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Please recycle

"After 3 years of remote attendances, I was thrilled and moved to physically facilitate the learning engagements ashore and participate in the New Year party for our seamen. Remote attendances provide are a valuable option, however nothing can replace the physical attendance and human interaction, whereby all our 5 senses are in our service, while interacting with other people."

The continuing war and sanctions regime is still a heavy burden for crew allotments and travel as well as for the delivery of goods and services on board. Of course, we have been prepared all the previous years for these non routine operations and we are committed and resilient for IF EffEff operations in terms of crew management, supplies of stores / spares and ship attendances, inspections and audits in this challenging environment.

Furthermore, after 3 years of remote attendances, I was thrilled and moved to physically facilitate the learning engagements ashore and participate in the New Year party for our seamen. Remote attendances provide a valuable option, however nothing can replace the physical attendance and human interaction, whereby all our 5 senses are in our service while interacting with other people.

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

Performance monitoring and remote surveys are the projects we plan to conclude this year.

Performance monitoring will assist us to reduce the Company's environmental footprint.

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

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

In 2023 we will see the 1st phase for our system consolidation completed, resulting in simpler and easier to understand, and follow, procedures.

The learning engagements program will continue as planned, with focus in human performance and learning from success, which in fact means learning from normal work. The concepts of "fearless ego for success", the most important "me", take care about myself and my team, Return Home Healthy all times! and the human-centric S.H.E.L.L model, the three pillars (CPAR Incident reporting and investigation, corrective and preventive actions, MoC management of change and RM risk management) and engagement, will continue to be in priority.

The OCIMF SIRE2 project is in focus, 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 inspection regime introduced by SIRE 2.0. SpaceX Starlink is a game changer in ship-shore communications, and we are well in the course to deploy it in our fleet. Furthermore, a remarkable number of projects are running in parallel to manage all changes necessary for our Company to achieve our short- and long-term objectives. Ships are included as project team members, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement in our projects.

Summary reports from attendances in Aramco, Intertanko, Intercargo and KRS, AMVER awards and LFis /LETs updates are also addressed. All above and other interesting topics are included in the Hot Stuff section.

The New Rules section contains updates on Hong Kong convention, NW Med PSSA, EU ETS, FuelEU maritime and biofuels.

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

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

Capt. Dimitris Damdimopoulos has taken over as SQM dept manager from Capt. Theo Papatheodorou, who has retired.

Mr. M.A. Peterson has taken over from Capt. D. Karagiorgis, as dry OPD dept. manager.

Dimitris Kasagiannis has joined our IT dept. and Alexandra Chroni has joined the Purchasing dept. Details on the above, along with other human resources related matters, are addressed in the Human Resources section.

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

Enjoy the reading!

Takis E. Koutris
Managing Director

Chief Engineer Slinko Evgeny

Evgeny Slinko was born in Spassk Dalnyy on July 9, 1977.
He is a graduate of Admiral Nevelskoi Maritime State University in 2000. In September 2014, he attained the Chief Engineer License.
Evgeny joint Roxana Shipping S.A., on September 29, 2010, initiating his service as a 3rd Engineer on MT Marvel.
Since then, he has been dedicated to serving on various vessels within the Roxana Fleet, accumulating a total sea service of 7.1 years with our Company.
Evgeny was promoted to C/E on November 10, 2015, and subsequently joined our MT Miracle.
He is married to Evgeniya and they have 3 children. He enjoys caravanning and fishing.
For the time being, he is on leave expecting to join to MT Aramon at the beginning of February 2024.
We extend our best wishes for a restful vacation with his family, hoping he re-joins our fleet with his batteries fully charged.

Chief Engineer Kulik Roman

Roman Kulik was born in Zerkalnoye village on May 26, 1985.
He is a graduate of the Marine State University in the Name of G.I.Nevelskoy since 2009, while he received the Chief Engineer Master's License in 2019.
Roman joint Roxana Shipping S.A. in January 2010, as a Junior Engineer on MT Aramon. He has a total sea service of 14 years with our Company.
Married to Anna, Roman is a proud father of a son. Beyond his maritime commitments, he finds joy in watching scientific and mechanical videos and engaging in summer sports.
He is currently on board of MT Miracle.
We wish him always calm seas, safe and successful trips, with safety in mind, so that to return home healthy and with full basket.

As of December 2023, the RoKcs pool is comprised of 292 tanker seafarers, excluding cadets, and an additional 264 seafarers from ROKS Maritime.

RoKcs suspended successful cooperation with V.Ships Greece in December. Despite these changes, the pool remains stable, and alternative job opportunities were presented to the seafarers.

The era of exclusively remote training has come to an end, and we are proud to announce that 2023 marks a return to physical meetings and training sessions for our pool. In a noteworthy event, a four-day intensive training session took place at VMC at the end of November, resulting in a significant intellectual engagement. The session, conducted under the facilitation of Mr. T. Koutris and Capt. P. Sidorkin, as detailed in the training section of this magazine.

In December ROKS Maritime celebrated the addition of a fifth ship to its fleet – the handy named "Batman". Capt. Demchenko and the crew efficiently assumed control of the vessel at Fancheng Port in China, completing the acquisition from the previous owner.

Maintaining tradition, RoKcs actively participated in the Cadets' inauguration ceremony on October 6th at VMC premises. Additionally, on December 20th, 30 young seafarers were carefully selected for their inaugural shipboard practice in 2024, marking a significant step in their maritime careers. Further details on these events can be found in VMC activities section, showcasing the ongoing activities and achievements of the RoKcs pool.

After an almost three-year, the annual RoKcs Christmas Party successfully returned, bringing joy and festivity to the "Faktura Hall." Throughout the evening, guests were entertained by the charming trio "Brilliance" with a festive repertoire. Nice jokes and beautiful songs about marine life and Vladivostok were a wonderful decoration of the evening from the famous host of the event - Vladimir Tsvetkov. Guests indulged in a delightful meal and beverages, enjoying the lively ambiance. The line of ceremonial speeches was traditionally opened by the Managing Director of Roxana Shipping and ROKS Maritime Mr. Takis Koutris, who addressed the audience in Russian. The baton was then passed to Captain Peter Dryuk, the General Director of Fescontract, followed by Mrs. Anastasia Gerasimova, the Rector of FEIC, and Captain Denis Verkhoturov, the Chief of RoKcs Vladivostok.

The event, attended by 77 guests, continued into the late hours, with the festivities only winding down after midnight. The dance floor saw much activity, and guests departed with content hearts and perhaps a bit weary legs from the joyful celebration.

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

RoKcs external learning engagements and training activities

RoKcs in liaison with Roxana and ROKS, were active as usual in identifying useful webinars for the pool of officers and ratings. During the period 01Oct23 – 31Dec23, following learning engagements were recommended and implemented:

BIMCO

• The link with the recorded "BIMCO 15+15" weekly webinars, as well as the upcoming ones, was distributed to all officers ashore, as follows:
Events by BIMCO or with BIMCO participation

These webinars cover various shipping trends, with several topics. For the specific period only one weekly webinar was held with topic "Underwater ship noise - Charting a Quieter Course".

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

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

The reflective learning engagements of senior Officers ashore were conducted physically in Vladivostok for 45 senior officers (36 Tanker and 9 Bulker) and 29 ratings (25 Tanker and 4 Bulker) on 28Nov-01Dec23, and remotely on 12Oct23 for 45 junior officers (39 Tanker & 6 Bulker).
All 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 these learning courses was to refresh Officers & Ratings' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM) along with a detailed SIRE2 update and workshop.
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, 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, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

An extensive presentation was given for the senior Officers, on the OCIMF SIRE2 project and the status of implementation in-house, particularly the revision of Tanker Inspection and Audit Report.
The main task of the officers was to study and prepare for the upcoming entry into force of SIRE 2.0 establishing links with company documents.

The below workshops were also conducted facilitated by selected senior officers and VMC instructors:
- ► Workshop Konsberg K-Chief 500
- ► Workshop Marflex DEP
- ► ECDIS Konsberg Bridge, Furuno FMD 3X00 series

Four 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 four workshops, which were conducted, are listed below:

Topic	Officers	Ratings	J. Officers
Workshop Communication for Resilience and Care - Let's talk	x	28Nov23	x
Workshop Take care of myself and my team - Leading my team's wellbeing	x	28Nov23	x
Workshop Learner Mindset	x	28Nov23	x
Workshop SIRE 2.0 update	29Nov-01Dec23	x	12Oct23

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

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

Links with the responses analytics of the questionnaires were distributed to all participants for their review and a further discussion was carried out on the analytics.
Conclusions, suggestions and action plan per workshop is reported below.
Out of the workshop evaluation following is concluded:

- ► The vast majority of the participants were happy with the content and the duration of the workshops.
- ► 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.

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1 Workshop: "Communication for Resilience and Care – Let's talk"

The workshops "Communication for Resilience", renamed "Communication for Resilience and Care", supplement the "Take care of myself and my team" workshops, using incidents and everyday engagements and consolidate proposals for:

- ➢ ***developing a culture of connection, thank you and positive communication as evidence of care, appreciation and respect***
- ➢ ***increasing the awareness for all participants why and how EffEff communication in a team boosts the individuals and the team's mental health and resilience, hence team's HSQE IF EffFff operations.***

The questionnaire is designed for us to:

- ➢ ***increase the awareness and reduce the stigma of mental health***
- ➢ ***introduce the ALL-ACT drive A***sk***L***ook***L***isten ***A***ct***C***heckback***T***akecareofyou
  (***Feel touch taste and smell is also valid ALL FACT)***
  as a means to approach a colleague suffering.
- ➢ ***empower EffEff communication, particularly better conversations about mental health***

1 Appreciation

Thank you all,29 Tanker & Bulker ratings, for your reflective learning engagements in the workshop "Communication for Resilience and Care – Let's talk" and for:

- ► the prompt and proper fill in of the questionnaire
- ► your further proposals to improve the way we approach a struggling colleague and show our genuine interest

2 Background

2.1 The series of workshops "Communication for Resilience", renamed "Communication for Resilience and Care", delivered since Jun18, supplements the "Take care of myself and my team" series of workshops.

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

2.2 This workshop:

► Based on
- the 4 PnS Resilience modules of Making connections, Connection with home, Gratitude and Positive communication,
- the Shell PnS Letstalk course (as of MR20-02)

► and using incidents and everyday engagements on board, consolidates proposals for:
- developing a culture of connection, thank you and positive communication as evidence of care, appreciation and respect
- increasing the awareness for all participants why and how EffEff communication in a team boosts the individuals and the team's mental health and resilience, hence team's HSQE IF EffFff operations.

2.3 During the "Communication for Resilience and Care, LetsTalk" workshop the facilitator and his team had the opportunity to:

► Review the Resilience Vol2 and Vol3

► Go through the PnS "Let's talk" module, available off-line and in Russian as follows:
- Module 1 Online - We all have a State of Mental Health
- Module 2 Online - Support Structures
- Module 3 Online - ALL ACT. Supporting Others
- Module 4 Online - Promoting Positive Mental Health and Reducing Stigma, along with the Stigma awareness video

Mental health is increasingly recognised within the shipping industry as an important issue. There is a growing awareness that our seafarers suffer a higher level of mental health issues and suicide compared to land-based workers. However, we may find mental health issues difficult to talk about.

3 Purpose

These workshops aim to:

► reduce the stigma of mental health in shipping,

► empower seafarers to have better conversations about mental health together and help them to know how to access professional support when it is needed.

► and introduce the ALL ACT drive **A**sk**L**ook**L**isten **A**ct**C**heckback**T**akecareofyou
(**F**eel touch taste and smell is also valid ALL FACT)
as a tool of communication for resilience and care for your team and for a team performing IF EffEff.

4 Key messages

The key messages of the course, as passed on to the participants:

► We can all help each other at the human level, feeling confident to ask your colleagues: "Are you ok? What could be done to make you feel better?"

► Using ALL ACT is a structured way to open a conversation and support our colleagues

► Be aware of the help available to support our colleagues and make sure to take care of yourself too.

5 Records

5.1 Concluding the workshop

► the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments.

► the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop

5.2 A thorough list of questions and methods of approach for starting a sustainable conversation with a struggling colleague is saved in the records of the workshop.

6 Actions and follow up

► Out of the workshop questionnaire the following were highlighted:

the value of approaching a colleague with mental health issue and how to do it in the proper manner
- the value of approaching a colleague with mental health issue and how to do it in the proper manner
- The fact that you do not need to be a psychologist or a counselor or a doctor to apply the ALL (F)ACT approach and help a colleague with mental health issues and the value of EffEff communication.
- The fact that take care about myself means take care about my team too, is clear for the majority of participants, who understand also that through the hints and tips of this workshop our common principle "Return Home Healthy" can be achieved.
- As a conclusion of the workshop, the vast majority of the participants have promised themselves to start from the other day to be more observant, sensitive and empathetic for the other team members as well as to apply the ALL (F)ACT model.

We will continue to work on these workshops and the communication and mental health concepts introduced to ensure that the equation take care about myself = take care of my team is clearly understood and is driving our behaviour to ensure IF EffEff operations for our team.

