- human behavior, and performance, is very much dependent on the S.H.E.L.L factors
- the human performance principle "human error is opportunity for system improvement" dictates that the leader, and the team member, should learn from success and failure and shape the S.H.E.L.L. factors for the team to perform IF EffEff.

The related questionnaire is a tool for each individual, in any role, to understand how:

- the S.H.E.L.L. factors are the context, within which he performs
- the S.H.E.L.L. factors, as context, drive his/her behavior and hence performance

### 4. Key messages

Key messages of the "Context drives behavior" model were passed over to the participants as follows:

- the S.H.E.L.L. factors are the context within all of us perform, and thus they should be applied by us in order to attain/create a context for IF EffEff operations.
- the S.H.E.L.L. factors, as context, drive our behavior and hence performance, regardless of whether we are leaders or team members.
- All of us should learn from success and failure and shape the S.H.E.L.L. factors for the team to perform IF EffEff.

### 5. Records

Concluding the workshop

- the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments
- the evaluation questionnaire was filled out online, with evaluation, topics and proposals for improvement of the workshop

### 6. Actions and follow up

Out of the workshop questionnaire responses:

- the level of understanding of the topic of the workshop is very satisfactory for all participants, particularly the equivalence between S.H.E.L.L. factors and context were adequately understood
- All participants were committed to apply the learnings of this workshop and improve, as team leaders or team members, the context within which the team performs.
- Related to the feedback section of the questionnaire we will continue to focus on developing a fearless environment for IF EffEff operations for the individual and the team.



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 6 Workshop: SIRE 2.0 SoC and NoC samples

*Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring crew, ship and cargo condition up to the Company standards.*

*OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7.*

*DMS and our TIARE are revised reflecting the changes introduced.*

*This workshop:*

- *elaborated on the new SIRE 2.0 concept*
- *focused on the new concept of Subject of Concern and Nature of Concern, SoC and NoC.*

*The related questionnaire was a tool for each individual, in any role, to understand:*

- *The SIRE2.0 concept, the questions structure and the inspection regime*
- *The relevant SoC and the relevant NoC*

#### 1 Appreciation

Thank you all, 35 Tanker officers, for your reflective learning engagements in the workshop “SIRE 2.0 SoC and NoC samples” and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ the proposed teams per location, accountable to accompany the vetting inspector
- ▶ your further proposals and feedback, evaluating the workshop in terms of more to learn, most impact

#### 2. Background

In the “SIRE 2.0 SoC and NoC samples” workshop we had the chance to elaborate on:

- ▶ the new SIRE 2.0 concept
- ▶ the new concept of Subject of Concern and Nature of Concern, SoC and NoC.

#### 2.1 SIRE 2.0 - Industry:

##### 2.1.1 OCIMF's Ship Inspection Report Program (SIRE 2.0)

- ▶ In 2017, OCIMF established a Ship Inspection Program (VIP) Steering Group and convened specialist Working Groups to review and improve upon OCIMF's Ship Inspection Report Program (SIRE), as tanker risk assessment tool.
- ▶ OCIMF's Ship Inspection Project team developed an enhanced and risk-based ship inspection program (SIRE 2.0), that superseded the existing SIRE program and became operative in Q3 2024.
- ▶ During the 2nd quarter of 2022, the OCIMF's updated and enhanced Ship Inspection Report Program 2 (SIRE2 and VIQ7) has been launched.
- ▶ A three months trial period was granted, where our Company conducted 3 SIRE2.0 trial inspections with an average of 5 deficiencies. The same period OCIMF and Intertanko reported an average of 8 observations.

#### 2.2. SIRE 2.0 - Roxana

##### 2.2.1 TIARE, form CP09-01 and SIRE 2.0

- ▶ Vetting inspection and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our TIARE should therefore be revised reflecting issues raised above.
- ▶ In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 16Oct20 harmonized with the VIQ, we have launched a SIRE2.0 project to facilitate the smooth transition to the new SIRE 2.0 system, a basic challenge been:
  - the adoption of the newly introduced SIRE2 concepts in our DMS.
  - the TIARE, form CP09-01 adaptation to the new SIRE2.0/VIQ7.
  - the prompt familiarization of all on board and ashore with the changes.
- ▶ One of the basic tasks of this project is to ensure the awareness of all employees on board and ashore of the SIRE 2 and the revolutionary concepts introduced along with it.
- ▶ To this extend three updates have been delivered in 2022 and 2023.

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 2.2.2 SIRE 2.0 workshop May23

- ▶ This workshop was conducted for the officers ashore in May23 with twofold objectives:
  - increase the awareness for the SIRE2 concept, principles and changes introduced
  - review and amend the TIARE references to what the inspector will look for, evidence required and grounds for observations.
- ▶ Focus was given to:
  - the recently released by OCIMF SIRE2 documentation, i.e.
    - Training videos on Human Factors: <https://www.ocimf.org/programmes/sire-2-0/sire-2-0-videos>, particularly:
    - Human factors in SIRE 2.0 all crew briefing and additional officers briefing modules 1-4
    - Human factors in SIRE 2.0 owner operator modules 1-6
    - The SIRE2 opening and closing meetings
    - SIRE 2.0 - Negative Observation Module Explanation - Version 1.0 and the structure of SIRE 2 questions

### 2.2.3 SIRE2.0 workshops, Sep23 and May24

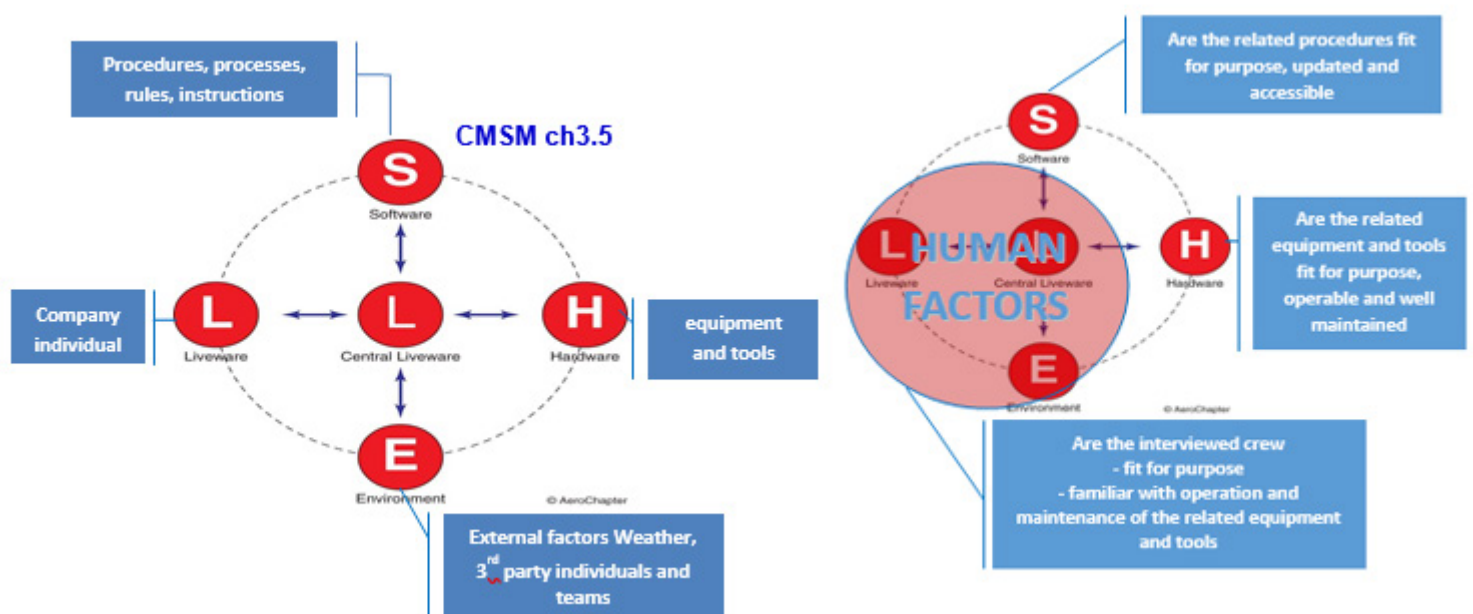
- ▶ These workshops were delivered in office and for officers ashore with twofold objectives:
  - increase the awareness for the SIRE2 concept, principles and changes introduced
  - focus on the Opening and closing meeting. questions structure and the SoC and NoC concept
- ▶ They were based on the “SIRE 2.0” awareness and self-assessment questionnaire”, which was prepared in 8 sections, addressing:
  - Defining performance and success
  - Principles of human performance
  - The S.H.E.L.L. model, OCIMF human factors and SIRE 2.0
  - Challenges and enablers of learning from normal work
  - Opening meeting
  - Questions structure
  - SoC and NoC
  - NoC for Hardware SoC
  - NoC for Software SoC
  - NoC for Human SoC
  - Closing meeting

### 3. Purpose

Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring crew, ship and cargo condition up to the Company standards.

OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7.

DMS and our TIARE are revised reflecting the changes introduced.



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

This workshop:

- ▶ elaborated on the new SIRE 2.0 concept
- ▶ focused on the new concept of Subject of Concern and Nature of Concern, SoC and NoC.
- ▶ introduced questions, with selected observations out of recent SIRE 2.0 inspections of our fleet, structured in a manner that the inspector's observation, including SoC and NoC are quoted
- ▶ prompts the participants, based on the S.H.E.L.L factors, and the SIREd S.H.E.L.L, as presented, to evaluate to what extent the SoC and NoC quoted represent the issues raised with the observations and if not propose their own SoC.

### 4. Key messages

- ▶ Participants elaborated on the recently released by OCIMF SIRE 2.0 documentation, i.e.:
  - training videos on Human Factors, along with the technical videos
  - the CMSM ch3, particularly the S.H.E.L.L model
  - SIRE 2.0 - Negative Observation Module
- ▶ Participants were refreshed in concepts such as
  - human performance and success, principles of human performance, the S.H.E.L.L model
  - SoC (what is reported on) and NoC (what has been observed) concerning the observations
- ▶ The related questionnaire was a tool for each individual, in any role, to understand:
  - The SIRE2.0 concept, the questions structure, where always a SoC process (software), hardware, Human or any combination, may be raised
  - The concept of the three SoC and the relevant NoC

### 5. Records

#### 5.1. Concluding the workshop

- ▶ the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record for each participant
- ▶ one mistake of SoC by the inspector was identified by 75% of the participants
- ▶ an ambiguity was identified for:
  - correct procedure but wrong records, if it is Software or Hardware SoC
  - deficient procedure and PIFs related to familiarisation with procedure, if it is Software or Human SoC

### 6. Actions and follow up

#### 6.1. Out of the questionnaire responses:

- ▶ the level of understanding of the topic of the workshop is satisfactory for all participants, with the exception of the ambiguity mentioned in par. 5.1 above
- ▶ all participants reviewed and understood:
  - the Negative Observation Module as well as the training videos on Human Factors.
  - CMSM ch3 and particularly the S.H.E.L.L. model
- ▶ the majority of the participants were in position to identify the SoC and the NoC for each SoC, at each inspection question presented in the questionnaire, with the exception of the ambiguity mentioned in par. 5.1 above.
- ▶ Related to the feedback section of the questionnaire, the responses were excellent, with general request for further elaborating in the causation analysis.

A new workshop will be designed to further elaborate on the concepts of SoC and NoC for observations raised, in connection to the relevant investigation and causation analysis.



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

### 7 Workshop: DryBMS update

*Dry Bulk Center of Excellence is an independent not-for-profit industry organisation, formed with the initiative of Intercargo and RightShip in 2024, dedicated to raising standards and best practices in dry bulk shipping, through the implementation of the DryBMS framework.*

*DryBMS provides a framework for evaluation and self-assessment of dry bulk operators, with clear standards and guidelines across four categories: Performance, People, Plant and Process. The DryBMS provides the resources for dry ship managers to use to self-assess and continually improve their performance.*

*This workshop:*

- *elaborated on the DryBMS framework and guidance*
- *introduced the 1<sup>st</sup> version of DryBMS for ROKS Maritime Inc.*
- *prompted the participants to review the ROKS 1<sup>st</sup> version of DryBMS, along with the DryBMS guidance, and revise the 1<sup>st</sup> version accordingly*

#### 1. Appreciation

Thank you, 11 Bulker officers, for your reflective learning engagements in the workshop “DryBMS update” and for:

- ▶ Your contribution in revising the DryBMS 1st draft
- ▶ your feedback evaluating the workshop in terms of more to learn, most impact
- ▶ recording your personal commitments for next day to improve your response for your team’s wellbeing.

#### 2. Background

In the “DryBMS update” workshop we had the chance to elaborate on:

##### 2.1. Dry Bulk Center of Excellence (DBCE)

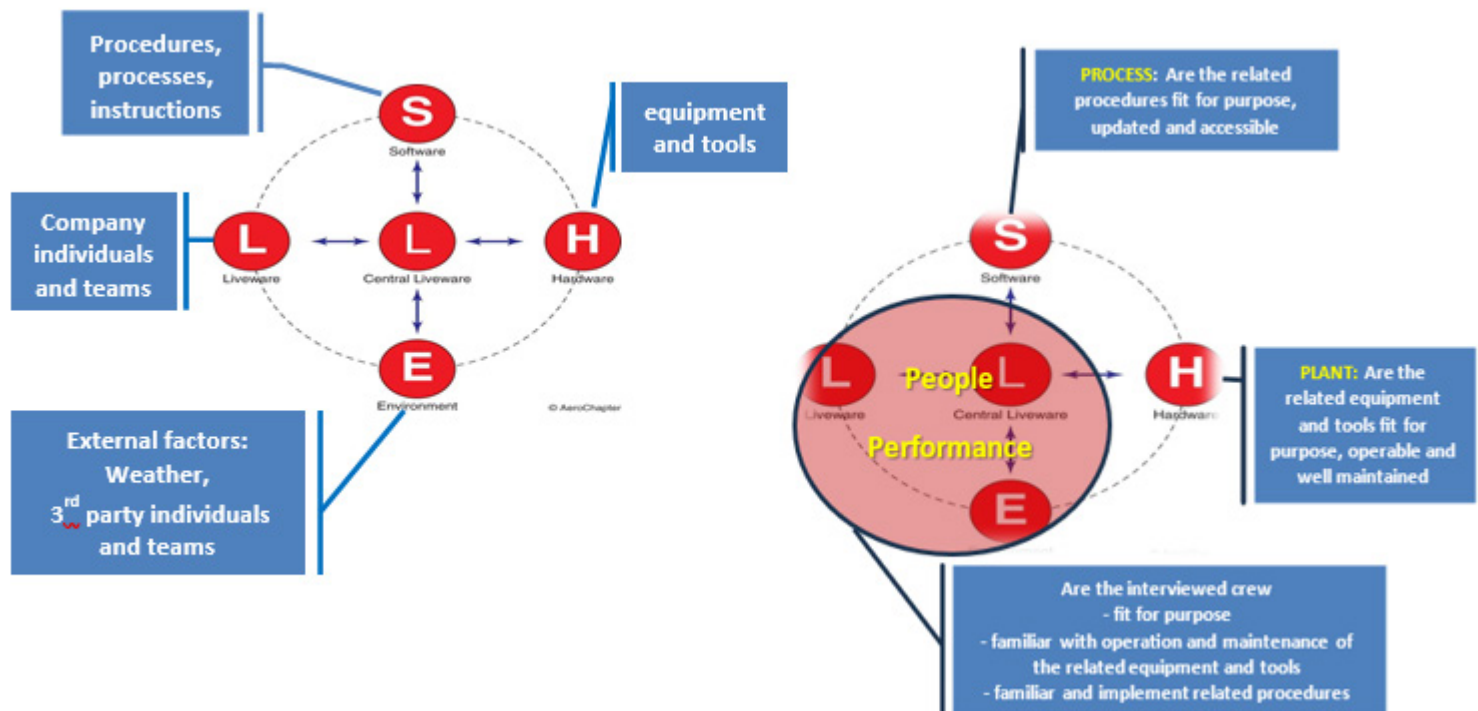
- ▶ The Dry Bulk Centre of Excellence (DBCE) is an independent not-for-profit industry organisation, launched with the initiative of Intercargo and RightShip in 2024.
- ▶ DBCE’s objective is to contribute in the dry shipping sector in:
  - reducing operational incidents,
  - improving operational standards and
  - driving industry best practices.
- ▶ DBCE is dedicated to raising standards and best practices in dry bulk shipping, through the implementation of the DryBMS framework.
- ▶ An independent, not-for-profit organisation entirely separate from its founding organizations, DBCE will be run by an independent management team and will adopt a governance model convened from ship owners, managers, and charterers. This will foster greater cooperation and collaboration between key stakeholders and achieve the common purpose of improving standards and driving operational excellence via active industry participation.

##### 2.2. The Dry Bulk Management Standard (DryBMS)

- ▶ DryBMS was developed by INTERCARGO and RightShip, with input from risk management experts and stakeholders across the sector, as an industry tool to raise standards and best practices across safety, security, environmental performance, and social welfare in the dry shipping sector.
- ▶ DryBMS provides a framework for evaluation and self-assessment of dry bulk operators, with clear standards and guidelines across four categories: Performance, People, Plant and Process.  
The aim of the DryBMS is to help create excellence in safety, security, environmental performance, and social welfare – both onboard ships and ashore.
- ▶ At its most basic level, DryBMS requires companies to meet existing legal requirements (Basic Level). The next three levels (Intermediate Level, Advanced Level and Excellence Level) allow companies to identify processes, procedures and practices that are beyond compliance and help achieve safer, more sustainable operational practices

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

- DryBMS sets out 30 areas of management practice within four sections:
- Performance, People, Plant and Processes
- The DryBMS is a set of resources for dry ship managers to use to self- assess and improve their performance. It contains guidance on how to conduct self-assessments and specific subject areas in which each focus on an area of ship management. The subject area self-assessment criteria set out what good practice looks like and how to evaluate performance by assessing each expectation of your company's practice against these good practice criteria, deciding what actions to take to improve.



### 2.3. ROKS Maritime Inc and DryBMS

#### 2.3.1. ROKS Maritime Inc and DryBMS project

- A project was launched 20May20, to ensure Company DMS compliance to RightShip DMBS standards, then Intercargo DrySAS and then DBCE DryBMS, which in fact is based on DBMS, our original document.
- The deadline from 01Dec23 was extended to 30Jun25.

