ESG REPORT 2023



COLUMBIA GROUP

WE ARE COLUMBIA

IT STARTS *with us*



This year the photographs focus on our People (our colleagues ashore and on board, our clients and our service partners) in all their wonderful diversity. Our People are the ‘backbone” and raison d’etre for what we do and how we do it, and that is why we put their consideration at the front, middle and end of everything we do. Without absolute focus on the “S” in ESG we cannot achieve the “E” or the “G”.

“We are Columbia. It starts with us.”





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01

ABOUT THIS REPORT



ABOUT THIS REPORT

The information presented in this report includes all the operations of Columbia Shipmanagement (CSM), CSM Energy and COLUMBIA blue with the following management offices and subsidiaries (collectively referred to as “Columbia Group”, “Columbia”, “CG” or “the Group”):

01 Columbia Shipmanagement Limited – Cyprus

02 Columbia Shipmanagement (Deutschland) GmbH – Germany

03 Columbia Shipmanagement (Singapore) Pte Ltd – Singapore

04 Columbia Shipmanagement Greece Ltd – Greece

05 Columbia Shipmanagement (Shanghai) Co. Ltd – China

06 Columbia Shipmanagement Italy S.R.L. – Italy

07 CSM Energy Ltd

08 COLUMBIA cruise services Ltd

09 COLUMBIA cruise services GmbH

10 COLUMBIA signature Service GmbH

11 COLUMBIA pure Health Service GmbH

12 COLUMBIA projects GmbH

13 Swiss Ocean Yacht Management Ltd

Furthermore, this report discloses information that assists in understanding the Group’s impact on the environment, society, and governance, and more specifically on sustainability issues, such as the protection of natural resources, respect for human rights, and the fight against corruption and bribery using KPIs with reference to the internationally-recognised Universal GRI Standards 2021.

The report additionally provides a detailed description of how the Group selected and manages material sustainability topics, its performance against these indicators, including its relevant structures, policies, system processes and action plans.

Columbia Group presents its ESG Report for the year that ended on 31 December 2023, with reference to the 2021 GRI Standards.



02

LETTERS FROM THE CEO AND THE GROUP DIRECTOR DIVERSITY, INCLUSION AND SUSTAINABILITY



LETTER FROM THE CEO

Dear Valued Stakeholders,

2023 was another year filled with challenges. The war in Gaza had far-reaching effects on the entire shipping industry. The conflict between Israel and Hamas led to disruptions in the movement of goods and increased risks for vessels passing through the region. The Houthi attacks in the Red Sea posed a threat to maritime security and caused uncertainty in one of the world's most important waterways. The attacks disrupted trade routes, leading to delays in the delivery of essential goods and increased costs. Vessels passing through the region were at risk of being targeted. Our primary concern was of course the safety of our crew on board, and we therefore immediately implemented stricter security measures to protect vessels under our management from potential attacks. We opted to reroute vessels away from the conflict zone to ensure their safety and implemented stricter security protocols to also protect our clients' assets during this volatile period. This crisis underscored the need for robust risk management strategies in the face of geopolitical conflicts.

Sustainability is increasingly taking a risk-based approach. We are therefore gradually embedding ESG-related risks into our Enterprise Risk Management Framework and overall business strategy to build on our resilience. Through this process, we not only identify our negative impacts and risks but also our positive footprint on the environment and society, as well as the opportunities that arise in this ever-challenging ecosystem in which we are called to operate.

One such opportunity is the giant advancements we are making in the field of technology as we try to increase efficiency and security and shift towards more eco-friendly solutions by adopting carbon reduction practices throughout our operations that also reduce costs.

Digitalisation played a crucial role in enhancing supply chain visibility. As the climate crisis continues to pose a threat to every business, the shipping community as a whole is trying to take its share of the responsibility by entering the EU ETS as of 1 January 2024. Since then, we've had to transition to a new way of doing business, which not only brings many benefits for the environment but presents opportunities for cutting-edge innovation as we try to adapt to new realities. As a Group, we embrace change and, although we are a large organisation, we always remain agile and flexible. It is this very adaptability to change that is the key to our resilience.

Our progress on our sustainability commitments is steady, but we have so much more to do in this field. The EU Taxonomy and the CSRD (Corporate Sustainability Reporting Directive) provide clear guidance on how we should be approaching a number of sustainability issues, from how we manage water and marine resources to how we engage with affected communities.

The ESRS (European Sustainability Reporting Standards) will accelerate this progress and we look forward to embedding these new practices into our business model and strategy.

For us here at Columbia, sustainability is not a new way of doing things. Responsible and ethical business practices have always been embedded in our Core Values, but as the field of ESG rapidly develops, we develop with it. Like our icare philosophy says: "We are Columbia. It starts with us." We want to act as agents of change. It is up to every single one of us to make it happen.

Despite the many challenges there were also a number of exciting moments that filled us with immense pride.

One such moment was the formal launch of the Columbia Group, our comprehensive and integrated maritime, logistics, leisure, energy and offshore services platform which truly embodies our slogan: "Where everything is possible". Our commitment to our purpose remains unwavering - "to empower our people to deliver the future of sustainable shipping."

Our people are the backbone of our organisation. They are the key to successfully delivering on that promise and making our sustainability ambition a reality.

In conclusion, 2023 has paved the way for a more efficient, sustainable, and resilient future for all of us here at the Columbia Group. By embracing technology, environmental initiatives, and adapting to changing trade patterns, the Columbia Group is poised for sustainable and inclusive growth. I applaud and congratulate all of you on your commitment and engagement on this exciting journey.



Mark O'Neil
President & CEO
Columbia Group

"We are Columbia. Where everything is possible."



LETTER FROM THE GROUP DIRECTOR DIVERSITY, INCLUSION AND SUSTAINABILITY

Dear Valued Stakeholders,

As the Group Director Diversity, Inclusion and Sustainability, I am honoured to present to you our ESG Report for the year 2023. In an era where Environmental, Social, and Governance factors have gained such importance, it is crucial for companies to acknowledge their responsibility and take appropriate actions.

Responsibility is a word often used casually, but for us it means more than just lip service. I'm proud that as the Columbia Group, we willingly embrace this responsibility across all three areas of ESG. However, we recognise that this is not a task that can be accomplished alone. Therefore, I would like to extend my gratitude to all those who contribute to our ability to achieve our goals.

Our success relies on the commitment and expertise of all our colleagues within the Columbia Group. Without their valuable contributions and unwavering support, it would not be possible for us to fulfill our sustainability objectives. Special thanks are due to our Sustainability Manager, Georgia Ioannou. With her extensive knowledge and passionate commitment, she is an example of how sustainability can be put into practice. And, of course, special thanks are also due to our Sustainability Core Team, whose tireless commitment and expertise form the basis for our success.

Our report provides transparency about our ESG initiatives and processes.

We have set ambitious targets to reduce our carbon footprint and water consumption. Our commitment to social well-being extends to all our stakeholders. We prioritise diversity, equality, and inclusion within our workforce. Through our Code of Conduct we adhere to the highest standards, reinforcing our dedication to responsible business practices.

ESG is a continuous learning process for everyone. We acknowledge that there is always room for improvement. Hence, dialogue and information sharing are crucial within our Group and beyond. Only through open communication and the exchange of best practices can we continuously enhance and evolve our sustainability efforts.

With that in mind, I invite you to delve into our ESG Report and gain insight into our sustainability endeavours. We take pride in what we have achieved thus far, but we remain committed to ongoing improvement and making a positive contribution to a more sustainable future.

Thank you for your interest and support.

Warm regards,



Claudia Paschkewitz
Group Director Diversity, Inclusion and Sustainability

"We prioritise diversity, equality, and inclusion within our workforce. Through our Code of Conduct we adhere to the highest standards, reinforcing our dedication to responsible business practices."

03

OUR GROUP OF COMPANIES

OUR GROUP OF COMPANIES

HISTORY

Columbia Group's journey began in September 1978, when Mr. Heinrich Schoeller established Columbia Shipmanagement in Limassol, Cyprus. From the outset, Columbia prioritised 24/7 communication, efficiency, and transparency. Rapid growth followed, marked by managing internationally-owned vessels and moving into larger offices. A pivotal moment came in the mid-1980s with the management of the iconic Queen Elizabeth II, expanding Columbia's services into passenger ships. The 1990s and 2000s saw further diversification with the founding of AAL, the establishment of CSM Deutschland, and the launch of Columbia Restaurants. The expansion into Asia and the opening of the Columbia Beach Resort highlighted the Company's growing global footprint. In recent years, Columbia has embraced innovation with new entities like GenPro and CSM Energy. The launch of the Columbia Group in 2023, focusing on technology, sustainability, and partnerships marks Columbia as a leader in the maritime, logistics, energy and offshore industries.

Timeline

1978
On the 1st of September, CSM is founded in Limassol, Cyprus by Mr. Heinrich Schoeller.

1979
The full management of vessels from international owners are taken under contract.

1980
CSM grows and moves into larger premises at Meliza Court, 229 Arch. Makarios Avenue, Limassol.

1981
The company expanded even more, with now 50 vessels under management.

1985
CSM moves into a new area of services for passenger ships, with the first being the renowned Queen Elizabeth II, which enters full management.

1986
CSM continues to grow, offering a wide range of ship management services to various sectors of the shipping industry – now with 100 vessels under management.

1987
CSM moves into its own building in Limassol; 21 Spyrou Kyprianou Avenue, Yermasogeia, Limassol.

1994
Compass magazine, a publication containing Company information and internal news for our seafarers, office staff and friends of Columbia releases its first issue in the European winter of this year. The 50th issue was released in 2023.

1995
CSM Deutschland opened its doors, with the business model heavily based on German KG clients requiring management from Germany. In the same year, AAL, an award-winning global multipurpose shipping operator, is founded in the Netherlands, and has been headquarted in Singapore since 2009.

1998
Columbia's journey in food and dining begins with the opening of Columbia Restaurants – the company expands into the hospitality industry. There are currently 15 stores across Cyprus, with 10 restaurants being Columbia restaurants' own concepts and developments.

2000
The new decade sees Columbia expanding into Asia with the opening of the CSM Singapore office.

2002
Columbia Beach Resort opens its doors to guests in Pissouri Bay, and has since been named as one of the best hotels in Cyprus.

2014
CSM continues to expand in Asia with the opening of the CSM Shanghai office.

2015
The company launches Asia Marine Philippines.

2016
CSM continues to leave its mark, opening Columbia Japan and South Korea Representative offices.

2017
Columbia Group President and CEO, Mark O'Neil, joins the company. In the same year, GenPro, United Hospitality Institute (UHI) and Swiss Ocean Yacht Management are established in Cyprus.

2018
Columbia adopts the icare campaign philosophy in June of this year, reflecting on the company's culture, our core values, our policies and our services to our clients. In the same year the Performance Optimisation Control Room (POCR) is launched, developed to underline CSM's digitalisation strategy, offering various benefits for cost-effective ship management services.

2019
CSM Energy is established to service the Offshore, Energy, and further sectors, offering a full range of specialised services around clients' assets.

2020
CSM heralds the start of its expansion into the strategic Middle Eastern ship management market by founding CSM Saudi Arabia. In the same year, the Group opened up the CSM Greece office in Piraeus, Athens, as well as the CSM Italy office in Genoa.

2021
Columbia combines its various business lines and brands in the super yacht and cruise sectors under one holding entity: COLUMBIA blue – sea and air travel, hospitality management and training, asset management and health concepts. In the same year we launched Stödig Ship Management.

2022
CSM expands once again with more brands including Ahorn Capital, Skyside and Columbia Aurus Ship Management India. The company also opens the CSM Manila and CSM Monaco offices.

2023
On 15 June, an exciting milestone was reached with the launch of Columbia Group. At the heart of Columbia Group lie three pillars which will drive progress and shape its future: People powered by Technology, Sustainability and Partnerships/Joint Ventures. In the same year, Columbia opens three more offices - CSM Vietnam, CSM Indonesia and CSM Turkey.

OUR GROUP OF COMPANIES

PRESENCE
CORE SHIPMANAGEMENT OFFICES

Cyprus | Greece | Norway | Germany | Monaco | Italy | Saudi Arabia
Singapore | Shanghai | Korea | Japan | Vietnam | Indonesia | Turkey

SERVICES

Columbia Group has established its position as an integrated maritime, logistics, leisure, energy and offshore services platform. For over four decades, the Company has achieved a global reputation for continuously exceeding its clients' expectations and providing the highest quality and professional management services.

With a worldwide presence, including more than 40 management and representative offices, crewing agencies and training centres, the Group's global network and influence is now a leading force in the maritime industry and beyond.

The Group's network of companies aim to attract and retain top professionals, with its goal to become the greatest organisation possible for its clients, partners and staff, offering turnkey, fully-transparent and flexible services globally. We strive towards cost-effective and fully-optimised services, specialising to the individual client's business scenario, resulting in the delivery of the best customisable and modular solutions.

Harnessing the 'can-do' and 'project-led' approach of our people, together with state-of-the-art technology and optimisation systems, we offer a unique set-up with our clients' business performance as our top priority. Just like superheroes, we are a team united by a common mission and vision.

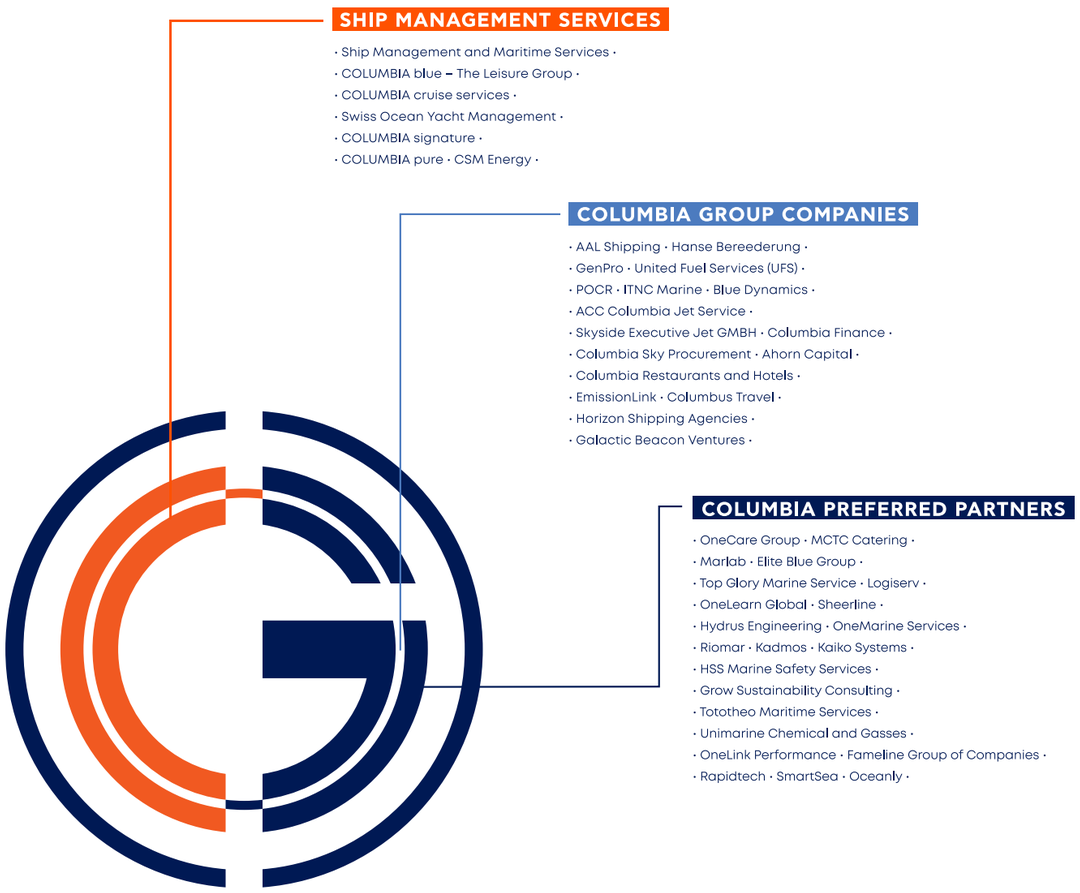


OUR GROUP OF COMPANIES

BUSINESS MODEL
Structure

At Columbia Group, we are dedicated to delivering unparalleled quality in every aspect of our operations within the maritime, logistics, leisure, energy and offshore services platform. We adhere to the highest industry standards, and are committed to our “can-do” and “project-led” approach, which, together with state-of-the-art technology, sets us apart, making us a trusted choice for all.

Columbia Group structure as of 31 December 2023.



PURPOSE AND MISSION
Purpose Statement

Columbia Group is committed to investing in its people. Nurturing a culture that values diversity, fosters personal and professional development and enables individuals to reach their full potential, the Group are committed to the ongoing development of its employees, as well as empowering all staff, on board and on shore, to deliver a sustainable future. The Group encourages collaboration as with teamwork comes leadership, commitment, passion and competence, some of which are part of its core values.

Mission Statement

Columbia Group’s mission is to keep customers satisfied at all times, by providing them with the highest quality, safety, **environmentally-friendly, energy-efficient** and economical management and operation of their ships, in accordance with their needs and expectations and in full compliance with International and National Legislation, as well as other industry standards and guidelines, fully committed to zero accidents, zero losses, **no harm to the environment and reduction in permitted emissions.**

> **“Fully committed to zero accidents, zero losses, no harm to the environment and reduction in permitted emissions.”**

Policy Statement

The Company’s Policy Statement is approved by the Company’s Top Management, and is applicable to all Company employees, both on board and on shore. The Group is committed to communicating this Policy Statement to all employees, to any contractors working with or on behalf of the Company and to the public. The Company is further committed to providing all necessary resources for the implementation of this policy towards compliance of the Company’s management System, and is subject to annual review by the Top Management for continued suitability.

The Group is committed to:

- Providing customers competent, safe, environmentally-sound and cost-effective services, which meet best industry standards.
- Fully complying with all applicable national, regional and international rules and regulations.
- Creating and implementing Industry Best Practices.
- Striving for continual improvement in all areas of activity.
- Preserving and protecting natural resources.
- Preventing any kind of pollution.
- Reducing the impact resulting from its activities on the environment.
- Controlling and improving the energy use, consumption and efficiency.

OUR GROUP OF COMPANIES

GROUP VALUES

For Columbia Group it is of the utmost importance that all its employees share its values and that they all fully understand and live by them, both in their professional and personal lives. These shared values are the reason for the Company's existing and future success. Our Management is committed to lead and manage all employees, irrespective of their position, nationality, gender and geographical location in accordance with the Company's values, and to ensure that all employees appreciate what behaviour is expected.

Respect

Respect is a fundamental value in any company and is necessary for understanding and honouring the value of our people. Being fair, considerate, open-minded, approachable and honest, and treating others the way you would like to be treated in return, plays a vital role in employee engagement, motivation and productivity. Respect is earned, but cannot be demanded.

Loyalty

Another important value at Columbia, loyalty comes down to devotion and faithfulness to the Company. Built on "trust" and "being trusted", as well as honouring and committing to our employment relationship at all times, loyalty fosters trust and a sense of unity amongst co-workers. Loyalty can create positive company culture, where employees support and uplift each other.

Competence

Competence is a crucial value; it is the ability to do something successfully. Key factors, such as having the right personality, knowledge, experience, and self-motivation to discharge the responsibilities of the Group to the full expectation of the Company and its customers, plays a role when choosing employees to join the Company. Whether on board or on shore, employees should have the necessary skills to perform their jobs effectively and contribute to the success of the organisation. When employees are competent in their roles, they are more likely to deliver high-quality work, meet deadlines and achieve company goals.

Accountability

Having accountability is the willingness to assume responsibility. It promotes transparency, responsibility and trust amongst employees. Being held accountable for your actions and decisions makes one more likely to take ownership of their work, deliver on their commitments and strive for excellence. Accountability fosters community of integrity and ethical behaviour within the organisation; answering for the consequences of the Group's actions without fear of blame in a just and fair environment.

Passion

Passion means loving and committing to what the Group does on a daily basis – it's putting our whole mind, heart and strength in whatever it does, but always in a proper manner. It drives motivation, creativity and dedication amongst employees. When an individual is passionate about their work, they are more likely to go above and beyond for the Company, taking initiative and striving for excellence. Passion can enhance teamwork and collaboration.

Sustainability

Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable practices in a company consider environmental, social and economic impacts of its operations and making decisions that minimise negative effects on the planet and society as a whole. Being sustainable is to commit towards ethical and environmentally-friendly practices on a daily basis.

