

News Waves

Apr - Jun 2024

Edition 2024-02

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

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

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

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

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

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

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

Performance monitoring will assist us reduce the Company environmental footprint.

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

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

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

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

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

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

All above and other interesting topics are included in the Hot Stuff section.



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

Update on the newbuildings and M/T Malbec Legacy / M/T Malbec Legend new acquisitions is reported in the New Ladies on the block section.

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

Mr. Michalis Bastounis and Mr. Vlasios Missoglou have joined Technical dept as fleet sup/nt and Purchasing dept respectively. Details on the above, along with other human resources related matters, are addressed in the Human Resources section.

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

Enjoy the reading!

Takis E. Koutris / Managing Director



Who is Who

Captain Alexey Lysyy

Alexey Lysyy, was born in Amur Region on September 5, 1970.

He is a graduate of Far Eastern State Marine Academy in 1993 and received the Master's License in 2009.

Alexey joined Kristen Marine S.A. on February 2006 as a 2nd Officer on m/v Pioneer. On March 21, 2011, he joined as Master on m/v "Ocean Leader".

He has a total sea service of 18 years with our Company.

Alexey Lysyy is married to Evdokia Peskova and they have together one daughter and two grandchildren.

He is currently ashore, on vacation since 02Feb24.

We wish him always calm seas, safe and successful trips, with health in mind, so that to return Home healthy and with full basket.



Captain Evgeny Snegurenko

Evgeny Snegurenko was born on January 5, 1988.

He is a graduate of the Far East Shipping University since 2010.

Evgeny joined Roxana Pool in 2009 as a deck cadet. In 2011, he was promoted to 4th Officer, while in 2019 he was promoted to Chief Officer. In 2024, he received his Captain's license and was promoted to Master. Following in his father's footsteps, Evgeny chose a career in the maritime industry.

Evgeny is married and has two daughters, aged 11 and 2.

After a familiarization period at our Head office in Athens in June, he is currently serving as Captain onboard our M/T Melody.

We wish for him and his crew calm seas and Return Home Healthy.

Chief Engineer Nikolai Potianikhin

Nikolai Potianikhin was born on September 2, 1981.

He graduated from VMC in 2009 and joined Roxana Shipping as a Junior Engineer on M/T Malbec one year later. From 2010 to 2011, he served as 4th Engineer on M/T Spirit. Between 2012 and 2015, he worked as 3rd Engineer on M/T Spirit and M/T Dignity. From 2016 to 2023, he served as 2nd Engineer on M/T Dignity, M/T Malbec, M/T Aramon and M/T Marvel. In 2022, he received his Chief Engineer's License and is currently awaiting the opportunity to be promoted to Chief Engineer.

Nikolai is married and has 2 children 15 and 8 years old respectively.



RoKcs Activities 01Apr24 - 30Jun24

As of the end of June 2024, the RoKcs pool consists of 351 tanker seafarers, excluding cadets, and 213 bulker seafarers.

The 2nd quarter, like previous periods, was full of activity from RoKcs personnel. At the end of May 2024, Capt. Denis Valentinovich Verkhoturov participated in Roxana MR2024-01, which traditionally took place in Eretria Island, an hour and a half drive from Athens.

RoKcs' KPIs were presented during the event, under the presence of other departments.

In June, the focus of RoKcs events moved to Vladivostok, where in VMC premises in the middle of the month, cadets took their final exams to receive diplomas. Later, in the end of June, 4-day training courses of Roxana Shipping S.A. and ROKS Maritime Inc. were performed for crews onshore, under the leadership of Roxana and ROKS Managing Director Takis Koutris and training officer Pavel Petrovich Sidorkin.



“Crewing Agency Roxana Kristen Crewing Services” LLC was established in 2008 recruiting seamen on Containers, Bulkiers and Chemical Tankers”

RoKcs external learning engagements and training activities

RoKcs in liaison with Roxana and ROKS, were active as usual in identifying useful webinars for the pool of officers and ratings. During the period 01Apr24 – 30Jun24, following learning engagements were recommended and implemented:

BIMCO

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

[Events by BIMCO or with BIMCO participation](#)

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

- Alternative Fuels and Safety.
- Cyber security: Are the threats mounting?
- Plain Sailing: mutual understanding is the key to more efficient port calls.
- ETS clauses status - and looking ahead.
- Responsible Tank Cleaning.
- How are diversity and safety interlinked?
- Thou Shall Not Pass! Routing Through the Red Sea in 2024
- Discover how initiatives like the Ship Recycling Transparency Initiative (SRTI) are shaping the future
- Maturity status of alternative marine fuels.
- Getting what you pay for – a novel concept in bunkering?
- Fuel Certification under FuelEU Maritime – How will it work?
- Ship Recycling – Time for Change. We need ship owners to choose globally compliant yards.

ABS

► The webinar “Cyber Safety in the Digital Era” was facilitated by ABS and attended by our seafarers ashore on 09Apr24. Establishing a minimum set of requirements for cyber resilience of new ships is an important step toward mitigating identified risks and cyber vulnerabilities.

► The agenda of the webinar included:

- IACS UR E26 – Cyber Resilience of Ships
- Scope of applicability
- Requirements
- Impact to relevant stakeholders
- ABS activities

Familiarization with the new equipment of TRF MOSS & MONGSTAD

► We are pleased to confirm the successful completion of the remote reflective learning engagements outlined below, which were organized for both our Fleet Technical Superintendents and our Engineers ashore. The aim of these courses was to familiarize the Engineers with the new equipment concerning our upcoming acquisitions, M/T Malbec Legacy and M/T Malbec Legend, ex TRF MOSS & MONGSTAD.

► These trainings were the below:

- “ME-B control system standard operation course”, was facilitated by MAN on 10-12Apr24 via Teams
- “FMSI SOx Scrubber unit”, was facilitated by Clean Marine on 16-17Apr24 via Teams

► Upon the completion of the learning engagements, the Manuals, Training material and Service letters of the trainings were distributed to RoKcs for updating Rocks Library and incorporating it into the training plan. This will serve as a tool for future Engineers joining either of these two new ships, ensuring their proper familiarization with the equipment prior embarkation.

RoKcs external learning engagements and training activities

Safe Lanes

- ▶ The webinar “Seafarers Sleep Secrets” was conducted by Safe Lanes on 08May24, with the scope to learn how to optimize sleep for the unique world of seafaring.

Helmepa

- ▶ The Helmepa Training Center, founded in 1982, aims to address marine pollution and promote safety at sea. Forty-two years later, Helmepa continues to evolve its training programs, incorporating the latest technological advancements and regulatory changes, so as to enhance maritime safety and environmental protection by providing comprehensive education on marine pollution prevention, emergency response, and compliance with international regulations. This way, Helmepa equips seafarers with the knowledge and skills needed for sustainable maritime operations.
- ▶ The below webinars were attended by our seafarers ashore for this period:
 - **“Preparing for Port State Control Inspection”, conducted on 25&26Jun24**
 - **“Vetting Awareness - What is New with SIRE II”, conducted on 12Jun24**

Riviera

- ▶ Riviera Maritime is a prominent publishing and events company that serves the global maritime industry. Established in 1991, it provides industry news, analysis, and insights through its specialized publications, digital platforms, and events. Riviera covers various sectors within the maritime industry, including shipping, offshore energy, and marine technology, offering valuable information and networking opportunities for professionals in these fields.
- ▶ The webinar **“SIRE 2.0 and welding safety: mitigating risk”** was facilitated by Riviera and attended remotely by our Tanker officers ashore on 26Jun24.
- ▶ The aim of this course was that seafarers must perform a variety of maintenance onboard to ensure ships keep operating smoothly. Maintenance involving welding and hot work on tankers and bulk carriers that carry flammable cargoes can be dangerous to both the crew and the vessel if proper safety precautions are not taken.

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



Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

The reflective learning engagements of Senior & Junior Officers, Ratings and Catering staff ashore were conducted in Vladivostok for

- 43 Senior Officers (28 Tanker and 15 Bulker), physically on 26-27-28Jun24,
- 34 Junior Officers (30 Tanker and 4 Bulker), remotely on 04Jul24, and
- 22 Ratings (16 Tanker and 6 Bulker), physically on 25Jun24

All senior officers and ratings learning engagements were facilitated by our Managing Director T. Koutris, with the assistance of RoKcs Training Officer Capt. Pavel Petrovich Sidorkin and General Manager Capt. Denis Valentinovich Verkhoturov.

In particular the purpose of the learning courses, which took place in Jun24, was to refresh Senior & Junior Officers as well as Ratings' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like the "fearless ego for success" concept, Company Vision, Mission and policies, the S.H.E.L.L model, the three pillars and engagement (Incident reporting investigation and CPARs / Management of Change / Risk Management), Health and competence for performance, Human performance principles, Fair and Just for no blame culture, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, SIRE2 update, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, Security management, Cyber security management, update on last Management Review and KPIs, Navigation, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

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

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

Topic	Officers	Ratings	J. Officers
Take care of myself and my team - Leading my team's wellbeing	x	25Jun24	04Jul24
Take care of myself and my team - Managing fatigue	26-27Jun24	25Jun24	04Jul24
Learner Mindset	26-27Jun24	25Jun24	04Jul24
How you respond matters	26-27Jun24	x	x
Context drives behavior	26-27Jun24	x	x
RISQ	26Jun24	x	x
SIRE 2.0 update	28Jun24	x	x

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

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

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

Out of the workshop evaluation following is concluded:

- The vast majority of the participants were happy with the content and the duration of the workshop.
- In some cases, it was requested
 - more timely determination and appointment of team roles, particularly facilitator, PC operator, presenter to ensure the best of their contribution

Our Managing Director T. Koutris confirmed that all issues raised this time will be considered for the next workshops.

Finally, all participants were encouraged to contact their facilitator, their managers, RoKcs/ Capt. Pavel Petrovich Sidorkin and Capt. Denis Valentinovich Verkhoturov, and their managing director T. Koutris, anytime for any idea or concern.

The workshops conducted this time are analytically described below.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

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

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

This workshop is now further developed to the “Take care of myself and my team, Leading my team's wellbeing”, with focus on the Shell Pns Leadership Skills for Crew Wellbeing module, designed for us to elaborate on the why:

- a leader's, and a team's member, key priority is his team's wellbeing
 - a fearless organisation, where all feel comfortable to share their success and failures and are open to learn from each other, is prerequisite for a team's wellbeing
- and relate the Roxana 3x3x3 soft skill model, and particularly EffEff communication, the human performance principles and how the qualities of a leader or a team member are applied to ensure his and his team's wellbeing and IF EffEff operations.

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

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

1 Appreciation

Many thanks to all, 22 Tanker and Bulker Ratings, for their reflective learning engagements in the workshop “Take care of myself and my team – Leading my team's wellbeing” and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further proposals to improve the way we lead our team's wellbeing.

2 Background

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

This workshop is now further developed to the “Take care of myself and my team, Leading my team's wellbeing”, with focus on the Shell Pns Leadership Skills for Crew Wellbeing module.

2.2 Based on

- ▶ the 4 modules of Shell PnS Resilience vol1, in Russian also, Change is a Part of Living, Looking at Situations in a Different way, Take care of yourself, Take Decisive Action
- ▶ Leadership Skills for Crew Wellbeing Shell PnS module
- ▶ the Roxana “Fearless Ego for Success” concept
- ▶ the Roxana 3x3x3 soft skills model

this workshop has been developed for Captains and Chief Engineers to help them develop their leadership skills in order to create a learning culture and transparency in workplace where crew feel confident to talk about health and wellbeing.

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

2.3 During the “Take care of myself and my team, Leading my team's wellbeing” workshop the facilitator and his team had the opportunity to elaborate on the Leadership Skills for Crew Wellbeing, based on the 3 video modules in information onsite, running the videos offline as well elaborating on what sort of leader is required to best manage the well being of his team, by creating:

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

3 Purpose

This workshop is designed for us to elaborate on why:

- ▶ a leader's, and a team's member, key priority is his team's wellbeing.
- ▶ a fearless organization, where all feel comfortable to share their success and failures and are open to learn from each other, is prerequisite for a team's wellbeing
- ▶ the Roxana 3x3x3 soft skill model, particularly EffEff (Effective and Efficient) communication, and the human performance principles are related and how the qualities of a leader or a team member are applied to ensure his and his team's wellbeing and IF EffEff operations.

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

- ▶ the level of his understanding on the wellbeing topics of the workshop
- ▶ how HE feels fearful or open to contribute to his team's wellbeing (self assessment)
- ▶ his own perception on how his leader and his team are boosting the fearless organization for the wellbeing (3600 assessment).

4 Key messages

Key messages of the course were passed on to the participants: a leader, even a team member, is required to:

- ▶ appreciate that the most important asset for a leader, along with himself, is his team
- ▶ best manage the well being of his team, not by intimidation, command and control, but by creating:
 - a workplace where the well being of the team is one of the key priorities
 - an engaging environment for open and fearless communication
- ▶ be emotionally fit, his emotional fitness is pre-requisite to manage his team well being, to ensure that:
 - state of mental health of the individuals is assessed and managed
 - the state of the team's well being in our environment can be assessed
 - The AllLookListen (Feel) ActCheckbackTakecareofyourself principle applies to manage the mental health

And at the same time be aware of the principles of human performance, i.e.:

- 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 should be continually revised to be more error tolerant, and more engaging, considering that context drives behavior

5 Records

Concluding the workshop

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

6 Actions and follow up

▶ Out of the workshop questionnaire following is concluded:

- The vast majority of our colleagues feel comfortable to share their failures and success with their team and are ready to learn from each other
- Emotional fitness of the individual and his teams in most cases is good
- The majority of seafarers feel free and comfortable to share their wellbeing status (physical and mental) with the other people on board, on a daily basis.
- The Lost Time Injury (LTI) of the deck rating and the related CPAR, highlighted the importance of the PALI principle, the care about myself and the proper supervision in conducting all tasks in HSQE incident free manner, effectively and efficiently
- EffEff communication is still a challenge, with room for improvement, although the majority of participants are committed for the other day to contribute for boosting the other team members' wellbeing onboard.
- our organisation is in a steady course, in line with our IDEA Vision, towards a fearless organisation

It was highlighted that:

- ▶ The most important asset for a leader and a team member, along with himself, is his team
- ▶ As a leader what I say, what I prioritize, what I measure and, what I do reflect on my team
- ▶ Fear is freezing the mind of team members, reducing their capacity to think and act IF EffEff
- ▶ Isolation, distraction, bad mood, anxiety, stress and depression are signs of poor mental health

We will then restlessly work in providing the context that a fearless organization can flourish for the sake of our wellbeing and IF EffEff operations.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

2 Workshop: Take care of myself and my team – Managing fatigue

Fatigue is one of the major root or contributing causes of accidents, affecting the health, physical and mental of the individual and the IF EffEff operations.

In the "Take care of myself and my team, Managing fatigue" workshop we had the chance to elaborate on:

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

1 **Appreciation**

Thank you all, 28 Tanker officers, 15 Bulker officers and 22 Ratings, for your reflective learning engagements in the workshop "Take care of myself and my team – Managing fatigue" and for:

- ▶ the prompt and proper fill in of the questionnaire
- ▶ your further proposals to improve the way we lead our team's wellbeing

2 **Background**

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

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

2.2 Based on

- ▶ the 4 modules of Shell PnS Resilience vol1, in Russian also, Change is a Part of Living, Looking at Situations in a Different way, Take care of yourself, Take Decisive Action
- ▶ Shell PnS LFI Fatigue (and off-line), which supplements the Fatigue risk management module
- ▶ The Maritime wellbeing site, including the Lets'Talk, Fatigue risk management and Leadership skills for crew wellbeing modules
- ▶ 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.

2.3 During the "Take care of myself and my team, Managing fatigue" workshop the facilitator and his team had the opportunity to elaborate on the LFI Fatigue (and off-line) and 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 **Purpose**

This workshop is designed for us to understand:

- ▶ the meaning of fatigue, the regulatory regime and the relevance to IF EffEff performance
- ▶ the fatigue symptoms
- ▶ tips for restful sleep
- ▶ Jet lag, what it is, symptoms, how to manage and the relevance to IDF EffEff performance with practical advices as to how we can manage the risk of fatigue and jet lag, each one for himself and for his team.