#### 2.3.2. ROKS DryBMS submission

- The ROKS 1st version of DryBMS was released first I by Company DPA n Aug21, and is continually updated till now.

### 3. Purpose

#### 3.1. DryBMS update workshop was conducted for the senior and junior bulker officers ashore, with objective to increase awareness on:

- DryBMS framework and DryBMS guidance
- ROKS 1st version of DryBMS

#### 3.2. All participants reviewed and understood:

- ROKS CMSM, CPM, FOM
- DryBMS guidance
- ROKS 1st version of DryBMS and verified correctness of references and amended accordingly
  - Gr1: People and Performance sections
  - Gr2: Process and Plant sections

### 4. Key messages

Participants elaborated on the:

- ROKS CMSM, CPM, FOM
- DryBMS guidance
- ROKS 1st version of DryBMS

## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

During the workshop, a 30 minutes brainstorm took place over the:

- DryBMS 4Ps, People, Performance, Process, Plant.
- Level of compliance, Basic, Intermediate, Advanced and Excellence
- The 30 areas of management practices

Furthermore, focus was given on the areas assigned and how to distribute within the group

### 5. Records

Concluding the workshop the relevant responses of the groups were kept offline.

### 6. Actions and follow up

#### 6.1. Upon completion of the workshop:

- All participants reviewed and understood:
  - ROKS CMSM, CPM, FOM
  - DryBMS guidance
  - ROKS 1st version of DryBMS and verified correctness of references and amended accordingly
- the level of understanding of the topic of the workshop was very satisfactory for all participants.

**6.2.** Relevant suggestions were considered in revising the ROKS 1st version of DryBMS, before submitting it to the DBCE platform.

**6.3.** Further workshops on DryBMS will be conducted to provide updates on further developments of the DryBMS project, as well as on the status of our company's compliance with the standard.

Tankers Officers groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Cherepanov Viacheslav	Master	Belkin Roman	ChOff	Karasev Leonid	Master	Facilitator
Konishchev Andrey	ChOff	Ignatenko Leonid	ChOff	Popov Artem	ChOff	Flipchart
Sergeichev Aleksei	ChEng	Verkhovskii Andrei	Master	Bykov Denis	ChOff	Presenter
Gromov Konstantin	Master	Lesovskiy Nikolay	ChOff	Vazhenin Maksim	2nd Eng	PC Operator
Simonov Sergey	Master	Ozerin Valeriy	ChEng	Nilov Aleksandr	2nd Eng	
Epishin Stanislav	2nd Eng	Efimov Andrei	2nd Eng	Maksimenko Aleksandr	2nd Eng	
Zakharov Dmitrii	2nd Eng	Bacharnikov Sergei	2nd Eng	Nechvoloda Nikita	ETO	
Snegurenko Pavel	ETO	Iastrebkov Aleksandr	ETO	Chimishliu Vladislav	ETO	
Volgin Debis	3rd Eng	Vazhenin Andrei	ChEng			
PS		PS		PS		Roxana

Tanker Officers groups		
Gr 4		
Name	rank	role
Anastasiadi Andrei	Master	Facilitator
Overchuk Alexander	Master	Flipchart
Niukhin Sergei	ChOff	Presenter
Salavatov Arslan	ChOff	PC Operator
Kril Oleg	ChEng	
Goncharuk Aleksandr	2nd Eng	
Goritskii Pavel	ETO	
Vangoven Serrgey	2nd Eng	
Pakhomov Mikhail	ETO	
PS		Roxana



## Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec24

Tanker and Bulker Ratings groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
<b>Tankers</b>						
Minchik Evgeny	2nd Off	Chentcov Aleksei	4th Off	Brezgin Alexander	2nd Off	Facilitator
Bashkirov Vitaly	Bosun	Komogortsev Sergei	Bosun	Mordovskoi Aleksandr	Bosun	Flipchart
Belousov Artur	A/B	Anitsoi Iurii	Bosun	Duplava Aleksei	A/B	Presenter
Berdnikov Igor	A/B	Efimenko Oleg	A/B	Baraka Oleg	A/B	PC Operator
Gurianov Andrei	O.S.	Aleksandrov Evgenii	A/B	Kartashev Denis	A/B	
Kopot Sergey	Oiler	Nikitin Sergey	A/B	Shnaider Artur	A/B	
Rosseikin Viktor	Bosun	Guliaev Maksim	O.S.			
PS		PS		PS		Roxana
<b>Bulkers</b>						
Palchuk Aleksandr	2nd Off					Facilitator
Bobkov Iurii	Bosun					Flipchart
Marunchenko Andrei	4th Off					Presenter
Subbotin Oleg	O.S.					PC Operator
Govorov Anton	O.S.					
DV		DV		DV		ROKS



## Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 01Oct24 - 31Dec24

**Pancoast Trading (Singapore) Pte. Ltd** continues to demonstrate robust commercial activities in the East of Suez region, strategically centered in Singapore to cover the crucial markets of the Indian and Pacific Oceans.

**Pancoast's tanker activities:** With a notable market presence of nine years in tanker activities, particularly representing the Roxana Tanker Pool, our Singapore office has become synonymous with excellence in the tanker segment. The commercial endeavors conducted on behalf of Roxana Tanker Pool-Pancoast Singapore have shown a remarkable upward trajectory since the inception of the tanker desk in 2014. Anticipating dynamic and challenging times ahead, the Singapore Office is well-positioned to navigate the evolving market conditions, encompassing spot vessels in both the East and, more recently, the West.

**Ships operated by the office:** During the specified period, Vessels operated by our office included Miracle, Melody, Marvel, Magic Star, and Malbec—Handy Vessels engaged in Dirty product trade. Our office keeps on successfully operating the 2 new purchases, Malbec Legacy and Malbec Legend which are currently trading in the Chemical Sector.

**Commercial Operations:** In the fourth quarter of 2024, Pancoast's Singapore office, under the commercial operational responsibility of Capt. Karthik, successfully secured spot charters with various Charterers, including major Oil companies. Furthermore, three of our MR Vessels were contracted for long-term charters during this period.

**Singapore and Fujairah** continues to serve as the primary ports in the East, where virtually all ships make port calls for repairs, surveys, and bunkering operations. Our department has played a pivotal role in preparing and planning these activities, offering indispensable logistics support to various departments.

**Weekly Meetings** within the Roxana Tanker department are conducted every Thursday to discuss and coordinate vessel updates. Additionally, Capt. Karthik actively participates in virtual management meetings with the team in Athens, providing insights into the performance of vessels managed by our company.

**Management Meetings and Workshops:** Capt. Karthik participated in virtual meetings with Management team at Athens and discussed about the performance of the vessels managed by our company.

Our office actively engaged in meetings and workshops for personal and team development organized by Mr. Koutris and Roxana head office.

**Company Management Review:** Our office participates in Meetings/Workshops for personal/team development. Capt. Karthik attended our Company's Management Review in Greece where he presented the Commercial, Operations and Post Fixture Departments and Singapore Office highlights and performance.

**Dubai Oil Forum:** Captain Karthik along with Andrea Vaccari and Mr. Constantinos Krontiras attended the 8th Annual Maritime Standard Tanker Conference in Dubai. Numerous meetings took place with existing and potential clients expanding the Company's business circle.

**Saudi Aramco Focus:** Capt. Karthik attended the Saudi Aramco Terminals Customer Focus Symposium 2024, which took place in Dhahran, Saudi Arabia, at the Grand Hyatt Hotel in Khobar. The Symposium was attended by about 60 participants and representatives from Saudi Aramco Management, Terminal rep., Pilots, Vetting team, local Agents, Surveyors etc.

**Vladivostok:** Capt. Karthik attended our Annual Event in our Manning Office and Training Center in Vladivostok getting the chance to meet current and future seafarers of our Company.

### Employee Roles:

**Capt. Karthik** oversees the Singapore office, handling commercial, operational, Logistics activities, Business Development, for Roxana in the East of Suez market. Additionally, he leads the fleet in the Post Fixture/Claims department for managed Tanker Vessels.

**Mr. Alexandros Stathopoulos**, marking his ninth year as a Tanker Operator, plays a crucial role in addressing day-to-day operational issues, assisting with Pre-Post Fixture/Claims, and coordinating with other departments. He has also been assigned with vital additional role to develop and market our office for Dry-bulk activities in Far East Area.

We express our gratitude to everyone for their unwavering support, and the success achieved is attributed to your guidance and cooperation.

Wishing you all the best!



## Inauguration Ceremony

On October 4, 2024, the traditional Cadet Initiation Ceremony took place at the Vladivostok Maritime College!

Russian maritime educational institutions have a tradition of initiation into cadets. And the Vladivostok Maritime College is no exception. Every year, the Initiation Ceremony for the new recruits takes place. The Initiation tradition has a long history and symbolizes the entry of young people into a new life full of new adventures and challenges. On this day, yesterday's applicants become cadets!

The event featured many heartfelt speeches. Vladimir Yuryevich Manko, Director of the VMC, expressed his best wishes and parting words. The guests of honor also addressed all those gathered with welcoming speeches:

- ▶ Permyakova Olga Viktorovna - Head of the Department of Professional Education and Science of Primorsky Krai;
- ▶ Verkhuturov Denis Valentinovich - General Director of the representative office of the shipping company "Roksana Shipping" and ROKS Maritime in Vladivostok;
- ▶ Pafnutyev Evgeny Yuryevich - Deputy General Director of "Fescontract International"
- ▶ Tsepennikov Denis Viktorovich - Deputy Rector for Continuing Education of the Far Eastern Institute of Communications.

The dedication ceremony coincided with Teacher's Day, and the cadets and guests of the college expressed their gratitude to the teachers for their hard work with words of appreciation and flowers. The first-year cadets prepared their creative gifts, which they demonstrated on the stage of the assembly hall. Addressing the college's teaching staff with words of congratulations, Olga Viktorovna Permyakova emphasized the importance and growing role of professional education in Russia, and presented awards to the VMC teachers.

Honorary certificates of the Ministry of Professional Education and Employment of the Population of Primorsky Krai were presented to the Deputy Director for Academic Affairs Kan-taeva Anzhelika Sergeevna, the Head of the Correspondence Department Kirichenko Elena Gen-nadyevna, and the Deputy Director for Quality Protsenko Anna Nikolaevna. College teachers Vladislav Vladimirovich Kupchik and Vadim Vladimirovich Glubokovskikh were presented with Certificates of Gratitude from the Ministry.

The festive event ended with the cadets taking their traditional Oath, Followed by the presentation of cadet cards and shoulder straps. This took place against the backdrop of the marine gallery and the VMC museum, where proud parents and guests from the "recruits" side, could capture their sons, brothers and friends in photos and videos.

We congratulate the guys on this significant milestone in their lives and hope that this beginning of their "marine" exciting journey into the world of knowledge will bring them luck and success in the future, and help them become real marine specialists! Good luck to you and new achievements in the future! Seven feet under the keel!

## Competitions dedicated to the Day of National Unity of Russia

The traditional Spartakiad dedicated to the Day of National Unity of Russia was held at the Vladivostok Maritime College. Eight teams took part in the Spartakiad. The competitions were held in three events: tug-of-war (team championship), long jump from a place, push-ups on parallel bars and pull-ups on a horizontal bar.

According to the results of the competition, the first team place was won by the team of group 132 consisting of: Utkin Vladislav, Kostenko Rostislav, Rasputny Sergey, Pautov Aleksey, Cherevatenko Danil, Timoshin Roman, Chigirinsky Nikita, Potapov Danil, Lytkin Nikita; the second place was won by the team of group 221 consisting of: Terendin Ruslan, Chumakov Dmitry, Borisenko Ivan, Furyak Aleksey, Kovalenko Dmitry, Bruev Semyon, Kiselev Egor, Be-lotserkovets Daniil; the third place was won by group 222 consisting of: Gorshkov Igor, Chernyavsky Roman, Yakovlev Nikita, Podnebessky Arseny, Alentsev Alexander, Redenkov Evgeny, Starodumov Maxim, Musiychuk Alexander.

In the individual championship, in the push-ups on the parallel bars competition, the first place was won by the cadet of group 221, Terendin Ruslan; the second place was won by the cadet of group 132, Rasputny Sergey, and the third place was won by the cadet of group 122, Naumov Nazar; in the standing long jump, the first place was won by the cadet of group 211, Peregontsev Artem; the second place was won by the cadet of group 121, Shevchenko Dmitry, the third place was won by the cadet of group 221 Borisenko Ivan; in the pull-ups on the horizontal bar competition, the first place was won by the cadet of group 132, Rasputny Sergey; the second place was won by the cadet of group 132, Utkin Vladislav, and the third place was won by the cadet of group 122, Naumov Nazar.



## VMC (Vladivostok Maritime College)

Following the results of the competition, the winning team and the prize-winning teams, the winners and prize-winners of the Spartakiad in the individual standings, were awarded a winner's cup, medals and Certificates of Honor. For excellent training and holding of the Sparta-kiad at a high organizational level, the head of physical education Farkhutdinov Rim Nailevich was awarded a Certificate of Honor.

We wish all cadets new sports, team and personal achievements!



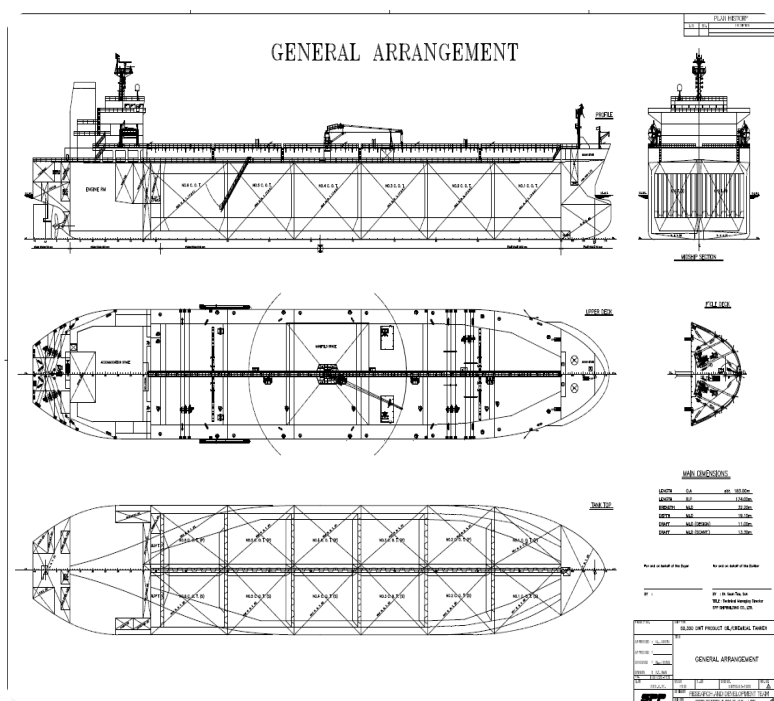
## New Ladies on the Block

Our company is planning the next generation of new buildings and is following closely the new rules, particularly:

- Alternative fuels
- Carbon capture technologies
- ECO designs and options

The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of alternate fuels as marine fuels and the price level of the conventional and VLS/ULS fuel oil.

Furthermore, there is an increased activity evaluating options and opportunities in the second-hand market, with the recent additions of M/T Malbec Legacy on 26Jun24 and M/T Malbec Legend on 25Jul24, which inaugurate the entrance of our company in the pure chemical trade.

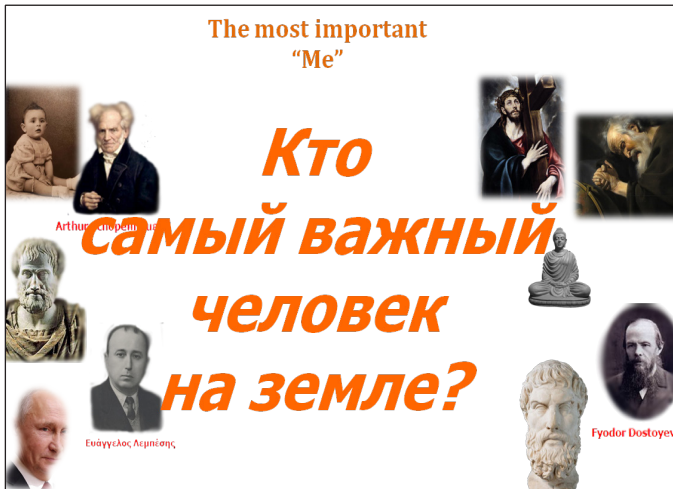




# Hot Stuff

## The fearless ego for success

Inspired by the Partners in Safety project the Roxana “Ego” tree was launched end of 2016, finally introduced after the management review of May 2019 and was further developed to the Roxana “fearless ego for success” tree. Each one of us elaborated on a basic question who is the most important person for me on earth.



The embarrassment, even blame of “egoism”, was a drawback in getting to the obvious answer.

The assistance from our God came the right moment to show us show us the obvious answer:

***I am the most important person of earth***



Based on this conclusion the principal order was introduced:

***Return Home always Healthy!***

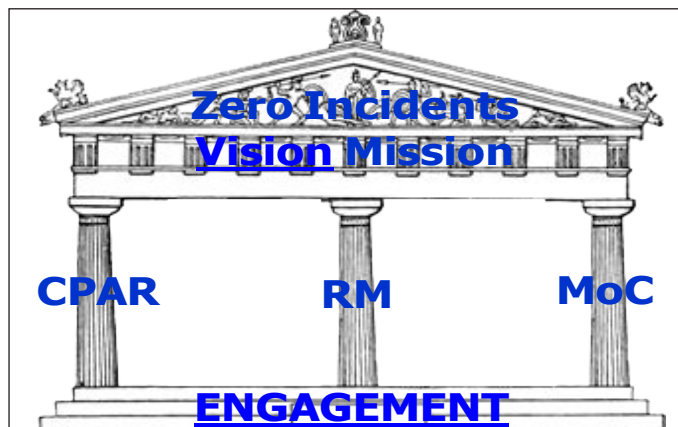
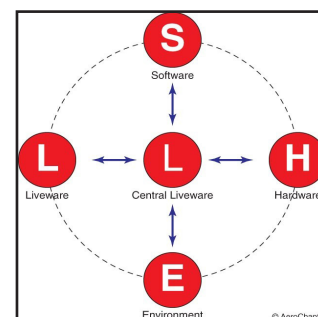
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.  
If I care about myself I should care about my team so that all of us return home healthy.



