News Waves

Oct - Dec 2021 Edition 2021-04

ROXANA SHIPPING S.A.

Contents

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Please recycle

Message from TEK

" It is not about the one million manhours injury free, it is about the capacity we have to manage our failures and mitigate the consequences, so that we fail healthy. We consolidate a fearless organization, learning from our failures and our success, committed in the Roxana "fearless ego for success" concept, the most important "me", take care about myself and my team, Return Home Healthy all times!"

The end of 2021 marked a record of 1000000 continuous manhours with zero lost time injuries for our ROKS fleet. Regretfully for Roxana after two years injury free in 2021 we had four injuries. Investigations are completed and corrective actions, along with lessons learnt have been distributed to the fleet.

Humans err, it is the human nature. We all make mistakes. It is not about the one million manhours injury free, it is about the capacity we have to manage our failures and mitigate the consequences, so that we fail healthy. We consolidate a fearless organization, learning from our failures and our success, committed in the Roxana "fearless ego for success" concept, the most important "me", take care about myself and my team, Return Home Healthy all times!

We are pleased to announce that Roxana Shipping expanded her managed fleet through the delivery of oil/chemical tanker " Mavrouda" 37K DWT, in Malta in 22Dec21.

Otherwise 2021 did not bring any drastic change, compared to the previous year, and while piracy activity remained at low levels, the covid19 outbreak is still acute worldwide, affecting our operations and in particular crew management, supplies of stores and spares and ship attendances, inspections and audits.

Vaccination ashore is progressing 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 in 2021 were conducted three times with the participation of about 500 officers and ratings, remotely through Zoom platform, facilitated by myself with the assistance of capt P. Sidorkin, capt D. Verkhoturov and from the fleet Chief officer D. Styrba and 2nd officers D. Glaida and V. Gladkikh.

This year we introduced learning engagements for "Learner mindset", "Making compliance commitment", "Leadership and the Adair model", "Teamwork and the Belbin team roles", and we refreshed the learning engagements on "Communiucation for Resilience and Care", "Take care of myself and my team, Leading my team's wellbeing", "Take care of myself and my team, Managing fatigue" and "Learning from our success". During these sessions we had also the chance to elaborate on the "fearless ego for success" concept 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 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.

These workshops are 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, 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. A new algorithm for identifying the best ship of the year is introduced, incorporating all KPIs with a weight factor.

Extract of all above is included in the Hot

Stuff section.

The Who is Who section this time hosts Master Verkhovskii Andrei, Chief Engineer Polkovnikov Alexey and Master Maltcev Dmitrii, who serve in our fleet for about 5 years and who have greatly contributed to the success of Roxana Shipping SA.

The New Rules section contains updates on MEPC 77 report, Korean ECAs, EU rules fit for 55, IHM introduction, Australia biofouling management plan, Amendments to MARPOL Annex VI to reduce the carbon intensity of existing ships, Fuel sampling amendments to MARPOL Annex VI and UK MRV plan.

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

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

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

Prompt and effective learning process facilitates career development for our employees and ensures the smooth and effective implementation of changes in behavior and operations required due to the fast changing Industry environment. In line with this policy extended shore familiarization with occasional employment in Head Office is offered to selected officers. 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

Capt. Verkhovskii Andrei

Andrei Verkhovskii was born in Ussuriysk on 14 March 1961.
He graduated from Far Eastern High Engineering Maritime College in 1984 and received the Master's License in 1998.
Captain Andrei joined Roxana Shipping S.A. on 14 March 2010 as Master on M/T Malbec.
Since that time he has been offering his services on Roxana Fleet vessels.
He has a total sea service of 5,7 years with our Company.
Captain Verkhovskii is married to Lyudmila and has 2 children. He is fond of fishing.
Currently he is sailing on our M/T Aramon.

Polkovnikov Alexey

Alexey Polkovnikov was born in Lesozavodsk on 03 January 1975.
He graduated from Admiral Nevelskoi Maritime State University in 2004 and received the Chief Engineer License in 2014.
Alexey joined Roxana Shipping S.A. on 28 June 2011 as a 2nd Engineer on board M/T Aligote.
Since that time, he has been offering his services on Roxana Fleet vessels.
He has a total sea service of 5,3 years with the Company.
He was promoted to Ch. Engineer on 20 July 2014 where he joined M/T Altesse.
He is married to Tatyana and has a child. He is keen on house construction.
Currently, he is on board our M/T Altesse.

Maltcev Dmitrii

Dmitrii Maltcev was born in Semipalatinsk on 09 April 1981.
He is a graduate of Far Eastern Institute of Communications in 2003 and received the Master's License in 2010.
Capt. Dmitrii joined Roxana Shipping S.A. on 21 December 2011 as Chief Officer on Ocean Dignity and he has been offering his services on Roxana Fleet vessels ever since.
He has a total sea service of 6,3 years with our Company.
He was promoted to Master on 04 August 2013 upon joining our Ocean Quest.
Capt. Maltcev is married to Svetlana and has 2 children. He enjoys active leisure.
He is expected to sign on our M/T Magic Star in April.

In such a difficult time of coronavirus, RoKcs comtinues recruiting and preparing crews for our Customers incident free, effectively and efficiently.

On the one hand, Roxana Shipping expanded her managed fleet through the delivery of oil/chemical tanker " Mavrouda" 37K DWT, in Malta in December. We are happy to say that the tanker fleet is now consisted of 11 vessels with more than 200 well-trained seafarers on board.

The co-operation with V.Ships Greece, is developing further with more ships under our service.

Unfortunately, we would like to say with regret that the traditional Roxana Pre-Christmas party has been canceled for the second consecutive year. Due to flight restrictions and a number of other difficulties associated with Covid19, our foreign partners were unable to arrive in Primorye and make an atmosphere a little bit warmer with Mediterranean winds. But nevertheless, the LFI / LET courses with Zoom technologies were successfully carried out both for the Officers/Engineers of tankers and bulk carriers, and for the ratings of both fleets as well. More detailed information is provided in a separate section of the magazine.

Last but not least, we would like to inform you that our crew coordinator Evgeniia Khalimenko came back physically to RoKcs after two years of maternity leave. So, our agency is now in full power.

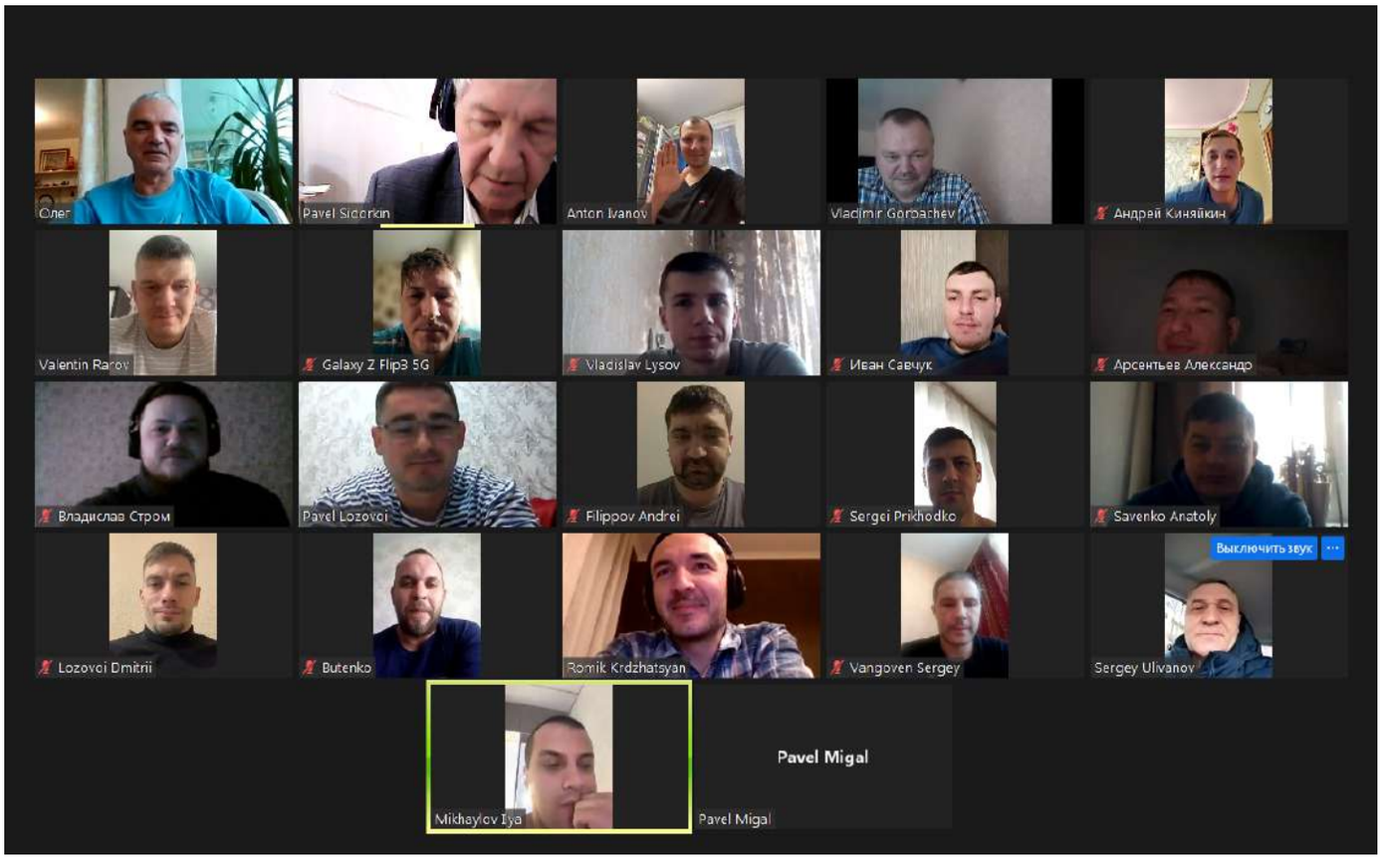
Capt. D. Verkhoturov
Capt. P. Sidorkin
E. Khalimenko
V. Shmegelskaia

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

IGS, Framo, Marflex, Kongsberg LFI sessions on 30 December 2021

LFI webinar on the experience of operating ship systems and equipments was arranged by RoKcs training center at Vladivostok on 30 December 2021, which was attended by 22 officers of Roxana Shipping. During the discussion, the participants shared experience in the operation of ship systems, such as Kongsberg K-Chief 500,DWP FRAMO and MARFLEX, Hamworthy & Moss IGS. The participants of the webinar discussed the most common cases of equipment failure and troubleshooting methods, advantages and disadvantages of equipment.

Gr 1		Gr 2		Gr 3		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Syrov Andrey	Master	Korotets Oleg	ChOff	Rarov Valentin	ChOff	Facilitator
Gorbachev Vladimir	ChOff	Krdzhatsyan Romik	ChOff	Ivanov Anton	2ndOff	
Savenko Anatoly	3rdOff	Ulivanov Sergey	2nd Off	Migal Pavel	3rd Off	Flipchart
Strom Vladislav	3rdOff	Lozovoi Dmitrii	3rdOff	Arsentyev Alexander	2nd Eng	Presenter
Vangoven Sergei	2nd Eng	Bacharnikov Sergei	3rd Eng	Filippov Andrei	2nd Eng	
Vazhenin Maksim	2nd Eng	Lysov Vladislav	4th Eng	Kiniaikin Andrei	4th Eng	
Mikhaylov Ilya	3rd Eng	Savchuk Ivan	ETO	Prikhodko Sergei	ETO	
Butenko Mikhail	ETO					
Sidorkin Pavel	TO	Verkhoturov Denis	GD	Pavel Sidorkin	CC	



Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

The reflective learning engagements of Officers and Ratings ashore were conducted from 21-24Dec21 remotely with the use of Zoom platform. About 47 officers (21 Bulker and 26 Tanker officers),and 20 ratings (12 deck and 4 engine ratings, plus 4 deck junior officers), 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 December 2021, was to refresh Officers and Ratings's knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).
Topics like Company Vision, Mission and policies, Health and competence for performance, Human performance principles, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Fair and Just for no blame culture, Incident reporting investigation and CPARs, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, , Oil Record Book, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.
Seven 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 his concerns and his ideas and actively listen the others in his team.

The 7 workshops which were conducted are listed below:
For both Ratings and Officers:
1. Workshop Communication for Resilience and Care - Let's talk
2. Workshop Take care of myself (my team) - Managing fatigue
3. Workshop Learner mindset

Only for Officers:
1. Workshop Take care of myself and my team - Leading my team's wellbeing
2. Workshop FOM01 revision RoKcs Dec21
3. Workshop FOM03.2 Anchoring management RoKcs Dec21
4. Workshop FOM10 revision RoKcs Dec21

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

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 workshops 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 March22 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 analytically.

Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

1Workshop "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, 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.

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

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 AskLookListen ActCheckbackTakecareofyou (Feel 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, 47 officers, and 20 ratings, 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.

Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

2Workshop 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 AllLookListen (Feel) ActCheckbackTakecareofyourself principle applies to manage the mental health
- ►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 Thank you all, 47 officers and 20 ratings, for the prompt and proper fill in of the questionnaire and your further proposals to improve the way we lead our team's wellbeing.

Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

3Workshop 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.

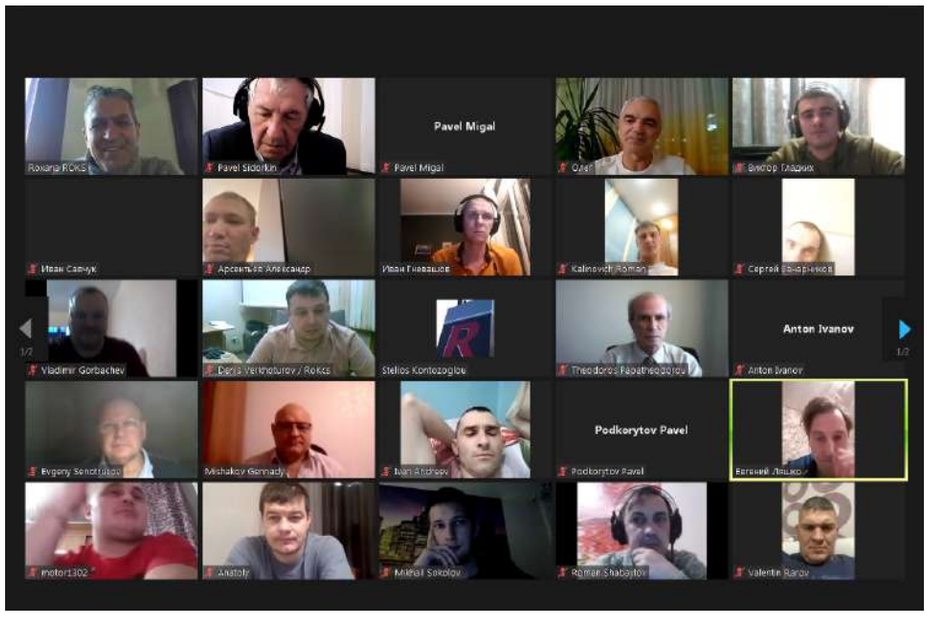
3.3 Key messages of the course were passed on to the participants as follows:

- 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

3.4 Concluding the workshop

- the relevant questionnaire was filled out on 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

3.5 Thank you all, 47 officers and 20 ratings, for the prompt and proper fill in of the questionnaire and your further commitment to apply the hints for managing fatigue for you and your team.



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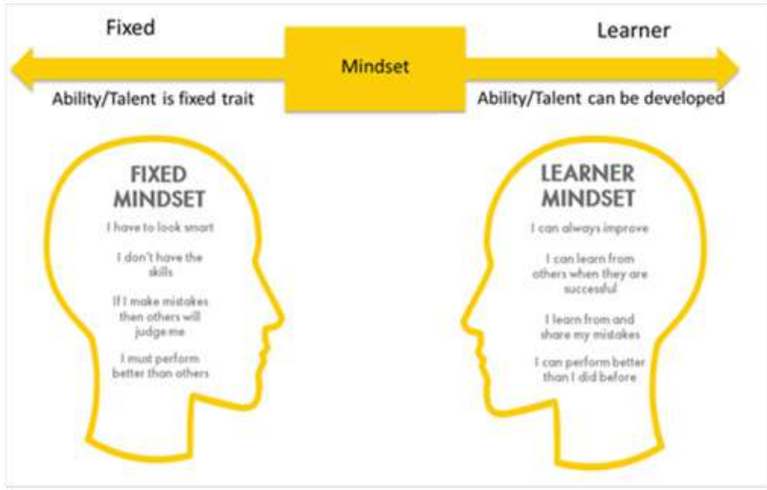
4 Workshop: Learner mindset



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 boating 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 Thank you all, 47 officers and 20 ratings, 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.

