News Waves

Jul - Sept 2021 Edition 2021-03

ROXANA SHIPPING S.A.

ROKS MARITIME INC.

Contents

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Please recycle

" We restlessly continue working for sustaining the culture of an open and fearless organization, where all of us will be comfortable and fearless to speak up our concerns, share our ideas and actively listen to others in our team. "

The 3rd quarter of 2021 did not bring any drastic change, compared to the previous period of the year, and while piracy activity remained at low levels 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 ashore is progressing at acceptable although lower than expected levels, in our Company 95% of the personnel ashore are vaccinated. Similarly the number for the vaccinated sea-going personnel is growing, but still below our expectations. Compatibility of the vaccines is an issue contributing to this low numbers and we are waiting for the relevant WHO guidelines.

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.

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.

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 on-going as reported in the relevant article.

The reflective learning engagements of Sep21 were conducted with the participation of about 170 officers and ratings, remotely through Zoom platform, facilitated by myself with the assistance of Capt P. Sidorkin, Capt D. Verkhoturov and 2nd officer D. Glaida. During the sessions 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 (physical and mental) and Competence (hard and soft) 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 human error is opportunity for system improvement, as prerequisites for an open and fearless organization.

Six workshops were conducted: Communication for Resilience and Care – LetsTalk. Leading my team's wellbeing, managing fatigue, Making compliance commitment, Learner mindset and FOM02 revision.

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 and fearless to speak up our concerns, share our ideas and actively listen to others in our team.

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 Master Zenenko Nikolay, Chief Engineer Orevskii Sergey and Chief Engineer Sergeichev Alexey, who serve our fleet for about 7.5 to 9.5 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 doing.

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. 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!

Takis E. Koutris
Managing Director

Who is Who

Sergeichev Alexey

Alexey Sergeichev was born in Magadachi city, Amurskiy region on 01Oct71.
He graduated from Admiral Nevelskoi Maritime State University in 2000.
He received the Chief Engineer License in 2016.
Alexey joined Roxana Shipping S.A. on 08Apr09, where he offered his services on MT Ocean Quest as 3rd Engineer.
Since that time, he has been working on Roxana Fleet vessels under various ranks. He has a total sea service of 13 years with our Company.
Alexey was promoted to Chief Engineer on 28Jul19, where he joined our MT Athiri.
He is married to Oksana, has two daughters and they all enjoy travelling.
Currently, he is on board our MT Marvel.

Capt. Zenenko Nikolay

Capt. Nikolay was born in Nakhodka, Primorskiy region on 11June62.
He is a graduate of Far Eastern State Maritime Academy in 1986.
He received the Master's License in September of 2003.
Nikolay joined Roxana Shipping S.A. on 21Jun10, where he offered his services on MT Handytankers Miracle as Master.
Since that time, he has been working on Roxana Fleet vessels as Master. He has a total sea service of 6.9 years with our Company.
Capt. Zenenko is married to Natalia and has 2 children. He is keen on rock, classical and ethnic music, ancient history, classical Russian literature, linguistics and travelling.
Currently, he is on board our MT Aramon.

Orevskii Sergey

Sergey Orevskii was born in Nakhodka city, Primorskiy region on 18Feb84.
He graduated from Admiral Nevelskoi Maritime State University in 2007.
He obtained the Chief Engineer License in September of 2016.
Sergey joined Roxana Shipping S.A. on 10Oct08, where he offered his services on MT Melody as Fourth Engineer.
Since that time, he has been working on Roxana Fleet vessels. He has a total sea service of 7.4 years with our Company.
Sergey was promoted to Chief Engineer on 18Jun20 , where he joined our MT Magic Star.
He is married to Olga and has 3 children. He is fond of travelling with his family, fishing and camping.
For the time being, he is on leave expecting to join a ship on 01Oct21.

Almost 7 years of fruitful cooperation with Springfield-Olympic Vision Maritime has come to the end. During June and July one of the biggest Hellenic ship-owners divested themselves of their bulker fleet which were completely manned by RoKcs Agency from Master down to cadet and from 15 September OVM has ceased operations.

At the same time 4 bulkers from total of 10 remained under our crew management with new ship-manager, who is V-Ships. We have already established a smooth co-operation and we hope we will continue to work with further prospects for expansion.
Some additional good news is 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.

On 26Aug21 another Hellenic Shipping Company "Sea Traders" delivered her first ship, a kamsarmax bulker named "Santorini", to RoKcs crew management. Full crew successfully joined ship at Odessa Port in Sep21, despite covid 19 restrictions and the problematic relations between Russia and Ukraine. We wish them "seven feet under keel" and fair wind, while another crew is stand-by for 2nd ship delivery for the same ship manager.

We continuously remind seafarers about the necessity of COVID vaccination. The situation worldwide is unfortunately still unstable. Temporary closed ports and airports still affects 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/Bulker Officers/Ratings remote learning engagement courses 20-24 September 2021

The reflective learning engagements of Officers and Ratings ashore were conducted from 20-24Sep21 remotely with the use of Zoom. About 180 officers and ratings in about 20 groups, as documented in the end of the article, were engaged in the learning sessions which are described below.

All leaning engagements were facilitated by our Managing Director T. Koutris, with the assistance of RoKcs Training Officer capt P. Sidorkin, General Manager capt D. Verkhoturov and 2nd officer D. Galaida.

In particular, the purpose of the learning courses, which took place in September 2021, was to refresh Officers and ratings' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM). Topics like Fearless ego for success, the three pillars and engagement (Incident reporting investigation and CPARs, Management of Change and Risk Management), Fair and just for no blame culture, Company Vision, Mission and policies, Health (physical and mental) and Safety aspects and management, Environmental aspects and management, Quality management, Competence (hard and soft), Health and Competence for performance, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo / anchoring and mooring operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

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

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

Out of the workshop evaluation following is concluded:

► The vast majority of the participant were happy with the content and the duration of the workshop.

► In some cases it was requested

- technical support improvement was requested for Internet connectivity
- further familiarisation with Zoom platform
- more clarity in some questions, better contact with the facilitator
- better contact with Managing Director for clarifications

► There was a clear demand for physical meetings and opportunity to have live interactions with the facilitators and the Managing Director.

Our Managing Director T. Koutris confirmed that, all going well, we plan physical meetings for December engagements and that all issues raised above will be considered for the next remote workshops, since these issues are not applying to physical meetings.

Finally all participants were encouraged to contact their facilitator, their managers, RoKcs/P. Sidorkin and D. Verkhoturov and their managing director T. Koutris anytime for any idea or concern.

The workshops conducted this time are described below.

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

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

1.1 This workshop:

► Based on

- the 4 PnS Resilience modules of Making connections, Connection with home, Gratitude and Positive communication,
- the Shell PnS Letstalk course (as of MR20-02)
- and using incidents and everyday engagements on board, consolidates proposals for:
- developing a culture of connection, gratitude and positive communication as an evidence of care, appreciation and respect
- Increasing the awareness for all participants on why and how EffEff communication in a team boosts the individuals and the team's mental health and resilience, hence team's HSQE IF EffFff operations.

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

► review the Resilience Vol2 and Vol3

► go through the PnS "Let's talk" module, available off-line and in Russian as follows:

- Module 1 Online - We all have a State of Mental Health
- Module 2 Online - Support Structures
- Module 3 Online - ALL ACT. Supporting Others
- Module 4 Online - Promoting Positive Mental Health and Reducing Stigma, along with the Stigma awareness video

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Mental health is increasingly recognised within the shipping industry as an important issue. There is a growing awareness that our seafarers suffer a higher level of mental health issues and suicide compared to land-based workers. However, we may find mental health issues difficult to talk about.
These modules aim to:
► reduce the stigma of mental health in shipping,
► empower seafarers to have better conversations about mental health together and
► help them to know how to access professional support when it is needed.
► and introduce the ALL ACT drive **A**sk**L**ook**L**isten **A**ct**C**heckback**T**akecareofyou
(**F**eel touch taste and smell is also valid ALL FACT)
as a tool of communication for resilience and care for your team and for a team performing IF EffEff.
1.3 Elaborate on the key messages of the course, as passed on to the participants
►We can all help each other at the human level, feeling confident to ask your colleagues: "Are you ok? What could be done to make you feel better?"
► Using ALL ACT is a structured way to open a conversation and support our colleagues
► Be aware of the help available to support our colleagues and make sure to take care of yourself too.
1.4 Concluding the workshop:
► the relevant questionnaire was filled out online, verifying the knowledge obtained and keeping a record of each one's personal commitments.
► the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop
1.5 Thank you all, about 44 tanker officers, 28 Bulker officers, 34 ratings, 39 junior tanker officers and 32 junior Bulker officers, for the prompt and proper fill in of the questionnaire and your further proposals to improve the way we approach a struggling colleague and show our genuine interest.
1.6 A thorough list of questions and methods of approach for starting a sustainable conversation with a struggling colleague is saved in the records of the workshop.

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

The "Take care of myself and my team" workshop is introduced since Jun18, based on the relevant PnS resilience modules and is elaborating on actual accidents(different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.
This workshop is now further developed to the "Take care of myself and my team, Leading my team's wellbeing", with focus on the Shell Pns Leadership Skills for Crew Wellbeing module.
2.1 Based on
- ► the 4 modules of Shell PnS Resilience vol1, in Russian also, Change is a Part of Living, Looking at Situations in a Different way, Take care of yourself, Take Decisive Action
- ► Leadership Skills for Crew Wellbeing Shell PnS module
- ► the Roxana "Fearless Ego for Success" concept
- ► the Roxana 3x3x3 soft skills model

this workshop has been developed for Captains and Chief Engineers to help them develop their leadership skills in order to create a learning culture and transparency in workplace where crew feel confident to talk about health and wellbeing.
However the same concepts apply for any leader or team member of any team and team's wellbeing (health, physical and mental).
2.2 During the "Take care of myself and my team, Leading my team's wellbeing" workshop the facilitator and his team had the opportunity to elaborate on the Leadership Skills for Crew Wellbeing, based on the 3 video modules in information onsite, running the videos offline as well elaborating on what sort of leader is required to best manage the well being of his team, by creating:
- ► a workplace where the well being of the team is one of the key priorities
- ► an environment of open and without fear communication

2.3 Key messages of the course were passed on to the participants a leader, even a team member, 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 **A**ll**L**ook**L**isten (**F**eel) **A**ct**C**heckback**T**akecareofyourself principle applies to manage the mental health

Tanker/Bulker Officers/Ratings remote learning engagement courses 20-24 September 2021

► be aware of the principles of human performance, ie:
- Human errors happen, but they are opportunities to learn, blame fixes nothing
- Humans want to do a good job, humans are not to blame although reckless conduct is not tolerated
- Human error reflects to system error, systems to be continually revised to be more error tolerant, and more engaging, considering that context drives behavior

2.4 Concluding the workshop

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

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

2.5 Thanks to you all, the 44 tanker officers, 28 Bulker officers, 39 junior tanker officers and 32 junior Bulker officers, for the prompt and proper filling in of the questionnaire and your further proposals to improve the way we lead our team's wellbeing.

3 Workshop Take care of myself and my team – Managing fatigue

The "Take care of myself and my team" workshop is introduced since Jun18, based on the relevant PnS resilience modules and is elaborating on actual accidents(different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.

This workshop is now further developed to the "Take care of myself and my team, Managing fatigue", with focus on the Shell Pns Fatigue risk management module.

3.1 Based on

► the 4 modules of Shell PnS Resilience vol1, in Russian also, Change is a Part of Living, Looking at Situations in a Different way, Take care of yourself, Take Decisive Action

► Fatigue risk management Shell PnS module

► the Roxana "Fearless Ego for Success" concept

► the Roxana 3x3x3 soft skills model

the workshop consolidates tips for understanding and managing fatigue and jet lag.

3.2 During the "Take care of myself and my team, Managing fatigue" workshop the facilitator and his team had the opportunity to elaborate on the Fatigue risk management, based on the facilitator exercises guide 4 sections and the 4 participants exercises, with main topics:

► the meaning of fatigue, the regulatory regime and the relevance to IF EffEff performance

► the fatigue symptoms

► Managing fatigue, tips for restful sleep

► Jet lag, what it is, symptoms, how to manage and the relevance to IDF EffEff performance

► practical advices as to how we can manage the risk of fatigue and the jet lag, each one for himself and for his team.

3.3 Key messages of the course were passed on to the participants as follows:

► Fatigue and jet lag are drastically reducing the capacity of the individual to perfrom 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

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3.4 Concluding the workshop
► the relevant questionnaire was filled out online, verifying the knowledge obtained
► and a record was kept of each one's personal commitments.
► the evaluation questionnaire filled out online, with evaluation, topics and proposals for improvement of the workshop
3.5 Thanks to you all, the 44 tanker officers, 28 Bulker officers, 34 ratings for the prompt and proper fill in of the questionnaire and your further commitment to apply the hints for managing fatigue for yourself and your team.

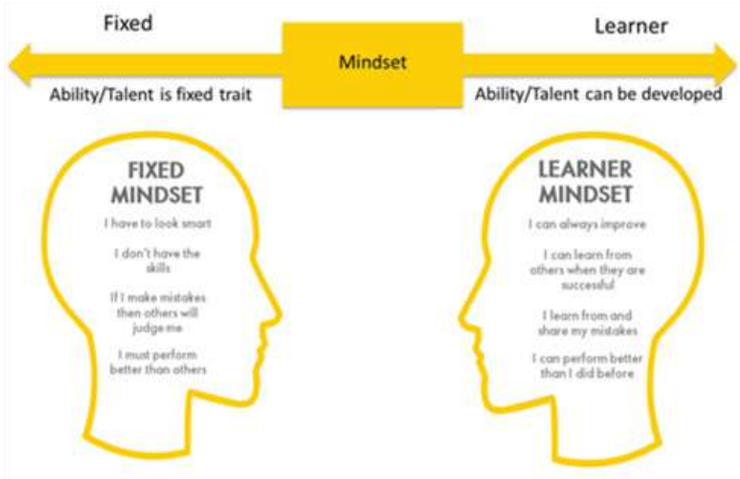
4 Workshop: Learner mindset

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

4.2 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.
4.3 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

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

4.6 Thanks to you all, the 44 tanker officers, 28 Bulker officers, 34 ratings, 39 junior tanker officers and 32 junior Bulker officers, for the prompt and proper fill in of the questionnaire and your further proposals and 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.