Diversity

The Group values diversity and inclusion. Diversity seeks to promote the fair treatment and full participation of all people. It includes, but is not limited to, social identity, gender, age, culture, nationality, ethnicity, physical abilities, political and religious beliefs, sexual orientation, and other attributes. Inclusion is the process of involving, accepting and valuing all people regardless of their differences and social identity.

OUR GROUP OF COMPANIES

GROUP VALUES

The icare Philosophy

For the last five years, since its inception in 2018, the icare philosophy has stood true for all at Columbia. The campaign evolved into a philosophy that embodies the entire Group's values around sustainability and responsibility, which have always been deeply rooted in the Group's culture and DNA. icare focuses on recognising the absolute importance of growing a strong company culture with which its employees, crew and clients can readily and willingly identify and adopt. Caring for our co-workers means listening, appreciating, trusting, believing in and valuing them.

The Company's core values are the cornerstone of the Columbia Group culture that every single employee needs to understand, acknowledge and live by. In addition to the Group's own personal values, these form the fundamental basis of "why" its employees feel connected to Columbia as an organisation.

> **"A company which cares is a better company.**
>
> **Better for its employees, both offshore and ashore, better for its clients."**

We live by the 'icare' philosophy

C **Commitment**
to the ***CSM CORE DOCUMENTS**** and, in particular, to our core values, and a commitment to live and work by these values.

A **Appreciation**
of why the ***CSM CORE DOCUMENTS*** are important and why we choose to work at CSM.

R **Responsibility**
to oneself, one's colleagues and clients to abide by and comply with the ***CSM CORE DOCUMENTS*** and to encourage colleagues to do likewise.

E **Evidence**
compliance with the ***CSM CORE DOCUMENTS*** in everything we do, every decision we take, and expose non-compliance in accordance with CSM's Open Reporting ("Call it Out") Policy.

*The Company's integrated Management System, which all employees are duly informed about and thoroughly trained on.

SECTOR DEVELOPMENTS

Shipping Enters The EU ETS

The EU carbon market or Emissions Trading System (ETS) was revised to include shipping in an effort to reduce emissions by 62% by 2030. As of 1 January 2024, shipping companies have to surrender allowances for their emissions gradually: 40% for verified emissions starting from 2024, 70% from 2025, and 100% from 2026. The Columbia Group had anticipated this new mandate and was well prepared to incorporate the necessary measures and processes within its operations and business strategy.

Israel-Hamas Conflict And Houthi Attacks In The Red Sea

The war in Gaza had far-reaching effects on the entire shipping industry. The conflict between Israel and Hamas led to disruptions in the movement of goods and increased risks for vessels passing through the region. The Houthi attacks in the Red Sea posed a threat to maritime security and caused uncertainty in one of the world's most important waterways. The attacks disrupted trade routes, leading to delays in the delivery of essential goods and increased costs. Vessels passing through the region were at risk of being targeted. The safety of the crew on board the ships within the region was, of course, our primary concern.

Continuing Russia-Ukraine Conflict

The continuing war in the Ukraine still significantly impacts the maritime industry in the region in many ways, some of which follow:

01 **Disruption of shipping routes:**
The conflict has disrupted the shipping routes in the region, particularly in the Black Sea. Many shipping companies have had to reroute their vessels or suspend their operations altogether due to the security risks associated with sailing in the region.

02 **Decline in port activity:**
The ongoing conflict has led to a decline in port activity in the region. The ports of Mariupol and Berdyansk, located in the conflict zone, have seen a significant drop in cargo volumes, with some shipping companies choosing to bypass these ports altogether.

03 **Increased insurance costs:**
The heightened risk associated with sailing in the region has increased insurance costs for shipping companies. As a result, insurance providers have increased premiums for vessels sailing in the Black Sea, which has made it more expensive for companies to operate in the region.

04 **Sanctions and trade restrictions:**
The conflict has led to the imposition of sanctions and trade restrictions on Russia, which has affected the shipping industry in the region. Companies that are sanctioned or restricted from trading with Russia may face difficulties in operating in the Black Sea region, which can impact their business operations.

OUR GROUP OF COMPANIES

STRATEGIC INVESTMENTS

During 2023, the Columbia Group formed exciting new ventures and strategic partnerships that aim to realise its vision and ambition for the future, as well as strengthen its position as the leading provider of Integrated Maritime Services and Logistics platform.

Columbia Group's Groundbreaking Digital Platform Unveiled

The operational performance of a vessel is set to be boosted with an innovative new digital solution designed to provide a holistic ship management system that brings together the fragmented capabilities of data collection and analysis under one platform.

The project is a collaboration between CSM, Blue Dynamics (BD) and the Cyprus Marine and Maritime Institute (CMMI), and has been two years in the making, having launched in 2023. The project is co-funded by the European Union, and the Republic of Cyprus via the Research and Innovation Foundation.

Read more **here.**



INVESTING IN TECHNOLOGY AND INNOVATION

Leading A Digital Revolution In The Ship Management Sector

With the International Maritime Organization (IMO)'s new regulation introducing Carbon Intensity Measures (CII), which entered into force from 1 January 2023, for all ships that need to measure their energy efficiency, the POCR comes as a very useful tool in enabling ship managers to calculate their attained Energy Efficiency Existing Ship Index (EEXI) and to initiate the collection of data for the reporting of their annual operational Carbon Intensity Indicator (CII) and CII rating for vessels 5000 GT and above.

The POCR provides its clients with the ability to optimise all aspects of their navigational, operational and commercial performance. Through a state-of-the-art digital platform, the POCR harnesses the very latest technology and digitalised techniques in a user-friendly, cost-effective, wholly confidential and data-secure environment.

Ship owners and charterers using the newly released Emissions and Engine Health Monitoring System via CSM POCR, will be aligned with BIMCO's Carbon Intensity Indicator (CII) Operations Clause for Time Charter Parties, designed to help the industry commercially navigate the complexities of the IMO's CII regulation.

Ship owners and charterers need to collaborate and cooperate to manage the IMO objectives focused on reducing carbon emissions. Its new clause sets out a way forward in a time charter context, where charterers are responsible for the operation of the vessel.

With the recent introduction of the BIMCO CII operation clause addition, the need to use continuous CII monitoring systems, as well as an engine health monitoring system is fully covered through the latest addition as to POCR's emissions data and management system and **PANGIA-Engine Monitoring System**. The CII should be measured and assessed on a continuous basis, and trends identified proactively rather than depending on end-of-year results. Ship owners should use CII projections to predict the resultant CII and have early discussions with their charterers.

It is important that they ensure their engines are in good working health, and that they are advised to invest in an engine health monitoring system, such as the one used in the POCR, for digital recordkeeping and evidence. The crew should also be fully trained for sensitivity and impact of CII reporting and management.

POCR's Emissions and Engine Health Monitoring System is not only cost-effective, but it also enables ship managers and technical superintendents to quickly identify issues and failures, monitor vessel KPIs, and integrate third-party data analytics to continuously improve their vessel's engine room performance.

Digitalisation at the engine level can provide instant, in-depth analysis of the engine with actionable advice or steps that reduce fuel oil consumption and improve savings. This can ensure the engine is operating at maximum performance and help extend the lifetime of the engine by monitoring asset health.

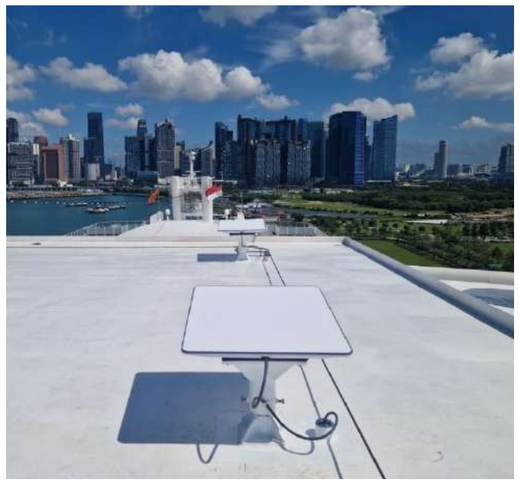
OUR GROUP OF COMPANIES

CSM CONDUCTING TRIAL OF STARLINK SATELLITE INTERNET SERVICE

CSM shows commitment to innovation and cutting-edge technology with trial of new internet service Starlink, created by technology disruptor Elon Musk.

Leaders in innovation, the ship management arm of the Columbia Group, CSM has conducted a trial of the new Starlink satellite internet service on a number of vessels. The Starlink service, provided by a constellation of low-earth orbit (LEO) satellites operated by SpaceX, is designed to deliver reliable and high-speed internet connectivity to ships and vessels across all sectors of the maritime industry.

Read more **here.**



ONELINK OFFERING MARITIME PERFORMANCE AND OPTIMISATION SOLUTIONS

Providing an innovative one-stop-shop to manage the complexities of vessel performance and emission regulations, OneLink, a preferred partner of the Columbia Group, links maritime operators to the future of performance.

Operators having to previously utilise numerous different services to get all the information they needed to optimise vessel performance and manage emissions regulations is a thing of the past. OneLink's purpose is to offer all the solutions on one platform. Through the consolidation of service providers and innovative integration of systems, OneLink is able to provide an unmatched service offering, surpassing any contender. It enables operators to manage all the complexities of maritime performance and the ever-changing emissions and MARPOL requirements with one simple solution. They are future-ready for any new requirements and developments coming into the industry.

OneLink's state-of-the-art approach incorporates the latest digital tools such as using AR/VR to create digital twins and applying machine learning to solve performance issues by predicting hull and engine health. As an aggregator of new and existing services, OneLink starts with a vessel portfolio of more than 900 vessels ranging from gas carriers to offshore platforms.

THE LAUNCH OF COLUMBUS TRAVEL FOR BOTH MARITIME AND CORPORATE CLIENTS

A new travel company was launched in 2023, offering a specialised service for both maritime and corporate clients. With its global headquarters in Malta, Columbus Travel has strategically opened branches in Cyprus, Italy, Manilla, Greece, and most recently, India.

This worldwide network, combined with extensive expertise, enables Columbus Travel, to meet customer needs around the clock and guarantees unparalleled flexibility and swift response times while securing the most competitive fares available. Focussing on the maritime industry, Columbus Travel recognises the vital role played by shipping companies and their resilient seafarers, who are an indispensable force driving the global economy. It also understands the unique needs of crewing departments, offering optimal travel solutions that save time and costs for the maritime sector. These include specialised airfares, flexibility for travellers, visa arrangements, extra luggage allowance, priority boarding and very competitive fees. Such benefits cater to all marine crew members, from Cadets embarking on their maiden voyages to seasoned Superintendents facing baggage constraints at check-in.

For corporate travellers, Columbus Travel draws experience from its robust airline and hotel chain partnerships, creating personalised travel plans and ensuring seamless experiences with additional perks such as access to airport lounges, accommodation arrangements, and ground transfers. Recognising the time sensitivity of their schedules, the Company's goal is to facilitate hassle-free travel for corporate clients, allowing them to arrive at meetings rejuvenated and ready.

Columbus Travel is also delighted to be the exclusive travel agency of Europa Uomo.

COLUMBIA GROUP SIGNS MEMORANDUM OF UNDERSTANDING AND COOPERATION WITH THE MARITIME TRANSPORT SECTOR (MTS) IN EGYPT

The Maritime Transport Sector (MTS) in Egypt signed a Memorandum of Understanding and Cooperation (MoUC) with the Columbia Group and Pan Marine Shipping Services in 2023. This collaboration aims to cooperate on developing the ambitious targets of the MTS in Egypt, where the Columbia Group and Pan Marine Services shall support on a holistic level.

As the dedicated Ministry of the Arab Republic of Egypt, MTS is responsible for forming and executing the national maritime strategy. It is committed to continuing its transformation of Egypt into a major player in the maritime transport industry by creating a seamless network of seaports that rivals its neighbours, making Egypt an attractive destination for shipping lines and both domestic and foreign investments.

The government aims to maintain and develop Egypt's position as a vital hub for energy, trade, logistics and leisure and hospitality while simultaneously prioritising further growth of the national merchant fleet to influence the country's foreign trade ensuring long-term benefits for Egypt's economic growth.

The cooperation between Columbia Group and Pan Marine Shipping Services will be dedicated to supporting these pioneering aims and objectives of the MTS in Egypt, ensuring the government's innovative vision becomes a reality.

The opportunities for development will encompass a broad range of areas such as tourism development, technical and crew management, engineering solutions, newbuild supervision, performance optimisation, and recruitment and training of Egyptian seafarers.

OUR GROUP OF COMPANIES

CSM STRENGTHENS COMMITMENT TO INVESTMENT IN PEOPLE WITH EXPANSION INTO INDONESIA

CSM Indonesia offers manning solutions in Indonesia and its surrounding regions, diversifying the crew pool on Columbia-managed vessels and utilising the vast wealth of personnel resources that can be found there. With more than 12 million people employed in the maritime sector in the country, Columbia Group is proud to further its commitment and investment in its people with the expansion to Indonesia.

Read more **here.**

COLUMBIA GROUP OPENS UP IN ISTANBUL, TURKEY

CSM Turkey is headed up by Capt. Ozgur Gunes and overseen by Regional Managing Director, Xanthos Kyriakou, and CSM Northern Europe Managing Director, Johann Meyer, from the Italian and German offices respectively. The new office offers the full spectrum of the Columbia Group integrated maritime services with diverse support to all its stakeholders as well as full 'second-party' technical and crew management services. CSM Turkey offers essential vessel digitalisation and optimisation services through Columbia's much-heralded Performance Optimisation Control Room (POCR), in addition to training, catering and newbuilding consultancy. It also acts as a valuable springboard for the new entity's expansion into the luxury aviation, super yacht, and cruise management sectors in Turkey.



Read more **here.**

NEW CSM MANNING AGENCY IN VIETNAM

The Columbia Group opened a new manning agency, CSM Vietnam, adding to its worldwide network of owned manning agencies. The establishment of CSM Vietnam satisfies Columbia's long-standing ambition to tap into the developing Vietnam seafarers' market with direct access. Whilst CSM has been employing Vietnam seafarers for years via third-party arrangements, possessing its own manning agency in Vietnam for this purpose marks a crucial step for Columbia's far-reaching initiatives in Vietnam and Asia, more generally.

Read more **here.**

COLUMBIA PLANTS FLAG IN NORWAY AMID NORTHERN EUROPEAN EXPANSION

CSM, member of the Columbia Group, is strengthening its presence in Northern Europe by establishing CSM Northern Europe, offering a more dedicated service to its clients north of the Mediterranean.

Read more **here.**

CSM ENERGY IS PROUD TO BE MANAGING RV DAGON SINCE 2019

RV Dagon stands at 68.3m/224ft in length, with a 12-onne A-Frame fitted astern and can accommodate up to 47 persons, making it the ideal platform from which to conduct scientific and research projects using a manned submersible. It can be used for mapping the seafloor and profiling the water column, helping develop research areas in geology and oceanography. Additionally, it can also be used for sampling organisms, which will contribute to large DNA barcode libraries and may lead to new species descriptions.

CSM Energy participates in numerous expeditions worldwide and organises and supports the vessel, SubTeam, and expeditions.



WELCOMING R/V HYDRA TO CSM ENERGY MANAGEMENT

The R/V Hydra, formerly Alusia, joined the CSM Energy fleet in May 2023. Between June and September 2023, the vessel successfully completed its first dive and research programme in the Marshall Islands and Fiji Islands.

Beginning in October 2023, the Hydra underwent a major refit in preparation for a 2024 project, which will also see the addition of a new submarine to the CSM Energy fleet. R/V Hydra will also participate in numerous expeditions worldwide.



OUR GROUP OF COMPANIES

ENHANCING OUR CREW THROUGH E-LEARNING

At Columbia Group, our people are at the forefront of everything it does, which is why investing in their education and growth is of utmost importance. The Group's vision to implement a global, state-of-the-art **Learning Management System (LMS)**, which can be used in our offices and on board vessels, at the home of our seafarers, or even while we are travelling without internet connectivity, became a reality in 2022, and has grown extensively over 2023.

The agreement reached with Adobe Systems makes CSM the first ship manager worldwide to implement a state-of-the-art LMS developed by a reputable high-tech software company that is not exclusively dedicated to the maritime industry. In partnership with OneLearn Global, a member of OneCare Group, and the Group's preferred partner, the crew is now able to connect to the cloud via satellite internet at low cost via the ship servers, with the training and learning material supplied from head offices via email almost immediately without incurring high communication costs or long-time waiting processes.

24/7 ACCESS TO OUR ONLINE PORTAL

CSM's Client Portal (CSM Client Connect) is a platform that allows clients to access a wide range of information related to the management of their individual vessels. The online client and crew portal provides its clients and management team with transparent real-time communications, including access to the planned maintenance system, procurement management system, QSHE documents, accounts with financial overview and technical files and drawings. Clients are also able to access current operations, crew lists, full details on each crew member, planned crew changes, the Company's web-based vessel tracking system, and vessel specific documents and certificates.

Staying connected to our seafarers via the dedicated Crew Portal (CSM Crew Connect) is vital to us at Columbia Group as this enables them to view their next planned assignment, even during their leave, check their real-time compliance status and identify any missing certificates or training. The online portal also gives crew access to Company circulars, news and other information to keep them fully updated.



COLUMBIA GROUP'S VIRTUAL PRESENCE

Columbia Group has a number of digital platforms showcasing news, events and updates within the Group, keeping its stakeholders connected. Some of our publications reaching internal and external audiences include:

E-Newsletters

CEO NEWS
QUARTERLY

Launched in October 2017, for our CEO to provide regular updates concerning all aspects of the Columbia Group's developments, this e-newsletter contains the latest news from its associated offices, announcements of new Columbia companies, updates on the latest ships entering management, as well as details of company-wide campaigns (e.g., safety). In each issue, Columbia Group President and CEO, Mark O'Neil, shares his insight into the goings-on in the industry, as well as delves into topics making headlines worldwide. All Group companies are able to share their news and updates, with dedicated pages also given to icare, training, diversity and inclusion, as well as sustainability. The newsletter is circulated internally to our offices and fleet on a quarterly basis.

DIVERSITY, INCLUSION AND SUSTAINABILITY NEWSLETTER
QUARTERLY

The *Diversity and Inclusion Newsletter* merged with Sustainability in 2023 to become the *Diversity, Inclusion and Sustainability Newsletter*, and offers everything from Company news and initiatives to fun team events, and global topics.

Each issue, which is circulated quarterly, revolves around a theme – a UN Sustainable Development Goal – where we are able to combine our efforts in both areas of diversity and inclusion, as well as sustainability.

The publication has also now added the popular Crew Matters newsletter, with news by the crew, for the crew (see below).

HEALTH MATTERS
MONTHLY

Circulated monthly, *Health Matters* shares the latest in breaking health and wellness news from a variety of offices, as well as nutrition, exercise and mindful health tips to keep us all motivated and in the know.

The newsletter also features a fun section, titled Columbia Smiles, whereby all employees have the chance to send in photos of their pets, or from their recent holiday.

CREW MATTERS
QUARTERLY

As mentioned above, *Crew Matters*, previously a stand-alone bi-monthly newsletter, has merged with the *Diversity, Inclusion and Sustainability Newsletter*, sharing news from the crew on board.

From interviews with the crew, to fitness tips, inspirational stories and views only the crew get to enjoy up front, we get a glimpse of the goings-on on board, while the crew get to connect with what is taking place on shore.

OUR GROUP OF COMPANIES

LMS MONTHLY NEWS UPDATE
MONTHLY

Our LMS Monthly News Update covers all training news each month. From new releases in our CSM Online Academy, to statistics, LMS feedback and events and conferences, employees are able to keep track of what's been released on the eLearning front, as well the latest statistics and feedback.

COMPASS MAGAZINE
EVERY SIX MONTHS

Compass magazine, which distributed its 50th issue in 2023, covers all Group news to be shared with employees and Company stakeholders, both internally and externally. Issued in both a hard copy as well as digital version, and posted on the Company's website, Compass features highlights from each office, as well as all initiatives and events which took place during that time period.

Digital Presence

The Columbia Group has a footprint of more than **25 web pages** and strong engagement on social media platforms, posting approximately **1,000 posts per year** on various social media channels.

