News Waves

Jan - Mar 2025 Edition 2025-01

ROXANA SHIPPING S.A.

ROKS MARITIME INC.

Contents

Lagadion 2, Marousi
151 25 Greece
Tel. +30 210 8171000
Fax.+30 210 6816433
info@roxanashipping.com

Please recycle

"We are highlighting that our crew should always consider the i-Isolation, i-Distraction and i-Illusion hazards whenever surfing the net. 2025 will be the year where we will enhance ship-shore communication, concluding the projects for SureSIRE, the ship performance monitoring and remote surveys."

2025 has arrived but still no light at the end of the tunel. We are still faced with many uncertainties, related to the geopolitical instability due to the war in Ukraine and Israel, and on top of that Somali piracy is again on the rise.

The continuing wars and the side effects of the sanction's regime this year, will continue to be a heavy burden for crew allotments and travel as well as for 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 tirelessly 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.

Our officers ashore learning engagements will continue to focus on 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 on focus.

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. The new wage scale and the enhanced internet on board are already implemented and the e-wallet platform is now for more than a year used across the fleet, successfully coping with the Russian bank's sanctions.

SpaceX Starlink, the game changer in ship-shore communications, is now deployed throughout our fleet, tankers and bulkers. Internet allowance for crew is radically increased; **however, we are highlighting that our crew should always consider the i-Isolation, i-Distraction and i-Illusion hazards whenever surfing the net. 2025 will be the year where we will enhance ship-shore communication, concluding the projects for SureSIRE, the ship performance monitoring and remote surveys. At the same time, we will consolidate our DMS and the software used ashore and we will conclude the Aquarex drinking water commissioning throughout the fleet.**

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 on installing the equipment and the software, which will enhance communication capabilities, video and audio. SureSIRE is the software on-line platform, which will enhance the awareness of our employees ashore and on board on all topics of SIRE 2.0, which in turn will foster the culture of fearless engagements we are developing as organisation. Commissioning of Aquarex will eliminate the logistics and the plastic bottles for drinking water, a further improvement of our Company environmental footprint.

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

Furthermore, a remarkable number of projects are running in parallel to manage all the 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. I was also pleased to attend our crew ashore learning engagements of Feb25 in VMC.

All the above and other

interesting topics are included in the Hot Stuff section.

The New Rules section contains updates on MARPOL Annex VI amendments, IMO MSC 110 and SDC11 along with EU ETS, FuelEU maritime, biofuels.

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

The Lessons Learnt section continues to remind us of wrong practices that we should refrain from.

Mrs. Alina Sakhnazarova has joined RoKcs, while Mrs. Vasiliki Bota has joined Purchasing dept. and Messrs. Georgios Ioannidis and Ioannis Karlatiras have joined Technical dept as fleet sup/nts. 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!

Captain Okolo-Kulak Alexey

Captain Okolo-Kulak Alexey was born on July 23rd, 1983, in Nakhodka, Primorskiy region.
He graduated from the Far Eastern Marine Institute in 2006 and obtained his Master's license in 2024.
Captain Alexey's first service with Roxana Shipping S.A. was in 2008, as 3rd Officer on our MT Ocean Spirit. He has a total sea service of 16.5 years with our Company.
He is married and has two children.
On January 19, 2025, he joined our good vessel M/T Aramon.
We wish him always calm seas, safe and successful trips, with health in mind, so that to return Home Healthy and with full basket.

Chief Engineer Vazhenin Maksim Vladimirovich

Chief Engineer Vazhenin Maksim Vladimirovich was born on July 22, 1983, in Vladivostok, Primorsky Kray.
He graduated from Vladivostok Marine College in 2003. He joined Kristen Marin S.A. in October 2006 as 4th engineer, rendering his service on M/V Voyager.
In 2013, he joined Roxana's Fleet as 3rd engineer onboard our M/T Magic Star.
Maksim received his Chief Engineer's license in 2022 and was subsequently promoted to Chief Engineer on M/T Marvel.
He has a total of 19.5 years of sea service with our company.
He is married to Julia and they have two children. In his free time, Maksim enjoys fishing and going to the gym.
We extend our best wishes for a restful vacation with his family, hoping he re-joins our fleet with his batteries fully charged.

Mr. Manko Vladimir Iurievich.

Manko Vladimir Iurievich was born in Kholmsk on Sakhalin Island. He graduated from the Marine engineering faculty of FEHEMS (now is MSU) in 1983. He worked on FESCO ships as 4th and 3rd Engineer.
Since 1987 he transferred to work at the Vladivostok Maritime School of the Ministry of Merchant Marine and in 2002 he started to work at the Vladivostok Marine Technical School (renamed to Vladivostok Marine College in 2015 - VMC), where he has been the director since 2008. VMC is one of the oldest partners of RoKcs Vladivostok.
He is married, has two daughters and five granddaughters.

RoKcs Activities 01Jan25 - 31Mar25

As of March 2025, the RoKcs pool consists of 351 tanker seafarers, excluding cadets, and 193 bulker seafarers (RoKcs and Fescontract pool).

The first quarter of 2025 - the year of the green wooden snake - was, as always, eventful for the office life of RoKcs Vladivostok. In January, Capt. Denis Valentinovich participated in the distribution of graduates of the marine engineering and electro engineering faculties of MSU. Along with Roxana Shipping S.A., other internationally recognized companies participated, such as Sovcomflot, MOL, BSM, FESCO, and other small domestic shipowners. Therefore, we will be glad to see future chief engineers in our pool.

In February 11 to 14, another training session for ratings and Top4+ETO of Roxana Shipping S.A. and ROKS Maritime Inc. was held in VMC, facilitated, as always, by Roxana Shipping S.A. and ROKS Maritime Inc. Managing Director, Mr. Takis Koutris.
Details are reported in another section of this magazine.

On February 20, a remote learning engagement via Zoom was conducted for the junior officers, facilitated by Capt. Pavel Petrovich.

We are also pleased to announce a new addition to the RoKcs team. On March 3, Ms. Alina Grigorievna Shakhnazarova, a graduate of FEFU, full of energy and knowledge, joined us as a crew coordinator. We welcome her and will support her to contribute to RoKcs growth.

"Crewing Agency Roxana Kristen Crewing Services" LLC was established in 2008 recruiting seamen on Containers, Bulkers 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 01Jan25 – 31Mar25, following training and learning engagements were recommended and implemented:

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:
  - **"Complying with Ballast Water Management Requirements",** conducted on 20Nov24, in cooperation with Erma First.
  - **""Accident Prevention: Managing Risks / Sharing Knowledge",** conducted on 28Mar25, in cooperation Lloyd's Register.
  - **"Oil Spill Impact Preparedness and Response",** conducted on 10Apr25, in cooperation with UK P&I Club and Environmental Protection Engineering S.A.

EMSA & DG MOVE

- **"EU Emissions Trading System (EU ETS)",** was conducted by the European Maritime Safety Agency (EMSA) in collaboration with the European Commission's Directorate General for Mobility and Transport (DG MOVE), via Webex.
  The seventh webinar focused on the implementation of the EU ETS to maritime and featured live demos on reporting emissions and surrendering allowances in the Union Registry

Alpha Marine

- **"Chemical Distribution Institute (CDI) requirements vs SIRE 2.0",** was conducted on 29Apr25, elaborating on the differences compared to SIRE 2.0 inspections. The session was focused on the CDI inspection questionnaire, offering a comprehensive understanding of what a CDI inspection entails. It was explained how to interpret various codes and guidance was provided on effectively managing and responding to CDI inspections. The session included valuable insights on preparation and compliance, ensuring we are well-equipped to meet CDI standards. Additionally, participants' questions were addressed, ensuring a clear understanding of the inspection process and expectations.

Shell PnS

- "Learning from Incident" webinar, was conducted by Shell's Maritime Partners in Safety (PnS) program on 26Mar25.
  As part of the PnS program's ongoing commitment to learning and improving, this live session focused on the topic of Fall to Water During Personnel Transfer. The webinar provided an in-depth review of a fall to water incident that occurred during a personnel transfer activity and explored the influencing factors driving behaviors.

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 Feb25

The reflective learning engagements of Senior Officers and Ratings ashore were conducted in Vladivostok for
► 27 Senior Officers (19 Tanker and 8 Bulker), remotely on 12-14Feb25,
► 23 Ratings (17 Tanker and 6 Bulker), physically on 11Feb25
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 Feb24, was to refresh Senior 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.

Eight 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 eight workshops, which were conducted, are listed below:

Topic	Tanker Officers	Bulker Officers	Ratings
Take care of myself and my team - Leading my team's wellbeing	x	x	11Feb25
Learner Mindset	13Feb25	x	11Feb25
How you respond matters	13Feb25	x	x
Context drives behavior	13Feb25	x	x
SIRE 2.0 update: SoC and NoC - samples	14Feb25	x	x
DryBMS	x	12Feb25	x
Incident investigation – causation analysis Ever Given	13Feb25	12Feb25	x
Physical wellbeing, Nutrition	14Feb25	12Feb25	11Feb25

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 Feb25

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 was 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 was 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 (360^0 assessment) .***

1 Appreciation

Thank you all, 12 Tanker and 6 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 Feb25

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 Feb25

2 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 was 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 was 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 (360^0 assessment).***

1 Appreciation

Thank you all, 19 Tanker officers, 12 Tanker and 6 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.

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

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
T	73	23	40	40	45	45	41	27
R	54	33	43	26	36	32	38	28

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

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3 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

- ***elaborated 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.***
- ***related 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:

- ***how HE responds matters for his team wellbeing and IF EffEff operations***

1 Appreciation

Thank you all, 19 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 your team's wellbeing.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

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
- ►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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

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.

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

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.

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 the 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

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4 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 elaborated 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 was 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***

1. Appreciation

Thank you, 19 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.

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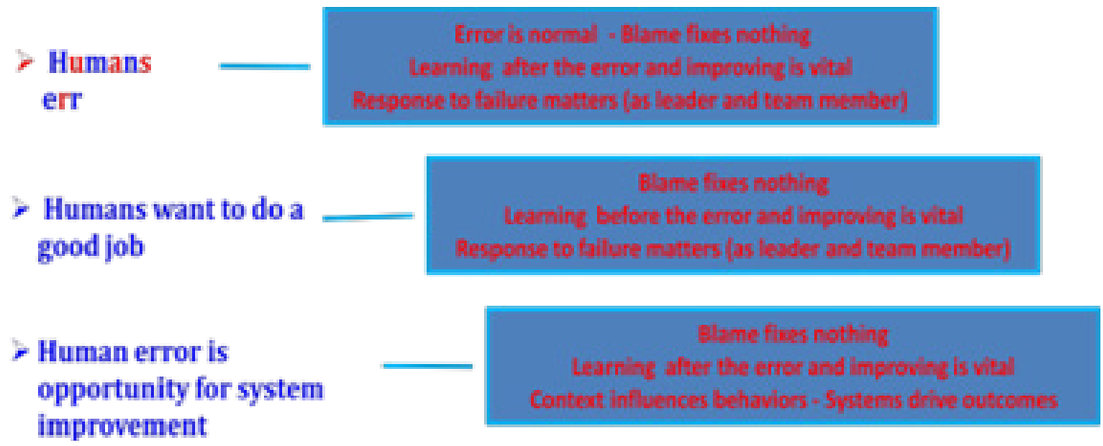
- ► Learner Mindset, was released along with the 2021 CEO conference in Mar21.
- ► It consists of one video elaborating on the Learner Mindset, known also as Growth Mindset, as a belief that everyone can grow their ability, learn from mistakes and successes and speak up openly in a safe environment.
- ► 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.

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

2.2.1 The fearless ego for success

The 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**



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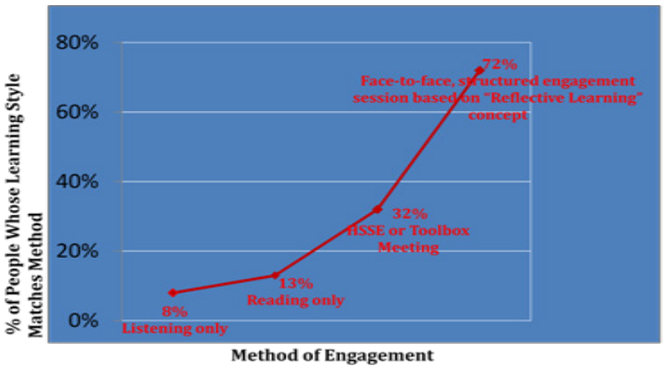
► **The three pillars and engagement**

► **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.

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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.

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5 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, 19 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.

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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, 2023 and 2024.

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.

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

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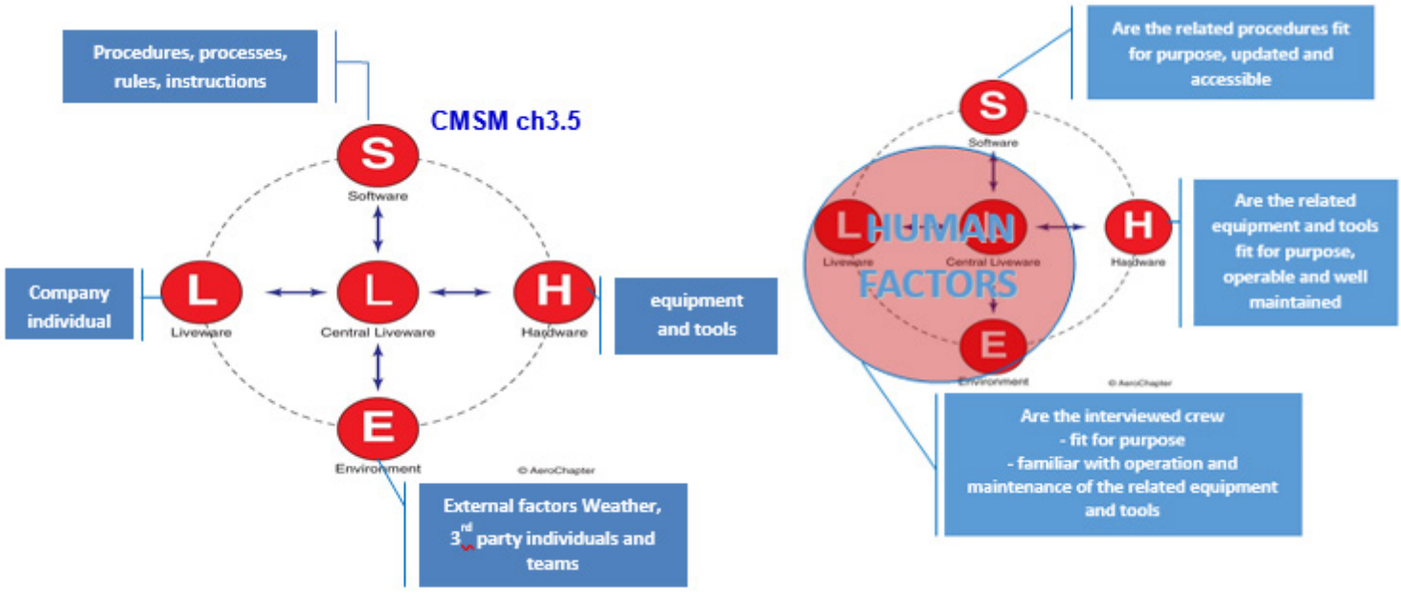
► prompts the participants, based on the S.H.E.L.L factors, and the SIREd S.H.E.L.L, as presented, to evaluate to what extent the SoC and NoC quoted represent the issues raised with the observations and if not propose their own SoC.



