BMS no. 4 HSSE Objectives and KPIs

Principle: The company documents, maintains and follows policies, practices and procedures for the safety of their employees and the safe, compliant and reliable operation of their ships.				
Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Basic	HSSE objectives and KPIs are defined. There is a process in placed for setting HSSE goals and objectives. The company's undertaking is defined in documentation that includes vision statements, policies, and procedures	The company's HSSE objectives and associated KPIs should be consistent with the company's needs. They should be realistic, challenging and value added. They should be approved by the most senior manager in the organization, communicated across the company and a process should be in place to provide feedback to the executive team. Vision statements contain highlevel and long-term goals and aspirations and include a zero-accident culture. The company defines what HSSE excellence means and aims to achieve this through continual improvement	Procedure for setting and defining objectives. The company's HSSE objectives and KPIs are available and endorsed by senior management (emails, minutes of meetings, etc.). Vision statement & policies signed by senior manager. Vision statement incudes an aspiration for a zero-accident culture.	Assessments Behavioral Competency Assessment Trainings Crisis Intervention & Safety Management, Goal Setting & Achievement, Problem Solving and Decision Making. Cultural Awareness, Situational Awareness Goal Setting and Achievement Consulting Services

Level	Expectations	Targets	Suggested objective	Filistos ASCOT's
			evidence	Services
Intermediate	Everyone within the company understands the company's concept of safe operations and HSSE excellence as applicable to their role	There is a documented process established to achieve the set objectives. Managers promote and measure personnel understanding through a variety of activities. Examples may include: • Safety induction and familiarization programs. • Vessel/office visits. • Computer-based training/onboard training. • Informal meetings/personnel interviews. • Office/vessel conference calls. • Company seminars.	Plan on how objectives are being achieved. Objectives and KPIs for various departments in office and ships. The Company KPIs are referred to in regular HSSE meeting reports Key personnel are aware of HSSE objectives when interviewed. HSSE targets are documented. Evidence in SMS regarding communicating goals and objectives as appropriate.	Assessments Behavioral Competency Assessment, On Board Performance Evaluation, Ratings Assessment Form Officers Assessment Form Trainings Crisis Intervention & Safety Management, Goal Setting & Achievement, Problem Solving and Decision Making. Cultural Awareness, Situational Awareness Goal Setting and Achievement Consulting Services

Level	Expectations	Targets	Suggested objective	Filistos ASCOT's
			evidence	Services
	The steps required to HSSE excellence at	The action plan establishes a clear time	HSSE action plan.	<u>Assessments</u> Workplace
Advanced	each level of the	frame with short-term	Objective evidence of	Performance and
	action plan are clearly	targets and objectives	measurement of	Satisfaction,
	defined by	defined for each step of	performance and	Behavioral
	management.	the plan, to achieve the	communication.	Competency
	managementi	long-term goals.		Assessment,
	Objectives and KPIs	Key performance		Onboard
	are measured across	indicators should be set.		Performance
	all levels of the	The plan is reviewed at		Evaluation,
	organization (office,	regular intervals and	Evidence of goals and	Ratings
	departments, and	modified as trends are	objectives for both	Assessment
	vessels) on	identified.	supervisors onboard and	Forms,
	a periodic basis and	identified.	ashore.	Officers
	linked to the		45.7616.	Assessment
	iiiikea to tile			Forms,
	HSSE strategy.			Wellbeing Survey
	1133E Strategy.			Wellbellig Survey
	Office and vessel			Trainings
	supervisors promote			Crisis Intervention
	HSSE in alignment			& Safety
	with the company's			Management,
	goals and objectives.			Goal Setting &
				Achievement,
				Problem Solving
				and Decision
				Making.
				Cultural
				Awareness,
				Situational
				Awareness
				Goal Setting and
				Achievement
				Consulting
				Services

