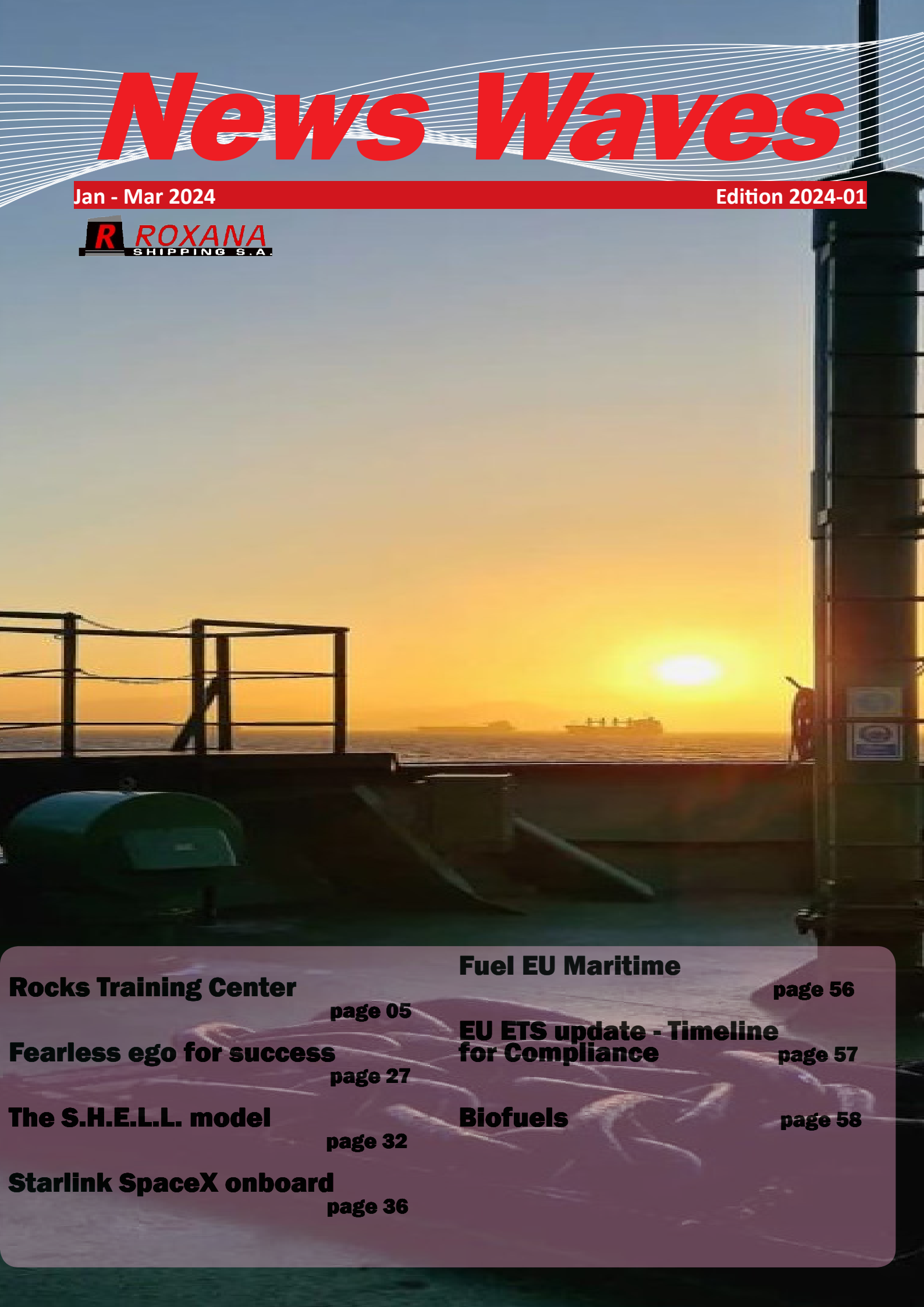
News Waves

Jan - Mar 2024 Edition 2024-01

ROXANA SHIPPING S.A.



Contents

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

Please recycle

"2024 will be the year where we plan to conclude the SpaceX Starling installation, we will then take advantage of the advanced communications technology to enhance the ship- shore communication and increase the Internet allowance for our crew on board. To this extent ship performance monitoring and remote surveys are the projects we plan to also conclude this year."

2024 has come but still no light in the tunnel. We are still faced with many uncertainties, related to the geopolitical instability due to the war in Ukraine and Israel, and on top of that Somali piracy is again on the rise.

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

Despite the above constrains we remain focused in our Vision, and 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 our concerns, share our ideas, our success and failures, actively listen to others in our team.

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

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

SpaceX Starling is a game changer in ship-shore communications, and we are well in the course to deploy it in our fleet. 2024 will be the year where we plan to conclude the SpaceX Starling installation, we will then take advantage of the advanced communications technology to enhance the ship- shore communication and increase the Internet allowance for our crew on board. To this extent ship performance monitoring and remote surveys are the projects we plan to also conclude this year.

Performance monitoring will assist us reduce the Company environmental footprint.

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

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

In 2023 we saw the 1st phase for our system consolidation completed, resulting in simpler and easier to understand, and follow, procedures. 2024 will be the year of the 2nd phase of DMS consolidation.

The learning engagements program will continue the path designed in 2022, with focus in human performance and learning from success, which in fact means learning from normal work. The concepts of "fearless ego for success", the most important "me", take care about myself and my team, Return Home Healthy all times! and the human-centric S.H.E.L.L model, the three pillars (CPAR Incident reporting and investigation, corrective and preventive actions, MoC management of change and RM risk management) and engagement, will continue to be in focus.

A new managing fatigue workshop, along with the Nutrition workshop are in the queue to be released in 2024.

We are also focused in the OCIMF SIRE2 project, a learning engagement module with a Google questionnaire has been released and effectively enhances the awareness of employees on board and ashore on the new concept introduced by SIRE 2.0. Furthermore, a remarkable number of projects are running in parallel to manage all changes necessary for our Company to achieve our short- and long-term objectives. Ships are included as project team members, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement to all our projects. I was also pleased to attend M/T Magic Star during her drydock.

All above and other interesting topics are

included in the Hot Stuff section.

The New Rules section contains updates on Hong Kong convention, IMO MEPC81, PPR11 and SSE10 along with EU ETS, FuelEU maritime and biofuels.

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

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

Capt. Nikos Kaselakis and Mr. Ares Mitsis have joined Technical dept as fleet sup/nts. Details on the above, along with other human resources related matters, are addressed in the Human Resources section.

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

Enjoy the reading!

Takis E. Koutris / Managing Director

RoKcs Activities 01Jan24 - 31Mar24

As of the end of March 2024, the RoKcs pool is consisted of 308 Tanker seafarers, excluding cadets, and 211 Bulker seafarers.

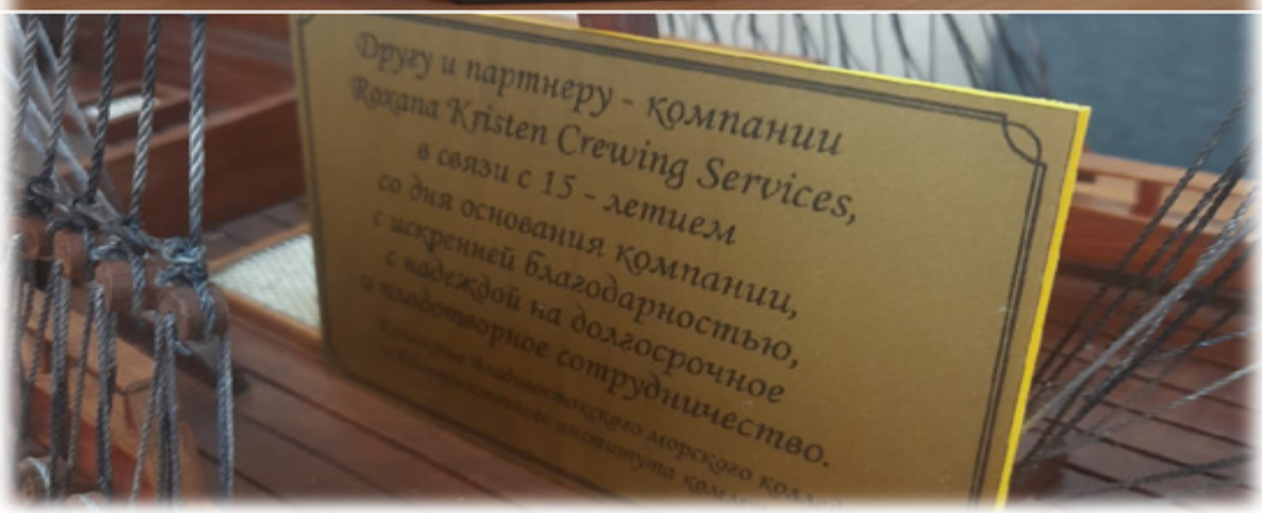
Through January and February all newly selected VMC cadets successfully embarked for their first shipboard training.

For the time being 25 cadets from both departments are onboard Roxana and ROKS ships.

At the same time, after 3 years of no activity, MSU after adm.G.I.Neveleskoy and RoKcs, finally concluded agreement for MSU cadets training with RoKcs clients.

The program for rating cadets (deck and engine) is still in force and RoKcs do the best to attract attendees for rating career in Roxana and ROKS fleets.

In the 1st quarter of 2024, regular training sessions were conducted for 48 top ashore and 20 rating crew members, focusing on both bulker and tanker fleets. Detailed coverage of these events can be found in the Training section.



"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 01Jan24 – 31Mar24, following learning engagements were recommended and implemented:

BIMCO

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

Events by BIMCO or with BIMCO participation

►These webinars cover various shipping trends, with the following topics:

- Alternative Fuels and Safety.
- The Offshore wind Sector: navigating the turbulence.
- Pay-As-You-Save for energy efficiency retrofits.
- Emission cutting in an efficient and profitable way.
- Update: Houthi threats to shipping.
- Why don't we learn from safety incidents?
- Drug smuggling and the threat to crews and ships.

OCIMF

► It was reminded to Tanker officers ashore that:

- 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.
  In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 16Oct20 harmonized with the VIQ, we have launched a SIRE2.0 project to facilitate the smooth transition to the new SIRE 2.0 system, a basic challenge been:
  - the adoption of the newly introduced SIRE2 concepts in our DMS
  - the TIARE, form CP09-01 adaptation to the new SIRE2.0/VIQ7
  - the prompt familiarization of all on board and ashore with the changes

  One of the basic tasks of this project is to ensure the awareness of all employees on board and ashore of the SIRE 2 and the revolutionary concepts introduced along with it.
- In January, two significant webinars were conducted jointly by OCIMF and Intertanko. The recordings of these webinars will be uploaded by IT department to the ship and a separate message will follow with the exact path of them.

► The below two webinars were distributed and attended by our Tanker officers ashore:

- **"OCIMF-SIRE 2.0" webinar for vessel operators**

Agenda:

- Overview update on SIRE 2.0
- SIRE 2.0 Transition inspections – Perspective of Vessel Operator
- SIRE 2.0 Transition Inspection – Lessons learned from phase 1 & 2
- Q&A and Discussions

- **"OCIMF-SIRE 2.0" webinar: The human approach**

Agenda:

- The importance of collaboration with OCIMF on the roll-out of the SIRE 2.0
- Experience Sharing
  by Anastasios (Tasos) Kartsimadakis, Tsakos Shipping and Trading S.A.
- Experience Sharing
  by Captain Leonid Zalenski, Columbia Ship Management
- SIRE 2.0 Training Modules
- Operationalizing SIRE 2.0 for vessel owners and seafarers
- INTERTANKO's Seafarers' Practical Guide to SIRE 2.0
- Q&A and Discussions

RoKcs external learning engagements and training activities (Continued)

EMSA (European Maritime Safety Agency)

► EMSA facilitated the fourth and the fifth webinar on the Extension of the EU Emissions Trading System (ETS) to maritime transport that took place on 05Mar24 and 18Mar24 respectively via Webex. Our officers ashore joined the webinars via VPN.
- The fourth webinar was dedicated to the Monitoring Plan applicable to the reporting period 2024.
- the fifth webinar addressed the issue of Administering Authority attribution and opening of accounts in the Union Registry, and is now available to view on EMSA's website.

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

The reflective learning engagements of Senior & Junior Officers, Ratings and Catering staff ashore were conducted in Vladivostok for:
► 48 Senior Officers (33 Tanker and 15 Bulker), physically on 27-28Mar24
► 48 Junior Officers (29 Tanker and 19 Bulker), remotely on 06Mar24
► 25 Ratings (17 Tanker and 8 Bulker), physically on 26Mar24, and
► 12 Catering staff (11 Tanker and 1 Bulker), remotely on 14Mar24.
All senior officers and ratings learning engagements were facilitated by our Managing Director T. Koutris, with the assistance of RoKcs Training Officer capt Pavel Petrovich Sidorkin and General Manager capt Denis Valentinovich Verkhoturov.
In particular the purpose of the learning courses, which took place in Mar24, was to refresh Senior & Junior Officers as well as Ratings and Catering Staff's knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).
Topics like the "fearless ego for success" concept, Company Vision, Mission and policies , the S.H.E.L.L model, the three pillars and engagement (Incident reporting investigation and CPARs / Management of Change / Risk Management), Health and competence for performance, Human performance principles, Fair and Just for no blame culture, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, SIRE2 update, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, Security management, Cyber security management, update on last Management Review and KPIs, Navigation, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

The below workshops were conducted by 3rd parties as follows:
► Workshop Konsberg K-Chief 500
► Workshop Marflex DEP
► ECDIS Konsberg Bridge, Furuno FMD 3X00 series

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

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

Topic	Officers	Ratings	J. Officers	Catering
Communication for Resilience and Care - Let's talk	x	26Mar24	06Mar24	14Mar24
Take care of myself and my team - Leading my team's wellbeing	x	26Mar24	06Mar24	14Mar24
Learner Mindset	27-28Mar24	26Mar24	06Mar24	14Mar24
How you respond matters	27-28Mar24	x	x	x
Context drives behavior	27-28Mar24	x	x	x
SIRE 2.0 update	29Mar24	x	x	x

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

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

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

Out of the workshop evaluation following is concluded:

- ► The vast majority of the participants were happy with the content and the duration of the workshop. The theme of the zoon conference was found very relevant, regardless of the format. In a short period of time, a very large amount of material is given - this is a big plus, which is called "I came - I saw - I won!"
- ► 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.

