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Please recycle

“The management review meeting was completed on the third day with three workshops: Making compliance commitment, Learner mindset and IF EffEff communication. These workshops were designed in line with our Mission and to facilitate our route towards a fearless organization, where each one of us can thrive. We restlessly continue working for sustaining the culture of an open and fearless organization, where all of us will be comfortable, with no fear, to pinpoint what we think as wrong or propose something new.”

The 1st half of 2021 is completed and the good news is that we have a drastic decrease of piracy activity in the GoA, however the second wave of covid19 outbreak is still overwhelming worldwide, affecting our operations and in particular crew management, supplies of stores and spares and ship attendances, inspections and audits.

Vaccination is the obvious solution and we have achieved till now 80% vaccinated personnel ashore, while the number for the sea-going personnel is still below our expectations, considering that we have been recommending vaccination for all since the beginning of the year.

Under the circumstances, and with the support and understanding of our seafarers ashore and on board, we have managed this crisis incident free, effectively and efficiently, both for crew changes and ship supplies and for ship attendances, audits and inspections.

However our medium term plans for crew changes, ship supplies and attendances are now based on the assumption that covid19 outbreak will last till the 1st half of 2022.

Our effort to promote the remote surveys and our engagement in four different pilot projects with major class societies and with Marshall Islands flag, to open the way for the remote surveys notation, is now justified.

Despite the covid19 and with a slight delay, to accommodate the vaccination schedule of our Head office, finally we organised a “hybrid” Management review meeting. Twenty colleagues from Headoffice attended physically and safely for three days in Negroponte resort in Eretria, while another 6 colleagues from RoKcs, Vladivostok and Roxana, Singapore attended remotely via Zoom and partly due to time difference, but all colleagues participated in the workshops of the last day.

During the management review we had the chance to elaborate on the fresh “fearless ego for success” tree 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, the soft skills and the reflective learning. We further concentrated on the recently introduced concept of Health and Competence for performance, the concept of Fair and Just culture for a No Blame culture, based on the three human

performance principles Humans err, Humans want to do a good job and any system can be more human error tolerant, as prerequisite for an open and fearless organization.

The event was completed on the third day of the meeting, with three workshops:

Making compliance commitment, Learner mindset and IF EffEff communication.

These workshops were designed in line with our Mission and to facilitate our route towards a fearless organization, where each one of us can thrive.

We restlessly continue working for sustaining the culture of an open and fearless organization, where all of us will be comfortable, with no fear, to pinpoint what we think as wrong or propose something new.

A remarkable number of projects are running in parallel to manage all changes necessary for our Company to achieve these 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.

We are happy to confirm once more the steady course of the Fleet and the Company towards high levels of performance. Clear evidence of this commitment to excellence in terms of safety, environment protection and quality for this period is the KPIs where most of the targets were achieved, even exceeded. Extract of all above is included in the Hot Stuff section.

The Who is Who section this time hosts Chief Engineer Farkov Sergey, Master Okolo-Kulak Andrey and Chief Engineer Ozerin Valeriy, who serve our fleet for about 10 years and who have greatly contributed to the success of Roxana Shipping SA.

The New Rules section contains updates on new Korean ECAs, IHM introduction, IBC code amendments and NOx emissions update.

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

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

All of us should study carefully what we should by all means avoid to do.

Prompt and effective learning process facilitates career development for our



employees and ensures the smooth and effective implementation of changes in behavior and operations required due to the fast changing Industry environment. In line with this policy extended shore familiarization with occasional employment in Head Office is offered to selected officers. Mrs Maria Chairpoulou has joined the Roxana team as SQM, while our Liana Kapsali is a happy pregnant. Details on the above, along with the records of promotions throughout the fleet, are addressed in the Human Resources section.

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

Enjoy the reading!

Who is Who

Farkov Sergey

Farkov Sergey was born in Korsakov on 25 November, 1967. He graduated from the Far Eastern State Maritime Academy in 1992 and received the Chief Engineer's License in 2003. Sergey joined Roxana Shipping S.A. as a Chief Engineer on 16 February, 2008 and since that day he offered his services on Roxana Fleet vessels. He has a total sea service of 8,8 years with our Company. He is married to Inna and has two sons. On Feb 21 he disembarked from our M/T Aligote.



Okolo-Kulak Andrey

Okolo-Kulak Andrey was born in Nakhodka on 23 July, 1983. He graduated from the Far Eastern State Technical Fisheries University (FESTFU) in 2006 and received the Master's License in 2015. Captain Andrey joined Roxana Shipping S.A. as a 2nd Officer on 12 April, 2008 and since that day he offered his services on Roxana Fleet vessels. He has a total sea service of 8,2 years with our Company. He is married to Elena and has a son. Currently he has been sailing on board of our M/T Asprouda.

Ozerin Valeriy

Ozerin Valeriy was born in Vladivostok on 18 July, 1962. He graduated from Far Eastern State Maritime Academy in 1985 and received the Chief Engineer's License in 14.09.2007. Valeriy joined Roxana Shipping S.A. as a Second Engineer on 17 July, 2005 and since that day he offered his services on Roxana Fleet vessels. He has a total sea service of 8,8 years with our Company. He is married to Marina and has a son. On 13 Jan 21 he disembarked from our M/T Athiri.



7 years of excellent cooperation with Springfield then Olympic Vision Maritime has come to the end. During June and July one of the biggest Hellenic shipowner sold out his bulkers, which were completely manned by RoKcs Agency from Captain till cadets.

At the same time we have to notice that 5 bulkers out of 10 bulkers will continue with RoKcs crew management with new shipmanager who is V-Ships, a new promising co-operation with visible prospects for expansion. At the same time we are in contact with major Hellenic bulker companies and new contracts are planned to ensure steady and prosperous occupation for our seafarers.

As good news we are pleased to see that m/v "Olympic Glory" is finally released from anchoring in China port Dandong after 8 months roadstead and crew will reach their homeland soon.

We continuously remind seafarers about necessity of COVID vaccination. Unfortunately situation worldwide is still unstable. Temporary closed ports and airports adversely affect the proper and safe crew change procedure



Capt. D. Verkhoturov
Capt. P. Sidorkin
V. Shmegelskaia

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

Tanker Ratings remote learning sessions 22 April 2021

Company's DMS updates and reflective learning and Resilience sessions LFI/LET for Tanker Ratings of Roxana pool were provided by Roxana Managing Director Mr. Takis Koutris, assisted by RoKcs Training officer Pavel Sidorkin, General Director Verkhoturov Denis and Chief Officer Shtyrba Dmitrii, with the remote participation of 14 deck and 5 engine ratings plus 2 deck junior officers.

Due to Covid19 reflective learning engagement sessions were conducted by Zoom video conference.

In particular, the purpose of the tanker crew pool learning engagements, which took place on the 22Apr21, was to refresh tanker ratings' knowledge on the Company's Documented Management System.

Topics like the Company's Vision, Mission and Policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Oil Record Book, Garbage Management, Cyber Security and ISPS, last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

All attendees, split in 3 mixed groups facilitated by the Junior officers, were fully engaged in the learning sessions and workshops conducted with following topics:

Workshop Communication for Resilience and Care - Let's talk

Workshop Take care of myself (my team) - Managing fatigue

Workshop Take care of myself and my team - Leading my team's wellbeing RoKcs

Upon completion of each workshop attendees filled in on-line questionnaire end course evaluation forms

Particular attention was paid to :

- Return Home Healthy and therefore Care about myself and my team

to achieve HSQE incident free, effective and efficient operations.

- The three pillars (Incidents report investigation, MoC, RM) and engagement

- the crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.

- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation.

- The function of teams to accomplish HSQE incident free operations, effectively and efficiently.

These modules aim to reduce the stigma of mental health in shipping, empower seafarers for better conversations about mental health together and help them to know how to access professional support when it is needed.

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

The participants are listed below:

Deck Ratings

TANKERS

Name	Rank	Group
Kleshcherev Anatoly	2Off	Gr 1
Lesov Dalel	3Off	Gr 2
Dantcevich Vasilii	Bosun	Gr 3
Monid Pavel	Bosun	Gr 1
Shatoba Igor	Bosun	Gr 2
Rosseikin Viktor	Bosun	Gr 2
Shatoba Oleg	Bosun	Gr 3
Chevtaev Aleksei	A/B	Gr 3
Musaev Pavel	A/B	Gr 3
Efimenko Oleg	A/B	Gr 1
Mikov Aleksandr	A/B	Gr 2
Nikitin Sergey	A/B	Gr 3
Kartashev Denis	A/B	Gr 1
Klimenko Egor	A/B	Gr 1
Zaiarniuk Evgenii	A/B	Gr 3
Semenik Vladimir	A/B	Gr 1

Engine Ratings

TANKERS

Name	Rank	Group
PonomarenkoDmitrii	Oiler	Gr 1
Volkov Roman	Oiler	Gr 2
Zhuravlev Maksim	Oiler	Gr 3
Fadeev Vladimir	Oiler	Gr 1
Kilin Konstantin	Oiler	Gr 2

Tanker / Bulkers Officers virtual learning sessions 13 April 2021

Company's DMS updates, reflective learning LFI/LET and Resilience engagement sessions for tanker and bulker officers were provided by RoKcs Training officer capt. Pavel Sidorkin assisted by GD capt. Denis Verkhoturov and Chief Officer Dmitrii Shtyrba, with the participation of 40 Junior officers.

Due to Covid19 reflective learning engagement sessions were conducted by Zoom video conference on 13Apr21.

The purpose of the learning engagement was to refresh tanker Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like Company Vision, Mission and policies, The 3 pillars and engagement, human performance, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Oil Record Book, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

All attendees, split in 4 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

- Workshop Communication for Resilience and Care - Let's talk

Key messages of the course were passed on to the participants:

- Communication skills are absolutely necessary and in full scope both for a leader and a team member
- A team communicating openly and with no fear is a resilient team to operate IF EffEff
- 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 (F) 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.

- Workshop Take care of myself (my team) - Managing fatigue

Following key messages are passed on to the participants:

- Fatigue and jet lag are drastically reducing the capacity of the individual to perform IF EffEff
- Tips to identify fatigue symptoms in yourself and your teammates and how to manage it
- Tips to identify jet lag symptoms in yourself and your teammates and how to manage it
- Workshop Take care of myself and my team - Leading my team's wellbeing RoKcs

Key messages are passed on to the participants, where by 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 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
- be aware of the principles of human performance, which means:
 - 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

Upon completion of each workshop attendees filled in on-line questionnaire and course evaluation forms

Particular attention was paid to :

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

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker / Bulkers Officers remote learning sessions 13 April 2021

The participants of the workshops are listed below:

RX Deck Officers

Name	Rank	Group
Novitckii Aleksandr	Officer 2nd	Gr 1
Meshalkin Sergei	Officer 2nd	Gr 2
Lozovoi Pavel	Officer 2nd	Gr 3
Ivanov Anton	Officer 2nd	Gr 1
Iakovlev Anton	Officer 2nd	Gr 2
Kulbida Igor	Officer 2nd	Gr 3
Shpak Konstantin	Officer 2nd	Gr 1
Minchik Evgeny	Officer 3rd	Gr 2
Migal Pavel	Officer 3rd	Gr 3
Lozovoi Dmitrii	Officer 3rd	Gr 1
Stepanov Viacheslav	Officer 3rd	Gr 2
Tsys Ilya	Officer 3rd	Gr 3
Emelianov Andrei	Officer 3rd	Gr 1
Cherepanov Nikita	Officer 3rd	Gr 2
Kostyukevich Sergey	Officer 3rd	Gr 3
Fedorov Vadim	4Off	Gr 1
Guzeev Anatolii	4Off	Gr 2
Ponimaskin Vasilii	4Off	Gr 3
Machtakov Artem	4Off	Gr 1
Bodzhgua Ruslan	4Off	Gr 2
Lapshov Roman	4Off	Gr 3

RX Engine Officers

Name	Rank	Group
MikhaylovIlya	3rd Eng	Gr 1
Babenko Sergei	3rd Eng	Gr 2
Bacharnikov Sergei	3rd Eng	Gr 3
Titov Denis	3rd Eng	Gr 1
Barabanov Andrei	3rd Eng	Gr 2
Yugay Stanislav	3rd Eng	Gr 3
Martynov Anton	3rd Eng	Gr 1
BoshchukVitaly	3rd Eng	Gr 2
Vorozhchenko Andrey	4thEng	Gr 3
Rudikov Pavel	4thEng	Gr 1
SamankovViacheslav	4thEng	Gr 2
DerdiukArtur	4thEng	Gr 3
Stolypin Pavel	4thEng	Gr 1
KolosovVladislav	4thEng	Gr 2
Uzhegov Vladimir	4thEng	Gr 3
KalenchenkoAleksandr	4thEng	Gr 1
SidorenkoValerii	4thEng	Gr 2
Leontichev Dmitrii	4thEng	Gr 3
Karablin Vladislav	4thEng	Gr 1



Tanker / Bulker Cooks and mess men learning sessions 29 April 2021

Company's DMS updates and reflective learning and Resilience sessions LFI/LET for ratings of Roxana Shipping and ROKS Maritime pools were provided by RoKcs training Officer Capt. P. Sidorkin, with the remote participation of 17 catering staff.

