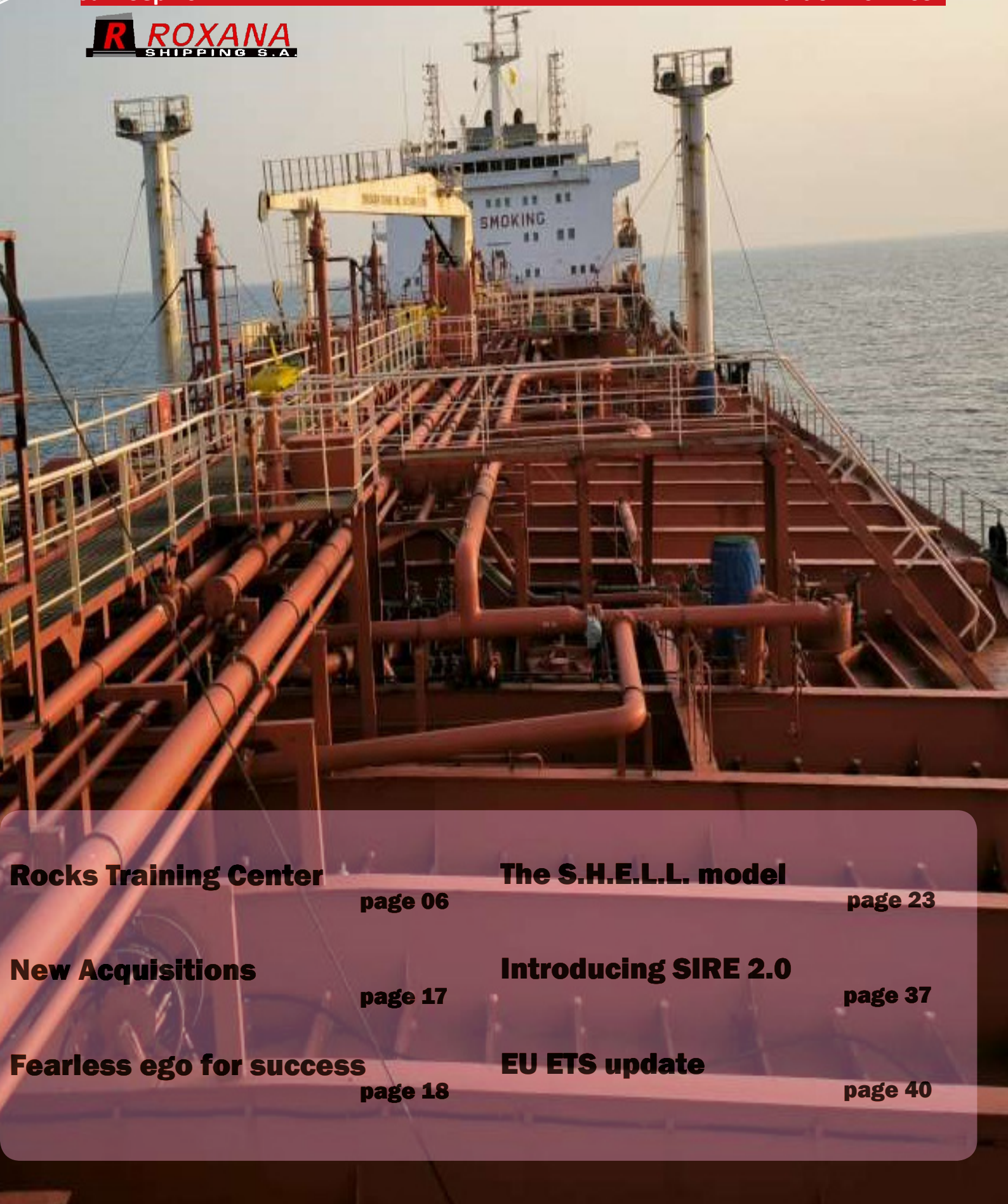
News Waves

Jul - Sep 2024 Edition 2024-03

ROXANA SHIPPING S.A.



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Please recycle

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

2024 progresses 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.

The continuing war and the side effects of sanctions have been 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 constraints 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 about our concerns, share our ideas, our successes and failures, actively listen to others in our team.

The good news is that we have for all this year been 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 has now been used across the fleet successfully for more than two years, thus 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 complete its deployment across our fleet.

SIRE 2.0, another game changer, in practice since September, is well embedded already in our system and mindset, thanks to intensive learning engagements for our employees ashore and on board.

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

Performance monitoring will assist us reduce the Company environmental footprint.

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

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

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

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

A new managing fatigue workshop, along with the Nutrition workshop are in the pipeline, 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 with 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 and the new SIRE2.0 regime.

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

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

Mr. George Giatzitzoglou has joined Technical dept as fleet sup/nt. 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.

Captain Sidorov Alexander

Captain Sidorov Alexander was born in Arsen`ev, Primorskiy region on 05Apr83.

He graduated from Vladivostok Maritime State University in 2010 and received his Master`s License in 2023.
Alexander joined Roxana Shipping S.A. as a 4th Officer in March 2010 and throughout all this almost 25 years period and successful promotions he proved himself as robust and trustworthy officer.
He was promoted to Master on 14Apr24.
He is married to Ella and has 2 children.

For the time being, he is offering his services on our M/T Aramon.

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

Chief Engineer Aleksandr Torchinov

Aleksandr Torchinov was born in Vladivostok on October 12, 1989.

He graduated from the Marine Engineering College of the Maritime State University “Admiral G.I. Nevelskoy” in 2009 and received the Chief Engineer License in 2024.

Aleksandr joined Kristen Marine S.A. on September 2017 as a 3rd Engineer on m/v Discoverer.

Aleksandr throughout this period and the successful promotions has proved himself a hard worker, energetic and very perspective young specialist.

Captain Aleksand Demchenko

Aleksandr Demchenko, was born in Vladivostok on April 29, 1988.

He graduated from the Far Eastern State Marine Academy in 2009 and received the Master’s License in 2021.

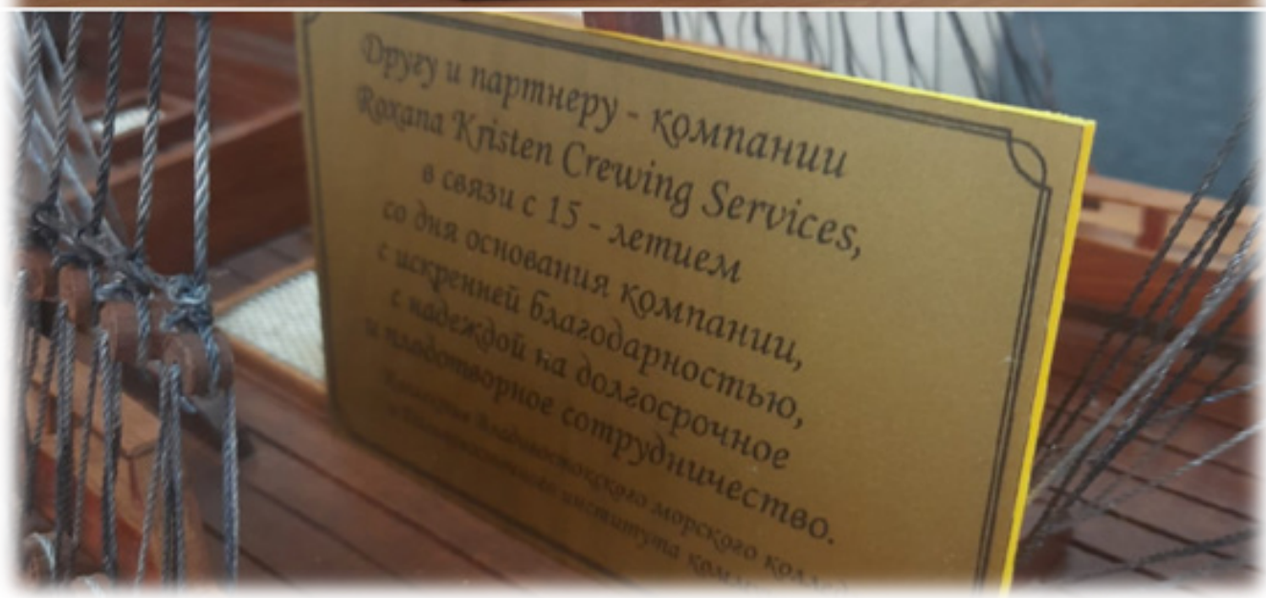
Aleksandr joined Kristen Marine S.A. on February 2017 as a Chief Officer on m/v Discoverer. On January 05, 2023, he joined as Master on m/v “Discoverer”.

Aleksandr has been working with our company since April 2018.
He is married to Irina Demchenko.

Aleksandr has proved himself as a good and perspective specialist and reliable person.

RoKcs Activities 01Jul24 - 30Sep24

As of September 2024, the RoKcs pool consists of 351 tanker seafarers, excluding cadets, along with 213 seafarers from ROKS Maritime (RoKcs and Fescontract pool).
Traditionally, the third quarter of the year coincides with the summer vacation period, where the weather becomes fantastic with sunny and clear sky. Seawater is warm and nice for swimming. City beaches, as well as the beaches of the south of Primorye are full of vacationers, including our seaman. Office life freezes, but does not stop for a second.
Notably, the visa center in Vladivostok has resumed operations, allowing us to restart the familiarization procedure in our Athens Head office for the newly promoted Top2 officers, which had been disrupted by COVID. The company took full advantage of this opportunity, enabling Cpt. Snegurenko, Cpt. Sidorov, and Ch. Eng Potyanikhin to obtain visas and visit the head office for pre-joining extended familiarization. Chief Engineer Shapran Aleksei is next in line.
Unfortunately, due to unforeseen circumstances, the 3rd planned visit of Mr. Koutris to Vladivostok in September was cancelled at the last minute. However, on September 26, Captains Sidorkin and Verkhoturov conducted Zoom training sessions with junior officers and engineers (further details can be found in the relevant section of the magazine).



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

RoKcs external learning engagements and training activities

RoKcs in liaison with Roxana and ROKS, were active as usual in identifying useful webinars for the pool of officers and ratings. During the period 01Jul24 – 30Sep24, 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:
- Navigating global trade: Insights into how NORDEN operates an agile business model.
- 5 things you should know about electronic bills of lading.