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Excellence	The company conducts trend analysis of HSSE performance against strategy, objectives and KPIs to measure performance. Such analysis is included in management reviews. Leading indicators should be set and measured	Company business strategy includes HSSE strategy. There is a documented process in place to trend and analyze KPIs to provide meaningful data from which action items can be developed to ensure continuous improvement. Corrective actions are developed for under performance. Managers review KPIs (including leading indicators) and performance on a periodic basis.	CSR report, annual reports, investor related communications and shareholder communications reflect HSSE as an integral part of the company's reports. Trend analysis of KPIs and actions thereof.	Assessments Workplace Performance and Satisfaction, Behavioral Competency Assessment, Onboard Performance Evaluation, Ratings Assessment Forms, Officers Assessment Forms, Wellbeing Survey Trainings Crisis Intervention & Safety Management, Goal Setting & Achievement, Problem Solving and Decision Making. Cultural Awareness, Situational Awareness Goal Setting and Achievement Applications On the Go Consulting Services

BMS no.6 Maters' reviews & company evaluation

Expectations	Targets	Suggested objective	Filistos ASCOT's
		evidence	Services
The company has a procedure for reviewing		Evidence of procedures.	Assessments Behavioral
the safety management system and reporting its deficiencies to the shore management.	every 12 months and submitted to shore management.	Records of master's reviews being received.	Competency Assessment, On Board Performance Evaluation,
The company has a process for addressing		master's reviews	Ratings Assessment
deficiencies raised in master's reviews and	The company provides feedback on master's	Evidence of procedure for management review	Form, Officers Assessment
providing feedback. The company has a	reviews received.	Records of management review meetings	Form
procedure for management reviews.		Records of management reviews being circulated.	Course Titles Crisis
The company has a procedure for initiating corrective actions identified during either master's review or management review	Management reviews are carried out at planned intervals, not exceeding one year. The results of the review are circulated to all departments and vessels. The company addresses deficiencies raised.	Records of corrective actions from master's reviews and management reviews. management reviews.	Invention& Safety Management, Goal Setting & Achievement, Leadership & Management, Train the Trainer Applications On the Go
	The company has a procedure for reviewing the safety management system and reporting its deficiencies to the shore management. The company has a process for addressing deficiencies raised in master's reviews and providing feedback. The company has a procedure for management reviews. The company has a procedure for initiating corrective actions identified during either master's review or	The company has a procedure for reviewing the safety management system and reporting its deficiencies to the shore management. The company has a process for addressing deficiencies raised in master's reviews and providing feedback. The company has a procedure for management reviews. The company has a procedure for initiating corrective actions identified during either master's review or management review The company has a procedure for initiating corrective actions identified during either master's review or management review The company has a procedure for initiating corrective actions identified during either master's review or management review The master's review is carried out at least once every 12 months and submitted to shore management. The company provides feedback on master's reviews received. Management reviews are carried out at planned intervals, not exceeding one year. The results of the review are circulated to all departments and vessels. The company addresses	The company has a procedure for reviewing the safety management system and reporting its deficiencies to the shore management. The company has a process for addressing deficiencies raised in master's reviews and providing feedback. The company has a procedure for management reviews. The company has a procedure for management reviews. The company has a procedure for initiating corrective actions identified during either master's review or management review Management review are carried out at least once every 12 months and submitted to shore management. Records of master's reviews being received. Records of feedback on master's reviews received. Records of management review are carried out at planned intervals, not exceeding one year. The results of the review are circulated to all departments and vessels. The company addresses

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Intermediate	A master's review is carried out by every master who serves aboard during the year. Management reviews take place more frequently than the prescribed once per year. The management review includes a review of available health and safety data to identify trends. Corrective actions from master's & management reviews are closed out within the prescribed time frame	A master's review is carried out by every master who serves aboard during the year. Management reviews take place more frequently than the prescribed once per year. The management review includes a review of available health and safety data to identify trends. Corrective actions from master's & management reviews are closed out within the prescribed time frame	A master's review is carried out by every master who serves aboard during the year. Management reviews take place more frequently than the prescribed once per year. The management review includes a review of available health and safety data to identify trends. Corrective actions from master's & management reviews are closed out within the prescribed time frame	Assessments Behavioral Competency Assessment, On Board Performance Evaluation, Ratings Assessment Form, Officers Assessment Form Course Titles Crisis Invention& Safety Management, Goal Setting & Achievement, Problem Solving Train the Trainer Applications On the Go Consulting Services