## The fearless ego for success

The **SHELL** model was introduced in our system at the same period to facilitate our understanding and classifying of the factors we are in interface with, i.e. Software (procedures, instructions) hardware (equipment, systems, tools) environment (time and space) and Liveware (human factor).

**Human centric Applicable to: Soft skills and Resilience, Investigation** (classifying factors), **Causation analysis** (classifying causes), **Risk Management** (classifying hazards and threats)



Starting from the Roxana "fearless ego for success" concept we are developing our system in three axes of activity: the 3 Pillars and Engagement, the Human Performance and the Reflective Learning.

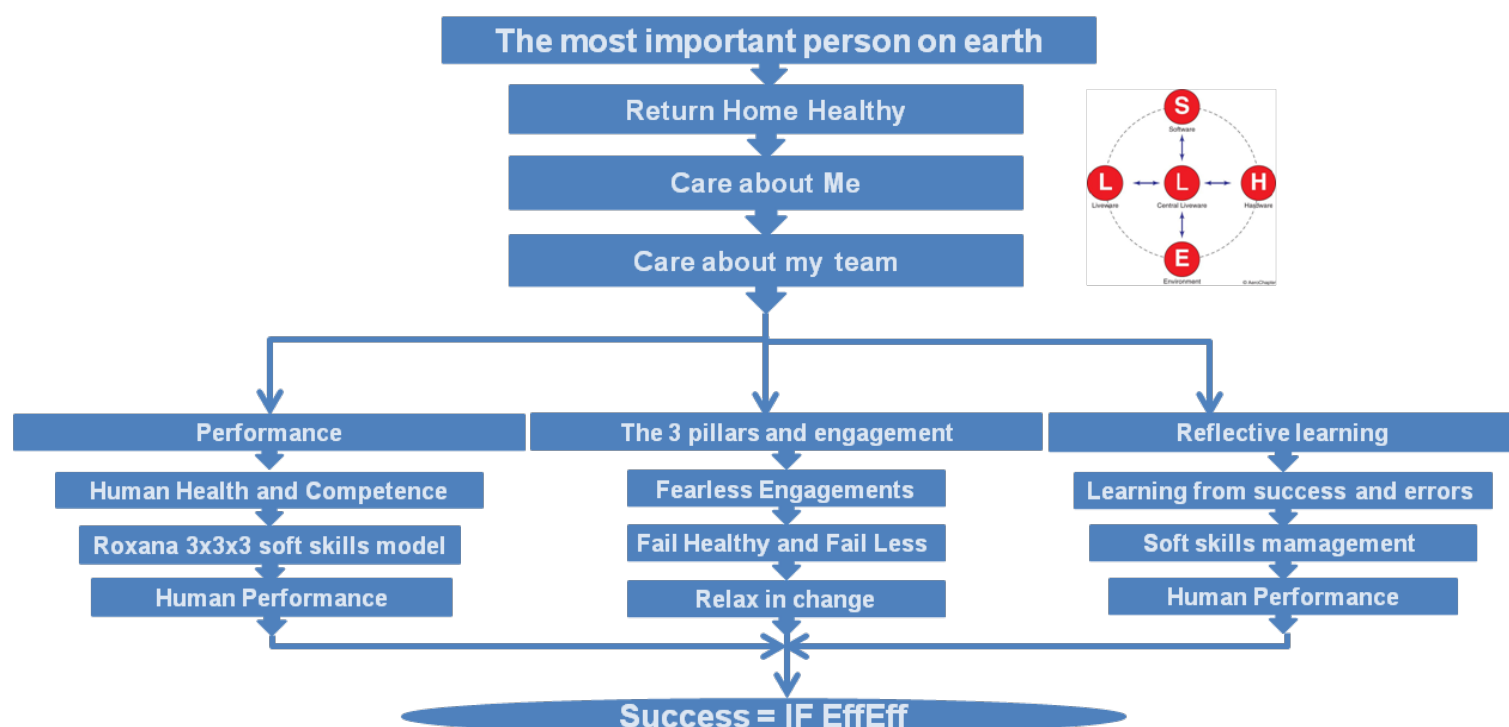
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

The 2nd axis of activity elaborates with Health (physical and mental) and Competence (hard and soft) as pre-requisites for Performance, performance being the measure of Incident Free, Effective and Efficient (IF EffEff) operations.

The 3rd axis of activity is related to creating an open environment for

reflective learning engagements for all levels in our organisation.

Separate articles in this magazine elaborate on the above three axes of activity, who ensure the Incident Free, Effective and Efficient (IF EffEff) operations throughout our organization ashore and on board.



## The 3 pillars and engagement

Late 2107 we introduced the three pillars and engagement principle, as the backbone of our system development to meet our Zero Incidents target, in compliance with our IDEA Vision and Mission.



The three pillars were identified as

- Fearless engagements - CPAR: procedure CP08 Control of Non- Conformities, Accidents & Near Misses
- Failing Healthy and Less - RM: procedure CP24 Risk Management
- Relaxing in change - MoC: procedure CP13 Management of Change

Engagement was introduced as the foundation in this process, as the ticket to shift mere compliance to commitment, as a ticket to Company culture Fearless engagements is about creating a working environment where all colleagues at all levels feel comfortable to intervene and

- stop work, when an unsafe act or condition is identified
- speak out their success, mistakes, concerns or new ideas, without any fear of been blamed or disregarded
- feel an active and appreciated member of the team

An environment of open reporting, of a fair and just for no blame culture during investigation and causation analysis are the guarantees that the team will learn from its success and that mistakes are opportunities for system improvement.

Procedure CP08 is documenting the above issues.

Failing healthy and less is all about managing the risk of the identified hazards, as addressed procedure CP24.

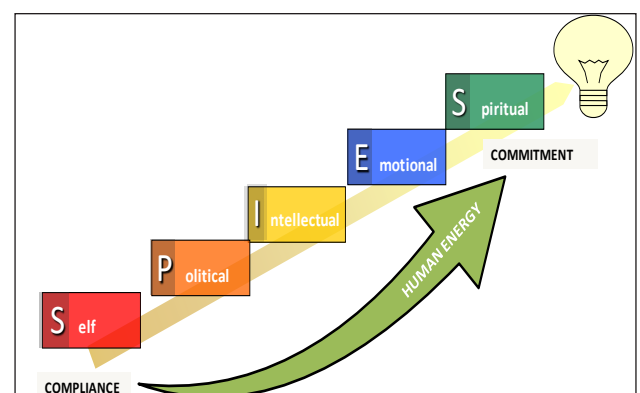
It is our Innovation value that dictates the relax in change, change is a way of living and is addressed in procedure CP13.

We all know normal conditions are not always the case and therefore, we have to be prepared to operate also under “not normal” conditions, the so called non routine operations.

Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the concepts of the three pillars, the reflective learning and training and non routine operations.

Procedures format, as documented in CMSM ch3, is revised to reflect the above.

Since the beginning of 2022 we have initiated a project to simplify our procedures thus boosting the engagement and facilitating the commitment to our system.



Herakleitos team with Dostoyevsky to make  $2+2=5$

Dostoyevsky's hero in the "Notes from the Underground" is for 4 pages struggling in despair denying to accept the mathematical certainty  $2+2=4$ , concluding in excitement that  $2+2=5$  is sometimes a very charming thing.



Fyodor Dostoyevsky

ChIX.....

But yet mathematical certainty is after all, something insufferable. Twice two makes four seems to me simply a piece of insolence. Twice two makes four is a pert coxcomb who stands with arms akimbo barring your path and spitting. I admit that twice two makes four is an excellent thing, but if we are to give everything its due, twice two makes five is sometimes a very charming thing too.....

Записки из подполья, Глава IX

Но дважды два четыре — все-таки вещь пренесносная. Дважды два четыре — ведь это, по моему мнению, только нахальство-с. Дважды два четыре смотрит фертом, стоит поперек вашей дороги руки в боки и плюется. Я согласен, что дважды два четыре — превосходная вещь; но если уже все хвалить, то и дважды два пять — премилая иногда вещица.

«... οὐ ταύτόν ἐστι τὰ μέρη καὶ τὸ ὅλον ...» (150a15-16).

"THE WHOLE IS NOT THE SAME AS ITS PARTS"



2000 year before Dostoyevsky a pure mathematical paradox was quoted

The whole IS NOT the same as its parts, may be smaller or bigger than the addition of its parts!

## Herakleitos team with Dostoyevsky to make $2+2=5$ (Continued)



«...ΤΟ ΑΝΤΙΕΘΟΝ ΣΥΜΦΕΡΟΝ ΚΑΙ ΕΚ ΤΩΝ ΔΙΑΦΕΡΟΝΤΩΝ  
ΚΑΛΛΙΣΤΗΝ ΑΡΜΟΝΙΑΝ...ΚΑΙ ΠΑΝΤΑ ΚΑΤ' ΕΡΙΝ ΓΙΝΕΣΘΑΙ...»  
THE OPPOSITES ARE BENEFICIAL AND FROM THE DIFFERENTS THE  
BEST HARMONY... EVERYTHING IS DEVELOPED IN DISPUTE...

It was 2500 years before Dostoyevsky's wish for  $2+2=5$  that one of the Humanity's greatest genius, Heraclitus, identified the added value of harmonizing the opposites, the *dialectic* value, which is included in our Company's Vision.

### A team:

- having team members gifted with teamworking skills
- having a leader gifted with leadership and managerial skills will produce the added value

***will make the  $2+2=5$  possible  
will keep Dostoyevsky satisfied!***

The  $2+2=5$  concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.

The teams concept is introduced

- There is no operation or even task on board or ashore that can be completed Incident Free, Effectively and Efficiently by one individual alone.
- There is no individual who can complete alone any operation ashore or on board Incident Free, Effectively and Efficiently.





## The S.H.E.L.L. model

The S.H.E.L.L. model was first developed for the aviation by Elwyn Edwards (1972) and later modified into a 'building block' structure by Frank Hawkins (1984). The model is named after the initial letters of its components (software, hardware, environment, liveware) and places emphasis on the human being and human interfaces with other components of the aviation system.

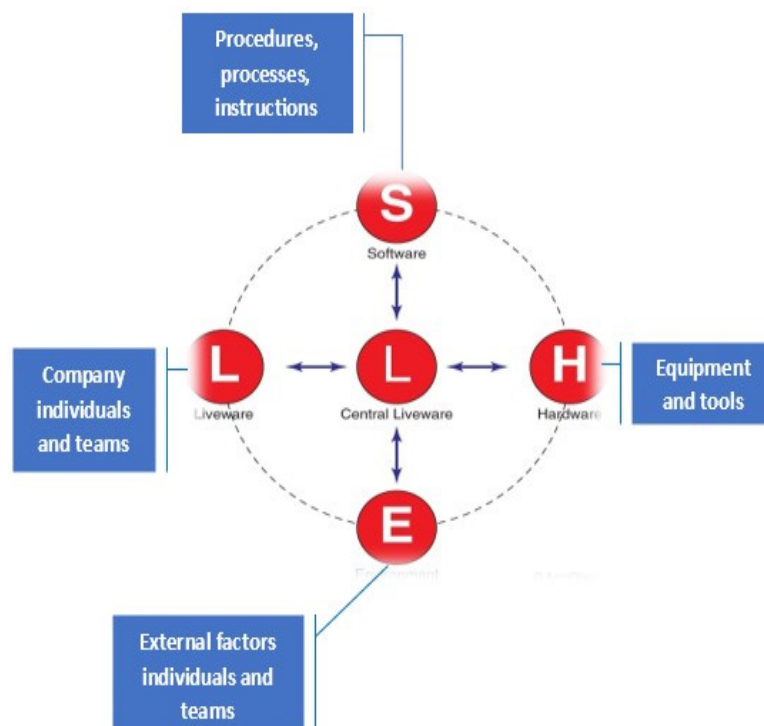
**The S.H.E.L.L. model** is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human subsystem).

The S.H.E.L.L. model adopts a systems perspective that suggests the human is rarely, if ever, the sole cause of an accident. The systems perspective considers a variety of contextual and task-related factors that interact with the human operator within the aviation system to affect operator performance. As a result, the S.H.E.L.L. model considers both active and latent failures in the aviation system.

The anthropocentric principle of the S.H.E.L.L. model pretty much fits into the Company commitment to place and engage the human in the centre of activities.

The S.H.E.L.L. model is adapted to the Company DMS CMSM par3.6, and S.H.E.L.L. factors are extensively used when applying processes, amongst others, like the:

- 1 interview (interrelation of the candidate with S.H.E.L.L.)
- investigation (classification of factors to investigate in S.H.E.L.L.)
- causation analysis (classification of causes in S.H.E.L.L.)
- hazards and threats identification (classification of hazards and threats in S.H.E.L.L.)



## The holy three and Roxana 3x3x3 soft skills model

**OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators** was released in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness, Decision making, result focus and Leadership and managerial.

**During the relevant workshops in 2018 and 2019 we considered the holy three concept:**

- the simpler the process the more engaging for the stakeholders it is
- the human brain is geared to think the dialectic way, 3 issues at a time
- key findings of recent Harvard university studies (N. Cowan -2010) suggests the limit of working memory capacity between 3 and 5 chunks of information.

**During the previous workshops as above par2 we realized that:**

- Teamworking, Leadership and managerial, Communication and influencing soft skills sets are meaningful only in a team environment (interpersonal skills)
- Decision making, result focus, Situation awareness soft skills sets apply for an individual, even not within a team (intrapersonal skills)
- Communication skills are prerequisites for Teamwork and for Leadership skills
- Situation awareness is prerequisite to proper Decision making and result focus skills

**Considering the above we decided to modify the 6 soft skill domains to 3, by:**

- Fusing communication and influencing to team working and leadership/managerial
- Fusing situation awareness to decision making and result focus
- Merging decision making and result focus

## The holy three and Roxana 3x3x3 soft skills model (Continued)

### Ending up to 3 soft skills sets

- Team working
- Leadership and managerial
- Decision making and Result focus

We further considered 3 categories to each of the 3 soft skills domains and three sets of behavioral indicators per category, as per Roxana's 3x3x3 soft skills model below.

Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the dimension of the soft competence, the soft skills.

Procedures format, as documented in CMSM ch3, as well as CP05 recruitment and appraisal process are revised to reflect the above.

1. Team Working	
Works effectively in a team, clearly and precisely and gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, including senior/line managers, colleagues and subordinates, building productive working relationships through cooperation with colleagues, treating others with respect, facilitates resolving conflicts among team members and balancing individual and team goals, interacting with others in a sensitive and effective way in a risk- and time-sensitive environment.	
1.1. Participation and supporting others	
1.1.1.	<b>Actively participates in team tasks:</b> <ul style="list-style-type: none"> <li>- Helps other crew members in demanding situations</li> <li>- Actively seeks and acts upon feedback.</li> </ul>
1.1.2.	<b>Establishes an atmosphere for open communication and participation:</b> <ul style="list-style-type: none"> <li>- Clearly puts forward views and personal position while listening to others.</li> <li>- Encourages input and feedback from others.</li> <li>- Builds rapport and establishes a common bond with others.</li> <li>- Encourages idea generation.</li> <li>- Shares expertise with others.</li> </ul>
1.1.3.	<b>Communicates effectively</b> <ul style="list-style-type: none"> <li>- Uses the right mode, time and medium to deliver the message (spoken, written, body signals, sentence structure, terminology and speed of delivery etc) to suit the message and the intended recipients.</li> <li>- Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way</li> <li>- The amount of communication is appropriate and clear for the situation in hand.</li> </ul>
1.2. Inclusiveness and consideration of others	
1.2.1.	<b>Helps people feel valued and appreciated.</b> <ul style="list-style-type: none"> <li>- Welcomes and includes others</li> <li>- Receives feedback constructively and acts accordingly.</li> <li>- Notices the suggestions of other crewmembers.</li> <li>- Gives clear, detailed and constructive personal feedback.</li> <li>- Gives clear and concise briefings and updates at appropriate times.</li> </ul>
1.2.2.	<b>Demonstrates respect for people and their differences.</b> <ul style="list-style-type: none"> <li>- Shows understanding of others' perspectives and personal situations.</li> <li>- Acknowledges cultural diversity when communicating.</li> </ul>
1.2.3.	<b>Communicates in a way that elicits appropriate action from others.</b> <ul style="list-style-type: none"> <li>- Asks questions and observes others to confirm their common understanding</li> </ul>
1.3. Conflict resolution	
1.3.1.	Keeps calm in conflicts and suggests solutions to resolve conflicts.
1.3.2.	Receives feedback constructively and expresses disagreement constructively by giving alternative or different perspectives.
1.3.3.	Influences others resulting in acceptance, agreement and/or behaviour change.