Fatigue, or lack of good quality sleep, has been identified as a major hazard and occupational safety risk. Scientific evidence has shown that when fatigued, a person's ability to think clearly is impaired which can result in poor performance, increased error rates and, ultimately, in reduced safety.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

2 Workshop: Take care of myself and my team – Managing fatigue (continued)

4 Key messages

4.1 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 perform IF EffEff
- ▶ Tips to identify fatigue symptoms in yourself and your teammates and how to manage it
- ▶ Tips to identify jet lag symptoms in yourself and your teammates and how to manage it

5. Records

5.1 Concluding the workshop

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

6. Actions and follow up

6.1 Out of the workshop questionnaire following is concluded:

- ▶ The best impact of the workshop for the vast majority was the jet lag causes and the hints to manage it
- ▶ The vast majority of the participants realized the effects of fatigue and promised themselves to use some of the tips in order to improve their quality of sleep and as a result their quality of life and their performance at work and other activities
- ▶ Our organization acknowledges how important is to manage fatigue for IF EffEff operations and for all of us to Return Home Healthy
- ▶ Areas for improvement were identified related to the facilitator's better preparation, which is to be considered having in mind that the facilitators need not be experts in the topic they facilitate, they are rather needed to provoke questions, while the answers are within the participants, this is the sense of reflective learning.

3 Workshop: Learner mindset

The Learner Mindset is a skill set introduced as a tool for everyone to grow their ability to share and learn from mistakes and successes and speak up openly in a safe environment.

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

The relevant questionnaire is developed for each one to:

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

1 Appreciation

Thank you all, 28 Tanker officers, 15 Bulker officers and 22 Ratings, for your reflective learning engagements in the workshop "Learner mindset" and for:

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

2 Background

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

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

3 Purpose

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

3.2 The relevant questionnaire is developed for each one to:

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

4 Key messages

Key messages of the course were passed on to the participants, i.e. 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

5 Records

5.1 Concluding the workshop

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

6 Actions and follow up

▶ Out of the workshop questionnaire responses:

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

Learner mindset	Myself (%)		Superior (%)		Master (%)		Organization (%)	
	LM	50/50	LM	50/50	LM	50/50	LM	50/50
T	69	27	39	36	46	42	37	22
B	68	23	52	35	55	29	58	29
R	49	40	42	31	35	34	37	23

It was highlighted that:

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

We will continue to:

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

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4 Workshop: How you respond matters

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

As per Roxana 3x3x3 soft skills model:

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

This workshop

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

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

- *how HE responds matters for his team wellbeing and IF EffEff operations*
- *his own perception on how his leader and his team respond to everyday challenges.*

1. **Appreciation**

Thank you all, 28 Tanker officers & 15 Bulker officers, for your reflective learning engagements in the workshop "How you respond matters" and for:

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

2. **Background**

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

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

2.1.1 **OCIMF - Energy Institute – Partners in Safety**

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

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

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

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

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

- ▶ best manage the well being of his team, not by intimidation, command and control, but by creating:
 - a workplace where the well being of the team is one of the key priorities
 - an engaging environment for open and fearless communication

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

2.2.2 Leadership and the Adair model

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



2.2.3 The Roxana 3x3x3 soft skills model

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

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

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

We introduced in Dec20 in CMSM ch3.5

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

2.3 Partners in Safety (PnS) “How you respond matters”

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

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

3. Purpose

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

This workshop is designed for us, to:

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

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

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

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

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4. Key messages

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

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

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

5. Records

Concluding the workshop

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

6. Actions and follow up

Out of the questionnaire responses:

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

It was highlighted that:

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

5 Workshop: Context drives behavior

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

As per Roxana 3x3x3 soft skills model:

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

This workshop elaborates on the fact that:

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

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

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

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24

1. Appreciation

Thank you, 28 Tanker officers and 15 Bulker officers, for your reflective learning engagements in the workshop “Context drives behavior” and for:

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

2. Background

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

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

2.1.1 OCIMF - Energy Institute – Partners in Safety

- ▶ OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators was published in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness, Decision making, result focus and Leadership and managerial skills. and
 - ▶ 3 OCIMF Human Factors Approach was released in Oct20 and outlines how human factors should be integrated into Industry activities. A set of guiding principles for human performance are introduced and one of the 8 principles is that leaders contribute in shaping conditions that influence what people do.
 - ▶ OCIMF Human Factors Management and Self-Assessment was released in Sep21, based on the previous publication and introducing what will be TMSA chapter 14 on Human factors.
 - ▶ Energy institute “Making compliance easier” was published Feb20, adopting the Todd Kronklin’s 5 principles of human performance, acknowledging that everyone makes mistakes, performance may be compromised by factors like complexity of a task, distraction and repetition and that “How you respond to failure matters. How leaders act and respond counts”.
 - ▶ Partners in Safety release in Mar20 the PnS Human performance 1 and 2, adopting also the Todd Kronklin’s 5 principles of human performance.
 - ▶ Let’s talk module, was released in Jun20 and it comprises of 4 modules, making reference to the Resilience modules as above for communication, available off-line and in Russian and introducing the ALL ACT drive AskLookListen ActCheckbackTakecareofyou (Feel touch taste and smell is also valid ALL FACT) as a tool of communication for resilience.
 - ▶ Leadership Skills for crew wellbeing, was released in Jun20, and It consists of three modules / videos prompting participants to realize that
 - Leaders set the tone on board a ship. They influence the conditions in which work takes place as well as the level of social engagement, interaction and support.
 - Leaders that effectively manage the wellbeing of their crews will enhance the culture on board and create an environment where crew perform IF EffEff.
 - ▶ Learner Mindset, was released along with the 2021 CEO conference in Mar21.
 - ▶ It consists of one video elaborating on the Learner Mindset, known also as Growth Mindset, as a belief that everyone can grow their ability, learn from mistakes and successes and speak up openly in a safe environment.
 - ▶ How you respond matters, was released along with the 2021 CEO conference in Mar21.
 - ▶ It consists of two videos reflecting leader behaviors and prompts participants to realize 10 tips on the proper response and 9 personal characteristics both for a great Safety Leader, ensuring for his individuals and teams a fearless environment for all to perform IF EffEff.
 - ▶ Context drives behavior, was released along with the 2022 CEO conference in Mar22
- It consists of two videos reflecting leader behaviors and prompts participants to realize how leaders shape the environment for individuals and teams to perform without fear and IF EffEff.

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

2.2.1 The fearless ego for success

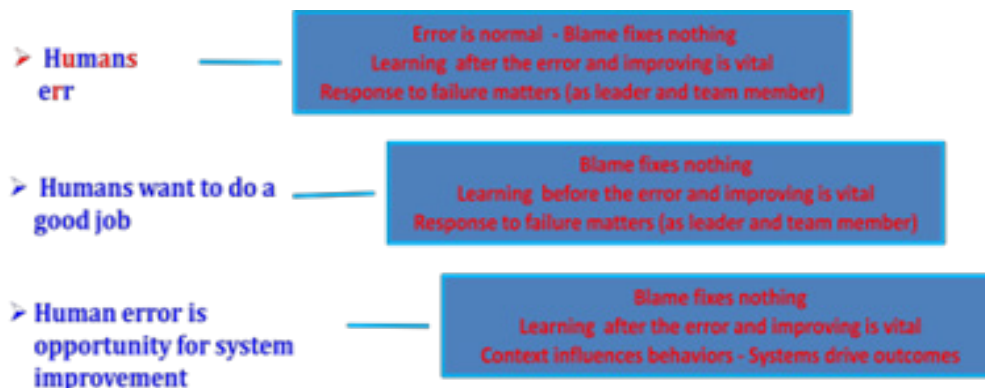


The Roxana "Fearless Ego for Success" concept, the most important ego, the principal order "Return Home Healthy... with full basket", the PALI poster, the "Care about Me" meaning "Care about my team", the S.H.E.L.L human factors, the three pillars and engagement, Health and Competence for performance,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

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

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

► Human Performance



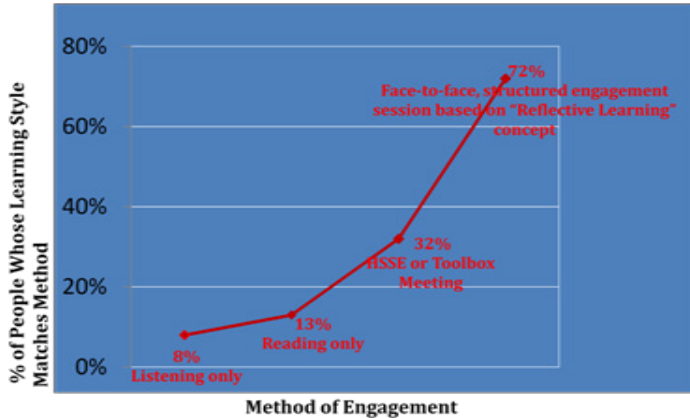
► The three pillars and engagement



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► Reflective Learning

"Reflective Learning" concept is the face to face, or virtual, structured engagements sessions, where groups are sharing knowledge and experience, learning from each other.



Since late 2016 the "reflective Learning" concept supplemented and occasionally replaced the traditional "Training" concept.

This axis of activity is related to creating an open environment for reflective learning engagements at all levels in our organization.

Gradually the focus was set to three core themes:

- Learning from success and errors
 - Soft Skills management
 - Human Performance
- and relevant workshops were introduced in Google forms, applied even for virtual group engagements.

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

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

3. Purpose

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

As per Roxana 3x3x3 soft skills model:

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

This workshop elaborates on the fact that:

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

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

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

4. Key messages

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

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

5. Records

Concluding the workshop

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

6. Actions and follow up

Out of the workshop questionnaire responses:

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

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4 Workshop: SIRE 2.0 update

Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards.

OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7.

DMS and our TIARE should therefore be revised reflecting the changes introduced.

This workshop:

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

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

- *The SIRE2.0 concept, the questions structure and the inspection regime*
- *The TIARE, form CP09-01 as harmonized with SIRE 2.0*
- *The opening meeting and the vetting inspector attending teams' assignment*

1 Appreciation

Thank you all, 28 Tanker officers, for your reflective learning engagements in the workshop "SIRE 2.0 update" and for:

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

2. Background

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

2.1 SIRE 2.0 - Industry:

2.1.1 OCIMF's Ship Inspection Report Program (SIRE 2.0)

- ▶ In 2017, OCIMF established a Ship Inspection Program (VIP) Steering Group and convened specialist Working Groups to review and improve upon OCIMF's Ship Inspection Report Program (SIRE), as tanker risk assessment tool.
- ▶ OCIMF's Ship Inspection Project team developed an enhanced and risk-based ship inspection program (SIRE 2.0), that is going to supersede the existing SIRE program and is planned to become operative in Q2 2024.
- ▶ During the 2nd quarter of 2022, the OCIMF's updated and enhanced Ship Inspection Report Program 2 (SIRE2 and VIQ7) has been launched.

2.2. SIRE 2.0 - Roxana

2.2.1 TIARE, form CP09-01 and SIRE 2.0

- ▶ Vetting inspection and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our TIARE should therefore be revised reflecting issues raised above.
- ▶ In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 16Oct20 harmonized with the VIQ, we have launched a SIRE2.0 project to facilitate the smooth transition to the new SIRE 2.0 system, a basic challenge been:
 - the adoption of the newly introduced SIRE2 concepts in our DMS.
 - the TIARE, form CP09-01 adaptation to the new SIRE2.0/VIQ7.
 - the prompt familiarization of all on board and ashore with the changes.
- ▶ One of the basic tasks of this project is to ensure the awareness of all employees on board and ashore of the SIRE 2 and the revolutionary concepts introduced along with it.
- ▶ To this extend three updates have been delivered in 2022 and 2023.

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2.2.2 SIRE 2.0 workshop May23

- ▶ This workshop was conducted for the officers ashore in May23 with twofold objectives:
 - increase the awareness for the SIRE2 concept, principles and changes introduced
 - review & amend the TIARE references to what the inspector will look for, evidence required & grounds for observations.

2.2.3 SIRE 2.0 workshop Sep-Oct23, Dec23 and Mar24

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

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

- ▶ <https://www.ocimf.org/programmes/sire-2-0/sire-2-0-videos>, i.e.:
 - Human factors in SIRE 2.0 all crew briefing and additional officers briefing modules 1-4
 - Human factors in SIRE 2.0 owner operator modules 1-6
- ▶ The SIRE2 [opening](#) and [closing](#) meetings
 - SIRE 2.0 - [Negative Observation Module Explanation - Version 1.0](#) and the structure of SIRE 2 questions

3. Purpose

This workshop:

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

4. Key messages

- ▶ Participants elaborated on the recently released by OCIMF SIRE 2.0 documentation, i.e.:
 - training videos on Human Factors
 - the SIRE2 [opening](#) and [closing](#) meetings
 - SIRE 2.0 - [Negative Observation Module Explanation - Version 1.0](#) and the structure of SIRE 2 questions
- ▶ Participants were refreshed in concepts such as human performance & success, principles of human performance, the S.H.E.L.L. model
- ▶ Participants familiarized with the terms SoC (what is reported on) and NoC (what has been observed) concerning the observations
- ▶ Teams assigned for attending the inspector should be fully familiar with the questions they are accountable for this location / their rank

5. Records

5.1. Concluding the workshop

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

6. Actions and follow up

6.1. Out of the questionnaire responses:

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

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- The ROVIQ basic attribute spreadsheet was enriched with one column for accountability and was filled in per question for all questions of SIRE 2.0
- the inspector attendant per location and the locations were reviewed, as proposed, and always subject to Master's discretion.

Tankers Officers groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Sidorov Alexander	ChOff	Mikhalev Oleg	Master	Rarov Valentin	ChOff	Facilitator
Pushkar Sergei	ChOff	Sukhodoev Oleg	Master	Kulik Roman	ChEng	Flipchart
Polkovnikov Aleksei	ChEng	Lozovoi Pavel	ChOff	Avdeev Roman	2nd Eng	Presenter
Kalkaev Aleksei	2nd Eng	Kuznetsov Vladimir	2nd Off	Davidenko Artem	ETO	PC Operator
Besshtannov Boris	ETO	Afanasev Nikolay	ChEng	Tishchenko Andrei	ETO	
Chebotaev Maksim	ETO	Mikhailov Iurii	ChEng	Prihodko Sergei	ETO	
Frolov Evgeny	2nd Eng	Pakhomov Mikhail	ETO	Mikhaylov Ilya	2nd Eng	
Skribchenko Aleksandr	ChOff	Kotov Dmitrii	ETO	Bonarev Albert	ETO	
PS		PS		PS		Roxana

Tanker Officers groups		
Gr 4		
Name	rank	role
Popov Artem	ChOff	Facilitator
Zashchitnikov Alexander	ChEng	Flipchart
Baykov Alexander	2nd Eng	Presenter
Grachev Gennadii	2nd Eng	PC Operator
Butenko Mikhail	ETO	
Brinko Sergey	2nd Eng	
PS		Roxana

Bulkers Officers groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Savchenko Dmitry	Master	Lusyy Alexey	Master	Elanskii Artur	Master	Facilitator
Kardopoltcev Mikhail	ChOff	Makalich Sergey	ChEng	Rychkov Stanislav	ChOff	Flipchart
Mishakov Gennady	ChEng	Levin Dmitry	2nd Eng	Arkhipov Andrey	Master	Presenter
Pak Andrey	2nd Eng	Tyurenkov Oleg	ETO	Khliupin Aleksandr	ChEng	PC Operator
Smirnov Nikolai	2nd Eng			Shemetov Aleksandr	2nd Eng	
Rogozhnikov Aleksandr	2nd Eng					
DV		DV		DV		ROKS

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Tanker and Bulker Ratings groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Tankers						
Dudko Dmitrii	3rd Off	Gontar Aleksei	3rd Off	Arestov Georgii	3rd Off	Facilitator
Zenzin Ruslan	Bosun	Beloslyudtsev Sergey	Bosun	Gutsu Gennady	Bosun	Flipchart
Kadanin Valery	Bosun	Bokov Ilya	A/B	Iakimov Danila	O.S.	Presenter
Albert Dmitrii	A/B	Polushkin Vitaly	A/B	Belikov Aleksandr		PC Operator
Poliakov Aleksandr	A/B	Bunin Aleksei	A/B	Samoylenko Alexander	A/B	
Tsyrunnikov Oleg	Oiler			Fadeev Vladimir	Oiler	
PS		PS		PS		Roxana
Bulkers						
Tolokontsev Aleksandr	3rd Off	Gladkikh Viktor	2nd Off			Facilitator
Valeishin Viktor	O.S.	Bodriagin Vitalii	A/B			Flipchart
Bezliudko Konstantin	A/B	Pribylov Andrei	A/B			Presenter
Kovrizhnykh Mikhail	A/B	Romanov Timur	O.S.			PC Operator
Rachkovskiy Nikolay	Oiler					
Meshkov Vladimir	Oiler					
DV		DV		DV		ROKS

