V. VERIFICATION PROGRAM (V.VP)

2023

COMPILED	APPROVED
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REVISION No.	ISSUE DATE	COMMENTS/AMENDMENTS
1.0	23/01/23	INITIAL ISSUE
2.0	01/04/23	All Pages – Revised branding Page 10 – Included missing Headline KPIs for 'Technical Off-Hire' and 'On-Time Relief' Page 24 – Added new 'Band B' metric for 'Single-Use Plastic Processed Offshore' Page 24 – Added new 'Band B' metric for 'Aux. Generator CO2 Emissions' Page 25 – Amended scoring measures for 'Onshore Emergency Exercises' Page 37 – Updated Glossary with new/additional terms Page 37 – Corrected links in Annex A to direct to definitions/calculations in new Annex D Page 39 – Updated RACI Matrix to include new metrics Page 40 – Added new 'Annex D – Service Delivery KPI Definitions & Calculations'
3.0	26/07/2023	Page 13 – Crew Hours of Work & Rest - period updated from YTD to Previous Month, and 'Work & Rest Violations' dashboard' removed from Tactical Tools Page 13 – Critical Equipment Defects – removed reference to 'ShipSure BI' from Tactical Tools Page 16 – Onboard Drills & Exercises - Fire Drill updated to 1 per month from 2 per month Page 17 – ISPS Drills and Exercises- ISPS Drill in event of >25% Crew Change – Within 1 Week of Crew Change- removed from Measures Page 17 – Conduct of Senior Leader Engagement (SLE) Calls- we will now capture MD/CEO, OD, TD (for Leisure) and FM engagements Page 19 – RightShip DoC Score- corrections this applies at Office and above level Page 20 – Seafarer Promotion Ratio- period changed to L12M from quarterly Page 38 – Annex C- Addition of A (for MD) for metric Remote VDR audits Page 40/41 – Annex D - correction for Safety, Security and Env. Observations definitions Removal of following 5 metrics: • Training Completion/Corporate Induction - due to insufficient data • Training Completion/Superintendents – due to insufficient data • Safety Culture Training – data could not be validated from Percipio Platform • Superintendents Sailing Navigation Audits – replaced by V.Assurance • Superintendents Sailing Engineering Audits -replaced by V.Assurance • On-Time Crew Reliefs – % of Onboard Positions- was a duplicate on the document

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V.GROUP SAFETY “NON-NEGOTIABLES”

Safety non-negotiables

If you see it, you own it
See it, own it, improve it, and keep yourself – and your colleagues – safe

Status quo is regress
Challenge everything that does not look or feel right

Report in a timely manner
Make sure the necessary report is raised in a timely, detailed, and effective manner

Follow through
Close the loop and deliver!

We Win Together!
Collaborate and communicate with your shipmates, colleagues, and peers

WHAT IS THE V.VP?

The V.Group Verification Program (V.VP) is a means for us to set objectives that seek to continually improve our safety, operational, cultural, and business performances in a manner that aligns with and reflects the expectations of our customers, industry bodies, and legislative organisations.

The V.VP will be issued annually, and reviewed as each year progresses, to provide all V.Group colleagues – onboard and onshore – with a single reference document and set of goals that assure our constant, flawless service delivery.

How can we use the V.VP?

The V.VP can used to further evidence V.Group compliance with many areas of our key industry expectations, such as our own safety management system (the V.MS) and external standards such as the ISM Code, TMSA, DryBMS, and MLC.

Each V.VP metric contains direct reference to relevant parts or regulations within these standards and shows our direct links between documented processes and our associated, measured performance.

The V.VP is not exhaustive and does not address every single area of these standards but can be used to evidence our compliance with certain key elements that directly improve our operational and business performances.

Does the V.VP replace our V.MS or other internal standards?

Absolutely not. The V.VP is a tool to help us prioritise, capture, and measure key performance areas that sit under our V.MS and other industry expectations. The V.MS remains our key internal reference document for setting operational standards and should always be utilised alongside the relevant external industry standards and guidance, whenever required.

What the V.VP does do, however, is provide us an opportunity to measure our performance against all these key documents and identify areas – in practical performance, or in our processes - where improvement or reinforcement may be required.

How does the V.VP align with The V.Way and our Ship Management Playbook?

The V.VP contains metrics that seek to place definable measurements around the cultural expectations of The V.Way and our Playbook, and each metric has direct refences to content and expectations of those cultural standards. Simply put, The V.Way and Playbook tell us how we "Do" business – the V.VP shows how we Plan and Measure what we are Doing.

What about our other KPI's and existing performance measurements?

Firstly, we have used the V.VP to combine our annual HSSEQ KPI's and the V.VP operational metrics into one document, so we have a single reference point for these areas and will look to continue this in future, with each annual version of the V.VP being issued and available to all colleagues in time for each new business year.

Secondly, as the V.VP evolves over time, we will look to migrate more operational KPI's, programs and campaigns under this single 'umbrella', and similarly reduce and consolidate associated dashboards and metrics, so that we get to a single reference for all future discussions and measurements around operational business performance.

Can I use the V.VP during a vessel inspection or office audit?

Absolutely! If a client, vetting inspector, or Flag state representative is looking for evidence of our HSSEQ goals, or measures of key operational elements of our business, please do show them the V.VP and associated records.

Similarly, audit and inspection findings will be used to enhance future versions of the V.VP and its metrics, to ensure we are continually improving considering improvement opportunities that are identified and shared within V.Group.

Where can I access the V.VP?

The V.VP is shared each year on our Yammer platform, and updates are subsequently published there, also. We also publish the V.VP on our intranet site. Finally, the document can also be accessed directly from the V.VP Scorecard on ShipSure BI, by clicking the '?' icon in the top-right of the screen,

THE V.VP AND OUR 'PDCA' CYCLE

The V.VP forms an integral part of our internal 'Plan, Do, Check, Act' (PDCA) cycle, ensuring a continual evolution and improvement of our service offering to customers and stakeholders.

PLAN

The V.VP acts as our annual Plan, outlining those KPI's, metrics, campaigns, and programs that set our direction for the year ahead.

DO

The V.Way, our Playbook, and our V.VP objectives set the way we Do things, and underpin our daily operational values.

CHECK

Our ShipSure BI, Group Assurance, and V.VP Scorecards allow us to Check continually monitor performance against targets.

ACT

We then Act in a timely and effective manner, and set improvement margins to ensure continual, flawless service delivery.

V.VP METRIC DEFINITION, MEASUREMENT and SCORING

Each V.VP element will be measured individually, providing monthly, 12-months' rolling and/or Year to Date (YTD) progress measurements of the vessels', Fleet Cells' (FC) and Business Units' (BU) overall progress against the V.VP.

Measurement and progress against V.VP elements shall be displayed via the Company's business intelligence (BI) platforms, which may be shared with external parties where requested.

Performance and progress review shall be conducted through;

- Live reviews conducted by BU and Fleet Cell staff as required
- Monthly Summary Reports, issued by Group HSSEQ
- Monthly BU Review meetings, hosted by the CEO, and BU Managing Directors
- Deep Dives hosted by Executive Team, and attended by BU Management Teams

Metric Structure and Definitions

Each metric is grouped into 4 strategic pillars, indicating our performance against our Risk, Environmental, Asset, and Customer management expectations. In addition, each metric is cross-referenced to relevant sections from our V.Group Playbook, V.MS, and relevant Industry standards, in order that we can assess our performance against internal and external expectations.

Each V.VP metric is defined and documented as per the below example, using this standard template;

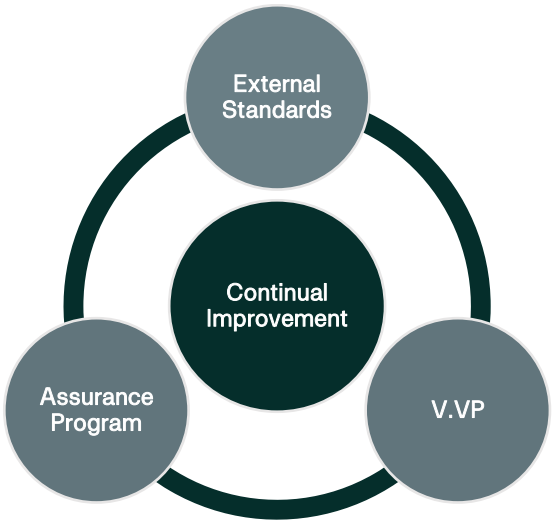
TITLE – *the topic of each metric*		**STRATEGIC FOCUS**	*Risk, Environmental, Asset, or Customer*
		ASSURANCE FOCUS	*Relevant Assurance program element*
DESCRIPTION	*Defining what the metric is looking at, and why this is important*		
KPI's	*Indicators we expect to see improving, as a result of meeting the requirements of the metric*		
MEASURES	*How the metric is specifically calculated and measured*		
TACTICAL TOOLS	*Those tools, processes, and behaviours used to influence and achieve success in the metric*		
BAND	*Banding and Scoring of the metric*		
REFERENCES	**PLAYBOOK**	*Relevant content and references from the V.Way and our associated Playbook*	
	INDUSTRY	*Relevant content and references from industry standards and legislation*	
ACTIONS	**RESPONSIBLE**	*The role that ensures the work is done to meet the requirements of the metric*	
	ACCOUNTABLE	*The role that ensures above responsibilities are delivered*	
	CONSULTED	*Those roles consulted in delivering against the metric and associated success*	
	INFORMED	*Those roles informed of the inputs, workflows, and outcomes of the metric*	

Linking the V.VP to our Assurance program

Each V.VP metric also highlights an 'Assurance Focus', linking the performance of each metric to a relevant element within our internal Assurance program.

Our internal Assurance program is, in-turn, directly linked to the most-relevant industry and client standards, against which our vessels and offices are audited, and our V.VP Scorecard is then structured to subsequently reflect each metrics' score and the overall Element score.

In directly linking our V.VP to our Assurance program, and our Assurance program to our external standards, we can ensure we maintain regular, data-driven insights on our management systems' compliance, outside of the scheduled Assurance visits, and as a pro-active tool to promote positive performances and address improvement opportunities ahead of external assessment.



Element	Focus	Main Objective
1	Management, Leadership & Accountability	Provide direction, responsibilities, and accountabilities at all levels within the company.
1A	Developing and Maintaining a Safety Management System	Developing and maintaining an effective SMS requires commitment at the highest levels of the organisation and clear definitions of responsibilities involved in its administration.
2	Recruitment and Management of Shore-based Personnel	Ensure that the fleet is supported by sufficient, competent, and motivated shore-based personnel who are committed to the effective development and implementation of the SMS.
3	Recruitment and Management of Operational Personnel	Ensure that all vessels in the fleet have qualified, competent and motivated personnel who fully understand their roles, and who are capable of working effectively as a team.
3A	Wellbeing of Operational Personnel	Establish and maintain procedures for the recruitment, training, and wellbeing of vessel personnel.
4	Asset Reliability and Maintenance	Establish maintenance and repair procedures, so that all vessels in the fleet operate safely, efficiently, and reliably, and develop additional control measures for identified critical equipment.
4A	Asset Reliability and Maintenance (Critical Equipment)	To mitigate risks of causing harm, procedures are established to identify critical equipment and systems which, in the event of sudden failure, may result in a hazardous situation.
5	Navigational Safety	To ensure that vessels are navigated safely at all times.
6	Operational Activities	To establish planning and operational procedures to ensure that operations are conducted in a safe and efficient manner.
7	Management of Change	The company establishes a systematic process to evaluate, approve, communicate, and document both temporary and permanent changes that could impact their operations.
8	Incident Reporting, Investigation and Analysis	The company establishes procedures for effective reporting, investigation, and analysis to prevent recurrence.
9	Safety Management (Shore-Based Monitoring)	To develop a proactive safety culture both on board and ashore, that includes the implementation of preventive and mitigation measures to work towards incident free operation.
9A	Safety Management (Fleet Monitoring)	
10	Environmental and Energy Management	Companies establish a proactive approach to environmental and energy management that includes the identification of sources of emissions and implementation of measures to avoid or reduce potential impacts.
11	Emergency Preparedness and Contingency Planning	To establish an emergency response system and regularly test it to ensure an ongoing ability to effectively respond to and manage incidents.
12	Measurement, Analysis, and Improvement (Inspections)	To establish effective inspection and audit programmes that measure compliance with the SMS and monitor the condition of vessels. Analysis of the result drives continual improvement.
12A	Measurement, Analysis, and Improvement (Audits)	
13	Security	To provide a safe and secure working environment by developing a proactive approach to security management.

Scoring Bands

Each V.VP Element will be placed into a Scoring Band that reflects its importance and impact on our operational and cultural performance;

BAND 'A'	Those items that may result in **legislative issues** in event of non-performance. These metrics are listed here.	BINARY SCORING (0 or 4) or TIGHTLY DEFINED SLIDING SCALES resulting in score of 0 to 4
BAND 'B'	Those items that may result in **client or service delivery issues** in event of non-performance. These metrics are listed here.	SLIDING SCALES resulting in score of 0 to 4
BAND 'C'	Those items that indicate effectiveness of barriers and systems that prevent **internal performance** and/or non-compliance issues. These metrics are listed here.	SLIDING SCALES resulting in score of 0 to 4

Scoring Rationale

Each band is scored on a 0 to 4 scale, in order that our internal performance here can be directly correlated to external scoring through our most-frequently applied inspection and management assurance regimes, namely OCIMF's TMSA and other associated programs.

As our V.VP data and analysis grows over time, this will allow us to objectively benchmark our internal scoring against those received during external audit and present these in a manner this is familiar and relatable to our clients and industry stakeholders.

Communication of the V.VP

The V.VP is to be communicated to all vessels and shore-sites; following initial publication by the Group HSSEQ function, the Fleet management teams are to ensure circulation to all fleets, offices, and other shore sites locally.

Updates of the V.VP will be issued and published by Group HSSEQ in keeping with the above, and local staff will similarly be held responsible for ensuring onward distribution locally.

All schedules displayed throughout the V.VP are only indicative and may be adjusted by the accountable parties to suit operational/business needs.

V.VP 2023 METRICS

Annual Service Delivery KPI's

V.Group's annual Service Delivery KPIs are not scored or measured as part of the V.VP, and are presented via a separate, dedicated performance dashboard.

However, the annual Service Delivery KPIs are captured here to ensure that V.Group colleagues can find and refer to all operational business performance measures in a single document, against a single frame of reference.

SERVICE DELIVERY KPI'S		STRATEGIC FOCUS	All
		ASSURANCE FOCUS	Elements 1, 1A, 8, 9, 9A, 10, 11, 12, 12A, 13
DESCRIPTION	Performance in key Operations and HSSEQ areas, defined by industry and certifying bodies		
KPI's	• Reduced incidents and unwanted events involving V.Group personnel and assets • Reduced operational and commercial impacts to V.Group clients and assets • Improved internal awareness and implementation of key processes and systems to influence performance • Improved customer satisfaction through enhanced HSSEQ performance		
MEASURES	As per dedicated table below		
TACTICAL TOOLS	• Risk Management processes – JSA's, Risk Assessments, Permits to Work, Toolbox Talks etc. • Compliance processes – Vessel and Office Audits, Senior Leader Engagement sessions, PSC preparations and reporting • ShipSure platform – effective, accurate, and timely capture of data, reports, and actions within ShipSure • ShipSure BI – effective and timely analysis of data and trends arising from HSSEQ data within ShipSure		
REFERENCES	PLAYBOOK	***HSSEQ –*** *We all act as HSSEQ Champions, taking responsibility for creating a strong performance culture ashore and onboard, and understanding that the threat of safety and environmental non-compliance are our biggest reputational risks.*	
	INDUSTRY	**TMSA –** 1, 1A, 8, 9, 9A, 10, 11, 12, 12A, 13 **ISM –** 9, 10, 12 **MLC –** 4.3.5	
ACTIONS	RESPONSIBLE	All Colleagues	
	ACCOUNTABLE	Managing Directors (MDs) (or equivalent business entity heads)	
	CONSULTED	Cluster HSSEQ, Group HSSEQ	
	INFORMED	Executive Team and Board	

Each individual Service Delivery KPI is listed below, with these targets and measurements being based upon reporting against a 12H/Day "Hours Worked" calculation.

