



THE DANSHIP NEWS

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Celebrating One Year of our Crew Development and Wellness Campaign

Danaos Shipping proudly marks one year since the launch of our **Crew Development and Wellness Campaign**, a cornerstone initiative presented by our Chief Operating Officer to enhance the daily lives of our seafarers across the fleet.

This campaign represents a meaningful shift toward prioritizing the well-being, safety, and professional development of our crew. Over the past year, we've been delighted to see several impactful initiatives come to life - all aimed at creating a safer, more supportive, and connected onboard environment.



Key Milestones and Initiatives

a. Crew Welfare Monthly Budget

Every vessel in our fleet now operates with a designated **Crew Welfare Budget**, managed by the Master. This budget empowers our onboard leaders to invest directly in initiatives and supplies that improve crew morale and daily life aboard.

b. Enhanced PPE and Accommodation Supplies

We've made notable upgrades to essential items including:

- **Boiler suits** and **safety shoes** to ensure better protection and comfort during work.
- **Bed sheets** and **towels** for improved hygiene and rest quality. These improvements reflect our focus on both safety and personal comfort.

c. Accommodation Inspection Online Application

In our ongoing mission to improve living standards aboard, we've launched a dedicated **online platform** for reporting accommodation conditions.

This digital tool enables:

- Easier monitoring of onboard living spaces

- Efficient reporting of defects
- Faster rectification using streamlined workflows
- Enhanced seafarer awareness and engagement

d. Online Training Platform

We've rolled out an **online training system** to strengthen regulatory and safety awareness. The platform ensures:

- Continuous crew development
- Real-time tracking of training progress
- Accessible education on key compliance matters

e. Internet Onboard

Connectivity is now significantly better. Thanks to **new-generation equipment such as Starlink**, we've boosted bandwidth availability and expanded free internet access - keeping our crews connected to family, friends, and vital resources.

f. Mental Health Support

Mental well-being is a top priority. We now offer:

- **24/7 mental health support services**
- Targeted **mental health training** through our online platform

These resources provide timely support and help foster a culture of openness and care.

g. Additional Enhancements Across the Fleet

- **Remote Medical Consultation (24/7)**: Already available on some vessels, with fleet-wide expansion underway.
- **New Entertainment Systems**: Modern and user-friendly setups are being installed to improve leisure time on board.
- **Work & Rest Hour Monitoring**: Digitized systems now track working hours and overtime, supported by a clear company policy on fair compensation.
- **Video Conferencing Capability**: Rolling out across the fleet to provide direct, immediate crisis response when needed.

A Culture of Continuous Improvement

These developments highlight our commitment to going **beyond compliance** - striving to provide a truly supportive, safe, and modern working environment at sea.

But we are not stopping here. The past year is just the beginning. Our journey toward **continuous improvement** in the working and living conditions aboard our vessels will persist, guided by your feedback, experiences, and needs.

We thank all our seafarers for their dedication, resilience, and service. Together, we move forward - stronger, safer, and better connected.

Giorgos Fasianos
SQE Director



Message from the President & CEO

Dear Danaos Team,

The last few months we have experienced the most severe middle east conflict with direct attacks from Israel to Iran and vice versa. Fortunately this proved to be a rather short lived conflict and did not lead to an escalation in the area. The Hormuz straits were not closed so shipping through this area continued without problems.

However the Red sea passage has recently shown renewed escalation with two bulk carriers attacked and sunk by Houthi militias. These incidents are pushing further away the usage of Suez canal for container carriers which was originally planned for second half of 2025.

As far as our company is concerned we are continuing our successful growth path and we have recently concluded another 6000 TEU newbuilding which brings our total fleet in water and on order to the 100 vessel mark.

Our efforts have been recognised by winning the Sustainable development award from Efekandi Prizes and also the Best place to work award from Great Place To Work® Hellas.

It is our primary concern to make all of you happy and proud for working for Danaos and ensure a prosperous future for all of us.

Warm regards
John Coustas



Message from the Vice President & COO

Dear Colleagues,

In this era of rapid technological change and evolving operational demands, two critical challenges stand at the forefront for our company: the complexities of crewing and the imperatives of digitalization.

The issue of crewing has never been more pivotal. Our workforce remains the cornerstone of our success, and ensuring we attract, develop, and retain top talent is essential. However, the dynamic nature of the industry presents increasing difficulties -from shifting skill requirements to heightened expectations around work-life balance and well-being. We must continue to innovate our approaches to recruitment, training, and employee engagement to build a resilient and agile team capable of meeting tomorrow's demands.

Simultaneously, digitalization is reshaping how we operate, offering tremendous opportunities to enhance efficiency, safety, and decision-making. Yet, integrating new technologies into existing workflows presents its own set of challenges. It requires not only investment in infrastructure but also a cultural shift toward embracing change and continuous learning. We are committed to fostering this mindset and providing the tools and support necessary to enable every team member to thrive in a digital-first environment.

Addressing these intertwined challenges is not just about overcoming obstacles -it's about positioning ourselves for sustainable growth and industry leadership. I am confident that through collaboration, innovation, and a shared vision, we will continue to turn these challenges into opportunities for success.

Thank you for your dedication and commitment to our collective journey.

Dimitris Vastarouchas

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AMVER Awards

Danaos has been honored with an AMVER Award for our dedication to maritime safety and life-saving operations.

This year, 297 lives were saved through the efforts of 216 Greek shipping companies, including Danaos. With 64 vessels actively participating, we remain committed to ensuring safety and solidarity at sea. Congratulations to all recognized for their contributions to this vital initiative!



7th International Conference on Maritime Education



Cpt. Spyros Kyriakopoulos, Training Manager at Danaos, participated as a distinguished panelist at the 7th International Conference on Maritime Education, organized by Metropolitan College Maritime Academy.

Held at the Aikaterini Laskaridis Foundation Historical Library, the conference explored the crucial role of the Human Element in shaping the future of the maritime industry. The discussion emphasized the importance of continuous training, adaptability, and the empowerment of maritime professionals both onboard and ashore.



Cpt. Kyriakopoulos contributed valuable insights on best practices and evolving training needs, reinforcing Danaos' commitment to cultivating a skilled, resilient, and future-ready workforce. We thank Metropolitan College for this important initiative and remain committed to fostering a culture of learning, resilience, and excellence at sea and on land.

Danaos on the Best Workplaces List

This year Danaos has not only been certified as a great place to work but has also been officially recognized among the Best Workplaces 2025 by Great Place To Work® Hellas - a prestigious distinction that celebrates our team's passion, commitment, and incredible spirit.