Junior Tanker Officers groups						
Gr 1		Gr 2		Gr 3		
Name	rank	Name	rank	Name	rank	role
Brezgin Alexander	2nd Off	Lozovoi Dmitrii	2nd Off	Fauzer Victor	2nd Off	Facilitator
Lapshov Roman	3rd Off	Karipbaev Sergei	3rd Off	Maslennikov Vlad	3rd Off	Flipchart
Bodzhgua Ruslan	3rd Off	Shein Igor	3rd Off	Lavrenov Evgenii	3rd Off	Presenter
Shatoba Vladislav	4th Off	Poseriaev Evgenii	4th Off	Yugay Stanislav	3rd Eng	PC Operator
Sabitov Mikhail	4th Off	Volgin Denis	3rd Eng	Kazantcev Aleksei	4th Eng	
Iusupov Viacheslav	4th Off	Kuznetsov Aleksandr	4th Eng	Tsybulskii Iurii	4th Eng	
Golovko Andrei	3rd Eng	Selifontov Vadim	5th Eng	Boshchuk Vitaly	3rd Eng	
Samankov Viacheslav	3rd Eng	Mustaev Damir	5th Eng	Ponomarenko Dmitrii	4th Eng	
Kirillov Kirill	4th Eng	Drobysh Vladimir	3rd Off	Marin Nikita	5th Eng	
Voidilov Maksim	5th Eng	Ponimaskin Vasilii	5th Off	Isakov Alehander	3rd Off	
PS		PS		PS		Roxana

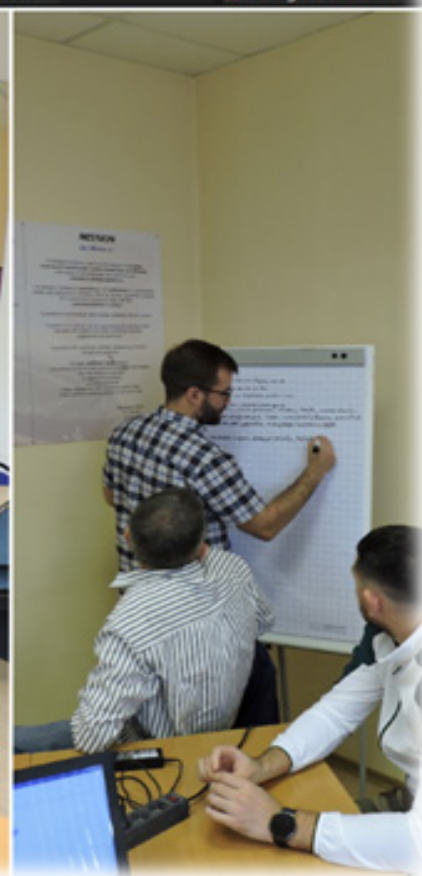
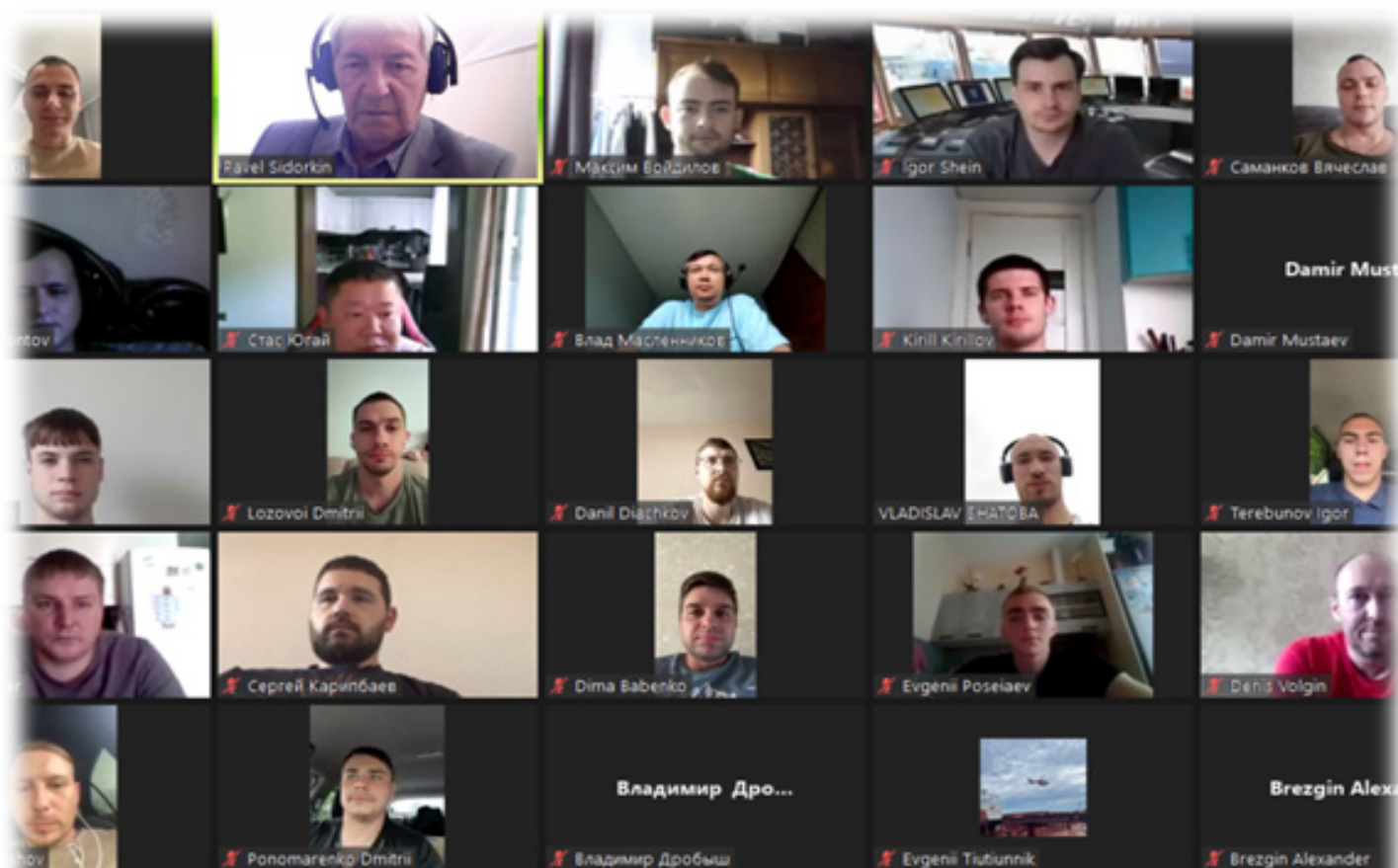
Junior Bulker Officers groups		
Gr 1		
Name	rank	role
Diachkov Danil	3rd Off	Facilitator
Babenko Dmitrii	3rd Eng	Flipchart
Bovtik Artem	5th Eng	Presenter
Terebunov Igor	3rd Off	PC Operator

RoKcs Training Center

Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24



Tanker/Bulker senior Officers & Ratings reflective learning engagements Jun24



Pancoast Singapore

Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 01Apr24 - 30Jun24

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

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

Vessels operated by the office During the specified period, Vessels operated by our office included Miracle, Melody, Marvel, Magic Star, and Malbec—Handy Vessels engaged in Dirty product trade. Our office is also preparing to welcome 2 new purchases in Malbec Legacy and Malbec Legend which will trade in the Chemical Sector.

Commercial Operations: In the second quarter of 2024, Pancoast's Singapore office, under the commercial operational responsibility of Capt.

Karthik, successfully secured spot charters with various Charterers, including major Oil companies. Furthermore, three of our MR Vessels were contracted for long-term charters during this period.

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

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

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

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

Posidonia: Capt. Karthik participated in one of the biggest shipping biannual events, which was held in Greece, Posidonia along with all our Company's Commercial and Ownership members. This was a great chance to meet with all sorts of existing and potentially new business partners.

Employee Roles:

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

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

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



VMC and MSU activities 01Apr24 - 30Jun24

From March 23 to March 25, 2024, the regional stage of the Professional Skills Championship “Professionals” of maritime educational institutions of secondary vocational education of the Primorsky Territory was held at the Far Eastern Maritime Training Center of MSU after adm. G.I. Nevelskoy. As part of the Championship, competitions were held in the “Life Safety on a Ship” competency (team championship). Through competition teams from the Vladivostok Maritime College (VMC), the Pacific Higher Naval School named after Admiral S.O. Makarov, Vladivostok Marine Fishery College, Far Eastern Maritime School, Marine Engineering College of MSU after adm. G.I. Nevelskoy demonstrated their professional skills.



There was a serious struggle among the competing teams for every minute, accuracy and efficiency in completing competition tasks. Based on the results of the 3-day competition, the winners and prize-winners of the Championship were revealed.

The VMC team consisting of Dmitrii Riasik, Aleksandr Smirnov and Dmitrii Chumakov performed well, demonstrated team spirit and the ability to work in a team. According to the results of the regional stage of the Professional Skills Championship “Professionals”, the VMC team took a honorable 3rd (third) prize place.

On June 26, 2024, the next graduation of cadets from the Vladivostok Maritime College took place. The official event on this occasion was attended by teachers and staff of the college, parents, administration of the educational institution, friends, girlfriends of graduates and guests. But the main heroes of the occasion were, of course, the 4th year cadets - graduates who successfully passed all state exams and defended their diploma theses in the specialties: “Marine navigators” and “Marine Engineers”.

Numerous guests came on stage with warm congratulations and wishes to the graduates of all the best and further success on the thorny and significant path of their chosen maritime profession. The following people addressed all those present with a welcoming speech and congratulations to the young seafarers on entering a new life: the director of the VMC Vladimir Yuryevich Manko, the rector of the Far Eastern Institute of Communications Anastasia Aleksandrovna Gerasimova, as well as specially invited persons: Takis Koutris, managing director of Roxana Shipping and ROKS Maritime, Verkhoturov Denis Valentinovich, General Director of “Roxana Kristen Crewing Service”; Pafnutyev Evgeniy Yurievich, Deputy General Director of Fescontract International; Sidorkin Pavel Petrovich, training officer of RoKcs. On behalf of the parents, the mother of graduate Bely Danil, Tatyana Evgenievna, gave a touching speech.

VMC (Vladivostok Maritime College)

VMC and MSU activities 01Apr24 - 30Jun24

The graduates then shared their impressions of their studies and plans for the future. In keeping with tradition, everyone present watched a video and photo report highlighting the cadet life of the graduates, narrated this year by ship mechanic graduates Bely Danil and Bolotin Ivan through song.

After the “reply speech” of the cadets, or rather, already established naval specialists - Alexey Burmistrov and Nikita Pichugov, a solemn presentation of educational diplomas, memorable gifts and certificates of honor took place.

The best graduates of the VMC class of 2024 were recognized with personalized commemorative gold nameplates: Alexey Burmistrov and Anton Manyakhin. In addition, Alexey Burmistrov was awarded a 100% tuition discount for a higher education program at the Far Eastern Institute of Communications.

We once again congratulate our esteemed graduates who have linked their destiny with the sea. We wish them success in the challenging careers as sailors and the best of luck in their endeavors! Keep up the great work! We are proud of you guys!

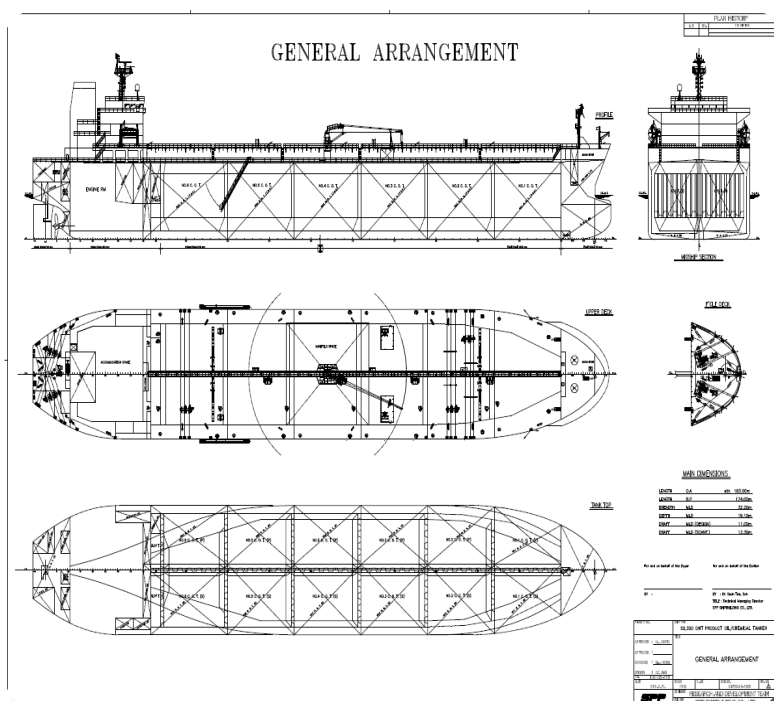


Our company is planning the next generation of newbuildings and is closely following the new rules, particularly:

- Alternative fuels
- Carbon capture technologies
- ECO designs and options

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

Furthermore, there is an increased activity evaluating options and opportunities in the second-hand market, with the recent addition of M/T Malbec Legacy on 26Jun24 and M/T Malbec Legend expected to be delivered within July 2024, which inaugurates the entrance of our company in the pure chemical trade.

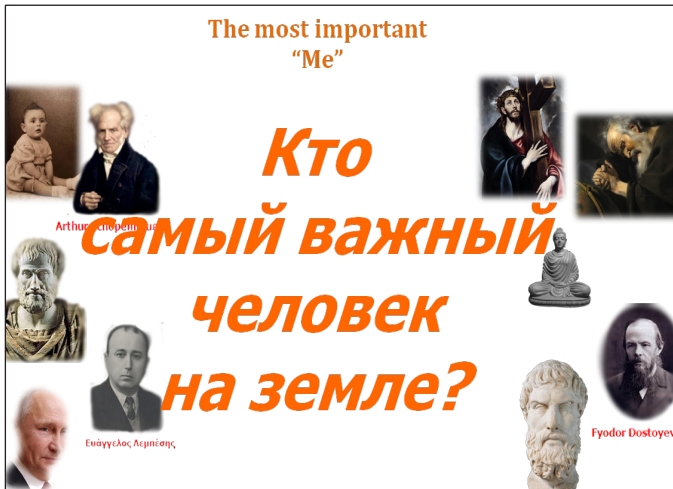


Hot Stuff

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!

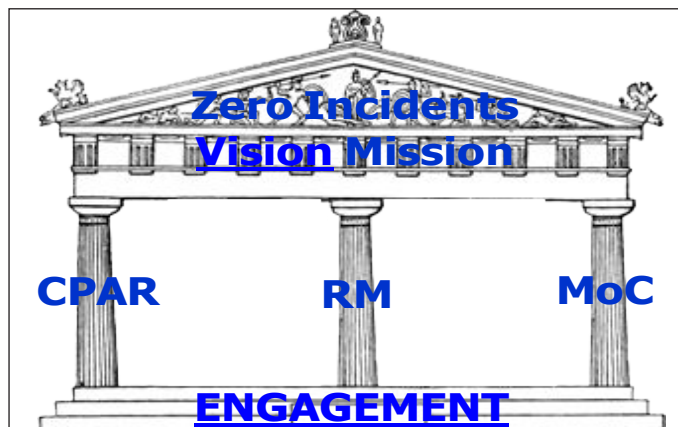
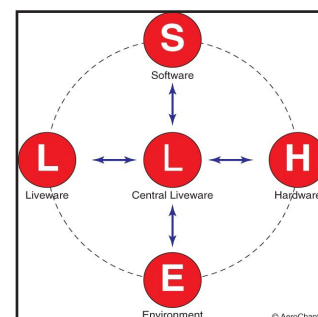
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.

If I care about myself I should care about my team so that all of us return home healthy.

The fearless ego for success

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, i.e. 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.

