

News Waves

Sep - Dec 2025

Edition 2025-04

R ROXANA
SHIPPING S.A.

ROKS
MARITIME INC. 



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 Please recycle

“We remain focused in our Vision, and we restlessly continue working undistracted 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.”

With 2025 is coming to a close, we are still faced with the same uncertainties, related to the geopolitical instability due to the war in Ukraine and despite the fact that war in Israel has officially ended, the peace is fragile.

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 as in 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 we restlessly continue working undistracted 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 for about two years across the fleet, successfully coping with the Russian banks sanctions.

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

Internet allowance for crew has been radically increased; however, we are highlighting that our crew should always consider the i-Isolation, i-Distracton 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 to prevent failures and reduce the Company's environmental footprint.

Committed to ensure for our seamen's 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 organization.

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.

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, EU ETS, FuelEU maritime, biofuels and the new rules becoming effective within 2026.

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.

Mrs. Sofia Gkika, as technical dept coordinator and Mrs. Katerina Nikologlou as SQM dept coordinator have joined RoKcs.

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

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.

Last but not least, many thanks to our Master, capt. Dimitrii Shtyrba providing the photos of the front and back page.

Enjoy the reading!



Who is Who

Mrs. Gerasimova Anastasia

Anastasia Gerasimova is the Rector of the Far Eastern Institute of Communications. She graduated from the Russian-American Department of the Far Eastern State University and later earned a degree in Business Management from the University of Maryland University College.

Her professional career at the Far Eastern Institute of Communications began in the Economics Department, where she steadily advanced through academic and administrative roles. In 2019, she was appointed Rector of the Institute.

In 2024, Anastasia Gerasimova completed her postgraduate studies at Vladivostok State University and is currently preparing to defend her PhD dissertation. Under her leadership, the Far Eastern Institute of Communications has not only sustained its institutional growth but has also expanded significantly, introducing new training programs across all levels of education.



Capt. Rostovtsev Alexander

Captain Rostovtsev Alexander was born in Nakhodka on 8 November 1968. He graduated from Vladivostok Maritime College on 24 December 1988.

Captain Alexander Rostovtsev joined Roxana Shipping S.A. on 17 May 2025, where he offered his services on MT Malbec Legenda as Master, bringing extensive experience in chemical tankers.

He has proven himself to be a reliable leader who commands the respect and admiration of his colleagues. Alexander is married to Mrs. Elena and has a son and a daughter. His family is an important source of support and inspiration for him.

In his daily life, the captain lives in a private house which he constantly improves, builds, perfects, and develops, never stopping. At present, he is ashore, preparing to join another Roxana chemical vessel in February.

We wish him an enjoyable vacation with his family and, after fully recharging his batteries, a safe and successful return to service.

Mrs. Skutelnik Vasilina

Vasilina Skutelnik is the Deputy Director for Educational Work at Vladivostok Maritime College and Vice-Rector for General Affairs at the Far Eastern Institute of Communications. She graduated in World Economy in 2010 and began her career at the college the same year.

She is responsible for organizing cadet activities and supporting their professional and personal development. In 2021, she received a higher teacher qualification. Currently, she is pursuing a master's degree in Education Management, continuing her dedication to educational excellence and the holistic development of future maritime professionals.



RoKcs Activities 25Sep25 - 30Dec25

The final quarter of the year has traditionally been a period of active engagement with future personnel and strengthening of partner relations for Roxana Kristen Crewing Service. A key event was the participation of General Director Captain Denis Verkhoturov in the Cadet's inauguration ceremony at the Vladivostok Maritime College (VMC). For RoKcs, as one of the leading crewing agencies, such events are not merely formalities, but an opportunity to personally connect with the new generation of seafarers, gauge their motivation and their dreams, and become part of their professional launch. We were pleased to share this important day with our partners from Fescontract, underscoring our unity of purpose in training qualified specialists.

The practical aspect of our work came to the forefront with the successful completion of a large-scale competitive selection process. In collaboration with the college administration, Captain Denis Verkhoturov and Capt. Pavel Sidorkin conducted a series of interviews to select the best candidates for onboard training with Roxana Shipping in 2026. As a result, 10 deck cadets and 10 engine cadets were selected. For us, these are not just numbers but specific individuals and the first serious step of young specialists into a major profession, in which our agency has served as a reliable guide.

Traditions and team spirit are an important part of the RoKcs philosophy. Within this context our RoKcs Christmas Party 2025 for our seafarers and partners was organised. We were delighted to see so many familiar and new faces! The performance by the band Blues Lime, as in previous years, created a truly festive atmosphere. The event gained particular significance from the visit of our colleagues from the head office: in addition to Managing Director Takis Koutris, Captain Karthik Kaliappan from Pancoast Singapore and the Head of Crew Department, Captain Vitaly Bekirov, also attended. More details follow in separate article of this magazine.

RoKcs, as a responsible agency, continues its work on crew employment, providing support to seafarers during this difficult period of war and sanctions. This experience only reinforces our understanding that the key to resilience lies in diversification, strong partnerships, and continuous focus on the quality of personnel training, to which we pay utmost attention.



RoKcs Junior Officers learning engagements Oct25

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

► 38 Junior officers, remotely on 23Oct25

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 normalization 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 "SIRE 2.0" was conducted with the aim of increasing awareness and understanding of the new SIRE 2.0 concept, including the inspection regime, questionnaire structure, and the revised TIARE form CP09-01. It focused on key principles such as Subject and Nature of Concern (SoC/NoC), human factors, and inspection procedures, while promoting a fair, just, and no-blame culture that encourages open communication, active listening, and continuous improvement, in line with 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.

The Workshop "RISQ Repetitive Observations" was conducted with the aim of enhancing awareness and understanding of the RISQ 3.1 structure and the most frequent inspection observations.

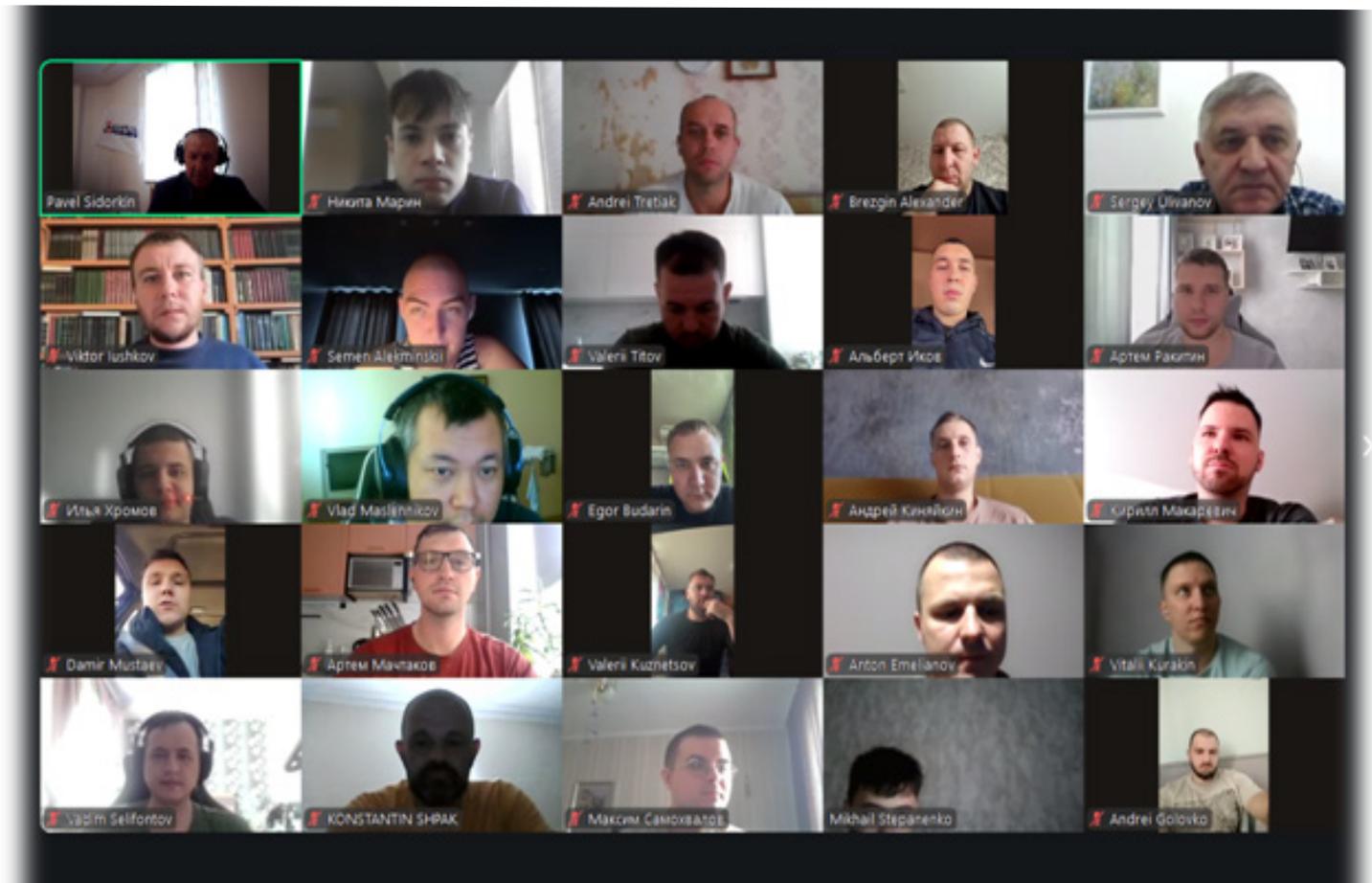
It focused on reviewing repetitive findings, improving familiarity with the Guidance to the Inspector, and strengthening the effective interaction between procedures, equipment, and human performance, while supporting continuous improvement and compliance with company standards.