DNV

► The webinar "Prepare for the CIC on Crew Wages & Seafarer Employment Agreement under MLC", was conducted by DNV on 20Aug24, via GoTo.
► The PSC Concentrated Inspection Campaign (CIC) is currently underway from 01Sep24 to 30Nov24, focusing on "Crew Wages and Seafarer Employment Agreement under MLC". As this CIC is based on Management Systems (MMS), ISM-related deficiencies are also been triggered. ISM has been the main detainable deficiency for several years now. Every year, a focus topic is agreed by the Paris and Tokyo MoUs, which then serves as the subject of detailed checks during regular PSC inspections. The vast majority of PSC regimes are expected to join the CIC this year. This webinar centered on a questionnaire that was published recently by the two PSC regimes, which has already distributed to our fleet, as we are emphasizing the importance of preparing for this CIC by ensuring all relevant documentation and practices are in full compliance with MLC standards.

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 webinar was attended by our seafarers ashore for this period:
- **"Navigating the Future: Safety First"**, conducted on 28Sep24, focused on maritime safety in light of the International Maritime Organization's World Maritime Day. The webinar emphasized the critical importance of safety in the maritime industry, addressing current challenges and innovations.

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

Tanker/Bulker Junior Officers remote reflective learning engagements Sep24

The reflective learning engagements of Junior Officers, were conducted remotely for:
► 42 Junior Tanker Officers
► 7 Junior Bulker Officers
on 26Sep24, facilitated by RoKcs Training officer Captain Sidorkin Pavel, with the assistance of RoKcs General Director Captain Verkhoturov Denis.

In particular the purpose of the learning courses, which took place in Sep24, was to refresh Junior Officers' 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, 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 and Log Book entries were discussed.

Three 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 three workshops, which were conducted, are listed below:

Topic	J. Officers
Take care of myself and my team - Leading my team's wellbeing	04Jul24
Take care of myself and my team - Managing fatigue	04Jul24
Learner Mindset	04Jul24

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. The theme of the zoon conference was found very relevant, regardless of the format. In a short period of time, a very large amount of material is given - this is a big plus, which is called "I came - I saw - I won!"
► In some cases, it was requested
- more timely determination and appointment of team roles, particularly facilitator, PC operator, presenter to ensure the best of their contribution

Captain Sidorkin 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, anytime for any idea or concern.

The workshops conducted this time are analytically described below.

Tanker/Bulker Junior Officers remote reflective learning engagements Sep24

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 (360^0 assessment) .***

1 Appreciation

Thank you all, 42 Tanker and 7 Bulker Junior Officers, for your reflective learning engagements in the workshop "Take care of myself and my team – Leading my team's wellbeing" and for:

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

2 Background

2.1 The "Take care of myself and my team" workshop is introduced since Jun18, based on the relevant PnS resilience modules and is elaborating on actual accidents (different scenarios), passing the message Take Care of myself = Take Care of my team, help each other to perform IF EffEff and all return Home Healthy.
This workshop is now further developed to the "Take care of myself and my team, Leading my team's wellbeing", with focus on the Shell Pns Leadership Skills for Crew Wellbeing module.

2.2 Based on

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

this workshop has been developed for Captains and Chief Engineers to help them develop their leadership skills in order to create a learning culture and transparency in workplace where crew feel confident to talk about health and wellbeing. However, the same concepts apply for any leader or team member of any team 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 wellbeing of his team, by creating:

- ► a workplace where the wellbeing of the team is one of the key priorities
- ► an environment of open and fearless communication

Tanker/Bulker Junior Officers remote reflective learning engagements Sep24

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 wellbeing of his team, not by intimidation, command and control, but by creating:

- a workplace where the wellbeing 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 wellbeing, to ensure that:

- state of mental health of the individuals is assessed and managed
- the state of the team's wellbeing 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 Junior Officers remote reflective learning engagements Sep24

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, 42 Tanker and 7 Bulker Junior Officers, 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 Junior Officers remote reflective learning engagements Sep24

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.

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3 Workshop: Learner mindset

The Learner Mindset is a skill set introduced as a tool for everyone to grow their ability to share and learn from mistakes and successes and speak up openly in a safe environment.
This workshop is designed for us to introduce the Learner Mindset as a tool towards the fearless organization, where all of us are open to admit failures, acknowledge success, ask, learn and improve.
The relevant questionnaire is developed for each one to:

- ➢ ***Verify the awareness of the Learner mindset concept***
- ➢ ***evaluate to what extend he is performing on Learner's mindset (self evaluation)***
- ➢ ***evaluate to what extend his peers, his superiors and the organisation is performing on learner's mindset (360^0 assessment).***

1 Appreciation

Thank you all, 42 Tanker and 7 Bulker Junior Officers, 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 Junior Officers remote reflective learning engagements Sep24

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
JOff	73	22	51	32	51	26	54	27

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:

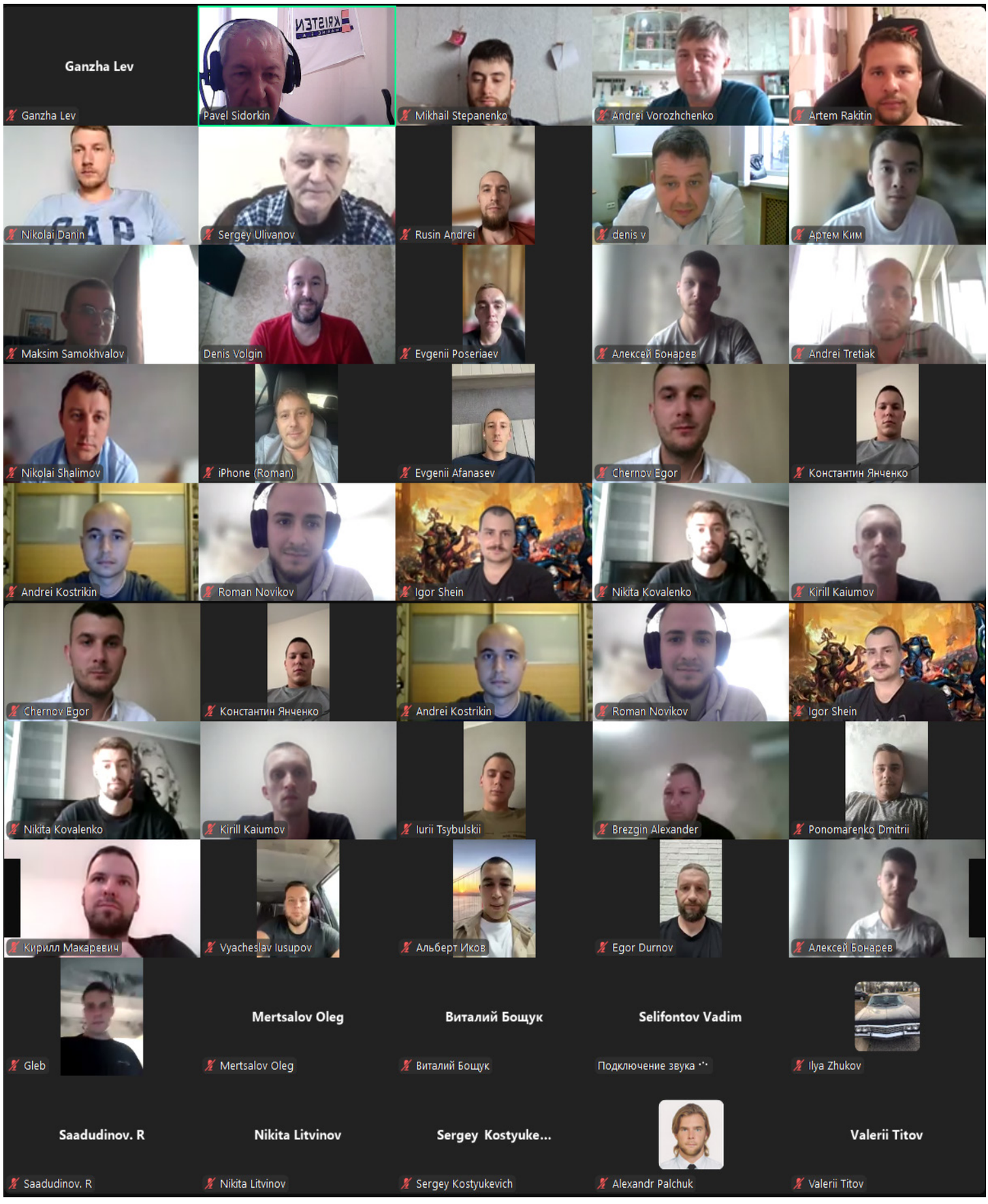
- focus on developing a fearless environment for the Learner Mindset to thrive
- advocate the Learner Mindset for the fearless organization to thrive

Tanker/Bulker Junior Officers remote reflective learning engagements Sep24

Junior Tanker Officers groups						
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Gr 1		**Gr 2**		**Gr 3**		
Makarevich Kirill	2nd Off	Kostyukevich Sergey	2nd Off	Cherepanov Nikita	2nd Off	Facilitator
Danin Nikolai	3rd Off	Ulivanov Sergey	2nd Off	Lapshov Roman	3rd Off	Flipchart
Novikov Roman	3rd Off	Samokhvalov Maksim	3rd Off	Strom Vladislav	3rd Off	Presenter
Marunchenko Andrei	4th Off	Bonarev Aleksei	3rd Off	Shein Igor	3rd Off	PC Operator
Shalimov Nikolai	3rd Eng	Mertsalov Oleg	3rd Off	Galaida Denis	ChOff	
Rusin Andrei	3rd Eng	Kaiumov Kirill	3rd Off	Vorozhchenko Andrei	3rd Eng	
Ponomarenko Dmitrii	4th Eng	Golovko Andrei	3rd Eng	Titov Valerii	3rd Eng	
Ianchenko Konstantin	5th Eng	Gorbovskoi Nikolai	4th Eng	Boshchuk Vitaly	3rd Eng	
Zhukov Ilia	5th Eng	Kostrikin Andrei	5th Eng	Afanasev Evgenii	4th Eng	
Volgin Denis	3rd Eng	Kim Artem	ETO	Tretiak Andrei	4th Eng	
Litvinov Nikita	3rd Off	Kazantcev Aleksei	4th Eng	Kovalenko Nikita	5th Eng	
PS		PS		PS		Roxana
Gr 4						
Brezgin Aleksandr	2nd Off					Facilitator
Iusupov Viacheslav	4th Off					Flipchart
Poseriaev Evgenii	4th Off					Presenter
Saadudinov Ramazan	4th Off					PC Operator
Ikov Albert	4th Eng					
Manzhela Dmitrii	5th Eng					
Tsybulskii Iurii	3rd Eng					
Selifontov Vadim	5th Eng					
Shatoba Vladislav	4th Off					
DV		DV		DV		ROKS

Junior Bulker Officers groups		
Gr 1		
Name	**rank**	**role**
Gorbachev Evgenii	2nd Off	Facilitator
Bogun Gleb	3rd Off	Flipchart
Chernov Egor	4th Off	Presenter
Ganzha Lev	4th Off	PC Operator
Stepanenko Mikhail	4th Off	
Rakitin Artem	4th Eng	
Makarenko Maksim	4th Eng	
DV		ROKS

Tanker/Bulker Junior Officers remote reflective learning engagements Sep24



Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 01Jul24 - 30Sep24

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 ships in both the East and, more recently, the West.