Due to Covid19 reflective learning engagement sessions were conducted by Zoom video conference on 29Apr21.

In particular, the purpose of the catering staff learning engagement was to refresh catering staff's knowledge on the Company's Documented Management System.

Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, emergency preparedness, cyber security and ISPS, last Management Review and KPIs, observations from 3rd party inspections

All attendees, split in 3 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

Workshop Communication for Resilience and Care - Let's talk

Workshop Take care of myself (my team) - Managing fatigue

Workshop Take care of myself and my team - Leading my team's wellbeing RoKcs

Upon completion of each workshop attendees filled in on-line questionnaire end course evaluation forms

Particular attention was paid to :

- Return Home Healthy and therefore Care about myself and my team
- Hygiene And Cleanliness
- BMI issue
- the crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation

The aim of these learning sessions was to think and talk about the conditions leading to risk normalization as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

All proposals were discussed and noted in Training Suggestions Log for further actions.

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

The participants in 3 groups are listed below:

Tanker/Bulker Cooks and M/men

Name	Rank	Group
Baryshev Vladimir	Messboy	Gr 1
Bulash Vadim	Chief Cook	Gr 2
Khalilov Shukhrat	Chief Cook	Gr 3
Komogortsev Aleksandr	Messboy	Gr 1
Koriakin Nikolai	Messboy	Gr 2
Logishev Evgeny	Chief Cook	Gr 3
Smirnov Konstantin	Messboy	Gr 1
Makarishin Vladimir	Chief Cook	Gr 2
Zobkov Aleksandr	Messboy	Gr 3
Aleksiuk Ivan	Chief Cook	Gr 1
Bakulin Kirill	Messboy	Gr 2
Bykov Vladislav	Chief Cook	Gr 3
Girin Viktor	Messboy	Gr 1
Isakov Alexander	Chief Cook	Gr 2
Kiiko Evgenii	Messboy	Gr 3
Klimov Konstantin	Messboy	Gr 1
Bovtik Artem	Messboy	Gr 2



Pancoast Singapore

Pancoast Trading (Singapore) Pte. Ltd is continuing its strong commercial activities in the East of Suez region. The office in Singapore is strategically located covering the vital market of Indian and Pacific Ocean.

Pancoast's tanker activities has successfully completed 7 years in tankers activities having a vital market presence in this region; The office under the brand umbrella of Roxana Tanker Pool is now well known in the tanker segment. The commercial activities of the office have an exceptional increasing activity from 2014 when it started the tanker desk. The Singapore Office will continue to have a very dynamic and challenging period ahead with all of the spot vessels in East.

Vessels operated by the office during this period included Miracle, Melody, Marvel, Magic and Malbec which are Handy Vessels in Dirty product trade.

Fixtures In 2021, Q1-Q2 Period: Pancoast office under commercial operational responsibility of Capt. Karthik were spot/ time chartered with different Charterers including Oil majors. All spot voyages for the fleet during this period were done from Singapore office. Two long time charter voyages were also fixed.

Singapore still remains the main port in the East where almost all the ships call for various repairs, surveys and bunkering ops for which our department have assisted in their preparation and planning and giving logistics support to various departments. It is also important that now we have our protective Agents Leth Incargo sharing the same office with us which makes it very efficient to coordinate for all of our owners matters in Singapore.

Covid19 Due to the pandemic; Business continuity plans were set up in place with remote meetings with clients and office attendance was kept at minimum with safe distancing for safety of employees.

Weekly Meetings: Roxana / Pancoast Tanker department weekly meetings are carried out every Thursday to discuss and co-ordinate vessel updates.

Management meetings could not be carried out this period due to Covid 19 pandemic lockdown and have been postponed till these measures are lifted.

Management review Our office participated virtually in our Company's Management Review Meeting which took place in Eretria, Greece. Capt Karthik presented via Zoom the Commercial, Operations and Post Fixture Departments highlights and performance.

Company Learning engagements Pancoast office also participated in the Company Learning engagements and workshops in regards to personal/human improvement.

Employee Roles:

- Capt. Karthik is heading the Singapore office and is also in charge of the Commercial / operational activities in East. Apart from his other diversified roles; he also is heading the fleet - Post Fixture / Claims department for the Tanker Vessels.
- Mr. Alexandros Stathopoulos; entered his 6th year as Tanker Operator; and plays vital role in day to day operational issues and co-ordination with other departments.

We thank everyone for the support given to our office and the phenomenal success achieved was due to your guidance & cooperation. We thank with all our heart our Seafarers on board during this difficult pandemic time for their strength and patience during these exceptionally difficult time.



Vladivostok Maritime College put into operation a training room «Ship auxiliary mechanisms and systems».

The training room is designed for practical, laboratory and laboratory-practical lessons, within the extracurricular activities and independent work of cadets.

The completion and equipment of the training room was carried out in accordance with the Interdisciplinary complex (IDC) 01.01. «Basics of operation, technical service and repair of ship power equipment», the requirements of the Federal State Educational Standard for specialty 26.02.05.

The equipment in this training room offer a unique combination of visual aids (posters, diagrams, etc.) and technical teaching aids (multimedia projector, computer equipment) with various layouts, models and elements of internal combustion engines, ship auxiliary mechanisms and systems.

The most part of the stands, posters and models was made by the cadets during the extracurricular activities and educational mechanic practice under the guidance of teachers of special disciplines Evdokimov B.Ya., Burtasov A.I. and Khanzhin G.M.

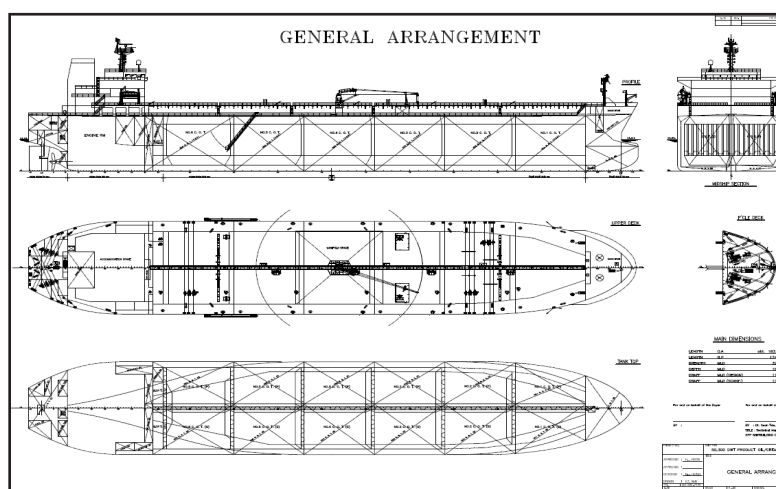


New Ladies on the Block

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

- LNG as propulsion fuel technology and availability network
- Alternative fuels
- Air emissions NOx and SOx control technologies and limits
- ECO designs and options

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



Re-activation of ROKS Maritime Inc., bulkers and containers management, is already completed. M/V Malen sale was completed successfully, while ROKS Maritime will continue with the crew management of the renamed to Bernice ship.

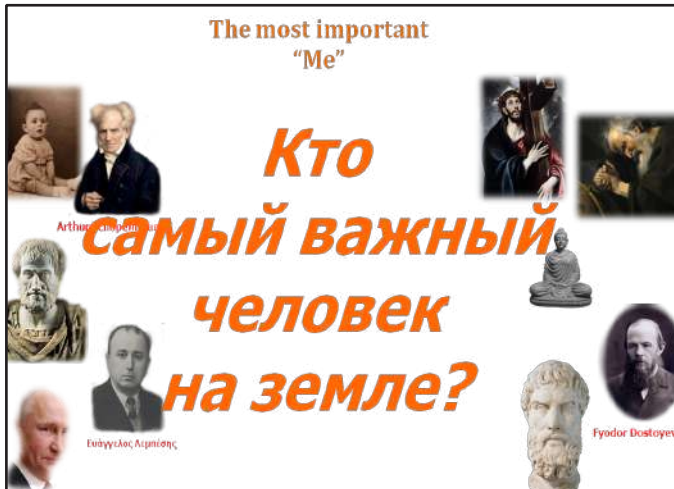
Furthermore there is and increased activity for inspection and evaluation of many second hand candidates to increase the tankers fleet of Roxana Shipping.



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!

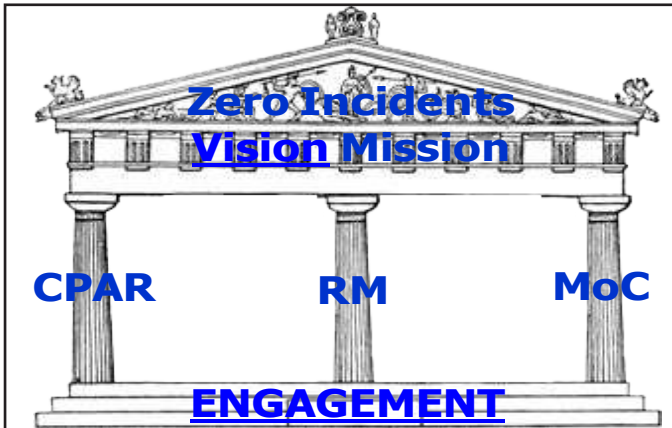
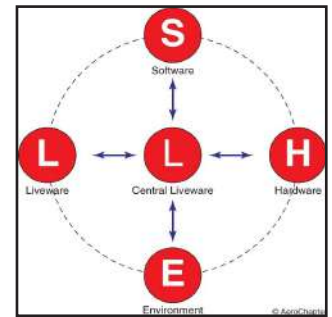
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.

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.