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Advanced	The company specifies the period from joining that the master carries out a review. The company requires the master to discuss the SMS review with crew members. Management review meetings are planned and held quarterly. Additional management review meetings are held, as necessary. Management review includes the effectiveness of the cyber security plan. Management review includes analysis of investigations into severe incidents	Every master carries out and submits a review within a set period of joining. The master discusses the review with crew members, particularly those responsible for the areas covered in the review. Quarterly management review meetings are planned and held. Management review meetings review each department's performance. Additional management review meetings are held when circumstances require.	Evidence of procedures. Records of master's reviews being received. Evidence of procedure for management review meetings including a review of HSSE data. Records of management reviews being circulated. Records of corrective actions from master's reviews and management reviews.	Assessments Behavioral Competency Assessment, On Board Performance Evaluation, Ratings Assessment Form, Officers Assessment Form Course Titles Problem Solving & Decision Making, Crisis Invention& Safety Management, Goal Setting & Achievement, Problem Solving Train the Trainer, Situational Awareness Applications On the Go Consulting Services

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Excellence	The management review includes staffing levels on board and ashore, feedback on training and familiarization, review of the PTW process, safety culture improvement program, effectiveness of the environmental management, effectiveness of corrective and preventive actions for serious incidents	The management review includes staffing levels on board and ashore, feedback on training and familiarization, review of the PTW process, safety culture improvement program, effectiveness of the environmental management, effectiveness of corrective and preventive actions for serious incidents	Evidence of procedures. Records of master's reviews being received. Evidence of procedure for management review Records of management review meetings including a review of HSSE data. Records of management reviews being circulated. Records of corrective actions from master's reviews and management reviews.	Assessments Behavioral Competency Assessment, On Board Performance Evaluation, Ratings Assessment Form, Officers Assessment Form Course Titles Problem Solving & Decision Making, Crisis Invention& Safety Management, Goal Setting & Achievement, Problem Solving Train the Trainer, Situational Awareness, Cultural Diversity Applications On the Go Consulting Services

BMS no. 7 HR Management and Recruitment (office)

Principle: The company establishes an organization that allows it to deliver its objectives effectively through the deployment of competent people and adequate resources ashore.

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Level	Expectations	Targets	Suggested objective	Filistos ASCOT's
			evidence	Services
	The company has	There are processes		<u>Assessments</u>
	formal processes that	for management and	HR policies and	
	address HR matters	recruitment of	procedures.	WBEI
Basic	e.g., recruitment,	personnel.		FFPQ
	appraisals, etc.	An organization chart is		Office ANCOR
	The company has an	in place with	Organization chart for	Aptitude and Ability
	organization chart. All	appropriate lines of	office. Job descriptions,	Measures (AAM)
	positions are	reporting. Organization	roles, responsibilities,	Personality and
	identified with	chart shows DPA, CSO	and minimum	Behavioral
	supporting	and other key staff.	qualifications.	Competency Matrix
	documentation for	Job description, roles		
	key positions i.e., job	responsibilities, and		<u>Trainings</u>
	descriptions with	minimum qualifications		Decision Making,
	roles, responsibilities,	for key positions on the		Emotional
	and minimum	office are		Intelligence at Work
	qualifications for each	documented.		Mental Health
	role.			Awareness,
				Psychosocial Risks-
				Safety Precautions
				Resilience
				Consulting Services