As at the end of 2023:

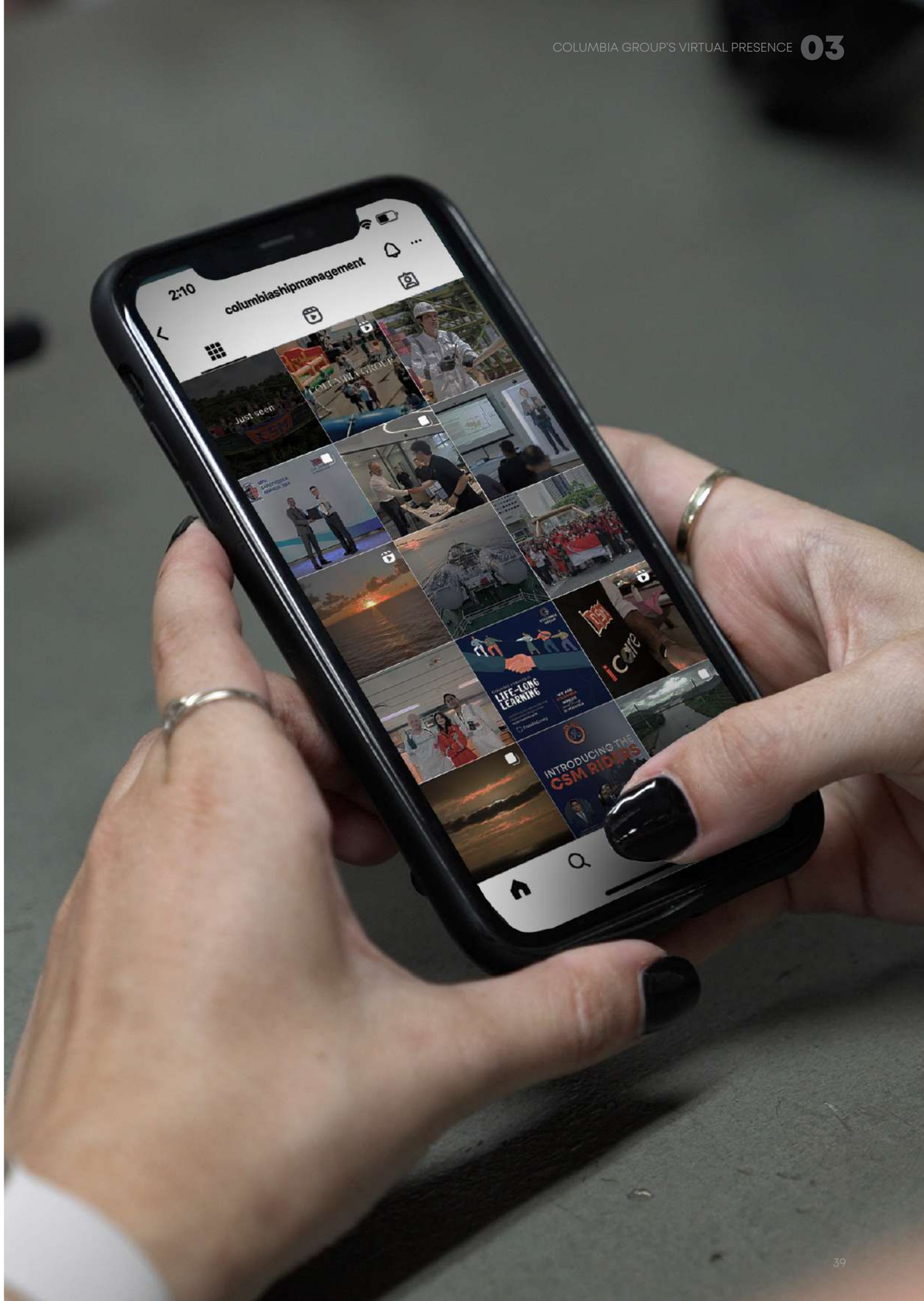
168,092
followers

42,606
followers

2,239
followers

959
subscribers

+200,000
unique web visitors



04

OUR APPROACH TO MANAGING OUR PRIORITIES

OUR APPROACH TO MANAGING OUR PRIORITIES

ESG considerations have become a necessary business practice that incorporates sustainable development into Columbia Group's business model. ESG-related issues represent not only risks but also opportunities to the Company's performance.

The establishment of a sustainability strategy that integrates environmental, social, ethical practices and human rights concerns into business operations and the core strategy is a crucial component of Columbia Group's competitiveness and ensures that its stakeholders' interests are being protected and promoted.

OUR SUSTAINABILITY GOVERNANCE

The Columbia Group has set up a governance structure consisting of members from the Board of Directors and Top Management with the additional role to oversee the Group's sustainability strategy and actions, allowing the Group to define and deliver its commitments in line with its corporate strategy and the interests of its multiple stakeholders.

Adhering to the Group's core values and principles, and to drive its sustainability efforts further, the position of Group Director Diversity, Inclusion and Sustainability was introduced.

The purpose of the Steering Committee is to assist the company's C-Level in fulfilling the Company's sustainability strategy regarding policies, objectives, actions and results on environmental, social and governance issues related to both the internal and external environment of the Company.

In addition to the Sustainability Core Team, mainly based at the Company headquarters in Cyprus, the sustainability volunteer teams across the different entities and subsidiaries of the Group contribute to defining and implementing action plans tailored to their respective markets and business areas, in line with the Group's overall sustainability strategy.

The sustainability volunteer teams were set up very organically and, as their title suggests, on a purely voluntary basis. They are comprised of 37 individuals across seven worldwide CSM locations. These local Sustainability Teams are involved in mobilising support, proposing, initiating and leading various Corporate Social Responsibility (CSR) activities.

The teams' aim is to grow the Group's global positive environmental and social impact by contributing to the wider efforts and focus areas of the Group, creating and fostering long-lasting engagement.

The teams' mandate is quite flexible which allows for creativity and innovation in the type of events and initiatives they wish to organise at a micro level depending on the needs of the local community in which they operate. Commitment from the bottom-up is just as important as a top-down process.

The Sustainability Core Team is also responsible for the collection of sustainability-related performance data and to report to the Steering Committee. The relevant committee members are presented below:



SUSTAINABILITY CORE TEAM

Marina Panayiotou
Sustainability Officer
CSM Cyprus

Gavin Scott
Deputy QSHE Manager/DDPA
CSM Cyprus

Henry Webb
Project Coordinator
CSM Cyprus

Julia Stylianou
Management Systems Senior Officer / QSHE Department

George Charalambous
Group Environmental and Energy Officer
CSM Cyprus

Rachel McLennan
Business Development Officer
CSM Cyprus

Stavros Mavratsas
Operations Manager
CSM Cyprus

Stavrini Michaelidou
Global Head of Human Resources
CSM Cyprus

Joanna Neocleous
Talent Management and Succession Officer
CSM Cyprus

Ioanna Bountali
Administrative Assistant
CSM Greece

Alexandra Alexandrou
Administrative Assistant
CSM Energy

Vladyslav Dzhedzhora
Environmental Compliance Manager
COLUMBIA blue - CCS

Victoria Kravchenko
Junior Crewing Manager
COLUMBIA blue - CCS

Mariam Saleh
Junior Projects Manager
COLUMBIA blue - COLUMBIA projects

Insa Schulz
Business Performance Specialist
COLUMBIA blue - COLUMBIA signature

Kaitlyn West
Head of Public Health & Quality
COLUMBIA blue - COLUMBIA signature

Louise Holloway
Managing Director
Swiss Ocean Yacht Management

George Nikita
Senior Ship Operator
CSM Cyprus

SUSTAINABLE DEVELOPMENT GOALS



“Working towards contributing to the UN’s SDGs aligns perfectly with Columbia Group’s long-term objective for achieving sustainable growth.”

OUR APPROACH TO MANAGING OUR PRIORITIES

OUR CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS (SDGs)

In 2015, the UN launched the Sustainable Development Goals: 17 interrelated Global Goals with their 169 sub-targets with the aim to guide governments and businesses to connect their strategies to global priorities for people and the planet, such as poverty and inequality, climate change and water risk. The SDGs represent an ambitious agenda to achieve a sustainable future by 2030, as they provide a framework for organisations to address issues in a manner which has meaning and will help them to demonstrate real impact. The table below shows how Columbia Group's sustainability initiatives contribute towards achieving several of the SDGs with its operations to have a real positive impact on its stakeholders, the environment and the society in which it operates. Working towards contributing to the UN's SDGs aligns perfectly with Columbia Group's long-term objective for achieving sustainable growth.

	OUR IMPACT	SDGs Targets
1 NO POVERTY	(1.1, 1.2) CG not only remunerates its employees in a fair and timely manner but also contributes on the improvement of their quality of life through the provision of a rewarding working environment where they can grow professionally, as well as many other benefits that ensure not just their financial safety but their family's welfare.	1.1, 1.2
2 ZERO HUNGER	(2.3) CG has been working with its health and well-being partner OneCare Group to highlight the importance of nutrition and healthy eating.	2.3
3 GOOD HEALTH AND WELL-BEING	(3.8) CG takes a holistic approach to crew well-being, covering the many dimensions of seafaring life through partnerships and initiatives that promote healthy physical and mental well-being such as the CG fitness campaign. Additionally, CG offers its employees all the privileges they are entitled to by law, e.g. social security, breaks, annual leave, proper working hours ensuring access to quality basic healthcare services and access to medication, vaccines etc.	3.8
4 QUALITY EDUCATION	(4.3, 4.C) CG educates stakeholders through its pioneering and world-class Learning Management System (LMS) in association with Adobe and OneLearn Global. Apart from teaching operational excellence, the content of this platform spreads far beyond our core business. i.e. financial management. CG also provides ongoing training to its employees every year, giving access to affordable and quality technical, vocational and higher education, including university education through its scholarship and apprenticeship programme. CG also invests in the training of newly-hired employees.	4.3, 4.C
5 GENDER EQUALITY	(5.1, 5.C) Any form of sexism, racism, and discrimination is not tolerated by CG, which ensures the enforcement and monitoring of equality and non-discrimination on the grounds of gender, providing equal opportunities for promotion and recruitment. 'CSM TogetHER' is a group of female employees active in the area of promoting greater gender awareness and general inclusivity at CG and a Group Director Sustainability and Diversity & Inclusion has been appointed since 2021.	5.1, 5.C
6 CLEAN WATER AND SANITATION	(6.3) Through the proper and responsible management of CG's liquid waste, CG indirectly contributes to the improvement of water quality, reducing pollution and the percentage of raw wastewater it produces. (6.4) CG aims at the continuous reduction of water consumption, through water saving systems and awareness programmes for staff, ensuring that water consumption is sustainable, reducing the impact of water scarcity.	6.3, 6.4
7 AFFORDABLE AND CLEAN ENERGY	(7.3) CG, aiming to increase energy efficiency, focuses on the creation of energy efficient buildings and the reduction of gaseous emissions, contributing to the global effort of organisations to improve energy efficiency.	7.3
8 DECENT WORK AND ECONOMIC GROWTH	(8.4) Energy goals and objectives have been set and an action plan is being implemented to reduce fuel, conserve energy and natural resources and evaluate energy raw materials and products, contributing to the global effort to use resources more efficiently in consumption and production, supporting economic development independent of environmental degradation. (8.8) The protection of staff and other people who enter the facilities of CG in matters of health and safety, is a main priority for CG, therefore measures are constantly being taken to minimise the risk and appropriately and systematically train CG staff.	8.4, 8.7, 8.8
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	(9.4) Aiming to increase the efficiency of resource use and the adoption of clean and environmentally-friendly technologies, CG seeks to create more energy-efficient buildings, use printing paper more efficiently, as well as upgrading its current lighting with LED bulbs, which have a longer lifespan.	9.4
10 REDUCED INEQUALITIES	(10.2) CG promotes a sense of equality, considering all employee candidates possible regardless of race, religion, culture, gender, skin, sexual orientation, age or disability, language, and background.	10.2
11 SUSTAINABLE CITIES AND COMMUNITIES	(11.6) CG contributes to the overall reduction of the environmental impact on cities, paying particular attention to air quality, through the reduction of carbon dioxide emissions, and its waste management, through reuse, recycling and proper treatment.	11.6
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	(12.4) In order to achieve the environmentally-sound management of chemicals and all waste throughout their life cycle, CG ensures the implementation of environmental and social policies. It further ensures that the purchase of products meets quality and health and safety criteria, caters for their correct and efficient use, and properly manages the waste generated.	12.4
13 CLIMATE ACTION	(13.3) CG takes all necessary measures to mitigate the negative effects of its operations on the environment. It also organises initiatives that promote and enhance climate action.	13.3
14 LIFE BELOW WATER	(14.1) At an operational level, CG implements action plans to reduce waste, reduce fuel use, and conserve natural resources, thus helping to prevent and reduce marine pollution.	14.1
15 LIFE ON LAND	(15.8) CG is applying measures to prevent the introduction and significantly reduce the impact of alien invasive species on water ecosystems and control or eradicate the priority species.	15.8
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	(16.2) CG aims to respect children's rights and to comply with international laws on child labour, contributing to the end of abuse, exploitation, trafficking, and the fight against all forms of violence and torture of children. (16.7) CG places great emphasis on providing a healthy and safe work environment for its staff, providing equal opportunities for promotion and does not tolerate any form of sexism, racism, and discrimination.	16.2, 16.7
17 PARTNERSHIPS FOR THE GOALS	(17.16) CG's whole philosophy, culture and strategy was created in the spirit of collaboration and is powered by partnerships. This is apparent in the wide variety of business partnerships created covering many sustainability pillars and material topics. CG draws from the expertise these partners have in their respective fields and strives to achieve excellence in these by becoming a positive driving force. Additionally, partners are always treated with the utmost respect and fairness. CG is a firm believer of the saying: "If you want to go fast, go alone. If you want to go far, go together."	17.16

OUR APPROACH TO MANAGING OUR PRIORITIES

IDENTIFYING, COMMUNICATING AND UNDERSTANDING OUR STAKEHOLDERS

Stakeholders are defined as entities or individuals who may significantly be influenced by the Group's activities, or those who may reasonably affect the Group's ability to implement its business strategy and/or achieve its objectives. The Group's stakeholders range from clients and employees to shareholders and investors, partners and suppliers, government authorities and regulators, as well as the communities in which it operates. The Group understands that in order to fully appreciate sustainability, it needs to engage in regular communication with its wide range of stakeholders who represent a diverse set of priorities and interest. In doing so, the Group sets up a framework that explains its approach toward its materiality in reference to sustainability, its stakeholder engagement and the impact of its daily business operations. In this way the Group is able to improve its corporate objectives and services.

The Group's stakeholder approach provides the Company with the tools to understand and respond to its stakeholders' needs and expectations.

The frequency and type of engagement the Group maintains with its various stakeholders is diverse. Listening to its stakeholders and engaging with them on an ongoing and ad hoc basis is of utmost importance at Columbia Group, addressing topics based on the material aspects. Ensuring the Group has regular communication with its stakeholders, it is able to improve its services while responding to the needs and expectations of the society in which it operates.

Identifying Stakeholders:

The Group has categorised stakeholders into internal and external groups and prioritised them based on their importance to the Company. The most critical stakeholders were then selected for engagement.

INTERNAL STAKEHOLDERS:

- Seafarers and Office Employees
- Shareholders
- Directors
- Top Management

EXTERNAL STAKEHOLDERS:

- Clients
- Suppliers and Partners
- Creditors
- Civil Society
- Flag States
- Port States
- Charterers
- Classification Societies
- Insurance Companies
- P&I Clubs

MATERIALITY ASSESSMENT

Materiality Process

In order to identify the material sustainability issues most critical to its business, the Columbia Group has implemented a holistic approach. To achieve this, the Group carried out a double materiality assessment in 2022 and 2023 amongst key stakeholders following guidelines from the Global Reporting Initiative (GRI).

Material issues are the aspects considered important, reflecting the organisation's environmental, social and governance impacts and are influencing the assessments and decisions of the Group's stakeholders. The materiality analysis, which is used to understand what matters, to whom and why, helps the Group to identify its most important "material" issues in relation to its commitments and performance.

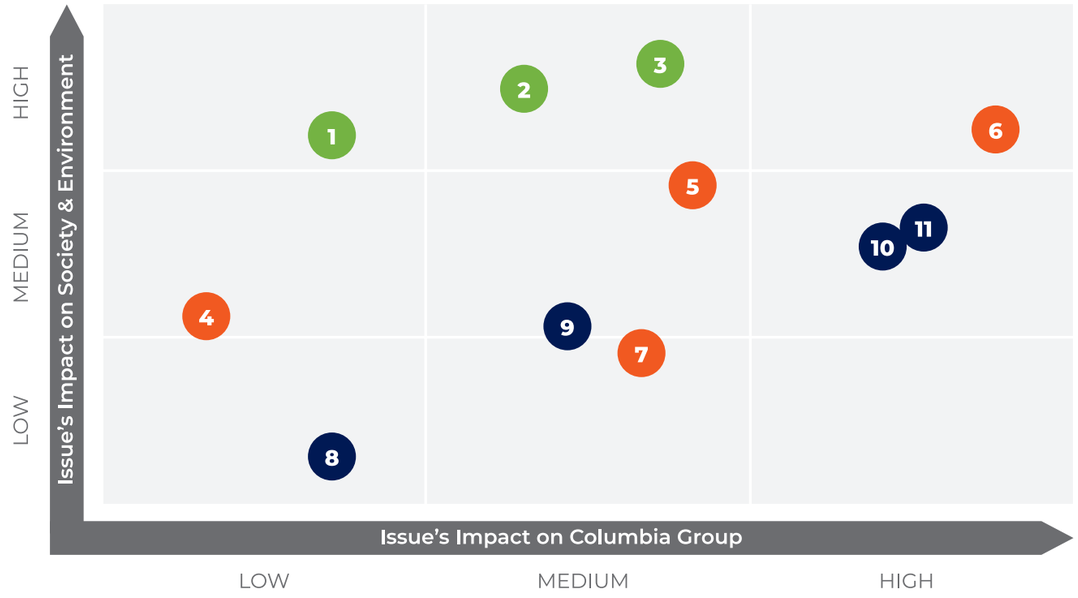
This is done by taking into account two different perspectives: That of impact and financial materiality. As such, it is vital in acknowledging and embedding sustainable business practices into our operations. This is essential if the Columbia Group is to integrate effective risk management processes, especially during a time of great geopolitical unrest and the climate crisis. Through consultation with the Group's stakeholders on the materiality of a range of sustainability issues, the Company will be in a better position to assess, rationalise and harmonise Environmental, Social and Governance (ESG) impacts, risks and opportunities so that it becomes more resilient in the future.

Furthermore, the exercise provided valuable insights into what the Columbia Group, in our role as a comprehensive and integrated maritime, logistics, leisure, energy and offshore services platform can do to positively impact the environment, as well as the lives of its internal and external stakeholders. Although employee surveys are quite commonplace, they rarely focus more specifically on sustainability issues. Through this task the Group was able to gain a holistic 360-degree view of some of its most important stakeholders on sustainability issues that are rising up the business agenda on a global scale.

As part of the materiality assessment, stakeholders were engaged via an online survey where they were asked to rate a list of sustainability issues according to their importance to them using a scale of 1 (Not at all important) to 5 (Extremely important). The list of sustainability issues was determined by selecting the applicable material topics from an extensive list of 31 material topics provided by the GRI standards and adapting their titles to best fit the organisation's and shipping industry's characteristics. The material topics selected were finalised into a total of 11 sustainability issues that were included in the online survey.

OUR APPROACH TO MANAGING OUR PRIORITIES

COLUMBIA GROUP'S 2023 MATERIALITY MATRIX



ENVIRONMENTAL

1. Water Management
2. Waste Management
3. Energy/Emissions Management

SOCIAL

4. Social Contribution
5. Human Rights
6. Health & Safety
7. HR

GOVERNANCE

8. Procurement practices
9. Anti-competitive behaviour
10. Anti-corruption
11. Innovation

MATERIALITY ANALYSIS CONCLUSION

As a result of this materiality analysis, Columbia Group was able to define the most important material sustainability issues to its key stakeholders, and as such it will be focusing its ESG Strategy and disclosures on those topics. In this report we present and analyse the issues identified in this process.

The double materiality assessment will be conducted again for the Group's 2025 report, following the implementation guidance provided by the ESRS (European Sustainability Reporting Standards) allowing the Company to confirm the ESG topics the Group should be focusing on in the coming years through its ESG Strategy and ESG Reporting.