Deeply committed to our people, their growth, their families, and the society we all share, we are continuously striving to improve and become better every day. At Danaos, we believe that a truly exceptional workplace is built on respect, collaboration, and a shared sense of purpose and this award reflects the strong culture we've built together.

A heartfelt thank you to each member of the Danaos Family for making this achievement possible. This recognition belongs to all of you!



National Technical University of Athens

We welcomed students from School of Naval Architecture and Marine Engineering/NTUA for an inspiring day of learning, innovation, and future possibilities!

The visit began with Dimitris Vasalakis, who kicked off the session by discussing career opportunities, internships, and what Danaos looks for in future talent.

Next, Anastasios Economou took the floor to provide a deep dive into fleet operations and the technical challenges faced in the shipping industry today. He discussed how Danaos ensures optimal performance, safety, and sustainability across its fleet, offering students a real-world understanding of the complexities of ship management.

The students were then introduced to Evi Politi, who gave an exciting presentation on Danaos' cutting-edge research initiatives. She highlighted the latest projects aimed at enhancing efficiency, advancing decarbonization efforts, and incorporating emerging technologies such as AI and digitalization into the maritime sector.

Takis Varelas walked students through the work being done at the intersection of academia and industry. From pioneering software platforms to collaborations with global institutions, his session inspired students to consider how engineering, science, and creativity can come together to solve real-world challenges.

Finally, Dr. John Coustas, President & CEO of Danaos, concluded the visit with an inspiring welcome address. His words served as a powerful reminder of the significant impact young professionals can have on global industries and offered invaluable advice on how students can distinguish themselves in the field.

It was a fantastic day of knowledge-sharing and meaningful discussions. Thank you to the NTUA students for their enthusiasm and insightful questions!



Metropolitan College

It was a pleasure to open our doors to cadets and students from Μητροπολιτικό Κολλέγιο for an engaging educational visit to Danaos premises, where Danaos representatives provided insightful presentations

- Dimitris Vasalakis shared insights into company strategy and organizational development, discussing how Danaos aligns its long-term goals with technological innovation and evolving industry demands. He emphasized on Danaos career prospects, the value of leadership, and strategic thinking in a competitive maritime landscape.
- Christos Sialakoumas provided an overview of Danaos' fleet operations, offering students a real-world understanding of how daily vessel management, maintenance planning, and performance monitoring are handled. He also highlighted the operational challenges of running a global fleet and the use of digital tools to optimize efficiency.
- Panagiotis Nomikos from DANAOS Management Consultants S.A. delivered an engaging presentation on the company, offering students an inside look at how technology drives efficiency in fleet operations. Through real-world examples, he unpacked the commercial and technical complexities of fleet management, bridging the gap between theory and modern maritime practice.
- From the Danaos Research Center, Takis Varelas and Evelina Bintevinou introduced students to the innovative world of maritime research and technology. Their presentation showcased the cutting-edge projects they are working on, emphasizing on the digital transformation in the industry.

Thank you to all the participants, it's valuable to see the next generation of maritime professionals gaining insight into the field.



University of West Attica

We were happy to host students from the MSc in "Organization, Operation, Development, and Administration of Ports" of Department of Business Administration - University of West Attica, which includes visits to Greek companies actively engaged in the port industry and the broader coastal economy.

The visit featured a series of engaging and informative presentations by esteemed company executives Mr. Dimitris Vasalakis from HR & Training Dpt., Mr. Christos Sialakoumas from Crew Dpt. and Mrs. Evelina Bintevinou and Mr. TAKIS VARELAS from Danaos Research Center, who offered invaluable insights, inspiring the next generation of leaders in Greece's port industry.

Big thanks to our engaging audience!!

University of Piraeus

Once again, proud to connect academia with industry as we welcomed 88 students from the Department of Maritime Studies-University of Piraeus, along with their Head of Department, Ioannis Theotokas, for an opportunity to learn about the industry from our experienced team.

- Christos Sialakoumas provided an in-depth look into Crew Management, explaining the complexities of recruitment, training, and crew welfare. He outlined the challenges of managing multinational seafarers, compliance with international regulations, and the importance of continuous training to maintain high operational standards.
- Giorgos Fasianos led an engaging discussion on Safety, Quality, and Environmental standards, emphasizing Danaos' commitment to sustainability and regulatory compliance. He explored how safety protocols, risk assessment, and environmental initiatives drive operational excellence while aligning with global maritime regulations.
- Tania Mermiga discussed the important role of Human Resources in shipping, emphasizing talent management, and the importance of fostering a strong company culture in a globalized industry. She highlighted how Danaos supports professional development and ensures the well-being of its people both onshore and at sea.

A big thank you to the students and faculty for their enthusiasm and engagement.



Athens University of Economics and Business

We welcomed postgraduate students from the MSc ISFM - AUEB at our premises, accompanied by their professor, Mr. Manolis G. Kavussanos. Mr. Filippos G. Prokopakis led an insightful discussion on the evolving economic landscape and chartering trends shaping the shipping industry, while Mr. Dimitris Vasalakis shared valuable career advice, offering a glimpse into the exciting opportunities within the maritime sector. At Danaos, we are dedicated to fostering the next generation of shipping professionals, strengthening the link between academia and industry.

A big thank you to Mr. Kavussanos and his students for such an inspiring visit-we look forward to seeing you navigate your own paths in the maritime world!



University of the Aegean

We were delighted to open our doors to the students from the Department of Shipping, Trade and Transport - University of the Aegean, Greece at the Danaos headquarters.

Their curiosity, insightful questions, and passion for the maritime industry made this visit truly engaging and inspiring. We're always proud to support the next generation of talent and contribute to their professional orientation and understanding of the shipping world!

Special thanks to Dimitris Vasalakis, Christos Sialakoumas and Giorgos Fasianos for their insightful input!



World Maritime University

What a pleasure it was to welcome students from World Maritime University to Danaos!

The visit was filled with energy, curiosity, and forward-thinking discussions-driven by presentations from our own:

- Filippos G. Prokopakis
- Giorgos Fasianos
- Christos Sialakoumas
- Dimitris Vasalakis

From navigating the complexities of digital shipping to exploring real-world applications of sustainability, the dialogue was rich and inspiring on both sides.

COMPANY NEWS

Adopting Rizia High School

We were delighted to welcome the students of Rizia High School, the most northeastern school in Greece. Danaos has proudly financially adopted their school, ensuring they can visit Athens once a year for an enriching experience.