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

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

The "Take care of myself and my team" workshop introduced since Jun18, is elaborating on actual accidents (different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.
This workshop is now further developed to the "Take care of myself and my team, Leading my team's wellbeing", with focus on the Shell Pns Leadership Skills for Crew Wellbeing module, designed for us to elaborate on the why:

- ***a leader's, and a team's member, key priority is his team's wellbeing***
- ***a fearless organisation, where all feel comfortable to share their success and failures and are open to learn from each other, is prerequisite for a team's wellbeing***

and relate the Roxana 3x3x3 soft skill model, and particularly EffEff communication, the human performance principles and how the qualities of a leader or a team member are applied to ensure his and his team's wellbeing and IF EffEff operations.
The related questionnaire is a tool for each individual, in any role, to understand:

- ***the level of his understanding on the wellbeing topics of the workshop***
- ***how HE feels fearful and open to contribute to his team's wellbeing (self-assessment)***
- ***his own perception on how his leader and his team are boosting the fearless organisation for the well being (360^0 assessment) .***

1 Appreciation

Thank you all, 29 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 well being of his team, by creating:

- ► a workplace where the well being of the team is one of the key priorities
- ► an environment of open and without fear communication

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

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 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

► 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 are applied to ensure his and his team's wellbeing and IF EffEff operations.

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

► the level of his understanding on the wellbeing topics of the workshop

► how HE feels fearful and open to contribute to his team's wellbeing (self assessment)

► his own perception on how his leader and his team are boosting the fearless organisation for the 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 well being of his team, not by intimidation, command and control, but by creating:

- a workplace where the well being of the team is one of the key priorities
- an engaging environment for open and fearless communication

► be emotionally fit, his emotional fitness is pre-requisite to manage his team well being, to ensure that:

- state of mental health of the individuals is assessed and managed
- the state of the team's well being 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, ie:

- Human errors happen, but they are opportunities to learn, blame fixes nothing
- Humans want to do a good job, humans are not to blame although reckless conduct is not tolerated
- Human error reflects to system error, systems 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 organisation is in a steady course, in line with our IDEA Vision, towards a fearless organisation

It was highlighted that:

►The most important asset for a leader and a team member, along with himself, is his team

►As a leader what I say, what I prioritise, 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 and junior Officers & Ratings remote reflective learning engagements Dec23

3 Workshop: Learner mindset

The Learner Mindset is a skill set introduced as a tool for everyone to grow their ability to share and learn from mistakes and successes and speak up openly in a safe environment.
This workshop is designed for us to introduce the Learner Mindset as a tool towards the fearless organization, where all of us are open to admit failures, acknowledge success, ask, learn and improve.
The relevant questionnaire is developed for each one to:

- ***Verify the awareness of the Learner mindset concept***
- ***evaluate to what extend he is performing on Learner's mindset (self evaluation)***
- ***evaluate to what extend his peers, his superiors and the organisation is performing on learner's mindset (360^0 assessment).***

1 Appreciation

Thank you all,29 Tanker and Bulker Ratings, for your reflective learning engagements in the workshop " Learner mindset" and for:

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

2 Background

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

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

3 Purpose

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

3.2 The relevant questionnaire is developed for each one to:

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

4 Key messages

Key messages of the course were passed on to the participants, ie the Learner Mindset is:

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

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

5 Records

5.1 Concluding the workshop

► the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments

► the evaluation questionnaire was filled out online, with evaluation, topics and proposals for improvement of the workshop

6 Actions and follow up

► Out of the workshop questionnaire responses:

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

Learner	Myself (%)		Superior (%)		Master (%)		Organization (%)	
mindset	LM	50/50	LM	50/50	LM	50/50	LM	50/50
R	38	51	32	38	28	38	32	28

It was highlighted that:

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

We will continue to:

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

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4 Workshop: SIRE 2.0 update

Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition and IF EffEff operations 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 with SIRE 2.0.

This workshop:

➢ ***elaborated on the new SIRE 2.0 concept***

particularly the Subject and Nature of Concern, SoC and NoC.

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

➢ ***The SIRE2.0 concept, the questions structure and the inspection regime***

➢ ***The TIARE, form CP09-01 as harmonized with SIRE 2.0***

1 Appreciation

Thank you all, 36 Tanker and 9 Bulker Officers as well as 39 Junior Tanker Officers & 6 Junior Bulker Officers, for your reflective learning engagements in the workshop "SIRE 2.0 update" and for:

► the prompt and proper fill in of the questionnaire

► your further proposals and feedback, evaluating the workshop in terms of more to learn, most impact

► recording your personal commitments for next day actions so that you consistently adopt the Learner's mindset in your everyday life.

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

2. Background

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

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 is going to supersede the existing SIRE program and is planned to become operative in Q2 2024.
- ► During the 2nd quarter of 2022, the OCIMF's updated and enhanced Ship Inspection Report Program 2 (SIRE2 and VIQ7) has been launched.

2.2. SIRE 2.0 - Roxana

2.2.1 TIARE, form CP09-01 and SIRE 2.0

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

2.2.2 SIRE 2.0 workshop May23

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

3. Purpose

Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's 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 should therefore be revised reflecting the changes introduced.

This workshop:

- ► elaborated on the new SIRE 2.0 concept
- ► introduced the revised TIARE, form CP09-01 as harmonized with SIRE2.

The related questionnaire was a tool for each participant to understand:

- ►The SIRE2.0 concept, the questions structure and the inspection regime
- ► The TIARE, form CP09-01 as harmonized with SIRE 2.0

4 Key messages

- ► Participants elaborated on the recently released by OCIMF SIRE 2.0 documentation, i.e.:
  - • training videos on Human Factors
  - • the SIRE2 opening and closing meetings
  - • SIRE 2.0 - Negative Observation Module Explanation - Version 1.0 and the structure of SIRE 2 questions
- ► Participants were refreshed in concepts such as human performance and success, principles of human performance, the S.H.E.L.L model
- ► Participants familiarized with the terms SoC (what is reported on) and NoC (what has been observed) concerning the observations

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

5. Records

Concluding the workshop

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

6. Actions and follow up

6.1. Out of the questionnaire responses:

- ► the level of understanding of the topic of the workshop is very satisfactory for all participants
- ► all participants reviewed and understood:
  - the Negative Observation Module Explanation - Version 1.0 as well as the training videos on Human Factors.
  - the opening and closing meeting checklists.
  - the Negative Observation Module Explanation - Version 1.0 as well as the training videos on Human Factors.
- ► the majority of the participants were in position to identify the SoC and the NoC for each SoC, at each inspection question presented in the questionnaire.
- ► Related to the feedback section of the questionnaire, the material provided was satisfactory for all the participants, while it was generally requested to provide them with more training, so as for them to adopt smoothly in the evolving regulatory landscape.

Tanker and Bulker Ratings Groups:

Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tankers						
Minchik Evgeny	2nd Off	Mertsalov Oleg	4th Off	Brezgin Alexander	2nd Off	Facilitator
Mordovskoi Aleksandr	Bosun	Dantcevich Vasilii	Bosun	Komogortsev Sergei	Bosun	Flipchart
Flekivchuk Viktor	A/B	Bashkirov Vitaly	Bosun	Bogomolov Sergei	A/B	Presenter
Nikitin Sergey	A/B	Duplava Aleksei	A/B	Afanasev Valerii	A/B	PC Operator
Aleksandrov Evgenii	A/B	Timofeev Valery	A/B	Baraka Oleg	A/B	
Shelepyuk Alexander	Oiler	Belousov Artur	A/B	Liseenko Egor	A/B	
Rosseikin Viktor	Bosun	Mikov Aleksandr	A/B	Kopylov Aleksei	Oiler	
Gasanov Abbas	A/B	Litvinov Alexander	A/B	Rykov Sergei	Oiler	
		Kaloshin Iaroslav	A/B			
PS		PS		PS		Roxana
Bulkers						
Matveev Pavel	Bosun	Valitov Dmitrii	A/B	Bobkov Iurii	Bosun	Facilitator
Skorobogatov Aleksei	A/B					Flipchart
DV		DV		DV		ROKS

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

Tanker Officers groups:

Gr 1

Name	rank
Khristovich Timofey	Master
Verkhovskii Andrei	Master
Sidorov Alexander	ChOff
Lozovoi Pavel	ChOff
Zamatyrin Nikolay	2nd Eng
Arkhipov Anton	2nd Eng
Serous Igor	ETO
Pakhomov Mikhail	ETO

Gr 2

Name	rank
Anastasiiadi Andrei	Master
Syrov Andrey	Master
Ozerin Valeriy	ChEng
Maksimenko Aleksandr	2nd Eng
Baykov Alexander	2nd Eng
Strikus Konstantin	ETO

Gr 3

Name	rank	role
Karasev Leonid	Master	Facilitator
Maltcev Dmitrii	Master	Flipchart
Skribchenko Aleksandr	ChOff	Presenter
Efimov Andrei	2Eng	PC Operator
Shapran Aleksei	2nd Eng/ Cheng	
Kotov Dmitrii	ETO	
Butenko Mikhail	ETO	

Gr 4

Name	rank
Okolo-Kulak Andrey	Master
Overchuk Alexander	Master
Belkin Roman	ChOff
Niukhin Sergei	ChOff
Epishin Stanislav	2Eng
Ivanushko Andrey	ETO
Goritckii Pavel	ETO
Chebotaev Maksim	ETO

Gr 5

Name	rank	role
Popov Artem	ChOff	Facilitator
Sukhodoev Oleg	Master	Flipchart
Korotets Oleg	ChOff	Presenter
Mikhailov Iurii	ChEng	PC Operator
Bacharnikov Sergei	2nd Eng	
Kalkaev Aleksei	2nd Eng	
Besshtannov Boris	ETO	

Bulker Officers groups:

Gr 1

Name	rank	role
Lukianov Stanislav	Master	Facilitator
Sharyy Petr	ChOff	Flipchart operator
Matveev Victor	ChOff	Presenter
Chizh Mikhail	ChOff	PC Operator
Shkakanok Aleksei	ChOff	
Kabakov Yury	ChEng	
Mishakov Gennady	ChEng	
Torchinov Aleksandr	2nd Eng	
Tyurenkov Oleg	ETO	

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

Junior Tanker Officers groups:

Gr 1

Name	rank
Lozovoi Dmitrii	2nd Off
Novikov Roman	3rd Off
Bychkov Gennadii	4th Off
Prokhorikhin Maksim	3rd Off
Kalenchenko Aleksandr	3rd Eng
Chugainov Evgenii	4th Eng
Kazantsev Aleksei	4th Eng
Zhukov Ilia	5th Eng
Selifontov Vadim	5th Eng
Gorbovskoi Nikolay	4th Eng

PS

Gr 2

Name	rank
Serykh Ivan	3rd Off
Saadudinov Ramazan	4th Off
Rusin Andrei	3rd Eng
Somov Vladimir	4th Eng
Tretiak Andrei	5th Eng
Ianovskii Evgenii	4th Eng
Shevchenko Egor	5th Eng
Marunchenko Andrei	4th Off

PS

Gr 3

Name	rank	role
Makarevich Kirill	2nd Off	Facilitator
Minchik Evgeny	2nd Off	Flipchart
Gontar Aleksei	3rd Off	Presenter
Lavrenov Evgenii	3rd Off	PC Operator
Drobysh Vladimir	3rd Off	
Kiniaikin Andrei	4th Eng	
Loginov Vadim	4th Eng	
Golovushkin Aleksei	5th Eng	
Mustaev Damir	5th Eng	

PS Roxana

Gr 4

Name	rank
Snytko Ivan	2nd Off
Brezgin Alexander	2nd Off
Iusupov Viacheslav	4th Off
Shalimov Nikolai	3rd Eng
Kovalenko Nikita	5th Eng

PS

Gr 5

Name	rank	role
Danin Nikolai	3rd Off	Facilitator
Ponimaskin Vasilii	4th Off	Flipchart
Vorozhchenko Andrei	3rd Eng	Presenter
Volgin Denis	3rd Eng	PC Operator
Plakunov Dmitrii	4th Eng	
Manzhela Dmitrii	5th Eng	
Samokhvalov Maksim	3rd Off	

PS Roxana

Junior Bulker Officers groups:

Gr 1

Name	rank	role
Gavrysh Roman	2nd Off	Facilitator
Urbanovskii Andrei	3rd Off	Flipchart
Babenko Dmitrii	3rd Eng	Presenter
Rakitin Artem	3rd Eng	PC Operator
Bogun Gleb	3rd Off	
Bakin Konstantin	4th Off	

DV ROKS

Tanker/Bulker senior and junior Officers & Ratings remote reflective learning engagements Dec23

Pancoast Trading (Singapore) Pte. Ltd. Update 01Oct23-31Dec23

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

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

Vessels operated by the office During the specified period, Vessels operated by our office included Miracle, Melody, Marvel, Magic Star, and Malbec—Handy Vessels engaged in Dirty product trade.

Commercial Operations: In the fourth quarter of 2023, Pancoast's Singapore office, under the commercial operational responsibility of Capt. Karthik, successfully secured spot charters with various Charterers, including major Oil companies. Furthermore two of our LR1 Vessels were contracted for long-term charters during this period.

Singapore and Fujairah continues to serve as the primary ports in the East, where virtually all ships make port calls for repairs, surveys, and bunkering operations. Our department has played a pivotal role in preparing and planning these activities, offering indispensable logistics support to various departments. Dry-Dock and Special Survey for our 4 handy vessels was done at Dubai-Duqm ship yard in 2023.

Singapore office Audit: Mr. Koutris conducted internal audit of Singapore office as per DMS procedure in Oct 2023 which was successfully completed.

