News Waves

Apr - Jun 2025 Edition 2025-02

ROXANA SHIPPING S.A.

ROKS MARITIME INC.

Contents

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Please recycle

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

Half of 2025 has already past, but still no light in the tunnel. We continue to be faced with the same uncertainties, related to the geopolitical instability caused by the wars in Ukraine and Israel.

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

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

Our officers ashore learning engagements will continue to focus on human performance and 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 used across the fleet for about two year, successfully coping with the Russian banks sanctions.

SpaceX Starlink, the game changer in ship-shore communications, is now deployed throughout our fleet.

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. At the same time, we will consolidate our DMS and the software used ashore.

Danaos Waves with Laros Performance monitoring will assist us prevent failures and will 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 platform, which will enhance the SIRE 2.0 awareness of our employees ashore and on board, which in turn will foster the culture of fearless engagements we are developing as organisation.

SureSire is already deployed fleet wise and in our training center in Vladivostok.

Aquarex drinking water system, already installed on three ships of the fleet, 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 procedures that are simpler and easier to undestand and follow. In 2025 we will continue with the 2nd phase of DMS consolidation, including tablets for conducting our inspections and audits on board.

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 New SOLAS requirements for

Lifting Appliances, Hong Kong convention for recycling, Statistical Review of World Energy, Ban on EGCS Discharges, IMO MSC 110 and SDC11 along with EU ETS, FuelEU maritime, biofuels.

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

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

We welcome Mr. Nikolaos Stamoudis as technical manager and Mr. Petros Nikopoulos as fleet sup/nt, who have recently joined our company.

Details on the above, and other human resources related matters, are addressed in the Human Resources section.

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

Enjoy the reading!

Who is Who

Mr. Pantelis Koutselakis

Mr. Koutselakis graduated from the University of Western Macedonia, Kozani, holding his MSc in Mechanical Engineering, while he is a 2nd Class certified Engineer.
He has been working as a mechanical engineer since 2005 and gained extensive seagoing experience as a ship engineer from 2015 to 2022. Following this, he expanded his expertise by serving as a Service Engineer with MAN Energy Solutions.
On 22Aug23, he joined Roxana Shipping as Fleet Superintendent for Group 1.1, where he has made a substantial contribution to the Company's success through his technical knowledge, energy, positive approach, and strong team spirit.
In addition, he holds certifications in ISM and Quality Management Systems from Recognized Organizations and is also certified as an Internal Auditor.

Captain Nikolaos Kaselakis

Capt. Nikolaos Kaselakis is a distinguished graduate of the Merchant Marine Academy of Ionion Nison, completing his deck Officer qualifications in July 2012.
His maritime career spans over a decade, serving on various tanker types, including Aframaxes, Suezmaxes, & VLCCs, for a leading Hellenic shipping company. In 2021,he attained the esteemed Master Mariner qualification. Beyond his seagoing service, he has gained valuable shore-based experience in both Operations & Marine Departments,undertaking responsibilities such as ship inspections & the supervision of cargo operations.
On 01Feb24, he joined Roxana Shipping as Fleet Marine Superintendent for Group 1.1, where he has already made a significant contribution to the Company's success through his extensive experience, passion, & strong team spirit.

Mr. Michalis Bastounis

Mr. Bastounis graduated in 2003 from the Merchant Marine Academy of Aspropyrgos (AEN) and is currently pursuing an MSc in Shipping Management at Aegean College.
With over twenty years of experience in the maritime industry, he has served several leading tanker operating companies. He began his career in 2003 as an Engine Cadet & was promoted to Chief Engineer in 2016, a position he continues to hold to this day.
On 19Mar24, he joined Roxana Shipping as Fleet Technical Superintendent for Group 1.2, where he has since made significant contributions to the company's success through his hard work, expertise, passion for the shipping industry, and strong team spirit.

RoKcs Activities 01Apr25 - 30Jun25

From 07-13May25, Capt. Verkhoturov attended the Management Review of Roxana Shipping (MR2025-01) in Athens, traditionally held at the Negroponte Hotel. The event focused on strategic planning, operational efficiency, and crew management improvements. Following the review, Mr. Koutris, Managing Director of Roxana Shipping, traveled to Vladivostok to conduct an internal audit of RoKcs and regular quarter seminars with Roxana and ROKS pool at the Vladivostok Maritime College (VMC) as working ground, reinforcing the Company's commitment to professional development and compliance with industry standards.

The same time RoKcs passed audit conducted by the RINA, ensuring compliance with ISO/MLC standards.

Mr. Koutris, Capt. Verkhoturov and Capt. Sidorkin participated in the jubilee celebrations for the 30th anniversary of VMC and the 20th anniversary of the Far Eastern Institute of Communications (DVIK). Furthermore, Captain Denis Verkhoturov took on a prominent role as the chairman of the State Examination Committee (SEC) for VMC graduates, highlighting RoKcs' active involvement in maritime education and training. At the end of Jun25 capt. Verkhoturov participated in the graduation ceremony at VMC. The full report will be available in the next issue of the magazine.

Amid these busy schedules, RoKcs welcomed Alina Shakhnazarova as its new Crew Coordinator. Alina's integration into the close-knit RoKcs team marks another step in the company's efforts to enhance operational efficiency and crew management. Her arrival coincides with a period of dynamic growth for RoKcs, as the company continues to strengthen its partnerships with maritime institutions and uphold the highest standards in industry.

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

RoKcs Training Center

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 01Apr25 – 30Jun25, following 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:
- **"TMSA Audit Awareness",** conducted on 22May25, provided in collaboration with Arcadia Shipmanagement Co. Ltd.
- **"Incident Analysis – Sharing Lessons Learned",** conducted on 12Jun25, in collaboration with Tsakos Shipping and Trading S.A. & the Nautical Institute.

Alpha Marine

► **"Best Management Practices Maritime Security (BMP MS)",** conducted on 05Jun25, to provide comprehensive update on the recently released BMP MS and MISTO, covering the following key topics:
- Overview of BMP Maritime Security
- Maritime Security Threats
- Threat and Risk Assessment
- Analysis of the Different Regional Threats
- Security Planning and Preparation
- Layered Defense Model and Mitigation Strategies
- Incident Response and Emergency Actions
- Post Incident Procedures and Reporting

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 May25

The reflective learning engagements of Senior Officers and Ratings ashore were conducted in Vladivostok for
► 37 Senior Officers (27 Tanker and 10 Bulker), physically and remotely on 21-23May25,
► 20 Ratings (13 Tanker and 7 Bulker), physically on 20May25
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
Workshop Take care of myself and my team - Leading my team's wellbeing	x	x	20May25
Incident investigation – causation analysis Ever Given	22May25	21May25	x
Workshop Learner Mindset	X	x	20May25
Workshop How you respond matters	22May25	x	x
Workshop Context drives behavior	22May25	x	x
Workshop DryBMS update	X	21May25	x
Physical wellbeing, Nutrition	22May25	21May25	20May25
Workshop SIRE 2.0 update: SoC and NoC - samples	23May25	x	x

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

Links with the responses analytics of the questionnaires were distributed to all participants for their review and a further discussion was carried out on the analytics.
Conclusions, suggestions and action plan per workshop is reported below.
Out of the workshop evaluation following is concluded:
► The vast majority of the participants were happy with the content and the duration of the workshop.
► In some cases, it was requested
- more timely determination and appointment of team roles, particularly facilitator, PC operator, presenter to ensure the best of their contribution

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

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

The workshops conducted this time are analytically described below.

Tanker/Bulker senior Officers & Ratings reflective learning engagements May25

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, 20 Tanker and 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 May25

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 **A**ll**L**ook**L**isten (Feel) **A**ct**C**heckback**T**akecareofyourself 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 May25

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, 20 Tanker & 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 May25

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
Ratings	58	31	45	18	37	31	41	26

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, 27 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 May25

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 May25

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 this 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, 27 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 your team's wellbeing.

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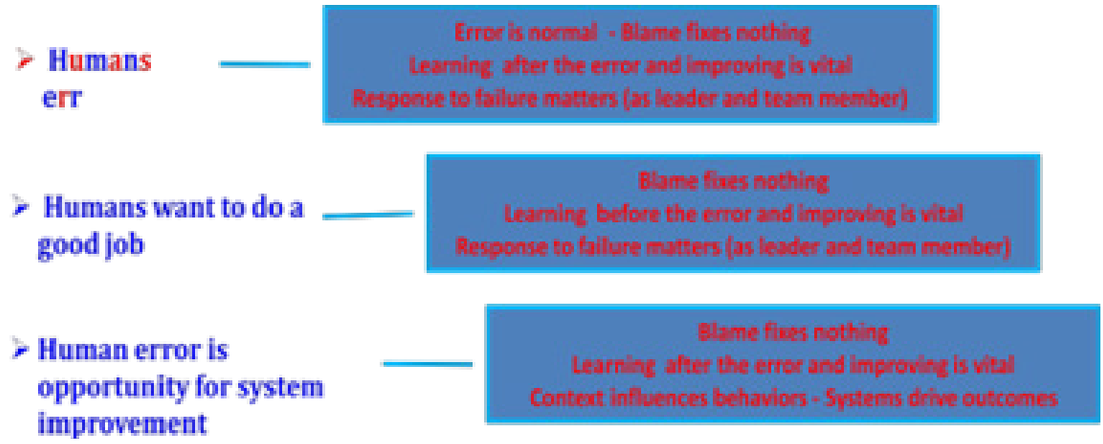
- ► Learner Mindset, was released along with the 2021 CEO conference in Mar21.
- ► It consists of one video elaborating on the Learner Mindset, known also as Growth Mindset, as a belief that everyone can grow their ability, learn from mistakes and successes and speak up openly in a safe environment.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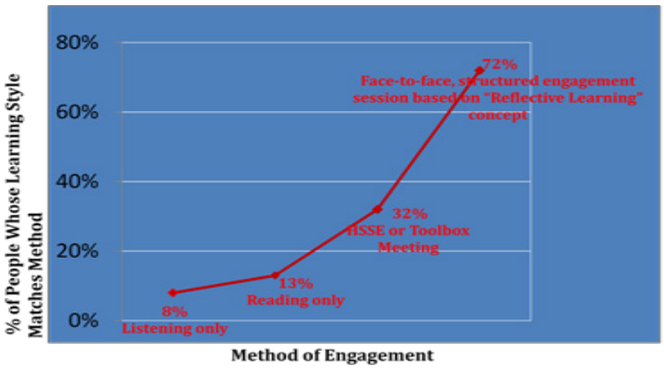
► **The three pillars and engagement**

► **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, 27 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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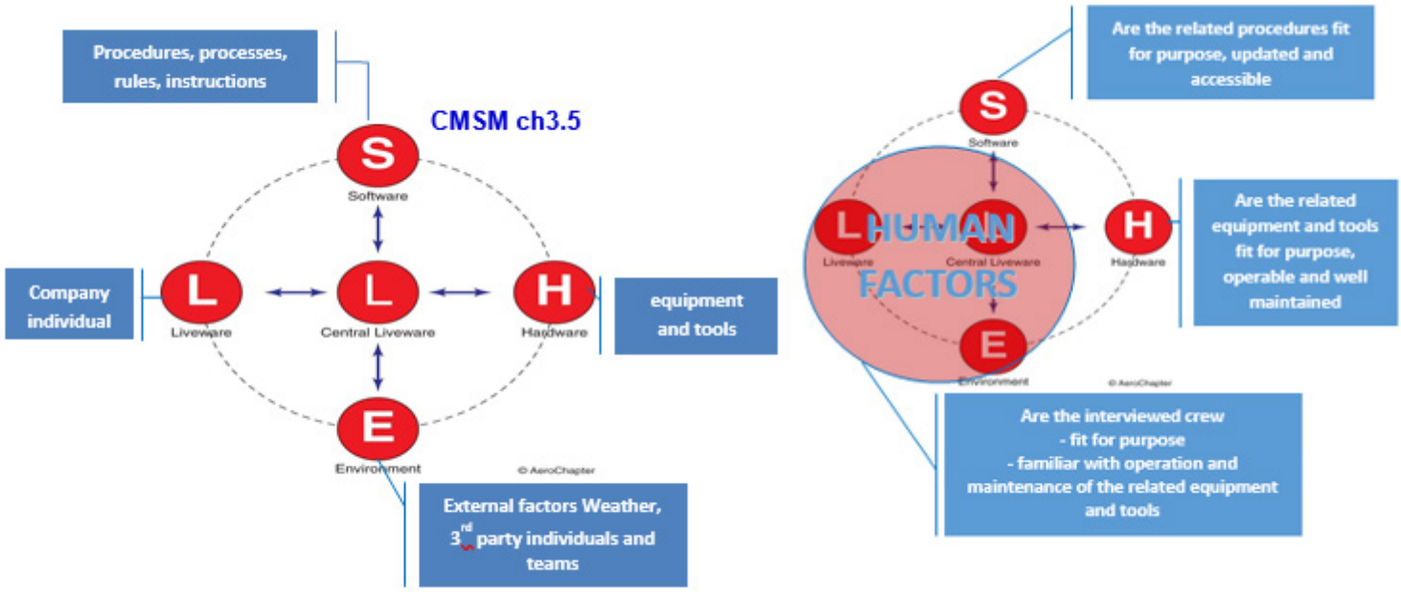
► prompts the participants, based on the S.H.E.L.L factors, and the SIREd S.H.E.L.L, as presented, to evaluate to what extent the SoC and NoC quoted represent the issues raised with the observations and if not propose their own SoC.