For alternative 24H/Day "Hours Worked" reporting, functionality is be provided in the associated HSSEQ Scorecard to toggle between the 2 different reporting schemes, as required for analysis or external reporting.

	FOCUS	PERFORMANCE INDICATOR	DEFINITIONS / CALCULATIONS	2023 TARGET	2023 +/-
	Foundational	Hours Worked (HW)	For 12H/Day = (Crew x 12 Hours per Day) x Days in Month For 24H/Day = (Crew x 24 Hours per Day) x Days in Month	N/A	N/A
HEADLINE KPIs	HEALTH	Occupational Health Incident frequency (Hlf)	(Total OHI cases x 1,000,000) / Total Hours Worked	≤0.27	N/A – NEW for '23
	SAFETY	Total Recordable Injury Rate (TRIR)	((Fatalities + LTIs + RWCs + MTCs) x 1,000,000) / Total Hours Worked	≤2.25	-0.26
	LEADERSHIP	Senior Leader Engagement frequency (SLEf)	(Number of SLE Calls x 200,000) / Total Hours Worked	≥2.28	+0.23
	SECURITY	Security Incident frequency (SIf)	(Number of SIs x 1,000,000) / Total Hours Worked	≤0.23	N/A – NEW for '23
	ENVIRONMENT	Environmental Incident frequency (ENVf)	(Total Env Incidents x 1,000,000) / Total Hours Worked	ZERO	0
	QUALITY	RightShip Safety Score	Current Group Average RS Safety Score	≥3.91	0
	QUALITY	OM Vetting Risk Score	Current Group Average OM Vetting Risk Score	≤9.56	+0.56
	QUALITY	OM Vetting Deficiency Ratio	Total No. of OM Vetting Deficiencies Raised / Total No. of OM Vetting Inspections	≤2.50	+/- 0.00
	CUSTOMER	Technical Off-Hire	Total Technical Off-Hire (HH:MM:SS) / Total No. of Vessels	≤01:24:00	+00:40:00
	WELLFARE	On-Time Relief	% of Crew being Relived On-Time, as Planned	≥95%	N/A – NEW for '23
	PSC	PSC Detentions Ratio	(Total Detentions / Total PSC Inspections) x 100	≤1.25	-48%
LAGGING INDICATORS	SAFETY	Lost Time Injury Frequency (LTIf)	((Fatalities + LTIs) x 1,000,000) / Total Hours Worked	≤0.55	+0.15
	SAFETY	Restricted Workday Case frequency (RWCf)	(Restricted Work Cases x 1,000,000) / Total Hours Worked	≤0.40	N/A – NEW for '23
	SECURITY	Ship Security Officer (SSO) Compliance	% of vessels with competent and certified SSOs appointed	100%	N/A – NEW for '23
	SECURITY	Completion of ISPS Drills	% of vessels completing ISPS drills	100%	N/A – NEW for '23
	ENVIRONMENT	RSQ21 Completion	% of Vessels with in-date Env. Audits	100%	N/A – NEW for '23
	ENVIRONMENT	RSQ21 Findings Rate	Rate of Findings Raised per RSQ21 Completed	≤3.20	N/A – NEW for '23
	QUALITY	RightShip DoC Score	Current Group Average RS DoC Score	≥4.00	+0.09
LEADING	HEALTH	PEME Completion	% of Seafarers completing Pre-Employment Medical Evaluations prior to joining	100%	N/A – NEW for '23
	HEALTH	Health-related Near Misses	(Number of NMs x 200,000) / Total Hours Worked	≥4.15	N/A – NEW for '23
	SAFETY	Safety-related Near Misses	(Number of NMs x 200,000) / Total Hours Worked	≥17.00	N/A – NEW for '23
	SAFETY	Safety-related Observations	(Number of Obs x 200,000) / Total Hours Worked	≥59.75	N/A – NEW for '23
	SECURITY	Security-related Near Misses	(Number of NMs x 200,000) / Total Hours Worked	≥4.15	N/A – NEW for '23
	SECURITY	Security-related Observations	(Number of Obs x 200,000) / Total Hours Worked	≥17.03	N/A – NEW for '23
	ENVIRONMENT	Environmental related Near Misses	(Number of NMs x 200,000) / Total Hours Worked	≥2.30	N/A – NEW for '23
	ENVIRONMENT	Environmental-related Observations	(Number of Obs x 200,000) / Total Hours Worked	≥10.30	N/A – NEW for '23

Definitions for all Service Delivery KPIs are provided at Annex D.

V.VP Scoring Band 'A' Metrics

COMPLETION OF SEAFARERS' DECLARATION OF COMPLIANCE		STRATEGIC FOCUS / ASSURANCE FOCUS	RISK / Element 1
DESCRIPTION	Ensuring all seafarers complete, sign-off, and submit their Declarations of Compliance prior to – or immediately upon – joining a vessel.		
KPI's	• Enhanced awareness of and compliance with key V. policies • Reduction in seafarers signing-on to vessels without key company mandatory documents being completed • Reduction in findings and non-conformities arising from non-compliance with key V. policies		
MEASURES	• Total # of Completed Declarations of Onboard Crew / Total # of Seafarers Currently Onboard = % Completion • Performance is measured Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• Signed, completed Seafarers Declarations of Compliance • Online DocuSign platform • ShipSure document module		
BAND 'A'	0 = <100%		4 = 100%
REFERENCES	PLAYBOOK	**Mobilisation Checklists –** We monitor the Approved Acceptance tab to ensure we are aware of all Seafarers assigned to us for mobilisation. We start and complete mobilisation checklists for all seafarers prior to joining, ensuring that the seafarer is fully compliant, and all other elements are indicated as valid.	
	INDUSTRY	**TMSA –** 1, 9	
ACTIONS	RESPONSIBLE	Vessel Crew	
	ACCOUNTABLE	Crew Mobilisation Manager	
	CONSULTED	Fleet Managers (FMs)	
	INFORMED	Group Crewing	

CREW COMPLIANCE MATRIX – STATUTORY CERTIFICATES		STRATEGIC FOCUS / ASSURANCE FOCUS	RISK, CUSTOMER, ASSETS / Element 3
DESCRIPTION	Ensuring statutory certification and competence details are completed within ShipSure, as assessed via the Crew Compliance Matrix.		
KPI's	• No seafarers onboard with expired statutory certification • No gaps in ShipSure data relating to seafarers' statutory certification details and expiries • Proactive provision/upload of certification details into ShipSure before seafarers signing-on to vessels		
MEASURES	• # of expired or missing Statutory Items / Total # of Expected Statutory Items = % of Non-Compliant Statutory Items • Performance is measured against current Month • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		

TACTICAL TOOLS	• CRW23 - Training and Certification Matrix
	• Compliance Reports dashboard in ShipSure BI;
	  ○ Non-Compliant Documents
	  ○ Planning Cell Compliance
	  ○ Technical Office Compliance		

BAND 'A'	0 = <100%		4 = 100%
REFERENCES	PLAYBOOK	**Mobilisation** - We mobilise seafarers on time and compliantly. We use ShipSure to assure compliance and ensure our seafarers use the V.Crew connect app to upload their documentation.	
	INDUSTRY	**TMSA –** 3 **ISM –** 3.2, 6 **MLC –** 1	
ACTIONS	RESPONSIBLE	Crew Mobilisation Manager	
	ACCOUNTABLE	Crew Management Partner (CMP)	
	CONSULTED	Vessel Crew, Fleet Managers (FMs)	
	INFORMED	Fleet Cell Staff	

ON-TIME SEAFARER RELIEF		STRATEGIC FOCUS / ASSURANCE FOCUS	RISK, CUSTOMER / Element 3
DESCRIPTION	Monitoring and action of seafarer contract lengths, and time on-board, against contracted periods to ensure seafarers are relieved effectively and on-time, according with employment contracts.		
KPI's	• No overdue seafarers		
MEASURES	• # of Crew Relieved On-Time / Total No. of Crew = % On-Time Relief • Performance is measured Last 12 Months • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• ShipSure Planning Manager dashboard • ShipSure Crew List • Fleet Strength and Crew Planner Reports on ShipSure BI		
BAND 'A'	0 = <95%		4 = ≥95%
REFERENCES	PLAYBOOK	**Advanced Planning** - We maintain 30-, 60- and 90-day lead times for our forward relief plans. We maintain contact with seafarers whilst onshore and onboard to ensure they have provided their latest availability status in the V.Crew Connect App.	
	INDUSTRY	**TMSA –** 3	
ACTIONS	RESPONSIBLE	• Officers – Crew Planner • Ratings - Crew Mobilisation Manager	
	ACCOUNTABLE	Crew Management Partner (CMP)	
	CONSULTED	Vessel Crew	
	INFORMED	Regional Crew Management Partner (RCMP) and Fleet Managers (FMs)	

CREW HOURS OF WORK/REST					STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS
					ASSURANCE FOCUS	Element 3A
DESCRIPTION	Monitoring and action of potential breaches of seafarers' working/resting hours.					
KPI's	• No breaches of seafarers' working/resting hours • No incidents where breaches of seafarers' working/resting hours are identified as a contributing factor • No non-conformities (Flag, PSC, Client, Internal) resulting from breaches of seafarers' working/resting hours					
MEASURES	• % of Vessels with HoW/R completed and approved within 7 days of month-end • Performance is measured against previous month • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP					
TACTICAL TOOLS	• V.MS guidance related to Regional Management Review of the V.MS • Review of Work/Rest hours compliance and trends per fleet					
BAND 'A'	0 = <94%	1 = 94%	2 = 96%	3 = 98%	4 = 100%	
REFERENCES	PLAYBOOK	**Healthy Working Culture** - We do not impose unnecessary, or unreasonable working conditions on our onboard colleagues. We take account of time-zone differences in our communications. We drive the safety vision and safety excellence through positive communication.				
	INDUSTRY	**TMSA –** 3A **MLC –** 2.3				
ACTIONS	RESPONSIBLE	Masters				
	ACCOUNTABLE	Marine Superintendents				
	CONSULTED	Vessel Crew				
	INFORMED	Fleet Managers (FMs)				

CRITICAL PMS COMPLETION			STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT
			ASSURANCE FOCUS	Element 4A
DESCRIPTION	Monitoring completion of PMS tasks for Critical Equipment to ensure LSA, FFE, environmentally sensitive, and all other equipment and systems identified and defined as "Critical", as per V. guidance, remain well-maintained and ready for immediate and effective use, if required.			
KPI's	• Reduced deficiencies, non-conformities and detentions related to defective equipment. • Improved asset and machinery reliability, and associated reductions in asset and machinery downtime • Improved Flag, Class, and Client compliance across safety, technical, and operational aspects"			
MEASURES	• # of Critical PMS Tasks completed on-time / Total # of Critical PMS Tasks = % of Critical PMS Complete on-time • Performance is measured Monthly • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• Asset Management processes – Planned Maintenance schedules, Defect Reporting, Vessel Inspections etc. • Compliance processes – Vessel/Office Audits, SLE sessions, PSC preparations and reporting • ShipSure platform – effective, accurate, and timely capture of data, reports, and actions within ShipSure • ShipSure BI – effective and timely analysis of data and trends arising from ShipSure data			
BAND 'A'	0 = <95%			4 = ≥95%
REFERENCES	PLAYBOOK	**Prioritising Planned Maintenance –** We prioritise planned maintenance using our pre-delivery inspection report and obtained survey details of the vessel. We plan in order of criticality and use the Management of Change process where deferring non-critical items.		
	INDUSTRY	**TMSA** – 4, 4A, 6, 6A, 8, 9, 9A, 12, 12A **ISM** – 7, 9, 10, 12		
ACTIONS	RESPONSIBLE	Chief Engineers		
	ACCOUNTABLE	Technical Superintendents		
	CONSULTED	Fleet Managers (FMs)		
	INFORMED	Operations Directors (ODs), Managing Directors (MDs)		

CRITICAL EQUIPMENT DEFECTS			STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT
			ASSURANCE FOCUS	Element 4A
DESCRIPTION	Prioritising timely and effective defect rectification for Critical Equipment to ensure LSA, FFE, environmentally sensitive, and all other critical equipment/systems, remain well-maintained and ready for immediate use, if required.			
KPI's	• Reduced deficiencies, non-conformities and detentions related to defective equipment. • Improved asset and machinery reliability, and associated reductions in asset and machinery downtime • Improved Flag, Class, and Client compliance across safety, technical, and operational aspects"			
MEASURES	• Average time, in days, taken to close Defect Reports associated with Critical Equipment • Where critical equipment defects are correctly and compliantly deferred, in accordance with V.MS guidance, then closure of such defects will be counted against the revised, deferred date • Performance is measured Monthly • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• Asset Management processes – Planned Maintenance schedules, Defect Reporting, Vessel Inspections etc. • Compliance processes – Vessel/Office Audits, SLE sessions, PSC preparations and reporting • ShipSure platform – effective, accurate, and timely capture of data, reports, and actions within ShipSure			
BAND 'A'	0 = >30 Days			4 = ≤ 30 Days
REFERENCES	PLAYBOOK	**Prioritising Planned Maintenance –** We prioritise planned maintenance using our pre-delivery inspection report and obtained survey details of the vessel. We plan in order of criticality and use the Management of Change process where deferring non-critical items.		
	INDUSTRY	**TMSA** – 4, 4A, 6, 6A, 8, 9, 9A, 12, 12A **ISM** – 7, 9, 10, 12		
ACTIONS	RESPONSIBLE	Chief Engineers		
	ACCOUNTABLE	Technical Superintendents		
	CONSULTED	Fleet Managers (FMs)		
	INFORMED	Operations Directors (ODs), Managing Directors (MDs)		

SUPERINTENDENT-COMPLETED VESSEL INSPECTION REPORTS		STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT
		ASSURANCE FOCUS	Element 6
DESCRIPTION	Ensuring Superintendents attend vessels regularly to conduct and record Vessel Inspection Reports (VIRs), covering asset management, condition, integrity, and overall compliance.		
KPI's	• Reduced deficiencies, non-conformities and detentions related to asset condition and crew compliance • Improved asset and machinery reliability, crew compliance, and associated reductions in service delivery impacts • Improved Flag, Class, and Client compliance across safety, technical, and operational aspects		

MEASURES	• # of VIRs completed by Superintendents in Last 12 Months / Total # of VIRs completed = % Compliant
	• To be counted toward the metric, VIRs must be;
	  ○ completed by a Superintendent, and
	  ○ using the ShipSure Inspection app
	• Vessels with less than 2x VIRs in last 12 months will default to Zero Score
	• Performance is measured across Last 12 Months
	• Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		

TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App		
BAND 'A'	0 = <95%		4 = ≥95%
REFERENCES	PLAYBOOK	**Inspections** – We physically inspect vessels to ensure they are operating efficiently, compliantly and are maintaining a strong safety culture. We support and train our onboard colleagues whilst onboard to operate the vessel effectively. We use the ShipSure Inspection App and Module for all inspections.	
	INDUSTRY	**TMSA –** 6, 6A, 12, 12A	
ACTIONS	RESPONSIBLE	Vessel Superintendents	
	ACCOUNTABLE	Fleet Managers (FMs)	
	CONSULTED	Vessel Crew	
	INFORMED	Operations Directors (ODs), Managing Directors (MDs)	