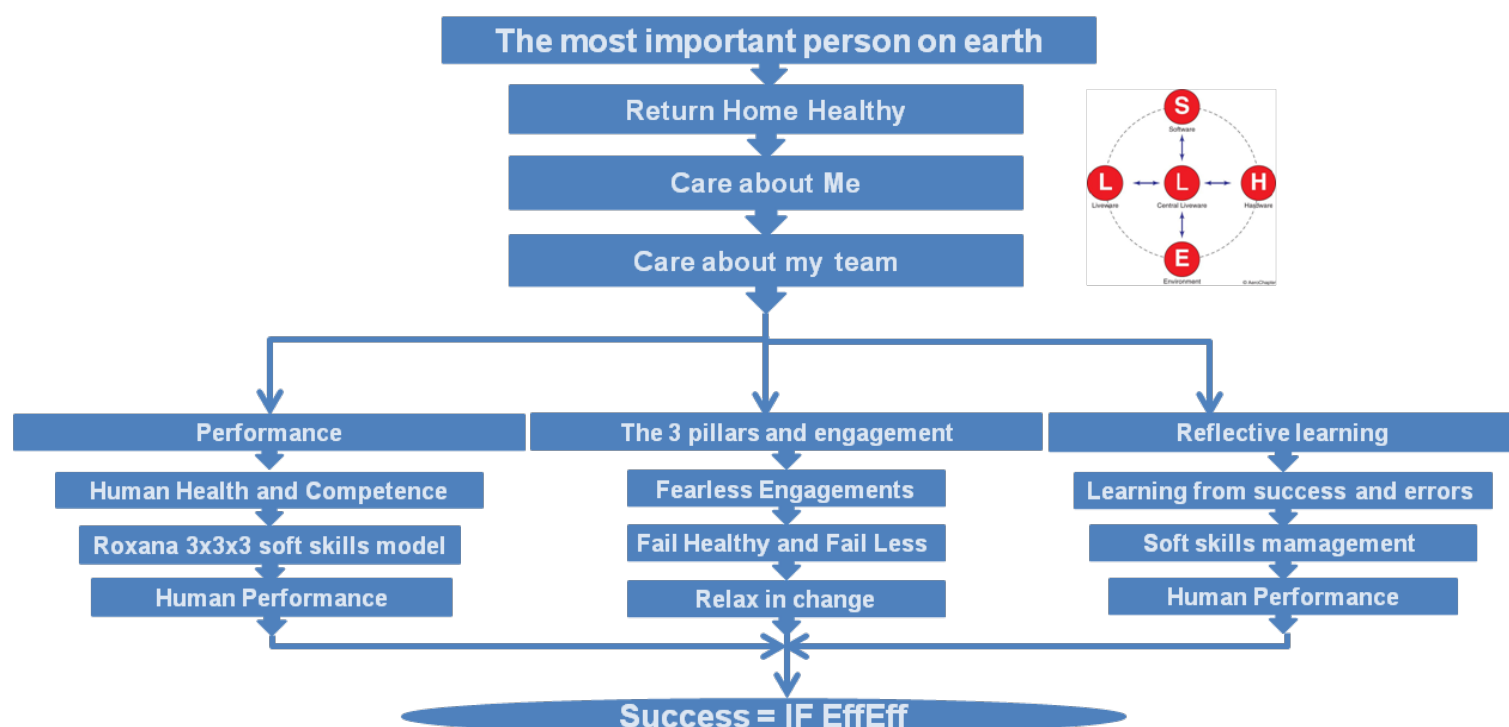
The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

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.



The 3 pillars and engagement

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



The three pillars were identified as

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

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

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

An environment of open reporting, of a fair and just for no blame culture during investigation and causation analysis are the guarantees that the team will learn from its success and that mistakes are opportunities for system improvement.

Procedure CP08 is documenting the above issues.

Failing healthy and less is all about managing the risk of the identified hazards, as addressed procedure CP24.

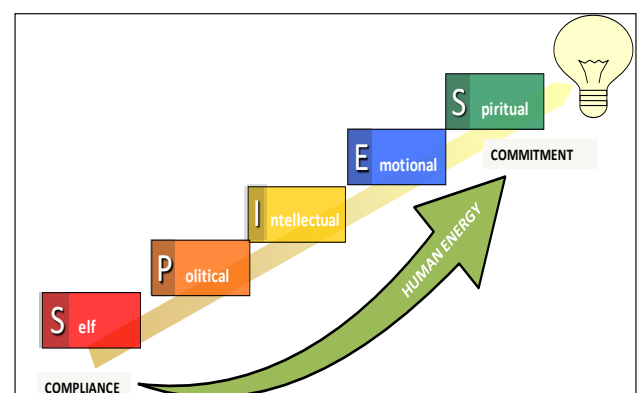
It is our Innovation value that dictates the relax in change, change is a way of living and is addressed in procedure CP13.

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

Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the concepts of the three pillars, the reflective learning and training and non routine operations.

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

Since the beginning of 2022 we have initiated a project to simplify our procedures thus boosting the engagement and facilitating the commitment to our system.



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

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



Fyodor Dostoyevsky

ChIX.....

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

Записки из подполья, Глава IX

Но дважды два четыре — все-таки вещь пренесносная. Дважды два четыре — ведь это, по моему мнению, только нахальство-с. Дважды два четыре смотрит 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 ΑΝΤΙΕΘΟΝ ΣΥΜΦΕΡΟΝ ΚΑΙ ΕΚ ΤΩΝ ΔΙΑΦΕΡΟΝΤΩΝ
ΚΑΛΛΙΣΤΗΝ ΑΡΜΟΝΙΑΝ...ΚΑΙ ΠΑΝΤΑ ΚΑΤ' ΕΡΙΝ ΓΙΝΕΣΘΑΙ...»
THE OPPOSITES ARE BENEFICIAL AND FROM THE DIFFERENTS THE
BEST HARMONY... EVERYTHING IS DEVELOPED IN DISPUTE...

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

A team:

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

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

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

The teams concept is introduced

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



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

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

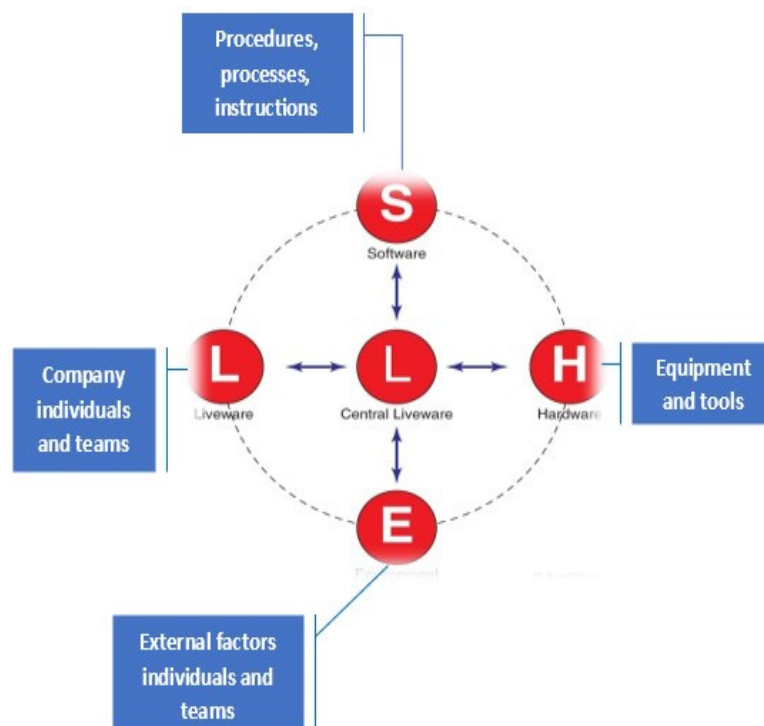
The S.H.E.L.L. model is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human subsystem).

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

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

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

- 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: <ul style="list-style-type: none"> - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	Establishes an atmosphere for open communication and participation: <ul style="list-style-type: none"> - Clearly puts forward views and personal position while listening to others. - Encourages input and feedback from others. - Builds rapport and establishes a common bond with others. - Encourages idea generation. - Shares expertise with others.
1.1.3.	Communicates effectively <ul style="list-style-type: none"> - Uses the right mode, time and medium to deliver the message (spoken, written, body signals, sentence structure, terminology and speed of delivery etc) to suit the message and the intended recipients. - Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way - The amount of communication is appropriate and clear for the situation in hand.
1.2. Inclusiveness and consideration of others	
1.2.1.	Helps people feel valued and appreciated. <ul style="list-style-type: none"> - Welcomes and includes others - Receives feedback constructively and acts accordingly. - Notices the suggestions of other crewmembers. - Gives clear, detailed and constructive personal feedback. - Gives clear and concise briefings and updates at appropriate times.
1.2.2.	Demonstrates respect for people and their differences. <ul style="list-style-type: none"> - Shows understanding of others' perspectives and personal situations. - Acknowledges cultural diversity when communicating.
1.2.3.	Communicates in a way that elicits appropriate action from others. <ul style="list-style-type: none"> - Asks questions and observes others to confirm their common understanding
1.3. Conflict resolution	
1.3.1.	Keeps calm in conflicts and suggests solutions to resolve conflicts.
1.3.2.	Receives feedback constructively and expresses disagreement constructively by giving alternative or different perspectives.
1.3.3.	Influences others resulting in acceptance, agreement and/or behaviour change.

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

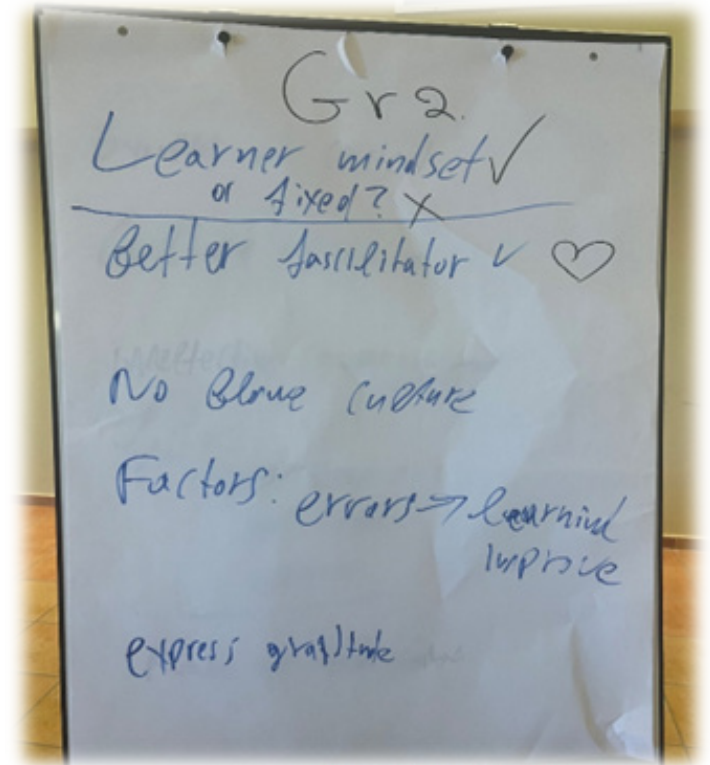
2. Leadership and Managerial skills	
Clearly and precisely gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, inspiring, motivating and empowering his colleagues to perform at their best to achieve goals. Adjusts leadership style to situations,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

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

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

Management Review Meeting 2024-01

1. The Management Review Meeting MR24-01 was conducted physically, at Negroponte Resort, Eretria, on 30May-01Jun24. Thank you, all participants, for your engagements and your contribution to the meeting deliverables.
2. During the meeting following topics were particularly addressed:
 - update and report of corrective and preventive actions follow up
 - DMS refresh with latest DMS revisions, New rules and KPIs review
 - the fearless ego for success concept, including the 3 pillars and engagement (CPAR, MoC, RM), focus on the new principle of procedures consolidation (responsibilities in CP01 and NR operations in Appendices), Fair and Just culture for No Blame culture, Roxana 3x3x3 soft skills model and communications policy, health (mental and physical) and competence (soft and hard) for performance, fearless engagements.
3. Furthermore, thank you all for your engagements in the workshops "Learner mindset", "Context drives behavior" and "How you respond matters", that were conducted during the 3rd day of the meeting, on Saturday 01Jun24.
 All relevant workshop and evaluation feedback questionnaires were properly and promptly completed.
 The strong commitment of the participants to improve the team's wellbeing and IF EffEff operations was evident.
 The workshop recaps were passed over to the participants, so as for them to get an insight into the key messages, as well as to review and be in a position to comment on the analytics of the workshops' responses.
4. The Draft Minutes of the meeting, along with the updated corrective preventive actions of Corrective Preventive Actions Plan and analytics of the workshops have been made available to all participants and will be posted in Ulysses.
5. The dinner venue for both nights was the "Limanaki" restaurant, located at the Port of Amarynthos. All participants enjoyed fresh local fish and other delicacies, accompanied by the warm companionship of local wine.
6. All participants welcome the event and are looking forward for the next Management Review meeting in November.



Posidonia 2024



Posidonia 2024 were held from June 3-7, which was the 28th edition of the world's most prestigious shipping event and truly a celebration for Greek shipping and shipping in general.

Posidonia 2024 has already gone down in history as the best-attended in the biennial event's 55 years of existence, and organizers are already busy receiving enquiries and pre-registration applications for the next event, scheduled for June 1-5, 2026. Having broken all previous records in terms of exhibition space, number of exhibitors and visitors, Posidonia 2024 was also the place where the maritime world came together once again to finalize and confirm highly lucrative new business deals or announce previously signed contracts.

Exhibitor comments came flooding in soon after the gates at the Athens Metropolitan Expo closed behind the last remaining participants of Posidonia 2024. A total of 32,527 visitors from 130 countries and territories attended the event, an increase of 12% compared to Posidonia 2022. Many of them were full of praise for the organization of the event, the quality of visitors, and the networking and knowledge-sharing opportunities it offered. A total of 82 countries and territories from around the world exhibited with the majority coming from Europe and Asia, but this time there was also an increased participation from the Americas.

Roxana Shipping and ROKs Maritime attended the exhibition in Metropolitan Expo and various other events, with the aim of networking and promoting the social mix. These events were facilitated by Major Companies of the Shipping Industry, such as Lloyd's Register, DNV, ABS and Marshal Islands.

The 6th Posidonia 2024 Newsletter can be found [here](#).

ABS – Bulk Carrier Forum



Our Managing Director Mr. Koutris, attended the ABS Bulk Carrier Forum “Navigating the Evolving Landscape of the Bulkers Segment”, which was facilitated by ABS at “Divani Apollon Palace”, Vouliagmeni, Athens, on 03Apr24 from 14:30 hrs till 18:00 hrs.



The event brought together leaders and experts from the maritime value chain to address the challenges and opportunities the sector faces today. The speakers touched the latest developments in the bulk carrier segment, energy transition and decarbonization goals that will shape the low-carbon future of bulk carriers and drive market growth.

The agenda included the below topics:

- ▶ **The Dry Bulk Shipping Market**
by Vasileios Gkikas, Director, Business Development, Global Lead on Bulk Carriers, ABS
- ▶ **Regulatory Update**
by Stamatis Fradelos, Vice President of Regulatory Affairs, ABS
- ▶ **Development of SDARI Bulk Carrier Design 2024**
by Zhang Zhuo, Deputy Director, SDARI
- ▶ **Bulk Carriers Challenges and Survey Trends**
by Leonidas Noulas, Lead Surveyor, ABS
- ▶ **Panel discussion: Key Stakeholders' Perspective – A Pragmatic Approach**
Moderator was Vasileios Gkikas, Director of Business Development and Bulk Carriers Global Lead, ABS

2024 Green4Sea Athens Forum



Our Managing director Mr. Koutris attended on 02Apr24 the 2024 Green4Sea Athens Forum, held by Safety4Sea, which took place at the Lighthouse of Stavros Niarchos Foundation Cultural Center (SNFCC), Athens.

This was a Non-Profit event that attracted more than 700 Delegates and 350 Organizations (mainly Safety, Technical, Marine departments of shipping operators and other related industry stakeholders).



The one-day event focused on the various alternatives that the maritime industry explores in its ongoing efforts to reduce emissions, planning for a green and sustainable future.