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4.7 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:

Learner	Myself (%)		Superior (%)		Master (%)		Organization (%)	
mindset	LM	50/50	LM	50/50	LM	50/50	LM	50/50
T	36	45	45	36	27	45	18	54.5
B	58	23	40	29	37.5	31	25	44
JT	60	25	34	40	29	46	29	41
JB	67	21	33	33	33	33	37.5	25
r	28.5	40	21	28.5	40	28.5	14	40

Related to the feedback section of the questionnaire we will continue to focus on developing a fearless environment for the Learner Mindset to thrive and we will continue to advocate the Learner Mindset for the fearless organization to thrive.

5 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.

5.1 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

5.2 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.

5.3 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.

5.4 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.

5.5 Key messages of the course were passed on to the participants, as follows:

- ► 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

5.6 Concluding the workshop

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

5.7 Thanks to you all, the 44 tanker and bulker officers 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.

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5.8 Based on the questionnaire responses we identified:
- ► key characteristics of a well written procedure
- ► methods to enhance commitment to a procedure

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

6 Workshop FOM02 revision

6.1 Following the introduction:
- ► in all critical operations, when applicable and if practical, of separate paragraphs for the three pillars and engagement (incident reporting-investigation-root cause analysis-CPARS, RM and MoC), reflective learning and training and non routine operations
- ► of the SHELL model (Software, Hardware, Environment, Liveware, Liveware (me)) (CMSM ch 3.5)
- ► of the Roxana 3x3x3 soft skills model, ending up to 3 soft skills sets:
  - Team working
  - Leadership and managerial
  - Decision making and Result focus

we applied above principles to FOM02 Engine Room team management and we sent the 1st draft to the fleet for comments on 01Jul21.
Based on the feedback we released FOM02 with DMS release Jun21.

6.2 The FOM02 10/30Jun21 along with the related RMs was distributed to the workshop teams.

6.3 During this workshop the facilitator and his team had the opportunity to:
- ► (60minutes) Review the FOM02 with DMS release Jun21 and particularly
  - Par3 and focus to the "in watch" duties of each role
  - Par4.12 the table with threats and measures
  - Par4.15 non routine operations
- ► (30minutes) suggest revisions with track changes in the records folder, particularly on the:
  - Par3 and the "in watch" duties of each role
  - Par4.12 the table with threats and measures, additional threats like proper planning or proper execution or proper supervision
  - Par4.15 non routine operations, populate 4.15.2 up to 4.15.8, propose any other non routine operation

6.4 Thank you all for the prompt and proper proposals to improve further FOM02.
Based on the revisions proposed the new edition of FOM02 will be released along with DMS revisions Dec21.

TANKER OFFICERS:

Gr1	rank	role	Gr2	rank	role
Cherepanov Viacheslav	Master		Chernobrovkin Andrey	Master	
Ivanov Eduard	Master	Facilitator	Siniavskii Vasilii	Master	
Gulin Alexey	Master		Sukhodoev Oleg	Master	Flipchart operator
Popov Artem	ChOff	Flipchart operator	Sidorov Alexander	ChOff	Facilitator
Belkin Roman	ChOff		Berezkin Viktor	ChOff	PC operator
Polkovnikov Alexey	ChEng		Trukhachev Evgeny	ChEng	
Slinko Evgeny	ChEng		Potyanikhin Andrey	ChEng	
Goncharuk Aleksandr	2nd Eng	PC operator	Nilov Aleksandr	2nd Eng	
Efimov Andrei	2nd Eng		Zamatyrin Nikolay	2nd Eng	
Snegurenko Pavel	ETO		Pakhomov Mikhail	ETO	
Ivanushko Andrey	ETO		Butenko Mikhail	ETO	
Sidorkin Pavel	TO	Roxana	Verkhoturov Denis	GD	Roxana

Tanker/Bulker Officers/Ratings remote learning engagement courses 20-24 September 2021

Gr3	rank	role	
Verkhovskii	Andrei	Master	
Khristovich	Timofey	Master	Facilitator
Syrov	Andrey	ChOff	Flipchart operator
Budilov	Anatoly	ChOff	
Salavatov	Arslan	ChOff	PC operator
Orevskiy	Sergey	ChEng	
Selifontov	Boris	ChEng	
Epishin	Stanislav	2nd Eng	
Arkhipov	Anton	3rd>2Eng	
Gorbik	Roman	ETO	
Besshtannov	Boris	ETO	
Galaida	Denis	CC	Roxana

Gr4	rank	role	
Sheludko	Viacheslav	Master	
Rubanov	Valerii	Master	
Anastasiiadi	Andrei	ChOff	Facilitator
Emelianov	Dmitrii	ChOff	Flipchart operator
Skribchenko	Aleksandr	2Off>Choff	
Ozerin	Valeriy	ChEng	
Mikhailov	Iurii	ChEng	
Kulik	Roman	2nd Eng	PC operator
Ivantcov	Eduard	ETO	
Iastrebkov	Aleksandr	ETO	
Shobolov	Aleksandr	ETO	
Sidorkin	Pavel	TO	Roxana

BULKERS OFFICERS:

Gr1	rank	role	
Bekirov	Vitaly	Master	Facilitator
Vlasenko	Vitaly	Master	
Eroshenko	Vladimir	Master	
Demchenko	Aleksandr	ChOff	PC Operator
Yarygin	Stepan	ChOff	Flip chart operator
Mishakov	Gennady	ChEng	
Telegaev	Nikolai	ChEng	
Bobkov	Valeriy	ChEng	
Smolnitckii	Denis	2Eng	
Danilov	Evgeny	2Eng	
Sidorkin	Pavel	TO	RoKcs

Gr3	**rank**	**role**	
Podgornyy	**Oleg**	**Master**	
Minaev	**Igor**	**Master**	**Flip chart operator**
Matveev	**Victor**	**ChOff**	**PC operator**
Savchenko	**Dmitry**	**ChOff**	**Facilitator**
Podkorytov	**Pavel**	**ChEng**	
Pinchuk	**Evgeny**	**ChEng**	
Poluektov	**Sergey**	**2Eng**	
Gnevashov	**Ivan**	**2Eng**	
Galaida	**Denis**	**CC**	**RoKcs**

Gr2

rank	role	
Guzhov Yury	Master	
Burik Alexey	Master	Facilitator
Popov Dmitrii.	ChOff	Flip chart operator
Shurlo Sergei	ChOff	
Korolev Sergey	ChOff	
Romanov Oleg	ChEng	
Kabakov Yury	ChEng	PC operator
Khimichev Viktor		2Eng
Fadin Iurii	2Eng	
Lysenko Aleksandr		2Eng
Verkhoturov Denis	GD	RoKcs

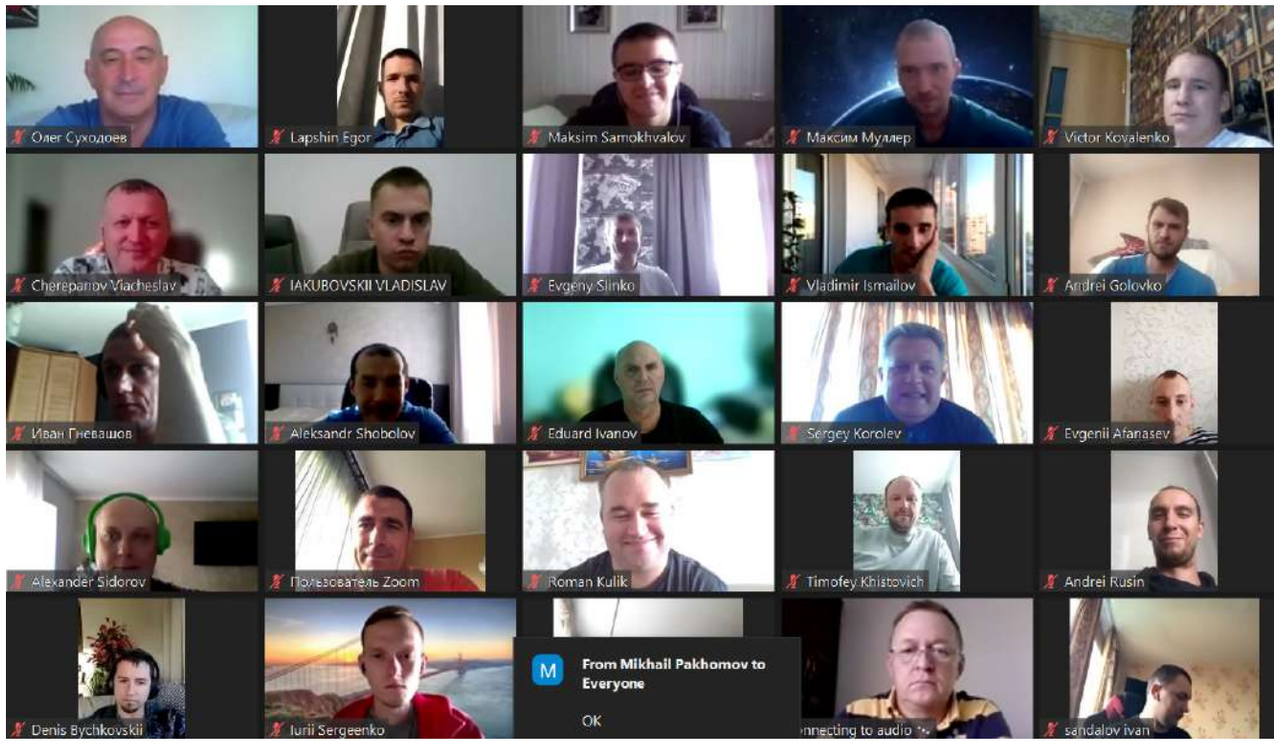
Tanker/Bulker Officers/Ratings remote learning engagement courses 20-24 September 2021

RATINGS:

Gr1	rank	role
Gontar Aleksei	3 Off	facilitator
Shatoba Oleg	Bosun	
Chusovitin Evgeny	Bosun	PC operator
Orlov Roman	A/B	
Poliakov Aleksandr	A/B	Flip chart operator
Rassokhin Roman	A/B	
Mertsalov Oleg	A/B	
Astafev Evgenii	A/B	
Poshtovyi Artem	A/B	
Kudryashov Vasily	A/B	
Gluzman Albert	Oiler	
Voronkin Dmitrii	Oiler	
Pavel Sidorkin	TO	Roxana

Gr2		
rank	role	
Lapshin Egor	Officer 3rd	facilitator
Goriunov Viktor	Bosun	
Monid Pavel	Bosun	
Ivanov Evgenii	A/B	
Epov Alexander	A/B	Flip chart operator
Pachkovskiy Igor	A/B	
Romanov Dmitry	A/B	
Lisenkov Oleg	A/B	
Shepilov Evgenii	A/B	PC operator
Arefev Alexey	A/B	
Goman Andrei	Oiler	
Tsyrulnikov Oleg	Oiler	
Verkhoturov Denis	GD	Roxana

Gr3	rank	role
Novikov Roman	Officer 3rd	facilitator
Anisimov Pavel	Bosun	
Gutsu Gennady	A/B	Flip chart operator
Ermakov Daniil	A/B	
Palosh Valerii	A/B	
Gizhko Konstantin	A/B	
Gasanov Abbas	A/B	
Komogortsev Sergei	A/B	PC operator
Kozlov Sergei	A/B	
Zenzin Ruslan	A/B	
Chepurnoi Aleksandr	Oiler	
Khrabrov Alexander	Oiler	
Galaida Denis	CC	Roxana



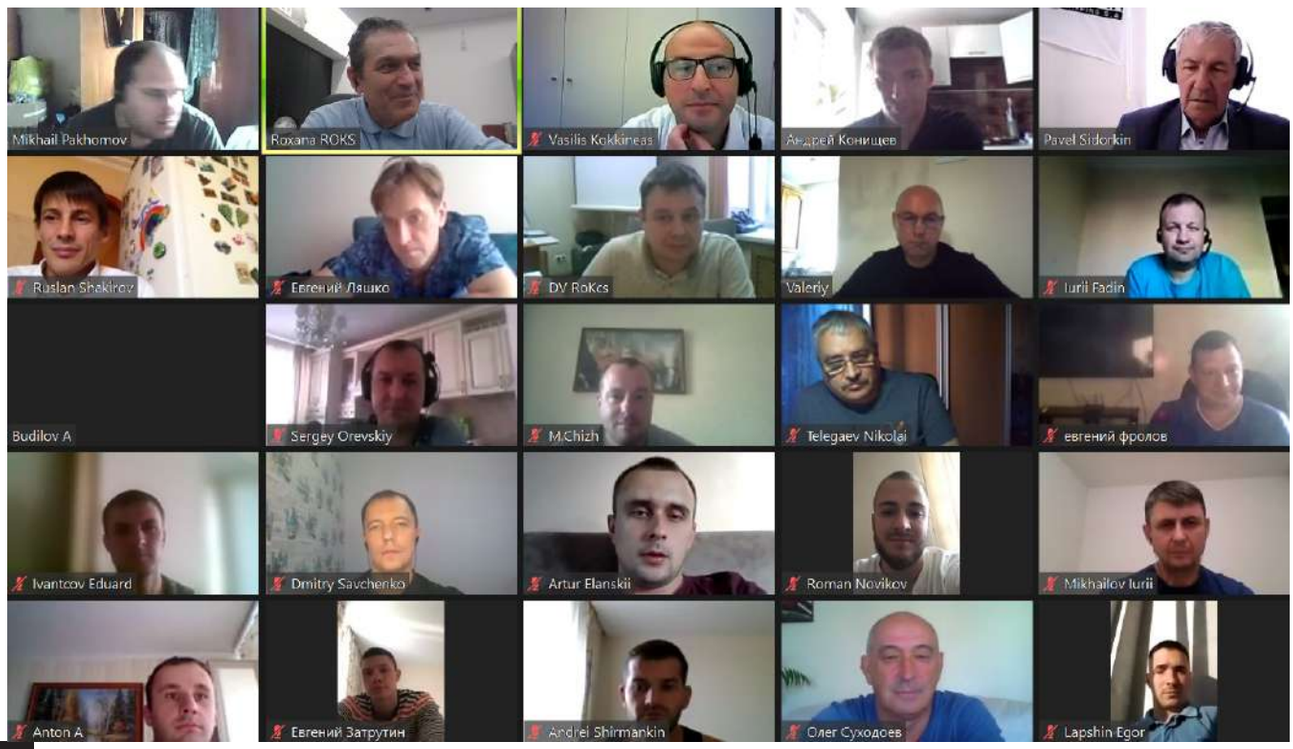
Tanker/Bulker Officers/Ratings remote learning engagement courses 20-24 September 2021