INCIDENT MANAGEMENT		STRATEGIC FOCUS	RISK, ASSETS, CUSTOMERS, ENVIRONMENT
		ASSURANCE FOCUS	Element 8
DESCRIPTION	Reporting, investigation, action, and close-out of Incidents, in accordance with V.MS process and expected timelines.		
KPI's	• Reduced repetition of incidents due to timely and effective reporting, action, verification, and close-out • Improved HSSEQ performance over time through above reduction in repetitive incident types and causes • Effective Root Cause Analysis (RCA) identification, reporting, action, and analysis across all unwanted events		
MEASURES	Measure of all incidents due to be Closed in the current month which are COMPLETED and CLOSED on/before the due date, and based on severity of event; **Serious – 45 days *** **Moderate – 30 days** **Minor - 15 days** **Very Serious-classified incidents are omitted from V.VP scoring due to protracted nature of investigation and legal proceedings, where required.* • Performance is measured across current month (incidents YTD but closed current month) • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		

TACTICAL TOOLS	• Risk, Safety and Quality Forms in V.MS;
	  ○ RSQ26 - V.Report Template
	  ○ RSQ27 - Incident Investigation Report
	  ○ RSQ27a - Incident Investigation Report - Guidance Notes
	  ○ RSQ27b - Vessel Investigation Report - Debrief
	• HazOcc Crew Accidents and HazOcc Incidents dashboards in ShipSure BI
	• Non-Injury Incidents dashboard in ShipSure BI		

BAND 'A'	0 = <100%		4 = 100%
REFERENCES	PLAYBOOK	**Timely Reporting and Follow-Through** – We ensure reports are raised and submitted in a timely, detailed, and effective manner, and that subsequent actions are prioritised and effectively followed-through to closure.	
	INDUSTRY	**TMSA –** 8, 11 **ISM –** 8 **MLC -** 4/4.3, 5/1.6	
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)	
	ACCOUNTABLE	Cluster HSSEQ	
	CONSULTED	Vessel Crew, Fleet Cell Staff	
	INFORMED	Group HSSEQ, Operations Directors (ODs), Managing Directors (MDs)	

OM VETTING RISK SCORE		STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER
		ASSURANCE FOCUS	Element 9
DESCRIPTION	Ensuring operational and safety standards are maintained to reflect a strong OM Vetting Risk score, after OM Vetting inspections.		
KPI's	• Continued commercial and service delivery success resulting from strong OM Vetting performances • Reduced commercial/contractual impacts associated with negative OM Vetting performances • Reduction in findings and non-conformities related to awareness and implementation of the safety management system		
MEASURES	• Current OM Vetting Risk score, as calculated within ShipSure from arising OM Vetting findings • Score at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• OM Vetting inspections • Effective action and close-out of OM Vetting inspections and findings • ShipSure OM Vetting inspections and associated dashboard		
BAND 'A'	0 = >9.56		4 = ≤9.56
REFERENCES	PLAYBOOK	**Planning Vetting Inspections –** We plan vetting inspections well in advance to a standard that the vessel is comprehensively ready for vetting and aligned to follow the V.MS throughout the vetting process.	
	INDUSTRY	**TMSA –** 9	
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)	
	ACCOUNTABLE	Cluster Vetting Manager	
	CONSULTED	Fleet Cell Staff, Vessel Crew	
	INFORMED	Group HSSEQ	

RIGHTSHIP SAFETY SCORE		STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER
		ASSURANCE FOCUS	Element 9
DESCRIPTION	Ensuring operational and safety standards are maintained to reflect a strong RightShip Safety score, after RightShip inspections.		
KPI's	• Continued commercial and service delivery success resulting from strong RightShip assessments • Reduced commercial/contractual impacts associated with negative RightShip performance • Reduction in findings and non-conformities related to awareness and implementation of the safety management system		
MEASURES	• Current Rightship Safety score, as pulled directly from the RightShip data platform • Score reflects the current 'live' performance of respective fleet performance within RightShip's data platform • Metric is scored according to above 'live' RightShip Safety score • Score at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• RightShip vessel inspections • Effective action and close-out of RightShip vessel inspections • RightShip data platform		
BAND 'A'	0 = <3.91		4 = ≥3.91
REFERENCES	PLAYBOOK	**Planning Vetting Inspections –** We plan vetting inspections well in advance to a standard that the vessel is comprehensively ready for vetting and aligned to follow the V.MS throughout the vetting process.	
	INDUSTRY	**TMSA –** 9	
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)	
	ACCOUNTABLE	Cluster Vetting Manager	
	CONSULTED	Fleet Cell Staff, Vessel Crew	
	INFORMED	Group HSSEQ	

EXERCISE OF 'STOP WORK' AUTHORITY		STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT
		ASSURANCE FOCUS	Element 9A
DESCRIPTION	Ensuring effective implementation and use of the 'Stop Work Authority' (SWA) to pro-actively address unsafe acts and working conditions, to prevent incidents and near misses.		
KPI's	• Reduced incidents and near misses due to timely and effective use of Stop Work • Increased Safety Observation reporting after effective use of Stop Work • Improved HSSEQ performance over time through above reduction in incidents and near misses		
MEASURES	• # of Reports where SWA was Exercised / Total # of Reports = % application of SWA • Performance is measured Year to Date • Metric is scored at VESSEL level, aggregated up through FLEET CELL, OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• V.Rules and Stop Work Authority policies and processes • Safety Observation and Stop Work reporting via Safety Observations App / ShipSure		
BAND 'A'	0 = <75%		4 = ≥75%
REFERENCES	PLAYBOOK	**Stop Work Authority –** We ensure effective implementation of the Stop Work Authority (SWA) onboard all vessels, to proactively address unsafe acts and working conditions, and to prevent accidents and near misses.	
	INDUSTRY	**TMSA –** 9A	
ACTIONS	RESPONSIBLE	All Colleagues	
	ACCOUNTABLE	Cluster HSSEQ	
	CONSULTED	Group HSSEQ	
	INFORMED	Operations Directors (ODs), Managing Directors (MDs)	

COMPLETION OF ENVIRONMENTAL AUDITS		STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT
		ASSURANCE FOCUS	Element 10
DESCRIPTION	Completion and recording of detailed and effective environmental audits on our vessels and assets, to ensure the condition of environmentally sensitive plant, machinery, and equipment, and to assure the compliance and awareness of vessel and operational staff in implementing our environmental policies and practices.		
KPI's	• Reduced deficiencies, non-conformities and detentions related to equipment condition and crew compliance • Improved asset and machinery reliability, crew compliance, and associated reductions in service delivery impacts • Improved Flag, Class, and Client compliance across environmental aspects		
MEASURES	• # of vessels with Environmental Audits completed in L12M / Total # of Vessels = % of Non-Compliant Vessels • Performance is measured across rolling 12 Months • Metric is scored at VESSEL level, aggregated up through FLEET CELL, OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• RSQ21 Environmental Audit • ShipSure inspections and audit module		
BAND 'A'	0 = <100%		4 = 100%
REFERENCES	PLAYBOOK	**Auditing and Vetting** – We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.	
	INDUSTRY	**TMSA –** 10, 12, 12A	
ACTIONS	RESPONSIBLE	Onboard Training (OBT) Teams	
	ACCOUNTABLE	Fleet Managers (FMs)	
	CONSULTED	Masters	
	INFORMED	Vessel Crew and Fleet Cell Staff	

ONBOARD DRILLS AND EXERCISES		STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT
		ASSURANCE FOCUS	Element 11
DESCRIPTION	Ensuring vessels conduct regular drills and exercises to cover various response scenarios that may be expected in event of emergency onboard, and to meet statutory obligations		
KPI's	• Improved onboard awareness of and response to emergency scenarios and operational impacts • Reduced service delivery and operational impacts in event of incidents and crisis scenarios • Reduction in findings and non-conformities related to onboard emergency/crisis response		
MEASURES	• # of completed and logged Onboard Drills / Total # of Expected Onboard Drills = % of Completed Drills • For the purposes of measuring this metric, the following shall be measured with each vessel to complete, and record in ShipSure, as a minimum; **Abandon Ship** 1 per Month (12 Annually) · **Em. Steering Gear** 1 per 3 Months (4 Annually) · **Rescue Boat** 1 per Month (12 Annually) · **Enclosed Space** 1 per 2 Months (6 Annually) · **Fire Drill** 1 per Month (12 Annually) • Metric is scored against Year to Date • Metric is scored at VESSEL level, aggregated up through FLEET CELL , OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• ShipSure Drills/Exercises modules		
BAND 'A'	0 = <100%		4 = 100%
REFERENCES	PLAYBOOK	**Conducting Drills and Exercises** – We ensure all vessels conduct regular drills and exercises to cover the various response scenarios that may be expected in the event of an emergency or ISPS incident.	
	INDUSTRY	**TMSA –** 11	
ACTIONS	RESPONSIBLE	Masters	
	ACCOUNTABLE	Fleet Managers (FMs)	
	CONSULTED	Cluster HSSEQ	
	INFORMED	Group HSSEQ	

ZERO-FINDINGS INTERNAL INSPECTIONS		STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT
		ASSURANCE FOCUS	Element 12
DESCRIPTION	Ensuring value-add inspections are conducted through the raising of accurate and complete findings, for subsequent action and continual improvement		
KPI's	• No zero-findings inspections recorded within ShipSure • Increased ability to identify and respond to findings' trends arising from inspections • Reduction in findings and non-conformities from external sources, after internal inspections		
MEASURES	• # of Inspections recorded within ShipSure that have Zero Findings raised against them • Metric is scored against Year to Date • Metric is scored at VESSEL level, aggregated up through FLEET CELL , OFFICE, CLUSTER, and GROUP		
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App • Findings module within ShipSure		
BAND 'A'	0 = >0		4 = 0
REFERENCES	PLAYBOOK	**Auditing and Vetting** – We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.	
	INDUSTRY	**TMSA –** 12	
ACTIONS	RESPONSIBLE	Person Conducting Inspection	
	ACCOUNTABLE	Fleet Managers (FMs)	
	CONSULTED	Cluster HSSEQ, Operations Directors (ODs)	
	INFORMED	Group HSSEQ	

ZERO-FINDINGS INTERNAL AUDITS			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT
			ASSURANCE FOCUS	Element 12A
DESCRIPTION	Ensuring value-add audits are conducted through the raising of accurate and complete findings, for subsequent action and continual improvement			
KPI's	• No zero-findings audits recorded within ShipSure • Increased ability to identify and respond to findings' trends arising from audits • Reduction in findings and non-conformities from external sources, after internal audits			
MEASURES	• # of Audits recorded within ShipSure that have Zero Findings raised against them • Metric is scored against Year to Date • Metric is scored at VESSEL level, aggregated up through FLEET CELL , OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App • Findings module within ShipSure			
BAND 'A'	0 = >0			4 = 0
REFERENCES	PLAYBOOK	**Auditing and Vetting** – We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.		
	INDUSTRY	**TMSA –** 12		
ACTIONS	RESPONSIBLE	Person Conducting Audit		
	ACCOUNTABLE	Fleet Managers (FMs)		
	CONSULTED	Cluster HSSEQ, Operations Directors (ODs)		
	INFORMED	Group HSSEQ		

ISPS DRILLS and EXERCISES			STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT
			ASSURANCE FOCUS	Element 13
DESCRIPTION	Specific focus on the conduct of regular drills and exercises to cover ISPS scenarios that may be expected in event of security breach or impacts, and to meet statutory obligations			
KPI's	• Improved onboard awareness of and response to security scenarios and operational impacts • Reduced service delivery and operational impacts in event of security events • Reduction in findings and non-conformities related to onboard security response			
MEASURES	• # of ISPS drills completed on-time and logged / total # of expected ISPS Drills = % of completed ISPS Drills • For the purposes of measuring this metric, the following shall be measured with each vessel to complete, and record in ShipSure, as a minimum; ○ Standard ISPS Drill - 1 per 3 Months (4 Annually) • Metric is scored against each Quarter • Metric is scored at VESSEL level, aggregated up through FLEET CELL , OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• ShipSure Drills/Exercises modules			
BAND 'A'	0 = <100%			4 = 100%
REFERENCES	PLAYBOOK	**Conducting Drills and Exercises** – We ensure all vessels conduct regular drills and exercises to cover the various response scenarios that may be expected in the event of an emergency or ISPS incident.		
	INDUSTRY	**TMSA –** 13		
ACTIONS	RESPONSIBLE	Masters		
	ACCOUNTABLE	Fleet Managers (FMs)		
	CONSULTED	Cluster HSSEQ		
	INFORMED	Group HSSEQ		

V.VP Scoring Band 'B' Metrics

CONDUCT OF SENIOR LEADER ENGAGEMENT (SLE) CALLS				STRATEGIC FOCUS	RISK
				ASSURANCE FOCUS	Element 1
DESCRIPTION	Ensuring sufficient Senior Leadership Engagement (SLE) sessions with our vessels and operational sites are led by respective Manging Directors (MDs) and/or Operations Directors (ODs)				
KPI's	• Increased MD and senior management awareness of operational challenges and outstanding issues • Improved employee engagement resulting in improved performance, retention, and internal promotions • Improved V.VP performance in all engagement-related metrics				
MEASURES	• V.VP scored against SLEf calculation, as per HSSEQ KPI definitions • SLEs recorded by MD/CEO, OD, TD (for Leisure) and FM engagements will now be counted • Performance is measured Year to Date • Metric is scored at FLEET CELL level, aggregated up through OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Vessel Inspection and Vessel Inspections Report dashboard in ShipSure BI • RSQ22 - Management Visit - Executive Summary Report • RSQ22a - CEO and Senior Leader Visit Feedback Survey				
BAND 'B'	0 = <2.05	1 = ≥2.05	2 = ≥2.15	3 = ≥2.28	4 = ≥2.66
REFERENCES	PLAYBOOK	**Senior Leader Engagement –** We conduct Senior Leader Engagement sessions with our vessels to maintain a strong, open relationship between the vessel and shore leadership teams. We visit vessels physically when safe. We record all engagement sessions and we follow-up on the outcomes and action points in ShipSure and follow-up on commitments made.			
	INDUSTRY	**TMSA –** 1, 9			
ACTIONS	RESPONSIBLE	Managing Directors (MDs) and Operations Directors (ODs)			
	ACCOUNTABLE	Chief Operations Officer (COO)			
	CONSULTED	Masters, Chief Engineers, Site Supervisors/Leaders			
	INFORMED	Vessel Crew, Site Personnel			

COMPLETION OF SAFETY BRIEFINGS DURING VESSEL/SITE VISITS			STRATEGIC FOCUS ASSURANCE FOCUS		RISK Element 1
DESCRIPTION	Ensuring all vessel/site visits are preceded with a Safety Brief and supporting safety 'walkabout', and that such Safety Briefs are recorded and uploaded to ShipSure as evidence of value-add discussions and inspections.				
KPI's	• Increased vessel/site personnel engagement and awareness of safety issues at the workplace • Increased awareness in importance of raising Safety Observations, driven by engaging vessel/site personnel in walkabouts • Reinforcement of current 'Safety Moments' and relevant safety topics, discussed during the Safety Briefs • Reductions in avoidable/reportable incidents and near misses				
MEASURES	• # of Safety Briefs recorded in ShipSure / Total # of Vessel/Site Visits = % of visits preceded with Safety Brief • Performance is measured Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App • Findings module within ShipSure				
BAND 'B'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	Safety Briefings – We begin all vessel/site visits with a Safety Brief and supporting safety 'walkabout'. We record the outcomes of such Safety Briefings in ShipSure as evidence, taking note of any required corrective actions.			
	INDUSTRY	TMSA – 1, 9			
ACTIONS	RESPONSIBLE	All Attending Visitors			
	ACCOUNTABLE	Masters or Site Supervisors/Leaders			
	CONSULTED	Vessel Crew, Site Personnel			
	INFORMED	Fleet Cell Staff, Cluster HSSEQ			