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:

Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

Learner	Myself (%)		Superior (%)		Master (%)		Organization (%)	
mindset	LM	50/50	LM	50/50	LM	50/50	LM	50/50
T	58	42	58	42	58	33	50	42
B	30	50	25	55	10	45	15	30
R	43	67	28.5	28.5	28.5	28.5	28.5	28.5

Related to the feed back 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: FOM01 revision RoKcs Dec21

Inspired by the TMSA3 release 2017 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. CMSM ch3 par3.11.3 is revised with DMS revisions Jun20 to reflect above.
OCIMF ITK Behavioural Competency Assessment and Verification for Vessel Operators was released in Nov18, introducing the 6 soft skills categories in conducting HSQE incident free operations, effectively and efficiently. With workshops throughout 2018 and 2019 we modify the 6 soft skill domains to 3 and introduced the Roxana 3x3x3 soft skills model categories ending up to 3 soft skills sets:

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

Considering that all of us on board act as a team and each individual at some point in time acts as leader or member of a team, and as a first step to incorporate soft skills into our procedures we introduced the concept of the 3 teams (leading, deck, engine) as per CMSM ch3 par3.7.3 and we have introduced and documented in each procedure:

- ► categorization of tasks for each role as team leader, team member and in watch (watchkeeping or supervising physically or attending throughout the operation).
- ► The 3 teams, per procedure, operation or process, as function and tasks

Following:

- ► the introduction of the three pillars (CPAR, MoC, RM) and engagement (CMSM ch 3.4)
- ► the SHELL model introduction (Software, Hardware, Environment, Liveware, Liveware (me)) (CMSM ch 3.6)
- ► the recent training courses in Headoffice on Incident Investigation, particularly on investigation team, interview and causation analysis (CP08 new par. 3.7, 4.4.6 and revised 4.5 respectively)

we applied above principles to FOM01 Bridge team management and we sent the 1st draft to the fleet for comments on 16Dec21, introducing:

- ► completely revised par3
- ► restructured par4 with new paragraphs
  - BRIDGE ORGANIZATION – BRM
  - Types and Phases of Navigation
  - Terms and Procedures
  - Condition monitoring, maintenance and repairs
  - Reflective learning, training and drills
  - Incidents reporting, investigation, analysis, corrective and preventive actions (CPARs)
  - Risk management, Management of change, Non routine Navigation operations
  - par4.5.8.7 Look Ahead Zone was rewritten for Danger Detecting Vector and Sector systems DDV safety frame and DDS anti-grounding cone

Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

6 Workshop: FOM03.2 revision RoKcs Dec21

Inspired by the TMSA3 release 2017 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.

► CMSM ch3 par3.10.3 is revised with DMS revisions Jun19 to reflect above.

OCIMF ITK Behavioural Competency Assessment and Verification for Vessel Operators was released in Nov18, introducing the 6 soft skills categories in conducting HSQE incident free operations, effectively and efficiently. With workshops throughout 2018 and 2019 we modified the 6 soft skill domains to 3 and introduced the 3x3x3 model in soft skills categories ending up to 3 soft skills sets:

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

Considering that all of us on board act as a team and each individual at some point in time acts as leader or member of a team, and as a first step to incorporate soft skills into our procedures we introduced the concept of the 3 teams (leading, deck, engine) as per CMSM ch3 par3.6 and we have introduced and documented in each procedure

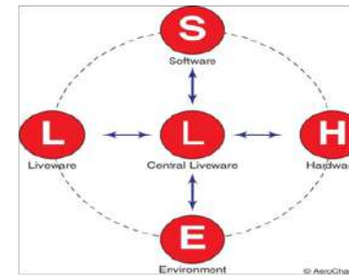
► categorization of tasks for each role as team leader, team member and in watch (watchkeeping or supervising physically or attending throughout the operation).
► The 3 teams, per procedure, operation or process, as function and tasks

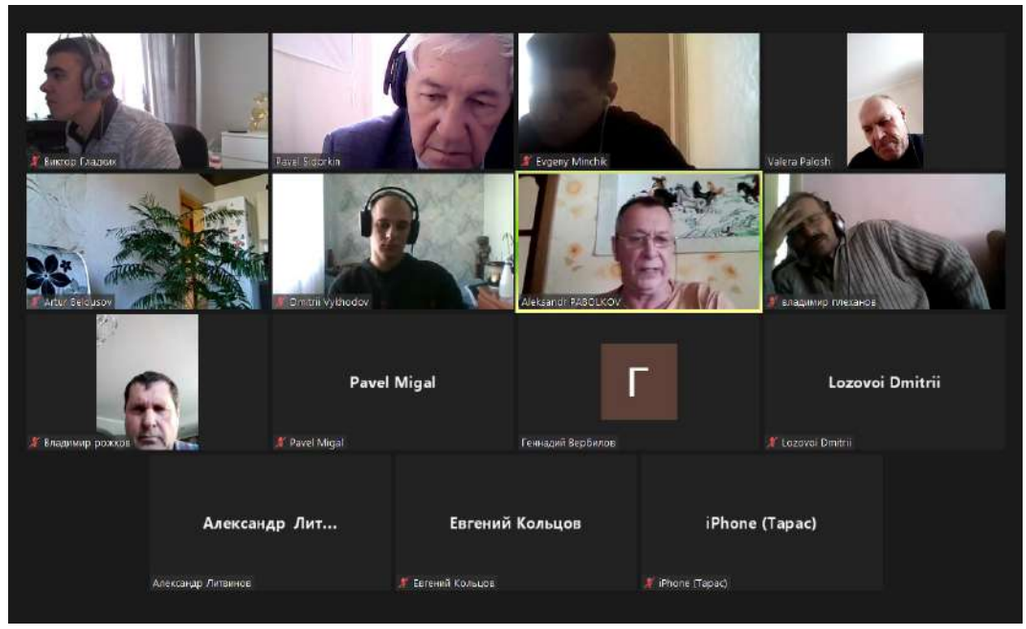
Following:

► the introduction of the three pillars (CPAR, MoC, RM) and engagement (CMSM ch 3.4)
► the S.H.E.L.L. model introduction (Software, Hardware, Environment, Liveware, Liveware (me)) (CMSM ch 3.6)
► the recent training courses in Headoffice on Incident Investigation, particularly on investigation team, interview and causation analysis (CP08 new par. 3.7, 4.4.6 and revised 4.5 respectively)

we applied above principles to FOM03.2 Anchoring management and we sent the 1st draft to the fleet for comments on 01Jul21, based on the feedback we released FOM03.2 with DMS release Jun21 introducing:

► completely revised par3
► restructured par4 with new paragraphs
  • Anchoring system and limitations, the sequence of anchor operations
  • Inspection and audits
  • Reflective learning, training and drills
  • Incidents reporting, investigation, analysis, corrective and preventive actions (CPARs)
  • Risk management, Management of change, Non routine operations
  • Reports Records and Log keeping





Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

7 Workshop: FOM10 revision RoKcs Dec21

Inspired by the TMSA3 release 2017 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.

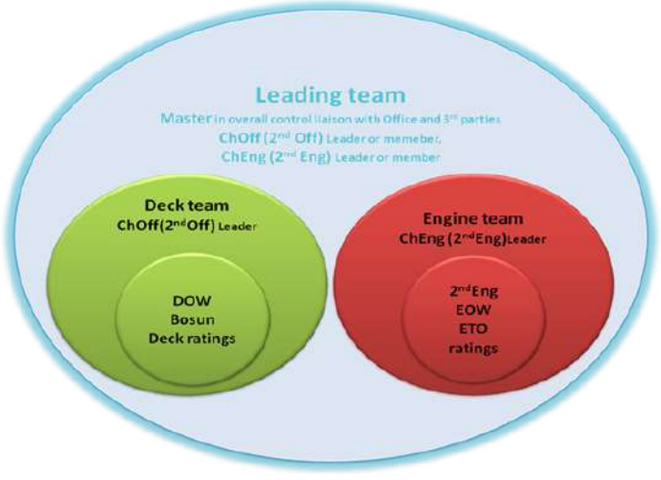
► CMSM ch3 par3.11.3 is revised with DMS revisions Jun20 to reflect above.

OCIMF ITK Behavioural Competency Assessment and Verification for Vessel Operators was released in Nov18, introducing the 6 soft skills categories in conducting HSQE incident free operations, effectively and efficiently. With workshops throughout 2018 and 2019 we modified the 6 soft skill domains to 3 and introduced the 3x3x3 model in soft skills categories ending up to 3 soft skills sets:

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

Considering that all of us on board act as a team and each individual at some point in time acts as leader or member of a team, and as a first step to incorporate soft skills into our procedures we introduced the concept of the 3 teams (leading, deck, engine) as per CMSM ch3 par3.7.3 and we have introduced and documented in each procedure

► categorization of tasks for each role as team leader, team member and in watch (watchkeeping or supervising physically or attending throughout the operation).
► The 3 teams, per procedure, operation or process, as function and tasks



Following:

► the introduction of the three pillars (CMSM ch 3.4)
► the S.H.E.L.L. model (CMSM ch 3.6)
► the recent training courses in Headoffice on Incident Investigation, particularly on investigation team, interview and causation analysis (CP08 new par. 3.7, 4.4.6 and revised 4.5 respectively)
► we applied above principles to FOM10 Maintenance and we sent the 1st draft to the fleet for comments on 11Nov21, based on the feedback we released FOM10 with DMS release Dec21 introducing:
► Procedure re-written to the new format incorporating in
  • section3 the soft skills
  • section 4 the three pillars (CPAR, MoC, RM), the reflective Learning, Training and drills, the non routine operations.

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

Tanker/Bulker Officers/Ratings remote learning engagement courses 21-24 December 2021

BULKERS GROUPS

Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Alyabin Alexander	Master	Saulin Vladimir	Master	Shabaylov Roman	Master	Facilitator
Kvashnin Alexey	ChOff	Vertinskii Boris	Master	Zinenko Rostislav	2nd off	Flipchart
Nikulin Alexey	ChOff	Sokolov Mikhail	3rd off	Kosianchuk Aleksandr	ChEng	Presenter
Gladkikh Viktor	2nd off	Podkorytov Pavel	ChEng	Gnevashov Ivan	2nd Eng	PC operator
Andreev Ivan	3rd off	Mishakov Gennady	ChEng	Chuchelin Sergey	ETO	
Kalinovich Roman	ChEng	Fadin Iurii	2nd eng			
Kulazhnikov Alexander	ChEng	Titov Ilia	3rd eng			
Maksimov Mikhail	3rd eng	Lyashko Evgeny	3rd eng			

Sidorkin Pavel	TO	Verkhoturov Denis	GD	Sidorkin Pavel	TO

TANKERS GROUPS

Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Kozlov Alexander	Master	Korotets Oleg	ChOff	Rarov Valentin	ChOff	Facilitator
Gorbachev Vladimir	ChOff	Krdzhatsyan Romik	ChOff	Ivanov Anton	2nd off	
Orekhov Sergei	2nd off	Ulivanov Sergey	2nd off	Migal Pavel	3rd off	Flipchart
Savenko Anatoly	3rd off	Lozovoi Dmitrii	3rd off	Minchik Evgeny	3rd off	Presenter
Strom Vladislav	3rd off	Grechko Mikhail	3rd off	Arsentyev Alexander	2nd eng	PC operator
Selifontov Boris	ChEng	Bacharnikov Sergei	3rd eng	Filippov Andrei	2nd eng	
Vazhenin Maksim	2nd eng	Lysov Vladislav	4th eng	Kaplaukh Timur	3rd eng	
Mikhaylov Ilya	3rd eng	Savchuk Ivan	ETO	Kiniaikin Andrei	4th eng	
Butenko Mikhail	ETO			Prikhodko Sergei	ETO	

Sidorkin Pavel	TO	Verkhoturov Denis	GD	Pavel Sidorkin	CC

RATINGS TANKERS GROUPS

Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Lozovoi Dmitrii	3rd off	Minchik Evgeny	3rd off	Migal Pavel	3rd off	Facilitator
Verbilov Gennady	Bosun	Beloslyudtsev Sergey	Bosun	Rozhkov Vladimir	A/B	Presenter
Plekhanov Vladimir	Bosun	Belousov Artur	A/B	Chevtaev Aleksei	A/B	PC operator
Vykhodov Dmitrii	O.S.	Palosh Valerii	A/B	Koltsov Evgenii	A/B	Flipchrt
Litvinov Alexander	A/B	Iatimov Khakim	O.S.	Koshetov Artur	O.S.	
		Pabolkov Aleksandr	oiler	Rudenko Leonid	Oiler	

Pavel Sidorkin	TO	Verkhoturov Denis	GD	Shmegelskaya Victoria	CC

RATINGS BULKERS GROUPS

Gr1

	rank	role
Gladkikh Viktor	2nd off	Facilitator
Anisimov Viktor	Oiler	PC operator
Averianov Aleksandr	Oiler	Flipchart

Khalimenko Evgenia	CC

Pancoast Singapore

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

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

Fixtures: In 2021, Q3-Q4 Period: Pancoast office under commercial operational responsibility of Capt. Karthik were spot/ time chartered with different Charterers including Oil majors. All two long term Time charterers were fixed during the period.

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 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: Capt Karthik visited the Greek office in November and discussed about the performance and achievements of the ships managed by our company.

Management review: Our office participated virtually in our Company's Management Review Meeting. Capt Karthik presented on behalf of Pancoast Singapore as agent for Roxana the Commercial, Operations and Post Fixture Departments highlights and performance.

Company Personal Training: Pancoast office also participated in the Company Training in regards to personal/human improvement.

Employee Roles:

- Capt. Karthik is heading the Singapore office of Pancoast Trading and is also in charge of the Commercial / operational activities of Pancoast Singapore as agent for Roxana in the East of Suez markett. Apart from his other diversified roles; he also is heading the fleet - Post Fixture / Claims department of Pancoast Singapore for the managed Tanker ships.
- Mr. Alexandros Stathopoulos; entered his 6th year as Tanker Operator; and plays vital role in day to day operational issues, assisting with Pre-Post Fixture / Claims 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 this difficult exceptional time.

BRAINSTORM GAME

The traditional intellectual quiz game "Brainstorm" was held in Vladivostok Mari-time College on 16 November 2021, this game already 8th in a row.

The competition was attended by 9 teams, consisting of cadets of 1, 2 and 3 courses. The odds of winning were equal for everyone, despite the age difference.

This time the game was warm-up and consisted of 4 rounds. Everyone was asked the same questions. There was the text and multimedia question about music, movies and TV shows, literature, myths and others. The organizers of this game tried to take into account the interests of the modern young man.

According to the results of the quiz game, the first place was taken by the team of No122 group. There are winners and outsiders in any competition. But, despite the re-sults, all participants enjoyed the game and communication. Prizes went not only to the teams that took the first places, but also to the team from the last line of the tournament table.

Administrations of Vladivostok Maritime College sincerely thank the deputy director for educational work, Skutelnik Vasilina Aleksandrovna, the organizer and host of the event, for an interesting and informative game. Also we thank the counting commission, represented by the head of the correspondence department of the college Kirichenko Elena Gennadievna, and 2nd year cadet Burmistrov Aleksey, for objectivity and clarity in summing up the results of the quiz.

VMC (Vladivostok Maritime College)

VOLEYBALL TOURNAMENT

Volleyball competitions timed to coincide with the National Unity Day.

Volleyball competitions were held in the gym of the Vladivostok Maritime College from 18 to 29 of October 2021. There were 8 teams participating in the tournament. After the qualifying games, representatives of groups 211, 222, 122 met in the final for prizes. Every game was very intense. As a result, the third place was taken by group 122, the second place was taken by group 211, and the first place was taken by group 222.

Director of the college Manko V.Y. presented the cup to the winner of the competition, as well as statuettes and certificates to the best players on 10 November 2021. Nikita Kononov was recognized as the best point guard, Alexander Razuvaev was the best forward, Nestor Yakovets was the best server.

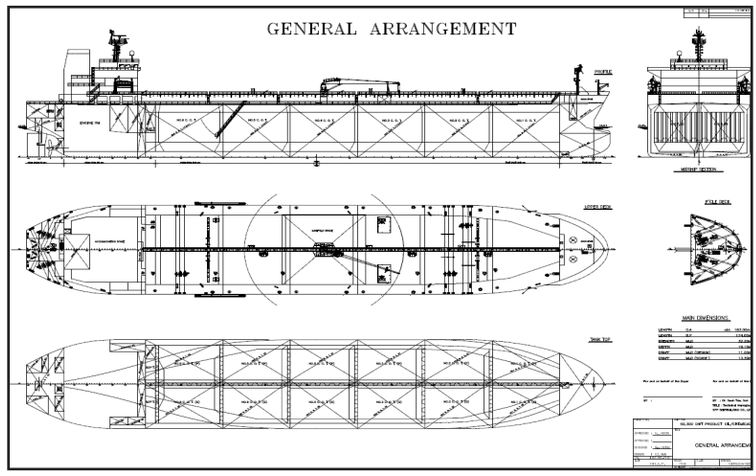
All cadets take part in volleyball competitions with great pleasure and games are played with an unpredictable result.

The administration of the Vladivostok Maritime College thank all the cadets of our college for the participation, as well as the teacher of physical culture Farkhutdinov Roman Nikolaevich for the organization of competitions on a high level.

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

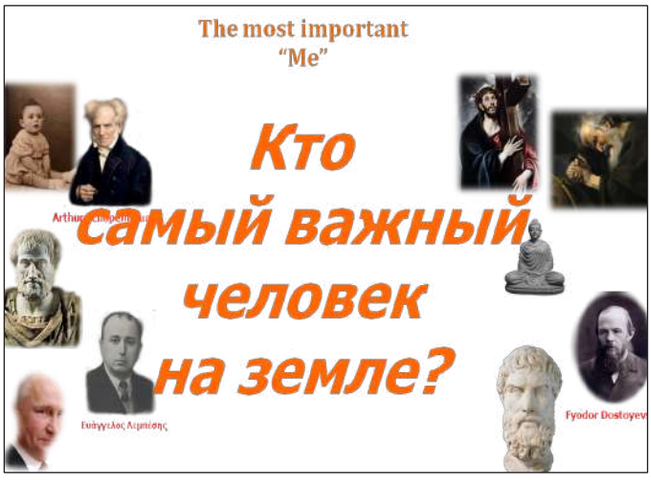
- LNG as propulsion fuel technology and availability network
- Alternative fuels
- Air emissions NOx and SOx control technologies and limits
- ECO designs and options

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.