Junior officers

Gr 1		Gr 2		Gr 3		Role
Name	Rank	Name	Rank	Name	Rank	
Tankers						
Emelianov Anton	2nd Off	Makarevich Kirill	2nd Off	Lozovoi Dmitrii	2nd Off	Facilitator
Zolotykh Aleksei	3rd Off	Maslennikov Vlad	3rd Off	Ulivanov Sergey	2nd Off	Flipchart
Dribas Danila	3rd Off	Shpak Konstantin	2nd Off	Samokhvalov Maksim	3rd Off	Presenter
Titov Valerii	3rd Eng	Rusin Andrei	3rd Eng	Chugainov Evgenii	4th Eng	PC Operator
Golovko Andrei	3rd Eng	Mustaev Damir	4th Eng	Golovushkin Aleksei	5th Eng	
Khromov Ilia	5th Eng	Tsybulskii Iurii	4th Eng	Ianchenko Konstantin	5th Eng	
Vasilenko Roman	5th Eng	Kiniaikin Andrei	4th Eng	Brezgin Alexander	2nd Off	
Chentcov Aleksei	4th Eng	Marin Nikita	5th Eng	Alekminskii Semen	4th Off	
Dudkevich Mikhail	4th Eng	Budarin Egor	5th Eng	Machtakov Artem	3rd Off	
Ikov Albert	4th Eng	Selifontov Vadim	5th Eng	Kurakin Vitalii	2nd Off	
Tretiak Andrei	4th Eng	Pozdeev Evgenii	5th Eng	Loginov Vadim	3rd Eng	

RoKcs Junior Officers learning engagements Oct25

Gr 1		Gr 2		
Name	rank	Name	rank	role
Budenko Yury	2nd Off	Kuznetsov Valerii	3rd Off	
Iushkov Viktor	3rd Off	Tolokontsev Aleksandr	3rd Off	Facilitator
Mozhaev Gleb	4th Off	Stepanenko Mikhail	4th Off	Flipchart
Uliashev Pavel	4th Off	Rakitin Artem	4th Eng	Presenter
Konoval Dmitrii	5th Eng			PC Operator



Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

The reflective learning engagements of Senior Officers and Ratings ashore were conducted in Vladivostok for

- 29 Senior Officers (22 Tanker and 7 Bulker), Physically on 03-05Dec25,
- 14 Ratings (11 Tanker and 3 Bulker), physically on 02Dec25

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 May25, 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.

Six 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 six workshops, which were conducted, are listed below:

Topic	T a n k e r Officers	Bulker Officers	Ratings
Incident investigation – causation analysis Ever Given	05Dec25	03Dec25	X
SIRE 2.0 repetitive observations	04-05Dec25	X	X
RISQ repetitive observations	X	03Dec25	X
Physical wellbeing, Nutrition	04Dec25	24Sep25	02Dec25
Sire 2.0 Interview ratings	X	X	02Dec25
Take care of myself and my team – Leading my team's wellbeing	X	X	02Dec25

Upon completion of each workshop all attendees filled in on-line the 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 Dec25

The workshops conducted this time are analytically described below.

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° assessment) .

1. Appreciation

Thank you all, 14 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 and team’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 without fear communication

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

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 communication, and the human performance principles are related and how the qualities of a leader or a team member is applied to ensure his and his team's wellbeing and IF EffEff operations.

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

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

4. Key messages

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

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

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

- Humans err; 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 to 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 organization is in a steady course, in line with our IDEA Vision, towards a fearless organization

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, 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 organisation can flourish for the sake of our wellbeing and IF EffEff operations.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

2 Workshop: Sire 2.0 repetitive observations

1. Appreciation

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 focused on:

- *the new SIRE 2.0 concept*
- *the repetitive observations for the period*
- *The relevance of Guidance to the Inspector for these observations*

Thank you all, 22 Tanker officers, for your reflective learning engagements in the workshop “SIRE 2.0 repetitive observations” and for:

- ▶ your contribution in revising the guidance documents
- ▶ your further proposals and feedback, evaluating the workshop

2. Background

In the “SIRE 2.0 repetitive observations” workshop we had the chance to elaborate on:

- ▶ the new SIRE 2.0 concept
- ▶ the repetitive observations for the period
- ▶ the relevance of Guidance to the Inspector for these observations

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.

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, the SIRE2.0 project was launched to facilitate the smooth transition to the new SIRE 2.0 system, main 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 2.0 and the revolutionary concepts introduced along with it.

2.2.2. SIRE 2.0 update workshop Sep23 , Nov-Dec23, Mar24, Jun24 and Sep24

- ▶ This workshop was conducted for the officers ashore 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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

2.2.3. SIRE 2.0 and NoC samples workshop, Dec24, Feb25 and May25

- ▶ This workshop
 - was delivered 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
 - Based on the S.H.E.L.L factors, and the SIRE S.H.E.L.L, as presented, quoted certain observations of the recent SIRE 2.0 inspections of our fleet, evaluating to what extent the SoC and NoC quoted represent the issues raised with the observations.
- ▶ This workshop was 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
- ▶ As an outcome of these workshops we have developed:
 - SIRE 2.0 Question Library -ROVIQ 03Oct24
 - Crew accountability per location

3. Purpose

All 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 focused:

- ▶ the new SIRE 2.0 concept
- ▶ the repetitive observations for the period
- ▶ the relevance of Guidance to the Inspector for these observations

4. Key messages

- ▶ Participants elaborated on:
 - the new SIRE 2.0 concept
 - the repetitive observations for the period
 - the relevance of Guidance to the Inspector
 - the SIRE 2.0 – Negative Observation Module
 - the various instances of the repetitive observations and the guidance document of Sire 2.0, including Roxana comments
- ▶ Participants, divided into 4 groups, revised with track changes the relevant to their questions guidance document, with key message to respond precisely to the questions asked by the auditors during SIRE 2.0 inspections, making simple references to DMS manuals.

*The response to the inspector should be brief, concise and exactly to the point,
2 to 3 phrases, and then references to our DMS,
to support the verbal statement, if asked.*

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

5. Records

5.1. Concluding the workshop

The relevant guidance documents were revised with track changes and records were kept offline.

6. Actions and follow up

6.1. Upon completion of the workshop

► All participants:

- reviewed the various instances of the repetitive observations and the guidance document of Sire 2.0, including Roxana comments
- revised the guidance documents with proposed changes, which will be promptly reviewed by the head office
- the level of understanding of the topic of the workshop needs improvement for all participants, particularly the requirement that the response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then, if asked, references to our DMS, to support the verbal statement.

6.2. Further workshop in SIRE 2.0 repetitive observations will take place during next DMS courses in Dec25

3 Workshop: RISQ repetitive observations

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.

RightShip inspections and Company inspections (recorded in BIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards.

RightShip introduced in Feb 2023 the updated RISQ 3.0.DMS and our BIARE should therefore be revised reflecting the changes introduced.

This workshop focused on:

- *the new RISQ 3.1 concept*
- *the repetitive observations for the period*
- *The relevance of Guidance to the Inspector for these observations*

Appreciation

Thank you, 7 Bulker officers, for your reflective learning engagements in the workshop "RISQ repetitive observations" and for:

- your contribution in revising the guidance documents.
- your feedback evaluating the workshop in terms of more to learn, most impact.

2. Background

In the "RISQ repetitive observations" workshop we had the chance to elaborate on:

2.1. RightShip Ship Inspection Questionnaire Program (RISQ 3.1)

► In 2021 RightShip introduced the RightShip Ship Inspection Questionnaire, an expanded inspections questionnaire focused on several different ship types and designed to deliver an improved inspection result, as bulker risk assessment tool. A guide to inspection is provided for many of the questions in the questionnaire, which will assist shipowners and managers in understanding industry expectations. It will also aid the inspector when answering the questions and completing the inspection report.

► In Jul22, RightShip updated and revised RISQ in response to industry comments, and in accordance with the most recent industry recommendations and regulations. RISQ 2.0 was implemented for inspections taking place after 30 September 2022.

► In Feb23, RightShip updated and revised RISQ 2.0 in response to industry comments, and in accordance with the most recent industry recommendations and regulations. RISQ 3.0 is implemented for inspections taking place after 30Jun23.

- the adoption of the newly introduced RISQ 3.0 concepts in our DMS
- the BIARE, form CP09-01 (B) adaptation to the new RISQ 3.0.
- 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 RISQ 3.0 and the concepts introduced along with it.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

▶ In Feb24, RightShip updated and revised RISQ 3.0, in response to industry comments, and in accordance with the most recent industry recommendations and regulations. RISQ 3.1 was implemented for inspections taking place after 31May24.

▶ The objective of the RightShip inspection is to assess the quality of ships, verify the familiarity and compliance of ship's crew with the safety, statutory requirements, industry recommendations, best practices and required items within the RightShip Inspection Ship Questionnaire. The outcome of the RightShip Dry Inspection will reflect the actual condition and standard of operation of the ship at the time of inspection.

2.2. BIARE, form CP09-01 (B) and RISQ

▶ RightShip inspection and Company inspections (reported in BIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our BIARE 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 06Sep21 harmonized with the RISQ, we have launched a RISQ project to facilitate the smooth transition to the new RISQ 3.0, a basic challenge been:

- the adoption of the newly introduced RISQ 3.0 concepts in our DMS
- the BIARE, form CP09-01 (B) adaptation to the new RISQ 3.0.
- 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 RISQ 3.0 and the concepts introduced along with it.

▶ To this extent:

• 2 updates have been delivered in Oct2021 and Jun2022. The 1st draft version of BIARE vs RISQ 3.0 is now available and will be revised till the end of the year. This BIARE draft follows the RISQ 3.0 structure and questions, in each RISQ 3.0 question the relevant BIARE question is mentioned, and the questions that in the first reading do not match are in red and numbered 50 and above for each section.

• Update based on RISQ 3.2 is in process to be delivered within Nov25.