MASTER AND CHIEF ENGINEER SAFETY SELF-ASSESSMENTS			STRATEGIC FOCUS ASSURANCE FOCUS		RISK Element 1
DESCRIPTION	Ensuring all Masters and Chief Engineers complete, record, and report Safety Self-Assessments within 2 weeks of joining a vessel.				
KPI's	• Increased senior office awareness and ownership of safety and service delivery issues onboard • Reduced incidents and service delivery impacts associated with avoidable/reportable onboard issues • Increased asset condition and operability, and associated reductions in defects and downtimes				
MEASURES	• # of SSAs recorded in ShipSure / Total # of Master + Chief Joiners = % of Safety Self-Assessments completed • Performance is measured Year to Date • SSA records completed and recorded within 2 weeks of joining; reports outside this window will not be counted • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • Findings module within ShipSure				
BAND 'B'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Safety Self Assessments** – We ensure that all Masters and Chief Engineers complete Safety Self Assessments within 2 weeks of joining their vessel, and that these assessments are recorded in ShipSure.			
	INDUSTRY	TMSA – 1, 9			
ACTIONS	RESPONSIBLE	Masters and Chief Engineers			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Vessel Crew			
	INFORMED	Fleet Cell Staff, Cluster HSSEQ			

COMPLETION OF MASTERS' REVIEWS OF SMS			STRATEGIC FOCUS ASSURANCE FOCUS		RISK Element 1A
DESCRIPTION	Ensuring Masters review the safety management system at least annually, and such reviews and associated recommendations for improvement are recorded, tracked, and actioned through ShipSure				
KPI's	• Increased senior office awareness and implementation of safety management system content • Improved policy and process implementation through enhanced employee awareness, involvement, and feedback • Reduction in findings and non-conformities related to awareness and implementation of the safety management system				
MEASURES	• # of actions arising from Masters' Reviews recorded and closed in ShipSure / Total # of actions arising from Masters' Reviews recorded in ShipSure = % of actions arising correctly closed • Performance is measured Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• V.MS guidance related to Quality and Document Control • Form ADM25 – Master's Review				
BAND 'B'	0 = <70%	1 = ≥70%	2 = ≥80%	3 = ≥90%	4 = 100%
REFERENCES	PLAYBOOK	**V.MS and ISO Compliance** – We constantly review the V.MS to ensure efficient and effective operational performance, in line with statutory, industry and ISO expectations. We maintain ISO:9001 certification to demonstrate our quality management commitment, and other ISO certification where there is a service delivery requirement.			
	INDUSTRY	TMSA – 2, 9			
ACTIONS	RESPONSIBLE	Masters			
	ACCOUNTABLE	Cluster HSSEQ			
	CONSULTED	Vessel Crew			
	INFORMED	Group HSSEQ			

RIGHTSHIP DoC SCORE			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER	
			ASSURANCE FOCUS	Element 1A	
DESCRIPTION	Ensuring operational and safety standards are maintained to reflect a strong RightShip DoC score, after RightShip inspections, PSC inspections, and incidents involving vessels managed under each respective DoC over last 5 years.				
KPI's	• Continued commercial and service delivery success resulting from strong RightShip assessments • Reduced commercial/contractual impacts associated with negative RightShip performance • Reduction in findings and non-conformities related to awareness and implementation of the safety management system				
MEASURES	• Current Rightship DoC score, as pulled directly from the RightShip data platform • Score reflects the current 'live' performance of respective DoC within the RightShip platform • Metric is scored according to above 'live' RightShip DoC score • Score at OFFICE, CLUSTER, and GROUP level				
TACTICAL TOOLS	• RightShip vessel inspections • Effective action and close-out of RightShip vessel inspections • RightShip data platform				
BAND 'B'	0 = <2	1 = ≥2	2 = ≥3	3 = ≥4	4 = 5
REFERENCES	PLAYBOOK	**Auditing and Vetting** - We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.			
	INDUSTRY	**TMSA –** 2			
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)			
	ACCOUNTABLE	Cluster Vetting Manager			
	CONSULTED	Fleet Cell Staff, Vessel Crew			
	INFORMED	Group HSSEQ			

PERSONNEL ATTRITION RATE – FLEET MANAGERS / SUPERINTENDENTS			STRATEGIC FOCUS	RISK, CUSTOMER	
			ASSURANCE FOCUS	Element 2	
DESCRIPTION	Monitoring of attrition across specific Fleet Cell roles, to ensure high levels of key operational staff retention are maintained across the Group.				
KPI's	• Low levels of attrition resulting in maintenance of cohesive, competent teams and functions • Maintenance of key operational and commercial knowledge and competences, and customer relationships • Reduction in staff turnover, with associated reductions in administrative, financial, and competence impacts • Reduction in excessive/overlapping workload caused by high turnover of personnel				
MEASURES	• Total # FM + SI Leavers / Total FM + SI Headcount = % FM/SI Attrition Rate • Will only count unplanned attrition • Performance is scored on Annualised basis via Monthly updates of retention rates • Metric is scored at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• PeopleConnect PDR and Appraisal Process • Exit Interview Process • Attrition Dashboard (PowerBI)				
BAND 'B'	0 = >28.2%	1 = ≤28.2%	2 = 23.6%	3 = ≤23.5%	4 =≤18.9%
REFERENCES	PLAYBOOK	**Monitoring Retention and Attrition –** We monitor retention and attrition data of employees monthly. For those colleagues leaving we accurately capture the reasons for leaving and the tenure with the company.			
	INDUSTRY	**TMSA –** 2			
ACTIONS	RESPONSIBLE	Cluster HR			
	ACCOUNTABLE	Managing Directors (MDs)			
	CONSULTED	Group HR			
	INFORMED	Group HR			

CREW COMPLIANCE MATRIX – COMPANY MANDATORY CERTIFICATES			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS	
			ASSURANCE FOCUS	Element 3	
DESCRIPTION	Ensuring company mandatory certification and competence details are completed within ShipSure, as assessed via the Crew Compliance Matrix.				
KPI's	• Reduction in non-conformities (Flag, PSC, Client, and/or Internal) • No seafarers onboard without completed mandatory company training • No gaps in ShipSure data relating to seafarers' completion of mandatory company training				
MEASURES	• # of expired or missing Mandatory Items / Total # of Expected Mandatory Items = % of Non-Compliant Mandatory Items • Performance is measured against current Month • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• CRW23 - Training and Certification Matrix • ShipSure Compliance Check • Compliance Reports dashboard in ShipSure BI;				
BAND 'B'	0 = <80%	1 = ≥80%	2 = ≥85%	3 = ≥90%	4 = ≥95%
REFERENCES	PLAYBOOK	**Mobilisation** - We mobilise seafarers on time and compliantly. We use ShipSure to assure compliance and ensure our seafarers use the V.Crew connect app to upload their documentation.			
	INDUSTRY	**TMSA** – 3 **ISM** – 6 **MLC** – 1.3			
ACTIONS	RESPONSIBLE	• Pre-Joining: Crew Mobilisation Manager • Post-Joining: OTD Team Lead			
	ACCOUNTABLE	Crew Management Partner (CMP)			
	CONSULTED	Vessel Crew			
	INFORMED	Fleet Cell Staff			

PERFORMANCE APPRAISALS – MASTER AND CHIEF ENGINEER			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS
			ASSURANCE FOCUS	Element 3
DESCRIPTION	Ensuring all Masters' and Chief Engineers' Performance Appraisals are conducted and completed in compliance with V.MS and relevant Work Instructions (WIs)			
KPI's	• Improved retention of Senior Officers due to effective and fair Performance Appraisal procedure			
MEASURES	• Total Appraisals Completed for Seafarer / Total Voyages Completed for Seafarer = % Appraisals Completed • Scoring is calculated for Masters and Chief Engineer appraisals only • Performance is measured against current Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• Appraisal Process within ShipSure Crewing module • Performance Appraisal Dashboard in ShipSure			
BAND 'B'	0 = <60%	1 = ≥60%	2 = ≥70%	3 = ≥80%	4 = ≥90%
REFERENCES	PLAYBOOK	**Performance Appraisal** – We ensure that seafarers are appraised on their performance using the Performance Appraisal System (PAS). We ensure they have feedback sessions upon joining and mid-way through deployment before their appraisal prior to sign off.			
	INDUSTRY	**TMSA –** 3			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Masters and Chief Engineers, Operations Directors (ODs)			
	INFORMED	Regional Crew Management Partner (RCMP), Crew Management Partner (CMP)			

SEAFARER PROMOTION RATIO			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS
			ASSURANCE FOCUS	Element 3
DESCRIPTION	Ensuring effective competence and personnel retention, and succession planning, through promotion of V. seafarers as proactive supplement to external recruitment.			
KPI's	• Reduce dependency on recruitment to fill berths and promote internal candidates • Improve operational and client performance through increase competence growth and retention • Promote crew retention by providing growth opportunities internally			
MEASURES	• Total # of officers promoted / (Total # of officers promoted + New Hires for officer ranks) = Promotion Ratio • Metric to be measured L12M • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• Performance Appraisal System • Crew Promotion Interviews • Competency Management System			
BAND 'B'	0 = <10%	1 = 10–20%	2 = 20–30%	3 = 30–40%	4 = >40%
REFERENCES	PLAYBOOK	**Seafarer Professional Development** – We develop and promote our seafarers in precedence to recruiting from the market. We use the Competency Management System (CMS) to map the development requirements of our seafarers.			
	INDUSTRY	**TMSA** – 3			
ACTIONS	RESPONSIBLE	Crew Management Partner (CMP)			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Masters and Chief Engineers, Fleet Cell Staff			
	INFORMED	Regional Crew Management Partner (RCMP) and Operations Directors (ODs)			

FORWARD PLANNING OF RELIEFS			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS
			ASSURANCE FOCUS	Element 3
DESCRIPTION	Ensuring effective forward planning of reliefs for onboard seafarers, to ensure timely, effective, and efficient rotation of seafarer roles.			
KPI's	• Reduction over time in overdue relief periods • Reduction over time in overall number of seafarer roles with overdue relief			
MEASURES	• # of Planned Relievers / Total # Of Onboard Positions Due For Relief = % Planned Relievers • Metric to be measured against the 30 days' planning lead window only • Performance is measured against current live data within ShipSure • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP			
TACTICAL TOOLS	• ShipSure Planning Manager dashboard • ShipSure Crew List • Fleet Strength and Crew Planner Reports on ShipSure BI			
BAND 'B'	0 = <70%	1 = >70%	2 = >80%	3 = >90%	4 = ≥95%
REFERENCES	PLAYBOOK	**Advanced Planning** – We maintain 30-, 60- and 90-day lead times for our forward relief plans. We maintain contact with seafarers whilst onshore and onboard to ensure they have provided their latest availability status in the V.Crew Connect App.			
	INDUSTRY	**TMSA** – 3 **MLC** – 2.4, 2.5			
ACTIONS	RESPONSIBLE	• Officers – Crew Planner • Ratings – Crew Mobilisation Manager			
	ACCOUNTABLE	Crew Management Partner (CMP)			
	CONSULTED	Vessel Crew			
	INFORMED	Regional Crew Management Partner (RCMP) and Fleet Managers (FMs)			

RETENTION OF SEAFARER OFFICERS			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS	
			ASSURANCE FOCUS	Element 3A	
DESCRIPTION	Retention of competence and familiarised seafarer officers to ensure continuity of standards and service provision.				
KPI's	• Increase of internal seafarer promotions • Reduction in recruiting, onboarding, and training activities associated with bringing in new seafarers • Improved client assurance performances associated with relevant (e.g., TMSA) metrics				
MEASURES	• Percentage of seafarer officers retained within V.Ships for future deployment, as per Intertanko formula • Measured over rolling 24-month period to align with OCIMF reporting standards • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Officer Retention Dashboard in ShipSure BI				
BAND 'B'	0 = <75%	1 = ≥75%	2 = ≥80%	3 = ≥85%	4 = ≥90%
REFERENCES	PLAYBOOK	**Retaining Onboard Crew** - We ensure all crew onboard vessels leaving management are planned on their next rotation and are communicated to via the V.Crew Connect App.			
	INDUSTRY	**TMSA –** 3A			
ACTIONS	RESPONSIBLE	Crew Planner			
	ACCOUNTABLE	Crew Management Partner (CMP)			
	CONSULTED	Regional Crew Management Partner (RCMP)			
	INFORMED	Fleet Managers (FMs)			

OVERDUE PMS TASKS			STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT	
			ASSURANCE FOCUS	Element 4	
DESCRIPTION	Monitoring of overdue PMS tasks to ensure outstanding maintenance does not aggregate, resulting in negative impacts to asset and machinery reliability				
KPI's	• Reduced deficiencies, non-conformities and detentions related to defective equipment • Improved asset and machinery reliability, and associated reductions in asset and machinery downtime • Improved ability to identify trends and common failures across all fleets • Improved Flag, Class, and Client compliance across safety, technical, and operational aspects"				
MEASURES	• # of Overdue PMS Tasks not completed by ShipSure Due Date / Total # of PMS Tasks = % of PMS Tasks Overdue • Measured Last 12 Months • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Asset Management processes – Planned Maintenance schedules, Defect Reporting, Vessel Inspections etc. • Compliance processes – Vessel and Office Audits, Senior Leader Engagement sessions, PSC preparations and reporting • ShipSure platform – effective, accurate, and timely capture of data, reports, and actions within ShipSure • ShipSure BI – effective and timely analysis of data and trends arising from ShipSure data				
BAND 'B'	0 = >3%	1 = ≤3%	2 = ≤2%	3 = ≤1%	4 = 0%
REFERENCES	PLAYBOOK	**Delayed Maintenance –** We record any delayed planned maintenance and the subsequent revised date for completion in ShipSure. We coordinate with Procurement colleagues on any revision to the maintenance schedule.			
	INDUSTRY	**TMSA** – 4, 4A, 6, 6A, 8, 9, 9A, 12, 12A **ISM** – 7, 9, 10, 12			
ACTIONS	RESPONSIBLE	Technical Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Chief Engineers			
	INFORMED	Fleet Cell Staff, Operations Directors (ODs)			

REMOTE VDR AUDITS			STRATEGIC FOCUS	RISK, ASSETS	
			ASSURANCE FOCUS	Element 5	
DESCRIPTION	Monitoring completion of Sailing Navigation Audits, conducted by vessel Superintendents whilst vessel is on-passage.				
KPI's	• Reduced deficiencies, non-conformities and detentions related to navigation conduct • Improved Flag, Class, and Client compliance across navigational aspects				
MEASURES	• # of Vessels with at least 1 Remote VDR in last 12 months / Total # of Vessels = % compliant • Measured across Last 12 Months • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Asset Management processes – Planned Maintenance schedules, Defect Reporting, Vessel Inspections etc. • Compliance processes – Vessel and Office Audits, Senior Leader Engagement sessions, PSC preparations and reporting • ShipSure platform – effective, accurate, and timely capture of data, reports, and actions within ShipSure • ShipSure BI – effective and timely analysis of data and trends arising from ShipSure data				
BAND 'B'	0 = <5%	1 = ≥5%	2 = ≥10%	3 = ≥15%	4 = ≥20%
REFERENCES	PLAYBOOK	**Sailing and Navigation Audits –** We conduct Sailing Engineering and Navigational Audits for every vessel annually whilst onboard and the vessel is on-passage.			
	INDUSTRY	**TMSA** – 5, 12, 12A			
ACTIONS	RESPONSIBLE	SeaTec (or approved Outsourced Provider)			
	ACCOUNTABLE	Group Managing Directors (MD) Operations			
	CONSULTED	Masters			
	INFORMED	Operations Directors (ODs)			