OUR SUSTAINABILITY STRATEGY

With sustainability being one of the Group's core values, it is dedicated to committing toward ethical and environmentally-friendly practices. The Group's sustainability strategy is based on the three main sustainability pillars of ESG (Environmental-Social-Governance), as identified during the materiality process. The Group's sustainability strategy is a central aspect of delivering its vision and services. These pillars and their key interest areas on which the Group's sustainability strategy focuses on are found below:

STRATEGIC PRIORITIES

As per the strategic priorities which have been set in line with the materiality assessment, the GRI materiality topics have been categorised accordingly:

ENERGY, WASTE & WATER MANAGEMENT

Be a leader at sustainable resource and waste management, guide our clients and external stakeholders to the same direction.

IDENTIFICATION OF FINANCIAL AND OPERATIONAL RISKS AND OPPORTUNITIES ARISING FROM CLIMATE CHANGE

Establish a comprehensive framework to identify and evaluate the risks and implement it across all relevant business lines.

OCCUPATIONAL HEALTH & SAFETY

Improve the health and safety of all employees and seafarers.

RESPECTING HUMAN RIGHTS

Safeguard and guarantee human rights.

REGULATORY COMPLIANCE & ANTI-CORRUPTION POLICIES AND PRACTICES

Establish, review and implement strategies to comply with present and future regulations, as well as anti-corruption policies.

INNOVATION

Steer innovation and research on matters of significance for the Group, the industry and the ecosystem.

The sections that follow highlight the Group's performance for each of the material topics indicated above, organised under its three sustainability priority areas - ESG.

05

OUR PERFORMANCE



OUR PERFORMANCE

ENVIRONMENTAL



The following outlines the Group's policies and performance for issues related to the environment, in which it analyses its:

- **Environmental Management**
  Energy Management | Waste Management | Water Management



ENVIRONMENTAL MANAGEMENT

Columbia Group recognises that its activities have an impact on the environment, which is why it has executed plans to ensure its protection. With the maritime industry accounting for 3% of total CO_2 emissions, it has created the need for organisations operating in this sector to incorporate sustainable practices into their activities.

The Group's Top Management demonstrated their commitment to environmentally-friendly practices by establishing the Environmental and Energy Policy. By ensuring that this Policy is compatible with the context and strategic direction of the Group, Top Management's commitment is focused on promoting continual improvement of the Group's Environmental and Energy Performance, and communicating the continuous review and upgrade of this Policy to all employees (both on shore and on board the vessels managed by the Company), to any contractors working with or on behalf of the Group and to the public.

The Group's Environmental and Energy Policy states that the Group is committed to:

- **Preserve and protect natural resources;**
- **Prevent any kind of pollution;**
- **Reduce the impact resulting from its activities on the Environment;**
- **Control and improve the energy use, consumption and efficiency.**

ENVIRONMENTAL ACTIONS

Conservation and protection of the environment is of high importance to Columbia Group and its employees, both on shore and on board the vessels managed by the Group. All employees are encouraged to be conscientious and to have a responsible attitude towards pollution prevention, preservation of natural resources and improvement of energy efficiency. The Group is committed to ensuring that every aspect of its activities is conducted in accordance with responsible environmental and energy practices, which is applied using the below principles in both the office and fleet that the Group manages:

- Identifying, reviewing and complying with legal requirements and industry standards related to the protection of the environment and energy use, consumption and efficiency.
- Identifying significant environmental aspects and areas of energy use and establishing objectives, targets and programmes to reduce the impact on the environment and to optimise energy efficiency, in order to achieve improvement. Meetings to monitor these targets are held quarterly, for both the office and the fleet. For the office there have been four identified significant environmental aspects: consumption of water, electricity and paper, as well as the handling of waste. Objectives and targets were set for the reduction of the consumption of water, electricity and paper and the segregation of the waste. Furthermore, relevant programmes and action plans were developed and forwarded to the employees.

OUR PERFORMANCE

Newly employed seafarers go through a briefing at the Group's offices prior to joining the vessel. Key personnel also go through a refresher briefing at certain periods of time, depending on their ranking. An ISO 50001 computer-based training for employees on board the vessels is also done, as well as suppliers and visitors on board the vessels managed by the Group receiving an onboard induction to comply with the Group's Environmental Policy. In order to remind all employees of the Group's Environmental Commitment, posters are also allocated in various areas, on board the vessels and ashore.

The Group's Specified Purchasing Requirements for the delivery of goods and services to vessels under management include the Group's commitment to protect the environment, thus expects its suppliers to support the Company's efforts. The below is stated in the requirements which is signed by the supplier:

When making provisioning and supply arrangements, suppliers should consider the products being procured in terms of the garbage they will generate. The following options should be considered to decrease the amount of such garbage:

- Using supplies that come in bulk packaging, taking into account factors such as adequate shelf-life (once a container is open) to avoid increasing garbage associated with such products.
- Using supplies that come in reusable or recyclable packaging and containers; avoiding the use of disposable cups, utensils, dishes, towels and rags and other convenience items whenever possible.
- Any sort of liquid product is delivered in plastic bottles rather than glass bottles for easy incineration.
- Avoiding supplies that are packaged in plastic, unless a reusable or recyclable plastic is used.
- Collecting all packaging materials (i.e. wooden pallets, plastic shrink wrap) from the vessel whenever possible. The use of containers which can be lifted by the ships; cranes discharged and then returned back to the supplier are to be preferred.
- Aerosols should be those that use environmentally-friendly propellants.
- Within the Company presentation and brochure for potential clients, there is special reference to the Company's commitment to the protection of the environment.

"The Group is committed to ensuring that every aspect of its activities is conducted in accordance with responsible environmental and energy practices."

MATERIAL USE AND CONSUMPTION

- Centralised printing, which has reduced printing volumes (double sided and black and white printing by default), resulting in the reduction of paper consumption and toner usage.
- Utilisation of the tool AMOS, a paperless system which, because of its use, the paper consumption decreased considerably.
- Encouragement of employees to use their gifted reusable coffee cups and water bottles, and provision of 100% recyclable paper coffee cups, thus minimising the consumption of resources (e.g. energy and water) and the production of waste within the operations of the Group (including wastewater).
- Employees are instructed to switch off their monitors when not in use, even during meetings or lunch break, reducing the electricity consumption.
- Encouraging employees to recycle batteries by providing a dedicated bin for this purpose.
- Shredding and recycling of scrap paper.
- Waste segregation – colour-coded bins are allocated in various locations within the offices.

Consumption of cleaning chemicals:

The Group is currently using environmentally-friendly chemical cleaners in its activities on a daily basis.



OUR PERFORMANCE

ENVIRONMENTAL INITIATIVES

CSM CONTINUES TO SUPPORT COASTAL MICROPLASTICS RESEARCH PROJECT

The Group continues to support **AKTI Project and Research Centre's** research for the second year in a row for the detection and analysis of microplastics in the coasts of Cyprus. The project aligns perfectly with the Group's goals to protect marine biodiversity and conserve the marine environment.

This research project aims to highlight the detrimental effects of microplastics to the marine environment. Based on a robust method developed by AKTI.
- 10 beaches/sites were selected for sediment sampling, four times a year in the months of March, July, September and December.

The samples are going through laboratory analysis by the team of AKTI, sieving at the Civil Engineering laboratory of the University of Cyprus and the use of electronic microscope for visual analysis to identify the abundancy and type of microplastics.

The research project will create the first data series of systematic microplastics monitoring in Cyprus. This field work will provide valuable data to guide the policies against plastic pollution, since it will give the first indication in the eastern Mediterranean of microplastics concentration on beaches.

COLLABORATION WITH CYMEPA

The Columbia Group is a member of the Cyprus Marine Environment Protection Association (CYMEPA). CYMEPA has been formed with the initiative of the International Shipping Community of Cyprus with the support of the Commercial Community of the island.

CYMEPA is an autonomous, non-profit organisation funded solely by its members. The principal aim of CYMEPA is to encourage and actively assist effective efforts to prevent all forms of pollution of the sea.

The Association also helps seafarers and executives to be more aware of safety and the protection of the marine environment. CYMEPA also initiates environmental projects and operates extensive public awareness campaigns, giving priority to environmental education of pupils.

CYMEPA supports and assists the Government of Cyprus in ratifying and implementing international conventions addressing the protection of the marine environment. Columbia is a founding member and contributes to all initiatives and programmes of the association.

Columbia Group participates in the project "Adopt a Ship" with the involvement of primary schools and pupils, in an effort to educate children in the main principles of protecting the marine environment. In addition to the funding of CYMEPA and CYMEPA's various programmes/trainings, CSM also funded several environmental schemes of the Cyprus government.

ENERGY MANAGEMENT

Contributing to the protection of the environment by reducing its carbon footprint and the impact of global warming is important to Columbia Group, which is why increasing energy efficiency is crucial.

The Group focuses its efforts on the creation of sustainable and efficient office spaces, achieving a reduction of energy consumption and a correlating reduction in energy costs, while ensuring optimum conditions of wellness for its employees.

Developing a Ship Energy Efficiency Management Plan (SEEMP), on board each and every vessel managed by the Company, we are able to address all possible measures to ensure that all operations and maintenance activities related to the Company's significant energy uses are carried out under controlled conditions. The SEEMP allows CSM & CCS to remain committed to investigating the development of new products and processes that have an improved performance regarding their impact on the environment and/or energy efficiency.

The Company has also developed in-house electronic systems, which amongst other applications, allow the gathering of vessel's data to monitor the speed and the fuel consumption of the vessel. These data are also used to calculate and monitor each vessel's EEOI, SOx and NOx, which are presented via charts and are circulated to the vessels quarterly and annually hence the fuel consumption, the CO_2, SOx and NOx emissions are closely monitored via these systems.

The Group is in compliance with the EU MRV, UK MRV, IMO DCS and CII Regulations, according to which all GHG emissions of vessels will be monitored, analysed and reported to the responsible bodies. The Group also adheres to the Hong Kong Convention and EU Ship Recycling Regulation (EU 1257/2013), in which all vessels have to identify the hazardous materials on board, as well as keep an updated inventory of the hazardous materials at all times.

ENVIRONMENTAL AWARENESS AND EDUCATION

New shore-based employees go through an induction by the DPA of the Company who explains the most updated significant environmental aspects, objectives and targets. New employees undergo an induction of the Management System in which there is a section about the Group's Environmental and Energy Policy. Basic in-house training for ISO 50001, ISO14001 and Environmental Compliance is also provided to all employees.

The Columbia Group has developed a set of administrative, technical and economic actions aiming at saving energy and improving its energy efficiency.

At an administrative level, these actions involve, amongst others, the development of a relevant energy policy that is communicated to all staff, the establishment and operation of energy commissions and the designation of a person within the company responsible for managing energy related issues in all of the Group's offices.

OUR PERFORMANCE

ENERGY EFFICIENCY

An energy audit takes place in each office building by qualified technical personnel, during which significant energy uses have been identified through the systematic recording of all relevant consumption and monitoring. At the same time, energy objectives and targets have been set and an action plan has been put in place to reduce fuel and emissions of gaseous pollutants, conserve energy and natural resources, and evaluate the energy of raw materials and products. The Group also ensures its continuous compliance with existing legal requirements and has conducted energy audits and energy inspections of air conditioning and boiler systems in all its office buildings.

At a technical and financial level, the Group has invested the necessary resources to achieve its energy objectives that are defined by implementing best practices and the use of more energy-efficient products and services. The Group's energy performance is monitored on a monthly and yearly basis and the results are communicated to management, which then takes key decisions in order to achieve the best possible results. The Columbia Group, through the programmes it sets every year, seeks to reduce energy consumption as much as possible. Through its activities, the Group consumes electricity, LPG and petroleum. The Group monitors energy consumption, sets annual targets for reducing its consumption and takes measures to improve its energy efficiency.

These actions include:

- Replacement of all cooling chillers with new, inverter-type ones with ecological Freon, reducing electricity consumption.
- Replacement of lighting features with LED ones, reducing the electricity consumption.
- Construction of external canopies to create shade above atrium, minimising heat inside the building, reducing the electricity consumption.
- Building a management system to monitor machinery and minimising operating time, reducing electricity consumption.
- Installation of presence detectors to activate lighting upon movement, reducing electricity Consumption.
- Replacement of old air handling units with new ones adopting high efficiency heat recovery systems, reducing electricity consumption.
- Photovoltaic panels were placed on top of the parking area at the Cyprus headquarters to supply electricity for the lightning of the parking area and to reduce consumption from the local network.
- A complete environmental control system for the Group's new ANNEX building in Cyprus, which consists of:
  - Double skin external facade for the reduction of heat gain within the building reducing electricity consumption.
  - External shading for the reduction of heat gain within the building, reducing electricity consumption.
  - Roof horizontal shading for the reduction of heat gain within the building, reducing electricity consumption.
  - Heat recovery system, reducing electricity consumption.
  - Dimmable lighting, to achieve required intensity taking into consideration external factors with presence detectors to activate lighting upon movement, reducing electricity consumption.
  - Full Implementation of building automation.
- Green, renewable energy is used in CSM and COLUMBIA blue's offices in Hamburg.

Through our preferred partner **Wartsila Voyage**, the Group assists its customers continuously to improve their environmental and financial performance by providing sustainable and innovative technologies and lifecycle solutions for the marine and energy markets.

SCOPE 1 AND 2 EMISSIONS

The Columbia Group has established a reduction and mitigation strategy for CO_2 emissions through office improvements, green energy use, monitoring non-electrical company cars' fuel consumption, minimising travel and other initiatives.

The Group identifies, reviews and fully complies with legal requirements and industry standards related to climate change as well as energy use, consumption and efficiency.

- Seventeen (17) significant environmental aspects have been identified for the Group fleet, for which objectives and targets have been set. Fleet objectives include the reduction of fuel consumption for power generation, the reduction of Co_2, SOx and NOx emissions, and the proper handling of sludge, sewage and garbage.
- The Group is committed to investigating the development of new products and processes that have an improved performance regarding their impact on the environment and/or energy efficiency. As a result of this approach, the company has developed in-house electronic systems and other applications to gather vessels' data to monitor speed and the fuel consumption. This data is also used to calculate and monitor each vessel's EEOI, SOx and NOx, which are presented via charts and are circulated to the vessels quarterly and annually. As such, fuel consumption, CO_2, SOx and NOx emissions are closely monitored.
- The Group complies with the EU MRV (Monitoring, Reporting, Verifying) and IMO DCS (Data Collection System) and CII Regulations requiring all GHG emissions of vessels will be monitored, analysed and reported to the responsible bodies.

SCOPE 3 EMISSIONS

Scope 3 CO_2 Emissions refer to all indirect greenhouse gas (GHG) emissions that occur in the upstream and downstream activities of the Company. Unlike Scope 1 and Scope 2 emissions, Scope 3 emissions encompass a broader range of sources including, amongst others, supply chain, transportation, and employee travel.

These emissions are more challenging to measure and reduce, however companies can benefit from measuring Scope 3 emissions by identifying emission sources, prioritising reduction strategies, and enhancing their decarbonisation and sustainability efforts.

The Group is currently working towards its strategy regarding Scope 3 emissions data collection to be able to provide its clients with who already started preparing towards compliance in 2025.

OUR PERFORMANCE

COLUMBIA SHIPMANAGEMENT'S PARTNERSHIP WITH 12 OTHER COMPANIES IN THE NH3CRAFT CONSORTIUM

Ammonia is identified as a sustainable fuel for mobile and remote applications. The NH3CRAFT is a consortium of companies from Europe, including engineering companies, universities, shipping companies, and classification societies, along with an advisory board (Total, Wartsila, MAN) which aims at fully designing, engineering, developing and demonstrating a next-generation sustainable, commercially attractive and safe technology for high-quantity onboard storage of NH3 as a marine fuel. Two innovative modular and scalable steel and composite storage tank configurations for 1,000 m3 liquid NH3 at 10 bar and the corresponding auxiliary systems will be installed on a 31,000 Deadweight Tonnage (DWT) multi-purpose vessel.

Five different types of vessels and corresponding fuel-storage tank concept adaptations will be studied and documented: A bulk carrier, a tanker and a container ocean-going vessels, a typical RoPax ferry and a small Inland Waterways transportation passenger vessel.

An innovative digital platform will integrate all core simulations and models through digital interfaces. It will develop an engineering system matrix and specifications for the fuel storage, supply, and piping, monitoring and venting subsystems.

Safety and risk assessment for all vessels will lead to developing safety guidelines and classification rules. NH3CRAFT will showcase the entire NH3 supply chain to increase confidence in its use and promote its uptake.

WASTE MANAGEMENT

Through the implementation of the Environmental Management System (EMS), Columbia Group ensures that it restricts its waste (solid and liquid) through awareness for the reduction of use, recycling and reuse. In collaboration with **Top Glory Marine Service (TGM)**, the Group's preferred partner in marine waste management, the Group considers the complete waste management cycle on board the vessels it manages. TGM develops customised offload strategies for the Group's fleet in accordance with each ship's schedule and local recycling regulations for all waste streams generated on board. Through the HSEQ department of TGM they ensure highest environmental standards and audit their network of disposal companies on regular basis.

The Group also adheres with the Hong Kong Convention and EU Ship Recycling Regulation (EU 1257/2013) requiring that all vessels identify the hazardous materials on board and keep an updated inventory of the hazardous materials at all times. In addition, the Group has identified the hazardous waste it produces and ensures their proper management under the existing relevant legislation. It has contracted with recyclers and collectors for waste management of items such as batteries, electrical and electronic equipment, frying oils, inks, etc.

PHASING OUT SINGLE-USE PLASTICS

Columbia Group's phasing out Single-Use Plastic (SUP) initiative is aimed at phasing out SUPs on board and ashore. The need for addressing the Single Use Plastics initiative specifically was identified when it was realised that plastics do not fully decompose, but instead just continually break down into smaller pieces posing a huge risk to the ecosystem. The Columbia Group introduced this project on 1 January 2023 and is set as one of the Company's long-term objectives with a final target date the end of 2027. The strategy is to find alternative solutions and replace as much as many SUP items on board as practically possible. It was identified that the most significant SUP item on board were the plastic water bottles, hence the reason they were initially targeted to be eliminated. The alternative to that was the installation of a water dispenser with a filtration system that can deliver drinking water of high quality. Therefore, the water dispensers that have been installed on board the Company's fleet in 2023, have an advanced eight-stage filtration system and RO-technology able to deliver high-quality drinking water featuring cold, hot, and normal water options. This initiative has been motivating for all!

SOLID WASTE

Solid waste generated by the operations of the Group's offices include:

- Urban-type waste such as paper, glass, plastic, and aluminium, derived from the office operations, cleaning of premises and the maintenance of gardens and offices.
- Household organic waste.
- Discarded equipment which is no longer used, such as batteries, electrical and electronic devices, lamps, etc.

Within the framework of the EMS, and where feasible, the Group monitors the quantities of the above waste, and allocates it for the collection and recycling of the materials or reuse of materials where possible.

RECYCLING

Ensuring the proper management of its waste, resulting from the activities of its offices, Columbia Group's aim is the protection of the environment. Solid waste resulting from the activities of the Group's offices include paper, plastic, glass, electrical and electronic equipment, frying oils, batteries, inks etc. Collaborating with licensed recyclers and collectors, the Group invites them to its facilities for the collection of these materials when a satisfactory quantity is gathered.

All employees are encouraged by Top Management to:

- Recycle batteries by providing a dedicated bin for this purpose.
- Shred and recycle unused paper.
- Recycle empty toner containers.
- Place waste in segregated colour-coded bins in various locations within the offices.

OUR PERFORMANCE

WATER MANAGEMENT

Columbia Group's continued efforts to reduce water consumption throughout all operations, both on board and on shore, is taken very seriously. Recording and monitoring all water consumption systematically in all offices and vessels, the Group has recognised activities related to higher water consumption, and as such, placed specific targets on the reduction of such consumption.

In accordance with the above, certain plans have been put into action for the implementation of measures to improve consumption management. A component of this action plan is to invest in water-saving systems where possible, and to systematically raise awareness amongst our personnel both off and on board to reduce water consumption. Additionally, infrared control taps have been installed at the Group's headquarters in Cyprus to regulate flow to reduce water consumption.

NEVER AGAIN DAY!