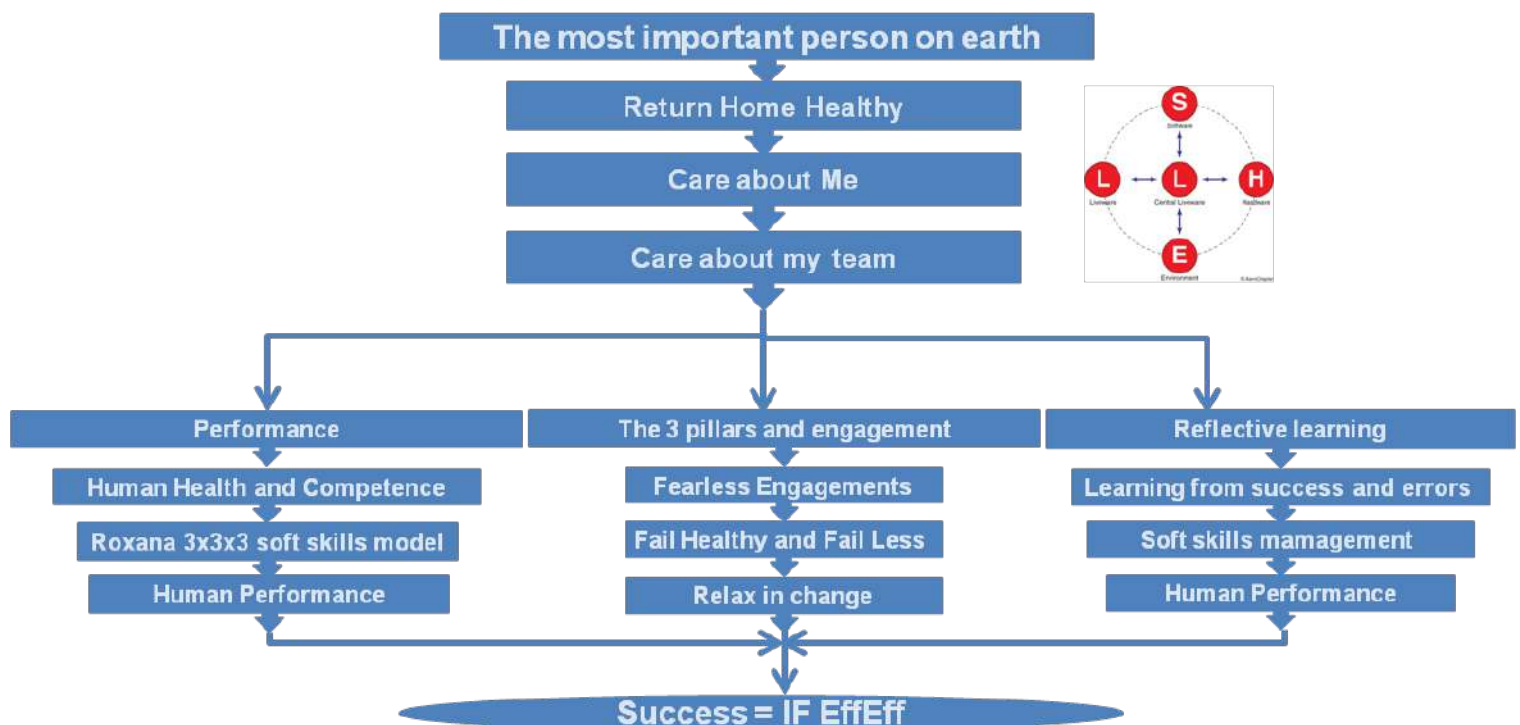
The 2nd axis of activity elaborates with Health (physical and mental) and Competence (hard and soft) as pre-requisites for Performance, performance being the measure of Incident Free, Effective and Efficient (IF EffEff) operations.

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

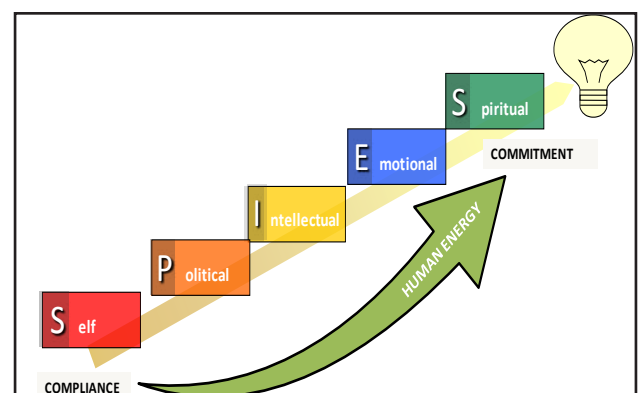
- **CPAR:** procedure CP08 Control of Non-Conformities, Accidents & Near Misses
- **RM:** procedure CP24 Risk Management
- **MoC:** procedure CP13 Management of Change

Engagement was introduced and the foundation in this process, as the ticket to shift mere compliance to commitment, as a ticket to Company culture. Inspired by the TMSA3 release we have mandated, when applicable and if practical in all critical operations separate paragraphs for the three pillars (incident reporting-investigation-root cause analysis-CPARS, RM and MoC), reflective learning and training, non routine operations.

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

A project has been initiated since 2018 and workshops already conducted to identify such scenarios which SQM have made now available in the consolidated non routine operating scenarios and which will populate the separate per procedure paragraph on non routine operations.

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



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

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



Fyodor Dostoyevsky

ChIX.....

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

Записки из подполья, Глава IX

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

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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"



2000 year before Dostoyevsky a pure mathematical paradox was quoted

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

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



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

It was 2500 years before Dostoyevsky'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.

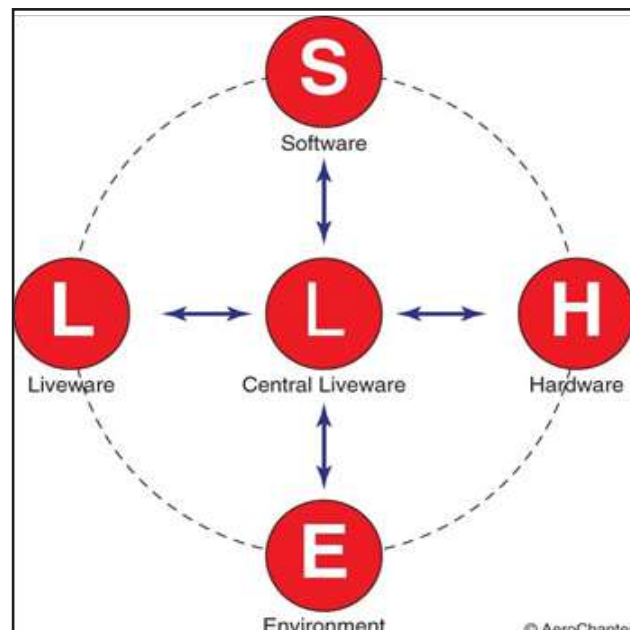
The S.H.E.L.L. model is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human subsystem).

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:

- ▶ interview (interrelation of the candidate with S.H.E.L.L.)
- ▶ investigation (classification of factors to investigate in S.H.E.L.L.)
- ▶ causation analysis (classification of causes in S.H.E.L.L.)
- ▶ hazards and threats identification (classification of hazards and threats in S.H.E.L.L.)



The holy three and Roxana 3x3x3 soft skills model

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

During the relevant workshops in 2018 and 2019 we considered the holy three concept:

- the simpler the process the more engaging for the stakeholders it is
- the human brain is geared to think the dialectic way, 3 issues at a time
- key findings of recent Harvard university studies (N. Cowan -2010) suggests the limit of working memory capacity between 3 and 5 chunks of information.

During the previous workshops as above par2 we realized that:

- Teamworking, Leadership and managerial, Communication and influencing soft skills sets are meaningful only in a team environment (interpersonal skills)
- Decision making, result focus, Situation awareness soft skills sets apply for an individual, even not within a team (intrapersonal skills)
- Communication skills are prerequisites for Teamwork and for Leadership skills
- Situation awareness is prerequisite to proper Decision making and result focus skills

Considering the above we decided to modify the 6 soft skill domains to 3, by:

- Fusing communication and influencing to team working and leadership/managerial
- Fusing situation awareness to decision making and result focus
- Merging decision making and result focus

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

Ending up to 3 soft skills sets

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

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

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

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

1. Team Working	
Works effectively in a team, clearly and precisely and gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, including senior/line managers, colleagues and subordinates, building productive working relationships through cooperation with colleagues, treating others with respect, facilitates resolving conflicts among team members and balancing individual and team goals, interacting with others in a sensitive and effective way in a risk- and time-sensitive environment.	
1.1. Participation and supporting others	
1.1.1.	Actively participates in team tasks: <ul style="list-style-type: none"> - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	Establishes an atmosphere for open communication and participation: <ul style="list-style-type: none"> - Clearly puts forward views and personal position while listening to others. - Encourages input and feedback from others. - Builds rapport and establishes a common bond with others. - Encourages idea generation. - Shares expertise with others.
1.1.3.	Communicates effectively <ul style="list-style-type: none"> - Uses the right mode, time and medium to deliver the message (spoken, written, body signals, sentence structure, terminology and speed of delivery etc) to suit the message and the intended recipients. - Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way - The amount of communication is appropriate and clear for the situation in hand.
1.2. Inclusiveness and consideration of others	
1.2.1.	Helps people feel valued and appreciated. <ul style="list-style-type: none"> - Welcomes and includes others - Receives feedback constructively and acts accordingly. - Notices the suggestions of other crewmembers. - Gives clear, detailed and constructive personal feedback. - Gives clear and concise briefings and updates at appropriate times.
1.2.2.	Demonstrates respect for people and their differences. <ul style="list-style-type: none"> - Shows understanding of others' perspectives and personal situations. - Acknowledges cultural diversity when communicating.
1.2.3.	Communicates in a way that elicits appropriate action from others. <ul style="list-style-type: none"> - Asks questions and observes others to confirm their common understanding
1.3. Conflict resolution	
1.3.1.	Keeps calm in conflicts and suggests solutions to resolve conflicts.
1.3.2.	Receives feedback constructively and expresses disagreement constructively by giving alternative or different perspectives.
1.3.3.	Influences others resulting in acceptance, agreement and/or behaviour change.

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

2. Leadership and Managerial skills	
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.	<p>Communicates clear expectations.</p> <ul style="list-style-type: none"> - Considers the bigger picture and longer term needs prior committing to a course of action. - Translates the vision into clear strategies and work programmes. - Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc). - Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery). - Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients. - The amount of communication is appropriate and clear for the situation in hand. - Communicates in a way that elicits appropriate action from others.
2.1.2.	Demonstrates commitment to Company values, ethical and moral standards, setting a personal example of what is expected from others.
2.1.3.	Ensures compliance with Company system and standards and intervenes in case of deviations by other crew members
2.2. Authority, assertiveness and empowerment	
2.2.1.	<p>Creates a culture that enables challenge and participation of crew members while maintaining the given command authority</p> <ul style="list-style-type: none"> - Encourages crew members to review, raise concerns or challenge plans of actions. - Creates a safe and trusting environment for crew members of open and frequent communication with clear and direct flow of information, supporting them to openly share lack of knowledge and/or to speak up without hesitation. - Recognises, appreciates, and supports contributions of people. - Receives feedback constructively.
2.2.2.	<p>Takes command if the situation requires.</p> <ul style="list-style-type: none"> - Takes decisive actions as required. - Advocates own position. - Clearly puts forward views and personal position whilst listening to others. - Influences others resulting in acceptance, agreement and/or behaviour change.
2.2.3.	<p>Supports people to have a level of independence in how they do their work</p> <ul style="list-style-type: none"> - Develops cooperative and respectful relationships with people. - Understands the needs of crew members and cares about their welfare - Acknowledges cultural diversity when communicating. - Creates a feeling among the crew members of achieving results together as one team - Asks questions and observes others to confirm their understanding. - Actively seeks and acts upon feedback. - Encourages people to acquire new skills and develop themselves.
2.3. Planning, co-ordination and Workload management	
2.3.1.	<p>Organises tasks, activities and resources.</p> <ul style="list-style-type: none"> - Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards. - Encourages shared understanding and participation among crew members in planning and task completion. - Clearly explains plans, expectations, and roles to each person, ensuring that they understand them - Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments. - Prioritises and manages primary and secondary operational tasks. - Distributes tasks appropriately among the crew, balancing the needs of every team member.
2.3.2.	<p>Challenges current processes to find new and innovative ways to improve work of the team and the vessel</p> <ul style="list-style-type: none"> - Uses appropriate tools and notifications when dealing with non-routine operations. - Uses available external and internal resources (including automation) to accomplish timely task completion.
2.3.3.	<p>Monitors plans for the achievement of targets.</p> <ul style="list-style-type: none"> - Gives and asks for clear and concise briefings and updates at appropriate times. - Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it. - Delegates in order to achieve top performance and to avoid workload peaks and troughs. - Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary.