During the meeting, presentations from various shipping companies were given, covering various shipping trends, such as:

- ▶ The EU ETS scheme: Understanding the regulatory framework
- ▶ EU MRV: Application & timeline and its relation to the EU ETS
- ▶ Key requirements of FuelEU and other emissions regulations
- ▶ Why accurate and transparent reporting matters
- ▶ Addressing safety challenges
- ▶ Bunkering & latest revision of ISO 8217 standard
- ▶ Focus on modern propulsion schemes
- ▶ Flexibility and capability towards IMO 2030/2050
- ▶ How to ensure a profitable circular economy within ports
- ▶ Ship recycling challenges and regulatory update
- ▶ How to modernize waste management in shipping
- ▶ How to ensure a profitable circular economy within ports
- ▶ Ship recycling challenges and regulatory update
- ▶ How to modernize waste management in shipping

Our Managing Director Mr. Koutris participated in the last panel discussion “The Green Transition from Ship Managers’ Perspective”, offering his opinion on decarbonization policies and how the ever-changing landscape impacts ship management and finance.

Mr. Koutris along with the rest of the speakers, discussed current challenges regarding emission reduction regulations, which are not always reflecting the readiness of the industry. They agreed that achieving net zero is a long road, marked by uncertainty, which considerably increases the need for vigilance and makes it unlikely for the industry to switch fuels anywhere in the near future.

You will find the:

Relevant **agenda and material** of the forum at the link below:

[2024 GREEN4SEA Athens Forum: Going green, one step at a time - SAFETY4SEA](#)

Photos of the forum: <https://www.flickr.com/photos/safety4sea/albums/>

Video Presentations: <https://www.youtube.com/@Safety4Sea/playlists>

Speaker Articles: Edited articles with key points of several presentations are available at <https://safety4sea.com/> under ‘Opinions’ column

RINA – Hellenic Technical Committee



Our Managing Director Mr. Koutris, attended the “RINA Hellenic Technical Committee”, which was facilitated by RINA at Nebbiolo, Ekali, Athens, on 23Apr24 from 18:30 hrs till 20:30 hrs.



The agenda included:

- ▶ **Introduction**
by the Chairmen, Theo Baltatzis, General Manager, Technomar Shipping and Akis Tsirigakis, CEO, Nautilus Marine Acquisition
- ▶ **Welcome & updates on RINA**
by Giosuè Vezzuto, Executive Vice President, RINA Marine and Spyros Zolotas, Senior Director, RINA South EMEA Region
- ▶ **“EU ETS & FuelEU Maritime updates”**
by Anna Karmiri, Manager, RINA Piraeus Environmental Plan Approval
- ▶ **“Developments in Ship Design”**
by Li Xin, SDARI Senior Engineer
- ▶ **“New Buildings, New Challenges”**
by Antonis Trakakis, RINA Marine Technical Director and Marinos Anastasiou, Key Account Manager New Buildings, RINA Marine
- ▶ **“Harvesting the Winds”**
The market finds it difficult to experience the expected energy savings from the wind. The aim was to discuss why this happens, and how we could gain substantial benefits. Presentations were given by Christos Papadopoulos, Professor, NTUA and Tom Sand, Vice President, Marine and Ports, ABB
- ▶ **“Supporting the existing vessels in the path to decarbonization: Retrofit projects proposed by RINA”**
by Elias Boletis, RINA Marine Consulting
- ▶ **“SERTICA Fleet - Breaking the Digital Silos”**
by Dimitris Zisimopoulos, Sales Manager Digital, RINA



RINA Hellenic Advisory Committee meeting



Our Managing Director Mr. Koutris, attended the “RINA Hellenic Advisory Committee meeting”, which was facilitated by RINA at Tatoi Club, Athens, on 28May24 from 19:00 hrs till 21:00 hrs.



RINA Hellenic Advisory Committee (HAC) met once again to discuss how to progress the decarbonization of the shipping industry.

The agenda included:

- ▶ **Welcome and opening speech**
by George Youroukos, HAC Chairman
- ▶ **Welcome and opening speeches**
by Ugo Salerno, RINA S.p.A. Executive Chairman and Carlo Luzzatto, RINA S.p.A. CEO and General Manager
- ▶ **“Focus on Marine”**
by Paolo Moretti, CEO, RINA Services
- ▶ **“Newbuilding Market Outlooks”**
by Fedon Tomazos, Cass Technava
- ▶ **“Decarbonizing the iron ore supply chain”**
by Antonis Trakakis, Technical Director, RINA



FMSI Sox Scrubber unit – reflective learning engagement

We are pleased to confirm the successful completion of the remote reflective learning engagement on “FMSI SOx Scrubber unit”, which was facilitated by Clean Marine via Teams, for both our Fleet Technical Superintendents and our Engineers ashore, on 16&17Apr24 from 10:00 hrs till 17:00 hrs.

The aim of these courses was to familiarize the Engineers with the new equipment concerning our upcoming acquisitions, M/T Malbec Legacy and M/T Malbec Legend, ex TRF MOSS & MONGSTAD.

Upon the completion of the learning engagement the Manuals, Training material and Service letters of the training were distributed to RoKcs for updating Rocks Library and incorporating it into the training plan. This will serve as a tool for future engineers joining either of these two new ships, ensuring their proper familiarization with the equipment prior embarkation.



12th ABS Hellenic Technical Committee meeting



Our Managing Director Mr. Koutris, attended the 12th ABS Hellenic Technical Committee meeting, which took place at the Spyros Loverdos Foundation Library, Athens, on 24 May 24.



The meeting was featuring a lineup of insightful sessions focused on the maritime industry's latest advancements and challenges.

Topics of the Committee meeting:

- **ABS Wavesight; Charting a New Course in Product Lifecycle Management**, was presented by Mr. Paul Sells, Chief Executive Officer of Digital Solutions at Wavesight.
- **Commercial reality of Alternative Fuel Solutions**, was explored by Mr. Faidon Tomazos, Cass, TECHNAVA Managing Director, shedding light on the industry's evolving landscape.
- **Regulatory Developments and Industry Impact on the maritime sector** was discussed by Mr. Stamatios Fradelos, Vice President of Regulatory Affairs, offering valuable insights into the industry's regulatory framework.
- The event also delved into spotlighting ship damages with a presentation by Mr. Leonidas Noulas, Surveyor, Lead, Corporate Class.

Greener Shipping Summit 2024

Our managing director Mr. Koutris, attended the 6th Greener Shipping Summit 2024, held by Newsfront and under the auspices of Martecma, which took place in Posidonia 2024 Conference Hall, Metropolitan Expo, Athens, Greece.

Under the theme 'New Technologies and Education', alternative fuels and seafarer upskilling took center stage at the summit.



Panelists from LRS, DNV, ABS, RINA, and various shipping companies shared insights on a range of shipping trends, such as spanning technology, new shipping professions, energy transition, digitalization, onboard training and education, marine education, and more.

Mr. Koutris participated as a panelist in the second panel discussion on "Practical approaches of training and education onboard". This session addressed trends such as preparing seafarers for SIRE 2.0 vetting regime, how new technologies can overcome the lack of service experience, artificial Intelligence as threat and tool of marine education and computer-based training.

The panel offered a change for lively exchanges between the platform and the delegates both inside the conference hall and outside, adding to the Summit's worth.



You will find the relevant agenda and material of the summit at the links below:

- <https://conference22.newsfront.gr/home/conference-details/presentations>
- [Video](#) and [Photos](#)

IMO Annual Piracy Report: 150 incidents reported during 2023

According to information in IMO's GISIS module on piracy and armed robbery, 150 incidents were reported to the Organization as having occurred or been attempted in 2023.

In 2022, 131 incidents were reported, whereas the number was 172 incidents in 2021. This, therefore, constitutes an increase of about 15% at the global level compared to last year. From the data referred to above, it also emerges that the areas most affected by acts of piracy and armed robbery against ships in 2023 were the Straits of Malacca and Singapore area (85 incidents), West Africa (22 incidents), South China Sea (14 incidents) and South America (Pacific) (14 incidents), followed by Indian Ocean (5 incidents), South America (Caribbean) (4 incidents), Arabian Sea (2 incidents), East Africa (2 incidents), South America (Atlantic) (1 incident) and Mediterranean Sea (1 incident).

The number of incidents that took place in the Gulf of Guinea (West Africa) increased in 2023 by 1 compared to 2022, when 21 incidents were reported. This constitutes an increase of about 5%. The number of incidents involving hostage/kidnapped crew increased by 3 to 5 incidents in 2023, with a total of 68 crew members reported as hostage/kidnapped. About 18% of incidents in this region occurred in international waters and 82% occurred in port areas.

The number of incidents of piracy and armed robbery against ships in the Straits of Malacca and Singapore area increased to 85 from 72 incidents reported in 2022. About 74% of the incidents reported in 2023, 74% were targeting a steaming ship in these Straits, compared to approximately 47% of incidents worldwide in 2023.

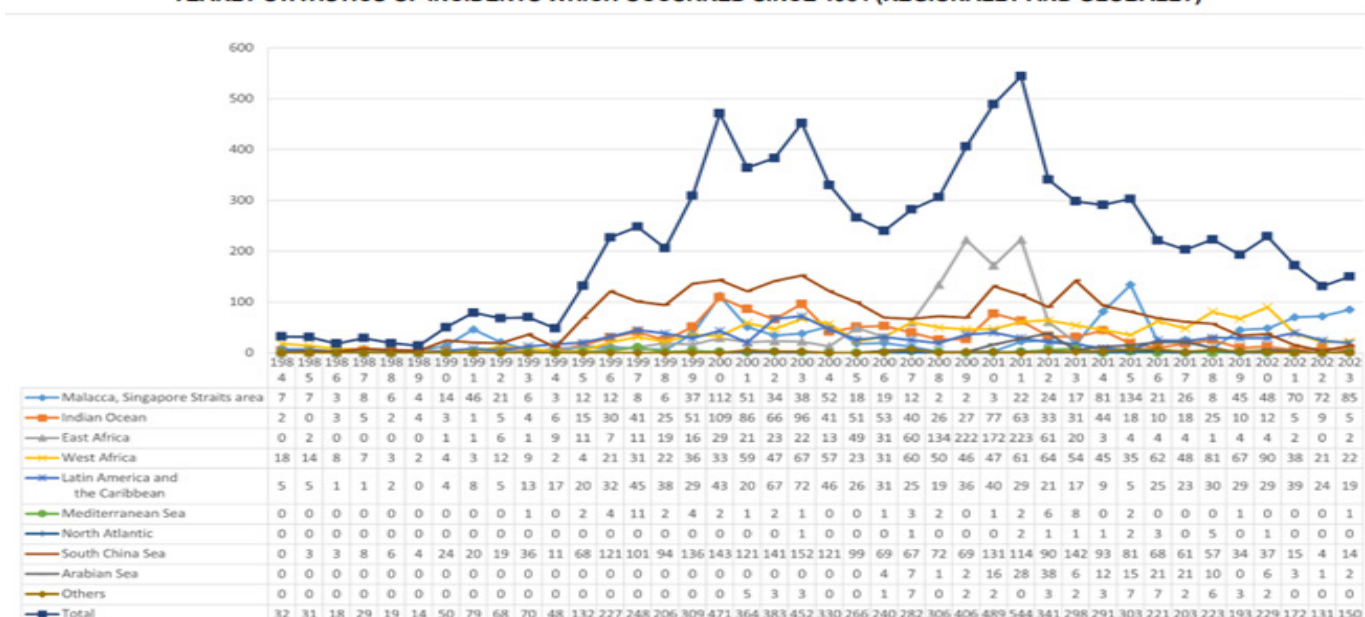
The number of incidents of piracy and armed robbery against ships reported in the South China Sea increased by 10 from 4 incidents reported to the Organization in 2022. This represents an increase of 250%, but is similar to the same period in 2021, when 15 incidents were reported.

The number of incidents of piracy and armed robbery against ships in the Latin American regions and the Caribbean region taken overall decreased by 5 from 24 incidents reported in 2022. This total includes incidents in the Latin America Pacific region which remain at a level of 14 incidents, same as 14 incidents in 2022, whereas the Latin America Atlantic region is down by 5 incidents to 1 incident in 2023. The number of incidents in the Caribbean region is on par with 2022 when 4 incidents were reported.

The data reveals that the total number of crew reported as taken hostage/kidnapped in 2023 remains at 92 crew members, and this is an increase from 24 crew members held hostage/kidnapped in 2022. Around 74% of the crew members were reportedly taken hostage/kidnapped in incidents in West Africa in 2023.

The total number of incidents of piracy and armed robbery against ships reported to the Organization as having occurred or having been attempted from 1984 to the end of December 2023 has risen to 8,868.

YEARLY STATISTICS OF INCIDENTS WHICH OCCURRED SINCE 1984 (REGIONALLY AND GLOBALLY)



Paris & Tokyo MoUs CIC on Fire Safety 2023 from 01Sep to 30Nov23 - Final Report

Dear Captain,

With our message 1165608 of 11Jul24 we informed the fleet of the below findings from the Paris MoU regarding the Concentrated Inspection Campaign (CIC) on Fire Safety conducted from 01Sep to 30Nov23:

The campaign aimed to verify compliance levels and raise awareness of fire safety requirements due to the high number of deficiencies observed annually.

Key Findings:

- Inspections Conducted: A total of 3856 inspections were carried out using the CIC questionnaire.
- Detention Rate: 3.9% (151 ships detained). The highest number of detentions were recorded for Comoros and Marshall Islands flagged ships (5 each), followed by Togo and Antigua and Barbuda (4 each).
- Deficiencies by Authority: The United Kingdom reported the highest number of CIC-related deficiencies (251), followed by Italy (228) and Belgium (199). Italy detained the highest number of ships for CIC-related deficiencies (86).

The campaign results indicate a good level of compliance within the industry for the inspected fire safety provisions. However, the report notes that the industry was pre-informed about the campaign, which could have contributed to the positive results.

Important Points:

- Fire Doors: There was a notable non-compliance rate (9.3%) concerning the maintenance of fire doors, which poses significant risks.
- Fire Drills: Similarly, fire drills showed a non-compliance rate of 9.2%, highlighting issues with crew preparedness in responding to fire emergencies.

Roxana Statistics:

In a total of 5 inspections and 7 deficiencies noted (1.4 DPI), only one deficiency was CIC-related (code: 07105 Fire doors/openings in fire-resisting divisions), which was rectified immediately. There were no detentions.



In view of the above, all Masters shall ensure that:

- Strict maintenance protocols as per our PMS and reported through CP09-02 MIR and CP06-10 HSQE meeting minutes.
- All crew are familiar with the Fire Fighting Systems.
- Fire drills are properly implemented, with additional training provided as required and properly recorded in the 'Drill Attendance Report', form FOM05-40.

SIRE 2.0 FUN 13Jun24

1 A project is launched on 30May22 to ensure that by 30Dec24 there is a smooth transition to the new SIRE 2.0 system.

2 In 2017, OCIMF established a Vessel Inspection Programme (VIP) Steering Group and convened specialist Working Groups to review and improve upon OCIMF's Ship Inspection Report Programme (SIRE), as tanker risk assessment tool. OCIMF's Ship Inspection Project team developed an enhanced and risk-based ship inspection programme (SIRE 2.0), that is going to supersede the existing SIRE programme and will become operative in Q2 2023.

During the 2nd quarter of 2022, the OCIMF's updated and enhanced Ship Inspection Report Programme 2 (SIRE2 and VIQ7) has been launched. Vetting inspection and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our TIARE should therefore be revised reflecting issues raised above.

In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 16Oct20 harmonized with the VIQ, we have launched a SIRE2.0 project to facilitate the smooth transition to the new SIRE 2.0 system, a basic challenge been:

- the adoption of the newly introduced SIRE2 concepts in our DMS
- the TIARE, form CP09-01 adaptation to the new SIRE2.0/VIQ7.
- the prompt familiarisation of all on board and ashore with the changes

3. Project team leader is Katerina Sfendylaki (KS) and project team members are Takis Koutris (TEK), Dimitris Peppas (DEP), Capt. Dimitrios Damdimopoulos (DND), Kalliopi Papageorgiou (KGP), Liana Kapsali (LPK) and Stelios Kontozoglou (SAK)

Last meeting was conducted on 13Jun24 in the presence of KS, KGP, DEP and DND. Out of this meeting following is reported:

3.1. The final transition to SIRE 2.0 is scheduled for Monday, 02Sep24, as confirmed by OCIMF. All pre-agreed 'Critical Success Factors' have been met, and SIRE 2.0 will replace VIQ7 as OCIMF's only tanker inspection tool from 12:00 UTC on this date.