On 23 July every year Columbia Group stands together for NEVER AGAIN DAY! A day dedicated to reminding the Company of a hard and challenging time. In 2013 CSM pleaded guilty in front of the District Court of New Jersey, USA for intentionally having bypassed required pollution prevention equipment and falsifying oil record books on four vessels under their management. CSM accepted to pay a $10.4 million criminal penalty and to operate under a four years' probation under close monitoring of the authorities. The Company implemented a rigorous environmental compliance plan across the fleet. However, Columbia's aim has not only been to ensure fully environmental compliant operation going forward, but to also change the culture of the whole Company – from a Company only complying with environmental rules and regulations to a Company having embraced the belief that full environmental compliant operation is the only way of operation for the Group.

On 23 July 2017 we commemorated the end of CSM's four-year probation period, and every year on that same date the Group remembers that while it was a challenging time, it was also a very fruitful period where the Company managed to introduce appropriate measures, helping it improve and refocus on its culture. On NEVER AGAIN DAY, Columbia Group organises various activities on board and on shore. To achieve this, Captains lead by example and are the first to demonstrate RESPECT to the environment. Columbia ensures that all its colleagues are well familiar with and always adhere to environmental rules and regulations. Columbia is vigilant and tries its best to avoid any damage to the environment or any breach of relevant rules. Columbia relies on its employees to ensure adherence to the icare Philosophy, Core Values and Policies, always helping to protect Columbia from any wrongdoing. Our Open Reporting System encourages each crew member to report anything suspicious that comes to their attention; a system whereby all employees can remain anonymous. The 23rd of July - NEVER AGAIN DAY - is not an anniversary to be remembered only once a year but rather as a significant event which must be remembered by all Columbia employees on a daily basis. This event has made Columbia stronger and better; it has taught the company valuable lessons.

We are committed to NEVER AGAIN!

ENVIRONMENTAL PERFORMANCE

Columbia Group Total	No. of Employees	Total Consumption	Per Employee
Electricity (KWh)	677	1,292,732	1,909.50
Paper (sheets)	677	2,175,353	3,213.22
Water* (cbm)	658	4,756	7.23
Fuel ** (ltr)	28	36,691	1,310

* Water consumption data is unavailable from the Italy and Shanghai offices; therefore their employee numbers have been deducted from the calculation.

** Not all employees use company cars.



OUR PERFORMANCE

FUEL CONSUMPTION AND EMISSIONS BY VESSEL TYPE FOR 2023

Ship Type	No. of Ships	Fuel Consumption [MT]		SOxI [gr SOx/Ton*NM]		NOxI [gr SOx/Ton*NM]		CO_2 [MT]		Annex I - Oil (cbm)		Annex V - Garbage (cbm)	
		Total	Average	Total	Average	Total	Average	Total	Average	Total	Average	Total	Average
Bulk Carrier	46	197,912.7	4,302.45	0.0199	0.00043	0.19	0.0042	615,174.47	13,373.36	16,943.56	368.34	11,942.10	259.61
Container	117	817,696.2	6,988.86	0.0285	0.00024	0.48	0.0041	2,544,625.21	21,748.93	19,406.45	1.66	4,752.07	40.62
Liquefied Gas Carrier	7	19,045.73	2,720.82	0.039	0.0056	0.73	0.10	59,069.76	8,438.54	335.57	47.94	216.86	30.98
Heavy lift / MPP	21	92,204.02	4,390.67	0.051	0.0025	1.06	0.050	286,236.54	13,630.31	2,001.04	95.29	1,258.10	59.91
Oil Tanker	63	502,942	7,983.21	0.030	0.00047	0.17	0.0027	1,556,655.45	24,708.82	27,036.10	429.14	79,453.28	1,261.16
Oil/Chemical Tanker	58	247,739.3	4,271.37	0.030	0.00050	0.32	0.0055	764,796.42	13,186.15	7,062.24	121.76	35,992.45	620.57
ASPHALT/BITUMEN TANKERS	2	3,908.71	1,954.36	0.057	0.029	1.04	0.52	12,073.62	6,036.81	44.38	22.19	70.63	35.32
Anchor Handling Tug Supplier	1	1,729.8	1,729	73.52	73.52	147.03	147.03	4,660.95	6,036.81	10.70	10.7	107.03	107.03
Research/Survey	1	1,167.27	1,167.27	49.61	49.61	99.22	99.22	3,145.21	3,145.21	7,870	7,870	216.80	216.80
Cable Layer	1	1,428.18	1,428.18	60.69	60.69	121.39	121.39	3,848.23	3,848.23	21,280	21,280	354.79	354.79
Platform Supply	1	1,256.13	1,256.13	53.39	53.39	106.77	106.77	3,384.63	3,384.63	11.20	11.20	646.80	646.80
Tug	2	341.64	170.82	14.51	7.26	20.20	10.10	920.54	460.27	4	2	104.50	52.25

Note: All numbers have been rounded up to two decimal points.
*Emission figures are available for 280 out of the 470+ ships managed in 2023 as CSM provides only crew management to the remainder.

OUR PERFORMANCE

SOCIAL

This section showcases the Group's policies and performance for social material topics:

- Employee Management
- Health and Safety
- Respect for Human Rights / Diversity, Equity and Inclusion
- Social Contribution



EMPLOYEE MANAGEMENT

Attracting and retaining talent is extremely important at Columbia Group. Through actively engaging with its personnel the Group creates a positive internal business culture which contributes positively to the lives of our employees. The Company cultivates a sense of self-confidence and recognition, promoting values such as respect. The Group's high retention rates are testament to this.

The Code of Conduct and Personnel Policy states that the Company is committed to:

- Employing qualified, experienced personnel capable to perform all job-related assignments.
- Developing and upgrading personnel qualifications and skills.
- Providing adequate resources to ensure the welfare of personnel.
- Enforcing disciplinary actions and/or dismissing any employee who breaches the Company's policies and/or procedures, as well as the applicable rules and regulations, or fails to report any violation of them.

OUR GOAL FOR CREATING AN INTERNAL BUSINESS CULTURE

Our purpose to make a positive contribution to the lives of our employees, as well as the environment and society in which we are operating, guides our business decisions and actions. This has become our internal business culture and our employees strive daily to achieve this goal.

EMPLOYEE ENGAGEMENT AND CULTURE

Many crew members have been sailing with the Group for many years, which is reflected in industry-leading retention rates. Columbia supports its people along their employment journey, encouraging many crew members to transition from sea to shore, increasing competencies as a Group across all areas of operation.

Given the current climate, employee engagement is more critical than ever. The Group continues to keep pace with these trends to stay relevant as a business, which will be necessary to keep attracting and retaining current and future talent.

In 2023 Columbia Group's President and CEO, Mark O'Neil, Senior Project Manager Lukas Drumm, and Project Coordinator Henry Webb conducted talks at high-ranked UK universities such as Oxford University, Bath University and Southampton Solent University to present the Columbia Group and to encourage graduates to apply for internships and open positions across Columbia Group companies.

OUR PERFORMANCE

RESPECT FOR HUMAN RIGHTS

The fundamental rights and freedoms that all individuals are entitled to, regardless of their race, gender, sexual orientation, nationality, religion or any other status are protected by international law. Essential for a dignified and just society, these rights should be based on shared values like dignity, fairness, equality, respect and independence. The Group recognises the inalienable right of every employee to protect their human rights and promotes respect for these rights in the workplace.

The protection of human rights is a core element in the Group's sustainability strategy and creates an environment of equality, respect and justice, where cooperation amongst personnel is encouraged to aid in achieving the desired results. In addition, the Group motivates and encourages its people to maximise their performance while cultivating a sense of self-confidence and recognition.

There is an urgent need to tackle the systemic challenges creating human rights risks, including risks to labour rights for seafarers worldwide. Seafarers have a right to a workplace where:

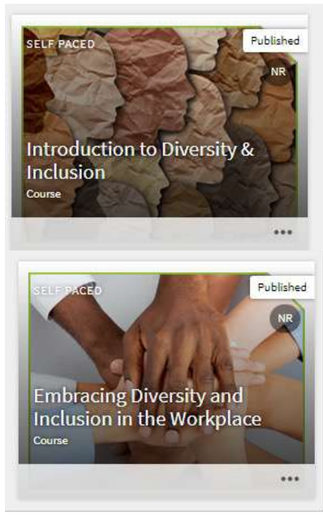
Their rights are respected; it is safe and secure; they have fair terms of employment that are delivered through decent living and working conditions; they receive fair wages and social protection covering medical, employment and retirement issues.

The Human Resources and Crewing Departments are responsible for managing any related issues and reporting any problems to management into receive immediate remedy. Overall, the Group has a number of procedures implemented and policies introduced in order to protect its employees' human rights and ensure equal opportunities for all.

> **"Columbia supports its people along their employment journey, encouraging many crew members to transition from sea to shore, increasing competencies as a Group across all areas of operation."**

DIVERSITY, EQUITY AND INCLUSION TO DIVERSITY, EQUITY, INCLUSION AND SUSTAINABILITY

The Columbia Group celebrates diversity amongst its personnel, and this is evident when considering its current management. People of all ages, gender, nationalities, and backgrounds currently hold supervisory positions within the Group. Additionally, the Group tries to give as many opportunities as possible to the local community to further support it, and to encourage local residents to stay within the community rather than seek employment elsewhere.



Columbia Group celebrates its differences and promote equal opportunities as an integral value, which was demonstrated with the launch of our diversity awareness campaign. The Company is extremely proud that its very own Captain Michela Vecchi is the first female to command a tanker vessel managed by CSM.

The Columbia Group supports the Women's International Shipping and Trading Association (WISTA) through its membership and strong representation with more than 30 active members, both male and female, from various teams including Top Management. There are several Columbia Group female and male colleagues who participate in WISTA Cyprus as members of the association, and the Group's very own Maria Theodosiou, Managing Director of GenPro, serves on the Board of Directors.

Two courses related to Diversity and Inclusion have been released in the LMS.

'WHAT MAKES YOU UNIQUE' CAMPAIGN

Columbia Group launched a campaign asking employees to send in their views on what makes them unique. The Company received feedback from team members on board and on shore, who openly their thoughts. This was later shared on the Group's social media pages and in the ***Diversity, Inclusion & Sustainability Newsletter.***

COLUMBIA BLUE LAUNCHES THE icare AWARDS

COLUMBIA blue announced the launch of the icare Awards, a time to acknowledge and celebrate colleagues who promote our icare values at work with a well-deserved recognition prize. The first two winners in the categories ***Respect*** and ***Loyalty*** were Ivana Vid (Crewing Manager, CCS) and Anastasia Antoniou (Head of Commercial, CCS).

OUR PERFORMANCE

HS4U PROJECT

Since 2021, COLUMBIA blue has taken part in the HS4U – "Healthy Ships for You" – project. Funded by the EU, this initiative aims to study and develop innovative solutions for preventing, detecting, and mitigating the spread of diseases on board ships. COLUMBIA blue are honoured to be a key project partner together with prominent shipbuilders, ship classification companies, and research centres from different countries.

After participating in the 1st General Assembly (GA) on the CELESTYAL Olympia Cruise Ship in 2023, COLUMBIA blue also hosted the 2nd General Assembly in our Hamburg office between 13 and 15 December 2023.

CERTIFICATE OF COMMENDATION

The Marella Discovery 2, managed by COLUMBIA cruise services, was awarded the "Certificate of Commendation" by the Bahamas Maritime Authority for its contribution to SAR operations on 12 February 2023. While on her passage from Havana to Georgetown, the vessel's Bridge Team spotted a craft in distress. The vessel's master maneuvered to the craft's proximity and ordered rescue operations. After spending nearly 16 days at sea, 14 people were recovered and safely accommodated on board.



COLUMBIA LAUNCHES FEMALE CADET MENTORING PROGRAMME

As more and more women are looking into a career in maritime, Columbia Group launched a mentoring programme for female Cadets, in the hope to inspire and motivate them for a career at sea. Recognising that the industry is missing out on a great deal of female talent the Group hopes that the mentoring programme will not only attract more females on board vessels, but will help to retain them in the industry past cadetship, especially when faced with a number of career challenges such as the flexibility needed for juggling work and home life.

Read more **here.**

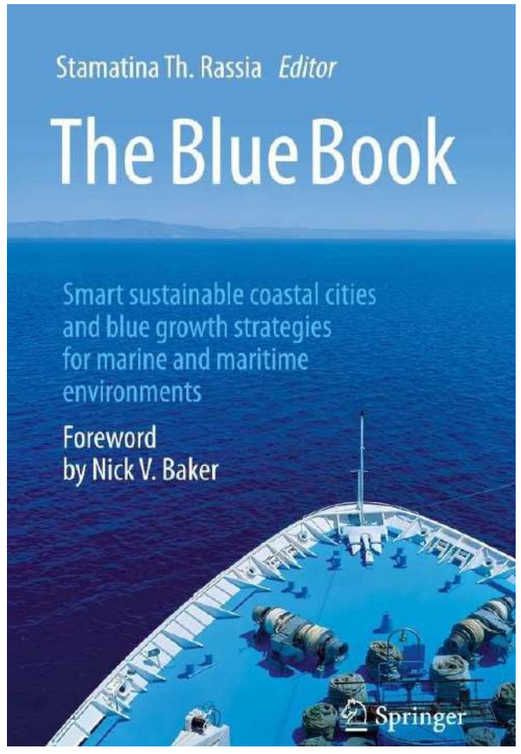


DEVELOPING HOUSING AT SEA: A CASE FOR HUMANITARIAN ASSISTANCE AND RESIDENCY VESSELS

COLUMBIA blue's Project Manager, Rita Cheung, and Head Of Public Health at COLUMBIA pure, Kaitlyn West, collaborated and published a chapter on Housing at Sea in The Blue Book: Developing Housing at Sea: A Case for Humanitarian Assistance and Residency Vessels.

Using anecdotal evidence, primarily within the European Union, the UK and the USA, this thoughtful chapter compiles information from passenger shipping companies which have been involved in the development of the residency vessel sector globally and have participated in the development of products ranging from luxury private accommodation to vessels catering to displaced persons and homeless populations.

Kaitlyn and Rita aim to elucidate the arguments for the use of passenger vessels to be developed both in the private sector with the possibility of targeting low-income groups, as well as being utilised in the humanitarian sector and during emergencies.



SIGNING OF THE GREEK DIVERSITY CHARTER

Honouring the Group's commitment to create a workplace reflective of the diversity in its society, our CSM Greece office, headed by our CSM Greece Managing Director, Gregory Spourdalakis, signed the Greek Diversity Charter on 18 January 2023. Respecting each other's differences and making our employees feel dignified is part of our core values. Columbia Group places great importance on equal treatment and non-discrimination in its company, regardless of culture, religion, ethnicity, orientation and other attributes. The Company has since also signed the Diversity Charter in Germany, Cyprus and Italy.



OUR PERFORMANCE

IMO INTERNATIONAL DAY FOR WOMEN IN MARITIME

In the lead-up to the IMO International Day for Women in Maritime on 18 May 2023, we spotlighted our female seafarers with weekly interviews, giving us insight into their reasons for joining the maritime industry and gave advice to aspiring seafarers.

ANTI-HARASSMENT POLICY

As part of the Code of Conduct, the Anti-harassment Policy states that the Company is committed to:

- Ensuring the workplace is free of harassment for all employees.
- Having zero tolerance to any harassment related to race, ethnic or national origin, colour, gender, sexual orientation, religion, age, disability or other personal attribute of any employee, contractor, passenger or other third party.
- Urging immediate reporting of any cases of harassment.
- Investigating promptly, thoroughly and sensitively any reported cases.

CHILD PROTECTION

The Columbia Group condemns all forms of child exploitation. The prohibition of child labour lies on the basis of any business relationships between the Group and its suppliers and service providers. Columbia Group are committed to enforcing child labour laws and respecting children's rights.

PROVIDING OPPORTUNITIES TO YOUNGER GENERATIONS

The Columbia Group is strongly committed to helping younger generations with their first steps in the industry. A strong effort is specifically being made to recruit young talents and give them an opportunity to work with the Group. With the Group's successful apprenticeship and student programme, it has achieved to attract a large number of colleagues joining the organisation. Columbia Group has created strong relationships with universities offering maritime and shipping courses and avails several operational internships each year. The Group firmly believes in succession within its industry, and is willing to invest resources to help young professionals further pave the career paths they would like to follow. They will hopefully be the maritime leaders of tomorrow, which is why the Group considers it their duty to give them an opportunity to showcase and develop their talent and skills.

APPRENTICESHIPS

Acknowledging the high relevance of well-educated team members, the Group is dedicated to training younger individuals for their future roles as shipping professionals both on board and on shore. Within the fleet that the Group manages, the Company enables those striving for a seafaring career to gain and enhance the required practical experience. Within the Group's on shore operations, the Company offers apprenticeships for shipping merchants, office clerks and in information technologies.

ADOPT A SHIP PROGRAMME

The Group has been a proud long-term supporter of the "Adopt a Ship" programme managed by **CYMEPA** and supported by the Cyprus Shipping Chamber.

In the academic year 2022-2023, more than 90 schools on a Pancyprian basis and 10 CSM-managed ships participated in the programme. Columbia has created strong relationships with the participating schools, offering students an insight into the shipping industry and fostering their curiosity and talent. The Group firmly believes in succession within the Maritime industry, so the Group are actively investing resources to help young people pave their future in it.

The "Adopt a Ship" programme, originally created by the Cyprus Shipping Chamber in 2006, has had huge success over the years and has gradually expanded internationally. The communication between the classroom and vessels is excellent due to the great interest and enthusiasm shown by both the children and the crew.

The award ceremony was sponsored by the Group where teachers were awarded with certificates for participating in the programme.

"The Columbia Group is strongly committed to helping younger generations with their first steps in the industry."



OUR PERFORMANCE

EMPLOYEE POLICY

At Columbia Group we are committed to all seven of our core values – Respect, Loyalty, Competence, Accountability, Passion, Sustainability, and Diversity.

Respecting all employees is vital in order to provide a happy and healthy working environment, which is why the Group's employee policy highlights its commitment to this cause. At Columbia Group we always strive to go well beyond what is legally required to creating a working environment where all employees feel included, appreciated and devoted, receiving job satisfaction.

By taking all the necessary steps to care and provide a safe and healthy environment in which its staff can work, Columbia Group offers its employees more than the standard employee benefits. The Company believes in the virtue of equal opportunities when considering promotions, and when a promotion opportunity arises, it prioritises its existing personnel over new recruits.

The Group does not tolerate any form of sexism, racism and discrimination. Should any member of the Company's personnel experience, or be targeted, by any of the above, they are encouraged to report it to their supervisor, to the Human Resource Department or through the Company's Open Reporting System.

OPEN REPORTING SYSTEM

The Open Reporting Policy states that the Company is committed to:

- Ensuring and promoting open and anonymous reporting by all employees regarding any concerns or issues of non-compliance with rules and regulations or the company's policies.
- Investigating and following up on any concerns submitted via the Open Reporting System.
- Prohibiting any retaliation against employees who report non-compliance.

Through the Open Reporting System, all employees on board and on shore have a manner in which they can report freely and anonymously to the Company any occurrences that violate international and national rules and regulations, as well as the Company's policy. The Company provides crew members with information about the Open Reporting System prior to each term of employment, and reminds them of the availability of this system by posting relevant notices in the officers and crew mess rooms, the Engine Control Room (ECR), the bridge and other common areas on board.

Similarly, the Company provides employees on shore with information regarding the Open Reporting System as part of their induction upon employment and reminds them of the availability of this system by posting relevant notices in prominent locations around the office.

Employees can raise any violations using the Group's open reporting email address or the appointed third-party email address. The Company's Open Reporting Policy prohibits any retaliation against those who report non-compliance. The reports shall be made without fear of reprisal and may be anonymous. Any victimisation of an employee who reports openly, or any attempt to deter him/her from reporting openly, will be regarded as a serious disciplinary offence and will result in action under the Group's disciplinary procedures.

RECRUITMENT POLICY

The Columbia Group follows transparent recruitment procedures which guarantee equal opportunities for all. We do not exchange any form of payment with employees prior to their employment.

All employees are recruited under a written working agreement which meets national legal requirements. Employees who decide to resign, receive all benefits and payments according to the existing laws and agreements.

FAMILY SUPPORT

Family support packages vary between Group offices depending on local laws and regulations. Some of the benefits provided by the Group include:

- Leave days (maternity, paternity, military, annual, vaccination, exams, absence, wedding, childcare, compassionate, hospitalisation).
- Assistance with visas, work permits and immigration services.
- Assistance with housing searches.
- Assistance with kindergarten searches and registration.
- Childbirth allowance.

FLEXIBLE WORKING HOURS

At various Columbia Group offices around the world, a hybrid working policy has been set up with a flexible working hours system. Employees manage their own time to complete the required hours of work per week.