## The holy three and Roxana 3x3x3 soft skills model (Continued)

2. Leadership and Managerial skills	
Clearly and precisely gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, inspiring, motivating and empowering his colleagues to perform at their best to achieve goals.	
Adjusts leadership style to situations, including those which develop suddenly and change rapidly, interacting with others in a sensitive and effective way in a risk and time-sensitive environment.	
2.1. Setting directions, providing and maintaining standards	
2.1.1	<p>Communicates clear expectations.</p> <ul style="list-style-type: none"> <li>- Considers the bigger picture and longer term needs prior committing to a course of action.</li> <li>- Translates the vision into clear strategies and work programmes.</li> <li>- Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc).</li> <li>- Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery).</li> <li>- Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients.</li> <li>- The amount of communication is appropriate and clear for the situation in hand.</li> <li>- Communicates in a way that elicits appropriate action from others.</li> </ul>
2.1.2	Demonstrates commitment to Company values, ethical and moral standards, setting a personal example of what is expected from others.
2.1.3	Ensures compliance with Company system and standards and intervenes in case of deviations by other crew members
2.2. Authority, assertiveness and empowerment	
2.2.1	<p>Creates a culture that enables challenge and participation of crew members while maintaining the given command authority</p> <ul style="list-style-type: none"> <li>- Encourages crew members to review, raise concerns or challenge plans of actions.</li> <li>- Creates a safe and trusting environment for crew members of open and frequent communication with clear and direct flow of information, supporting them to openly share lack of knowledge and/or to speak up without hesitation.</li> <li>- Recognises, appreciates, and supports contributions of people.</li> <li>- Receives feedback constructively.</li> </ul>
2.2.2	<p>Takes command if the situation requires.</p> <ul style="list-style-type: none"> <li>- Takes decisive actions as required.</li> <li>- Advocates own position.</li> <li>- Clearly puts forward views and personal position whilst listening to others.</li> <li>- Influences others resulting in acceptance, agreement and/or behaviour change.</li> </ul>
2.2.3	<p>Supports people to have a level of independence in how they do their work</p> <ul style="list-style-type: none"> <li>- Develops cooperative and respectful relationships with people.</li> <li>- Understands the needs of crew members and cares about their welfare</li> <li>- Acknowledges cultural diversity when communicating.</li> <li>- Creates a feeling among the crew members of achieving results together as one team</li> <li>- Asks questions and observes others to confirm their understanding.</li> <li>- Actively seeks and acts upon feedback.</li> <li>- Encourages people to acquire new skills and develop themselves.</li> </ul>
2.3. Planning, co-ordination and Workload management	
2.3.1	<p>Organises tasks, activities and resources.</p> <ul style="list-style-type: none"> <li>- Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards.</li> <li>- Encourages shared understanding and participation among crew members in planning and task completion.</li> <li>- Clearly explains plans, expectations, and roles to each person, ensuring that they understand them</li> <li>- Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments.</li> <li>- Prioritises and manages primary and secondary operational tasks.</li> <li>- Distributes tasks appropriately among the crew, balancing the needs of every team member.</li> </ul>
2.3.2	<p>Challenges current processes to find new and innovative ways to improve work of the team and the vessel</p> <ul style="list-style-type: none"> <li>- Uses appropriate tools and notifications when dealing with non-routine operations.</li> <li>- Uses available external and internal resources (including automation) to accomplish timely task completion.</li> </ul>
2.3.3	<p>Monitors plans for the achievement of targets.</p> <ul style="list-style-type: none"> <li>- Gives and asks for clear and concise briefings and updates at appropriate times.</li> <li>- Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it.</li> <li>- Delegates in order to achieve top performance and to avoid workload peaks and troughs.</li> <li>- Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary.</li> <li>-</li> </ul>

## The holy three and Roxana 3x3x3 soft skills model (Continued)

3. Decision making and Result focus	
<p>Accurately perceives all SHELL factors on-board, at sea and ashore and projects their status in the future, reaching systematic and rational judgements or chooses an option based on relevant information by analysing issues and by developing effective strategies to manage HSQE threats.</p> <p>Demonstrates a readiness to make decisions and originate action, focusing on achieving desired results and how best to achieve them by taking conscientious action, using initiative, energy and demonstrating flexibility and resilience.</p>	
3.1. Awareness of SHELL factors and their risks for problem definition and options generation	
3.1.1.	<p>Maintains awareness of SHELL factors.</p> <ul style="list-style-type: none"> <li>- Monitors, cross-checks, acknowledges and reports changes in all SHELL factors.</li> <li>- Gathers information and identifies the problem and its causal factors in the 3 dimensions of time.</li> <li>- Consults and shares information with specialist expertise or local knowledge on all SHELL factors when required, environment included.</li> </ul>
3.1.2.	<p>Problem definition</p> <ul style="list-style-type: none"> <li>- Encourages idea generation and challenges existing norms, accepted risks, processes or measurements</li> <li>- Generates multiple responses to a problem or alternative courses of action.</li> </ul>
3.1.3.	<p>Risk assessment for option selection</p> <ul style="list-style-type: none"> <li>- Uses all available resources to manage threats.</li> <li>- Considers options generated by external advisors (e.g. pilot) and retains decision making responsibility and accountability.</li> <li>- Considers and shares the risks of alternative courses of action.</li> <li>- Anticipates present and future threats and their consequences.</li> <li>- Assesses risks and benefits of different responses to a problem through discussion.</li> </ul>
3.2. Outcome implementation and review	
3.2.1.	<p>Selects and implements timely the best response to the problem.</p> <ul style="list-style-type: none"> <li>- Checks the outcome of a solution against the predefined goal or plan, reviews the quality of the decision made.</li> <li>- Takes timely and mindful actions.</li> </ul>
3.2.2.	<p>Confirms selected course of action and implements in a timely manner.</p> <ul style="list-style-type: none"> <li>- Stays focused on tasks and meets productivity standards, deadlines, and work schedules.</li> <li>- Shows up to work on time, and follows instructions, policies, and procedures.</li> <li>- Goes the "extra mile" beyond job requirements in order to achieve objectives.</li> <li>- Takes personal responsibility for the quality and timeliness of work, and achieves results with little need for supervision.</li> </ul>
3.2.3.	<p>Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones.</p> <ul style="list-style-type: none"> <li>- Effectively manages the time and resources to accomplish tasks, prioritising the most important ones.</li> <li>- Identifies what needs to be done and initiates appropriate actions</li> <li>- Looks for opportunities to help achieve team objectives.</li> </ul>
3.3. Determination and emotional toughness	
3.3.1.	<p>Recovers quickly from setbacks and responds with renewed and increased efforts.</p> <ul style="list-style-type: none"> <li>- Persists in the face of difficulty, finds alternative ways to complete tasks and goals.</li> <li>- Exerts renewed and increased effort to achieve goals, persisting even in the face of problems.</li> <li>- Handles high workloads, competing demands, vague assignments, interruptions, and distractions with composure.</li> <li>- Willingly puts in extra time and effort in crisis situations.</li> <li>- Stays calm and maintains focus in emergency situations.</li> </ul>
3.3.2.	<p>Adapts to changing business needs, conditions, and work responsibilities.</p> <ul style="list-style-type: none"> <li>- Shows others the benefits of change.</li> <li>- Adapts approach, goals, and methods to achieve solutions and results in a changing environment.</li> <li>- Responds positively to change, embracing new ideas and/or practices to accomplish goals and solve problems.</li> </ul>
3.3.3.	<p>Discusses contingency strategies and takes timely and mindful actions.</p> <ul style="list-style-type: none"> <li>- Acknowledges and corrects mistakes, taking personal responsibility as appropriate.</li> <li>- States alternative courses of action, implements new ideas, and/or better ways to do things and/or implements potential solutions to problems</li> </ul>



## Management Review Meeting 2024-02

1. The Management Review Meeting MR24-02 was conducted physically, at Negroponte Resort, Eretria, on 07-09Nov24. Thank you, all participants, for your engagements and your contribution to the meeting deliverables.
2. During the meeting following topics were particularly addressed:
  - update and report of corrective and preventive actions follow up
  - DMS refresh with latest DMS revisions, New rules and KPIs review
  - the fearless ego for success concept, including the 3 pillars and engagement (CPAR, MoC, RM), focus on the new principle of procedures consolidation (responsibilities in CP01 and NR operations in Appendices), Fair and Just culture for No Blame culture, Roxana 3x3x3 soft skills model and communications policy, health (mental and physical) and competence (soft and hard) for performance, fearless engagements.
3. Furthermore, all participants were engaged in the workshops “Incident investigation - causation analysis Ever Given” and “SIRE 2.0 SoC and NoC Samples”, that were conducted during the 3rd day of the meeting, on Saturday 09Nov24. All relevant workshop and evaluation feedback questionnaires were properly and promptly completed. The strong commitment of the participants to improve the team’s wellbeing and IF EffEff operations was evident. The workshop recaps were passed over to the participants, so as for them to get an insight into the key messages, as well as to review and be in a position to comment on the analytics of the workshops’ responses.
4. The Draft Minutes of the meeting, along with the updated corrective preventive actions of Corrective Preventive Actions Plan and analytics of the workshops have been made available to all participants and will be posted in Ulysses.
5. The dinner venue for the first night was the “Limanaki” restaurant, located at the Port of Amarynthos, and for the second night, it was “Dionysos”, located in Gymnos. All participants enjoyed fresh local fish at Limanaki and local meat and other delicacies at Dionysos, accompanied by the warm companionship of local wine. On the same day, Capt. Vitaly Bekirov, Crew Manager and DPA of our Dry Bulk fleet, celebrated his birthday, and he was pleasantly surprised, adding an extra touch of joy and happiness to the evening.
6. All participants welcomed the event and are looking forward for the next Management Review meeting in May.



## AMVER Awards 2024

This year's AMVER Awards ceremony took place on 17Dec24 at the Ballroom of the Athenaeum Intercontinental Hotel. Our company was proud to participate in this prestigious event, and the following message was distributed to our fleet:

QT

Dear Master,

Once more the International Propeller Club of the United States, Port of Piraeus in cooperation with the United States Embassy in Greece and the United States Coast Guard organized the AMVER Awards ceremony, marking another milestone in honoring Greek seafarers' exceptional commitment to seamanship.

This year's ceremony took place at the Athenaeum Intercontinental Hotel on December 17th, 2024, where 216 Greek-owned shipping entities and their fleet of 1,830 vessels were celebrated for their committed participation in the AMVER initiative.

The event was attended by approximately 1,000 distinguished guests, including prominent representatives from the shipping industry, politics, and the armed forces.

Mr. Costis Frangoulis, the President of the International Propeller Club, Port of Piraeus, and Vice President of the International Propeller Club of the United States, in his speech, emphasized the significance of the AMVER program, noting that participation represents an act of humanity and solidarity. He also stressed that the true strength and excellence of Greek shipping lies not only in its fleet but -most importantly- in its people.

The award-winning companies were announced during the ceremony via a video, which was consisted of photographic material of the awarded companies. The AMVER Awards ceremony for ROKS Maritime Inc. were participated by Capt. Alexander Kozlov from Wet Operations Dept., Capt. Vitaly Bekirov from Crew Dept., Capt. Dimitris Damdimopoulos and Ms. Katerina Sfendylaki from SQM Dept.

During the next AMVER Awards Ceremony, we will be happy to see participation of all Company's ships in AMVER System and we will appreciate all Masters continuous commitment to AMVER principle and reporting, as per FOM01 App7.5, so that on 5th year of participation, ALL our ships to be awarded by the Yellow Pendant.

UNQT



## KR Hellenic Committee Meeting (KRHC) 10Oct24



Please note that on 10Oct24 from 16:00 hrs till 19:00 hrs, our Managing Director, Mr. Koutris, attended the “KR Hellenic Committee Meeting”, hosted by the Korean Register at the Grande Bretagne Hotel, Athens.



During the meeting, Mr. Koutris delivered a presentation on the Human Factor in Shipping, the evolution of the concept, its introduction by SIRE2 and how it is dealt with in our company.

Topics of the meeting included:

- ▶ Session 1: Update on KR activities & shipping / shipbuilding market outlook
  - KR Business and Technical Activities by Hyunjoong KIM, Principal Surveyor of KR's Overseas Business Development Team
  - KR's Research Activities on Decarbonization by Kanghyun SONG, Head of KR's Decarbonization - Ship R&D Center
  - Technical Development within Korean Shipbuilding Industry by Yongtaek AN, General Manager of KR's Dry Cargo Ship Team
- ▶ Session 2: Technical Presentations
  - Customized Decarbonization Strategy: Pilot Projects by Joonho CHO, Senior Vice President of KR's Technical Business Development Team
  - Digitalization, Performance Monitoring and Data Validation Challenges under IMO/EU Regulations by Fotis Dalmyras, CEO of Andriaki Shipping
  - Human Factor in Shipping: The Evolution of the Concept, How it is Applied in Roxana, and its Application in SIRE2.0 by Takis Koutris, MD of Roxana Shipping S.A



## DNV Tanker Forum 09Oct24



Please note that on 09Oct24 from 16:00 hrs till 20:00 hrs, our Managing Director, Mr. Koutris, attended the DNV Tanker Forum, which took place at the Marriott Athens Hotel – “Corfu I” Conference Room, 385 Syngrou Avenue, Athens.



The Greek Shipowners have traditionally a dominant presence in the Tanker segment that follows all the latest technological and business developments. DNV has been, and will still be, committed in giving continuous support to the Greek shipping community with classification services, in all parts of the Tanker Segment, especially as far as safety, quality, regulatory challenges and new technological developments are concerned.

Purpose of this forum was to gather the most pronounced stakeholders of the Greek Shipping Tanker segment, embracing players with key knowledge and experience, to share lessons learned, aiming to ensure continuous safe, and reliable operation of Tanker vessels.

The agenda of the forum included the below topics:

- ▶ **Market update**  
by Petros Alafasos, Regional Tanker Segment Director
- ▶ **DNV Maritime Forecast 2050**  
by Jason Stefanatos, Global Decarbonization Director
- ▶ **Shore Power for Tankers**  
by Catrine Vestereng, SVP and Global Business Director for Tankers
- ▶ **CII / EU ETS / FuelEU Maritime: a legal perspective**  
by Dimitris Anassis, Partner - Hill Dickinson International
- ▶ **Onboard carbon capture and storage machinery feasibility study for a Suezmax tanker**  
by George Psaraftis, Consultant Engineer / Maritime Advisory Centre
- ▶ **IACS CSR updates on the wave load and minimum thicknesses**  
by Gregory Kazantzis, Technical Resource Manager / Maritime Service Centre
- ▶ **Panel Discussion on Future Tanker Design**  
Moderator: Catrine Vestereng, SVP and Global Business Director for Tankers Panellists: Mark Pearson, Managing Director at Maran Tankers Management Inc., and Panos Kourkountis, Technical Director at Sea Traders S.A. & MARTECMA chairman

## Outstanding 3rd Party Inspections Performance

As we all know 3rd party inspections KPIs and particularly PSC and Vetting KPIs are vital for the tradability of our Fleet.

For PSC inspections absolute target for 2023 was 0 detentions and then 0.6 deficiencies per inspection, and the same remains for 2024, the combination of which will bring Roxana into the high-performance companies, as per the Paris MOU NIR ranking.

For the Vetting inspections the absolute target for 2023 is 100% successful inspections, i.e. inspections without rejection, and then 3.5 deficiencies per inspection, remaining the same for 2024.

Thanks to the effective efforts of our Fleet we are proud for the outstanding performance of the vessels in terms 3rd party inspections as indicated in following table:

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Aramon	A. Anastasiadi	A. Polkovnikov	Capt N. Kaselakis	Vetting	Batangas	06Oct24	4	3,5
M/T Magic Star	N. Zenenko	A. Shumkov	-	PSC	La Coruna	04Nov24	0	0,6
M/T Athiri	O. Khairullin	B. Selifontov	-	PSC	Yanbu	06Nov24	0	0,6
M/T Athiri	O. Khairullin	B. Selifontov	-	Flag	Yanbu	04Nov24	0	0,5
M/T Melody	E. Snegurenko	V. Valchun	-	PSC	Yanbu	19Nov24	0	0,6
M/T Miracle	A. Syrov	I. Dolgoplov	-	PSC	Mesaieed	23Dec24	0	0,6



## Saudi Aramco Terminals Customer Focus Symposium 25Nov24



Please note that our Managing Director Mr. Koutris, and our Chartering manager Capt. Karthik, attended the Saudi Aramco Terminals Customer Focus Symposium 2024, which took place in Kempinski Al Othman Hotel Al Khobar - Kingdom of Saudi Arabia.



The Customer Focus Symposium elaborated in 2 focus areas:

- Ship Experience in Terminals
- Tanker Vetting – SIRE 2.0

Each of these focus areas had presentations followed by panel discussion by experts and executives.

The Symposium was attended by several participants and representatives from Saudi Aramco Management, Terminal reps, Pilots, Vetting team, local Agents, ship managers and Surveyors both from east and west coast of Saudi Arabia.

This event offered a unique opportunity for networking, fostering meaningful discussions, and sharing insights. Attendees had the change to directly engage with stakeholders, offering feedback on the services provided by Aramco Terminals.

Building on the successes of previous years, the 2024 Symposium served as an excellent opportunity to reconvene and explore a range of important topics related to Gas & Oil Tankers and Terminal Operations, such as SIRE 2.0, ship experiences in port, and other relevant issues.



## Intercargo Executive Committee, AGM and TC50 Meetings



Please note that from 12Oct24 till 15Oct24, Mr. Koutris attended the Intercargo Executive Committee Meeting along with the Annual General Meeting and the 50th Technical Committee Meeting (TC50), which took place in London, at the Trinity House, Tower Hill.



### ► Executive Committee [agenda](#) addressed updates on:

- Dry Bulk Carrier Quality and other INTERCARGO initiatives
  - DBCE & DryBMS: - “The drybulk standard – shaping the future” Presentation by Managing Director of DBCE Ian McLeod)
  - INTERCARGO Quality Panel; update by Panel’s Chair Mrs. Metaxia Psalti
  - Members KPI’s – a benchmarking opportunity
  - ARCSOPT – members brief on forthcoming meeting in Australia
- GHG emissions
  - IMO (medium-term / long-term Measures, Short term measures)
  - IMO (2050 decarbonization ambitions, short term measures, medium-term/long-term measures)
  - EU (EU ETS, FUEL EU MARITIME, Innovation Fund calls and the 2040 EU climate targets) Presentation by ECSA of the “Latest developments in the implementation of the EU ETS and FuelEU Maritime”
- Dry Bulk Carrier Operational topics (Piracy and security, Cyber risks & digitalization, PSC / MoUs, Ship Recycling & Terminal reporting)

### ► Technical Committee 50 [agenda](#) addressed:

- Greenhouse gas reduction (MEPC82, Carbon Intensity Indicators, Emissions WG, Shore Power)
- Cargoes (Intercargo cargo panel, IMSBC Code)
- Design Standards (REC 34 – Standard Wave Data / Common Structural Rules, Anchoring Equipment)
- STS Guidance WG / Draft Survey WG
- Ballast Water (MEPC82)
- Coatings
- Mooring Lines
- Fuel Bunkering / Quality
- Other business

Last but not least, various presentations were delivered during the afternoon Presentations’ Session as follows:

- **“Platts Dry Freight Outlook: Fundamentals, Geopolitics and Regulations”**, presented by Mr. Peter Norfolk, Global Director, Platts Shipping & Freight and Mr. Nikolaos Aidinis-Antonopoulos, Managing Editor, Platts Shipping & Freight, S&P Global.
- **“Decarbonizing the W. Australia – Asia iron ore supply chain”**, presented by Mr. Antonios Trakakis Technical Director, Marine, RINA.
- **“The seafarers’ need for mental health support as demonstrated through combined scale and art-based exercise approach”**, presented by Mrs. Sofia Koufou -HSQE Department - Senior Engineer Naval Architect and Marine Engineer NTUA, Art Psychotherapist (E.A.P.), HYDRUS Engineering.