IMPLEMENTATION OF RSQ02			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS	
			ASSURANCE FOCUS	Element 7	
DESCRIPTION	Monitoring correct completion and submission of RSQ02 as preventative risk tool prior to vessels entering management.				
KPI's	• Identification and deselection of potential high-risk vessels entering management • Reduction of asset risks, post-entering management • Reduction in time, costs, and associated administration associated with bringing high-risk vessels into management				
MEASURES	• # of correctly completed and submitted RSQ02's / Total # of vessels entering management = % RSQ02 Compliance • RSQ02's must be completed correctly and submitted at least 7 days before vessel enters management to be counted • Measured across current Year to Date • Metric is scored at FLEET CELL level, aggregate up through OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• V.MS guidance related to New Business Risk Assessment • Form RSQ02 – New Business Risk Assessment				
BAND 'B'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Resource Allocation** - We ensure that we have sufficient personnel to transition vessels into management. We share resources between offices before recruiting. We evaluate this as part of the RSQ02 process and establish a dedicated Transition Team where more than 6 vessels are entering management.			
REFERENCES	INDUSTRY	**TMSA** – 7			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Managing Directors (MDs), Operations Directors (ODs)			
	INFORMED	Fleet Cell Staff			

IMPLEMENTATION OF RSQ19			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS	
			ASSURANCE FOCUS	Element 7	
DESCRIPTION	Monitoring correct completion and submission of RSQ19 as preventative risk tool prior to vessels leaving management.				
KPI's	• Identification and effective management of residual risks and exposure from vessels leaving management • Reduction of vessel-associated business risk and financial exposure, post-leaving management • Reduction in time, costs, and associated administration associated with post-leaving exposure				
MEASURES	• # of correctly completed and submitted RSQ19's / Total # of vessels leaving management = % RSQ02 Compliance • RSQ19's must be completed and submitted at least 7 days before vessel leaves management to be counted • Measured across current Year to Date • Metric is scored at FLEET CELL level, aggregate up through OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• RSQ19 - Business / Risk Management For Vessel Coming In / Out Of Management				
BAND 'B'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Vessel Redelivery** - We complete all elements of RSQ19 for vessels leaving management.			
	INDUSTRY	**TMSA** – 7			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Managing Directors (MDs), Operations Directors (ODs)			
	INFORMED	Fleet Cell Staff			

NEAR MISS MANAGEMENT			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMERS, ENVIRONMENT	
			ASSURANCE FOCUS	Element 8	
DESCRIPTION	Reporting, investigation, action, and close-out of Near Misses, in accordance with V.MS process and expected timelines.				
KPI's	• Avoidance of incidents due to timely and effective reporting, action, verification, and close-out of leading Near Misses • Improved HSSEQ performance over time through above reduction in repetitive incident types and causes • Effective Root Cause Analysis (RCA) identification, reporting, action, and analysis across all unwanted events				
MEASURES	• Measure of all NMs to be Closed in the current month which are COMPLETED and CLOSED on/before due date • Performance is measured across Current Month • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				

TACTICAL TOOLS	• Risk, Safety and Quality Forms in V.MS;
	  ○ RSQ26 - V.Report Template
	  ○ RSQ27 - Incident Investigation Report (and RSQ27a Guidance Notes and RSQ27b Debrief
	• HazOcc NM in ShipSure BI
	• Non-Injury Incidents dashboard in ShipSure BI				

BAND 'B'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Timely Reporting and Follow-Through** - We ensure reports are raised and submitted in a timely, detailed, and effective manner, and that subsequent actions are prioritised and effectively followed-through to closure.			
	INDUSTRY	**TMSA –** 8, 11 **ISM –** 8 **MLC -** 4/4.3, 5/1.6			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Cluster HSSEQ			
	CONSULTED	Vessel Crew, Fleet Cell Staff, Site Personnel			
	INFORMED	Group HSSEQ			

OM VETTING DEFICIENCY RATIO			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMERS, ENVIRONMENT	
			ASSURANCE FOCUS	Element 9	
DESCRIPTION	Analysis and action on frequency of deficiencies raised during OM Vetting Inspections				
KPI's	• Continued commercial and service delivery success resulting from strong OM Vetting performances • Reduced commercial/contractual impacts associated with negative OM Vetting performances • Reduction in findings and non-conformities related to awareness and implementation of the safety management system"				
MEASURES	• Total # of OM Vetting Deficiencies or Findings / Total # of OM Vetting Inspections = OM Vetting Deficiency Ratio • Performance is measured across last 18 months • Score at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• OM Vetting inspections • Effective action and close-out of OM Vetting inspections and findings • ShipSure OM Vetting inspections and associated dashboard				
BAND 'B'	0 = >3.50	1 = ≤3.50	2 = ≤3.00	3 = ≤2.50	4 = ≤2.00
REFERENCES	PLAYBOOK	**Auditing and Vetting –** We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.			
	INDUSTRY	**TMSA** – 9			
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)			
	ACCOUNTABLE	Cluster Vetting Manager			
	CONSULTED	Fleet Cell Staff			
	INFORMED	Group HSSEQ			

VESSEL SAFETY COMMITTEE MEETINGS			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER	
			ASSURANCE FOCUS	Element 9A	
DESCRIPTION	Ensuring vessels hold and record regular Safety Committee meetings, and that arising actions are effectively addressed in a timely manner.				
KPI's	• Improved seafarer engagement and awareness of key safety issues onboard • Improved safety performance on vessels through timely and effective action of Safety Committee findings • Reduction in findings and non-conformities related to awareness and implementation of the safety management system				
MEASURES	• # of Correctly Completed Meeting Minutes / Total # of Vessels = % Of Completed Meeting Minutes • Correctly Completed is defined as; ○ Vessel submits Monthly Safety Committee and Management Meeting minutes by the 10th day of each month • Metric is scored against Year to Date • Score at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Guidance and record-keeping requirements via Form SAF 17 - HSE Committee and Management Meeting				
BAND 'B'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Timely Reporting and Follow-Through** - We ensure reports are raised and submitted in a timely, detailed, and effective manner, and that subsequent actions are prioritised and effectively followed-through to closure.			
	INDUSTRY	**TMSA –** 9A			
ACTIONS	RESPONSIBLE	Masters			
	ACCOUNTABLE	Vessel Superintendents			
	CONSULTED	Vessel Crew, Cluster HSSEQ			
	INFORMED	Group HSSEQ			

PLASTICS PROCESSED OFFSHORE			STRATEGIC FOCUS	ENVIRONMENT	
			ASSURANCE FOCUS	Element 10	
DESCRIPTION	Ensuring effective reduction in the use and disposal of plastic waste from our fleet of managed vessels.				
KPI's	Reduction in volumes of plastic waste disposed.				
MEASURES	• Volumes (in m3) of Plastic Disposed per 1 million Hours Worked • Performance is measured YTD • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure /Environment Manager / Garbage Discharge / Plastics Processed				
BAND 'B'	0 = >185.43	1 =≤176.20	2 = ≤166.93	3 = ≤157.65	4 = ≤148.38
REFERENCES	PLAYBOOK	We work together, and individually, to achieve our environmental mission statement and our environment goals of eliminating Single Use Plastics and to raise awareness and educate.			
	INDUSTRY	**TMSA** – 10			
ACTIONS	RESPONSIBLE	Vessel Crew			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Procurement Teams, MARCAS			
	INFORMED	Operations Directors (ODs), Fleet Cell Staff, Cluster HSSEQ			

AUX. GENERATOR CO2 EMISSIONS				STRATEGIC FOCUS	ENVIRONMENT
				ASSURANCE FOCUS	Element 10
DESCRIPTION	Ensuring vessels reduce those emissions that we can directly control, through efficient use of auxiliary generators onboard.				
KPI's	Reduced emissions from use of Aux. Generating equipment				
MEASURES	• Volumes (in tonnes) of CO2e per 1 million Hours Worked • Performance is measured YTD • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure /Environment Manager / Emissions / MARPOL Annex II / CO2				
BAND 'B'	0 = >21.18	1 = ≤20.75	2 = ≤20.33	3 = ≤19.91	4 = ≤19.48
REFERENCES	PLAYBOOK	We work together, and individually, to achieve our environmental mission statement and our environment goals of reduction of harmful emissions.			
	INDUSTRY	**TMSA** – 10			
ACTIONS	RESPONSIBLE	Vessel Crew			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Masters, Chief Engineers, Technical Superintendents			
	INFORMED	Operations Directors (ODs), Fleet Cell Staff, Cluster HSSEQ			

ONSHORE EMERGENCY EXERCISES				STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT
				ASSURANCE FOCUS	Element 11
DESCRIPTION	Ensuring shore management offices conduct regular drills and exercises to cover various response scenarios that may be expected in event of emergency onboard and/or onshore.				
KPI's	• Improved onshore awareness of and response to emergency scenarios and business continuity impacts • Reduced service delivery and business continuity impacts in event of incidents and crisis scenarios • Reduction in findings and non-conformities related to onshore emergency/crisis response				
MEASURES	• # of completed and logged Onshore Drills / Total # of Expected Onshore Drills = % of Completed Onshore Drills • Each shore office to complete, and record in ShipSure, as a minimum annually; **Fire/Evacuation Drill** **1st Aid Drill** **Crisis Management Drill** **ISPS Drill (for ShipMan offices only)** • Metric is scored against Year to Date • Score at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Drills/Exercises modules				
BAND 'B'	0 = <25%	1 = ≥25%	2 = ≥50%	3 = ≥75%	4 = 100%
REFERENCES	PLAYBOOK	**Office Safety Culture –** We establish and maintain a Safety Culture Committee in every office, act upon Safety Climate feedback, are all accountable for preventing and reporting unsafe acts and conditions, and we learn from effective incident investigation and root cause analysis that prevents recurrence. We ensure all colleagues complete the mandatory safety culture training course in Percipio.			
	INDUSTRY	**TMSA –** 11			
ACTIONS	RESPONSIBLE	Shore Colleagues			
	ACCOUNTABLE	Cluster HSSEQ			
	CONSULTED	Operations Directors (ODs)			
	INFORMED	Group HSSEQ			

OVERDUE SCHEDULED INTERNAL INSPECTIONS				STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT
				ASSURANCE FOCUS	Element 12
DESCRIPTION	Ensuring scheduled internal inspections are completed and recorded on-time, to maintain effective oversight of asset condition and management, and personnel compliance.				
KPI's	• No overdue/outstanding internal inspections required by the V.MS • Reduced service delivery impacts of asset condition and management, and personnel compliance • Reduction in findings and non-conformities related to failures/delays in internal inspection schedule				
MEASURES	• # of Inspections Overdue / Total # of Inspections = % of Inspections Overdue • To be counted correctly, Inspection records in ShipSure must; ○ be completed on or before the scheduled due date • Metric is scored against Year to Date • Score at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App				
BAND 'B'	0 = >6%	1 = ≤6%	2 = ≤4%	3 = ≤2%	4 = 0%
REFERENCES	PLAYBOOK	**Auditing and Vetting** - We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.			
	INDUSTRY	TMSA – 12			
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)			
	ACCOUNTABLE	Operations Directors (ODs)			
	CONSULTED	Cluster HSSEQ			
	INFORMED	Group HSSEQ			

OBT VISITS AND INSPECTIONS			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT	
			ASSURANCE FOCUS	Element 12	
DESCRIPTION	Vessels utilising the Onboard Training (OBT) and Visit program to assess and assure crew competence, engagement, vessel condition, and compliance with audit/inspection criteria.				
KPI's	• Increased compliance with internal and industry training requirements, addressed through OBT sessions • No non-conformities (Flag, PSC, Client, and/or Internal) resulting from training non-compliance				
MEASURES	• % of vessels receiving at least 1 OBT session per rolling 12 months • Metric is scored against Last 12 Months • Score at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure / Inspection Manager Module / OBT / SeaTec Reports • Vessel Inspection and Vessel Inspections Report dashboard in ShipSure BI • SeaTec Consultants – Report Analysis/Close out actions follow up				
BAND 'B'	0 = <40%	1 = ≥40%	2 = ≥60%	3 = ≥80%	4 = 100%
REFERENCES	PLAYBOOK	**Onboard Training** - We support V.MS implementation onboard, deliver onboard training and conduct audits for all new vessels entering management and subsequently mandatory annual visits for training and Navigation and Environment audits. We coordinate our visits with the superintendents.			
	INDUSTRY	**TMSA –** 9, 9A, 12			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Vessel Crew			
	INFORMED	Operations Directors (ODs)			

OVERDUE SCHEDULED AUDITS			STRATEGIC FOCUS	RISK, ASSETS, CUSTOMER, ENVIRONMENT	
			ASSURANCE FOCUS	Element 12A	
DESCRIPTION	Ensuring scheduled audits are completed and recorded on-time, to maintain effective oversight of asset condition and management, and personnel compliance.				
KPI's	• No overdue/outstanding internal audits • Reduced service delivery and operational impacts of asset condition and management, and personnel compliance • Reduction in findings and non-conformities related to failures/delays in internal audit schedule				
MEASURES	• # of Audits Overdue / Total # of Audits = % of Audits Overdue • To be counted correctly, Audit records in ShipSure must; ○ be completed on or before the scheduled due date • Metric is scored against Year to Date • Score at Office level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App				
BAND 'B'	0 = >6%	1 = ≤6%	2 = ≤4%	3 = ≤2%	4 = 0%
REFERENCES	PLAYBOOK	**Auditing and Vetting** - We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.			
	INDUSTRY	**TMSA –** 12A			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Cluster HSSEQ			
	INFORMED	Group HSSEQ, Operations Directors (ODs)			

OVERDUE CYBER AUDITS			STRATEGIC FOCUS	RISK	
			ASSURANCE FOCUS	Element 13	
DESCRIPTION	Ensuring regular cyber-security audits are conducted and recorded in accordance with Group IT policies.				
KPI's	• Reduced risk of cyber impacts to/from vessels in the fleet				
MEASURES	• No. of overdue cyber security audits, as per current Cyber Audits dashboard • Metric is scored against Year to Date • Score at FLEET CELL level, aggregate up through OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Cyber audit program • Cyber Audit Dashboard in ShipSure BI				
BAND 'B'	0 = >3	1 = 3	2 = 2	3 = 1	4 = 0
REFERENCES	PLAYBOOK	**Cyber Safety –** We complete a Cyber safety review every 6 months to ensure that Shipboard Computer Systems are fit for purpose.			
	INDUSTRY	**TMSA –** 12A, 13			
ACTIONS	RESPONSIBLE	Vessel Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Group IT			
	INFORMED	Group HSSEQ, Operations Directors (ODs)			