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, 10 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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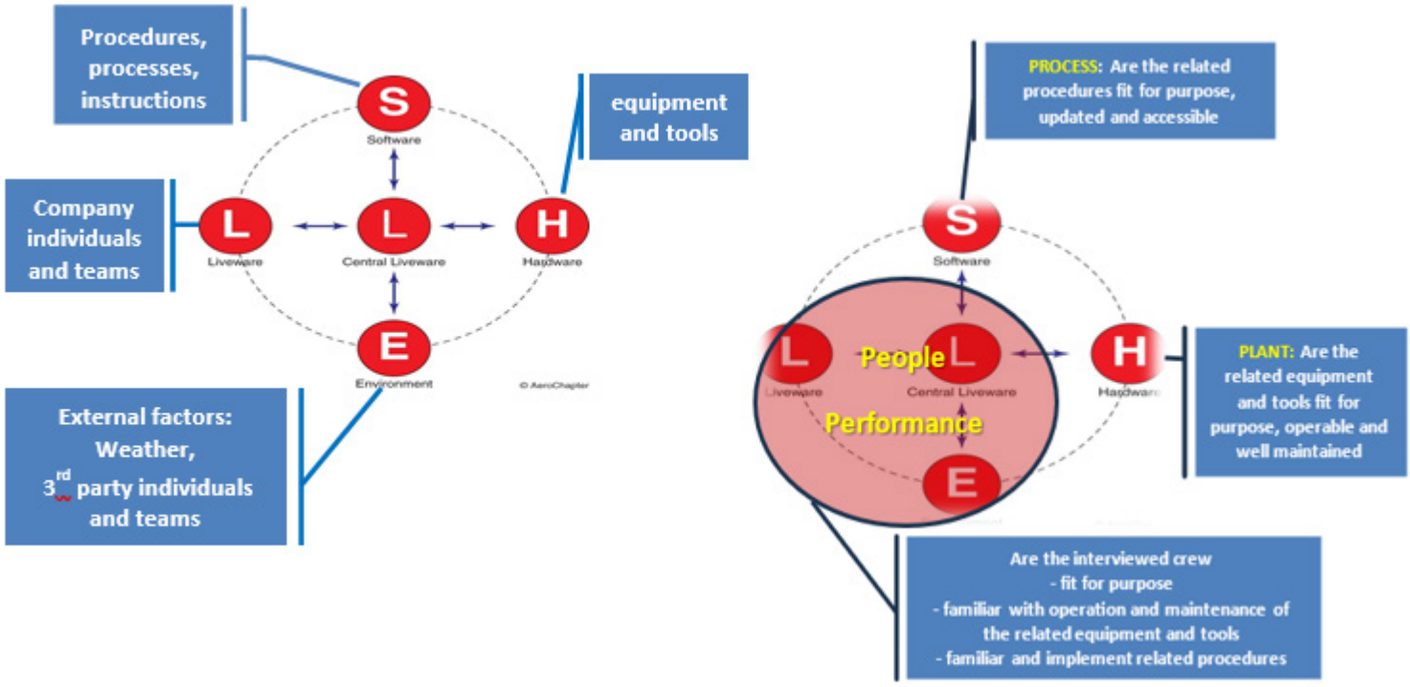
► DryBMS sets out 30 areas of management practice within four sections:
► Performance, People, Plant and Processes
► The DryBMS is a set of resources for dry ship managers to use to self- assess and improve their performance. It contains guidance on how to conduct self-assessments and specific subject 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, 27 Tanker officers and 10 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 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.

2.3. For each and every cause, there must be at least one corrective/preventive action to prevent this cause from happening again. And this is the 3rd and most important step in the investigation process.

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.

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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

2.4.4. Institute of Oil and Gas Producers (IOGP)

► IOGP publi8shed in Report 552.

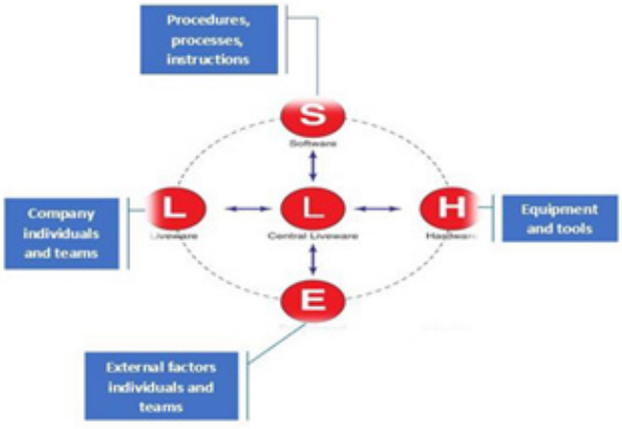
► This report describes some of the components an organization might consider if it wants to improve how it learns from operating experience to reduce risk and prevent incidents.

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.

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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, 27 Tanker officers, 10 Bulker officers, 13 Tanker ratings and 7 Bulker ratings, and 14 Junior Officers, 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

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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.

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

2.2.2. Take care of myself and my team - Managing fatigue

2.2.2.1. 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.

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.

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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.

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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**
Name	rank	Name	rank	Name	rank	role
Shtyrba Dmitrii	Master	Khristovich Timofey	Master	Khairullin Oleg	Master	Facilitator
Syrov Andrey	Master	Maltcev Dmitrii	Master	Durnov Egor	ChOff	Flipchart
Mayorov Alexey	ChEng	Korotets Oleg	ChOff	Gorbachev Vladimir	ChOff	Presenter
Lubenchenko Sergei	ETO	Skribchenko Aleksandr	ChOff	Shapran Aleksei	ChEng	PC Operator
Galaida Denis	ChOff	Selifontov Boris	ChEng	Yugay Stanislav	2nd Eng	
		Kulik Roman	ChEng	Dobrovolskii Dmitrii	Master	
PS		PS		PS		Roxana

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Gr 4		Gr 5 Virtual - Zoom		
Name	**rank**	**Name**	**rank**	**role**
Okolo-Kulak Andrey		Krdzhatsyan Romik	ChOff	Facilitator
Pushkar Sergei	ChOff	Shumkov Anton	ChEng	Flipchart
Serous Igor	ETO	Slinko Evgeny	ChEng	Presenter
Besshtannov Boris	ETO	Arsentyev Alexander	ChEng	PC Operator
		Chernobrovkin Andrey	Master	
		Trianin Andrei	ChEng	
PS		PS		Roxana

Bulkers Officers groups				
Gr 1		**Gr 2**		
Name	**rank**	**Name**	**rank**	**role**
Rychkov Stanislav	Master	Lysyy Alexey	Master	Facilitator
Goncharov Konstantin	ChEng	Demichev Dimitrii	ChOff	Flipchart
Makalich Sergey	ChEng	Senotrusov Evgeny	ChEng	Presenter
Chalienko Konstantin	ChEng	Sautskiy Alexey	ChEng	PC Operator
Landk Igor	2nd Eng	Altukhov Anton	ETO	
DV		DV		ROKS

Tanker and Bulker Ratings groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tankers						
Fedorov Vadim	3rd Off	Nozhnov Aleksei	3rd Off	Fedorov Vadim	3rd Off	Facilitator
Bulachev Yury	Bosun	Semenik Vladimir	A/B	Bulachev Yury	Bosun	Flipchart
Shepilov Evgenii	Bosun	Verbilov Gennady	Bosun	Shepilov Evgenii	Bosun	Presenter
Kadanin Valery	Bosun	Pabolkov Aleksandr	OLR	Kadanin valery	Bosun	PC Operator
		Kopylov Aleksei	Oiler			
PS		PS		PS		Roxana
Bulkers						
Zubkov Pavel	2nd Off	Krivonosov Viktor	4th Eng			Facilitator
Valeishin Viktor	O.S.	Ivashin Sergei	Bosun			Flipchart
Bodriagin Vitalii	AB	Gnedoy Vladimir	O.S.			Presenter
Syso Andrei	O.S.					PC Operator
DV		DV		DV		ROKS

Tanker/Bulker senior Officers & Ratings reflective learning engagements May25

Junior Officers reflective learning engagements Jun25

The reflective learning engagements of Junior Officers ashore were conducted in Vladivostok for
► 13 Junior officers, remotely on 05Jun25
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						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tankers						
Shein Igor	3rd Off	Kovalenko Artem	3rd Off	Emelianov Andrei	2nd Off	Facilitator
Dudko Dmitrii	3rd Off	Chentcov Aleksei	4th Off	Lapshin Egor	3rd Off	Flipchart
Dudkevich Michail	4th Eng	Drobysh Vladimir	3rd Off	Iakovlev Anton	2nd Off	Presenter
Kolos Ilia	5th Eng	Semerov Igor	2nd Off	Ponimaskin Vasilii	3rd Off	PC Operator
Brezgin Alexander	2nd Off			Ianchenko Konstantin	5th Eng	
PS		PS		PS		Roxana

Pancoast Singapore

Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 01Apr25 to 30Jun25

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 & 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 & challenging times ahead,the Singapore Office is well-positioned to navigate the evolving market conditions, encompassing spot vessels in both the East &,more recently, the West.

Ships operated by the office: During the specified period, Vessels operated by our office included Miracle, Melody, Marvel & Malbec-Handy Vessels engaged in Dirty product trade. Our office keeps on successfully operating the 2 latest purchases, Malbec Legacy & 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 & 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, & bunkering operations. Our department has played a pivotal role in preparing & planning these activities, offering indispensable logistics support to various departments.

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

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

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

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

Dubai Maritime Week: Captain Karthik along with Andrea Vaccari and Mr. Constantinos Krontiras attended the Annual Maritime week in Dubai. Numerous meetings took place with existing & potential clients expanding the Company's business circle.

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 tenth 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.

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

VMC Activities - 50 Years Combined

We waited so long for this! We prepared for so long!

And now! VMC — 30 years! DVIK (FEIC)— 20 years!

In April 2025,Vladivostok Maritime College proudly celebrated its 30th anniversary, while the Far Eastern Institute of Communications (DVIK) marked its 20th year since its founding. The solemnity and significance of the event were felt long before this milestone arrived. In the run-up to the anniversaries, a series of events took place, including the conference "Current Issues in the Maritime Industry - 2025," which heralded the jubilee in the media. VMC and DVIK warmly welcomed numerous guests: they shared experiences, recounted their glorious past& present, and , of course, accepted congratulations.

Then, on May 16, 2025, the final celebration dedicated to the anniversaries took place. The festive gathering was held in the spacious auditorium of the college. It began with a journey through the history of the jubilant institutions. The event's host, Vasilina Aleksandrovna Skutelnik, Deputy Director of VMC for Educational Work, spoke about the years of exploration and aspirations, victories and achievements, and the formation of their unique way of life and traditions. Guests were treated to a thematic video about VMC and DVIC, and the dance ensemble "Resistance" (artistic director Galina Nikolaevna Grishchuk) from School of Arts No. 3 in Vladivostok welcomed the attendees with several dance performances. The vocal-instrumental ensemble of VMC, consisting of cadet Zakhar Vorsin from Group 211, Nikita Shakirov from Group 141, and Mikhail Vladimirovich Gerasimov, Vice-Rector of DVIC for Legal Affairs, performed the song "Storm" by the band "Kukryniksy."

Many warm and grateful words were addressed to the college and the institute.

Welcoming speeches and congratulations on the anniversaries were delivered by: Vladimir Yuryevich Manko, Director of VMC, & Anastasia Aleksandrovna Gerasimova, Rector of the Far Eastern Institute of Communications. Our esteemed guests also extended heartfelt greetings and congratulations: Olga Viktorovna Permyakova, Head of the Department of Professional Education and Science at the Ministry of Professional Education & Employment of Primorsky Krai; Larisa Vladimirovna Baeva, Deputy Head of the Department of Professional Education and Science at the Ministry of Professional Education and Employment of Primorsky Krai;

Ekaterina Konstantinovna Ishchuk, Head of the Youth Affairs Department of the Vladivostok City Administration; Artem Borisovich Alyabyev, Deputy Head of the FBU "Maritime Safety Service"; Andrey Aleksandrovich Novik, Head of the Transport Security and Protection of Transport Facilities Department at FBSU "Navigation Safety Service"; Vasily Anatolyevich Burda, Harbour Master of the Vladivostok Sea Port; Andrey Vladimirovich Molchanov, Head of the Diploma Department at the Vladivostok Sea Port Captain's Service; Sergey Vitalyevich Glushkov, Vice-Rector for Convention Training at Admiral Nevelskoy Maritime State University; Yury Ivanovich Romanko, Chairman of the Union of Professional Educational Organizations of Secondary Vocational Education in Primorsky Krai & Director of the Far Eastern Technical College; Roman Yuryevich Azarov, Director of the Training Center "PRISCO." Warm words of congratulations & wishes were also conveyed via video link by Vladimir Alekseevich Zernov, Chairman of ANVUZ Russia and Rector of the Russian New University.