During their visit, Dr. Coustas spoke to them about the shipping industry and its global significance, providing a deeper understanding of the maritime world. Cpt. Spyros Kyriakopoulos and Cpt. Petraki guided them through our state-of-the-art ship simulator, giving them a hands-on experience in modern navigation, while Mr. Dimitris Vasalakis discussed potential maritime careers they could pursue after school, inspiring them to explore opportunities in the industry. It was truly inspiring to see their enthusiasm and we hope this experience fuels their dreams and opens new horizons.



Scholarship Awards Ceremony

Danaos was part of the Scholarship Awards Ceremony of the Department of Finance and Banking Administration of the University of Piraeus, celebrating and awarding the achievements of outstanding students.

Congratulations to all the recipients for their hard work and dedication!



49th Career Days at Deree College

We participated in two key career events, strengthening our commitment to supporting the next generation of maritime professionals.

On March 18, Danaos HR representatives, Lina Vrantza and Argyroula Papageorgiou from attended the 4th Annual Internship Information Event, presenting our internship program to the students who were eager to gain hands-on experience in the shipping industry.

Continuing our engagement, on April 1, Argyroula Papageorgiou participated in the 49th Career Days at Deree College, connecting with students exploring career opportunities in maritime and sharing insights into the exciting paths available at Danaos.

A heartfelt thank you to the organizers, faculty, and students for the events. We look forward to continuing to support and inspire the future leaders of our industry!

IMO International Day for Women in Maritime

We celebrated the IMO International Day for Women in Maritime by honoring the vital contributions of women in the industry and highlighting Danaos' commitment to empowering them across all levels, both on shore and at sea.

This year, the IMO marked the occasion under the theme "An Ocean of Opportunities for Women," reflecting the belief that the future of our industry must be inclusive, diverse, and full of promise. It also aligned with the 2025 World Maritime Day theme: "Our Ocean, Our Obligation, Our Opportunity," a powerful reminder that we all share responsibility for shaping a more sustainable, equitable maritime future.

Empowerment is not a moment, but a movement and we're proud to be part of it. Pictured below: Mrs. Hansen taking the noon sight aboard the barkentine Aurora, a striking reminder that women have always been part of maritime history, even when history tried to leave them out.



Successful Search and Rescue (SAR) Exercise Completed

On May 13, 2025, while drifting off Genova and awaiting pilot boarding, our M/V Zim Luanda successfully participated in a Search and Rescue (SAR) exercise with the Italian Search and Rescue Helicopter.

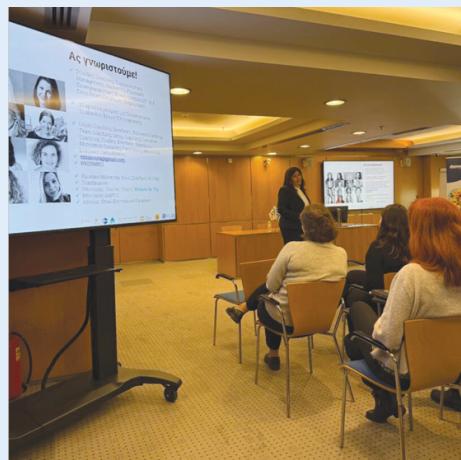
Kudos to our crew for their professional conduct and smooth coordination throughout the drill. Special thanks to the Italian SAR team for the collaboration and training opportunity!



Drydockings

A great sight at Cosco Nantong Shipyard, with our sister vessels Express Black Sea & Express Spain side by side for drydocking. With repairs successfully completed, Express Black Sea is now back in action, while Express Spain will soon follow.

Wishing both safe and smooth sailings ahead!



International Women's Day

We proudly celebrated International Women's Day with an inspiring speech from Elina Maxoura from Women On Top, highlighting the power of resilience and adaptability. Elina shared valuable insights on overcoming challenges and embracing change. Her words resonated deeply with our team, reinforcing our commitment to inclusion, empowerment, and continuous growth.

A big thank you to Elina and Women On Top for this powerful discussion. Let's continue shaping a future where everyone thrives.



At Danaos, Health Comes First!

We proudly welcomed the "Prolamvano" initiative by the Ministry of Health, at our premises, reinforcing the importance of preventive care for cardiovascular diseases. Our team had the opportunity to undergo on-site blood tests, taking a proactive step toward their well-being.

Because looking after our health today means a stronger tomorrow.

A heartfelt thank you to everyone who participated and to the dedicated medical professionals from Olympic Diagnostic who made this initiative possible!



Easter spirit filled our offices!

The ELEPAP Easter Bazaar brought color, warmth, and purpose to our workplace today! From every handmade candle to sweet treats and festive gifts, we came together to support the brave children of ELEPAP.

A big thank you to all our colleagues who stopped by to support this wonderful cause!



Tree planting

Against the odds and despite the weather, the Danaos team joined we4all on Lycabettus Hill to bring new life to our city! A heartfelt thank you to everyone who braved the elements to make a difference and proved that rain or shine, our dedication to a greener future remains strong!



Athens Half Marathon

Team Danaos ran with heart!

Yesterday, our incredible people took on the challenge of the Athens Half Marathon, running 21K & 5K in support of the brave children of ELEPAP.

A huge congratulations to all our runners - your determination, energy, and team spirit made every step count for a great cause!



Bowling & Team Spirit

At Danaos, teamwork goes beyond the workplace! Our team hit the lanes for a fun-filled evening full of strikes, spares, and plenty of laughter proving that great teamwork shines both in and out of the office.

Here's to more unforgettable moments on and off the lanes!



Setting Sail in the Saronic Gulf

The Danaos Team took a break from the office and set sail in the beautiful Saronic Gulf! A day full of sun, sea, laughter, and strong team spirit - far from the everyday routine.

These moments aren't just getaways - they're opportunities to strengthen our bonds and breathe in the salty air.



A golden experience for Danaos!

Our team had the privilege of a private tour of the Benaki Museum stunning exhibition, "Art in Gold. Jewellery in Hellenistic Times."

Surrounded by the brilliance of ancient craftsmanship, we explored exquisite pieces that reflect the beauty, precision, and legacy of the Hellenistic world.

A special thank you to the Benaki Museum for this exclusive opportunity to connect with history in such a meaningful way!



Shaping the Future of the Shipping Industry: Digital Twin Technology

ARTICLE

The digital transformation has begun to revolutionize the shipping industry in different aspects of maritime operations. Among the technological achievements that will enhance and facilitate the maritime sector is the digital twin, a revolutionary innovation that will play a crucial role in the enhancement of fleet management, crew training and maritime operations in general.

A brief history

Back in 2002, Dr. Michael Grieves first used the term "digital twin". However, the concept of pairing technology (as it was called back then) lies back in 1960 when NASA tried to rescue the Apollo 13 mission by operating and repairing the systems of the spacecraft remotely.