JUNIOR OFFICERS TANKERS:

Gr1	rank	role
Lozovoi Pavel	2Off	facilitator
Shakirov Ruslan	2Off	
Fauzer Viktor	2Off	Flip chart
Lapshin Egor	3rd Off	PC operator
Karipbaev Sergei	3rd Off	
Semerov Igor	4Off	
Samokhvalov Maksim	4Off	
Titov Valerii	3rd Eng	
Kaplaukh Timur	3rd Eng	
Volgin Denis	3rd Eng	
Pozigun Egor	4th Eng	
Chugainov Evgenii	4th Eng	
Dudkevich Mikhail	5th Eng	
Pavel Sidorkin	TO	Roxana

Gr2	rank	role
Snytko Ivan	2Off	facilitator
Panasyuk Sergey	2Off	
Emelianov Anton	3rd Off	Flip chart
Danin Nikolai	3rd Off	PC operator
Azamov Mukhammadsodik	3rd Off	Presenter
Novikov Roman	4Off	
Serykh Ivan	4Off	
Shalimov Nikolai	3rd Eng	
Fursov Sergey	3rd Eng	
Koptelev Aleksandr	4th Eng	
Somov Vladimir	4th Eng	
Rusin Andrei	4th Eng	
Afanasev Evgenii.	4th Eng	
Verkhoturov Denis	GD	

Gr3	rank	role
Konishchev Andrey	2Off	facilitator
Galaida Denis	2Off	
Emelianov Andrei	3rd Off	Flip chart operator
Brezgin Alexander	3rd Off	
Gontar Aleksei	3rd Off	PC operator
Bodzhgua Ruslan	4Off	
Egorov Dmitrii	4Off	
Martynov Anton	3rd Eng	
Frolov Evgeny	3rd Eng	
Golovko Andrei	4th Eng	
Bezrodnykh Vadim	4th Eng	
Ponomarev Danil	5th Eng	
Fedorov Aleksandr	5th Eng	
Galaida Denis	CC	Roxana



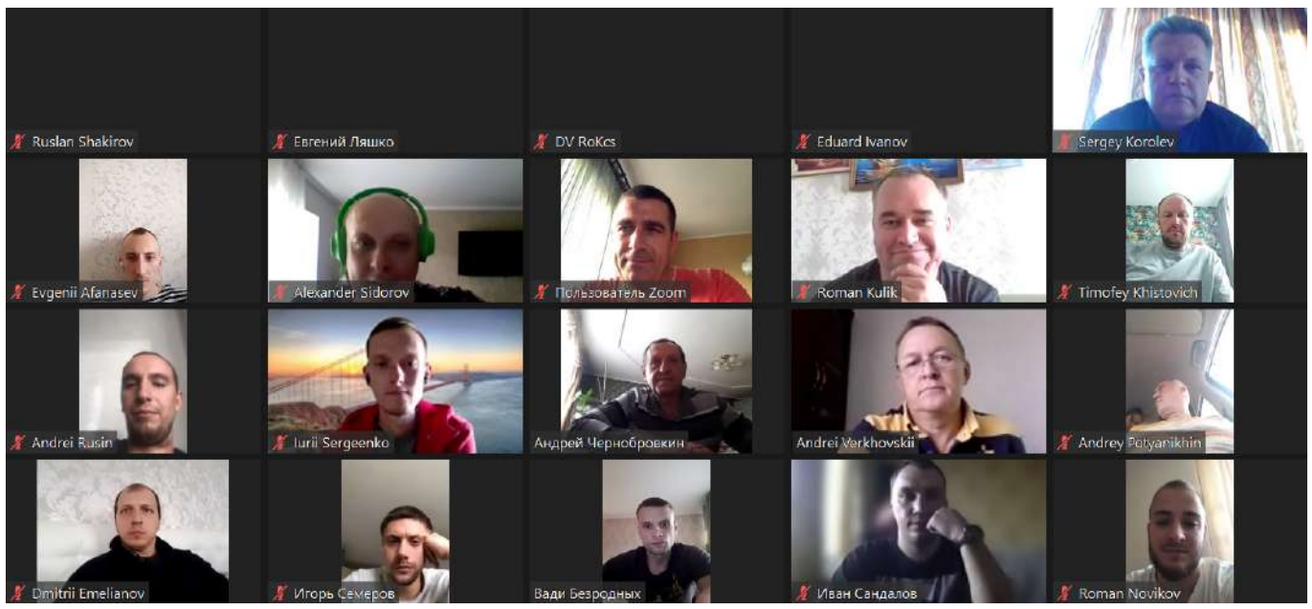
Tanker/Bulker Officers/Ratings remote learning engagement courses 20-24 September 2021

JUNIOR OFFICERS TANKERS:

Gr1	rank	role
Lozovoi Pavel	2Off	facilitator
Shakirov Ruslan	2Off	
Fauzer Viktor	2Off	Flip chart
Lapshin Egor	3rd Off	PC operator
Karipbaev Sergei	3rd Off	
Semerov Igor	4Off	
Samokhvalov Maksim	4Off	
Titov Valerii	3rd Eng	
Kaplaukh Timur	3rd Eng	
Volgin Denis	3rd Eng	
Pozigun Egor	4th Eng	
Chugainov Evgenii	4th Eng	
Dudkevich Mikhail	5th Eng	
Pavel Sidorkin	TO	Roxana

Gr2	rank	role
Snytko Ivan	2Off	facilitator
Panasyuk Sergey	2Off	
Emelianov Anton	3rd Off	Flip chart
Danin Nikolai	3rd Off	PC operator
Azamov Mukhammadsodik	3rd Off	Presenter
Novikov Roman	4Off	
Serykh Ivan	4Off	
Shalimov Nikolai	3rd Eng	
Fursov Sergey	3rd Eng	
Koptelev Aleksandr	4th Eng	
Somov Vladimir	4th Eng	
Rusin Andrei	4th Eng	
Afanasev Evgenii.	4th Eng	
Verkhoturov Denis	GD	

Gr3	rank	role
Konishchev Andrey	2Off	facilitator
Galaida Denis	2Off	
Emelianov Andrei	3rd Off	Flip chart operator
Brezgin Alexander	3rd Off	
Gontar Aleksei	3rd Off	PC operator
Bodzhgua Ruslan	4Off	
Egorov Dmitrii	4Off	
Martynov Anton	3rd Eng	
Frolov Evgeny	3rd Eng	
Golovko Andrei	4th Eng	
Bezrodnykh Vadim	4th Eng	
Ponomarev Danil	5th Eng	
Fedorov Aleksandr	5th Eng	
Galaida Denis	CC	Roxana



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 In2021,Q1-Q2Period: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 Companys 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.

VMC (Vladivostok Maritime College)

On September 14, 2021, Vladivostok Maritime College Youth Center invited all cadets and teachers to the assembly hall for a traditional theatrical performance titled:"Museum of Wax Figures". This event is aimed at the patriotic education of the younger generation, is carried out within the plan of educational work of the college and acquaints the cadets with famous people who left their mark in the history of Primorsky Krai and Vladivostok.

The theatrical show featured famous politicians, researchers and honorary residents of Primorsky Krai, whose names remained in history. Peter the Great, Yevgeny Stepanovich Burachek, Vladimir Klavdievich Arseniev, Vasily Matveyevich Babkin, Alexander Ivanovich Petrov, Yevgeny Vasilyevich Putyatin, Vitaly Alexeyevich Fokin came to life for the audience on the stage. Cadets have got used to images of their personages, trying to become as similar as possible to them even externally, wearing uniform tunics with regalia of those times, and also put on make-up, using fake mustaches, beards and sideburns.

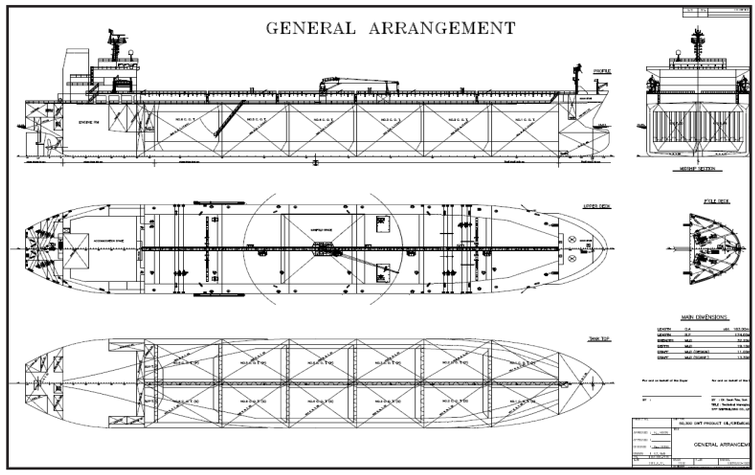
The audience was immersed in the atmosphere of the time. The time when our favorite town was just founded, and the map of the Primorsky region hadn't even been made up yet.

During the performance the documentaryl video, historical photos and bird's-eye views of modern Vladivostok were shown on the big screen.

The event was a success! The audience watched the action on the stage with interest and photographed and filmed the performance. Unfortunately time didn't let us acquaint the audience with all prominent people who left their mark in the history of Primorsky region and Vladivostok, that's why VMK Youth Center will surely present the third part of the performance. See you soon!

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



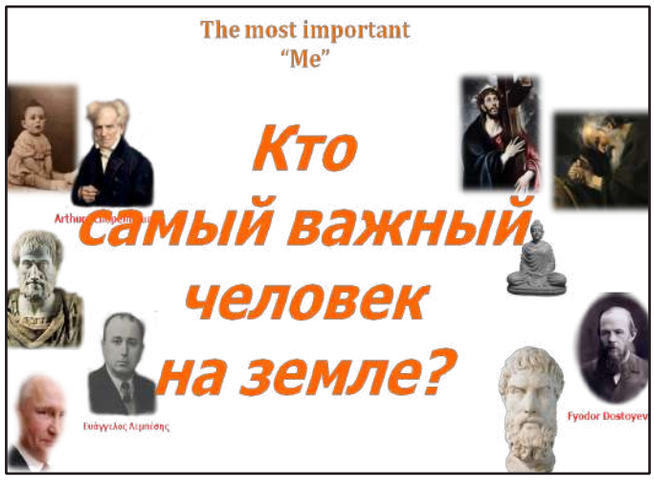
The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of LNG as marine fuel and the price level of the conventional and VLS/ ULS fuel oil.

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

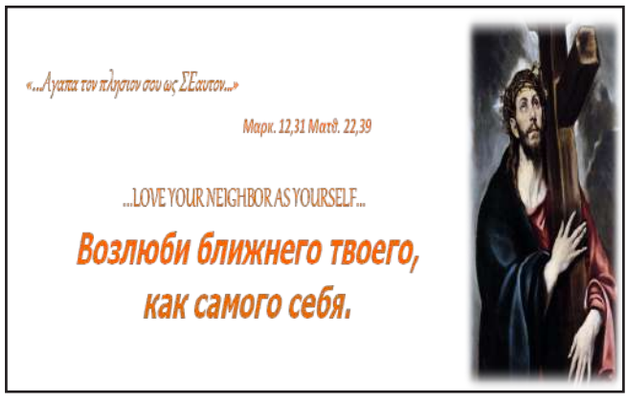
Inspired by the Partners in Safety project the Roxana "Ego" tree was launched end of 2016, finally introduced after the management review of May 2019 and was further developed to the Roxana "fearless ego for success" tree.
Each one of us elaborated on a basic question who is the most important person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



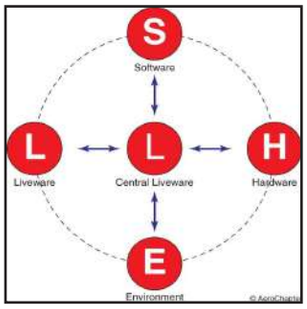
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

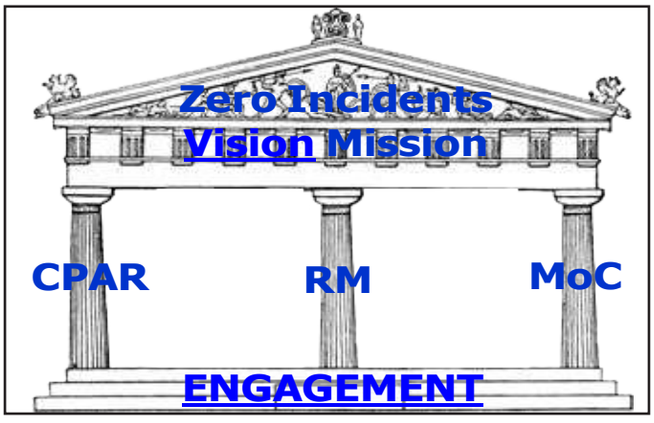
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

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.