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

3. Decision making and Result focus	
<p>Accurately perceives all SHELL factors on-board, at sea and ashore and projects their status in the future, reaching systematic and rational judgements or chooses an option based on relevant information by analysing issues and by developing effective strategies to manage HSQE threats.</p> <p>Demonstrates a readiness to make decisions and originate action, focusing on achieving desired results and how best to achieve them by taking conscientious action, using initiative, energy and demonstrating flexibility and resilience.</p>	
3.1. Awareness of SHELL factors and their risks for problem definition and options generation	
3.1.1.	<p>Maintains awareness of SHELL factors.</p> <ul style="list-style-type: none"> - Monitors, cross-checks, acknowledges and reports changes in all SHELL factors - Gathers information and identifies the problem and its causal factors in the 3 dimensions of time. - Consults and shares information with specialist expertise or local knowledge on all SHELL factors when required, environment included.
3.1.2.	<p>Problem definition</p> <ul style="list-style-type: none"> - Encourages idea generation and challenges existing norms, accepted risks, processes or measurements - Generates multiple responses to a problem or alternative courses of action.
3.1.3.	<p>Risk assessment for option selection</p> <ul style="list-style-type: none"> - Uses all available resources to manage threats. - Considers options generated by external advisors (e.g. pilot) and retains decision making responsibility and accountability. - Considers and shares the risks of alternative courses of action. - Anticipates present and future threats and their consequences. - Assesses risks and benefits of different responses to a problem through discussion.
3.2. Outcome implementation and review	
3.2.1.	<p>Selects and implements timely the best response to the problem.</p> <ul style="list-style-type: none"> - Checks the outcome of a solution against the predefined goal or plan, reviews the quality of the decision made. - Takes timely and mindful actions.
3.2.2.	<p>Confirms selected course of action and implements in a timely manner.</p> <ul style="list-style-type: none"> - Stays focused on tasks and meets productivity standards, deadlines, and work schedules. - Shows up to work on time, and follows instructions, policies, and procedures. - Goes the "extra mile" beyond job requirements in order to achieve objectives. - Takes personal responsibility for the quality and timeliness of work, and achieves results with little need for supervision.
3.2.3.	<p>Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones.</p> <ul style="list-style-type: none"> - Effectively manages the time and resources to accomplish tasks, prioritising the most important ones - Identifies what needs to be done and initiates appropriate actions - Looks for opportunities to help achieve team objectives.
3.3. Determination and emotional toughness	
3.3.1.	<p>Recovers quickly from setbacks and responds with renewed and increased efforts.</p> <ul style="list-style-type: none"> - Persists in the face of difficulty, finds alternative ways to complete tasks and goals. - Exerts renewed and increased effort to achieve goals, persisting even in the face of problems. - Handles high workloads, competing demands, vague assignments, interruptions, and distractions with composure. - Willingly puts in extra time and effort in crisis situations. - Stays calm and maintains focus in emergency situations.
3.3.2.	<p>Adapts to changing business needs, conditions, and work responsibilities.</p> <ul style="list-style-type: none"> - Shows others the benefits of change. - Adapts approach, goals, and methods to achieve solutions and results in a changing environment. - Responds positively to change, embracing new ideas and/or practices to accomplish goals and solve problems.
3.3.3.	<p>Discusses contingency strategies and takes timely and mindful actions.</p> <ul style="list-style-type: none"> - Acknowledges and corrects mistakes, taking personal responsibility as appropriate. - States alternative courses of action, implements new ideas, and/or better ways to do things and/or implements potential solutions to problems

Our seafarers resilience to covid19

The second and third wave of covid19 pandemic outbreak is still overwhelming worldwide, affecting our operations and in particular crew management.

Restrictions in the international borders and flights and restrictions in coastal states are the basic challenges, with rules and regulations changing fast and unpredictably.

Under the circumstances, and with the support and understanding of our seafarers ashore and on board, we have managed this crisis incident free, effectively and efficiently.

The average service period of our seamen for 2020 has been about 7 months, which really an achievement, considering the covid19 restrictions.

Appreciation and a great respect is ought to all our sea-going and ashore personnel for the resilience shown all this period. The very few exceptions were properly and promptly managed.

We do appreciate the problem caused by the continued crew changes disruption and in view of this for the next internet card requests and till 30Dec21 the rate will continue to be 0.10 USD/MB instead of the current rate of 0.14 USD/MB.

Having said the above we remind all our personnel ashore and on board of the i-isolation and i-distraction threats and the commitments following the workshops "Communication for Resilience and Care" and "Take care of myself and my team" for a team that all care for all, a team who understand that care about myself means care about my team.

Congratulations again all to our seafarers for the resilience demonstrated throughout this pandemic, meantime we are planning for the crew changes and for the mid term future, considering that covid19 outbreak will still be there for the 1st half of 2022 at least.

Covid19 FUN 210625

1 On 30Jan20 the Director-General of the World Health Organization (WHO) declared China's novel coronavirus (2019-nCoV) outbreak a public health emergency of international concern.

In view of the COVID 19 evolution worldwide, in Russia and in Hellas, and in view of the various scenarios worked out by EU, Russian and Hellenic Government, a project is launched on 12Mar20 for introducing a plan to elaborate on what actions could be done further to ensure our smooth HSQE IF EffEff operations in the Covid19 evolution environment.

Actions addressing personal and corporate health issues (active measures), changes in operation to mitigate exposure to virus or spread of virus (passive measures) and recovery plans.

2 A management of change plan is drafted to ensure our smooth HSQE IF EffEff operations in the Covid19 evolution environment.

3 Project team leader is Liana Kapsali (LPK) and project team members are Takis Koutris (TEK), Nikos Giampanis (NG) and Pavel Sidorkin (PS).

Last meeting was conducted 25Jun21 in the presence of LPK, NG, TEK, SAK, THP, KGP, KS.

Out of this meeting following is reported:

3.1 All members of the expanded Roxana and Roks family ashore are reported virus free, while vaccination will reach the 80% about for Company personnel ashore.

3.2 All actions from last meeting are completed or transferred for completion in the current meeting report.

3.3 Office attendance in Hellas:

3.3.1 remains normal, subject to personal and social measures as per Covid19 management plan.

3.3.2 The latest instructions and regulatory changes by Hellenic government are valid.

3.3.3 It was highlighted that a negative PCR test is not relieving the individuals for the strict compliance with personal hygiene measures and social distance, which remain the 1st priority against the virus spread and are:

- Washing hands and use of hand sanitizers
- Use of mask, up to the individual
- Social distancing to be implemented at all times
- Zoom/telephone meetings are preferred over meetings in person

Covid19 FUN 210625 (Continued)

3.4 Office attendance in Russia remains normal, while vaccination percentage of our seafarers is slowly increasing.

3.5 The situation is monitored worldwide for prompt response to any change.

Updated MoC plan for the project can be found in K:\POOL\MR 2021-01\Projects\Covid19 management.

4 All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. The project now is in monitoring phase, therefore to this extent at this phase please:

4.1 Master and all crew

- Follow strictly the active and passive measures
- Follow strictly the revised Covid19 Management Plan, FOM07 Appendix 10.1

4.2 LPK to:

- Follow up for updates on Awareness on personal hygiene measures and practices and Hygiene measures during transit, for employees ashore and on board
- Revise Covid19 Management Plan, FOM07 Appendix 10.1 accordingly
- Draft a table with personnel working from home on a weekly basis
- Monitor and record vaccination status and certification

4.3 TEK to:

- Liaise with Hellenic Authorities and Safety Officer for actions needed ashore for building
- Ensure weekly rapid test for company personnel

4.4 Wet opd/IK/KK

- ensure the consistent application of the covid19 management plan, particularly pre-requisites for visitors and terminal attendees on board

4.5 KNA

- Liaise with TEK/RoKcs for crew incentives during the pandemic, cash advance, internet on board, skyroam and other measures
- Monitor and record seamen vaccination status

4.6 Dept managers to:

- focus to their and their dept commitment to the covid19 measures

4.7 NG/Gr1-2 to:

- Verify covid19 management plan implementation on board, as per Master actions

4.8 Front desk to ensure:

- remote temp screening, disinfection and registration for all incomers
- masks for all food deliveries

5 Next project team meeting is planned by 30Sep21.



Making compliance commitment workshop MR21-01

Thank you all 32 participants for the contribution at the last hybrid Management Review Meeting MR21-01 and particularly for your reflective learning engagements in the workshop “ Making compliance commitment”.

Engagement since 2016 is introduced as the foundation of the three pillars, Fearless engagements, the Risk management and the Management of Change, towards the 0 incidents Vision and Mission and as the ticket to shift mere compliance to commitment.

The 3 Human performance principles were introduced in 2020.

- Humans err
- Humans want to live (do a good job)
- Humans error is opportunity for system improvement

Based on the 1st human performance principle errors and non-compliances happen all the times, and as per 3rd principle these errors and non-compliances are triggering system improvements.

In the “ Making compliance commitment” 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 3 pillars and engagement, as introduced since 2019, particularly the engagement as shifting of mere compliance to commitment and ticket to culture.
- The publication “Making compliance easier”, introduced in 2020 replacing the formerly “Managing rule breaking”, which:
 - based on the 6 human performance principles, as introduced by PnS:
 - elaborates on human mistakes, errors and non compliances
 - acknowledges that everybody does mistakes and that factors like complexity of task, distraction and repetition lead to risk normalisation and adversely affect performance
 - acknowledges that human errors are opportunities for system improvement (our 3rd principle of human performance) and proposes hints for procedures improvement.
 - finally proposes a workshop and provides tools for making compliance easier and solutions for issues identified in the procedures, forms and checklists.

This workshop, inspired by the “making compliance easier” publication and workshops, is designed for us to understand how engagement will help make our system more human error tolerant.

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

- human errors are normal
- human errors are opportunities for system improvement
- there is always a way to improve the procedures and make them more human error tolerant

Thank you all for the prompt and proper fill in of the questionnaire and your further feedback evaluating the workshop in terms of more to learn, most impact and for recording your personal commitments for next day actions to improve your and your team’s commitment to our Vision, Mission and Policies.

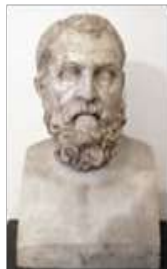
Based on the questionnaire responses we identified:

- key characteristics of a well written procedure
- methods to enhance commitment to a procedure

Based on these responses we will focus on developing our procedures, while at the same time enhancing the commitment to them.

Learner mindset workshop MR21-01

Thank you all 32 participants for the contribution at the last hybrid Management Review Meeting MR21-01 and particularly for your reflective learning engagements in the workshop “Learner Mindset”.



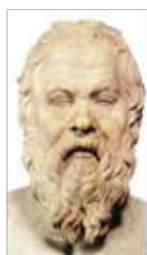
«Γηράσκω δ' αἰεὶ
πολλὰ διδασκόμενος»

*“I grow older
continually learning”*

Σόλων ὁ Αθηναῖος (περ. 639-559 π.Χ.)
Solon the Athenian (ca 639-559 bC)

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.