V.VP Scoring Band 'C' Metrics

COMPLETION OF MANAGEMENT REVIEW MEETINGS (MRMs)			STRATEGIC FOCUS	RISK	
			ASSURANCE FOCUS	Element 1A	
DESCRIPTION	Ensuring that all businesses complete and record an MRM at least quarterly, and that all arising actions are effectively closed within the respective quarter				
KPI's	• Increased office awareness and engagement in V. management systems and policies • Improved policy and process implementation through enhanced employee awareness, involvement, and feedback • Reduction in findings and non-conformities related to awareness and implementation of the safety management system				
MEASURES	• # of MRM actions closed in current Q / Total # of MRM actions raised in current Q = % of MRM actions closed • Performance is measured Monthly, and reset every Quarter • Performance defaults to Zero score if no MRM is recorded in last 100 days • Metric is scored at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• V.MS guidance within Company Operations 2.3.7 - Regional Management Review of the V.MS				
BAND 'C'	0 = <70% or MRM period >100 Days	1 = ≥70%	2 = ≥80%	3 = ≥90%	4 = 100%
REFERENCES	PLAYBOOK	**V.MS and ISO Compliance** - We constantly review the V.MS to ensure efficient and effective operational performance, in line with statutory, industry and ISO expectations. We maintain ISO:9001 certification to demonstrate our quality management commitment, and other ISO certification where there is a service delivery requirement.			
	INDUSTRY	**TMSA** – 2			
ACTIONS	RESPONSIBLE	Cluster HSSEQ			
	ACCOUNTABLE	Managing Directors (MDs)			
	CONSULTED	All Cluster Function Heads			
	INFORMED	All Cluster Employees, Group HSSEQ			

PERSONNEL ATTRITION RATE - OVERALL			STRATEGIC FOCUS	RISK, CUSTOMER	
			ASSURANCE FOCUS	Element 2	
DESCRIPTION	Monitoring of attrition across all V. employees, to ensure high levels of staff retention are maintained across the Group.				
KPI's	• Low levels of attrition resulting in maintenance of cohesive, competent teams and functions • Reduction in staff turnover, with associated reductions in administrative, financial, and competence impacts • Reduction in excessive/overlapping workload caused by high turnover of personnel				
MEASURES	• Total # Leavers / Average Headcount = % Attrition Rate • Will only count unplanned attrition • Performance is scored on Annualised basis via Monthly updates of retention rates • Metric is scored at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• PeopleConnect • PDR and Appraisal Process • Exit Interview Process • Attrition Dashboard (PowerBI)				
BAND 'C'	0 = >28.2%	1 = ≤28.2%	2 = 23.6%	3 = ≤23.5%	4 =≤18.9%
REFERENCES	PLAYBOOK	**Monitoring Retention and Attrition -** We monitor retention and attrition data of employees monthly. For those colleagues leaving we accurately capture the reasons for leaving and the tenure with the company.			
	INDUSTRY	**TMSA** – 2			
ACTIONS	RESPONSIBLE	Cluster HR			
	ACCOUNTABLE	Managing Directors (MDs)			
	CONSULTED	Group HR			
	INFORMED	Group HR			

TECHNICAL FAILURE RATE			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS, ENVIRONMENT	
			ASSURANCE FOCUS	Element 4	
DESCRIPTION	Monitoring the Failure Rate of managed fleet to understand repetition trends and frequency rate of component and/or system failures				
KPI's	• Improved asset, system, and component reliability • Reduction in downtime associated with avoidable component and/or system failures • Reduction in defect reporting, rectification, and associated workload and administration • Reduced costs associated with repairs and defect rectification for component and/or system failures				
MEASURES	• Total No. of Failures / 10,000 Running Hours = Technical Failure Rate • Measured against the Asset Overall (and can be further applied to individual plant/machinery/systems) • Performance is measured Monthly • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Noon Report - Running hours				
BAND 'C'	0 = <75	1 = >75	2 = >85	3 = >90	4 = >95
REFERENCES	PLAYBOOK	**Failure Rate Analysis** - We monitor the Mean Time Between Failures (MTBF), and the Failure Rate of the managed fleet to understand repetition trends and frequency rate of component and/or system failures			
	INDUSTRY	**TMSA** – 4			
ACTIONS	RESPONSIBLE	Technical Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Masters, Chief Engineers			
	INFORMED	Operations Directors, Fleet Cell staff			

OPERATIONS-SPECIFIC AUDITS AND INSPECTIONS			STRATEGIC FOCUS	RISK, CUSTOMER, ASSETS	
			ASSURANCE FOCUS	Element 6	
DESCRIPTION	Monitoring completion of operations-specific onboard audits conducted to assure compliance with key operational activities.				
KPI's	• No overdue/outstanding operations-specific audits • Reduced service delivery and operational impacts associated with operational failures and/or non-compliance • Reduction in findings and non-conformities related to operational failures and/or non-compliance				
MEASURES	• # of vessels with in-date Operations Audits / Total # of Vessels = % Compliance • Each vessel to have at least 1 each of Cargo Audit, Mooring Audit, and MLC Self-Assessment completed and in-date in last 12 months • Measured across Last 12 Months • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• V.MS guidance and record-keeping in relation to; o MAR10 - Cargo Operations Audit **or** MAR 10a - Cargo Operations Audit Form (Dry) o NAV19 - Mooring / Anchoring Operations Audit o ADM33 – MLC Self-Assessment				
BAND 'C'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Operations Specific Audits –** We conduct operations-specific audits onboard for every vessel annually including; cargo, mooring, bunkering and ADM33.			
	INDUSTRY	**TMSA –** 6, 6A, 12, 12A			
ACTIONS	RESPONSIBLE	Marine Superintendents			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Masters and Chief Engineers			
	INFORMED	Operations Directors, Fleet Cell staff			

OUTSTANDING PO's AND INVOICES			STRATEGIC FOCUS	RISK, CUSTOMERS, ASSETS	
			ASSURANCE FOCUS	Element 7	
DESCRIPTION	Effective processing and close-out of Invoices and POs of vessels leaving V.Group management				
KPI's	• Reduced financial impacts associated with vessels leaving V.Group management • Improvement in associated AR/AP accounts associated with vessels leaving V.Group management				
MEASURES	• Percentage of Invoices and PO's remaining unprocessed at time of vessel leaving management • Measured across Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Risk Management processes • Marine Purchasing platform in ShipSure • Vessel Financial Control check list				
BAND 'C'	0 = ≥4%	1 = ≤4%	2 = ≤3%	3 = ≤2%	4 = ≤1%
REFERENCES	PLAYBOOK	**Closing Procurement Items –** We use the Vessel Leaving Management dashboard to track outstanding invoices and PO's. We close all invoices prior to the vessel leaving management and ensure POs in or in delivery to the Warehouse are cleared according to the customer's instructions, and ensuring no cost is incurred by V.Group.			
	INDUSTRY	**TMSA –** 7			
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)			
	ACCOUNTABLE	Operations Directors (ODs)			
	CONSULTED	Masters and Chief Engineers			
	INFORMED	Fleet Cell Staff			

REPORTING TIMELINESS OF UNWANTED EVENTS			STRATEGIC FOCUS	RISK, CUSTOMERS, ENVIRONMENTAL, ASSETS	
			ASSURANCE FOCUS	Element 8	
DESCRIPTION	Ensuring timely and effective reporting and notification of unwanted events.				
KPI's	• Reduction in reporting time between event and record being entered into ShipSure • Reduction in close-out time of incidents and near misses through earlier reporting • Reduction in overdue incidents and near misses through earlier reporting allowing more time to action effectively				
MEASURES	• Avg. Reporting Lag in Days based upon (Date of Report Entered into ShipSure – Actual Date of Event) • Measured across Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Risk, Safety and Quality Forms in V.MS; o RSQ26 - V.Report Template o RSQ27 - Incident Investigation Report o RSQ27a - Incident Investigation Report - Guidance Notes o RSQ27b - Vessel Investigation Report - Debrief • HazOcc Crew Accidents and HazOcc Incidents dashboards in ShipSure BI • Non-Injury Incidents dashboard in ShipSure BI				
BAND 'C'	0 =>4 days	1 = ≤4 days	2 = ≤3 days	3 = ≤2 days	4 = ≤1 day
REFERENCES	PLAYBOOK	**Timely Reporting and Follow-Through** - We ensure reports are raised and submitted in a timely, detailed, and effective manner, and that subsequent actions are prioritised and effectively followed-through to closure.			
	INDUSTRY	**TMSA –** 8, 11 **ISM –** 8 **MLC -** 4/4.3, 5/1.6			
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)			
	ACCOUNTABLE	Cluster HSSEQ			
	CONSULTED	Vessel Crew, Site Personnel			
	INFORMED	Group HSSEQ			

COMPLETION OF V.RULES TRAINING			STRATEGIC FOCUS	RISK, ENVIRONMENTAL, ASSETS	
			ASSURANCE FOCUS	Element 9A	
DESCRIPTION	Completion of the mandatory V.Rules training courses via the Percipio e-learning platform				
KPI's	• Improvement in safety culture awareness and compliance in shore personnel • Reduction in incidents and unwanted events through consistent application of V.Rules fundamentals • Increased reporting of leading indicators and positive examples of safety culture implementation				
MEASURES	• # of completed V.Rules courses / Total # of courses to be completed = % completed • Measurement is currently against training is applicable for shore-based colleagues only • Performance is measured across Year to Date • Metric is scored at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• Percipio e-learning platform • V.Rules materials				
BAND 'C'	0 = <85%	1 = ≥85%	2 = ≥90%	3 = ≥95%	4 = 100%
REFERENCES	PLAYBOOK	**Office Safety Culture –** We establish and maintain a Safety Culture Committee in every office, act upon Safety Climate feedback, are all accountable for preventing and reporting unsafe acts and conditions, and we learn from effective incident investigation and root cause analysis that prevents recurrence. We ensure all colleagues complete the mandatory safety culture training course in Percipio.			
	INDUSTRY	**TMSA** – 9A			
ACTIONS	RESPONSIBLE	All Colleagues			
	ACCOUNTABLE	Cluster HSSEQ			
	CONSULTED	Group HSSEQ			
	INFORMED	Group HR			

SENIOR OFFICER LEADERSHIP PROGRAM (SOLP) COMPLETION			STRATEGIC FOCUS	RISK, ENVIRONMENTAL, ASSETS	
			ASSURANCE FOCUS	Element 9A	
DESCRIPTION	Ensuring seafarers are completing the V.Group Senior Officer Leadership Program (SOLP) Phase 1, and desired learning outcomes.				

KPI's	• Senior Officers and Fleet Cell personnel able to;
	  ○ describe their impact as leaders, and explain how culture and other factors affect the leadership choices they make
	  ○ recognise, describe, and use different communication techniques to enhance the motivation of their teams
	  ○ flex their approach to achieve better operational outcomes				

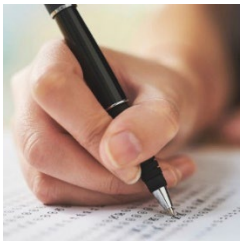
MEASURES	• # of Senior Officers onboard who have completed SOLP 1 / Total # of Senior Officers = % Compliant • Performance is measured across Year to Date • Metric is scored at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• Technical Compliance Dashboard in ShipSure BI				
BAND 'C'	0 = <80%	1 = ≥80%	2 = ≥85%	3 = ≥90%	4 = ≥95%
REFERENCES	PLAYBOOK	**Onshore Training** - We deliver onshore competence development training and seminars to our seafarers in accordance with the training matrix and pre-joining requirement in ShipSure.			
	INDUSTRY	**TMSA** – 9A			
ACTIONS	RESPONSIBLE	Crew Mobilisation Manager			
	ACCOUNTABLE	Crew Management Partner (CMP)			
	CONSULTED	CCC Colleagues			
	INFORMED	Senior Officers			

INTERNAL ENVIRONMENTAL AUDIT (RSQ21) FINDINGS' RATE			STRATEGIC FOCUS	RISK, ASSETS, ENVIRONMENT	
			ASSURANCE FOCUS	Element 10	
DESCRIPTION	Ensuring findings arising from Environmental audits are raised with correct and accurate Root Cause Analysis appended, to ensure reduction of findings and improvement of process over time.				
KPI's	• Reduced service delivery and operational impacts of environmental process and personnel compliance • Reduction in findings and non-conformities related to environmental process and personnel compliance				
MEASURES	• Total No. of Env. Findings Raised / Total No. of Env. Audits Conducted = Env. Finding Rate • Metric is scored against Year to Date • Score at VESSEL level, aggregate up through FLEET CELL, OFFICE, CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App				
BAND 'C'	0 =>3.60	1 = ≤3.60	2 = ≤3.40	3 = ≤3.20	4 = ≤3.00
REFERENCES	PLAYBOOK	**Auditing and Vetting** - We plan and budget for effective audit and vetting programmes for every vessel, ensuring documented compliance with all statutory and company expectations, and are accountable in responding to findings and common trends to deliver holistic continual improvement of their operations.			
	INDUSTRY	**TMSA –** 10			
ACTIONS	RESPONSIBLE	Fleet Managers (FMs)			
	ACCOUNTABLE	Cluster HSSEQ			
	CONSULTED	Fleet Cell staff			
	INFORMED	Group HSSEQ			

INTERNAL INSPECTION SUBMISSION TIME LAG			STRATEGIC FOCUS		RISK, ASSETS, CUSTOMER, ENVIRONMENT
			ASSURANCE FOCUS		Element 12
DESCRIPTION	Ensuring inspection reports are completed and submitted in a timely manner, allowing suitable notification and sufficient time to respond to findings and actions required.				
KPI's	• Reduction in time lag between inspection completion and report submission • Reduced service delivery and operational impacts of asset condition and management, and personnel compliance • Reduction in findings and non-conformities related to delays in submitting inspection reports and findings				
MEASURES	• Date of Inspection Report Submission – Date of Inspection = Reporting Lag in Days • Metric is scored against Year to Date • Score at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App				
BAND 'C'	0 =>14 days	1 = ≤14 days	2 = ≤10 days	3 = ≤7 days	4 = ≤5 days
REFERENCES	PLAYBOOK	**Timely Reporting and Follow-Through** - We ensure reports are raised and submitted in a timely, detailed, and effective manner, and that subsequent actions are prioritised and effectively followed-through to closure.			
	INDUSTRY	**TMSA –** 12			
ACTIONS	RESPONSIBLE	Person Conducting Inspection			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Cluster HSSEQ			
	INFORMED	Group HSSEQ, Operations Directors (ODs)			

INTERNAL AUDIT SUBMISSION TIME LAG			STRATEGIC FOCUS		RISK, ASSETS, CUSTOMER, ENVIRONMENT
			ASSURANCE FOCUS		Element 12A
DESCRIPTION	Ensuring audit reports are completed and submitted in a timely manner, allowing suitable notification and sufficient time to respond to findings and actions required.				
KPI's	• Reduction in time lag between audit completion and report submission • Reduced service delivery and operational impacts of asset condition and management, and personnel compliance • Reduction in findings and non-conformities related to delays in submitting audit reports and findings				
MEASURES	• Date of Audit Report Submission – Date of Audit = Reporting Lag in Days • Metric is scored against Year to Date • Score at OFFICE level, aggregate up through CLUSTER, and GROUP				
TACTICAL TOOLS	• ShipSure Audit/Inspection module • ShipSure Audit/Inspection App				
BAND 'C'	0 =>14 days	1 = ≤14 days	2 = ≤10 days	3 = ≤7 days	4 = ≤5 days
REFERENCES	PLAYBOOK	**Timely Reporting and Follow-Through** - We ensure reports are raised and submitted in a timely, detailed, and effective manner, and that subsequent actions are prioritised and effectively followed-through to closure.			
	INDUSTRY	**TMSA –** 12A			
ACTIONS	RESPONSIBLE	Person Conducting Audit			
	ACCOUNTABLE	Fleet Managers (FMs)			
	CONSULTED	Cluster HSSEQ			
	INFORMED	Group HSSEQ, Operations Directors (ODs)			

INITIATIVES and PROGRAMS



Annual Safety Culture Survey

Following our 'snap-shot' survey in November and December '22, we will be conducting our first, full-scale Annual Safety Culture Survey in 2023.