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

Aramco Symposium Participation: Capt. Karthik, alongside with Mr. Koutris, attended the Saudi Aramco Terminals Customer Focus Symposium 2023 in Dubai. The symposium focused on three key areas: Ship Experience during Port Calls, Environmental Stewardship, and Technologies on board ships and Terminals. This event facilitated valuable discussions, insights sharing, and direct communication between Aramco and customers, fostering feedback on services provided by Aramco Terminals. The Symposium was attended by several participants and representatives from Saudi Aramco Management, Terminal reps, Pilots, Vetting team, local Agents, ship managers and Surveyors both from east and west coast of Saudi Arabia.

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

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

Management Review meeting: Capt. Karthik, attended in Nov 2023 the Management Review meeting 23-02 in Eretria Greece, and presented four comprehensive presentations for each department of Wet Opd / Commercial / Post fixture / Pancoast Singapore 2023 outlining the achievements and updates of each department.

Shipping week: Capt. Karthik, alongside with Mr. Andrea Vaccari (CCO) attended in Nov 2023 the Bahri Shipping week in Dubai; they had extensive meetings with existing and potential clients expanding the Company's business circle.

Pancoast Trading (Singapore) Pte. Ltd. Update 01Oct23-31Dec23

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

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

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

Capt. Karthik alongside with Mr. Andrea Vaccari in the Bahri Shipping week in Dubai.

VMC (Vladivostok Maritime College)

Dedicated to future sailors...

On October 6, 2023, a significant ceremony took place at Vladivostok Maritime College, marking the initiation of new recruits into the esteemed ranks of the "marine brethren."
The assembly hall witnessed a full turnout, with teachers, college staff, parents, numerous relatives, friends of the conscripts, and college guests in attendance. The atmosphere was warm and friendly, creating a festive environment for all.
The ceremony featured numerous congratulatory speeches, with invited speakers sharing their valuable maritime experiences. Vladimir Yurievich Man'ko, the Director of the college, delivered heartfelt congratulations, warm wishes, and kind words of farewell.

Respected guests, including:

- ► Verkhoturov Denis Valentinovich - General Director of the representative office of the shipping companies "Roxana Shipping" and "ROKS Maritime" in Vladivostok;
- ► Sidorkin Pavel Petrovich – captain-mentor of the representative office of the shipping companies "Roxana Shipping" and "ROKS Maritime" in Vladivostok;
- ► Pafnutyev Evgeniy Yurievich – Deputy General Director of DVMA LLC "Fescontract International";
- ► Mamontov Yuri Vladimirovich - head of the crew formation department of the Crewing Department of the Far Eastern Shipping Company;
- ► Voinova Polina Pavlovna - specialist in work with educational institutions of the Crewing Department of the Far Eastern Shipping Company.

extended greetings and congratulations to all present.

The festive occasion concluded with the traditional Oath of first-year students and the presentation of cadet tickets. A total of 131 first-year students affirmed their commitment to their chosen profession by taking the oath and receiving their cadet tickets. Parents and guests had the opportunity to capture these significant moments on video and cameras. We sincerely congratulate the guys who decided to choose the profession of a sailor!

Congratulations to you, future sailors! Good luck and new achievements in the future! Seven feet under the keel!

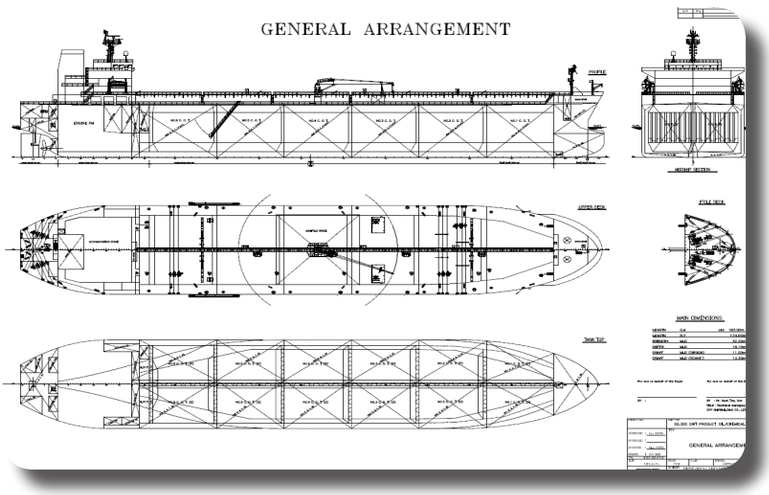
New Ladies on the Block

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

- Alternative fuels, particularly methanol and LNG
- Carbon capture technologies
- ECO designs and options

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

Furthermore, there is an increased activity evaluating options and opportunities in the second hand market, with the recent addition of M/V Commander K and more to follow soon. Batman Also!



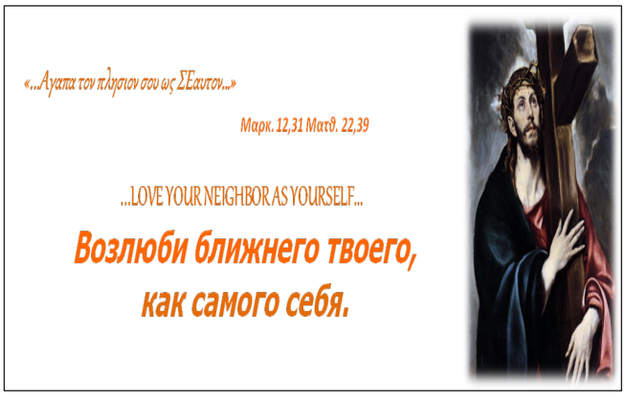
The fearless ego for success

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



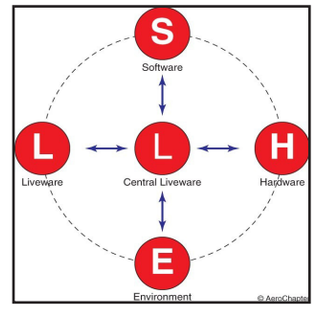
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

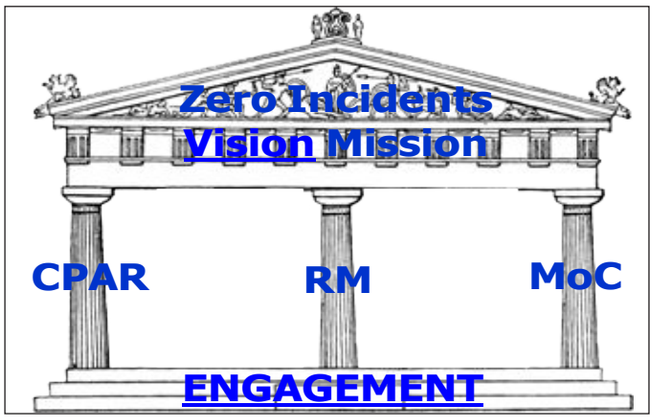
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

The fearless ego for success (Continued)

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, ie 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.

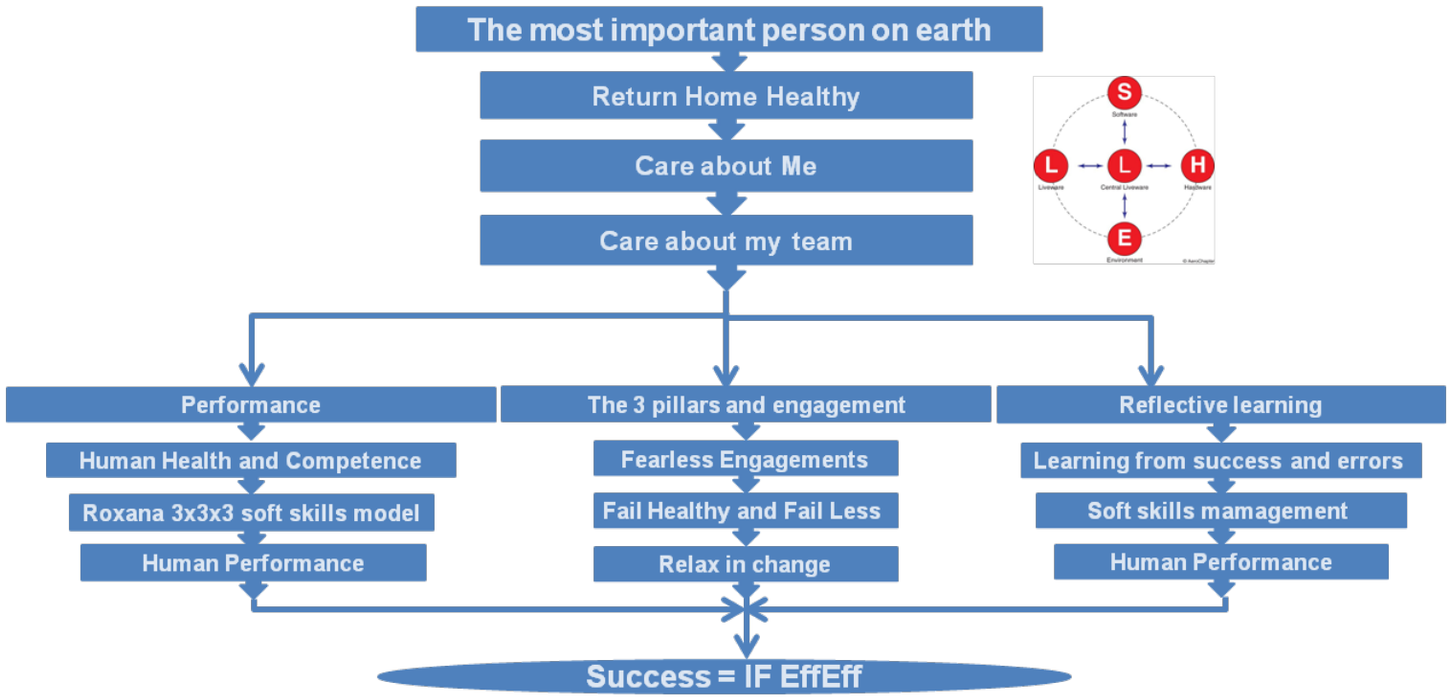
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

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.

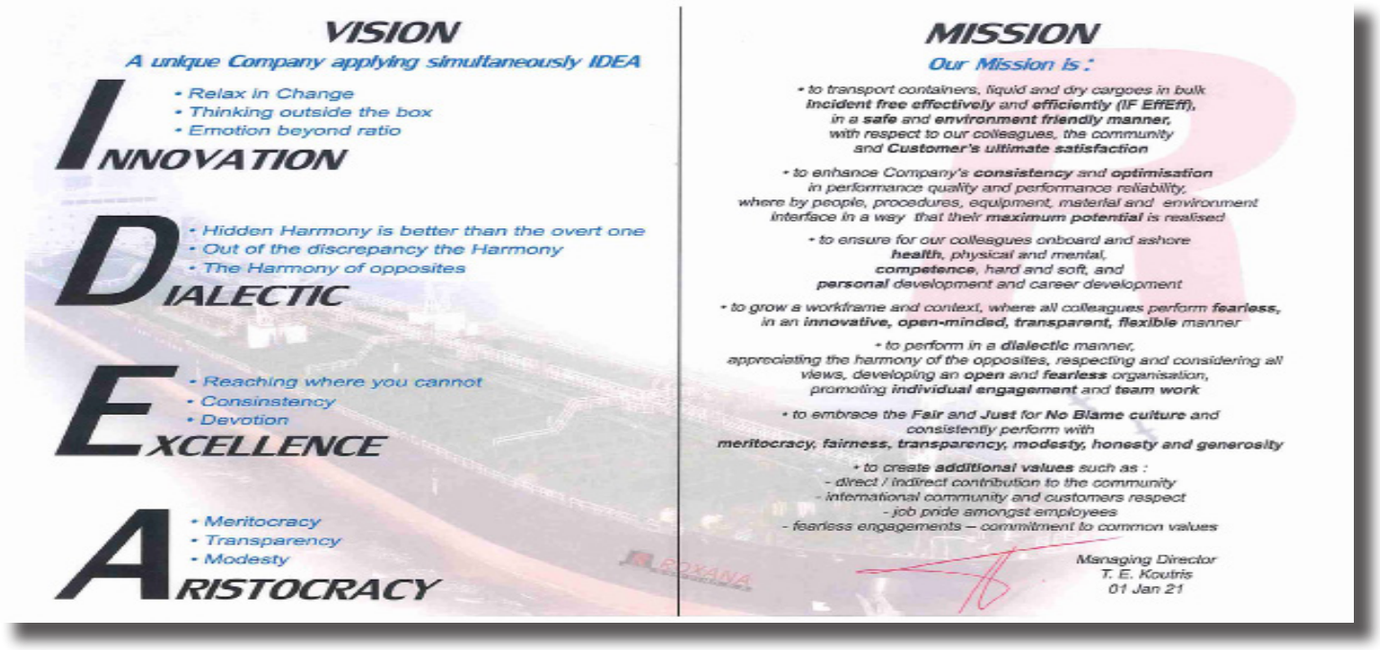
Separate articles in this magazine elaborate on the above three axes of activity, who ensure the Incident Free, Effective and Efficient (IF EffEff) operations throughout our organization ashore and on board.