VMC (Vladivostok Maritime College)

VMC Activities - 50 Yeras Combined

Of course, the event would not have been complete without our esteemed partners, those who, year after year, provide cadets of the college and students of the institute with maritime training and employment opportunities. Heartfelt congratulations and kind wishes were shared by: Mr. Takis Koutris, Managing Director of the shipping companies Roxana Shipping S.A. and ROKS Maritime Inc.; Capt. Denis Valentinovich Verkhoturov, General Director of "Roxana Kristen Crewing Service"; Capt. Pavel Petrovich Sidorkin, Senior crew co-ordinator and Training Officer of "Roxana Kristen Crewing Service"; Marina Gennadyevna Meleshkova, Head of the Crew Formation Department at the Far Eastern Shipping Company; Evgeny Yuryevich Pafnutiev, Deputy General Director of "Fescontract International."

Through the event, participants emphasized the particular relevance of further developing maritime education in Russia, training personnel for maritime transport, fostering international economic ties, and, in this regard, the special importance of institutions like the Vladivostok Maritime College and the Far Eastern Institute of Communications for the Far Eastern region.

A particularly pleasant moment was the awarding of staff and faculty of VMC and DVIK. Many of our colleagues were honored with awards: badges of distinction from the Ministry of Education of the Russian Federation; Certificates of Honor and Letters of Gratitude from the administration of Primorsky Krai and Vladivostok; the Ministry of Professional Education and Employment of Primorsky Krai; the Union of Secondary Vocational Education Institutions of Primorsky Krai; the Association of Private Higher Education and Professional Educational Organizations of Russia; the Association of Non-Profit Educational Organizations of Russian Regions; commemorative medals "For Merits in Education," Certificates of Honor, and Letters of Gratitude from the Vladivostok Maritime College and the Far Eastern Institute of Communications.

On this anniversary day, we wish the teaching staff, employees, cadets, students, partners, and everyone whose life is directly or indirectly connected with the Vladivostok Maritime College and the Far Eastern Institute of Communications good health, happiness, prosperity, and new creative successes.

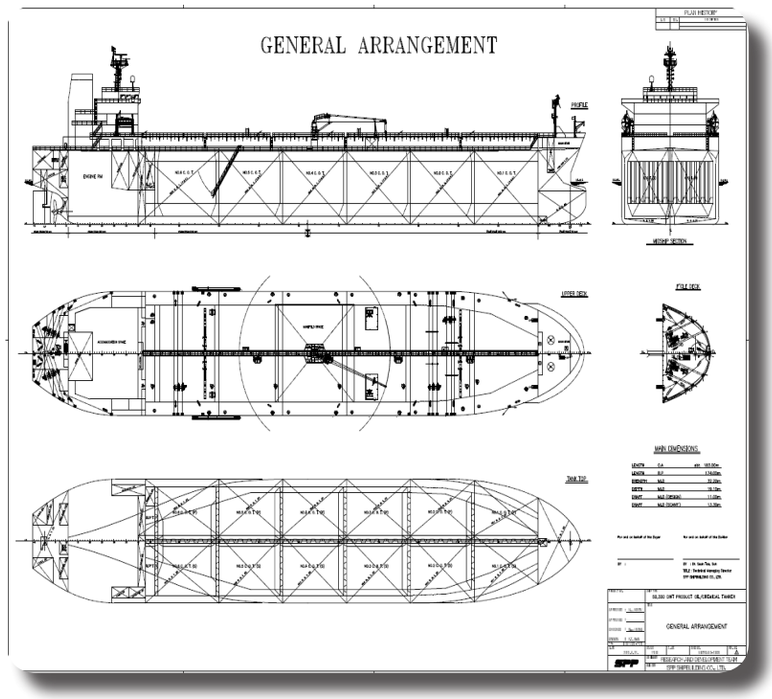
May these anniversaries mark the beginning of a path to new victories and achievements!

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.



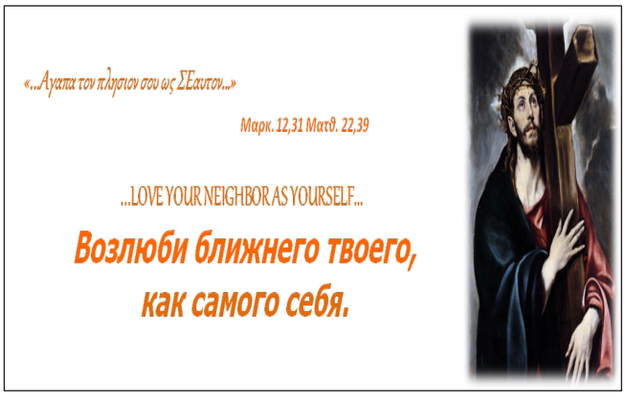
The fearless ego for success

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



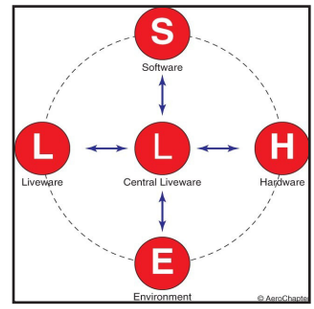
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

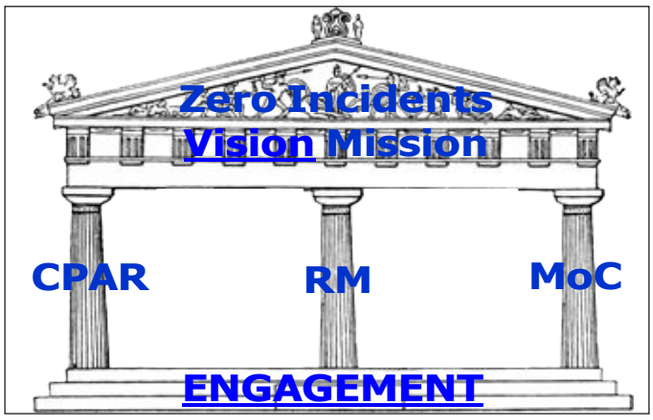
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

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)



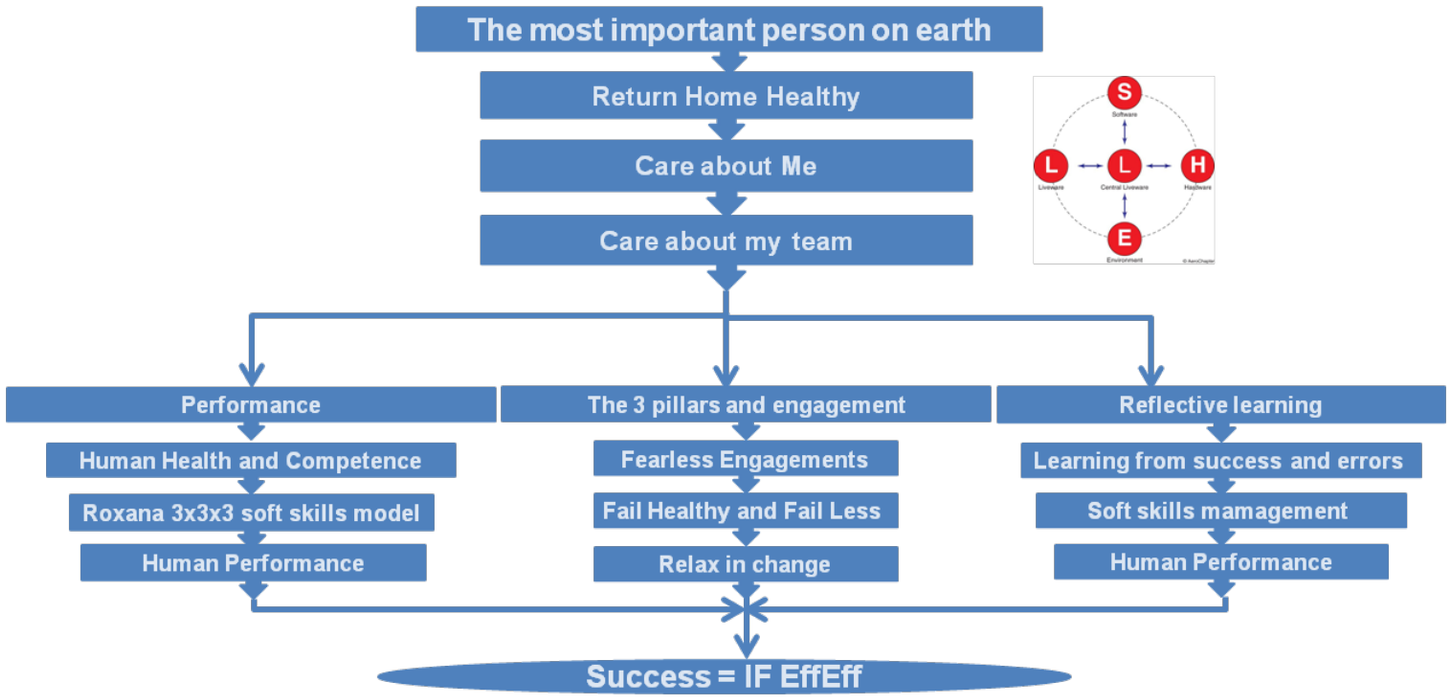
Starting from the Roxana "fearless ego for success" concept we are developing our system in three axes of activity: the 3 Pillars and Engagement, the Human Performance and the Reflective Learning.

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.

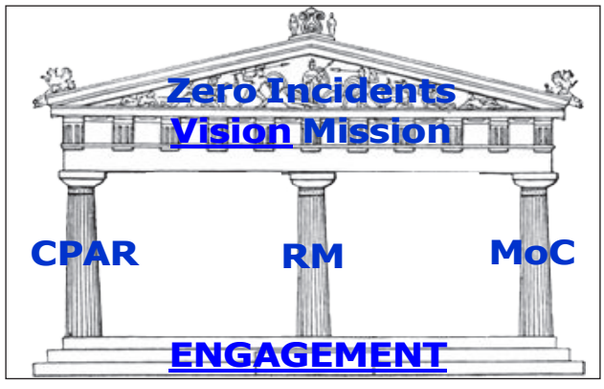


The 3 pillars and engagement

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

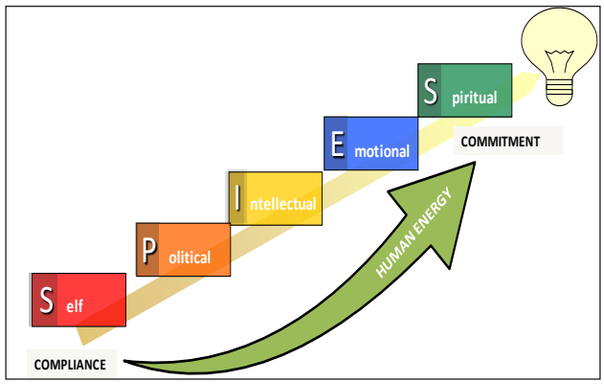
- **Fearless engagements - CPAR: procedure CP08 Control of Non- Conformities, Accidents & Near Misses**
- **Failing Healthy and Less - RM: procedure CP24 Risk Management**
- **Relaxing in change - MoC: procedure CP13 Management of Change**



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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"

2000 year before Dostoyevsky a pure mathematical paradox was quoted
The whole IS NOT the same as its parts, may be smaller or bigger than the addition of its parts!

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

«...ΤΟ 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

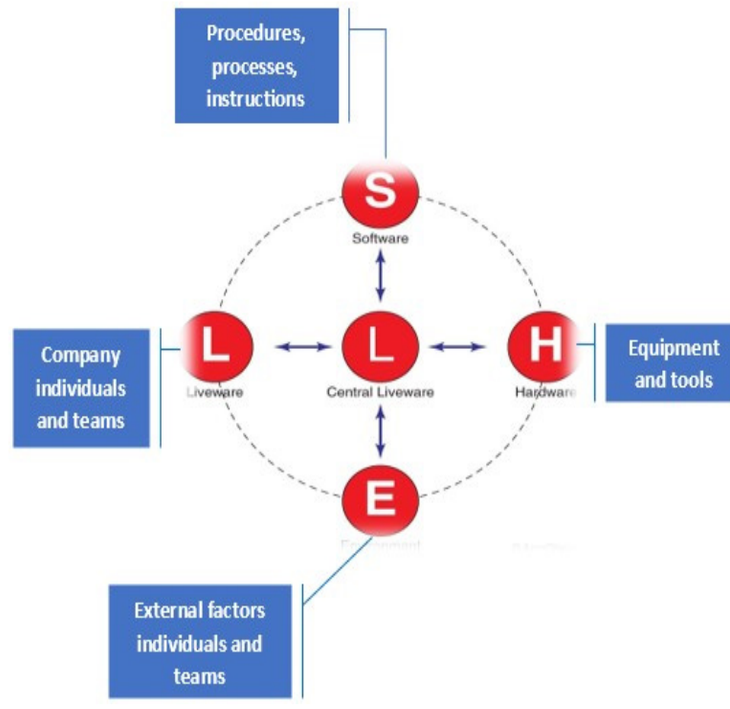
- **There is no operation or even task on board or ashore that can be completed Incident Free, Effectively and Efficiently by one individual alone.**
- **There is no individual who can complete alone any operation ashore or on board Incident Free, Effectively and Efficiently.**

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

14th ABS Hellenic Technical Committee Meeting

Please note that on 29May25 our Managing Director, Mr. Koutris, attended the 14th ABS Hellenic Technical Committee meeting, which took place at "The Lighthouse" of the Stavros Niarchos Foundation Cultural Center, Athens.