---

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**skL**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, 25 Tanker and 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.

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.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

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 Officers & Ratings reflective learning engagements Mar24

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 (360⁰ assessment) .***

1 Appreciation

Thank you all, 25 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 Officers & Ratings reflective learning engagements Mar24

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 Officers & Ratings reflective learning engagements Mar24

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, 33 Tanker officers, 15 Bulker officers and 25 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 Officers & Ratings reflective learning engagements Mar24

5 Records

5.1 Concluding the workshop

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

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

6 Actions and follow up

► Out of the workshop questionnaire responses:

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

Learner mindset	Myself (%)		Superior (%)		Master (%)		Organization (%)	
	LM	50/50	LM	50/50	LM	50/50	LM	50/50
T	78	22	31	25	50	50	38	16
B	60	27	67	27	47	40	60	27
R	46	43	41	33	30	35	32	25

It was highlighted that:

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

We will continue to:

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

---

4 Workshop: How you respond matters

All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.
As per Roxana 3x3x3 soft skills model:
- ***a leader will apply his leadership / managerial skills and Decision-making Result focus skills***
- ***a team member will apply his TeamWorking skills and Decision-making Result focus skills***

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

The related questionnaire is a tool for each individual, in any role, to understand:
- ***how HE responds matters for his team wellbeing and IF EffEff operations***
- ***his own perception on how his leader and his team respond to everyday challenges.***

1. Appreciation

Thank you all, 33 Tanker officers & 15 Bulker officers, for your reflective learning engagements in the workshop " How you respond matters" and for:

► the prompt and proper fill in of the questionnaire

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

► recording your personal commitments for next day to improve your response for

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

2. Background

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

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

2.1.1 OCIMF - Energy Institute – Partners in Safety

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

2.2 Roxana Soft skills, behavioral competency and human performance particularly

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

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

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

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

2.2.2 Leadership and the Adair model

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

2.2.3 The Roxana 3x3x3 soft skils model

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

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

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

We introduced in Dec20 in CMSM ch3.5

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

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

2.3 Partners in Safety (PnS) "How you respond matters"

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

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

3. Purpose

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

This workshop is designed for us, to:

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

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

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

4. Key messages

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

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

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

5. Records

Concluding the workshop

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

6. Actions and follow up

6.1 Out of the questionnaire responses:

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

It was highlighted that:

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

---

5 Workshop: Context drives behavior

All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.
As per Roxana 3x3x3 soft skills model:

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

This workshop elaborates on the fact that:

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

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

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

1. Appreciation

Thank you, 33 Tanker officers and 15 Bulker officers, for your reflective learning engagements in the workshop "Context drives behavior" and for:

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

2. Background

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

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

2.1.1 OCIMF - Energy Institute – Partners in Safety

- OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators was published in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness , Decision making, result focus and Leadership and managerial skills. and
- 3 OCIMF Human Factors Approach was released in Oct20 and outlines how human factors should be integrated into Industry activities. A set of guiding principles for human performance are introduced and one of the 8 principles is that leaders contribute in shaping conditions that influence what people do.
- OCIMF Human Factors Management and Self Assessment was released in Sep21, based on the previous publication and introducing what will be TMSA chapter 14 on Human factors.
- Energy institute "Making compliance easier" was published Feb20, adopting the Todd Kronklin's 5 principles of human performance, acknowledging that everyone makes mistakes, performance may be compromised by factors like complexity of a task, distraction and repetition and that "How you respond to failure matters. How leaders act and respond counts".
- Partners in Safety release in Mar20 the PnS Human performance 1 and 2, adopting also the Todd Kronklin's 5 principles of human performance.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

- ► Let's talk module, was released in Jun20 and it comprises of 4 modules, making reference to the Resilience modules as above for communication, available off-line and in Russian and introducing the ALL ACT drive AskLookListen ActCheckbackTakecareofyou
  (Feel touch taste and smell is also valid ALL FACT)
  as a tool of communication for resilience.
- ► Leadership Skills for crew wellbeing, was released in Jun20, and It consists of three modules / videos prompting participants to realize that
  - Leaders set the tone on board a ship. They influence the conditions in which work takes place as well as the level of social engagement, interaction and support.
  - Leaders that effectively manage the wellbeing of their crews will enhance the culture on board and create an environment where crew perform IF EffEff.
- ►Learner Mindset, was released along with the 2021 CEO conference in Mar21.
- ► It consists of one video elaborating on the Learner Mindset, known also as Growth Mindset, as a belief that everyone can grow their ability, learn from mistakes and successes and speak up openly in a safe environment.
- ► How you respond matters, was released along with the 2021 CEO conference in Mar21.
- ► It consists of two videos reflecting leader behaviors and prompts participants to realize 10 tips on the proper response and 9 personal characteristics both for a great Safety Leader, ensuring for his individuals and teams a fearless environment for all to perform IF EffEff.
- ► Context drives behavior, was released along with the 2022 CEO conference in Mar22

It consists of two videos reflecting leader behaviors and prompts participants to realize how leaders shape the environment for individuals and teams to perform without fear and IF EffEff.

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

2.2.1 The fearless ego for success

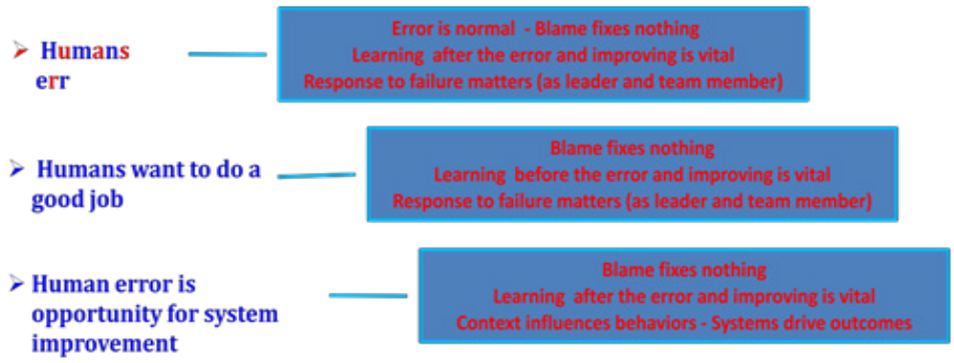
The Roxana "Fearless Ego for Success" concept, the most important ego, the principal order "Return Home Healthy… with full basket", the PALI poster, the "Care about Me" meaning "Care about my team", the S.H.E.L.L human factors, the three pillars and engagement, Health and Competence for performance,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

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

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

► Human Performance



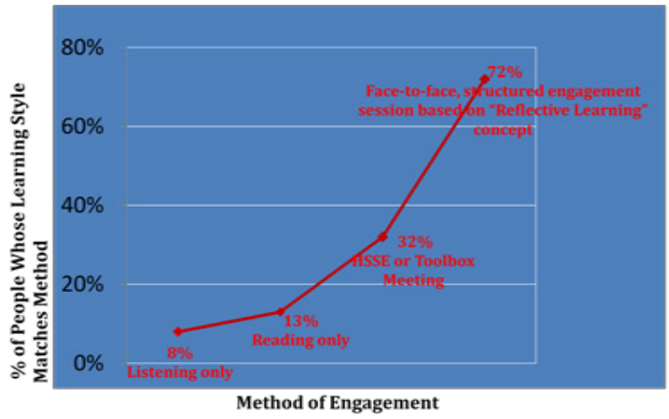
► The three pillars and engagement

► Reflective Learning

"Reflective Learning" concept is the face to face, or virtual, structured engagements sessions, where groups are sharing knowledge and experience, learning from each other.
Since late 2016 the "reflective Learning" concept supplemented and occasionally replaced the traditional "Training" concept.
This axis of activity is related to creating an open environment for reflective learning engagements at all levels in our organisation.
Gradually the focus was set to three core themes:

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

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



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

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

3. Purpose

All of us at some point in time perform as team leader or team member and while performing in these roles we are faced with success or failures.
As per Roxana 3x3x3 soft skills model:

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

This workshop elaborates on the fact that:

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

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

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

4. Key messages

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

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

5. Records

Concluding the workshop

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

6. Actions and follow up

Out of the workshop questionnaire responses:

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

---

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 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 ass harmonized with SIRE2.***

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***
- ➢ ***The opening meeting and the vetting inspector attending teams' assignment***

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

1 Appreciation

Thank you all, 33 Tanker 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.

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.

2.2.3 SIRE 2.0 workshop Sep-Oct23 and Dec23

- ► These workshops were conducted for the senior and junior officers ashore with objective to increase awareness for the:
  - SIRE2 concept, principles and changes introduced
  - SoC and NoC for the Software, Hardware and Human factors related observations

2.2.4 In all these workshops focus was given to: Training videos on Human Factors:

- ► https://www.ocimf.org/programmes/sire-2-0/sire-2-0-videos, i.e.:
  - 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

This workshop:

- ► builds on the previous workshops for:
  - Question's structure and NoC SoC for Software, Hardware and Human Factors
  - TIARE, form CP09-01 revision for adoption of SIRE2
  - Opening and closing meeting
- ► And further elaborates on:
  - SIREd human factors vs S.H.E.L.L. model human factors
  - Vetting inspector attending teams' assignment and accountability

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

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
- ► Teams assigned for attending the inspector should be fully familiar with the questions they are accountable for.

5. Records

5.1. Concluding the workshop

- ► the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record for each participant
- ► the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop
- ► The basic attributes.xls from SIRE2 was populated with the teams to assign the inspector per location and in conjunction with the locations proposed.

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 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.
- ► the teams to follow the inspector per location and the locations proposed were more or less similar, SQM will evaluate the responses and in liaison with Technical dept consolidate the proposals for a common approach, subject to master's discretion.
- ► 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.

Tankers Officers groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Cherepanov Viacheslav	Master	Ignatenko Leonid	ChOff	Krainov Alexander	ChOff	Facilitator
Koshetov Igor	Master	Khairullin Oleg	Master	Ivanov Eduard	Master	Flipchart
Bykov Denis	ChOff	Gorbachev Vladimir	ChOff	Shakirov Ruslan	ChOff	Presenter
Budilov Anatoly	ChOff	Vazhenin Andrey	ChEng	Trukhachev Evgeny	ChEng	PC Operator
Artamonov Vladimir	ChEng	Potyanikhin Andrey	ChEng	Potianikhin Nikolai	ChEng	
Kril Oleg	ChEng	Selifontov Boris	ChEng	Goncharov Konstantin	ChEng	
Mayorov Alexey	ChEng	Savchuk Ivan	ETO	Mikhaylov Ilya	2nd Eng	
Lutonin Sergey	2nd Eng	Dobrynin Dmitrii	ETO	Bonarev Albert	ETO	
Kolomeychuk Dmitry	ETO					
PS		PS		PS		Roxana

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

Tanker Officers groups		
Gr 4		
Name	**rank**	**role**
Konishchev Andrey	ChOff	Facilitator
Zenenko Nikolay	Master	Flipchart
Evgrafov Konstantin	ChEng	Presenter
Babenko Sergei	2nd Eng	PC Operator
Skachkov Leonid	2nd Eng	
Ivantcov Eduard	ETO	
Khlebus Ivan	ETO	
Rubanov Valerii	Master	
PS		Roxana

Bulker Officers groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Lysyy Alexey	Master	Levchanin Oleg	Master	Rychkov Stanislav	Master	Facilitator
Vertinskii Boris	Master	Freiberg Dmitrii	Master	Vetkov Mikhail	ChOff	Flipchart
Kleshcherov Anatolii	ChOff	Kosianchuk Aleksandr	ChEng	Senotrusov Evgeny	ChEng	Presenter
Sobolev Andrey	ChEng	Rukavishnikov Nikolay	2nd Eng	Chalienko Konstantin	2nd Eng	PC Operator
		Malikov Vladimir	ETO	Tsymbal Viktor	ETO	
		Altukhov Anton	ETO			
DV		DV		DV		ROKS

Tanker and Bulker Ratings groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Tankers						
Lyseniuk Aleksandr	3rd Off	Emelianov Anton	3rd Off	Semerov Igor	3rd Off	Facilitator
Shatoba Oleg	Bosun	Mamchenko Sergei	A/B	Bulachev Yury	Bosun	Flipchart
Dantcevich Vasilii	Bosun	Koltsov Evgenii	A/B	Shepilov Evgenii	Bosun	Presenter
Semenik Vladimir	A/B	Khurbatov Vladimir	A/B	Ivanov Evgenii	A/B	PC Operator
Semenov Igor	Oiler	Gubskii Danil	OS	Kokovin Alexey	A/B	
Volkov Roman	Oiler			Fadeev Vladimir	Oiler	
PS		PS		PS		Roxana
Bulkers						
Lesov Dalel	2nd Off	Gladkikh Viktor	2nd Off			Facilitator
Ryakhin Mikhail	A/B	Bodriagin Vitalii	A/B			Flipchart
Titarenko Dmitrii	O.S.	Pribylov Andrei	A/B			Presenter
Valeishin Viktor	O.S.	Romanov Timur	O.S.			PC Operator
DV		DV		DV		ROKS