Fearless Ego for Success



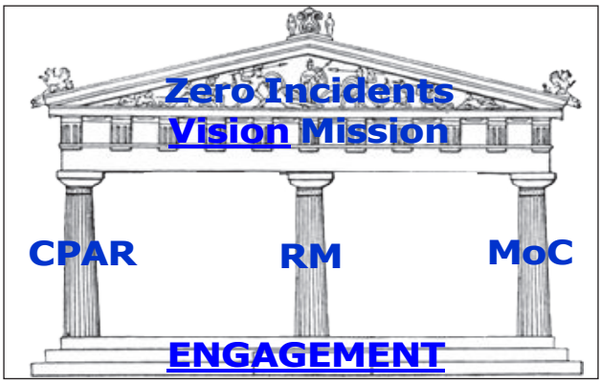
The 3 pillars and engagement

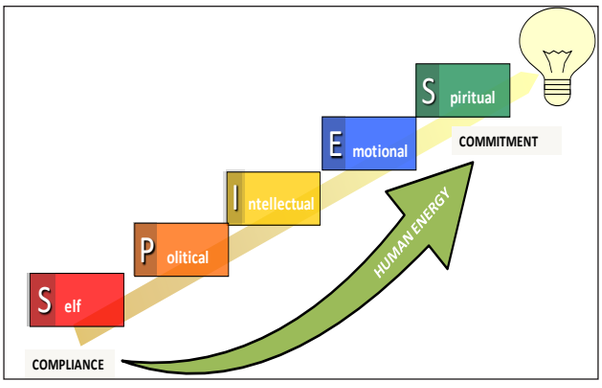
Late 2107 we introduced the three pillars and engagement principle, as the backbone of our system development to meet our Zero Incidents target, in compliance with our IDEA Vision and Mission.



The three pillars were identified as

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





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

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

An environment of open reporting, of a fair and just for no blame culture during investigation and causation analysis are the guarantees that the team will learn from its success and that mistakes are opportunities for system improvement.
Procedure CP08 is documenting the above issues.
Failing healthy and less is all about managing the risk of the identified hazards, as addressed procedure CP24.
It is our Innovation value that dictates the relax in change, change is a way of living and is addressed in procedure CP13.
We all know normal conditions are not always the case and therefore, we have to be prepared to operate also under "not normal" conditions, the so called non routine operations.
Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the concepts of the three pillars, the reflective learning and training and non routine operations.
Procedures format, as documented in CMSM ch3, is revised to reflect the above.
Since the beginning of 2022 we have initiated a project to simplify our procedures thus boosting the engagement and facilitating the commitment to our system.

Herakleitos team with Dostoyevsky to make 2+2=5

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

Fyodor Dostoyevsky

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

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

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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"

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

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

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

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

A team:

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

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

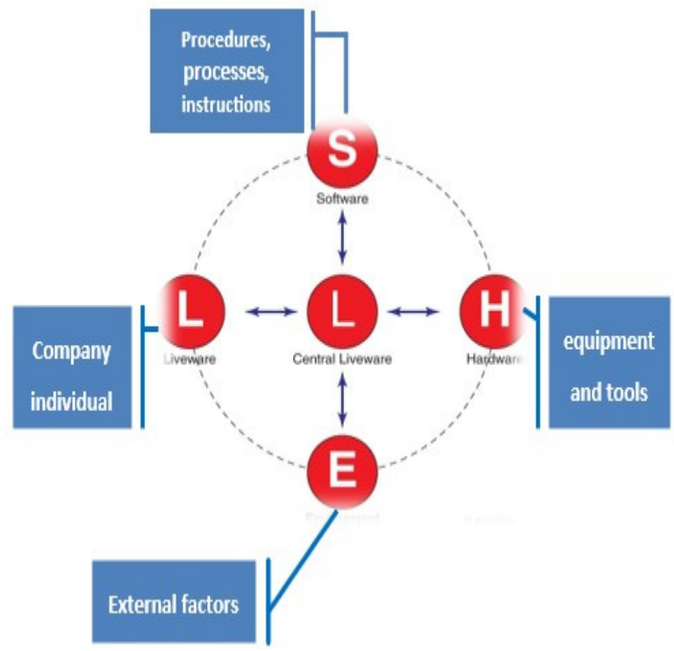
The 2+2=5 concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.
The teams concept is introduced

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

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

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

The S.H.E.L.L. model is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human subsystem). The S.H.E.L.L. model adopts a systems perspective that suggests the human is rarely, if ever, the sole cause of an accident. The systems perspective considers a variety of contextual and task-related factors that interact with the human operator within the aviation system to affect operator performance. As a result, the S.H.E.L.L. model considers both active and latent failures in the aviation system.



The anthropocentric principle of the S.H.E.L.L. model pretty much fits into the Company commitment to place and engage the human in the centre of activities.
The S.H.E.L.L. model is adapted to the Company DMS CMSM par3.6, and S.H.E.L.L. factors are extensively used when applying processes, amongst others, like the:
1 interview (interrelation of the candidate with S.H.E.L.L.)
► investigation (classification of factors to investigate in S.H.E.L.L.)
► causation analysis (classification of causes in S.H.E.L.L.)
► hazards and threats identification (classification of hazards and threats in S.H.E.L.L.)

The holy three and Roxana 3x3x3 soft skills model

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

During the relevant workshops in 2018 and 2019 we considered the *holy three concept*:
- the simpler the process the more engaging for the stakeholders it is
- the human brain is geared to think the dialectic way, 3 issues at a time
- key findings of recent Harvard university studies (N. Cowan -2010) suggests the limit of working memory capacity between 3 and 5 chunks of information.

During the previous workshops as above par2 we realized that:
- Teamworking, Leadership and managerial, Communication and influencing soft skills sets are meaningful only in a team environment (interpersonal skills)
- Decision making, result focus, Situation awareness soft skills sets apply for an individual, even not within a team (intrapersonal skills)
- Communication skills are prerequisites for Teamwork and for Leadership skills
- Situation awareness is prerequisite to proper Decision making and result focus skills

Considering the above we decided to modify the 6 soft skill domains to 3, by:
- Fusing communication and influencing to team working and leadership/managerial
- Fusing situation awareness to decision making and result focus
- Merging decision making and result focus

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

Ending up to *3 soft skills sets*

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

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

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

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

1. Team Working	
Works effectively in a team, clearly and precisely and gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, including senior/line managers, colleagues and subordinates, building productive working relationships through cooperation with colleagues, treating others with respect, facilitates resolving conflicts among team members and balancing individual and team goals, interacting with others in a sensitive and effective way in a risk- and time-sensitive environment.	
1.1. Participation and supporting others	
1.1.1.	**Actively participates in team tasks:** - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	**Establishes an atmosphere for open communication and participation:** - Clearly puts forward views and personal position while listening to others. - Encourages input and feedback from others. - Builds rapport and establishes a common bond with others. - Encourages idea generation. - Shares expertise with others.
1.1.3.	Communicates effectively - Uses the right mode, time and medium to deliver the message (spoken, written, body signals, sentence structure, terminology and speed of delivery etc) to suit the message and the intended recipients. - Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way - The amount of communication is appropriate and clear for the situation in hand.
1.2. Inclusiveness and consideration of others	
1.2.1.	Helps people feel valued and appreciated. - Welcomes and includes others - Receives feedback constructively and acts accordingly. - Notices the suggestions of other crewmembers. - Gives clear, detailed and constructive personal feedback. - Gives clear and concise briefings and updates at appropriate times.
1.2.2.	Demonstrates respect for people and their differences. - Shows understanding of others' perspectives and personal situations. - Acknowledges cultural diversity when communicating.
1.2.3.	Communicates in a way that elicits appropriate action from others. - Asks questions and observes others to confirm their common understanding
1.3. Conflict resolution	
1.3.1.	Keeps calm in conflicts and suggests solutions to resolve conflicts.
1.3.2.	Receives feedback constructively and expresses disagreement constructively by giving alternative or different perspectives.
1.3.3.	Influences others resulting in acceptance, agreement and/or behaviour change.

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

2. Leadership and Managerial skills	
Clearly and precisely gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, inspiring, motivating and empowering his colleagues to perform at their best to achieve goals. Adjusts leadership style to situations, including those which develop suddenly and change rapidly, interacting with others in a sensitive and effective way in a risk and time-sensitive environment.	
2.1. Setting directions, providing and maintaining standards	
2.1.1	Communicates clear expectations. - Considers the bigger picture and longer term needs prior committing to a course of action. - Translates the vision into clear strategies and work programmes. - Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc). - Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery). - Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients. - The amount of communication is appropriate and clear for the situation in hand. - Communicates in a way that elicits appropriate action from others.
2.1.2	Demonstrates commitment to Company values, ethical and moral standards, setting a personal example of what is expected from others.
2.1.3	Ensures compliance with Company system and standards and intervenes in case of deviations by other crew members
2.2. Authority, assertiveness and empowerment	
2.2.1	Creates a culture that enables challenge and participation of crew members while maintaining the given command authority - Encourages crew members to review, raise concerns or challenge plans of actions. - Creates a safe and trusting environment for crew members of open and frequent communication with clear and direct flow of information, supporting them to openly share lack of knowledge and/or to speak up without hesitation. - Recognises, appreciates, and supports contributions of people. - Receives feedback constructively.
2.2.2	Takes command if the situation requires. - Takes decisive actions as required. - Advocates own position. - Clearly puts forward views and personal position whilst listening to others. - Influences others resulting in acceptance, agreement and/or behaviour change.
2.2.3	Supports people to have a level of independence in how they do their work - Develops cooperative and respectful relationships with people. - Understands the needs of crew members and cares about their welfare - Acknowledges cultural diversity when communicating. - Creates a feeling among the crew members of achieving results together as one team - Asks questions and observes others to confirm their understanding. - Actively seeks and acts upon feedback. - Encourages people to acquire new skills and develop themselves.
2.3. Planning, co-ordination and Workload management	
2.3.1	Organizes tasks, activities and resources. - Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards. - Encourages shared understanding and participation among crew members in planning and task completion. - Clearly explains plans, expectations, and roles to each person, ensuring that they understand them - Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments. - Prioritises and manages primary and secondary operational tasks. - Distributes tasks appropriately among the crew, balancing the needs of every team member.
2.3.2	Challenges current processes to find new and innovative ways to improve work of the team and the vessel - Uses appropriate tools and notifications when dealing with non-routine operations. - Uses available external and internal resources (including automation) to accomplish timely task completion.
2.3.3	Monitors plans for the achievement of targets. - Gives and asks for clear and concise briefings and updates at appropriate times. - Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it. - Delegates in order to achieve top performance and to avoid workload peaks and troughs. - Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary. -

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

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

Intertanko ISTEC64 and BSC51 03-05Oct23

Please note that from 03Oct23 till 05Oct23, our Managing Director Mr. Koutris attended the Intertanko Safety & Technical Committee Meeting (ISTEC64), along with the Bunker Sub-Committee Meeting (BSC51), which took place in Singapore, at the Goodwood Park Hotel.

The main topics that were discussed during the BSC meeting (03Oct23), are listed below:

- ► Lack of uniformity of sampling procedures, MEPC.182(59)
- ► Low flash point fuel oil (MEPC 80 and MSC 107)
- ► Bunker licensing scheme
- ► Outcome of MEPC 80
- ► Singapore Standards on electronic bunkering documentation and processes
- ► Biofuel
- ► FuelEU Maritime Regulation

During the ISTEC meeting (04-05Oct23), the following main topics were discussed:

- ► GHG Emission Reductions
  - • Updates from MEPC 80 - IMO's Medium- and Long? Term Measures
  - • Lifecycle GHG and Carbon Intensity Guidelines for Maritime Fuels (LCA Guidelines)
  - • Sharing Update on IMO's review plan for GHG Short Term Measures and sharing of experiences on EEXI and CII implementation
  - • Updates on work of OCIMF/Industry EPL WG & Experience with ShaPoLi implementation
  - • Alternative fuels (complementary to BSC discussions)
  - • Fuel EU Maritime and EU Emission Trading Scheme
- ► Tanker Specific Matters
  - • Updates on OCIMF/Industry OPS WG and Emission Capture and Control workstream
  - • Digitalisation and automation of ships
  - • Equipment maker-support during lifetime of systems installed onboard
  - • Digitalization and automation of ships
- ► Reports from Sub-Committees and Working Groups
  - • Bunker Sub-Committee
  - • Nautical Sub-Committee (NSC)
  - • Ad hoc Advisory Group on Maritime Security etc.
- ► Experience Sharing and Industry Best Practices
- ► Other matters
  - • Ship's anchoring capabilities & safety of windlass motors
  - • Remote surveys
  - • Fire detector and extinguishing systems at locations currently not required by SOLAS
  - • Design of survival craft and launching mechanisms
  - • Re-certification procedures when existing marine diesel engines are retrofitted for dual or multi-fuels
  - • Casualty Investigation
  - • Material Declaration (MD) & Supplier's Declaration of Conformity (SDoC)

Intercargo TC48 Meeting 23Oct23

Our Managing Director, Mr. Koutris attended the Intercargo Technical Committee Meeting (TC48), which took place at the Divani Apollon Palace & Thalasso Hotel, Athens. The Committee was also joined by representatives of SulNOx and DNV who delivered presentations on the use of fuel additives and DNV's new steel loading program.

► Technical Committee 48 agenda addressed update on:
- GHG Reduction/Air Emissions
  - Presentation by SulNOx "Use of Fuel Additives"
  - State of Play
  - Emissions WG
  - Shore Power
  - CII Project
  - EPL
- Draft Surveys
- Work Program
- Vetting (CDI Requirements)
- Bunkering Survey
- Cargoes
  - Presentation by DNV "Increasing revenues and reducing carbon footprint while maintaining safety" and "steel coils and wind turbine blades on bulk carriers."
  - Cargo Panel
  - IMSBC Code
- Design Standards (Anchoring, CSR)
- Ballast Water (State of play U, SCG Research)
- STS Working Group
- Terminal Reporting
- Other Business (Ship Recycling, Remote surveys, Tripartite)

10th KR Hellenic Committee (KRHC) 16Nov23

Please note that our Managing Director Mr. Koutris, attended the 2023 KR Hellenic Committee (KRHC), which took place at the Divani Apollon Palace & Thalasso Hotel, Athens.