«Ὅτι οἶδα ὅτι οὐδὲν
οἶδα»

*“One thing I Know that
I Know nothing”*

Σωκράτης (469 –399 π.Χ.)
Socrates (469 –399 b.C.)

- 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.

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.

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

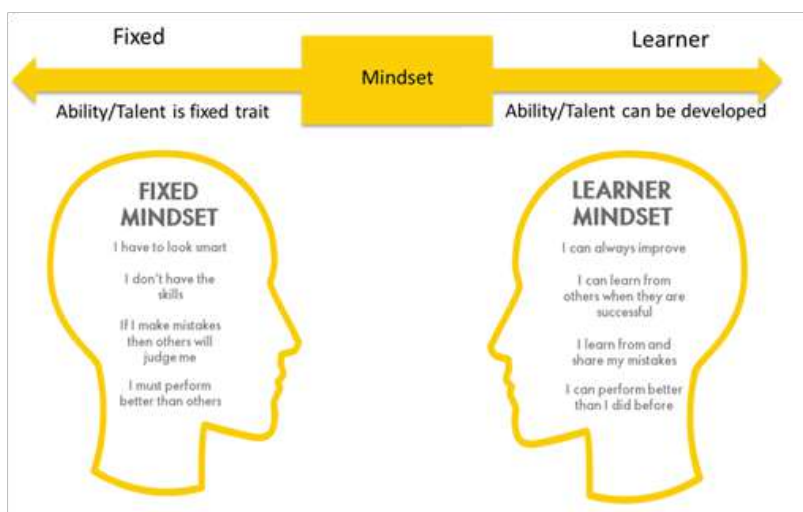
- pre requisite for the IDEA vision values of the Company
- Facilitating tool for the Mission statement of the Company
- Going along with a fearless environment, grown in the Fair and Just for No Blame culture

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

Based on the questionnaire responses and related to:

- adopting the Learner Mindset vs the Fixed Mindset in our working environment the Learner mindset is reported prevailing, as follows:
- 87% for each individual
- 77% for the manager
- 80% for Managing Director TEK
- 63% for the organization
- Factors helping us adopt the Learner mindset
- 76% The principle that errors are opportunities for system improvement
- 21% Incident investigation is taking the human error further to fixing the related system error

Based on the feed back section of the questionnaire we will continue to focus on developing a fearless environment for the Learner Mindset to thrive.



IF EffEff communication workshop MR21-01

Thank you all 32 participants for the participation and contribution at the last hybrid Management Review Meeting MR21-01 and particularly for your reflective learning engagements in the workshop “IF EffEff communication”.

In the “IF EffEff communication” workshop we had the chance to elaborate on:

- The Roxana “Fearless Ego for Success” concept, particularly communication skills for IF EffEff operations
- The value of communication soft skill set, as prerequisite for a team leader or a team member and as booster of the resilience of the individual and his team. Hints for IF EffEff communication have been defined in three workshops and Communications policy and process were introduced in 2019.
- the Roxana’ 3x3x3 soft skills model, with particular reference to the soft skills competence as a necessary element for IF EffEff operations
- The 3 Human performance principles were introduced in 2020.
- Humans err
- Humans want to live (do a good job)
- Humans error is opportunity for system improvement
- The revised CMSM ch3 par3.5, with particular reference to the incorporation of the Roxana’ 3x3x3 soft skills model, the Fair and Just for No Blame principle
- The Energy Institute 2020 publication “Making compliance easier”, particularly how human errors and non compliances are managed by improving procedures.

This workshop presented 7 cases of communication to identify in them:

- best practices and failures of complying with the IF EffEff communication policy and process
- if and how to improve the current communication policy and process
- what each of us personally will do as of tomorrow to communicate more IF EffEff.

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

- EffEff Communication is a must for the success and the resilience of a team
- It is crucial for the written communication that
- all stakeholders are engaged from the very start
- text is concise and clear

The relevant questionnaire was filled out on line, verifying the knowledge obtained for all 32 participants and recording the personal commitments of each one in improving his communication skills.

Related to the Communications policy and process revision out of the responses approximately:

- 60% called for further familiarisation to the procedure
- 70% called for “write in a language and at a level of complexity appropriate for end users. Consider using diagrams, pictures and videos.”
- 30% called for focusing to implementation rather than revising

Above issues will be dealt with by repetitive workshops and revisions of the Communications policy and process.

Related to the feed back section of the questionnaire we will continue to focus on IF EffEff communication workshops with more examples.



Remote surveys and e-certificates FUN 210625

1. The e-certificates project has been launched on 26Oct17 to facilitate the smooth transfer to the e-certificates, with deadline for implementation 28Feb20, already applied for all classes since 30Oct20. Under the scope of this project we have also added the implementation of remote surveys, which is provided by Major Classification societies and OCIMF, particularly during the covid19 outbreak.

2. Remote surveys are

- removing for the surveyors the hazards of transit, access to ship, walk on board
- removing for the crew the hazards of fatigue, distraction while operating, since the survey may be conducted at a mutually accepted timing and not in port
- bringing flexibility to the survey implementation, as they minimize the survey logistical costs, reduce operational down time and eliminate waiting for Surveyor attendance, allows for repeatability and 3rd opinion.



3. Project team leader is LPK and project team members are NG, VK and as of 01Apr20 SAK and TEK were added in view of remote surveys demand, due to Covid19.

Last meeting was conducted on 25Jun21, in the presence of LPK, NG, TEK, SAK, THP, KGP, KS.

Out of this meeting following is reported for remote surveys:

3.1 RVG will have the notation "Remote" by next annual due Nov21, plan updated accordingly

3.2 Hardware/software for remote surveys will be continually researched and evaluated, in view of the fast changing technological options.

3.3 to be prepared:

- Indicative and as a minimum scope of offline and online requirements for TIARE
- Familiarisation courses for the use of remote equipment for remote TIARE/BIARE
- Consolidated annual class and statutory inspection checklist, sorted by location

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. To this extent at this phase and with deadline next meeting date please:

4.1 LPK will ensure:

- RVG will have the notation "Remote" by next annual due Nov21, plan updated accordingly

4.2 SAK:

- Continuous Market research and evaluation on equipment/software for remote surveys (Kiber, Epson, Navarino, WAAVIA)

4.3 TEK:

- promote in the Industry associations the concept of remote survey notation

4.4 NG/Gr1:

- Indicative and as a minimum scope of offline and online requirements for TIARE to be prepared
- Familiarisation courses for the use of remote equipment for remote TIARE/BIARE
- Consolidated annual class and statutory inspection checklist, sorted by location

5. Next project team meeting is planned by 30Sep21.

Roxana with Marshall Islands and LRS for the remote surveys

Remote surveys will ensure the health and safety of surveyors, auditors and the crew

Takis Koutris, Managing Director, Roxana Shipping SA; ROKS Maritime Inc.

LR in collaboration with Roxana and IRI were engaged in a pilot project with the objective to investigate under what conditions a remote survey may be consistently and reliably equivalent to the physical survey. At this stage the engaged parties applied and tested remote survey techniques by conducting simultaneously both survey types (physical & remote) during the special survey of M/T Altesse. This way the effectiveness and efficiency of the remote survey could be easily compared with the physical survey results, since the remote survey conclusions could be easily verified by a physical inspection on the spot. At the same time issues raised during the remote survey were listed for addressing by the parties engaged in the project.

Joint interview on Remote Surveys – LR, Roxana, International Registries Inc

NAFS : Could you please tell us some details of that special survey & renewal conducted in your 10 years old oil/chemical tanker? Did you experience any difficult moments or even moments of frustration during this project?

T. K. : The most hard to manage factor was the communication either due to Internet quality or due to physical noise in the inspection areas. Both factors boost the language barrier, English being the common language. Internet quality is managed with a careful selection of timing, lay-out and provider, still was the major problem we faced. Physical noise was managed by the use of online chat with the operator on board so that instructions could be given to him as to what equipment to operate and where to face the camera. Alternatively by appointing an intermediate contact on board in a noiseless room, in contact with the ship team by VHF and with the inspectors team via the videoconferencing platform.

NAFS : Do you believe that remote surveys will help both shipping companies and class societies to protect the safety of crew, surveyors and auditors so to ensure the continuity of operations in an efficient way?

T. K. : It is beyond doubt that remote surveys as concept has surfaced due to the covid19 pandemic.

Remote surveys, drones and similar technology, have been already applied prior the covid19 pandemic, with the objective to manage the risk of access to enclosed and dangerous spaces. Inspections are risky operations for the surveyors and the seafarers, particularly due to time limitations, inspections mostly when ship in port, and risks are not only associated to enclosed and dangerous spaces, but to access on board in general (transit, launch, pilot and accommodation ladder, gangway) and move on board.

Remote surveys are definitely removing the hazards of:

- Transit and access on board, access to enclosed and dangerous spaces, walk on board
- time pressure, fatigue, distraction due to simultaneous operations (subject to the adequate internet bandwidth inspections may be planned at sea)
- Virus spread from shore to ship

As a conclusion remote surveys will ensure the health and safety of surveyors and auditors and improve the health and safety of crew, at the same time ensuring the undistracted and incident free port operations.

NAFS : A key challenge in every remote survey is to use people, resources, and equipment in an effective and efficient way. Did Roxana possessed the technical knowledge base and expertise in that pilot project?

T. K. : Triggered by the covid19 pandemic we launched in Mar20 a project for remote surveys, engaging colleagues from all depts. M/T Altesse was selected as pilot ship.

In our system we know that for any project we have to manage the challenges of the relevant S.H.E.L.L. factors.

Software, we:

- divided the ship in locations
- assigned teams on board and ashore accountable to present the locations
- revised our Ship inspection and audit checklists and LRS annual inspection checklists with inspection items sorted by location
- documented in our system:
- the remote surveys and the new hardware layout
- the video conferencing platforms

Hardware, we:

- purchased and connected smart glasses, tablets, cabling, modems, switches, a local SIM card and 3G/4G Hot spots to ensure cyber secure internet availability to the survey locations on board.

Roxana with Marshall Islands and LRS for the remote surveys (Continued)

Environment:

- timing was selected to
- minimize fatigue, distraction, noise
- maximise daylight, dry weather

LLiveware, we:

- familiarised our teams ashore and on board with the new procedures and hardware.

The proper planning ensured the incident free, effective and efficient completion of the remote class annual survey, with lessons learnt for more successful remote surveys.

One of the most interesting side outcomes was that a lot of the features of the remote surveys will be still valid when we are pandemic free, becoming norm in our system.

NAFS: Do you agree that remote surveys trigger a big opportunity for the shipping industry to be improved in terms of cost savings and provide an answer to challenging environmental legislations and rules?

T. K. : As we have already stated remote surveys as concept has surfaced due to the covid19 pandemic and the incentive was the health rather than the cost.

Furthermore the remote surveys, drones and similar technology, have been already applied prior the covid19 pandemic, again with the objective to manage the risk of access to enclosed and dangerous spaces rather than manage the cost of the inspection.

On the other hand applying remote surveys will necessitate a substantial investment in hardware, software and learning engagements of stakeholders, while the resources and time which is required for the effective completion of the survey is considerably higher.

Having said the above we think that cost efficiency might be a minor side effect of applying IF EffEff remote surveys, while the major advantages, in terms of HSQE management, are:

- removing of the hazards of
- access on board, access to enclosed and dangerous spaces, walk on board
- time pressure, fatigue, subject to the adequate internet bandwidth inspections may be planned at sea, time zones being the single restriction
- repeatability of the inspection
- replay off-line, multiple view options
- seek a third opinion
- expanded participation
- mixed skills surveyors
- flag surveyors
- fleet sup/nts ashore

As a conclusion remote surveys, besides the marginal cost efficiency, will provide reliable solution to the:

- ever changing and increasing regulatory regime
- relevant enhanced inspection and audit requirements

NAFS : What would be the next steps in this project?