2.3. RISQ workshops for ROKS:

2.3.1. RISQ workshop Jun24

This workshop was conducted for the senior and junior bulker officers ashore, with objective to increase awareness on:

- ▶ RISQ 3.0 concept, principles and changes introduced
- ▶ Fit for purpose and adequacy of the related procedures (software or process)
- ▶ Good condition, operation and maintenance of the related equipment and tools (hardware)
- ▶ Effective and efficient interaction of human with the software and hardware above, (familiarization with procedure, equipment and tools, commitment and IF EffEff implementation, conditions that support humans (human or liveware, Performance Influencing Factors)

Focus was given to:

▶ the recently released by RightShip RISQ documentation, i.e.

- The RISQ opening and closing meetings
- The structure of RISQ questions

2.3.2. RISQ workshop Dec24

This workshop was conducted for the senior and junior bulker officers ashore, with objective to:

- ▶ elaborate on the RISQ 3.0 concept
- ▶ introduce the revised BIARE, form CP09-01 as harmonized with RISQ 3.0.

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

- The RISQ concept, the questions' structure and the inspection regime
- The BIARE, form CP09-01 as harmonized with RISQ 3.0
- The opening meeting and the RightShip inspector attending teams' assignment

3. Purpose

RightShip inspections and Company inspections (recorded in BIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards.

RightShip introduced in Feb 2023 the updated RISQ 3.0.

DMS and our BIARE should therefore be revised reflecting the changes introduced. This workshop focused on:

- ▶ the new RISQ 3.1 concept
- ▶ the repetitive observations for the period
- ▶ The relevance of Guidance to the Inspector

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

4. Key messages

Participants elaborated on the:

- ▶ The RISQ repetitive observations
- ▶ The related various instances of the repetitive observations
- ▶ The guidance document of RISQ 3.1

Participants, divided into 3 groups, revised with track changes the relevant guidance document of RISQ 3.1. The response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then references to our DMS, to support the verbal statement, if asked.

5. Records

Concluding the workshop

- ▶ The relevant guidance document of RISQ 3.1 were revised with track changes and records kept offline.

6. Actions and follow up

6.1. Upon completion of the workshop:

- ▶ All participants:
 - Reviewed the related various instances of the repetitive observations and the guidance document of RISQ 3.1.
 - Revised the guidance document of RISQ 3.1 with proposed changes, which will be promptly reviewed by the head office.
 - the level of understanding of the topic of the workshop needs improvement for all participants, particularly the requirement that the response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then, if asked, references to our DMS, to support the verbal statement.

6.2. Further workshop on RISQ repetitive observations will take place during next DMS courses in Dec25.

4 Workshop: Incident investigation - causation analysis Ever Given

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, 22 Tanker officers and 7 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.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

2. Background

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

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

"Επίστασθαι δε οίόμεθ' ἕκαστον απλῶς, ὅταν τὴν τ' αἰτίαν οἰώμεθα γινώσκειν, δι' ἣν τὸ πρᾶγμα ἐστίν, ὅτι ἐκεῖνο αἰτία ἐστὶ καὶ μὴ ἐνδέχεσθαι τοῦτ' ἄλλως ἔχειν"

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. Industry and Incident investigation

2.3.1. 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'

2.3.2. 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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2.3.3. 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

2.3.4. Institute of Oil and Gas Producers (IOGP)

▶ IOGP published 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.

2.4. Roxana and Incident investigation

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

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

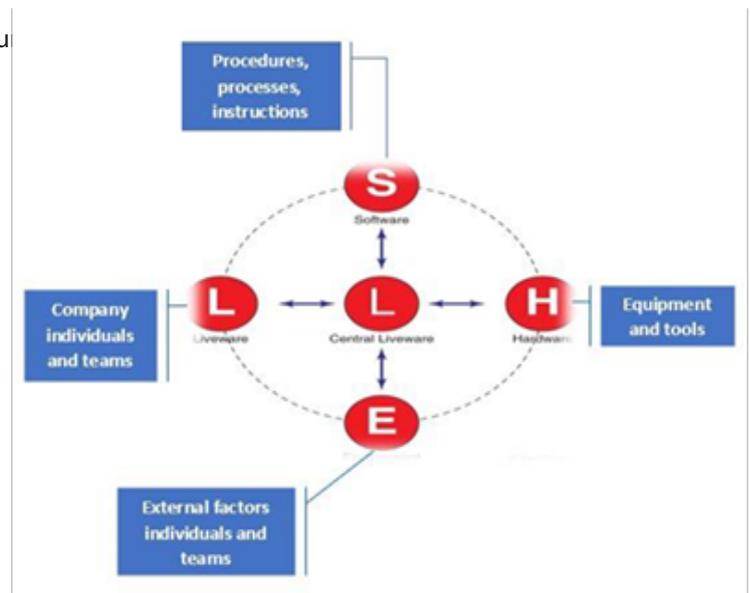
- Learning from our success and learning from our failures
- Shifting investigation from human error to context improvement, by applying

▶ Fair and Just culture for No blame culture

▶ Open reporting

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

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



3. Purpose

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

An incident investigation is a systematic process for identifying:

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

This workshop:

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

4. Key messages

Participants elaborated on the:

- ▶ CMSM ch3, particularly the S.H.E.L.L. model
- ▶ CPM section CP08, particularly 4.4, 4.5, 4.8, 4.11
- ▶ M/V EVER GIVEN grounding in Suez Canal investigation report

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

5. Records

5.1. Concluding the workshop

- ▶ the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record for each participant.
- ▶ There is a need to elaborate on the depth and investigation will go, along with the meaning of root cause vs the immediate cause and the contributing causes.
- ▶ the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop, all participants satisfied with the content, duration, presentation and admin of the workshop.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

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.

5 Workshop: Sire 2.0 interviews ratings

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 focused on:

- *the new SIRE 2.0 concept*
- *the ratings interviews for the period*
- *The relevance of the proposed responses during the interviews*

1. Appreciation

Thank you all, 11 Tanker and 3 Bulker ratings, for your reflective learning engagements in the workshop "SIRE 2.0 interview ratings" and for:

- ▶ your contribution in revising the relevant rating's responses in column 1 of the SIRE 2.0 interview guidance ratings.
- ▶ further proposals and feedback, evaluating the workshop

2. Background

In the "SIRE 2.0 interview ratings" workshop we had the chance to elaborate on:

- ▶ the new SIRE 2.0 concept
- ▶ the ratings interviews for the period
- ▶ The relevance of the proposed responses during the interview

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.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

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, the SIRE2.0 project was launched to facilitate the smooth transition to the new SIRE 2.0 system, main 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 familiarisation 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 2.0 and the revolutionary concepts introduced along with it.

2.2.2. SIRE 2.0 update workshop Sep23, Nov-Dec23, Mar24, Jun24 and Sep24

► This workshop was conducted for the officers ashore 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 SoC and NoC samples workshop, Dec24, Feb25 and May25

► This workshop

- was delivered 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
- Based on the S.H.E.L.L factors, and the SIREd S.H.E.L.L, as presented, quoted certain observations of the recent SIRE 2.0 inspections of our fleet, evaluating to what extent the SoC and NoC quoted represent the issues raised with the observations.

► The workshop was 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

► As an outcome of these workshops we have developed:

- SIRE 2.0 Question Library -ROVIQ 03Oct24
- Crew accountability per location

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

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 focused:

- ▶ the new SIRE 2.0 concept
- ▶ the ratings interviews for the period
- ▶ The relevance of the proposed responses during the interview

4. Key messages

▶ Participants elaborated on:

- the new SIRE 2.0 concept
- the SIRE 2.0 – Negative Observation Module
- the ratings interview questions by vetting inspectors, over the observed period, along with the proposed response, which are documented in SIRE 2.0 interview guidance ratings.

▶ Participants, divided into 4 groups, revised by using track changes the relevant rating's responses in column 1 of the SIRE 2.0 interview guidance ratings, with key message to respond precisely to the questions asked by the auditors during SIRE 2.0 inspections, making simple references to DMS manuals.

5. Records

5.1. Concluding the workshop

▶ The relevant responses in column 1 of the SIRE 2.0 interview guidance ratings were revised with track changes with records kept in Russian too.

6. Actions and follow up

6.1. Upon completion of the workshop

▶ All participants:

- reviewed the SIRE 2.0 – Negative Observation Module and the SIRE 2.0 interview guidance ratings.
- revised the relevant rating's responses in column 1 of the SIRE 2.0 interview guidance ratings.
- were familiar with the importance of responding precisely to the questions asked by the auditors during SIRE 2.0 inspections, making simple references to DMS manuals, even just referring to the procedure in general, without reference to the exact paragraph, which they may show to the auditor later, in peace.
- the level of understanding of the topic of the workshop needs improvement for all participants, particularly the requirement that the response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then, if asked, references to our DMS, to support the verbal statement.

6.2. Further workshop in SIRE 2.0 interviews ratings will take place during next DMS courses in Dec25.

For any further comments, ideas or concerns you are welcome to contact your facilitator, your managers, RoKcs /PS and DV and your managing director TEK anytime.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep25

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, 22 Tanker officers, 7 Bulker officers, 11 Tanker ratings and 3 Bulker ratings, 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:

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

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

2.1.2. The International Transport Workers' Federation (ITF)

ITF relevant publications:

- ▶ Healthy eating
- ▶ Managing weight and obesity

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep25

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
- Hemorrhoids
- 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.

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.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

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. Purpose

3.1. This Physical wellbeing – Nutrition workshop:

- ▶ Elaborated on the importance of nutrition and the benefits of having a healthy, well-balanced diet.
- ▶ Elaborated on the fact that:
 - Food is fuel for your physical health, since as per scientific studies, eating well has the following benefits:
 - boosts immunity
 - protects our bodies against certain types of diseases, such as obesity, diabetes and heart disease
 - helps prevent some types of cancer and bone conditions
 - helps keep our teeth healthy
 - helps keep our bodies a healthy weight
 - Food is fuel for your mental health and it’s linked to your mood as well, since as per scientific studies:
 - eating well helps with how we cope with our feelings, for example dealing with anxiety
 - eating lots of unhealthy foods (i.e. snacks or fast food, very high in sugar, salt or bas fat) is particularly bad for our health, as it increases the risk of many diseases (e.g. diabetes, heart diseases, obesity).
 - Choosing the right foods can help us be safe.