The agenda addressed update on:
- Update on KR Activities & Shipping/Shipbuilding Market Outlook
  - Business & Technical Activities of KR
  - Status of Korean Maritime Industry
  - EU-ETS. Chartering of ships and analysis of considerations before entering into force. A pragmatic Approach
- Technical Presentations & Discussions
  - Economic Feasibility Study of Ships using Alternative Fuel
  - Shipping GHG Regulations and KR IT-based Services
  - Ammonia Fueled Ship - New safety Challenge
- Owners Presentations & Discussion
  - The Energy Scramble and the "Transition" Window"
  - Challenges from the IMO Short term GHG reduction measures, engineering and fixes

Industry transit advice, Persian Gulf, Strait of Hormuz and Sea of Oman

The maritime security in the Persian Gulf, Strait of Hormuz, and Sea of Oman (the Region) remains challenging with a range of threats to vessels. Those threats continue to evolve and are likely to be different for subsequent visits to the Region. It is essential that Masters, Ship Security Officers, and Company Security Officers carry out detailed Threat and Risk Assessments for each voyage to the Region and for each activity within the Region.

To assist vessels transiting through the Region the industry organisations named above have produced a recommended transit route, as shown in the table below (Transit Advice Coordinates).

This transit route consists of 2 Transit Corridors which join at the Strait of Hormuz Traffic Separation Scheme:
- ► The Persian Gulf to the Strait of Hormuz Traffic Separation Scheme (the Persian Gulf Transit Corridor), and the
- ► Sea of Oman to the Strait of Hormuz Traffic Separation Scheme (the Sea of Oman Transit Corridor)

The Transit Corridors may enable Coalition Naval Forces to allocate their resources to monitor and provide assistance to vessels in the Region.

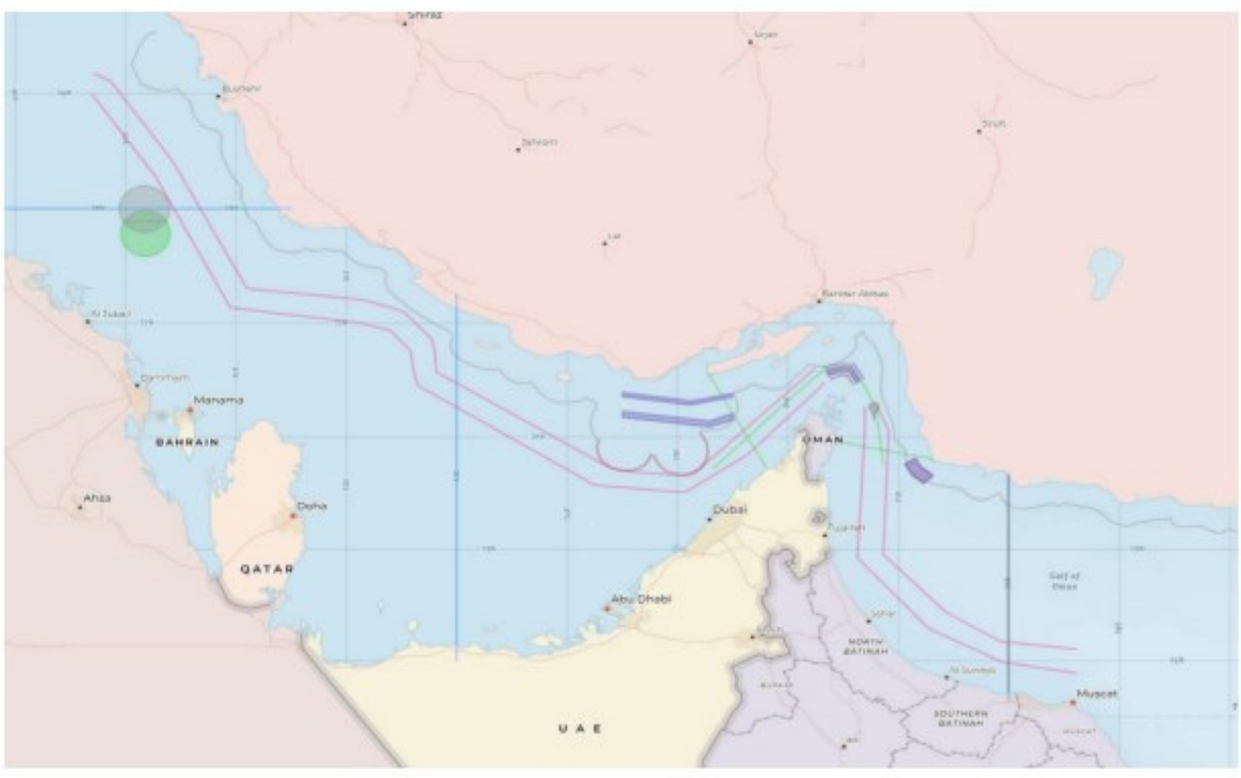


Fig 1: Transit Corridors

Use of the Transit Corridors described above is entirely voluntary and remains a decision for the vessel operator and Master based on its own dedicated Risk Assessment'.

The use of the Transit Corridors described may not be suitable for all vessels and the Master must consider normal navigational practices, including draft restrictions, and the International Regulations for the Prevention of Collision.
This advice will be updated on a regular basis

Industry transit advice, Persian Gulf, Strait of Hormuz and Sea of Oman (Continued)

REPORTING

In the event of any incident, suspicious activity, or concern:

- ► Report any suspicious activity or concerns to the UKMTO at watchkeepers@ukmto.org **+44 2392 222060**
- ► Reports of any suspicious activity and concerns may also be made to the European led EMASoH: Voluntary Reporting Scheme | EMASoH (emasoh-agenor.org)
- ► If under attack, please contact US Naval Forces in Bahrain directly on +973 1785 3879

This advice will be updated on a regular basis

Transit Advice Coordinates			
Northern Persian Gulf to SoH TSS (W Limit)		**Northern Persian Gulf to SoH TSS (E Limit)**	
1) 29° 10' N	49° 43' E	1) 28° 59' N	49° 42' E
2) 29° 06' N	49° 52' E	2) 28° 17' N	50° 16' E
3) 28° 24' N	50° 26' E	3) 27° 08' N	50° 57' E
4) 27° 18' N	51° 06' E	4) 27° 00' N	52° 07' E
5) 27° 12' N	52° 10' E	5) 26° 56' N	52° 24' E
6) 27° 06' N	52° 31' E	6) 26° 45' N	52° 35' E
7) 26° 52' N	52° 46' E	7) 26° 33' N	52° 37' E
8) 26° 47' N	52° 48' E	8) 26° 27' N	52° 39' E
9) 26° 34' N	52° 49' E	9) 25° 34' N	54° 15' E
10) 25° 44' N	54° 22' E	10) 25° 30' N	55° 04' E
11) 25° 42' N	54° 28' E	11) 25° 50' N	55° 38' E
12) 25° 39' N	55° 02' E	12) 26° 28' N	56° 20' E
13) 25° 40' N	55° 09' E		
14) 26° 36' N	56° 15' E		
SOH TSS to Muscat (W Limit)		**SoH TSS to Muscat (E Limit)**	
1) 26° 15' N	56° 49' E	1) 26° 15' N	56° 42' E
2) 26° 03' N	56° 55' E	2) 26° 03' N	56° 42' E
3) 24° 57' N	56° 52' E	3) 24° 55' N	56° 38' E
4) 24° 25' N	57° 26' E	4) 24° 17' N	57° 17' E
5) 24° 10' N	57° 56' E	5) 23° 59' N	57° 51' E
6) 24° 06' N	58° 37' E	6) 23° 53' N	58° 37' E

AMVER Awards 2023

This year's AMVER Awards ceremony took place on 15Dec23 at the Ballroom of the Athenaeum Intercontinental Hotel. Our company was proud to participate in this prestigious event, and the following message was distributed to our fleet:

QT
Dear Master,

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

This year's ceremony took place at the Athenaeum Intercontinental Hotel on December 15th, 2023, where 192 Greek-owned shipping entities and their fleet of 2,057 vessels were celebrated for their committed participation in the AMVER initiative.

Mr. Costis Frangoulis, the President of the International Propeller Club, Port of Piraeus, and Vice President of the International Propeller Club of the United States, remarked: "Seafarers are not just navigators; they are unsung heroes safeguarding lives amidst the unpredictable expanses of the sea. Their care and compassion for others and their courage in executing daring rescues is a testament to their valor and preparedness, epitomizing seamanship's noblest facets. "Each rescue reflects their unwavering commitment to humanity, showcasing not just technical expertise but also incredible courage, camaraderie, and profound respect for the sea's capricious nature."

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

We're very pleased to extend the personal congratulations on behalf of the Commandant of the United States Coast Guard, for all our vessels' participation in AMVER System during 2022 as follows:

ROXANA

► Award Certificate for: AGT, ARN, ATH, MGC, MBC, MVD, MLD
► Blue Pennant for MVD for completing her 1st year of participation, with over 161 days of participation in 2022.
► Gold Pennant for ARN for completing 5 consecutive years of eligibility for an Amver award, with over 134 days of participation in 2022.

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

UNQT

Saudi Aramco Terminals Customer Focus Symposium 12Dec23

Please note that our Managing Director Mr. Koutris, and our Chartering manager Capt. Karthik, attended the Saudi Aramco Terminals Customer Focus Symposium 2023, which took place in Dubai, at The Address Dubai Mall Hotel.

The Customer Focus Symposium elaborated in 3 focus areas:

- ► Ship Experience during Port Calls
- ► Environmental Stewardship
- ► Technologies on board ships and Terminals

The Symposium was attended by several participants and representatives from Saudi Aramco Management, Terminal reps, Pilots, Vetting team, local Agents, ship managers and Surveyors both from east and west coast of Saudi Arabia.
This event offers a unique opportunity to engage in discussions, share insights, as well as offers directly communication between Aramco and customers who give their feedback on services provided by Aramco Terminals.
During the discussions Mr. Koutris raised two issues:

- ► the availability of vapor return line in terminals, Aramco confirmed that there is a project running to resolve the matter.
- ► the customer's satisfaction feedback to be addressed to shore managers also, not only Masters, an idea which was welcome by Aramco, who promised to materialise this in 2 months time.

LFI LET Resilience Updates

In every release of Reflective Learning from Incidents (LFI), Learning Engagement Tools (LETs) and Resilience, updates are always added. The next release is on Dec23 and the updates are as documented below.

1. The major changes in this release are to be as follows:
1.1. Reflective LFI folder
1.1.1. LFI Distraction added
1.1.2. LFI Fatigue Management added
1.1.3. LFI Collective normalization, Collective normalization LFIs subfolder flwg added:
- Reflective Learning - Collective Normalization video

For introduction and details please refer to the Reflective LFI instructions.doc in the folder.

1.2. LET folder
1.2.1. Personal injury LFIs subfolder flwg added:
- Lessons learned - Engineer injured his finger during lifting operations
- Lessons learned - Fatal accident on board during a vessel shifting operation
- Lessons learned - Worker struck in the face by a crane hook
- Lessons learned - Person fractures pelvis in a fall from a ladder

1.2.2. Machinery space fires LFIs subfolder flwg added:
- Lessons learned - Lack of insulation caused fatal fire in the engine room

1.2.3. Dangerous (Enclosed) Spaces LFIs subfolder flwg added:
- Lessons learned - Confined space fatalities due to Hydrogen Sulphide

For introduction and details please refer to the LET intro.doc in the folder.