Ships operated by the office During the specified period, Ships operated by our office included Miracle, Melody, Marvel, Magic Star, and Malbec—Handy Ships engaged in Dirty product trade. Our office has also successfully started operating the two purchased Handy size Chemical tankers, Malbec Legacy and Malbec Legend which are currently trading in the Bio fuel-Chemical Sector.

Commercial Operations: In the third 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. This included the 1st fixtures on the newly acquired Chemical tankers Malbec Legacy and Malbec Legend.

Singapore and Fujairah continues to serve as the primary ports in the East, where virtually all ships make port calls for repairs, surveys, and bunkering operations. Our office 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 ship updates. Additionally, Capt. Karthik actively participates in virtual management meetings with the team in Athens, providing insights into the performance of ships managed by our company.

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

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

APPEC: Capt. Karthik participated in one of the biggest shipping annual events in Singapore. Attending Asia Pacific Petroleum Conference was a great chance to meet with all 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 Ships.

Mr. Alexandros Stathopoulos, marking his ninth 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.

Open defense of practice reports

On September 25 and 26, 2024, Vladivostok Maritime College conducted qualification exams for the professions of "Deck rating" and " Engine rating ", as part of the Federal State Educational Standard of Secondary Vocational Education for the specialties 26.02.03 "Navigation" and 26.02.03 "Operation of Ship Power Plants". The exams were combined with an open defense of reports on sea-faring practice, presented by 3rd year cadets who had recently returned from their practical training.

During the event, cadets presented their reports to qualification commissions and junior cadets, highlighting the knowledge, skills, and competencies they acquired during their seafaring practice on sea transport vessels. They expressed gratitude for the invaluable support provided by crew members during their seafaring practice. Experienced heads of ship practice shared their professional insights, knowledge and experience of working at sea with the cadets. The head of the college's practice department, Boris Yakovlevich Evdokimov, briefed the commission members on the ship's assessments for each cadet being examined. At the end of the exam and the open defense of the practice reports, the chairmen of the qualification commissions gave a positive assessment of the results of the seafaring practice. It was noted that the results of the exam and the defense of reports, the knowledge and skills demonstrated by the cadets, and their confirmed sailing experience, qualified them for the titles of "Deck Sailor" or "Deck Motorman".

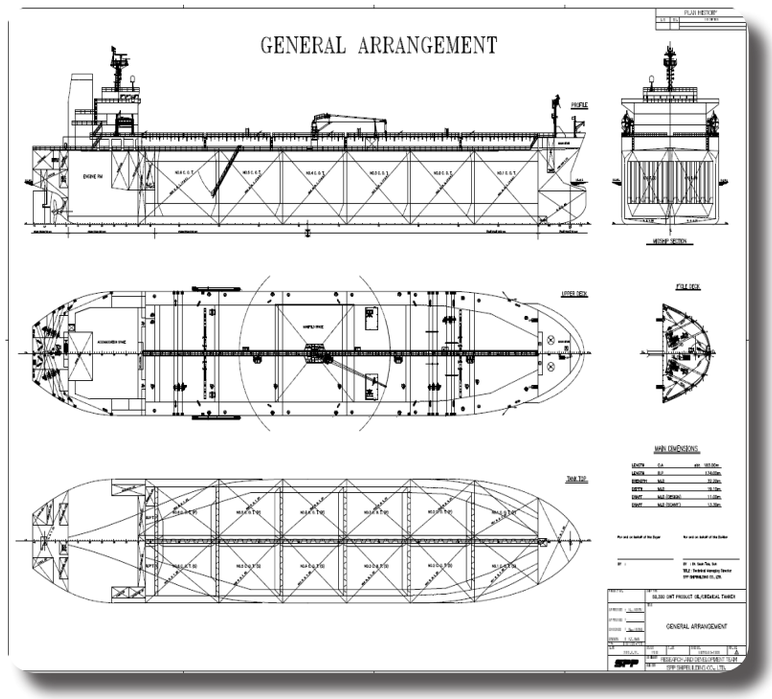
After the event, the Deputy Director of the College for Academic Affairs, Anzhelika Sergeevna Kantaeva, praised the cadets for their good preparation. She wished junior cadets' activity, responsibility and determination in mastering knowledge in their chosen profession, because soon they will be sent to swimming practice, where they will have to demonstrate the knowledge and skills acquired in college. Overall, this event was not only interesting, but also educational and useful for an objective assessment of the knowledge acquired by the cadets in practice.

Our company is planning the next generation of newbuildings and is following closely 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 on 25Jul24, which inaugurate the entrance of our company in the pure chemical trade.



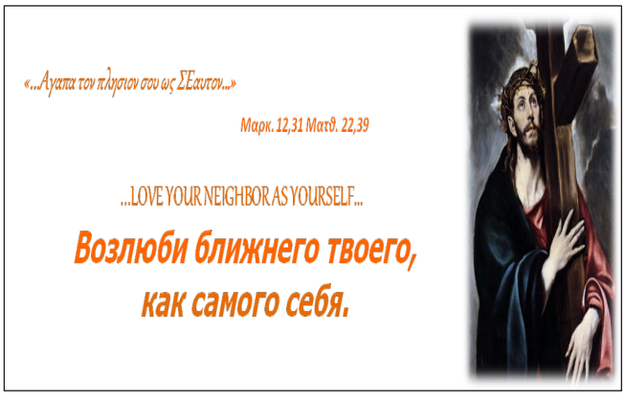
The fearless ego for success

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



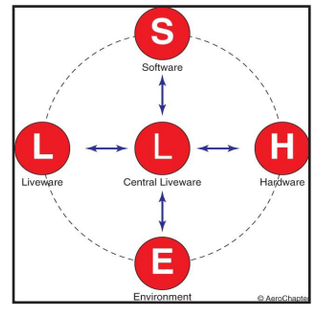
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

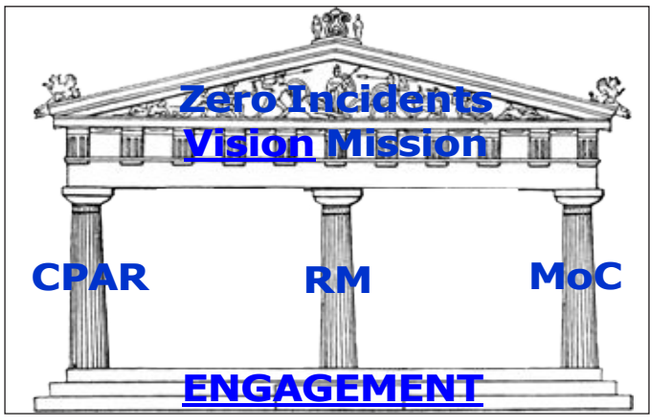
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

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)



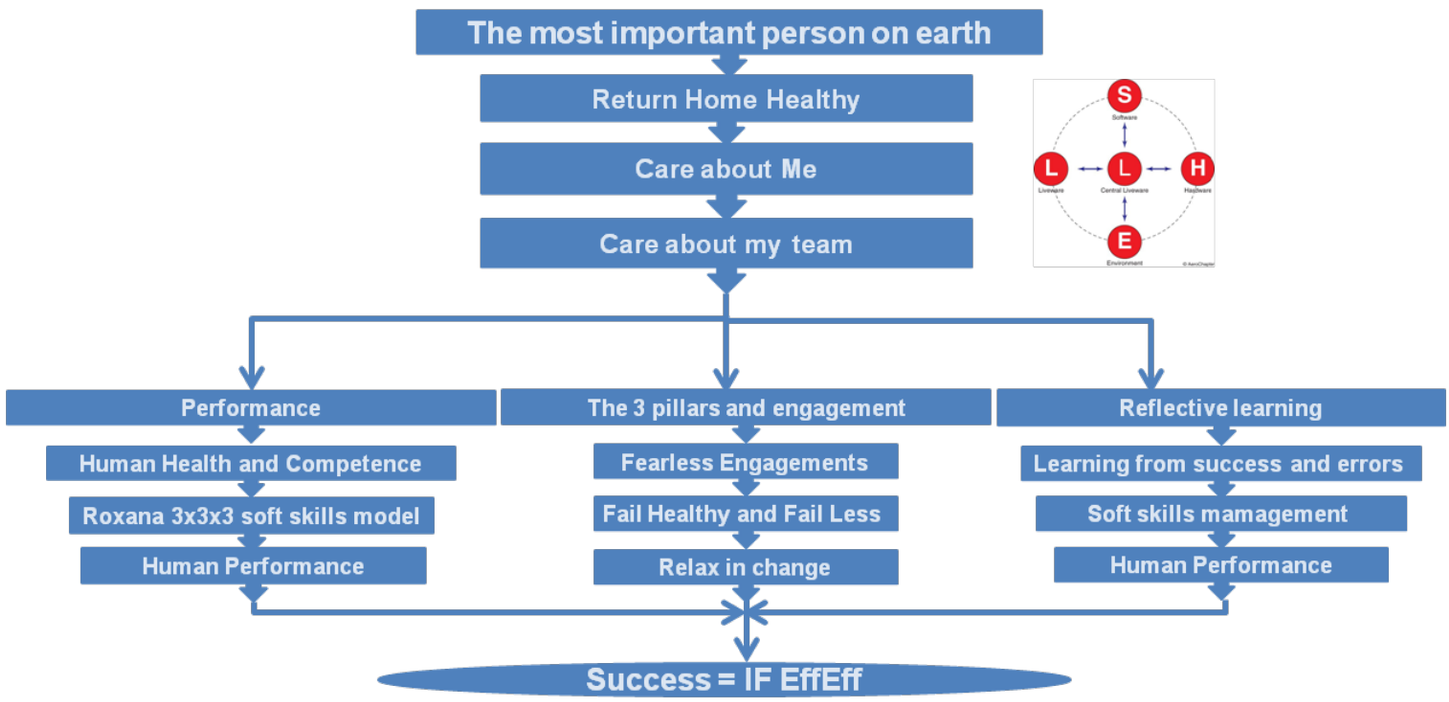
Starting from the Roxana "fearless ego for success" concept we are developing our system in three axes of activity: the 3 Pillars and Engagement, the Human Performance and the Reflective Learning.