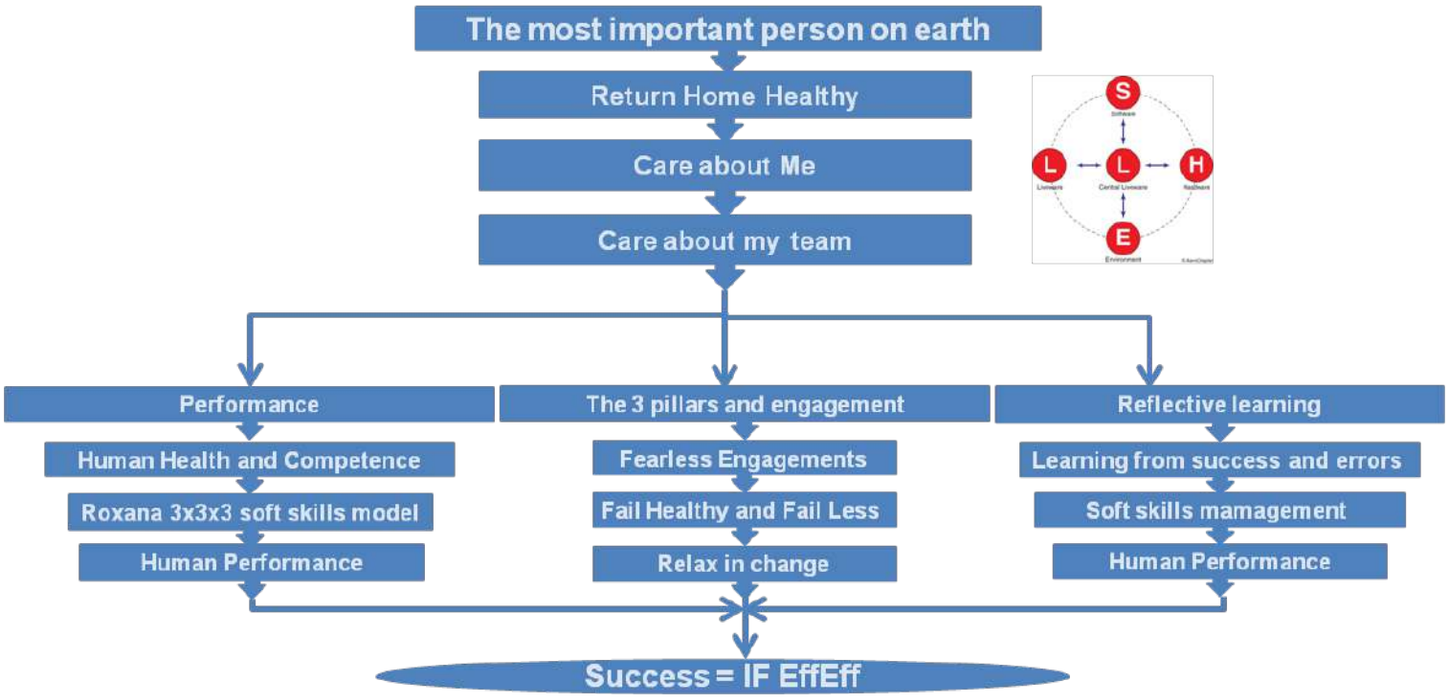
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

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.

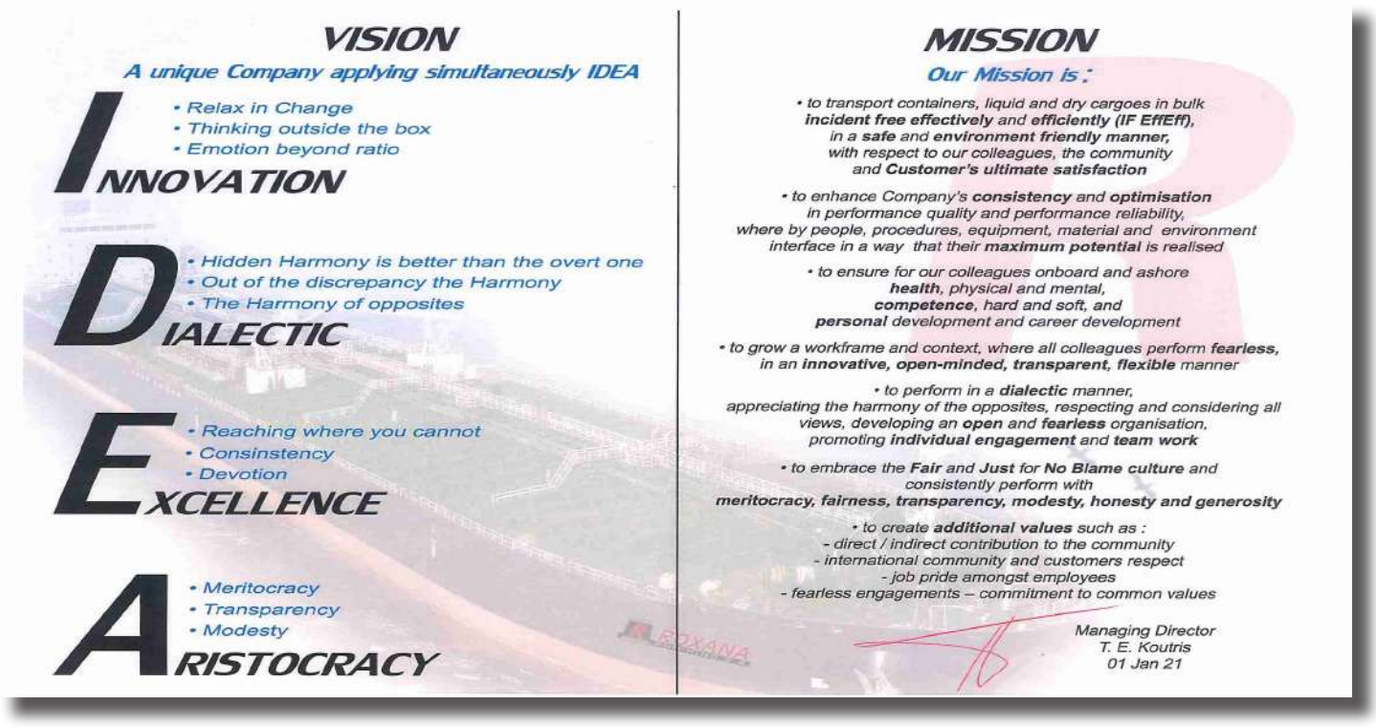
Separate articles in this magazine elaborate on the above three axes of activity, who ensure the Incident Free, Effective and Efficient (IF EffEff) operations throughout our organization ashore and on board.

Fearless Ego for Success



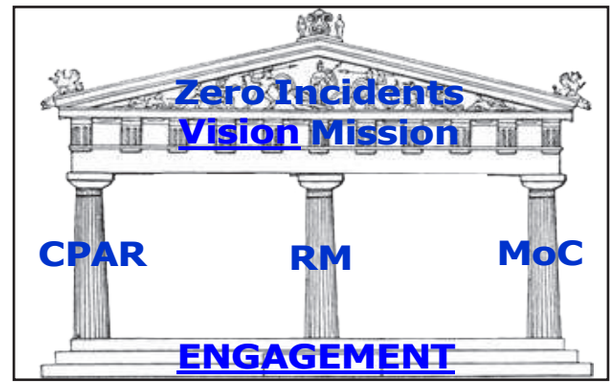
The 3 pillars and engagement

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

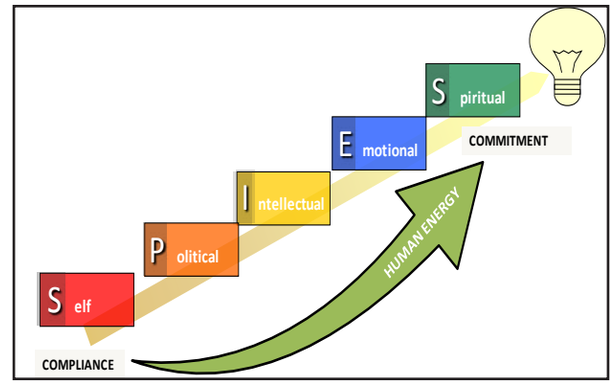
- **CPAR:** procedure CP08 Control of Non-Conformities, Accidents & Near Misses
- **RM:** procedure CP24 Risk Management
- **MoC:** procedure CP13 Management of Change



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 charmimg thing.

Fyodor Dostoyevsky

ChIX.....

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

Записки из подполья, Глава IX

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

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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"

2000 year before Dostoyevsky a pure mathematical paradox was quoted

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

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

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

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

A team:

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

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

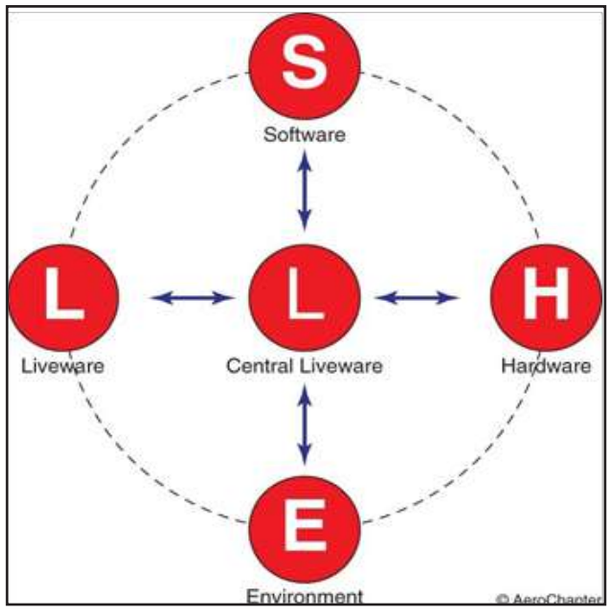
The 2+2=5 concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.
The teams concept is introduced

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

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

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

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



The S.H.E.L.L. model adopts a systems perspective that suggests the human is rarely, if ever, the sole cause of an accident. The systems perspective considers a variety of contextual and task-related factors that interact with the human operator within the aviation system to affect operator performance. As a result, the S.H.E.L.L. model considers both active and latent failures in the aviation system.

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

The S.H.E.L.L. model is adapted to the Company DMS CMSM par3.6, and S.H.E.L.L. factors are extensively used when applying processes, amongst others, like the:

1 interview (interrelation of the candidate with S.H.E.L.L.)

► investigation (classification of factors to investigate in S.H.E.L.L.)

► causation analysis (classification of causes in S.H.E.L.L.)

► hazards and threats identification (classification of hazards and threats in S.H.E.L.L.)

The holy three and Roxana 3x3x3 soft skills model

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

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

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

During the previous workshops as above par2 we realized that:

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

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

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

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

Ending up to *3 soft skills sets*

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

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

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

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

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

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

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

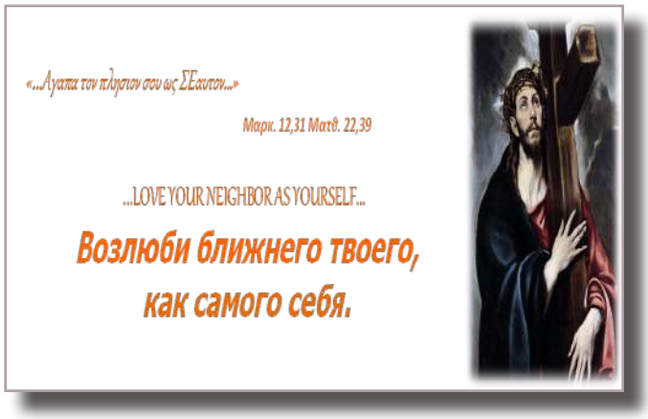
The holy three and Roxana 3x3x3 soft skills model (Continued)

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

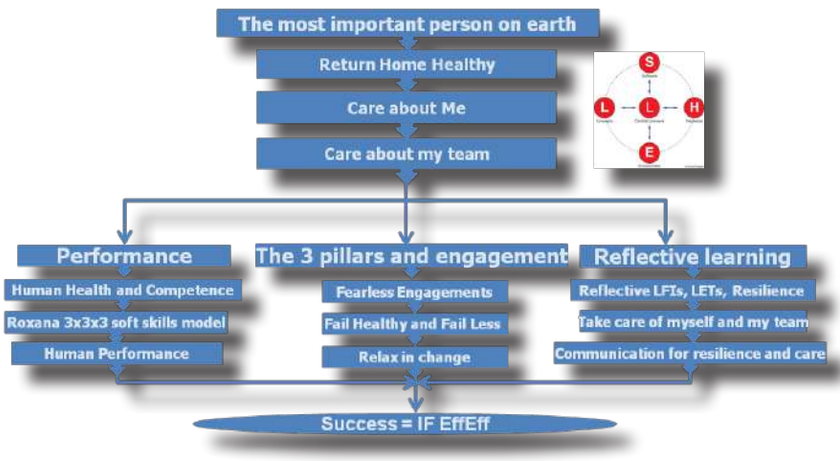
Take care of myself and my team

1 This series of workshops boosts the awareness of the value of Taking care of myself through taking care of my team, so that my team operates IF EffEff and all Return Home Healthy!
The "Take care of myself and my team" workshop is introduced since Jun18, based on the relevant PnS Resilience modules and the concepts of "Fearless Ego for Success" and the Roxana 3x3x3 soft skills model.
It is elaborating on actual accidents(different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.

1.1 The Resilience program and modules as introduced by Shell Partners in Safety (PnS), is incorporated in our system since beginning 2015, introducing the soft skills dimension into the equation for incident free, effective and efficient operations.
It is important to know what to do, but equally important to know how to do.
The knowledge of what to do is the hard skill the hard competence, the how to do (behavior in a team) is the soft skill, the soft competence.
Resilience is the capacity of the individual to overcome and manage the difficulties, the undesired events, the miseries in the everyday life at home and work. It is all about behavioral styles that will improve the ability of the individual to manage the burdens of life.
The Shell PnS Resilience vol1, in Russian also, is comprised of 4 modules:
► Change is a Part of Living
► Looking at Situations in a Different Way
► Take care of yourself
► Take Decisive Action
Providing helpful hints to boost the individual's resilience in the various challenges of everyday life



Fearless Ego for Success



1.2 The Roxana "Fearless Ego for Success" concept, the most important ego, the principal order "Return Home Healthy… with full basket", the three pillars and engagement, the PALI poster, Health and Competence for performance, Fair and Just for no Blame, reflective learning engagements were gradually introduced since 2016.
We are now aware that engagement is the ticket to culture, is the boosting of chronic unease versus risk normalisation.
The principal order "Return Home Healthy all the times, with full basket" is well engraved into our skin.