LFI LET Resilience Updates (Continued)

1.3. 9. Human Performance:
1.3.1. Safe to speak up subfolder flwg added:
- Learner mindset and safe to speak up and accessibility script – Shortcut

1.3.2. Learner mindset subfolder flwg added:
- Learner mindset and safe to speak up (video)- accessibility script
- Learner mindset in practice (video) - accessibility script
- script for Learner mindset exercise

1.3.3. Human performance principles subfolder flwg added:
- Human performance (video)
- Being human - human performance in action

1.3.4. How you respond matters subfolder flwg added:
- How you respond matters - part 1 and part 2

1.3.5. Energising the middle management subfolder flwg added:
- Great conversations - messaging with passion (video) – script

1.3.6. Context drives behavior subfolder flwg added:
- Context drives behavior - parts 1&2 (video)- accessibility script
- Context drives behavior - exercise 2022
- script for Context drives behavior - exercise 2022

1.3.7. Causal reasoning mindset subfolder flwg added:
- Causal reasoning awareness training (video)
- Causal reasoning awareness training - accessibility script
- PnS CEO Conference 2023 Tenerife incident (video)
- PnS CEO Conference 2023 Tenerife incident - accessibility script
- Causal reasoning exercise script
- OIC sheet
- Tenerife incident - poster 1 - poster 2
- Causal reasoning awareness introduction with voice over
- 5 causal reasoning questions

Outstanding 3rd Party Inspections Performance

As we all know 3rd party inspections KPIs and particularly PSC and Vetting KPIs are vital for the tradability of our Fleet.
For PSC inspections absolute target for 2023 was 0 detentions and then 0.9 deficiencies per inspection, the combination of which will bring Roxana in the high performance companies, as per the Paris MOU NIR ranking.
For the Vetting inspections the absolute target for 2023 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection.
Thanks to the effective efforts of our Fleet we are proud for the outstanding performance of the vessels in terms 3rd party inspections as indicated in following table:

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Aramon	S. Bushmelev	A. Mayorov	-	PSC	Bandar Abbas	23Aug23	0	0,9
M/T Aramon	S. Bushmelev	A. Mayorov	-	Vetting	Jebel Ali	28Sep23	3	3,5
M/T Aligote	V. Cherepanov	A. Potyanikhin	-	Vetting	Lome	28Feb23	4	3,5
M/T Aligote	V. Cherepanov	B. Selifontov	-	Vetting	Luanda	13Nov23	4	3,5
M/T Altesse	O. Sukhodoev	A. Polkonikov	-	Vetting	Fujairah	28Feb23	2	3,5
M/T Altesse	O. Mikhalev	A. Sergeichev	-	Vetting	Yanbu	19Jul23	4	3,5
M/T Altesse	O. Mikhalev	K. Evgrafov	-	Vetting	Yanbu	05Nov23	2	3,5
M/T Altesse	O. Mikhalev	K. Evgrafov	-	PSC	Yanbu	10Dec23	0	0,9

Outstanding 3rd Party Inspections Performance (Continued)

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Asprouda	A. Okolo-Kulak	I. Mikhailov	-	Vetting	Dock Sud	10Feb23	2	3,5
M/T Asprouda	A. Okolo-Kulak	I. Mikhailov	-	PSC	Common Zone	09Feb23	0	0,9
M/T Asprouda	A. Okolo-Kulak	I. Mikhailov	-	PSC	Primorsk	15Mar23	0	0,9
M/T Asprouda	I. Koshetov	E. Svistunov	-	Vetting	Lagos	07Sep23	4	3,5
M/T Asprouda	I. Koshetov	A. Polkonikov	Capt. FDK	Vetting	Daesan	24Dec23	3	3,5
M/T Athiri	N. Zenenko	S. Orevkiy	-	Vetting	Sohar	21Feb23	2	3,5
M/T Athiri	N. Zenenko	S. Orevkiy	-	PSC	Ras Tanura	28Feb23	0	0,9
M/T Athiri	O. Khairullin	O. Kril	-	Vetting	Fujairah	31Aug23	4	3,5
M/T Athiri	N. Zenenko	E. Trukhachev	-	PSC	Jubail	16Nov23	0	0,9
M/T Magic Star	V. Sheludko	V. Artamonov	-	Vetting	Borsele	05Sep23	4	3,5
M/T Malbec	V. Rubanov	I. Dolgopolov	-	PSC	Fujairah	03Mar23	0	0,9
M/T Marvel	S. Simonov	B. Selifontov	-	Vetting	Durban	05Feb23	4	3,5
M/T Marvel	S. Simonov	B. Selifontov	-	PSC	Fujairah	03Mar23	0	0,9
M/T Marvel	S. Simonov	A. Shumkov	-	Vetting	Port Louis	02Sep23	4	3,5
M/T Marvel	S. Simonov	A. Vazhenin	-	Vetting	Fujairah	22Dec23	3	3,5
M/T Miracle	I. Koshetov	K. Evgrafov	-	PSC	Eregli	09Jan23	0	0,9
M/T Miracle	D. Shtyrba	R. Kulik		PSC	Khor Al Zubair	26May23	0	0,9
M/T Miracle	D. Shtyrba	R. Kulik		PSC	Ras Tanura	28Nov23	0	0,9
M/T Miracle	D. Shtyrba	R. Kulik	-	Vetting	Fujairah	19Dec23	4	3,5
M/T Melody	A. Overchuk	K. Goncharov	-	Vetting	Mombasa	03Jul23	4	3,5
M/T Melody	A. Overchuk	K. Goncharov	-	PSC	Mombasa	04Jul23	0	0,9
M/V Adventurer	B. Vertinskii	A. Kosianchuk	-	PSC	Recife	19Oct23	0	0,9
M/V Commander K	A. Lysyy	S. Makalich	-	PSC	Banjul	01Nov23	0	0,9
M/V Discoverer	S. Rychkov	G. Mishakov	-	PSC	Dakar	03Jan23	0	0,9
M/V Discoverer	S. Rychkov	E. Pinchuk	-	PSC	San Lorenzo	10Dec23	0	0,9
M/V Revenger	A. Lysyy	S. Makalich	-	PSC	Rosario	01Feb23	0	0,9

Fatal accident happened on board during cargo hold painting

Hong Kong provides lessons learned from a fatal accident happened on board a Hong Kong registered bulk carrier during the painting of the inside of cargo hold hatch coaming when she was en route from Imbituba, Brazil to Barra dos Coqueiros.

The incident

A Hong Kong registered bulk carrier (the vessel) was en route from Imbituba, Brazil to Barra dos Coqueiros to load bulk maize cargoes. Four crew members, including bosun, carpenter, purser and steward (the deck team), were assigned to conduct the paintwork for the inside of the hatch coaming of No.3 cargo hold (the hold). The bosun led the paintwork with the purser and the steward assisting the work on-site. After completing the paintwork of the fore hatch coaming, the deck team planned to proceed to paint the starboard side coaming of the hold. Afterwards, the bosun heard a scream and the sound of a falling object hitting the tank top of the hold. The bosun immediately rushed to the hold and found the purser lying on the tank top near the side of the fore hatch coaming. The crew of the vessel organised themselves immediately and applied first aid to the purser. The purser was found to have no pulse, pupils appeared dilated, both legs were broken without apparent wounds and bleeding in other parts of his body. He was eventually declared dead by the doctor on board on the same day of the incident.

The investigation identified that the contributory factors leading to the accident were that the shipboard risk assessment for the paintwork was not carried out properly according to the requirements of the "Code of Safe Working Practices for Merchant Seafarers" (the Code); the crew failed to follow the requirements of the Code and the shipboard safety management system (SMS) to take necessary preventive measures when working aloft; the paintwork was not supervised properly on site according to the requirements of the Code and the shipboard SMS ; the shipboard training plan was not planned properly to follow the shipboard SMS requirements; and the shipboard training on working aloft was ineffective.

Lessons Learned

In order to avoid recurrence of similar accidents in the future, the ship management company, all masters, officers, and crew members should note items (a) to (d) while ship management company should also note item (e):

(a) follow strictly the requirements of the Code to carry out a shipboard risk assessment for painting work;
(b) follow strictly the requirements of the Code and the shipboard SMS to take preventive measures when working aloft and supervise the painting work on site;
(c) follow strictly the requirements of the shipboard SMS to formulate shipboard training plans;
(d) enhance shipboard training for the crew on working aloft; and
(e) ensure the crew follow strictly the requirements of the shipboard SMS when working aloft.

Fingers injured during fender lifting operation

(extracted by IMCA)

A recent Safety Flash by the International Marine Contractors Association (IMCA), focuses on an incident, in which a crew member suffered severe injuries to two fingers during fender lifting operations.
The injuries occurred while hauling up the webbing slings with a (13mm (half-inch) polypropylene rope so that a Yokohama fender, weighing approx. 415 kg, could be lifted to deck.

The crew member pulled the polypropylene rope to allow him to handle the webbing sling ends and untie the polypropylene rope from the railing. During this activity the swell caused the rope he was holding to slacken and then come under tension suddenly, and the rope jerked violently and was pulled out of his hand. He found he had badly injured two fingers of his hand; he was given first aid and then further treatment, and was medevaced ashore.

Fingers injured during fender lifting operation (Continued)

What went right

► The crew person remained calm during the activity and injury; he went immediately to report the injury to the bridge who called the doctor to the bridge. Onboard medical care was excellent and arrangements were quickly made for medevac;
► The injured person and their co-worker were wearing full PPE as specified in company procedures;
► There was a Permit to Work in place, and a job safety analysis and toolbox talk had been conducted.

What went wrong

► Our member identified the following contributory factors:
► The fender surged a great deal with the swell, this caused the line to jerk in an uncontrolled manner, the rope line jerked out of the workers hand and this was enough to cause the injuries;
► There was a lack of risk perception, the task was seen as routine;
► STOP WORK Authority not used;
► The rope was handled from underneath so that the direction of energy was through the hand (rather than from above which would make release of the rope automatic); this may have contributed to the severity of the injury;

What was the cause

Procedure and JSA were not robust enough, nor did they adequately cover all steps of the activity. They should have been revisited in light of the changing conditions and the activity should have been stopped and reassessed when the surge of the fender was noted.

Lessons and actions

►Although the PPE was inadequate to prevent the injury, substitution with Impact Resistant Gloves, or any other available glove options for this activity, would have been unlikely to have prevented it. The injury was to the palm side of the glove which is not an area where armour or thick padding is traditionally found.
►Watch out for complacency and "task seen as routine";
► Ensure everyone involved, supervisors & workers, feels empowered to stop the job when conditions change and/or become unsafe;
► PPE cannot always be relied on to prevent injury and is a last line of defence. In this case, our member considers that impact resistant gloves should have been worn because of the risk of pinch points and entrapment injuries;
►The rope that was tied to the handrail did not have sufficient slack to allow the rope to be easily untied, the snatching could have been avoided either by having extra slack in the rope, or by cutting it.

You may wish to refer to: Tagline incident / LTI finger injury during mooring operations / Serious hand injury during mooring operations

High potential near miss: Crane part fell to deck

(extracted by IMCA)

What happened

During a vessel transit during which the crane was unused in its boom rest, a crew member observed a piece of metal debris lying under the crane boom tip. It was discovered that one of the three Crane Whip Line Block Catcher Limit Switches (3.6kg) had fallen off and had fallen 6.5m to the deck. There were no injuries.

What went wrong

Our member noted the following:

► Inadequate design verification – the cross-sectional area of the broken plate was not sufficient to bear the stress applied to the limit switch;
► The bolt spring was acting as a strong point and was creating unbalanced forces on the limit switch plate;
► There was insufficient preventive maintenance or inspection of this area.

High potential near miss: Crane part fell to deck (Continued)

What was the cause

Our member noted the following:

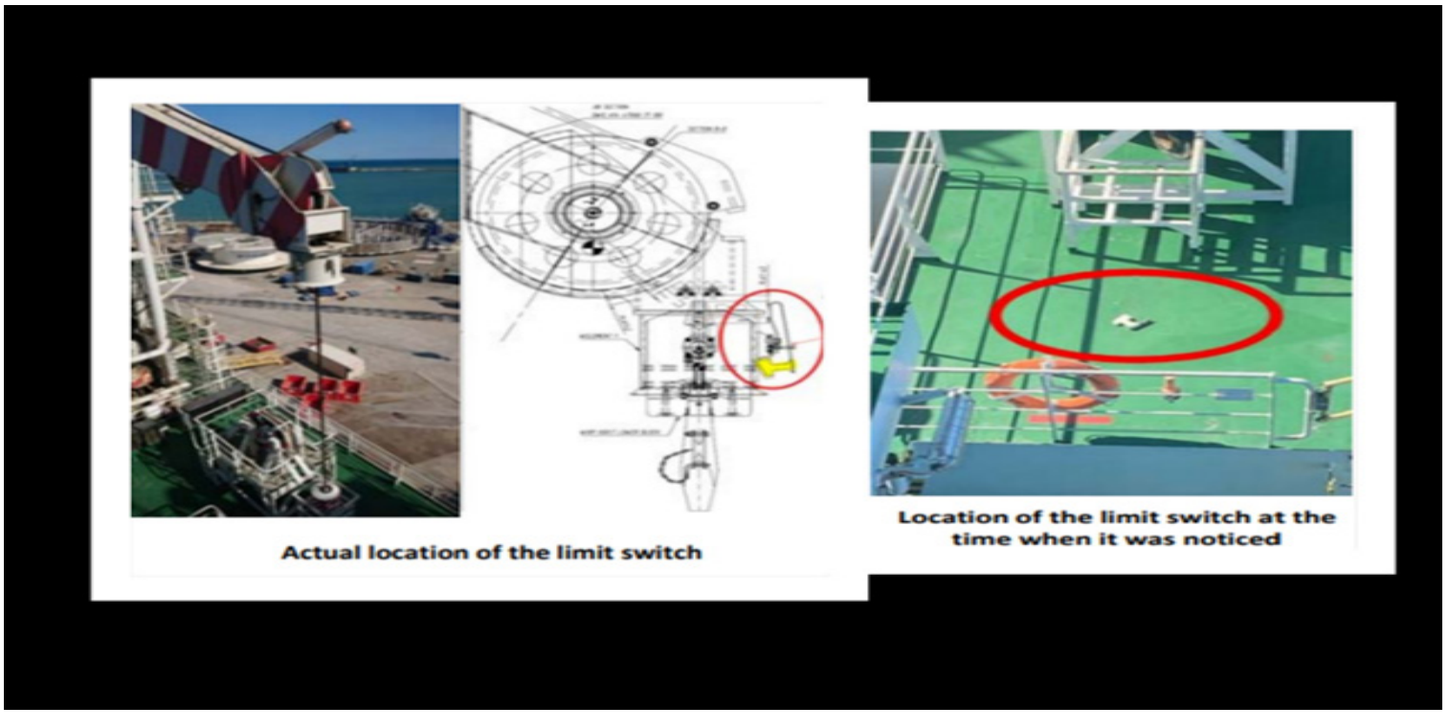
► The equipment was not being used as it was originally designed;

► The maintenance schedule recommended by the crane manufacturer, was not adequate.