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.

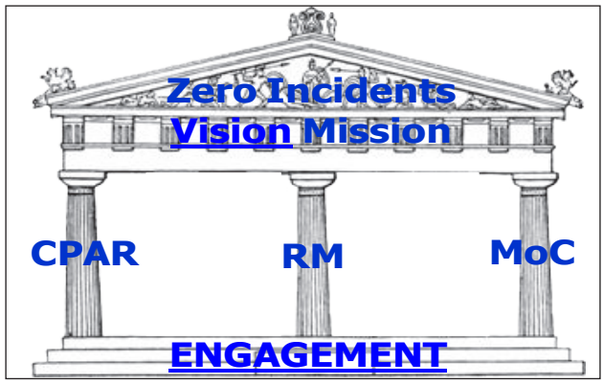


The 3 pillars and engagement

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

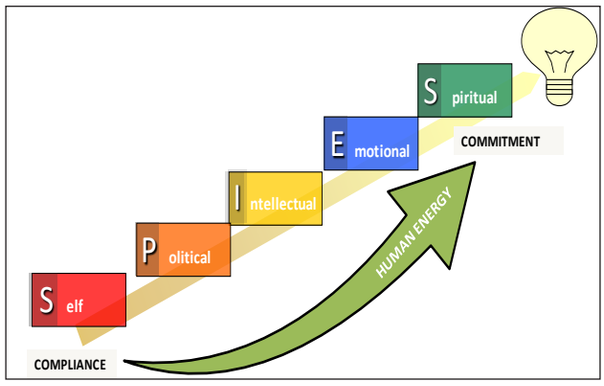
- **Fearless engagements - CPAR: procedure CP08 Control of Non- Conformities, Accidents & Near Misses**
- **Failing Healthy and Less - RM: procedure CP24 Risk Management**
- **Relaxing in change - MoC: procedure CP13 Management of Change**



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 charmimg thing.

Fyodor Dostoyevsky

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

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

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

"THE WHOLE IS NOT THE SAME AS ITS PARTS"

2000 year before Dostoyevsky a pure mathematical paradox was quoted
The whole IS NOT the same as its parts, may be smaller or bigger than the addition of its parts!

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

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

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

A team:

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

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

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

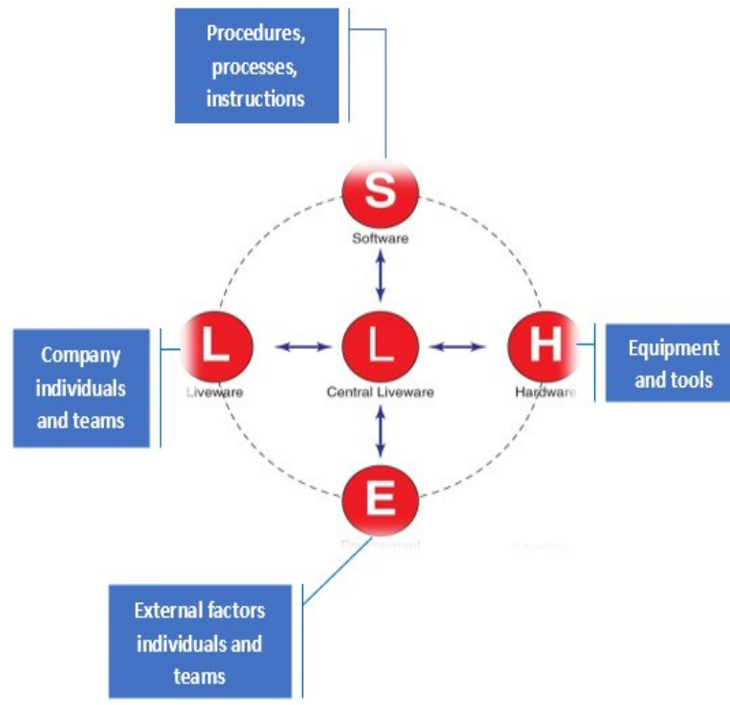
- **There is no operation or even task on board or ashore that can be completed Incident Free, Effectively and Efficiently by one individual alone.**
- **There is no individual who can complete alone any operation ashore or on board Incident Free, Effectively and Efficiently.**

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

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

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

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



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

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

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

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

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

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

The holy three and Roxana 3x3x3 soft skills model

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

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

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

During the previous workshops as above par2 we realized that:

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

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

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

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

Ending up to *3 soft skills sets*

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

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

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

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

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

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

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

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

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

UGS offers scholarships for the academic year 2024-2025

On Wednesday 17Jul24, the Hellenic Shipowners' Union officially presented its Annual Postgraduate Scholarship Program for the 2024-2025 academic year at the archaeological site of Olympia in Athens.
In line with its commitment to "Society and Shipping Always Together," the Union of Greek Shipowners established last year the expanded program "SYN-ENOSIS FOR EDUCATION +100 SCHOLARSHIPS," as well as the scholarship symbolically named "Excellence," awarded to the top achievers.
This year, the Union of Greek Shipowners announced the offer of 110 scholarships, plus the "Excellence" scholarship, which include studies both in Greece and abroad, in postgraduate programs of pre-doctoral level, for one or two-year studies, through its Syn-enosis* Program.
ROKS Maritime Inc. is proud to continue its support for the Union of Greek Shipowners' program, which empowers young professionals dedicated to academic excellence.
The awarding of these 111 scholarships marks the most extensive scholarship initiative in the history of the Hellenic Shipowners' Union, showcasing the strong bond between Greek shipping and society.
Moreover, it is noteworthy that in recent years, the Union has contributed over €80,000,000 through its Syn-enosis Program to various sectors, including health, education, social welfare, food aid, public interest projects, and crisis response.
The Union emphasizes its strong support for the young women and men of our country, who believe in themselves, invest in their skills, pursue their dreams, claim their wants and follow their vision in shipping.

For more info regarding Syn-enosis please visit:
https://ugs.gr/gr/scholarships-social-welfare-and-solidarity-programmes/social-welfare-and-solidarity-programmes/

For the photos of the event please visit:
https://bit.ly/UGS_SCHOLARSHIPS2425

*The word Syn-enosis comes from the Greek word Συν-ένωσις, meaning we unite together.

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	I. Koshetov	V. Artamonov	N. Kassiteropoulos	Vetting	Fujairah	05Jul24	4	3,5
M/T Aligote	D. Shtyrba	S. Farkov	-	Vetting	Visakhapatnam	04Aug24	3	3,5
M/T Melody	E. Snegurenko	K. Goncharov	-	Vetting	Yanbu	05Aug24	3	3,5
M/T Magic Star	N. Zenenko	A.Zashchitnikov	-	Charterer's	Huelva	26Aug24	0	3,5
M/V Batman	B. Vertinskii	A. Kosianchuk	-	PSC	Jose	27Aug24	0	0,6
M/T Athiri	A. Chernobrovkin	S. Orevskiy	-	Vetting	Yanbu	30Aug24	3	3,5

LISCR Annual Technical Seminar

On 18Sep24 from 14:00 hrs till 18:00 hrs, our Technical Department manager, Mr. Peppas, along with our ROKS DPA and Crew Department Manager, Capt. Bekirov, attended the Annual Technical Seminar hosted by the Liberian Registry at the Yacht Club, Piraeus.

The seminar focused on "Today's Challenges in Port State Control, IMO & ILO MLC 2006 Updates, and Technical and Emissions Control Issues."

Topics of the seminar included:
- ► AMSA PSC: Inspection Protocols and Compliance under Marine Notice 2024/03
- ► IMO and ILO MLC 2006 Regulatory Updates
- ► Key Updates on IGC Code, IGF Code, Progress on Alternative Fuels and Liberia's Submission to MEPC82
- ► Evaluating Liberia's PSC Status: Paris MoU Updates, Trends, and Bi-Annual Inspection Program

Relative Presentations of the seminar were shared with our company, for future reference and review.

False GPS information almost results in grounding

The Australian Transport Safety Bureau (ATSB) published the investigation on an incident in which a bulk carrier came within 200 m of grounding in the Great Barrier Reef, after a GPS unit onboard the ship began providing false information to the pilot and crew on board.

The incident

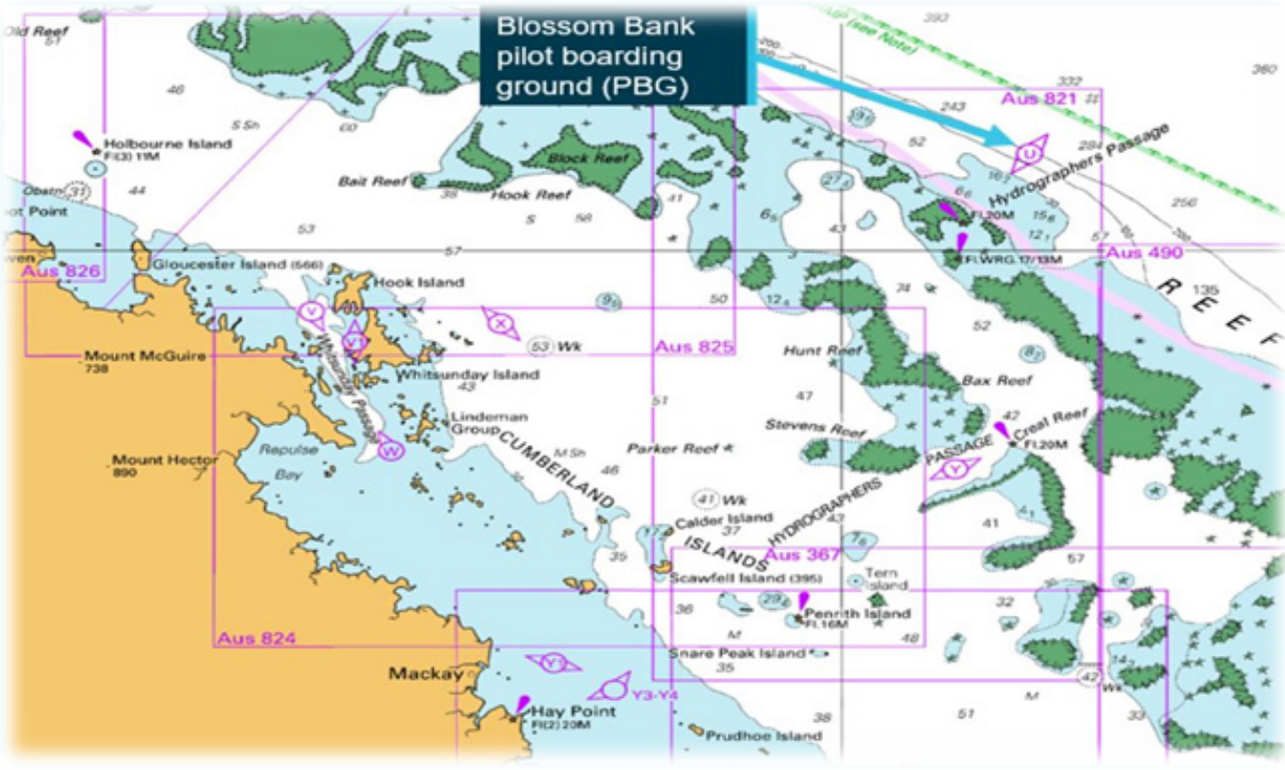
At about 0311 local time on 4 May 2022, the 225 m bulk carrier Rosco Poplar was transiting the Great Barrier Reef via Hydrographers Passage under the conduct of a coastal pilot. Upon suddenly noticing that a reef sector light was indicating red, the pilot ordered a course correction. This was followed almost immediately by the activation of an alert from the ship's electronic navigational equipment indicating that the ship was passing less than 200 m from Bond Reef (normal clearance was about 1,500 m). The ship's course was corrected and the remaining pilotage was conducted uneventfully.