## Intertanko Human Element in Shipping Committee Meeting 22-23Oct24



Please note that from 22Oct24 till 23Oct24, Mr. Koutris attended the Intertanko 38th Human Element in Shipping Committee Meeting (HEISC), which took place in Dubai, at the Queen Elizabeth 2, alongside Intertanko's Gas Tanker Committee and Chemical Tanker Committee (on 21Oct24), Vetting Committee (on 22&23Oct24) and Vetting Forum (on 22Oct24).



The HEISC38 agenda addressed:

- ▶ Seafarer Welfare
- ▶ Ukraine and Red Sea conflict and implications for crew
- ▶ OCIMF Intertanko cooperation (Safety Initiative next steps)
- ▶ OCIMF update (SIRE 2.0)
- ▶ Human Element Safety Initiatives
- ▶ Intertanko competence management guidelines
- ▶ Maritime academy training project
- ▶ IMO update including STCW revision (Comprehensive review of the STCW at HTW 11)

## Greener Shipping Summit 2024

Please note that on 12Nov24, the Greener Shipping Summit 2024 was held by Newsfront, under the auspices of Martecma, at the Eugenides Foundation in Athens, Greece. The summit's theme was 'Reshaping Shipping: Challenges and Opportunities Ahead'.

Panelists from LRS, DNV, ABS, RINA, MARTECMA, INTERCARGO, and various shipping companies shared valuable insights on key shipping trends, including:

- ▶ Continuous design improvement: Realistic options and utopias
- ▶ Improve efficiency and navigating the geopolitical turmoil in full gear
- ▶ Enhancing efficiency and navigating geopolitical turmoil
- ▶ Decarbonization and the transitions to cleaner energy
- ▶ Owners' Voice: Are new regulations and geopolitical tensions the gamechanger?

The panel offered a change for lively exchanges between the platform and the delegates both inside the conference hall and outside, adding to the Summit's worth.

You will find the relevant agenda and material of the summit at the links below:

- <https://conference23.newsfront.gr/home/conference-details/presentations>
- [Video](#) and [Photos](#)





## Navarino's Treehub Initiative

Our Satellite Communications Partner, Navarino has teamed up with Eden People+Planet whereby Navarino will plant 50 Trees for every Starlink Unit sold, and as we were in the process of rolling out Starlink across our Fleet we assisted in this project by supporting them to plant 200 Trees so far.

The trees will be planted in a dedicated reservation in Honduras across a 96,500-hectare landscape restoration initiative, which is designed to protect water resources, prevent forest fires, restore landscape connectivity, and to strengthen climate resilience.

The reservation is comprised of a rich diversity of forest types, such as highland cloud forests, pine-oak, and broadleaf deciduous forests, and it integrates five protected areas, their buffer zones, and the biological corridors between them. By working across these different areas, the project directly secures water resources for over 1 million people, enhances biodiversity habitat, and develops sustainable livelihood opportunities for local communities.



## Aquarex Drinking Water project Initial Notification 02Dec24

1. A project was launched on 21Nov24 to ensure that by 30Dec25, Aquarex drinking water purifiers are operational on board all Company ships.
2. The introduction of Aquarex drinking water purifiers aims to enhance the onboard water quality, ensuring compliance with WHO standards for drinking water.

This initiative addresses the need for improved crew health by providing reliable access to purified drinking water. Additionally, the change:

- aligns with regulatory requirements and demonstrates the company's commitment to maintain high standards of welfare across the fleet.
- improves the environmental footprint of the Company, since it eliminates completely the plastic bottles for drinking water, i.e. about 11000bottles/year/ship.

3. Project team leader is Georgios Giatzitzoglou (GPG) and project team members are Dimitris Peppas (DEP), Michalis Bastounis (MAB), Costas Partsinevelos (CSP), Michalis Langouras (MKL) and Vassilis Kokkineas (VK)

Last meeting was conducted on 27Nov24 in the presence of DEP, MAB, CSP, MKL and VK. Out of this meeting, the following is reported:

3.1 The MoC Plan has been created with all project deadlines to provide a clear timeline for deliverables. An Excel file will be utilized to monitor the deployment plan and ensure follow-up on all tasks across the fleet.

3.2 Correspondence with Class for the approval of drawings is completed. Class has confirmed that this is not necessary for this installation.

3.3 Liaise with Maker for the proper schematic and installation drawings

3.4 Asprouda (ADA) has been designated as the pilot ship for the project.

3.5 Correspondence with external stakeholders, to ensure the system meets all external compliance requirements is completed.

3.6 VK will arrange to obtain MD and SDoC for the new equipment for IHM update, upon ordering of the parts by PD.

3.7 CSP to negotiate the supply per ship and propose contract with maker, for the pilot ship and then for the fleet.

3.8 TEK to approve the contract

3.9 CSP will liaise with Maker for the delivery of parts to pilot ship.

Initial MoC plan and RM for the project can be found in K:\Pool\MR\Projects\Aquarex drinking water



## Aquarex Drinking Water project Initial Notification 02Dec24 (Continued)

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.

To this extent at this phase and with deadline next meeting date please:

4.1 GPG (Project Manager) by 30Dec24

- ▶ to populate the MoC plan and RM with all project deadlines and ensure it is updated for clarity and tracking.
- ▶ to compile the deployment plan for the pilot ship and then the fleet
- ▶ Liaise with Maker for the proper schematic and installation drawings

4.2 DEP to approve the drwgs

4.3 CSP by 15Dec24 to arrange with the maker and WetOpd for the installation on pilot ship (delivery of parts, arr't of service engineers - as required, handling of invoices)

4.4 VK

4.4.1 By 29Dec24 Obtain MD and SDoC for new equipment for IHM update.

4.4.2 By 15Jan25

- ▶ Assess the environmental implications of the system on the pilot ship to ensure compliance with sustainability standards.
- ▶ Populate ship's library and Ulysses PMS and Doc manager with the new system.

4.4.3 By 20Jan25 Populate IHM with new equipment.

4.5 KS by 30Dec24 to revise CMSM ch3 and FOM07 for the new system, in liaison with VK above

4.6 TEK by 15Dec24 to approve budget allocations for the implementation, including equipment, and system maintenance.

5. Next project team meeting is planned on 30Dec24.

6. KS to update the projects' follow-up matrix, the Ship's project actions matrix, the NewsWaves\Hot Stuff and hyperlink MR agenda and MoC plan.

## E-Logbook project FUN 19Nov24

1. A project is launched on 08May24 to ensure that by 30May25 electronic log books are introduced in our fleet.

2. The transition from paper-based to electronic log books aligns with our strategic goals of resources preservation, paperless operations, flawless compliance and sustainability. Key benefits include:

- ▶ Regulatory Compliance: Ensures accurate, error-free records, availability for remote verifications, meeting approvals from major maritime authorities like Lloyd's Register and flag states.
- ▶ Operational Efficiency: Simplifies data entry and retrieval, reduces manual effort, and minimizes errors, allowing crews to focus on core tasks.
- ▶ Cost Savings: Cuts expenses for purchasing, storing, and managing paper logs while eliminating logistics costs.
- ▶ Environmental Impact: Reduces paper consumption, supporting sustainability goals.
- ▶ Data Security and Accessibility: Offers secure, role-based access and real-time sharing between ship and shore for better decision-making.
- ▶ Future Readiness: Prepares the fleet for the evolving digital and regulatory demands.

This shift optimizes operations, strengthens compliance, and supports our environmental objectives, ensuring readiness for the digital future of maritime operations.

3. Project team leader is Ares Mitsis (ANM) and project team members are Dimitris Peppas (DEP), Stelios Kontozoglou (SAK), Nikolaos Kassiteropoulos (NDK) and Hercules Katsaganis (HK).

Last meeting was conducted on 01Nov24 in the presence of DEP, SAK, NDK and HK. Out of this meeting following is reported:

3.1 Correspondence with Makers (Danaos, Kongsberg) to provide systems presentations and quotations have been completed

3.2 Identify more service providers, to obtain quotations

3.3 Services and Pricing Comparison Matrix for general overview of available options to be drafted

3.4 Selection of preferable e-Log Books system to be decided by next meeting, along with the training schedule for employees ashore and on-board awareness.

Initial MoC plan for the project, as updated today, can be found in K:\Pool\MR\Projects\E-Log Books.

## E-Logbook project FUN 19Nov24 (Continued)

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.

To this extent, at this phase and with deadline next meeting date please:

4.1 ANM

4.1.1 by 30Nov24 complete the comparison list with more than 3 providers

4.1.2 by 15Dec24 in liaison with TD to propose:

► the preferable e-Log Books provider and which e-log books

► the pilot ship

4.1.3 by 15Jan25 arrangement of equipment delivery and for the installation

4.2 DEP by 30Dec24

► pilot ship to be approved

► initial approval of the e-log book and the provider

4.3 TEK by 15Jan25 to review and approve the selected e-log book and e-log book provider

5. Next project team meeting is planned by 15Jan25.

6. KS to update the projects follow-up matrix, the Ship project actions matrix, the NewsWaves\Hot Stuff and hyperlink MR agenda and MoC plan.

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## ESD Revenger project FUN 01Nov24

1. A project is launched on Mar23 to ensure that an Energy Saving Device (ESD) will have been installed at M/V REVENGER's next drydock due Nov24.

2. A Hub Vortex Absorbed Fins (HVAF) will be applied to propeller hub and a Pres-Shrouded Vanes (PSV) will be installed in front of propeller (pre- duct). As per model tests the installation of this ESD will provide about 8,7% energy saving, in turn this will result to:

► an estimated 7.8 % in CII ratings benefit,

► fuel saving 1,38 tons/day,

► new EEXI Vref increase to 12,9 knots (before 12,1 knots), and annual fuel saving cost of about 200k usd.

3. Project team leader is Vasileios Kokkineas (VK) and project team members are Dimitris Peppas (DEP), Captain Nikos Kassiteropoulos (NDK), Diamantis Belesis (DB) and Ares Mitsis (ANM)

Last zoom e-meeting was conducted 16Oct24 @16:00 in the presence of DEP, ANM and VK. Out of this meeting following is reported:

3.1 REVENGER ETA in VARNA shipyard 15Nov24.

3.2 ESD prefabrication materials will arrive in Piraeus on abt 28 Nov24 and 30Nov24 in VARNA.

3.3 ESD Chinese Technician Visa has been issued and he is ready to flight to VARNA shipyard to supervise ESD installation, which is anticipated to last 14 days

3.4 New EEXI Tech File has been approved by RINA Class and will be stamped after ESD installation in VARNA drydock.

Initial MoC plan for the project has been updated and can be found in K:\Pool\MR\Projects\Ship modifications\Revenger ESD

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. To this extent, at this phase and with deadline next meeting 15Nov24, please:

4.1 DB to follow up ship's ETA to VARNA and liaise with shipyard to advise estimated ship's entering to drydock day.

4.2 PD/CSP to follow up ESD prefabrication materials timely delivery onboard.

4.3 TD/VK to follow up Chinese Technician appropriate flight dates.

5. Next project team meeting is planned by 15Nov24

6. KS to update the projects follow-up matrix, the Vessels project actions matrix, the NewsWaves\Hot Stuff and hyperlink MR agenda and MoC plan.

## Ship Performance project FUN 29Oct24

1. A project has been initiated since 23May23 to ensure that by 30Dec25 a ship performance monitoring tool for optimizing ship performance will be deployed in our system.

2. Environmental excellence is a core pillar of our 2024–2029 five-year plan. To achieve this, voyage optimization and energy efficiency are prioritized as key initiatives.

Since May23, we have been working on implementing a ship performance monitoring tool, with a target by Dec25. This tool aims to enhance ship performance by supporting operational and technical decisions, including:

- ▶ Centralized Fleet Management (Operational and Technical Aspects)
- ▶ Voyage Speed and Consumption Optimization
- ▶ Weather Routing
- ▶ DSC, MRV, ETS, Fuel EU maritime, and CII Monitoring & Reporting
- ▶ Emissions Reporting
- ▶ Proactive Hull Maintenance (e.g., hull cleaning, propeller polishing)
- ▶ Bunker ROB Discrepancy Management
- ▶ Assistance with Charterer Performance Claims

This system will enable comprehensive ship performance optimization, addressing aspects such as speed, fuel consumption, route selection, weather conditions, draft, course efficiency, and hull/propeller maintenance cycles.

By automating energy consumption monitoring, both at the vessel and fleet levels, we can identify inefficiencies and implement continual improvements. Sharing data on energy use will further foster best practices among crews, enhancing fuel-efficient operations and overall performance.

Additionally, the system will automate EU MRV, ETS, Fuel EU maritime and IMO DCS reporting, ensuring compliance and efficiency. These efforts align with our commitment to developing a robust SEEMP in line with IMO guidelines. Together, onboard and ashore, we are dedicated to achieving environmental excellence and energy conservation, contributing to a healthier climate and a sustainable future.

3. Project team leader is Vasileios Kokkineas (VK) and project team members are Dimitris Peppas (DEP), Stelios Kontozoglou (SAK), Capt. Kozlov Alexander (AVK), Hercules Katsaganis (HK), Ares Mitsis (ANM)

Last meeting was conducted on 29Oct24 Out of this meeting following is reported:

3.1. EEXI/Shapoli Torque Meter Shaft Power installations onboard all ships have been completed within 2023-2024 at their first-Class IAPP Annual survey.

3.2. Fuel Consumption Mass Flowmeters Coriolis for ME and AEs installation onboard to all vessels have been completed within 2023-2024.

3.3. DANAOS WAVES Ship Performance Software/Hardware deployment have been completed to ARAMON, ASPROUDA, MALBEC, MIRACLE, MELODY, MARVEL, MAGIC STAR during 2023-2024.

Updated MoC plan for the project can be found in K:\POOL\MR\Projects\ Ship Performance Monitoring

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.

To this extent at this phase and with deadline next meeting date 10Jan25 please:

4.1. VK by

4.1.1. by 30Jan25

▶ Proceed with LAROS hardware preparation order and installation arrangements at the next drydock or earlier for: ALIGOTE (drydock due 17Mar25) ALTESSE (drydock due 26Jul25) ATHIRI (drydock due 27Sep25).

▶ Liaise with DANAOS (tankers), COACH (bulkers), and RINA (Verifier) to facilitate compatibility of Leonardo Emissions Template.xls extraction from the DANAOS and COACH platforms.

Meanwhile, ships will manually prepare the Leonardo Emissions.xls file.

4.1.2. by 30Apr25:

▶ Check and validate the Leonardo Emissions Template.xls prepared by ships.

▶ Cross-check with IMO DCS.xls, MRV.xls, BDN.xls, and TechAnywhere e-data before uploading to the Leonardo Emission RINA platform.

4.2. AVK by 30Jan25 proceed with checking and validating from 01Jan24 onwards the ships' reported Telegram messages for ARAMON, ASPROUDA, MALBEC, MIRACLE, MELODY, MARVEL, and MAGIC STAR in the Danaos Operation Module (Utilities/Telegram Modified Fields).

4.3. SAK by 30Mar25 proceed with the installation of a new server required to support DANAOS software at the next drydock or earlier for:

ALIGOTE (drydock due 17Mar25) ALTESSE (drydock due 26Jul25) ATHIRI (drydock due 27Sep25).

## Ship Performance project FUN 29Oct24 (Continued)

4.4. DEP by 10Dec24 liaise with DANAOS to set up 'My Dashboard' for the DANAOS WAVES Fleet Performance module to enable ship performance alarm monitoring.

5. Next project team meeting is planned by 10Dec24.

6. KS to update the projects follow-up matrix, the Vessels project actions matrix, the NewsWaves\Hot Stuff and hyperlink MR agenda and MoC plan.

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## Starlink Project Final FUN 04Nov24

Following the previous project FUN, am very happy to inform you all that the rollout across the Fleet is now completed and the project has been finalized.

I would like to thank everyone involved for their participation, all the Stakeholders, Vessels Crews , My colleagues , the project Team members for a job well done.

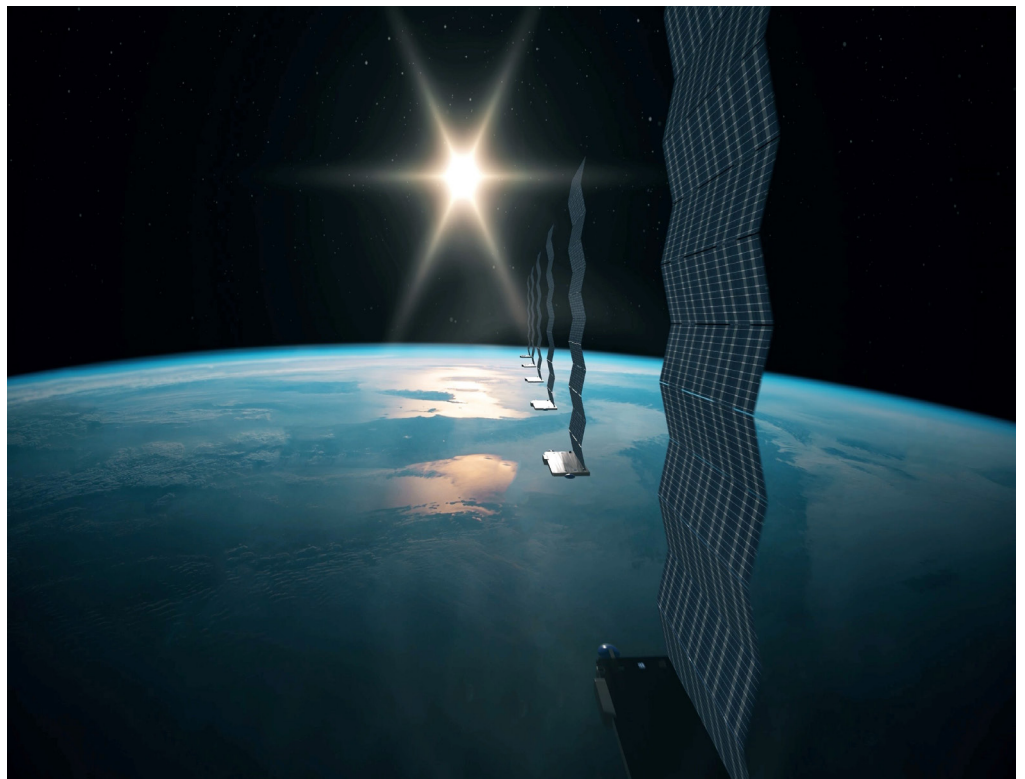
Would also remind everyone of that although Starlink has global coverage at sea it is Geo-fenced still in certain countries

- ▶ North Korea (and water within 22km)
- ▶ China (and water within 22km)
- ▶ Taiwan (and water within 22km)
- ▶ Hong Kong (and water within 22km)
- ▶ Macao (and water within 22km)
- ▶ Russia (and water within 22km)
- ▶ Belarus (and water within 22km)
- ▶ India (and water within 22km)
- ▶ Pakistan (500m from the Shore)
- ▶ Turkey (500m from the Shore)
- ▶ Lebanon (500m from the Shore)
- ▶ UAE (and water within 22km)
- ▶ Israel (and water within 22km)
- ▶ Saudi Arabia (500m from the Shore)

Hopefully as time progresses this list will become ever shorter

and also, to remind that while Starlink allows the company to disburse to the Crewmembers on board a far larger allowance for Internet Access, this should not be to the detriment of vessels IFEF operations and for one to be aware of the dangers of the Internet (i-isolation, i-distraction, i-illusion).