Lessons

► Testing of the limit switches during a third-party thorough examination, though providing satisfactory results, could prove v misleading;

► Complicated access to the boom tip does not allow proper inspection of these and other integrated elements of this 900T crane.4



Actions

► Work with the crane manufacturer on a new design of the limit switch plate;

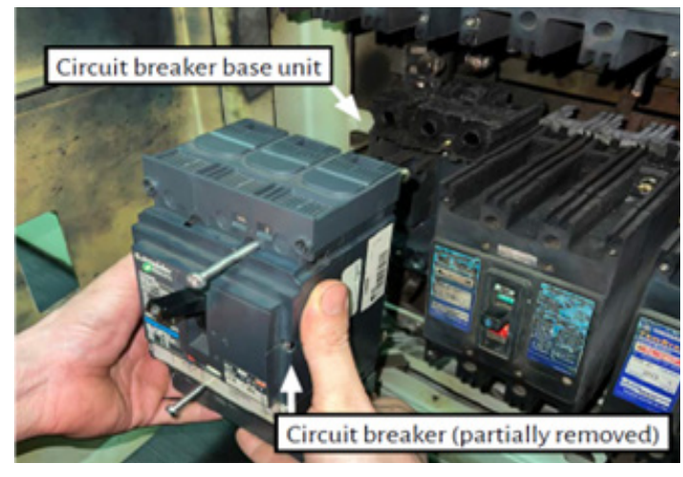
► Amend preventive maintenance schedule and inspection program to include more frequent assessment;

►Look at other vessel cranes for any signs of potential weak points on the limit switches.

You may wish to refer to: Dropped object from crane / Dropped object near miss – crane boom bumper stop falls off / High potential near miss: dropped object – buffer plate fell from crane boom / Dropped object: Signage dropped from crane boom / Dropped object near-miss: small parts falling from crane rest

MAIB: Electrician injured in explosion

The UK Marine Accident Investigation Branch has published Safety Digest 2/2023, consisting of lessons from recent Marine Accident Reports. IMCA has reviewed the report and passes on to members, as some of the incidents in the MAIB report will be of interest. This is one of them.

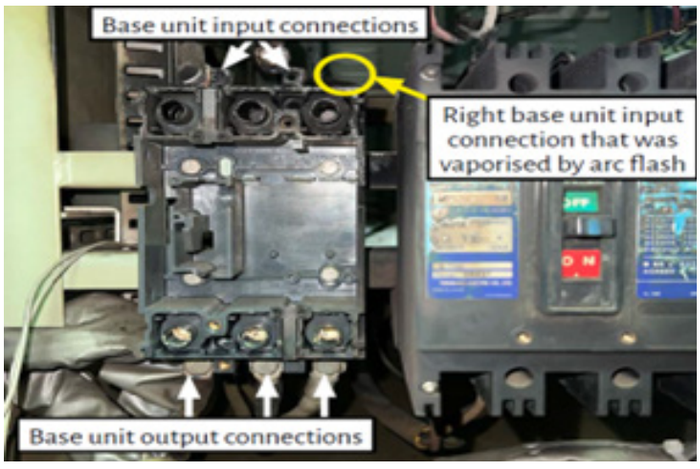


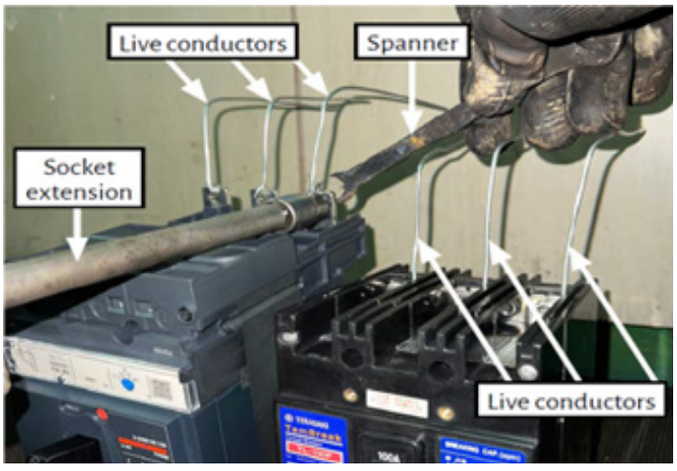
What happened

An electrician was badly injured while working on a switchboard. The circuit breaker was designed to be removed without the need to isolate the base unit;

MAIB: Electrician injured in explosion (Continued)

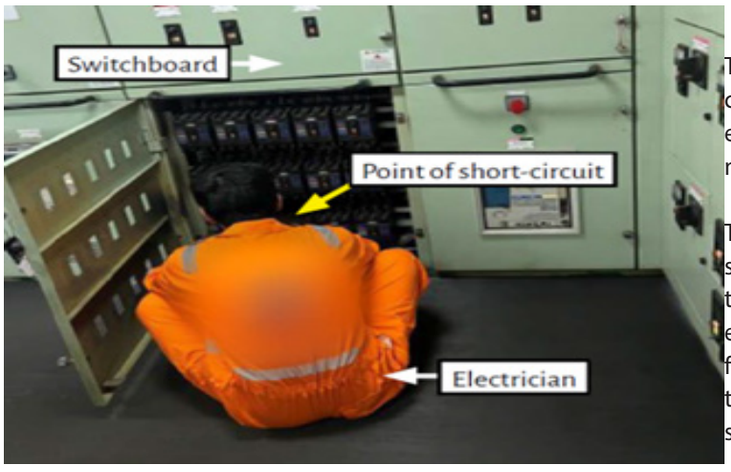
However, the electrician was unfamiliar with this arrangement and had loosened one of the live connections on the input to the base unit.





The electrician used rubber gloves to insulate himself from the live 440 V alternating current terminals when working on the connections.

The electrician tried to reconnect the cables to the base unit using a socket extension on the head of the bolt and a spanner to hold the nut in position at the rear of the connections. As the electrician tightened the bolt on the live input connection, the nut rotated and the steel spanner touched an uninsulated copper conductor on the adjacent circuit breaker base unit. This caused a short circuit between two phases of the switchboard.



The short-circuit caused a high current to flow, vapourising the copper conductor and part of the spanner in an arc flash creating extreme heat and blinding light. A burst of hot gas and molten metal exploded from the panel onto the electrician's face and chest.

The ship's engineers were alerted to a problem with the switchboard when the remote machinery alarm system sounded in the mess room. As the engineers headed to the engine room, the electrician arrived on the ship's bridge with serious burns to the face and chest. The following day, the electrician was transferred to hospital for medical treatment and later sent home. There was significant damage to the ship's main switchboard.

What went wrong

- The electrician twice disobeyed clear instructions from the Chief Engineer, to not work in the switchboard;
- The electrician was not familiar with the arrangements within the switchboard – had he took the time to fully understand the arrangement of the circuit breaker and base unit assembly that would have enabled the electrician to safely remove the circuit breaker and reduce the risk.
- The electrician was working alone without a Permit to Work, lock-out/tag-out arrangement or a safe system of work. The work was unexpected and therefore not included in the day's planning meeting. New work requires a new plan, regardless of time pressures;
- Working near live electrical equipment requires specific tools & PPE. The use of uninsulated tools while working in a live switchboard invited a short-circuit & the electrician, who was not wearing face protection, was lucky not to lose his eyesight.

Members may wish to refer to:

- Electrician suffered flash burn to hand
- Near-miss: Inadequate insulation of 690V bus bars
- Short circuit on 440v AC bus bars – arc flash

NTSB: Lithium-ion battery fire destroys vessel bridge

(extracted by IMCA)

The National Transportation Safety Board of the United States (NTSB) has published report MIR-23-23 relating to a Lithium-ion battery fire aboard a tanker. This incident highlights some of the risks and hazards associated with modern battery technologies and is highlighted to members as a matter of importance requiring further attention and discussion. Members are encouraged to download and read the full report.

What happened

A fire started on the bridge of an oil tanker whilst alongside. Fire teams from the vessel extinguished the fire in less than half an hour after it had begun. There were no injuries, but the damage caused to the vessel was estimated at US$3 million. There was extensive smoke and heat damage, and the vessel's navigation systems, communication systems, and alarm systems were destroyed.

What went right

The emergency response of the vessel crew, including the Master who discovered the fire, was prompt and correct, including shutting the doors on a discovered fire, stopping all cargo operations, raising the alarm, isolating electrical power from the area on fire, and fighting the fire.

What was the cause of the fire

The NTSB investigation determined that the probable cause was a "thermal runaway" of one of the cells in a lithium-ion battery for a UHF handheld radio on the communications table on the bridge.

Thermal runaway

A thermal runaway occurs when a battery cell overheats and combusts; it is a chemical reaction that can occur to any type of battery cell if it is damaged, shorted, overheated, defective, or overcharged.

The heat produced from a thermal runaway of a lithium-ion battery cell can exceed 600° C, which can easily cause any nearby combustible material to ignite, including adjoining cells of the same battery.

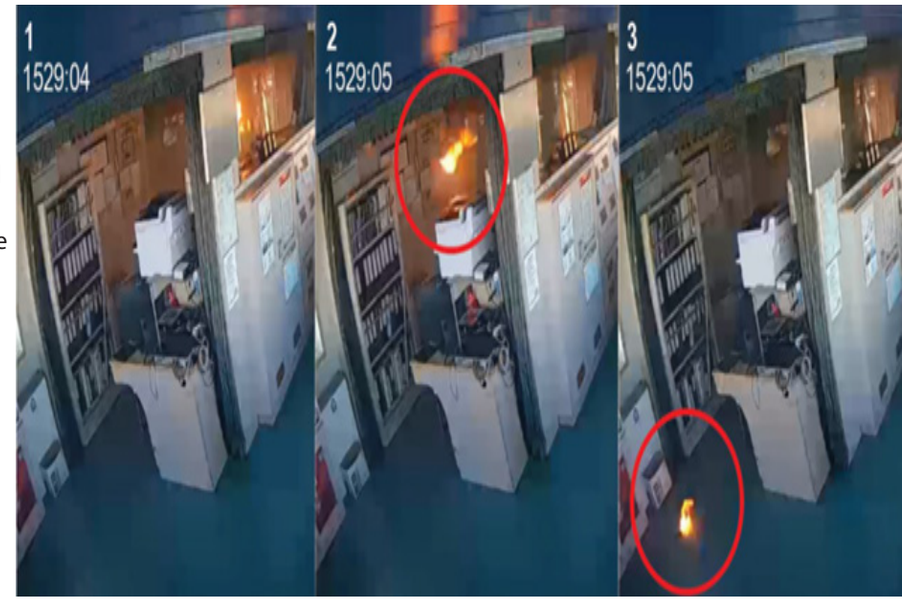
Lessons learned

► Due to the potential for rapid expansion of a Lithium-ion battery fire, detection, containment, and extinguishment are essential to prevent damage to a vessel;

► Crews can help prevent thermal runaways and ensuing fires by doing the following:

- follow manufacturers' instructions for the care and maintenance of Lithium-ion batteries;
- properly dispose of damaged batteries;
- avoid unsupervised charging of Lithium-ion batteries;
- keep batteries and chargers away from heat sources and flammable materials.

► Ensure that Lithium-ion batteries, the devices using them, and particularly Lithium-ion battery chargers, are sourced only from reputable and recognised suppliers.



The NTSB concludes by noting that crews can attempt to extinguish a Lithium-ion battery fire with water, foam, CO2, or other dry chemical or powdered agents. However, if the battery fire cannot be extinguished, personnel should attempt to allow the pack to burn in a controlled manner; this includes watching for nearby cells that may also experience thermal runaway and extinguishing other combustibles that may catch on fire.

NTSB: Lithium-ion battery fire destroys vessel bridge (Continued)

IMCA notes that the potential for Lithium-ion battery fires, both in our members' work spaces and in our homes, is an increasingly topical and very serious issue. Members are encouraged to stimulate discussion about this in the workplace and to consider what appropriate steps might be taken to mitigate the risks.

You may wish to review the following:

- ► USB power bank (Lithium battery) fire
- ► Lithium batteries: Fire following the failure of a helicopter start power unit
- ► Battery fire with subsequent gas explosion: Warning about lithium-ion power following ferry fire
- ► Fire in vessel accommodation – Overheating notebook computer
- ► Laptop battery fire
- ► LTI: Severe burn from short circuited Li-Ion batteryover

Saturation diver fatality due to hydrogen Sulphide

A recent Safety Flash by the International Marine Contractors Association (IMCA), published a case study, which is a very brief summary of a 2021 case report on the much earlier death of a saturation diver in the Bombay High oilfield, which occurred as a result of Hydrogen Sulphide poisoning.

What happened

The incident happened on board a vessel operating in an offshore oil field, on a long charter for carrying out inspection, maintenance and repair duties. An oil leak was discovered in one of the main 36-inch (91cm) diameter subsea lines carrying sour crude. The vessel was directed to proceed to the site and carry out pipeline repairs on an emergency basis at 74 msw depth.
A diver was deployed from the bell at 65m depth, a short distance away from the pipeline, not directly above it. On reaching the seabed, the diver approached the leaking pipeline to locate the rupture and conduct a close survey of the leak area and the pipeline. The seabed all around the trench was covered with oil sludge. After getting preliminary details, he returned to the bell.
Shortly after he had returned to the bell, first the bellman, then the diver himself, collapsed. Not having secured the safety harness, the diver fell into the water and was carried away by the current, and drowned. A bell-to-bell rescue of the bellman was arranged with equipment and divers from another nearby vessel. Following medical treatment, he made a full recovery and was diving a month later. The lost diver's body was recovered the following day.