This session brought together a diverse range of insights and expertise to help shape our path forward in an era of rapid technological and regulatory evolution.

Topics of the Committee meeting:

- **Onboard Welcome and Safety Briefing**
  by Dr. Chris Leontopoulos, ABS Vice President, Technology, EMEA and Dr. Elias Kariambas, ABS Vice President, Regional Business Development
- **Regulatory Update (MEPC83 and IACS Rec 34/CSR RCP)**
  by Mr. Stamatis Fradelos, ABS Vice President, Regulatory Affairs
- **Smart Ship Structures: Leveraging SHM for Operational and Survey Efficiency**
  by Mr. Niklas Hallgen, CEO, Lightstructures and Dr. Ilias Zilakos, Project Manager, Lightstructures
- **Ship Recycling: Charting Sustainability**
  by Dr. Konstantinos Galanis, BoD - Chairman of Int'l Association of Ship Recycling, MIT Club of Greece
- **Substandard Vessels**
  by Ms. Lucia Moledo, Principal Surveyor, WH - GREECE – ACS

OCIMF Day 10Jun25

Please note that on 10Jun25, our Managing Director Mr. Koutris, along with our SQM department manager/DPA/CSO of Roxana Shipping S.A., Captain Dimitris Damdimopoulos, and Deputy DPA Mrs. Katerina Sfendylaki, attended the OCIMF Day, which was held by OCIMF at the Eugenides Foundation in Athens, Greece.

The 1st panel introduced the new Onshore Power Supply Systems (OPS) Guide.

Our Managing Director intervened stating that OPS on board is a good idea, only if terminal apply the OPS ashore, (the same way that VECS is applied onboard but not ashore) and asked OCIMF to promote OPS within its members.

The 2nd panel introduced STS guide MARPOL Annex I, II, LPG and LNG.

Lastly, the 3rd panel elaborated on SIRE2 inspection. Participants were updated on inspections status and statistics.

RightShip Deep Dive in Greece 02-06Jun25

Please note that during the week of 02–06June25, the "RightShip Deep Dive in Greece" event took place, organized by RightShip, in collaboration with Captain Taner Umac, Head of Operations for the EMEA region, and Mr. Kostis Antonopoulos, Associate Director for the Eastern Mediterranean region.

Our Managing Director, Mr. Koutris, along with our TD dpt manager, Mr. Stamoudis, and DPA of Dry fleet Capt. Bekirov, attended the meetings, which were held in two sessions daily, a morning session from 10:00 to 13:00 and an afternoon session from 15:00 to 18:00, at the Stavros Niarchos Foundation Cultural Center AE (Multifunctional Room 2).

The Deep Dive event covered the following topics:

- The RightShip team, digital platform and processes
- Upcoming updates to RightShip's Safety Score (any questions about Safety Score were addressed)
- What charterers look for—exploring the role of vetting and more efficient risk mitigation
- Tools and features to help owners and managers leverage data, insights, and platform capabilities for stronger collaboration and decision-making

Our Managing Director Takis Koutris touched upon the matter of the excessive number of deficiencies and:

- stated that
  - quality is not in quantity, 30 or 50 observations, are demotivating crew and office, are distracting, focus is lost, and create a normalisation attitude, therefore do not serve the purpose of improving HSQE performance.
  - Rightship should not invent the wheel, but follow the OCIMF and SIRE2 managing of number of observations.
- proposed Rightship to dictate a max 10 observations per inspection

The session also introduced the Document Management Centre, RightShip's solution for streamlining compliance through efficient document handling.

Intercargo Executive Committee and TC51

Please note that from 11May25 till 13May25, Mr. Koutris attended the Intercargo Executive Committee Meeting along with the 51st Technical Committee Meeting (TC51), which took place in Guangzhou, China, at the COSCO Yuanhai Conference Center.

Executive Committee agenda addressed:

- Dry Bulk Shipping and INTERCARGO initiatives
  - DBCE & DryBMS: - "The drybulk standard – shaping the future"
  - INTERCARGO Quality Panel; update by Panel's Chair
  - USTR "Port fees' consultation"
  - Presentation: Navigating the Dry Bulk Market in a Geopolitical Storm by SSY
- GHG emissions
  - MO (short term / medium-term measures)
  - EU (EU ETS, FUEL EU MARITIME, Other Developments in the EU and EU FIT 55)
  - Regional & Industry GHG Developments
    - Presentation: Assessment on IMO Mid Term Measures by CCS
    - Presentation: EU ETS Owner/Charterer disputes by the American Club
- Dry Bulk Carrier Operational topics
  - Presentation: Green initiatives to reduce emission and digitalisation to improve safety and efficiency by COSCO Shipping Bulk
  - Presentation: Safety Suggestions on Port State Control by China MSA
- Other topics such us: Piracy and security, Cyber risks & digitalisation, PSC / MoUs, Ship Recycling, Terminal reporting
- Membership & Administration matters

Intercargo Executive Committee and TC51 (Continued)

Technical Committee 51 agenda addressed:

- ► Greenhouse gas reduction / Energy Efficiency
  - • Presentation by Anemoi Marine Technologies on Rotor Sails (Title TBC), State of Play (IMO Update)
  - • Presentation by Sinocrew Maritime Services Co Ltd "Chinese Crew Market Outlook & Training for Alternative Fuel Vessels")
- ► Cargoes
  - • Presentation by China P&I Club on Cargo Claims (Title TBC)
  - • Cargo Panel Update
  - • IMO update
- ► Ballast Water
  - • IMO update
- ► Biofouling
- ► Publications
  - • STS Guidance Update
  - • Draft Survey Guidance Update
  - • ICS Deck Procedures Guide
- ► Fuel Oil Quantity / Quality
- ► Design Standards
  - • CSR with Presentation by IACS on Rec 34 Standard Wave Data Development (Title TBC)
  - • Mooring with Presentation by DNV "Safe mooring - regulatory updates and recommendations"
  - • Steering Gear
  - • Anchoring Equipment
- ► MAIB Investigation
- ► VISTRATO DRY BULK BUDDY
- ► Other business

You will find the relevant agendas, presentations, and later the minutes, of the meetings at the links below:

- • Ex Com: https://www.intercargo.org/excom-may-2025/
- • TC51: https://www.intercargo.org/technical-committee-meeting-12-may-2025/

Paris MoU - 2024 Concentrated Inspection Campaign (CIC) on Crew Wages and SEAs

Paris MoU has published the 2024 Concentrated Inspection Campaign (CIC) on Crew Wages and Seafarer Employment Agreements (SEAs) report, where a total of 30 ships out of the total of 3863 ships (0,78%) were detained for at least one CIC-related topic detainable deficiency.

A Concentrated Inspection Campaign (CIC) on compliance with some MLC, 2006 provisions was carried out jointly by the Paris MoU and Tokyo MOU during the period 1st September 2024 to 30th November 2024.

Furthermore, the Tokyo MoU, in collaboration with the Paris MoU, developed a CIC Questionnaire and accompanying guidance. This questionnaire comprised 10 key questions to be answered by Port State Control Officers (PSCOs) during Port State Control (PSC) inspections conducted within the CIC period.
A total of 3,863 ships completed the questionnaire, as the CIC covered all targeted ships within the Paris MoU Region during the specified timeframe. However, in cases of multiple inspections on the same vessel, only one CIC report was required per ship.

Paris MoU - 2024 Concentrated Inspection Campaign (CIC) on Crew Wages and SEAs (Continued)

The 10 questions of the CIC questionnaire

- ► Is the seafarer given a SEA signed by both the seafarer and the shipowner or a representative of the shipowner?
- ► Is the seafarer able to access information regarding their employment conditions on board?
- ► Are standard form of seafarers' employment agreements and parts of any applicable collective bargaining agreements subject to port State control under Reg.5.2, available in English?
- ► Does the seafarers' employment agreement include all the required elements specified in the MLC, 2006?
- ► Do particulars included in the seafarers' employment agreement comply with the MLC, 2006 requirements?
- ► Are wage or salary payments made to the seafarer at no greater than monthly intervals?
- ► Have seafarers been given a status of accounts and wages paid on at least a monthly basis?
- ► Are wage or salary payments in accordance with any applicable CBA or SEA?
- ► If payments made to a seafarer include deductions, are they in accordance to the MLC, 2006?
- ► Is a certificate or documentary evidence of financial security, issued by the financial security provider, available on board in the event of compensation for death and long-term disability?
- ► Is a certificate or documentary evidence of financial security, issued by the financial security provider, available on board in the event of the repatriation?

Key points of the CIC:

- ► The highest compliance was observed in relation to Question 6 of the CIC Questionnaire, relating to whether the wage or salary payments were made to the seafarer at no greater than monthly intervals, where 99.7% responded 'yes'. The second highest compliance was relating to Question 7 on whether the seafarers have been given a status of accounts and wages paid on at least a monthly basis, where 99.3% responded 'yes'. Notably, even if the compliance for both questions was high it resulted in 7 detentions.
- ► There was a high compliance rate averaging 98.7% in general.
- ► The least compliance was noted concerning Question 4, whether the seafarers' employment agreement include all the required elements specified in the MLC, 2006, where 2.8% responded 'no'. The second least compliance was relating to Question 2 on whether the seafarer is able to access information regarding their employment conditions on board, where 2.7% responded 'no'.
- ► The overall detention rate based on total CIC inspections was 0.78%.
- ► 30 vessels with deficiencies marked as grounds for detention were in the Standard Risk category.
- ► By ship type, as in previous years, General cargo/multipurpose ships has highest CIC-topic detention rate (57.1%) followed by bulk carrier (19%) and oil tanker (9.5%).
- ► Similar to previous CICs, ship age <6 years had 0% detention rate for CIC-topic detentions, while the highest rate was for ships 25-30 years (26.8%).
- ► The flag State with highest number of CIC related deficiencies was Liberia (81 corresponding to 14,9% of the total number of deficiencies) followed by Marshall Islands (74 / 13,6%), Panama (68 / 12,5%) and Malta (54/ 9,9%).
- ► Ships with CIC related grounds for detention,the highest number of detentions, by flag State, was Panama (7 corresponding to 23,3% of the total number of detentions) followed closely by Tanzania,United Republic of (6/20%), Liberia and Malta with (5/16,7%) each.
- ► The Flag administrations which had CIC topic detentions were a mix of White, Grey, Black and not listed in the Paris MOU WGB list. Therefore, no trend could be discerned.
- ► Only one CIC related deficiency was recorded as RO related on Certificate or Documentary evidence of financial security relating to shipowners' liability on a Tanzanian General cargo/multipurpose of more than 37 years old. Due to this small number and in order to make the report more readable, the columns on RO related have been deleted in every table

Inspections and detentions per Flag State

The flag State with highest number of CIC related deficiencies was Liberia (81 corresponding to 14,9% of the total number of deficiencies) followed by Marshall Islands (74 / 13,6%), Panama (68 / 12,5%) and Malta (54 / 9,9%). Ships with CIC related grounds for detention highest numbers were Panama (7 corresponding to 23,3% of the total number of detentions) followed by Tanzania (6 / 13,6%), Liberia and Malta with (5 / 16,7%) each.

No trend could be discerned for the Flag State performance which had CIC related deficiencies or detentions as they were made up of a combination of White, Grey, Black on the PMOU WGB list. Nor could any trend be discerned as to whether or not the MLC, 2006 has been ratified or not by the Flag State.

Paris MoU - 2024 Concentrated Inspection Campaign (CIC) on Crew Wages and SEAs (Continued)

Ship age overview
Based on the CIC's related deficiencies the ship age group with the highest number of deficiencies was 13-18 years.
According to the Paris MoU, the results show a good level of compliance in general. However, the significant difference on number of deficiencies between 2023 and 2024 for almost every question and particularly for those related to SEAs should be taken into consideration.
During this period, our Company passed successfully two Paris MoU Inspections, without any observation on Crew Wages and SEAs

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Crew Internet

Following the completion of the installation of Starlink, as an additional internet gateway on all our Fleet, and the increase of the free internet allowance for each seaman to 10GB per month, we have received very positive feedback from our crews.

The issue was discussed at our MRM 2025-01.

We have seen that this measure has been very beneficial to Crew Welfare, therefore we are pleased to announce a further reduction on the cost of the extra internet that a seamen may wish to purchase while on board:
from the 10 USD for 100 MB (as was before Starlink with Fleet Express only)
to 10 USD for 1GB, up to a maximum per month of 5GB per seaman per month.