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

Junior Tanker Officers groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Kovalenko Artem	3rd Off	Makarevich Kirill	2nd Off	Kurakin Vitalii	2nd Off	Facilitator
Ponimaskin Vasilii	4th Off	Prakht Aleksei	2nd Off	Chusovitin Maxim	2nd Off	Flipchart
Grachev Gennadii	3rd Eng	Machtakov Artem	3rd Off	Lapshin Egor	3rd Off	Presenter
Prokopenko Aleksandr	3rd Eng	Dribas Danila	3rd Off	Azamov Mukhammadsodik	3rd Off	PC Operator
Lisanov Dmitrii	4th Eng	Samokhvalov Maksim	3rd Off	Ikov Albert	4th Eng	
Kolotov Maksim	5th Eng	Fedorov Vadim	3rd Off	Uzhegov Vladimir	3rd Eng	
Marin Nikita	5th Eng	Kaiumov Kirill	3rd Off	Tarasenko Sergei	3rd Eng	
Chekmenev Semen	5th Eng	Krupianko Ilia	4th Eng	Dudkevich Mikhail	4th Eng	
Semerov Igor	3rd Off	Tretiak Andrei	4th Eng	Podduev Egor	5th Eng	
Emelianov Anton	3rd Off	Fursov Sergei	3rd Eng			
Gr 4						
Emelianov Andrei	2nd Off	Shpak Konstantin	2nd Off			Facilitator
Migal Pavel	3rd Off	Durnov Egor	2nd Off			Flipchart
Koshetov Artur	4th Off	Shein Igor	3rd Off			Presenter
Loginov Vadim	3rd Eng	Kaplaukh Timur	3rd Eng			PC Operator
Galagan Konstantin	4th Eng	Kirillov Kirill	4th Eng			
Dudko Dmitrii	3rd Off	Ponomarenko Dmitrii	4th Eng			
PS		PS		PS		Roxana

Junior Bulker Officers groups				
Gr 1		**Gr 2**		
Name	**rank**	**Name**	**rank**	**role**
Lesov Dalel	2Off	Gladkikh Viktor	2Off	Facilitator
Zadorozhnyi Dmitrii	3Eng	Kovalenko Victor	2Off	Flipchart
Lezhnin Evgenii	4Eng	Gavriushenko Artem	4Eng	Presenter
Bychkovskii Denis				PC Operator
DV		DV		ROKS

Catering Staff						
Tankers				**Bulkers**		
Gr 1		**Gr 2**		**Gr 1**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Kurochka Alexander	Cook	Kurbetyev Alexey	Cook	Lobastov Aleksei	M/man	Flipchart
Nikolaenko Vladimir	Cook	Shibaev Oleg	Cook			Presenter
Khalilov Shukhrat	Cook	Babiichuk Igor	Cook			PC operator
Kozlov Sergei	M/man	Vladimirov Dmitrii	M/man			
Kazakov Anton	Cook	Ivanenko Denis	M/man			
PS		PS		DV		Roxana/ROKS

Tanker/Bulker senior Officers & Ratings reflective learning engagements Mar24

Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - January 1 to Mar 31, 2024

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

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

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

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

Our office actively engaged in meetings and workshops for personal and team development organized by Roxana head office and facilitated by our Managing Director Takis Koutris.

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. .

VMC (Vladivostok Maritime College)

VMC - New Year's quiz game "Brain Storm".

The New Year's quiz game "Brain Storm" was held at VMC on 18th of December, 2023. All ques-tions were related to the New Year's beloved celebration!! Teams from each study group took part in the quiz game.
The participants showed ingenuity, erudition and the ability to work together.
At the end of the 4-round "battle," the teams achieving the highest scores, were rewarded with sweet gifts from Santa Claus and additional points for the College Cadets Rating System.
During the quiz game, cadets of the 112/212 training group congratulated the participants with a funny skit talking about New Year's traditions from different countries of the world.
The event was incredibly enjoyable, leaving us all a good New Year's spirit!

The Russian Society "Knowledge" gave a lecture at the VMC for the Day of Russian Science.

The public educational organization Russian Society "**Knowledge**" carries out educational work in the regions of Russia, including the **Primorsky Krai (Far Eastern region)**. As part of the activities of the society, on February 15th, 2024, the college was visited by the lecturer of the Society "Knowledge" - Kholosha M.V.
Kholosha M.V. is PhD in Technical Sciences, Director of the Department of Spatial Logistics of Maritime State University named after Admiral G.I. Nevelskoy, Deputy Director for Research at **DNIIMF-Vostochny** LLC. Mikhail Vasilyevich gave a fascinating lecture on the topic "Ubiquitous Logis-tics" for the cadets of our college. This event was aimed at improving the professional qualities of young professionals and providing them with the opportunity to deepen their knowledge in the field of logistics.
During the lecture, the cadets learned the basic principles and methods of logistics, which play a major role in the work of many enterprises and organizations of maritime transport. Particular atten-tion was paid to such aspects as inventory management, route planning, optimization of transport costs and forecasting demand for goods and services.
The lecture on logistics was not only an opportunity for cadets to expand their knowledge about the maritime profession, but also served as an incentive for the further development of their skills and abilities.
We are confident that the knowledge gained will help future maritime specialists become in demand in the labor market and successful professionals in their field.
We thank Mikhail Vasilyevich for the interesting and informative material! We also hope that such events together with the Russian Society "Knowledge" will become regular in our college!

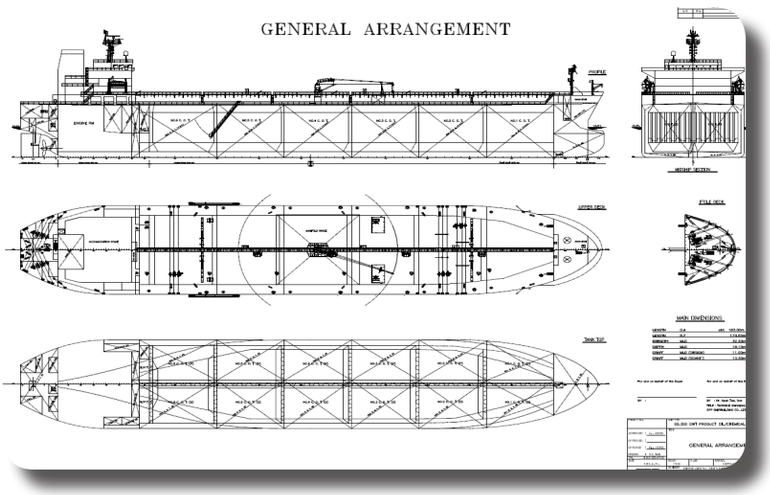
New Ladies on the Block

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

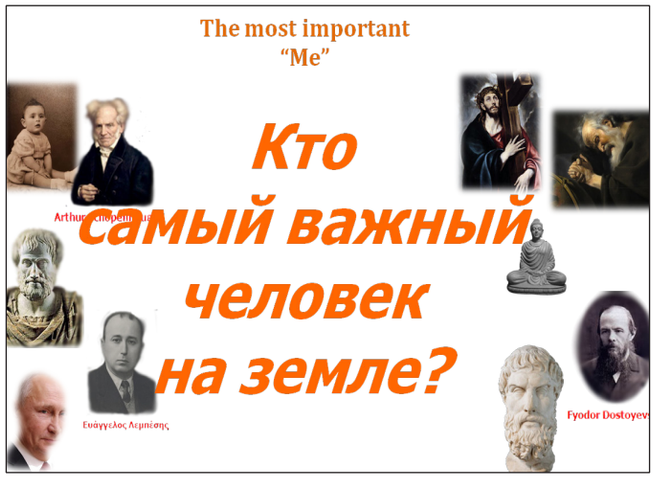
The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of alternate fuels as marine fuels and the price level of the conventional and VLS/ULS fuel oil.

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



The fearless ego for success

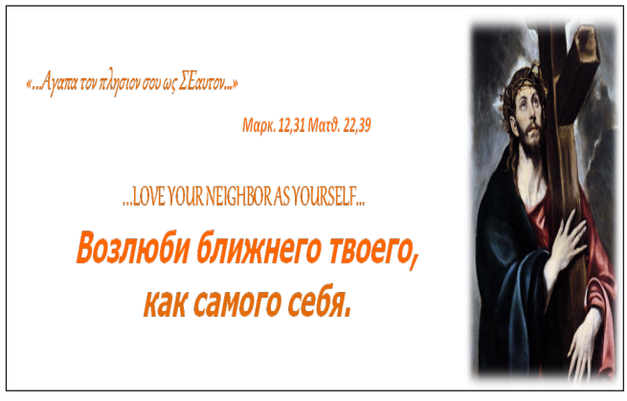
Inspired by the Partners in Safety project the Roxana "Ego" tree was launched end of 2016, finally introduced after the management review of May 2019 and was further developed to the Roxana "fearless ego for success" tree.
Each one of us elaborated on a basic question who is the most important person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



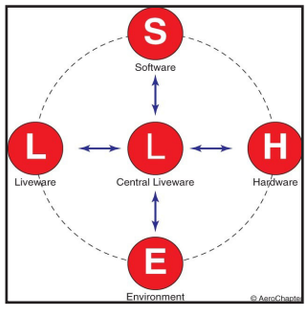
Based on this conclusion the principal order was introduced:

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.

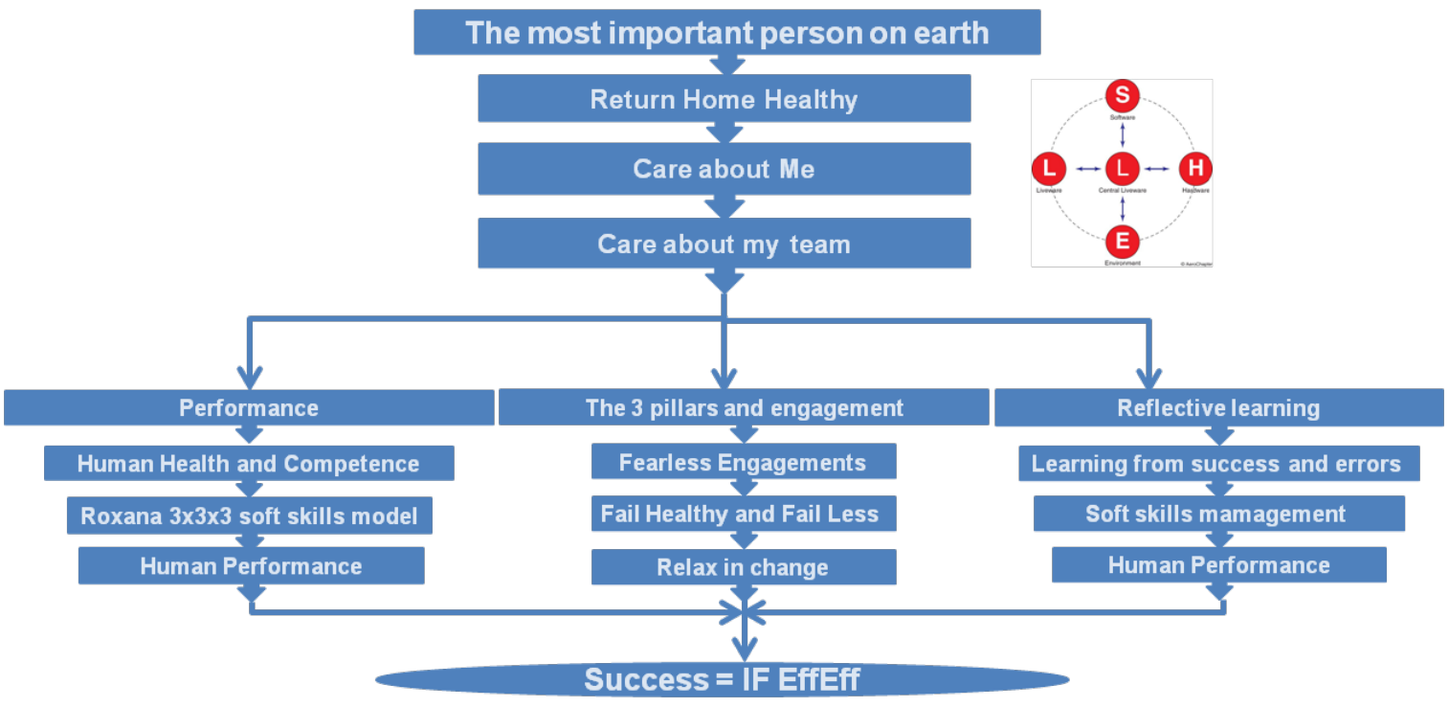
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

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

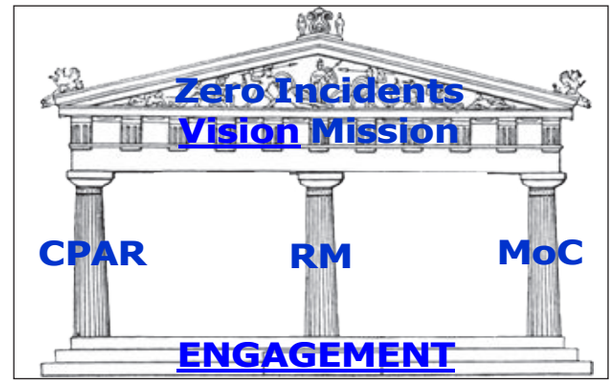


The 3 pillars and engagement

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

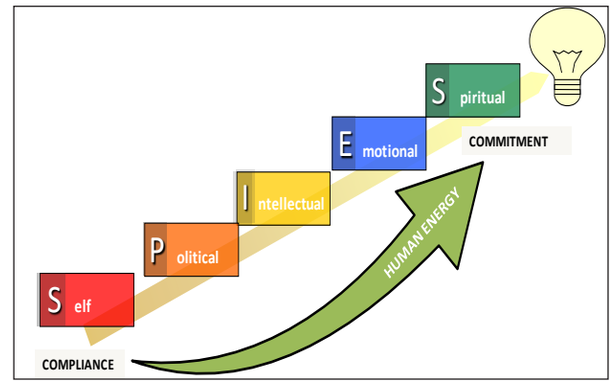
- **Fearless engagements - CPAR: procedure CP08 Control of Non- Conformities, Accidents & Near Misses**
- **Failing Healthy and Less - RM: procedure CP24 Risk Management**
- **Relaxing in change - MoC: procedure CP13 Management of Change**



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!