As we say in Greece (παν μέτρον ἄριστον) which means "everything in moderation".





## BMA Investigation - Crew member falls overboard and loses life

The Bahamas Maritime Authority (BMA) has published an investigation report into an incident where a crew member of the Fri Sea fell overboard and later died after rigging a pilot ladder at night.

### The incident

At 11:00 on 28 March 2024, the Bahamas-flagged coastal general cargo vessel, Fri Sea, completed discharge of its cargo of sepiolite granules and was ready to depart Groveport, UK on the next tide. At 18:50, the pilot boarded, the master/pilot exchange and pre-departure checks were completed, and at 19:07, the vessel departed in convoy with three other vessels. Soon after clearing the berth, the master asked the pilot which side to rig the pilot ladder.

The pilot replied he would not know for some time, so the crew were stood down. The master remained on the bridge with the pilot, who kept the conn.

At 22:10, the pilot reported to Humber Vessel Traffic Services (VTS), who confirmed that the pilot ladder should be rigged on the port side, 1.5 meters above the water. The pilot relayed this to the master, also confirming it would be around 45 minutes until disembarkation.

Shortly afterward, on instruction from the master, two crew members (AB1 & AB2) went on deck to rig the pilot ladder. Having removed it from its stowage position on the cargo hatch level, they lowered it to the main deck on the port side and, after opening the gate in the ship's rails, they lowered it into position and secured it. At approximately 22:35, AB2 radioed the master to confirm that the ladder was ready. AB1 then returned to the accommodation while AB2 stayed on deck to smoke a cigarette.

Approximately 15 minutes later, the master called AB2 on the handheld radio to say that the pilot was ready to disembark but got no reply. Having called several times, the master went to the messroom and, seeing AB1, asked where AB2 was. At the direction of the master, AB1 then went on deck to check. After a quick search of the vessel, AB1 reported that AB2 could not be found.

At 22:50, the master informed the pilot that they had a potential man overboard, at which point the pilot asked the master to raise the alarm. The pilot then informed Humber VTS and stopped the engines. The whole crew mobilized to keep lookout. No life ring or other marker was deployed.

The pilot boat, which was about to collect the pilot from the vessel ahead, quickly started a search and was joined by multiple air and sea assets, including the Humber lifeboat at 23:58. The search was coordinated by Humber VTS until relieved by Humber Coastguard at 01:47 with datum and likely drift pattern based on the location of the Fri Sea when the alarm was raised and information that the missing person was wearing a lifejacket. The search continued until 08:52 when Humber Coastguard called off the search.

AB2's body was found at 10:30, washed ashore approximately 13 nautical miles from the position where the alarm was raised. The victim was not wearing a lifejacket.

### Conclusions

A post-mortem indicated that the victim died as a result of acute myocardial ischaemia, ischaemic heart disease, and severe coronary artery atheroma. This underlying health condition had not been identified as part of the seafarer's medical examination. Nevertheless, the victim was on deck, in the dark and alone, in close proximity to an opening in the ship's rails with no fall protection or personal flotation device. The crew were regularly exposed to unnecessary risk when rigging or retrieving the pilot ladder – the work was not considered to be "work over the side," so no controls were in place. There were no lifejackets suitable for work onboard the vessel and no administrative barriers that related to the task.

In line with requirements, the gate in the ship's rails opened inwards, but its design meant that it had to remain open when the pilot ladder was in place, increasing exposure to risk.

While it would not have had an impact on the outcome of the casualty, providing the pilot (and subsequently Humber VTS) with the incorrect information that the man overboard was wearing a lifejacket had a detrimental impact on the modeling of the search operation. Similarly, using the time and location of the initial report meant that the correct datum was not established for the search. While it would not have had an impact on the outcome of the casualty, the Humber lifeboat was waiting in the lock at Grimsby for over an hour after mobilizing. Humber lifeboat's availability may be more restricted than identified on the basis of tidal predictions alone.



## BMA Investigation - Crew member falls overboard and loses life (Continued)

### Action taken and recommendations

Kopervik Ship Management Poland Sp. z o.o has:

- Provided vessels in its fleet with inflatable lifejackets.
- Reviewed the design of openings in ship's rails throughout its fleet. The gate on Fri Sea has been altered to allow it to be closed when the pilot ladder is rigged.
- Added anti-slip coating to the decks between the pilot ladder and accommodation.
- Revised its procedure for rigging the pilot ladder (including mandatory use of inflatable lifejackets) and issued a fleet circular explaining the changes.

## Grounding of bulk carrier Indian Partnership

At 0409 on 23 April 2023, the UK registered bulk carrier Indian Partnership (IMO No. 9521409) ran aground off the coast of Misool Island while transiting the Indonesian archipelago. The grounding caused significant breaches to the hull, leading to water ingress into the duct keel and five ballast water tanks (Figure 1).

The UK Marine Accident Investigation Branch (MAIB)'s preliminary assessment, published on 23 Aug 2024, identified that:

- The vessel ran aground because it almost certainly struck an uncharted shoal.
- The Electronic Chart Display and Information System (ECDIS) route for the previous voyage from China to Australia was developed offboard by a voyage optimisation and weather-routing company. The southbound voyage had been completed without incident, in a ballast condition, with a maximum draught of about 8.9m.

- The northbound voyage plan created on board Indian Partnership was a reversal of the southbound track. Not all the relevant information available on the Electronic Navigational Chart (ENC) and associated ADMIRALTY publications had been reviewed during the appraisal and planning stages for either voyage, resulting in a voyage plan with higher navigational risk and a route that passed close between two charted shoals.

- The vessel did not follow the Indonesian Archipelagic Sea Lanes (ASL) (Figure 2), which were not mandatory but were International Maritime Organization (IMO) adopted transit corridors through the archipelago.

- The ENC covering the area of the grounding was marked with a Category Zone of Confidence (CATZOC) of C, indicating that depth anomalies might be expected.

- Indian Partnership's safety management system documentation advised that mariners should exercise caution in CATZOC C areas.

- The focus on minor waypoint adjustments using larger scale ENCs omitted the appraisal of smaller scale ENCs and reduced the possibility of identifying potentially more viable navigable routes. Such alternative routing options could be missed on an ECDIS if the operator overscaled the ENC during planning. Additionally, zooming in beyond the original compilation scale during voyage monitoring could give the impression of greater accuracy than the source data provided and magnify positional errors.

Details of the MAIB report can be found at <https://www.gov.uk/maib-reports/grounding-of-bulk-carrier-indian-partnership>.



**Figure 1:** Indian Partnership partially submerged at anchor off Misool Island and (insets) rock fragments embedded in the hull



## Transport Malta Investigation - Crew member injured during maintenance

### The incident

On 21 October 2023, whilst the container vessel CMA CGM San Antonio was alongside a layby berth at Jebel Ali, one of the two third engineers was seriously injured in the engine-room during the untightening process of main engine cylinder head no. 5. Crew members assisted the third engineer and administered first aid on board. However, the injuries to his face were serious enough to warrant admission in a shore hospital for further treatment. Following the necessary treatment, the third engineer was repatriated.

### The hydraulic jack sealing arrangement and maximum piston lift

As for any hydraulic jack, the one used on CMA CGM San Antonio had a maximum lift value stamped on it. The maximum lift on this hydraulic jack was 10 mm. The operations manual cautioned that beyond this maximum travel, the lower sealing and back-up rings may be damaged and would have to be replaced.

A photo taken soon after the accident showed the upper sealing ring displaced from its recess on the moving piston. The retrieved parts (which have been sent to the metallurgical lab) had a small part (about 50 mm in length), which had broken off and was missing. The disassembly of the hydraulic jack after the accident revealed no damages. The safety investigation did not exclude that the injuries to the crew members could have been caused by the missing part of the back-up ring. However, it was considered also possible that the injuries may have been caused by the leaking hydraulic oil under the pressure build-up, being generated at the time by the jack to stretch the stud.

Equally important to consider, was the cause of the displaced sealing ring. The upper sealing ring could not be displaced out of its recess because of the stationary cylinder walls unless:

- the working pressure exceeded 900 bar, the safety drain passages were blocked, and the maximum lift of 10 mm was exceeded;
- the back-up ring was damaged and could not support the upper O-ring when subjected to the hydraulic oil;
- the clearance between the piston and the cylinder exceeded the 3.0 mm stipulated in the operations manual; or
- a combination of these factors.

Exceeding the maximum working pressure was not considered to be the most plausible option. The hydraulic jack assembly was designed not to exceed this pressure. Pressure relief orifices would align with the oil chamber below the moving piston, relieving the pressure below the hydraulic jack. Moreover, crew members who were on site recalled that the working pressure at the time had only reached 50% of the maximum. The other possibilities appeared more plausible, although no accident data was available to confirm the precise dynamics.

The importance of the back-up ring is critical to support the O-ring when the assembly was subjected to the working pressure. To this



**Figure 5: Maximum working pressure and lift, stamped on the hydraulic jack assembly**



**Figure 6: Displaced upper sealing ring**

## Transport Malta Investigation - Crew member injured during maintenance (Continued)

### Sealing arrangements in the hydraulic jack

Instructions on the manufacturer's manual specified that both sealing rings had to face each other when mounted on the moving piston and the stationary cylinder. This was critical because the back-up ring's function was to support the sealing ring to withstand the tremendous pressures generated when the hydraulic jack was operated. The safety investigation did not come across accident data which suggested that the sealing and back-up rings had been mounted incorrectly, following the previous use of the tool. Therefore, this was not considered a contributing factor to the accident.

### The hydraulic fluid

The instructions on the manual also specified the type of hydraulic oil, which had to be used, cautioning further that the use of other types of oils, especially those which are normally alkaline, could damage the back-up rings. It was confirmed that the hydraulic fluid used was Gulfsea Hydraulic Oil 32. The chemical properties of the fluid met the criteria stipulated by the manufacturers of the hydraulic jack and therefore, the type of hydraulic fluid in use was not considered as a contributing factor to this accident.

### Results from the lab

The damaged sealing and back-up rings were sent to a metallurgical laboratory for analysis. For comparison purposes, new O-rings were also sent to the laboratory. Shore hardness testing was carried out using Bareiss Digi Test durometer. Measurements were taken on the O-ring samples on both the surface and on the previously cut cross-sections. Moreover, a Fourier-transform infrared (FTIR) spectroscopy was carried out to obtain a unique IR spectrum, reflecting the materials' chemical makeup. Attenuated total reflectance Fourier-transform infrared spectroscopy was carried out. The hardness data and the infrared spectra of both O-ring samples confirmed that the O-rings were virtually identical with no indicator of change or degradation being detected.

### Risk prediction and assessment

Risk prediction, assessment and control are considered to be the cornerstones of any safety management system. The risk assessment documents made available to the safety investigation did not suggest that the hazard related to the maximum lift had been picked up and therefore, the risk was not considered and mitigated by the two crew members doing the assessment. The safety investigation was cognisant that the hydraulic jack was used regularly. In fact, prior to the accident, the jack had been used for the overhaul of an exhaust valve on the main engine. That suggested that the crew members were aware of the 10 mm maximum lift, imposed by the manufacturers.

It has to be submitted that it may not be possible for individuals doing the risk assessment to foresee all possible events, which may eventually lead to the accident. The risk assessment exercise, in which the hazard and risk could have potentially been addressed, was under the job description "overhaul main engine piston on Unit No. 5," – Job step: liner, cylinder cover, cylinder head. The safety investigation was of the view that very typical of risk assessment exercises, given that the core activity described in the document was the overhaul of the piston (rather than the overhaul of the cylinder head), it appeared that the step had not been considered during the exercise. Missing on this step may have also been made more possible if the list of hazards, risk and control measures had not been evaluated with other crew members, who already had experience of main engine units' overhaul. The safety investigation did not come across any information, which suggested that the (draft) document had been discussed with other crew members.

### Conclusions

1. The upper sealing ring of the hydraulic jack became displaced from its recess, leading to an injury to the crew member.
2. The safety investigation did not exclude the possibility that the back-up ring had been damaged before the accident and went unnoticed by the crew members.
3. The possibility of excessive clearance between the two hydraulic jack components was not excluded. If so, the moving piston lift could reach a position high enough for the upper O-ring to pop out of its recess.
4. The risk assessment documents made available to the safety investigation did not suggest that the hazard related to the maximum lift had been picked up.
5. The failure of the O-rings was neither attributed to its quality nor to material degradation.



## Fatal mooring line recoil incident

The U.K. Marine Accident Investigation Branch ([MAIB](#)) has released its report into an August 2021 incident in which a bulker's second officer (2/O) who was looking over the side of the vessel died after he was struck by a recoiling mooring line.



The incident occurred while the Isle of Man registered bulk carrier Mona Manx was berthing at Puerto Ventanas, Chile. The line had become entrapped between the vessel and the berth, probably in way of a fender, then suddenly released as the vessel maneuvered astern under its own power.

The full report gives this account of what happened:

"At 0836:11, the 2/O arrived near the forward end of the accommodation ladder ... and looked over the side rail directly above the slack spring line while using a very high frequency (VHF) radio .... A few seconds later, the spring line tightened and then slackened. At 0836:23, the 2/O appeared to

use the VHF radio again as the spring line came under tension once more.

"At 0836:31, a linesman on the quay was moving forward towards the tensioned spring line when a loud bang was heard as the line suddenly released and recoiled vertically upwards ... The linesman quickly moved away but the spring line struck the 2/O under his chin and he was lifted off his feet and thrown backwards, causing his head to strike the accommodation ladder that was behind and above him. The force of the impact threw his safety helmet backwards, and his VHF radio was catapulted into the water as he collapsed onto the deck.

"The 2/O was found by AB3, who had made their way forward to search for him. On seeing the 2/O lying in a large pool of blood, AB3 immediately ran back to the aft mooring deck and used AB1's VHF radio to notify the master that the 2/O had been seriously injured. Within seconds, the pilot requested medical assistance from the port and then directed the tugs to hold Mona Manx alongside. The berthing operation was suspended. At 0839, a shore gangway was placed on board Mona Manx and the port's medical team boarded the vessel a minute later. At 0850, the 2/O was pronounced deceased at the scene."

### SAFETY ISSUES

Among the safety issues MAIB identifies are:

- ▶ The 2/O moved to the danger zone to obtain a better view of the mooring line as the vessel maneuvered astern
- ▶ The use of the vessel's engines to maneuver along the berth was in contravention of the port's procedures
- ▶ The [Code of Safe Working Practices for Merchant Seafarers](#) (COSWP) did not address the hazards of mooring line entrapment or vertical recoil
- ▶ The master/pilot exchange (MPX) completed before the operation did not include all available information
- ▶ The crew had not been briefed on the manoeuvre and the hazards associated with mooring line recoil were not mitigated
- ▶ Radio congestion may have reduced the crew's ability to safely conduct the operation

### RECOMMENDATIONS

The port company, Puerto Ventanas S.A, is recommended to review and update the information made available to masters and pilots before a port call, including instructions that engines are not to be used to conduct maneuvers while moored alongside and guidance on the risks associated with line entrapment on shore fixtures and fittings, such as fenders.

The Quintero Port Authority is recommended to ensure that the master/pilot exchanges conducted by its pilots consider the risks associated with mooring line entrapment and recoil and vessels maneuvering alongside using their engines.

To download the full report please click [Here](#).

## NTSB Investigation - Vessel Sirocco breaks away from its moorings

The National Transportation Safety Board (NTSB) has released an investigation report on the bulk carrier *Sirocco* which broke away from its moorings and drifted in March 2023.

### The incident

On March 27, 2023, about 0208 local time, the bulk carrier *Sirocco* broke free from its moorings at the Convent Marine Terminal, located at mile 160.9 on the Lower Mississippi River in Convent, Louisiana. The vessel drifted downriver and, at 0249, collided with a barge moored at the Mosaic Uncle Sam dock at mile 160.4. There were no injuries, and no pollution was reported. The *Sirocco*, the barge, and the Mosaic Uncle Sam dock sustained damage totaling about \$5 million.

### Analysis

While loading coal, the *Sirocco* broke free from its moorings at the CMT dock, drifted about half a mile downriver, and collided with barge MEM 5087 at the Mosaic Uncle Sam dock. The NTSB had previously investigated a similar incident on April 6, 2015, involving the bulk carrier *Privocean*, which broke free from its moorings at CMT during high-water conditions (14.2 feet on the Carrollton gauge). That vessel drifted across the river and collided with the tanker *Bravo* at the Ergon St. James Terminal. The probable cause was inadequate mooring and insufficient tugs, given the prevailing conditions. Three weeks later, CMT issued a high-water loading plan for vessels moored during high-water operations when the Carrollton gauge exceeded 12 feet.

When the Carrollton gauge dropped below 12 feet, the high-water loading plan was no longer in effect, and CMT did not require hold-in tugs. The *Sirocco* initially had two tugs holding it, but they were released when the gauge dropped below 12 feet. From 1500 on March 26 to about 0200 on March 27, the crew loaded cargo without incident, keeping the vessel in place by continuously tightening the lines. However, as cargo was added, the vessel's draft increased. By the time loading began in the forward no. 2 hold at 0050, the draft had increased significantly, causing the bow to sit lower relative to the dock. If not properly heaved, slack in the lines allowed the bow, exposed to the river current, to move off the dock, increasing tension on the lines.