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

- ▶ Proposed ways for building healthy eating habits, through simple, everyday choices.
 - Healthy vs Unhealthy Foods : To eat healthily, you don’t need to avoid certain types of food or limit yourself to one food group.
 - What should I eat? : it’s important to remember that for a balanced diet you should eat foods from all 5 groups (i.e. grains, vegetables, fruits, milk&cheese and lean meat & poultry).
 - How much should I eat? : Some of the 5 groups are larger than others. This indicates roughly the amount of each group that we should eat each day in total – the bigger the segment, the more of these foods you should eat compared to the others.
 - Keep hydrated : What we drink is as important as what we eat. About 60% of our body is water and we need to drink enough to make sure our organs function properly
 - What to eat and when : Eating certain foods at the right times can make a difference in how you feel.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

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
Snegurenko Evgeny	Master	Minchik Evgeny	ChOff	Shakirov Ruslan	ChOff	Facilitator
Polkovnikov Alexey	ChEng	Rarov Valentin	Master	Khristovich Timofey	Master	Flipchart
Vazhenin Maksim	ChEng	Farkov Sergey	ChEng	Ozerin Valeriy	ChEng	Presenter
Prikhodko Sergei	ETO	Zamatyrin Nikolay	2nd Eng	Dolgoplov Igor	ChEng	PC Operator
Popov Artem	ChOff	Kaplaukh Timur	3 >2nd Eng	Bacharnikov Sergei	2nd Eng	
Filippov Andrei	2nd Eng			Pakhomov Mikhail	ETO	
PS		PS			PS	Roxana

Gr 4		
Name	rank	role
Tsys Ilya	ChOff	Facilitator
Niukhin Sergei	ChOff	Flipchart
Grachev Gennadii	2nd Eng	Presenter
Skachkov Leonid	2nd Eng	PC Operator
Ivantcov Eduard	ETO	

Tanker/Bulker senior Officers & Ratings reflective learning engagements Dec25

Bulkers Officers groups				
Gr 1		Gr 2		
Name	rank	Name	rank	role
Sharyy Petr	Master	Andriyanov Alexander	ChOff	Facilitator
Kamenev Mikhail	Master	Savchenko Dmitry	Master	Flipchart
Danilov Evgeny	ChOff	Rukavishnikov Nikolay	2nd Eng	Presenter
Rybas Oleg	ChEng			PC Operator
DV		DV		ROKS

Tanker and Bulker Ratings groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Tankers						
Kurakin Vitalii	2nd Off	Maslennikov Vlad	3rd Off	Emelianov Anton	2nd Off	Facilitator
Komogortsev Sergei	Bosun	Zenzin Ruslan	Bosun	Akramov Ilkmodzhon	4th Off	Flipchart
Kartashev Denis	A/B			Samoylenko Alexander	A/B	Presenter
Mikov Aleksandr	A/B			Duplava Aleksei	A/B	PC operator
Voronkin Dmitrii	Oiler					
PS		PS		PS		Roxana
Bulkers						
Bakin Konstantin	4th Off					Facilitator
Bobkov Iurii	Bosun					Flipchart
Tudey Yury	A/B					Presenter
						PC operator
DV		DV		DV		ROKS



Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 30Sep25 to 30Dec25

Pancoast Trading (Singapore) Pte. Ltd. has maintained a robust and strategically focused presence in the East of Suez region during the fourth quarter of 2025. Centered in Singapore, our operations continue to serve as a pivotal hub for commercial and logistical activities across the Indian and Pacific Ocean markets. This period was characterized by significant commercial successes, strategic client engagements, and active participation in key industry forums, reinforcing our market position and operational excellence.

Pancoast's tanker activities have solidified its reputation for excellence over Eleven years of dedicated market presence. The commercial trajectory for the Pool has shown consistent growth since the tanker desk's establishment in 2014. The office is strategically prepared to manage dynamic market conditions, handling spot chartering in both Eastern and Western hemispheres.

Vessels operated by the office During the specified period, Vessels operated by our office included Miracle, Melody, Marvel and Malbec—Handy Vessels engaged in Dirty product trade along with our 2 latest purchases, Malbec Legacy and Malbec Legend which are currently trading in the Chemical/Oil Sector.

Commercial Operations: Under the commercial leadership of Capt. Karthik, the Singapore team secured multiple spot charters with major oil companies and other reputable charterers. Furthermore, we successfully contracted one MR (Medium Range) and one LR (Long Range) vessels on long-term charters, ensuring stable revenue streams and strengthening client partnerships.

Management & Strategic Engagements

Internal Coordination: Weekly Roxana Tanker Department meetings are held every Thursday to synchronize vessel updates and operational planning. Capt. Karthik actively participates in virtual management meetings with the Athens team, providing comprehensive performance insights for the managed fleet.

Management Meetings and Workshops: Capt. Karthik attended virtually our Company's Management review in Nov 2025. He made various presentations for the Commercial, Operations, Post Fixture Departments and Pancoast Singapore highlights and performance. Key External Engagements & Networking

Aramco Terminals Customer Symposium (September 2025, Al Khobar): Mr. Koutris and Capt. Karthik attended this significant event, engaging with Saudi Aramco management, terminal representatives, and industry peers. The symposium provided a platform for direct stakeholder feedback and strengthened our relationship with a key terminal operator.

Saudi Aramco Fleet Performance Review (November 2025, Ras Tanura): Invited by Saudi Aramco, Mr. Koutris and Capt. Karthik attended a fleet performance review at the Ras Tanura Port Control Centre, followed by a tour of the navigation facility.

Dubai Shipping Week (November 2025): Capt. Karthik and Mr. Andrea Vaccari (Chief Commercial Officer, Tankers) attended the Bahri Shipping Week, conducting numerous meetings with existing and potential clients to expand the company's business network.

Vladivostok Training Workshop & Crew Event (December 2025): Capt. Karthik attended the training workshop conducted by Mr. Koutris. They also hosted a Christmas party in Vladivostok, celebrating with our valued crew members and their families, underscoring our commitment to crew welfare.

Team & Acknowledgment

Key Personnel Roles

Capt. Karthik: Leads the Singapore office with overall responsibility for Commercial, Operations, Logistics, and Business Development for Roxana in the East of Suez. He also heads the Post-Fixture/Claims department for managed tanker vessels.

Mr. Alexandros Stathopoulos: Celebrating a decade as a Tanker Operator, he is instrumental in assisting in day-to-day operational issues, assisting with pre/post-fixture and claims coordination, and facilitating cross-departmental collaboration.

Mr. Mark Atwell: We are pleased to announce that Mark Atwell has joined Pancoast Singapore as of 29/9/2025, stepping into the newly established role of General Manager, Dry Cargo - Asia Pacific. Mark will be based in Singapore and report directly to the Chief Commercial Officer Dry, Dimitris Pavlou. Mark brings over two decades of global experience in dry bulk shipping, freight **trading, and maritime operations.**

Appreciation

We extend our profound gratitude to all our partners, clients, and the head office for their unwavering support and guidance, which are fundamental to our achievements. Most importantly, we thank our seafarers onboard for their exceptional which are fundamental to our achievements. Most importantly, we thank our seafarers onboard for their exceptional dedication, strength, and hard work, which are the cornerstone of our operational success.

Outlook

We look forward to continuing our trajectory of strategic growth and operational excellence in the coming quarter, navigating market evolutions with agility and reinforced by our strong team and partnerships.

VMC Activities - Intellectual Quiz Game “Brainstorm”.

On December 10, 2025, the traditional intellectual quiz game “Brainstorm” was held for the thirteenth time.

Seven teams, comprised of cadets from the 1st, 2nd, and 3rd-year study groups, gathered in the college auditorium. The chances of winning were equal for everyone, despite the differences in age and year of study.

The game was a “warm-up” and consisted of 5 rounds. All teams were asked the same questions. There were both text and multimedia questions on a wide variety of topics: music, movies and TV series, literature, myths, and others — meaning the organizers tried to cater to all interests of a modern young person. Answering the questions required not just erudition, but to a greater extent, smart and logical thinking. After a minute of discussion on the question presented by the quiz host, the teams submitted their answers to the quiz’s scoring committee. Of course, everyone tried to answer correctly, but not all teams succeeded.

Based on the results of the quiz, first place was shared by the teams from groups 111 and 222.

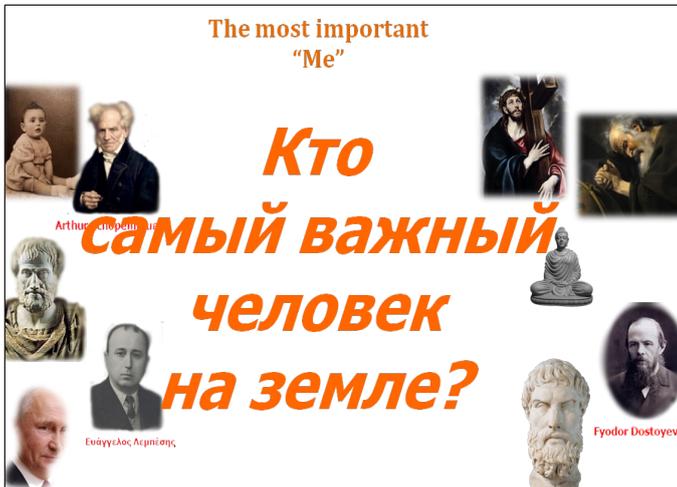
In any competition, there are both winners and losers. However, despite the results, all participants enjoyed the game and the interaction, especially since prizes were awarded not only to the top-placing teams but also to the team at the bottom of the tournament table.

