

Management Commitment to Continual Improvement

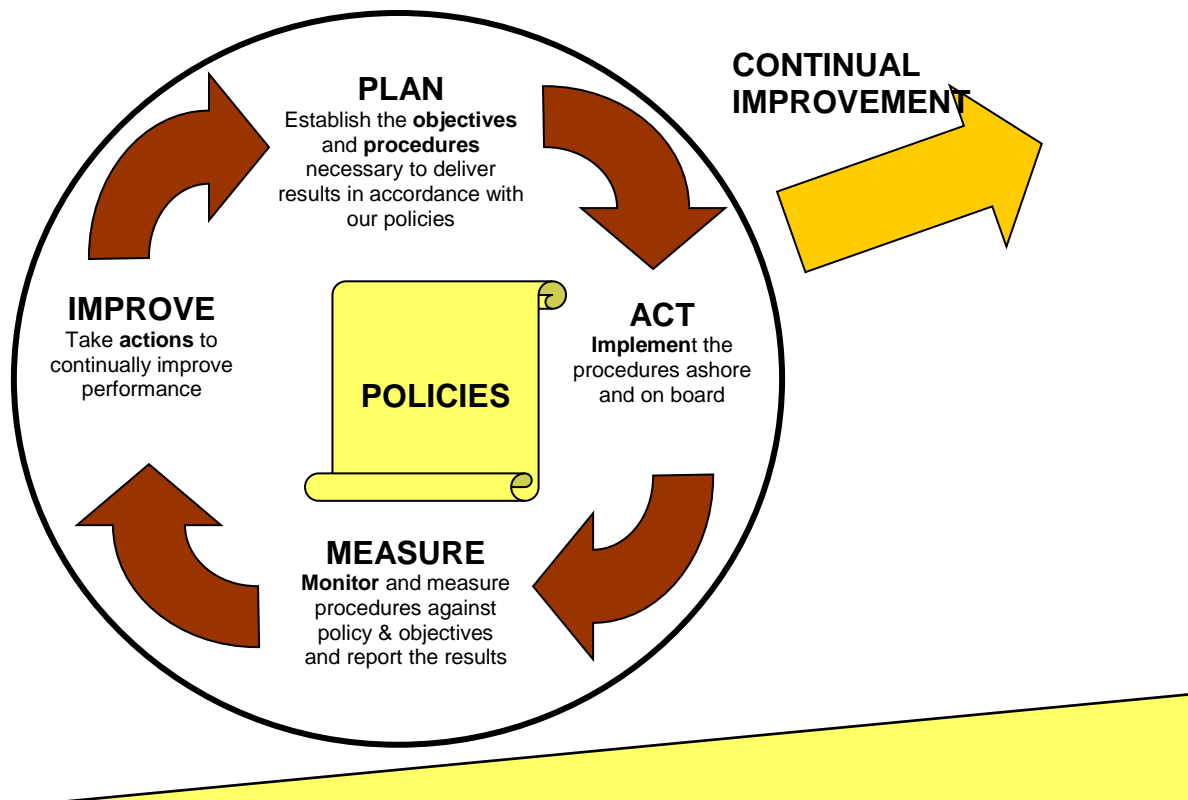
The Company's Top Management demonstrates commitment to Company's mission, vision and policies and actively supports the SMS. It shall provide evidence of commitment to the development and implementation of the SMS and continually improving its effectiveness by:

- Communicating the importance of meeting the customers' and the statutory and regulatory requirements within the Company and ensuring these requirements are understood.
- Establishing and reviewing the Company's Policies, objectives and targets.
- Ensuring availability of resources.

In order to ensure that Company's Policies and the concept of safety and environmental excellence and continuous improvement is understood, actively promoted through leadership and sound management practices and applied to all levels in the organisation:

- Management is committed to improve standards and will engage and promote the levels of awareness that such standards demand. Training is essential to achieve this.
- All work is properly supervised, with safety and environment protection forming an integral part of all planning, and procedures/safeguards against all identified risks are established.
- All incidents of a serious or potentially serious nature are investigated and recommendations communicated through line management.
- Ship/shore communication links are established to capture best practice and lessons learnt. Lessons learnt are communicated to the fleet and, when appropriate, to third parties and tracked to ensure close out. Best practices are actively promoted fleet wide.
- Management engages active participation of all personnel in applying the SMS and will respond positively to recommendations for changes necessary to improve standards.

Policy statement contains the high level but long-term goals and aspirations, such as zero spills and zero incidents which are obtained through the following model for continuous improvement:



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Plan: Effective strategies require clarity in policies, purpose, processes, roles and responsibilities. Our goal is to conduct business based on the principle of safety and environmental excellence.

Act: Consistent implementation of plans is been implemented for effective execution of the work to achieve objectives. Effective improvements can be achieved through clear communication of guidelines, prioritisation and targeting of processes for improvement and clear definition of objectives and measurements followed by actual work towards each objective. The emphasis is on achieving optimum long-term efficiencies and improvements rather than short-term expediencies. Continuous improvement techniques and tools are applied in formulating improvements to the targeted processes. Once a plan for improvement is agreed between an individual or team and their department heads, they proceed with the actual work for improvement. The Act segment of the cycle further bolsters alignment and provides achievement of tangible results.

Measure: Sustainable improvement and safety and environmental excellence requires mechanisms to check, evaluate and feedback information on results achieved. The Measure segment of the cycle provides feedback to all appropriate personnel on the results of their alignment, implementation and improvement efforts.

Improve: The organisation compares the identified processes with its technical and operational needs and resources available in order to develop a prioritised plan, which is then reviewed and agreed with management. Instances where action is required but resources are not available are referred up the management chain. The emphasis is on achieving optimum long-term efficiencies and improvements rather than on quick fixes. The Improve segment of the cycle helps to get better alignment with the targets and ensures that individual improvement plans are reviewed and updated. Targets are defined and efforts are focused on areas where maximum benefit and improvements can be obtained. All follow-up plans shall include the clear assignment of responsibility for all improvement actions.