T. K. : The parties have already gathered adequate experience on the remote surveys, audits and inspections.

LRS should liaise with Flags and Ship managers to introduce a “remote survey notation”, regulating:

- the hardware and software requirements for the ship, the Flag, the Class and the Operator
- the competence of the participants in the survey
- the timing and the possible combination with or endorsement by a physical survey



Novacohub project FUN 210415

1. The NovacoHub project has been launched on 1st February 2021, to combine hardware and software solution for ships, that delivers and integrates secure navigation data to the bridge, as well as real-time tracking and ship positioning information.

2. Navigation is one of the major sources of major accidents. We are in the era where electronics overwhelm automation and control on board. At the same time electronics technology is developing in a fast and uncontrolled manner. Our Company is focusing to ensure that in this future electronic navigational environment our Bridge team performs consistently IF EffEff. NovacoHub concept is a new interesting concept to facilitate IF EffEff navigational performance. NovacoHub not only provides real-time tracking and ship positioning information but also assimilates secure navigation data to the bridge, eliminating the risk of cybersecurity and virus infection of DVDs and USB sticks, currently in use. In particular:

“ the Navigation officers workload and the risk of human error is reduced, navigation officers will have:

“ direct access to AVCS, ADP, AIO, and AeNP base files, along with updates to both their ECDIS

“ e-Readers on a PC or laptop

“ The current updates are always available online, no risk of losing or misplacing updates

“ Real-time tracking and ship positioning information is available on board and ashore

“ the cyber security and virus risk that comes with DVDs and USB sticks is eliminated, delivering safe navigation data to the ship.

Our Company in line with the Innovative value of IDEA Vision is always ready to adopt innovative solutions.

3. Project team leader is Capt. Nikos Kassiteropoulos (NDK) and project team members are Capt. Fivos Kousouris (FDK), Capt. Kostas Anissis (KNA), Liana Kapsali (LPK) and Stelios Kontozoglou (SAK).

Last meeting was conducted on 14 April 2021 remotely, in the presence of the above project members.

Out of this meeting following is reported:

3.1. A plan has been drafted for the pilot ship and after feedback, for the fleet served by Novaco

3.2. Pilot ship is ATS, Novaco hub delivered on board, on 05 April 21

3.3. Teleconference with ATS is scheduled for 16 April 21

3.4. Other providers have been approached for updates on similar concepts, like Novaco

3.5. All office preparations, familiarisation, instructions and guides are in process.

4. Next project team meeting is planned by 23 July 21.



Management Review Meeting 2021-01

The Company's first Management Review Meeting for 2021 took place in Eretria at Negroponte Resort on 01-03Jul21, with a broad participation of colleagues from Roxana Shipping S.A., ROKS Maritime inc., RoKcs Ltd and Pancoast, Singapore, in hybrid mode (physical and virtual attendance) and in strict compliance with all precautions for the covid19 pandemic.

Attending the Management Review 2021_01 were 32 persons from Roxana, ROKS, RoKcs and Pancoast Singapore offices, including the chairman of the BoD, Mr. Krontiras.

We missed the presence of our colleagues from Vladivostok and Singapore, but Zoom software assisted us to minimize this loss, facilitating the virtual presence of Eugenia Khalimenko, Victoria Shmegelskaya, CaptP Sidorkin and capt D. Verkhoturov from Vladivostok and capt K. Kaliappan and Alexanderos Stathopoulos from Singapore.

A lot of interesting issues were raised during this meeting.

Company's Vision, Mission and Policies were once again reviewed and discussed versus the values we want to stand for as an organization.

Update was given on the Roxana "Fearless Ego for Success" concept, representing Company Governance, particularly, the most important ego, the 3 Human performance principles, 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 3 pillars and engagement and the reflective learning engagements.

Statistics and benchmarking were presented and discussed by each department, Company's as well as fleet's performances were reviewed, KPIs were reviewed and compared with the target values set.

The new Rules and Regulations that are about to come in force and the existing ones that have been recently introduced, the various projects launched during the last period and the status of the ongoing projects were discussed as well new buildings and new course of actions was set.

The event was completed on the third day of the meeting, with three workshops:

- Making compliance commitment
- Learner mindset
- IF EffEff communication

These workshops were designed in line with our Mission and to facilitate our route towards a fearless organization, where each one of us can thrive.

Report on each of the workshops is given in a separate section of the magazine.

The traditional fish dinners were held successfully, although under the strict compliance with covid19 precautions.



Best Practices Mar21-Jun21

Best Practices are considered the high performance ways of achieving objectives, which solve problems, create opportunities, and lead to “HSQE management excellence”.

Best practices are considered for adoption and transfer ashore and across the fleet through the consistent application of improved processes and procedures.

Congratulations to all for the following Best Practices, which have been identified and recorded in HSQE CMM for the period Mar21-Jun21:

- M/V Melody, Ch. Off. R. Belkin, date Mar21
Utilized fire hoses to be used for repairing public sofa cage reinforcement.
- M/V Aligote, Capt. V. Cherepanov, date Apr21
The battery charging socket to be replaced from plastic to bronze, in order to be more durable and have a longer service life.
- M/V Malbec, Capt. A. Verkhovskii, date Apr21
Highlighting in yellow the moving parts of the drums for better visibility and easier, hence safer engagement and release during mooring operation, especially at night.
- M/V Aligote, Capt. V. Cherepanov, date May21
Equip the chairs with plastic pads, which greatly softens contact with coatings and avoid damage.
- M/V Melody, Capt. E. Ivanov, date Jun21
The old wear wooden pylorus platform restored by used plywood sheets from spare parts wooden box.

QUALSHIP21 award for ROKS Maritime

Coast Guard efforts to eliminate substandard shipping have focused on improving methods to identify poor-quality ships (targeting schemes). However, regardless of the score that a ship receives in the USCG targeting matrix, all foreign-flagged vessels were examined no less than once each year. This provided few incentives for the well run, quality ship. Hundreds, perhaps thousands, of vessels are operated responsibly, and are typically found with few or no deficiencies. These high-quality ships should be recognized and rewarded for their commitment to safety and quality. Therefore, on January 1, 2001, the Coast Guard implemented an initiative to identify high-quality ships, and provide incentives to encourage quality operations. This initiative is called C, quality shipping for the 21st century.

As per USCG, by closely examining Port State Control data from the previous 3 years, the characteristics of a typical “quality” ship are identified. A quality ship is associated with a well-run company, is classed by an organization with a quality track record, is registered with a Flag Administration with a superior Port State Control record, and has an outstanding Port State Control history in U.S. waters. Using these general criteria, approximately 10% of the foreign-flagged ships that call in the U.S. qualify for this initiative.

Following ships of ROKS Maritime are already qualified for the QUALSHIP 21 program: M/V Adventurer, M/V Revenger.

In addition we are pleased to announce that, as of 26May21, M/V Discoverer has been also found eligible for the U.S. Coast Guard Quality Shipping for the 21st Century (QUALSHIP 21) program.

Also, relevant certification was received for ROKS Maritime Inc., for meeting the eligibility requirements of the Qualship21.

Congratulations for their commitment to maintaining appreciable quality and performance standards to:

- Capt. Podgorny Oleg, Ch. Eng. Yury Kabakov, ship's Officers and crew, for the USCG inspection at Baltimore on 13Apr21.

Furthermore, it is clarified that the ships of our fleet that are not qualified yet have not undergone a U.S PSC Safety examination within the past 24 months, from the issuance date of the approval letter.

All Masters, Officers and Crew are encouraged to ensure best performance during their USCG inspections, in order to maintain and expand the Roxana ships' list eligible to the Qualship 21 program.

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Following ships of Roxana are already qualified for the QUALSHIP 21 program: M/T Aramon, M/T Altesse, M/T Malbec, M/T Marvel, M/T Aligote.

In addition we are pleased to announce that, as of 02Apr21, M/T Asprouda has been also found eligible for the U.S. Coast Guard Quality Shipping for the 21st Century (QUALSHIP 21) program.

Congratulations for their commitment to maintaining appreciable quality and performance standards to:

Capt. Evgeny Melnik, Ch. Eng. Evgeny Trukhachev, ship's Officers and crew, for the USCG inspection at New York on 16Feb21 with 0 deficiencies.

Furthermore, it is clarified that the ships of our fleet that are not qualified yet have not undergone a U.S PSC Safety examination within the past 24 months, from the issuance date of the approval letter.

All Masters, Officers and Crew are encouraged to ensure best performance during their USCG inspections, in order to maintain and expand the Roxana ships' list eligible to the Qualship 21 program.

UNITED STATES COAST GUARD



QUALSHIP 21

Marshall Islands congratulations for Roxana Qualship21

"Congratulations to the Masters and Crews of **ALTESSE, ARAMON, MALBEC, and MARVEL**, managed by **Roxana Shipping S.A.**, which were recently approved for enrollment in the United States Coast Guard's Qualship 21 program. If you know the RMI Registry, you know how important high-quality and high-standards are to our fleet operations. We are exceptionally proud to have 16 consecutive years in the Qualship 21 program and to have nearly 1,200 RMI flagged vessels enrolled in the program. Bravo Zulu to the Masters, Crew, and team members whose drive for excellence is recognized by this achievement!"



"Sincere congratulations to the master and crew of the **M/T ALIGOTE**, the 5th **Roxana Shipping S.A.** operated RMI flagged vessel to receive #Qualship21 status with the US Coast Guard. The Qualship 21 program recognizes individual vessels for their commitment to high-quality standards. While 2020 has been a year of challenges, our fleet remains focused on safe vessel operations. We are proud that so many RMI flagged vessels continue to be recognized for their commitment to quality, even during these unprecedented times."

"Congratulations to the master and crew of the **M/V ADVENTURER** and the **ROKS Maritime Inc.** team on receiving Qualship 21 status from the US Coast Guard. Nearly 1,200 RMI flagged vessels are enrolled in Qualship 21, which recognizes vessels for their commitment to high-quality standards. 34% of vessels enrolled in Qualship 21 are in the RMI fleet, an exceptional number!"



"Please join me in congratulating the Master and crew of the **MT ASPROUDA**, the 6th RMI flagged **Roxana Shipping SA** vessel on her recent enrollment in the USCG's QUALSHIP 21 program. Each vessel that earns a place in this program is recognized for achieving the USCG's high-standards of safety and vessel operations which comes only through commitment and dedication to these standards. We are proud to see so many RMI flagged vessels earn a place in this prestigious program."

Theo Xenakoudis
Director, Worldwide Business Operations at IRI/The Marshall Islands Registry



Best vessel performance 2020

It was in the Management Review of 2012-02 that the issue of monitoring the individual performance of Vessels and Officers serving in Roxana Fleet was raised.

At that time, KPIs were considered to be LTIF/TRCF, 3rd party Inspection performance and spares ordered vs budget.

The in-house developed software (TechAnywhere) can now monitor the performance for vetting and PSC inspections per Vessel and per individual crew member.