We sincerely thank the Deputy Director of the College for Educational Work, Vasilina Aleksandrovna Skutelnik — the organizer and host of the event—for an interesting and educational game, and for the objectivity and clarity in summarizing the results of the quiz.



The fearless ego for success

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



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

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

I am the most important person of earth



Based on this conclusion the principal order was introduced:

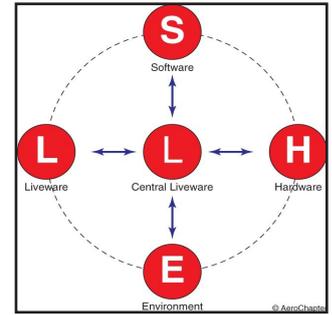
Return Home always Healthy!

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

The fearless ego for success

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

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



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

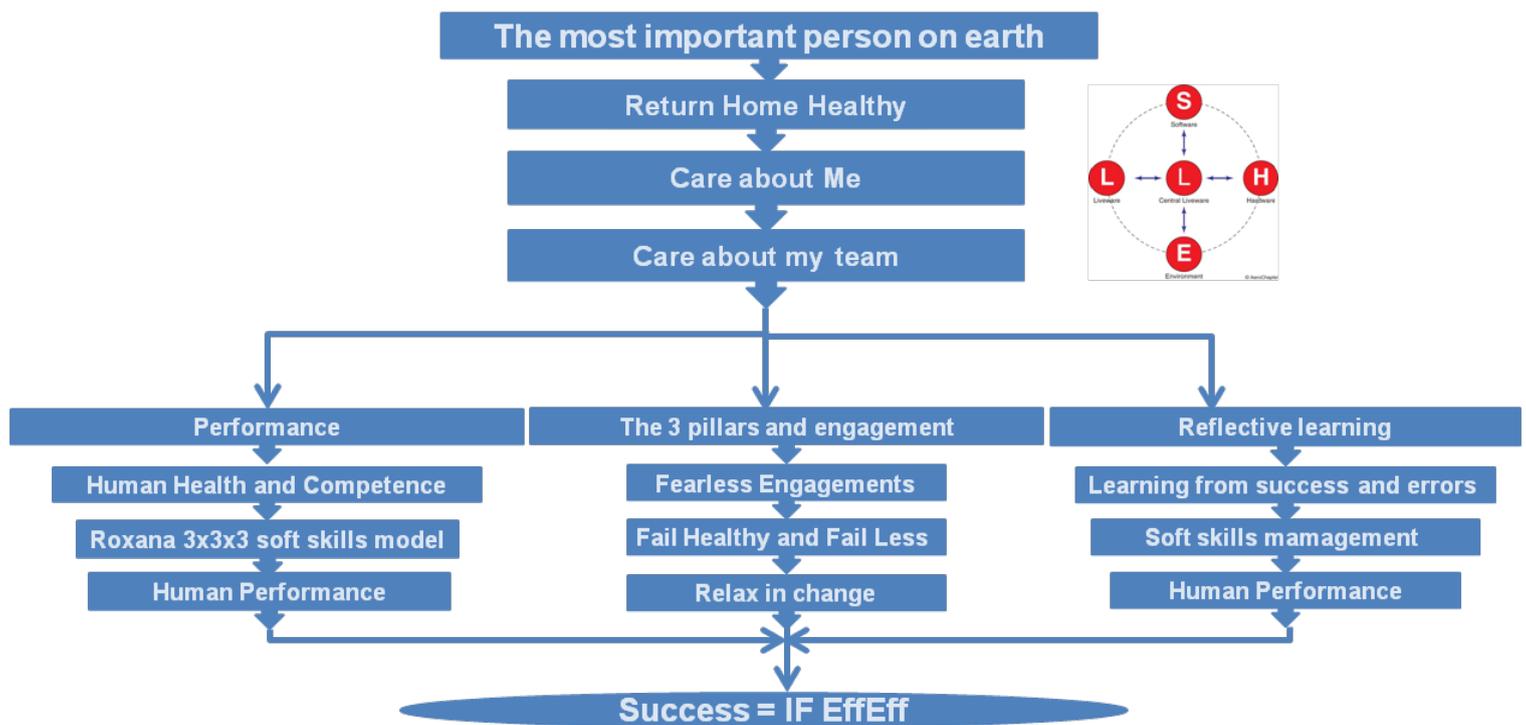
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

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

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

reflective learning engagements for all levels in our organisation.

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



The 3 pillars and engagement

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



The three pillars were identified as

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

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

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

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

Procedure CP08 is documenting the above issues.

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

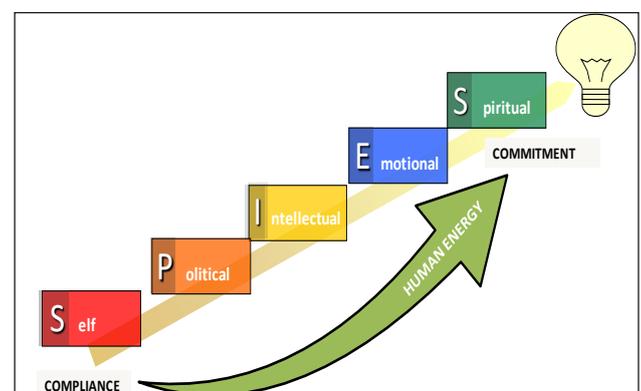
It is our Innovation value that dictates the relax in change, change is a way of living and is addressed in procedure CP13.

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

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

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

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



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

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



Fyodor Dostoyevsky

ChIX.....

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

Записки из подполья, Глава IX

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

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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"



2000 year before Dostoyevsky a pure mathematical paradox was quoted

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

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

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

It was 2500 years before 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.

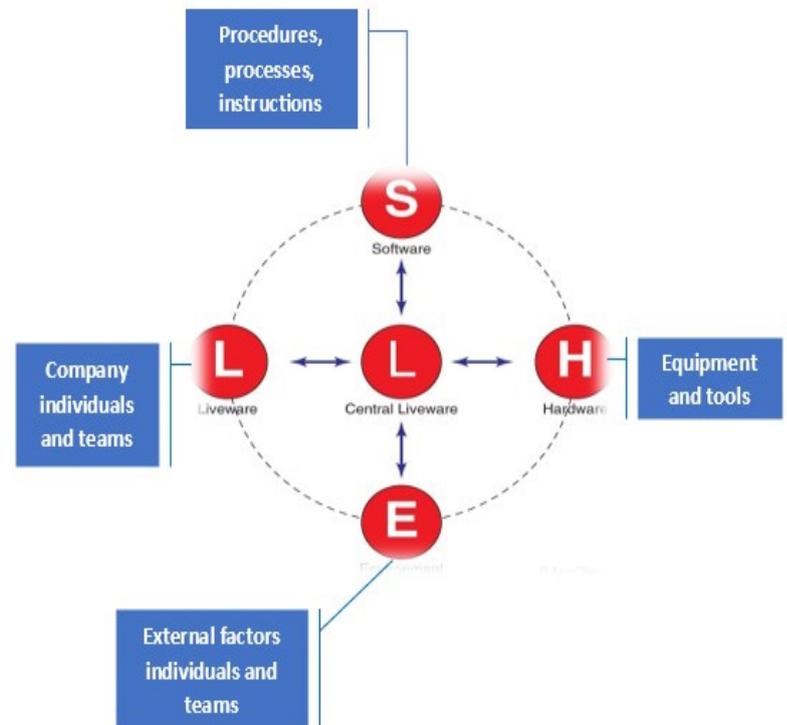
The anthropocentric principle of the S.H.E.L.L. model pretty much fits into the Company commitment to place and engage the human in the center of activities.

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: <ul style="list-style-type: none"> - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	Establishes an atmosphere for open communication and participation: <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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. <ul style="list-style-type: none"> - 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. <ul style="list-style-type: none"> - 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. <ul style="list-style-type: none"> - 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	
<p>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.</p> <p>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.</p>	
2.1. Setting directions, providing and maintaining standards	
2.1.1	<p>Communicates clear expectations.</p> <ul style="list-style-type: none"> - 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	<p>Creates a culture that enables challenge and participation of crew members while maintaining the given command authority</p> <ul style="list-style-type: none"> - 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	<p>Takes command if the situation requires.</p> <ul style="list-style-type: none"> - 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	<p>Supports people to have a level of independence in how they do their work</p> <ul style="list-style-type: none"> - 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	<p>Organises tasks, activities and resources.</p> <ul style="list-style-type: none"> - 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	<p>Challenges current processes to find new and innovative ways to improve work of the team and the vessel</p> <ul style="list-style-type: none"> - 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	<p>Monitors plans for the achievement of targets.</p> <ul style="list-style-type: none"> - 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	
<p>Accurately perceives all SHELL factors on-board, at sea and ashore and projects their status in the future, reaching systematic and rational judgements or chooses an option based on relevant information by analysing issues and by developing effective strategies to manage HSQE threats.</p> <p>Demonstrates a readiness to make decisions and originate action, focusing on achieving desired results and how best to achieve them by taking conscientious action, using initiative, energy and demonstrating flexibility and resilience.</p>	
3.1. Awareness of SHELL factors and their risks for problem definition and options generation	
3.1.1.	<p>Maintains awareness of SHELL factors.</p> <ul style="list-style-type: none"> - Monitors, cross-checks, acknowledges and reports changes in all SHELL factors. - 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.	<p>Problem definition</p> <ul style="list-style-type: none"> - 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.	<p>Risk assessment for option selection</p> <ul style="list-style-type: none"> - 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.	<p>Selects and implements timely the best response to the problem.</p> <ul style="list-style-type: none"> - 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.	<p>Confirms selected course of action and implements in a timely manner.</p> <ul style="list-style-type: none"> - 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.	<p>Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones.</p> <ul style="list-style-type: none"> - 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.	<p>Recovers quickly from setbacks and responds with renewed and increased efforts.</p> <ul style="list-style-type: none"> - 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.	<p>Adapts to changing business needs, conditions, and work responsibilities.</p> <ul style="list-style-type: none"> - 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.	<p>Discusses contingency strategies and takes timely and mindful actions.</p> <ul style="list-style-type: none"> - 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

OCIMF Focused Inspection Campaign on Maritime Security Readiness

OCIMF has launched a Focused Inspection Campaign (FIC) targeting Maritime Security Readiness under SIRE 2.0, Question 7.2.1, highlighting the industry's increased focus on vessel security preparedness in today's evolving threat environment.