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.

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6 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 1st version of DryBMS for ROKS Maritime Inc.***
- ***prompted the participants to review the ROKS 1st version of DryBMS, along with the DryBMS guidance, and revise the 1st version accordingly***

1. Appreciation

Thank you, 8 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

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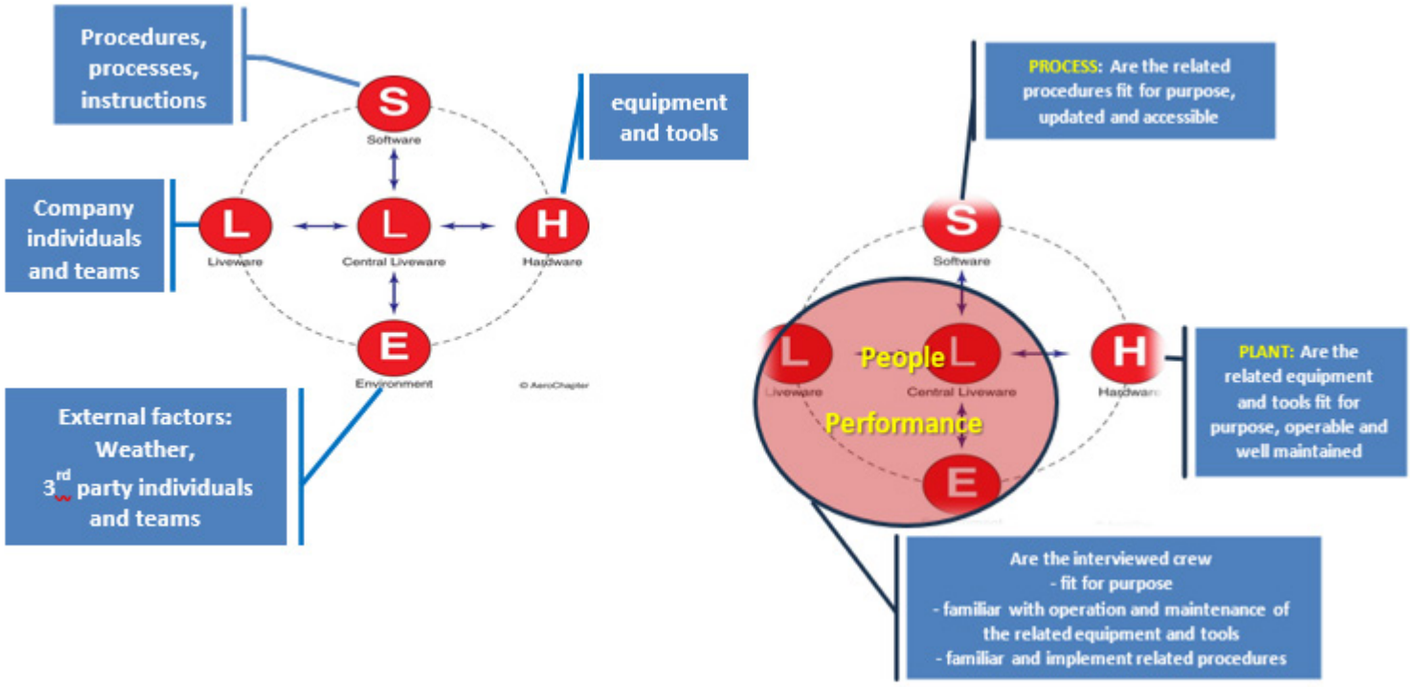
► DryBMS sets out 30 areas of management practice within four sections:
► Performance, People, Plant and Processes
► The DryBMS is a set of resources for dry ship managers to use to self- assess and improve their performance. It contains guidance on how to conduct self-assessments and specific subject 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 in 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

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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.

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7 Workshop: Incident investigation - causation analysis

Incident reporting, investigation, analysis corrective and preventive actions (Company procedure CP08) is considered as one of the three pillars, on which our system is based.

An incident investigation is a systematic process for identifying:

- ***the context that led to the workplace incident***
- ***the immediate, contributing and root causes of the incident***
- ***lessons learnt and the corrective / preventive measures to prevent future occurrences***

This workshop:

- ***elaborated on the M/V Ever Given grounding in Suez Canal on 23Mar21***
- ***focused on the causation analysis***

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

- ***The S.H.E.L.L. model as context for an incident***
- ***The S.H.E.L.L. model as causation analysis aid***
- ***The distinction of the immediate cause, the contributing cause and the root cause and apply same in the incident at stake***

1. Appreciation

Thank you, 19 Tanker officers and 8 Bulker officers, for your reflective learning engagements in the workshop " Incident investigation - causation analysis" 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 your team's wellbeing.

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2. Background

In the "Incident investigation - causation analysis" workshop we had the chance to elaborate on:

> ***"Επίστασθαι δε οιόμεθ΄ έκαστον απλώς, όταν την τ΄ αιτίαν οιώμεθα γινώσκειν, δι΄ ην το πράγμα εστιν, ότι εκείνο αιτία εστι και μη ενδέχεσθαι***

2.1. The principle of sufficient reason

- ► The principle of sufficient reason states that everything must have a reason or a cause.
- ► The idea was conceived of and utilized by various Hellenic philosophers, including Anaximander, Parmenides, Archimedes, Plato and Aristotle. The principle was articulated and made prominent by Gottfried Wilhelm Leibniz, with many antecedents, and was further used and developed by Arthur Schopenhauer and William Hamilton.
- ► The principle has a variety of expressions, all of which are perhaps best summarized by the following:
  - For every entity X, if X exists, then there is a sufficient explanation for why X exists.
  - For every event E, if E occurs, then there is a sufficient explanation for why E occurs.
  - For every proposition P, if P is true, then there is a sufficient explanation for why P is true.

2.2. Incident investigation and causation analysis

- ► An HSQE incident investigation is a systematic process for identifying:
  - What happened, the sequence of events that caused, contributed, or led to the workplace incident.
  - Why it happened, the sequence of reasons that caused or contributed to the workplace incident
  - Lessons learnt and what to do, corrective/preventive actions to prevent future occurrences.
- ► The causation analysis is the 2nd step in the incident investigation process, identifying the sequence of causes and effects that led to the workplace incident.
- ► According to the principle of sufficient reason there will be a chain of infinite why's, causes and effects. The However, the investigation will stop at the cause that is reasonably possible to manage, i.e. at a cause that reasonable measures can be taken to prevent this cause from happening. And this is the root cause.
- ►The root cause:
  - Human error should be avoided as root cause, in line with the Human Performance principles and the Fair and Just for No Blame culture. A further why should be asked, to identify what can be changed in the software, the hardware or the environment to prevent this human error.
  - 3rd parties should be avoided to be nominated as root cause, because normally they cannot be managed by our Company.
  - For hardware failure:
- ►Wear and tear should be avoided to be nominated as root cause, because of the PMS, being in place to cope with wear and tear.
- ►In cases where regular maintenance of a component is not included in the PMS, we first review the maker's requirements. If regular maintenance is specified, the PMS is then updated accordingly. Otherwise, we create a PMS job on a case-by-case basis, even if it is not required by the maker.
- ►The immediate causes: substandard acts or conditions that led directly to the incident, e.g. a machine guard was removed, personal protective equipment was misused, there was stress or fatigue, or poor concentration or housekeeping.
- ►All the intermediate causes and why's between the 1st why / immediate cause and the last why / root cause are contributing causes.

2.4. Industry and Incident investigation

2.4.1. IMO

- ►RESOLUTION MSC.255(84) was adopted by IMO on 16May08, introducing the Code of the International Standards and Recommended Practices for a Safety Investigation into a Marine Casualty or Marine Incident (Casualty Investigation Code).
- ►The code is already outdated, considering the recent Industry practices, and it is in the short-term plan of IMO to revise the code.
- ►This code was used by the Flag Administration, when conducting the investigation for the grounding of M/V Ever Given'

2.4.2. OCIMF

- ►OCIMF published in 2018 the Sharing Lessons Learned from Incidents, focusing in the fact that the point of incident investigation is that we learn from what happened and do all we can to ensure it doesn't happen again.
- ►OCIMF published in the Tanker management Self-Assessment (TMSA), the latest version TMSA3 went live 17Apr17, whereby element 8 is addressing the Incident investigation and analysis, introducing KPIs for 4 levels of compliance.

2.4.3. Energy Institute

- ►Energy Institute published in Aug16 the Learning from incidents, accidents and events, elaborating of incident reporting, causation analysis and focusing on the lessons learnt, corrective and preventive actions

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

2.4.4. Institute of Oil and Gas Producers (IOGP)

►IOGP publi8shed in Report 552.

►This report describes some of the components an organization might consider if it wants to improve how it learns from operating experience to reduce risk and prevent incidents.

2.5. Roxana and Incident investigation

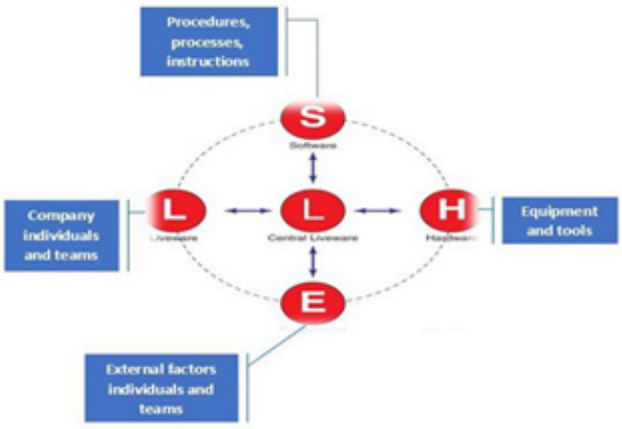
►Incident reporting, investigation, analysis, corrective preventive actions, as addressed in CPM section CP08, is one of the 3 pillars our system is based on.

►The purpose of incident investigation is to learn for improving, by

- Learning from our success and learning from our failures
- Shifting investigation from human error to context improvement, by applying

►Fair and Just culture for No blame culture

►Open reporting



►A balanced Fair and Just for No Blame culture is an appropriate mechanism to shift the investigation and causation analysis from the human error to the S.H.E.L.L. factors, procedures, equipment, individuals and teams (internal and external) and environment improvements

►S.H.E.L.L. model, as per CMSM section 3.6, applies in investigation process and causation analysis, supplemented by causal reasoning, as appropriate forms, applied even for virtual group engagements.

3. Purpose

Incident reporting, investigation, analysis corrective and preventive actions (Company procedure CP08) is considered as one of the three pillars our system is based.

An incident investigation is a systematic process for identifying:

►the context that led to the workplace incident

►the immediate, contributing and root causes of the incident

►lessons learnt and the corrective / preventive measures to prevent future occurrences

This workshop:

►elaborated on the M/V Ever Given grounding in Suez Canal on 23Mar21

►focused on the causation analysis

4. Key messages

Participants elaborated on the:

►CMSM ch3, particularly the S.H.E.L.L model

►CPM section CP08, particularly 4.4, 4.5, 4.8, 4.11

►M/V EVER GIVEN grounding in Suez Canal investigation report

It was also highlighted that Incident reporting, investigation, analysis corrective and preventive actions (Company procedure CP08) is considered as one of the three pillars, on which our system is based.

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.

►There is a need to elaborate on the depth and investigation will go, along with the meaning of root cause vs the immediate cause and the contributing causes.

►the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop, all participants satisfied with the content, duration, presentation and admin of the workshop.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

6. Actions and follow up

6.1. Out of the questionnaire responses:

- ▶ the level of understanding of the topic of the workshop was very satisfactory for all participants.
- ▶ All participants reviewed and understood:
  - CMSM ch3, particularly the S.H.E.L.L model
  - CPM section CP08, particularly 4.4, 4.5, 4.8, 4.11
  - M/V EVER GIVEN grounding in Suez Canal investigation report
- ▶ Out of the responses further workshops will be organized to focus on how to:
  - apply the S.H.E.L.L. model to an incident investigation, shifting the investigation from human error to system improvement
  - classify causes to immediate cause, contributing causes and root cause
- ▶ Related to the feedback section of the questionnaire, the material provided was reported to be adequate and satisfactory.

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8 Workshop: Physical wellbeing - Nutrition

➢ Our Company's principal order is "Return Home Healthy".
➢ Working on ships or for ships, on board or ashore can be physically and mentally challenging, so it is very important to look after yourself.
➢ Creating healthy habits during your time onboard or ashore is an easy way to make small changes that can help you stay healthy and fit for service.
You can practice these habits at home too, to help build a healthier body and mind for you and your family.
Being in good physical and mental health will also help you built up your resilience and perform IF EffEff, wherever you are!

This workshop
➢ Justified why nutrition is important and what is a healthy eating habit.
➢ Elaborated on the fact that:
- ***Food is fuel for your physical health,***
- ***Food is fuel for your mental health, and it's linked to your mood as well,***
  which in turn are the basic prerequisites for everyone's wellbeing and IF EffEff performance.

➢ Encouraged adopting and maintaining healthy eating habits, both at sea and at home.

1. Appreciation

Thank you all, 19 Tanker officers, 8 Bulker officers, 12 Tanker ratings and 6 Bulker ratings, and 11 Catering staff, for your reflective learning engagements in the workshop "Physical wellbeing – Nutrition".