STAFF ANNIVERSARIES

The Group rewards employees for every five years that they remain with the organisation.

Their hard work and dedication to the Company never goes unnoticed.



OUR PERFORMANCE

ONGOING HUMAN RESOURCES ACTIVITIES

All employees are given an onboarding orientation programme, and the Group supplies a welcome booklet upon arrival to introduce newcomers to the policies, procedures and manuals of the Company. They are given continuous feedback on their work responsibilities, aiming to help them to further develop their skills by providing training, regarding duties, hygiene, health and safety, environmental issues, and more. Employee suggestions are submitted anonymously via a suggestion box. They are then discussed to determine how they can be used to further improve operations. The Group conducts regular surveys to gather employee data, feedback and suggestions. Physical and virtual (via MS Teams) meetings are also held regularly to update staff and to give them the opportunity to ask any questions or make any suggestions. This contributes to the Group's very low staff turnover rate and is testament to the respect they receive. Employee welfare is of prime importance to the Columbia Group, and it will continue to treat its people with respect as dictated by human rights principles and our values. The Group uses mentorship, as a management technique to support employee development.

TRAINING AND EDUCATION

New employees take part in an induction programme, as well as other introductory seminars, which help them to understand the Group's policies and procedures. The Group continually trains staff during working hours with the aim of furthering their careers. Whenever new legal regulations are introduced, staff are formally informed and are trained to handle them competently. Columbia's philosophy is also to adopt new trends and revolutionary managerial ideas, adapting them accordingly, so that the Group itself and its people thrive and maintain their edge. All the above are reasons the Group's staff have been happy and loyal for many years. Employee well-being is vital to the Group and that is why the Company invests in their progress and enhances their knowledge through training and education. The past couple of years have presented many challenges to the shipping industry, and have proven that the Group's focus on quality training and education has been essential. Seafarers play a vital role in operating Columbia Group's fleet and, therefore, the Company places great emphasis on their development. The Group has a dedicated Training Department that oversees training activities and develops industry-leading solutions for the continuous training of all its seafarers in this challenging environment. Columbia recognises the importance of educating its seafarers and, in addition to mandatory training, the Group has developed client and company-specific crew training programmes such as:

- STCW 78 as amended
- MLC 2006 as amended
- ISM Code
- Flag State
- National Maritime Authorities.
- Company's Management System
- New Rules and Regulations
- Industry Best Practices (ISGOTT, TMSA, SIRE, CDI, etc.).
- Ship Specific Requirements
- Appraisal Reports
- Customer's Additional Requirements.
- Trainings Included in the Competence Management System
- 100% Compliance with SHELL's Partners in Safety Programme
- Target trainings identified further to trends or incidents
- Food safety seminars

The Group's Qualification and Training Matrix for seafarers sets the requirements for the automated pre-joining checks in CSM's database CAPE. Therefore, it provides all information which will then be implemented in the database, and ensures crew qualification and training compliance with the requirements.

PARTNERSHIPS IN TRAINING AND EDUCATION

LMS eLearning Platform



The Group has partnered with Adobe to launch its own eLearning Management System (LMS). For the first time, a ship manager uses a multinational computer software company to implement a global LMS solution for its entire eLearning training, harmonising the courses for all seafarers and fleet worldwide. This cutting-edge web and app-based eLearning platform enables seafarers to access and complete their training assignments at their own convenience, even without having network connectivity and from any location: office, on board vessels, at their homes, or even when travelling. All of the Group's seafarers have access to the platform and benefit from a large catalogue of interactive and engaging courses. CSM has a dedicated in-house team for the development of tailored eLearning courses using the latest and most advanced authoring software. The captured data helps monitor the effectiveness of the trainings and attendance and provides feedback on participation and managing results on how quickly the workforce is improving through skill awards. Crew can access the most popular trainings wherever they are using any device via the web or mobile app. The LMS is also accessible on board the fleet.

LMS NEWSLETTER

The first ***LMS Newsletter*** was launched in September 2021 to provide employees with monthly updates about training courses available in the LMS Adobe Platform. This newsletter also contains information on training updates, statistics, feedback and top tips for learners.

OUR PERFORMANCE

INVESTING IN TRAINING

In 2023 Columbia Group partnered with Cyprus Institute of Marketing (CIM) for the implementation of a training programme to develop the skills of the Company's young talents. Part of the existing framework of the organisation's employee-centred initiatives, the "Leadership Development Programme" is a one-year programme that strengthens management skills through modern learning practices, emphasising the importance of executive flexibility, adaptability and innovation in a rapidly changing environment.

President and CEO of Columbia Group, Mark O'Neil, expressed his excitement about the expanded partnership with CIM-Cyprus Business School, stating: "Our people are our most valuable asset, and fostering their personal and professional development is our strategic priority. Through this programme, the Group is not only investing in our people, but empowering them to develop their potential and prepare for leadership roles in the dynamic shipping industry." Columbia Group hopes to see many employees benefit from this programme, and many others in the future.

COLUMBIA BLUE OFFERS REGULAR SOFTWARE TRAININGS

Due to the many apps and features we can use with our Microsoft 365 subscription, COLUMBIA blue offer software trainings on a regular basis. A first training on the project planning software application MS Projects successfully took place in the HH office between 24 and 26 July 2023.

With all the new exciting projects ongoing and upcoming, the need for new tools like MS Projects will increase throughout our Group, and the Company is happy to provide trainings for anyone who is interested.

ONELEARN GLOBAL

The Group's preferred partner in continued professional education, OneLearn Global (OLG), member of OneCare Group, provides training solutions to serve the maritime, energy, hospitality and industrial sectors and offers an enormously effective and intuitive next-gen Learning Management System (LMS), designed to deliver both an enhanced and engaging, yet personalised and intuitive learning experience through digitalisation.

During 2023, the Group utilised the CG Adobe Academy - LMS, to upskill and reskill its seafarers and employees wherever they were, and whenever they wanted. It provides monthly updates from the Group's CEO as well as additional trainings on precautionary measures and vaccination. The Columbia Group Online Academy (LMS) was identified as a Best Practice during several Tanker Management Self-Assessment reviews.

SCHOLARSHIP AGREEMENT AND MEMORANDUM OF UNDERSTANDING WITH THE CYPRUS MARITIME ACADEMY

CSM signed a Scholarship Agreement and Memorandum of Understanding with the Cyprus Maritime Academy, the first maritime academy in Cyprus to offer a four-year degree in nautical science. The initiative to participate in CyMA's Cadet Scholarship Programme reflects CSM's continuous efforts to promote academic excellence, professional training, and research in the maritime industry.

With the MOU, CSM commits to providing three full scholarships for CyMA's newly enrolled Cadets on an annual basis, on the condition of meeting specific socio-economic and academic criteria.

NAUTILUS PACIFIC MARITIME TRAINING CENTER

Columbia Group has underlined its commitment to top level training of its crew by signing an agreement with the Nautilus Pacific Maritime Training Center in Manila to be the exclusive training centre for its seafarers in the Philippines. The agreement helps the Group tap into state-of-the-art simulators, holograms and webinar technology to bring together the highest quality in-person and online seafarer training.

Up to 5,000 Columbia seafarers will be trained every year at Nautilus' multi-million dollar, purpose-built training centre. The International Maritime Training Fund (IMTF) has helped to partly fund the new equipment and the Associated Marine Officers' and Seamen's Union of the Philippines (AMOSUP) has lent its full support to the initiative.

The 1,700-square-metre size centre has completely renewed its facilities and equipment to include numerous modern classrooms, all fully equipped and approved for asynchronous and synchronous online training.

The centre also includes an impressive number of high-tech Wärtsilä simulators, including a full mission bridge simulator, equipped with aft view and suitable for ice navigation across numerous ship models, as well as Wärtsilä's Model Wizard toolkit and engine room simulator capable of simulating multiple engines and models.

The training centre also has a simulator for liquid cargo handling (including oil, chemical, LPG and LNG), multiple ECDIS simulators, several mini-bridge simulators as well as a new rescue boat simulator, the first of its kind in the Philippines. It has also built a dedicated Chemical Tanker workshop and wall wash test training and there are plans to upgrade its electrical and electronic workshops and to introduce crane handling training.

Nautilus will strengthen the scope and reach of its training courses by utilising holograms through CSM's PORTL technology. CSM is a firm believer in the power of digitalisation and has invested in this pioneering technology to not only elevate its training capability to new levels, but to put its money where its mouth is when it comes to sustainability by replacing excessive global travel with hologram-led international business meetings.

OUR PERFORMANCE

ADMA (ABU DHABI MARITIME ACADEMY)

The Columbia Group and ADMA, a subsidiary of Abu Dhabi Ports, have been working closely together to bring about a digital revolution in the development of training programmes in the maritime ecosystem. Through harnessing AI-driven digital solutions, the Columbia Group and ADMA put the learner at the heart of an immersive and all-encompassing development and learning journey.

OTHER TRAINING FACILITIES

The Group ensures that all seafarers have access to onshore training facilities offering a wide range of simulators, including Main Engine Type, Crane Handling, and Bridge Team Management or Ship Handling courses. The Group has set up local training facilities in each of its owned or controlled recruitment centres at 14 different locations worldwide. Further, we maintain a list of 19 approved Training Centres with agreements in place offering significant discounts, which are audited annually. In addition, the Group has strong partnership relations with:

- AMV Advanced Maritime Venture, Croatia
- Faculty of Maritime Studies, Croatia
- Batumi State Maritime Academy, Georgia
- Batumi Seafarers Training & Certificate Cantre, Georgia
- Novikontas Maritime College (Latvia)
- COMPASS, Philippines
- Gigamare, Philippines
- MCTC Far East: Culinary Training Centre in Manila, Philippines.
- CERONAV Romanian Maritime Training Centre, Romania.

CADET PROGRAMMES

CADETS TRAINING

When it comes to selecting the Group's Cadets, the Company visits the best maritime academies around the world. Selecting the Group's Cadets includes at least two interviews, online assessments, psychometric testing and an English language test, also sees the Cadets completing a comprehensive training programme, prior to joining, in order to prepare them for their first sailing experience. Once on board, the Cadets are expected to complete monthly task books in addition to their standard training record book. These tasks are reported to a mentor training officer ashore who will communicate with the Cadets on a regular basis.

CADETS TASK BOOKS

Cadet task books are used to improve the training of each Deck and Engine Cadet who is training on board. Consisting of competencies which the Cadets have to demonstrate after each month spent on board, the task books cover 12 tasks in the cadetship period in a chronological order.

The competencies are selected from the ISF Training Record book and are intended to complement it and not to replace it. The task books are intended to be a tool for better monitoring of Cadet training and learning progress.

CADET HANDBOOK

Columbia Group's Cadet Handbook not only provides Cadets joining our Cadetship Programme with valuable information on the Company structure, policies and general information, but contains useful information for the preparation of the journey ahead.

The Cadet Handbook is provided to all Cadets before joining the vessel and contains all information needed for the preparation of an exciting journey, and the beginning of their professional careers on board.

Examples of the issues that have been addressed include:

- A Guide to Mental Health at Sea seminars.
- Child labour, human trafficking and other human rights violations commonplace in the industry.
- Sustainability.
- Quality control.
- Environmental control/Energy consumption, health and safety management.
- Food safety management.
- Basic hygiene principles.
- First Aid/CPR.
- Fire safety.

EMPLOYEE TRAINING HOURS FOR 2023

Onshore Personnel Hours	19,755
Onboard Personnel Hours	215,988



OUR PERFORMANCE

HEALTH AND SAFETY

When it comes to our Health and Safety Policy, the Group is committed to:

- Providing a safe and healthy working environment for all employees.
- Aiming for accident-free operation.
- Preventing human injury, loss of life and avoiding damage to property.
- Assessing all risks to its ships, personnel and the environment and establishing appropriate safeguards.
- Continuously promoting a safety culture.
- Preparing to respond to any kind of emergency.

The Group's Security Policy states that the Company is committed to:

- Ensuring security for personnel, vessels and office locations.
- Using the best endeavours for cyber security and cyber safety.

ON BOARD

The health and safety of the Group's seafarers is of top priority. Taking a holistic approach to crew well-being, the company covers the many dimensions of seafaring life through partnerships and initiatives that promote healthy physical and mental well-being. As members of the IMO, the Group always implements stringent health and safety measures and procedures in line with IMO guidelines as well as local and international rules and regulations. All Group offices have established Office Emergency Contingency Teams and Media Response Teams mobilised to handle any vessel-related incidents. Depending on the number of vessels per office, emergency exercises are planned throughout the year.



ASHORE

Protecting on shore personnel, as well as any unrelated parties visiting our offices has, and always will be, a fundamental concern for the Group. As one of the Company's main objectives, which was especially true during the COVID-19 pandemic, the health and safety of all mentioned above is not only of top priority, but an absolute necessity, too, which is why the Group keeps health and safety issues high on the Group's priorities, constantly taking measures to promote health and safety in the workplace.

By establishing the institution of health and safety committees across the company, through appropriate and systematic training, all staff actively participate in the Group's efforts and are aware of its responsibilities for compliance with the health and safety policies established, as well as all the relevant Occupational Health and Safety procedures. In addition to this, the Company adheres to a system of recording the incidents and accidents in its premises that are then immediately investigated. All of the Group's offices have established a First Aiders team and a Fire Wardens team, both of which have training courses annually and bi-annually for AED equipment.

The Health and Safety Officers maintain all records and investigations regarding any incidents that might occur on the office premises, as well as organise office emergency drills twice a year. The Group implements an occupational health and safety system in all its offices based on the international standard ISO 45001. Through these procedures, the Company sets goals and objectives aimed at minimising workplace accidents and improving its working facilities and methods. It therefore recognises, assesses, and controls the health and safety risks associated with its activities. A full-time Health and Safety Officer is appointed in every office who extensively monitors performance. The company also provides a safe and comfortable workplace through its well-established Quality, Safety, Health, Environmental (QSHE) and Energy Management system, which allows us to focus on creating new learning and employment opportunities and support our people in developing their competences and experience.

Complying with all relevant health and safety-related legal requirements, the Group conducts risk assessments in all areas of activity, implementing risk minimisation measures, and updating its risk assessments at regular intervals. At the same time, the company ensures personnel readiness in case of emergency and organises readiness exercises, which are evaluated for their effectiveness at regular intervals. In addition, it ensures that necessary resources are available, such as the provision of personal protective equipment, the provision of appropriate fire safety and fire protection equipment, and the training of personnel on health and safety issues. The Group records all accidents and illnesses, no matter what the level of seriousness, and takes immediate corrective actions so as to prevent them from happening again. On a quarterly basis, an analysis of all accidents is performed through our Group HSSE performance to study their nature, frequency, and cause, etc., and when necessary and possible, preventive actions are taken. Striving to provide the safest environment for its employees both on land and at sea, with zero accidents and zero illnesses, the Group's targets on health and safety are ongoing. When these incidents do occur, however, they are evaluated and investigated to allow corrective actions in order to prevent them from reoccurring and/or to stop any possible spread of an infection or disease. The Company extensively monitors its performance in matters of health and safety and carries out relevant analyses on a bi-annual basis during the Management Review Meeting. This aids the Company in taking additional measures to continually improve its performance.

OUR PERFORMANCE

HEALTH & SAFETY PERFORMANCE Onshore Personnel Accidents for 2023

No. of accidents	Number of hours lost due to accidents
Serious: 1 / Non-serious: 1	264 / 30

Sick leave days (recordable work-related injury or ill health)	Customer Accidents (guests / passengers)
33 / 5	0 / 0

KPI	Accident Number	Number of hrs worked	Number of employees working hrs. lost [Total No. of hrs Lost due to the incidences (note 3)]	Injury Rate [No. of accidents / No. of hrs worked x 200,000]	Number of Occupational diseases	Occupational diseases rate (ODR) [No. of Occupational diseases / No. of hrs worked x 200,000]
♂	1	732,007	264	0.27	0	0
♀	1	674,437	30	0.30	0	0
♂♀	2	1,406,445	294	0.30	0	0

KPI	Lost day rate (LDR) [No. of hrs lost / No. of hrs worked x 200,000]	Total actual absentee days lost	Absentee rate (AR) [Total actual absentee days lost / No. of hrs worked x 200,000]	Number of Fatalities from Injuries	Rate of Fatalities (from Injuries) [No. of Fatalities / total No. of hrs worked x 200,000]
♂	72.13	2,738	748.08	0	0
♀	8.90	2,418	717.04	0	0
♂♀	41.81	5,156	733.20	0	0

Note: All numbers have been rounded up to two decimal points.

HEALTH & SAFETY PERFORMANCE Onboard Personnel Accidents for 2023

No. of accidents	Number of hours lost due to accidents
Non-serious: 116 / Serious: 27 / Non-serious: 1	1295 / 0

Sick leave days (recordable work-related injury or ill health)	Customer Accidents (guests / passengers)
36 / 0	0 / 0

KPI	Accident Number	Number of hrs worked	Number of employees working hrs. lost [Total No. of hrs Lost due to the incidences (note 3)]	Injury Rate [No. of accidents / No. of hrs worked x 200,000]	Number of Occupational diseases	Occupational diseases rate (ODR) [No. of Occupational diseases / No. of hrs worked x 200,000]
♂	109	47,362,406	1,295	0.46	4	0.017
♀	0	0	0	0	0	0
♂♀	109	47,362,406	1,295	0.46	4	0.017

KPI	Lost day rate (LDR) [No. of hrs lost / No. of hrs worked x 200,000]	Total actual absentee days lost	Absentee rate (AR) [Total actual absentee days lost / No. of hrs worked x 200,000]	Number of Fatalities from Injuries	Rate of Fatalities (from Injuries) [No. of Fatalities / total No. of hrs worked x 200,000]
♂	5.47	42	0.18	2	0.008
♀	0	0	0	0	0
♂♀	5.47	42	0.18	2	0.008

Note: Throughout this report, any reference to onboard personnel refers to crew who are outsourced and employed on behalf of our clients.

Note: CSM China and CSM Greece are not included as they have no fleet or crew on board ships.

Note: All numbers have been rounded up to two decimal points.

OUR PERFORMANCE

SAFETY CAMPAIGN - "MAKING SAFETY PERSONAL"

Aiming to educate and empower individuals to make smart choices in order to protect themselves and each other, the Group releases a quarterly safety campaign. Cultivating a safety culture amongst its employees, the campaign focuses attention on the personal impact/human cost of injuries and accidents across the fleet, providing additional tools to help avoid accidents in the future. Safety is not just a priority, it's a mindset, and working together to make safety a priority in our daily lives is beneficial to all. The campaign includes topics such as health awareness, personal injuries, focus on compliance, port state control, and cyber security.

CONNECTING SEAFARERS TO HEALTH AND WELL-BEING EXPERTS – ONECARE GROUP

Long periods away from home and their loved ones can be very challenging for our seafarers while on board. It is Columbia Group's duty to keep their health and well-being in check. Collaborating with OneCare Group, a leading health and well-being platform established in 2022, seafarers now have access to a collection of services, ranging from health and well-being, to eLearning, training, recruitment and medical supplies. As the first shipping company offering its crew and shore staff psychological support through a mental health programme, Columbia Group knows that the health and well-being of its seafarers is of utmost importance to the Company.

Together with OneCare Group, Columbia Group's aim is to change the conversation on mental health by tackling the stigma still attached to it today. OneCare Group provides medical advisory support, mental health, and spiritual support as well as nutrition consultancy and public health and hygiene support through a digital platform. With the collaboration of Marine Medical Solutions (MMS), Mental Health Support Solutions (MHSS) and OneLearn Global (OLG), all now members of OneCare Group, seafarers have access to a team of expert medical doctors and nutritionists offering their confidential, professional and personalised support around the clock. They can also access religious material and guidelines on outbreak prevention and response plans.

COLUMBIA GETS FIT

Promoting health and wellness in the workplace encourages employees to improve overall health and well-being. In 2023, continuing with the Group's holistic approach to seafarers' health and well-being, the Company continued the ColumbiaFit campaign throughout the year to keep promoting exercise, which is important to maintain a healthy lifestyle amongst seafarers.

Participants have the opportunity to set personal fitness goals, track their progress and compete with colleagues – a challenge which helps improve physical health as well as boost morale, foster teamwork and create a positive and energised work environment. For the fitness challenge, the crew members were equipped with their own fitness equipment (jumping ropes and resistance bands), which helped support each individual strive toward improved health and well-being.