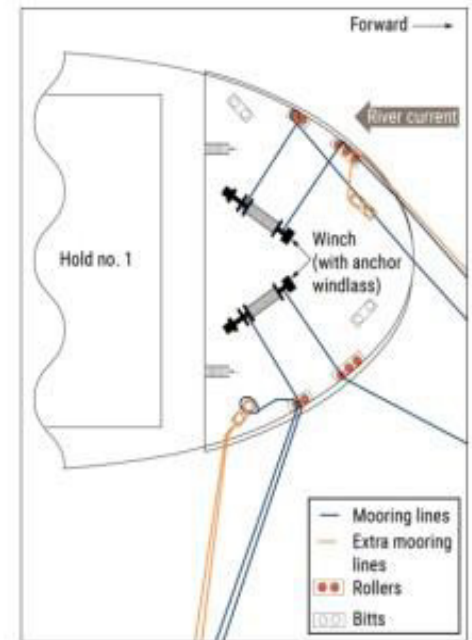


Figure 4. Forward mooring arrangement based on a drawing by the chief officer.

Although crewmembers tended the lines, they did not effectively monitor the bow lines during forward hold loading, allowing the bow to come off the dock. When they attempted to pull the bow back, the winches could not overcome the increased tension. A mooring winch brake provides friction to prevent lines from parting. However, when tension exceeds the brake-rendering load, the lines slip to prevent breaking. During the breakaway, the second officer saw smoke and sparks from the winches, indicating the tension exceeded the winches' capacity. This caused the *Sirocco* to break free.

Both anchors were hanging out of their pockets, ready to be deployed, while loading. The master ordered the anchors to be dropped at 0213, but the starboard anchor was not let go until 0220 due to the unsafe situation on the bow. At that time, the water depth was about 70 feet, but only 90 feet of anchor chain was let out, which was insufficient to reach the bottom. The port anchor, released 12 minutes after the breakaway, helped slow the vessel, along with two assist tugs. If both anchors had been let out to an effective length, they may have prevented the collision.

### Probable cause

The National Transportation Safety Board determined that the probable cause of the breakaway of the *Sirocco* was the bow coming off the dock during cargo loading in the forward holds. This exposed more of the vessel's underwater hull to the strong river current, exceeding the brake-holding capacities of the ship's mooring winches and causing the lines to pay out, leading to the vessel breaking free and colliding with barge MEM 5087.

### Lessons learned

To reduce the risk of vessel breakaways, it is essential for crews to understand the forces acting on a vessel moored in strong currents. Crews should ensure that slack is consistently taken out of the lines as the vessel loads, especially as the forward draft increases and the bow sits lower, exposing more hull to the current. Continuously monitoring and adjusting bow lines during forward hold loading can prevent the bow from coming off the dock. Additionally, developing a breakaway response plan and incorporating safety measures—such as keeping propulsion, thrusters, and steering systems on short standby—can improve preparedness. Masters should also be familiar with how to request tug support on short notice.

## Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships

### [The Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships \(HKSRC\)](#)

was adopted 15May2009, aiming to ensure that ships, when being recycled, do not pose any unnecessary risk to human health and safety or to the environment.

The HKSRC will enter into force 24 months after ratification by 15 States, representing 40 per cent of world merchant shipping by gross tonnage, combined maximum annual ship recycling volume not less than 3 per cent of their combined tonnage.

[The governments of Bangladesh and Liberia have ratified the convention on 26Jun23](#), bringing the combined merchant fleet tonnage of contracting States to the treaty to approximately 45.81% with 22 of contracting States and the combined annual ship recycling volume of the Contracting States to 3.31% of the required recycling volume.

Therefore, the HKSRC will enter into force in 26Jun25.

With the HKSRC in force, the next steps should be:

- the harmonization of the regional relevant regulations, such as the [EU Ship Recycling Regulation](#), so that uniform safe and environmentally responsible ship recycling practices are applied globally, to ensure the health and safety of crew and workers and the environment protection, when ships are recycled.
- The compliance of marine equipment with the HKSRC (MD and SDoC) should be certified by a competent authority
- The IHM certification against HKSRC

As per ECSA update, the next steps for the revision of the EU Ship Recycling Regulation (EU SRR), to harmonise with IMO Hong Kong convention, are:

- The Commission is currently working on the evaluation of the EU SRR.
- The reports of the consultants on the implementation of the EU SRR and potential next steps were not published yet. They should be published before summer.
- After summer: the evaluation will be finalised and will enter in inter-service consultation within the Commission.

As per the above course of action in the EU, a revised EU SRR may be in place before the entry into force of the IMO HKC in Jun25. We also understand that before the entry into force of the IMO HKC, IMO will not start the process of amending it.

EU may submit a paper to IMO in 2025, informing of the revised EU SRR. With it, discussion at IMO could start about whether they intend to discuss any alignment issues, or not.

### Other references

- BIMCO: <https://shipmanagementinternational.com/bimco-calls-on-shipowners-to-observe-responsible-ship-recycling-ahead-of-hk-conventions-entry-into-force/#:~:text=BIMCO%20calls%20on%20shipowners%20to%20observe%20responsible%20ship,the%20Convention%E2%80%99s%20entry%20into%20force%20in%20June%202025>
- ICS: <https://www.ics-shipping.org/press-release/ics-celebrates-the-hong-kong-convention-entering-into-force/>
- UGS: <https://www.linkedin.com/company/ugsg/>

For all our fleet IHM is already certified for compliance with HKSRC, in anticipation of Marshall Islands ratification of the convention.





## FuelEU maritime

The **FuelEU Maritime Regulation and Alternative Fuels Infrastructure Regulation (AFIR)** have been formally adopted. They have been published 22Sep23, in the official journal of the European Union and entered into force 20 days after their publication in the official journal, i.e. 12Oct23.

Both texts can be found here: [https://eur-lex.europa.eu/TodayOJ/fallbackOJ/I\\_23420230922en.pdf](https://eur-lex.europa.eu/TodayOJ/fallbackOJ/I_23420230922en.pdf)

Further technical aspects are still to be addressed by Delegated/Implementing Acts for FuelEU Maritime.

**1. The main objective of the FuelEU maritime initiative**, as a key part of the EU's Fit for 55 package (ETS, IMO, AFIR, ETD, FuelEU and RED), is to increase the demand for and consistent use of **renewable and low-carbon fuels** and reduce the greenhouse gas emissions from the shipping sector, while ensuring the smooth operation of maritime traffic and avoiding distortions in the internal market.

The new legislation

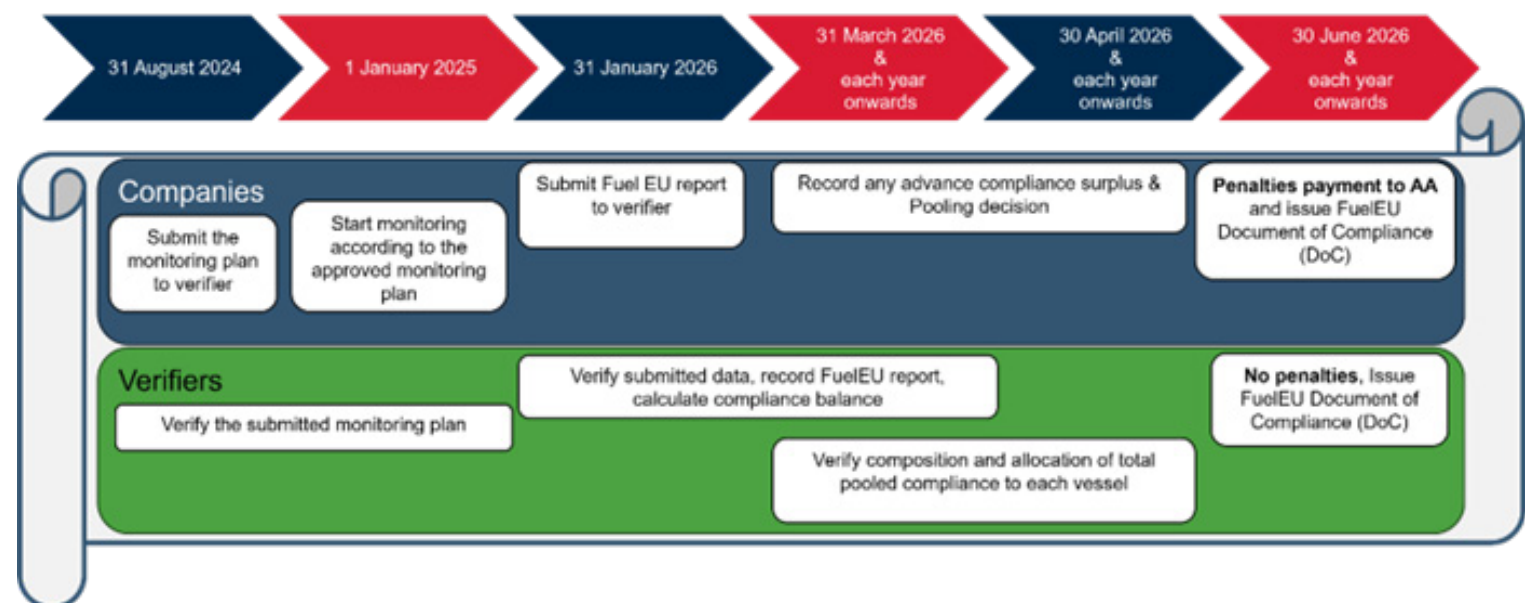
- sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O reduction targets on a full well to wake calculation.
- provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable **renewable and low-carbon** maritime fuels, thus aims to put maritime transport on the trajectory of the **EU's climate targets** for 2030.

### 2. Main provisions of the FuelEU maritime initiative

The new regulation contains the following main provisions:

- measures to ensure that the **greenhouse gas intensity** of fuels used by the shipping sector will gradually decrease over time, by **2% in 2025** to as much as **80% by 2050**
- a special incentive regime to support the uptake of the so-called **renewable fuels of non biological origin (RFNBO)** with a high decarbonisation potential
- an exclusion of **fossil fuels** from the regulation's certification process
- an obligation for passenger ships and containers to use **on-shore power supply** for all electricity needs while moored at the quayside in major EU ports as of 2030, with a view to mitigating air pollution in ports, which are often close to densely populated areas
- a voluntary **pooling mechanism**, under which ships will be allowed to pool their compliance balance with one or more other ships, with the pool – as a whole - having to meet the greenhouse gas intensity limits on average
- time limited **exceptions** for the specific treatment of the outermost regions, small islands, and areas economically highly dependent on their **connectivity**
- revenues generated from the regulation's implementation (**'FuelEU penalties'**) should be used for projects in support of the maritime sector's decarbonisation with an enhanced transparency mechanism
- **monitoring** of the regulation's implementation through the Commission's reporting and review process

### 3. Key dates & Obligations





## FuelEU maritime (Continued)

### 4. BIMCO FuelEU Maritime Clause for Time Charter Parties

BIMCO has announced on the 25Nov24 the adoption of its new FuelEU Maritime Clause for Time Charter Parties at a meeting of its Documentary Committee.

References

<https://www.bunkerspot.com/global/63716-global-bimco-adopts-fueleu-maritime-clause>

[BIMCO FuelEU maritime clause for TCs](#)

[BIMCO Fuel EU maritime seminar 09-10Dec25 and 18-19Dec25.](#)

### 5. Further references

- [Regulation on the use of renewable and low-carbon fuels in maritime transport \(FuelEU Maritime initiative\), 25 July 2023](#)
- [FuelEU Maritime initiative, text of the provisional agreement, 23 March 2023](#)
- [Council General Approach, 2 June 2022](#)
- [Fit for 55 \(background information\)](#)
- [European Green Deal and Fit for 55 \(timeline\)](#)
- [European Climate Law, 30 June 2021](#)

## EU ETS update - Timeline for Compliance

### EU ETS Directive Application

The EU [Directive 2023/959](#) (amending [Directive 2003/87/EC](#)) will apply:

- From **1 January 2024** to **cargo and passenger ships** of 5000 GT and above.
- From **1 January 2027** to **offshore ships** of 5000 GT and above.

### Amendments to regulation (EU) 2015/757 – EU MRV

The extension of EU ETS Directive to maritime transport requires additional reporting requirements. This was facilitated by [Regulation \(EU\) 2023/957](#), amending Regulation (EU) 2015/757 which was published in the European Journal on 10 May 2023.

### Monitoring

- By **1 October 2023**, the European Commission (EC) shall adopt delegated acts for the inclusion of **CH4 and N2O** emissions and the greenhouse gas (**GHG**) **emissions from offshore ships**.  
Additional delegated acts shall be adopted for the monitoring and reporting of the aggregated emissions data at company level and the submission to the administering authority.
- By **31 December 2023 or the soonest possible before 1 April 2024**, shipping companies should submit to their responsible verifier the updated **monitoring plans (MPs)** according to the EC delegated and implementing acts for each of their ships.
- By **1 April 2024**, shipping companies shall for each of their ships submit to their responsible administering authority an MP that has been assessed by the verifier.
- By **6 June 2025**, the responsible administering authority shall approve the MP based on the assessment of the verifier.

For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State. The administering authority shall approve it **within four months**.

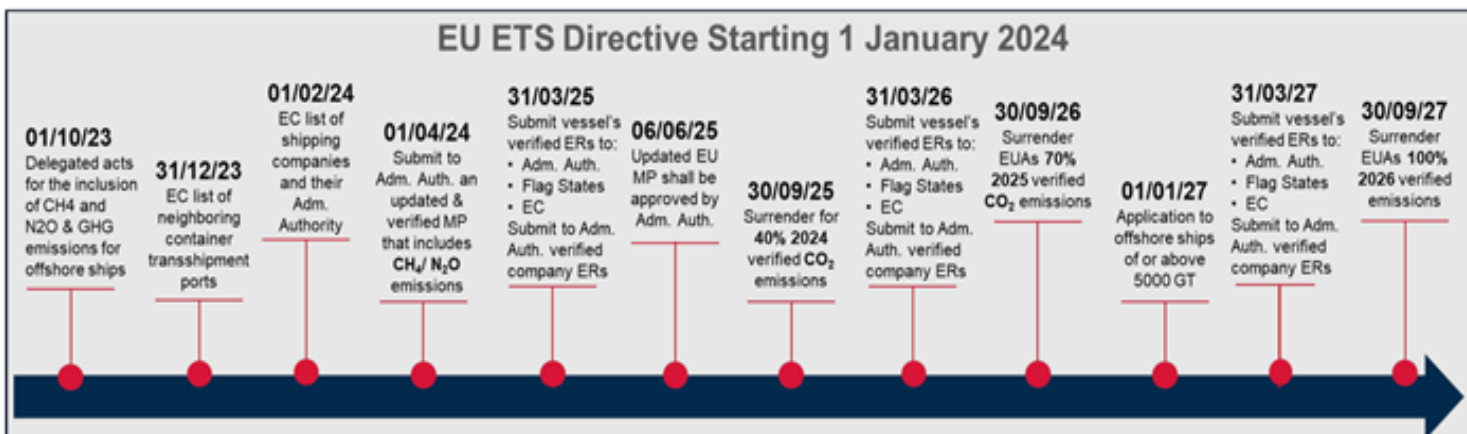
### Reporting

- From **1 January 2024**, shipping companies shall monitor and report emissions for cargo and passenger ships of 5000 GT and above in accordance with the revised MP.
- From **1 January 2025**, companies shall monitor and report emissions for the following additional vessel types:
  - Offshore ships of 5000 GT and above
  - Offshore ships and general cargo ships below 5000 GT but not below 400 GT.
- From **31 March 2025** and each year after, companies shall, for each ship under their responsibility, submit to their administering authority, flag states concerned and the European Commission, an emissions report for the entire monitoring period of the previous year which has been verified as satisfactory by their verifier.
- For the **monitoring period of 2023**, the deadline for submission of the emissions report remains **30 April 2024**.
- From **31 March 2025** and each year after, shipping companies shall submit to their administering authority a verified emissions report **at company level** (aggregated emissions data under ETS).

## EU ETS update - Timeline for Compliance (Continued)

Shipping companies must continue reporting their greenhouse gas emissions. The administering authority may request companies to submit their verified emissions reports and the aggregated emissions data at company level prior to **31st of March**, but not earlier than **28th of February** of each year.

### EU ETS Directive 2023/959 (Amending Directive 2003/87/EC)



### Surrendering of Allowances

Starting from **2025**, shipping companies shall surrender by 30 September of each year, EUAs corresponding to their verified GHG emissions of the previous monitoring year. There will be a gradual phase-in of the required allowances to be submitted.

- By **30 September 2025**, surrender of EUAs corresponding to **40% of 2024** verified **CO<sub>2</sub> emissions**.
- By **30 September 2026**, surrender of EUAs corresponding to **70% of 2025** verified **CO<sub>2</sub> emissions**.
- By **30 September 2027**, surrender of EUAs corresponding to **100% of 2026** verified **CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O emissions**.

## Biofuels

Biofuel is a type of [renewable energy](#) source derived from microbial, plant, or animal materials like vegetable oils, animal waste, crop residues, sewage from wastewater treatment and food waste from industry and households. Examples of biofuels include ethanol (often made from corn in the United States and sugarcane in Brazil), biodiesel (sourced from vegetable oils and liquid animal fats), green diesel (derived from algae and other plant sources), and biogas (methane derived from animal manure and other digested organic material). Biofuels can be solid, liquid, or gaseous. They are most useful in the latter two forms as this makes it easier to transport, deliver, and burn cleanly.

Today there is a wide range of biofuels, including **FAME, HVO, pyrolysis oils, e-fuels and alcohols such as ethanol and methanol**. Many of these, such as ethanol, FAME and HVO, have already been adopted by the automotive industry.

Currently, most biofuels used in shipping are types of biodiesel: **fatty acid methyl esters (FAME) or hydro-treated vegetable oils (HVO)**. Both primarily use plant oil feedstocks such as rapeseed, soybean and palm oil, but it is possible to use waste and residue fats as well.

- **FAME** - currently, the most prominently used biofuel in marine applications. Feedstock should be compliant with the EN 14214. Mostly intended to be used as a blend. Should not be stored for longer than six months as it is susceptible to oxidation, which can leave deposits that may eventually block filters and has a short degrading time.
- **HVO** (or renewable diesel): Compliant with the EN 15940. Very stable and can be stored for long periods as it is not susceptible to oxidation or microbiological growth. Can be used as drop-in fuel or blended with conventional fuels.