2. Background

In the "Physical wellbeing – Nutrition" workshop we had the chance to elaborate on:

Health (physical and mental) and Competence (hard and soft) are the prerequisites for IF EffEff operations

2.1. Physical wellbeing, Nutrition - Industry

2.1.1. The International Seafarers' Welfare and Assistance Network (ISWAN)
ISWAN relevant publications:
- ▶ Guidelines for Healthy Food Onboard Merchant Ships and off-line
- ▶ Healthy food - a guide for seafarers and off-line
- ▶ Food Safety and off-line

2.1.2. The International Transport Workers' Federation (ITF)
ITF relevant publications:
- ▶ Healthy eating
- ▶ Managing weight and obesity

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

2.1.3. The Swedish club

- ►At the 2023 Crew Welfare Week Virtual Forum, a presentation titled “Create Healthy Habits, Not Restrictions” was delivered, providing seafarers with advice on empowering themselves through a holistic and preventative approach to physical health and well-being.
- ►Furthermore, some other useful information about healthy food was provided via the website as per below:
  - • Focus on nutrition: 7 healthy snack ideas
  - • Your liver is your life: 5 tips to keep it healthy
  - • 7 ways to make healthy habits a priority when at sea

2.1.4. The Standard Club

NorthStandard relevant publications:

- ►Focusing on Seafarer Wellbeing – Healthy diet and lifestyle and off-line

2.1.5. The UK P&I Club

- ►The UK P&I Club has released valuable Crew Health Advisories focusing on physical health matters. These recommendations are highly beneficial and can be applied by everyone, both onboard and ashore, as they address common health issues encountered in daily life. This way, as we all understand that health and competence are prerequisites for human performance, the capability to perform IF EffEff will be enhanced.
- ►The topics of these advices are saved off-line and listed as follows:
  - • Complications of CBD use by seafarers
  - • Exercise as a Mental Health Enhancer
  - • Haemorrhoids
  - • Internal Injuries and Fractured Ribs
  - • Kidney Stones
  - • Lifesaving actions for minor injuries
  - • Minimizing the risk of hepatitis
  - • Musculoskeletal disorders
  - • Preventing and reducing malaria transmission
  - • Prostate Cancer, Testicular Cancer
  - • Spotlight on ‘the Kidneys’
  - • Understanding herpes zoster and its potential impact on crew
  - • Tackling obesity in seafarers

2.1.6. The Australian Government – Department of Health and Aged Care

Relevant publications:

- ►Eating well, including the 5 food groups and serve sizes of each one of them, and recommended number of serves for adults
- ►Healthy eating at home and out, including tips for healthy shopping and healthy cooking

2.1.7. Partners in Safety, http://www.maritimewellbeing.com/

- ►Fatigue risk management was introduced in 2020 elaborating on fatigue symptoms and best practices for sleeping and managing jet lag
- ►Physical wellbeing and particularly Building healthy habits - Physical exercise was introduced in 2021 including different elements, which aim to help seafarers keep their bodies and minds fit and well. It consists of helpful information and some useful example activities, which anyone can try anywhere, anytime.
- ►Building healthy habits - Nutrition was introduced in 2022, aims to help seafarers recognise that we need to fuel our bodies properly if we want to be physically and mentally fit and healthy. It consists of helpful information and some useful activities to learn why nutrition is important and what is a healthy eating habit.

2.2. Health and Performance – Roxana

2.2.1. Health and competence for performance was introduced with DMS revisions Dec20, justifying the statement that health and competence are pre-requisites for IF EffEff performance.

2.2.2.2. This workshop is now further developed to the “Take care of myself and my team, Managing fatigue”, based on the Shell Pns Fatigue risk management module.

Health (physical and mental) and Competence (hard and soft) are the prerequisites for IF EffEff operations

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

2.2.2.3. 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

►Fatigue risk management Shell PnS module

►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.

2.2.3. **Physical wellbeing – Building Healthy Habits**

In early Jan22 a circular was sent to employees ashore and on board on physical wellbeing,

► highlighting that

• in line with the “Fearless ego for Success” principle (the most important person on earth is me) it is very important for all of us to look after ourselves and our physical health in particular.

• Creating healthy habits during our time at the office and home is an easy way to make small changes that can help us stay healthy and resilient and this without the need of special instruments or equipment.

• as per CMSM par3.5 health (physical and mental) is a basic prerequisite for success, i.e. IF EffEff operations.

2.2.3.1. **Physical wellbeing – Exercise:** The exercises module was introduced in May21 and was distributed to the Fleet 18Nov21 and ashore 04Jan22 to increase the awareness of all on the benefits of physical exercise and the program introduced, with emphasis to the fact that exercises can be conducted anytime and anywhere, without the need of additional instruments.

This workshop:

► Elaborated on the benefits of physical exercise

► Offered conclusions of scientific studies on the relevance of physical exercise with extended life span, reduced cancer cases, heart, lungs and muscles fitness, body balance and motion control

► Introduced three types of exercise explaining the scope and the objective of each of them

► Proposed a program for beginners (with the use of the Building Healthy Habits booklet and cards)

► Shared best practices when conducting physical exercise

2.2.3.2. **Physical wellbeing – Nutrition:** The nutrition module, introduced in Sep24, aims to raise awareness about the Importance and benefits of healthy food, thereby enhancing our physical and mental health for IF EffEff operations.

3.1. This Physical wellbeing – Nutrition workshop:

► Elaborated on the importance of nutrition and the benefits of having a healthy, well-balanced diet.

► Elaborated on the fact that:

• Food is fuel for your physical health, since as per scientific studies, eating well has the following benefits:

- boosts immunity
- protects our bodies against certain types of diseases, such as obesity, diabetes and heart disease
- helps prevent some types of cancer and bone conditions
- helps keep our teeth healthy
- helps keep our bodies a healthy weight

• Food is fuel for your mental health and it’s linked to your mood as well, since as per scientific studies:

- eating well helps with how we cope with our feelings, for example dealing with anxiety
- eating lots of unhealthy foods (i.e. snacks or fast food, very high in sugar, salt or bas fat) is particularly bad for our health, as it increases the risk of many diseases (e.g. diabetes, heart diseases, obesity).

• Choosing the right foods can help us be safe.

Which all of them are in turn the basic prerequisites for our wellbeing and our IF EffEff performance.

► Proposed ways for building healthy eating habits, through simple, everyday choices.

• Healthy vs Unhealthy Foods : To eat healthily, you don’t need to avoid certain types of food or limit yourself to one food group.

• What should I eat? : it’s important to remember that for a balanced diet you should eat foods from all 5 groups (i.e. grains, vegetables, fruits, milk&cheese and lean meat & poultry).

• How much should I eat? : Some of the 5 groups are larger than others. This indicates roughly the amount of each group that we should eat each day in total – the bigger the segment, the more of these foods you should eat compared to the others.

• Keep hydrated : What we drink is as important as what we eat. About 60% of our body is water and we need to drink enough to make sure our organs function properly

• What to eat and when : Eating certain foods at the right times can make a difference in how you feel.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

3.2. The “Physical Wellbeing - Building Healthy Habits – Nutrition” questionnaire

3.2.1. The questionnaire was basically consisted of 3 sections, addressing:

- ► Health, physical and mental, as prerequisite for IF EffEff performance
- ► Awareness of:
  - • Importance and benefits of healthy food
  - • How to build the healthy habit
- ► Self-assessment of each individual in relation to:
  - • his current status on daily healthy vs unhealthy habits

Most of the questions were inspired by the PnS module of “Building Healthy Habits”.

4. Key messages

Key messages of the workshop were passed on to the participants, as follows:

- ► Working on ships or for ships, on board or ashore can be physically and mentally challenging, so it is very important to look after yourself.
- ► Creating healthy habits during your time onboard or ashore is an easy way to make small changes that can help you stay healthy and fit for service. You can practice these habits at home too, to help build a healthier body and mind for you and your family. Being in good physical and mental health will also help you built up your resilience and perform IF EffEff, wherever you are!

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.

6. Actions and follow up

6.1. Out of the workshop questionnaire

- ► The topic in general was well received, considering it is the first time it has been introduced.
- ► Improvement of the awareness of the importance of nutrition to mental health and of the food categories is necessary, therefore the workshop will be repeated.
- ► everyone:
  - • will review the analytics and his commitment to improving his nutrition habits to have a better quality of life and achieve IF EffEff performance.
  - • Is committed to improving the aspects of his daily nutrition habits that may not be beneficial to his health and to applying the tips for building healthier eating habits through simple, everyday choices.

Tankers Officers groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tsys Ilia	2>ChOff	Koshetov Igor	Master	Shakirov Ruslan	ChOff	Facilitator
Ivanov Anton	ChOff	Potianikhin Nikolai	ChEng	Orekhov Sergei	ChOff	Flipchart
Trukhachev Evgeny	ChEng	Frolov Evgenii	2nd Eng	Mikhaylov Ilya	2nd Eng	Presenter
Artamonov Vladimir	ChEng	Kuptcov Nikita	ETO	Bonarev Albert	ETO	PC Operator
Filippov Andrei	2nd Eng	Vazhenin Maksim		Prikhodko Sergei	ETO	
Savchuk Ivan	ETO			Rostovtsev Alexander	Master	
				Polkovnikov Alexey	ChEng	
				Ivantcov Eduard	ETO	
PS		PS		PS		Roxana

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

Bulkers Officers groups				
Gr 1		**Gr 2**		
Name	**rank**	**Name**	**rank**	**role**
Levchanin Oleg	Master	Freiberg Dmitrii	Master	Facilitator
Kulikov Oleg	ChOff	Chizh Mikhail	ChOff	Flipchart
Rukavishnikov Nikolay	2nd Eng	Mazhuga Dmitrii	2nd Eng	Presenter
Arkhipov Andrey	ChEng	Kleshcherov Anatolii	ChOff	PC Operator
DV		DV		ROKS

Tanker and Bulker Ratings groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tankers						
Novikov Roman	3rd Off	Shatoba Vladislav	4th Off	Bondarev Maksim	4th Off	Facilitator
Astafev Evgenii	Bosun	Ivanov Valerii	A/B	Rebiakov Sergei	A/B	Flipchart
Fadeev Vladimir	Olr	Timofeev Valery	A/B	Nianko Maksim	A/B	Presenter
		Liseenko Egor	A/B	Golubev Aleksandr	Olr	PC Operator
		Khurbatov Vladimir	Olr/WDR			
PS		PS		PS		Roxana
Bulkers						
Zainulov Aleksandr	3rd Off					Facilitator
Leleka Roman	Bosun					Flipchart
Bodriagin Vitalii	A/B					Presenter
Pluzhnikov Andrei	A/B					PC Operator
Kirillov Aleksandr	A/B					
Karavaev Vadim	O.S.					
DV		DV		DV		ROKS

Tanker/Bulker senior Officers & Ratings reflective learning engagements Feb25

Junior Officers and Catering reflective learning engagements Feb25

The reflective learning engagements of Junior Officers and Catering staff ashore were conducted in Vladivostok for
- ► 42 Junior officers, remotely on 20Feb25 and
- ► 11 Catering staff, remotely on 27Feb25,

facilitated by RoKcs Training Officer Capt. Pavel Petrovich Sidorkin.

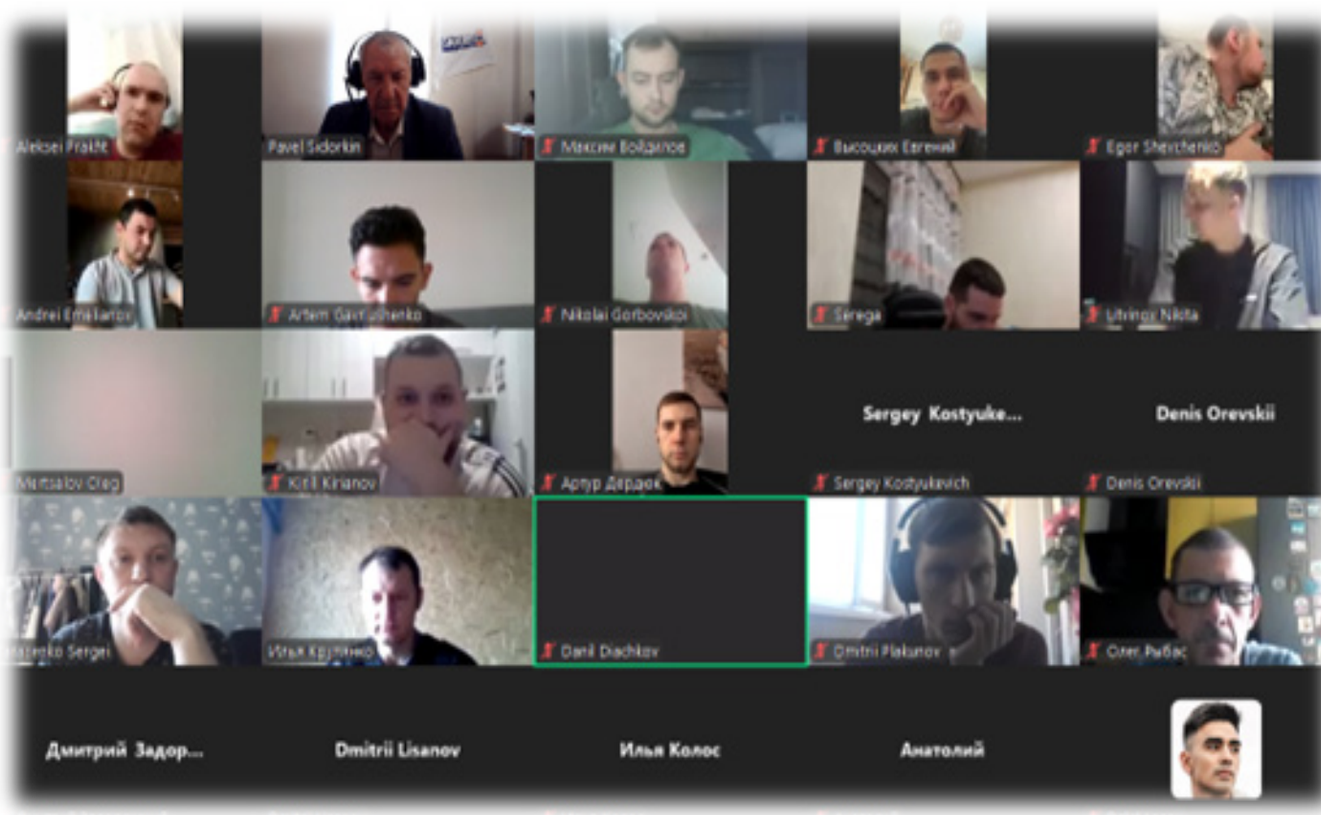
The purpose of the reflective learning engagements was to refresh seafarer's knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM), to prepare officer to implementation new inspection standard SIRE 2.0 for tankers and RISQ for bulkers.

Particular attention was paid to "Roxana Fearless EGO for Success"
- ► Return Home Healthy and therefore Care about myself and my team
- ► Achieve HSQE incident free, effective and efficient operations.
- ► The three pillars (Incidents report investigation, MoC, RM) and engagement
- ► The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- ► The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation.
- ► The function of teams to accomplish HSQE incident free operations, effectively and efficiently.

The Workshop "CP05-30 Interview Form filling" was 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 our concerns and ideas and actively listen and consider the others in our team and confirm understanding form CP05-30 par. 1.3 – Soft competence.

The Workshop "Physical wellbeing - Nutrition" was conducted to emphasize the importance of proper nutrition for the physical and mental health of the crew, the formation of healthy eating habits not only on board the ship but also in daily life.