From our fleet AGT completed the first Trial inspection on 08May24 with 3 obs and next are planned for ADA, ARN and MGC by end-Jul24

3.2. Population of the ship Pre-Inspection Questionnaire (PIQ) per ship in Q88 and SIRE OCIMF database, validate with depts and fleet, completed for ADA and ARN in process for all tankers with deadline on 15Aug24.

3.3. SIRE 2.0 Vessel Photographs repository through OCIMF was discussed in regards to CP09-04 Photo Report.

3.4. SIRE 2.0 Question Library - ROVIQ questionnaire was reviewed and discussed.

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

MoC plan for the project can be found in K:\Pool\MR\Projects\SIRE 2.0

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.

Meantime flwg actions plan was agreed:

4.1. DEP by 30Jun24, in liaison with Gr1.1-2 to ensure ARN, is duly prepared for the SIRE 2.0 inspection and propose next ship.

4.2. KS by 15Aug24

- to populate in SIRE OCIMF database the Pre-Inspection Questionnaire for all ships, validate with depts and fleet, then upload the Pre-Inspection Questionnaire for all ships to OCIMF.

4.3. DND by 15Aug24 in liaison with Gr1 to

- populate the SIRE 2.0 Vessel Photographs for all ships to OCIMF.

4.4. KGP by 30Jun24:

- to prepare the SIRE 2.0 Question Library - ROVIQ questionnaire per rank and assign teams per locations accountability for final TEK review during officers training at Roxana Training center.
- to finalize CP09-04 Photo Report as per SIRE 2.0 Vessel Photographs for next DMS release.
- to prepare ROVIQ questionnaire per rank and assign teams per locations accountability

4.5. TEK

4.5.1. by 30Jun24 to review and approve the filtered SIRE 2.0 ROVIQ and review and approve revised CP09-04 Photo Report.

5. Next project team meeting is planned by 15Aug24.

6. KS to update the projects follow-up matrix, the Ships project actions matrix, prepare the FUN, update the NewsWaves\Hot Stuff and hyperlink MR agenda and MoC plan.

Outstanding 3rd Party Inspections Performance

As we all know 3rd party inspections KPIs and particularly PSC and Vetting KPIs are vital for the tradability of our Fleet.

For PSC inspections absolute target for 2023 was 0 detentions and then 0.6 deficiencies per inspection, and the same remains for 2024, the combination of which will bring Roxana into the high-performance companies, as per the Paris MOU NIR ranking.

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

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

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Marvel	D. Maltcev	V. Ozerin	-	Flag	Visakhapatnam	17Apr24	0	0,5
M/T Asprouda	G. Dimov	A. Sergeichev	-	Vetting	Ain Sukhna	20Apr24	3	3,5
M/T Marvel	D. Maltcev	V. Ozerin	-	PSC	Chittagong	07May24	0	0,6
M/T Aligote	L. Karasev	S. Farkov	N. Kaselakis	PSC	Tuban	08May24	0	0,6
M/T Aligote	L. Karasev	S. Farkov	N. Kaselakis	Vetting	Tuban	08May24	3	3,5
M/T Aligote	L. Karasev	S. Farkov	-	Flag	Singapore	18May24	0	0,5
M/T Athiri	A. Chernobrovkin	S. Orevskiy	-	Vetting	Yanbu	22May24	3	3,5
M/T Marvel	D. Maltcev	V. Ozerin	S. Kavouris	Vetting	Singapore	23May24	3	3,5
M/T Magic Star	V. Sheludko	A. Shumkov	-	Vetting	Fawley	24May24	4	3,5
M/T Aramon	A. Anastasiadi	E. Slinko	-	Vetting	Singapore	08Jun24	1	3,5
M/T Malbec	V. Siniavskii,	A. Potyanikhi	-	Vetting	Yanbu	10Jun24	4	3,5
M/V Discoverer	S. Lukianov	Y. Kabakov	-	USCG	Houston	10Jun24	0	0,6
M/V Revenger	F. Dmitrii	S. Evgeny	-	PSC	Bahia Blanca	11Jun24	0	0,6
M/V Adventurer	L. Oleg	F. Iurii	-	PSC	Salvador	12Jun24	0	0,6
M/T Altesse	A. Verkhovskii	K. Evgrafov	-	Vetting	Yanbu	21Jun24	4	3,5

Pilot's fatigue leads to ship contact in Thames

The investigation report makes an interesting reading, since it is one of the few reports that Port Authorities and pilot's fatigue is quoted as root cause, while Master's and bridge team's role as contributing cause.

Summary

On 25 October 2022, the 129.5m oil/chemical tanker Ali Ka departed from the Oikos fuel storage facility, Canvey Island, Essex in the early morning. While maneuvering off the berth under pilotage, control of the ship was lost and it made contact with another fuel jetty at the site. Ali Ka's starboard aft quarter was damaged in the accident but there were no injuries. The resulting damage to the westernmost dolphin, and a walkway, at Oikos Jetty 2 caused the jetty to be taken out of commission for 2 months before being returned service at reduced capacity until repairs were completed September 2023.



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The investigation concluded that it was highly likely that the pilot was fatigued, was unfamiliar with the berth, and had elected to sail without the support of a tug. It also concluded:

- ▶ The Port of London Authority documentation on tug use had not been comprehensively updated to include a mandatory tug requirement for the Oikos berth, which was subject to the Control of Major Accident Hazard Regulations 2015.
- ▶ Ali Ka's bridge team roles and responsibilities had not been allocated to best support the pilot during the maneuver.
- ▶ The pre-departure master/pilot exchange was ineffective and unsuccessful, and challenges to decision-making did not result in changes to the departure plan.
- ▶ Parts of the Port of London Authority's marine safety management system lacked clarity and the management of pilot fatigue did not identify and control the risk of fatigue.
- ▶ The Port of London Authority had identified lessons from previous incidents but these had not resulted in fully updated procedures and opportunities for capitalizing on learning had therefore been lost.

The Port of London Authority has taken numerous actions as a result of this accident that have included revisions to its safety management system, the withdrawal of out-of-date guidance and the introduction of qualitative reviews of pilotage plans.

Recommendations have been made to:

- ▶ the Port of London Authority to conduct risk assessments of high-risk berths (in conjunction with Oikos for its berths); review the risk and management of pilot fatigue; implement stop procedures; and highlight, to pilots, the practices contained in the International Chamber of Shipping Bridge Procedures Guide.
- ▶ Ali Ka's operator, Trans Ka Tankers, to revise its fleetwide training in Bridge Resource Management and review the use of aids to navigation during pilotage.
- ▶ The International Chamber of Shipping to update its Bridge Procedures Guide with regard to the assignment of roles and responsibilities during the master/ pilot exchange.

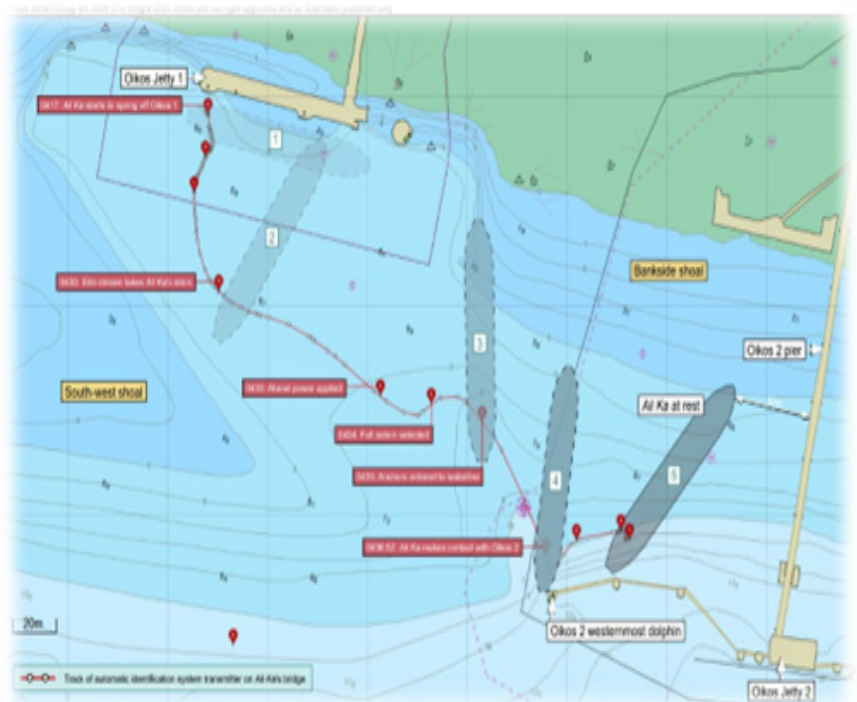


Figure 8: The sequence of events

The full investigation report in the link [UK MAIB 2024-06](#).

Blackout – causes, prevention, effective recovery

Extract by DNV/Technical and Regulatory news No. 11/2024 – Casualty

Under certain circumstances – in congested waters, during maneuvering or in harsh weather – a blackout can lead to loss of life or damage to property, infrastructure and/or the environment. This news highlights some of the most common causes of blackouts and aims to provide ship managers and crews with guidance to help prevent blackouts and mitigate potential consequences.

Ships occasionally experience blackouts, with a temporary loss of propulsion. Fortunately, most incidents do not have any significant consequences, as they usually occur at open sea.

Nevertheless, blackouts should be avoided. Planning, training, and contingency measures are all essential elements to effectively manage the risk of blackouts, and the combined effect of measures will have the greatest impact on safety.

The recommendations for preventing blackouts are mainly centered round three main topics:



1. Ensure correct maintenance and operation

Correct maintenance and operation are the most important factors to prevent blackouts. The below list provides practical examples of some failure modes that could lead to blackouts and how to avoid these:

Loss of lube oil pressure

- ▶ Ensure correct maintenance of lube oil pumps, purifiers and filters.
- ▶ Ensure lube oil sump tanks are topped up, particularly when rough weather is expected.

Fuel-oil-related issues (clogged filters, starvation, etc.)

- ▶ Ensure correct maintenance of fuel oil pumps, purifiers and filters.
- ▶ Ensure frequent draining of water, and sufficient heating.
- ▶ Verify free movement of fuel rack and links to the governor actuators.
- ▶ Avoid, as far as possible, mixing fuels of different qualities or origin, and do not use fuel until test results are ready and the acceptable fuel quality is confirmed.
- ▶ Strictly follow procedures for fuel switchover. The process is usually slow to avoid thermal shock and should be done at low engine load. Failure to follow this procedure may result in seizure of the fuel pumps or other thermal-shock-related issues.
- ▶ Avoid, as far as possible, fuel switchover during operations of increased risk such as maneuvering or passage in enclosed waters.
- ▶ Check fuel pump plunger-barrel clearance, in particular in connection with a change to fuel of lower viscosity.

Control, monitoring and safety system malfunctions

- ▶ Ensure correct safety device settings for engines and alternators.
- ▶ Conduct periodic testing of safety mechanisms and power management systems and ensure safety devices are triggered at the correct settings.

Common maintenance-related failures

- ▶ Avoid similar maintenance on several auxiliary engines at the same time to prevent failures due to a common maintenance-related issue.

2. Ensure crew competence through regular blackout testing

The ever-increasing complexity and level of system integration may challenge operators' ability to understand in-depth how these systems work. This also makes troubleshooting and manual recovery more difficult. Hence, a highly competent and trained crew is more important than ever.

Blackout – causes, prevention, effective recovery

Adequate and extensive blackout testing should be arranged regularly to verify the system responses to different blackout failures and to enhance crew competence on blackout scenarios, such as:

- ▶ Identify blackout conditions, observe power system automated actions, and troubleshoot problems if the sequence of blackout recovery fail.
- ▶ Learn what manual actions may be required for blackout restoration.
- ▶ Verify expected behaviour versus actual behaviour for:
 - Power generation start-up
 - Power generation connection to main switchboards and synchronization
 - Propulsion recovery
- ▶ Identify areas for improvement.
- ▶ Become more confident with emergency response procedures and checklists.



A proper blackout test involves both the main power system and the emergency generator start-up. This is because a blackout recovery sequence consists of these two parallel processes, which start up independently without any operational delays. It should be ensured that the blackout test is created by different conditions (i.e. different failures), to verify system response triggered by different circumstances and to prepare the crew for various scenarios. It is important that tests verify the functions of the blackout prevention and recovery measures (i.e. testing a full blackout). The emergency generator should also regularly be tested under realistic loads.

3. Prepare and implement operating procedures for identified high-risk operations

All vessels should have operating procedures, or standing orders, that specify how to prepare for and handle specific situations such as berthing or navigation in heavy weather.

DNV recommends that operators carry out a risk assessment to identify the ship operations for which a blackout would represent a particularly high risk. We further recommend that the vessels' operating procedures for the identified high-risk ship operations be reviewed to ensure that clear specifications of the required state of machinery and equipment are defined, including:

- ▶ Number of generators and propulsion units online and in stand-by
- ▶ Configuration of auxiliaries (common or separated) and bus-tie (closed or open)
- ▶ Manning level in different departments and stations Simple but clear operating procedures can raise the crew's risk awareness and increase the safety level in situations when a blackout could lead to severe consequences.

Recommendations

To prevent blackouts, and to mitigate the consequences when they occur, DNV suggests that operators review and implement relevant recommendations as described in this news. Implementing robust operating procedures and ensuring crews' risk awareness, in combination with correct maintenance and operation of essential equipment, as well as regular blackout testing, undoubtedly have a significant positive impact on vessels' safety and reliability.

References

Managing the risk of blackout – DNV guidance paper, including recommendations and best practices for blackout prevention and

Cyber security focus

Cybersecurity in the maritime industry is becoming increasingly crucial as vessels, ports, and supply chains embrace digitalization. With the integration of IoT (Internet of Things) devices, automation, and interconnected systems, the sector faces a growing threat landscape that includes risks such as data breaches, ransomware attacks, and sabotage attempts.

According to European Union Agency for cyber security, this shift is accompanied by a notable rise in cyberattacks targeting critical maritime infrastructure like ports and shipping firms, underscoring the necessity for enhanced focus and action on maritime cybersecurity.

The report utilizes the ENISA Cybersecurity Threat Landscape Methodology, analyzing a total of 98 publicly reported incidents during the specified timeframe. Data collection primarily focuses on EU member states and extends to global incidents impacting the EU. Major incidents were identified through open-source intelligence (OSINT) and cyber threat intelligence capabilities.

ENISA highlights that during the period of January 2021 to October 2022, the prime threats identified include:

- ▶ **ransomware attacks (38%):** a type of attack where threat actors take control of a target's assets and demand a ransom in exchange for the return of the asset's availability
- ▶ **data related threats (30%):** Sources of data are being targeted with the aim of unauthorised access and disclosure and manipulating data to interfere with the behaviour of systems.
- ▶ **malware (17%):** Malware is an overarching term used to describe any software or firmware intended to perform an unauthorized process that will have an adverse impact on the confidentiality, integrity or availability of a system.
- ▶ **denial-of-service (DoS), distributed denial-of-service (DDoS) and ransom denial-of-service (RDoS) attacks (16%):** Availability is the target of a plethora of threats and attacks, among which DDoS stands out. DDoS attacks target system and data availability and, though not a new threat, have a significant role in the cybersecurity threat landscape of the transport sector.
- ▶ **phishing / spear phishing (10%):** Social engineering encompasses a broad range of activities that attempt to exploit a human error or human behaviour with the objective of gaining access to information or services.
- ▶ **supply-chain attacks (10%):** A supply-chain attack targets the relationship between organisations and their suppliers.

During the reporting period, the threat actors with the biggest impact on the sector were state-sponsored actors, cybercriminals and hacktivists. We observed the following trends:

- ▶ Ransomware attacks became the prominent threat against the sector in 2022. Ransomware has been steadily increasing and the transport sector has been affected similarly to the other sectors.
- ▶ Cybercriminals are responsible for the majority of attacks on the transport sector (54%), and they target all subsectors.
- ▶ Threat actors will increasingly conduct ransomware attacks with not only monetary motivations.
- ▶ The increased hacktivist activity targeting the transport sector is likely to continue.
- ▶ The increasing rate of DDoS attacks targeting the transport sector is likely to continue.
- ▶ The main targets of DDoS attacks by hacktivists are European airports, railways and transport authorities.
- ▶ During this reporting period, we did not receive reliable information on a cyberattack affecting the safety of transport.
- ▶ The majority of attacks on the transport sector target information technology (IT) systems. Operational disruptions can occur as a consequence of these attacks, but the operational technology (OT) systems are rarely being targeted.
- ▶ Ransomware groups will likely target and disrupt OT operations in the foreseeable future.