Level	Expectations	Targets	Suggested objective	Filistos ASCOT's
			evidence	Services
	The company has HR	There is a documented	HR procedures	<u>Assessments</u>
	processes for:	process for:		
		- selection process	Documented interview	WBEI
Intermediate	- Role specific	which shall include but	notes.	FFPQ
	recruitment for key	not be limited to needs,	background/qualification	Office ANCOR
	shore-based staff with	qualifications,	checks documented sign	Aptitude and Ability
	appropriate levels of	competence, training,	off for approval of hires.	Measures (AAM)
	approvals	health fitness to work,	appraisal procedures &	Personality and
	- appraisal process	background checks,	forms personal	Behavioral
	with performance	document authenticity	development plans	Competency Matrix
	feedback and skill set	checks, interviews, etc	Retention rate target for	
	gap analysis	- for obtaining	key shore- based	<u>Trainings</u>
	- personal	approvals at the	personnel.	Communication,
	development plans	appropriate levels of		Decision Making,
		organization during the	The company has a target	Emotional
	The company	recruitment process	retention rate for key-	Intelligence at Work
	monitors the	There is an appraisal	shore based staff.	Mental Health
	retention rate of key-	process for personnel		Awareness,
	shore based staff.	where appraisals are		Psychosocial Risks-
		carried out at least		Safety Precautions
		annually.		Resilience
				Consulting Services

Level	Expectations	Targets	Suggested objective	Filistos ASCOT's
			evidence	Services
A diverse d	The recruitment process includes a requirement for shipboard experience	The company has identified key positions ashore with a minimum	Experience matrix with shipboard management level service.	<u>Assessments</u> WBEI
Advanced	for shipboard experience for certain shore positions. The appraisal process includes annual target setting and evaluation. The company has an organizational chart to display the relationships between internal (office, ship and support) including all HSSE functions. External (flag, class, charterers, etc.) communications responsibilities are documented in SMS.	asnore with a minimum management level experience aboard vessel, to understand shipboard operations. Annual target setting and evaluation. HSSE representation at executive level reporting directly to the CEO Interface document available defining reporting and communication lines between stakeholder or adequately documented in job descriptions, procedures, etc.	Annual performance reviews Interface document. Org chart with HSSE position that reports to the CEO	FFPQ Office ANCOR Aptitude and Ability Measures (AAM) Personality and Behavioral Competency Matrix Trainings Communication, Decision Making, Emotional Intelligence at Work Mental Health Awareness, Psychosocial Risks- Safety Precautions Resilience
				Consulting Services

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Excellence	The recruitment process includes tests aptitude, personality and/or skills. Annual performance evaluation includes a mid-year review. Organization chart is reviewed periodically with senior management reviewing staffing levels and competencies. Roles, responsibilities, and job descriptions are reviewed on a periodic basis. Current /future manning needs form part of company's annual review	Aptitude, personality, skills - psychometric evaluation, etc. Annual performance evaluation includes a midyear review. Organization chart is reviewed periodically by senior management. Periodic reviews of job descriptions. Staffing levels form part of the management review. Lessons learnt from exit interviews with personnel are used to enhance retention.	Performance reviews with mid-year reviews. Review of organization chart by senior management. Minutes of management review include staffing levels. People resourcing strategy. Exit interviews records	Assessments WBEI FFPQ Office ANCOR Aptitude and Ability Measures (AAM) Personality and Behavioral Competency Matrix Course Titles All course Titles Consulting Services

BMS no. 9 Crew Management and Recruitment

Principle: The company deploys competent people and adequate resources aboard vessels in its fleet.					
Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services	
Basic	The company has processes that address crew matters i.e., recruitment, training requirements, appraisals, manning levels, disciplinary, code of conduct, work, and rest hours, etc. Recruitment of seafarers include a pre-employment medical examination.	There are processes for management and recruitment of personnel. Recruitment process includes qualifications, competence, training, fitness to work, background checks, document authenticity checks, interviews, etc. There is a code of conduct and a disciplinary procedure. Medical checks to ensure seafarers are fit for service. There is an appraisal process for all seafarers. Appraisals are conducted regularly, and the appraisals are reviewed and followed up, where necessary.	Crew policies and procedures Selection criteria Job descriptions disciplinary procedures Medical checks. Appraisal process. Appraisals reviewed in office ashore.	Assessments CAPRE-DIEM V2 50CEANS ANCOR V2 SEAFARER ABILITY ASSESSMENT (SAA) Trainings Psychosocial Risks-Safety Precautions, Situational Awareness, Mental Health Awareness, Resilience	