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



Junior Officers and Catering reflective learning engagements Feb25

Catering Staff				
Gr 1		**Gr 2**		
Name	**rank**	**Name**	**rank**	**role**
Nikolaenko Vladimir	Cook	Zobkov Aleksandr	Cook	Flipchart
Borisov Andrei	Cook	Kaptcionok Ianis	M/man	Presenter
Shmelev Viacheslav	Cook	Pogornets Mikhail	M/man	PC operator
Khalilov Shukhrat	M/man	Tretyakov Denis	M/man	
Bogdan Yanis	M/man	Batov Vladislav	M/man	
Shevelev Mikhail	M/man			
PS		PS		Roxana

Junior Officers						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tankers						
Kurakin Vitalii	2nd Off	Emelianov Andrei	2nd Off	Prakht Aleksei	2nd Off	Facilitator
Karipbaev Sergei	2nd Off	Savenko Anatoly	3rd Off	Kostyukevich Sergey	2nd Off	Flipchart
Romanenko Vladimir	3rd Off	Machtakov Artem	3rd Off	Semerov Igor	3rd Off	Presenter
Drobysh Vladimir	3rd Off	Plakunov Dmitrii	3rd Eng	Kirianov Kirill	3rd Off	PC Operator
Akramov Ilkhomdzhon	4th Off	Kalenchenko Aleksandr	3rd Eng	Ponimaskin Vasilii	4th Off	
Loginov Vadim	3rd Eng	Glushchenko Ruslan	4th Eng	Tarasenko Sergei	3rd Eng	
Prokopenko Aleksandr	3rd Eng	Kirillov Kirill	4th Eng	Uzhegov Vladimir	3rd Eng	
Derdiuk Artur	3rd Eng	Shevchenko Egor	4th Eng	Podduev Egor	4th Eng	
Lisanov Dmitrii	4th Eng	Vysotskikh Evgenii	4th Eng	Voidilov Maksim	5th Eng	
Ikov Albert	4th Eng	Litvinov Nikita	3rd Off			
Gr4						
Samokhvalov MaksimMaksim	3rd Off					Facilitator
Orevskii Denis	4th Off					Flipchart
Kaplaukh Timur	3rd Eng					Presenter
Krupianko Ilia	4th Eng					PC Operator
Dudkevich Mikhail	4th Eng					
Ianovskii Evgenii	4th Eng					
Kolos Ilia	5th Eng					
Gorbovskoi Nikolai	4th Eng					
PS						Roxana
Bulkers						
Lesov Dalel	2nd Off					Facilitator
Diachkov Danil	3rd Off					Flipchart
Zubkov Pavel	3rd Off					Presenter
Zadorozhnyi Dmitrii	3rd Eng					PC Operator
Gavriushenko Artem	5th Eng					
DV						ROKS

Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 01Jan25 - 31Mar25

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 and Malbec—Handy Vessels engaged in Dirty product trade. Our office keeps on successfully operating the 2 latest purchases, Malbec Legacy and Malbec Legend which are currently trading in the Chemical Sector.

Commercial Operations: In the first quarter of 2025, Pancoast's Singapore office, under the commercial operational responsibility of Capt. Karthik, successfully secured spot charters with various Charterers, including major Oil companies. Furthermore, two of our MR and two of our LR 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.

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.

VMC (Vladivostok Maritime College)

VMC Activities - 01Jan25 - 31Mar25

On February 23, Russia celebrates Defender of the Fatherland Day. This is a national holiday, one of the most revered days of military glory in Russia. This holiday symbolizes the inseparable connection between generations and the continuity of military traditions in faithful service to the Fatherland. The defense of the Motherland has always been considered a sacred and honorable duty by Russians. Throughout the centuries-old history of Russia, our ancestors selflessly defended the sovereignty and independence, and sometimes the right to exist of the Russian state in numerous wars.

On the eve of Defender of the Fatherland Day, on February 20, 2025, a ceremonial meeting of the VMC staff was held at the college.

The Director of VMC, Manko V.Y., Deputy Director for Educational Work Skutelnik V.A. warmly congratulated the personnel on the upcoming holiday. A holiday order was read and in accordance with the order of the director, the senior staff and distinguished cadets were awarded certificates and gratitude. For conscientious performance of official duties, skillful organizational and educational work with the personnel, the teachers and staff of the college were also awarded, who with their pedagogical work and active life position became an example for the cadets of the VMC.

The event was decorated with creative performances from cadets. A heartfelt poem about Victory Day was read by cadet of group 121 Lomatov Bogdan, and cadets of group 111 brightly and soulfully performed a song dedicated to Defender of the Fatherland Day.

At the end of the ceremonial meeting with congratulations and kind words of encouragement and wishes for success in further studies, work and protection of the interests of our Motherland, the director of VMC Manko V.Y. delivered his speech.

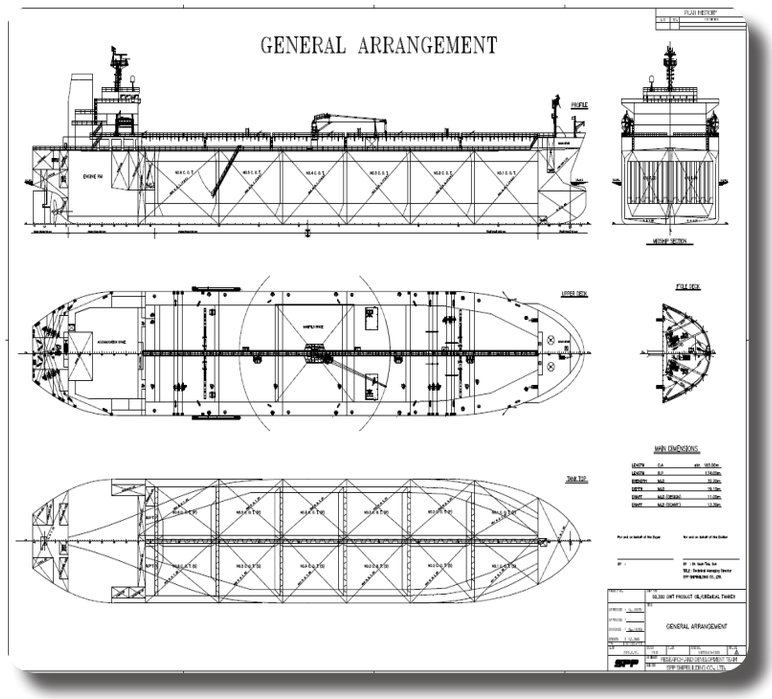
We thank everyone who took part in this event. We wish them good health, well-being and success in all their endeavors!

Our company is planning the next generation of newbuildings 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.



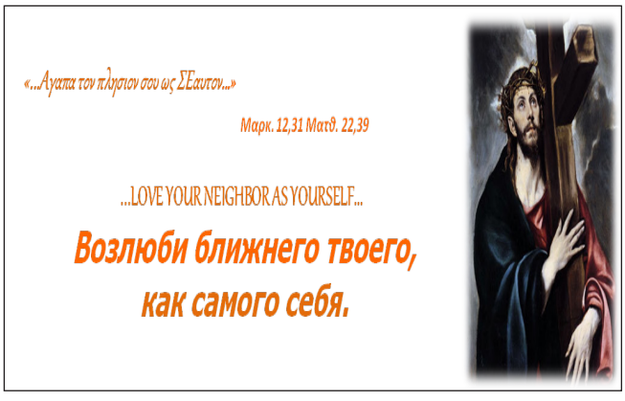
The fearless ego for success

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



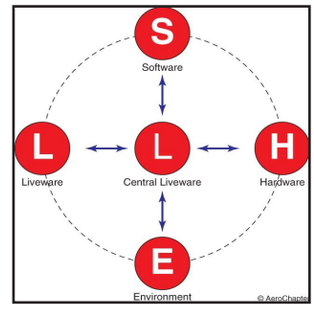
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

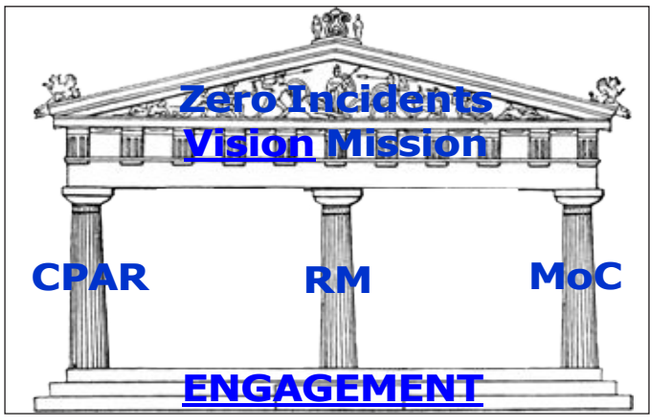
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

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)



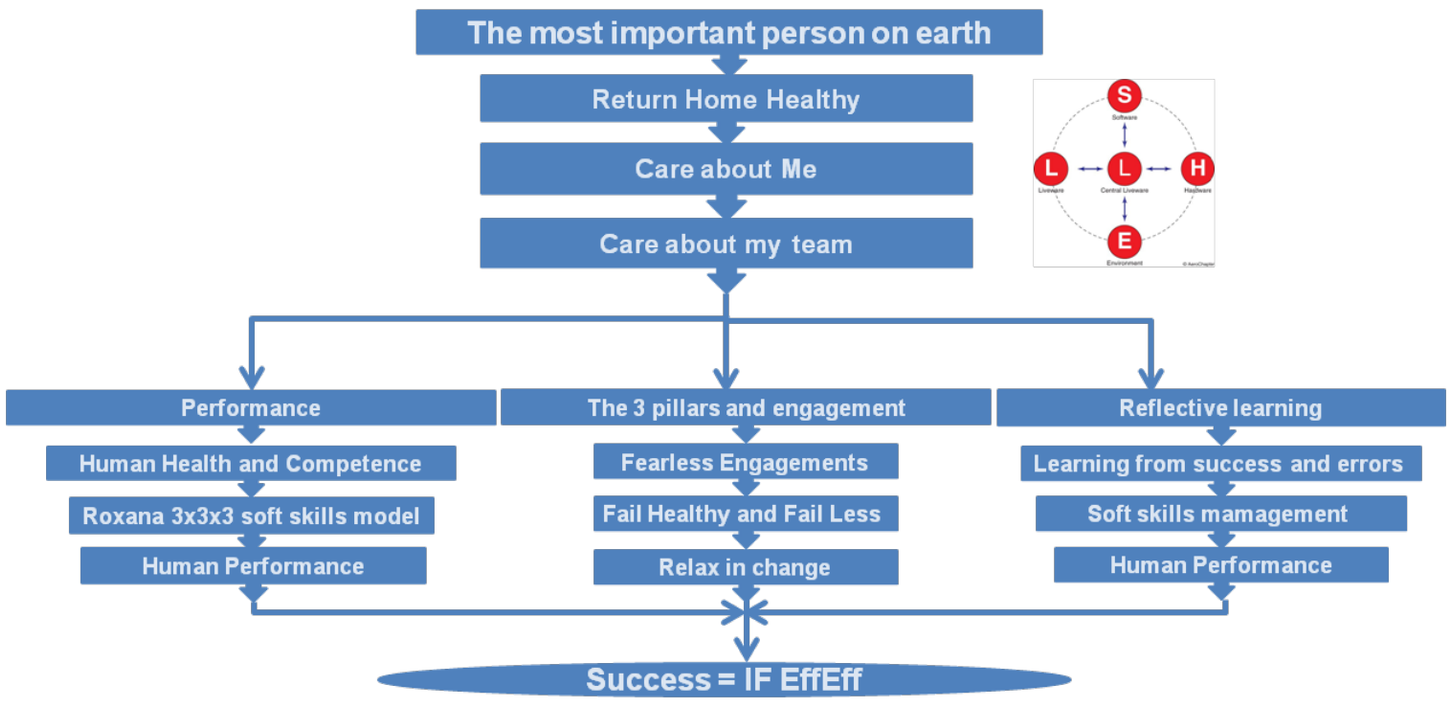
Starting from the Roxana "fearless ego for success" concept we are developing our system in three axes of activity: the 3 Pillars and Engagement, the Human Performance and the Reflective Learning.

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.

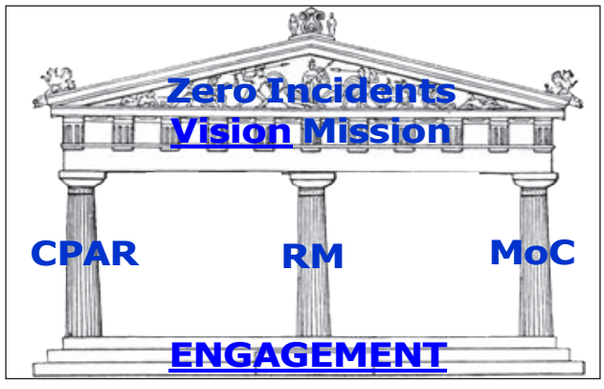


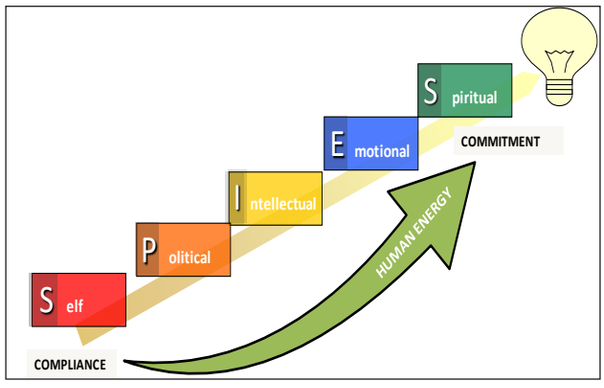
The 3 pillars and engagement

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 charmimg 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 έστι 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 ΑΝΤΙΞΟΟΝ 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 Dostoyevky'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

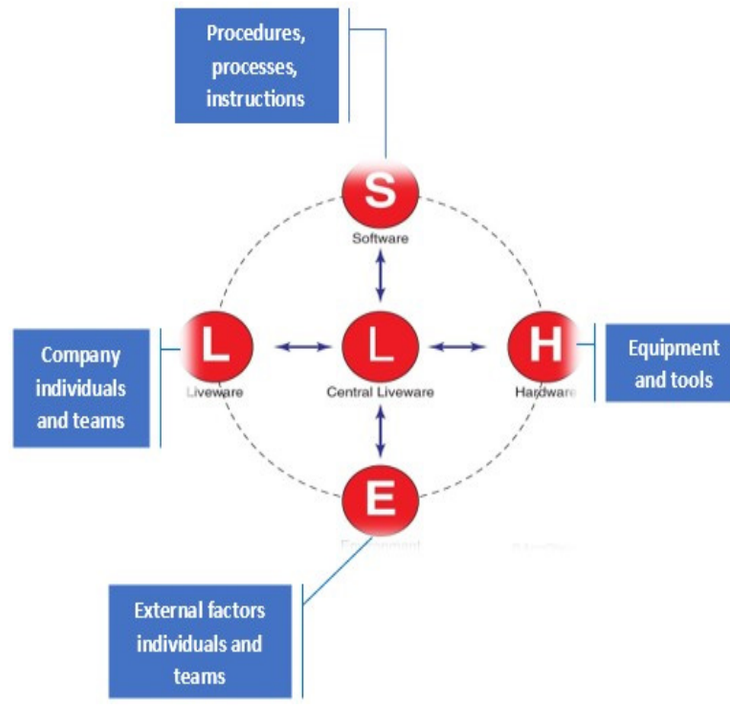
- **There is no operation or even task on board or ashore that can be completed Incident Free, Effectively and Efficiently by one individual alone.**
- **There is no individual who can complete alone any operation ashore or on board Incident Free, Effectively and Efficiently.**