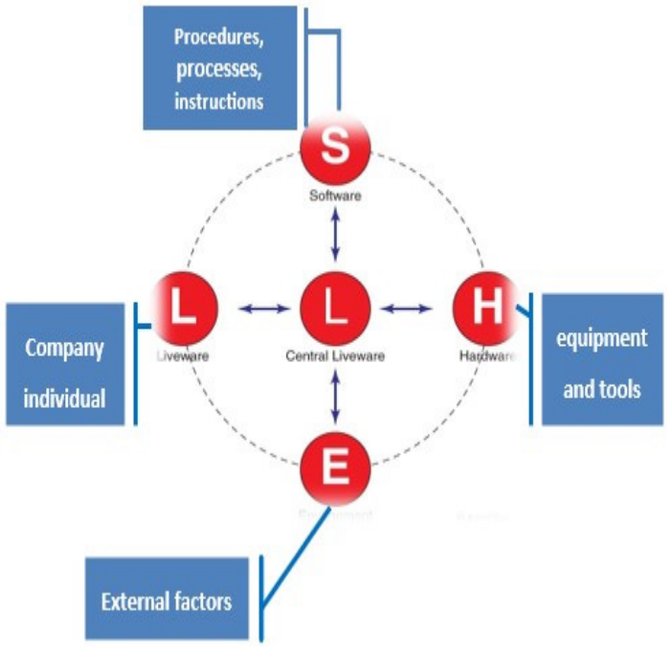
The 2+2=5 concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.
The teams concept is introduced

- **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

SpaceX Starlink Project

Innovation is one of the 4 core values of our I.D.E.A. vision. In line with this Innovation principle and aiming to improve the ship – shore communication, we have since the 22nd March 2022 launched a project to use the SpaceX Starlink satellites as a primary communication platform for our Fleet.
The demand for enhanced communications for ships are ever increasing, remote inspections and remote performance monitoring two examples, adding to that the demand for reliable and costeffective internet for the Welfare of ship's crew, as we progress to a more connected age.

It is a fact that current geostationary satellite systems are low bandwidth, high latency and expensive for what they offer.

Starlink is a new satellite system, comprising of many thousands of Low Earth Orbit Satellites giving affordable, high bandwidth and low latency connections, initially on land but now also on the high seas for maritime ships.
This project is therefore initiated to ensure that Starlink communication is established ashore and on board our ships by 31Dec24, in a manner that scope of cover in not altered and quality over cost of data transfer in enhanced.

A project meeting was held on 15Apr24 with IT and Operations departments to be present.
The project is in the final rollout and monitoring stage, the current status of the Rollout across the Fleet was discussed together with a proposal for increasing the Free monthly Internet Data allowance for Crewmembers.

The Rollout of Starlink across the Fleet is proceeding, status as follows:

Operational
- ► Marvel
- ► Magic Star
- ► Batman
- ► Commander K

Soon to be Installed
- ► Aligote - Received on board, in the process of being operational
- ► Revenger - Received on board, currently being installed

Ordered and awaiting Delivery on board
- ► Adventurer
- ► Aramon
- ► Altesse
- ► Athiri
- ► Asprouda

To be ordered
- ► Discoverer
- ► Miracle
- ► Malbec
- ► Melody

Our Target is that that by the end of 2024, to have Starlink operational on all fleet vessels.

Internet Allowance:

- ► For Vessels with Fleet Express or VSAT the Monthly Free Internet Allotment is sete at 1GB per Seaman per Month.
- ► For vessels with Starlink the Monthly Free Internet Allotment was initially set at 5GB per Seaman per Month while we evaluated the usage and bandwidth requirement for the vessel.

We are pleased to announce, for Vessels with Starlink will be increased from the following Month to 10GB per Seaman per Month.
Finally, we will also be reducing the number of news web sites available from the computers connected to the ship's Business network in due course, so as to enhance onboard cybersecurity and as these may be covered by the free allowance.

Starlink: First Zoom - Ship/Office Video Conference

On the 13Feb24, the first Zoom - Vessel/Office Video Conference was completed with the vessel via Starlink.
This will replace the Monthly Vessel/Office Teleconference between the Vessels Top 4 and Office Departments as Starlink is rolled out across the Fleet.

Currently we have three vessels with Starlink Operational (Marvel, Magic Star and Batman)

UK MAIB Safety Digest 2024, 1st Edition

UK MAIB announced the publication of the first Safety Digest of 2024 featuring a collection of lessons learned from latest marine accidents involving vessels from the merchant, fishing and recreational sectors.

This safety digest draws the attention of the marine community to some of the lessons arising from investigations into recent accidents and incidents. It contains information that has been determined up to the time of issue.

This information is published to inform the merchant and fishing industries, the recreational craft community and the public of the general circumstances of marine accidents and to draw out the lessons to be learned.

UK MAIB Safety Digest 2024, 1st Edition (Continued)

The sole purpose of the safety digest is to prevent similar accidents happening again. The content must necessarily be regarded as tentative and subject to alteration or correction if additional evidence becomes available.
The articles do not assign fault or blame nor do they determine liability. The lessons often extend beyond the events of the incidents themselves to ensure the maximum value can be achieved.

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, and the same remains for 2024, the combination of which will bring Roxana in the high performance companies, as per the Paris MOU NIR ranking.

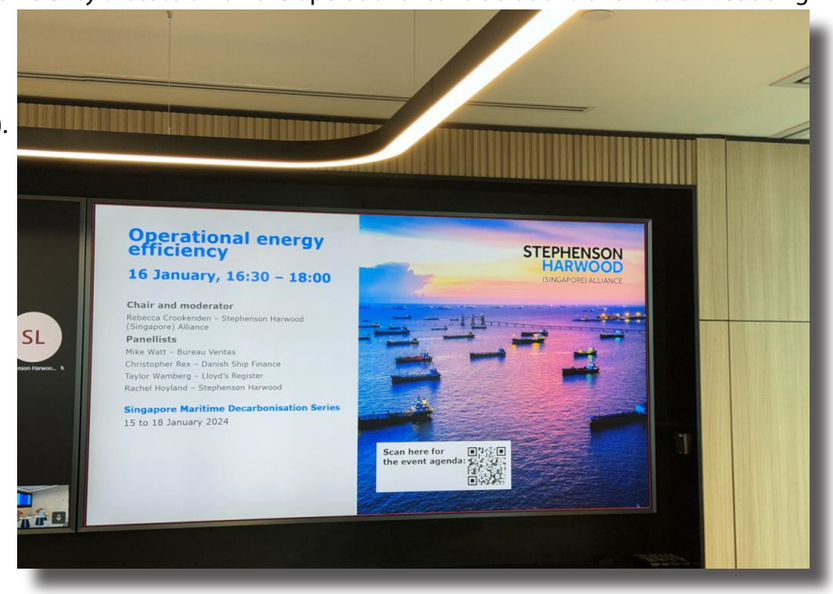
For the Vetting inspections the absolute target for 2023 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection, remaining the same for 2024.

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

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Asprouda	G. Dimov	A. Sergeichev	-	PSC	Yanbu	25Feb24	0	0,9
M/T Aramon	O. Sukhodoev	A. Mayorov	-	Vetting	Tanger Med	15Feb24	3	3,5
M/T Athiri	O. Sukhodoev	E. Trukhachev	-	Vetting	Yanbu	14Jan24	4	3,5
M/T Altesse	A. Okolo-Kulak	I. Mikhailov	-	Vetting	Suez	22Feb24	3	3,5
M/T Asprouda	A. Okolo-Kulak	I. Mikhailov	-	PSC	Aqaba	24Mar24	0	0,9
M/T Magic Star	A. Gulin	A. Zashchitnikov	-	Vetting	Mongstad	16Jan24	2	3,5
M/T Melody	T. Khristovich	V. Valchun	-	Vetting	Suez	03Feb24	3	3,5
M/V Adventurer	D. Iagodin	G. Mishakov	-	Flag	Portocel	08Feb24	0	0,9
M/V Discoverer	S. Lukianov	Y. Kabakov	-	PSC	Jose	09Mar24	0	0,9

Singapore maritime decarbonization week 2024, 15-18Jan24

Our Chartering manager, Captain Karthik Kaliappan, attended on behalf of Roxana / Pancoast, the "Stephenson Harwood's Singapore Maritime Decarbonization Week 2024", on 16Jan24, at the Marina Bay Financial Centre Tower 1, Singapore.
The topic of discussion on Tuesday was Operational energy efficiency Discussion on the operational considerations of emission-reducing measures, software and hardware, both on individual ships and systemically.
Roxana team was invited by Ms. Marianthi Koutri; who is the Trainee Solicitor (England & Wales), Attorney-at-law (Greece).
The event was moderated by Rebecca Crookenden, Managing associate, Stephenson Harwood



Panelists included:
1. Lloyds Register: Mr. Taylor Wamberg
2. Bureau Veritas Mr. Mike Watt
3. Danish Ship Finance: Mr. Christopher Rex
4. Ms. Rachel Hoyland - Stephenson Harwood

There was a good discussion on Maritime decarbonization from a technical, financing, legal side. or shipbuilding perspective.
The event was well attended by various people from shipping fraternity, unique gathering of maritime industry leaders, experts, and innovators dedicated to shaping the future of sustainable shipping in the region and globally; Highlighting what industry leaders deem to be the most significant talking points on this hot topic.

The agenda of the event can be found here.

Best ship performance 2023

It was in the Management Review of 2012-02 that the issue of monitoring the individual performance of Ships and Officers serving in Roxana and ROKS Fleet was raised. At that time, KPIs were considered to be LTIF/TRCF, 3rd party Inspection performance and spares ordered vs budget.

In the Management Review of 2022-01 a new excel monitoring the Ship's performance was introduced. The new format monitors further key aspects of each Ship's performance including LTIF/TRCF, PSC detentions and DPI, Vetting acceptance and DPI (for Roxana Fleet), Master's review proposals, Near misses and RMs, Best practices, Condition of Class.

Each of the above KPIs bears a weight factor in the equation calculating the point each ship collects over the year.

Apart from LTIF and TRCF, the PSC and vetting performance, Near misses and RMs and the Master's review proposals have influenced a lot the score of the ships.

The 2023 statistics for Roxana Fleet according to the new format have indicated following 3 top scoring ships:

Congratulations for a job well done to the Masters, Chief Engineers and crew on board of:

Athiri:
Masters: 18Oct22-21Feb23 Grinko Alexander, 20Feb23-13Jul23 Zenenko Nikolay, 13Jul23-15Nov23 Khairullin Oleg, 14Nov23-25Feb24 Zenenko Nikolay
Ch. Engineers: 18Oct22-03Mar23 Vazhenin Andrey, 20Feb23-13Jul23 Orevskiy Sergey, 13Jul23-15Nov23 Kril Oleg, 11Nov23-25Feb24 Trukhachev Evgeny

Best ship performance 2023 (Continued)

Malbec:
Masters: 16Nov22-15Apr23 Karasev Leonid, 15Apr23-02Sep23 Syrov Andrey, 02Sep23-24Mar24 Rubanov Valerii
Ch. Engineers: 17Aug22-10Feb23 Morev Konstantin, 05Feb23-06Jun23 Slinko Evgeny, 05Jun23-03Dec23 Dolgopolov Igor, 03Dec23-today Afanasev Nikolay

Altesse:
Masters: 13Dec22-27Jun23 Sukhodoev Oleg, 27Jun23-19Dec23 Mikhalev Oleg, 18Dec23-today Okolo-Kulak Andrey
Ch. Engineers: 18Nov22-22Mar23 Polkonikov Alexey, 21Mar23-06Aug23 Sergeichev Aleksei, 03Aug23-27Dec23 Evgrafov Konstantin, 18Dec23-today Mikhailov Iurii

	EVALUATION CRITERIA																	
SHIP NAME	SHIP'S AGE	LTIF	TRCF	Fatalities per year	No of Pollution incidents	No of TIARE obs - Unsafe Acts/ Unsafe Conditions	No of vetting obs/inspection	No of Vetting rejections	No of PSC inspection obs per inspection	PSC detentions	Downtime due to critical equipment failure h	No of Best practices identified / implemented	No of Near Misses per year	No of Risk assessments	No of Master's review proposals and change requests per year	Crew complains per year	COC	REMARKS / COMMENTS
TARGET VALUE	10	0	1	0	0	10	3,5	0	0,9	0	0	2	36	36	12	0	0	
WEIGHT FACTOR	3	-10	-7	-100	-10	-5	-6	-10	-5	-10	-0,9	0,7	0,7	0,7	0,7	0,7	-10	
Athiri	13	0	0	0	0	5,8	3	0	0	0	0	1	30	381	9	0	0	
Malbec	15	0	0	0	0	3,7	4	0	0	0	0	0	38	257	5	0	0	
Altesse	13	0	0	0	0	5	3,67	0	0	0	0	0	29	248	3	0	0	
																		EVALUATION RESULTS
Weighted Targets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ship																		Weighted Result
Athiri	9	0	7	0	0	21	3	0	4,5	0	0	-0,7	-4,2	241,5	-2,1	0	0	27,9
Malbec	15	0	7	0	0	31,5	-3	-10	4,5	0	0	-1,4	1,4	154,7	-4,9	0	0	20,5
Altesse	9	0	7	0	0	25	-1,02	0	4,5	0	0	-1,4	-4,9	148,4	-6,3	0	0	18,03

The 2023 statistics for ROKS Fleet according to the new format have indicated the following top scoring ship:

		EVALUATION CRITERIA													EVALUATION RESULTS
SHIP NAME	VESSEL'S AGE	LTIF	TRCF	Fatalities per year	No of Pollution incidents	No of BIARE obs - Unsafe Acts/ Unsafe Conditions	No of PSC inspection obs per inspection	PSC detentions	Downtime due to critical equipment failure h	No of Best practices identified / implemented	No of Near Misses per year	No of Risk assessments	No of Master's review proposals and change	Crew complains per year	COC	REMARKS / COMMENTS
TARGET VALUE	10	0	1	0	0	10	0,9	0	0	2	36	36	12	0	0	
WEIGHT FACTOR	3	-10,0	-7,0	-100,0	-10,0	-5,0	-5,0	-10,0	-0,9	0,7	0,7	0,7	0,7	0,7	-10,0	
Discoverer	13	0	0	0	0	7,7	1	0	0	3	26	26	3	0	1	
																EVALUATION RESULTS
Weighted Targets	30	0	-7	0	0	-50	-4,5	0	0	1,4	25,2	25,2	8,4	0	0	0
Ship																Weighted Result
Discoverer	9	0	7	0	0	11,5	-0,5	0	0	0,7	-7	-7	-6,3	0	-10	2,6

Congratulations for a job well done to the Masters, Chief Engineers and crew on board of:

Discoverer:
Masters: 26May22-28Jan23 Rychkov Stanislav, 05Jan23-06Jul23 Demchenko Aleksandr, 04Jul23-09Mar24 Rychkov Stanislav
Ch. Engineers: 26May22-06Jan23 Mishakov Gennady, 05Jan23-06Jul23 Kabakov Yury, 05Jul23-14Jan24 Pinchuk Evgeny

TEK attendance M/T Magic Star 20Mar24

Our Managing Director Takis. Koutris boarded M/T Magic Star on 20Mar24 in Tuzla, Turkey, during her Drydock.