The limit imposed is set to manage the risk of i-distraction, i-isolation and i-illusion, hazards we have identified when we initially introduced the crew internet on board.

This change will be in effect as of 1st June 2025.

Pls share the above with your crew and ensure that the risks of i-distraction, i-isolation and i-illusion are eliminated for all of them.

We trust that this further benefit will be appreciated by our crews and will further help to make their stay on board our ships more comfortable, while consistently performing IF EffEff.

Implementation of Provisions Requisition via Task Assistant

In line with our ongoing efforts to improve and simplify onboard operations, we have launched the Implementation of Provisions Requisition via Task Assistant project on the pilot ship MAGIC STAR.

This new system aims to make the ordering of provisions faster, more accurate and easier for the crew, replacing older tools such as Tech AnyWhere.

The pilot testing on MAGIC STAR will include three test requisitions.

Once we collect feedback from the ship and confirm that everything is working properly, this procedure will be rolled out to the entire fleet.

We remain committed to supporting our seafarers by reducing their administrative workload and helping them focus on Incident Free, effective and efficient ship operations.

2nd Chios International Shipping Summit

Please note that on 20&21Jun25 our Managing Director, Mr. Koutris, attended the 2nd Chios International Shipping Summit, which took place in the Greek islands of Chios and Oinousses.

Chios and the small island of Oinousses, in addition to being the birthplaces of a number of important personalities of Greek shipping, are internationally acknowledged as places with long-standing maritime tradition, a timeless hive of know-how and innovation where maritime business and maritime art meet.

The Summit was organized by the Department of Shipping, Trade and Transport of the University of the Aegean, under the auspices of the Hellenic Ministry of Maritime Affairs and Insular Policy & the Hellenic Chamber of Shipping.

It was addressed to academia society, international institutions, shipowners, and top executives of the shipping sector, while aimed at creating a unique networking platform for the shipping community to meet, discuss, and share best practices and hands-on knowledge, focusing on current trends and challenges in an ever-changing environ ment of global shipping. Ultimately, the success of the 2nd Chios International Shipping Summit confirmed the necessity of a continuous institutional dialogue between academia and the shipping industry.

The Summit featured key sessions on topics such as Energy Efficiency and Decarbonization challenges, Geo-economics and Shipping, Education and Wellbeing of Seafarers, Trends in European Short Sea Shipping, Sustainability and Coastal Shipping, and more, in order to highlight the way forward and help navigate the evolving landscape of the maritime industry.

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

- Press Release, Photos, Video (Remaining recordings will be uploaded here within July 2025)

BMA Investigation - Crew member falls from height

Extract from Safety4Sea

The Bahamas Maritime Authority (BMA) has issued an investigation report into an incident where a crew member onboard a Bahamas-flagged passenger vessel fell from height onto a lashing platform.

The incident

A crew member onboard a Bahamas flagged passenger vessel fell from height on to a lashing platform between two lifeboats while the vessel was alongside. Nearby crew members heard the fall and a medical response immediately followed. Despite best efforts by the shipboard and shoreside medical personnel, the victim passed away at a local hospital.

Why it happened

The victim remained in the vicinity of the lifeboats lashing platform on completion of an abandon ship drill for an unknown, but non-operational reason. The victim, and others at risk of falling during the drill, was not wearing equipment to protect from a fall. Hard hats and harnesses were available at lifeboat stations but they were not routinely used. Like other crew exposed to the same risk, he wore more comfortable headgear to mitigate the effects of the hot weather.

Conclusions

A postmortem indicated that the victim died from hypovolemic shock because of a right kidney puncture and deep abdominal trauma due to the fall. The victim remained on a lashing platform between lifeboats 2 and 4, after concluding his duties during a lifeboat drill and fell from height. With different points of elevation on the platform and the position his body was found, the origin of his fall could not be determined. Review of CCTV during the initial drill indicates crew members, inclusive of the victim, opted to wear headgear that would help mitigate the heat. Safety harnesses and hard hats were provided near the lifeboat stations but were not in use during the drill. The bosun was the only crew member seen with a hard hat on. From the time the Code Alpha was announced by the bridge, the shipboard medical response team and safety officers responded quickly to assess the scene, provide Advanced Cardiovascular Life Support (ACLS), and trauma care to the victim before he disembarked via ambulance to the local hospital. Fall from heights onboard ships remain a consistent source of injuries and fatalities for seafarers throughout the global merchant fleet.

Recommendations

The investigation found that on the day of the casualty, a majority of the crew, including the victim, were not wearing hard hats or harnesses. They preferred to wear gear more comfortable for the heat and humidity. The supervisor was the only crew member seen with a hard hat on. During recreation of the drill, the crew were able to effectively carry out their duties with the prescribed PPE donned. The investigation also found that while the victim remained on the lashing platform after the drill for an unknown, non-operational reason, the sign postings in the casualty area were not effective in communicating required protection for crew when working aloft.

Therefore, it is recommended that Anglo-Eastern Management:

- ► Take action to ensure safeguards in place for crew are effective & appropriate across varying conditions they are required to work in
- ► Ensure supervisors have robust support systems to enforce appropriate gear requirements

As previously highlighted in Curacao Pearl (2023), The Bahamas Maritime Authority is recommended to:

- ► Consider conducting a concentrated inspection campaign to highlight and address the risks of falling from height on Bahamian ships.

Enclosed spaces remain risky areas onboard

Extract from Safety4Sea

One of the most persistent safety challenges in maritime operations is the entry into enclosed spaces. Each year, a significant number of seafarers are injured or lose their lives while entering or working in these areas; often due to insufficient training, limited awareness of procedures, or a failure to recognize invisible hazards.

Tragic incidents in enclosed spaces often stem from decisions made under pressure—whether due to time constraints, operational demands, or misplaced confidence. These fatalities can occur on any vessel, at any time, and to anyone.

Rushing a task can lead to poor judgment. Never compromise safety in the name of speed. Everyone involved in the task must be fully prepared—confident in the plan, competent in their role, and ready to respond in an emergency. Preparation is key. So is communication.

A strong safety culture is one where every crew member feels empowered to speak up and stop the job if something feels wrong. That single moment of courage could save a life.

Even with thorough training, no one can predict how they'll respond in a real emergency. That's why realistic, regular rescue drills are essential. They help build the instincts and confidence needed to act safely under pressure.

"No shortcut is worth a life. Enclosed spaces are no joke"

Worrying statistics

Despite regulatory efforts, the rate of enclosed space accidents has not significantly decreased since InterManager began tracking such incidents in 1998. In both 2022 and 2023, 14 enclosed space incidents were recorded. However, the number of casualties rose sharply in 2023—34 fatalities compared to 18 in 2022—nearly doubling the previous year's total.

As of January 2025, InterManager estimates that approximately 350 seafarers and third-party personnel have died from asphyxiation in enclosed spaces since 1996. Alarmingly, 43 incidents since 2022 have resulted in 70 fatalities. Atmospheric hazards remain the most critical threat in these spaces. Before entering any enclosed space, the following must be thoroughly checked: oxygen level, the flammable gases level and the harmful gases level.

Incident distribution by space type (1996–May 1, 2024)

- ► Cargo holds: 41%
- ► Cargo oil tanks: 17%
- ► Hold access: 10%
- ► Accommodation areas: 4%
- ► Ballast tanks: 4%
- ► Hold access via auxiliary ladder: 4%
- ► Water tanks: 3%
- ► Chain lockers, forepeak tanks, bow thrusters, duct keels, DB voids, FCSLE: 1% each
- ► Other spaces: 11%

Enclosed spaces remain risky areas onboard (Continued)

Extract from Safety4Sea

Regulatory developments for safe entry

To improve safety, the International Maritime Organization (IMO) adopted Resolution A.864(20) in 1997, later revised as Resolution A.1050(27) in 2011. Since January 2015, ships have been required to conduct enclosed space entry and rescue drills every two months, in accordance with SOLAS Regulation III/19.3.6.

In July 2016, another regulation came into effect requiring all ships to carry at least one portable atmosphere testing instrument for enclosed space entry (SOLAS Regulation XI-1/7). These requirements aim to ensure crews are trained and equipped to safely enter enclosed spaces.

Despite these measures, InterManager's report (III 10/INF.18) notes that "the number of fatalities remains substantial," emphasizing the ongoing need for improvements in hazard awareness, space design, and procedural compliance.

Key safety principles include:

- ► Comprehensive identification and assessment of hazards
- ► Atmospheric testing prior to entry
- ► Prohibition of solo entry into enclosed spaces
- ► Ensuring all personnel understand the associated risks

To further strengthen safety, the IMO has proposed amendments to Resolution A.1050(27), introduced during the CCC 10 Sub-Committee meeting. These revisions encourage a more structured risk assessment process and a deeper understanding of hazardous atmospheres. Final approval is expected at MSC 110 in June 2025.

Recent Initiatives

In response to continuing safety concerns, the China Maritime Safety Administration (MSA) launched a focused inspection campaign in January 2025, running through October 14, 2025. The campaign aims to enhance compliance and improve onboard procedures for enclosed space entry.

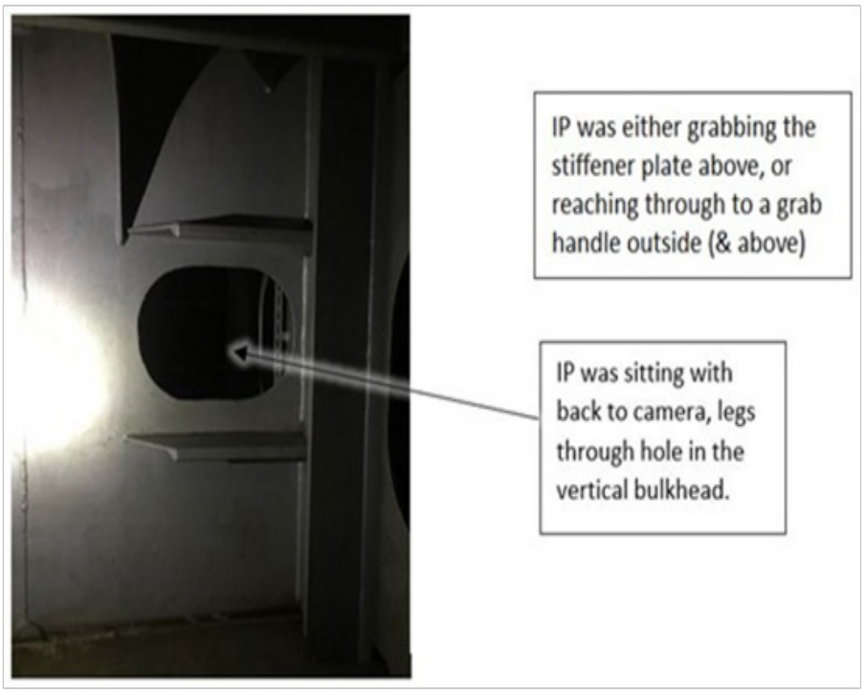
Additionally, in March 2025, InterManager, The Nautical Institute, and IMarEST joined forces to address the rising toll of enclosed space fatalities. Together, they launched an industry-wide survey to gather feedback from seafarers and shore personnel, with the goal of identifying root causes and developing more effective, practical solutions.

Lastly, few years ago, the International Group of P&I Clubs launched a safety animation highlighting as a key message" Stop, Think, Stay Alive."

Position your body correctly in confined spaces

Extract from Safety4Sea

IMCA draws lessons learned from an incident where a worker sustained a back injury while transiting through a lightening hole within a confined space.



What happened?

The incident occurred during completion of planned maintenance. Whilst attempting to get out of the confined space through a lightening hole by moving feet-first (face up), the worker's hands slipped and they fell back, striking their lower back on a beam at deck level.

The worker was still able to exit the compartment and confined space unassisted. Onshore medical assessment/treatment, however, was subsequently required.

What went wrong?

The technique used for getting out of the compartment feet first, grabbing a stiffener plate or grab handle (both above the opening), dictated a body positioning facing upward. Because of that body positioning, facing upwards, the worker was reliant on hand grip, and thus unable to stop the fall when their grip was lost.

What was the cause?

- ► Vessel design – and hence confined space design – is centred on structural requirements, rather than ergonomics.
- ► Design of the access/egress arrangements meant that there was only one grab handle outside the compartment.
- ► The risk assessment did not sufficiently cover getting into and out of, and moving around within, the confined space.

Lessons learned and actions

- ► Risk assessments for confined space predominantly focus on the WORK being done – rather than on how to get in and out of the confined space.
- ► Design of access/egress points are normally based on structural requirements, rather than ease of access for the worker. The task risk assessment process plays an important role in identifying and mitigating associated risks.
- ► Normalisation of high-risk activities can occur when the same activity has been undertaken multiple times – as perhaps with planned maintenance.
- ► Further grab handles were installed inside the compartment, and possible installation of platforms was investigated (after evaluation) on either side of the lightening hole to help crew get in and out of the space.
- ► A comprehensive review was held of Confined Space Entry procedures in light of this incident, looking into such issues as:
  - Getting in and out of confined spaces.
  - How to move safely and position the body correctly when transiting through difficult spaces in voids and tanks and through frames and lightening holes.