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.	**Actively participates in team tasks:** - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	**Establishes an atmosphere for open communication and participation:** - Clearly puts forward views and personal position while listening to others. - Encourages input and feedback from others. - Builds rapport and establishes a common bond with others. - Encourages idea generation. - Shares expertise with others.
1.1.3.	Communicates effectively - 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. - Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way - The amount of communication is appropriate and clear for the situation in hand.
1.2. Inclusiveness and consideration of others	
1.2.1.	Helps people feel valued and appreciated. - Welcomes and includes others - Receives feedback constructively and acts accordingly. - Notices the suggestions of other crewmembers. - Gives clear, detailed and constructive personal feedback. - Gives clear and concise briefings and updates at appropriate times.
1.2.2.	Demonstrates respect for people and their differences. - Shows understanding of others' perspectives and personal situations. - Acknowledges cultural diversity when communicating.
1.2.3.	Communicates in a way that elicits appropriate action from others. - Asks questions and observes others to confirm their common understanding
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	Communicates clear expectations. - Considers the bigger picture and longer term needs prior committing to a course of action. - Translates the vision into clear strategies and work programmes. - Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc). - Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery). - Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients. - The amount of communication is appropriate and clear for the situation in hand. - Communicates in a way that elicits appropriate action from others.
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	Creates a culture that enables challenge and participation of crew members while maintaining the given command authority - Encourages crew members to review, raise concerns or challenge plans of actions. - 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. - Recognises, appreciates, and supports contributions of people. - Receives feedback constructively.
2.2.2	Takes command if the situation requires. - Takes decisive actions as required. - Advocates own position. - Clearly puts forward views and personal position whilst listening to others. - Influences others resulting in acceptance, agreement and/or behaviour change.
2.2.3	Supports people to have a level of independence in how they do their work - Develops cooperative and respectful relationships with people. - Understands the needs of crew members and cares about their welfare - Acknowledges cultural diversity when communicating. - Creates a feeling among the crew members of achieving results together as one team - Asks questions and observes others to confirm their understanding. - Actively seeks and acts upon feedback. - Encourages people to acquire new skills and develop themselves.
2.3. Planning, co-ordination and Workload management	
2.3.1	Organizes tasks, activities and resources. - Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards. - Encourages shared understanding and participation among crew members in planning and task completion. - Clearly explains plans, expectations, and roles to each person, ensuring that they understand them - Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments. - Prioritises and manages primary and secondary operational tasks. - Distributes tasks appropriately among the crew, balancing the needs of every team member.
2.3.2	Challenges current processes to find new and innovative ways to improve work of the team and the vessel - Uses appropriate tools and notifications when dealing with non-routine operations. - Uses available external and internal resources (including automation) to accomplish timely task completion.
2.3.3	Monitors plans for the achievement of targets. - Gives and asks for clear and concise briefings and updates at appropriate times. - Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it. - Delegates in order to achieve top performance and to avoid workload peaks and troughs. - Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary. -

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

3. Decision making and Result focus	
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. 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.	
3.1.	**Awareness of SHELL factors and their risks for problem definition and options generation**
3.1.1.	Maintains awareness of SHELL factors. - Monitors, cross-checks, acknowledges and reports changes in all SHELL factrors - Gathers information and identifies the problem and its causal factors in the 3 dimensions of time. - Consults and shares information with specialist expertise or local knowledge on all SHELL factors when required, environment included.
3.1.2.	Problem definition - Encourages idea generation and challenges existing norms, accepted risks, processes or measurements - Generates multiple responses to a problem or alternative courses of action.
3.1.3.	Risk assessment for option selection - Uses all available resources to manage threats. - Considers options generated by external advisors (e.g. pilot) and retains decision making responsibility and accountability. - Considers and shares the risks of alternative courses of action. - Anticipates present and future threats and their consequences. - Assesses risks and benefits of different responses to a problem through discussion.
3.2.	**Outcome implementation and review**
3.2.1.	Selects and implements timely the best response to the problem. - Checks the outcome of a solution against the predefined goal or plan, reviews the quality of the decision made. - Takes timely and mindful actions.
3.2.2.	Confirms selected course of action and implements in a timely manner. - Stays focused on tasks and meets productivity standards, deadlines, and work schedules. - Shows up to work on time, and follows instructions, policies, and procedures. - Goes the "extra mile" beyond job requirements in order to achieve objectives. - Takes personal responsibility for the quality and timeliness of work, and achieves results with little need for supervision.
3.2.3.	Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones. - Effectively manages the time and resources to accomplish tasks, prioritising the most important ones - Identifies what needs to be done and initiates appropriate actions - Looks for opportunities to help achieve team objectives.
3.3.	**Determination and emotional toughness**
3.3.1.	Recovers quickly from setbacks and responds with renewed and increased efforts. - Persists in the face of difficulty, finds alternative ways to complete tasks and goals. - Exerts renewed and increased effort to achieve goals, persisting even in the face of problems. - Handles high workloads, competing demands, vague assignments, interruptions, and distractions with composure. - Willingly puts in extra time and effort in crisis situations. - Stays calm and maintains focus in emergency situations.
3.3.2.	Adapts to changing business needs, conditions, and work responsibilities. - Shows others the benefits of change. - Adapts approach, goals, and methods to achieve solutions and results in a changing environment. - Responds positively to change, embracing new ideas and/or practices to accomplish goals and solve problems.
3.3.3.	Discusses contingency strategies and takes timely and mindful actions. - Acknowledges and corrects mistakes, taking personal responsibility as appropriate. - States alternative courses of action, implements new ideas, and/or better ways to do things and/or implements potential solutions to problems

SURE SIRE 2.0

In response to the evolving landscape of tanker inspections under the OCIMF SIRE 2.0 regime, our Company has proactively initiated a dedicated project to support shipboard and shore personnel in confidently navigating the new challenges. Recognizing the complexity and increased expectations of SIRE 2.0, the **SureSIRE 2.0** project was formally launched on **02 June 2025**, accompanied by a structured **Management of Change (MoC)** plan and a comprehensive **Risk Assessment (RM)** to ensure safe and effective integration into our operational framework.

The proposed change concerns the systematic introduction of the **SureSIRE 2.0** software platform across the managed fleet, in full alignment with the Company's commitment to digital transformation and continual improvement as reflected in our **TMSA objectives**. Developed and supported by **NOVENIQUE,** this web-based solution has been purpose-built to enhance inspection preparedness through intuitive, role-specific training, inspection simulation, and structured tracking of past observations.

This initiative not only reinforces our readiness for SIRE 2.0 inspections but also enhances organizational resilience by embedding digital tools within the daily workflows of crew training and inspection planning. With a dedicated dashboard, question library, observation tracking, and inspection management tools, SureSIRE 2.0 empowers both onboard teams and shore management with real-time visibility and control.

Each user is assigned individual credentials, ensuring accountability and traceability of training and performance. The system supports ship-specific question sets and allows assessors to perform internal audits using standard or customized templates, with all progress monitored by the SQM, TECHNICAL, and CREW Departments.

The implementation of **SureSIRE 2.0** marks a permanent step forward in our Company's strategy to maintain inspection performance excellence by enhancing our crew awareness on topics related to the SIRE 2.0, which in turn will foster the fearless culture we are developing for our organisation.

What is the SURE SIRE 2.0?

Web Tool Designed to Overcome SIRE 2.0 Challenges.

SURESIRE 2.0 : A web tool empowers ship operators and crew members to navigate SIRE 2.0 inspection regime confidently, overcoming challenges and apprehensions.

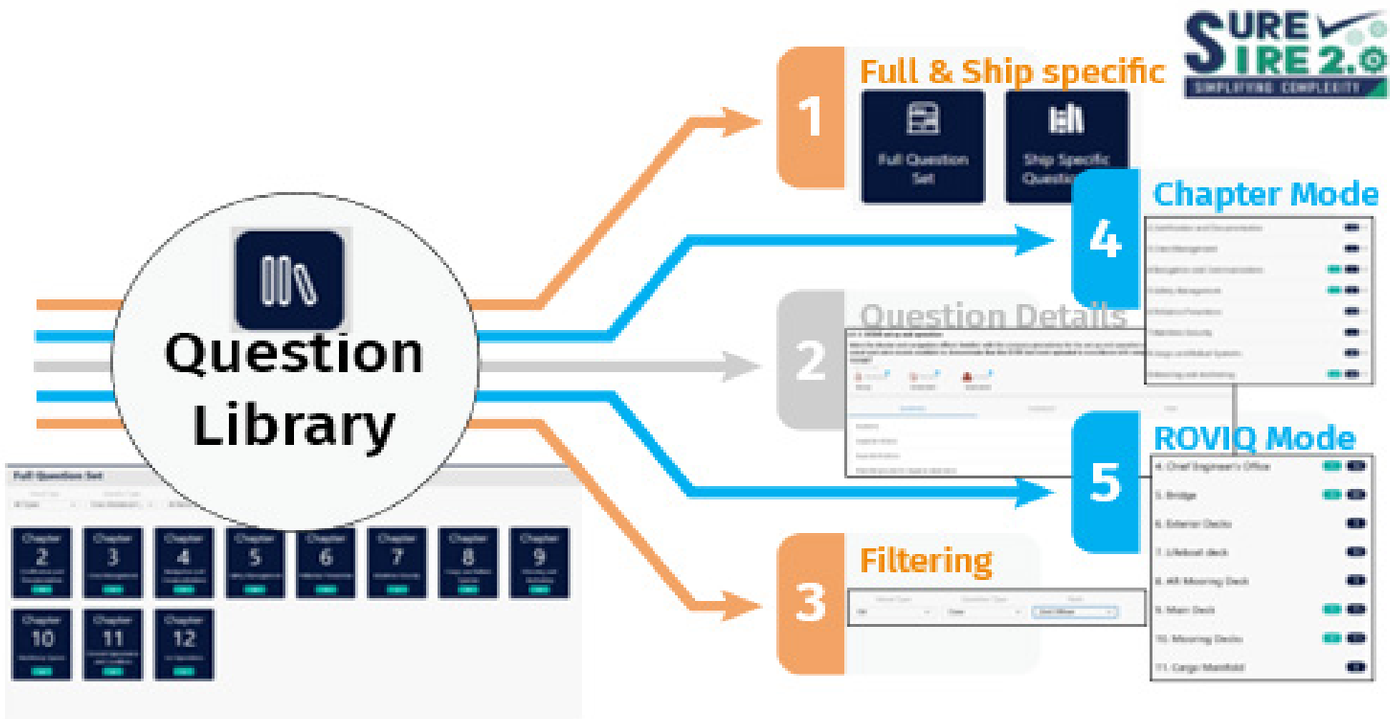
It is a web-based software solution that works seamlessly across all devices desktop, tablet, or mobile. Designed with a user-friendly interface, it provides individual credentials for each user and supports ship-specific question sets. Operators can also integrate and customize the software to align with their internal SMS.

SURE SIRE 2.0 (Continued)

The platform has a dashboard to monitor training and inspection progress, along with a question library. Key modules include an admin console for user management, role-based training, inspection management and negative observation tracking.

Explore the **SIRE 2.0 Question Library** through an intuitive digital interface. Users can browse through the questions by filtering the questions based on Rank held onboard. Selected Question set can be viewed in Chapter & ROVIQ mode.

Ship specific questions can be downloaded for easy reference.



SURE SIRE 2.0 (Continued)

SURESIRE 2.0 makes inspection planning and execution. Users can create internal or external inspections, assign assessors, and select full or customized question sets. Assessors respond using hardware, process, or human response formats. The system also links each question to past negative observations for better tracking and learning. Once completed, a full inspection report and observation declaration are automatically generated for easy review and follow-up.

OCIMF Update - Six Months into SIRE 2.0 Implementation

As we reach the six-month milestone of SIRE 2.0 implementation, the following message has been issued to our tanker fleet:

QT
Dear All,

We would like to share the below communication received from **OCIMF**, marking six months since the industry-wide transition to **SIRE 2.0**—a major step forward in managing and mitigating risk onboard tankers.

Message from OCIMF:

"It has been six months since industry completed the transition to SIRE 2.0; a significant leap forward in how industry manages and mitigates risk onboard tankers. OCIMF is thankful to its programme users for their commitment in adapting to SIRE 2.0 and the contribution this has made to the success of the roll-out.

During the first six months of SIRE 2.0:
► 9,926 SIRE 2.0 inspection reports have been published.
► 1,004 SIRE 2.0 inspections are currently booked.

OCIMF provides additional training and support to inspectors in the assessment of human factors and recommends that vessel operators and crews ensure they are familiar with the vessel's Safety Management Systems (SMS) and OCIMF's training materials and guidance documents available here.

While it is still early, industry stakeholders have been leveraging the enhanced reporting capabilities that SIRE 2.0 provides, which was a goal from the outset, and this will only strengthen further with time and the accumulation of datapoints.

As with all OCIMF initiatives, continuous improvement is a key focus for the project team and the Vessel Inspection Programme (VIP) Steering Group. Since its launch, user feedback on SIRE 2.0 has been addressed and refinements have been made to improve clarity and consistency in reporting while SIRE 2.0 Quality Assessors work to standardise reports.

All users are encouraged to share their experience and insights through the Suggestions for Improvement Portal (SFI) from their SIRE 2.0 account. For urgent technical assistance, contact the SIRE 2.0 Support Desk at support@ocimf.org.

Thank you for your continued engagement and commitment to safety."

We encourage all crew and shore-based personnel to stay engaged with the developments of SIRE 2.0, to ensure familiarity with OCIMF updated guidance.
Should you have any questions, please do not hesitate to reach out.
UNQT

Saudi Aramco Terminals Customer Focus Symposium 25Nov24

Please note that from 04Mar25 till 06Mar25, our Managing Director Mr. Takis Koutris attended the Intertanko Safety & Technical Committee Meeting (ISTEC67), along with the Bunker Sub-Committee Meeting (BSC54), which took place in London, at the Leonardo Royal Hotel London Tower Bridge.

The main topics that were discussed during the BSC meeting (04Mar25), are listed below:

- ▶ Lack of uniformity of sampling procedures, MEPC 83/5
- ▶ Low flashpoint fuel Guidelines (CCC 10, 2024)
- ▶ Water content in fuel quantity when using BDN (MEPC 82)
- ▶ Polar fuel concept (PPR 12)
- ▶ Discharge of discharge water from EGCS
- ▶ Fuels containing various chemicals - Odfjell case study
- ▶ Handling of liquid petroleum fuels in IMO DCS (MEPC 83/6/2)
- ▶ Consideration on the use of MFM in the context of GHG mid-term measures
- ▶ Biofuel issues (MRV, ETS and FuelEU)
- ▶ Mediterranean SECA, best practice in transiting Suez
- ▶ North-East Atlantic SECA
- ▶ ECA and PSSA Designation, Peru (MEPC 83)
- ▶ The use of incinerator in SECA (BSC email)
- ▶ Comparison Table of Alternative Fuels (BSC email)

During the ISTEC meeting (05-06Mar25), the following main topics were discussed:

- ▶ GHG Emission Reductions
  - • Regulatory development updates
  - • Lifecycle Analysis and Carbon Capture
  - • Update on IMO's review plan for GHG Short Term Measures
  - • INTERTANKO Data Project
  - • EU Emission Trading Scheme (ETS) and Fuel EU Maritime
  - • Alternative fuels (updates from BSC discussions)
- ▶ Tanker Specific Matters
  - • Updates on OCIMF/Industry OPS WG and Emission Capture and Control workstream
  - • Digitalisation and automation of ships
  - • Developments on proposals to IMO to address Volatile Organic Compounds (VOC) emissions
- ▶ Reports from Sub-Committees and Working Groups
  - • Bunker Sub-Committee
  - • Nautical Sub-Committee, together with updates on work of JIWG on Ship's anchoring capabilities & safety of windlass motors
  - • Ad hoc Advisory Group on Maritime Security, Vetting and other matters arising, etc.
- ▶ Experience sharing and industry best practices
- ▶ Other matters
  - • IACS Rec 34 Rev.2 and Common Structural Rules revisions
  - • Revision of SOLAS II-1 on steering and propulsion requirements

Greener Shipping Summit 2025

Please note that on 01Apr25 our Managing Director Mr. Τακις Koutris attended the 18th Greener Shipping Summit 2025, held by Newsfront and under the auspices of Martecma, which took place at the Eugenides Foundation in Athens, Greece.