The fearless ego for success

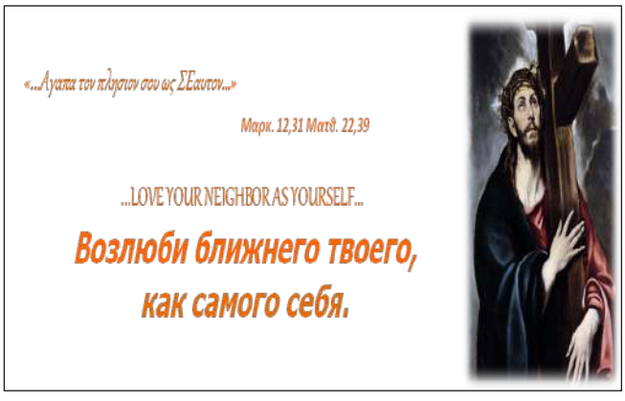
Inspired by the Partners in Safety project the Roxana "Ego" tree was launched end of 2016, finally introduced after the management review of May 2019 and was further developed to the Roxana "fearless ego for success" tree.
Each one of us elaborated on a basic question who is the most important person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



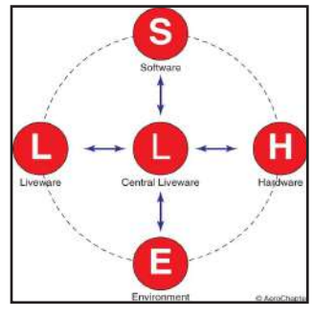
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

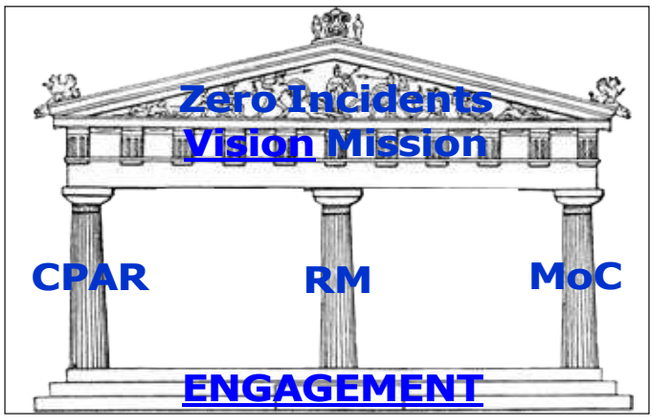
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

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.

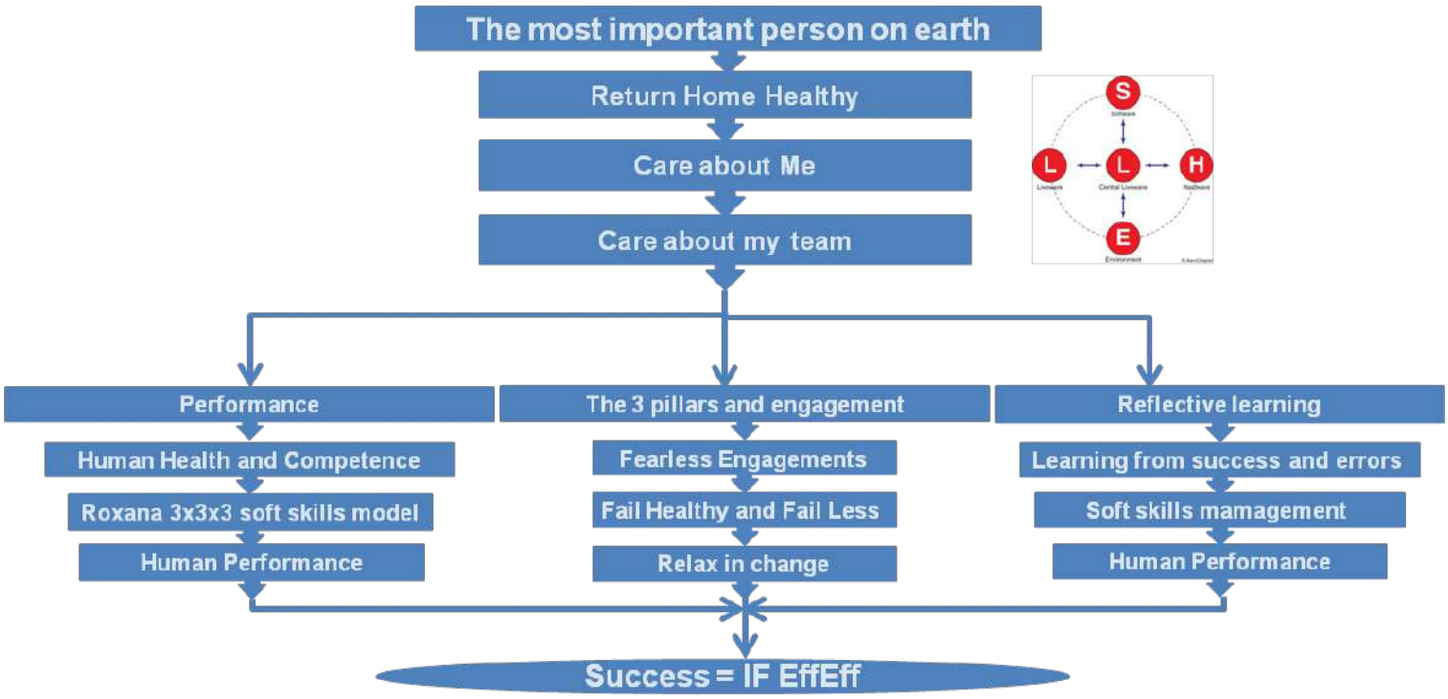
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

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.

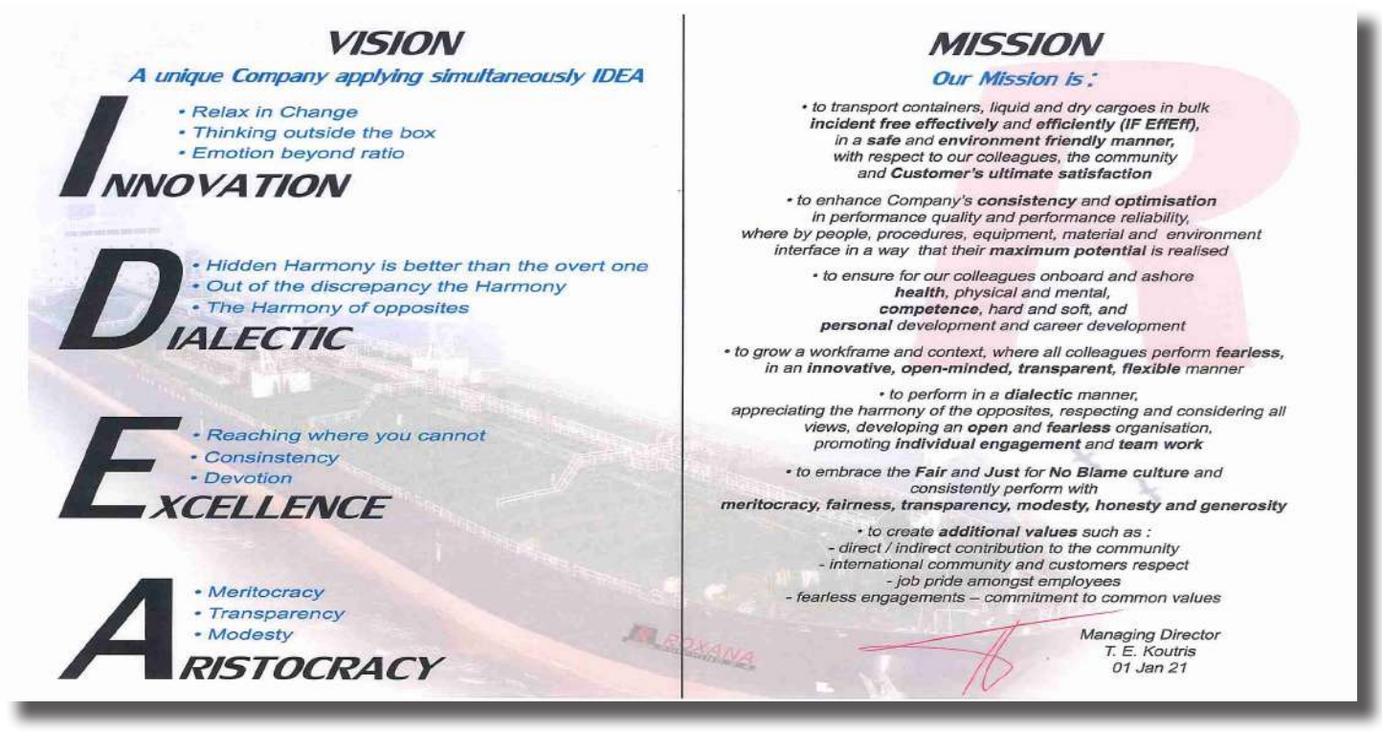
Separate articles in this magazine elaborate on the above three axes of activity, who ensure the Incident Free, Effective and Efficient (IF EffEff) operations throughout our organization ashore and on board.

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.



VISION

A unique Company applying simultaneously IDEA

INNOVATION
- Relax in Change
- Thinking outside the box
- Emotion beyond ratio

DIALECTIC
- Hidden Harmony is better than the overt one
- Out of the discrepancy the Harmony
- The Harmony of opposites

EXCELLENCE
- Reaching where you cannot
- Consinstency
- Devotion

ARISTOCRACY
- Meritocracy
- Transparency
- Modesty

MISSION

Our Mission is :

- to transport containers, liquid and dry cargoes in bulk **incident free effectively** and **efficiently (IF EffEff)**, in a **safe** and **environment friendly manner**, with respect to our colleagues, the community and **Customer's ultimate satisfaction**
- to enhance Company's **consistency** and **optimisation** in performance quality and performance reliability, where by people, procedures, equipment, material and environment interface in a way that their **maximum potential** is realised
- to ensure for our colleagues onboard and ashore **health**, physical and mental, **competence**, hard and soft, and **personal** development and career development
- to grow a workframe and context, where all colleagues perform **fearless**, in an **innovative, open-minded, transparent, flexible** manner
- to perform in a **dialectic** manner, appreciating the harmony of the opposites, respecting and considering all views, developing an **open** and **fearless** organisation, promoting **individual engagement** and **team work**
- to embrace the **Fair** and **Just** for **No Blame culture** and consistently perform with **meritocracy, fairness, transparency, modesty, honesty and generosity**
- to create **additional values** such as :
  - direct / indirect contribution to the community
  - international community and customers respect
  - job pride amongst employees
  - fearless engagements – commitment to common values

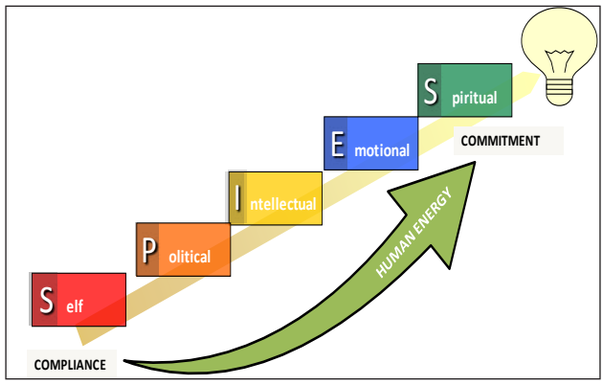
Managing Director
T. E. Koutris
01 Jan 21

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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"

2000 year before Dostoyevsky a pure mathematical paradox was quoted

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

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

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

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

A team:

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

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

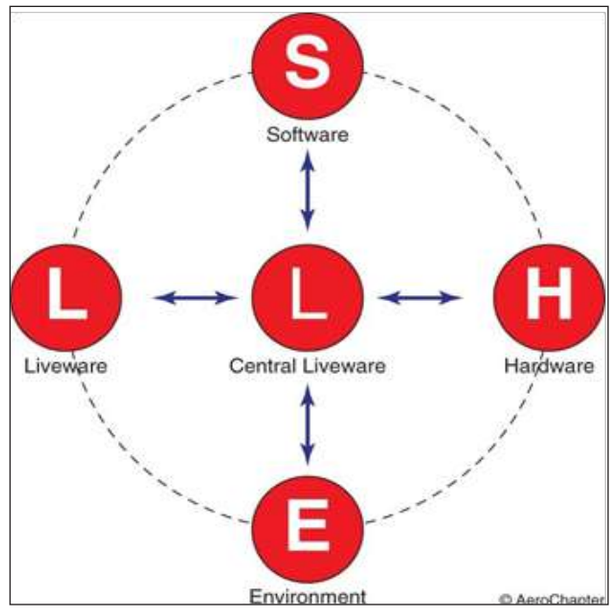
The 2+2=5 concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.
The teams concept is introduced

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

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

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

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



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

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

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

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

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

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

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

The holy three and Roxana 3x3x3 soft skills model

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

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

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

During the previous workshops as above par2 we realized that:

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

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

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

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

Ending up to *3 soft skills sets*

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

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

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

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

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

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

2. Leadership and Managerial skills	
Clearly and precisely gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, Inspiring, motivating and empowering his colleagues to perform at their best to achieve goals. Adjusts leadership style to situations, including those which develop suddenly and change rapidly, Interacting with others in a sensitive and effective way in a risk and time-sensitive environment.	
2.1. Setting directions, providing and maintaining standards	
2.1.1.	Communicates clear expectations. - Considers the bigger picture and longer term needs prior committing to a course of action. - Translates the vision into clear strategies and work programmes. - Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc). - Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery). - Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients. - The amount of communication is appropriate and clear for the situation in hand. - Communicates in a way that elicits appropriate action from others.
2.1.2.	Demonstrates commitment to Company values, ethical and moral standards, setting a personal example of what is expected from others.
2.1.3.	Ensures compliance with Company system and standards and intervenes in case of deviations by other crew members
2.2. Authority, assertiveness and empowerment	
2.2.1.	Creates a culture that enables challenge and participation of crew members while maintaining the given command authority - Encourages crew members to review, raise concerns or challenge plans of actions. - Creates a safe and trusting environment for crew members of open and frequent communication with clear and direct flow of information, supporting them to openly share lack of knowledge and/or to speak up without hesitation. - Recognises, appreciates, and supports contributions of people. - Receives feedback constructively.
2.2.2.	Takes command if the situation requires. - Takes decisive actions as required. - Advocates own position. - Clearly puts forward views and personal position whilst listening to others. - Influences others resulting in acceptance, agreement and/or behaviour change.
2.2.3.	Supports people to have a level of independence in how they do their work - Develops cooperative and respectful relationships with people. - Understands the needs of crew members and cares about their welfare - Acknowledges cultural diversity when communicating. - Creates a feeling among the crew members of achieving results together as one team - Asks questions and observes others to confirm their understanding. - Actively seeks and acts upon feedback. - Encourages people to acquire new skills and develop themselves.
2.3. Planning, co-ordination and Workload management	
2.3.1.	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)

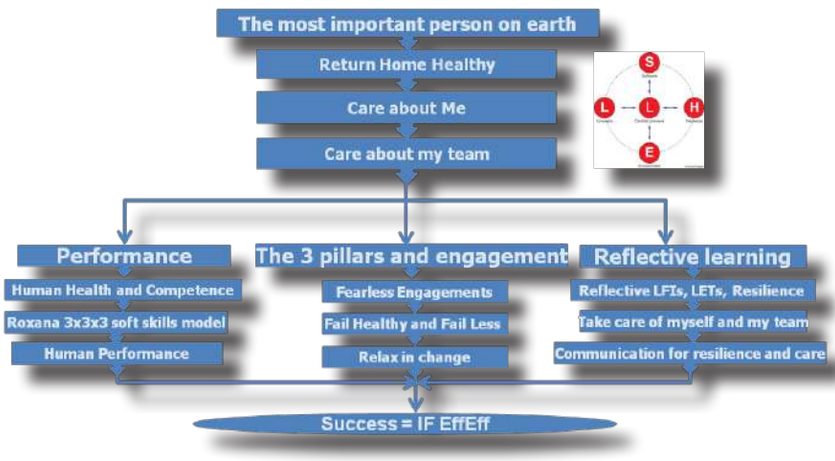
3. Decision making and Result focus	
Accurately perceives all SHELL factors on-board, at sea and ashore and projects their status in the future, reaching systematic and rational judgements or chooses an option based on relevant information by analysing issues and by developing effective strategies to 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, with aim to facilitate for all participants the:
► verification of the knowledge obtained
► self-assessment, his manager and the organisation assessment for the level of compliance with the best practices proposed by the workshop

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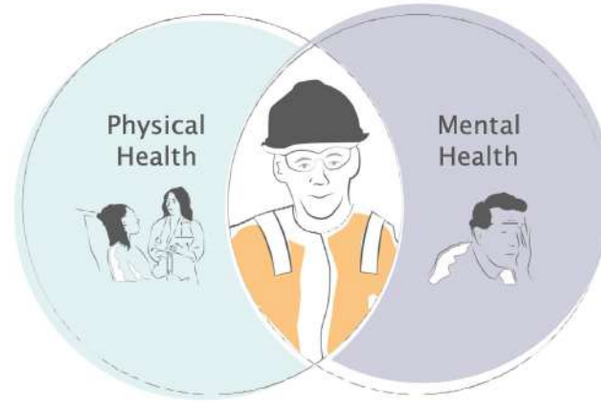
Roxana Communication for Resilience and Care

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.