1.3 The Roxana 3x3x3 soft skills model was introduced Dec19, while the Decision Making Result Focus soft skills domain is directly related with the Shell PnS Resilience vol1, in Russian also, for Change is part of life, Looking at situations in a different way and Take decisive action

Take care of myself and my team (Continued)

2 This workshop is now further developed to the:
2.1 "Take care of myself and my team, Managing fatigue", with focus on the Shell Pns Fatigue risk management module.
This guide was introduced in our learning engagements in Jun20 (released by Shell PnS Jun20), contains four sections Introduction, Fatigue symptoms, Managing fatigue and Jet lag. Also contains, as group and individual exercise, three scenarios on fatigue in general and one scenario on jet lag.
Following key messages are passed on to the participants:
► Fatigue and jet lag are drastically reducing the capacity of the individual to perfrom 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

2.2 "Take care of myself and my ream, Leading my team's wellbeing", with focus on the Shell Pns Leadership Skills for Crew Wellbeing.
This guide was introduced in Jun20 (released by Shell Jun20), contains three videos, which are delivered in a group setting and led by a facilitator.
The videos elaborate on what sort of leader is required to best manage the well being of his team, by creating
► a workplace where the well being of the team is one of the key priorities
► an environment of open and without fear communication.
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

3 The workshops are designed for remote or physical attendance and the combination of the Zoom platform for teleconferencing and the google forms for the questionnaire allows for physical and virtual brainstorming while the feed back is per individual.
The relevant questionnaires are filled out on line, verifying the knowledge obtained for all participants.
Thank you all for the prompt and proper fill in of the questionnaire and your further feedback evaluating the workshop in terms of most surprising and useful, more to learn and most impact to the direction of the continual improvement and meeting your learning requirements.

Roxana Communication for Resilience and Care

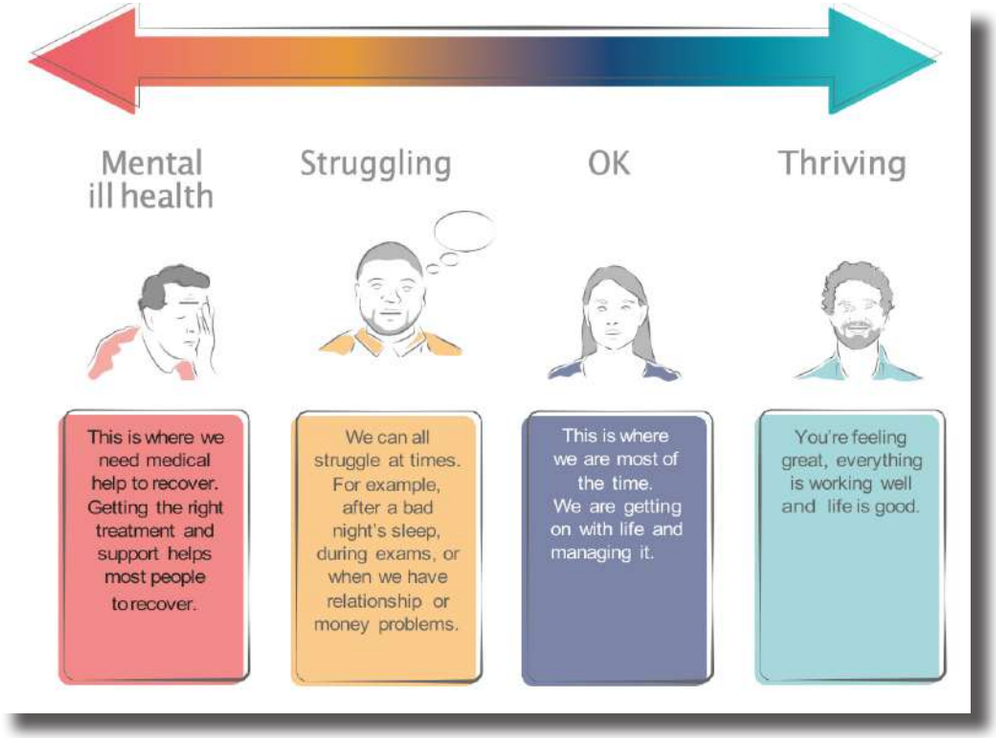
1 The series of workshops "Communication for Resilience", renamed "Communication for Resilience and Care", delivered since Jun18, supplements the "Take care of myself and my team" series of workshops.
These workshops elaborate on the:
► PnS Resilience modules
► Shell PnS LetsTalk module
► the i-Isolation, i-Distraction and i-Illusion threats
1.1 The 4 PnS Resilience modules of Making connections, Connection with home, Gratitude and Positive communication, consolidate proposals for
► developing a culture of connection, thank you and positive communication as an evidence of care, appreciation and respect
► increasing the awareness for all participants why and how EffEff communication in a team boosts the individuals and the team's mental health and resilience, hence team's HSQE IF EffFff operations.

Roxana Communication for Resilience and Care (Continued)

1.2 LetsTalk
The Let's Talk module was introduced in our learning engagements in Jun20 (released by Shell PnS Jun20), consists of four modules titled:
► We All Have A State of Mental Health
► Support Structure
► ALL (F) ACT – Support Others
► Promoting Positive Mental Health and Reducing Stigma
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.

1.3 Workshops Communication for resilience using incidents and everyday engagements on board have been conducted since 2017 till now to identify measures to reduce the risk of the i-Isolation, i-Distraction and i-Illusion, hazards identified when we decided to apply Internet on board for crew.

2 This workshop is now further developed to the:
"Communication for Resilience and Care, LetsTalk", elaborating on the Shell Pns LetsTalk module.
Key messages of the course are 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 opt 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.
3 The workshops are designed for remote or physical attendance and the combination of the Zoom platform for teleconferencing and the google forms for the questionnaire allows for physical and virtual brainstorming while the feed back is per individual.
The relevant questionnaires are filled out on line, verifying the knowledge obtained for all participants.
Thank you all for the prompt and proper fill in of the questionnaire and your further feedback evaluating the workshop in terms of most surprising and useful, more to learn and most impact to the direction of the continual improvement and meeting your learning requirements.



Covid19 management FUN 210915

Dear All,

1 Further to our circular outgoing Message 989917 and memo 698811 of 29Jun21 we remind you that 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 HSQE IF EffEff operations in the Covid19 evolution environment.

3 Project team leader is Katerina Sfendylaki, KS and project team members are Takis Koutris (TEK), Nikos Giampanis (NG) and Pavel Sidorkin (PS).
Last meeting was conducted 14Sep21 in the presence of KS, TEK, SAK, THP, KNA.
Out of this meeting following is reported:

3.1 All members of the expanded Roxana and Roks family ashore are reported virus free. It is noteworthy that the vaccination status for the company is close to 90% fully vaccinated, in comparison to the 54% of fully vaccinated in Greece.

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

3.3 Office attendance in Hellas and Vladivostok:
3.3.1 remains normal, subject to personal and social measures as per Covid19 management plan.
3.3.2 The latest edition of "Coronavirus (Covid-19) Vaccination for Seafarers and Shipping Companies: A Practical Guide Your Questions Answered (Version 2.0)" and the recently released "Coronavirus (COVID-19): Seafarer Shore Leave Principles" developed by INTERTANKO in collaboration with ICS were reviewed for actions
3.3.3 The latest instructions and regulatory changes by Hellenic and Russian government respectively are valid.
3.3.4 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

3.4 Office attendance in Russia remains normal.

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 KS to:
- post in Ulysses the new documents as described above.
- Follow up for updates on Awareness on personal hygiene measures and practices and Hygiene measures during transit, for employees ashore and on board

Covid19 management FUN 210915 (continued)

- 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
- 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 ispectors, visitors and terminal attendees on board

4.5 KNA
- Liaise with TEK/RoKcs for crew care and well being during the pandemic
- Liaise with Masters in order to monitor and record seamen vaccination status
- follow up the coastal states offering vaccination for seafarers, and send a circular to list the candidates for vaccination

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, masks and registration for all incomers
- masks for all food deliveries

5 Next project team meeting is planned by 31Oct21.

Remote surveys and e-certificates project notification 210729

1. Further to our circular outgoing Message 989930 and memo 698819 of 29Jun21 we remind you that 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 as of 29Jul21 is Kalliopi Papageorgiou (KGP) (replacing Liana Kapsali (LPK)) and project team members are Nikolaos Giampanis (NG), Vasileios Kokkineas (VK), as of 01Apr20 Stelios Kontozoglou (SAK) and Takis Koutris (TEK) were added in view of remote surveys demand, due to Covid19 was nominated as project leader.
Last meeting was conducted on 29Jul21, in the presence of Liana Kapsali (LPK), Nikolaos Giampanis (NG), Stelios Kontozoglou (SAK), Kalliopi Papageorgiou (KGP), Theodoros Papatheodorou (THP) and Katerina Sfendylaki (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
3.4 A pilot project was decided to install the Waavia 7 software on ATS, AGT & MCL workstations in order to be evaluated by 30Aug21.

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 KGP/KS 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)
- Ensure pilot of installation of the Waavia 7 software on ATS, AGT & MCL, issue instructions and familiarise personnel on board and ashore and evaluate performance of Waavia software.
4.3 TEK:
- Promote in the Industry associations the concept of remote survey notation
- Engage Martecma and prepare a webinar with class and flag reps for update on remote annual inspections and audits
- Prepare a relevant presentation to Intertanko and Intercargo
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
- Evaluate performance of the Waavia 7 software in liaison with SAK

5. Next project team meeting is planned by 15Oct21.

Inventory of hazardous material project update

1. Further to our circular outgoing Message 962732 of 29Dec20, we remind you that from 31Dec20 EU Ship Recycling Regulation (SRR) came 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.

1.1 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), not applying to our Fleet. The IHM is to be verified by Officers of Flag Administrations or by a Recognised Organisation authorised by the Flag Administration. While the Hong Kong Convention has not yet entered into force, the International Maritime Organization (IMO) Guidelines for developing IHMs establishes the international standard and template for an IHM that will be applicable to both the HKC as well as the EU SRR. As such, developing an IHM in compliance with the HKC and its associated Guidelines will assist with compliance with the HKC when it enters into force and will also facilitate certification for compliance with the EU SRR.

1.2 A project was launched on 01Oct19 to ensure that all our fleet will be properly certified as above by 01Jan21. The project was completed on 13Jan21 for all the fleet, now in monitoring phase.

2. Project team leader is KGP and project team members are NG, VK and LPK.
Last meeting was conducted on 29Jul21, in the presence of LPK, NG and TEK.
Out of this meeting following is reported:

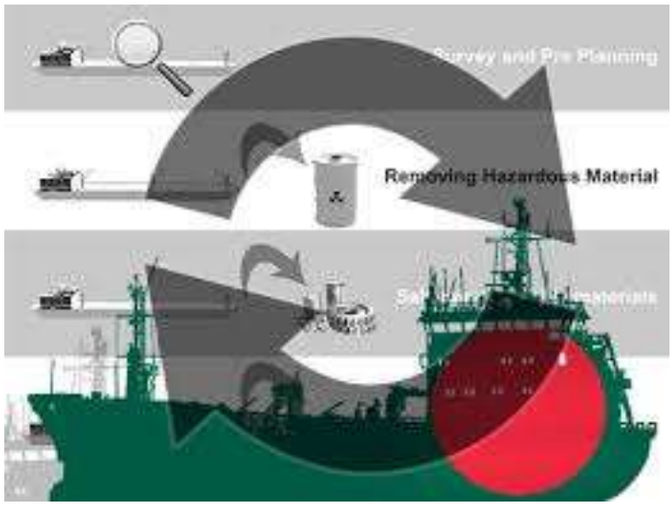
2.1 Status

Following a work out comparison table for consultants and class, carried out on 01Mar20, Alpha Marine and RINA were assigned for preparing and approving/verifying the IHM respectively. Both drafting and approval process for IHM were IF EffEfff.
IHM compiling process started with M/T ATS on 24Jun20 with her certification completed on 02Oct20.
Last ship M/V ADV certification was completed on 13Jan21 (samples were required).

2.2 Company documentation was revised with DMS revisions Dec20 as follows:
- CMSM ch3.3.4 and CMSM App4 Ship recycling plan, CP06 and prejoining familiarisation checklists, CP16 Ship recycling, Ship's library CP03-01, TechAnywhere
- CFCIM and PUMA PSC preparation checklist
- CP17 and the template for ordering spares and stores with reference to the hazardous material listed in IHM and confirmation that this is not the case,
- TIARE and ship/office internal environmental audits were updated on awareness of IHM reort update and maintenance

2.3 Monitoring actions

2.3.1 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.



Inventory of hazardous material project update (Continued)

- 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.
- 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

2.3.2 SQM dept will ensure that:
- in liaison with the purchasing dept the IHM is properly updated and revised each time that a new system or new component, not addressed with the tables till 31Dec20, is supplied or changed after 31Dec20, then in liaison with TD that :
• MD or SDoC, as applicable, of the new system and component is appended to the IHM manual
• Table I is revised, if a hazardous material is declared
• IHM revisions history is updated
- in liaison with the Master:
• IHM certification, as per below is always updated and readily available
• IHM report is kept updated and revised in printed form each time that a change as per par3.2 above is effected

2.3.3 The TD in liaison with the purchasing dept will update and revise:
- the IHM each time that a new system or new component, not addressed with the tables till 31Dec20, is supplied or changed after 31Dec20, then:
- Table I, if a hazardous material is declared
- IHM revisions history

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 Altesse	O. Khairullin	I. Dolgopolov	-	Vetting	Yanbu	20Aug21	2	3,5
M/T Athiri	L. Karasev	A. Shumkov	-	Vetting	Amsterdam	05Sep21	3	3,5
M/T Malbec	A. Kozlov	A. Mayorov	-	FSI	Jeddah	14Sep21	0	0,9
M/T Melody	I. Koshetov	K. Goncharov	-	Vetting	Fujairah	16Sep21	4	3,5
M/T Melody	I. Koshetov	K. Goncharov	-	FSI	Fujairah	18Sep21	1	0,9
M/T Marvel	O. Mikhalev	A. Sergeichev	-	FSI	Fujairah	20Sep21	0	0,9
M/T Asprouda	A. Okolo-Kulak	A. Vazhenin	-	FSI	Fujairah	21Sep21	0	0,9

NovacoHub project

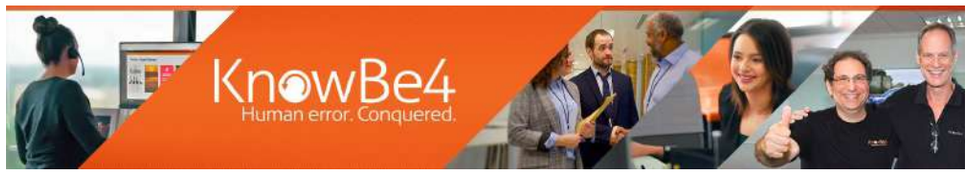
1. Further to our circular outgoing Message 969243 of 10Feb21 we remind you that the NovacoHub project has been launched on 1st February 2021, to combine hardware and software solution for ships, that delivers and integrates secure navigation data to the bridge, as well as real-time tracking and ship 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), Stelios Kontozoglou (SAK) and Katerina Sfendylaki (KS).
Last meeting was conducted on 01Sept2021 remotely, in the presence of NDK, KNA, SAK and KS.
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 20July21
3.3. Installed and operational from 25Aug21. Enc's and publications automatically updated.
3.4. GNS has been approached for updates on similar concept, awaiting reply.
3.5. All office preparations, familiarisation, instructions and guides are in process.