The 2020 statistics for PSC Inspections have indicated:

1st: Aligote: 3 inspections - 0 dpi

2nd: Altesse: 2 inspections - 0 dpi

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

Aligote: 01Nov19-18Mar20 Karelov Alexander, 17Mar20--30Jul20 Melnik Evgeny, 28Jul20-08Mar21 Chernobrovkin Andrey, 29Jun19-14Feb20 Farkov Sergey, 13Feb20-29Jul20 Potyanikhin Andrey, 23Jul20-13Feb21 Farkov Sergey

Altesse: 30Oct19-07Aug20 Sukhodoev Oleg, 07Aug20-20Jan21 Khairullin Oleg, 09Aug19-19Jan20 Polkovnikov Alexey, 16Jan20-09Oct20 Dolgopolov Igor, 28Sep19-28Jan21 Polkovnikov Alexey

The 2020 statistics for Vetting Inspections have indicated:

1st: Melody: 3 inspections - 2,67 dpi

2nd: Athiri: 2 inspections - 3 dpi

3rd: Miracle: 3 inspections - 3,33 dpi

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

Melody: 28Aug19-22Jan20 Verkhovskii Andrei, 21Jan20-29Jul20 Ivanov Eduard, 24Jul20-12Feb21 Mikhalev Oleg, 24Dec19-26Jul20 Valchun Valerii, 24Jul20-01Mar21 Goncharov Konstantin

Athiri: 07Nov19-15Mar20 Sheludko Viacheslav, 14Mar20-14Aug20 Rubanov Valerii, 13Aug20-30Jan21 Dimov German, 06Dec19-05May20 Trukhachev Evgeny, 05May20-13Jan21 Ozerin Valeriy

Miracle: 16Sep19-12Mar20 Kozlov Alexander, 12Mar20-08Aug20 Grinko Alexander, 08Aug20-28Apr21 Kozlov Alexander

17Dec19-10Sep20 Negreba Leonid, 10Sep20-28Dec20 Sergeichev Aleksei, 26Dec20-27Apr21 Mikhailov Iurii



Best vessel performance 2020 (Continued)

The 2020 statistics for LTIF/TRCF have indicated:

Malbec, Marvel, Magic Star, Aligote, Altesse, Asprouda, Athiri with zero accidents and incidents.

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



Malbec: 11Jul19-29Jan20 Chernobrovkin Andrey, 29Jan20-17Sep20 Berillo Evgenii, 17Sep20-1Feb21 Sheludko Viacheslav

18Aug19-18Feb20 Shumkov Arkadii, 17Feb20-27Aug20 Mikhailov Iurii, 27Aug20-28Feb21 Shumkov Arkadii

Marvel: 04Dec19-12Jul20 Simonov Sergey, 12Jul20-02Mar21 Koshetov Igor

18Nov19-12Jul20 Mayorov Alexey, 12Jul20-13Feb21 Evgrafov Konstantin

Magic Star: 05Sep19-20Jan20 Mikhalev Oleg, 19Jan20-23Jun20 Gulín Alexey, 20Jun20-02Feb21 Maltcev Dmitrii 10Dec19-07Jul20 Selifontov Boris, 20Jun20-26Mar21 Oreskiy Sergey

Aligote: 01Nov19-18Mar20 Karelov Alexander, 17Mar20-30Jul20 Melnik Evgeny, 28Jul20-08Mar21 Chernobrovkin Andrey

29Jun19-14Feb20 Farkov Sergey, 13Feb20-29Jul20

Potyanikhin Andrey, 23Jul20-13Feb21 Farkov Sergey

Altesse: 30Oct19-07Aug20 Sukhodoev Oleg, 07Aug20-20Jan21 Khairullin Oleg

09Aug19-19Jan20 Polkovnikov Alexey, 16Jan20-09Oct20 Dolgopolov Igor, 28Sep19-28Jan21 Polkovnikov Alexey

Asprouda: 26Sep19-18Feb20 Dimov German, 15Feb20-13Nov20 Zenenko Nikolay, 12Nov20-29Apr21 Melnik Evgeny 26Aug19-21Jan20 Vazhenin Andrey, 17Jan20-20Oct20 Svistunov Evgenii, 18Oct20-26Mar21 Trukhachev Evgeny

Athiri: 07Nov19-15Mar20 Sheludko Viacheslav, 14Mar20-14Aug20 Rubanov Valerii, 13Aug20-30Jan21 Dimov German 06Dec19-05May20 Trukhachev Evgeny, 05May20-13Jan21 Ozerin Valeriy



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 2021 is 0 detentions and then 0.9 deficiencies per inspection, the combination of which will keep Roxana in the high performance companies, as per the Paris MOU NIR ranking.

For the Vetting inspections the absolute target for 2021 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection.

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

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Asprouda	A. Okolo-Kulak	A. Vazhenin	-	Vetting	New York	16Jun21	2	3,5
M/T Aligote	G. Dimov	O. Kril	-	FSI	Busan	20Jul21	0	0,9
M/T Aligote	G. Dimov	O. Kril	-	Vetting	Curacao	03Apr21	3	3,5
M/T Aligote	G. Dimov	O. Kril	-	Vetting	Singapore	23Jul21	3	3,5
M/T Aramon	N. Zenenko	A. Triakin	-	Vetting	Santos	25Jun21	1	3,5
M/T Aramon	N. Zenenko	A. Triakin	-	PSC	Lagos	25May21	0	0,9
M/T Altesse	O. Sukhodoev	A. Polkovnikov	-	Vetting	Tanjung Bin	01Apr21	1	3,5
M/T Altesse	O. Sukhodoev	A. Polkovnikov	-	PSC	Ras Tanura	12May21	0	0,9
M/T Malbec	A. Verkhovskii	A. Mayorov	-	PSC	Yanbu	19May21	0	0,9
M/T Miracle	S. Simonov	Y. Mikhailov	-	Vetting	Cochin	13Jun21	3	3,5
M/T Miracle	S. Simonov	Y. Mikhailov	-	Vetting	Honeidah	02Apr21	3	3,5
M/T Magic	D. Maltcev	A. Shumkov	-	FSI	Fujairah	10Jul21	0	0,9
M/T Magic	D. Maltcev	A. Shumkov	-	Vetting	Fujairah	29Jun21	3	3,5
M/T Magic	D. Maltcev	A. Shumkov	-	PSC	Yanbu	25Apr21	0	0,9
M/T Melody	E. Ivanov	V. Valchun	-	Vetting	Fujairah	18May21	3	3,5
M/T Marvel	T.Khristovich	B. Selifontov	-	Vetting	Chittagong	20Apr21	4	3,5
M/T Marvel	T.Khristovich	B. Selifontov	-	PSC	Varna	10May21	1	0,9
M/V Discoverer	O. Podgornyy	Y. Kabakov	-	PSC	Aratu	31May21	0	0,9

Inventory of Hazardous Material EU 01 Jan 21

1 Introduction

1.1 From 31Dec20 EU Ship Recycling Regulation (SRR) comes into force therefore existing ships calling at EU ports and anchorages should have on board a verified IHM which shall identify at least the hazardous material contained in the structure or equipment of the ship, their location and approximate quantities.

1.2 The verified IHM is to be accompanied by:

- a Statement of Compliance (non-EU Flagged ships), as per our Fleet or
- an Inventory Certificate (EU-Flagged ships)

1.3 The IHM is to be verified by Officers of Flag Administrations or by a Recognised Organisation authorised by the Flag Administration.

2 IHM scope

2.1 Keeping an up-to-date Inventory of Hazardous Material (IHM) on board a ship throughout its life-cycle is a key requirement laid down in the International Ship recycling regulatory regime (IMO Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships (IMO HKC)) and in EU Ship Recycling Regulation (EU SRR).

2.2 Hazardous Materials are listed in IMO Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships Appendix 1 and 2 (same in Res. MEPC. 269(68) Appendix 1 tables A and B).

EU Ship Recycling Regulation (EU SRR) adopts the Hong Kong Convention requirements, except it has added 2 new hazardous substances to be examined:

- Perfluorooctane sulfonic acid (PFOS)
- Brominated Flame Retardant (HBCDD)

2.3 Res. MEPC. 269(68) Appendix 1 (Items to be listed in the Inventory of Hazardous Materials), provides information on the hazardous materials that may be found on board a ship as IMO HKC).

Each item in appendix 1 of these guidelines is classified under tables A, B, C or D, according to its properties:

- table A comprises the materials listed in appendix 1 of the Convention;
- table B comprises the materials listed in appendix 2 of the Convention;
- table C (Potentially hazardous items) comprises items which are potentially hazardous to the environment and human health at ship recycling facilities; and
- table D (Regular consumable goods potentially containing hazardous materials) comprises goods which are not integral to a ship and are unlikely to be dismantled or treated at a ship recycling facility.

2.4 The IHM consists of 3 distinct parts, as follows:

- Part I (Materials Contained in the Ship Structure or Equipment): It provides information on the hazardous materials identified in the ship's structure and equipment, their location and approximate quantities.

It must be throughout ship's life maintained and updated, especially after repairs, conversions or unscheduled maintenance onboard the ship. The complete list of hazardous material is listed in:

- IMO Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships Appendix 1, 2
- Res. MEPC. 269(68) Appendix 1 tables A and B (same as above)
- Plus the hazardous materials: Perfluorooctane Acid and its derivatives (PFOS) as per EU Ship Recycling Regulation (EU SRR)
- Part II (Operationally Generated Wastes): If the waste to be listed in Part II of IHM (provided in Table C - Potentially Hazardous Items of Res. MEPC. 269(68) Appendix 1) are intended for delivery with the ship to a Recycling Facility, then the quantity of the operationally generated waste will be estimated and their approximate quantities and locations must be listed in Part II.
- Part III (Stores): If the stores to be listed in Part III of IHM (provided in Table C - Potentially Hazardous Items and table D - Regular consumable goods potentially containing hazardous materials of Res. MEPC. 269(68) Appendix 1) are intended for delivery with the ship to a Recycling Facility, then the unit, quantity and location of these stores must be listed in Part III.

3 IHM maintenance

3.1 Purchasing dept when requesting a quotation and confirming an order will ensure that Suppliers comply with IMO's Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, 2009 (HKC) and its guidelines through the provisions of MEPC.269(58), as well as the European Union's Ship Recycling Regulation (EUSRR) No. 1257/2013, and submit a Material Declaration (MD) and Supplier's Declaration of Conformity (SDoC) either together with each delivery or as a general declaration covering all Supplier's Goods.

The MD and SDoC should:

- be provided in the format suggested in MEPC Resolution 269(68);
- contain as a minimum the information required in MEPC Resolution 269(68), and;
- verify that the products supplied have been assessed for the hazards listed in Appendix I and II of the HKC and Annex I and II of the EU SRR.

Inventory of Hazardous material EU 01 Jan 21 (Continued)

3.2 The above requirements

- are valid for new structural material, machinery, equipment, spares and/or supplies, not existing at the time of the initial IHM compilation,
- does not apply to identical renewal/replacement parts and store

4 IHM certification and Paris MoU PSC inspections

4.1 All Company ships carry on board a ship-specific:

- IHM Report, supplemented by Part I of the IHM Issued by Alfa Marine, approved by RINA) including implementation procedures for maintaining and updating the IHM Part1
- IHM Statement of Documentation Review (RINA) • IHM Statement of Compliance EU (RINA) • IHM Statement of Compliance HKC (RINA) 'Inventory Certificate', supplemented by Part I of the IHM is needed only for EU flag ships.

4.2 Paris MoU PSC inspection regime

The port State control officer (PSCO), as a minimum, must check the IHM statement of compliance (SoC) EU, is kept on board and report this in THETIS. He may also review the IHM Report, supplemented by Part I of the IHM and ask if and what samples were taken, the answer being that ship was provided with Green Passport as built (ADA with IHM) and no change has taken place, except for the BWTS, for which a MD has been provided, so no samples were required for the IHM issuance.

For your guidance the European Commission has taken a position on sampling for hazardous materials.

RINA's understanding is that sampling is not mandatory, but EU SRR Article 5(3)(c), which refers to the IMO Guidelines (MEPC.269(68)), must be followed. These guidelines require sampling to be conducted where there is insufficient documentation from time of build to determine the hazards onboard a ship.

According to MEPC.269(68), sampling can be exempted and an item recorded as "potentially containing hazardous material" if there is a "comprehensible justification of the conclusion, such as the impossibility to conduct sampling without compromising ship safety and operational efficiency" (see Appendix 4 of MEPC.269(68)).