Fingers lost during mooring operations

Extract from Safety4Sea

The UK Marine Accident Investigation Branch (MAIB) has published Safety Digest 1/2025, consisting of lessons from recent Marine Accident Reports. IMCA has reviewed the report and passes on to members some of the incidents which we consider to be of interest. This is one of them.

What happened?

A crew member was badly injured when their fingers were crushed during mooring operations. A port tender was transferring two workers to a barge moored on a busy river. Two boats were already tied up to the barge so the skipper placed the tender alongside one of these. A crew member ran a mooring rope between a cleat on the port shoulder of the tender to one on the boat secured to the barge, holding the tender in place while the two workers boarded the barge. The tender had a much lower freeboard than the boat it was tied to, and the mooring rope was at a steep angle.

The river's current moved the tender against the barge and the mooring rope slipped off the cleat. As the crew member went to resecure it, the wash from a passing boat caused the tender to rise and fall. The crew member placed the eye of the mooring rope onto the cleat just as the tender descended, causing their fingers to be caught in the bight and crushed against the cleat.

The skipper heard a cry and saw the crew member holding their hand in pain. The accident severed the tip of the crew member's little finger on their right hand and badly crushed their right ring finger. The skipper raised the alarm and used the tender to transport the injured crew member ashore, where they were transferred by ambulance to hospital.

Lessons (MAIB)

- Relative movement between a vessel and its mooring point creates a dynamic environment that requires crew members to be alert to entrapment risks when handling mooring ropes.
- Unexpected boat movements due to strengthening or receding waves, wind and currents can cause ropes to switch from slack to taut without warning: keep your fingers clear.
- Manage the risk: The difference in height between the two boats in this case increased the likelihood that the mooring rope would slip off the cleat and need to be resecured. Where this is a routine operation, and ropes cannot be run horizontally, conduct a risk assessment of the design and fitting of the cleats to prevent slippage.

PPE is mandatory for a purpose

Extract from Safety4Sea

IMCA draws lessons learned from crew members that sustained injuries on two separate incidents relating to sharp objects.

What happened?

On the first incident, a deck crew member sustained a finger injury while cutting duct tape connecting two halyards during maintenance. The cutter blade sliced through the glove, resulting in a cut that required medical attention and stitches.

On the second incident, a crew member sustained a severe hand injury while manually adjusting a package with a damaged metal rim on a pallet. The sharp rim caused a deep cut near the thumb, requiring 12 stitches to stop the bleeding.

What went wrong?

On the first incident:

- ► Incorrect hand positioning: The crew member placed his hand directly beneath the halyard in the cutting zone rather than keeping it clear of the blade's anticipated reach;
- ► Improper support method: The halyard was handheld instead of being placed securely on available surfaces such as the deck, bulwark, or bulkhead, increasing the risk of instability during the cutting process.

On the second incident:

- ► **Failure to wear mandatory PPE:** The crew member was not wearing suitable hand gloves, which are essential to protect against sharp edges during manual tasks;
- ► **Lack of situational awareness:** Despite noticing the damaged metal rim, the crew member lost focus during the task and inadvertently placed his hand near the sharp protruding edge, leading to the injury.

Lessons learned:

- ► Know, understand and maintain safe hand positioning when handling sharp objects;
  - • Always grip objects to be cut with hands/fingers positioned at least 30–40 cm away from the blade's operating area;
  - • Never place hands directly underneath or near the blade;
  - • Use a stable surface for cutting whenever possible;
- ► PPE – it is mandatory for a purpose – use it
  - • If the PPE is uncomfortable, look into obtaining a different or better kind – but it's better to be uncomfortable than to need 12 stitches.
  - • Make a thorough inspection of cargo, boxes and packages for hazards. Damage during transport and storage may have caused hazards.

UK MAIB Safety Digest 2025, 1st Edition

UK MAIB has published the first Safety Digest of 2025 drawing the attention of the marine community to some of the lessons arising from investigations into recent accidents and incidents.

The Digest is published to inform the merchant and fishing industries, the recreational craft community, and the public about marine accidents and the lessons to be learned. The sole purpose of the safety digest is to prevent similar accidents.

"Over the last few years, the MAIB has investigated more than its fair share of collisions. Anyone who says that merchant vessel collisions just result in some bent metal needs to think again."

… said Andrew Moll OBE, Chief Inspector of Marine Accidents in the Safety Digest, bringing attention to a recent collision between the container vessel Solong and the tanker Stena Immaculate as a case in point, which he described as yet another preventable incident.

Importance of maintaining a proper lookout to avoid collisions

Moll emphasized the need to maintain a proper lookout to prevent collisions, citing the International Regulations for Preventing Collisions at Sea (COLREGs) Rule 5. He also highlighted that stand-on vessels should not rely solely on the give-way vessel to act, and must be ready to take avoiding action when required, as per Rule 17.

The necessity of safety guidelines and communication in maritime operations

Meanwhile, Gary Doyle, Group Harbour Master at Peel Ports Group, underscored in the Safety Digest that adhering to safety guidelines is non-negotiable, and that effective communication is crucial to ensuring the workforce is fully aware and able to enforce safety protocols. He stressed that halting operations or delaying arrivals might be necessary, especially under significant commercial pressure, and that dynamic risk assessments should be conducted in a controlled manner.

The role of teamwork and communication in preventing accidents

Doyle highlighted that safety depends not only on individual actions but also on group efforts, with awareness and teamwork playing a vital role. Reflecting on past incidents, he noted that improved communication and resource utilization could have prevented tragic outcomes.

The consequences of dockside incidents during berthing and unberthing

Moreover, Doyle drew attention to the catastrophic consequences of incidents on the dockside, particularly during berthing and unberthing operations. He raised the critical question of who is monitoring the team to prevent dangerous situations or improper actions by the ship's crew.

UK MAIB Safety Digest 2025, 1st Edition (Continued)

The importance of preparation, training, and staff investment for safety
The Group Harbour Master argued that preparation and training are key to enhancing safety. Investing in marine staff, providing appropriate training, and conducting regular emergency drills helps staff gain the confidence to act when necessary.

Mechanical breakdowns and evolving challenges in maritime safety
Reviewing incident statistics, Doyle noted that mechanical breakdowns on vessels remain a significant issue. He pointed to recent incidents like the Dali and Evergiven as reminders of the evolving challenges in maritime safety.

The significance of mental resilience in maintaining safety
Lastly, Doyle emphasized that safety involves not just physical precautions but also mental resilience. Managing stress, fatigue, and isolation is essential to ensuring sound decision-making in difficult situations. He concluded by urging a mindset shift, where caution and awareness become integral to daily operations.

For downloading the edition, please click here.

New SOLAS requirements for Lifting Appliances

The IMO has introduced SOLAS Regulation II-1/3-13 through Resolution MSC.532(107), setting new requirements for lifting appliances and anchor handling winches. These updates will take effect on 01Jan26, ensuring enhanced safety and operational standards across the maritime industry.
The SOLAS amendments are supplemented by the IMO MSC.1/Circ.1663 Guidelines for Lifting Appliances.

Application
The new regulation applies to a wide range of lifting appliances, including those:
- ► Used for cargo loading, transfer, or discharge
- ► Used for raising and lowering hold hatch covers or moveable bulkheads
- ► Used as engine-room cranes
- ► Used as stores cranes
- ► Used as hose handling cranes;
- ► Used for launch and recovery of tender boats and similar applications
- ► Used as personnel handling cranes.

Generally, the requirements also apply to lifting appliances with a safe working load below 1,000 kg, unless the flag administration grants specific exemptions. However, certain lifting appliances — including those used on offshore construction ships — are outside the scope of this regulation.

Requirements for new lifting appliances (installed on or after 01Jan26)
Before entering service, new lifting appliances must undergo certification, which includes:
- ► Plan appraisal and material verification
- ► Inspection and testing during fabrication
- ► Verification of component certification (including loose gear)
- ► Load testing and thorough examination once installed on board.

Lifting appliances certified or classed under Lloyd's Register's Code for Lifting Appliances (CLAME) framework will be compliant with the new SOLAS requirements.

Requirements for existing lifting appliances (installed before 01Jan26)
Under SOLAS Regulation II-1/3-13.2.4, lifting appliances installed before 1 January 2026 must undergo load testing and thorough examination, as per the IMO guidelines. These appliances must be permanently marked and include documentary evidence of the safe working load (SWL).
Existing certificates issued under other international instruments — such as ILO Convention No. 152 - will be acceptable for compliance. If valid certificates are missing (e.g. for engine-room cranes), owners must determine the appropriate SWL for test load verification.
In instances where onboard lifting appliances do not have valid certificates of test and thorough examination under another international instrument acceptable to the flag Administration, the SWL should be determined by the owners, in accordance with the IMO guidelines (paragraph 3.2.1.6) and evidence of the SWL provided.
At the first Cargo Ship Safety Construction Renewal Survey or Passenger Ship Safety Survey conducted after 01Jan26, surveyors will verify that:
- ► All applicable lifting appliances are certified in accordance with an acceptable standard.
- ► All lifting appliances are properly marked with safe working load (SWL) and other information essential for the safe operation of the lifting appliance (e.g. maximum or minimum slewing radius or boom angle).
- ► All loose gear is clearly and permanently marked with its unique identification (serial no.), the SWL and any additional marks required for safe use.
- ► All lifting appliances and associated loose gear were load tested and thoroughly examined by a competent person.
- ► All lifting appliances are provided with an operation and maintenance manual.

Note: An acceptable standard includes certification under any IACS member code, ILO Convention 152, or any other international standard recognised by the flag administration. If no prior certification is found, lifting appliances must undergo load testing and thorough examination by a competent person, as defined by the Administration, during the renewal survey.

New SOLAS requirements for Lifting Appliances (Continued)

Maintenance, operation, inspection, and testing for all lifting appliances
According to SOLAS Regulation II-1/3-13.3, all lifting appliances and loose gear must be operationally tested, thoroughly examined, inspected, operated and maintained in line with the IMO guidelines.
Owners must adhere to manufacturer recommendations, industry standards, and operational profiles while ensuring that lifting appliances are part of the onboard maintenance program. Maintenance and operational manuals must be available on board — where missing, the IMO guidelines provide methods for reconstructing them.
All personnel operating lifting appliances must be properly trained, qualified and familiarised in handling the equipment.

Intervals between periodical thorough examinations
While the new SOLAS regulations do not explicitly define survey range windows, some flag administrations permit their use, whereas others have expressly prohibited them, members are recommended to check it out with their Flags.
It's important to note that certain local authorities and ports may not recognise survey range windows, particularly due to ILO Convention 152 requirements. In such cases, owners may be required to complete lifting appliance certification before the end of the advertised survey window.

All our fleet lifting appliances are certified, tested and surveyed in compliance with this new SOLAS requirement.

Hong Kong Concention Certification

The Hong Kong Convention (HKC) on ship recycling enters into force on 26Jun25 and requires all internationally trading ships of 500 GT and above to have on board an International Certificate on Inventory of Hazardous Materials (ICIHM) at the latest by 26Jun30 or before going to recycling if this is earlier.

Hong Kong Convention certification
Not only ships flying the flag of a state that has ratified the HKC, but also those flying the flag of non-party states must comply with the HKC, when entering the waters of a party to the HKC. In accordance with Article 3.4 of the HKC, this is to ensure that no favorable treatment is given to ships sailing with the flag of non-party states to the HKC. Therefore, even if the flag of a ship has not yet ratified the HKC, ships that are trading internationally must obtain an IHM Statement of Compliance (SoC).
Many ships have an approved IHM and an IHM certificate, confirming compliance with the EU Ship Recycling Regulation (EU SRR) and/or an IHM certificate or SoC confirming compliance with the HKC. These ships are additionally required to obtain an ICIHM (or SoC).
According to Regulations 5.2 and 10.5 of the HKC, the implementation of the HKC should be harmonized with other applicable statutory IMO instruments. ROs authorized by the relevant flag administration for issuance of the ICIHM (or SoC), will harmonize the issuance of the ICIHM (or SoC) with other statutory surveys. This means the first main class renewal survey after 26 June 2025 and before 26 June 2030, unless the flag administration instructs otherwise.

How to obtain an ICIHM (or SoC)
The process of obtaining an ICIHM (or SoC) depends on whether a ship already holds an approved IHM certificate or SoC for either the EU SSR and/or the HKC. Based on each ship's specific status, relevant Retroactive Requirements (RRs) apply and operators should sort out with their ROs how to obtain the required ICIHM (or SoC).
As a statutory requirement, the IHM Part I must be continuously updated and maintained. Hence, to remain compliant with the HKC, operators must:
- ► Maintain and update the IHM Part I regularly,
- ► Assign an IHM Designated Person (IHM DP) responsible for the IHM maintenance activities,
- ► Update the IHM if new or removed materials affect hazardous content,
- ► Ensure ship particulars are always current.