What is a digital twin?

A digital twin is a detailed virtual representation - model of physical assets, processes, or systems. In the context of the maritime sector, digital twins can represent vessels, their systems, cargo and different processes of the maritime operations. In fact, a digital twin is a digital mirror of the physical asset, which can be accessible remotely in order for the shipping company to operate or repair it. Digital twins continuously receive numerous data from the real-world counterpart using different kinds of sensors and Internet of Things devices. In this way, the shipping companies have continuous access to real-time data and advanced analytics that give them the ability to simulate different kinds of scenarios and make decisions based on them, reducing operational costs and enhancing fleet management, safety, maintenance scheduling and overall efficiency.



What are the applications of digital twins in the shipping industry?

Digital twins in the shipping industry are used in different ways. They are mainly used in fleet management, where they enable monitoring and performance of the vessels remotely, in real time. In this way, shipping companies are able to schedule predictive maintenance and identify and resolve the potential, overcoming issues avoiding costly breakdowns.

Moreover, route optimization is facilitated with digital twins, because they enhance the analysis of weather patterns, sea conditions, and maritime traffic. As a result, the navigation of a vessel or an entire fleet is becoming more efficient and the fuel consumption is reduced.

Another application of digital twins in the maritime sector regards the cargo management. Shipping companies can represent cargo spaces with digital twins, in order to manage the cargo spaces efficiently and optimize the space utilization. In addition, monitoring of transited goods can be achieved. In this way, shipping companies achieve the maintenance of perishable goods under optimal conditions, avoiding the deterioration of them during the voyage.

What are the positive aspects of digital twins?

Substantial benefits can be achieved by the implementation of digital twins in the maritime sector. First of all, digital twins receive a variety of real time data which facilitates and enhances the decision making and resources allocation processes. As a result, the operational efficiency is improved. This, in turn, leads to significant cost savings through lower fuel consumption and maintenance



costs. Furthermore, the implementation of digital twin technology results in the enhancement of safety by preventive maintenance, minimizing the likelihood of equipment failure-related accidents. Additionally, digital twins support and facilitate sustainability initiatives within the shipping industry. By route optimization and reduction of fuel consumption, the emissions of the vessels can be reduced, resulting in shipping companies minimizing their carbon footprint. Apart from minimizing carbon footprint, digital twin technology allows shipping companies to minimize their waste, by monitoring the transit cargo conditions. On the whole, the implementation of digital twin technology within the shipping industry results in the efficiency, safety and environmental responsibility across the full spectrum of maritime operations.

What are the upcoming challenges?

Although there are various benefits from the range of applications digital twin technology has in the maritime sector, there are several challenges. Firstly, the implementation of digital twin technology, especially in the entire fleet of a shipping company, can represent a substantial financial burden. This is due to the fact that digital twins necessitate advanced technology and infrastructure, such as advanced sensors, data analytics tools and robust IT systems, requiring a significant initial investment.

In addition, in maritime operations, many stakeholders are involved such as shippers, agents, logistics providers, port authorities and regulatory bodies. The integration of data from these various sources makes ensuring seamless data sharing and collaboration a complex process, which may require concerted standardization efforts, creating another challenge. On top of that, nowadays, shipping companies increasingly tend to rely on software tools and digital solutions that make them more vulnerable to cyber threats, regarding data security and privacy.

Conclusion & Thoughts

In conclusion, the application of digital twins in the maritime sector can enhance the maritime operations, regarding operational efficiency, safety and sustainability. These advantages make digital twin technology a worthwhile investment, despite the fact that initial costs and data integration issues might be addressed. As the shipping industry continues to evolve, the adoption of digital twin technology is likely to play a pivotal role in shaping the future of maritime operations.

Ioanna Magalou
Operations Assistant

U.S. Tariffs on Chinese Shipping: A New Front in the Trade War

ARTICLE

The United States has introduced a series of tariffs and port fees targeting Chinese-built and Chinese-operated vessels, marking a significant escalation in the ongoing trade tensions between the two economic superpowers. These measures, proposed by the Office of the U.S. Trade Representative (USTR), aim to counteract China's growing dominance in global shipbuilding and maritime logistics.

Details of the Tariffs

Under the new proposal, Chinese-owned or Chinese-built ships entering U.S. ports could face fees of up to \$1.5 million per port call. Specifically, vessels operated by companies with fleets comprising 50% or more Chinese-built ships would incur the highest charges. Additionally, operators with significant orders placed at Chinese shipyards may also be subject to these fees. Conversely, incentives are being considered for carriers operating U.S.-built ships, including potential refunds of up to \$1 million per entry.

Rationale Behind the Measures

The USTR's proposal stems from concerns over China's rapid expansion in the maritime sector. Since 1999, China's share of global shipbuilding tonnage has surged from less than 5% to over 50% in 2023. Furthermore, China now owns approximately 19% of the global commercial fleet. U.S. officials argue that this dominance results from unfair practices, including state subsidies and forced technology transfers, which undermine international competition.

Economic Implications

Industry experts warn that these tariffs could have far-reaching consequences for global trade. The World Shipping Council has expressed concerns that increased port fees may reduce the competitiveness of U.S. exports, elevate consumer prices, and disrupt supply chains. Analysts estimate that these tariffs could add between \$150 and \$300 per container shipped from China to the U.S. West Coast.

The chemical industry, a significant contributor to the U.S. economy, is particularly vulnerable. According to industry leaders, the proposed fees could lead to a 30% increase in costs for certain chemicals on deep-sea routes and up to a 70% increase on shorter routes. Such cost escalations may render U.S. chemical exports less competitive globally.

China's Response

In response to the proposed tariffs, China has voiced strong opposition, labeling the measures as unilateral and a violation of World Trade Organization rules. Beijing warns that such actions could harm bilateral economic cooperation and has indicated the possibility of retaliatory measures to protect its interests.

Global Trade Shifts

The tariffs have prompted some importers to reroute shipments through neighboring countries to circumvent the fees. Notably, there has been a significant increase in Chinese imports into Mexico and Canada, with importers leveraging these countries



as alternative gateways into the U.S. market. This trend raises concerns about the effectiveness of the tariffs and the potential for unintended consequences on U.S. trade dynamics.

Outlook

While the U.S. aims to bolster its maritime industry and reduce dependence on Chinese shipbuilding, the implementation of these tariffs carries risks of trade disruptions and economic repercussions. The situation underscores the complexities of global trade relations and the challenges of addressing trade imbalances through protectionist measures.

Tania Mermiga
Deputy HR Manager

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Robot Ships: What Does ChatGPT Think?