What the ATSB found

The ATSB found that during the early stages of the pilotage, one of the ship's 3 GPS units began outputting incorrect positional data, likely due to an antenna malfunction. Because the bridge navigational equipment, including the electronic chart display and information system (ECDIS), radars and automatic identification system (AIS), were receiving a single position input from the same GPS unit, the ship's position was incorrectly displayed on all these systems. However, no alarms were triggered from the failure because the GPS unit incorrectly indicated that position accuracy was within acceptable limits.

The investigation found that the pilot and bridge team solely relied on GPS positioning to monitor the ship's progress and did not maintain a proper lookout through use of radar and visual observations. As a result, they did not identify that the position reported on the ECDIS units was incorrect and that the ship had deviated significantly from the planned track.

It was also identified that the pilot had not correctly configured their portable pilot unit (PPU) to be independent of the ship's position sensors. This resulted in the PPU displaying the same incorrect position as the ship's ECDIS units.



Additionally, ineffective pilotage and bridge resource management (BRM) contributed to the occurrence. An inadequate master-pilot information exchange did not establish individual roles and responsibilities for watchkeeping and communication, while the second mate was given tasks which distracted them from their duties for monitoring the passage plan and maintaining a proper lookout. As a result, the pilot and bridge team's situation awareness progressively declined in the absence of adequate communication and a shared mental model of the pilotage.

False GPS information almost results in grounding (Continued)

The ATSB also identified that, following receipt of an unusual grounding alert display associated with the Rosco Poplar's GPS malfunction, the vessel traffic services operator assessed it as erroneous. Consequently, the pilot and ship's crew were not provided with timely advice of the indicated proximity to Bond Reef.

Finally, the ATSB identified that the check pilot system implemented by the Australian Maritime Safety Authority (AMSA) did not provide the intended competency assurance. The investigation identified significant variations in the application of assessment standards between individual check pilots, indicating that assessment outcomes were not a valid and reliable indicator of competency. Further, due to the absence of any processes for analysing assessment results, AMSA had not identified these inconsistencies.

Contributing factors

- Rosco Poplar's GPS unit probably malfunctioned due to a fault with its antenna, resulting in erroneous ship's position data. This incorrect data was then provided to all navigational aids, including both electronic chart display and information system (ECDIS) units, automatic identification system (AIS) and the pilot's portable pilotage unit (PPU).
- The PPU had not been configured as required to source position data independent of the ship's GPS unit.
- The pilot and the ship's bridge team were relying solely on the PPU and ECDIS units to monitor the ship's progress. Consequently, they did not identify that the ship had deviated from the planned track until the GPS unit reset and began indicating the correct position, which was about 200 m from Bond Reef.
- The pilotage was not conducted appropriately, including effective track monitoring and proper bridge resource management, due to a combination of:
  - an inadequate master and pilot information exchange
  - roles and responsibilities not being properly defined
  - an absence of monitoring using visual bearings and radar, including parallel indexing
  - non-essential tasks for the pilotage phase that distracted the bridge team
  - the absence of a shared 'mental model' of the pilotage.

Other factors that increased risk

- The configuration of Rosco Poplar's electronic navigation equipment was vulnerable to single GPS unit errors because, at any given time, only one of the ship's 3 GPS units could be selected to provide positional data to all the ship's navigational equipment.
- Following receipt of an unusual grounding alert display associated with the Rosco Poplar's GPS malfunction, the vessel traffic service operator assessed it as erroneous. Consequently, the pilot/ship's crew were not provided with timely advice of the indicated proximity to Bond Reef.
- The check pilot system was ineffective in providing the Australian Maritime Safety Authority (AMSA) assurance of the competency of coastal pilots, mainly due to the inconsistent and unreliable application of assessment standards between different check pilots. Further, AMSA had not implemented a system to identify the inconsistent application of standards or the trends in assessment outcomes readily apparent in the data that it had held for many years.

Safety message

The occurrence highlights that the various concepts, techniques, and attitudes that together comprise bridge resource management are essential defences against human error. In confined waters such as compulsory pilotage areas, the margins for navigation errors are significantly reduced. Effective communication and coordination between the pilot and bridge team are necessary requirements for establishing a shared mental model of the pilotage so that evolving and critical situations can be identified and appropriately managed.

Compulsory coastal pilotage remains an essential defence against serious shipping accidents in the Great Barrier Reef. It is therefore important that coastal pilots meet necessary competency and performance standards. Furthermore, any assessment system that assures those standards must produce consistent and accurate outcomes. If sufficient measures are not implemented to ensure assessment standards are interpreted and applied consistently irrespective of the assessor, the outcomes are unreliable.

ATSB Chief Commissioner Angus Mitchell stated that inadequate master-pilot information exchange led to unclear roles and responsibilities for watchkeeping and communication, distracting the second mate from monitoring the passage plan and maintaining a proper lookout. He emphasized the importance of effective bridge resource management, underscoring that compulsory coastal pilotage is essential for preventing serious shipping accidents in the Great Barrier Reef.

Furthermore, he added that coastal pilots must meet consistent assessment standards for reliable outcomes, noting that insufficient measures can result in unreliable assessments, ultimately hindering timely navigation advice regarding proximity to Bond Reef.

Fatality of a crew member on deck while rigging a portable cargo hold light

Transport Malta's Marine Safety Investigation Unit has issued an investigation report into a fatality of a crew member on deck while rigging a portable cargo hold light at Iskenderun, Türkiye, on 08 September 2023.

The incident

On 08 September 2023, Drawsko was loading a cargo of grain, at the port of Iskenderun, Türkiye. During that night, the duty ordinary seafarer was tasked with rigging up portable lights in cargo hold no. 1. Several minutes later, however, the duty officer found the ordinary seafarer lying unconscious on deck, clutching a portable light.

Attempts to revive the ordinary seafarer, by the crew members as well as paramedics, were unsuccessful. The autopsy result revealed that the ordinary seafarer had died of cardiac arrest due to electrocution. The safety investigation determined that the portable light's power plug had been incorrectly wired, resulting in the electrocution of the ordinary seafarer when he picked up the metal frame of the portable light. The MSIU has issued three recommendations to the Company, designed to enhance safety when handling portable lights.

Analysis

Aim

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

Cause of the accident

The MSIU was informed that there were no witnesses to the accident and therefore, the safety investigation relied on the crew members' recollection of events, and the findings of the Turkish authorities' forensic examination of the portable light. Since there were a number of possibilities as to why the accident may have occurred, the safety investigation analysed various possibilities, including whether the OS' medical episode, on the previous day, had contributed to his demise. However, the medical log entries indicated that on the three occasions when his blood pressure was checked, the readings were normal. The second officer, who was designated as the vessel's medical officer, had determined that the OS was not feeling well because of dehydration, given that the ambient temperature was approximately 32 °C. Moreover, the second officer stated that at 0800 on 08 September, the OS had advised him that he was feeling better. Therefore, this hypothesis was not considered any further.

The third officer found the OS lying with the portable light clutched by both hands. Although he found the light unlit, he was unable to recollect whether the switch was on or off when he disconnected the plug. Since the portable light was incorrectly wired, when plugged in and switched on, it would not have worked. However, due to electrical leakage, if the unit's metallic sections were touched by any person, it would have exposed them to electrocution.

Therefore, the following scenarios were considered:

- the OS had positioned the portable light on the cargo hatch coaming and then gone to insert the plug in the socket and switched it on. When he went back to check if the light was lit, he found it off, picked it up to examine it, and was electrocuted;
- he had first inserted the plug in the socket, switched it on and was electrocuted when he picked the portable light to place it on the hatch coaming.
  However, if this was the case, he should have been found near cargo hold no. 2 instead of cargo hold no. 1;
- he placed the portable light on the nearby cargo hold access hatch and then went to insert the plug in the socket and switched it on. When he came back to check if the light was on, he found it off, so he picked up the light and was electrocuted. However, if this was the case, he should have been found near the cargo hold access hatch; or
- he placed the light on the deck near the hatch coaming and then proceeded to insert the plug in the socket and switch it on. He then came back to position the light on the hatch coaming, found that it was off, and was electrocuted when he picked it up to examine it.

Conclusions

- The safety investigation concluded that the ordinary seaman died from cardiac and respiratory arrest due to electrocution when he picked up the portable light.

Fatality of a crew member on deck while rigging a portable cargo hold light (Continued)

- The portable light's plug was incorrectly wired; the live wire was connected to its earth terminal.
- The colours of the wires in the portable light's cabling are considered to have likely contributed to the light being incorrectly wired.
- The portable lights were not part of a robust planned maintenance system where they would have been regularly checked.

Actions taken

During the safety investigation, the Company has taken the following actions:

- All portable floodlights have been removed from service and checked by the ship's electrician. Floodlights with no issues have been returned for Nservice;
- Training on commitment to safety, work planning, risk assessment and scope of duties has been offered on board;
- The operation and conditions of the cable and casing, insulation and earthing have been incorporated in the planned maintenance system on all vessels within the fleet;
- All Company vessels have been directed to check the condition of all the portable floodlights' condition and tightness of the cable connections.
  Vessels were also instructed to withdraw from service any floodlights which were not satisfactory and to discuss the outcome at the first safety meeting on board;
- An electrical installation inspection was carried out by the ETO (no malfunction detected);
- The Company's SMS manuals have been updated to include the maintenance of the portable floodlights;
- A Company Safety Flash has been prepared and distributed among the Company's fleet.