The survey will be conducted by our partners, The OPC, on our behalf and will be open to all V. colleagues – ashore and afloat – to complete.

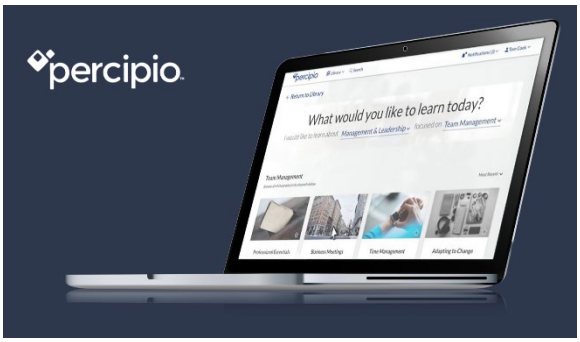
Please look out for the dedicated comms and updates in 2023, and we look forward to hearing your feedback and idea on how we can continue to grow our safety culture across V.

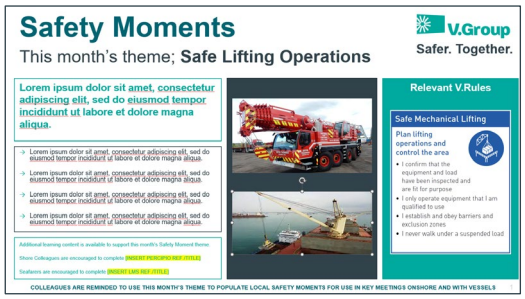
Percipio HSSEQ Training

Building on the success of the Percipio roll-out in 2022, we have committed to expanding the available library to include key HSSEQ learning materials, including those for our V.Rules program.

Percipio facilitates immersive and bite-size learning opportunities, allowing us to offer free learning opportunities via the software platform, and to link these learnings directly to our campaigns and programs across V.

Please look for the links and reminds to relevant Percipio content in future Bulletins, Safety Moments, and other key HSSEQ updates.





Safety Moments

2023 will see the introduction of scheduled 'Safety Moments' themes each month, covering topics relevant to operational considerations at that time of the year.

These Safety Moments will facilitate the presentation and awareness of key topics, in a uniform manner, across all of V., and provide links to relevant Percipio materials to offer further, interactive learning opportunities.

'Safety Catch of the Month'

V.'s 'Safety Catch of the Month' program has been a great success for several years, however 2023 will see us take it a new level!

Using our internal Yammer platform, we will share the excellent work done by Safety Catch nominees with all V. colleagues and allow them to vote on their preferred winners.

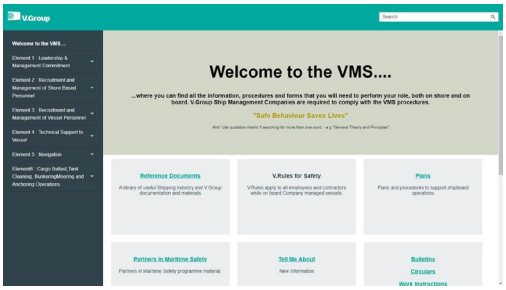
This will promote awareness and appreciation for the excellent Safety Catches coming, culminating in the recognition and reward of an overall annual Safety Champion winner.

V.MS Relaunch

In 2023, we will look to refresh and relaunch our safety management system, the V.MS, utilising a new digital hosting platform, with better functionality and improved user interface

The 'new look' V.MS will address a lot of the colleague feedback we have received in 2022 and deliver upon those items.

The content itself will also be restructured so that our key policies and processes are aligned to industry standards and easier to cross-reference when undertaking audits.



Together in Safety and MPIS

In-hand with the above V.MS relaunch, we will look to cross-reference with key industry programs such as 'Together in Safety' and Shell's 'Maritime Partners in Safety'.

V. are active members of these programs, and we look to make the valuable learnings and improvements available to us from such membership an integral part of how we continually improve our safety performance.

Safety Culture Committee

Finally, 2023 will see the launch of a Group-level Safety Culture Committee, starting in January.

Looking to provide updates on all the above programs, the Committee will be an open forum to encourage engagement and feedback from all V. colleagues via open-invite Teams meetings.

Invites will be shared on Yammer, and colleagues are encouraged to dial-in for the latest updates, and to bring their ideas to support continual improvement to the table. See the section below for further details.

Safety Culture Committee

The V.Group Safety Committee acts on behalf of, and is empowered by, V.Group's Executive Team to promote employee engagement in and awareness of those programs and initiatives that will support the continual improvement of safety performance and culture within V.Group and the Group's associated business activities.

The Committee's membership is made up as follows;

CORE	Chair	Group Dir. HSSEQ	Nominated Executive Team sponsor and representative for the Committee
	Group Functional Representatives	HSSEQ	Heads of HSSEQ for Ship Management and Marine Services Business Units
		Technical	Representative/s from Technical functions
		Operations	Representative/s from Operations functions
		Crewing / HR	Representative/s from Crewing and HR functions
		Learning Development	Representative/s from Learning Development, covering Shore and Seafarer learning programs
		Communications	Representative/s from Corporate Communications functions
		Trainees	Representatives from trainee programs, including Seafarer Cadets and onshore Graduates
VOLUNTEERS	Employee Representatives	Shore	Volunteer members from onshore colleagues and from seafarer groups shall be selected to ensure a wide spread of representation across all business areas and activities.
		Seafarers	

The Committee shall interface with and consider inputs from various sources across V.Group, and provide actions, updates, and communications similarly, as per the following diagram;

The Committee meets via MS Teams 'live event' functionality, allowing all colleagues the opportunity to dial-in to any Committee meeting. These shall be communicated and hosted via the dedicated 'Safety Culture' channel on the MS Yammer internal social media platform; LINK

DRILLS, AUDITS, AND ASSURANCE

Group Assurance Program

The Group Assurance team conducts annual, internal audits in all relevant V.Group operational offices and sites, to ensure compliance with the V.MS, statutory requirements, and industry standards, across the entire Group.

The following schedule of assurance visits is planned in 2023;

Month	Business Unit and Location / Site
January	Monaco – ShipMan (Leisure)
February	
March	Aberdeen – ShipMan (Offshore)
April	Glasgow – ShipMan (Cargo) Piraeus – ShipMan (Cargo)
May	Limassol – ShipMan (Cargo) Manilla - CrewMan
June	Rio de Janeiro – ShipMan (Offshore)
July	Singapore – ShipMan (Cargo + Offshore) Riga – CrewMan
August	Nantes – ShipMan (Cargo) Hamburg – ShipMan (Cargo) Oslo – ShipMan (Cargo) Chennai – ShipMan (Cargo)
September	Copenhagen – ShipMan (Cargo) Dubai – ShipMan (Cargo + Offshore) Gdynia – CrewMan
October	Boston – ShipMan (Cargo) Rijeka – CrewMan Istanbul – CrewMan Burgas – CrewMan Constanta – CrewMan
November	Shanghai – ShipMan (Cargo)
December	

NOTE; The above schedule is subject to change, based on operational issues and identified HSSEQ needs as the year progresses.

Details on the V.Group Assurance program, reports, scores, planning, and benchmarks can be found on the dedicated SharePoint site accessible via this link.

External ISO Audits

The following schedule of external ISO audits is planned in 2023;

Business Unit and Location / Site	Scheduled	Certifying Body
Oslo	March	LRQA
Dubai	March	LRQA
Hamburg	April	DNV
Nantes	May	LRQA
Glasgow	May	LRQA
Piraeus	July	LRQA
Shanghai	July	NSF and Xing Yuan Certification
Singapore	August	LRQA
Limassol	October	LRQA
Boston	November	LRQA
Brazil	December	LRQA
Chennai	December	LRQA

NOTE; The above schedule is subject to change, based on operational issues and identified HSSEQ needs as the year progresses.

External ISM Audits

The following schedule of external ISM audits is planned in 2023;

Business Unit and Location / Site	Scheduled	Certifying Body
Shanghai	February	LR
Oslo	March	LR
Chennai	March	LR
Nantes	March	Gibraltar Flag
Dubai	March	LR
Nantes	April	LR
Nantes	April	French Flag
Glasgow	May	LR
Glasgow	May	Belgium Flag
Glasgow	May	Gibraltar Flag
Glasgow	May	UK Flag
Brazil	May	LR
Hamburg	May	DNV
Copenhagen	May	LR
Copenhagen	May	BV
Singapore	May	LR
Piraeus	July	LR
Copenhagen	August	BV
Limassol	October	LR
Limassol	October	UK Flag
Nantes	October	French Flag
Boston	November	LR

NOTE; The above schedule is applicable only to Ship Management business units and is subject to change, based on operational issues and identified HSSEQ needs as the year progresses.

Shore Inspections, Meetings, and Drills

All Business Units shall conduct and record the following minimum scheduled activities:

Element...	Due	Responsible	Accountable	Consulted	Informed
Annual Master's Review of SMS	**At least 1/Year, per Vessel**	Masters	Cluster HSSEQ	Group HSSEQ	All Group (by Group HSSEQ)
Fire/Evacuation Drill	**Annually**	All Offices	Office Managers	Cluster HSSEQ	Group HSSEQ
1st Aid Drill	**Annually**	All Offices	Office Managers	Cluster HSSEQ	Group HSSEQ
Crisis Management Drill	**Annually**	All Offices	Office Managers	Cluster HSSEQ	Group HSSEQ
ISPS Drill	**Annually**	All Vessel-operating Offices	ODs	Cluster HSSEQ	Group HSSEQ
Firefighting Training	**As Required** (to renew certification)	All Offices	Office Managers	Cluster HSSEQ	Group HSSEQ
First Aid Training	**As Required** (to renew certification)	All Offices	Office Managers	Cluster HSSEQ	Group HSSEQ
HSE Committee Meetings	**At least Quarterly**	Cluster HSE Committee members	Cluster HSSEQ	Group HSSEQ	Group HSSEQ
Management Review Meeting	**Clusters; At least Quarterly**	Cluster MRM Committees	Cluster HSSEQ	Group HSSEQ	Respective Clusters and Group HSSEQ
	Group; Annually	Group Safety Culture Committee	Group HSSEQ	Cluster HSSEQ	All Group (by Group HSSEQ)

ANNEX A – GLOSSARY OF TERMS

≤	Less Than or Equal To
<	Less Than
≥	More Than or Equal To
>	More Than
BI	Business Intelligence
BU	Business Unit
Cat.	Category
CEO	Chief Executive Officer
Class	Classification Society
CMM	Crew Management Manual (V.MS Content)
CMP	Crew Management Partner
CO2	Carbon Dioxide
COP	Company Operations (V.MS Content)
DoC	Document of Compliance (with ISM Code)
DryBMS	Dry Bulk Management Standard
ENVf	Environmental Incident frequency (see Annex D for definition and calculation)
FAR	Fatal Accident Rate (see Annex D for definition and calculation)
FC	Fleet Cell
FFE	Fire-Fighting Equipment
Flag	Flag State/s
FO	Fleet Operations (V.MS Content)
H	Hours
HazOcc	Hazardous Occurrence
HIf	Occupational Health Incident frequency
HoW/R	Hours of Work/Rest
HR	Human Resources
HSSEQ	Health, Safety, Security, Environmental and Quality
HW	Hours Worked (see Annex D for definition and calculation)
ISM	International Safety Management Code
ISO	International Standards Organisation
ISPS	International Ship and Port Facility Security Code
IT	Information Technology
JSA	Job Safety Analysis
KPI	Key Performance Indicator
L12M	Last 12 Months
LSA	Life-Saving Apparatus
LTIf	Lost Time Injury frequency (LTIf) (see Annex D for definition and calculation)
m^3	cubic meters
MarServ	Marine Services
MD	Managing Director
MLC	Maritime Labour Convention
MoC	Management of Change
MPIS	Maritime Partners in Safety
N/A	Not Applicable
NM	Near Miss
No. .	Number
OBT	Onboard Training
OCIMF	Oil Companies International Marine Forum
OCM	Onboard Crew Management (V.MS Content)
OD	Operations Director
Ops	Operations
PDCA	Plan, Do, Check, Act
PEME	Pre-Employment Medical Examination
PMS	Planned Maintenance System
PO	Purchase Order
PSC	Port State Control
PSCI	Port State Control Inspection
RACI	Responsible, Accountable, Consulted, Informed
RCA	Root Cause Analysis
RCMP	Regional Crew Management Partner
RightShip	3rd party maritime inspection and due diligence organisation
RWCf	Restricted Workday Case frequency (see Annex D for definition and calculation)
SDG	Sustainable Development Goals
ShipMan	Ship Management
SIf	Security Incident frequency (see Annex D for definition and calculation)
SIRE	Ship Inspection Report Programme
SLE	Senior Leader Engagement
SLEf	Senior Leader Engagement frequency
SMS	Safety Management System
SOf	Safety Observation frequency (see Annex D for definition and calculation)
SOLP	Senior Officer Leadership Program
SSO	Ship Security Officer
SWA	Stop Work Authority
t	tonnes
tCO2e	tonnes (t) of Carbon Dioxide (CO2) equivalent (e)
TMSA	Tanker Management and Self-Assessment
TRIR	Total Recordable Injury Rate (see Annex D for definition and calculation)
U.N.	United Nations
V.MS	V. Management System
V.VP	V. Verification Program
VDR	Voyage Data Recorder
VIR	Vessel Inspection Report
WI	Work Instruction
YTD	Year to Date

ANNEX B – METRIC / STANDARDS CROSS-REFERENCE

METRIC	1 - Management, Leadership and Accountability	1A – Developing and Maintaining a Safety Management System	2 - Recruitment and Management of Shore-based Personnel	3 - Recruitment and Management of Operational Personnel	3A - Wellbeing of Operational Personnel	4 - Asset Reliability and Maintenance	4A - Asset Reliability and Maintenance (Critical Equipment)	5 - Navigational Safety	6 - Operational Activities	7 - Management of Change	8 - Incident Reporting, Investigation and Analysis	9 - Safety Management (Shore-Based Monitoring)	9A - Safety Management (Fleet Monitoring)	10 - Environmental and Energy Management	11 - Emergency Preparedness and Contingency Planning	12 - Measurement, Analysis, and Improvement (Inspections)	12A - Measurement, Analysis, and Improvement (Audits)	13 - Security
Seafarers' Declaration Of Compliance	A																	
Crew Compliance – Statutory Certificates				A														
On-Time Seafarer Relief				A														
Crew Hours Of Work/Rest					A													
Critical PMS Completion							A											
Critical Equipment Defects							A											
Vessel Inspection Reports									A									
Incident Management											A							
OM Vetting Risk Score												A						
RightShip Safety Score												A						
Exercise Of 'Stop Work' Authority													A					
Completion Of Environmental Audits														A				
Onboard Drills and Exercises															A			
Zero-Findings Internal Inspections																A		
Zero-Findings Internal Audits																	A	
ISPS Drills and Exercises																		A
Conduct Of Senior Leader Engagement Calls	B																	
Completion Of Safety Briefings	B																	
Master and Chief Safety Self-Assessments	B																	
Completion Of Masters' Reviews Of SMS		B																
RightShip DoC Score		B																
Personnel Attrition Rate – FMs / SIs			B															
Crew Compliance – Company Mandatory				B														
Performance Appraisals - Master And Chief				B														
Seafarer Promotion Ratio				B														
Forward Planning of Reliefs				B														
Retention Of Seafarer Officers					B													
Overdue PMS Tasks						B												
Remote VDR Audits								B										
Implementation Of RSO02										B								
Implementation Of RSO19										B								
Near Miss Management											B							
OM Vetting Deficiency Ratio												B						
Vessel Safety Committee Meetings													B					
Single-Use Plastics Processed														B				
Aux. Generator Co2 Emissions														B				
Onshore Emergency Exercises															B			
Overdue Scheduled Inspections																B		
OBT Visits and Inspections																B		
Overdue Scheduled Audits																	B	
Overdue Cyber Audits																		B
Completion of Management Reviews (MRMs)		C																
Personnel Attrition Rate - Overall			C															
Technical Failure Rate						C												
Operations-Specific Audits									C									
Outstanding PO's And Invoices										C								
Reporting Timeliness Of Unwanted Events											C							
Completion Of V.Rules Training													C					
SOLP Completion													C					
Internal Environmental Audit Findings' Rate														C				
Internal Inspection Submission Time Lag																C		
Internal Audit Submission Time Lag																	C	