Tour of the ship was conducted, in the presence of:
► Fleet sup/nt Stavros Kavouris
► Master Viacheslav Sheludko
► Chief Engineer Anton Shumkov
The following follow up message was sent to Master Viacheslav Sheludko and his crew:

Qt
Dear Captain Viacheslav Sheludko,
Thank you, the Chief Engineer Anton Shumkov, the Chief Officer Pavel Lozovoi and your crew for the co-operation and hospitality extended throughout our attendance on board on the 20Mar24.
We have noted with interest that no particular personal issues for your crew were reported to be resolved.
During this attendance we had the chance to:
► express our appreciation for:
- the excellent team you are privileged to manage and work with, and the efforts done to improve the overall condition of your Ship, considering the high temperatures and the short voyages
- achieving the 0 injuries target
- vetting inspections performance, with 3.0dpi with a target of 3.5
- PSC inspections, meeting the target of 0.6 dpi
- your crew resilience and understanding for crew changes occasional delays during the war sanctions, which will most likely last throughout the 2024

► discuss the Company Vision the IDEA values, the TAB Safe and PALI principle
► elaborate on the Roxana "Fearless ego for success" tree, highlighting:
- the Principal Order for all to" Return Home Healthy", with the related "care about myself and my team" and the "communication for resilience" workshops
- the three pillars of our system, CPAR MoC and RM
- the engagement as ticket to commitment and culture and how engagement is boosted on board with the active participation of HSQE committee members, through Master's review and response to Company project FUNs and the application on board of reflective LFI, LET, debate on board and resilience modules

► elaborate on the concepts of:
- the Roxana 3x3x3 soft skills model and the health (Physical and mental) and competence (soft and hard), as pre-requisites for success in human performance
- elaborate on the principles of human performance:
  - o Humans err
  - o Humans want to do a good job
  - o Human error is opportunity for system improvement

which are the basement for developing a fair and just culture, which at the same time is a no blame culture, success, meaning Incident Free Effective Efficient (IF EffEff)
- update on the SIRE 2 project, the documentation to be discussed with your crew, in anticipation of the google questionnaire to be released within Apr24

We had the opportunity to address:
► The war sanctions and how to manage crew changes and crew allotments in such a challenging environment
► the campaigns we are up to this period i.e.:
- Return Home Healthy and PALI principle
- The Building healthy habits, exercises
- The training on board for promotion, the reflective LFIs/LETs and resilience modules
  - o the DMS revisions Dec23 letters to read them and share them with your crew, update all posters and review the multimedia training plan, as re-adjusted with the latest modules
  - o all company projects FUNs and action plans from ship's side,
  - o the next PSC CIC on fire safety.

TEK attendance M/T Magic Star 20Mar24 (Continued)

We had also the opportunity to discuss:

- ► how you and your crew contribution to the smooth completion of the repairs can be affected
- ► how to improve co-ordination with the Fleet sup/nt and to improve the daily report with ETC for all items, identifying from now on the time critical jobs
- ► how to attend the daily meetings with shipyard, to minimize the long duration work permits, to improve particularly security and gangway watch as well as registration of people on board.

Thank you again, stay healthy, ensure that all Return Home Healthy and pls convey again our thanks to your crew.

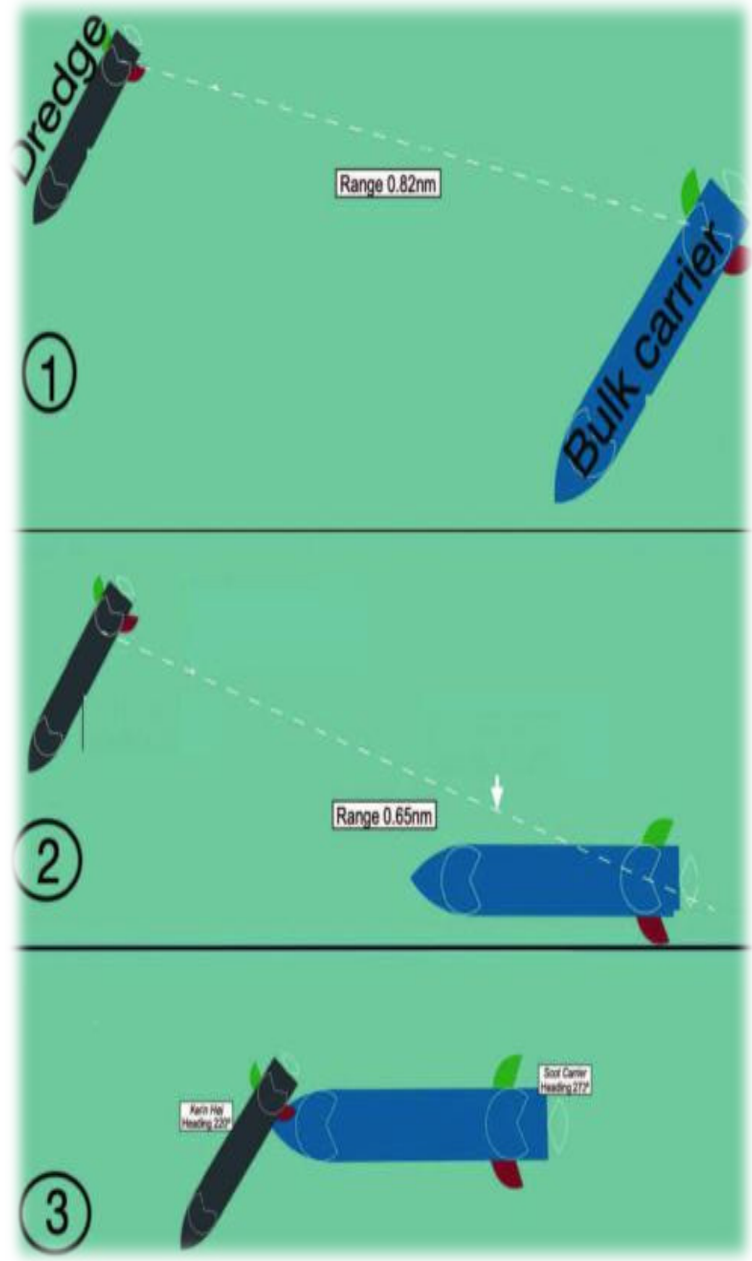
Unqt

Alcohol does not mix with work

The Nautical Institute presents an incident where, a dredger was being transited to winter quarters after a season of dredging, with only two crew members remaining on board.

In the early morning hours, and in darkness, the dredger entered a Traffic Separation Scheme (TSS) at a speed of about six knots. The lone OOW was on the bridge while the other crew member was asleep in his cabin.

Meanwhile, a loaded bulk carrier was also proceeding in the TSS in the same direction as the dredger, but was about 8nm behind and to port. The bulk carrier's OOW was sitting in the navigation chair and using his tablet computer to engage on a video chat site. At one point the OOW even turned on the interior lights of the bulk carrier's bridge to show his surroundings to the person on the other end of the chat. He continued to chat sporadically with various individuals until 02:02 when he altered course while continuing with his online chat.



Shortly afterwards, he switched on the searchlight to show a chat user the ship's deck and cargo on the hatches forward. He then continued to engage with several individuals on the chat site. At 03:03, the bulk carrier's AIS registered the dredger as a dangerous target 2.2 nm ahead on the starboard bow, with a closest point of approach (CPA) of 0.88nm and a time to CPA of nearly 20 minutes. About 18 minutes later, with the vessel close to a course alteration waypoint, he told the chat user that he needed to alter course and adjusted the autopilot to 270 degrees. The dredger was now bearing 289 degrees at 0.82nm range.

Three minutes later, both vessels exited the TSS and entered a precautionary area. The OOW on the bulk carrier once again connected with a chat user and conversed with them while

altering course. Now, the bulk carrier was steering 270 degrees with the dredger on a steady bearing of 298 degrees and a range of 0.6nm. Very soon after, the OOW was heard to exclaim 'Wait, wait, wait!' He then pulled back the main engine propeller pitch control lever, switched on a second steering motor and disengaged the autopilot. Fifteen seconds later, he moved the telegraph to full astern.

Notwithstanding these last-minute attempts, the bulk carrier collided with the port side of the dredger at a relative speed of 8.7kts. The bulk carrier's Master awoke when he felt a bump; assuming it was a large wave hitting the bow, he did not consider it unusual and tried to resume sleep. The collision caused the dredger to roll over and capsize in as little as 20 seconds. Neither of the two crew members survived. Following the collision, the bulk carrier's OOW did not immediately call the Master or raise the alarm, but returned the ship to its original course and speed. The dredger's automatic emergency radio beacon (EPIRB) transmission alerted local authorities and they determined that the two ships might have collided. Only after queries from shore authorities and about 15 minutes after the accident did the OOW call the Master and explain they might have collided with another vessel.

Alcohol does not mix with work (Continued)

The investigation found, among other things, that the bulk carrier's OOW had reduced situational awareness due to unnecessary distractions; he had not seen the dredger until the last moment. The tablet had been almost constantly in use for over two hours, during which no interaction with navigational equipment such as target acquisition on the radar or target interrogation on the ECDIS was recorded on the Voyage Data Recorder (VDR). Additionally, the bridge equipment was not set optimally, and the alarms designed to warn of dangerous situations had been disabled, silenced or switched off. The investigation also found that, subsequent to tests after the accident, the OOW had been under the influence of alcohol at the time of the tragedy.

Lessons learned

- Time and again the lack of an adequate lookout has contributed to vessel collisions. In this case, both vessels had a lone OOW in darkness.
- Poor situational awareness due to distractions is a common theme in collisions.
- Following a collision at sea it is every mariner's duty not only to ensure the safety of their vessel and crew but also that of the other vessel. Any other reaction is not only unethical and unprofessional but probably criminal.
- Danger alarms on navigation instruments such as AIS, RADAR and ECDIS are safety features that, under almost all circumstances, need to be activated while underway.
- Alcohol does not mix with work. Not only are reaction time and coordination affected, but also overall judgment. For example, in some road vehicle 'hit and run' accidents where the driver has been under the influence of alcohol, it has been shown that they have deliberately decided not to stop to help the victim. This seems to have been the case in this accident as well.

Confined space fatalities due to Hydrogen Sulphide

A recent Safety Flash by the International Marine Contractors Association (IMCA), published a case study, which is a brief summary of a recent case report on confined space fatalities on board an oil rig during work involving gas sampling/monitoring inside the "spud cans" of the rig.

What happened

The legs of a jack-up rig were fully retracted and the "spud cans" or feet of the legs were above the water and accessible for man entry. They were dewatered and forced ventilated for two days. A "Gas free", i.e. no H2S present, "safe to enter" certificate had to be generated before a marine surveyor could enter for inspection. The onboard diving team (three divers and a diving supervisor) were tasked to enter the "spud can" and obtain gas samples. A diver using SCUBA (self-contained underwater breathing apparatus) equipment and a life-line, climbed down a 5m ladder and went into various corners. He was attended by another diver at the bottom of the ladder, also wearing B.A. This diver was visible to the supervisor above. The third diver was a "stand by" diver dressed and ready to intervene – but not yet wearing B.A.

Shortly after starting the operation, the dive supervisor saw the attendant at the bottom of the ladder collapse. On seeing this, the supervisor impulsively climbed down the ladder to assist, without wearing a B.A set. Before he could reach the attendant, he too collapsed. The alarm was raised and the ventilation rate was increased to drive out the "sour gas" from inside the spud can. As soon as this was done, a large quantity of gas emerged out of the narrow opening of the spud can and the "stand by" person was affected and collapsed.

All three persons who entered the spud can died; the "stand by" person was resuscitated, evacuated and admitted to intensive care at hospital.

Confined space fatalities due to Hydrogen Sulphide (Continued)

What went wrong

- ► Cause of death as determined by the Coroner as asphyxia. Circumstantial evidence pointed to inhalation of H2S anticipated in the spud can. Spud can is almost 5 m in height and because of its typical internal construction, has numerous poorly ventilated nooks and corners;
- ► In addition, there were puddles of mud sludge which contain dissolved H2S. The first person who went inside the spud can stirred up the collected H2S in low areas and also the sludge containing dissolved H2S. Being exposed to this, he became unconscious and collapsed;
- ► Ventilation exhaust could escape through a single opening only. The attendant who was at the bottom of the ladder was affected by the toxic gas produced and collapsed;
- ► The supervisor entered the spud can without B.A and collapsed immediately;
- ► The "Stand by" person, not wearing B.A, was affected by the gush of gas coming out of the opening due to forced ventilation but being in the open, quantity of gas inhaled was much less and this person survived.