The campaign verifies that Masters and Officers are familiar with company procedures for vessel hardening and that a Vessel Hardening Plan (VHP) is effectively implemented in full compliance with the ISPS Code and BMP-MS guidelines. Particular emphasis is placed on ensuring that the VHP is ship-specific, supported by an inventory of hardening materials, and does not compromise access to life-saving and fire-fighting appliances.

Inspectors may review evidence of implementation, including records, reports, photographs, and the dates of the latest SSP and VHP reviews. Attention is also given to the readiness and correct stowage of hardening equipment, emergency escape arrangements, and crew familiarity with Security Levels 1–3, SSAS activation, access control measures, and citadel preparedness.

Security drills simulating unauthorized access or emerging threats such as UAVs and WBIEDs form a key part of the assessment, reinforcing the importance of realistic training and crew awareness. Any security incidents or suspicious activities are expected to be reported promptly in accordance with company and Flag State requirements.

This FIC underscores OCIMF's shift under SIRE 2.0 from procedural compliance to practical security readiness, positioning effective maritime security as a critical component of incident-free, efficient and resilient vessel operations.



ITK ISTEK and BSC Meetings 01- 03Oct25

Our Managing Director Mr. Koutris, attended the Intertanko Safety & Technical Committee Meeting (ISTEC68), along with the Bunker Sub-Committee Meeting (BSC55), which took place in Syros island, at ONEX Neorion Shipyard.

The main topics that were discussed during the BSC meeting (01Oct25), are listed below:

- IMO Bunker Sampling Guidelines: BSC reviewed the outcome of MEPC 83 and encouraged members to provide their experience on the use of the IMO's guideline on bunkering best practices. BSC agreed to continue to advocate the uniform application of the IMO sampling Guidelines and the introduction of mandatory bunker licensing schemes at a global level.
- FuelEU Sustainability Guidelines: BSC examined documentation requirements for non-fossil fuels under the EU Renewal Energy Directive (RED), including the use of LNG boil-off gas as fuel and the challenges associated with fuel certification.
- SEEMP Amendments: BSC discussed the amendments to 2024 SEEMP Part II, noting their alignment with EU MRV protocols and implications for IMO DCS reporting.
- Sustainable Fuel Certification Schemes (SFCS): BSC reviewed draft guidelines under the IMO's NZF, set to take effect in 2028, and discussed recognition pathways for fuel certifiers.
- BDN/FLL and Biofuels Advocacy: BSC supported the proposed split of the Fuel Lifecycle Label (FLL) into two parts, i.e. WtT (well-to-tank) part and TtW (tank-to-wake) part and considered the strategic importance of lobbying for biofuels as a long-term solution. Members called for clearer regulatory compliance pathways and certification framework.

During the ISTEK meeting (02-03Oct25), the overriding topic was decarbonisation and all related safety, technical and regulatory challenges for greenhouse gas (GHG) emissions reductions.

Key discussions included:

- GHG Emission reductions
- IMO Net Zero Framework (NZF) was discussed and Members showed their support for INTERTANKO's proposed NZF compliance playbook.
- Lifecycle Analysis (LCA) and Carbon Capture were highlighted, especially the distinction between well-to-tank (WtT) and tank-to-wake (TtW) components in fuel assessments. The viability of onboard carbon capture systems (OCCS) was examined - and INTERTANKO's engagement with the IMO on proposed amendments to LCA guidelines.



ITK ISTEK and BSC Meetings 01-30Oct25

- Members also reviewed the IMO's plan to revise short-term GHG measures, including updates to SEEMP Part II and the CII Z-factor, noting the implications for fleet compliance.
- EU Emission Trading Scheme (ETS) and Fuel EU Maritime: INTERTANKO's draft response to the European Commission was reviewed, highlighting operational and administrative concerns. Members emphasised the need for continued guidance and support to ensure

smooth compliance.

- Alternative fuels and their potential pathways for regulatory compliance. Members shared insights into the technical and regulatory barriers hindering adoption and discussed strategies to overcome these challenges. The strategic importance of lobbying for biofuels as a long-term solution was considered.
- Tanker Specific Matters, were also addressed, including the implementation of Onshore Power Supply (OPS) and Emission Capture and Control (ECC) technologies. INTERTANKO's engagement with the California Air Resources Board (CARB) was noted, and members discussed the categorisation of Remediation Fund options under the At-Berth Regulation.
- Updates on OCIMF/Industry OPS WG and Emission Capture and Control workstream
- Digitalization and automation of ships: Members provided feedback on the draft Shipboard Digitalisation Guide and identified priority areas to aid Members to identify areas of operational efficiency and safety when digitalising shipboard operations.
- Reports from Sub-committees and working groups
- Bunker sub-committed
- Nautical Sub-committee, together with updates on work of JIWG on Ship's anchoring capabilities & safety of windlass motors
- Ad hoc Advisory Group on Maritime Security, Vetting and other matters arising, etc
- Experience sharing and industry best practices
- Any other matters
- IACS Rec 34 Rev.2 and Common Structural Rulers revisions
- Port State Control (PSC) challenges relating to escape arrangements in machinery spaces were discussed, with members sharing views on the possibility for a flexible and pragmatic regulatory approach.
- The adoption of remote surveys was considered, with members identifying technical and procedural gaps that need to be addressed to facilitate broader implementation.
- Work Load Increase due to Regulatory Demands

Roxana Shipping Honored with Bronze Award by International Propeller Club

Roxana Shipping has been honored with the Bronze Award by the International Propeller Club, in recognition of its valuable contribution and continued support as a Donor of the Organization.

The award was presented during the annual Propeller Club awards ceremony, which recognizes companies that consistently and faithfully support the Club's initiatives in promoting shipping, maritime education, and corporate social responsibility.

This distinction serves as a testament to Roxana's ongoing commitment to the values of collaboration, development, and the strengthening of the maritime community. Through its donation and active participation in the activities of the Propeller Club, the company contributes significantly to the advancement of excellence and sustainable growth within the maritime industry.

Roxana Shipping extends its sincere appreciation to the Propeller Club for this honor and reaffirms its commitment to continue supporting initiatives that foster maritime education, innovation, and social contribution.



Outstanding 3rd Party inspections Performance

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

For PSC inspections absolute target for 2024 was 0 detentions and then 0.6 deficiencies per inspection, and the same remains for 2025, the combination of which will bring Roxana into the high-performance companies, as per the Paris MOU NIR ranking.

For the Vetting inspections the absolute target for 2024 is 100% successful inspections, i.e. inspections without rejection, and then 3.5 deficiencies per inspection, remaining the same for 2025.

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

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/V Revenger	D. Savchenko	A. Sautskiy	-	Vetting	Jebel Ali	04Sep25	0	3,5
M/T Altesse	Andrey Chernobrovkin	Evgeny Trukhachev	-	PSC	Yanbu	15Oct25	0	0,6
M/V Revenger	Dmitrii Freiberg	Andrey Arkhipov	-	PSC	Recife	23Oct25	0	0,6
M/T Magic Star	Dmitry Dobrovolskiy	Caleriy Ozerin	-	PSC	Malta	05Nov25	0	0,6
M/T Athiri	Viacheslav Cherepanov	Igor Dolgopolov	-	PSC	Yanbu	10Nov25	0	0,6
M/T Aligote	Alexander Sidorov	Sergey Farkov	-	Vetting	Ain Sukhna	15Nov25	0	3,5
M/V Discoverer	Alexey Lysyy	Evgeny Senotrusov,	-	Flag	Necochea	17Nov25	0	0,6
M/T Magic Star	Oleg Levchanin	Makalich Sergey	-	PSC	Puerto Cabello	12Dec25	0	0,6
M/T Athiri	Leonid Karasev	Nikolay Afanasev	-	PSC	Yanbu	24Dec25	0	3,5

RoKcs Christmas Party 2025

As per tradition, the RoKcs Christmas Party is held in the first week of December, and the 2025 celebration was no exception. Once again, the hospitable Factura Hall opened its doors to us and our esteemed guests—seafarers and their companions. This year, the party was attended by 106 people.

We were honored to welcome guests from near and far:

From Primitanco/Nakhodka, coordinators Evgenia Valeryevna Dyachenko and Elena Sergeevna Illarionova. From Singapore, Captain Karthik Kaliappan of Pancost Singapore. From Athens, Captain Vitaliy Vitalyevich Bekirov and, of course, the Managing Director of Roxana Shipping and ROKS Maritime, Mr. Takis Koutris.

Joining us from Vladivostok were Captain Petr Grigorievich Dryuk and Coordinator Evgenia Yuryevna Reznjuk from Fescontract. Naturally, the hosts of the evening were the RoKcs administration: Director Captain Denis Valentinovich Verkhoturov, Training Officer Pavel Petrovich Sidorkin, and coordinators Evgenia Khalimenko and Alina Shakhnazarova.

The evening's presenter, Slava Mikhalkin, stepped away from his usual role as Grigory Leps. He was business-like yet appropriately cheerful, as befits the host of our parties. In addition to the official speeches and toasts, there was, of course, an array of quizzes and fun competitions in which almost everyone participated.

The renowned jazz performer Sergey Moiseev, together with the music band "Blues Lime," created a cozy and warm atmosphere throughout the evening.

The beautiful photo zone with a magnificent Christmas tree was never empty for a minute, and photographer Vita Vitagra moved among the guests with her camera like a busy bee.