Biofuels are not only for marine applications. Demand for FAME is influenced by its use in the on-road transportation sector. The higher the national bio-based diesel mandate, the lesser capacity can be utilized by the marine sector. There is also competition with the aviation industry as hydro processed esters and fatty acids synthetic paraffinic kerosene (HEFA-SPK) fuel is anticipated to be the principal aviation biofuel used over the short to medium term.

## Biofuels (Continued)

The use of biofuel in a Diesel engine is nothing new, the first successful Diesel engine test was carried out in 1897 by Rudolph Diesel on straight peanut oil. Their key advantages are that they are already compatible with modern ship engines and require no Capex. They present lower emission factors than traditional fossil fuels, depending on formulation and blend. Importantly, burning biofuels requires no technical adjustments, added safety measures or design changes to existing ships, making switching to biofuels an immediately actionable solution. Typical outcomes of pilot projects so far are very promising, with no issues related to combustion, engine condition, stability and with a clear condition of engine cylinders via scavenge drain analysis while using the biofuel.

MEPC 78 has approved the Unified Interpretation on Regulation 18.3 of MARPOL Annex VI simplifying the use of biofuels on board ships in relation to the NOx emission ([MEPC.1/Circ.795/Rev.6](#)), which clarifies:

- The use of the biofuel by introducing the 10% limit by volume of possible NOx emission increase to the fuel up to 30% mixture by volume, if there is any modification to engine parts/components, should meet the requirements of regulation 18.3.1 of MARPOL Annex VI, it is therefore considered to be fuel oil of blends of hydrocarbons derived from petroleum refining and verification of the NOx impacts is not required
- For more than 30% mixture, should meet the requirements of regulation 18.3.2 of MARPOL Annex VI, and will be subject to a new NOx certification.
- However, even if the mixture rate exceeds 30% by volume, if there is no modification to the NOx critical components or settings/operating values, no further NOx certification is required so far as it meets the 10% increase limit.

This interpretation is included in a Revision 6 and 7 of [MEPC.1/Circ.795](#).

MEPC80 has approved interim guidelines on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI (DCS and CII), that clarifies how certified sustainable biofuels can be used to improve a ship's CII rating.

The key points are:

- Biofuels must be certified by relevant international certification scheme, meeting its sustainability criteria. Reference is made to ICAO's Approved Sustainability Certification Schemes and the CORSIA Sustainability Criteria.
- Must provide a well-to-wake GHG emissions reduction of at least 65% compared to the well-to-wake emissions of fossil MGO of 94 gCO<sub>2</sub>e/MJ (i.e., achieving an emissions intensity not exceeding 33 gCO<sub>2</sub>e/MJ) according to that certification.
- May be assigned a Cf equal to the value of the well-to-wake GHG emissions of the fuel according to the certificate (expressed in gCO<sub>2</sub>e/MJ) multiplied by its Lower Calorific Value (LCV, expressed in MJ/g) for the purpose of regulations 26, 27, and 28 of MARPOL Annex VI for the corresponding amount of fuels consumed by the ship.
- For blends, the Cf should be based on the weighted average of the Cf for the respective amount of fuels by energy.
- A Proof of Sustainability or similar documentation from a recognized scheme should be provided along with the Bunker Delivery Note, to facilitate the verification of the reported biofuel consumption.
- For biofuels not certified as "sustainable" or not fulfilling the well-to-wake emission factor criterion above should be assigned a Cf equal to the Cf of the equivalent fossil fuel type.
- In any case, the CF value of a biofuel cannot be less than 0.

For details pls refer to:

- [MEPC.1/Circ.905 Interim guidance on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI](#)
- [Carbon Offsetting and Reduction Scheme for International Aviation \(CORSIA\) approved sustainability certification schemes](#)

All bunker transactions for biofuels are only made via ISO 8217:2017 basis its General Clause 5: The fuel composition shall consist predominantly of hydrocarbons primarily derived from petroleum sources while it may also contain hydrocarbons from: synthetic or renewable sources such as Hydrotreated Vegetable Oil (HVO), Gas to Liquid (GTL) or Biomass to Liquid (BTL); co processing of renewable feedstock at refineries with petroleum feedstock. Example: ISO 8217:2017 RMG 380 with the exception of FAME levels (as per contractual agreement 30 or 50% etc.).

DNV's white paper provides an overview of the current use of biofuels in shipping, including detailed insights around global fuel supply, feedstock, bunkering locations, and uptake in other industries.

The white paper also outlines key technical and operational considerations for using two key biofuels – FAME and HVO – as a 'drop-in' fuel on vessels, recommending a number of steps that should be taken before their use.

The report provides a breakdown of biofuels as a GHG compliance measure, showing how they can provide significant benefits with respect to CII, EU ETS, and FuelEU Maritime regulations, as well as upcoming IMO mid-term GHG measures.

# New Rules

## Biofuels (Continued)

Singapore Shipping Association(SSA) Biofuel FAQ was launched in Aug25 See link.

<https://www.ssa.org.sg/wp-content/uploads/2024/09/FAQ-on-Bio-Fuels-August-2024-3.pdf>

### Other References

- [DNV white paper on biofuels](#)
- [MEPC.1/Circ.795, Unified interpretations to Marpol Annex VI](#)
- [MEPC.1/Circ.905 Interim guidance on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI](#)
- [Carbon Offsetting and Reduction Scheme for International Aviation \(CORSIA\) approved sustainability certification schemes](#)
- [EU Renewable Energy Directive 2018](#)



## MSC109 update

The [IMO Maritime Safety Committee \(MSC\)](#) deals with all matters related to maritime safety and maritime security which fall within the scope of IMO, covering both passenger ships and all kinds of cargo ships. This includes updating the SOLAS Convention and related codes, such as those covering dangerous goods, life-saving appliances and fire safety systems. The MSC also deals with human element issues, including amendments to the STCW Convention on training and certification of seafarers.

The Maritime Safety Committee met for its 109th session at IMO Headquarters in London (in-person with hybrid participation) on 02-06Dec24. The meeting was chaired by Mrs. Mayte Medina of the United States, supported by Vice-Chair, Capt. Theofilos Mozas of Greece.

### MSC 109 highlights:

1. Attacks against seafarers and international shipping
2. Amendments adopted to IGC and IGF Codes
3. Goal-based new ship construction standards - audit outcomes
4. Roadmap updated for the development of a MASS Code
5. Progress on developing of a GHG safety regulatory framework
6. Cyber risk management
7. Measures to enhance maritime security - updates
8. Piracy and armed robbery against ships - updates
9. Guidelines on the recovery of deceased people approved
10. Revised guidelines for formal safety assessment (FSA) approved
11. Reports of Sub-Committees - various provisions approved

### References:

IMO: [MSC109 report](#)

BV: [MSC109 summary report](#)

DNV: [MSC109 report](#)

LRS: [MSC109 summary report](#)

NKK: [Preliminary Report of MSC 109](#)



## SDC11 update

The [Sub-Committee on Ship Design and Construction \(SDC\)](#) considers a wide range of technical and operational matters related to ship design and construction, including subdivision and stability. The Sub-Committee also covers testing and approval of construction and materials, load lines, tonnage measurement, safety of fishing vessels and the carriage of industrial personnel. SDC Sub-Committee reports to MSC Committee.

The 11th session of the Sub-Committee on Ship Design and Construction (SDC 11) was held in person 13-17Jan25, with hybrid facilities allowing remote participation.

SDC 11 agreed on the following to be submitted for approval at MSC 110:

- 2011 ESP Code amendments relating to Remote Inspection Techniques (RIT): Draft amendments have now been finalised to permit the use of RIT in support to surveyors undertaking a close-up survey of vessels to which the code applies.
- Draft Interim Guidelines for emergency towing arrangements (ETA) for ships other than tankers: SDC 11 completed the draft amendments to MSC.1/circ.1175/rev.1, and MSC.1/circ.1255.
- Updates to the Code on Alerts and Indicators, 2009: A thorough review of the code has been completed to harmonise it with a number of IMO Codes and guidelines, seeking concurrent approval by MEPC 83 and MSC 110, and subsequent adoption by A 34.
- the amendments to the IP code (Part IV, Reg 2) to provide consistency of personnel mass references for stability calculation;
- the revision of the MSC.1/Circ.1331 Guidelines for construction, installation, maintenance and inspection/survey of means of embarkation and disembarkation, concerning the rigging of safety netting on accommodation ladders and gangways and standards of compliance for ladder replacements before or after 01Jul26 for ships built before or after 01Jan10
- the amendment to Reg.25 (Protection of the Crew) of the protocol of 1988 relating to the international convention on load lines, 1966 (regarding the requirement for setting of guard rails on the deck structure).
- the Uniform Interpretation of the “remotely operated valve” (in SOLAS II 1/12.6.2).

The matter of unified interpretations of SOLAS regulations on **location of entry to escape trunk in the Engine Room** was deferred for IMO III sub-committee and SDC12.

The matter of differing interpretations by flag and port Administrations on what constitutes as the “lower part” of machinery spaces where a ladder within protected enclosures must be located for the purpose of seafarers to make use for emergency escape, was discussed. In considering one of the proposals, it was debated whether to prescribe a maximum height of 2.3m from the lowest engine room deck for the entry point of the escape trunk to be located. This was not accepted, on the premise that different ships of varying size and configurations would have varied considerations on locations.

There was, however, a majority consensus that the term “lower part” of machinery spaces need not be confined to only the lowest deck level in the engine room. A number of Member States voiced that flag Administrations would have the prerogative to decide on the height above the lowest deck, based on various considerations.

With some other Member States continuing to oppose this interpretation as going against the intent of the regulation, SDC11 decided for this matter to be further considered at the IMO III sub-committee where issues of interface between Flag States and Port State are discussed, and at next SDC12.

The Tokyo MOU is running a Focused Inspection Campaign during January wherein their members are being asked to verify the Emergency Escape Trunks. TMOU have not published anything on this FIC.

### References:

ABS: [SDC 11 brief](#)

BV: [SDC 11 summary report](#)

LRS: [SDC 11 Summary Report](#)

## Ballast water record-keeping and reporting requirements - Upcoming changes

### Extract from DNV

Starting in 2025, two IMO resolutions come into effect specifying a new format for the ballast water record book (BWRB) and mandating approval of electronic BWRBs when replacing hard copy versions on board vessels. More about these new requirements for ballast water record-keeping and reporting in this statutory news.

#### **New format for the ballast water record book (BWRB) and new guidance on BW record-keeping and reporting – from 1 February 2025**

The new guidance on ballast water (BW) record-keeping and reporting, adopted in Circular BWM.2/Circ.80, aims to assist ship crews by clarifying the record-keeping and reporting process under the BWM Convention. The circular includes guidance on completing the BWRB, including:

- ▶ Updated example ballast water reporting form (Appendix II)
- ▶ Example form for voluntary tank-by-tank logging of BW operations
- ▶ Example of logging operations when encountering challenging water qualities (included in Circular BWM.2/Circ.80/Rev.1 approved at MEPC 82)

Moreover, Resolution MEPC.369(80) amended the BWM Convention Appendix II with an updated form of the BWRB, and this amendment will enter into force on 1 February 2025.

Hence, starting from **1 February 2025** onwards, all ships with an approved BWM plan should start:

- ▶ Record-keeping of ballast water operations in the BWRB in accordance with guidance BWM.2/Circ.80, and
- ▶ Apply the new codes A to H together with the specific item number for different BW operations specified in MEPC.369(80).

Crews should familiarize themselves with the new BWRB form, as port states and flag administrations will require records to be kept accordingly.

It is expected that the BWRB can be amended without having to also amend the ballast water management plan (BWMP). Hence, no re-approval of the BWMP is considered necessary when adjusting the format of the BWRB.

To follow up the implementation of the new requirements for BW record-keeping and reporting:

- ▶ DNV will shortly issue a "Retroactive Requirement" (RR Ref.1034I) under "Vessel Status" in Veracity for all ships with an approved BWMP.
- ▶ DNV surveyors will at the first periodical survey or occasional survey after 1 February 2025 check if the BWRB has been amended as required and, as applicable, delete the RR.

#### **Approval of electronic record book system and ship-specific declaration for using electronic BWRBs – from 1 October 2025**

Regulation B-2 of the BWM Convention permits the use of electronic record books, and MEPC 80 has adopted MEPC.372(80) providing guidelines for their implementation. Moreover, MEPC 81 has adopted MEPC.383(81) amending Regulations A-1 and B-2 of the BWM Convention to include the use of electronic BWRBs. This amendment to Regulations A-1 and B-2 is mandatory from 1 October 2025 and requires the following:

- ▶ The approval of an electronic BWRB based on the guidelines provided by MEPC.372(80) if replacing the hard-copy record book by an electronic one
- ▶ A ship-specific declaration to be carried on board confirming that the installation of the electronic BWRB meets the requirements of the IMO guidelines

The declaration may be issued by the flag administration or by DNV, where authorized by the flag administration. Some flags have already confirmed that they have no objection to an early implementation of the approval of electronic BWRBs.

DNV is prepared to approve electronic recording systems and is updating the DNV class programme DNV-CP-0569 to include type approval of electronic systems for BWRBs.

## Ballast water record-keeping and reporting requirements - Upcoming changes (Continued)

### Extract from DNV

DNV is also prepared to perform ship-specific surveys for approving the use of the electronic BWRB on board ships prior to issuing the declaration, where authorized by the flag. The Liberian administration approves electronic BWRBs and issues declarations for them directly.

To follow up the requirement of a declaration in the case that an electronic BWRB is used, DNV will issue a "Retroactive Requirement" (RR Ref.1034m) in early 2025 under "Vessel Status" in Veracity to all ships with an approved BWMP.

### Recommendations

DNV recommend keeping these four actions in mind:

1. Update BWRBs to comply with the new requirements for BW record-keeping and reporting, effective from 1 February 2025.
2. Ensure your electronic recording system is approved by flag or type approved by DNV/other RO when using electronic recording system following the guidelines in Res. MEPC.372(80).
3. Get the declarations for electronic BWRBs by 1 October 2025 or earlier if advised by the flag administration.
4. Order a survey via My Services if flags accept early approval.

### Resources:

#### IMO documents:

- ▶ MEPC.369(80) Amendments to Appendix II (Form of Ballast Water Record Book)
- ▶ BWM.2/Circ.80 Guidance on ballast water record-keeping and reporting
- ▶ MEPC.372(80) Guidelines for the use of electronic record books under the BWM Convention
- ▶ MEPC.383(81) Amendments to Regulations A-1 and B-2 (Use of Electronic Record Books)

#### Further resources on SEEMP:

- ▶ [Ballast Water Management and biofouling topic page](#)
- ▶ [Previous Technical and Regulatory News](#) including ballast water – please use filter function accordingly



# Human Resources Management

## Promotions Roxana Shipping - ROKS Maritime 01Oct24 - 31Dec24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Sidorov Alexander	Master	01/10/2024		Zolotykh Aleksei	3rd/Off	25/12/2024	
Sharyy Petr	Master	24/12/2024		Ganzha Lev	3rd/Off	28/11/2024	
Durnov Egor	Ch. Off	31/10/2024		Erokhin Zakhar	4th/Off	25/12/2024	
Snytko Ivan	Ch. Off	10/10/2024		Kelsikov Maksim	4th/Off	21/10/2024	
Galaida Denis	Ch. Off	05/11/2024		Trushchenko Vladislav	4th/Off	01/10/2024	
Lyseniuk Aleksandr	2nd/Off	27/11/2024		Mozhaev Gleb	4th/Off	22/11/2024	
Budenko Yury	2nd/Off	14/12/2024		Chernov Egor	4th/Off	27/10/2024	
Isakov Alexander	3rd/Off	10/10/2024		Shapran Aleksei	Ch. Eng	14/11/2024	






# Human Resources Management

## Promotions Roxana Shipping - ROKS Maritime 01Oct24 - 31Dec24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Tsybulskii Iurii	4th/Eng	10/10/2024		Gmyria Mikhail	Messboy	12/10/2024	
Budarin Egor	5th/Eng	09/12/2024		Shikhov Magomed	Deck Cadet	10/10/2024	
Ianchenko Konstantin	5th/Eng	25/10/2024		Guliaev Kristian	O.S.	14/12/2024	
Poliakov Aleksandr	Bosun	05/11/2024		Zavialov Vladimir	Wiper	28/11/2024	
Malikov Andrei	A/B	10/10/2024					

## Familiarization Roxana Shipping - ROKS Maritime 01Oct24 - 31Dec24

Name	Rank	Ship	Dates	Photo	Name	Rank	Ship	Dates	Photo
Konstantin Gromov	Master	M/T Aligote	16-19 Dec24		Aleksei Shapran	Ch. Eng	M/T Marvel	16-19 Dec24	
Petr Sharyy	Master	M/V Commander K	16-19 Dec24						

## Capt. Michalis Langouras' employment

We are pleased to advise you that Capt. Michalis Langouras, has joined ROKS Maritime Inc. as of 01 Nov 24 in the position of Fleet Superintendent Marine, directly reporting to the Technical Dept. Manager.

Capt. Michalis is a distinguished graduate of the Merchant Marine Academy of Syros, completing his deck Officer qualifications in November 2015.

His extensive maritime career spans over a decade in the tanker sector, starting in 2011 with a prominent Hellenic shipping company. He has achieved the Master Mariner's degree as of 2020.

Capt. Michalis' professional experience and skills will definitely add value to our team and will help us meet the short- and long-term objectives set out by the company.

Michalis, welcome on board!



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## Mr. Konstantinos Kairos' employment

We are pleased to advise you that Mr. Konstantinos Kairos, has joined ROKS Maritime Inc. as of 11 Nov 24 in the position of IT Administrator, directly reporting to the IT Dept. Manager, Mr. Stelios Kontozoglou.

Konstantinos graduated in 2006 as an Internet Technology Technician from the Public Institute of Vocational Training (ΔΙΕΚ) of Nea Ionia.

Since then, he has gained valuable experience working in various companies within the Information Technology sector.

Konstantinos' professional experience and skills will definitely add value to our team and will help us meet the short- and long-term objectives set out by the company.

Konstantinos, welcome onboard!





**State of the Art In Shipmanagment is our Tradition**

***Incident Free Effective Efficient***