According to the report, in 2022, ransomware attacks emerged as the primary threat to the sector, surpassing the data-related threats that dominated in 2021. Nevertheless, ransomware groups are still seen as opportunistic and not specifically targeting the transport sector more than others. Recent trends suggest no notable increase in ransomware attacks targeting transportation compared to other sectors. Ransomware incidents have been on the rise overall, affecting the transport sector in line with other industries.

Key challenges to manage cyber security

According to DNV, effectively managing cybersecurity in the dynamic and intricate energy sector is far from simple. The sector is experiencing significant digitalization, innovation, and shifts toward cleaner energy sources amid changing global demand and the impacts of conflict in Europe, which are influencing global energy prices and distribution patterns.

#1 The 'wait and see' effect is holding back progress: Six in 10 C-suite respondents acknowledge, for example, that their organization is more vulnerable to attack than ever before, but far fewer (44%) expect to make urgent improvements in the next few years to prevent an attack.

Cyber security focus

#2 The air gap is closing fast: When considering the risk of a cyber-attack on their industrial control systems, energy businesses have taken some comfort from the knowledge that their OT platforms have traditionally had an ‘air gap’ insulating them from the IT network.

#3 A global shortage of expertise: In an unfolding cyber incident, where hackers have infiltrated the network and need to be contained, every second counts. It’s therefore concerning that just 31% of respondents assert confidently that they know exactly what to do if they became concerned about a potential cyber risk or unfolding attack.

#4 Complex supply chains disguise critical vulnerabilities: Supply chains in the energy sector are global in scale and increasingly complex, relying on third and fourth parties whose cyber security systems and processes are harder to assess with certainty. Consequently, cyber security across the supply chain is an area in which respondents are less confident than they need to be to protect their critical systems and data.

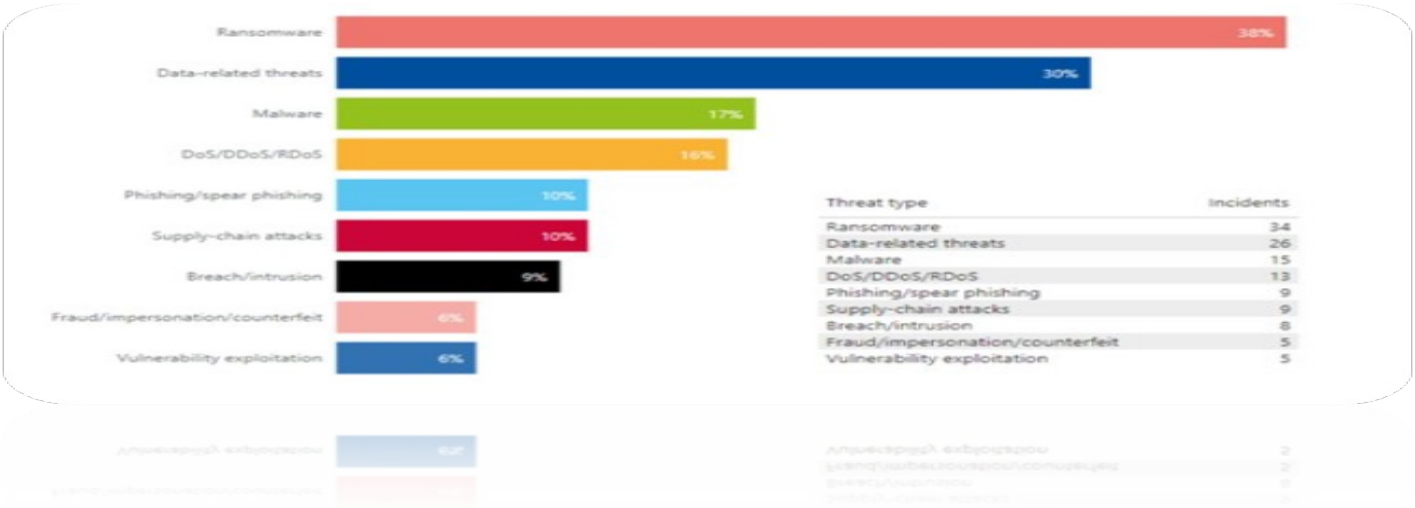
Where we stand

[The issuance of the Navigation and Vessel Inspection Circular \(NVIC\)](#) by the US Coast Guard (USCG) in March 2024 underscores the critical importance of cybersecurity in the maritime sector. With cyber incidents such as ransomware attacks, data breaches, and IT disruptions becoming the primary concern for companies globally, as highlighted in [the Allianz Risk Barometer 2024](#), the maritime industry is not immune to these threats.

As the maritime sector increasingly relies on digital technologies for navigation, communication, and operational efficiency, it becomes more vulnerable to cyber threats. A breach in cybersecurity could not only disrupt operations but also compromise the safety and security of vessels, crew, and cargo.

Moreover, in the broader context outlined in [the Global Risks Report](#), rapid technological change presents both opportunities and challenges. While advancements in technology enhance efficiency and connectivity, they also introduce new vulnerabilities and risks. Economic uncertainty, exacerbated by factors such as geopolitical tensions and climate change, further complicates the landscape.

In conclusion, the transport sector faces an evolving cyber threat landscape characterized by ransomware’s increasing prominence and hackers’ use of DDoS attacks for geopolitical motives. As cyber threats become more complex and targeted, proactive cybersecurity measures and collaboration between transport stakeholders and cybersecurity professionals are imperative to mitigate risks and ensure the resilience of critical transportation infrastructure.



Lessons Learnt

Bunkering in darkness, ensure the hose is well lit

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

The Nautical Institute presents an incident where, a tanker had berthed for discharge operations and had also ordered bunkers.

A bunker barge arrived at about 2:15 in the morning and was secured on the port side of the tanker. The bunker hose, supplied by the bunker barge, was connected to the tanker's bunker manifold and surveyed to the extent possible by the tanker crew. Everything appeared correct and bunkering commenced with an initial rate of 40 tonnes/hr.

The bunkering station reported normal operations and no leaks so the rate was gradually increased to 180 tonnes/hr. Soon after the rate increase, a minor leak was observed in the hose and the bunkering was stopped. A small quantity of oil had spread on deck and was cleaned. No oil was seen to be released into the sea.



The bunker hose had apparently been tested under pressure four months earlier but was now clearly less than adequate for the job.

Lessons learned

- Visual inspection of a bunker hose before use is necessary but cannot guarantee the integrity of the hose under full operating pressure.
- Vigilance at the bunkering station is a primary defence against pollution. When bunkering in darkness, ensure the hose is well lit and visible along its entire length.

Visual navigation in fog

The Nautical Institute presents an incident where, a loaded cargo vessel was outbound under pilotage in daylight and moderate visibility.

A tug was in attendance but was released once the vessel was past the port breakwaters. About seven minutes after the tug departed the vessel, visibility unexpectedly reduced to about 200m. The vessel was at a speed of six knots, and over the next two minutes the pilot gave helm orders to make a 44-degree port turn out to sea (see diagram).

The vessel turned further to port than desired. Once the pilot realised this, he gave starboard helm orders, but it was too late. The vessel grounded outside the buoyed channel about four minutes after the first port helm order was given. Attempts to use ship's power to return to the channel were fruitless and salvage tugs were needed.



Visual navigation in fog

The investigation found, among other things, that the vessel lacked a complete voyage plan to exit the harbour (i.e. courses, safety distances, clearing bearings, rate of turn etc.) and that the pilot was navigating primarily by visual means. When the visibility unexpectedly reduced, the bridge team were at a disadvantage. No one on the bridge was in control of the progress of the 44-degree port turn by electronic means such as ECDIS or radar.

Lessons learned

- ▶ A shared plan is a safer plan. In this case, the plan was in the pilot's head.
- ▶ Even with a pilot on board a Master should ensure courses are put on the chart or ECDIS and OOWs are closely following the progress of the vessel.
- ▶ Visual navigation in fog is a recipe for an accident.
- ▶ When in doubt, slow down if possible. In this case the vessel was at six knots which is not that fast – except they didn't have good situational awareness. At 4 knots they would have had 50% more time to evaluate.

Preventing finger injuries at sea

The Britannia P&I Club has issued its June edition of "Risk Watch", in which includes an article about how to preventive measures and reduce the risk of finger injuries.

As explained, working at sea is a demanding and challenging profession that requires constant attention to safety. One aspect often overlooked is the prevalence of finger injuries among seafarers. In the confined and dynamic environment of a ship, fingers are susceptible to various hazards, ranging from heavy machinery accidents to repetitive strain injuries.

Several factors contribute to this high rate of finger injuries on board ships.

MACHINERY: One of the primary culprits behind finger injuries on ships is the operation of heavy



- ▶ machinery. From winches and cranes to conveyor belts and hydraulic systems, seafarers regularly work with powerful equipment exposing fingers to crushing, jamming, and amputation risks.
- ▶ REPETITIVE STRAIN INJURIES (RSI): While not as immediately evident as traumatic injuries, RSI can be a concern among seafarers. Tasks that involve continuous and repetitive motions, such as manual labour or prolonged use of hand tools, can lead to conditions like tendonitis or carpal tunnel syndrome. Adequate rest breaks, ergonomic designs for workspaces, and regular health check-ups are essential to address and prevent RSI.
- ▶ SHARP TOOLS AND ROUGH SURFACES: From maintenance tasks to everyday activities, sharp tools and abrasive surfaces can cause cuts and punctures.
- ▶ LINE HANDLING: Handling ropes and lines is an inherent part of maritime operations, but it also poses a significant risk of finger injuries. Sudden tension release, improper coiling, or the mishandling of lines can lead to rope burns, finger entrapment or even traumatic amputations. Training and the use of appropriate Personal Protective Equipment (PPE) can significantly reduce the occurrence of such incidents.
- ▶ FATIGUE AND STRESS: Seafarers work long hours, completing demanding tasks in harsh environments which can lead to fatigue and reduced attentiveness, increasing the likelihood of accidents.

According to data provided by Britannia P&I, finger injuries comprised 19% of all injuries recorded over the past four years, with engineers experiencing the highest number of injuries, followed by able seamen. Additionally, finger-related accidents accounted for approximately 11.6% of the total costs associated with injuries. These injuries not only cause pain for the seafarer but also incur significant costs for shipowners and operators. Medical treatment can range from basic first aid to complex surgeries, costing companies and medical insurers dearly. Injuries can also mean crew members are unable to work, causing financial losses for the crew and manpower shortages on board. Compensation claims for serious injuries can also be a substantial cost.

Preventing finger injuries at sea

Preventive measures can significantly prevent and reduce the risk of finger injuries:

- **Comprehensive training:** Ensuring the safety of maritime workers begins with comprehensive training courses that cover the proper use of equipment, emergency response procedures and the importance of adhering to safety guidelines. Familiarity with the potential risks and the implementation of preventive measures can significantly reduce the likelihood of finger injuries.
- **Personal protective equipment (PPE):** Equipping seafarers with appropriate PPE is a fundamental aspect of injury prevention. Investing in gloves with reinforced materials, designed specifically for maritime activities, can provide an additional layer of protection against injuries. Regular inspection and replacement of worn-out PPE are crucial to maintaining their effectiveness.
- **Promoting safety culture:** Fostering a safety-conscious culture on board ships is paramount in preventing accidents. Open communication channels, regular safety meetings, and encouraging reporting of near-miss incidents create an environment where seafarers feel empowered to address safety concerns. By prioritising safety, both individuals and organisations contribute to reducing the risk of finger injuries.
- **Maintaining equipment:** Maintaining equipment on board ships is paramount for preventing finger injuries. By consistently inspecting and up-keeping tools and machinery, the risk of mechanical failures is minimised, ensuring a safer working environment for the maritime crew. Regular assessments identify potential issues, allowing for timely interventions and reducing the likelihood of accidents stemming from equipment-related failures. In the dynamic and challenging environment of maritime work, finger injuries are an unfortunate but a preventable reality.

By addressing the root causes, implementing preventive measures, and fostering a culture of safety, the maritime industry can significantly reduce the occurrence of finger injuries on board ships. Ensuring the wellbeing of seafarers not only benefits individuals but also contributes to the overall efficiency and safety of maritime operations worldwide.

Good communication is a key component of safety

The Nautical Institute presents an incident where, a ferry was in port loading cars and trucks. Communication between the drivers and the crew members during loading took place visually through hand signals and via hearing with whistles.

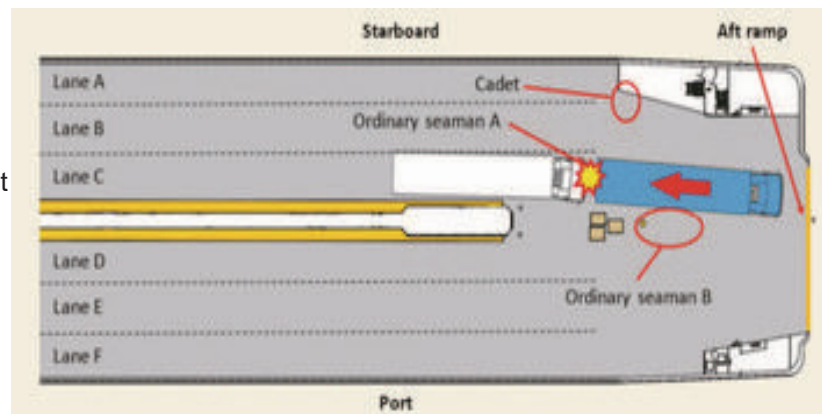
The crew who was loading wore yellow high-visibility clothing equipped with reflectors, and the deck apprentice, who was not participating in loading, wore an orange vest that was marked 'Cadet'.

One semi-trailer truck had already been parked in lane C and another one was being directed to reverse in the same lane by crew member B, parking in front of the first truck. As this was happening, crew member A stepped in front of the first parked truck to retrieve an electrical cable. He then realised the second truck was reversing towards him, and tried to escape his precarious position but was trapped.

The reversing truck driver felt resistance and stopped the truck. The previously parked truck driver saw the impending accident unfold so he quickly reversed. Crew member A was slightly crushed but due to the quick actions of both truck drivers was spared serious injuries. Once the ambulance arrived, the victim was examined and then taken to hospital for further investigations and observation for three days.

Safety mitigation measures had been implemented following an earlier company risk assessment related to accidents while loading, these included wearing reflective overalls, yellow reflective gloves and using a whistle as a stop signal. Other measures documented were that the person directing traffic was to stand where they are visible to the driver and not directly behind reversing vehicles.

Among other things, the investigation found that crew member A had not conducted loading towards the aft ramp in lane C before. Neither of the crew members on duty had previously been responsible for reversing vehicles. As it was, they were tasked with duties with which they did not have previous experience but were expected to perform safely nonetheless.



Good communication is a key component of safety

Lessons learned

- ▶ While wearing high visibility PPE is certainly a needed precaution for crew loading a ferry, this precaution does not solve everything. Good judgement and common sense are also needed.
- ▶ Good communication is a key component of safety. In this case the crew member directing the truck was not in contact with the victim.
- ▶ The victim's actions are an example of single-minded attention to one task; he wanted to retrieve the electrical cable. But, without first examining his environment, he walked into a dangerous situation.
Always keep your situational awareness sharp!
- ▶ A preferred practice is to mix an experienced crew with a less experienced crew member in order to reduce the chances of inexperience causing a negative outcome.

USCG - anchoring risks near submerged pipelines

As a result of the 2021 San Pedro Bay oil pipeline leak caused by a ship's anchor, the Coast Guard is issuing a guidance to ensure vessels take appropriate precautions when anchoring in the vicinity of submerged pipelines.

As explained, some anchorage grounds in US waters have subsea pipelines in close proximity and others contain pipelines within the anchorage area. Anchoring activities can pose a significant risk to pipelines, which if damaged, may result in environmental harm and substantial economic losses. Even when anchoring in a designated anchorage ground, mariners must maintain situational awareness for anchoring activities that could lead to a hazardous condition.

To reduce anchoring risk to submerged pipelines, the Coast Guard is clarifying that anchoring in or immediately adjacent to a submerged pipeline area may result in a hazardous condition that must be reported to the Coast Guard in accordance with Title 33 Code of Federal Regulations (CFR) 160.202 and 160.216.