The packed program, buffet, and drinks encouraged guests to stay well past midnight. The evening, filled with conversation, music, and joy, was a tremendous success. The tradition of gathering in early December to summarize the year in an informal setting was honorably upheld. Ahead lies a new working year, but for now, we carry with us the memories of this wonderful celebration.



Enclosed Space Entry: When Procedure Is the Only Lifeline

A fatal benzene vapour incident highlights critical HSEQ failures in tanker operations
Extract from BSafe INCIDENT CASE STUDY No29 Nov25

Despite decades of regulation, training, and industry guidance, enclosed space entry remains one of the most lethal hazards in maritime operations. A recent fatal incident aboard an oil/chemical tanker serves as a stark reminder that even well-established procedures lose their protective value the moment they are bypassed.

The incident occurred while the vessel was underway in ballast following the discharge of benzene. Preparations were ongoing for cargo tank cleaning and gas freeing ahead of the next chemical cargo. As per standard practice, the final “mopping” stage required physical tank entry, which was subject to a formal Enclosed Space Entry Permit issued by the Master.

Incident Summary

Before the permit-to-work process had been initiated and without confirmation that the tank atmosphere was safe, a crew member entered a cargo tank alone. The individual was not carrying a portable gas detector and was wearing a filter-type mask, which offers no protection against oxygen-deficient atmospheres or toxic benzene vapours.

Shortly afterwards, the crew member was found collapsed at the bottom of the tank. Emergency response procedures were activated, and rescue personnel correctly entered the space wearing Self-Contained Breathing Apparatus (SCBA). Despite resuscitation efforts, the casualty did not survive. Post-incident investigation concluded that residual benzene vapours and oxygen deficiency led to rapid incapacitation, resulting in a fall within the tank and fatal injuries.

Key HSEQ Findings

The investigation highlighted a fundamental breakdown in safety barriers. The enclosed space entry permit — the primary organisational control — had not been issued. Until this permit is formally authorised, a cargo tank must be considered hazardous regardless of ventilation status, open hatches, or prior washing.

A critical contributing factor was the reliance on sensory perception. A strong odour of cargo residue had been detected earlier, reinforcing the assumption that the tank was unsafe. However, no formal atmosphere testing was conducted before entry. Odour is an unreliable indicator of safety; many toxic gases can incapacitate before being detected by smell, while oxygen deficiency provides no sensory warning at all.

Atmospheric testing must be quantitative, documented, and conducted using calibrated equipment suitable for the specific hazard. In cases involving benzene, general hydrocarbon detectors alone may be insufficient; substance-specific detection methods are essential to ensure meaningful risk assessment.

PPE Limitations and Misconceptions

The use of a filter-type mask in this incident reflects a common misconception in tanker operations. Such equipment does not supply oxygen and cannot protect against unknown or mixed toxic vapours. For enclosed space entry, approved respiratory protection must be SCBA or equivalent, as defined by the vessel's Safety Management System (SMS).

Importantly, PPE is not a substitute for the permit-to-work system. It is the final layer of protection, not a justification for early or unauthorised entry.

Human Factors and Safety Culture

The crew member had been onboard for several months and was familiar with routine tank-cleaning operations. This familiarity likely contributed to risk normalisation — a well-documented human factor where repeated exposure reduces perceived danger.

Additionally, the distinction between “preparing equipment on deck” and “authorised entry” was insufficiently reinforced. This transitional phase represents one of the most critical moments in enclosed space safety and requires active supervision and clear command authority.

Multinational crewing further underscores the importance of clear communication and accessible procedures. The investigation recommended translated SMS documentation to ensure full understanding across all crew members.

Enclosed Space Entry: When Procedure Is the Only Lifeline

A fatal benzene vapour incident highlights critical HSEQ failures in tanker operations
Extract from BSafe INCIDENT CASE STUDY No29 Nov25

Lessons for the Industry

This incident demonstrates that enclosed space fatalities rarely result from a lack of rules, but from erosion of procedural discipline. Permit-to-work systems are effective only when treated as active safety barriers rather than administrative formalities.

Every enclosed space must be assumed unsafe until proven otherwise through documented testing and formal authorisation. Experience, intuition, or visual assessment can never replace measured data.

In tanker operations, the margin for error in enclosed spaces is virtually zero. The cost of assumption is often immediate and irreversible.



Key Regulatory Changes and Safety Guidance Shaping Maritime Operations in 2026

The maritime industry continues to navigate an increasingly complex regulatory environment, with new and amended international requirements entering into force in 2026. To support shipowners and operators, the recently issued **Convention Amendment Matrix (December 2025)** provides a concise overview of upcoming regulatory changes under **SOLAS, MARPOL, Load Line, AFS and the Ballast Water Management (BWM) Convention**.

This consolidated reference enables maritime stakeholders to better understand the scope and timing of regulatory developments, while digital compliance tools such as the **Regulatory Tracker** — accessible via the **ABS MyFreedom™ Client Portal** — help operators to filter and identify applicable legislation for their fleet.

Key Regulatory Developments

Among the most significant requirements coming into effect are enhanced IMO **DCS reporting obligations and SEEMP updates**, reinforcing transparency and fuel consumption monitoring as part of IMO's global data collection framework.

- **IMO DCS and SEEMP Updates:** Amendments to MARPOL Annex VI Appendix IX require increased data granularity, including fuel use by consumer type and detailed SEEMP compliance.
- **New SOLAS requirements** for lifting appliances and anchor handling winches aim to improve operational safety.
- **Prohibition of PFOS/PFOA in fire-extinguishing media** strengthens environmental and occupational protection standards.
- **New Emission Control Areas (ECAs)** further tighten air emissions regulations.
- **Reporting of container loss** is mandated to enhance maritime safety and environmental protection.
- **Updated enclosed space entry guidance** addresses a common source of serious onboard accidents.
- **New loading conditions** for the carriage of grain in bulk support cargo safety and vessel stability.
- **Ship recycling requirements** and fire safety standards for Ro-Ro, passenger and cargo vessels continue to evolve.

Operational Guidance and Practical Safety

In parallel with regulatory amendments, recently issued operational guidance helps address recurring onboard safety and compliance challenges:

- **Dewatering valves found in closed positions** — a noted safety concern.
- **Oily Water Separator** issues and flow switch compliance under MEPC.107(49).
- **Means of escape from Category A machinery spaces** and guidance on safe engine room escape ladders/stairways.
- **Ship pollution** response operations in the People's Republic of China, offering region-specific operational insight.

FuelEU maritime

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

Both texts can be found here: https://eur-lex.europa.eu/TodayOJ/fallbackOJ/l_23420230922en.pdf

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

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

The new legislation

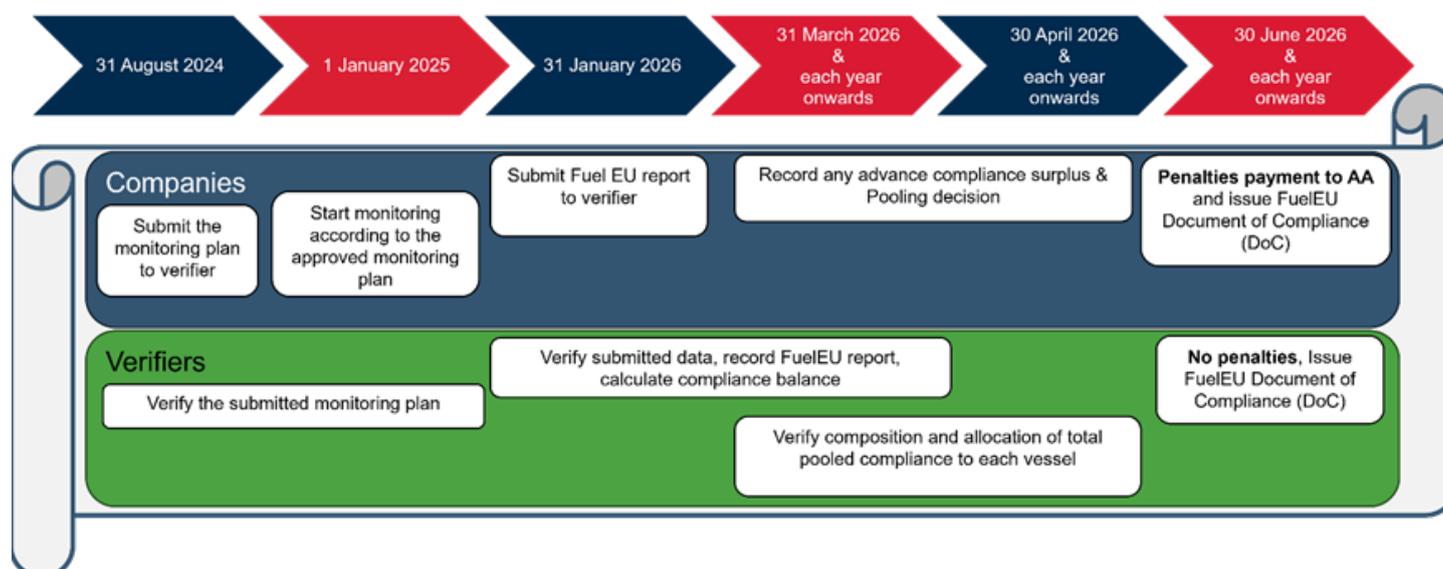
- ▶ sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO₂, CH₄, and N₂O reduction targets on a full well to wake calculation.
- ▶ provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable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

2 Main provisions of the FuelEU maritime initiative

The new regulation contains the following main provisions:

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

3 Key dates & Obligations



New Rules

EU ETS update - Timeline for Compliance

EU ETS Directive Application

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

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

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

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

Monitoring

▶ By **1 October 2023**, the European Commission (EC) shall adopt delegated acts for the inclusion of **CH₄ and N₂O** emissions and the greenhouse gas (GHG) emissions from offshore ships.