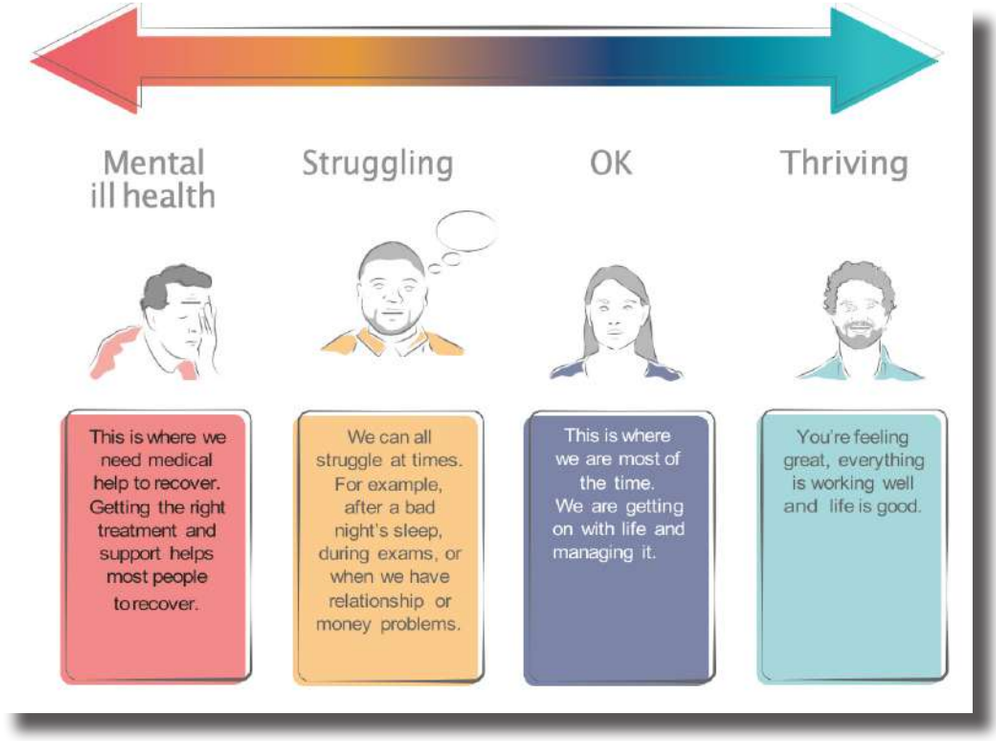
Roxana Communication for Resilience and Care (Continued)

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, with aim to facilitate for all participants the:
► verification of the knowledge obtained
► self-assessment for the level of compliance with the best practices proposed by the workshop
► his manager and the organisation assessment for the level of compliance with the best practices proposed by the workshop



Best Practices Sep21-Dec21

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

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

Congratulations to all for the following Best Practices, which have been identified and recorded in HSQE CMM for the period Sep21-Dec21:

- M/V Adventurer, Capt. S. Rychkov and Ch.Off. P. Sharyy, date Oct21
  Mark with contrast colour the log stanchion foundations.

- M/V Revenger, Capt. A. Lysyy and Ch.Off. M. Kardopoltcev, date Oct21
  Post a warning sign of "PRIOR TO STARTING THE PUMPS ENSURE THAT THE DECK SCUPPER PLUGS ARE IN PLACE" near the starter panel for hatch covers hydraulic pumps.

- M/T Melody, Capt. I. Koshetov and Ch.Off. K. Goncharov, date Nov21
  Draft measurement instrument: install a disc of aprox 20cm diameter at the end of the weight of tape. Thus, it will be clear when it touches the water surface.

- M/V Adventurer, Capt. S. Rychkov and Ch.Off. P. Sharyy, date Dec21
  Post a warning sign of "PRIOR TO STARTING HYDRAULIC PUMPS DO NOT FORGET TO OPEN VALVES FOR COOLING WATER" on MSB near the switches for HYDRAULIC WINDLASS AND HYDRAULIC WINCH.

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 Aligote	D. German	O. Kril	GAK	Vetting	Terneuzen	15Oct21	1	3,5
M/T Athiri	A. Grinko	A. Vazhenin	-	Vetting	Fujairah	10Dec21	3	3,5
M/T Athiri	L. Karasev	A. Shumkov	-	PSC	Yanbu	01Nov21	0	0,9
M/T Altesse	O. Khairullin	A. Polkovnikov	-	Vetting	Fujairah	01Dec21	2	3,5
M/T Altesse	O. Khairullin	A. Polkovnikov	-	FSI	Jubail	28Dec21	0	0,9
M/V Adventurer	S. Rychkov	A. Khlebnikov	-	PSC	Rio Grande	18Oct21	0	0,9
M/V Discoverer	V. Saulin	A. Kulazhnikov	-	FSI	Nikolayev	25Nov21	0	0,9
M/V Discoverer	V. Bekirov	Y. Kabakov	-	PSC	Pozzalo	06Dec21	0	0,9
M/V Revenger	A. Lyssy	S. Tarapaka	-	PSC	Manzanillo	15Oct21	0	0,9

Management Review Meeting 2021-02

The Company's second Management Review Meeting for 2021 took place in our premises on 12-13Nov21, with a broad participation of colleagues from Roxana Shipping S.A., our customer ROKS Maritime inc., our subcontractors RoKcs ltd and Pancoast, Singapore, in hybrid mode (physical and virtual attendance) and in strict compliance with all precautions for the covid19 pandemic.

Attending the Management Review 2021_02 were 31 persons, including the chairman of the BoD.

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

A lot of interesting issues were raised during this meeting.

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

Update was given on the Roxana "Fearless Ego for Success" concept, representing Company Governance, particularly the most important ego, the 3 Human performance principles, the Fair and Just for no Blame culture, as boosting an environment where all of us feel comfortable to speak up and learn from failures and success, the 3 pillars and engagement and the reflective learning engagements.

Update was given on the Roxana "Fearless Ego for Success" concept, representing Company Governance, particularly the most important ego, the 3 Human performance principles, the Fair and Just for no Blame culture, as boosting an environment where all of us feel comfortable to speak up and learn from failures and success, the 3 pillars and engagement and the reflective learning engagements.

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

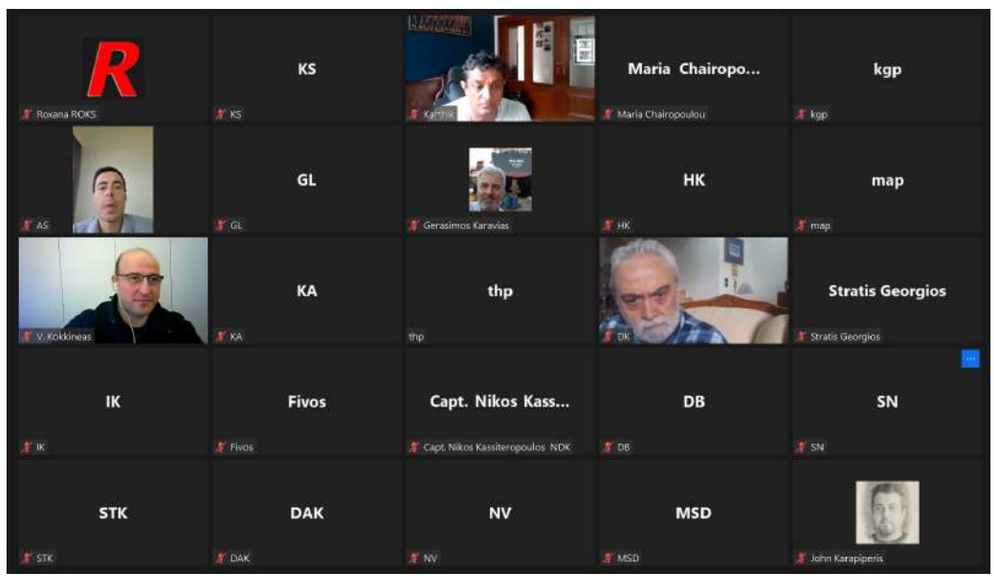
The new Rules and Regulations and the existing ones that have been recently introduced, the various projects launched during the last period and the status of the ongoing projects and new buildings were discussed and new course of actions was set.

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

- Leadership and the Adair model
- TeamWorking and the Belbin team roles
- Learning from success and failures, DD+SS repairs, crew change

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

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



MR21-02, Athens 13Nov21
Workshop: Leadership and the Adair model

All of us at some point in time perform as team leader or team member.

As per Roxana 3x3x3 soft skills model
- ***a leader will apply his leadership / managerial skills and Decision making Result focus skills***
- ***a team member will apply his TeamWorking skills and Decision making Result focus skills***

This workshop relates the Roxana 3x3x3 soft skill model and the human performance principles with the Adair leadership model.

The related questionnaire is a self assessment tool for each individual to understand his own perception on his Leadership profile, as per the Adair model.

Thank you all 27 participants for the contribution at the last hybrid Management Review Meeting MR21-02 and particularly for your reflective learning engagements in the workshop "Leadership and the Adair model".

In the "Leadership and the Adair model" workshop we had the chance to elaborate on:

- OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators ,introducing the 6 soft skills domains Teamworking, Communication and influencing, Situation awareness , Decision making, Result focus and Leadership and managerial skills.
- Shell Partners in Safety (PnS) Leadership Skills for crew wellbeing, which was further developed by us to the workshop Take care of myself and my team, Leading my team's wellbeing.
  Evidence from a range of safety-critical industries shows that where health is well managed, there is an improvement in safety. Leaders set the tone. They influence the conditions in which work takes place as well as the level of social engagement, interaction and support. Leaders that effectively manage the wellbeing of their crew will enhance the culture on board and create an environment where crew actively contribute to the safety and success of vessel operations.

- Roxana's 3x3x3 soft skills model 3 soft skills domains apply:
  • Team Working
  • Leadership and Managerial
  • Decision making and Result focus
  As per Roxana soft skills model for a team leader following skill sets are needed:
  • Leadership and managerial
  • Decision Making and Result focus
  and same is reflected in the Responsibilities and authorities for any role acting as team member.

Leaders set the tone. They influence the conditions in which work takes place as well as the level of social engagement, interaction and support. Leaders that effectively manage the wellbeing of their crew will enhance the culture on board and create an environment where crew actively contribute to the safety and success of vessel operations.

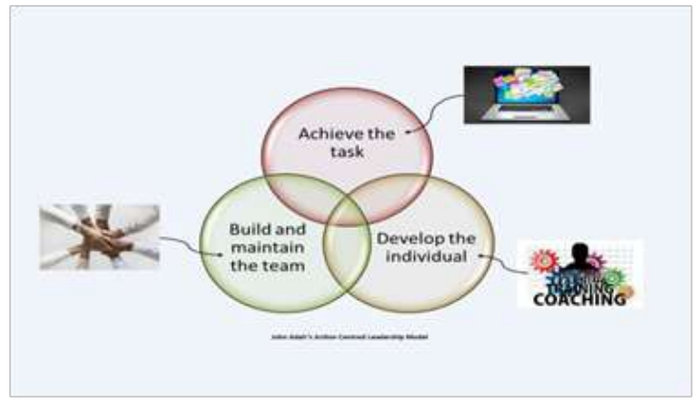
- Roxana Take care of myself and my team, Leading my team's wellbeing workshop
  This program was introduced in our system learning engagements in Jun20 inspired by the Leadership Skills for crew wellbeing, released by Shell Jun20
  It has been developed for Captains and Chief Engineers to help them develop their leadership skills in order to nurture a learning culture and transparency in workplace where crew also feel confident to talk about health and wellbeing.
  However the same concepts apply for any leader or team member and any team and team's wellbeing (health, physical and mental).

the same concepts apply for any leader or team member and any team and team's wellbeing (health, physical and mental).

MR21-02, Athens 13Nov21
Workshop: Leadership and the Adair model (Continued)

- Adair leadership model for self assessment

• Adair and Adair's concept asserts that the three needs of task, team and individual are the watchwords of leadership, as people expect their leaders to help them achieve the common task, build the synergy of teamwork, and respond to individuals' needs.



Purpose

- This workshop relates the Roxana 3x3x3 soft skill model and the human performance principles with the Adair leadership model.
- The workshop of a 150 minutes duration was dynamic and highly interactive, consisting of a combination of group activities and input from participants' own experience.
- The participants filled in the related questionnaire, which is a self assessment tool for each individual to understand his own perception on his Leadership profile, as per the Adair model.

Key messages and the Adair leadership self assessment questionnaire

- The questionnaire is consisted of 30 questions. Each question comprises a statement of a familiar management situation which is printed in bold. This statement is followed by three different choices of management action plus option D preference for non-management action.
- To complete each question the participants allocated five points between the three + one choices available.
- Key messages on the Adair model and the relation with the Roxana 3x3x3 soft skills model and human performance principles were passed over to the participants.

Thank you all for the prompt and proper fill in of the questionnaire and your further feedback evaluating the workshop in terms of more to learn, most impact and for recording your personal commitments for next day to apply your Leadership and managerial skills along with your Decision making Result focus skills in your everyday life.

Actions and follow up

The leaderhip profile of each individual and the interpretation for the scores is recorded

Based on the questionnaire responses and related to the leadership model each individual reviewed his score and identified actions needed to improve his profile, so that task, team and individual are equally addressed by him as leader.
Related to the feed back section of the questionnaire we will continue to focus on developing for each individual a fearless environment for the Leadership and Managerial skills, along with Decision making Result focus skills to thrive.

MR21-02, Athens 13Nov21
Workshop: Teamworking and the Belbin team roles

All of us at some point in time perform as team leader or team member.
As per Roxana 3x3x3 soft skills model

- ***As a leader we are applying our leadership / managerial skills and Decision making Result focus skills***
- ***As a team member we are applying our TeamWorking skills and Decision making Result focus skills***

This workshop relates the Roxana 3x3x3 soft skill model with the Belbin analysis for team roles.

The related questionnaire is a self assessment tool for each individual to understand his own perception on the preferred Belbin team roles when operating in a team.

Thank you all 27 participants for the contribution at the last hybrid Management Review Meeting MR21-02 and particularly for your reflective learning engagements in the workshop "TeamWorking and the Belbin team roles".

In the "TeamWorking and the Belbin team roles" workshop we had the chance to elaborate on:

1. OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators
   was released in Nov18, introducing the 6 soft skills domains Teamworking, Communication and influencing, Situation awareness , Decision making, Result focus and Leadership and managerial skills.

2. The Roxana's 3x3x3 soft skills model 3 soft skills domains apply:
   - TeamWorking
   - Leadership and Managerial
   - Decision making and Result focus

   As per Roxana soft skills model for a team member following skill sets are needed
   - TeamWorking
   - Decision Making and Result focus and same is reflected in the Responsibilities and authorities for any role acting as team member.

"The types of behaviour in which people engage are infinite. But the range of useful behaviours, which make an effective contribution to team performance, is finite. These behaviours are grouped into a set number of related clusters, to which the term 'Team Role' is applied."
Meredith Belbin | Taken from: Team Roles at Work

3. Belbin team role analysis
   Dr. Meredith Belbin discovered eight, then nine, specific roles which contribute to successful teams. All teams, it is suggested, should be made up of these and no others.

   The nine Belbin team roles are:
   - Resource Investigator, Teamworker and Co-ordinator (the Social roles);
   - Plant, Monitor Evaluator and Specialist (the Thinking roles), and
   - Shaper, Implementer and Completer Finisher (the Action or Task roles).

MR21-02, Athens 13Nov21
Workshop: Teamworking and the Belbin team roles (Continued)

Purpose

This workshop relates the Roxana 3x3x3 soft skill model with the Belbin analysis for team roles.
The workshop, of a 90 minutes duration, was dynamic and highly interactive, consisting of a combination of group activities and input from participants' own experience.
The related questionnaire is a self assessment tool for each individual to understand his own perception on the preferred Belbin team roles when operating in a team.

Key messages and the Belbin team role self assessment questionnaire

- The roles, defined above as constant features of the individual can be predicted by simple psychometric testing, as per the relevant Belbin questionnaire. For each section of this questionnaire, the participants were are asked to choose the one, two, or three sentences most applicable to them and best describe their behaviour.
- The participants filled in the related questionnaire, which is a self assessment tool for each individual to understand his own perception on his role in a team, as per the Belbin team roles.

It should be stressed that there are no right or wrong choices. All the choices are equally important.

- It should be stressed that there are no right or wrong sentences. All the choices are equally important.
- Once they had made their choice(s), participants were asked to allocate 10 points between the selected sentences. The allocation of these points indicate the relative extent to which each sentence applies to them.
- Key messages on the Belbin analysis on team roles and the relation with the Roxana 3x3x3 soft skills model were passed over to the participants.

Thank you all for the prompt and proper fill in of the questionnaire and your further feedback evaluating the workshop in terms of more to learn, most impact and for recording your personal commitments for next day to apply your TeamWorking skills along with your

Decision making Result focus skills in your everyday life.
- It was highlighted that although all the team types are equally valuable in a team situation, some combinations are more effective than others. Each of the team types will have allowable weaknesses which must be tolerated for the benefit of the strengths that go with them. The idea is to concentrate on your strengths while tolerating the weakness of your own team type and that of others.
- The research indicated that the most successful teams were made up of a diverse mix of behaviours.
- The most successful team is one which has a fair distribution of the different team profiles.
- This conclusion is in line with our Dialectic value of the IDEA vision.

Actions and follow up

Based on the questionnaire responses and related to the Belbin team roles model each individual reviewed his score and the others in a team scores and the team with its leader (likewise the project team with its leader) identified actions needed to improve the profile of the team, so that the team has a fair distribution of the different team profiles.

As a next step it is advised for each dept manager or project team leader, to review the Belbin team role profiles for his team and identify actions needed to ensure for his team a fair distribution of the required different team roles.

MR21-02, Athens 13Nov21
Workshop Learning from success:Drydock and SS repairs -Crew change in Safaga

This workshop refers on two occasions that happened in our Company, with a lot of hazards, threats and challenges, which were properly managed, resulting to success, ie IF EffEff completion of the task.
The participants:
- ***elaborated on the hazards, threats and challenges of the two cases***
- ***evaluated the Company performance in relation with the commitment to the Communication policy and process and the Roxana 3x3x3 soft skills model***
- ***identified Best practices and Lessons learnt***

Thank you all 27 participants for the contribution at the last hybrid Management Review Meeting MR21-02 and particularly for your reflective learning engagements in the workshop "Learning from success and failures, DD+SS repairs, crew change in Safaga".
In the "Learning from success and failures, DD+SS repairs, crew change in Safaga" workshop we had the chance to elaborate on:

- Roxana Vision Mision and Policies
• The Vision and Mission of Company, identifying core values for conducting business and concluding the Innovative Dialectic Excellence Aristocracy (IDEA) vision introduces:
• Relaxing in change, Thinking outside the box and Emotion beyond ratio (innovative)
• Harmonizing of the differences (dialectic)
• Excellence and Aristocracy
These values are applied later on for deriving the principles of human performance and the behavioral KPIs for Leadership and managerial, TeamWorking and Decision Making Result Focus soft skills.