Hydrogen Sulphide: Hydrogen Sulphide is a highly toxic, colourless, combustible gas. It has the unmistakable odour of rotten eggs at low concentration. However, the sense of smell is not a reliable warning because exposure to this gas results in paresis of the olfactory nerve very quickly. It being heavier than air, tends to settle down in low lying areas. It is soluble in water and oil, and its presence in the workplace is a serious environmental hazard.

What was the cause

- ► Incorrect Breathing Apparatus (B.A) – SCUBA diving equipment – was being used;
  - • This is entirely – and in this case lethally so – inappropriate for use other than underwater. For enclosed space entry, SCBA (self-contained breathing apparatus) should be used; the face mask is gas tight, preventing entry of toxic gas, fumes etc. from entering. The face mask used in SCUBA underwater breathing apparatus is not tight fitting and some water gets inside and equalizes pressure under the mask. If the mask was tight fitting, as the diver descends in water and there is an increase in ambient pressure, the mask will squeeze the face.
  - • The two kinds of face mask look similar but are fundamentally different. [IMCA notes: there is a human factors lesson there for us all]
- ► The team doing the job were not trained for the job and had no idea of the risks involved;

- ► There was no risk analysis of the job, no tool box meeting was held, no contingency plan prepared;
- ► The team doing the job were third-party contractors and were not inspected, audited or checked when they arrived on the rig.

Possible solutions identified by author

- ► Proper planning and appropriate training for enclosed/confined space entry, particularly for third-party contractors;
- ► Such training should include:
  - • Active monitoring for H2S gas, including both personal and area monitoring;
  - • Understanding of the dangers of H2S and how it behaves;
  - • Where to wear personal detection monitors, preferably over the chest pocket or on the collar, i.e. as close as possible to the nose;
  - • Proper use of correct breathing apparatus;
  - • Use of the "buddy" system;
  - • Training and drilling of emergency response team;
  - • Proper use of Permit to Work system and safe systems of work;

Crew member slipped on deck breaking his leg

A recent IMCA Safety Flash focuses on an incident in which three engineering crew members were involved in the manual handling of a bunker hose from an upper storage area to a lower deck storage area accessed via a spiral staircase, to provide lessons learned.

The incident

One of the engineers slipped on a greasy area of the deck breaking his right leg (fibula or calf bone) in the fall.

The spiral ladder did not allow evacuation by stretcher. Fortunately, however, the injured person was conscious and was able to assist the rescue team and go up the stairs. Their member noted that a later drill highlighted that in the case of an unconscious casualty, the safest rescue route would have been to unbolt a vertical hatch leading to the bottom carousel area, which would have proved to have been time consuming.

What went wrong

- The area where the engineer slipped was an isolated spot that did not have any grating installed on the deck. It was also taminated with grease and water from a previous task.
- The engineers were interrupted in their task by the requirement to conduct another task elsewhere.
- The bunker hose was routed vertically. As a result, residual water from within the hose was able to escape and pool on the deck below where crew accessed the storage area.
- The presence of grating nearly everywhere gives a false perception of a non-slippery surface.
- A Manual Handling Assessment was not considered for the task.

Lessons learned

- If available, place caps on end of hoses to eliminate water spillage.
- Ensure non-slip deck coating is applied in all exposed areas in storage rooms, and assess all other work and storage areas and apply same coating where required.
- Develop a manual handling assessment for the movement of bunkering hoses, incorporating the use of mechanical lifting aids wherever possible.
- Rescue equipment available onboard for an unconscious casualty – a stretcher – was not suitable for a rescue through the spiral ladders.
- Identify all areas onboard the vessel presenting difficult rescue (with limited access/egress) and consider additional rescue drills in all identified areas complete with designated rescues plans.

Crew should be aware of fumigated cargoes risks

Hong Kong Merchant Shipping has issued an information note to draw lessons learned from a fatal accident happened on board a Hong Kong registered general dry cargo ship during discharging fumigated logs at Zhangzhou, China.

The incident

A Hong Kong registered general dry cargo ship (the vessel) berthed at the port of Zhangzhou, China for discharging the fumigated logs. In the morning of the day of the accident, a stevedore (the stevedore) entered the spiral ladder space (the ladder space) of the almost fully loaded No.1 cargo hold (the hold) from the access entrance on the main deck to unhook the lifting slings of an excavator which was transported from No.2 cargo hold to the hold by the shore crane.

After that, another stevedore on the main deck near the opened hatch of the hold observed that the stevedore did not show up to work inside the hold, nor did he respond to calls via walkie-talkie. The duty crew members, including the chief officer of the vessel (C/O), were informed of the incident.

The C/O came to the scene and wore a mask respirator which could only filter toxic gases but not able to provide survivable oxygen, then entered the ladder space for rescue. About one minute later, the C/O also became untraceable inside the ladder space.

The master of the vessel immediately raised the shipboard alarm to muster all crew members in response to the emergency situation and reported the accident to the management company of the vessel. The stevedore and the C/O were eventually rescued from the ladder space by onshore fire-fighting team, but unfortunately both of them were declared dead by the doctor onshore on the day of the accident.

The investigation identified that the contributory factors leading to the accident were that the vessel:

- ► failed to comply with the requirements of the "Code of Safe Working Practices for Merchant Seafarers" (the Code) and the shipboard safety management system (SMS) to properly control the entry into enclosed spaces;
- ► failed to follow the shipboard SMS procedures for entry into cargo holds by conducting a full risk assessment and issue an entry permit before entering the ladder space;
- ► failed to comply with the requirements of the Code and the shipboard checklist to properly plan the cargo handling, including safe entry into cargo holds;
- ► the shipboard safety training and drills, including enclosed space entry and rescue as well as knowledge of the limitations on the use of mask respirators, were ineffective; both of the stevedore and the C/O lacked safety awareness of the fatal risk inside the ladder space; and
- ► the foreman/terminal failed to identify the risk in the hold to prevent the accident.

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:

- ► strictly follow the requirements of the Code and the shipboard SMS to properly control the entry into enclosed spaces;
- ► strictly follow the shipboard SMS procedures for entry into cargo holds by conducting a full risk assessment and issue an entry permit before entering enclosed spaces;
- ► strictly follow the requirements of the Code and the shipboard checklist to plan cargo handling operation in a safe and proper manner, mutually agree with terminal operators for the procedures involved before and during cargo loading or unloading operation;
- ► enhance shipboard safety training and drills, including enclosed space entry and rescue as well as knowledge of the limitations on mask respirators;
- ► enhance the safety awareness of crew members on the risk of cargo holds containing fumigated cargoes in case of oxygen depletion and/or emission of toxic gases; and
- ► the management company should ensure crew members strictly follow the requirements of the shipboard SMS when handling fumigated cargoes and entering enclosed spaces.

Head injury when crew member fell over in bathroom during heavy weather

A recent IMCA Safety Flash focuses on an incident in which a member of the crew fell over in the bathroom of his cabin while the vessel was rolling violently, and suffered a minor head injury as a result, to provide lessons learned.

The incident occurred when the vessel was steaming at full speed during moderate weather conditions, and was rolling in consequence.

When the vessel rolled suddenly, the person lost balance, tripped and hit his head against a towel rail. Five stitches were required to close the wound.

What was the cause

- The vessel was transiting at full speed across a heavy swell, on the instructions of the client. The high speed was causing the vessel to roll up to 17 degrees.
- The injured person was caught off-balance in a narrow space in the bathroom.

Lessons learned

- Vessel Master to discuss with client the best and safest options for transit across rough seas or during heavy weather.
- Officer of the watch to warn vessel crew to remain aware and be more vigilant of sudden vessel movements, particularly on the stairs, in the galley, in bathrooms, on the open deck, in the engine room and anywhere else where there is risk of injury from overbalancing and falling or tripping over.
- An old saying from the days of sailing ships is: "One hand for yourself, one hand for the ship".

Lack of insulation caused fatal fire in the engine room

The Swedish Club published its monthly safety scenario for January 2024, describing an incident in which, the vessel was sailing smoothly in open sea towards the next port, in fine weather.

The incident

Two weeks earlier the engineers had removed a section of the fuel pump pipe, which was in poor condition. They only carried out a quick visual inspection, assuming that the rest of the pipe was in good condition. Unfortunately, cracks on the pipe, concealed by dirt and oil, went unnoticed. Below the cracked fuel pipe there was another fuel pipe, which had damaged insulation, exposing the pipe, and providing no protection. It was morning and an oiler was carrying out his rounds. When he approached the main engine, he could see smoke and flames close to the fuel pumps by the main engine. There was an explosion with fire spreading fast and it was soon out of control. The fire alarms sounded but the automatic hi-fog system did not start. This was because the hi-fog system was set to manual instead of automatic, deviating from the vessel's SMS.

The Second Engineer and the motorman, who were in the engine workshop at the time of the explosion, could not escape without entering the engine room, as there was no separate emergency escape route from the workshop. Running past the spreading fire, they made their way to the exit. Black smoke was spreading throughout the engine room and they could see the Chief Engineer running in the opposite direction to help the oiler who had passed out near the fire. The Chief Engineer shouted that he was right behind them and that they should escape and start the hifog system.

Lack of insulation caused fatal fire in the engine room (Continued)

The Second Engineer and motorman reached the emergency escape in the aft part of the engine room. Suffering from heat injuries and smoke inhalation they climbed the ladder, at which point the vessel blacked out. The main and auxiliary engines had stopped. The emergency generator kicked in, but shortly afterwards it too stopped, as the fire dampers to the emergency generator room had failed and closed, delivering insufficient air. This resulted in loss of power to the emergency switchboard with fire water pumps and other electrical equipment becoming inoperative.

At this time the air supply and fuel supply had not been stopped. It was the Chief Engineer's duty to shut them off but he was still in the engine room. All crew mustered but the Chief Engineer and oiler were still missing. The Master ordered the fire teams to suit up and enter the engine room to locate the missing engineers. He also ordered the fire dampers to be opened for the emergency generator room. The Master would not release the CO2 until the engineers had been accounted for. He ordered the engine room fire dampers to be closed and the ventilation to be stopped from the remote-control station outside the machinery spaces. Shortly after the fire team had entered the engine room the Second Engineer managed to start the emergency generator and the hi-fog system. They located the missing engineers who had been seriously burned and were lifeless, they were removed from the engine room and the CO2 system was started. The Chief Engineer and oiler had suffocated. The fire was eventually extinguished.

When discussing this case please consider that the actions taken at the time made sense for all involved. Do not only judge, but also ask "why you think these actions were taken and could this happen on your vessel?".

1. What were the immediate causes of this accident?
2. Is there a risk that this accident could happen on our vessel?
3. Why do you think cracks had developed on the pipe?
4. When a section of a pipe is replaced, is the entire pipe inspected and will the pipe be pressure tested after work has been carried out?
5. Do we have sufficient escape routes?
6. Are our procedures for the fire-extinguishing system sufficient?
7. Do we have procedures that ensure that important duties are completed by a back-up position if key personnel are injured?
8. Are the back-ups trained as well as the primaries?
9. Do we inspect the insulation in the engine room? How do we ensure that it is adequate?
10. When maintenance has been completed do we inspect to see that the insulation is in place and not contaminated?
11. How often do we have fire drills in the engine room (as this is generally where fires start)?
12. Are our firefighting drills effective enough to address the problems in this case?
13. Do our procedures make sense to the work we actually do?
14. What sections of our SMS were breached, if any, and is our SMS sufficient to prevent this accident?
15. If procedures were breached, why do you think this was the case?
16. What can we learn?

Sleep results in vessel grounding

The Swedish Club published its Monthly Safety Scenario for March 2024, describing an incident in which an officer fell asleep and woke up realising that the vessel had grounded.

The incident

The container vessel had visited five ports in Europe in six days, before proceeding to Asia. Before leaving for its final port in Europe the vessel had been delayed due to problems with a cargo crane. To make the scheduled berthing time at the next port the vessel had to increase speed. There was also a long pilotage at the next port.

The vessel departed around 2300 the previous evening and arrived at the next port around 1000 the following morning. The normal procedure was that the Chief Officer was awake during the cargo operation and also carried out the 4-8 watch. Usually, the Master took the evening watch after the cargo operation but in this instance, it was impossible because the vessel departed around 2300 from the previous port.

The Chief Officer carried out his morning watch as the pilot came on board early in the morning and after breakfast, he prepared the cargo operation. During the cargo operation the Master carried out administrative tasks. Just before midnight the vessel departed for the final port and the Chief Officer went to bed to get some rest before his watch at 0400. The Chief Officer woke up at 0345 and was on the bridge just before 0400.

The Second Officer handed over the watch and told the Chief Officer there were no special orders, there was some traffic but nothing unusual, and that he should call the pilot station at 0600 to make arrangements for an 0800 berthing. All navigational equipment was operational and the vessel's course was maintained by autopilot. Once he had taken over the watch The Chief Officer carried out his normal checks of the navigational equipment.
Visibility was good with calm winds, so the Chief Officer told the lookout that he could go and rest but should be available on the radio. Around 0430 the Chief Officer saw a fishing boat fleet that was about 6M away and to stay clear of the fishing boats he made a small alteration to starboard and then sat down in one of the cockpit chairs.

The Chief Officer suddenly felt a lot of vibration and heard a monotone alarm. In shock he realised that he had fallen asleep and was now aground on a small island. The sound was from the cross-track alarm on the electronic chart as the vessel was far from the planned course. The alarm had a low monotone signal and had not awoken the Chief Officer. Shortly after the vessel ran aground the Master rushed into the bridge, found the Chief Officer in shock and reduced the engines to neutral.