Under the theme 'New Technologies and Education', the Summit went someway to assessing the challenges the shipping industry is facing, as it strives to comply with the goals of becoming even greener, safer, more efficient and environmentally friendly and make the "desirable doable".

Participation at the summit was strong with an impressive tally of numbers as more than 320 delegates took part from 259 companies and 11 countries.

Mr. Koutris participated as moderator in the first panel discussion on "Enhancing Maritime Education for Next Generation Seafarers". This session addressed trends such as:

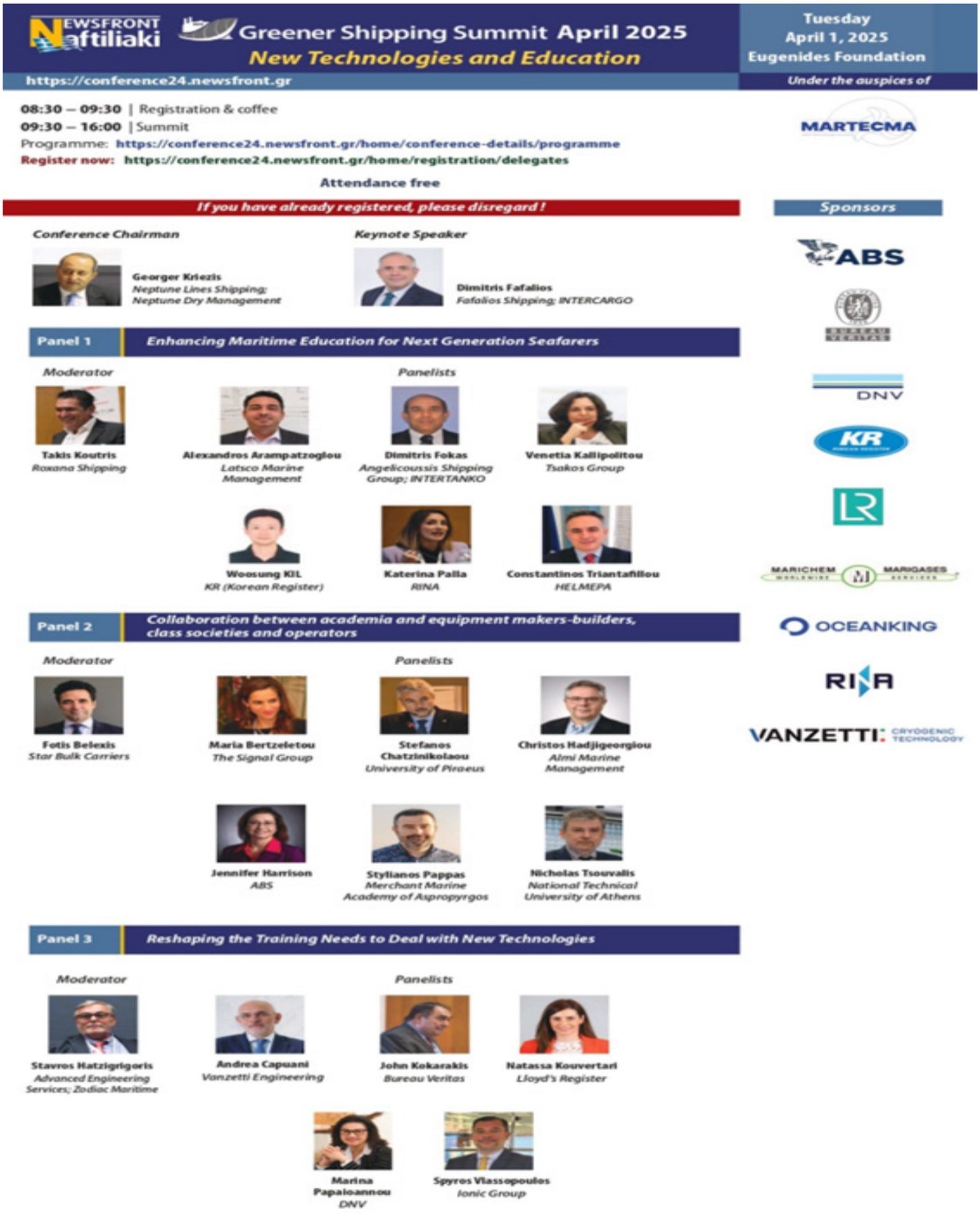
- ► e-learning engagements and simulators, an update on: e-learning platforms, virtual reality, simulators and cloud simulators, the role of artificial intelligence in service of learning engagements
- ► How the above learning techniques will be applied to enhance education on future technologies, like low emissions technologies and equipment, alternative fuels, carbon capture
- ► How soft competence will contribute to bridge the gap of inadequate hard competence (knowledge and experience)
- ► Personnel assessment: The importance of accessing the effectiveness of learning process, Methods and tips for assessment, available tools and platforms
- ► SIRE 2.0: Focusing on Human Element - Training needs that may arise through Inspection results.

Concluding the session Mr. Koutris said that it is now that there is a gap in hard competence that the soft competence is instrumental in bridging the gap and ensuring IF EffEff operations in the new environment.

The panels 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 forum at the links below:
- https://conference24.newsfront.gr/home/conference-details/presentations
- Video and Photos

Greener Shipping Summit 2025 (Continued)



2025 Green4Sea Athens Forum

Our Managing director Mr. Koutris attended on 12Mar25 the 2025 Green4Sea Athens Forum, held by Safety4Sea, which took place at the Lighthouse of Stavros Niarchos Foundation Cultural Center (SNFCC), Athens.

During the event, various experts from all parts of the maritime industry gathered to share their insights on green shipping, global developments and the shifting regulatory field around decarbonization.

During the meeting, presentations from various shipping companies were given, covering various shipping trends, such as:

- ► Addressing uncertainties in the decarbonization journey
- ► Emerging technologies & innovation
- ► Industry's needs to facilitate the transition to low-carbon shipping
- ► Long-term goals for decarbonizing the shipping industry
- ► Addressing safety challenges, availability & readiness of the alternative fuel
- ► Incentives and regulatory mechanisms for the uptake of alternative fuels
- ► How collaboration supports industry's green transition
- ► Achieving a just and equitable transition towards net zero
- ► Addressing the human factors: New skills & training methods
- ► Green shipping initiatives for a sustainable future

Opening the forum, Apo Belokas, Managing Editor, SAFETY4SEA, warmly welcomed attendees and speakers while extending appreciation to the event's sponsors and supporters. He addressed the maritime industry's evolving approach to decarbonization, stressing that while progress is being made, there is still a long way to go. He highlighted the need for a balanced strategy that not only prioritizes regulatory compliance but also ensures the safety of the crew and financial feasibility for industry stakeholders.

2025 Green4Sea Athens Forum (Continued)

Our Managing Director Mr. Koutris participated as panelist at the 3rd panel, "Stepping towards the green transition - Ship Managers Perspective", discussing the challenges and opportunities ship managers face in implementing green technologies, managing fuel transitions, and meeting regulatory uncertainties.

The speakers also discussed 'Trumponomics', and how the US President's plans to boost national ship building impact the industry.

According to Mr. Koutris, alternative fuels pose many questions as "There is not fuel availability quantity wise or network-wise."
"We are regulating with wishful thinking" concluding that "fuel of the future will be the fuel of the past".
Beyond the challenges of green fuel adoption, panelists also examined the broader economic impact of shifting policies.

You will find the Relevant agenda and material of the forum at the links below:
Agenda: https://events.safety4sea.com/2025-green4sea-athens-forum/#agenda|0
Photos of the forum: https://www.flickr.com/photos/safety4sea/albums/
Video Presentations: https://www.youtube.com/@Safety4Sea/playlists
Speaker Articles: Edited articles with key points of several presentations are available at https://safety4sea.com/ under 'Opinions' column

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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 2024 was 0 detentions and then 0.6 deficiencies per inspection, and the same remains for 2025, 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 2024 is 100% successful inspections, i.e. inspections without rejection, and then 3.5 deficiencies per inspection, remaining the same for 2025.

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 Marvel	D. Maltcev	A. Shapran	-	PSC	Ras Tanura	21Jan25	0	0,6
M/T Malbec	A. Okolo-Kulak	A. Mayorov	-	PSC	Yanbu	21Jan25	0	0,6
M/T Asprouda	O. Sukhodoev	A. Triakin	-	Flag	Vadinar	28Jan25	0	0,5
M/V Adventurer	D. Savchenko	P. Podkorytov	-	PSC	Puerto Cabello	06Feb25	0	0,6
M/T Melody	E. Ivanov	V. Valchun	-	Flag	Yanbu	09Feb25	0	0,5
M/T Magic Star	A. Gulin	A. Shumkov	-	PSC	Kuvali	18Feb25	0	0,6
M/T Aligote	K. Gromov	I. Mikhailov	-	PSC	Tuban	23Feb25	0	0,6
M/T Altesse	L. Karasev	A. Potyanikhin		PSC	Yanbu	06Mar25	0	0,6
M/T Melody	E. Ivanov	K. Evgrafov	-	Vetting	Suez	16Nar25	2	3,5

Eye care for safety - Protecting your eyesight onboard

Extract from Safety4Sea

Maintaining eye health is crucial for seafarers, as their work often involves exposure to various environmental factors, and reliance on good vision for navigation and safety.

Having good eyesight

As a result of various requirements (such as those established in ILO Convention No. 73 and the STCW Convention), the pre-employment medical examination (PEME) for seafarers typically includes an assessment of their vision to ensure they are fit for their intended role at sea. While specific requirements may vary, undergoing regular eye examinations conducted by professionals is crucial for seafarer safety, especially for those working bridge watch and other positions that require a keen eyesight.

Pre-employment eye examinations are especially important for cases of minor vision impairment that may go unnoticed in everyday life but may prove detrimental onboard.

Stick to your vision

Seafaring is considered heavy duty work and crew members are exposed to conditions that threaten their eyesight. For instance, Britannia P&I Club has presented recorded incidents such as:

- Equipment failure when working with equipment such as hammers, grinders or pliers, where the equipment breaks and damages the eye, or a solid piece of metal breaks off and enters the eye.
- Solid particles entering the eye during routine operations such as hold cleaning, deck sweeping, paint chipping, rust removal and general maintenance works.
- Harmful liquids entering the eye such as splashes of chemicals, paint, thinner or other dangerous liquids.

However, there are certain measures that can be employed onboard to prevent such incidents from happening.

#1 Proper PPE

Use appropriate protective eyewear, such as sunglasses, safety goggles, or welding shields, to safeguard your eyes from harmful UV rays, glare, flying debris, or hazardous materials.

Remember that this is not a one-size-fits-all situation. Protective equipment should be fitted to each person's physique, regarding the task at hand. For instance, safety goggles are not enough to protect you during welding.

#2 Stick to safety protocols

Having knowledge of the task at hand and the dangers it could hinder is especially important to prevent any injuries.

Knowing how and when to use a tool can be lifesaving. Exercising the necessary safety precautions such as the safe distance, duration, and environment to complete a task is crucial.

Even daily routines that are performed numerous times before, still require a certain amount of vigilance. Because you haven't hurt yourself so far by not using appropriate equipment and safety standards, it doesn't mean that you won't hurt yourself this time.

#3 Keep your eyes clean rested

Putting strain on the eyes, as with any part of the body, can be very harmful. One way to avoid putting strain on your eyes is through proper lighting. You should avoid completing tasks in low light as it tires the eyes and can lead to eyesight problems.

Severe light exposure is also a no-go. Severe light exposure can lead to heavy eyesight problems.

Proper sleep and resting habits can also aid in maintaining good eyesight. If you feel that your eyes are tired or you're starting to get dizzy or seeing strange patterns, stop the task at hand immediately and rest your eyes.

Furthermore, make sure that anything that comes in close contact with your eyes, including your own hands, is clean and free of harsh chemicals, germs, or debris.

#4 Respect your limits

Remember that nothing is more important than your safety and well-being. If you experience problems with your vision, pain, or discomfort, do not dismiss it and seek medical advice.

Furthermore, if you are prescribed glasses or contact lenses, they should always be worn, even if you feel confident with your vision without them.

Being a seafarer means, among other things, that you get to see many parts of the world, don't lose that opportunity.

Confidence should never be a factor in enclosed-space entry

Extract from Safety4Sea

CHIRP Maritime draws lessons learned from a reported event where nitrogen leak in a tank led to two crew members being asphyxiated due to safety protocol violations and inadequate equipment.

Initial report

During a nitrogen inerting operation on a ship, nitrogen was being pumped into the tanks to displace oxygen, which helps preserve the cargo and prevents oxidisation. Before the process began, an able seaman (AB) conducted a final inspection to ensure the tank was clean and ready. However, after the inspection, the ship's captain noticed the AB had not reported back as expected and sent the chief officer to check on him.

When the chief officer arrived, he found the AB unconscious on the lower platform inside the tank and immediately raised the alarm. The captain rushed to the scene, only to find the chief officer also unconscious on the upper platform. A rescue team equipped with breathing apparatus entered the tank and retrieved both men. Sadly, the First Officer could not be revived, while the AB was severely injured and required hospitalization.

The investigation revealed that a faulty valve had caused nitrogen to leak from an adjacent tank, displacing oxygen and creating a deadly environment. Although the crew was aware of safety protocols for confined space entry, they had not been followed. Critical steps such as conducting a risk analysis, performing gas measurements, and issuing an enclosed space entry permit were not carried out before the AB's inspection.
Furthermore, although both the AB and chief officer were wearing protective gear, they did not carry personal gas analysers.

This incident highlights serious safety failures that led to the tragedy and underscores the need for strict adherence to safety protocols, proper risk assessments, and the use of appropriate equipment when entering enclosed spaces.