4. Next project team meeting is planned by 02Nov21

Knowbe4 platform for cyber security training in board



Cyber Security is a matter of importance both for the Head Office , its employees , and systems and also for the Ships , their personnel and systems however.

One thing that has been lacking onboard up to this time has been the subject Cybersecurity training on board the ship together with testing. This subject will be become prevalent going forward especially with regard to 3rd party inspections from Oil Majors as they will be focusing on this aspect to a greater degree as time goes on.

Knowbe4 platform is used since 2 years to deploy Multimedia Training on Cyber Security to Company Employees and also for Penetration Testing (phishing testing) for over 2 years.

The system also gives the ability to completely manage the deployed training and have valuable statistics and evidence that we can then show to third parties

Recently we ran a Trial on our ship the M/T Altesse with good results in order to confirm that the deployed media (Video and Audio) were able to be streamed on line to the ship thru its existing satellite equipment

Knowbe4 has increased the awareness of employees with regard to the risks involved and has increased our level of cyber resilience. It also allows us to monitor improvement and to focus on areas for improvement in aspects of cyber security.

So now the plan is to deploy to the rest of the Fleet.

This will be done ship by ship as we create the necessary accounts in the system and deploy the training media . There will be two accounts defined for each ship, one will for the Master's Computer and the second for the Radio PC on the Bridge and Seamen can redo the training modules as many times as they want at their leisure.

We will notify each ship when the time comes and guide you thru the on-boarding process.

Company Procedure CP25 and Fleet Operations Manual FOM 14 will be revised accordingly in order to reflect this addition

Knowbe4 will be enrolled in our fleet.
There will be two accounts defined for each ship, one for the Master's Computer and the second for the Radio PC on the Bridge and seamen can redo the training modules as many times as they want.

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

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 sur faced 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 dan- gerous 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.LL. 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.

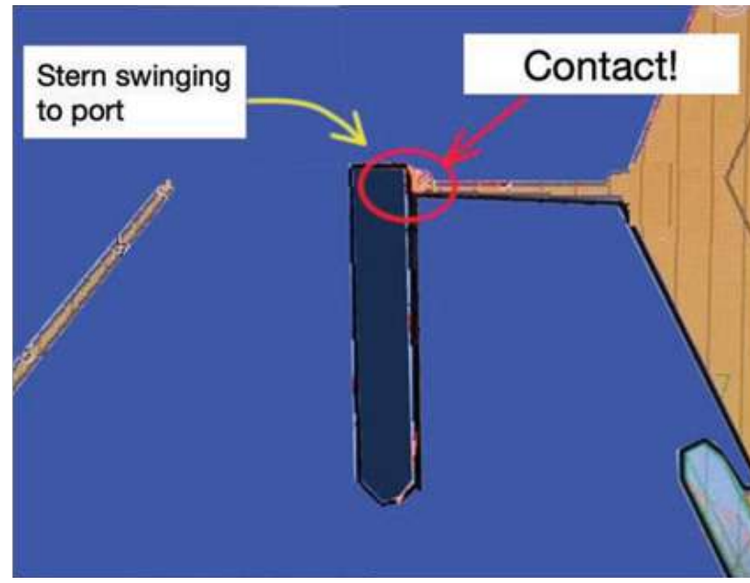
NAFS: Do you agree that remote surveys trigger a big opportunity for the shipping industry to be improved in terms of cost savings and provide an answer to challenging environmental legislations and rules?

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

Docking mishap



A vessel was proceeding from anchorage to berth under pilotage. Two tugs were providing assistance; one was made fast aft and the other used for pushing where needed. The pilot was communicating with the tugs in the local language, which the Master did not speak. As the vessel proceeded, a second (docking) pilot boarded the vessel and quickly took over from the first pilot. The change of pilot happened at a critical stage while the vessel was turning in a basin prior to entering the breakwater.

Because of this developing situation, it was not possible to carry out a Master/pilot information exchange with the second pilot. When the vessel's bow entered the basin and the forward tug was pushing the bow to starboard, the Master realised that the vessel's stern was not going to clear the breakwater. He immediately ordered engines full ahead and helm hard to port, but these actions were too late to avoid contact on the vessel's port quarter.

Since this breakwater was without fenders, the vessel suffered some minor hull damage on contact. The company investigation found that, among other things, the change of pilots at a critical stage of the manoeuvre did not allow the docking pilot enough time to become accustomed to the prevailing conditions, position, speed, rate of turn, and position/status of the tugs.

The company investigation also found that the tug orders were given by the pilots in a language other than English. This had the effect of excluding the Master, making him less aware of the developing situation. Due to this communication gap, the Master could not effectively use tugs to control the vessel's swing.

Lessons learned

Occasionally, the fact that tug orders are given in a local language and are not understood by the bridge team has contributed to a bad outcome. Until this unsafe condition is addressed, these accidents will continue to occur.

In this case, the company decided to reinforce their navigational audits for compliance with docking procedures by using remote VDR audits and onboard navigational audits by independent third-party auditors.

Source: MARS

Strong winds send berthed vessel adrift

A tanker was berthed port side to, with all lines run ashore except for the headlines, which were secured to a mooring buoy. Cargo discharge operations were begun, but the weather conditions were not very favourable: the wind was blowing 22-27 knots, with some stronger gusts. The cargo operation was not stopped or suspended even though the countersigned ship/shore checklist indicated the following operational weather limitations:

Wind 25 knots: Stop cargo operation

Wind 35 knots: Disconnect cargo arms

Wind 40 knots: Vessel to vacate berth.

By 01.18 discharging was completed and shore staff disconnected the cargo hose within 15 minutes. Wind strength had increased further and local pilots had rescheduled departure.

At 02.36, a strong gust of 65+ knots caused the forward mooring buoy chain to fail. The bow started to swing sharply to starboard, pushed by the wind, and in short order other lines began to fail. Soon, the vessel was connected only by the aft stern lines.

The Master quickly activated the general alarm. Ten minutes later, the main engine was ready but pilots and tugs were not available. The stern lines were cut and the vessel was clear of the berth. The vessel was successfully turned on to a course of about 275 degrees while the Master was in radio contact with pilots. Due to the strong wind, and hindered by the mooring buoy still connected to the vessel's forward lines, the vessel lost steerage, running aground in shallow water while still in the port.

The company investigation found, among others, that:

The mooring buoy was not suitable to accommodate the four mooring lines forward. There was no indicated SWL

The Navtex was not set to the local radio station, therefore local warnings were not received

The Master and OOW had not developed or discussed any specific emergency plan to vacate the berth.

Strong winds send berthed vessel adrift (Continued)

Lessons learned

Setting predetermined weather limits to stop cargo ops and/or vacate the berth is a sensible risk reduction measure. Be sure to follow them.

Close and continued attention to local weather conditions and warnings, at sea or while at berth, is one of the mariner's most important duties.

Commercial pressures are sometimes at cross-purposes with vessel safety; which one do you favour?

Source: MARS

Green seas on deck cause one fatality and four serious injuries

A loaded bulk carrier departed on an eastbound Atlantic crossing in winter. Four days into the voyage and with the weather deteriorating, heavy seas were coming on board. The Master required that the spurling pipes be secured with cement, so the bosun and four crew proceeded forward for the task. The vessel's speed was not reduced prior to the task nor was the safety management manual consulted. No toolbox meeting was held before the crew went forward.

As the men were working at the spurling pipes, the ship encountered a large wave which broke over the bow and violently washed the men off their feet, dashing them into the ship's structure. One crew member suffered a serious head wound and the bosun was incapacitated. The victims were assisted back to the accommodation where the victim with the head wound was attended to. He was placed in the ship's hospital but quickly lapsed into unconsciousness and was placed on oxygen.

The Master diverted to the nearest port, which was 24 hours away. On arrival, the victim was rushed to hospital but was declared deceased on arrival. The bosun, whose mobility was seriously impaired, was repatriated, as were the other three crew with lesser injuries. Port state control officers boarded the ship and took statements from the Master and some crew members. The safety management manual did not contain a 'Going on deck during bad weather' checklist, which was nonetheless a moot point because the SMS was not even consulted before the task.

Lessons learned

The time-honoured practices of 'Securing for sea' should be observed, particularly when embarking on an ocean crossing in winter. One of the best practices in this endeavour is ensuring the spurling pipe covers are placed, secured and cemented prior to departure.

Safety management manuals should contain guidance for all known risks and should be consulted as a matter of course – but so too should common sense be used before undertaking tasks. Slowing the ship and changing course so waves are not breaking over the bow where the crew are working seems an obvious course of action, but was not taken in this instance.

A toolbox meeting, held before a potentially hazardous operation is undertaken, can help reduce risks through input received from all team members taking part.

Source: MARS

Fingers burned – no LOTO

Two engine room crew were attending to the main engine fuel backwash filter alarm. They suspected the problem was a clogged pipe or air trapped in the line to the differential pressure cell. As one crew slackened the copper pipe ferule connection to purge the line, the pipe came free, releasing hot fuel on his hands. The victim was wearing cotton gloves, which became soaked with hot oil. It was later observed that the skin on his thumb was peeling off and blisters had developed.

First aid was administered and he was sent to a shore facility at the next port for followup medical care.

The company investigation found, among things, that the system being worked on had not been isolated and vented to release the pressure.

Lessons learned

Proper isolation and lockout ('lockout/tagout', LOTO) must be completed before carrying out maintenance on any equipment. Ask yourself 'Is there any potential energy in this system?'

l Work permits, properly completed before the task begins, are the basis for safe and successful outcomes.

l Cotton gloves are not the best protection against work injuries.

Source: MARS

Two crew overboard in heavy weather
As edited from the Marine Safety Investigation Unit (Malta) report 01/2021

A bulk carrier, loaded to maximum draught, was underway with the main engine running on half ahead. In calm weather, a half ahead engine on this vessel would give a speed of about 9 knots, but due to the very unfavourable weather conditions, the vessel's speed was about 3 knots.

Some loose mooring ropes were observed on the poop deck, with some dangling over the vessel's guard rails. The OOW and the Master were made aware of the situation and the chief officer proceeded to the poop deck with the bosun to assess the situation.

Once on deck, they attempted to lift the ropes from the poop deck to deck 1. This proved too difficult. The ropes were heavy and most of them were entangled with other mooring ropes. The chief officer proceeded to the poop deck in order to attempt the task. He managed to retrieve one of the mooring ropes and then proceeded to untangle another but this again proved too strenuous, so he asked for help on the poop deck.

Simulation of the event

Three more deck crew arrived on deck 1 to assist. Some ropes were brought on board and untangled, with some crew working on deck 1 and the chief officer and a trainee on the poop deck. Suddenly, a large wave washed over the poop deck from starboard. Within seconds of the first wave, a second larger wave washed on board from the same direction. The two crew on the poop deck were swept overboard.

Due to the vessel's low speed and the inclement weather conditions, it took over 20 minutes for the vessel to turn on a reciprocal course and to proceed towards the man overboard position. Six lifebuoys were released, including the two from the bridge wings. The liferaft embarkation ladder was rigged on the vessel's side and crew members were posted as lookouts at several high points on the vessel.

The local coastguard deployed two search and rescue helicopters to assist in the search. The helicopters were able to identify two of the lifebuoys that were thrown by the vessel's crew; however, there was no sign of the two victims. By night time, the search and rescue operation was terminated by the coastguard. The ship remained on location until noon the following day without finding any survivors.

The official investigation found, among other things, that neither victim was secured to the vessel with a lifeline when the waves washed over the poop deck. Additionally, the crew members were not wearing lifejackets while working on the exposed deck in adverse weather conditions.

Lessons learned

Hindsight is always 20-20, but most vessels loaded to maximum draught are susceptible to breaking waves in heavy weather, even on the poop deck. Lifelines must always be considered for emergency deck work in heavy weather, as must lifejackets.

Before undertaking an unusual or undocumented task, take a few minutes to do a risk assessment among the team members, even if only verbally.

Source: MARS

Mooring incident with injuries

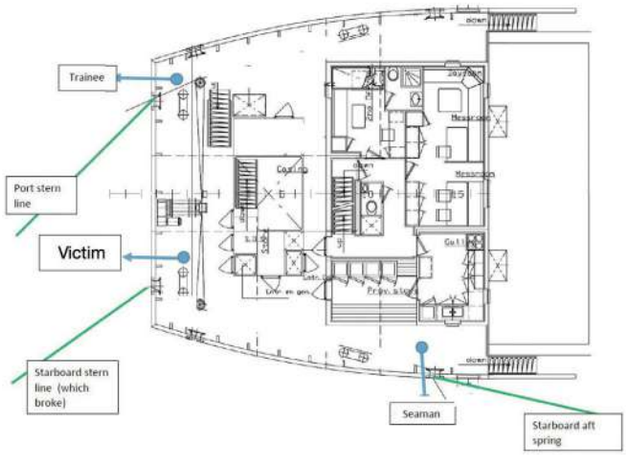
A vessel was coming alongside to moor assisted by two tugs. The first lines were passed ashore to assist in bringing the vessel into position along the pier. At one point, the aft spring line got stuck between the ship and a pier dolphin's fender. The Master requested the pilot use the aft tug to slowly clear the line. The Master informed the aft mooring station officer that the tug would pull out a bit in order to clear the line.
An officer was standing near the break of the accommodation and was checking the lead of the spring line. When the mooring rope stuck, it was under some tension which was not noticeable from deck level. As soon as the rope came clear of the dolphin fender, it released up along the ship's side with energy, striking the officer under his jaw and on his right forearm.
An ambulance was immediately called while first aid was provided to the victim. Once at the hospital, the victim underwent X-ray & CT scans. He was diagnosed with a laceration on the chin and a concussion. He was able to return to normal work a few days later.