Ship owners/managers should implement an IHM maintenance procedure as part of the Safety Management System (SMS). The designated IHM DP is responsible for coordinating the collection of Material Declarations (MDs) & Supplier Declaration of Conformities (SDoCs) from suppliers whenever new products are purchased and installed on board as fixed items within the scope of the IHM Part I. Whenever new hazardous materials are brought on board, the IHM Part I must be updated accordingly. Similarly, if existing hazardous materials are removed or if their quantities change, the IHM Part I must be revised. Additionally, the IHM cover page must be updated when there is a change in the ship's name, flag, owner or manager.
The IHM certificate/SoC will refer to the latest IHM applicable at the time of the certificate issuance.

Hong Kong Concention Certification (Continued)

Ship recycling

From 26Jun25 onwards, ships destined for recycling must hold an International Ready for Recycling Certificate (IRRC). To obtain the IRRC, the IHM Parts I, II and III must be prepared and approved by RO or by the ship's the flag administration.

Additionally, a ship-specific ship recycling plan must be prepared by the ship recycling facility which should hold a valid Document of Authorization for Ship Recycling.

Applicable requirements may vary depending on the location of the ship's flag at the time the decision is taken for recycling.

Available IMO guidance

Since the adoption of the Convention, IMO has developed and adopted the following guidelines in the implementation and enforcement of the Convention's technical standards:

- ► 2011 Guidelines for the Development of the Ship Recycling Plan (resolution MEPC.196(62));
- ► 2012 Guidelines for Safe and Environmentally Sound Ship Recycling (resolution MEPC.210(63));
- ► 2012 Guidelines for the Authorization of Ship Recycling Facilities (resolution MEPC.211(63));
- ► 2012 Guidelines for the survey and certification of ships under the Hong Kong Convention (resolution MEPC.222(64));
- ► 2012 Guidelines for the inspection of ships under the Hong Kong Convention (resolution MEPC.223(64)); and
- ► 2023 Guidelines for the development of the Inventory of the Hazardous Materials (resolution MEPC.379(80)).
- ► MEPC 83 in Apr 2025 adopted Res.MEPC.405(83) containing the amendment to the 2023 Guidelines for the development of the Inventory of Hazardous Materials to clarify the relevant threshold value for anti-fouling paints containing Cybutryne.

For **Roxana fleet**: ALIGOTE and MAGIC STAR are certified with ''International Certificate on Inventory of Hazardous Materials (HKG Convention), the remaining ships are certified with Statement of Compliance on IHM (HKG Convention), which will be changed to International Certificate at their next statutory renewal audit within 2025/2026.

For **ROKS fleet**: COMMANDER K is certified with International Certificate on Inventory of Hazardous Materials (HKG Convention), the remaining ships are certified with Statement of Compliance on IHM (HKG Convention), which will be changed to International Certificate at their next IHM renewal audit within 2025/2026.

FuelEU maritime

The **FuelEU Maritime Regulation** and the **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.

FuelEU maritime (Continued)

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 the 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

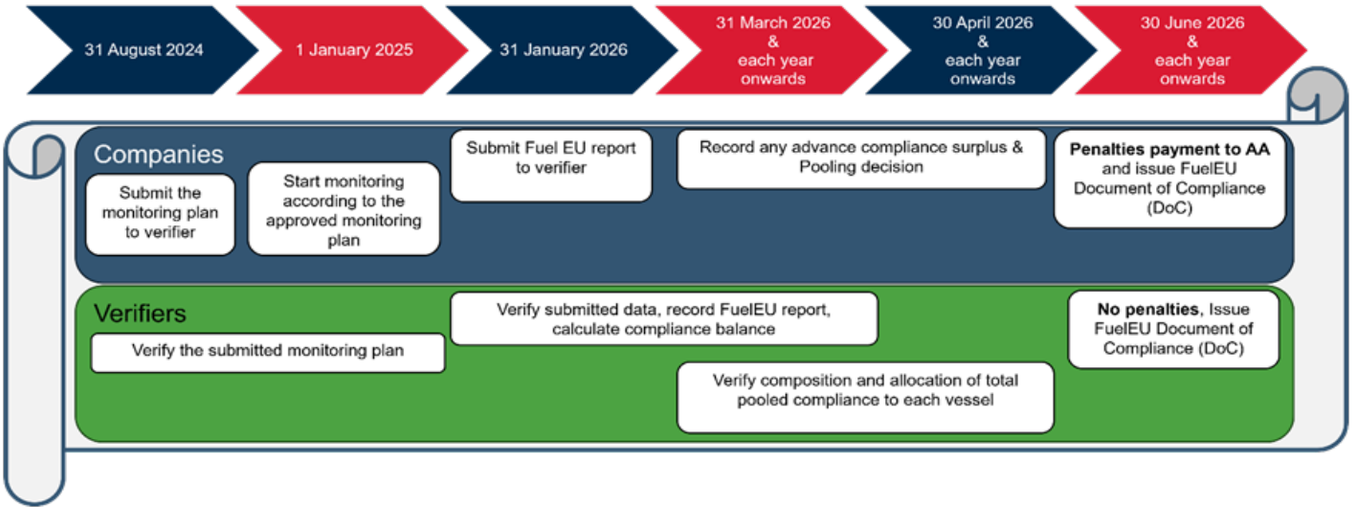
- sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO2, CH4, and N2O reduction targets on a full well to wake calculation.
- provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable renewable and low-carbon maritime fuels, thus aims to put maritime transport on the trajectory of the EU's climate targets for 2030.

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

Key dates & Obligations



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.

FuelEU maritime (Continued)

Key updates on fuel certification, methane slip, and exemptions

Two guidelines have recently been completed by the European Sustainable Shipping Forum (ESSF) and are now published. The two guidelines are:
► Report on calculation methodologies under Regulation (EU) 2023/1805 (FuelEU)
► Report on Marine Fuels Certification Procedures to support implementation of FuelEU Maritime
References
Report on Marine Fuels Certification Procedures to support implementation of FuelEU Maritime
Report on calculation methodologies under Regulation (EU) 2023/1805 (FuelEU)
European Commission FuelEU web page: Decarbonising maritime transport – FuelEU Maritime – European Commission
White paper: FuelEU Maritime – Requirements, compliance strategies, and commercial impacts

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) applies:
► 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

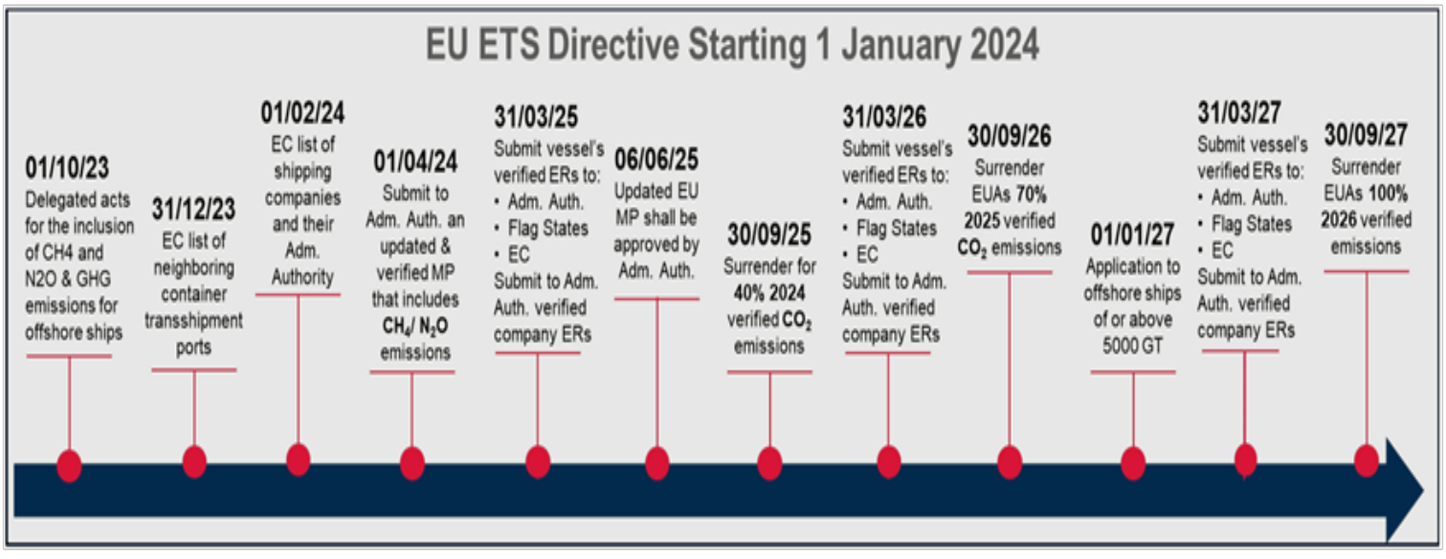
► By **1 October 2023**, the European Commission (EC) shall adopt delegated acts for the inclusion of **CH4 and N2O** emissions and the greenhouse gas **(GHG) emissions from offshore ships.**
Additional delegated acts shall be adopted for the monitoring and reporting of the aggregated emissions data 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.**

EU ETS update - Timeline for Compliance (Continued)

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.
- ► 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).
  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 methano**l. 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: f**atty 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.

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.

Biofuels (Continued)

- 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.

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;
- draft amendments to the LSA Code (relevant application dates provisions).

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 & 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,
  - 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), & 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.

The next meeting of the MSC will be held 13-22 May 2026 under the Chair of Captain (HCG) Theofilos Mozas (Greece).

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

Ban on EGCS Discharges in North-East Atlantic (OSPAR maritime area)

Extract from Intercargo

The 16 OSPAR Contracting Parties have agreed to introduce a **staged ban on the release of discharge water from ships' EGCS** in internal waters and port areas of the North-East Atlantic (OSPAR maritime area). More particularly:

- **Open-loop scrubbers:** Discharges will be prohibited in internal waters and port areas by July 2027.
- **Closed-loop scrubbers:** Discharges will be prohibited in internal waters and port areas by July 2029.

Additional information

- The boundaries of the OSPAR maritime area can be viewed here.
- OSPAR Contracting Parties retain the option to delay implementation by up to three years upon notification to the OSPAR Secretariat.
- Additionally, OSPAR issued a recommendation encouraging—but not mandating—the prohibition of EGCS discharges in territorial seas.
- A roadmap has been established to review the potential extension of the ban to territorial seas in 2027.

Information on Baltic Sea Discharge Bans

Members are also reminded that Finland, Sweden, and Denmark have enacted national legislation restricting wastewater discharges along their Baltic Sea coasts within their exclusive economic zones.

Finland

New prohibitions on ship wastewater discharges in Finland's territorial waters will enter into force gradually starting from 1 July 2025. The prohibitions apply to discharges of Exhaust Gas Cleaning System discharge water, treated sewage and greywater.

Timeline

- Ban on open-loop scrubber discharges entered into force on 1 July 2025.
- Ban on closed-loop scrubber discharges to enter into force on 1 January 2029.

Additional information

- Information is available on the Finnish Transport and Communication Agency (TRAFICOM) website here.
- More information available in INTERCARGO Circular (ref : 1219-F/TC >(EU REGULATION) - New Finish Legislation on ban of discharges) also available here.

Sweden

New rules in Swedish territorial waters from 1 July concerning discharges from exhaust gas cleaning systems on ships.

Timeline

- Same timeline as Finland.

Additional information

- Information available here.

Denmark

Timeline

- Ban on open-loop scrubber discharges as of 1 July 2025.
- Ban on closed-loop scrubber discharges as of 1 July 2029.

Additional information

- Legislation available in Danish only here.

Please note that, to date, **there is no European Union legislation** imposing a prohibition on discharges from scrubbers.

Compliance with International Biofouling Management Standards

A circular was issued to our fleet to reinforce compliance with the International Biofouling Management Standards. The circular outlines the mandatory documentation and required actions necessary to ensure that all vessels remain fully compliant and prepared for inspections by port state authorities, as detailed below:

QT
Dear Captains,

Further to the IMO's adoption of the 2023 Guidelines for the Control and Management of Ships' Biofouling (MEPC.378(80)), port states are updating their national regulations.
Notably, the Brazilian Maritime Authority has issued new standards (NORMAM-401/DPC) aligning with these guidelines. Full enforcement, including significant penalties for non-compliance, will commence on 1 February 2026. These rules mandate strict biofouling management for our fleet.

Mandatory Documentation
To ensure fleet-wide compliance with international and national requirements, all vessels must maintain a comprehensive biofouling management system. This includes the proper maintenance and use of specific plans and records.

Action Required
All vessels are instructed to confirm, at their earliest convenience, that the following valid documents are on board and maintained as required:
- ► International Anti-Fouling System Certificate
- ► Ship-specific Biofouling Management Plan
- ► Up-to-date Biofouling Record Book

Regarding (3), all biofouling management activities should be recorded appropriately, including:
- ► Details of repair and maintenance to the AFS including date, location and areas of the ship affected, including the percentage of the ship that was recoated with AFC – this is in addition to recordings in the International Anti-fouling System Certificate;
- ► Details of repair and maintenance to the MGPS, including date, location and areas of the ship affected;
- ► The initial date, final date, duration in hours/days and location of in-water inspections, including the inspection report;
- ► The initial date, final date, duration in hours/days and location of cleaning (in water or in dry dock), including a cleaning report;
- ► Details of when the ship has been operating outside its normal operating profile including any details of when the ship was laid up or inactive for extended periods of time;
- ► Details of relevant performance monitoring parameters used to determine inspection intervals;
- ► Copies of all cleaning reports;
- ► Description of contingency actions taken, including date, time and location.