ARTICLE

Artificial intelligence is no longer a scenario of science fiction but has become an integral part of our daily lives. As this technology evolves and expands into more sectors, it is inevitable that it will also impact shipping, paving the way for the creation of "smart ships" or "robot ships." This development will radically change how we perceive maritime transport and the management of marine resources. Autonomous ships, as they are called, are vessels that can operate without human intervention, using advanced navigation systems, sensors, and communication technologies. Through machine learning algorithms, AI systems have the ability to analyze vast amounts of data and make critical decisions with greater accuracy than humans.

The introduction of autonomous technology in shipping is expected to bring numerous benefits. One of the main concerns for seafarers is the risk of accidents, particularly during voyages across vast and dangerous oceans. The use of autonomous ships can significantly reduce errors, as these vessels

precisely process data regarding other ships, weather conditions, and the status of their mechanisms, predicting all possible scenarios. Additionally, the reduction in operational costs is inevitable, as autonomous ships calculate optimal fuel consumption while also eliminating the need for a crew, thereby avoiding the high wage expenses of seafarers. However, the loss of jobs due to the lack of a crew can have serious social and economic consequences. At the same time, the increasing reliance on technology raises the risk of cyberattacks, making these ships vulnerable to hackers, potentially leading to breaches or even disruptions in their operations.

ChatGPT, the most famous online human-text generator platform powered by AI, provided the following response when asked about its opinion on "robot ships":

Artificial intelligence is already beginning to enter the maritime industry, and its full adoption is likely to take place within the next decade. Its influence will be extensive and will bring significant changes to the



way the sector operates. On one hand, AI will offer improvements in ship safety by reducing human errors and providing accurate forecasts for weather conditions and machinery status. This will lead to more efficient resource management and a reduction in operational costs. On the other hand, the loss of jobs due to automation may create social and economic challenges. Despite these risks, AI has the potential to contribute to the improvement of shipping, making it safer and more efficient if adopted responsibly.

Niki Katsogianni
R&D Intern

Interview of Christos Sialakoumas, Crew Director

INTERVIEW

Which are considered the most challenging developments in the Crew Department over the last period that have contributed to its enhanced operational efficiency?

Over the last period, the Crew Department has undertaken several initiatives that are expected to become key milestones in our effort to enhance our operational efficiency. One of the most significant developments has been the introduction of the "**Rejoining Bonus Policy**". This policy is designed to offer our seafarers an additional financial incentive while fostering long-term contractual relationships with the company. Following the implementation of this policy, the Crew Department initiated the development of a Long-Term Rotation Plan for our Senior Officers and ETOs. This plan has already been structured and is currently pending approval. Once approved, it will formalize a long-term employment commitment for seafarers who wish to participate. This initiative not only promotes job stability for our crew but also strengthens the company's seafarer retention rate, making it a mutually beneficial arrangement.

Additionally, we have prioritized the digitalization of several core daily operations within our department. This transformation has significantly reduced the time required for routine tasks and minimized the risk of errors. Key digital tools developed include:

- **Crew Contracts Generator App:** Automates the creation of Seafarers' Employment Agreements, ensuring speed and accuracy.
- **Crew Pool Controller App:** Enables more efficient monitoring and management of the active crew pool across all sites.
- **Persons Movement App:** Enhances the planning and execution of crew movements and rotations, improving response time and coordination.
- **Ticketing Control App:** Streamlines the travel scheduling process for seafarers, ensuring smoother and more efficient travel arrangements.

These digital solutions have contributed



greatly to streamlining workflows and boosting overall efficiency.

Finally, recognizing the importance of **mental well-being and family connection**, the company has invested in new technology in order to provide more free internet and available bandwidth to each seafarer. Furthermore, additional internet cards are granted to those who actively support the company's initiatives. This effort not only supports mental health but also strengthens the bond between the crew and their loved ones while onboard.

What are your strategic plans for the future?

At the core of every successful shipping company are its seafarers. Therefore, one of our primary strategic objectives is to ensure the continuous availability of competent, well-trained, certified and dedicated crew members.

To achieve this, we are committed **strengthening our Cadetship Program**, which plays a crucial role in developing a skilled and loyal workforce. By training cadets from an early stage in their careers, we not only enhance their technical competence but also familiarize them with our company's culture and high operational standards.

Another key focus area is the **Crew Long-Term Planning initiative**. This strategy aims

to provide job stability for our seafarers, reduce fatigue, and significantly improve our crew retention rate by minimizing turnover. Long-term planning fosters a more consistent and committed workforce, which directly supports operational excellence.

In line with the company's ongoing growth and future fleet expansion, and to the our effort to increase our existing pools, we are also actively **exploring new, competitive seafarer markets**. The goal is to identify and establish partnerships with reliable sources that can supply a steady flow of well-trained and competent crew members. This approach will support both the smooth manning of our new-building deliveries and the efficient management of crew rotations across our existing fleet.

Through these strategic initiatives, we aim to secure a sustainable and high-performing crewing structure that aligns with the company's long-term vision and growth trajectory.

What are your thoughts and vision for the future?

The main objective of every Crew Department Director is to maintain a strong and reliable pool of **competitive, competent, well-trained, and medically fit seafarers** who are also aligned with the company's **culture, vision, and expectations**.

We remain fully committed to this goal, and with the close collaboration of our **HR & Training Department**, we are confident that we are on the right path to achieving it.

Digitalization presently plays a crucial role in supporting this vision, helping us streamline processes, reduce human error, and enhance efficiency in all aspects of crew management.

Furthermore, the contribution of our **Research & Development (R&D) Department** has been invaluable, continuously providing innovative solutions and tools that empower us to meet both present and future challenges effectively.

Rio Tinto: Engagement Workshop

ARTICLE

On 23rd April 2025, Rio Tinto, one of the major miners and bulk carrier charterers, organized a Safety Engagement Workshop at their premises in Singapore. Main focus was Navigational Safety and Safety Culture aboard. Our SQE Director, Mr. Giorgos Fasianos, participated in person. More than 250 participants attended online and around 40 joined in person.

The workshop commenced with a welcome address by Rio Tinto's Principal Advisor Vetting, Capt. Madhu Thottankara.

Subsequently, Rio Tinto provided a short insight into the tools and techniques required to enhance Navigational safety culture.

Afterwards, Capt. Abhijith Balakrishnan,



Safety Manager / DPA at Scorpio Marine Management continued on the topic "Safety Culture, A New Perspective". The presentation examined the auditing ecosystem within the maritime industry and how auditors can be trapped in dysfunctional systems.

Next, Capt. John Clarke, a Marine Services Western Australia pilot, shared feedback from a pilot's perspective. Sharing of what good ship looks like, supported with good and bad photographs, helped to bring better awareness in BRM principles.