Recommendations

- Polska Żegluga Morska P.P., (Polish Steamship Company) is recommended to:
- 13/2024_R1 – circulate the findings of this safety investigation to its managed and owned fleet.
- 13/2024_R2 – investigate the possibility of fitting RCD to vulnerable switch boards.
- 13/2024_R3 – consider the use of low voltage portable lights.

Our Company ensured that all bulker ships are equipped with low voltage portable cargo lights and enhanced PMS with the relevant tasks to ensure the integrity of portable cargo lights and cables.

Fall from height on bulk carrier

A UK Marine Accident Investigation Branch (MAIB) has issued an investigation report on a fall from height onboard a bulk carrier in Syros which resulted in the death of crewman on 17 April 2023.

Figure 7: Painting work on the starboard fan room, showing th

The incident

On 25 March 2023, the Cayman Islands registered bulk carrier Equinox Seas arrived at the ONEX Syros Shipyards S.A. facility on the island of Syros, approximately 50 nautical miles southeast of Athens, Greece, for a
period of scheduled maintenance.

On 17 April 2023, a fitter on board Equinox Seas entered the fan room on the starboard side of the ship's funnel, where an engine room fan had been removed. The fitter fell 10m down the open ventilation trunk to the engine room below. The fitter was recovered from the base of the ventilation trunk and moved to a local hospital, where he died from his injuries.

The investigation concluded that:

- The fitter passed a tape barrier placed across the entrance to the fan room access by the shipyard, possibly due to a reduction in alertness because of the time of day the accident occurred.
- The response to the accident by all the organizations involved was both timely and effective.
- The management of safety on board Equinox Seas in a ship repair setting, and the coordination of activities, was poor.
- Guidance on the management of safety on board ships in a ship repair facility was either unavailable or not widely promulgated, and the responsibility for safety was poorly understood.

Fall from height on bulk carrier (Continued)

Safety issues directly contributing to the accident that have been addressed or resulted in recommendations

1. The barrier controls in place in the fan room were insufficient to mitigate the risk of falling from height, resulting in the fitter sustaining fatal injuries when he fell approximately 10m down the ventilation trunk.
2. The specific risks associated with the fan removal were not assessed, putting staff at risk from those hazards present in the fan room.
3. The intensity and diversity of shipyard work can create a wide range of hazards, requiring an enhanced awareness of safety to mitigate risk.
4. Safety on board Equinox Seas was not effectively managed during the entire stay at the shipyard facility.
5. Ineffective communication and coordination between the shipyard and ship's staff meant that deficiencies in the management of safety on board Equinox Seas were not addressed.
6. The fragmented organization on board contributed to the suboptimal management of safety while Equinox Seas was at the shipyard.
7. Relevant industry guidance on the management of safety in a shipyard environment was not incorporated into the working practices of the shipyard.
8. The availability of relevant shipyard safety guidance from the P&I Club, of which Equinox Maritime was a member, was limited on board Equinox Seas.

Other safety issues directly contributing to the accident

The accident occurred during the afternoon dip in alertness experienced as a natural consequence of circadian rhythm.

Safety issues not directly contributing to the accident that have been addressed or resulted in recommendations

The Code of Safe Working Practices for Merchant Seafarers did not contain any guidance related to the risks created or amplified on ships in a shipyard environment.

Other safety issues not directly contributing to the accident

1. The fan's electrical isolation did not mitigate the risk of electric shock.
2. Although unlikely to have affected the outcome, the fitter was not wearing the personal protective equipment required by the safety management system of Equinox Maritime at the time of the accident.

Actions taken

Actions taken by other organizations

The Maritime and Coastguard Agency has initiated a work item to consider developing guidance to highlight the hazards specific to, and amplified by, ships undergoing maintenance in ship repair facilities. This guidance is to be considered for inclusion in future amendments to the Code of Safe Working Practice for Merchant Seafarers.

Equinox Maritime Ltd has updated its SMS to incorporate:

- ► A shipyard safety checklist detailing matters related to safety provisions and communication/coordination with the shipyard.
- ► Crew safety training before entering a shipyard, specifically raising awareness of hazards encountered during maintenance in a ship repair facility.
- ► Requirements for safety meetings before and during dry dock periods.
- ► The inclusion of safety matters in daily work planning meetings between the ship's management and the shipyard, with the need to minute such meetings.

Recommendations

ONEX Syros Shipyards S.A. is recommended to:

- ► Update its safety management and communication procedures to ensure that risks created by the work carried out in its shipyards are effectively managed and coordinated with the relevant ship's crew and that the delineation of responsibility for safety on board is clearly understood between all parties.

Our Company sent a circular to the fleet, reminding the effective engagement of our employees ashore and on board to the relevant LETs and LFIs in the ship's library.

UK MAIB Safety Digest 2024, 2d Edition

UK Marine Accident Investigation Branch (MAIB) has issued the second Safety Digest of 2024 featuring a collection of lessons learned from latest marine accidents involving vessels from the merchant, fishing and recreational sectors.

As explained UK MAIB, the sole purpose of the Safety Digest is to prevent similar accidents from happening again. The Safety Digest examines and investigates all types of marine accidents to or on-board UK vessels worldwide, and other vessels in UK territorial waters.

The publication aims to draw the attention of the marine community to some of the lessons arising from investigations into recent accidents and incidents. It contains information that has been determined up to the time of issue.

Purpose of the Safety Digest

In the introduction to the second MAIB Safety Digest of 2024, Andrew Moll OBE, Chief Inspector of Marine Accidents, expressed gratitude to the guest writers Jeremy Dale, Robert Greenwood, and Samantha Ward for their contributions to the merchant, fishing, and recreational sections of this edition. He noted that each of them brings valuable expertise to the table, and their insights into safety provide contemporary context to the cautionary tales presented in the following pages.

Moll encouraged readers to take the time to explore the entire edition, emphasizing that there is something beneficial for every mariner. He also urged readers to engage with the section introductions and to share the digest with others once they have finished.

Evolving safety standards

Additionally, Moll highlighted Jeremy Dale's observation that safety has significantly evolved since the beginning of his career in the industry. He pointed out that tools such as risk assessments, toolbox talks, and personal protective equipment (PPE) are genuine attempts to enhance safety, ensuring that everyone can return home intact at the end of their trips.

Safety as a priority

However, Moll also referenced Dale's concern regarding the prevailing "It won't happen to me" attitude, noting that this mindset often leads to complacency. Furthermore, he acknowledged that, in the Efficiency-Thoroughness Trade-Off, safe behaviours frequently become early casualties.

"Events have consequences, and a good safety culture starts with everyone taking responsibility for their decisions and actions, and the possible outcomes. As you read the articles in this digest, once you are over that sense of smug self-satisfaction at others' misfortunes, ask yourself whether, in similar circumstances, you would have made safer choices."

… said Andrew Moll. On the subject of marine accidents, in an exclusive interview to SAFETY4SEA, Andrew Moll had explained that there are three parts to every accident. These are the period prior to the event, which is usually when the pre-conditions for the accident are set; the trigger event itself, when it all goes wrong; and, the aftermath or how it was dealt with.

For downloading the edition, please click here.

Steps to reduce the likelihood of anchor loss

The Britannia P&I Club has issued guidance on the subject of anchor loss, highlighting its implications for both safety and commercial operations within the maritime industry.

According to Britannia, the ongoing issue of ship anchor loss compromises a vessel's ability to anchor safely until repairs or replacements are made and leads to significant commercial repercussions. These repercussions may include an inability to dock at certain ports and the need for alternative safety measures, such as employing escort tugs when entering port.
Depending on the location of any anchor or anchor chain loss, the shipowner may be ordered to retrieve this material from the seabed, resulting in a costly retrieval operation.

Recent research on anchor losses indicates that the most common causes are:
- **Windlass machinery failure**, preventing the recovery of the anchor and chain
- **Failure of anchor connections to the chain**
- **Excessive loading of anchor chain** due to operational error

Attention is drawn to articles on anchoring in general and the prevention of anchor dragging, which provide useful information on safe and efficient anchoring.
To reduce the likelihood of anchor loss and assist in case of such an event, the following general guidelines are recommended:
- Conduct maintenance in accordance with manufacturer's instructions for windlass motors, and perform sufficient operational testing before deploying the anchor.
- Regularly conduct visual inspections of windlass parts. Any misalignment, uneven wear, or damage noted should prompt seeking technical advice.
- Ensure adequate greasing and lubrication of windlass components. This may involve removing guards or rotating the windlass for full coverage, which can be accomplished safely with proper planning and controls.
- When using the windlass motor, confirm smooth operation and investigate any unusual noises or deviations from the norm.
- Frequently inspect accessible anchor chain parts for missing or dislodged securing pins. Ensure that any swivel is free and well-greased, and check for substantial corrosion of chain links.
- When lowering or weighing the anchor, visually examine the anchor and the anchor chain for distortion, excessive movement, or missing/dislodged studs. If anomalies are noted, take pictures or videos if possible, and record the position of the identified issue before seeking advice from the classification society.
- When weighing anchor, utilize the anchor wash and, if possible, direct additional water spray at the anchor crown to help remove any foreign material that may prevent the crown pin from moving freely. Controlled lowering and visual inspection of anchors from the quayside or boat is recommended when conditions and facilities allow.
- Confirm the expected environmental conditions that the onboard anchor system is designed to withstand and incorporate this into the anchor plan prepared onboard. Consider the extra load that may be expected during ship-to-ship or lightering activities.
- Accurately plot the position of the deployed anchor, noting that the position displayed at the ship's wheelhouse is generally the position of the receiver's antenna, which can differ significantly from the actual anchor position.
- When weighing anchor, use the ship's engines to reduce loading on the anchor and chain. Maneuvering towards the anchor position reduces the likelihood of dragging the anchor. The goal should be to recover towards the anchor, rather than pulling the anchor towards the ship.

It is recommended that ships confirm the availability of anchor and anchor cable certificates to facilitate identification in the event of anchor loss.

Anchor loss is a disruptive and costly event that can jeopardize the safety of both the crew and the ship. To minimize preventable failures, following best practices and treating the anchoring system as critical equipment is essential.