The Master sounded the general alarm and gave the crew instructions and duties designed to establish the vessel's condition. In view of the Chief Officer's state of shock, the Master insisted he remain on the bridge until the situation was stabilised. It was quickly confirmed by the crew that the vessel was held fast forward while her stern was in deep water. There was calm sea and the vessel was not believed to be in imminent danger.
The Master transmitted a 'Pan Pan' urgency call giving the vessel's circumstances. This was received by the coastguard who deployed search and rescue assistance. After the initial crisis the Master contacted the DPA (designated person ashore) informing him of the situation and he, in turn, liaised with all necessary parties who needed to be involved.

Sleep results in vessel grounding (Continued)

Lessons learned

When discussing this case please consider that the actions taken at the time made sense for all involved.
► Do not only judge but also ask why you think these actions were taken and could this happen on your vessel?
► What were the immediate causes of this accident?
► Is there a risk that this accident could happen on our vessel?
► How could this accident have been prevented?
► Which sections of our SMS were breached if any?
► Is our SMS sufficient to prevent this accident?
► If procedures were breached, why do you think this was the case?
► Is it a requirement to always have a lookout on the bridge?
► Do we have a risk assessment on board that addresses these risks?
► How do we ensure that we get enough rest?
► Is there any kind of training that we should do that addresses these issues? 11.What can we learn?

Transport Malta Investigation - Engine-room fire on board chemical tanker

Transport Malta's Marine Safety Investigation Unit has issued an investigation report into the engine-room fire on board the Maltese registered oil / chemical tanker GRETA K within Leixões port limits on 21st March 2023.

The incident

At about 1542 (LT) on 20 March 2023, Greta K departed Sines, Portugal, loaded with a cargo of oil products, bound for Leixões, Portugal, with an ETA of 1500 on 21 March 2023. Soon after picking up the pilot for Leixões, and as the vessel was about to enter the port, a fire was detected in the engine-room at around 1518 on 21 March 2023. The engine control room was vacated, the quick-closing valves (QCVs) were activated, and the engine-room fire dampers were closed. After all the crew members were accounted for, the vessel's fixed, carbon dioxide (CO_2) fire extinguishing system was released at 1530, with the crew members boundary cooling the area.

At about 1537, tugboat Tetris arrived on the scene and started boundary cooling of the casing around the funnel. At 1544, the CO_2 pressure was reported to read zero, confirming the discharge of the bank of CO_2 cylinders. Tugboat Prometeu was made fast forward at 1600, to prevent the vessel from drifting ashore. The vessel was towed away to seaward and by 2103, all crew members were disembarked due to safety concerns.

Despite the port authorities' efforts to extinguish the fire, the fire fighting continued up to 27 March, until salvors appointed by the Company declared that the fire was extinct at 1345. On 28 March, the vessel was berthed at 1730, with the assistance of three tugboats.

Analysis

Purpose
The purpose of a marine safety investigation is to determine the circumstances and safety factors of the accident as a basis for making recommendations, to prevent further marine casualties or incidents from occurring in the future.

Fatigue and Alcohol
Analysis of the hours of work records showed that they were not in excess of those required by the STCW and the Maritime Labour Convention, 2006 (as amended). The safety investigation was unable to determine the quality of the crew members' rest, however, in the absence of any evidence that would indicate otherwise, fatigue was not considered a contributing factor to this accident.
Alcohol tests were not carried out as most of the crew were landed ashore due to safety concerns. However, the crew members' actions did not suggest that alcohol was a contributing factor to this accident.

Transport Malta Investigation - Engine-room fire on board chemical tanker (Continued)

Conclusions
Findings and safety factors are not listed in any order of priority.

Immediate Cause of the Accident: Fuel oil sprayed out from a fuel pipe flange that was either not tight or became loose due to vibration.

Conditions and Other Safety Factors
- ► A gap in the main engine turbine's exhaust gas piping insulation provided the heat source to ignite the leaking oil spray;
- ► The engine room's smoke and heat detectors did not detect the fire as they appeared to have been either isolated or faulty;
- ► Failure of the hyper-mist fire extinguishing system was likely to have contributed to the spread of fire and further damage to the machinery and engine-room;
- ► The damage to the automatic fire damper during the early stages of the fire may have likely contributed to prolonging the fire as it reduced the effectiveness of the CO2 and kept the fire alive with an intake of air from the damaged ventilation.

Other Findings
- ► The routine functional test of the hyper-mist system on 19 March 2023, did not ascertain the system's proper functionality;
- ► The fire detectors appeared to have been faulty for more than three days prior to the fire and remained unreported.

Actions taken
Safety Actions Taken During the Course of the Safety Investigation.
The Company ensured that Greta K was safely manned at all times. During the ship's stay in Leixões, Portugal, crew members and members of the salvors' team remained on duty for safety reasons and to ensure that developments were assessed on a 24-hour basis. Moreover, a manning of 12 crew members was constantly kept on board during the repairs at the shipyard in Genoa, Italy.

Recommendations
In view of the conclusions reached and taking into consideration the safety actions taken during the course of the safety investigation, the Company is recommended to:
- ► Circulate the findings of this safety investigation to all vessels under its management;
- ► Review the routine testing regime of the hyper-mist system on board and consider the re-routing of the system and / or establish that it is suitably protected to withstand elevated temperatures;
- ► Inspect the shielding of pipe flanges carrying fuel oil and heated surfaces, to eliminate the risk of fire.

UK MAIB Investigation - Collision between general cargo vessel and gas carrier

UK Marine Investigation Branch (MAIB) has published an investigation report, of the collision between general cargo vessel Scot Explorer and gas carrier Happy Falcon.

Synopsis

At 1043 on 24 October 2023, the general cargo ship Scot Explorer collided with the gas carrier Happy Falcon about 12 nautical miles (nm) north-west of Thyborøn, Denmark. Both vessels had departed ports in Sweden the previous day and were bound for the UK and the Netherlands, respectively. Happy Falcon had overtaken Scot Explorer overnight along the northern tip of Denmark and both vessels proceeded south-westerly along the Danish coast.

At 1012 on 24 October, Scot Explorer was proceeding at 12 knots (kts) on a 216° course with the master alone on the bridge when Happy Falcon, which was fine on Scot Explorer's port bow and 5nm ahead, began to slow down due to a technical fault on the main engine. At 1018, Happy Falcon came to a stop and started to drift while repairs were being made, but the required 'vessel not under command' signals were not displayed; the vessel's navigational status was not updated on the automatic identification system (AIS); and a maritime safety information message was not broadcast. Meanwhile, Scot Explorer maintained its course and speed, with a steady bearing and decreasing range to Happy Falcon.

Over the next 20 minutes, Scot Explorer's master was undertaking other duties on the bridge and was not monitoring nearby traffic. The master made two minor course alterations with the autopilot, but this did not affect the closest point of approach (CPA) with Happy Falcon, which was almost zero. At 1042, a crew member, who had been working on deck, ran to the bridge and alerted the master to the developing close-quarters situation. By then, Happy Falcon was about 200m away, with a CPA of 20m in just 40 seconds. Still making good a speed of 12kts, the master immediately used the autopilot to initiate a turn to starboard before switching to hand steering to increase the rudder angle, but the turn was not enough to avoid the collision 10 seconds later. Scot Explorer's port side struck Happy Falcon's starboard quarter, resulting in hull damage to both vessels above the waterline. No injuries were sustained on either vessel and there was no pollution.

The MAIB's preliminary assessment identified that:

- ► The officer of the watch on neither vessel was keeping an effective lookout; using all available means to determine if a risk of collision existed; or acted in time to prevent a collision in accordance with the COLREGs.
- ► Although Happy Falcon was unable to manoeuvre as required by the COLREGs or keep out of the way of another vessel, its crew had not taken the appropriate actions to inform other vessels of the situation.
- ► Scot Explorer's master was alone on the bridge and distracted by other duties that interfered with keeping a safe navigational watch, contrary to Marine Guidance Note (MGN) 315 (M).
- ► Scot Explorer's electronic navigation aids were not being monitored, nor were they optimally set or used in accordance with the best practice described in MGN 379 (M+F). This included:
  - • Both Electronic Chart Display and Information System (ECDIS) units were set to silent mode, with all audible alarms deactivated while underway.
  - • Although Happy Falcon was visible on both of Scot Explorer's radars, the target had not been acquired by an automatic radar plotting aid (ARPA).
  - • Happy Falcon's slowdown was not observed on board Scot Explorer, despite being readily apparent on the AIS.
- ► The absence of a dedicated lookout on Scot Explorer's bridge meant there was no one immediately available on the bridge to assist the master as the situation developed by activating hand steering and taking the helm. This was again contrary to MGN 315 (M), which highlighted that 'when the vessel is in automatic steering it is highly dangerous to allow a situation to develop to the point where the OOW is without assistance and has to break the continuity of the look-out in order to take emergency action'.
- ► The initial use of the autopilot by Scot Explorer's master instead of using hand steering to conduct the emergency manoeuvre resulted in a smaller rudder angle being used and, therefore, a slower rate of turn to avoid the collision.
- ► Scot Explorer's general emergency alarm was not sounded to alert the crew about the collision or activate the ship's emergency response.

Actions taken

The Chief Inspector of Marine Accidents has written to Intrada Ships Management Ltd about the standards of watchkeeping on Scot Explorer and reiterated the recommendation made following the collision between Scot Carrier and the split hopper barge Karin Høj on 13 December 2021.

UK MAIB Investigation - Collision between general cargo vessel and gas carrier (Continued)

Intrada Ships Management Ltd has:

- ► Carried out an internal investigation into this collision.
- ► Issued a safety bulletin to its fleet about the accident and the role of the watchkeeper in ensuring safe navigation.
- ► Written to each of its masters sharing its expectations for safe navigation.

Navigator Gas Ship Management (Denmark) ApS, the manager of Happy Falcon, has:

- ► Carried out an internal investigation into this collision.
- ► Scheduled Bridge Resource Management refresher courses for the master and officer of the watch.
- ► Updated its safety management system and bridge emergency checklists to include engine breakdown and actions to be taken when the vessel is unable to manoeuvre and keep out of the way of another vessel.
- ► Updated its Bridge Resource Management procedures to ensure the bridge is appropriately manned when a vessel is not under command.
- ► Issued a safety bulletin to its fleet about the accident and the lessons learned.
- ► Added the lessons learned from this accident to its list of 2024 company audit topics.

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.

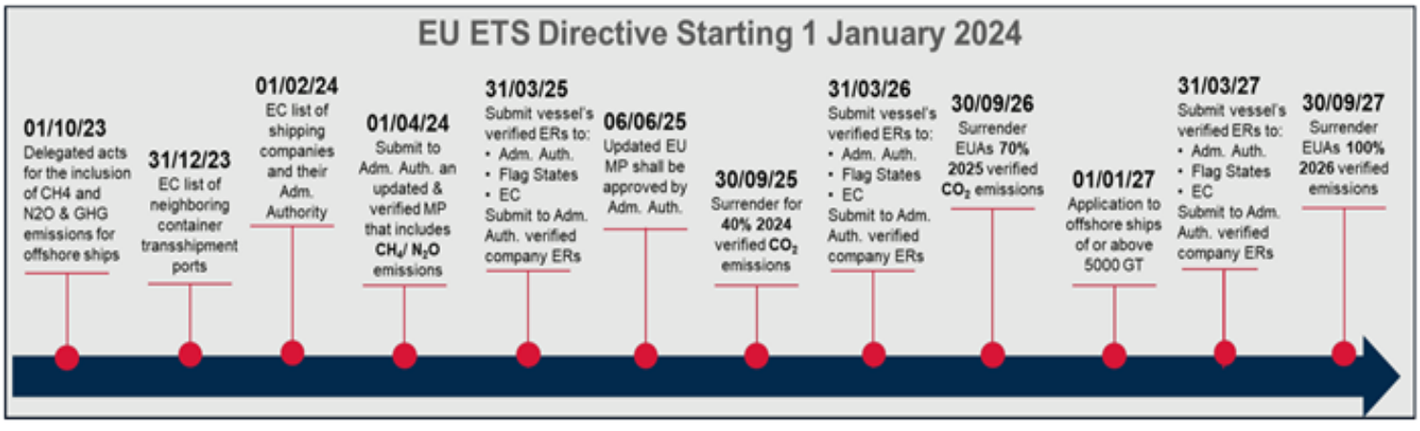
For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State.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

IMO PPR11 summary report

The 11th hybrid session of the IMO's Sub-Committee on Pollution Prevention and Response (PPR11) was held in London 19-23Feb24.
The IMO Pollution Prevention and Response Sub-Committee is where discussions on prevention of pollution in the marine environment take place prior to agreement by the IMO's Marine Environment Protection Committee (MEPC).
While new regulations developed by the PPR Sub-Committee are not finalized until approved by the Marine Environment Protection Committee (MEPC), a review of the Sub-Committee's activity can provide for members a forecast of future regulatory developments.

Meeting highlights

- Agreed on amendments to the NOx Technical Code and MARPOL Annex VI, allowing for multiple engine operational profiles (MEOP)
- Agreed on amendments to the NOx Technical Code and MARPOL Annex VI, to improve the recertification of existing engines on board ships
- Evaluation and harmonization of rules and guidance on the discharge of discharge water from EGCS into the aquatic environment, including conditions and areas
- Recommendatory guidelines on goal-based control measures to reduce the impact of black carbon emissions from international shipping on the Arctic

IMO PPR11 summary report (Continued)

- Draft guidelines on recommendatory Black Carbon emission data collection, monitoring and reporting
- Guidelines on mitigation measures to reduce risks of use and carriage for use of HFO as fuel by ships in Arctic waters
- Working plan for a revision of MARPOL Annex IV to enhance sewage treatment plant (STP) performance
- Recommendations for the carriage of plastic pellets by sea in freight containers and guidelines on plastic pellets clean up from ship-source spills
- Development of guidance on matters relating to in-water cleaning
- Guidelines for developing a local oil/hazardous and noxious substances marine pollution contingency plan

References:
ABS: PPR11 brief
BV: PPR11 summary report
DNV: View PPR11 statutory news and pdf
LRS: Download PPR11 Summary Report

IMO MEPC81 summary report

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

The 81st session of the IMO's Marine Environment Protection Committee (MEPC 81) met in-person at IMO Headquarters in London from 18-22 Mar24 under the chair of Harry Conway of Liberia and vice chair Mr. Hanqiang Tan of Singapore.
The MEPC meeting was preceded by the 16th meeting of the Intersessional Working Group on Reduction of GHG Emissions from Ships (ISWG-GHG 16), from 11-15 Mar24.
Progress is noted on issues related to ballast water, air emissions and market-based measures.