Additional delegated acts shall be adopted for the monitoring and reporting of the aggregated emissions data at company level and the submission to the administering authority.

▶ By **31 December 2023 or the soonest possible before 1 April 2024**, shipping companies should submit to their responsible verifier the updated **monitoring plans (MPs)** according to the EC delegated and implementing acts for each of their ships.

▶ By **1 April 2024**, shipping companies shall for each of their ships submit to their responsible administering authority an MP that has been assessed by the verifier.

▶ By **6 June 2025**, the responsible administering authority shall approve the MP based on the assessment of the verifier.

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

Reporting

▶ **From 1 January 2024**, shipping companies shall monitor and report emissions for cargo and passenger ships of 5000 GT and above in accordance with the revised MP.

▶ **From 1 January 2025**, companies shall monitor and report emissions for the following additional vessel types:

- Offshore ships of 5000 GT and above
- Offshore ships and general cargo ships below 5000 GT but not below 400 GT.

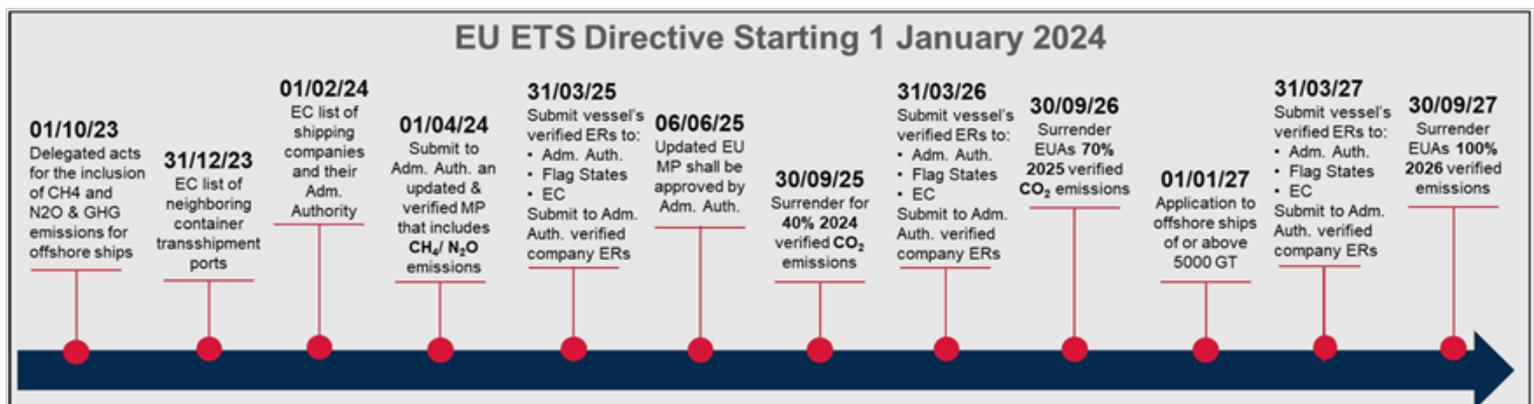
▶ **From 31 March 2025** and each year after, companies shall, for each ship under their responsibility, submit to their administering authority, flag states concerned and the European Commission, an emissions report for the entire monitoring period of the previous year which has been verified as satisfactory by their verifier.

▶ For the **monitoring period of 2023**, the deadline for submission of the emissions report remains **30 April 2024**.

▶ **From 31 March 2025** and each year after, shipping companies shall submit to their administering authority a verified emissions report at company level (aggregated emissions data under ETS).

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 (2003/87/EC) (Amending Directive 2023/959)



Surrendering of Allowances

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

- ▶ By **30 September 2025**, surrender of EUAs corresponding to **40% of 2024** verified **CO2 emissions**.
- ▶ By **30 September 2026**, surrender of EUAs corresponding to **70% of 2025** verified **CO2 emissions**.
- ▶ By **30 September 2027**, surrender of EUAs corresponding to **100% of 2026** verified **CO2, CH4 and N2O emissions**.

Biofuels

Biofuel is a type of **renewable energy** source derived from microbial, plant, or animal materials like vegetable oils, animal waste, crop residues, sewage from wastewater treatment and food waste from industry and households. Examples of biofuels include ethanol (often made from corn in the United States and sugarcane in Brazil), biodiesel (sourced from vegetable oils and liquid animal fats), green diesel (derived from algae and other plant sources), and biogas (methane derived from animal manure and other digested organic material).

Biofuels can be solid, liquid, or gaseous. They are most useful in the latter two forms as this makes it easier to transport, deliver, and burn cleanly.

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

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

▶ **FAME** - currently, the most prominently used biofuel in marine applications. Feedstock should be compliant with the EN 14214. Mostly intended to be used as a blend. Should not be stored for longer than six months as it is susceptible to oxidation, which can leave deposits that may eventually block filters and has a short degrading time.

▶ **HVO** (or renewable diesel): Compliant with the EN 15940. Very stable and can be stored for long periods as it is not susceptible to oxidation or microbiological growth. Can be used as drop-in fuel or blended with conventional fuels.

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

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.

New Rules

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 gCO₂e/MJ) multiplied by its Lower Calorific Value (LCV, expressed in MJ/g) for the purpose of regulations 26, 27, and 28 of MARPOL Annex VI for the corresponding amount of fuels consumed by the ship.
- ▶ For blends, the Cf should be based on the weighted average of the Cf for the respective amount of fuels by energy.
- ▶ A Proof of Sustainability or similar documentation from a recognized scheme should be provided along with the Bunker Delivery Note, to facilitate the verification of the reported biofuel consumption.
- ▶ For biofuels not certified as "sustainable" or not fulfilling the well-to-wake emission factor criterion above should be assigned a Cf equal to the Cf of the equivalent fossil fuel type.
- ▶ In any case, the CF value of a biofuel cannot be less than 0.

For details pls refer to:

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

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

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

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

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

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**

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.

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 recognize 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.

For further information LRS class news 12/2025

https://maritime.lr.org/l/941163/2025-07-02/chq5c/941163/1751462044SHBe9iRG/12_25_class_news.pdf

For our fleet:

In line with the above requirements, the applicable survey for all lifting appliances will be requested and carried out at the first Renewal Survey after 01Jan26.

UK ETS - Extension to Maritime Sector Confirmed from 01Jul26

A joint interim response of the UK Government, the Scottish Government, the Welsh Government and the Department of Agriculture, Environment and Rural Affairs for Northern Ireland.

In a decisive move to accelerate decarbonization of shipping, the UK Emissions Trading Scheme (UK ETS) is set to expand into the maritime sector. Following a public consultation in late 2024, the UK ETS Authority has issued its Maritime Interim Response (July 2025), confirming the core framework of the new regime. The initiative will take effect on 1 July 2026, marking a significant shift in how emissions from ships operating in UK waters will be regulated.

Scope and Coverage

The scheme will apply to ships of 5,000 gross tonnage (GT) and above, covering:

- ▶ Domestic voyages between UK ports, including same-port sailings.
- ▶ In-port emissions, even from ships engaged in international voyages, to promote decarbonization at berth.

Government non-commercial activities (e.g., naval, coastguard, research) will be exempt. Importantly, the scope extends beyond CO₂ to include methane and nitrous oxide, measured on a CO₂-equivalent basis.

Compliance Framework

Operators will need to prepare and have approved an Emissions Monitoring Plan (EMP), report verified annual emissions by 31 March, and surrender allowances by 30 April of the following year.

Key features include:

- ▶ One EMP and one Annual Emissions Report per operator (not per ship).
- ▶ Approval of EMPs by UK ETS regulators (not verifiers).
- ▶ Sustainable fuels to be zero-rated under an initial Tank-to-Wake approach.
- ▶ UKAS-accredited verification required for all reporting.
- ▶ Enforcement through civil penalties.

Point of Obligation

The Registered Owner will by default bear compliance responsibility, unless the ISM Company assumes it through a legally binding agreement.

Strategic Implications

This expansion reinforces the UK's commitment to aligning with – and potentially going beyond – international climate measures. While initial coverage focuses on domestic and in-port emissions, the Authority is considering future inclusion of international voyages if global IMO measures prove insufficient.

Support for Industry

Accredited verification bodies, including RINA, are already preparing services for UK ETS compliance—covering EMP review, emissions verification, and ongoing regulatory monitoring—ensuring operators can adapt smoothly to the new requirements.

The Road Ahead

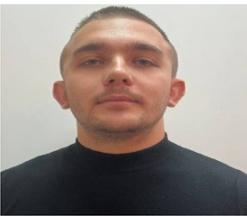
With less than a year before the scheme's launch, ship operators should:

- ▶ Identify impacted ships.
- ▶ Draft and submit compliant EMPs.
- ▶ Integrate methane and nitrous oxide monitoring.
- ▶ Prepare internal systems for timely data collection and verification.

The countdown to Jul26 has begun, and early preparation will be key to avoiding costly non-compliance.

Human Resources Management

Promotions Roxana Shipping/ Roks Maritime

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Pupkevich Pavel	Ch. Off	10/06/2025		Bonarev Aleksei	3rd/Off	18/10/2025	
Kozhukhov Andrei	2nd/Off	16/10/2025		Dimov Evgenii	4th/Eng	10/10/2025	
Shashkin Dmitrii	3rd/Off	19/10/2025		Volgin Denis	2nd/Eng	5/12/2025	
Orlov Roman	3rd/Off	12/02/2025		Ilin Dmitrii	Electro Tech Off	12/10/2025	
Khomenko Dmitrii	3rd/Off	29/11/2025		Tokar Andrei	O.S.	5/12/2025	
Evgrafov Egor	Wiper	10/10/2025					

Human Resources Management

Familiarization Roxana Shipping/ Roks Maritime

Name	Rank	Ship	Familiarization Date	Photo
Dobrovolskiy Dmitriy	Captain	M/T Magic Star	25/09-01/10-2025	

Incident Free Effective Efficient

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