Our Company has suffered in the past from such incidents of anchor loss, and we have introduced:
- **procedure CP03.2 anchoring management, including non routine anchoring operations to safeguard our operations from such happenings**
- **included relevant LETs, focusing to safe anchoring operations, particularly heaving operations**

Emergency drill and fire safety

IMCA provides lessons learned from two incidents relating to emergency drills and musters.

Incident 1 – Emergency button stuck

During an emergency drill, it was found that the General Emergency alarm on the bridge was delayed whilst being activated.
Further investigation revealed that dedicated Emergency button was stuck, and it failed to perform its function in a timely way during the drill.

Lessons learned

- **Check**: could your emergency alarm buttons be stuck or seized? When was the last time anyone actually pressed the fire alarm button?

Incident 2 – Near Miss – Smoke at muster station

A fire alarm was set off on the port side muster station where there was a smoking area. An AB and the 2nd Mate were sent to investigate what was going on. On arrival at the muster station there was dense smoke coming from the ashtray stand. The ashtray was opened, and a smouldering paper cup was found, along with recently discarded cigarette butts.

The smoker had, instead of bringing the cup to the dedicated waste bin which is just 10 metres away, just opened the standing ashtray and dumped the paper cup together with the still burning cigarette butt and closed it. This action caused smouldering and a small fire and could have developed into a much more serious situation.

What went wrong

- Personal negligence and not following basic rules;
- In other circumstances and conditions such negligence could have led to a more serious fire.

US EPA Vessel Incidental Discharge Act (VIDA) National Standards of Performance

The U.S. Environmental Protection Administration (EPA) has released the pre-publication version of its final rule to establish Vessel Incidental Discharge National Standards of Performance as directed by the Vessel Incidental Discharge Act, or VIDA, enacted in 2018, submitting this document for publication in the Federal Register.
The official version will appear in a forthcoming Federal Register publication 40 CFR Part 139, on the Government Printing Office's gov info website (https://www.govinfo.gov/app/collection/fr) and on Regulations.gov (https://www.regulations.gov) in Docket No. EPA-HQ-OW-2019-0482.
The USCG has two years to develop corresponding implementing regulations to ensure, monitor and enforce compliance with the EPA's standards. Until the USCG's regulations are final, effective and enforceable, ships continue to be subject to the existing discharge requirements established in the EPA's 2013 Vessel General Permit and the USCG's ballast water regulations, as well as any other applicable state and local government requirements.

Our Company is already working on adapting the changes this new rule is imposing.

Introducing SIRE 2.0: A Comprehensive Comparison with VIQ7 and Its Strategic Benefits

The Ship Inspection Report Programme (SIRE) has long served as a critical foundation in the global maritime industry, particularly within the tanker sector, to ensure safety, compliance, and operational integrity. With the introduction of **SIRE 2.0**, the programme is entering a new era of inspection rigor, incorporating advanced technologies, risk-based assessments, and deeper focus on human factors. This update signals a transformative shift, designed to improve the efficiency and reliability of tanker operations. Below is a comparative analysis of **SIRE 2.0** with its predecessor **VIQ7**, highlighting key differences and advantages.

Key Differences Between SIRE 2.0 and VIQ7

1. Inspection Scope:
- **VIQ7**: Under VIQ7, inspections were relatively standardized, with a predictable set of questions that were known beforehand. While it served its purpose, it offered limited flexibility, often leading to repetitive processes that did not necessarily capture the unique operational risks of individual ships.
- **SIRE 2.0**: In contrast, SIRE 2.0 adopts a dynamic risk-based inspection model. This means the questions and focus areas of each inspection are uniquely generated based on a vessel's risk profile, operational history, and real-time data. The inspection questionnaire is no longer static, allowing for tailored assessments that ensure critical risks are identified and addressed. The Compiled Vessel Inspection Questionnaire (CVIQ) is pivotal in this approach, giving inspectors the ability to delve deeper into vessel-specific issues.

2. Human Element and Performance:
- **VIQ7:** Human performance was acknowledged in VIQ7, but it wasn't a key focus. Most evaluations centered on mechanical and procedural compliance, often leaving out the vital impact of human error or judgment.
- **SIRE 2.0:** One of the most significant advancements in SIRE 2.0 is the focus on the human element. The introduction of the Human Element Response Tool (HERT) ensures that crew behavior, decision-making, and operational safety practices are deeply scrutinized. This is crucial, as human error remains a major cause of maritime accidents. SIRE 2.0's structured approach allows for a more comprehensive evaluation of how well crews are trained, how they react under pressure, and how onboard procedures align with real-world practices. This move towards human-centric inspections enhances the predictive nature of the programme, targeting not just equipment failures, but also potential human vulnerabilities.

3. Technology Integration and Evidence Collection:
- **VIQ7**: The evidence-gathering process in VIQ7 was largely manual and dependent on inspector observations and available documentation. While effective, this method often resulted in subjective evaluations and limited insight into underlying issues.
- **SIRE 2.0:** Leveraging modern technology, SIRE 2.0 introduces a digital-first inspection process. Inspectors are now equipped to gather evidence through digital tools, including photos, videos, and real-time operational data. This not only improves the quality and accuracy of inspections but also provides ship operators with clear, objective data to act upon. The use of digital evidence helps ensure transparency, reduces the likelihood of disputes, and creates a permanent record of findings that can be easily referenced for follow-up.

Introducing SIRE 2.0: A Comprehensive Comparison with VIQ7 and Its Strategic Benefits (Continued)

Strategic Benefits of SIRE 2.0

1. **Improved Risk Identification:** By generating inspection questionnaires based on a ship's specific operational risks and history, SIRE 2.0 ensures that potential issues are addressed before they lead to significant incidents. This level of customization helps both the ship operators and charterers gain a clearer understanding of the unique challenges and vulnerabilities each ship faces, allowing for more effective preventive measures.

2. **Enhanced Crew Competency and Operational Safety:** With the Human Element Response Tool, SIRE 2.0 ensures a more thorough examination of crew performance and decision-making, reducing the likelihood of human errors that could lead to operational failures. The new focus on human factors ensures that operational procedures are not just theoretical but are executed properly and effectively by the crew.

3. **Data-Driven Decision-Making:** The integration of digital tools and real-time evidence collection allows operators to make informed decisions based on accurate, verifiable data. The data-driven approach supports continuous improvement by providing actionable insights, which can be used to refine operations and minimize risks.

4. **Higher Standards of Transparency:** The introduction of digital records and enhanced data collection fosters an environment of transparency and accountability. Ship operators can now have more confidence in the inspection results, while charterers and oil majors benefit from clearer, more objective reports that reflect the true operational state of the vessel.

SIRE 2.0 and the Future of Tanker Operations

SIRE 2.0 represents a leap forward in the tanker inspection landscape, blending cutting-edge technology with a deep understanding of human factors to enhance maritime safety and operational efficiency. By focusing on a vessel-specific, risk-based approach, SIRE 2.0 promises to set a new standard for tanker vetting and inspection, ensuring that industry stakeholders are better equipped to manage the increasingly complex demands of modern maritime operations.

In comparison to VIQ7, which provided a solid foundation, SIRE 2.0 is not just an evolution but a transformation. The future of tanker safety and compliance will be defined by this shift towards more dynamic, data-driven, and human-centered inspections, ensuring that the industry is well-prepared to tackle future challenges while safeguarding lives, cargo, and the environment.

Our Company has taken following measures to cope with this important change:

- **TIARE is fully harmonised with SIRE 2.0, with the guidance for inspectors notes populated with references to our DMS**
- **We have organised various learning engagements for shore and sea-going employees to increase their awareness of**
  - **the new concepts of Subject of Concern and Nature of Concern**
  - **The new way opening and closing meetings are conducted**
  - **The interaction of crew with the inspector**
- **We are in the process to adopt a tablet based application for future TIARE**

FuelEU maritime

The **FuelEU Maritime Regulation and Alternative Fuels Infrastructure Regulation (AFIR)** have been formally adopted.
They have been published 22Sep23, in the official journal of the European Union and entered into force 20 days after their publication in the official journal, i.e. 12Oct23.
Both texts can be found here: https://eur-lex.europa.eu/TodayOJ/fallbackOJ/l_23420230922en.pdf
Further technical aspects are still to be addressed by Delegated/Implementing Acts for FuelEU Maritime.

1. The main objective of the FuelEU maritime initiative, as a key part of the EU's Fit for 55 package (ETS, IMO, AFIR, ETD, FuelEU and RED), is to increase the demand for and consistent use of **renewable and low-carbon fuels** and reduce the greenhouse gas emissions from the shipping sector, while ensuring the smooth operation of maritime traffic and avoiding distortions in the internal market.
The new legislation
- sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO2, CH4, and N2O reduction targets on a full well to wake calculation.
- provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable **renewable and low-carbon** maritime fuels, thus aims to put maritime transport on the trajectory of the **EU's climate targets** for 2030.

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

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

4. Other work streams under progress
There are 4 other Work Streams (WS) in support of the FuelEU Maritime Regulation. Among which, we highlight the 'Elements for FuelEU specific monitoring, reporting and verification activities including accreditation of verifiers'.
Objective: Develop requirements on subject.
- Art.7(4): monitoring plans templates and tech rules
- Art 12(5): rules for verification activities
- Art.13(3): methods and criteria of accreditation of verifiers
We will keep monitoring the development and report.

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

EU ETS update

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.

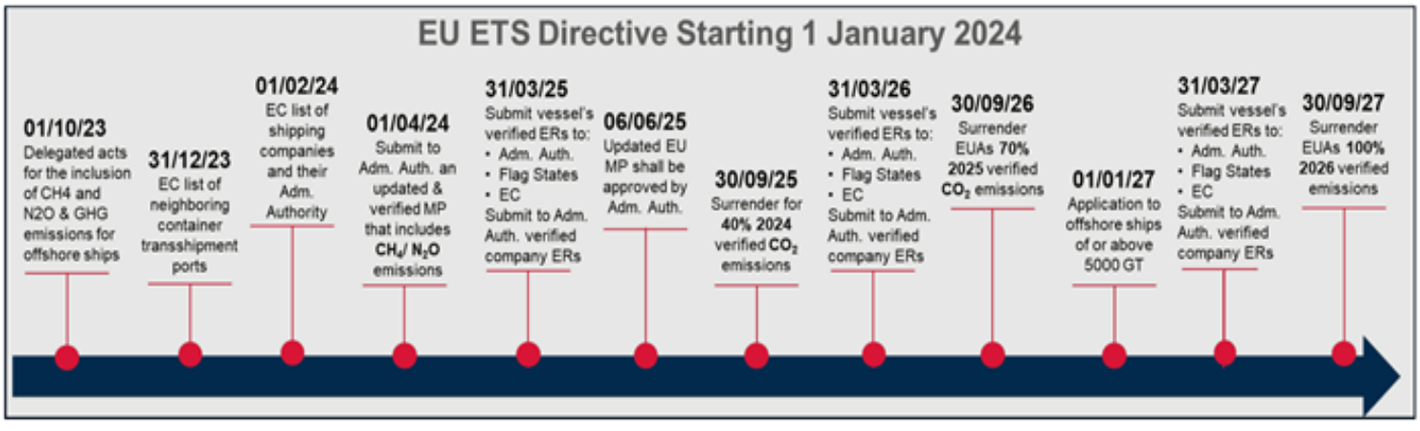
For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State.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

Surrendering of Allowances
Starting from **2025**, shipping companies shall surrender by 30 September of each year, EUAs corresponding to their verified GHG emissions of the previous monitoring year. There will be a gradual phase-in of the required allowances to be submitted.
• By **30 September 2025**, surrender of EUAs corresponding to **40% of 2024** verified **CO2 emissions**.
• By **30 September 2026**, surrender of EUAs corresponding to **70% of 2025** verified **CO2 emissions**.
• By **30 September 2027**, surrender of EUAs corresponding to **100% of 2026** verified **CO2, CH4 and N2O emissions**.