Highlights on deliverables:
- New Resolution MEPC.391(81), 2024 Guidelines on life cycle GHG intensity of marine fuels (2024 LCA Guidelines),
- New Resolution MEPC.385(81), amending Appendix IX of MARPOL Annex VI, introducing aamendments to the IMO DCS and SEEMP Guidelines
- Amendments to the 2021 Guidelines on the shaft/engine power limitation system to comply with the EEXI requirements and use of a power reserve. A new provision was added that in case of short-term unintentional exceedance of the power limit, the system may inhibit the initiation of the exceedance alarm for up to a maximum of five minutes.
- New Circular BWM.2/Circ.82 on Guidance on the temporary storage of grey water and/or treated sewage in ballast water tanks.
- New Resolution MEPC.387(81), Interim guidance on the application of the BWM Convention to ships operating in challenging water quality conditions

References:
ABS: https://ww2.eagle.org/content/dam/eagle/regulatory-news/2024/ABS%20Regulatory%20News%20-%20MEPC%2081%20Brief.pdf
BV: https://marine-offshore.bureauveritas.com/newsroom/marine-environment-protection-committee-81th-session-mepc-81-summary-report
BV: https://events-marine-offshore.bureauveritas.com/bureau-veritas-marine-offsho/Navigating-MEPC-81
DNV: file:///C:/Users/TEK/Downloads/DNV_TecRegNews_No7_2024_Statutory_MEPC_81%20(1).pdf
LRS: maritime.lr.org/MEPC-81-Summary-Report?_gl=1*dm1i2u*_ga*MTMwOTk1NTQyNC4xNjg3NDIyNjYy*_ga_BTRFH3E7GD*MTcxMTI2MDY1MS4zLjAuMTcxMTI2MDY1MS4wLjAuMA
RINA: https://mam-rina.azureedge.net/b-prod-memberareamarine-pubb/1/1/1028/3316/MNO 214 - MAIN DECISIONS OF MEPC 81.pdf

IMO SSE10 summary report

The Sub-Committee on Ship Systems and Equipment (SSE) deals with a wide range of technical and operational matters related to systems and equipment on all types of ships, vessels, craft and mobile units covered by IMO instruments. This includes life-saving equipment, appliances and arrangements; and fire detection and fire extinguishing systems. SSE reports to the IMO Maritime Safety Committee (MSC).
SSE 10 was held from 4 - 8 March 2024.

Highlights on deliverables:
- amendments to the 1994 and 2000 HSC Codes, respectively, to harmonise the lifejacket carriage requirements in the Codes with those requirements in SOLAS chapter III.
- amend MSC.81(70), part 1, and MSC.1/Circ.1630/Rev.2 with respect to the average mass of a person to be considered while conducting prototype self-righting tests for totally enclosed lifeboats.
- considered provisions to prohibit the use of fire-fighting foams containing fluorinated substances, in addition to PFOS, for fire-fighting on board ships.

SSE agreed a draft unified interpretation of SOLAS regulation II-1/26.2 in order to clarify requirements regarding the reliability of single essential propulsion components.

References
ABS: https://ww2.eagle.org/content/dam/eagle/regulatory-news/2024/ABS%20Regulatory%20News%20-%20SSE%2010%20Brief.pdf
BV: https://marine-offshore.bureauveritas.com/newsroom/ship-systems-and-equipment-10th-session-sse-10-summary-report
LRS: https://maritime.lr.org/SSE-10-Summary-Report

OCIMF updates guidance to control the use of drugs and alcohol

The Oil Companies International Marine Forum (OCIMF) has published an updated information paper that provides guidance on how to manage the risks and potentially serious impacts associated with the use of drugs and alcohol in relation to marine operations.

The updated publication, Guidelines for the Control of Drugs and Alcohol in the Maritime Industry (2024), aims to provide general guidance and recommendations for the maritime industry (operators of tankers, barges, offshore vessels and terminals associated with the ship-shore interface) in developing and implementing controls for the use of drugs and alcohol.

As Jacob Damgaard, Associate Director, Loss Prevention, Britannia P&I Club, had explained, drug and alcohol abuse is a serious problem that can have significant consequences for the safety of the crew, the vessel and the environment. Whilst the shipping industry has recognised this, and taken steps to address it, incidents still occur. To further address this issue, there needs to be a greater focus on prevention. This includes increasing awareness of the dangers of drug and alcohol abuse among seafarers, providing education and training and promoting a culture of drug and alcohol-free work environments

In the guidelines, drug and alcohol use includes the use of prescribed and over-the-counter medication, self-medication, recreational drug or alcohol use, drug or alcohol dependency, and accidental exposure to drugs or alcohol.
The information paper covers workplace testing but does not address testing associated with treating and recovering identified substance dependency cases or return-to-work testing.

Effects of drug and alcohol abuse on seafarers:
- ► Impaired judgment: Drugs and alcohol impair cognitive functions and coordination, which are crucial for safe operation of a ship and response to emergencies.
- ► Enhanced risk of accidents: Seafarers under the influence are more prone to accidents, both onboard and during port operations, endangering their own lives, the lives of their crewmates, and the environment.
- ► Decreased alertness: Substance abuse can lead to reduced alertness, attention, and concentration, affecting a seafarer's ability to monitor the ship's systems effectively.
- ► Health issues: Long-term substance abuse can lead to serious health problems like liver damage, cardiovascular issues, mental health disorders, and addiction.
- ► Conflict and misbehavior: Substance abuse can contribute to conflicts with fellow crew members, insubordination, and other forms of misconduct, which disrupt the ship's operations and crew morale.

OCIMF updates guidance to control the use of drugs and alcohol (Continued)

As Jacob Damgaard, Associate Director, Loss Prevention, Britannia P&I Club, had explained, drug and alcohol abuse is a serious problem that can have significant consequences for the safety of the crew, the vessel and the environment. Whilst the shipping industry has recognised this, and taken steps to address it, incidents still occur. To further address this issue, there needs to be a greater focus on prevention. This includes increasing awareness of the dangers of drug and alcohol abuse among seafarers, providing education and training and promoting a culture of drug and alcohol-free work environments

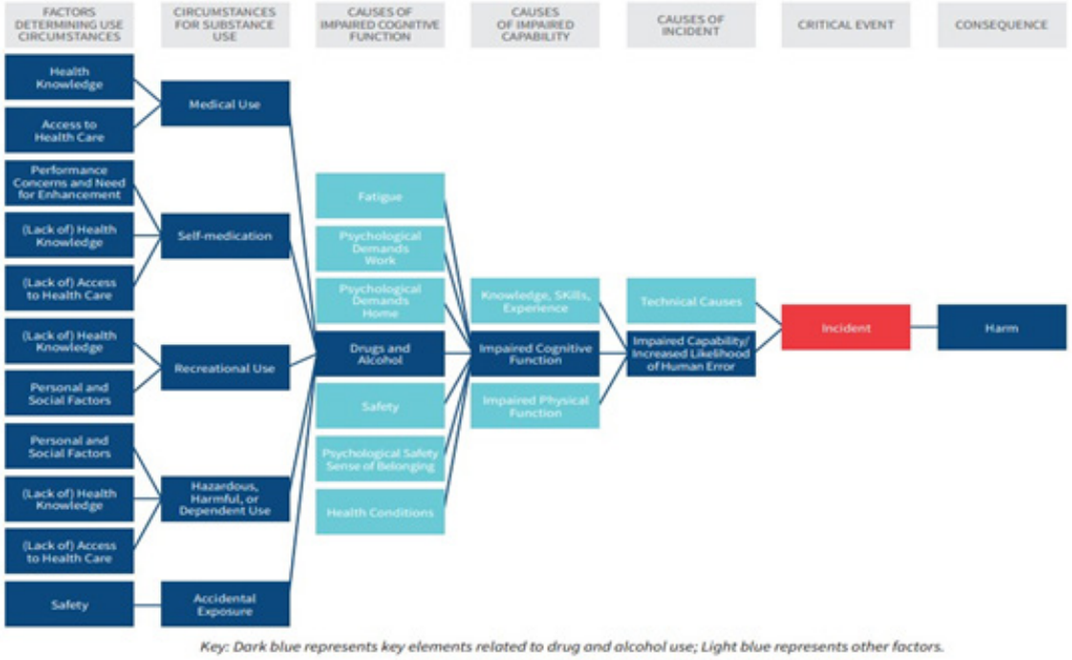
In the guidelines, drug and alcohol use includes the use of prescribed and over-the-counter medication, self-medication, recreational drug or alcohol use, drug or alcohol dependency, and accidental exposure to drugs or alcohol.
The information paper covers workplace testing but does not address testing associated with treating and recovering identified substance dependency cases or return-to-work testing.

Effects of drug and alcohol abuse on seafarers:

- ► Impaired judgment: Drugs and alcohol impair cognitive functions and coordination, which are crucial for safe operation of a ship and response to emergencies.
- ► Enhanced risk of accidents: Seafarers under the influence are more prone to accidents, both onboard and during port operations, endangering their own lives, the lives of their crewmates, and the environment.
- ► Decreased alertness: Substance abuse can lead to reduced alertness, attention, and concentration, affecting a seafarer's ability to monitor the ship's systems effectively.
- ► Health issues: Long-term substance abuse can lead to serious health problems like liver damage, cardiovascular issues, mental health disorders, and addiction.
- ► Conflict and misbehavior: Substance abuse can contribute to conflicts with fellow crew members, insubordination, and other forms of misconduct, which disrupt the ship's operations and crew morale.

Furthermore, when designing a policy and procedures in relation to the control of drugs and alcohol, OCIMF advises that legal and other medical professional advice should be sought on the specific circumstances, including a review of legal authority in the country or jurisdiction where workplace drug and/or alcohol testing may take place.

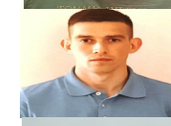
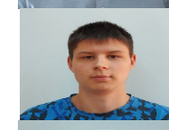
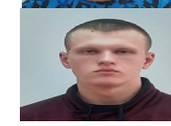
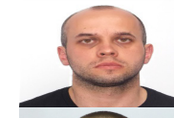
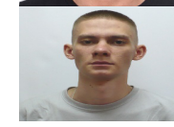
Saurabh Sachdeva, Publications and Advocacy Director, OCIMF, welcomed the updated guidelines:
"The reasons behind substance use can be complicated. To address this issue, OCIMF places great importance on having a well-defined drug and alcohol policy encompassing preventive and supportive measures, a testing programme and disciplinary actions. It is crucial to foster an



Key: Dark blue represents key elements related to drug and alcohol use; Light blue represents other factors.

Figure 1.1: *Root causes and effects of drug and alcohol use*

Promotions Roxana Shipping - ROKS Maritime 01Jan24 - 31Mar24

Name	Rank	Promotion Date	Photo
Samokhvalov Maksim	3rd/Off	22/03/2024	
Lavrenov Evgenii	3rd/Off	18/01/2024	
Leonov Nikolai	4th/Off	08/02/2024	
Chentcov Aleksei	4th/Off	22/03/2024	
Tretiak Andrei	4th/Eng	22/03/2024	
Ianovskii Evgenii	4th/Eng	24/02/2024	

Capt. Nikolaos Kaselakis' employment

We are pleased to advise you that Capt. Nikolaos Kaselakis as of 01Feb24 joined ROKS Maritime Inc. in the position of Fleet Superintendent, directly reporting to the Technical Dept. Manager, Mr. Dimitris Peppas.

Capt. Nikolaos is a distinguished graduate of the Merchant Marine Academy of Ionion Nison, completing his deck Officer qualifications in July 2012.

His extensive maritime career includes over a decade of experience, beginning in 2009, during which he navigated various types of tanker vessels, such as Aframaxes, Suezmaxes, and VLCCs, for a prominent Hellenic Shipping Company. He has achieved the esteemed Master Mariner's degree as of 2021.

In addition to his seafaring expertise, Captain Kaselakis brings valuable shore-based experience in Operations and Marine Departments. His background encompasses a range of responsibilities, including conducting ship inspections and overseeing cargo operations.

Capt. Nikolaos' 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.

Nikos, welcome on board!

Mr. Ares Mitsis' employment

We are pleased to advise you that Mr. Ares Mitsis as of 01Feb24 joined ROKS Maritime Inc. in the position of junior Fleet Superintendent, directly reporting to Technical Dept. manager Mr. Peppas.

Ares is currently pursuing a degree in Naval Architecture and Marine Engineering at the National Technical University of Athens, only pending his diploma thesis, which focuses on VLCC & Capesize type ships utilizing Marine Molten Salt Reactors (m-MSR), as their primary power source.

Ares has gained practical experience through trainee positions at various major shipping companies. His roles have encompassed responsibilities as a PMS Engineer and Fleet Technical Coordinator.

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

Ares, welcome on board!

Mr. Angelos Spyratos' resignation

We hereby announce that Mr. Angelos Spyratos as of 31Jan24 is not working with our company.

Angelos served our Company since September 2019, at the position of Fleet Superintendent.

Throughout these 4 years period, he contributed a lot to the growth of our Company.

We all thank Angelos 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