-Roxana soft skills management
• the OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators released in Nov18, introducing the 6 soft skills domains Teamworking, Communication and influencing, Situation awareness , Decision making, Result focus and Leadership and managerial skills.
• the Roxana's 3x3x3 soft skills model, 3 soft skills domains apply:
- TeamWorking
- Leadership and Managerial
- Decision making and Result focus
• As per Roxana soft skills model for a team member following skill sets are needed:
- TeamWorking
- Decision Making and Result focus
and same is reflected in the Responsibilities and authorities for any role acting as team member.

-Roxana Communication policy
• Communication is an important soft skills set for an individual to perform IF EffEff in a team, as leader or as team member, boosting the resilience of an individual and a team.
• Effective and Efficient Communication was in our focus since 2018 and as an outcome of workshops carried out in 2018 and 2019 our Communications policy was introduced Jun19.
• Starting with "the most important me", the "take care of myself" was introduced along with the principal order "Return Home Healthy… with full basket" and then and as pre-requisite the "take care about my team" was conceived, in combination with the relevant resilience modules Making Connections, Connections to Home, Gratitude, Positive communication, as introduced by the Partners in Safety project, to justify why:

- ***Communication is an important soft skills set for an individual to perform IF EffEff in a team, as leader or as team member, boosting the resilience of an individual and a team***
- ***A resilient individual in a team will be fearless and comfortable in expressing any idea or reporting / admitting any mistake or criticism.***

MR21-02, Athens 13Nov21
Workshop Learning from success:Drydock and SS repairs -Crew change in Safaga (Continued)

• EffEff communication is vital for the Resilience of the individual and the team
• A resilient individual in a team will be fearless and comfortable in expressing any idea or reporting / admitting any mistake or criticism.

-The fearless organisation
The IDEA vision published in Jan17 and the Roxana 3x3x3 soft skills model, published 2019 are our backbone for developing a fearless organization, operating IF EffEff where All of us:
• are fearless and feel comfortable to express any idea (engagement, options generation)
• listen and understand the differing ideas (inclusiveness and consideration)
• are committed to the decision taken (engagement, support)
• know that if something is to change, first of all this is ME and any of my team mates mistake, this is my mistake
• are committed to the EffEff communication policy

Purpose

This workshop refers on two occasions that happened in our Company, with a lot of hazards, threats and challenges, which were properly managed, resulting to success, ie IF EffEff completion of the task and relates the Communications policy and the Roxana 3x3x3 soft skills model.
The workshop, of a 75 minutes duration, was dynamic and highly interactive, consisting of a combination of group activities and input from participants' own experience.
The participants:
• elaborated on the hazards, threats and challenges of the two cases
• evaluated the Company performance in relation with the commitment to the Communication policy and process and the Roxana 3x3x3 soft skills model
• identified Best practices and Lessons learnt

Key messages

• Key messages of the Communications policy and the Roxana 3x3x3 soft skills model were passed over to the participants.
• Thank you all for the prompt and proper fill in of the questionnaire and your further feedback evaluating the workshop in terms of more to learn, most impact and for recording your personal commitments for next day to apply your TeamWorking skills along with your Decision making Result focus skills in your everyday life.

- ***Communication is an important soft skills set for an individual to perform IF EffEff in a team, as leader or as team member.***
- ***EffEff communication is vital for the Resilience of the individual and the team***
- ***A resilient individual in a team will be fearless and comfortable in expressing any idea or reporting / admitting any mistake or criticism.***

• It was highlighted that:
- Communication is an important soft skills set for an individual to perform IF EffEff in a team, as leader or as team member.
- EffEff communication is vital for the Resilience of the individual and the team
- A resilient individual in a team will be fearless and comfortable in expressing any idea or reporting / admitting any mistake or criticism.

Workshop Learning from success: Drydock and SS repairs - Crew change in Safaga (Continued)

Actions and follow up

Based on the questionnaire responses each individual reviewed how the level of commitment to the Communication policy and process and the Roxana 3x3x3 soft skills model is perceived and reviewed:

• the additional identified hazards
- Global logistics interference
- external factors, such as the Covid epidemic
- lack of planning, supervision and overview (PALI principle)
- lack of medical expertise

• the best practices and lessons learnt to further develop this commitment
- the charter party considers and takes care of difficulties to come during the voyage, like covid19 restrictions, local rules restricting normal operations etc
- Diversification and partly proceeding will reduce the risk exposure

Related to the feed back section of the questionnaire we will continue to focus on developing a fearless environment for IF EffEff operations for the individual and the team

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Our seafarers' resilience to covid19

The second and third wave of covid19 pandemic outbreak is still overwhelming worldwide, affecting our operations and in particular crew management. Restrictions in the international borders and flights and restrictions in coastal states are the basic challenges, with rules and regulations changing fast and unpredictably.

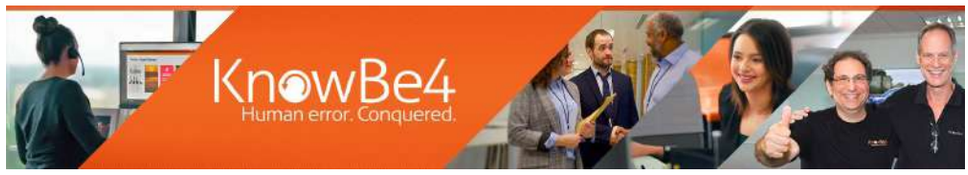
Under the circumstances, and with the support and understanding of our seafarers ashore and on board, we have managed this crisis incident free, effectively and efficiently. The average service period of our seamen for 2020 has been about 7 months, which really an achivement, considering the covid19 restrictions.

Appreciation and a great respect is due to all our sea-going and ashore personnel for their resilience shown all this period. The very few exceptions were properly and promptly managed. We do appreciate the problem caused by the continued crew changes disruption and in view of this, since Dec21 for the next internet card requests, all crew members are providedwith a free allotment of 100Mbytes of data per month and till 30Dec22. For the above this free allotment the rate will continue to be 0.10 USD/MB instead of the previous rate of 0.14 USD/MB.

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

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

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

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.

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
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.

Remote surveys and e-certificates FUN 211007

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 is as of 29Jul21 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.
Last meeting was conducted on 06Oct21, in the presence of Nikolaos Giampanis (NG), Stelios Kontozoglou (SAK), Takis Koutris (TEK) and Kalliopi Papageorgiou (KGP).

Out of this meeting following is reported for remote surveys:
3.1 RVG will have the notation "Remote" by next annual due Nov21, plan is 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 TEK reported that:
- Martecma webinar was conducted under the moderation of TEK about class and flag reps update on remote annual inspections and audits
- Relevant presentation to Intertanko was made, with the consent to press class societies for the remote notation
3.4 A pilot project was decided in co-operation with our business partner Navarino to test the Waavia 7 software, which will allow a decent video, audio and chat with ships through Fleet Express. ATS was selected as pilot ship for evaluated of the software by 30Oct21.
3.5 MCL will carry out her next Annual Surveys remotely as well(use of remote equipment)
3.6 Consolidated annual class and statutory inspection checklist, sorted by location for RINA and DNV

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 KGP will ensure:
- Contact RINA for remote surveys checklist
- Contact DNV for remote surveys checklist

4.3 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, issue instructions and familiarise personnel on board and ashore and evaluate performance of Waavia software.
- Prepare equipment for remote surveys for vessel M/T Miracle
- Prepare equipment for remote surveys for vessel M/T Aramon

Remote surveys and e-certificates FUN 211007 (continued)

4.4 CSP:
- Delivery on board M/T Miracle of equipment for remote surveys
- Delivery on board M/T Aramon of equipment for remote surveys

4.5 TEK:
- Promote in the Industry associations the concept of remote survey notation
- Follow up with Martecma and class societies the outcome of the webinar with class and flag reps on remote annual inspections and audits
- Prepare a relevant presentation to Intercargo

4.6 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
- Prior dispatch of remote equipment, refresh training to Supt's for the use of equipment for remote TIARE/BIARE

5. Next project team meeting is planned by 07Nov21.

Free Internet on board

Further to our circulars for difficulties on crew changes due to Covid19 pandemic we would like once more to thank our sea-going employees on board and ashore for the resilience shown all this period.

We do appreciate the problem caused by the crew changes disruption and the difficulties faced by our Seamen on board and ashore during this pandemic period.

In view of the prolongation of this unprecedented situation and aiming to the betterment of Crew Welfare on board we have decided to provide free of charge to all our seafarers on board one set of scratch PINS of 100 Mbytes per calendar month.

For the seafarers who have exhausted this monthly free allotment of data , the Master can then request additional scratch PINS as before, at the reduced rate of 0.10 USD per MByte.

Commencing 01Dec21
one set of scratch pins of 100 MB is provided gratis
Following this, the effective rate is 0.10 USD per MByte

This will commence with the month of December.

Having said the above we remind you that Internet is joining people but on the other hand we have elaborated on the i-isolation, i-illusion and i-distraction threats and the commitments following the workshops Communication for Resilience and Care and Take care of myself and my team.

It is therefore recommended that when using the mobile phones FOM07 par4.1.16, Use of mobile phones on board, is strictly applied.

After all what matters first is the Health, physical and mental, of all our employees and under all circumstances, so that all of us Return Home Healthy.

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.

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

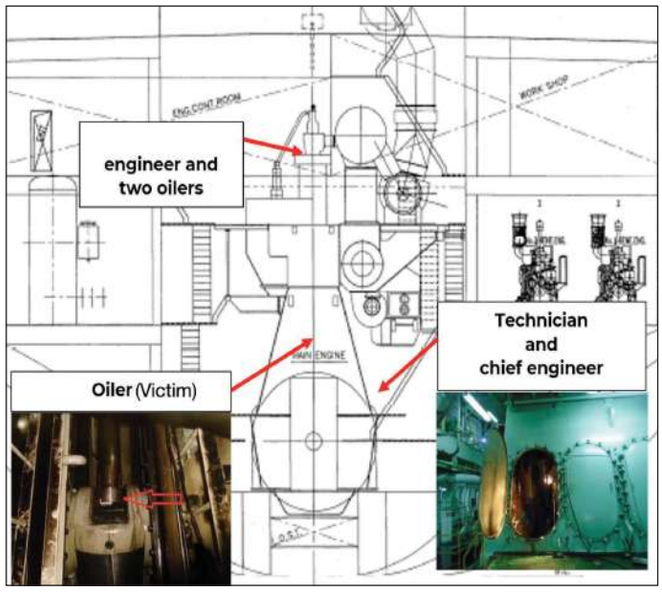

Takis Koutris,
Managing Director, Roxana Shipping SA;
Kristen Marine SA

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

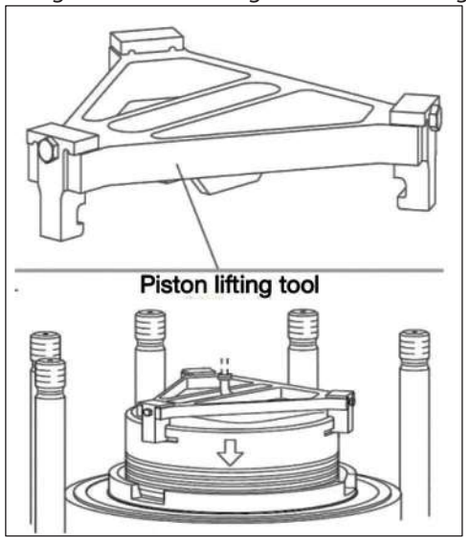
Engine crewmember dies during piston replacement
As edited from the Bahamas Maritime Authority report for 8 February 2020

While at anchor, the engine crew were overhauling a main engine piston. The removal of the piston and stuffing box and the overhaul of the piston were completed without incident.
The task had been started in the morning, and in the late afternoon, the crew commenced the re-installation process. This last but critical phase of the overhaul would take about an hour, and included using the piston lifting tool. The lifting tool has two stationary claws and one adjustable claw. The claws sit in the piston lifting grooves on the top of the piston.



Soon after, the chief engineer instructed an engineer to turn the engine using the turning gear. The other engineer dropped the piston lifting tool. A loud noise was heard; the piston had dropped inside the crankcase. The oiler who had remained inside the crankcase was found unresponsive in the sump tank of the main engine. Emergency procedures were taken but the oiler was declared deceased before his arrival at the hospital.

An engineer was in charge of lowering the piston using the engine room crane. He was stationed at the upper platform near the cylinder head, along with two assisting oilers. Another engineer was in charge of placing the stuffing box into position, and was inside the crankcase along with the technician and another oiler. The chief engineer was standing outside the crankcase at the lower platform supervising the entire operation.



The two engineers engaged in the work each had a portable VHF radio and they communicated to each other in a language not understood by the chief engineer. Although he was supervising the operation, he himself did not have a VHF radio.
It took about an hour to stow the stuffing box. Once it was tightened in position, the chief engineer instructed the crew to clear all the tools, clean the surfaces and exit the crankcase. Both the engineer and the technician exited the crankcase but the oiler remained inside to clean up the area.

The investigation subsequently found, among other things, that:
l The existing risk assessment for this job indicated that crew should take the engine manufacturer's instruction manual into account while planning the operation. However, in this case the manual was not discussed beforehand and several steps mentioned by the manufacturer were not followed by the crew members during the operation.
l The chief engineer was the supervisor of the operation. However, he did not have a portable VHF radio with him while the task was being carried out. Furthermore, the communication between the two other engineers was in a language not understood by the chief engineer.

Lessons learned

Before carrying out any high-risk operation, such as overhauling and maintenance of the main engine, the manufacturer's instructions must be discussed and incorporated in the planning of the operation.
l A thorough review of the risk assessments for any high-risk operation must be carried out to identify the hazards and risks associated with every stage of the operation. Appropriate safeguards to eliminate those risks should be put in place.
l Effective communication should be established while carrying out any operation onboard. The supervisor of the operation and all involved crew members should be equipped with the appropriate communication devices and communicate in the vessel's working language throughout the operation.

Source: MARS

Boiler accident causes severe burns

While in dry dock, a junior engineer new to the vessel was tasked to prepare the boiler for a survey to take place the next day. He began the job in the morning, shutting down the boiler by first stopping the circulating pumps and, after about an hour, opening the vent valve to continue the depressurising process. The boiler at that time was at 2.5 bar.

For the rest of the day, the engineer was busy with other jobs. At 1700, he returned to the next steps in the boiler shut down process. In order to drain the boiler, he first opened the two blown-down valves and the two overboard valves.

The feedwater pumps were started about 25 minutes later to empty the hot well and stopped again after about 20 minutes. The water level was monitored through the water level indicator. The junior engineer then noticed that the water level was no longer decreasing, even though the vent valve was fully open. The pressure indicator indicated 0 bar.

Assuming it was safe, he then decided to remove the upper section of the maintenance hole, followed by the lower part. Suddenly, a mix of

water and steam came out of the orifice and hit his body. The victim was admitted to the shore hospital with first and second degree burns on his legs, arms, belly and feet.

The company investigation revealed, among other things, that the boiler indicator habitually did not go lower than a certain level, a quirk that could give an uninitiated crewmember the impression it was empty when it was not. This vital information is not mentioned in the boiler manual and was only known by the more experienced engineers on board, not the victim. Additionally, the company found that the job scope had not been not properly communicated to the victim and no permit to work was issued to carry out the job on the boiler that day.

Finally, no Lock-out/Tag-out (LOTO) was applied.

Lessons learned

The supervision of junior employees remains a vital element of safety, especially for non-routine tasks and particularly when it is the first time the person is attempting that task.

Remember – the large skill and experience gap between senior and junior officers may lead to misunderstandings and assumptions.

Source: MARS

Welding job ignites nearby combustible, causing injury

An engine room crewmember was tasked with repairing a metal safety box. He set up his welding equipment in the workshop and began to weld the box. As he was working, a hot spark from the arc welding process came into contact with a small can of spray lubricant. The spark punctured the pressurised can, immediately generating a flame burst that injured the crewmember.

Hole where welding spark initiated a flame burst

The victim was able to leave the workshop on his own and seek help. The victim had burns on his hands, neck and face. First aid was given, but due to the severity of the injuries he was evacuated to a shore hospital via a local Coast Guard patrol boat.

Lessons learned

Welding is a dangerous business and the job site should be clear of all combustibles, debris and other non-essential items.

Complacency is often a contributing factor in accidents. We must encourage an approach where each task is approached with caution

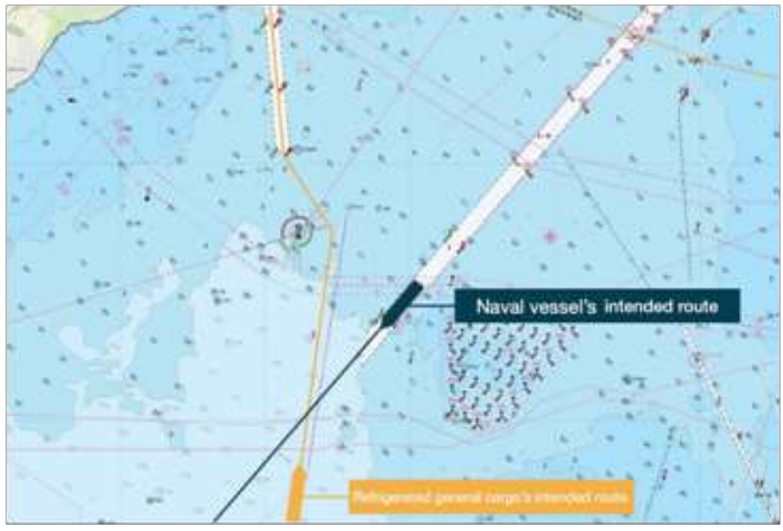
– as if it were the first time it was being undertaken.

Supervision and safety leadership are critical. Where improper routines or unsafe practices are noted, intervene and arrange for appropriate instruction and/or training.