Biofuels

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

Today there is a wide range of biofuels, including **FAME, HVO, pyrolysis oils, e-fuels and alcohols such as ethanol and methanol**. Many of these, such as ethanol, FAME and HVO, have already been adopted by the automotive industry.
Currently, most biofuels used in shipping are types of biodiesel: **fatty acid methyl esters (FAME) or hydro-treated vegetable oils (HVO)**. Both primarily use plant oil feedstocks such as rapeseed, soybean and palm oil, but it is possible to use waste and residue fats as well.
- **FAME** - currently, the most prominently used biofuel in marine applications. Feedstock should be compliant with the EN 14214. Mostly intended to be used as a blend. Should not be stored for longer than six months as it is susceptible to oxidation, which can leave deposits that may eventually block filters and has a short degrading time.
- **HVO** (or renewable diesel): Compliant with the EN 15940. Very stable and can be stored for long periods as it is not susceptible to oxidation or microbiological growth. Can be used as drop-in fuel or blended with conventional fuels.

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

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

MEPC 78 has approved the Unified Interpretation on Regulation 18.3 of MARPOL Annex VI simplifying the use of biofuels on board ships in relation to the NOx emission (MEPC.1/Circ.795/Rev.6), which clarifies:
• The use of the biofuel by introducing the 10% limit by volume of possible NOx emission increase to the fuel up to 30% mixture by volume, if there is any modification to engine parts/components, should meet the requirements of regulation 18.3.1 of MARPOL Annex VI, it is therefore considered to be fuel oil of blends of hydrocarbons derived from petroleum refining and verification of the NOx impacts is not required
• For more than 30% mixture, should meet the requirements of regulation 18.3.2 of MARPOL Annex VI, and will be subject to a new NOx certification.
• However, even if the mixture rate exceeds 30% by volume, if there is no modification to the NOx critical components or settings/ operating values, no further NOx certification is required so far as it meets the 10% increase limit.
This interpretation is included in a Revision 6 and 7 of MEPC.1/Circ.795.

Biofuels (Continued)

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

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

For details pls refer to:

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

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

References

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

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.

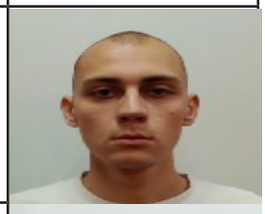
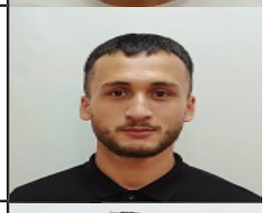
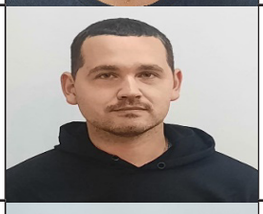
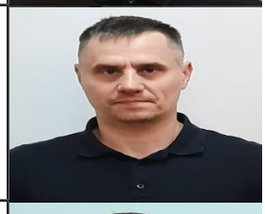
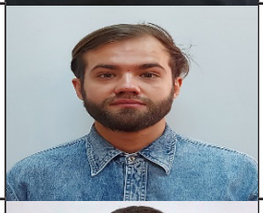
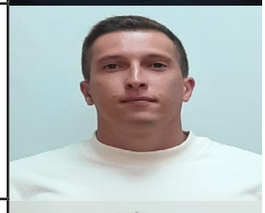
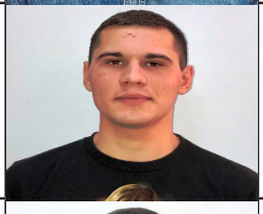
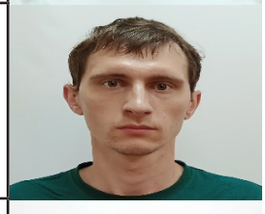
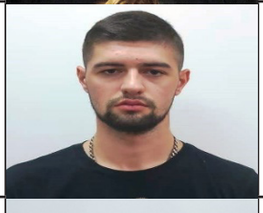
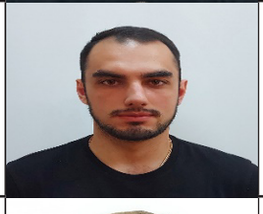
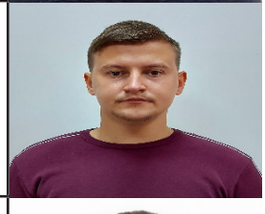
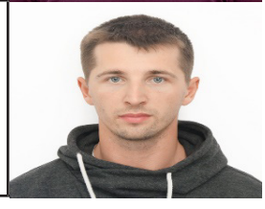
Therefore, the HKSRC will enter into force in 26Jun25.

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

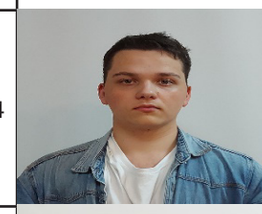
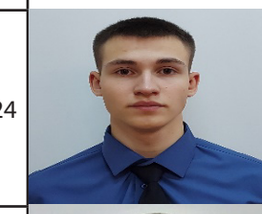
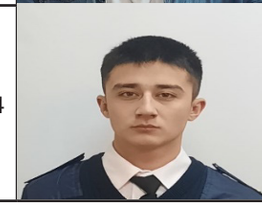
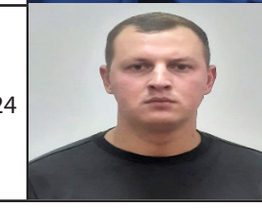
Other references
- BIMCO: https://shipmanagementinternational.com/bimco-calls-on-shipowners-to-observe-responsible-ship-recycling-ahead-of-hk-conventions-entry-into-force/#:~:text=BIMCO%20calls%20on%20shipowners%20to%20observe%20responsible%20ship,the%20Convention%E2%80%99s%20entry%20into%20force%20in%20June%202025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

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

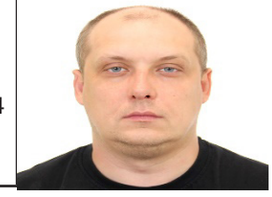
Promotions Roxana Shipping - ROKS Maritime 01Jul24 - 30Sep24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Snegurenko Evgeny	Master	02/07/2024		Dolgal Egor	4th/ Off	09/09/2024	
Rarov Valentin	Master	25/07/2024		Akramov Ilkhomdzhon	4th/ Off	30/08/2024	
Karipbaev Sergei	2nd/Off	12/07/2024		Potianikhin Nikolai	Ch.Eng	12/07/2024	
Gontar Aleksei	2nd/Off	30/08/2024		Grachev Gennadii	2nd/ Eng	23/08/2024	
Nozhnov Aleksei	3rd/Off	10/07/2024		Plakunov Dmitrii	3rd/ Eng	30/08/2024	
Arestov Georgii	3rd/Off	30/08/2024		Rybas Oleg	3rd/ Eng	16/07/2024	
Zainulov Aleksandr	3rd/Off	01/07/2024		Podduev Egor	4th/ Eng	02/07/2024	
Kuznetsov Valerii	3rd/Off	13/08/2024		Bovtik Artem	4th/ Eng	19/08/2024	

Promotions Roxana Shipping - ROKS Maritime 01Jul24 - 30Sep24

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Sviridov Andrei	Wiper	01/07/2024		Sheronov Mikhail	O.S.	08/09/2024	
Stativkin Anton	O.S.	14/08/2024		Martynov Evgenii	O.S.	24/07/2024	

Familiarization Roxana Shipping - ROKS Maritime 01Jul24 - 30Sep24

Name	Rank	Promotion Date	Photo
Alexander Sidorov	Master	23-26/09/2024	

Mr. Georgios Giatzitzoglou's employment

We are pleased to advise you that Mr. Georgios Giatzitzoglou, has joined ROKS Maritime Inc. as of 02Sep24 in the position of Fleet Technical Superintendent, directly reporting to the Technical Dept. Manager, Mr. Dimitris Peppas.

In 2020, Georgios graduated from the National Technical University, holding his MSc degree in Naval Architecture & Marine Engineering, while simultaneously working as a trainee in reputable maritime service provider companies.

Since his graduation, he has been working in a shipping company, gaining experience as a Technical Coordinator and Fleet Superintendent.

Mr. Giatzitzoglou's 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.

Georgios, welcome on board!

Capt. Alexander Vladimirovich Kozlov in 16th Greece Race for the Cure Marathon

Capt. Alexander Vladimirovich Kozlov ran in the 16th Greece Race for the Cure Marathon, on 29th of September 2024.

Organized by the Panhellenic Association of Women with Breast Cancer "Alma Zois" since 2009, the Greece Race for the Cure® is dedicated to raising awareness and educating the public about breast cancer in Greece. This event has become one of Europe's most popular initiatives for breast cancer awareness and is the largest sporting event with a social purpose in Greece, having attracted over 300,000 participants since its inception.

Each year, women, men, and children come together at the Greece Race for the Cure® to unite in the fight against breast cancer, turning the event into a grand celebration of hope and solidarity.

This year, Captain Alex participated and supported the race, experiencing the thrill of running alongside 15,000 fellow participants.

He strongly encourages everyone to join future marathons, stating, "I run to demystify cancer, to defeat fear and prejudice, and to save lives. My goal is to ensure that there are no more deaths from cancer."


R ROXANA
SHIPPING S.A.
State of the Art In Shipmanagment is our Tradition
Incident Free Effective Efficient