CHIRP Comment

Tank inspections are typically conducted by an officer. In this case, nitrogen likely leaked from an adjacent tank through interconnected pipes, which can happen even with double-valve isolation. CHIRP strongly recommends that vessel Safety Management Systems (SMS) direct that, once inerting has started, all cargo spaces should be considered inert (ie dangerous), even those previously 'certified safe', and entry is prohibited. This episode clearly shows that hazards can, and do, arise through unforeseen leaks during inerting that render safe spaces lethal.

The incident suggests a poor onboard safety culture. The management failed to adequately resource and train the crew or enforce safety protocols. The fact that no one questioned the decision to enter the tank without necessary safety controls suggests a lack of investment in both crew training and a robust safety culture.
These controls would have included critical safety steps, such as wearing a personal gas analyser to detect hazardous gases. The lack of challenge suggests that deviations from safety protocols were accepted practice on board.

Lessons learned

Culture – The organisation lacks a strong safety culture. Would you enter a tank if directed to do so without a proper enclosed-space entry permit? The company urgently needs to reassess its safety management system, involving both the flag state, class authorities, and its insurers, to implement substantial improvements in their operational procedures.
Situational Awareness- The crew did not fully understand the operational environment, and there was no intervention from other crew members to prevent the unauthorized entry. This lack of awareness tragically resulted in the loss of a crew member's life.
Overconfidence- Confidence should never be a factor in enclosed-space entry. Such environments are inherently unnatural and carry a heightened risk of incidents occurring due to the numerous potential hazards within a tank. Proper precautions must always be taken, regardless of prior experience or perceived familiarity with the task.

Follow shipboard SMS procedures for working aloft

Extract from Safety4Sea

The Hong Kong Marine Department provides lessons learned from an incident where the chief engineer and crew members attempted to replace hydraulic oil on a ship in the Inland Sea of Japan, leading to a fatal fall.

The incident

When the ship was sailing in the Inland Sea of Japan, the chief engineer of the ship led eight crew members, including the C/C, to replace the hydraulic oil of the shipboard windlass. In order to facilitate the transfer of oil drums into the windlass hydraulic pump room, the bolted hatch had to be opened. The hatch was fitted on the forward transverse bulkhead between the hold and the pump room.

While attempting to pry the cover of the hatch with a steel bar, the C/C lost his balance and accidentally fell into the adjacent opening from the forward starboard platform and plunged to the bottom of the hold. The accident inflicted a serious head injury on the C/C, causing heavy bleeding and rendering him unconscious. The C/C was subsequently airlifted by a rescue helicopter and transferred to a shore hospital for medical treatment. Unfortunately, the C/C was declared dead upon arrival at the hospital.

The investigation identified that the contributory factors leading to the incident were that the senior management team (SMT) of the ship did not adhere to the job assignment requirements outlined in the shipboard safety management system (SMS), and the SMT failed to follow the requirements stipulated in the "Code of Safe Working Practices for Merchant Seafarers" (the Code) when assigning the oil replacement work to the C/C, which included opening the bolted hatch. The SMT did not adhere to the procedures for working aloft under the shipboard SMS; the C/C and his team members were not aware of the risk of falling into the hold when working on the forward starboard platform in the hold without wearing proper personal protective equipment (PPE); and the risk assessment for the oil replacement work and the safety training on board for ship crew were ineffective.

Lessons learned

In order to avoid the recurrence of similar accidents in the future, ship management companies, all masters, officers, and crew members should note the following items:

- ► strictly follow the requirements of the shipboard SMS and the Code when assigning new tasks to ship crew, particularly those requirements related to the safety of working aloft;
- ► strictly follow the shipboard SMS procedures for working aloft to ensure safety, including proper use of PPE, rigging of safety nets, issuance of permit-to-work, and effective risk assessments; and
- ► ensure effective shipboard training to enhance ship crew's safety awareness of the risks of working aloft and necessary preventive measures for personal safety.

Lockout/Tagout is an important procedure

Extract from Safety4Sea

The Nautical Institute provides lessons learned from an incident where a crew member requested a Lockout/Tagout (LOTO) tag before ascending the mast.

A crew member was told to verify the steering light on the forward mast while the vessel was under way. Before ascending the mast, the crew member radioed the bridge to inform the OOW and request that the Lock Out Tag Out (LOTO) tag be put on the bridge foghorn activator. The Master was also on the bridge and, as he went to the bridgewing, he remembered there were also foghorn activators there.

He informed the OOW and LOTO tags were installed on those activators as well.

Lessons learned

- ► Lockout/Tagout (LOTO) is an important procedure that can only be truly effective if both the 'lockout' and the 'tagout' have been completed. In this case, only the 'tagout' was accomplished.
- ► Putting 'tagout' signs on an activator may be reassuring, but this action alone does not prevent the stored energy from being accidently released. This practice surreptitiously undermines the goal of LOTO which is to prevent 100% of accidents related to accidental energy release.

Is the accommodation ladder fully in place?

Extract from Safety4Sea

As part of their Good Catch series, American P&I Club presents an incident where a pilot sustained serious injuries due to unsafe accommodation ladder practices.

A large bulk carrier was preparing to get underway. Cargo operations were complete, and the tugs had just arrived. The crew was working quickly in preparation for getting underway. The pilot was expected momentarily and would be boarding from the pier.

In this port, a short gangway was supplied by the port to bridge the gap between the bottom of the accommodation ladder and the pier. Even though the pilot had not yet arrived, the crew disconnected the short gangway and pushed it back onto the pier. That left the bottom of the accommodation ladder just over 3 feet (1 meter) higher than the pier and about the same distance off the pier. The crew had also already removed the netting from under the accommodation ladder. They did not want to cause the ship to get underway late!

The Master and Chief Officer were focused on their tasks to get underway. The Chief Officer was doing the final stability calculations, and the Master was finishing a report for the company. The mate on watch was making a round to double-check that the garbage storage area was secured, the cargo hatches were properly closed, and the cleats were properly adjusted.

When the pilot arrived on the pier, he saw that the gap between the pier and the bottom of the accommodation ladder was too large for him to safely cross. He yelled to the watchstander at the top of the accommodation ladder but could not make himself understood. He wanted the crew to adjust the accommodation ladder so he could safely board the ship. After several minutes of trying, the pilot got frustrated and tried to climb onto the accommodation ladder. He failed and fell between the ship and the pier and was seriously injured.

Local emergency response units were called to rescue the pilot from the water as he was unable to climb out because of his injuries. However, his inflatable lifejacket worked as designed and kept him afloat until help arrived.

Actual damage

The pilot broke three ribs, injured his back, and had numerous deep bruises. He was unable to work for over three months. The ship was also delayed 48 hours while local authorities investigated the incident.

Potential damage

The pilot was very fortunate not to have hit his head when he fell. He was also fortunate that he did not get crushed between the hull and the fender system. This could have been a fatal accident.

Lessons learned

- ► Is the accommodation ladder fully in place, and are the railings, safety net, and all other components properly secured until everyone has boarded or departed the vessel?
- ► How is the pilot's arrival communicated to the officer on watch so the accommodation ladder can then be stowed?
- ► In the rush to get underway, are safety measures ever skipped, ignored, or modified?
- ► Have you ever seen someone take an unnecessary risk because of frustration or lack of patience?

Never put hands below a heavy object

Extract from Safety4Sea

The Nautical Institute presents lessons learned from an incident where an engineer sustained hand injuries while inspecting a spare impeller blade assembly for an inert gas generator.

An engineer and a helper needed to inspect the spare impeller blade assembly for the inert gas generator. This spare was kept in a plywood box, and was underneath a spare flame shield, which was quite heavy. With no further planning, the crew attempted to lift the heavy flame shield off the impeller box by hand. Both crew were wearing cotton gloves for the task.

The plywood cover of the impeller box was only loosely installed. While shifting the flame shield, the loose plywood cover also moved, and one corner of the cover slid and fell inside the box. The flame shield was too heavy for the crew to support the weight, and the engineer's right index and middle finger were trapped between the flame shield and the wooden box. The victim received a deep cut on the index finger and a swollen middle finger.

Lessons learned

- Before carrying out any job, carry out an informal risk assessment which involves inspecting the job and the surrounding area. Ask yourself, what are the hazards?
- Whenever handling a heavy object, evaluate whether lifting appliances can be employed or alternate methods used to lift or handle the object. Use common sense before brute strength!
- Alternatively, if space constraints prevent the use of lifting appliances, it is crucial to ensure an adequate number of crew members are available for the task. Never put your hands below a heavy object or take a position which might lead to a crush injury.
- Use appropriate PPE. Debatably, leather gloves would have been more appropriate for this task and would have probably reduced the severity of the injuries. Yet, no injuries would have been sustained had the above lessons been applied prior to working.

Vigilance in planning tasks is needed

Extract from Safety4Sea

IMCA has shared lessons learned from an incident where during docking, a Chief Engineer narrowly avoided a fall from height due to missing deck gratings.

What happened?

During a docking, a grating was removed from a mezzanine level in the bow thruster space to allow lifting of machinery components from the bottom plates. Signs and barriers were installed at the bottom of the companionway leading up to the mezzanine, and around the missing section of deck itself.

On completion of the lifting operation, the yard contractors removed the lifting equipment, along with the barriers around the hole. The barrier across the stairs remained in place, but the grating was not replaced at this time.

Subsequently, the Chief Engineer, on the way to inspect the work, entered the mezzanine level using a vertical access ladder directly from the forecastle, which had not been signed/barriered. At the bottom of the ladder he turned, took one step, and his next step was into the hole.

He only managed to prevent a fall of 4-5m by instinctively reaching out to break his fall, ending up supported by his forearms and one leg, with the other hanging through the hole.

What went right?

The main access, and the worksite itself had been well barriered and signed.

Vigilance in planning tasks is needed (Continued)

What went wrong?
The possibility that workers would use the vertical ladder had not been considered. It is unclear why, after removing the lifting gear and worksite barriers, the grating had not simply been replaced immediately, there being no further work planned.

What was the cause?
Lack of hazard awareness in missing the possibility that a 'secondary' access route could be used. The hierarchy of risk controls was not applied – replacing the grating straight away would have eliminated the hazard, as well as the need for any signs and barriers at all.

Lessons learned
► The incident was investigated by the yard, and the need for vigilance in planning tasks was stressed at inter-departmental work planning meetings. No similar events were observed during the remainder of the stay in dock.
► Preventing the use of the vertical ladder (which formed part of an emergency escape route) for general access was considered, but this was deemed to be a practicable, safe means of access, with no more risk attached than several other vertical ladders around the ship.

Stay hydrated to avoid heatstroke

Extract from Safety4Sea

The Nautical Institute draws lessons learned from an incident in which extreme heat and humidity during mooring operations aboard a bulk carrier resulted in multiple cases of heatstroke.

A bulk carrier in ballast was approaching a berth and was expecting to load cargo. The forward mooring team consisted of the chief officer (C/O), bosun and two crew members, while the aft mooring team consisted of the second officer and another two crew members. The air temperature and humidity levels were very high. Air temperature was between 40°C and 45°C with humidity at 76%.

Shortly after the forward spring line was passed ashore, the bosun collapsed on the forecastle deck. The C/O attended the victim and felt his body temperature to be abnormally high. He notified the bridge while crewmembers 1 and 2 carried the bosun to a shaded area on the forecastle deck. Port authorities were advised for medical assistance.

Some minutes later, crewmember 1 also collapsed on the forecastle deck. The C/O reported this to the bridge and he was brought towards the accommodation. On making fast the aft mooring ropes, the second officer sent crew member 3 forward, while he and crewmember 4 assisted in tending to the bosun and crewmember 1, both of whom were unconscious.
The bosun was experiencing difficulty in breathing, while crewmember 1 did not show any signs of breathing at all. Oxygen was provided to the bosun via a portable oxygen resuscitator, while CPR was administered to crewmember 1. Shortly afterwards, Crewmember 3 also collapsed, some 35 minutes after the first casualty.

Crewmember 3 was carried back towards the accommodation by two other crew. After all mooring lines were made fast, the Master updated the local port authorities on the situation. A shore service boat soon arrived at the vessel's starboard side and Crewmember 1 was evacuated to the terminal. The second officer and an oiler accompanied the victim, continuing to administer CPR until the boat arrived at the terminal. Another service boat arrived soon after and the bosun was evacuated.

A third service boat arrived and took crewmember 3 to the terminal. Shortly after, the C/O was also taken to the terminal by a service boat as he was not feeling well. From the terminal, all four victims (the Chief Officer, the bosun and two crew members) were transferred by ambulance to a local hospital. One victim was later declared deceased having suffered acute respiratory failure due to heat stroke, which led to a cardiac arrest. The other three victims recovered.

Stay hydrated to avoid heatstroke (Continued)

Lessons learned

The International Medical Guide for Ships advises the following actions for a patient suffering from heat stroke (or heat exhaustion):

► Move the patient into a cool environment.
► Remove all the patient's clothing.
► Spray or splash the patient's whole body with cold water and fan them vigorously or immerse them in a bath of cold water.
► Seek medical advice with a view to evacuation: even if body temperature is brought under control, heat stroke can cause life threatening damage to internal organs.
► If body temperature does not fall below 39˚ within 30 minutes, place the patient in an ice-water bath. Take the patient out of the bath as soon as rectal temperature has fallen to 39˚.

Never underestimate the nefarious effects of heat and humidity. Stay hydrated and ideally use electrolytes with water.

Seek shade whenever possible. Lower your body temperature by dousing with water.

Amendments to MARPOL Annex VI - Introduction of New Emissions Control Areas (ECAs)

The International Maritime Organization (IMO) has adopted significant amendments to MARPOL Annex VI, introducing new Emission Control Areas (ECAs) that will soon take effect. These changes aim to further reduce air pollution from ships by imposing stricter limits on sulphur oxides (SOx) and nitrogen oxides (NOx) emissions in designated regions.

To ensure **fleet-wide awareness and readiness,** a circular was sent to all ships as a reminder of the upcoming changes and the necessary compliance measures.

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Following our outg msg **1200119** of **10Jan25**, please be reminded of the recent amendments to MARPOL Annex VI adopted by the International Maritime Organization (IMO), introducing three new Emissions Control Areas (ECAs) for nitrogen oxides (NOx) and sulphur oxides (SOx). These amendments will have significant implications for ship operations in the affected regions.

The following areas will require ships to comply with stricter emissions limitations:
- ► Mediterranean Sea (SOx ECA) – Effective from 1 May 2025
- ► Canadian Arctic (NOx and SOx ECA) – Effective from 1 March 2026 (NOx) & 1 March 2027 (SOx)
- ► Norwegian Sea (NOx and SOx ECA) – Effective from 1 March 2026 (NOx) & 1 March 2027 (SOx)

The key compliance requirements are as follows:
- ► Sulphur Limits: Ships operating within these SOx ECAs must use fuel oil with a sulphur content not exceeding 0.1% m/m unless an approved equivalent arrangement, such as an Exhaust Gas Cleaning System (EGCS), is in place.
- ► NOx Tier III Standards: Ships operating within the NOx ECAs must comply with the NOx Tier III standards as per MARPOL Annex VI Regulations 13, applicable to:
  - Ships with keels laid on or after 1 January 2025 (Canadian Arctic ECA)
  - Ships with building contracts placed on or after 1 March 2026, or if no contract exists, keels laid on or after 1 September 2026 (Norwegian Sea ECA)

Masters must ensure:
- ► Compliance with fuel oil sulphur limits and NOx certification requirements before the enforcement dates.
- ► Fuel change-over procedures must be planned and recorded in accordance with MARPOL regulations when entering the new ECAs, and as per Poster 82 Entering & Exiting ECA, CP20 App7.3. Fuel Management plan (FMP), per ship.
- ► FOM01-01 Voyage Plan to account for the new ECA boundaries when required.
- ► That the above are discussed at the next HSQE meeting, and that relevant notes are recorded in the forthcoming HSQE Committee Meeting Minutes report, Form CP06-10.