4.3 Company documentation for reference

CP16 Ship recycling procedure revised 30Dec20 and with the purpose to describes the controls and activities which will:

- minimize the use on board of dangerous for health material
- identify and record all dangerous for health material on board
- ensure environment friendly ship recycling, in full compliance with the international, national and regional regulatory regime on ship's recycling when the Company is entering into an agreement to deliver an existing ship for recycling.
- CMSM Appendix 4 Ship Recycling plan revised 30Dec20 and with the purpose to
- be viewed as a tool by which the ship recycling facility and the shipowner can ensure an Incident free Effective and Efficient (IF EffEff) ship recycling of a ship.

incorporates all the activities and controls needed to :

- Minimize the use of dangerous for health material onboard
- Identify and maximise the recyclable material
- Identify the dangerous for health material onboard
- Ensure a HSQE IF EffEff ship recycling

Amendments MARPOL Annex II (Res. MEPC.315(74)) and to IBC Code (Res. MEPC.318(74))

Amendments related to MARPOL Annex II (Res. MEPC.315(74)) and to IBC Code (Res. MEPC.318(74)) apply from 1 January 2021, with main changes asf:

1. Special requirements for Hydrogen Sulphide (H2S) detection equipment:

Ships carrying bulk liquids prone to H2S formation shall be provided with H2S detection equipment (Ch. 15, Section 15.15), "Toxic vapour detection instruments

complying with the requirement in 13.2.1 of the Code for testing for H2S may be used to satisfy this requirement";

- Please note that all our ships are in compliance; H2S detectors (multigas detectors) GMI PS241 and GX-2009 are in compliance with MEPC.315(74), as confirmed by the maker's statement, which should be kept attached along with the gasmeters certificates.

2. Revision of carriage requirements of chemical products:

Due to the revision of the criteria for assigning carriage requirements to chemicals (Ch. 21), the provisions for each specific cargo (Ch.s 17 and 18) have been reassessed and amended accordingly, including the toxicity categorization.

- the ship's NEW Certificate of Fitness (ship type 2 and ship type 3) with NEW cargo lists will be VALID FROM 01Jan21 loading

- the PRESENTLY ON BOARD (you have) ship's Certificate of Fitness (ship type 2 and ship type 3) and cargo lists are valid until 31Dec20, to be discarded when last current cargo of the year 2020 is unloaded or 31Dec20, whichever comes later.

- It should be also noted that if a cargo is loaded prior to 01Jan21 and unloaded after, the relevant provisions of the IBC Code at the time of loading are applicable until the cargo has been unloaded.

Amendments MARPOL Annex II (Res. MEPC.315(74)) and to IBC Code (Res. MEPC.318(74))

3. Prewash 'Persistent Floaters' products, prewash residue/water mixture must be discharged to port reception facility before departure: A prewash procedure is required for 'persistent floaters' products (i.e. substances of pollution category 'Y' that are persistent floaters with a viscosity equal to or greater than 50 mPa·s at 20°C and/or with a melting point equal to or greater than 0°C, as identified by '16.2.7' in column 'o' of IBC Code Ch 17). In specific areas (i.e. North Western European waters, Baltic Sea area, Western European waters, Norwegian Sea) the residue/water mixture generated during the prewash must be discharged to a reception facility at the port of unloading until the tank is empty.

- Procedures and Arrangements (P&A) Manual NEW pages in compliance with above, approved by Class have been already provided to all our ships.

Master, Officers, and crew members must pay attention to the specific requirements, as it is obviously very important to avoid unsafe conditions onboard and adverse actions by port State control authorities.

A New ECA And Speed Reduction Limits In South Korean Ports

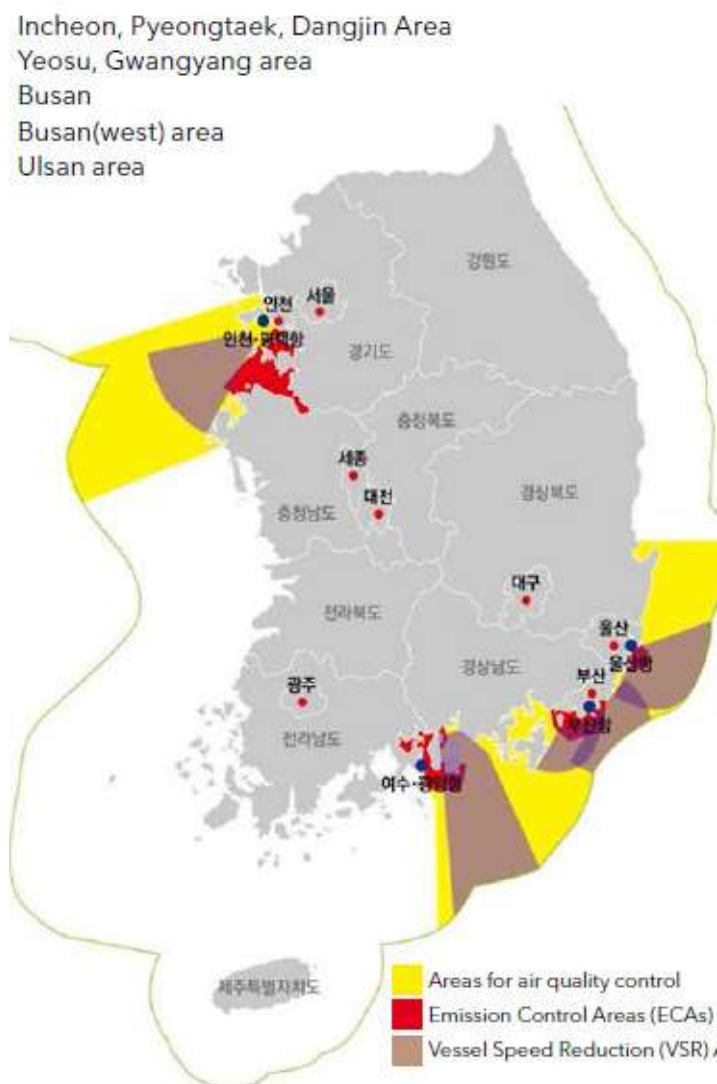
To reduce particulate emissions from ocean going ships in its ports, South Korea has released a "special act on improvement of air quality in port areas". Find out more about the Korean ECA and its Vessel Speed Reduction (VSR) program in this statutory news.

The South Korean Ministry of Maritime Affairs and Fisheries ("MOF") has announced an air quality control programme that defines selected South Korean ports and areas as Emission Control Areas (ECA). A program with maximum sulphur limits (0.1%) and speed limits will support the effectiveness of the program. The following ports/areas are covered by the air quality control programme:

The air quality control initiatives in South Korea consist of two parts:

1. Sulphur restriction

1) From 1 September 2020 it is mandatory to use fuel with max. 0.1% sulphur content while berthing.



A New ECA And Speed Reduction Limits In South Korean Ports (Continued)

Vessels will be required to use max 0.1% sulphur fuel when berthing/anchoring for the times set out below:

- Berthing: 1 hour after completion of berthing until 1 hour before de-berthing.
- Anchoring: 1 hour after completion of anchoring until 1 hour before leaving anchor.

2) From 1 January 2022: It will be mandatory to use fuel with max. 0.1% sulphur content while navigating ECAs.

2. Speed reductions

The port areas selected will be designated as "VSR programme Sea Areas". Each Sea Area will span 20 nautical miles in radius, measured from a specific lighthouse in each port.

Ships should navigate no faster than a maximum speed of 12 knots for container ships and car-carriers, 10 knots for other ship types, when moving from starting point to an end point within a Sea Area, see table:

Ship type	Recommended speed (knot) for port:			
	Busan	Ulsan	Yeosu, Gwangyang	Incheon
Container ship	12	12	12	12
General cargo ship	10		10	10
Car carrier	12			
Crude oil carrier		10		
Chemical carrier		10		
LNG carrier			10	10

1) Ships included in the program:

Ships covered under for the VSR Program differ at each port, but must be over 3,000GT and among the top 3 "finest dust-emitting" ship-types (see chart above).

2) Lower speed pays off:

Under the VSR Program, ships will have their port facilities fees lowered when they enter defined port areas at speed levels as defined above. For affected ships, port entry/leave fee (current 111 KRW per ton), will be discounted. The discount ceiling will differ between the ports. Container ships, for example, which traditionally enters port at relatively high speeds, will enjoy up to a 30% discount, while other ships will be granted a 15% discount.

Recommendations

Shipowners and operators should be aware of the following regulations:

South Korean ECA - From 1 September 2020, ships berthing or anchoring at certain Korean ports (South Korean ECA), must use max. 0.1% sulphur content fuel (or reduce emissions below this target). From 1 January 2022 this limit also applies when navigating the ECA area.

Vessel Speed Reduction (VSR) Program

Port fees will be reduced for ships which lower their speeds to set targets defined in the VSR program Sea Areas.

References












Ministry of Oceans and Fisheries article (KOR)

Ministry of Oceans and Fisheries news on "Vessel speed reduction (VSR) program to start December this year" (ENG)

Source: DNV-GL

Human Resources Management

Promotions, Roxana Shipping - Roks Maritime 01 Jan - 30 Jun 21

Name	Rank	Promotion Date	Photo
Niukhin Sergei	Ch/Off	25/06/2021	
Krdzhatsyan Romik	Ch/Off	26/04/2021	
Khodakovskii Evgenii	Ch/Off	08/06/2021	
Strom Vladislav	3rd/Off	26/04/2021	
Migal Pavel	3rd/Off	07/06/2021	
Bodzhgua Ruslan	4th/Off	14/04/2021	
Vangoven Sergei	2nd/Eng	24/04/2021	
Filippov Andrei	2nd/Eng	26/04/2021	
Uzhegov Vladimir	3rd/Eng	03/06/2021	
Samankov Viacheslav	3rd/Eng	10/05/2021	
Solovev Nikolai	4th/Eng	14/06/2021	

Ms. Maria Chairopoulou's employment

We are pleased to advise you that Ms. Maria Chairopoulou has joined Roxana and Roks SQM dept. as of 02Aug21 in the position of SQM Coordinator and executive secretary 2, directly reporting to Capt. Papatheodorou and Mr. Koutris respectively.

In 2018 Maria graduated from the Athens University of Economics and Business holding her BSc degree in Accounting and Finance.

Ms. Chairopoulou worked in a major Shipping Company for about 6 years.

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

All of us will assist her to accomplish her new tasks successfully.

Maria, welcome on board!



Ms. Katerina Sfentilaki employment

We are pleased to advise you that Mrs. Katerina Sfentilaki has joined Roxana and Roks SQM dept. as of 1Jul21 in the position of SQM Coordinator, directly reporting to Capt. THP.

On 01Jul19 Katerina undertook an internship at Roxana Shipping for a 2 month period in Technical and SQM dept.

Mrs. Sfentilaki is currently studying in the National Technical University of Athens, acquiring a BSc degree in Naval Architecture and Marine Engineering.

All of us will assist her to accomplish her new tasks successfully.

Katerina, welcome on board!



Job Opportunities

In view of the 2018-2023 5 years plan following new positions are announced for 2020-21:

Fleet superintendent, ex Chief Engineer

He will be based in Athens and/or Singapore, belonging to a Fleet Group, reporting to Headoffice, responsibilities as per CP01, fluency in English and computers desirable, Ex Chief Engineer in Kristen/Roxana Fleet will be also desirable. Attractive benefits package.

Fleet superintendent, ex Master

He will be based in Athens, belonging to a Fleet Group, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable. Attractive benefits package.

Operator, ex Master

He will be based in Athens and/or Singapore office, reporting to Headoffice, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable. Attractive benefits package.



State of the Art In Shipmanagment is our Tradition

Incident Free Effective Efficient