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Intermediate	The company has HR processes for: - crew recruitment with appropriate levels of approvals, - crew appraisal process with performance feedback and identification of training needs. - crew personal development plans - drug and alcohol testing - disciplinary procedures.	There are procedures for obtaining approvals at the appropriate levels of the company during the recruitment process. Where applicable skill tests including language tests are conducted Drug and alcohol policy includes testing.	Approval levels for different ranks. Standards for language testing and skill levels. Drug and alcohol test results.	Assessments CAPRE-DIEM V2 50CEANS ANCOR V2 SEAFARER ABILITY ASSESSMENT (SAA) Onboard Performance Evaluation, Ratings assessment forms Trainings Psychosocial Risks- Safety Precautions, Situational Awareness, Mental Health Awareness

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Advanced	Management level officers undergo appraisals appropriate to their positions. The company has a defined promotion process and aims to promote vessel staff from within the fleet, if possible. Crew management is reviewed annually. The Company monitors the retention rate of management level officers over a 2-year period. Manning levels are reviewed at least annually to ensure they are adequate. The company employs officer cadets aboard its vessels. Medical checks include additional aspects of physical health	Management level officers undergo appraisals during superintendent visits or office visits. Promotion procedure is defined. Career advancement is documented by the company. Manning levels are adjusted due to maintenance issues, changes to trading patterns and transit through high-risk security areas. Enhanced pre-employment medical checks to screen for underlying conditions and illnesses.	Appraisals carried out by visiting superintendents or during management level debriefings. Promotion procedure / requirements. Career advancement records. Records of additional manning Review of retention rate. Records of officer cadets. Enhanced preemployment medical checks.	Assessments All assessment tests designed for the maritime industry for promotions, mental health fitness, soft skills and resilience. Trainings Leadership & Management, Communication, Goal setting & achievement Problem solving & Decision making, Situational Awareness Mental Health Awareness Mental Health Awareness On the Go Consulting Services

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Excellence	Current and future manning needs part of company's annual review The company operates a formal cadet training program to ensure future manning needs can be met.	Succession and recruitment planning includes profiling of competence, experience, and retirements. Deck/engine cadets form part of the companies manning strategy.	Succession planning roadmap Review of retention rates and impact on manning needs. Cadet training program - KPI of cadets per ship	Assessments All assessment tests designed for the maritime industry for promotions, mental health fitness, soft skills and resilience. Trainings Leadership & Management, Communication, Goal setting & achievement Problem solving & Decision making, Situational Awareness Leadership & Teamwork, Mental Health Awareness Applications Hub, On the Go Consulting Services

BMS no. 13 Crew Welfare

Principle: Th	Principle: The company has a program to ensure the wellbeing of vessel personnel.					
Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services		
	The company has a	The Company	MLC certification	Assessment tests		
	process to ensure	defines routine	Records of Health, Safety	for mental Health		
Basic	that accommodation is	inspections and	and Hygiene inspections.	and Psychosocial		
	safe, decent, and	actions to address		Risks		
	regularly inspected.	identified	All personnel are	CAPRE DIEM V2		
	The company provides	deficiencies.	familiarized and obtain	ANCOR V2		
	recreation facilities as	Ideally recreation	copies of the complaint	Work related		
	required by Flag	facilities should have	procedure.	stress assessment		
	Administration.	some or all of separate	Dealing with seafarers'	Debriefing Form		
	The company has	smoking rooms, TV, CD,	complaints in	Wellbeing Survey		
	processes to ensure	DVD and PC	a timely and effective			
	that there are enough	equipment, sports	manner is evidenced.	Trainings and		
	quantities of good	facilities, table and	Records of hours of work	course titles		
	quality food and	deck games, library,	& rest	Crisis intervention		
	drinking water. The	communication		& Safety		
	company has a	facilities including	KPI number of hours of	Management,		
	complaint procedure.	email and internet	rest violations.	Mental Health		
		access.		Awareness,		
	Company procedures	A complaint procedure,	Policy and procedures.	Psychosocial		
	ensure fatigue is	in compliance with		Risks-Safety		
	managed aboard its	applicable flag and		Precautions,		
	vessels.	national	Provision of literature	Communication,		
		requirements, is		Problem Solving,		
	The company has	implemented.		Assertiveness,		
	processes to	Religious and cultural		Bullying in the		
	eliminate	conditions are		Workplace		
	harassment and	considered with				
	bullying aboard. The company has	catering.		<u>Applications</u>		
	' '	The company monitors		Hub,		
	processes to support mental health and	hours of work and rest		OnTheGO		
	wellbeing aboard.	A harassment and bullying		Camacultin -		
	wellbeilig aboard.	policy is in		Consulting		
		place.		<u>services</u>		
		The company provides				
		literature to promote				
		awareness of mental				
		health and wellbeing.				
		nearth and wellbeing.				
				1		