Lessons learned
Mooring ropes can contain enough energy to kill or badly injure. Treat them as you would a loaded weapon.
Editor's note: The victim was very lucky to have sustained only relatively minor injuries. As readers of MARS may have seen in report 201870, a very similar sequence of events ended with a fatality.

Source: MARS

Mooring fatality
As edited from the Dutch Safety Board report published April 2021

A small coastal cargo vessel had discharged in port and was shifting berth. The Master, controlling the vessel, was in visual and verbal contact with the officer on the bridge wing on the starboard side. Due to the construction of the vessel, they could see the crew members on the foredeck but not those on the aft deck – two ABs and a trainee.
Contact was maintained with one AB and the trainee on the aft deck via VHF radio. The other AB on the aft deck was not equipped with a similar radio. The planned manoeuvre was unexceptional and was one regularly carried out. The weather conditions were good.
Both ABs were experienced in carrying out mooring operations and berth changes. The procedure for this operation specifies that the aft deck must be manned by two crew members. The day before the accident, the trainee had been deployed on the foredeck, but on this occasion he was stationed on the aft deck for the first time, under the supervision of the ABs.
The three crew members on the aft deck stood relatively close together, but were not in each other's field of vision. Due to the background noise caused by the engines, verbal communication was difficult. Each was responsible for releasing and re-securing a mooring line: the AB on the aft starboard side was responsible for the stern line on that side; the trainee for the stern line on the port side; and the other AB for the aft spring on the starboard side. Because of the short distance to be covered during the berth change, the mooring lines were not coiled on the storage drums during the manoeuvre but left loose on deck.
The aft starboard spring was paid out and then secured. The Master then instructed the AB with the radio to slightly slacken the spring to allow the vessel to go astern a further 5 metres.
As the AB worked the aft spring to give it slack, the two unsecured stern lines started running quickly into the water. The AB stopped the starboard stern line from running out but due to the sternway of the ship, this line become entangled in the propeller. It quickly came under tremendous tension and then failed. The AB was hit by the recoiling section of the mooring line.



The alarm was sounded and first aid was administered immediately and an ambulance was called. In an attempt to stop the severe bleeding caused to one of the victim's legs, a tourniquet was applied. About 40 minutes later the victim was evacuated by ambulance but by that time the victim had fallen unconscious. The victim died in hospital later that day.
The official investigation found, among other things, that:
The mooring lines left loose on deck were a hazard, and were able to enter the water unhindered.
The AB that worked the spring line had not taken sufficient rest hours prior to the incident. This may have influenced his actions and his supervisory role.

Lessons learned
Keeping a clean and unobstructed deck is a best practice that helps reduce risks.
Communication is key during mooring. The bridge should immediately be advised of any situation that may escalate and cause negative consequences, such as a line in the water near the propeller.

Source: MARS

Pilot saved from the water

The pilot had boarded our vessel to con the ship to a safe anchorage near the port. Once anchored, the pilot, who was not a young man, was escorted to the pilot ladder. As chief officer, I stood on the upper deck to monitor the operation, about five metres away from the disembarkation point.

The small pilot skiff (seven metres long and one metre freeboard) came alongside and the pilot descended the ladder – about five to six metres. As he put one foot on the skiff, and the other still on the pilot ladder, the skiff moved away from ship's side due to waves. The pilot lost his balance, released his grip from the ladder and fell into the sea.

Within seconds I jumped into the sea from the upper deck. Being a good swimmer, I reached the pilot and helped support him. The ship's crew threw a life buoy as well. The pilot said he was a good swimmer too but he appreciated my help. I supported him as we swam together and we were brought on the pilot skiff within five minutes.

Lessons learned

Pilots and crew helping a pilot to the ladder should all wear lifejackets.

l In this case there was a happy ending. But resist the urge to jump into the water even if you have a lifejacket. It could then cause two victims.

l What is your plan if a person falls into the water from the pilot ladder?

Editor's note: This true, first-hand account was sent to MARS for dissemination. You too can send us reports, long or short. Pictures are appreciated but drawings, as here, are also accepted. Help others learn not to make the mistakes you did. ***Source: MARS***

Rescue boat needs rescuing
As edited from official DMAIB (Denmark) report of 1 April 2020

In calm seas a vessel was stopped while underway to allow crew to undertake boat drills. While the lifeboats were tested, the rescue boat was launched and manoeuvred close to the ship by a three person crew. The rescue boat trials lasted for about an hour before the crew brought the boat alongside for recovery. Once the hook and painter line were fastened, the crew in the boat sat on the floor in a stable manner and the hoist was started. When the boat reached the boat deck, the winch was stopped. Suddenly, the wire failed and the boat fell 17 metres, hitting the water upright. The engine was torn off its foundation, the bottom hull cracked, and the boat slowly drifted alongside the ship's port side. All three crew members were still in the boat, but seriously injured. The alarm was immediately raised.

It was quickly decided that the best option was to use the main deck crane to hoist the boat back on board with the crew inside. It seemed that the only option was to have a crewmember jump into the sea and swim to the rescue boat to retrieve the painter line, which had been lost over board when the wire broke. One crewmember volunteered to don a life jacket, climb down the combination ladder and swim to the boat. Once the painter line had been retrieved, the crew on deck pulled the boat forward below the deck crane. The volunteer swimmer had climbed into the boat ready to fasten the deck crane hook to the boat. After the hook had been fastened, he swam back to the combination ladder and climbed up on deck.

Approximately 20 minutes after the boat fell into the sea, it was hoisted up to the main deck. The injured crew members were assessed and given first aid. One victim needed immediate treatment and was taken to the ship's hospital. The next morning the vessel arrived at a port anchorage where disembarkation of the injured crewmembers was arranged.

The official report found that the rescue boat davit's wire rope parted because it was corroded to the extent that its load bearing capacity was exceeded when the rescue boat was hoisted. However, the parting of the wire rope was an 'accident event' which could not in itself explain why the rescue boat system failed.

Rescue boat needs rescuing (Continued)

Even though the company's Planned Maintenance System (PMS) instructed the officers to inspect and maintain the wire rope, they did not act upon the deteriorating condition of the wire rope. Neither did any of the other officers who continuously inspected, maintained and operated the rescue boat system even when the wire rope was readily visible.
The reason the poor condition of the wire rope was not recognised earlier was a combination of at least three factors:
1. The manufacturer's manual and PMS did not specify how to assess the condition of the wire rope.
2. An absence of training in assessing the wire rope's condition.
3. The PMS activities were compartmentalised. This meant that in practice only one person was assessing each component. All these factors were compounded by the thorough examination performed by service providers which gave the officers a blind trust in the system as a whole.

Lessonslearned
Assessing the viability of a wire rope is not an intuitive process. Some wire rope may appear good but be unsafe while others may appear outwardly poor but still be very good. Special training is needed to properly inspect wire rope.
A wire rope inspection checklist should be used for this task and the checklist should have viability criteria listed as a reminder for the person doing the inspection.
Editor's note: In the 'old' days, before rescue boats and covered lifeboats, we had lifelines to hang on to as the open lifeboat was lowered or raised. During one of my drills, the wire rope on the forward tackle snapped and all the personnel that were holding the knotted line were safe, albeit dangling from their line. The one crew that wasn't holding the line fell down with the boat and was injured. Covered lifeboats have had many dropping accidents as well, but measures
to reduce these accidents have seen some success. What additional safety precautions do we need to put in place for rescue boats that are suspended by a single wire?

Source: MARS

Anchors away
As edited from MAIB (UK) Safety Bulletin SB1/2021

In early 2020 the Covid-19 pandemic forced many cruise ship companies into an operational pause, resulting in many cruise ships anchoring in various locations for long periods of time. Several incidents have occurred since October 2020 where cruise ship anchors or anchor cables have failed, often while trying to ride out winter storms. One cruise ship lost both its anchors within a week.
The strength of anchoring equipment is defined by ship Classification Rules and it is intended for temporary mooring of a ship within a harbour or sheltered area. In good holding ground, the anchoring equipment should be able to hold the ship to a maximum wind strength of 48 knots in flat water, but this reduces to a maximum of 21 knots wind strength in seas with a significant wave height of two metres.
According to classification rules, anchoring equipment is not designed to hold a ship off exposed coasts in rough weather or to stop a ship that is moving or drifting. In these conditions the loads on the anchoring equipment increase to such a degree that its components may be damaged or fail due to the high energy forces generated, particularly with ships with high windage.
Failures have occurred in joining links, anchor chain common links, D-links and across the anchor crown causing the flukes to be lost. Of the failures reported so far, the most frequent has been failure of the joining links connecting two shackles of cable, often when a significant
amount of cable was out, in some cases as much as 11 shackles on deck. Although the additional weight of the cable can prevent the vessel dragging anchor, in adverse conditions it will also increase the forces acting on the cable and anchor. When combined with the significant yawing caused in high winds, and cable lying unused in a chain locker since the last time it was turned end for end, it is unsurprising that several anchor equipment failures have occurred. The issue is further exacerbated when the scope of cable remains constant, causing a single point of loading and wear, for example, where the cable is in contact with the hawse pipe. The indications are that anchor equipment has been failing due to operational issues rather than fabrication defects.
Lessons learned
Operational limits for anchoring must be sufficiently cautious to ensure weighing anchor is not left too late, risking overloading anchor equipment. If strong winds are forecast, proactive action should be taken to seek a more sheltered anchorage in good time or proceed to sea and ride out the weather.
l To minimise the wear on the anchoring equipment as far as possible, the anchor in use should be rotated and the scope of cable varied on a regular basis to minimise single point loading. An appropriately experienced crew member should also carry out regular checks on the windlass brake condition and areas where the cable is in contact with the ship.
l While at anchor for significant periods, ensure all watchkeepers are confident in the actions to be taken in the event of dragging or losing an anchor, and that there is a contingency plan ready for
implementation in the event of having to proceed to sea or re-anchor. Watchkeepers and senior officers must be aware of the reporting requirements to the coastal state in the event of losing an anchor so that mitigation measures can be put in place if required.

Source: MARS

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'IC and/or with a melting point equal to or greater than 0'IC, 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

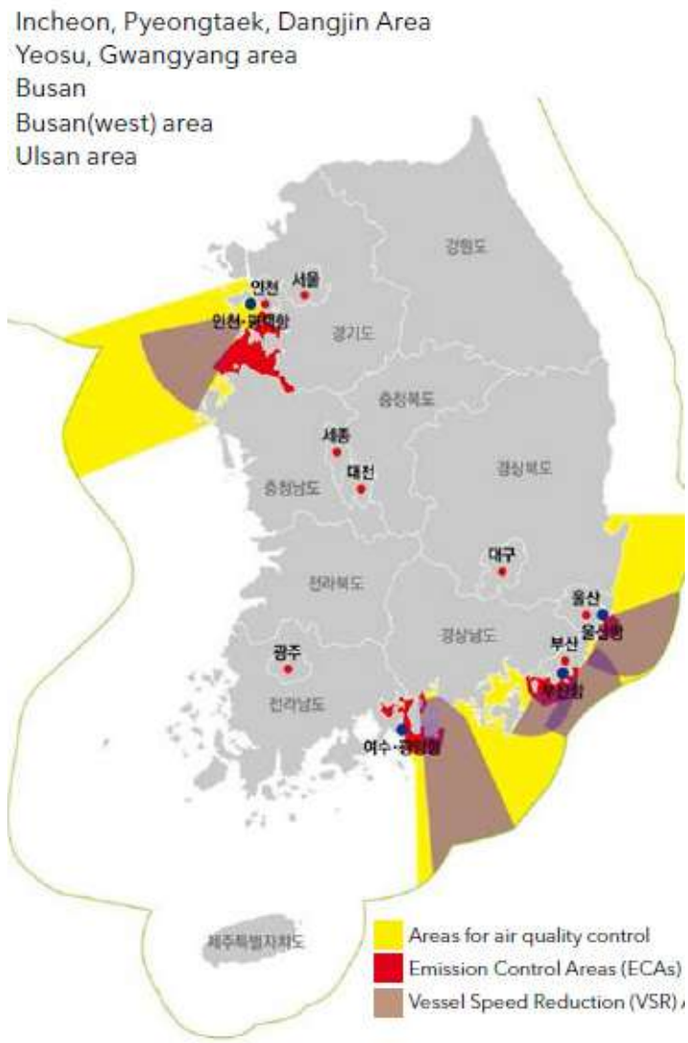
To reduce particulate emissions from ocean going ships in its ports, South Korea has released a "special act on improvement of air quality in port areas". Find out more about the Korean ECA and its Vessel Speed Reduction (VSR) program in this statutory news.

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 "finedust-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.