Prompt response is requested to ensure the fleet remains fully compliant and prepared for inspections by port state authorities.
Thank you in advance for your time and effort.
UNQT

Statistical Review of World Energy, the 74th edition

The Energy Institute (EI), in collaboration with Kearney and KPMG, released on the 26Jun25 the 74th edition of the Statistical Review of World Energy, offering the first complete look at global energy data for 2024.
In a year when average air temperatures consistently breached the 1.5°C warming threshold, global CO_2-equivalent emissions from energy rose by 1%, marking yet another record, the fourth in as many years.

Highlights from the press release and the executive summary as follows.
The broader global picture: rapid advances in clean energy coexist with ongoing fossil fuel dependencies, with coal, oil and gas, as well as renewables, all reaching record highs.

Statistical Review of World Energy, the 74th edition (Continued)

Wind and solar energy alone expanded by an impressive 16% in 2024. Yet this growth did not fully counterbalance rising demand elsewhere, with total fossil fuel use growing by just over 1%, highlighting a transition defined as much by disorder as by progress. Crude oil demand in OECD countries remained flat, following a slight decline in the previous year. In contrast, non-OECD countries saw oil consumption rise by 1%, where much of the world's energy demand growth is concentrated and fossil fuels continue to play a dominant role. Notably, Chinese crude oil demand fell in 2024 by 1.2%, indicating that 2023 may have reached a peak. Elsewhere, global natural gas demand rebounded, rising by 2.5% as gas markets rebalanced after 2023 slump. India's demand for coal rose 4% in 2024 and now equals that of the CIS, Southern and Central America, North America, and Europe combined. These trends underscore a stark truth: while renewable energy is scaling faster than ever, global demand is rising even faster.

"The result is a fourth consecutive year of record fossil fuel demand and CO2 emissions, highlighting the structural challenges in aligning global energy consumption with climate goals"

Rather than replacing fossil fuels, renewables are adding to the overall energy mix. This pattern, marked by simultaneous growth in clean and conventional energy illustrates the structural, economic, and geopolitical barriers to achieving a truly coordinated global energy transition.

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MEPC83 update

The Marine Environment Protection Committee (MEPC) addresses environmental issues under IMO's remit. This includes the control and prevention of ship-source pollution covered by the MARPOL treaty, including oil, chemicals carried in bulk, sewage, garbage and emissions from ships, including air pollutants and greenhouse gas emissions. Other matters covered include ballast water management, anti-fouling systems, ship recycling, pollution preparedness and response, and identification of special areas and particularly sensitive sea areas.

The 83rd session of Marine Environment Protection Committee (MEPC 83) was held in person and hybrid from the 07 to 11 Apr25, under Chair Dr. Harry Conway of Liberia, with Mr. Hanqiang Tan (Singapore) as Vice-Chair.

The Committee approved mid-term measures to reduce GHG emissions of the shipping sector with amendments of MARPOL Annex VI (chapter 5 "Regulations on the IMO Net-Zero Framework").
The regulations provide a trajectory of GHG reduction till 2035 with a two-tiered compliance approach. They establish an IMO Green Fuel Intensity (GFI) Registry and the IMO Net-Zero Fund, as a framework with combination of a pricing and reward mechanism, taking effect from 2028.
The approval by vote on Friday 11Apr25, deferred the formal adoption of the amendments at the MEPC Exceptional Session 2 in Oct25.
Two inter-sessional working-groups are announced before MEPC 84.

MEPC83 adopted:

- ► amendments to MAROL Annex VI and the NOx Technical Code 2008 on the certification of an existing engine subject to substantial modification and on the use of multiple engine operational profiles (MEOPs);
- ► amendments to the NOx Technical Code 2008 on Selective Catalytic Reduction Guidelines;
- ► amendments to the 2024 Guidelines for the development of a Ship Energy Efficiency Management Plan (SEEMP);
- ► guidelines for test-bed and onboard measurements of methane (CH4) and/or nitrous oxide (N2O) emissions from marine diesel engines;
- ► amendments to the 2022 Guidelines on survey and certification of the Energy Efficiency Design Index (EEDI);
- ► amendments to the 2023 Guidelines for the development of the Inventory of Hazardous Materials.
- ► experience Building Phase for the Hong Kong Convention on the safe and environmentally sound recycling of ships

MEPC83 update (Continued)

MEPC83 approved:

► amendments of MARPOL Annex VI ("chapter 5- "Net Zero IMO Framework");
Completion of Phase 1 of the Short-term GHG reduction measures by agreeing reduction factors for CII through to 2030. Reduction Z factor for the required CII values for years 2027 – 2030 – This was a difficult decision taken at the last moment, which denotes how politicised is the subject of GHG emissions reductions at IMO. Even though the data reported by ships indicates that aims set in the IMO GHG Strategy for 2030 can be achieved with a similar pace of annual reduction levels, the decision was to adopt the following compromised values:

Year	2027	2028	2029	2030
Reduction as from 2019 value	13.625%	16.25%	18.875%	21.5%

This is the result of a compromise of getting 21.5% reduction by 2030 with a linear reduction from 11% in 2026.
However, these factors may be further revisited as IMO will make progress in further revision of the CII itself during Phase 2 of the revision process. Even though not decided, the approved Work Plan for Phase 2 will consider possible revision of the definition of the CII reference lines (G3 guidelines).
► amendments to regulation 27 of MARPOL Annex VI on accessibility to the IMO Ship Fuel Oil Consumption Database (IMO DCS);
► North-Atlantic ECA (Sox, Nox and PM);
► in-water cleaning (IWC) guidance to supplement the 2023 Biofouling Guidelines. This 2025 IWC guidance provides essential references to contacting, arranging and utilising IWC services which, as per the guidelines, are to be approved by the Port State before usage.
► the draft MEPC circular on Interim guidance on the carriage of blends of biofuels and MARPOL Annex I cargoes by conventional bunker ships (carriage of blends up to 30% biofuel);
► the draft 2025 Action Plan to Address Marine Plastic Litter from Ships and the updated grouping of continuous actions;
► the review of the Hong Kong Convention & to represent views displayed during MEPC at the Basel Conference of the Parties (COP) in May. During the COP, the Basel Convention will discuss the interim guidance produced by the IMO on the interplay between the Hong Kong Convention and the Basel Convention.

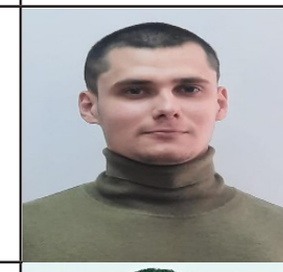
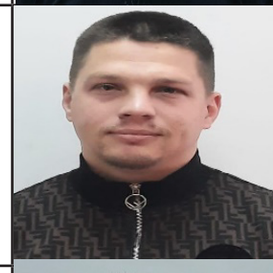
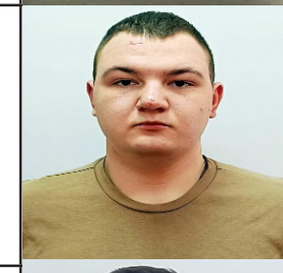
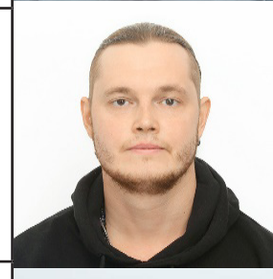
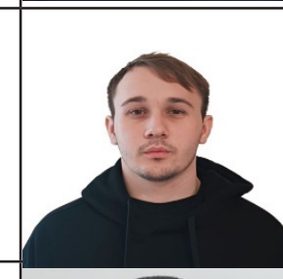
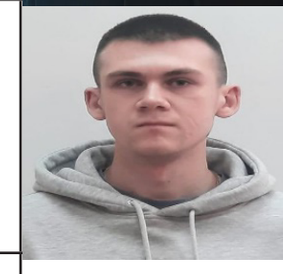
MEPC83 progressed on:

► the review of Ballast Water Management Convention in view the experience-building phase.
► draft work plan on the development of a regulatory framework for the use of onboard carbon capture & storage (OCCS) with target 2028.
► Fuel oil sampling and bunkering procedures, it was agreed to invite interested Member States and international organisations to submit concrete proposals to a future session, taking into account views expressed at this session, and to submit information on experience gained from the implementation of .

References

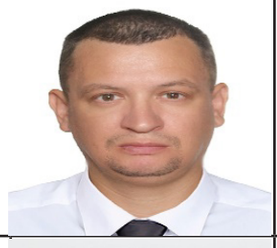
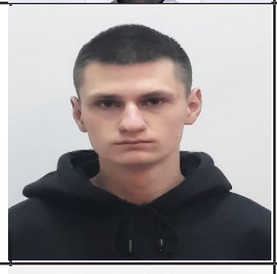
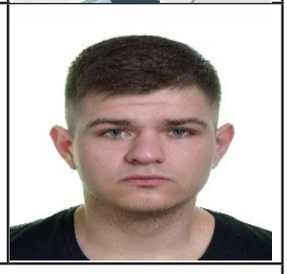
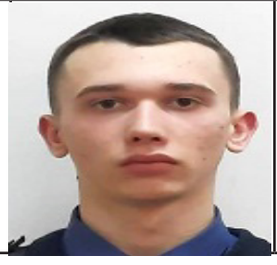
IMO: MEPC 83 report
ABS: MEPC 83 brief
BV: MEPC 83 Summary Report
DNV: statutory news
ICS: ICS summary on MEPC 83
Institute of Marine Engineers Science & Technology (IMarEST): An overview of the discussions from MEPC 83
LISCR: MEPC83 meeting summary
LRS: LR MEPC83 summary report
RINA: Main decisions of MEPC 83

Promotions Roxana Shipping/ Roks Maritime

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Tsys Ilya	Ch. Off	09/05/25		Vysotskikh Evgenii	4th/Eng	03/05/25	
Minchik Evgeny	Ch. Off	09/06/25		Vasilenko Roman	5th/Eng	02/04/25	
Saadudinov Ramazan	3rd/Off	15/05/25		Petrikin Nikita	5th/Eng	03/05/25	
Kotov Lev	4th/Off	05/06/25		Dzhartenov Roman	5th/Eng	09/05/25	
Vazhenin Maksim	Ch. Eng	02/04/25		Lapshin Ivan	5th/Eng	23/05/25	
Marin Nikita	4th/Eng	02/04/24		Skorobogatov Aleksei	Bosun	01/04/25	

Human Resources Management

Promotions Roxana Shipping/ Roks Maritime

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Vasiakin Konstantin	Bosun	04/06/25		Gervasev Georgii	Wiper	09/06/25	
Viktorov Aleksandr	O.S.	03/06/25		Tokar Andrei	Deck Cadet	09/06/25	
Rasputnyi Sergei	O.S.	09/06/25					

Familiarization Roxana Shipping/ Roks Maritime

Name	Rarn	Ship	Familiarization Date	Photo
Valentin Rarov	Master	M/T Aligote	06-14/05/2025	
Alexander Rostovste	Master	M/T Malbec Legend	19-23/05/2025	
Alexey Sautskiy	Ch.Eng	M/V Adventurer	26-29/05/2025	

Mr. Nikolaos Stamoudis' employment

We are pleased to advise you that Mr. Nikolaos Stamoudis, has joined Roxana Shipping S.A. and ROKS Maritime Inc. as of 22Apr25, in the position of Technical dept manager.

In 2013 Nikos graduated from the National Technical University of Athens, holding his MSc degree in Naval Architecture & Marine Engineering.

In 2018, he completed an MBA at the Edinburg Business School – Herriot Watt university, while he is currently pursuing an MSc in Safety and Reliability Engineering at the University of Aberdeen.

Mr. Stamoudis brings extensive technical experience to the shipping industry, having held key roles since 2013 – including Fleet Superintendent and Technical Manager – across two major shipping companies.

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

Nikos, welcome on board!

Mr. Petros Nikopoulos' employment

Mr. Petros Nikopoulos' employment

We are pleased to advise you that Mr. Petros Nikopoulos, has joined ROKS Maritime Inc. as of 02Jun25, in the position of Technical Fleet Superintendent, directly reporting to the Technical Dept. Manager, Mr. Nikolaos Stamoudis.

Petros graduated in 2005 from the Marine Maritime Academy of Michaniona, Thessaloniki, earning his 3rd Engineer License.

He began his career in 2000 as a cadet engineer on bulk carriers. In September 2007, he was promoted to 3rd Engineer, and in May 2009, to 2nd Engineer—a position he held until March 2015, when he was promoted to Chief Engineer, a role he held until his new assignment ashore.
While his primary experience lies in bulk carriers, since 2017 he has also served on tanker and container vessels, further broadening his expertise across various ship types.

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

Petros, welcome on board!

ROXANA SHIPPING S.A.

ROKS MARITIME INC.

State of the Art In Shipmanagment is our Tradition

Incident Free Effective Efficient