Last, a quick review of unique navigational incident case studies was shared with the audience.

The most important parts of the above workshop were shared with our bulk carrier fleet, while further insights applicable to all vessel types were distributed among the entire fleet.

Vassiliki Giannakou
SQE Coordinator

Smooth Lines for Effective Communication Onboard

ARTICLE

In today's global shipping industry, having a mixed-nationality crew onboard is the norm. Different backgrounds, languages, and cultures all come together to keep a vessel running smoothly. But while diversity brings strength, it also brings one of the biggest challenges onboard: communication.



What Is Communication?

Communication is the process of exchanging information, ideas, thoughts, or feelings between people, using verbal (spoken/written) and nonverbal (body language, tone, facial expressions) methods.

It's not just about sending a message - it's also about receiving it accurately and ensuring both sides understand each other.

Effective communication is two ways:

- You express your message clearly.
- You listen actively and understand the other person.

Clear and effective communication is not just about avoiding misunderstandings. It's about safety, teamwork, and creating a healthy working environment. A small miscommunication on the bridge or in the engine room can lead to serious mistakes. That's why it's so important to build "smooth lines" of communication that everyone can follow - no matter where they come from.

The first step is using simple and clear English. English is the working language onboard most ships, but not everyone speaks it fluently. Using short sentences, avoiding slang, and repeating key instructions can help make sure the message is understood. It's also useful to check for understanding - a simple "Can you repeat that back to me?" can go a long way.

Another key element is respecting cultural differences. In some cultures, people may be shy to speak up or question authority, even when something seems wrong. Creating a culture of openness where everyone feels comfortable speaking out is essential - especially when it comes to safety.

Finally, ongoing training and leadership play a huge role. Officers and senior crew members should lead by example, encouraging open dialogue and being patient when misunderstandings happen. Regular communication drills, toolbox talks, and team-building activities can make a big difference in long-term effectiveness.

In the end, smooth lines of communication are not just about language. They're about clarity, trust, and a shared understanding. When we work together to improve the way we speak, listen, and respond to each other, we create a safer and more supportive environment for everyone onboard.

Key Principles for Effective Communication

1. **Clarity:** Express your message clearly and simply; avoid unnecessary complexity.
2. **Be concise:** respect others' time by focusing on what truly matters.
3. **Active Listening:** Fully focus on the speaker, avoid interrupting, and show you're engaged through nodding or verbal acknowledgments.
4. **Empathy:** Understand and respect the emotions and perspectives of others; show kindness and patience.
5. **Confirmation & Feedback:** Check that your message is understood and invite constructive feedback to improve understanding.
6. **Emotional Awareness:** Be mindful of your own emotions and those of others; manage emotional reactions constructively.
7. **Adaptability:** Adjust your communication style to fit the audience, situation, or cultural context.
8. **Nonverbal Communication:** Pay attention to body language, tone of voice, facial expressions, and gestures - they carry a lot of meaning.
9. **Open-Mindedness:** Stay open to new ideas, suggestions, or differing opinions without judgment or defensiveness.
10. **Respect & Professionalism:** Treat all parties with respect, even in disagreement; maintain a professional and polite demeanor.

Let's keep the lines clear, the messages simple, and the crew connected.

Catherine Somaripa
Crew Operator

Nuclear Power: Solution or Threat

ARTICLE

The shipping industry is a sector that is always evolving. It expands and grows with every challenge it faces, calling the people in it to rise to the occasion and adapt in order to stay on top of things. The latest challenge the world of shipping needs to overcome is cutting its carbon emissions. Shipping is responsible for 3% of greenhouse gas emissions. In order to reduce this percentage in accordance with the IMO regulations, shipping has started exploring alternate solutions to fuel, such as ammonia, biofuel, batteries etc. Of all suggestions, there is one that brings the most controversy among researchers and the public; nuclear power. Nuclear power has been used for years in shipping. Its use however was limited to military vessels, submarines and icebreakers, as the cost for a merchant ship operating with nuclear power was too high. Provided that safety protocols exist and are strictly followed, nuclear propulsion could transform the shipping industry.

To begin with, the need for refueling would cease to exist as it is known today. Nuclear reactors have a much longer duration than conventional fuels, which would limit the

need for refueling, if it didn't eradicate it completely. The lack of refueling would mean a great reduction in expenses as well as a depletion of time wasted while bunkering. In addition, the use of a nuclear reactor would free space for more passengers or cargo, an advantage that is greatly sought after in a world that only seems to be growing. Last but not least, nuclear propulsion would solve the issue of the carbon emissions in shipping, instantly ensuring the nuclear-powered vessel is compliant with all relevant regulations.

On the other hand, even though the benefits nuclear power provides are impressive, the drawbacks are severe enough to cause doubts. First of all, a malfunction or an accident could be catastrophic, not only for the crew of the ship but also the environment around the vessel. No matter how much technology may progress, one cannot rule out the possibility of a human mistake, a malicious intervention or a defect in the system. Secondly, an important factor in reconsidering outfitting a vessel with a nuclear reactor is the high cost needed in order to manufacture such a vessel. As

with any technology not widely in practice, the cost of making a vessel fit for a nuclear reactor is great, taking into account the difference in design and propulsion, never mind the crew that would sail along with it, that would need to be adequately educated in order to operate such a vessel. For the reasons stated above and numerous others, nuclear propulsion is often overlooked.

To sum up, nuclear propulsion is a technology that has an array of advantages to offer to the maritime sector, however, it is still viewed with skepticism by some. In light of the regulations set in place for the carbon emissions, the shipping industry is required to proceed with unexplored options in order to leap forward. In the end, despite all the hurdles and obstacles nuclear propulsion could face, undeniably, the hardest of all, would be turning the public opinion.

Olga Pagkaki
Technical Coordinator

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Finding NEMO: A Path to Greener Shipping

ARTICLE



One of the most important challenges that the maritime industry has faced in recent years is the development of the ideal technology to minimize the carbon footprint of vessel operations. With increasingly strict regulations and standards mandating lower harmful emissions, the need for greener and cleaner shipping is undeniable.

A fuel source not yet widely applied in commercial shipping but with the potential to be a game-changer is nuclear energy. Nuclear marine propulsion involves powering a vessel with energy generated by onboard nuclear reactors. Atoms in the nuclear reactors split (nuclear fission), releasing energy in the form of heat. This heat is used to produce high-pressure steam, which drives propulsion turbines that power the vessel's propeller. Nuclear energy is characterized by unparalleled density—millions of times greater than that of conventional fuels—resulting in significantly larger energy reserves and enabling continuous vessel operation for extended periods without refueling. The required nuclear reactors installed on vessel's deck, save space that can be utilized to store cargo or supplies. Moreover, nuclear energy offers the significant advantage of serving as the sole fuel source for a vessel's operations, without producing harmful environmental emissions such as SOx, NOx, CO2, or particulates. The fuel cost is also significantly

lower, offsetting the anticipated higher operational and capital costs associated with nuclear propulsion.