Source: MARS

Collision in fog
As edited from official DMAIB (Denmark) report published 9 April 2021

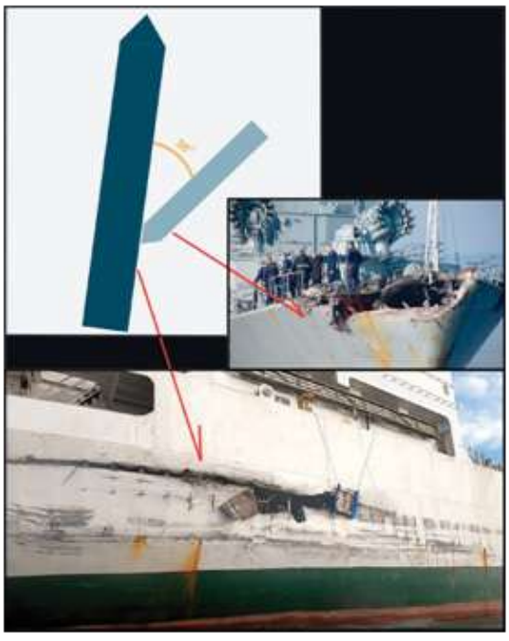
A refrigerated general cargo vessel was underway in a coastal area. When the visibility decreased to less than one nautical mile, the speed was reduced to 14 knots and steering was undertaken manually by a helmsman, with the Master and OOW also on the bridge. Half an hour later, the Master and OOW noticed a vessel on the radar which was not transmitting an AIS signal. As the vessel crossed ahead from starboard at a distance of approximately one nautical mile they noticed that it was a naval vessel. The Master observed it visually from the windows on the port side while trying to assess the visibility. The visibility then decreased to about 50 metres.



The OOW now observed another vessel on the radar approaching from starboard. He voiced his observation, and the Master went back to the radar. This vessel, like the previous one, was also not transmitting an AIS signal and the OOW plotted it on the radar. It quickly became apparent to the bridge team that their vessel and the target vessel were on a collision course.

The Master knew he needed to take action, but did not want to turn hard to starboard because he was concerned they would collide with the approaching vessel. Additionally, the vessel had a draught of 7.1 m, and the 10m depth contour was only 0.3-0.5 nm to starboard.

On the other hand, he did not want to turn to port because that would not resolve the situation in the event that the other vessel altered course to starboard. The Master gave orders to activate the sound signal. The visibility was now close to zero and the approaching vessel was still not visible. Unsure of the other vessel's course and intentions, the Master decided to attempt to increase the CPA by ordering a course change a few degrees to starboard. The other vessel did not change its course, and the small course alteration did not have any effect. He then told the helmsman to alter the course a few degrees to port.



Shortly afterward, the other vessel appeared abeam and slammed into their starboard side. The Master and OOW saw that this was another naval vessel similar to the one that had passed ahead a few minutes earlier.

Shortly after the collision, the cargo vessel dropped anchor to better assess the situation. The damage incurred was above the waterline and there was no risk of pollution. In the meantime, the naval vessel was adrift and was assisted by the other naval vessel which had returned to the area.

The official investigation found, among other things, that several coinciding factors contributed to the bridge team not recognising the risk of collision until the naval vessel was at close quarters. These included the layout of the bridge, the confi ation of the X-band radar and the division of work between the Master and OOW. The investigation was not able to determine the sequence of events on the naval vessel.

Lessons learned

In this instance, the bridge teams of both vessels made the classic mistake of not sufficiently reducing speed to give more time to assess the situation and/or increase the CPA. In any event, given the restricted waterway no other manoeuvre was even possible in this situation.

l In restricted visibility the rules of the road are clear. Rule 19 applies, stating: Every vessel which cannot avoid a close-quarters situation with another vessel forward of the beam, shall reduce speed to minimum steerage. If necessary take all way off and in any event navigate with extreme caution until danger of collision is over.

Source: MARS

STS transfer ends with a touch of bows

A tanker was anchored with nine port shackles in the water, awaiting the arrival of the receiving vessel to carry out a STS transfer operation. The compatibility of the vessels for STS operations had been
confirmed by the STS organiser and a pre-transfer information exchange between the two vessels had been done. Fenders were rigged at the starboard side to accommodate the receiving vessel. The receiving vessel berthed without incident and the STS transfer was completed over approximately 12 hours. Unmooring then commenced under
the supervision of the STS supervisor, who was on board the receiving vessel.
The STS supervisor first requested the discharging vessel to heave up five shackles and remain anchored with four shackles in the water. Unmooring then commenced. Within 10 minutes the receiving vessel started moving away from discharging vessel using her bow thruster and main engine. When the distance between the vessels was about 15-20 metres, the STS supervisor thought that the bow thruster of the receiving vessel was sucking a fender rope, so he stopped the thruster.
Within seconds, the prevailing current caused the bow of the receiving vessel to drift towards the discharging vessel. The two vessels came into slight contact.
The unmooring manoeuvre was suspended and the discharging vessel was instructed by the STS supervisor to heave up
her anchor fully. Once the anchor was retrieved, the unmooring operation was resumed underway and the vessels successfully separated. Except for paint
scratches, no damage or deformation to vessel's side shell was observed.

Lessons learned
Weather conditions were optimum, and as such the unmooring operation could have been carried out safely with both vessels underway – which is how it was accomplished after the incident. A well-coordinated STS unmooring while underway gives more 'leverage' over external forces such as current.
l Fenders may be secured on either vessel, but contacting an unprotected portion of the hull is less likely if the fenders are rigged on the manoeuvring ship.

Editor's note: STS best practices from the pages of the Skuld website (https://www.skuld.com/topics/cargo/liquid-bulk/ship-to-ship-transfer- safety/)
The most common incident during STS operations is contact/collision between the two ships while manoeuvring alongside each other, or upon departing. There are many reasons for this, including:
l Incorrect approach angle between the manoeuvring vessel and constant heading (mother) ship;
l The manoeuvring ship approaching at excessive speed;
l Failure of one or both ships to appreciate meteorological and/or tidal conditions;
l If underway; the mother vessel not maintaining a constant heading and speed;
l If at anchor; the mother vessel failing to control excessive swinging and/or the manoeuvring ship failing to appreciate the swing;
l Miscommunication between the vessels during manoeuvring.
l Bridge wing to bridge wing touch for ships of similar length.

Source: MARS

Allision with bridge support
As edited from NTSB (USA) report MAR 09/01

In the early morning hours, a pilot had embarked on a berthed container vessel and was tuning one of the radars prior to departure. He was not satisfied with the results and told the Master that, due to the degraded visibility and the poor radar performance, the departure would probably be delayed. He continued to tune the radar with the assistance of the vessel's Master and OOW. He inquired via VHF radio to both harbour traffic control and other vessels as to the visibility further out in the harbour. From all reports it was very low at about 0.25 nm.

The pilot's plan to exit the harbour was to use parallel indexing to pass under the bridge and between two of the bridge supports. This was the main shipping channel and the supports were about 670 metres apart, a large gap that was not technically difficult to navigate and marked at mid-section with a radar beacon (RACON). However, the pilot did not inform the bridge team of his parallel index specifications. Neither did he request that his outbound courses, and specifically the course through the bridge supports, be put on the vessel's electronic chart. The crew had indicated an outbound course on the paper chart, but the pilot did not appear to have validated this. Neither the Master nor the OOW inquired about the pilot's navigation plan.

At the point of departure, with visibility still very poor, the Master commented 'The fog is so heavy'. The pilot seemed satisfied with the radar, and his response to the Master's comment was: 'Single up if you want....' The Master agreed and departure was started. A tug was used to assist the stern away from the berth and then assigned to follow with slack line from the stern fairlead. By 08:06 the vessel was underway. At one point, the vessel's speed was increased from slow to half ahead at the pilot's request, giving a speed near 10 knots against a flood tidal current of about one knot.

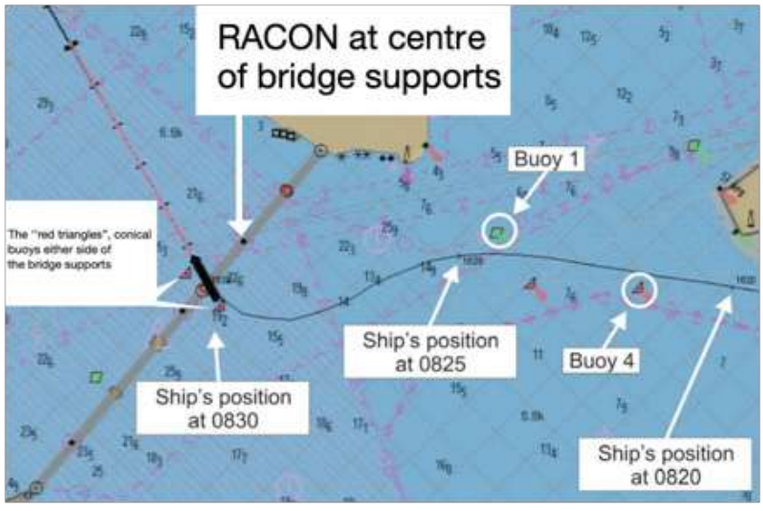
A turn to port was initiated using 10 degrees of port rudder. The vessel soon reached the Variable Range Marker (VRM) ring set at the distance for the parallel index course through the bridge supports. But the pilot seemed to think the radar image of the bridge was distorted, so he turned to the electronic chart. Looking at the screen, he asked the Master what the red triangles on the electronic chart represented. The Master responded 'This is on the bridge'. In fact, the red triangles were simply a representation of the two red conical buoys either side of the bridge support, a fact with which the pilot should have been familiar. Meanwhile, the helm was still 10 degrees to port and the helmsman reminded the pilot of this fact. The pilot acknowledged the reminder and, some 40 seconds later, asked for midships.

Shortly afterwards, the pilot ordered 10 degrees starboard rudder, then 20, and asked for full ahead. According to the Voyage Data Recorder (VDR) capture of the ship's radar display at this moment, the ship's heading was 241° (almost parallel with the bridge) and its course over ground was 255°. About this time, when the vessel was 0.3 nm from the bridge, a port VTS operator was concerned that the vessel was out of position to make an approach under the bridge. He called the pilot, addressing him by his pilot designator name, 'Romeo' instead of the vessel's name, as was the practice in this port. When the VTS call came the pilot asked the helmsman to ease to 10° starboard. Once the conversation with VTS was finished, some 25 seconds later, the pilot requested starboard 20° helm once again. Pointing to a place on the electronic chart, the pilot asked the bridge crew 'This is the centre of the bridge, right?' The Master responded yes, and soon afterward the pilot requested hard starboard.

Over the next two minutes, the pilot gave rudder orders of hard starboard, mid-ships, starboard 20°, and hard starboard. At 08:29, the crew posted at the bow reported the bridge column close to port.

About 10 seconds later, the pilot ordered the rudder midships and then hard port rudder. An allision was now inevitable and the pilot wanted to reduce the swing of the stern towards the bridge support.

The forward port side of the vessel struck the corner of the fendering system at the base of the bridge support at 08:30. The bridge support was unaffected due to the fendering and cement pier skirt but the vessel suffered a large gash. Fuel tanks were punctured, causing pollution. The vessel was subsequently brought to anchorage to allow time to assess the situation.



Allision with bridge support
As edited from NTSB (USA) report MAR 09/01 (Continued)

Lessonslearned

A shared plan where everyone on the bridge is working from the same basis means there is a chance of catching and correcting an error, if it happens.

In this case, the Master had some reservations about the departure, as his comment to the pilot testifies ('the fog is so heavy'). But he did not question the pilot's impetus to leave. If you are in charge, take charge.

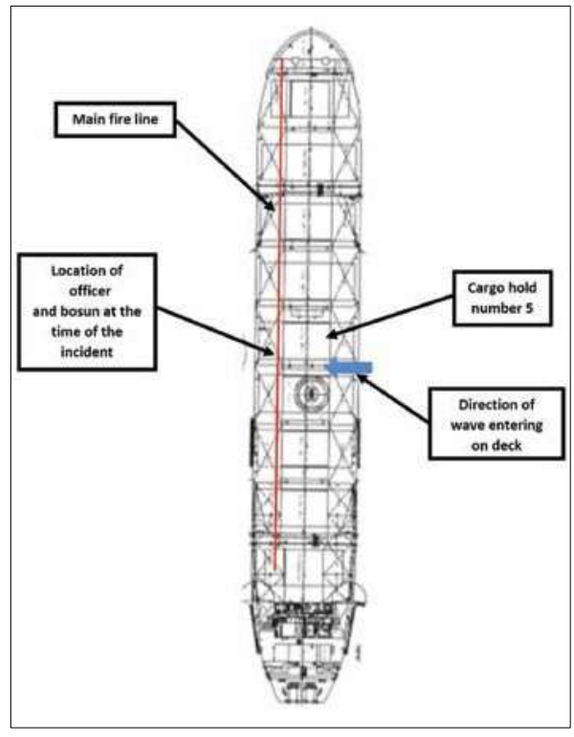
Editor's note: The official investigation found, among others, that the pilot suffered degraded cognitive performance due to the number of medications he was taking. This would have probably affected his ability to interpret data, thus degrading his ability to safely pilot the ship under the prevailing conditions. While this may be possible, it is also possible that complacency and thick fog combined into a formidable trap. A loss of spatial orientation, such as that experienced by aviators who neglect their instruments, is certainly a possibility even without degraded cognitive performance. The next two case studies are good examples
of this. But, irrespective of the immediate cause, single point failure was a major contributor to this accident. Had the pilot's plan been shared with the bridge team, especially the parallel index specifications – and had the pilot's departure courses been applied to the electronic chart – the chances of the vessel hitting the bridge support would have been much smaller. Hence lesson learned number one above. Better yet, had the departure been postponed until better visibility the accident would surely have been avoided. Lesson learned number two.

Source: MARS

Man overboard in heavy weather
As edited from official Bahamas Maritime Authority report published on 19 April 2021

A loaded bulk carrier was under way at sea. A leak had been discovered in the main fire line on the main deck near hold five, and the bosun and an officer were tasked to fix it. The fire pump was stopped and the two men started working on replacing the flange gasket
in the line. About an hour later, the OOW observed the wind speed and the height of waves increasing. The Master was informed of the deteriorating weather conditions, and contacted the chief officer and asked him to stop work on deck and secure the loose equipment.

By the time the chief officer told the men to stop work on the fire line the job was already completed. It only remained to collect the tools, which they proceeded to do after a rest break for coffee. As the men collected the tools, a heavy wave swept the deck from the starboard side. Both men were caught by the wave; the OOW held on to the railing, but the bosun was swept overboard by the force of the water. The alarm was raised and the crew began search sweeps of the area. Several hours later, with weather deteriorating further and darkness, the search was called off. The bosun was never found.



Lessons learned

Accessing the deck during heavy weather, even on a large vessel, can be very dangerous. Heavy winds and waves can result in a catastrophic outcome.

l No personnel should be allowed to access the deck in heavy weather unless it is necessary for the safety of the crew or ship. If the crew is required to go on deck during deteriorating weather conditions:

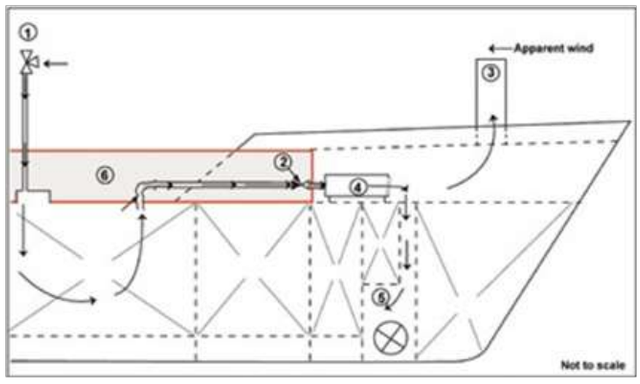
i) A thorough risk assessment should be performed and appropriate safeguards implemented to mitigate the risk of heavy weather and waves breaking on to the deck, such as taking the weather on the stern.

ii) Proper Personal Protective Equipment (PPE) such as a harness, safety line and a flotation device should be worn.

Editor's note: Unfortunately, there are many reports of persons overboard in the MARS archive. Reports 202139, 202069, 202039, 201970, 201933 to cite a few, in just the last two years. It is this editor's opinion that on safe ships run by quality companies, accidents involving persons washed overboard should be zero.