The challenge not only allows seafarers to support each other in living healthier lifestyle, but the winner is rewarded with cash at the end of the competition, too.

HEALTH MATTERS MAGAZINE

Health Matters launched during the COVID-19 pandemic to support employees during that difficult time. It is released monthly and consists of health-related news such as nutrition, mental health and fitness articles, as well as health topics making headlines in various countries.

Crew Matters Magazine: For The Crew, By The Crew

Crew Matters is a dedicated newsletter for the Group's onboard personnel that is written by them.



This newsletter began during the COVID-19 pandemic to boost seafarers' morale. It was presented with the idea to become a break-time reading that includes a section of names to faces to allow our crew to get to know their colleagues on shore. It offers views and thoughts from Cadets, a chat with the Chief Cook, break-time ideas and inspirational pieces. The newsletter has now been merged with our *Diversity, Inclusion & Sustainability Newsletter,* which is circulated quarterly.

COLUMBIACARE LIFE INSURANCE PACKAGE

The ColumbiaCare Life Insurance package was set up with the intention of improving the financial security of its crew and their families. The Group has invested in, and is subsidising, Columbia CrewCare – a benefits package that offers seafarers life insurance and an investment plan for medical costs, including a disability provision, pension planning, and house or car purchase. The rates begin at the cost of €1 per day. The funds are invested for between 10 and 15 years and can be withdrawn at any stage when needed.

HEALTH AWARENESS MONTH

A few of the Company's offices participated in Health Awareness Month, whereby employees were treated to webinars, physical activities, and even healthy breakfast options. From badminton to spinning, adventurous hikes, and more relaxing treats like a yoga session, Columbia's shore staff were not only spoilt but inspired and motivated to kickstart their health for the year.

FOOD SAFETY

Through its preferred partner, OneCare Group (OCG), and particularly MCTC (Maritime Catering & Training Consultancy), the Group puts great effort into ensuring food safety is always in place on board. The food in which our seafarers are consuming needs to be made from fresh ingredients and in a healthy and safe environment, thoroughly cooked to prevent food poisoning. MCTC aims to provide daily crew on board with healthy and nutritious meals, while maintaining a competitive budget. The offered Catering Management Service covers various aspects regarding on board catering, which includes recipe planning, menu management, health and nutrition advice, ordering and supply of provisions.

OUR PERFORMANCE

FOOD SAFETY

Furthermore, the service includes training programmes for chefs via eLearning and competency development programmes ashore. MCTC is certified by ISO 9001:2015, and the company's food technologist is certified by ISO 22000.

Working with OCG to highlight the importance of nutrition and healthy eating in general, a series of seafarer webinars on food safety were held over the course of 2023, all of which focused on prioritising the well-being of our seafarers.

To ensure the correct food safety is in place, the following took place during 2023:

- Certified E-Training package designed to increase standards in the galley and coach catering staff in safe food handling and nutrition.
- Support and consultancy to improve performance.
- Regular visits and practical assessments.
- Applicants interviews and suiting evaluation.
- Onboard trainings and briefing at the training establishments.
- Weekly menu development to meet specific requirements for crew on board.
- Nutrition adapted to nationalities, religion and cultural background.
- Health and nutrition workshops and conferences.

Adhering to the Group's icare philosophy, all services regarding catering and food handling must comply with the relevant regulations and meet clients' needs and expectations.

Ensuring that the safety of the food served on board is crucial for the well-being of everyone on board the Group implemented a Food Safety Management System, which aims to identify, evaluate and control all risks related to food safety throughout the whole supply chain of food production. By doing so, the Group remains committed to maintaining the highest level of food safety and in turn protecting the health and the safety of the Group's crew, ensuring every bite they take is safe and delicious.

The Food Management System ensures the Group complies with all legal requirements, seeking to reduce non-compliance with food safety. The system is supported by management, which is committed to its successful implementation.

In order to achieve these above objectives, the Group provides the necessary resources and training to all involved, ensuring they perform their duties using effective procedures in accordance with food safety rules and practices. The system reinforces the continuous improvement of the Group in matters of food safety and promotes the achievement of the targets set by the Management Team.

The Food Safety Policy and related action plan are reviewed annually to confirm the effectiveness of the Food Safety Management System.

SUPPORTING LOCAL COMMUNITIES

OUR IMPACT ON LOCAL COMMUNITIES

Columbia Group understands that its existence coincides with the sustainability of the local communities and economies in which it operates, hence the Company considers it our obligation to assist and support them where possible. In addition, Columbia Group recognises the importance of involving the local community in its activities and has introduced several initiatives to achieve this. Examples of these activities are listed below:

The Group supports local communities and economies by:

01 Recruiting from the local community, selecting local suppliers and buying local products whenever possible.

02 Ensuring direct communication with the local community on various issues that arise, and seek its support in order to create commonly agreed action plans to help resolve any problems or take advantage of any opportunities for cooperation.

03 Taking all possible measures to safeguard any sensitive and protected areas in the local environment, helping to protect the biodiversity in the areas where the Group operate.

04 Supporting local marine officers and crew.

It has been noted that the contribution to the local community has created a positive working environment as well as a positive impact on the citizens who perceive the activities of the Group as valuable for society.

SOCIAL CONTRIBUTION

OFFICE-WIDE BLOOD DONATION

In an effort to do its part for the local community, and as part of its ongoing dedication to the Company's icare values, CSM Cyprus organised an office-wide blood donation drive to contribute to Limassol General Hospital's Blood Bank.

Blood is an invaluable resource with the ability to save countless lives and Columbia Group is grateful to all its employees for participating in this worthy cause.



OUR PERFORMANCE

FUNDRAISING CAMPAIGN FOR THE DEVASTATING EARTHQUAKES WHICH HIT TURKEY AND SYRIA

In the wake of the devastating earthquakes which hit Turkey and Syria on 6 February 2023, CSM Cyprus and CSM Germany combined efforts and launched a fundraising campaign.

The two offices organised bake sales, the proceeds of which went directly to assisting victims, as well as a humanitarian aid collection. From dry goods to sleeping bags and clothes, employees donated three truckloads of necessary supplies to help those affected.



DONATION OF A PATIENT MONITOR

CSM Cyprus provided invaluable help to the neonatal department of Limassol's General Hospital.

In 2023 the Company donated a patient monitor for ECG, SpO2, IBP, temperature and respiration.



CSM BAKES FOR INTERNATIONAL DAY OF CHARITY

The CSM Cyprus and CSM Germany offices organised charity bake sales to commemorate the event, with the proceeds going directly to chosen charities.

CSM Cyprus donated to 'To Spiti Tou Mariou', an organisation for adults with special needs, while CSM Germany donated their proceeds to 'Sternenbrücke', an organisation which offers support to families with terminally ill children.



CYPRUS SHIPPING CHAMBER CHARITY BEACH VOLLEY

CSM Cyprus is proud to have taken part in the annual Cyprus Shipping Chamber Charity Beach Volley tournament with two teams: CSM Ninjas and CSM Warriors. The finals were held on 17 September 2023, and despite tough competition, our CSM Ninjas showed great spirit and placed 3rd overall. Net proceeds from the event went to the Cyprus Association 'One Dream One Wish', which fulfils the wishes of children with cancer and related diseases. The Group is happy to have participated in such a worthy cause.



INTERNATIONAL COASTAL CLEAN-UP DAY

In line with the recent International Coastal Clean-up Day, our CSM Singapore staff, along with special volunteers from AAL Shipping, embodied the day's spirit by holding a local beach-cleaning event.

Thanks to their dedication, they successfully got rid of 20 bags worth of litter, including plastic bottles, cutlery, lighters and more on the East Coast Park beach, helping negate water pollution and protecting our marine environment.

PARTICIPATION IN THE EUROPA UOMO CYCLING EVENT

CSM participated in the BDSwiss 3rd Blue Route, organised by Europa Uomo Cyprus in collaboration with the cycling association Kilometers and the Municipality of Limassol.

The bicycle ride through the city of Limassol, in which more than 1,000 cyclists of all ages participated, was a great success. The purpose of the event was to raise awareness and inform the public about prostate cancer.



OUR PERFORMANCE

PADDLING FOR LIFE, PADDLING FOR CHILDREN

Columbia Group's icare values are the cornerstone of its Company culture and are adopted by its employees, not only in their day-to-day operations, but even in their actions beyond work. Embodying these icare values, our Group Director Insurance and Claims and DPO, Andreas Andreou, participated in the Panos Evripidou 'Paddling for Life, Paddling for Children' charity event in Cyprus, of which Columbia Group was a proud sponsor. He paddled for an impressive 56.74km over nine and a half hours from Pissouri to Limassol.



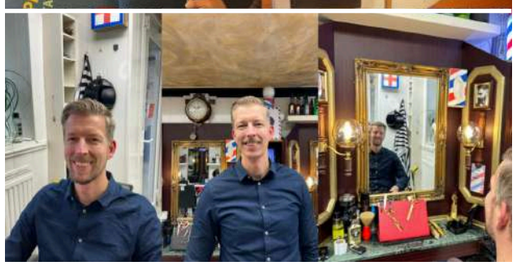
MOVEMBER CAMPAIGN - SUPPORTING MEN'S HEALTH ONE RAZOR AT A TIME

Like in previous years, some of the Company's CSM offices took part in the Movember challenge. A bunch of employees put their razors away for the month of November to raise funds for male health awareness. The competition was fierce and fun was had by all. CSM Cyprus raised €3,151 for Europa Uomo Cyprus, and even had a Mo Sista represent (FYI, Mo Sistas are women who participate in the event by helping to kickstart those important conversations around the world).

CSM Singapore partnered with the talented barbers from Rogue & Beyond for their shave-off and collectively fundraised an impressive 5,000 SGD, which was donated to the Singapore Cancer Society, making a positive impact on those fighting the good fight. CSM Germany also took part. During this time seven donation boxes were set up with the participant's photos and all employees had the opportunity to donate to their favourite participant. A total of €1743,95 was donated to the charity "Bundesverband Prostatakrebs Selbsthilfe e.V.", which aims to raise awareness of prostate cancer.



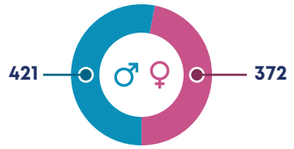


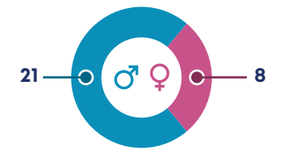


SOCIAL PERFORMANCE

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT / TYPE AND GENDER

By employment type: Permanent Employees (Full-Time and Part-Time)

Full-time permanent Employees	Part-time permanent Employees
	

Temporary Employees	Employee Working Hours
	

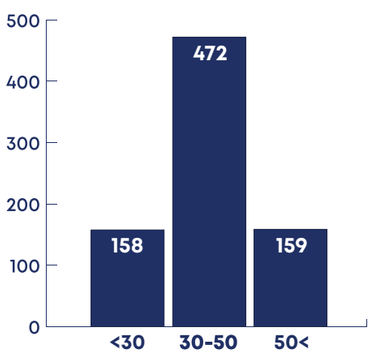
EMPLOYEES UNDER SUPERVISION

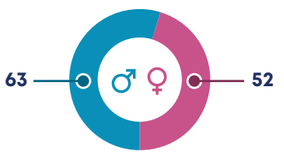
(EMPLOYEES THAT ARE NOT DIRECTLY EMPLOYED BY THE ORGANISATION BUT ARE WORKING ON BOARD SHIPS)

Temporary Employees


ONSHORE PERSONNEL STATISTICS

NUMBER OF PERSONNEL PER AGE GROUP

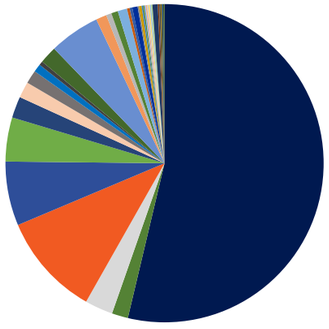


Number of Leavers (Dismissed or gave resignation)


Number of people hired


OUR PERFORMANCE

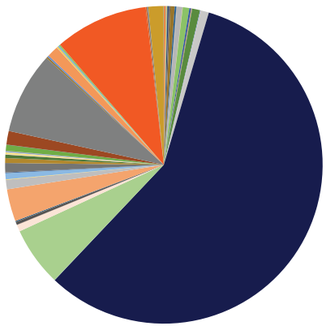
OFFICE PERSONNEL NATIONALITY



CYPRIOT	391	SINGAPORIAN	38	HUNGARIAN	1
BRITISH	12	ITALIAN	8	IRANIAN	1
RUSSIAN	21	BULGARIAN	4	KOREAN	1
GERMAN	77	CROATIAN	5	SOUTH AFRICAN	1
GREEK	48	POLISH	7	SWEDISH	1
UKRAINIAN	33	SLOVAKIAN	2	TUNISIAN	1
INDIAN	16	LITHUANIAN	2	UNITED KINGDOM	4
LATVIAN	12	MALAYSIAN	4	UNITED STATES	1
ROMANIAN	10	DUTCH	1	VENEZUELAN	1
FILIPINO	6	BANGLADESHI	2	VIETNAMESE	1
GEORGIAN	3	PAKISTANI	1	LEBANESE	1
CHINESE	13	GRENADIAN	1	PERUVIAN	1

TOTAL 732

CREW BY NATIONALITY



ALGERIAN	2	DANISH	1	ITALIAN	91	PORTUGUESE	3
AMERICAN	26	DUTCH	5	JAPANESE	1	ROMANIAN	204
ARGENTINEAN	9	ECUADOREAN	4	KAZAKHSTANI	10	RUSSIAN	1227
AUSTRALIAN	9	EGYPTIAN	119	KENYAN	1	SERBIAN	22
AUSTRIAN	4	ESTONIAN	12	LATVIAN	139	SLOVAKIAN	2
BANGLADESHI	3	ESTONIAN ALIEN	4	LATVIAN ALIEN	73	SLOVENIAN	1
BELARUSIAN	20	ETHIOPIAN	117	LEBANESE	1	SOUTH AFRICAN	22
BOSNIAN	3	FILIPINO	8473	LITHUANIAN	50	SOUTH KOREAN	169
BRAZILIAN	22	FINNISH	3	MAURITIAN	1	SPANISH	5
BRITISH	64	GEORGIAN	890	MEXICAN	3	SRI LANKAN	17
BULGARIAN	23	GERMAN	102	MOLDOVAN	4	SWEDISH	20
BURMESE	3	GHANAIAN	3	MONTENEGRIN	26	TURKISH	23
CANADIAN	5	GREEK	41	NEW ZEALANDER	8	UKRAINIAN	1401
CHILEAN	2	GUATEMALAN	4	NICARAGUAN	1	UNITED ARAB EMIRATES	19
CHINESE	83	HONDURAN	13	NIGERIAN	8	VENEZUELAN	22
COLOMBIAN	3	HUNGARIAN	1	NORWEGIAN	2	VIETNAMESE	225
COSTA RICAN	1	ICELANDER	1	PAKISTANI	1	AZERBAIJAN	1
CROATIAN	98	INDIAN	484	PANAMANIAN	1	FRENCH	3
CYPRIOT	27	INDONESIAN	142	PERUVIAN	3	EL SALVADOR	1
CZECH	6	IRISH	7	POLISH	89		

TOTAL 14,739

ONBOARD PERSONNEL STATISTICS

Total number of employees by employee level, age cluster and gender for 2023

No. Female		No. Male		Total	
Top 4*	29	Top 4*	2,905	Top 4*	2,934
< 30 years old	9	< 30 years old	28	< 30 years old	37
30 - 50 years old	19	30 - 50 years old	1,823	30 - 50 years old	1,842
> 50 years old	1	> 50 years old	1,054	> 50 years old	1,055
Officers	51	Officers	3,077	Officers	3,128
< 30 years old	14	< 30 years old	713	< 30 years old	727
30 - 50 years old	23	30 - 50 years old	2,071	30 - 50 years old	2,094
> 50 years old	14	> 50 years old	293	> 50 years old	307
Ratings	276	Ratings	7,932	Ratings	8,208
< 30 years old	59	< 30 years old	1,876	< 30 years old	1,935
30 - 50 years old	183	30 - 50 years old	4,817	30 - 50 years old	5,000
> 50 years old	34	> 50 years old	1,239	> 50 years old	1,273
Cadets	22	Cadets	512	Cadets	534
< 30 years old	19	< 30 years old	495	< 30 years old	514
30 - 50 years old	3	30 - 50 years old	17	30 - 50 years old	20
TOTAL	**378**		**14,426**		**14,804**

Note: Throughout this report, any reference to refers to crew who are outsourced and employed on behalf of our clients.

***Top 4:** Master, Chief Officer, Chief Engineer, 2nd Engineer.

OUR PERFORMANCE

ONBOARD PERSONNEL STATISTICS

Total number of new hires by employee level, age cluster and gender for 2023

	No. Female	No. Male	Total
Top 4*	1	556	557
< 30 years old	0	7	7
30 - 50 years old	1	398	399
> 50 years old	0	151	151
Officers	12	563	575
< 30 years old	3	148	151
30 - 50 years old	7	351	358
> 50 years old	2	64	66
Ratings	70	1,750	1,820
< 30 years old	23	671	694
30 - 50 years old	44	938	982
> 50 years old	3	141	144
Cadets	12	288	300
< 30 years old	12	280	292
30 - 50 years old	0	8	8
TOTAL	95	3,157	3,252

Note: Throughout this report, any reference to refers to crew who are outsourced and employed on behalf of our clients.

*Top 4: Master, Chief Officer, Chief Engineer, 2nd Engineer.

ONBOARD PERSONNEL STATISTICS

Total number of departures by employee level, age cluster and gender for 2023

	No. Female	No. Male	Total
Top 4*	0	239	239
< 30 years old	0	3	3
30 - 50 years old	0	150	150
> 50 years old	0	86	86
Officers	3	204	207
< 30 years old	1	64	65
30 - 50 years old	1	127	128
> 50 years old	1	13	14
Ratings	22	352	374
< 30 years old	5	69	74
30 - 50 years old	14	235	249
> 50 years old	3	48	51
Cadets	1	25	26
< 30 years old	0	21	21
30 - 50 years old	1	4	5
TOTAL	26	820	846

Note: Throughout this report, any reference to refers to crew who are outsourced and employed on behalf of our clients.

*Top 4: Master, Chief Officer, Chief Engineer, 2nd Engineer.

OUR PERFORMANCE

GOVERNANCE

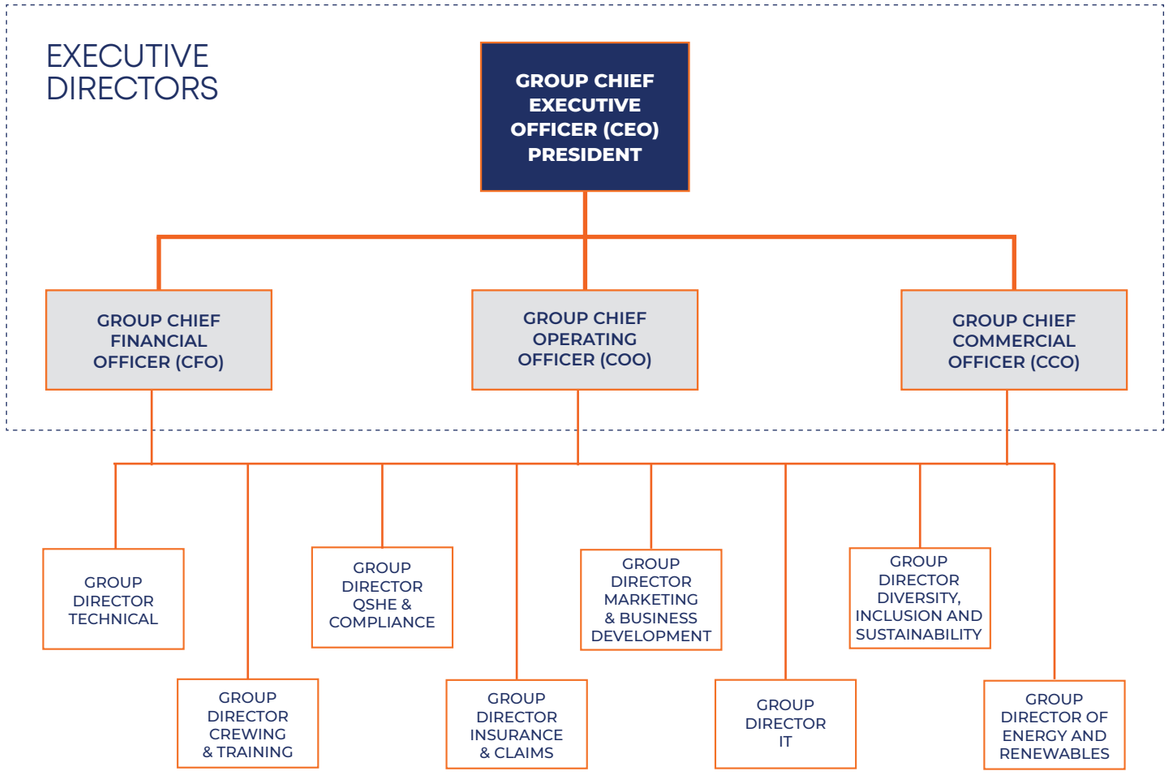
In this section, Columbia Group presents its policies and performance for material topics related to Governance.