ANNEX C – RACI MATRIX FOR ALL METRICS

	Service Delivery KPIs	Seafarers' Declaration Of Compliance	Crew Compliance – Statutory Certificates	On-Time Seafarer Relief	Crew Hours Of Work/Rest	Critical PMS Completion	Critical Equipment Defects	Vessel Inspection Reports	Incident Management	OMI Vetting Risk Score	RightShip Safety Score	Exercise Of 'Stop Work' Authority	Completion Of Environmental Audits	Onboard Drills and Exercises	Zero-Findings Internal Inspections	Zero-Findings Internal Audits	ISPS Drills and Exercises	Conduct Of Senior Leader Engagement Calls	Completion Of Safety Briefings	Master and Chief Safety Self-Assessments	Completion Of Masters' Reviews Of SMS	RightShip DoC Score	Personnel Attrition Rate – FMs / Sis	Crew Compliance – Company Mandatory	Performance Appraisals - Master And Chief	Seafarer Promotion Ratio	Forward Planning of Reliefs	Retention Of Seafarer Officers	Overdue PMS Tasks	Remote VDR Audits	Implementation Of RSO02	Implementation Of RSO19	Near Miss Management	OMI Vetting Deficiency Ratio	Vessel Safety Committee Meetings	Plastics Processed Offshore	Aux. Generator Co2 Emissions	Onshore Emergency Exercises	Overdue Scheduled Inspections	OBT Visits and Inspections	Overdue Scheduled Audits	Overdue Cyber Audits	Completion of Management Reviews (MRMs)	Personnel Attrition Rate - Overall	Technical Failure Rate	Operations -Specific Audits	Outstanding PO`s And Invoices	Reporting Timeliness Of Unwanted Events	Completion Of V.Rules Training	SOLP Completion	Environmental Audit Findings` Rate	Inspection Submission Time Lag	Audit Submission Time Lag
All Attending Visitors																			R																						I									
All Cluster Employees																																										C								
All Cluster Function Heads																																																	
All Colleagues	R											R																																	R				
Board	I																																																
CCC Colleagues																																																C		
Chief Engineers						R	R											C		R				C	C			C															C	C	C				
Chief Operations Officer (COO)																		A																															
Cluster HR																						R																				R							
Cluster HSSEQ	C								A			A		C	C	C	C		I	I	A									A		C	I	I	A	C		C	C	R			A	A		A	C	C
Cluster Vetting Manager										A	A											A									A																	
Crew Management Partner (CMP)			A	A																			A	I	R	A	A																		A			
Crew Mobilisation Manager		A	R	R																			R			R																			R			
Crew Planner				R																						R	R																					
Executive Team	I																																															
Fleet Cell Staff			I						C	C	C		I						I	I		C		I		C			I		I	I	C	C		I	I	I	C			C			
Fleet Managers (FMs)		C	C	I	I	C	C	A	R	R	R		A	A	A	A	A			A		R			A	A	I	I	A		A	A		R		A	A		R	R	A	A		R	A	A
Group Crewing		I																																													
Group HR																						C / I																				C / I				I			
Group HSSEQ	C								I	I	I	C		I	I	I	I				I	I									I	I	I				I		I	I	I				I	C		I	I	I
Group IT																																																
MARCAS																																			C														
Managing Directors (MDs)	A					I	I	I	I			I						R				A					A	C	C												A	A							
Marine Superintendents				A																																							R					
Masters				R									C	R			R	C	A	R	R				C	C			C				R		C						C	C	C				
New Joiners																																																
Onboard Training (OBT) Teams													R																																			
Operations Directors (ODs)						I	I	I	I			I			C	C		R					A		C	I			I	C	C				I	I		A	I	I	I				I	I		
OTD Team Lead																							R																									
Person Conducting Audit																R																															R	
Person Conducting Inspection															R																															R		
Procurement Teams																																			C														
Regional Crew Management Partner (RCMP)				I																																													
SeaTec (or approved Provider)																												R																				
Senior Officers																																															I		
Shore Colleagues																																						R										
Site Personnel																		I	C										C															C				
Site Supervisors/Leaders																		C	A																													
Technical Superintendents							A	A																			R									C						R					
Vessel Crew		R	C	C	C				C	C	C	C		I				I	C	C	C	C		C			C				C			C	R	R			C						C			
Vessel Superintendents									R																R							R	R	R		A				R	R	R						

ANNEX D – SERVICE DELIVERY KPI DEFINITIONS & CALCULATIONS

HOURS WORKED	
Definition	Primary means of calculation for V. is based on a 12-hour day while serving onboard. However, where required for relevant external presentation/discussion, relevant dashboards will offer the functionality to display in a 24-hour day format also.
Calculation	**No. of Seafarers onboard** x **12 Hours** x **Days in Month**, presented as **HW**
Relevance	Provides the basic benchmark against which HSE frequencies and ratios are calculated

OCCUPATIONAL HEALTH INCIDENT FREQUENCY	
Definition	All incidents where the primary outcome is a negative impact on health and/or wellbeing as result of work performed on behalf of V.
Calculation	Number of Occupational Health Incidents per 1 million Hours Worked, expressed as **HIf**
Relevance	Provides insight of working activities, practices, systems, substances, and/or environments that may present a risk to health and wellbeing and identify improvement opportunities to reduce future risk of repetition.

TOTAL RECORDABLE INJURY RATE	
Definition	Total Recordable Injuries includes work-related injuries and illnesses that result in; • *Death* • *Loss of consciousness* • *Days away from work* • *Restricted work activity or job transfer* • *Medical treatment (beyond first aid)* • *Significant work-related injuries or illnesses that are diagnosed by a physician or other licensed healthcare professional. These include any work-related case involving;* - *cancer and any other chronic irreversible disease* - *a fracture or cracked bone* - *a punctured eardrum*
Calculation	Frequency of **Total Recordable Injury** cases per **1 Million Hours Worked**, presented as **TRIR**
Relevance	Provides a summary of all significant incidents having a direct impact on employee health & safety.

SENIOR LEADER ENGAGEMENT FREQUENCY	
Definition	Conduct of Senior Leader Engagement (SLE) calls with vessels in accordance with V.MS requirements, led by respective MD/CEO, OD, TD (for Leisure) & FM and subsequently recorded in ShipSure.
Calculation	Frequency of **Senior Leader Engagement** calls per **200,000 Hours Worked**, expressed as **SLEf**
Relevance	Provides insight of working activities, practices, systems, substances, and/or environments that may present a risk to health and wellbeing and identify improvement opportunities to reduce future risk of repetition.

SECURITY INCIDENT FREQUENCY	
Definition	All incidents where the primary outcome is an impact on asset, site, personal, and/or data security with negative impact to V.
Calculation	Frequency of **Security Incidents** per **1 million Hours Worked**, expressed as **SIf**
Relevance	Provides insight of security breaches that may present a risk to health and wellbeing and identify improvement opportunities to reduce future risk of repetition.

ENVIRONMENTAL INCIDENT FREQUENCY	
Definition	All incidents where the primary outcome is a negative environmental impact. This includes spills and releases of liquids, gases, wastes and any other pollutant.
Calculation	Frequency of **Environmental Incidents** per **1 Million Hours Worked**, presented as **ENVf**
Relevance	Provides a clear insight of environmental impact, both regarding frequency and nature

RIGHTSHIP SAFETY SCORE	
Definition	RightShip Safety Score is assigned as per the RightShip vetting program and digital platform.
Calculation	**Average** of all vessel **RightShip Safety Scores**, as per the **RightShip platform.**
Relevance	Provides insight and benchmarking of independent, industry-/segment-wide operational and commercial performance, with a view to improving such over time.

OM VETTING RISK SCORE	
Definition	Assessment of risk levels assigned to findings and actions arising from Oil Major (OM) Vetting Inspections and reports
Calculation	**Average Risk Rating** of all **OM Vetting Findings.**
Relevance	Provides insight to the risk levels associated with operational- and compliance-related findings from vetting inspections, with a view to reducing overall risk over time,

OM VETTING DEFICIENCY RATIO	
Definition	The number of deficiencies arising from Oil Major (OM) Vetting Inspections and reports
Calculation	**Average No. of Deficiencies** across all **OM Vetting Findings.**
Relevance	Provides insight to the numbers and areas of deficiencies raised from vetting inspections, with a view to addressing repeat findings and driving continual improvement of standards, practices, and policies.

TECHNICAL OFF-HIRE	
Definition	The amount of time in HH:MM:SS that vessels are off-hire due to technical failures, defects, or breakdowns.
Calculation	**Total Technical Off-Hire** divided by **Total No. of Vessels**, expressed in **HH:MM:SS**
Relevance	Provides insight to the lengths and severity of off-hire events, and associated impacts, with a view to identifying causes and reducing repeat events through continual improvement of technical services.

ON-TIME RELIEF	
Definition	Seafarers being relieved on-time, in accordance with Seafarer Employment Agreements (SEAs).
Calculation	**Percentage** of all seafarers being **relieved on-time**
Relevance	Provides insight to the effectiveness of planning for on-time seafarer reliefs, with a view to minimising overdue crew and continually improving forward planning and mobilisation of seafarers for relief.

PSC DETENTIONS RATIO	
Definition	Vessel detentions arising from failures and/or non-compliance during Port State Control (PSC) inspections.
Calculation	**Total No. of Detentions** expressed as a **Percentage** of the **Total No. of PSC Inspections Conducted**
Relevance	Provides insight to PSC performance, with a view to avoiding detentions through continual improvement of the standards, practices, and policies dictating those operational areas and activities inspected during PSC inspections.

LOST TIME INJURY FREQUENCY	
Definition	Comprises all injuries **including Fatalities** but **excluding Restricted Workday cases**. • **Lost Time Injury** case is any work-related accidental injury other than a fatal injury which results in a person being unfit for work on the next day. • See below for **Restricted Workday Case definition and KPI**
Calculation	**Frequency of LTI's** per **1 Million Hours Worked**, presented as **LTIf**
Relevance	Provides a clear insight of serious incidents resulting in reduced workforce & operational efficiency, with potential for reoccurrence

RESTRICTED WORKDAY CASE FREQUENCY	
Definition	A **Restricted Workday Case (RWC)** is any work-related injury other than a fatality or lost workday case which results in a person being unfit for the full performance of a regular job on the shift/day after the injury. Work might be; ○ an assignment to a temporary job; ○ working in the regular job, but not performing all the usual duties of the job Where no meaningful Restricted Work is being performed, the incident should be recorded as an LTI; see above for LTI definition and KPI
Calculation	**Frequency of RWCs** per **1 Million Hours Worked**, presented as **RWCf**
Relevance	Provides a clear insight of serious incidents resulting in reduced workforce & operational efficiency, with potential for reoccurrence

SHIP SECURITY OFFICER (SSO) COMPLIANCE	
Definition	Ensuring that all vessels have a trained, competent, and certified SSO onboard at all times
Calculation	**Total No. of Vessels with Compliant SSOs** divided by **Total No. of Vessels**, expressed as **% Compliant**
Relevance	Provides insight of advance crew planning, to ensure competent personnel are onboard, ensuring compliance with ISPS requirements.

COMPLETION OF ISPS DRILLS	
Definition	Ensuring that all vessels complete security-focussed drills and exercises, as required by the ISPS Code.
Calculation	**Total No. of Vessels with Completed, As-Scheduled ISPS Drills** divided by **Total No. of Vessels**, expressed as **% Compliant**
Relevance	Provides insight of effective planning & execution of ISPS training onboard, ensuring compliance with ISPS requirements.

RSQ21 COMPLETION	
Definition	Ensuring that all vessels have completed and in-date RSQ21 Environmental Audit, within last 12 months.
Calculation	**Total No. of Vessels with Completed, In-Date RSQ21 Environmental Audits** divided by **Total No. of Vessels**, expressed as **% Compliant**
Relevance	Ensures vessels are receiving regular, detailed environmental audits, with relevant findings and actions to improve.

RSQ21 FINDINGS RATE	
Definition	Ensuring that findings raised during RSQ21 Environmental Audits are addressed and gradually reduced over time through continual improvement
Calculation	**Total No. of Findings** raised during **RSQ21 Environmental Audits** divided by **Total No. of RSQ21 Environmental Audits**, expressed as **Frequency**
Relevance	Demonstrates reductions in volumes of findings over time as continual improvement activities address causes of audit findings raised.

RIGHTSHIP DoC SCORE	
Definition	RightShip DoC Score is assigned as per the RightShip vetting program and digital platform.
Calculation	**Average** of all Ship Management Offices' **individual office RightShip DoC Scores**, as per the **RightShip platform**.
Relevance	Insight and benchmarking of independent, industry-/segment-wide operational and commercial performance, with a view to improving such over time.

PEME COMPLETION	
Definition	Measurement of completion of Pre-Employment Medical Examinations (PEME) for seafarers employed on V.-managed vessels.
Calculation	**Total No. of Seafarers Completed PEME** divided by **Total No. of Seafarers Onboard**, expressed as **% Compliant**
Relevance	Provides insight on effective completion of PEME as a means to identify pre-existing medical conditions prior to joining vessels, and to reduce risks and liabilities associated with medical conditions occurring/worsening onboard.

HEALTH-RELATED NEAR MISSES	
Definition	Insight of Near Miss (NM) reports arising from Health-related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Health-related NMs** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.

SAFETY-RELATED NEAR MISSES	
Definition	Insight of Near Miss (NM) reports arising from Safety-related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Safety-related NMs** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.

SAFETY-RELATED OBSERVATIONS	
Definition	Insight of Observation arising from Safety-related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Safety-related Observations** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.

SECURITY-RELATED NEAR MISSES	
Definition	Insight of Near Miss (NM) reports arising from Security-related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Security-related NMs** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.

SECURITY-RELATED OBSERVATIONS	
Definition	Insight of Observation arising from Security-related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Security-related Observations** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.

ENVIRONMENTAL-RELATED NEAR MISSES	
Definition	Insight of Near Miss (NM) reports arising from Environmental-related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Environmental -related NMs** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.

ENVIRONMENTAL-RELATED OBSERVATIONS	
Definition	Insight of Observation arising from Environmental -related causes, which may have resulted in incidents, if not otherwise managed/avoided
Calculation	**Frequency of Environmental -related Observations** per **200,000 Hours Worked**, presented as a **Frequency**
Relevance	Overview of pro-active safety culture and learning/improvement opportunities presented, without having a physical impact upon employees or assets.