In addition, this technology has a proven safety record in naval applications, having been effectively employed for years in naval warships, including nuclear submarines and aircraft carriers. A small number of experimental civilian nuclear ships has also been built. The supply of nuclear energy for these vessels is feasible through floating nuclear power plants. Currently, the only floating nuclear power plant in operation is the Russian power barge Akademik Lomonosov.

However, given the catastrophic events caused by nuclear accidents or planned bombings, such as the Chernobyl disaster and the atomic bombings of Hiroshima and Nagasaki, which resulted in the deaths of numerous people, it is clear that the capabilities and the extent of nuclear power should not be underestimated. The initiation of strict regulations and standards for the safe, secure and sustainable adoption of nuclear technology in the maritime sector is considered crucial to prevent undesirable incidents.

An essential role in achieving this goal is expected to be played by a new organization called the Nuclear Energy Maritime Organization (NEMO), introduced by RINA and Lloyd's Register in April 2024. NEMO's mission is to "help national and international regulators create appropriate future-oriented standards

and rules for the deployment, operation, and decommissioning of floating nuclear power," thereby enabling the application of floating nuclear power solutions under the highest safety standards. NEMO focuses on providing expert guidance while enhancing collaboration, knowledge sharing, and mutual support among its members and stakeholders.



In conclusion, the implementation of nuclear energy as a fuel source for vessels could be the definitive solution to the ongoing challenges posed by constantly evolving ship decarbonization regulations. This could benefit shipowners and various other maritime stakeholders, including shipyards, marine technology manufacturers, investors, and financial institutions, provided that all necessary safety measures are carefully applied.

Paraskevi Balodima
Junior Internal Audit Professional

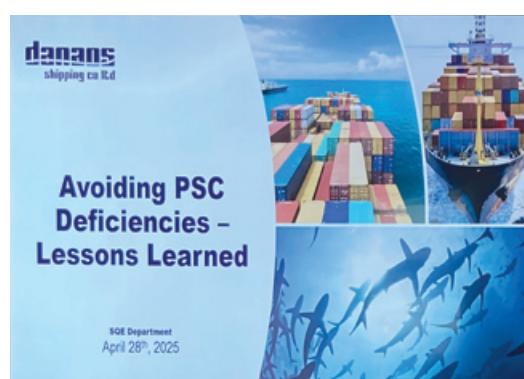
Inhouse Workshop: Avoiding PSC deficiencies - Lessons Learned

ARTICLE

On 28th April 2025, a workshop on "PSC deficiencies - lessons learned" was organized at Danaos premises presented by our SQE Director, Mr. Giorgos Fasianos. The workshop was addressed to the departments directly involved in ships' operations and aimed not only at sharing lessons learned from recent Port State Control (PSC) deficiencies and having an open discussion between parties but also to refresh the principles governing PSC inspections being a good opportunity for the younger fellows to enhance their comprehension on the process of PSC and how this is connected to safety onboard.

The presentation started with the role of PSC, how their authority derives from international maritime law, the scope of their inspections and continued with the various Memoranda of Understanding (MOU) on PSC that exist worldwide and their purpose. Then, the definitions of deficiency and detention were explained based on the latest IMO Resolution.

At this point a connection was made between the concept of safety and the existence of



unsafe conditions and near-misses onboard. It was stressed once more the importance of defect reporting and the need for proper follow-up until rectification. During this process, systemic failures must be identified, reported and solved through management review. Similar process applies when it comes to PSC deficiencies handling: understand the root cause for these failures, make necessary corrections and most important, take preventive actions to avoid repetition. In our Danaos SMS exist various tools which back up these processes either with the use

of reporting forms from ship's assigned personnel or the onboard attendances of SQE and TECH superintendents.

The second part of the workshop focused on recent findings recorded on our fleet during the attendances of office staff or PSC inspections. Numerous examples of deficiencies were analyzed for a deeper understanding of the types and the frequency of imposed PSC deficiencies, how these have been handled, if these could have been avoided, etc.

To conclude, the role of office staff was also stressed, who, through their experience, during onboard visits should provide guidance and/or training, assist in the prioritization and planning of work and generally make their presence a positive influence on the crew onboard. At the end of the day, our seafarers are the ones who will give the solution to the problems arising on a ship sailing out there at seas.

Vassiliki Giannakou
SQE Coordinator

A Peek Behind the Scenes of Ships

ARTICLE

Have you ever visited a ship or watched a movie set at sea and noticed various symbols and heard words that seemed foreign and incomprehensible? The symbols and language of sailors are not just elements of their daily lives, they constitute an entire communication code, full of meaning and history.



The Symbols of Ships

Some of the most seen markings on a vessel are either placed to represent a specific function or a means of safety standards. For instance, "Bow Thruster Markings", depicted as a circle with an "X" or propeller, indicate the location of these devices that assist in lateral movement. "Pilot Boarding Marking" is a

white square shape with a yellow boundary indicates a specification location on the hull where pilot boats can pull up next to a moving vessel, where there is a specific entry point through which the pilot can board. Another crucial symbol is the "Plimsoll Mark", a circle with a horizontal line, accompanied by additional markings that denote the maximum safe draft in different water types. This mark helps prevent overloading and ensures a ship's stability and buoyancy.

Words and Phrases with History

Sailors have their own lingo that can sound like a foreign language to landlubbers. They talk about "scuttlebutt" when they mean gossip, and they might say "splice the main brace" if they want to celebrate with a little extra rum. The evening watch is called the "dogwatch," and cleaning the deck is called "swabbing the deck." When a storm is coming, they'll shout "Batten down the hatches!" And if something goes wrong on a sailing trip, you might humorously hear someone say "Sheet happens!", sheets are the lines that trim sails.

Symbolic Expressions and Myths

Many phrases used by sailors also have metaphorical meanings and are related to

the traditions and myths of seafaring. For instance, the phrase „dropping anchor" means settling down somewhere, just as a ship drops anchor to stay in a specific location.

Other expressions, such as „entering the harbor," signify the end of a long journey or adventure, and are also used on land to denote the completion of a difficult task.