Source: MARS

Vapour migration to bow thruster compartment causes explosion
As edited from official TSB (Canada) report M09C0029



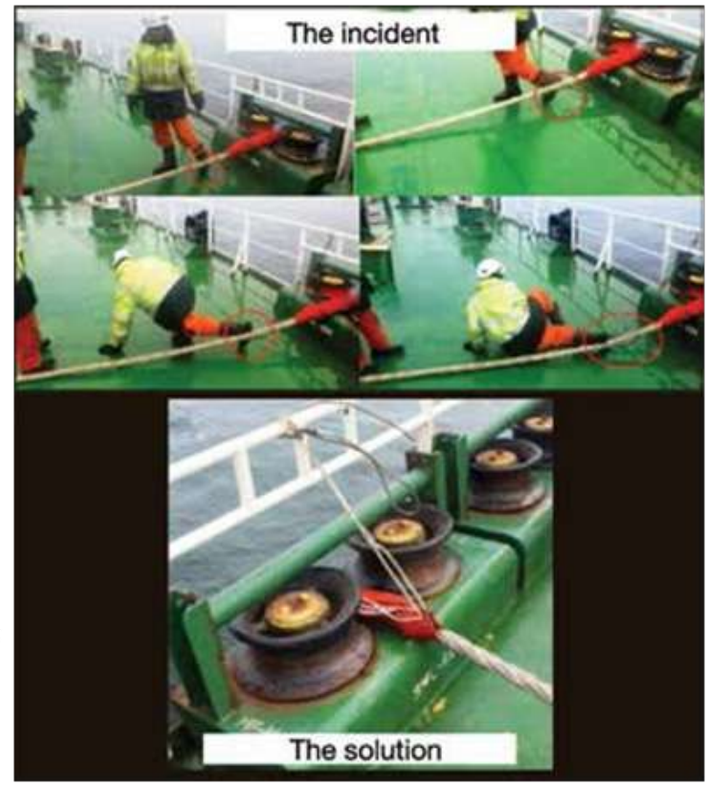
After discharging a cargo of gasoline and fuel oil a tanker was proceeding in ballast with the cargo tanks in an 'over-rich' condition – that is, it would be potentially explosive with the addition of oxygen.
A vent was planned for the transit. As there were no written procedures on board for venting, the deck crew only had the verbal instructions from the officer on how to perform their task, although both deck crew had previous experience performing these venting operations under supervision and without incident.
The crew intended to use the tank-drying system for tank ventilation. In preparation for venting operations, the deck crew laid out flexible hoses beside the tank-cleaning hatches at tanks 1 port and starboard and manually opened the tanks' pressure/vacuum (PV) valves. About an hour later, the flexible hoses were connected to the tank-drying system. The other ends of the flexible hoses were inserted through the tank-cleaning hatches close to the bottom of the tanks. The cargo officer went to inspect the arrangements before the tank-drying fan was activated. Because he had previously experienced vapour migrating through these hoses into the forecastle, he proceeded forward and removed the hoses from the tanks and closed the tank-cleaning hatches. He then went to the forecastle, but before reaching the door, he smelled gasoline vapour. He left the door open to ventilate the forecastle area, but did not start the bow thruster ventilation fan in
case it might cause a spark. He informed the bridge of the forecastle atmosphere and instructed the next watch to stay clear. The forecastle was naturally ventilated for the next hour and 40 minutes.
Some time later, the officer returned to the forecastle and verified the atmosphere with a gas detector, which showed 0 Lower Explosive Limit
(LEL). He then proceeded to the trunk space to verify the valve settings on other tanks.
Very soon after, an explosion occurred in the forecastle. From the bridge, debris was seen ejected from the forecastle doorway, followed by dark gray smoke. At the same time, the flexible hoses separated from the tank-drying system, which began emanating smoke. The fire alarm sounded automatically and the general alarm sounded from the bridge soon afterward.
The crew immediately proceeded to muster stations and a fire team of two crew members suited up before assembling outside the forecastle doorway. Once inside, they reported no visible fire. Adjacent compartments were checked for heat sources; none were found. The paint locker door was ripped from its hinges. Air ducting to the bow thruster compartment and ducting to the air drying unit were also damaged, as were some lights in the forecastle area and all lights in the bow thruster compartment. The bow thruster compartment was blackened with soot, including burn patterns on the heater.
The analysis in the official report describes how, given that the forecastle door was open, the apparent wind across the vessel's bow had created an area of lower pressure in the forecastle. This, coupled with open PV valves, induced a flow of gasoline vapours from the cargo tank into the forecastle through the drying unit and the modified non-return valve, as shown in the diagram. The modifications to the non-return valve had not been approved. Once the heavier-than-air vapours passed through the tank-drying unit, they settled downward and into the
bow thruster compartment. The vapours were probably ignited by an automatically controlled heating unit in the bow thruster compartment.
The official report found, among other things, that:
l The inappropriate practice of using the tank-drying equipment for cargo tank ventilation allowed the migration of explosive vapours into the bow thruster compartment.
l The modification of the double non-return valve reduced its effectiveness and contributed to the migration of explosive vapours into the forecastle and bow thruster compartment.
l With no formal procedures and training to mitigate the risks associated with tanker operations, the effectiveness of the vessel's safety management system (SMS) was reduced.

Lessonslearned
Safety depends on training and good procedures. In this instance, there were no written procedures for safe tank venting and equipment designed for tank drying was being co-opted for tank venting.
l Any modifications to equipment, such as the double non-return valve in this case, should be vetted through the vessel's classification society.

Source: MARS

Small trip on lanyard requires surgery and repatriation

A vessel was in the process of berthing. A crew member carrying out his work at the forward berthing station tripped over the lanyard securing the spring line's chafing sleeve to the vessel's railing. The victim did not think he was injured but, when trying to stand he felt severe pain at his left hip.
First aid was provided, but there was no visible injury such as bruises or hematoma. The victim felt pain only while standing on his left leg. Later that day he was transported to the local hospital. As it transpired, the victim required surgery and extended recovery time, and was repatriated after surgery.



Lessonslearned
Even the most minor incident can lead to serious consequences. All incidents should be investigated and opportunities for risk reduction sought.
A clean and unobstructed deck is a safe deck. In this case a small lanyard left adrift on the deck was enough to cause a repatriation.

Source: MARS

Line throwing device/ rocket inversion

An officer was tasked with pyrotechnic inspection and replacement. While undertaking the rocket replacement in the Line Throwing Device (LTD) he found that the previously installed rocket had been inserted upside down, which would have certainly meant an improper activation if needed. The same was found in two other LTDs on board.
It was found that the LTDs had been delivered in this state but this defect had not been discovered during inspections.

Lessons learned
The inspection of even the most basic equipment might lead to surprises. This task must be taken with the utmost seriousness as even manufacturers can make mistakes.

Source: MARS

Fuel Sampling Amentments to MARPOL Annex VI

IMO has published amendments to MARPOL Annex VI, given in Resolution MEPC.324(75)*. These introduce new requirements for the sampling and verification of the sulphur content of fuel oil, including fuel oil sampling points. The amendments enter into force on 1 April 2022.
Operators should arrange for in-use fuel oil sampling points to be installed, or designated (in accordance with section 2 of the Annex to MEPC.1/Circ. 864/Rev.1) and ensure the arrangement is described in either a piping diagram or other relevant documents and made available for survey.

Roxana fleet is already certified for compliance since Aug21.

Roxana fleet is already certified for compliance since Aug21. Ffleet managed on behalf of ROKS is in compliance since Dec21, except for M/V Revenger, which is to be certified within 2022.

As a refreshment of the requirements and what will PSC inspect please note following.

Background
Key amendments in MEPC.324(75) include the following requirements:

- Three types of fuel oil samples now defined in MARPOL – 'In-use sample', 'Onboard sample' and 'MARPOL delivered sample' – used to check for compliance with sulphur limits.
- Ships to have designated sampling points for taking representative samples of fuel oil in use, i.e. 'In-use samples' (regs. 14.10 to .13).
- New procedures for in-use and onboard fuel oil sampling (reg. 14.8 and .9).
- Procedures for verification/analysis of in-use samples and onboard samples (Appendix VI, Part 2).
- Amended procedures for verification/analysis of MARPOL delivered samples (Appendix VI, Part 1).

Fuel oil samples
The new amendments define three types of fuel oil samples:

- In-use sample: a sample of fuel oil in use on a ship (i.e. typically taken downstream of the in-use fuel oil service tank and close to the fuel oil combustion machinery).
- Onboard sample: a sample of fuel oil intended to be used or carried for use onboard that ship (i.e. a sample of the fuel oil in the fuel oil tank).
- MARPOL delivered sample: the sample of fuel oil delivered during the bunker operation (this is the existing bunker sample requirement) (in accordance with regulation 18.8.1 and Appendix VI, Part 1).

In-Use Fuel Oil Sampling Points
In order to take in-use samples, sampling points are required to be fitted, or designated, to ships of 400gt and above (and fixed and floating drilling rigs or other platforms), as follows:

- New ships (keel laid on or after 1 April 2022): on delivery.
- Existing ships (keel laid before 1 April 2022): no later than at the first IAPP renewal survey undertaken on or after 1 April 2023.

In use sampling points are required to be fitted for existing ships (keel laid before 1 April 2022): no later than at the first IAPP renewal survey undertaken on or after 1 April 2023.

These requirements apply to any fuel oil to which MARPOL Annex VI, regulation 14 applies, including fuel oil used by main engines, auxiliary engines, incinerators, inert gas generators, boilers, emergency generators, power packs, etc. The requirements do not apply to a fuel oil service system for a low-flashpoint fuel ** for combustion purposes for propulsion or operation onboard the ship.

The in-use fuel oil sampling points are required to be fitted, or designated, in accordance with '2019 Guidelines for on board sampling for the verification of the sulphur content of the fuel oil used on board ships' (MEPC.1/Circ.864/Rev.1). The sampling points are to be clearly marked for easy identification and described in either the piping diagram or other relevant documents. Existing sampling points may be 'designated' by the operator as in-use fuel oil sampling points, if they meet these requirements.
The number and location of designated fuel oil sampling points should take into consideration possible fuel oil cross-contamination and service tank arrangements.
Modifications to fuel oil piping are to be done under survey, and meet the relevant Class Rules on fuel piping systems.

Fuel Sampling Amentments to MARPOL Annex VI (Continued)

After confirmation, the Supplement to the ship's IAPP Certificate is required to be updated to indicate compliance with this new requirement. This may be done at any survey on or after entry into force in 1 April 2022, if operators wish to implement earlier than the first renewal survey date.

Onboard fuel oil sampling points
Whilst the fitting or designating of sampling points for taking 'In-use samples' is now mandated, the fitting or designating of sampling points for taking fuel oil 'onboard samples' is not mandatory.

In-use and onboard fuel oil sampling procedures
Where in-use or onboard fuel oil samples are needed by competent authorities, e.g. Port State Control inspectors, the samples are required to be taken and verified, by the competent authorities, in accordance with MARPOL Annex VI, regulation 14.

In-use fuel oil samples shall be drawn taking into account '2019 Guidelines for on board sampling for the verification of the sulphur content of the fuel oil used on board ships' (MEPC.1/Circ.864/Rev.1).

Onboard fuel oil samples shall be drawn taking into account the '2020 Guidelines for on board sampling of fuel oil intended to be used or carried for use on board a ship' (MEPC.1/Circ.889).

* The MARPOL amendments also appear in the completely revised Annex VI, which enters into force in November 2022 and is published as IMO Resolution MEPC.328(76).

** Low-flashpoint fuel means gaseous or liquid fuel oil having a flashpoint lower than otherwise permitted under paragraph 2.1.1 of regulation 4 of chapter II-2 of (SOLAS).

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.
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.

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

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

Australia Biofouling Management Plan

Australia will require all vessels that enter or intend to enter Australian territory on a voyage that commenced outside of Australian territory to carry a compliant Biofouling Management Plan and Record Book from 15 June 2022.

The Biosecurity Amendment (Biofouling Management) Regulations 2021, published on 9 December 2021 and effective 15 June 2022, will require information about biofouling management and voyage history of the vessel in the past 12 months prior to entry to the Australian territory to be included in a vessel's pre-arrival report.

The amended Regulations will require the following information to be included in the pre-arrival report:

a Biofouling Management Plan and Record Book that is compliant with the International Maritime Organization Biofouling Guidelines will be sufficient to meet the biofouling management requirements

Australia Biofouling Management Plan (Continued)

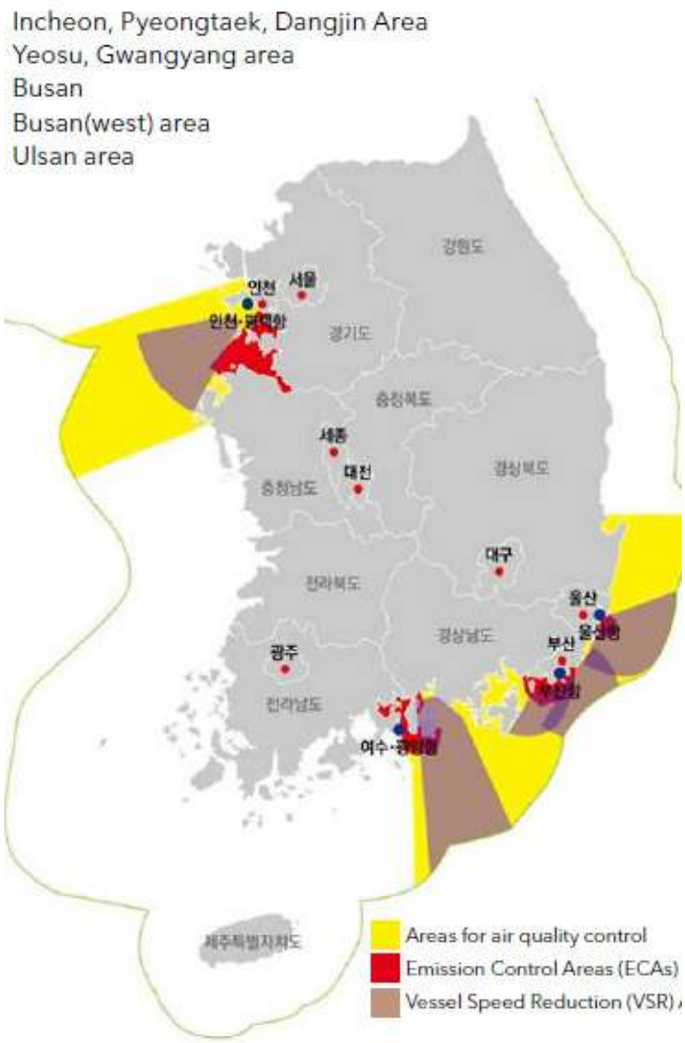
• details of any inspections of the vessel for biofouling, cleaning of biofouling or treatment for biofouling undertaken before the vessel's arrival in Australian territory;
• details of any inspections of the vessel for biofouling, cleaning of biofouling or treatment for biofouling intended while the vessel is in Australian territory;
• practices included in any plan of biofouling management for the vessel that is currently in use;
• details of the voyage history of the vessel in the past 12 months;

The above requirements will be inserted after paragraph 48(2)(o) of the Biosecurity Regulations 2016.

Australia's Department of Agriculture, Water and the Environment confirmed that .

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)

MEPC77 report summary

MEPC77 was held remotely from 22 to 26 November 2021. Here below you may review a summary of the draft final report (MEPC77/WP.1):

AGENDA ITEM 3: IDENTIFICATION AND PROTECTION OF SPECIAL AREAS, ECAs AND PSSAs

MEPC77 noted the information provided in documents MEPC 77/INF.27 (France et al.) and MEPC 77/INF.28 (France) with regard to ongoing work towards a proposal on the identification of the Western Mediterranean Sea as a PSSA to minimize the risk of ship strikes with cetaceans. Study area of the future PSSA will cover a large perimeter of North-Western Mediterranean Sea (French EEZ + North of Spain + North of Italy (on a Sardinia north or south parallel, southern boundary yet to be defined) + Monegasque EEZ).

AGENDA ITEM 4: HARMFUL AQUATIC ORGANISMS IN BALLAST WATER

Approval of ballast water management systems. The Committee agreed to:

1. not grant Final Approval to the FlowSafe BWMS submitted by Cyprus in document MEPC 75/4/11;
2. grant Basic Approval to the RADClean® BWMS submitted by the Islamic Republic of Iran in document MEPC 77/4;
3. grant Final Approval to JFE BallastAce® That Makes Use of NEO-CHLOR MARINE® submitted by Japan in document MEPC 77/4/1; and
4. grant Final Approval to HiBallast NF™ submitted by the Republic of Korea in document MEPC 77/4/2.

Application of the BWM Convention to ships operating at ports with challenging water quality

MEPC 77 was not able to finalize the draft BWM.2 circular on guidance for the application of the BWM Convention to ships operating at ports with challenging water quality at this session and agreed to progress the work with a view to finalization at MEPC 78.

Unified Interpretation concerning a common date for the implementation of mandatory commissioning testing of BWMS

MEPC 77 approved Unified Interpretation (2nd attachment) clarifying that commissioning testing of the BWMS should be conducted if the initial or additional survey is completed on or after 1 June 2022.

AGENDA ITEM 5: AIR POLLUTION PREVENTION

2021 Guidelines for exhaust gas cleaning systems

MEPC 77 finalized its review and adopted Resolution MEPC.340(77) 2021 Guidelines for Exhaust Gas Cleaning Systems (3rd attachment). The 2021 EGCS Guidelines implementation date will apply:

- for EGCS installed on ships the keels of which are laid or which are at a similar stage of construction on or after 26 May 2022;
- for EGCS installed on ships the keels of which are laid or which are at a similar stage of construction before 26 May 2022, which have a contractual delivery date of EGCS to the ship on or after 26 May 2022 or, in the absence of a contractual delivery date, the actual delivery of the EGCS to the ship on or after 26 May 2022;
- for existing EGCS undertaking amendments on or after 26 May 2022, as those specified in paragraphs 4.2.2.4 or 5.6.3 of the 2021 EGCS Guidelines (i.e. amendments to the ETM-A or ETM-B which reflectEGCS changes that affect performance with respect to emissions to air and/or water)

Guidance on indication of ongoing compliance in the case of the failure of a single monitoring instrument, and recommended actions to take if the exhaust gas cleaning system (EGCS) fails to meet the provisions of the EGCS Guidelines

Following consideration MEPC77 approved MEPC.1/Circ.883/Rev.1 on Guidance on indication of ongoing compliance in the case of the failure of a single monitoring instrument, and recommended actions to take if the exhaust gas cleaning system (EGCS) fails to meet the provisions of the EGCS Guidelines (4th attachment). This revised circular provides modifications to paragraphs 5, 6, 7, 8 and 12 on the previous MEPC.1/Circ.883.