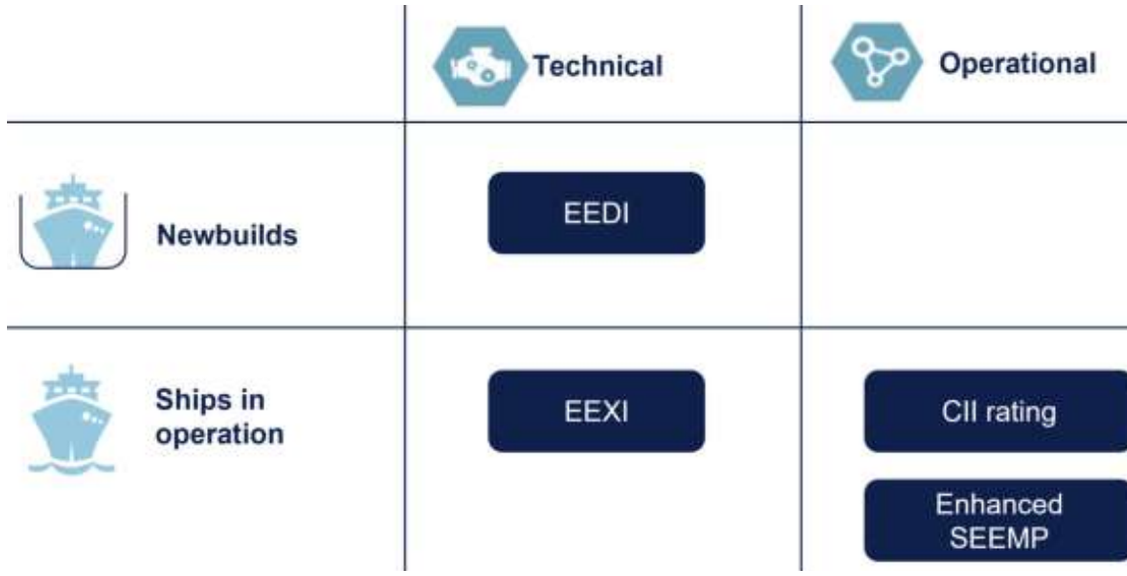
Recommendations
Shipowners and operators should be aware of the following regulations:
South Korean ECA - From 1 September 2020, ships berthing or anchoring at certain Korean ports (South Korean ECA), must use max. 0.1% sulphur content fuel (or reduce emissions below this target). From 1 January 2022 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)
Minisrty of Oceans and Fisheries news on "Vessel speed reduction (VSR) program to start December this year" (ENG)

Source: DNV-GL

Amendments to MARPOL Annex VI to reduce the carbon intensity of existing ships

The 76th session of the IMO's Marine Environment Protection Committee (MEPC 76) was held remotely with a limited agenda from 10 to 17 June 2021. MEPC 76 adopted technical and operational measures to reduce carbon intensity of international shipping, taking effect from 2023. The measures include the Energy Efficiency Existing Ship Index (EEXI), the enhanced Ship Energy Efficiency Management Plan (SEEMP) and the Carbon Intensity Indicator (CII) rating scheme.MEPC 76 adopted the proposed amendments to MARPOL Annex VI concerning mandatory goal-based technical and operational measures to reduce carbon intensity of international shipping.
These amendments introduce a goal based short-term measure with Energy Efficiency Existing Ship Index (EEXI) and in-service carbon intensity management as functional requirements and enter into force on 1 November 2022.
The measures include:
• The Energy Efficiency Existing Ship Index (EEXI), applicable from the first annual, intermediate or renewal IAPP survey after 1 January 2023
• The enhanced Ship Energy Efficiency Management Plan(SEEMP), whereby an approved SEEMP needs to be kept onboard from1 January 2023
• The operational Carbon Intensity Indicator (CII) ratingscheme, taking effect from 1 January 2023
New regulation 22 (attained EEXI) and 25 (required EEXI) require existing ships to improve their technical efficiency, so they are comparable to an equivalent new ship of the same type and deadweight which would be required to comply with the applicable EEDI Phase.
New regulation 28 (operational carbon intensity) requires a linear reduction in the in-service carbon intensity of ships between 2023 and 2030, such that the global fleet achieves an average reduction of at least 40% by 2030 when compared with 2008.
To support uniform implementation of the above amendments, the following guidelines were adopted by MEPC 76:
• Resolution MEPC.332(76) - 2021 Guidelines on the Method of Calculation of the Attained Energy Efficiency Existing Ship Index (EEXI).
• Resolution MEPC.333(76) - 2021 Guidelines on Survey and Certification of EEXI.
• Resolution MEPC.334(76) - 2021 Guidelines on The Shaft/Engine Power Limitation System to Comply with the EEXI Requirements and Use of a Power Reserve.
• Resolution MEPC.335(76) - 2021 Guidelines on Operational Carbon Intensity Indicators and the Calculation Methods (CII Guidelines, G1).
• Resolution MEPC.336(76) - 2021 Guidelines on the Reference Lines for Use with Operational Carbon Intensity Indicators (CII Reference Lines Guidelines, G2).
• Resolution MEPC.337(76) - 2021 Guidelines on the Operational Carbon Intensity Reduction Factors Relative to Reference Lines (CII Reduction Factor Guidelines, G3).
• Resolution MEPC.338(76) - 2021 Guidelines on the Operational Carbon Intensity Rating of Ships (CII Rating Guidelines, G4).
While EEXI guidelines have been concluded CII reduction factors (G5) and revised SEEMP guidelines are in the process for next MEPC and MSc meetings.
Remaining work will be conducted through a Correspondence Group reporting to MEPC 78 in 2022, and includes:
• Guidelines for the development of a Ship Energy Efficiency Management Plan (SEEMP)
• Guidelines on correction factors for certain ship types, operational profiles and/or voyages for the CII calculations (G5)v
• Guidelines on the audit and verification processes of SEEMP, including for ships required to develop a plan of corrective actions (PCA)v



EU rules "Fit for 55"

On 14 July 2021, the European Commission launched its Fit for 55 package of proposals intended to reduce the EU's total GHG emissions by 55% by 2030, paving the way for full EU decarbonization by 2050. As a result, shipping will face new stringent EU regulations. This statutory news summarizes the package and its relevance for maritime shipping.

The Fit for 55 package affects all industrial sectors, and for shipping there are four particularly noteworthy proposals:

- The European Trading System Directive
- The FuelEU Maritime Regulation
- The Alternative Fuels Infrastructure Regulation
- The Energy Taxation Directive

These are proposals put forward by the European Commission, and negotiations with the European Parliament and the European Council are just starting. These negotiations will be lengthy and complex, and we expect it to be well into 2022 before we start seeing agreed outcomes. DNV will keep its customers updated on the development of the EU's Fit for 55. Regardless of the outcomes of the upcoming discussions, there is no doubt the final regulations and directives will have a significant impact on shipping.

1.1 European Trading System (ETS) Directive

Shipping will become subject to the ETS as of 2023, with the ships presently reporting emissions under the EU MRV regulation required to purchase CO2 emission credits. All intra-EU emissions will be included, but only 50% of the emissions for voyages when arriving in or departing from the EU. There will also be a phase-in period starting with 20% coverage in 2023 and increasing to 100% in 2026. Non-compliance is fined and may eventually lead to a ban from EU waters.

1.2 FuelEU Maritime Regulation

This is a new regulation coming into effect in 2025, imposing life cycle GHG footprint requirements on the energy used on board ships. It will apply to the same ships that are covered by the EU MRV regulation and will, in addition to CO2, cover methane and nitrous oxide, all in a well-to-wake perspective. The GHG intensity of the energy used will be required to improve by 2% in 2025 relative to 2020, ramping up to 75% by 2050. Credits will be granted for energy generated on board, such as by wind power. The regulation will also require container and passenger vessels to connect to shore power from 2030 for stays longer than two hours. Same as for the ETS, non-compliance may lead to fines and being banned from EU waters.

1.3 Alternative Fuels Infrastructure Regulation

This regulation is an update of an existing directive and will require EU member states to ramp up the availability of LNG by 2025 and onshore electrical power supply by 2030 in core EU ports.

1.4 Energy Taxation Directive

This directive is being revised to remove the tax exemption for conventional fuels used between EU ports as of 1 January 2023. International bunker for extra-EU voyages remains tax exempt. For heavy fuel oil, the new tax rate will be approximately €37 per tonne. LNG will initially be taxed at a rate of €0.6 per GJ. Alternative fuels will be tax exempt for a ten-year period.

2 Recommendations

The EU regulations will be in addition to the IMO regulations on GHG reduction. From a strategic perspective our Company has started planning our decarbonization in line with the path introduced by EU and IMO.

3 References

- Maritime Forecast to 2050 - DNV
- Decarbonization in shipping - DNV
- Fueleu_maritime_-_green_european_maritime_space.pdf
- Delivering the European Green Deal (europa.eu)
- Revision-eu-ets_with-annex_en_0.pdf (europa.eu)

EEXI, SEEMP and CII to reduce shiiping carbon footprint

The 76th (virtual) session of the International Maritime Organization's (IMO's) Marine Environmental Protection Committee (MEPC 76), held between 10-17 June, has adopted the so-called Short-Term Measures for reduction of greenhouse gas (GHG) emissions from international shipping as amendments to MARPOL Annex VI. The amendments require all ships of 5,000 GT and above to comply with the:

- Energy Efficiency for Existing Ships Index (EEXI – new regulation 25) and of the
- Carbon Intensity Indicator (CII – new regulation 28)

which are part of Chapter IV - Regulations on the Carbon Intensity of International Shipping of a complete revised edition of MARPOL Annex VI.

In addition, MEPC 76 has adopted a set of three guidelines for the application of the EEXI (view here) and a set of four guidelines for the application of the CII (view here). These include:

- Guidelines for the method of calculation of attained EEXI
- Guidelines on Survey and Certification of EEXI
- Guidelines on the Shaft/Engine Power Limitation and use of the power reserve
- Guidelines for defining the CII and the methods of CII calculation
- Guidelines for the definition of the CII reference lines
- Guidelines for the annual reduction factor of the required CII values
- Guidelines for rating of the ships' attained CII values

The most debated issue was on the selection of the annual reduction factor of the CII required values which were adopted for a period between 2019 to 2026 with the remaining factors for 2027 to 2030 to be decided when MEPC will conclude a planned revision of the CII regulation and its guidelines by the end of 2025

year	reduction factor relative to year 2019
2023	5% *
2024	7% *
2025	9% *
2026	11% *
2027	- **
2028	- **
2029	- **
2030	- **

Note:
* reduction factors of 1%, 2% and 3% are set for the years 2020 to 2022, similar to business as usual until the entry-into-force of the measure.
** reduction factors for the years 2027 to 2030 to be further strengthened and developed, taking into account the review of the short-term measure.

EEXI and CII – important outstanding issues

A large number of submissions addressed the inconsistency in the application of CII to ships that must use additional fuel for cargo handling, over ships in the same IMO Data Collection System ship category. These were not discussed due to lack of time. The justification was that amendments to MARPOL Annex VI need to be adopted at this session so that they can enter into force on 1 January 2023 (a regulatory concept, laying down mandatory provisions before clarifying if they are really enforceable, while strictly keeping a level playing field for all ships in the same category).

MEPC 76 decided that these submissions and possible solutions will be worked out by a correspondence group and finalised by the MEPC GHG Working Group, respectively.

Also, due to lack of time, the revision of Ship Energy Efficiency Management Plan (SEEMP) guidelines were not discussed. These will be developed and finalised by the MEPC GHG Working Group during additional intersessional sessions in September and October 2021 - and one sometime in early 2022. The intent is that the revised SEEMP guidelines and eventual additional CII guidelines are adopted at MEPC 78 in May 2022.

Most importantly, MEPC 76 did not address the controversial selection of Annual Efficiency Ratio (AER) as the metric to measure ships' carbon intensity. This indicator incentivises inefficiency as ships will be better ranked when they have less cargo on board. However, since the amendments were adopted, the current mandatory carbon intensity indicator is the AER.

MEPC 76 also failed to discuss proposals by INTERTANKO and others to consider a revision of the ship groups under the IMO Data Collection System so that shuttle tankers can become a separate group to regular "tankers" - and the same for chemical parcel tankers. Rather than addressing such matters, MEPC 76 adopted a review clause of new EEXI and CII regulations with the caveat that ships will deliver, on a voluntary basis, additional data other than CO2 emissions and total distance. The review process must be concluded by the end of 2025 and, if appropriate, amendments could be adopted.

EEXI, SEEMP and CII to reduce shiiping carbon footprint

Concluding, the outstanding work is difficult but very important to INTERTANKO Members, particularly practical measures to keep the level playing field under the CII regulation. This process will require an active participation from Members in providing advice and relevant data. The INTERTANKO Working Group on GHG and ISTEC will conduct this activity, but any additional assistance will be welcomed.

IMRB – International Maritime Research Board
After a lengthy debate, the Chairman of MEPC 76 suspended the debate and suggested it will be continued at MEPC 77 (November 2021). According to the numerous initial statements, it become obvious that MEPC 76 could not agree to endorse the proposal but may not wish to reject it either. Therefore, discussions will continue in November 2021. One may assume that interested parties could further submit documents on it, including refinements to the proposal.

Work programme on mid- and long-term measures
MEPC 76 approved a work plan for the development of the mid- and long-term measures, which will follow a three phase development:

- Phase I – Collation and initial consideration of proposals for measures;
- Phase II – Assessment and selection of measures(s) to further develop; and
- Phase III – Development of measures to be finalised within agreed target dates.

It singles out that the developments will include an impact assessment on States and that the work plan is kept open even after its implementation, so that impacts on States may indicate the need for any adjustment. More details on the work plan can be seen here.

MEPC 76 could not agree with a proposal to establish a Standing Technical Group dedicated to this activity though. Consequently, the work programme will be considered starting with MEPC 77.

Carbon tax and a revision on the level of ambitions of the IMO GHG Strategy
Other notable suggestions were (a) to impose a carbon tax on shipping as soon as possible and (b) to review the level of ambitions set for by the IMO Strategy on GHG emissions reduction. No conclusion can be reached on the latter. With regard to the former, MEPC 76 agreed its GHG Working Group consider proposals submitted at its intersessional meeting. A possible marked based measure (MBM) may be part of the mid-term measures for GHG emissions reduction.

Source: Intertanko

Monitoring and reporting for the UK MRV regulations

Monitoring for the UK MRV will be required from 01Jan22.
The companies who have been reporting as per EUMRV simply need to continue to monitor as they do today for EU MRV. For out Company RINA will identify the UK MRV, EU MRV and relevant IMO DCS data, and submit one set of log-abstract and bunker reports covering all three reporting schemes.
Shipping companies will then have to submit the first UK MRV emissions reports to verification bodies one year later, in other words in early 2023.
The RINA-verified EU MRV monitoring plans will also remain suitable for the UK MRV, and RINA will provide a Statement of Compliance (SoC) to our Company for all ships.

EU MRV monitoring plans are also suitable for the UK MRV – no separate is plan required

For existing verified EU MRV monitoring plans, this statement will be a general letter confirming that the EU MRV monitoring plan is suitable as the UK MRV monitoring plan. For new monitoring plans verified in the future a ship-specific SoC will be issued. This SoC enables shipping companies to prove compliance with the UK MRV towards authorities.
By carrying the EU MRV monitoring plan and SoC with EU and UK requirements, our ships will comply with both the UK MRV and EU MRV regulations, and, as such, have the highest flexibility to operate in the UK as well as in the EU.

Human Resources Management

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

Name	Rank	Promotion Date	Photo
Karasev Leonid	Master	17/07/2021	
Makarevich Kirill	2nd Officer	16/07/2021	
Protasov Konstantin	4th Officer	01/07/2021	
Karablin Vladislav	4th Engineer	24/07/2021	
Dobrynin Dmitrii	Electro Tech Off	29/07/2021	
Zobkov Aleksandr	Chief Cook	17/07/2021	

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 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.

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