The following will be amended until the next release to reflect the upcoming changes:
- ► CMSM App2 Air Pollution Prevention Management Plan
- ► CP20 App7.4. Fuel switching plan ECAs (Emission Control Areas)

For further details, please refer to the MN "pol-009 - Implementation of the 2021 Revised MARPOL Annex VI, Regulations for the Prevention of Air Pollution from Ships" as received from Liberia, especially par11.0 Emission Control Areas (ECA), which provides a summary of the regulatory amendments and compliance measures.

Should you have any questions or require further assistance, please do not hesitate to contact us.

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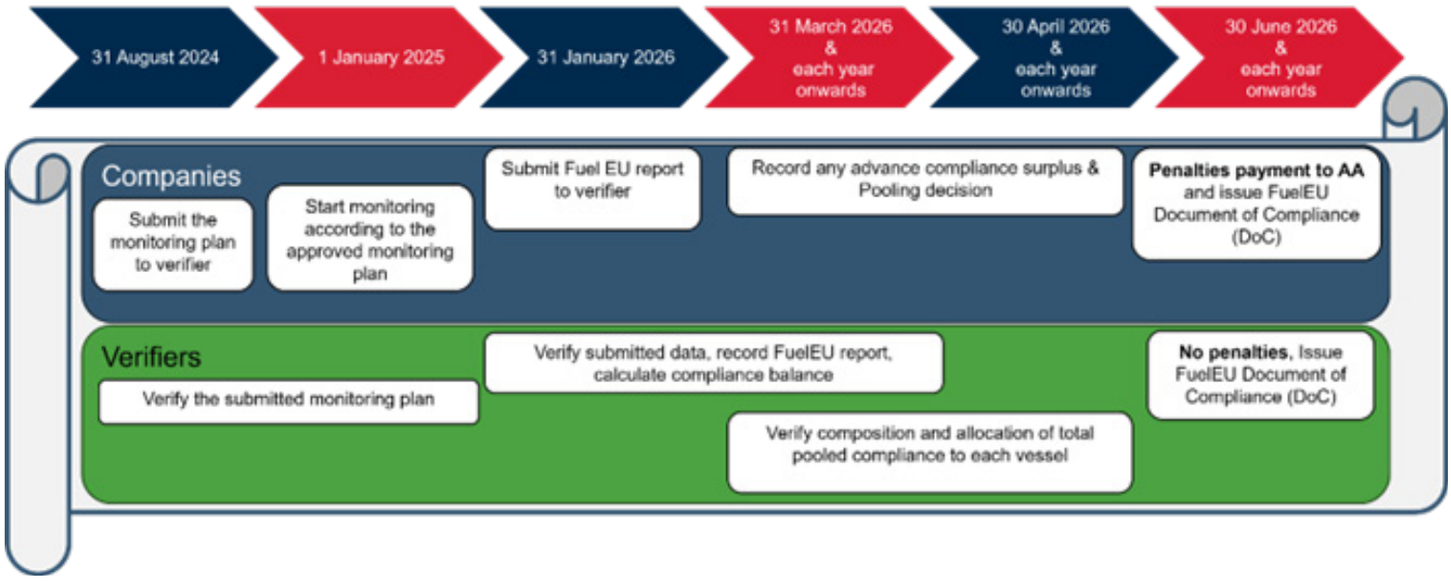
FuelEU maritime

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/l_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 CO2, CH4, and N2O 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 martime clause for TCs
BIMCO Fuel EU mritime 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.

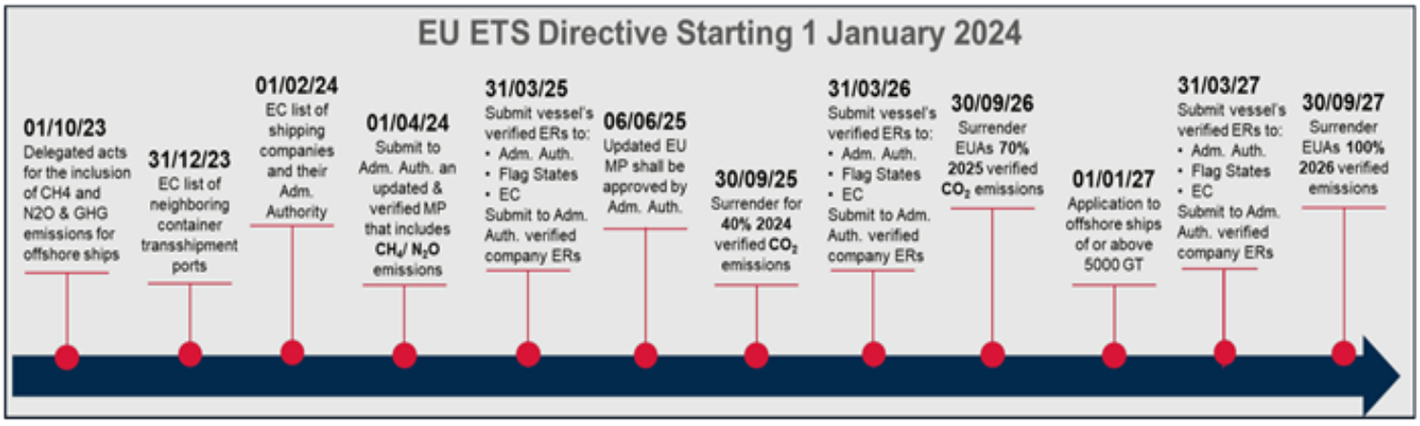
For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State. 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 **CO2 emissions**.
- By **30 September 2026**, surrender of EUAs corresponding to **70% of 2025** verified **CO2 emissions**.
- By **30 September 2027**, surrender of EUAs corresponding to **100% of 2026** verified **CO2, CH4 and N2O 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 gCO2e/MJ (i.e., achieving an emissions intensity not exceeding 33 gCO2e/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 gCO2eq/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.

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

MSC110 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 110th session of the International Maritime Organization's (IMO) Maritime Safety Committee (MSC) was held between 18–27 June, chaired by Mayte Medina of the United States.

The Committee adopted:

- amendments to SOLAS chapters II-2 (insulation standards) and V/23 (pilot transfer arrangements and related certificates) –performance standards for pilot transfer arrangements; systems installed on or after 01Jan28 must meet new performance standards; existing systems must comply by the first survey on or after 01Jan29 (for ships under Chapter I) or by 01Jan30 (for all other ships). New entries are added to the Record of Equipment forms for both passenger and cargo ships. These amendments will enter into force on 01Jan28
- amendments to the 1994 HSC Code and the 2000 HSC Code (Record of equipment including lifejackets);
- amendments to the IMSBC Code (with additional individual schedules entering into force by Jan27);
- amendments to the 2008 SPS Code (Record of equipment for pilot transfer).

The Committee approved several guidelines and circulars, which were submitted by sub-committees. Among others, it approved:

- amendments to the Code of Safety for Fishermen and Fishing Vessels, 2005;
- MSC circular on Required pilot transfer arrangements for pilots and other personnel;
- MSC circular on Carriage of dangerous goods;
- MSC circular on Recommendations on the safe use of pesticides in ships applicable to the fumigation of cargo holds;
- MSC circular on Recommendations on the safe use of pesticides in ships;
- MSC circular on Lists of solid bulk cargoes for which a fixed gas fire-extinguishing system may be exempted or for which a fixed gas fire-extinguishing system is ineffective;

MSC110 update (Continued)

The Committee progressed on several works:

- MASS Code is to be finalized, except the human element; The road map was revised with finalisation and adoption of the non-mandatory MASS Code planned for May 2026 (IMO MSC 111), and the framework for Experience Building Phase (EBP) to be developed by Dec 2026 (at the MSC 112). It was further agreed that the development of mandatory MASS Code should begin in 2028.
- it identified 51 barriers and gaps and set up a work-programme per sub-committee to prepare interim guidelines and the revision of conventions and codes to allow for the uptake of new fuels and technologies.

  The IGF Code, which governs the safe use of alternative fuels, does not apply to IGC ships (gas carriers), as the IGC Code already covers the safe use of its cargoes when used as fuel.

  During the meeting, discussions were held on the applicability of codes for the fuel system of the IGC ships (gas carriers) in two cases:

  - when using alternative fuels that are listed as cargoes in the IGC Code but not actually carried as cargo, e.g. LNG, LPG, ammonia, etc, and
  - when using alternative fuels that are not listed as a cargo under the IGC code, e.g. methanol and hydrogen

  The group developed initial draft amendments to SOLAS in support of the "One Ship, One Code" principle for ships subject to the IGC Code. Under this approach, if an alternative fuel is listed as cargo under the IGC Code, the provisions of the IGC Code should apply, even when the substance is used solely as fuel.

  For alternative fuels not currently covered by the IGC Code, new mandatory instruments will need to be developed to ensure their safe use on board IGC Code ships.
- tasked a Group to draft a MSC Circular (short-term solution), and to propose a new output and scope (long-term solution) for the review of SOLAS regulations II-2/13.4.1.1 and 13.4.2.1, with a view to clarifying the requirements on escape arrangements from the lower part of machinery spaces.

References:

IMO: MSC 110
ABS: MSC 110 New Brief
BV: MSC 110 summary report
DNV: MSC 110 summary report
KRS: MSC 110 flash news
LRS: MSC 110 summary report
RINA: Main decision sof MSC 110

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.1034l) 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.

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.

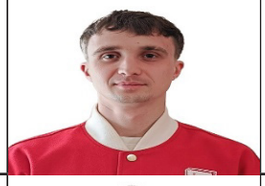
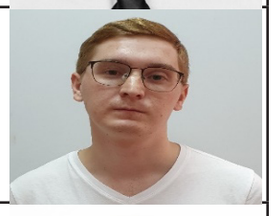
IMO documents:

►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

Our Company has already updated the BWRBs throughout the fleet.

Promotions Roxana Shipping - ROKS Maritime 01Jan25 - 31Mar25

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Okolo-Kulak Alexey	Master	13/01/2025		Botov Viacheslav	5th/ Eng	27/03/2025	
Litvinov Nikita	2nd/Off	13/03/2025		Dudin Vladislav	ETO	02/02/2025	
Mertsalov Oleg	3rd/Off	27/03/2025		Nechvoloda Nikita	ETO	10/02/2025	
Koshetov Artur	3rd/Off	30/03/2025		Terebynkin Evgeny	Bosun	09/01/2025	
Bakin Konstantin	4th/Off	09/03/2025		Zavialov Vladimir	Oiler	03/02/2025	

Familiarization Roxana Shipping - ROKS Maritime 01Jan25 - 31Mar25

Name	Rank	Ship	Dates	Photo	Name	Rank	Ship	Dates	Photo
Alexey Okolo-Kulak	Master	M/T Aramon	14-17Jan25		Maksim Vazhenin	Ch. Eng	M/T Marvel	19-28Mar25	

Mrs. Vasiliki Bota's employment

We are pleased to advise you that Mrs. Vasiliki Bota, has joined ROKS Maritime Inc. as of 03Feb25 in the position Purchasing Department Cooperator, directly reporting to PD dept manager Mr. Partsinevelos.

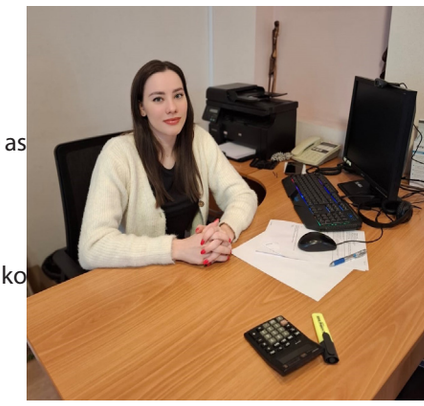
In 2024, Vasiliki graduated from the University of Piraeus holding her BSc degree in Maritime Studies.

She successfully undergone a three-month internship with our company, from 23Sep24 to 23Dec24, during which she performed duties of Crew, Dry & Wet Operations, and Purchasing departments.

The professional experience and skills of Mrs. Bota will definitely add value in our team and will help us meet the short- and long-term objectives set out by the company.

Vasiliki, welcome on board!

Mrs. Alina Shakhnazarova's employment



We are delighted to announce that Mrs. Alina Shakhnazarova joined RoKcs on 03Mar25 as a Crew Coordinator.

Alina is a graduate of Far Eastern Federal University in Vladivostok, where she earned her degree as a philologist, excelling in both English and Korean. During her academic journey, she gained extensive language practice and graduated with commendable marks.

She has now taken on the role of Crew Coordinator, working closely with Ms. Evgeniya Khalimenko under the guidance of Capt. Pavel Sidorkin and Capt. Denis Verkhoturov.

Let us all extend our support to Alina as she embarks on this new chapter in her career.

Alina, welcome on board!

Mr. Ioannis Karlatiras' employment

We are pleased to advise you that Mr. Ioannis Karlatiras, has joined ROKS Maritime Inc. as of 04Mar25 in the position Fleet Technical Superintendent, directly reporting to TD dept manager.

Ioannis has fulfilled all the requirements for his degree in Naval Architecture and Marine Engineering at the National Technical University of Athens and is now awaiting his official graduation and degree award.

Alongside his studies, Ioannis completed a two-month internship at a classification society, where he gained practical experience as a surveyor.

The professional experience and skills of Mr. Karlatiras will definitely add value in our team and will help us meet the short- and long-term objectives set out by the company.

Ioannis, welcome on board!

Mr. Georgios Ioannidis' employment

We are pleased to advise you that Mr. Georgios Ioannidis, has joined Roxana Shipping S.A. and ROKS Maritime Inc. as of 19Mar25 in the position Fleet Technical Superintendent, directly reporting to TD dept manager.

Georgios graduated from the Marine Academy of Mercantile Marine Engineers in Aspropyrgos in 2005 and earned his Chief Engineer's Diploma in October 2018.

With over twenty years of experience in the maritime industry, Mr. Ioannidis has worked with several prominent Tanker and LNG operating companies. He began his career in 2002 as an Engine Cader, while in 2020 he was promoted to Chief Engineer, a role he has continued to hold until present.

The professional experience and skills of Mr. Ioannidis will definitely add value in our team and will help us meet the short- and long-term objectives set out by the company.

Georgios, welcome on board!

ROXANA SHIPPING S.A.

ROKS MARITIME INC.

State of the Art In Shipmanagment is our Tradition

Incident Free Effective Efficient