Evaluation and harmonization of rules and guidance on the discharge of discharge water from EGCS into the aquatic environment, including conditions and areas

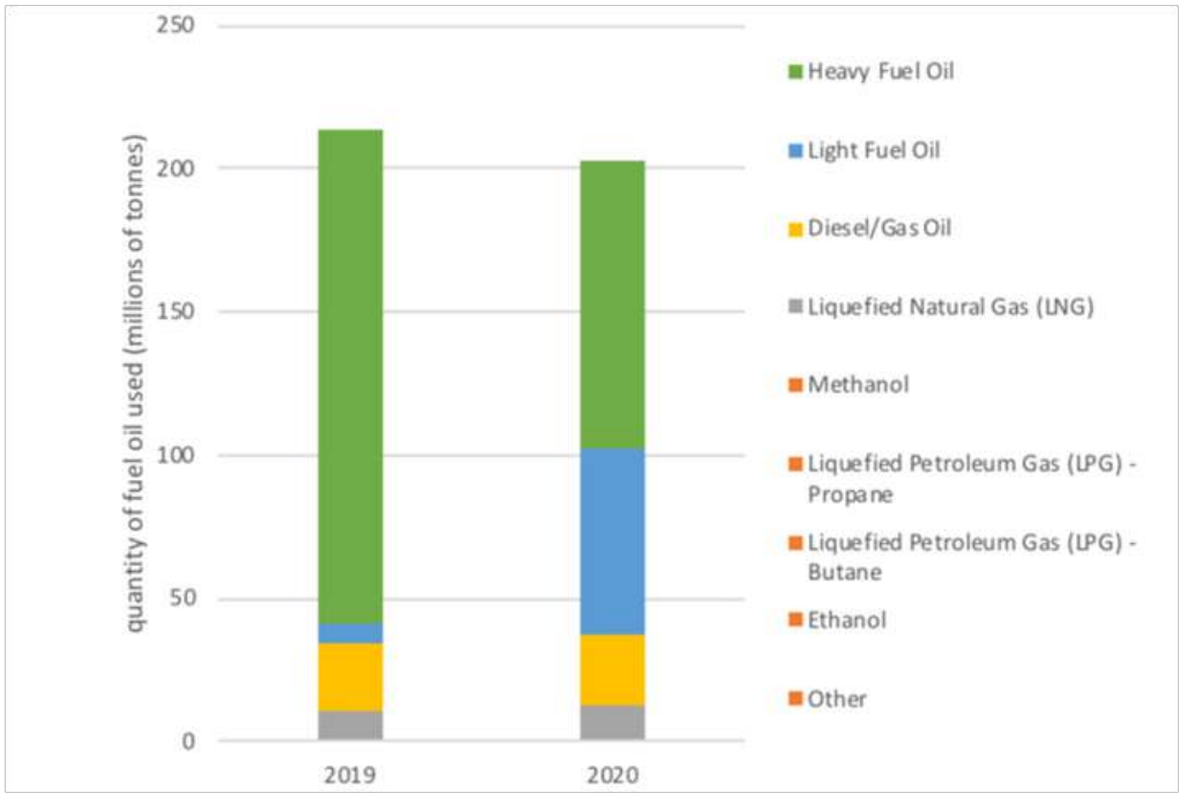
The Committee also agreed to the scope of work, with a target completion year of 2022. The scope of work on the regulatory matters includes:

- Assess the state of technology for EGCS discharge water treatment and control.
- Identify and develop as appropriate regulatory measures and instruments.
- Develop a database containing local/regional restrictions/conditions on the discharge water from EGCS.

MEPC77 report summary (Continued)

Guidance on treatment of innovative energy efficiency technologies for calculation and verification of the attained EEDI
MEPC77 approved Circular MEPC.1/Circ.896: 2021 Guidance on treatment of innovative energy efficiency technologies for calculation and verification of the attained EEDI and EEXI revoking MEPC.1/Circ.815. For wind assisted propulsion more details are described for the procedure to determine the wind system force matrix and the new calculation gives a higher benefit for the attained EEDI/EEXI.

AGENDA ITEM 6: ENERGY EFFICIENCY OF SHIPS
Data submitted to the IMO Ship Fuel Oil Consumption Database for 2020
MEPC77 approved, in principle, the summary report of fuel oil consumption data submitted to the IMO Ship Fuel Oil Consumption Database for 2020. Data was reported by 27,723 ships (compared to 27,221 for 2019). 203 million tonnes of fuel (compared to 213 million tonnes for 2019) was used by the aforementioned 27,723 ships. Almost half (101 million tonnes) of fuel used was Heavy fuel oil (HFO), but there was a slight increase in the use of LNG, which was 11,974,761 tonnes in 2020 (compared to 10,482,742 tonnes in 2019).



Matters deferred to MEPC 78
The Committee agreed to defer the consideration of following documents to MEPC78:
1. MEPC 77/6/2 Germany: Update of Shaft Power Limitation concept for EEDI after MEPC 76
2. MEPC 77/INF.29 Germany: Amendments to the specific Guidelines on Shaft Power Limitation concept for EEDI after MEPC 76
3. MEPC 76/6 Japan: Final Report of the Correspondence Group on Possible Introduction of EEDI Phase 4
4. MEPC 76/6/3 China: Clarification on requirements of EEDI data reporting under MARPOL Annex VI
5. MEPC 76/6/5 CESA: EEDI Application Dates for Passenger Ships with Non-conventional Propulsion
6. MEPC 76/6/9 IACS: Proposed amendments to the 2018 Guidelines on the method of calculation of the attained Energy Efficiency Design Index (EEDI) for new ships
7. MEPC 75/6/4 INTERTANKO: EEDI reduction beyond Phase 2 – consideration for large tankers
8. MEPC 74/5 IACS: Technical consequences of the EEDI on the ship machinery design, including performance of components and new issues faced as a result of introduced changes
9. MEPC 74/5/6 ICS, ITF and ASEF: EEDI Reduction beyond Phase 2 – Consideration of technical issues affecting future evolution of the EEDI regulation and decarbonising shipping

MEPC77 report summary (Continued)

AGENDA ITEM 7: REDUCTION OF GHG EMISSIONS FROM SHIPS

Matters related to the short-term GHG reduction measure and carbon intensity

MEPC77 instructed the Correspondence Group on Carbon Intensity Reduction to consider the following documents and to report to MEPC 78 for finalisation:

1. MEPC 77/7/2 (Japan et al.), proposing draft amendments to the EEXI guidelines to incorporate an alternative method to determine a reference speed (Vref) for EEXI, based on in-service ship performance measurements;

a. MEPC 77/7/24 (India), supporting the proposed in-service measurement method for calculation of EEXI; highlighting an inconsistency in the EEXI Guidelines with respect to calculation of PME(i) for ships fitted with shaft generators and EPL; and proposing an amendment which aims to resolve the above-mentioned issue;

b. MEPC 77/7/25 (Republic of Korea), supporting the proposed environmental conditions for in-service performance measurement with double runs for calculation of EEXI in principle; and providing a case study of in-service performance measurement for a large-sized container ship and a further recommendation regarding the onboard witness issue; and

c. MEPC 77/7/26 (IACS), commenting on document MEPC 77/7/2, in particular on the draft amendments to the EEXI calculation guidelines and associated guidance to incorporate the in-service measurement method.

2. MEPC 77/7/9 (India), proposing to include a correction factor for sludge with the aim for a more accurate calculation of CO2 emissions in the CII framework;

3. MEPC 77/7/13 (Norway), proposing to review and update the reference line parameters for combination carriers and suggesting that the reference line for combination carriers should be recalculated so that the slope or rate of reduction is equal to that of bulk carriers, due to their fundamentally similar design;

4. MEPC 77/7/14 (Norway), proposing a cargo utilization correction factor for standard tankers, bulk carriers and combination carriers above 70,000 DWT; suggesting that using the AER as CII with deadweight as proxy for cargo penalizes ships which manage to optimize their trade patterns to have a higher utilization and that the correction factor should apply to those ships which have a share of laden distance sailed above the average for the industry, correcting for the estimated additional fuel consumption in laden condition and related cargo operation;

Interpretation of regulation 18.3 of MARPOL Annex VI, related to biofuels

IACS proposes a unified interpretation seeking to provide a pragmatic and effective solution that can support the ongoing take up of marine biofuels without providing unnecessary regulatory hurdles. This draft unified interpretation proposes criteria, which, in the case of a biofuel blend, would be used to determine as to whether regulations 18.3.1 or 18.3.2 of MARPOL Annex VI, and all that then follows, applies. The criterion proposed is 30% by volume (e.g. B30), if at or below that value then regulation 18.3.1 of MARPOL Annex VI would apply, if in excess of that value then regulation 18.3.2 of MARPOL Annex VI would apply. This value has been selected based on the indications to date that blends so limited tend not to have a significant impact on NOX emissions and is in the mid-range of the biofuel blends currently generally available. MEPC77 instructed PPR Sub-Committee to consider document MEPC 77/7/7.

Proposals related to the 2050 level of ambition and the revision of the Initial IMO GHG Strategy

MEPC77 noted that a number of delegations stressed the need for IMO to send a clear signal on its commitment to reduce GHG emissions from ships to achieve zero emissions by 2050, as stated by many, or net-zero emissions by 2050, as stated by others. Following consideration, MEPC77, in view of the urgency for all sectors to accelerate their efforts to reduce GHG emissions as emphasized in the recent IPCC reports and the Glasgow Climate Pact, recognized the need to strengthen the ambition of the Initial IMO

GHG Strategy during its revision process. In this regard, MEPC77 agreed to initiate the revision of the Initial IMO Strategy on Reduction of GHG Emissions from Ships, with a final draft Revised IMO GHG Strategy to be considered by MEPC 80 (spring 2023), with a view to adoption.

Outcome of the ninth meeting of the Intersessional Working Group on Reduction of GHG Emissions from Ships (ISWG-GHG 9)

Having considered the report of ISWG-GHG 9 (MEPC 77/WP.6), MEPC77 approved it in general and took action as described below:

• Development of draft lifecycle GHG/carbon intensity guidelines for marine fuels (LCA guidelines): Requested review of substances and/or technologies by means of scientific expert groups and invited interested Member States and international organizations to involve expert advice and submit proposals to ISWG-GHG 11 on the further development of the draft LCA guidelines.

• Reduction of methane slip: Methane emissions to be further considered in the context of the lifecycle GHG/carbon intensity guidelines by ISWG-GHG 11.

• Reduction of emissions of Volatile Organic Compounds (VOCs): Invited interested Member States and international organizations to provide more information, in particular on technical opportunities to reduce VOC emissions and proposals on how to best improve the current IMO regulatory framework and instructed the PPR to investigate how the reduction of VOC emissions could be further addressed.

MEPC77 report summary (Continued)

Outcome of the tenth meeting of the Intersessional Working Group on Reduction of GHG Emissions from Ships (ISWG-GHG 10)
Having considered the report of ISWG-GHG 10, MEPC77 approved the report in general and took action as described below:
• Interim report of the Correspondence Group on Carbon Intensity Reduction: The ongoing discussion on correction factors and other adjustments for the Carbon Intensity Indicator (CII); and the guidelines for the Ship Energy Efficiency Management Plan (SEEMP) were forwarded to the Correspondence Group on Carbon Intensity Reduction reporting to MEPC 78.
• Development of a mandatory carbon intensity code: It was premature to conclude on the possible timing for initiating the work on the development of the code and the scope of the code, and will revisit this issue when initiating the process of development of the code.
• Consideration of mid-term GHG reduction measures (i.e., International GHG Levy Fund, Cap-and-Trade scheme, fuel GHG intensity limit): MEPC77 agreed to forward all documents considered to ISWG-GHG 12 for further consideration and invited all delegations to continue their constructive consideration of the proposals for mid-term GHG reduction measures and to engage intersessionally in an active dialogue in relation to the different proposals and approaches on the table. The Work plan envisages initial consideration (Phase I) 2021-2022 and assessment and selection (Phase II) from spring 2022 to spring 2023.
Revised proposal on the establishment of the International Maritime Research and Development Board (IMRB);
Following consideration, MEPC77 thanked the co-sponsors of the IRMB proposal for their updated proposal, noted the increased support for the proposal to establish an IMRB and associated fund, but also noted many other delegations opposed the approval of the proposal because of remaining concerns related to, inter alia, technology transfer, redistribution of funds, governance mechanism and access to R&D. Therefore MEPC77 instructed ISWG-GHG 12 (May 2022) to further consider the proposal for an IMRB and associated fund as part of its consideration of proposals for mid-term measures.
Proposals for the revision of the IMO Ship Fuel Oil Consumption Data Collection System (DCS).
Proposals for the revision of the IMO Data Collection System, facilitating greater transparency and potentially the reporting of additional voluntary Carbon Intensity Indicators, were deferred to ISWG-GHG 11 (March 2022) to further consider the proposals with a view to advising MEPC 78 on a way forward..
Matters deferred to MEPC 78
The Committee agreed to defer the consideration of following documents to MEPC78:
• MEPC 76/7/17 Republic of Korea: Proposal to reflect the onboard CO2 captured (CO2 removal) in EEDI and EEXI
• MEPC 76/7/22 Denmark et al: NOX compliance for engines using biofuels
• MEPC 76/7/32 India: Trials of NOX compliance for existing engines using biofuel blends
• MEPC 75/7/10 FOEI et al: Proposal to include all greenhouse gases emitted from ships, including methane, in the EEDI

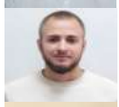
AGENDA ITEM 8: ACTION PLAN TO ADDRESS MARINE PLASTIC LITTER FROM SHIPS
Strategy to address marine plastic litter from ships
Resolution MEPC.341(77) on the strategy to address marine plastic litter from ships was adopted at the meeting. This confirms the commitment to reducing plastic litter entering the marine environment from all ships, including fishing vessels. The aim is to strengthen the international framework and compliance with the relevant IMO instruments endeavouring to achieve zero plastic waste discharges to sea from ships by 2025.
Proposal regarding making the Garbage Record Book mandatory for ships of 100 GT and above
MEPC 78 supported a proposal to make the requirement in MARPOL Annex V to have a Garbage Record Book mandatory also for ships between 100 and 400 GT. The PPR sub-committee was instructed to prepare draft amendments to MARPOL accordingly.

Information and proposal regarding marking of fishing gear
Consensus could not be reached on whether to make marking of fishing gear mandatory under MARPOL or if it should be done based on voluntary guidelines. It was decided to defer the matter to PPR 9 to further consider the potential regulatory options for promoting marking of fishing gear

AGENDA ITEM 9: POLLUTION PREVENTION AND RESPONSE
Review of the IBTS Guidelines and amendments to the IOPP Certificate and Oil Record Book
MEPC 77 deferred the consideration of document MEPC 76/9/5 (INTERTANKO) to MEPC 78 to allow the Committee to provide clear instructions to the PPR Sub-Committee on how to proceed in relation to onboard management of oily bilge water and associated record-keeping. Consideration of the relevant outcome of PPR 7 and document MEPC 75/10/4 (IACS) was also deferred to MEPC 78.
Reduction of the impact on the Arctic of Black Carbon emissions from international shipping
The Committee adopted Resolution MEPC.342(77) on Protecting the Arctic from shipping black carbon emissions. . It encourages member states to commence addressing the threat to the Arctic from BC and urgesship operators to voluntary use distillates or other cleaner alternative fuels or methods of propulsion that are safe and could contribute to the reduction of BC emissions from ships when operating in or near the Arctic.

Human Resources Management

Promotions 01 Jan - 30 Jun 21

Name	Rank	Promotion Date	Photo
Serykh Ivan	3rd Officer	29/10/2021	
Semerov Igor	3rd Officer	17/10/2021	
Novikov Roman	3rd Officer	22/12/2021	
Isakov Alexander	4th Officer	09/10/2021	
Guliaev Nikita	4th Officer	16/12/2021	
Arkhipov Anton	2nd Engineer	13/12/2021	
Afanasev Evgenii	4th Engineer	13/12/2021	
Zenzin Ruslan	Bosun	17/10/2021	
Shepilov Evgeni	Bosun	07/11/2021	
Mordovskoi Aleksandr	Bosun	18/12/2021	
Astafev Evgenii	Bosun	16/12/2021	
Liseenko Egor	A/B	12/11/2021	

Job Opportunities

In view of the 2018-2023 5 years plan following new positions are announced for 2021-22:

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.

Mr. Michael Allen Peterson's employment 01 Oct - 31 Dec 21

We are pleased to advise you that Mr. Michael Allen Peterson, has joined ROKS Maritime Inc as of 15 October 2021 in the position of ROKS COO.

Mike graduated from ALBA (MBA in shipping) and holds a Bachelor of Arts major in Psychology amd minor in Sociology.

Since 2013 Mike has been working with various shipping companies of Hellenic interests, in various managerial positions in chartering, operations, post fixture and business development.

The professional experience and skills of Mr. Peterson will definitely add value in our customer's ROKS Maritime team and will help them and us meet the short and long term objectives set out by the company.

Mike, welcome on board!

Mr. Alexandros Stathopoulos' promotion 01 Oct - 31 Dec 21

Further to the discussion held during the MR21-02 on the Company organisation chart, we are pleased to announce organisational changes for our office in Singapore.

Alexandros Stathopoulos has been with us from 2015 and the last 6 years he is working at Pancoast Singapore office part of Wet Opd team as "Tanker Operator" reporting to Capt. Karthik.

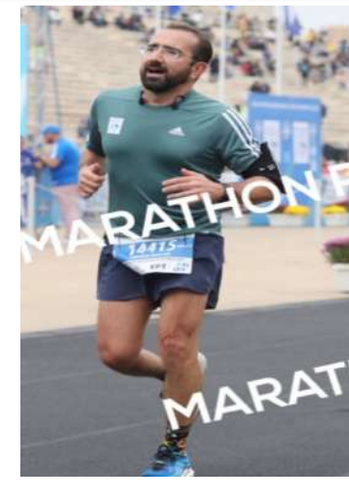
It is now time for Alex to take additional responsibilities in the "Wet opd" and also assist chartering department in Chartering activities; both under Capt. Karthik.

He will also additionally assist the DA / post fixture department, a process which will add value to the chartering team.

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

Alex, We wish you all the best for your new role!

Mr. Andrea Vaccari's Marathon run 14 Nov 21



Andrea Vaccari ran in the 38th Authentic Athens Marathon, on 14 of November 2021.

The marathon is a long-distance foot race with a distance of 42.195 kilometers .

The number of finishers was 3,491 runners (772 women and 2719 men).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SHIPPING S.A.
State of the Art In Shipmanagment is our Tradition
Incident Free Effective Efficient