The Importance of Language and Symbols in the Daily Lives of Sailors

The language and symbols of sailors are not merely tools of communication but constitute a complete code that connects sailors to each other, as well as to the traditions and history of their profession. From old ships to modern vessels, every symbol and every word has its own history and significance.

This special language and symbols help organize and operate ships while keeping the rich heritage of seafaring alive. When you understand the symbols and language of sailors, you can appreciate the complexity and magic of the world of seafaring, better understanding the daily lives and challenges faced by people of the sea.

Myrto Kyrkou
Accountant

Feasts of Nations: A Celebration of Culture & Tradition

ARTICLE

Across the world, feasts are more than just meals, they are moments of shared joy, deep faith, and cultural pride. They bring families and communities together, honoring centuries-old traditions that define a nation's identity. In this feature, we explore the most cherished feasts in eight culturally rich countries: Egypt, Zanzibar, the Philippines, Russia, Ukraine, Greece, Ghana, and Ethiopia.

Egypt - Eid al-Fitr & Eid al-Adha

In Egypt, the two most significant feasts are Eid al-Fitr (marking the end of Ramadan) and Eid al-Adha (commemorating Abraham's willingness to sacrifice his son). Both are celebrated with family gatherings, communal prayers, charitable giving, and tables filled with dishes like fatta, mahshi, and kebabs.

Zanzibar - Eid and Mwaka Kogwa

Zanzibar, with its strong Islamic culture, also celebrates Eid al-Fitr and Eid al-Adha with communal prayers and festive meals. A unique local feast is Mwaka Kogwa, a traditional Shirazi New Year celebration in July involving symbolic mock battles, music, dancing, and feasting - welcoming peace and prosperity.

Philippines - Christmas & Sinulog

In the Philippines, Christmas is a grand celebration starting as early as September

and lasting well into January. Feasting is central, with lechon (roast pig), bibingka, and puto bumbong. Another major feast is Sinulog, held in Cebu in honor of the Santo Niño (Child Jesus), combining street dancing, processions, and festive banquets.

Russia - Orthodox Easter & Maslenitsa

Orthodox Easter is Russia's most important religious feast, marked by midnight church services, decorated eggs, and traditional foods like kulich (Easter bread) and paskha. Another beloved feast is Maslenitsa, the "butter week" before Lent, celebrated with pancakes (blini), sleigh rides, and folk festivities.

Ukraine - Easter & Malanka

Ukrainians celebrate Easter with great reverence and color-church services, elaborately decorated pysanky eggs, and feasting on paska bread and kovbasa. Malanka, or the "Old New Year" on January 13, features masquerades, music, and hearty meals to welcome the new agricultural cycle.

Greece - Easter & Name Days

Greek Orthodox Easter is the most significant feast of the year. Families roast lamb, crack red eggs, and share magiritsa soup after midnight church services. In addition to national feasts, name days -celebrations of a person's saint's feast- are widely observed,



often more important than birthdays, with open-house style feasts and hospitality.

Ghana - Homowo & Aboakyer

Among Ghana's many festivals, Homowo -celebrated by the Ga people- is a feast to «hoot at hunger,» commemorating a successful harvest with traditional food (kpokpoi), drumming, and dance. The Aboakyer festival, involving a symbolic deer hunt and communal feasting, is another vibrant celebration of cultural heritage.

Ethiopia - Timket & Meskel

Ethiopia's Timket (Epiphany) is a dazzling feast involving processions, holy water blessings, and community meals. Another major feast is Meskel (Finding of the True Cross), celebrated with massive bonfires, music, and traditional dishes like injera and doro wat, reflecting the strong link between faith and festivity.

Argyro Papageorgiou
HR & Training Assistant

External Audits

We are pleased to advise that the following vessels under our management have successfully passed 3rd-party ISM/ISPS audits for the period from December 18, 2024 till May 7, 2025:

Vessel	Port	Non-Conformity	Observation
CMA CGM BIANCA	Ningbo	1	NIL
CMA CGM MOLIERE	Antwerp	NIL	1
CMA CGM SAMSON	Vung Tau	NIL	1
DIMITRA C	Felixstowe	NIL	1
GREENFIELD	Houston	NIL	3
GREENVILLE	Santos	1	NIL
INTERASIA AMPLIFY	Port Klang	NIL	NIL
SAVANNAH	Dalian	NIL	NIL

All the above findings have been evaluated so that proper corrective and preventive actions are decided to avoid recurrence.

Thank you for your continuous support.

SQE Department

Newly Joined

We welcome:

Eleftherios Georgiadis
IT Infrastructure Engineer

Eleftheria Kolotourou
Electrical Coordinator

Ioannis Louvaris
Electrical Superintendent

Maria Antonia Maniati
Purchasing Operator

Konstantinos Meintanis
Junior Insurance Operator

Aristotelis Georgios Theocharis
Junior Bulk Carrier Operator

Georgios Virvilis
Marine Superintendent
for Bulk Carriers/ SQE Auditor



Q: What options are available for me to express concerns or report unethical practices within the company?

A: We highly value your feedback and have established two principal channels for you to communicate your concerns or report any questionable conduct:

1. *Ethics & Compliance Reporting (Whistleblowing)*: Use this link (<https://ethics.danaos.com/>) if you suspect any actions, circumstances, or behaviors that might breach our Company's Codes of Business Conduct & Ethics, guidelines, procedures, or any relevant laws or regulations.

2. *Internal Grievance Form*: To report internal issues, utilize the Grievance form (<http://>

intranet/grievance-information-form/) to voice any work-related complaints or express concerns about a situation involving superiors or colleagues that you feel impacts you unjustly.

Q: Who oversees these submissions?

A: We have specialized groups to manage these submissions:

1. *Audit Committee*: Addresses reports received via the Whistleblowing link.
2. *Grievance Committee*: Manages grievances raised via the Grievance form. This committee includes the HR+T Director, the Internal Audit Director & Compliance Officer, and the Legal Director.

Q: Do I have the option to remain anonymous when making a report?

A: Indeed, you can opt to stay anonymous

when using either the Whistleblowing link or the Grievance form. However, we encourage you to provide your contact information if you're comfortable doing so, as it enables us to get back to you for additional information or updates, if necessary. Be assured that your information will be treated with the highest level of confidentiality and discretion.

Q: Will I be protected from retribution for voicing a concern or reporting unethical conduct?

A: Absolutely, our Company's policy explicitly forbids retaliation, discrimination, or any negative consequences against any employee who responsibly raises a concern or assists in resolving an ethical issue.

We need you!

Please feel free to send us new ideas as well as articles and photos you might find interesting.
Mail to: hr@danaos.com, with subject: "For the Danship News."



**DAY OF THE
SEAFARER**
—25 JUNE—