The primary responsibility for reporting a potential pipeline incursion remains with the master of the involved vessel.

To minimize risks associated with anchoring near submerged pipelines, vessel operators are advised to:

- ▶ Review and follow all local Coast Guard regulations for the intended anchorage ground.
- ▶ Use designated anchorage areas away from pipelines whenever possible.
- ▶ Exercise caution during all anchoring operations.
- ▶ Set an alarm to warn bridge personnel and watchstanders of potential anchor dragging.
- ▶ Promptly report all instances where the vessel or its anchor may have dragged into a pipeline area.
- ▶ Monitor surroundings for signs of pipeline damage or leaks and report any anomalies immediately.
- ▶ Closely monitor weather forecasts and conditions when anchored near pipeline areas and take appropriate precautionary measures ahead of storm conditions (e.g., have a main engine running, place a deck crew on standby to raise the anchor quickly).



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

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

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

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

Therefore, the HKSRC will enter into force in 26Jun25.

With the HKSRC in force, the next steps should be

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

Other references

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

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



FuelEU maritime

The **FuelEU Maritime Regulation and Alternative Fuels Infrastructure Regulation (AFIR)** have been formally adopted.

They have been published 22Sep23, in the official journal of the European Union and entered into force 20 days after their publication in the official journal, i.e. 12Oct23.

Both texts can be found here: https://eur-lex.europa.eu/TodayOJ/fallbackOJ/I_23420230922en.pdf

Further technical aspects are still to be addressed by Delegated/Implementing Acts for FuelEU Maritime.

1. The main objective of the FuelEU maritime initiative, as a key part of the EU's Fit for 55 package (ETS, IMO, AFIR, ETD, FuelEU and RED), is to increase the demand for and consistent use of **renewable and low-carbon fuels** and reduce the greenhouse gas emissions from the shipping sector, while ensuring the smooth operation of maritime traffic and avoiding distortions in the internal market.

The new legislation

- sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO₂, CH₄, and N₂O reduction targets on a full well to wake calculation.
- provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable **renewable and low-carbon** maritime fuels, thus aims to put maritime transport on the trajectory of the **EU's climate targets** for 2030.

2. Main provisions of the FuelEU maritime initiative

The new regulation contains the following main provisions:

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

3. Next steps

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

4. Other work streams under progress

There are 4 other Work Streams (WS) in support of the FuelEU Maritime Regulation. Among which, we highlight the 'Elements for FuelEU specific monitoring, reporting and verification activities including accreditation of verifiers'.

Objective: Develop requirements on subject.

- Art.7(4): monitoring plans templates and tech rules
- Art 12(5): rules for verification activities
- Art.13(3): methods and criteria of accreditation of verifiers

We will keep monitoring the development and report.

5. Further references

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

EU ETS update - Timeline for Compliance

EU ETS Directive Application

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

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

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

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

Monitoring

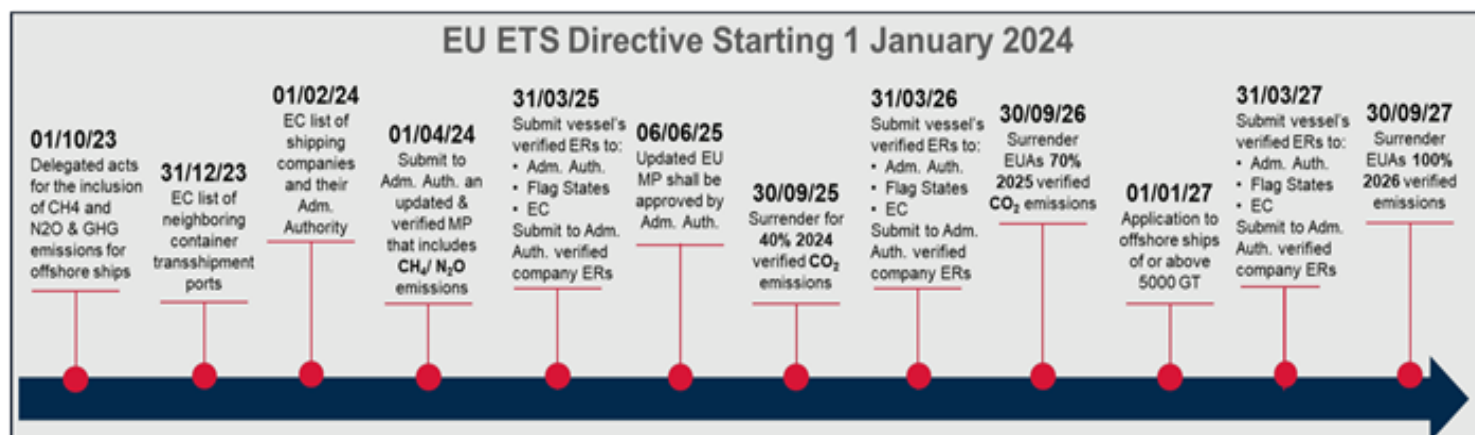
- By **1 October 2023**, the European Commission (EC) shall adopt delegated acts for the inclusion of **CH₄ and N₂O emissions** and the greenhouse gas (**GHG emissions from offshore ships**).
Additional delegated acts shall be adopted for the monitoring and reporting of the aggregated emissions data at company level and the submission to the administering authority.
 - By **31 December 2023 or the soonest possible before 1 April 2024**, shipping companies should submit to their responsible verifier the updated **monitoring plans (MPs)** according to the EC delegated and implementing acts for each of their ships.
 - By **1 April 2024**, shipping companies shall for each of their ships submit to their responsible administering authority an MP that has been assessed by the verifier.
 - By **6 June 2025**, the responsible administering authority shall approve the MP based on the assessment of the verifier.
- For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State. The administering authority shall approve it **within four months**.

Reporting

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

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

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



EU ETS update - Timeline for Compliance

Surrendering of Allowances

Starting from **2025**, shipping companies shall surrender by 30 September of each year, EUAs corresponding to their verified GHG emissions of the previous monitoring year. There will be a gradual phase-in of the required allowances to be submitted.

- By **30 September 2025**, surrender of EUAs corresponding to **40% of 2024** verified **CO2 emissions**.
- By **30 September 2026**, surrender of EUAs corresponding to **70% of 2025** verified **CO2 emissions**.
- By **30 September 2027**, surrender of EUAs corresponding to **100% of 2026** verified **CO2, CH4 and N2O emissions**.

Biofuels

Biofuel is a type of [renewable energy](#) source derived from microbial, plant, or animal materials like vegetable oils, animal waste, crop residues, sewage from wastewater treatment and food waste from industry and households. Examples of biofuels include ethanol (often made from corn in the United States and sugarcane in Brazil), biodiesel (sourced from vegetable oils and liquid animal fats), green diesel (derived from algae and other plant sources), and biogas (methane derived from animal manure and other digested organic material). Biofuels can be solid, liquid, or gaseous. They are most useful in the latter two forms as this makes it easier to transport, deliver, and burn cleanly.

Today there is a wide range of biofuels, including **FAME, HVO, pyrolysis oils, e-fuels and alcohols such as ethanol and methanol**.

Many of these, such as ethanol, FAME and HVO, have already been adopted by the automotive industry.

Currently, most biofuels used in shipping are types of biodiesel: **fatty acid methyl esters (FAME) or hydro-treated vegetable oils (HVO)**. Both primarily use plant oil feedstocks such as rapeseed, soybean and palm oil, but it is possible to use waste and residue fats as well.

- **FAME** - currently, the most prominently used biofuel in marine applications. Feedstock should be compliant with the EN 14214. Mostly intended to be used as a blend. Should not be stored for longer than six months as it is susceptible to oxidation, which can leave deposits that may eventually block filters and has a short degrading time.
- **HVO** (or renewable diesel): Compliant with the EN 15940. Very stable and can be stored for long periods as it is not susceptible to oxidation or microbiological growth. Can be used as drop-in fuel or blended with conventional fuels.

Biofuels are not only for marine applications. Demand for FAME is influenced by its use in the on-road transportation sector. The higher the national bio-based diesel mandate, the lesser capacity can be utilized by the marine sector. There is also competition with the aviation industry as hydro processed esters and fatty acids synthetic paraffinic kerosene (HEFA-SPK) fuel is anticipated to be the principal aviation biofuel used over the short to medium term.

The use of biofuel in a Diesel engine is nothing new, the first successful Diesel engine test was carried out in 1897 by Rudolph Diesel on straight peanut oil. Their key advantages are that they are already compatible with modern ship engines and require no Capex. They present lower emission factors than traditional fossil fuels, depending on formulation and blend. Importantly, burning biofuels requires no technical adjustments, added safety measures or design changes to existing ships, making switching to biofuels an immediately actionable solution. Typical outcomes of pilot projects so far are very promising, with no issues related to combustion, engine condition, stability and with a clear condition of engine cylinders via scavenge drain analysis while using the biofuel.

MEPC 78 has approved the Unified Interpretation on Regulation 18.3 of MARPOL Annex VI simplifying the use of biofuels on board ships in relation to the NOx emission ([MEPC.1/Circ.795/Rev.6](#)), which clarifies:

- The use of the biofuel by introducing the 10% limit by volume of possible NOx emission increase to the fuel up to 30% mixture by volume, if there is any modification to engine parts/components, should meet the requirements of regulation 18.3.1 of MARPOL Annex VI, it is therefore considered to be fuel oil of blends of hydrocarbons derived from petroleum refining and verification of the NOx impacts is not required
- For more than 30% mixture, should meet the requirements of regulation 18.3.2 of MARPOL Annex VI, and will be subject to a new NOx certification.
- However, even if the mixture rate exceeds 30% by volume, if there is no modification to the NOx critical components or settings/operating values, no further NOx certification is required so far as it meets the 10% increase limit.

This interpretation is included in a Revision 6 and 7 of [MEPC.1/Circ.795](#).

Biofuels

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

The key points are:

- Biofuels must be certified by relevant international certification scheme, meeting its sustainability criteria. Reference is made to ICAO's Approved Sustainability Certification Schemes and the CORSIA Sustainability Criteria.
- Must provide a well-to-wake GHG emissions reduction of at least 65% compared to the well-to-wake emissions of fossil MGO of 94 gCO₂e/MJ (i.e., achieving an emissions intensity not exceeding 33 gCO₂e/MJ) according to that certification.
- May be assigned a Cf equal to the value of the well-to-wake GHG emissions of the fuel according to the certificate (expressed in gCO₂eq/MJ) multiplied by its Lower Calorific Value (LCV, expressed in MJ/g) for the purpose of regulations 26, 27, and 28 of MARPOL Annex VI for the corresponding amount of fuels consumed by the ship.
- For blends, the Cf should be based on the weighted average of the Cf for the respective amount of fuels by energy.
- A Proof of Sustainability or similar documentation from a recognized scheme should be provided along with the Bunker Delivery Note, to facilitate the verification of the reported biofuel consumption.
- For biofuels not certified as "sustainable" or not fulfilling the well-to-wake emission factor criterion above should be assigned a Cf equal to the Cf of the equivalent fossil fuel type.
- In any case, the CF value of a biofuel cannot be less than 0.

For details pls refer to:

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

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



References

- [MEPC.1/Circ.795, Unified interpretations to Marpol Annex VI](#)
- [MEPC.1/Circ.905 Interim guidance on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI](#)
- [Carbon Offsetting and Reduction Scheme for International Aviation \(CORSIA\) approved sustainability certification schemes](#)
- [EU Renewable Energy Directive 2018](#)

Promotions Roxana Shipping - ROKS Maritime 01Apr24 - 30Jun24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Ivanov Anton	Ch.Off	12/04/2024		Rukavishnikov Nikolay	2nd/Eng	16/04/2024	
Emelianov Anton	2nd/Off	10/06/2024		Loginov Vadim	3rd/Eng	26/04/2024	
Bychkovskii Denis	2nd/Off	29/06/2024		Derdiuk Artur	3rd/Eng	27/05/2024	
Kirianov Kirill	3rd/Off	28/06/2024		Ikov Albert	4th/Eng	03/05/2024	
Kaiumov Kirill	3rd/Off	21/04/2024		Glushchenko Ruslan	4th/Eng	21/04/2024	
Klimov Roman	3rd/Off	03/05/2024		Mandrygin Viktor	4th/Eng	28/06/2024	
Ianov Egor	3rd/Off	29/06/2024		Khrapko Andrei	4th/Eng	04/05/2024	
Senotrusov Evgeny	Ch.Eng	03/05/2024		Liu Eduard	5th/Eng	10/06/2024	

Human Resources Management

Promotions Roxana Shipping - ROKS Maritime 01Apr24 - 30Jun24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Lubenchenko Sergei	ETO	28/06/2024		Baranov Semen	O.S	19/04/2024	
Kim Artem	ETO	14/05/2024		Shakirov Nikita	O.S	28/06/2024	
Shishkin Stanislav	Bosun	03/05/2024		Boiarov Nikita	O.S	28/06/2024	
Gostiushov Valerii	Bosun	13/06/2024		Kiselev Eduard	Wiper	12/04/2024	
Glushchenko Vladimir	A/B	29/06/2024		Sidorin Denis	Wiper	28/06/2024	
Usenko Valentin	O.S	12/06/2024		Iakovets Nestor	Wiper	13/06/2024	

Familiarization Roxana Shipping - ROKS Maritime 01Apr24 - 30Jun24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Evgeny Snegurenko	Master	17/06-21/06/2024		Nikolai Potianikhin	Ch/Eng	17/06-21/06/2024	

Mr. Michael Bastounis' employment

We are pleased to advise you that Mr. Michael Bastounis, has joined Roxana Shipping S.A. as of 19Mar24, in the position of Fleet Technical Superintendent, directly reporting to the Technical Dept. Manager, Mr. Dimitris Peppas.

Mr. Bastounis is as of 2003 a graduate of the Merchant Marine Academy of Aspropyrgos (AEN). Currently, he studies for his MSc in Shipping Management at the Aegean College.

With over twenty years of experience in the maritime industry, Mr. Bastounis has worked with several prominent tanker operating companies. He began his career in 2013 as an Engine Cadet, while in 2016 he was promoted to Chief Engineer, a role he has continued to hold until present.

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

Michalis, welcome on board!



Mr. Vlas Misoglou's employment

We are pleased to advise you that Mr. Vlas Misoglou, has joined ROKS Maritime Inc. as of 01Jun24 in the position of Purchasing Department Co-ordinator, directly reporting to PD dept manager Mr. Partsinevelos.

Mr. Misoglou holds his Bachelor of Science degree in Port Management and Shipping (PMS) obtained from the National and Kapodistrian University of Athens (NKUA) in October 2023.

He successfully conducted his internship with our company during a three-month period from 14Feb24 to 14May24, where he performed duties of Crew, Dry & Wet Operations and Purchasing dept coordinator.

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

Vlas, welcome on board!



Human Resources Management

Mrs. Kalliopi Papageorgiou's resignation

After 5 years of successful and fruitful cooperation, Ms. Kalliopi Papageorgiou decided to pursue alternative interests as of 28Jun24, as per her farewell message below:

Quote

Dear Colleagues,

Today I am leaving my position in Roxana - Roks.

I want to take this opportunity to thank you all for your cooperation, understanding, and support throughout the last 5 years.

Wishing you all the best in your personal and professional endeavors.

Best regards,

Kalliopi Papageorgiou

Unquote

Ms. Papageorgiou joined Roxana and ROKS in September 2019 as a Technical Coordinator. Over the past five years, she has excelled in her role, effectively managing her responsibilities and collaborating with her colleagues with utmost professionalism and excellence.

We all thank Kalli for her cooperation and devotion to our company all these years, and wish her all the best for their future plans.

Mrs. Maria Chairiopolou's graduation

We are pleased to announce that our SQM Coordinator, Mrs. Chairiopolou Maria, graduated from the Athens University of Economics and Business on 18Jun24.

After two years of dedicated effort, she successfully obtained her Master of Science degree in International Shipping, Finance and Management, graduating with distinction.

The graduation ceremony took place on Tuesday 18Jun24 at 18.30pm at the "Eleftherios Venizelos" Ceremony Hall of the Athens University of Economics and Business, 76 Patission St, Athens.

Mrs. Chairiopolou's new achievement and the knowledge gained thorough the program, will definitely add value to our team and will help us meet the short- and long-term objectives set out by the company.

Congratulations Maria!





State of the Art In Shipmanagment is our Tradition

Incident Free Effective Efficient