What was the cause

The presence of Hydrogen Sulphide (H2S) in the bell was the root cause. The diver, while working near the pipeline, had dislodged oil sludge which resulted in release of dissolved H2S. Although the diving bell was not directly above the leak, there is a possibility that some H2S entered the diving bell. At that time, an electronic continuous gas monitoring system was not fitted in the diving bell nor was a handheld detection unit carried in the bell. The diving supervisor would not have had any indication of H2S in bell.
Another possibility is that there was a considerable amount of oil was on the diver's suit. His umbilical was also covered with oil sludge. Rising from the seabed to the bell, the pressure decreased by almost 100 kPa (one bar), reducing the solubility of H2S in oil, and excess gas was released from solution and entered the bell, causing the bellman and diver to collapse.

Hydrogen Sulphide

The permissible exposure limit of H2S is 15 parts per million (ppm) for 15 min at normal temperature and pressure. At 10 ppm it has a 'rotten egg' smell but at concentrations above 200 ppm, the olfactory nerve becomes paralysed immediately. At concentrations above 500 ppm often the sense of equilibrium is lost and the affected person can become unconscious. Beyond 1000 ppm death is almost instantaneous.

Lessons learned

The case study notes that, ideally, a remotely operated vehicle (ROV) could have carried out a pipeline survey at zero risk. When this accident happened, ROVs were not routinely available. Today, work ROVs are present on MSVs and carry out pipeline surveys, marine growth removal, etc. Divers continue to work on pipelines but a similar accident has not recurred.

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

The Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships (HKSRC) was adopted 15May2009, aiming to ensure that ships, when being recycled, do not pose any unnecessary risk to human health and safety or to the environment.

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

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

Therefore the HKSRC will enter into force in 26Jun25.

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

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

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

FuelEU maritime

The **FuelEU Maritime Regulation and Alternative Fuels Infrastructure Regulation (AFIR)** have been formally adopted.
They have been published 22Sep23, in the official journal of the European Union and entered into force 20 days after their publication in the official journal, i.e. 12Oct23.
Both texts can be found here: https://eur-lex.europa.eu/TodayOJ/fallbackOJ/l_23420230922en.pdf
Further technical aspects are still to be addressed by Delegated/Implementing Acts for FuelEU Maritime.

1. The main objective of the FuelEU maritime initiative, as a key part of the EU's Fit for 55 package (ETS, IMO, AFIR, ETD, FuelEU and RED), is to increase the demand for and consistent use of **renewable and low-carbon fuels** and reduce the greenhouse gas emissions from the shipping sector, while ensuring the smooth operation of maritime traffic and avoiding distortions in the internal market.
The new legislation
- sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO2, CH4, and N2O reduction targets on a full well to wake calculation.
- provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable **renewable and low-carbon** maritime fuels, thus aims to put maritime transport on the trajectory of the **EU's climate targets** for 2030.

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

3. Next steps
Following the formal adoption by the Council on 27Jul23, the new regulation will be published in the EU's official journal after the summer and will enter into force the twentieth day after this publication. The new rules will apply from 1 January 2025, apart from articles 8 and 9 which will apply from 31 August 2024.

4. Other work streams under progress
There are 4 other Work Streams (WS) in support of the FuelEU Maritime Regulation. Among which, we highlight the 'Elements for FuelEU specific monitoring, reporting and verification activities including accreditation of verifiers'.
Objective: Develop requirements on subject.
- Art.7(4): monitoring plans templates and tech rules
- Art 12(5): rules for verification activities
- Art.13(3): methods and criteria of accreditation of verifiers
We will keep monitoring the development and report.

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

EU ETS update - Timeline for Compliance

EU ETS Directive Application

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

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

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

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

Monitoring

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

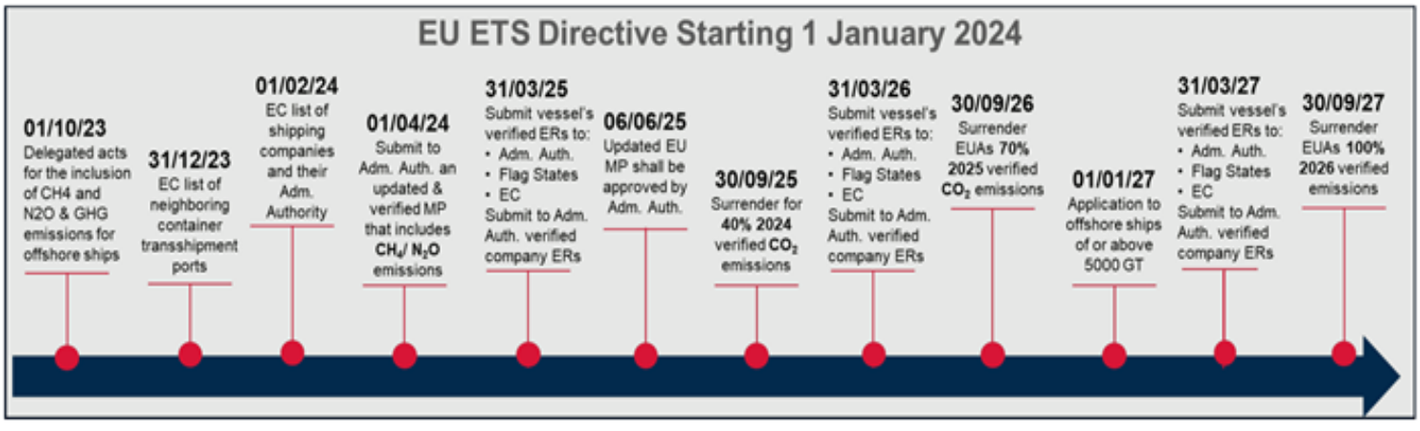
For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State.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

Reporting

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

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

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



EU ETS update - Timeline for Compliance (Continued)

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.

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.

Biofuels (Continued)

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

- Biofuels must be certified by relevant international certification scheme, meeting its sustainability criteria. Reference is made to ICAO's Approved Sustainability Certification Schemes and the CORSIA Sustainability Criteria.
- Must provide a well-to-wake GHG emissions reduction of at least 65% compared to the well-to-wake emissions of fossil MGO of 94 gCO2e/MJ (i.e., achieving an emissions intensity not exceeding 33 gCO2e/MJ) according to that certification.
- May be assigned a Cf equal to the value of the well-to-wake GHG emissions of the fuel according to the certificate (expressed in gCO2eq/MJ) multiplied by its Lower Calorific Value (LCV, expressed in MJ/g) for the purpose of regulations 26, 27, and 28 of MARPOL Annex VI for the corresponding amount of fuels consumed by the ship.
- For blends, the Cf should be based on the weighted average of the Cf for the respective amount of fuels by energy.
- A Proof of Sustainability or similar documentation from a recognized scheme should be provided along with the Bunker Delivery Note, to facilitate the verification of the reported biofuel consumption.

- For biofuels not certified as "sustainable" or not fulfilling the well-to-wake emission factor criterion above should be assigned a Cf equal to the Cf of the equivalent fossil fuel type.
- In any case, the CF value of a biofuel cannot be less than 0.

For details pls refer to:

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

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

References

- 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

Designation of the north-western Mediterranean Sea as a particularly sensitive sea area

In view of the designation of the North Western Mediterranean Sea as a Particular Sensitive Area (PSSA) by the International Maritime Organisation, the following circular was sent to the fleet on 09Nov23, as follows:

QT

Dear captain

We remind you that IMO as of 07Jul23 has nominated the North-Western Mediterranean Sea, with the co-ordinates referenced below, as Particularly Sensitive Sea Area (NW Med PSSA).

The decision was made in order to minimize the risk of ship strikes with cetaceans and to protect the area's unique and threatened species, as well as to preserve as far as practicable its critical habitat and diversity.

Designation of the north-western Mediterranean Sea as a particularly sensitive sea area (Cont)

The North-Western Mediterranean Sea Particularly Sensitive Sea Area (NW Med PSSA) is located between the coastline of France, Italy, Monaco, and Spain and is defined by a line encompassing the following coordinates:

A 38° 39′ 59.379″ N 000° 6′0.000″ E
B 38° 39′ 59.379″ N 000° 47′ 59.476″ E
C 38° 50′ 03.331″ N 001° 00′ 00.398″ E
D 39° 19′ 01.812″ N 001° 00′ 25.212″ E
E 39° 28′ 42.075″ N 001° 40′ 02.495″ E
F 39° 51′ 21.986″ N 002° 16′ 09.853″ E
G 40° 34′ 13.067″ N 004° 04′ 31.926″ E
H 40° 58′ 0.000″ N 008° 12′0.000″ E
I 41° 09′ 10.800″ N 009° 31′10.800″ E
J 42° 21′ 14.400″ N 011° 31′0.000″ E

Note: from H (Falcoe Cape) to I (Ferro Cape), the south boundary follows the coastline of Sardinia. Coordinates are provided by the WGS84 datum.
This area encompasses the existing Spanish "Mediterranean Cetacean Migration Corridor" and the Pelagos Sanctuary.

*Figure 1 on the right: Boundary of the North-Western Mediterranean PSSA

This designation includes recommended protective measures intended for commercial ships above 300 GT .

In view of the above you are recommended to apply the following associated protective measures when transiting through the NW Med PSSA:

- ► Navigate with particular caution within the NW Med PSSA, in areas where large and medium cetaceans are detected or reported and reduce speed to between 10 and 13 knots as voluntary speed reduction (VSR). However, a safe speed should be kept, so that proper and effective action could be taken to avoid collision and any possible negative impacts on the ship's maneuverability.
- ► Keep an appropriate safety distance or speed reduction measure from any large and medium cetaceans observed or detected in close quarter situation. The safety distance or speed reduction measure should be adapted to the actual navigation circumstances and conditions of the ship.
- ► Broadcast on VHF or other available means on scene, the position of medium and large cetaceans observed or detected within the designated NW Med PSSA and transmit the information and the position to a designated coastal Authority or Authorities.
- ► Report any collision with cetaceans to a designated coastal Authority or Authorities, which should forward this information to the International Whaling Commission (IWC) global cetacean ship strikes database.

Discuss all the above at the next HSQE meeting and relevant note has to be recorded in the next HSQE Committee Meeting Minutes report, Form CP06-10.

Pls acknowledge receipt and confirm understanding and compliance.

UNQT

Promotions Roxana Shipping - ROKS Maritime 01Oct23 - 31Dec23

Name	Rank	Promotion Date	Photo
Savchenko Dmitry	Master	06/10/2023	

Capt. Dimitris Damdimopoulos, our Company's new DPA

Capt. Dimitris Damdimopoulos has been assigned the position of Designated Person Ashore (DPA) at Roxana Shipping S.A., and the following message was distributed to the fleet and 3rd parties:

QT

We wish to inform you of a recent change in our organization's leadership.

With utmost appreciation, we acknowledge the retirement of Capt. Theodoros Papatheodorou, our capt. Theo, SQM dept manager / DPA and CSO since 2016, and we extend our gratitude for his commitment in upholding safety and compliance standards, and his contribution to our Company's growth.

It is with great pleasure that we introduce Capt. Dimitrios Damdimopoulos, as the new SQM dept manager / DPA and CSO, as of 01Jan24.

Capt. Dimitrios joined our Technical dept 3 years ago bringing along with the fresh sea breeze a wealth of sea-going experience, and we are confident in his ability to maintain the high standards set by his predecessor and by our Company.

We are also confident that our co-operation will continue to be incident free, effective and efficient, for the mutual benefit.

Please distribute this announcement within your organisation, as appropriate. We remain at your disposal for any clarification, if needed.

UNQT

Michael A. Peterson, the new Dry Ops dept. manager

We are pleased to inform you that, almost after one year, the handover of duties from capt. Dimitris Karagiorgis to Michael A. Peterson is successfully completed.

Michael as of 01Oct23 is in charge of ROKS DryOpd in Athens directly reporting to TEK.

We will all support Michael in his duties, to ensure IF EffEff operations for our fleet.

Meantime capt. DK will continue with our team, working from home.

Human Resources Management

Mr. Dimitris Kasagiannis' employment

We are pleased to advise you that Mr. Dimitris Kasagiannis, has joined ROKS Maritime Inc. as of 01Dec23 in the position of IT Administrator, directly reporting to the IT Dept. Manager, Mr. Stelios Kontozoglou.

Dimitris has recently signed off from a Cruise Ship where he was the IT Officer and has 6 years Seagoing experience on various vessels.

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

Dimitri, welcome on board!

Ms. Alexandra Chroni's employment

We are pleased to advise you that Ms. Alexandra Chroni, has joined ROKS Maritime Inc. as of 02Oct23 in the position of Purchasing Department Co-ordinator, directly reporting to PD dept manager Mr. Partsinevelos.

In 2023 Alexandra graduated from the University of Piraeus holding her BSc degree in Maritime Studies.

She successfully undergone her internship with our company during a three-month period from 01Jul23 to 30Sep23, where she performed duties of Purchasing, Wet Operations and Technical dept coordinator.

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

Alexandra, welcome on board!

Mr. George Chondropoulos' resignation

We hereby announce that Mr. George Chondropoulos as of 30Nov23 is not working with our company.

George served our Company since January 2019, at the position of IT administrator. Throughout these 5 years period, he contributed a lot to the growth of our Company.

We all thank George and wish him and his family all the best for the future.


R ROXANA
SHIPPING S.A.
State of the Art In Shipmanagment is our Tradition
Incident Free Effective Efficient