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Intermediate	The company has programs for health promotion and education. The company provides education in fatigue management. The company has processes to ensure that crew are repatriated in line with their contract. The company has a prevention and education program in place to support the drug and alcohol policy. The company has a policy on mental health & mental illness.	The company makes use of company newsletters, noticeboard bulletins, campaigns and/or websites to inform the crew of important issues that impact their professional lives, health, safety, and welfare. The company monitors the number and period of contract overruns Company promotes good mental health of all staff and provides people within and external to the company who are trained in listening to persons wishing to discuss their stat of mental health.	Company newsletters, bulletins, campaigns and/or websites. KPI number of seafarers not relieved on time & period of extension. KPI number of cases where drugs or alcohol is abused. Evidence of company supporting good mental health.	Assessments ANCOR V2 CAPRE DIEM V2 Work related stress Traumatic Event Evaluation Course Titles Anger Management, Assertiveness, Bullying in the Workplace, Crisis Invention & Safety Management, Mental Health Awareness, Psychosocial Risks-Safety Precautions, Resilience Situational Awareness Applications Hub, On The Go Consulting Services

Level	Expectations	Targets	Suggested objective evidence	Filistos ASCOT's Services
Advanced	The company has implemented a comprehensive drug and alcohol screening program to act as a deterrent. The company promotes a respectful workplace. The company provides access to telemedicine services for its seafarers. The company's procedures on mental health include training and awareness, assistance and treatment and monitoring	Drug and alcohol testing is carried out: - Pre-employment, routine medicals, periodically, for reasonable cause, random, and/or post incident. The company has a zero-tolerance approach to discrimination, bullying and sexual harassment, and has developed a clear process for reporting incidents. The company may consult with maritime trade unions and other organizations in the support of their policy and procedures	,	

Level	Expectations	Target	Suggested objective evidence	Filistos ASCOT's Services
Excellence	The company undertakes regular consultations with and surveys of their seafarers to seek information on their wellbeing. The company promotes a respectful workplace.	The consultations and surveys should include questions as to their working conditions, communications with colleagues, work life balance, staff support, etc. Surveys should be carried out by 3 rd party providers to provide anonymity of seafarers responding. Where concerns are identified the company implements action plans to address these. The company has an open-door policy for reporting breaches of company guidelines on discrimination, bullying and sexual harassment. The company provides a clear reassurance on whistleblowing	Evidence of surveys plans to address these. The company has an open-door policy for reporting breaches of company guidelines on discrimination, bullying and sexual harassment. The company provides a clear reassurance on whistleblowing	Assessments All assessment tests for mental health and psychosocial risks. Wellbeing Survey Course Titles Anger Management, Assertiveness, Bullying in the Workplace, Crisis Invention & Safety Management Mental Health Awareness, Psychosocial Risks-Safety Precautions, Resilience, Situational Awareness Applications Hub, On The Go Consulting Services