- Corporate Governance Structure
- Anti-corruption policies and practices
- Anti-competitive activities
- Procurement Practices



THE GROUP'S GOVERNANCE STRUCTURE

THE COLUMBIA GROUP'S CORPORATE GOVERNANCE STRUCTURE IS AS FOLLOWS:



CSM Executive Directors

Group Chief Executive Officer / President:
Mr. Mark O'Neil

Group Chief Operating Officer:
Mr. Leonid Zalenski

Group Chief Commercial Officer:
Mr. Andreas Hadjipetrou

Group Chief Financial Officer:
Mr. Kyriakos Vlachos

OUR PERFORMANCE

BUSINESS ETHICS

The Columbia Group is committed to adhering to the highest standard of business conduct and for that purpose has developed a Code of Conduct:

- Ensuring ethical conduct in business practice.
- Promoting honesty, integrity and fairness in business.
- Protecting all employees and the Company from illegal or damaging actions by individuals, either knowingly or unknowingly.

The Group is committed to operating in a transparent and ethical manner and has therefore developed a robust set of policies to reflect its principles and values. All policies are approved by Top Management. The Group operates within the limits of its policy statements and encourages those we work with to conform to the same standards.

The Group embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, by allocating responsibility to implement the commitments across different levels within the organisation, integrating the commitments into organisational strategies, operational policies, and operational procedures, implementing its commitments with and through its business relationships, and through the provision of training on implementing these commitments.

The Group CCO is responsible for monitoring compliance with the Company's policies in relation to responsible and ethical business practices. All violations or suspected violations are duly reported to him and appropriate follow-up action is decided. Any violations of required ethics and business practices are recorded at this level. Specific training is provided both on the Code of Practice and anti-corruption. All personnel is made aware of the Open Reporting System where concerns may be reported anonymously.

"The Group is committed to operating in a transparent and ethical manner and has therefore developed a robust set of policies to reflect its principles and values."

CYBER SECURITY

The Group's cybersecurity measures are built around the NIST framework and its focus areas are to:

IDENTIFY: The Identify Function assists in developing an organisational understanding to managing cybersecurity risk to systems, people, assets, data, and capabilities.

PROTECT: The Protect Function outlines appropriate safeguards to ensure delivery of infrastructure services.

DETECT: The Detect Function defines the appropriate activities to identify the occurrence of a cybersecurity event.

RESPOND: The Respond Function includes appropriate activities to take regarding a detected cybersecurity incident.

RECOVER: The Recover Function identifies appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity event.

There is, however, also a holistic consideration of other regulations and frameworks such as the IMO, Baltic and International Maritime Council (BIMCO) and ISO standards.

ITNC Marine, a member of the Columbia Group, provides practical cybersecurity solutions for the maritime industry. ITNC employs a team of digital innovators enhanced by maritime experts for vessel IT, navigation, and communication.

An increasing number of new rules and regulations regarding cybersecurity, and an increasing digitalisation of the bridge equipment, is disrupting established routines. The company has the mission to consult ship owners on matters of vessel IT and navigation and communication and offers comprehensive consultancy packages. Having this in-house expertise means that the Group is at the cutting edge of cybersecurity for both its clients and its staff.



OUR PERFORMANCE

MEASURES AGAINST CORRUPTION

The Group has an Anti-Corruption Policy in place which is communicated during the Company induction to all personnel in the organisation, with regular refresher training to ensure continued awareness. The Group is also a member of the Maritime Anti-Corruption Network (MACN) and all senior officers undertake specific training in how to avoid, challenge and report any attempts by authorities to extort or pressure ship-board personnel into breaching these procedures.

Any such incidents or attempts are reported to the highest level of management and the MACN to ensure adequate follow-up is taken by the responsible authorities.

The Anti-Corruption Policy states that the Company is committed to:

- Preventing, detecting and reporting corruption.
- Maintaining a zero-tolerance stance toward any form of corruption.

GRIEVANCE MECHANISMS & FREEDOM OF ASSOCIATION

On shore, the Group maintains a procedure for reporting and resolution of grievances in line with local legislative requirements. At sea, seafarers are provided with the grievance procedure following flag, MLC and or Collective Bargaining agreement requirements.

A number of vessels are also covered by ITF enrolment and may highlight concerns regarding conditions on board confidentially. The Group also maintains an open-reporting line (e-mail, phone and website) for use by all employees should they wish to report any concerns confidentially.

The DPA (Designated Person Ashore) contact information is also made readily available should anyone wish to raise any concerns. All personnel have access to the procedural coverage of the grievance process and are encouraged to provide feedback on all aspects of the Management system, as well as highlight any areas for improvement. Each department maintains a record of all complaints raised both internally and externally.

These are monitored, assessed as being justified or unjustified and followed up as required. Client feedback is solicited and recorded as/if provided to monitor effectiveness of the process. Information about raising critical concerns and reporting incidents is available in the Management system and is communicated to personnel through trainings provided on the learning platform.

Further information is available from HR, the Compliance Officer and Respective Line Managers to whom employees can address for open and direct reporting. Twice yearly, the Management Review highlights all concerns and potential threats to the Company with appropriate analysis of mitigating measures in place and potential need for further controls.

CONFLICT OF INTEREST

When a member of staff is in a situation in which competing loyalties could cause them to pursue a personal benefit for them, their friends, or their family at the expense of the Group, they may be faced with a conflict of interest. To avoid this, when considering a course of action, they are prompted to ask themselves whether the action they are considering could create an incentive for them, or appear to others to benefit as such, or those around them, at the expense of the Group. If the answer is “yes,” this is likely to create a conflict of interest situation, and must be avoided. Where an employee is faced with a possible conflict of interest this must be declared with the compliance officer or line manager who will provide guidance or take action to avoid a conflict.

COMPLIANCE

The Group is committed to achieving compliance with all statutory local, international and flag requirements and maintains robust processes to ensure all our managed assets and offices comply with their regulatory responsibilities. The Group aims to meet or often exceed all contractual and legal obligations. The Group maintains a regularly updated registry of legislation coming into force and undertakes analysis of upcoming changes to ensure proactive implementation of requirements and early notification of clients when changes may affect core operations. To that end the Group’s fleet maintains:

- Appropriate information with respect to economic, environmental, and social impacts that can be linked to compliance with certain types of regulations, laws, and codes. It is, for example, linked to compliance with regulations, national laws, and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational enterprises.
- Full compliance with new EU Monitoring, Reporting and Verification (MRV) regulations.
- Complies with all necessary requirements to protect the environment and operate in compliance with the existing International Conventions, National, Flag Administrations or other applicable regulations.

“The Group is committed to achieving compliance with all statutory local, international and flag requirements and maintains robust processes to ensure all our managed assets and offices comply with their regulatory responsibilities.”

OUR PERFORMANCE

GOVERNANCE PERFORMANCE

Total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:	
Instances for which fines were incurred	3
Instances for which non-monetary sanctions were incurred	0

	Employee Category	Group Total	
		2023	
		No.	%
Total number and percentage of governance body (Top Management) members that the organisation's anti-corruption policies and procedures have been communicated to.	C-Level	9	100%
	Operational Level	18	100%
	Department Heads / Line Managers	101	100%
Total number and percentage of governance body (Top Management) members that have received training on anti-corruption.	C-Level	1	25%
	Operational Level	11	69%
	Department Heads / Line Managers	49	49%
Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to.	C-Level	9	100%
	Operational Level	38	100%
	Department Heads / Line Managers	129	94%
	Other CSM CY Office Personnel	509	100%
	Senior Officers (Master, Chief Officer, Chief Engineer, 2nd Engineer)	2,480	100%
	Other Officers	2,504	100%
	Ratings	5,613	100%
	Cadets	457	100%
Total number and percentage of employees that have received training on anti-corruption.	C-Level	1	25%
	Operational Level	13	18%
	Department Heads / Line Managers	50	38%
	Other CSM CY Onshore Personnel	308	61%
	Senior Officers (Master, Chief Officer, Chief Engineer, 2nd Engineer)	1,257	40%
	Other Officers	131	2%
	Ratings	240	4%
	Cadets	1	0%

Note: The Maritime Anti-Corruption Network Training is revalidated every three years.

Note: Throughout this report, any reference to refers to crew who are outsourced and employed on behalf of our clients.

RISK MANAGEMENT

The Company's Top Management has an overall responsibility for the adoption and oversight of the Group's risk management framework. The Group's risk management policies are established to identify the risks faced by the Company and to ensure these risks are regularly assessed, mitigated and monitored. Risk management policies and systems are regularly revised to reflect changes in market conditions and in the Group's activities. The Group maintains a register of risks associated with its operations both on board and ashore. This is monitored and updated with relevant mitigation measures being applied as required/applicable.

Some of the main risks faced by the organisation are:

01 Climate Risk **02** Health Risk **03** Operational Risk **04** Geopolitical Risk **05** Cyber Risk

The risks are analysed further in the following paragraphs:

01 Climate Risk

Identifying operational and financial risks arising from climate change is increasingly important and, as such, the Group will be conducting a climate risk assessment in order to identify, prioritise, manage and mitigate climate-related risks.

02 Health Risk

The latest health crisis has helped us acknowledge the critical importance of keeping the Group's seafarers as comfortable, mentally fit and close to their loved ones as possible. This has led to the roll-out of a complete mental well-being package, new fitness equipment, increased internet allowances and making available a 24-hour free mental health hotline where all employees can seek support to get them through any challenges to their mental well-being.

03 Operational Risk

The Group has always taken operational risks seriously, ensuring that the vessels and offices under our care are manned by competent fully-trained individuals, provided with all necessary equipment and kept in compliance with the most recent legislative changes around the world.

04 Geopolitical Risk

The Israel-Hamas conflict in Gaza has significantly impacted the Group's business. Terrorism in the Red Sea, migration crises, the influx of refugees to Southeast Europe and austerity measures are, amongst others, factors that affect the economies in the Middle East and threaten to further worsen the relations between nationalities and religions, which may continue to worsen the crises in various parts of the region. Long-term ethnic divisions remain a key variable that contributes to an increased safety risk. Terrorist and political attacks that occurred without any warning, as well as the rise in oil prices, along with other factors that cause pressure on various countries' economies, make it necessary for the Group to be prepared for political violence, instability or other large-scale crises that may develop in any part of the world, even in countries that have previously been considered safe or stable.

05 Cyber Risk

As the opportunities to interact with seafarers more closely and monitor vessel conditions have been utilised, so too have other parties sought to take advantage of these channels for nefarious purposes. Cybersecurity has been closely monitored by the Group's Navcom and IT departments for a number of years and was formalised in its management system in 2018. In 2021, there was a complete rewrite of the manual and implementation of extensive cybersecurity training to place all employees both at sea and on shore. This is being further reinforced through regular penetration tests of the Company's IT infrastructure with third parties to ensure continued system and data security.

OUR PERFORMANCE

INTERNAL AUDIT

To ensure ongoing compliance and regular monitoring and review, all operational departments undergo semi-independent audits every six months. The findings are reported to Top Management and further reviewed in the bi-annual Management Review Meeting. This provides a basis for the Company's Risk and Opportunity Assessment and is fed into the six-month review of the wider business continuity planning and Company risk assessments.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

The Columbia Group manages its supply chain through its subsidiary **GenPro**, an independent procurement company founded by CSM and Bernhard Schulte Shipmanagement (BSM) in 2018. It offers maritime and commercial procurement services via the negotiation of framework supply agreements with reputable international suppliers for and on behalf of its clients.

GenPro's aim is to capitalise on the best practices and strengths of its participating clients by commercialising the procurement of maritime products and services via economies of scale, with an added focus on sustainability, communication and transparency. One of GenPro's key objectives is to drive sustainability throughout the procurement process and generate viable efficiencies and efficacies for its clients and suppliers in a fully transparent, measurable and sustainable manner.



AWARDS & RECOGNITION

CSM RECOGNISED WITH THE GOLD ENVIRONMENT PROTECTOR AWARD

CSM was recognised with the Gold Environment Protector Award, in the category Service Provider, at the Pancyprian Environmental Awards for Organizations and Businesses which was held on 24 January 2023 at the Presidential Palace in Nicosia, Cyprus. This award highlights an organisation/business which manages environmental issues as an integral part of its operational policy, by establishing practices and actions that preserve the natural environment.



COLUMBIA GROUP SHORTLISTED FOR CREWCONNECT GLOBAL AWARDS

In 2023 Columbia Group was shortlisted in three categories at the CrewConnect Global Awards: Training and Safety At Sea, Health and Well-being At Sea, and Innovation and Adoption of Technology.

The Group is always delighted to see its people's dedication and commitment to safety, well-being and innovation being recognised. Together, Columbia Group continues to strive for excellence.



CSM WON THE 2023 SAFETY4SEA CREW WELFARE TANKER OPERATOR AWARD

Columbia Group President and CEO, Mark O'Neil, proudly received the award on behalf of our Chairman, Mr. Heinrich Schoeller, and the Board of Directors of the Columbia Group.

06

CONTRIBUTION TO THE INDUSTRY



CONTRIBUTION TO THE INDUSTRY

- INTERMANAGER, Board of Directors and Presidency since November 2020
- INTERTANKO Cyprus Council Member
- INTERTANKO Insurance and Legal Committee (holding the Chair)
- INTERTANKO Vetting Committee
- INTERTANKO Human Element in Shipping Committee
- INTERTANKO Chemical tanker Committee
- INTERTANKO Environmental Committee
- INTERTANKO Nautical Sub-Committee
- Informal Tanker Safety Forum
- BIMCO Board of Directors
- BIMCO Cyber Security Committee
- DNVGL National Committee
- Marine Anti-Corruption Network (MACN)
- International Maritime Employers Council (IMEC)
- Cyprus Shipping Chamber (CSC), Vice-Presidency
- Cyprus International Business Association (CIBA)
- Cyprus Marine Environmental Protection Agency (CYMEPA)
- Institute of Chartered Shipbrokers Cyprus Branch (ICS-CY), Presidency
- Singapore Shipping Association (SSA)
- Container Ship Safety Forum (CSSF)
- Norwegian Hull Club Loss Prevention Committee
- Member of Norwegian Hull Club Committee
- Getting to Zero Coalition
- Green Ship of the Future
- Women's International Shipping & Trading Association (WISTA)

Columbia's commitment to leading change in the maritime industry is exemplified by the active involvement of our Top Management in several major industry organisations. Our executives hold memberships and board positions in prestigious bodies, such as the International Chamber of Shipping (ICS), the Baltic and International Maritime Council (BIMCO), and the Maritime Anti-Corruption Network (MACN). This engagement allows us to contribute to the development of industry standards, promote best practices, and advocate for sustainable and ethical maritime operations. Through these roles, Columbia not only stays at the forefront of industry advancements but also plays a pivotal role in shaping the future of global shipping.

07

OUR VISION FOR THE FUTURE

OUR VISION FOR THE FUTURE

FUTURE DEVELOPMENTS

The Columbia Group has an expansive and dynamic business strategy, having rapidly evolved from a ship management company to a comprehensive and integrated platform encompassing maritime, logistics, leisure, energy, and offshore services. While continuing to operate in the shipping and maritime sectors, we also aim to expand further into new overseas markets and industries where opportunities for creating shared value arise.

The year 2023 reinforced the importance of flexibility and adaptability, prompting us to continually monitor our operating environment and evaluate market conditions to better respond to emerging needs. Supported by a workforce powered by technology, sustainability initiatives, and strategic partnerships/joint ventures, Columbia Group is committed to empowering employees through continuous learning, leadership development, and collaboration. Technology will enable us to harness innovation, streamline processes, and exceed client expectations. Our new dynamic structure will ensure transparency throughout the organisation, fostering the sharing of expertise and vision across all verticals.

“Supported by a workforce powered by technology, sustainability initiatives, and strategic partnerships/ joint ventures, Columbia Group is committed to empowering employees through continuous learning, leadership development, and collaboration.”



08

GRI INDEX

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STATEMENT OF USE

Columbia Group has reported the information cited in this GRI content index for the period January 2023 - December 2023 with reference to the Universal GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021

APPLICABLE GRI SECTOR STANDARD(S)

None Apply

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION (SECTION TITLE, PAGE AND/OR URL)
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organisational details	About this report, p. 08-11 & Our Group of Companies, p. 18-39
	2-2 Entities included in the organisation's sustainability reporting	About this report, p. 08-11
	2-3 Reporting period, frequency and contact point	About this report, p. 08-11 & p. 120-121
	2-4 Restatements of information	Performance data also include COLUMBIA blue and CSM Energy
	2-6 Activities, value chain and other business relationships	Our Group of Companies, p. 18-39
	2-7 Employees	Our Performance / Social / Employee Management, p. 69-70
	2-8 Workers who are not employees	Throughout this report, any reference to onboard personnel refers to crew who are outsourced and employed on behalf of Columbia Group clients
	2-9 Governance structure and composition	Our Approach to Managing Our Priorities, p. 46-51 & Our Performance / Governance / The Group's Governance Structure, p. 101
	2-10 Nomination and selection of the highest governance body	Our Approach to Managing Our Priorities, p. 46-51
	2-11 Chair of the highest governance body	Our Approach to Managing Our Priorities, p. 46-51 & Our Performance / Governance / The Group's Governance Structure, p. 101 & Our Performance / Governance / Conflict of Interest, p. 105
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Approach to Managing Our Priorities, p. 46-51
	2-13 Delegation of responsibility for managing impacts	Our Approach to Managing Our Priorities, p. 46-51
	2-14 Role of the highest governance body in sustainability reporting	Our Approach to Managing Our Priorities, p. 46-51
	2-15 Conflicts of interest	Our Performance / Governance / Conflict of Interest, p. 105
	2-16 Communication of critical concerns	Our Performance / Governance / Grievance Mechanisms, p. 104
	2-17 Collective knowledge of the highest governance body	Our Approach to Managing Our Priorities, p. 46-51
	2-22 Statement on sustainable development strategy	Letter from the CEO, p. 14-15 & Message from the Group Director Diversity, Inclusion and Sustainability, p. 16-17, Our Sustainability Strategy p. 51
	2-23 Policy commitments	Our Group of Companies / Policy Statement, p. 25 & Our Approach to Managing Our Priorities / Our Sustainability Governance, p. 42-43
	2-24 Embedding policy commitments	Our Group of Companies / Policy Statement, p. 25 & Our Approach to Managing Our Priorities / Our Sustainability Governance, p. 42-43 & https://columbia-shipmanagement.com/wp-content/uploads/2022/12/CSM-CODE-OF-CONDUCT.pdf
	2-25 Processes to remediate negative impacts	Our Performance / Governance / Grievance Mechanisms, p. 104
	2-26 Mechanisms for seeking advice and raising concerns	Our performance / Social / Open Reporting, p. 76
	2-27 Compliance with laws and regulations	Our performance / Governance / Compliance, p. 105
	2-28 Membership associations	Contribution to the Industry, p. 110-113
	2-29 Approach to stakeholder engagement	Our Approach to Managing Our Priorities / Identifying, Communicating and Understanding our Stakeholders, p. 48

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION (SECTION TITLE, PAGE AND/OR URL)
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	Our Approach to Managing Our Priorities / Materiality Assessment, p. 49-50
	3-2 List of material topics	Our Approach to Managing Our Priorities / Materiality Assessment, p. 49-50
GRI 3: MATERIAL TOPICS 2021	**PROCUREMENT PRACTICES**	
	3-3 Management of material topics	Our Performance / Governance / Sustainable Supply Chain Management, p. 108
GRI 3: MATERIAL TOPICS 2021	**ANTI-CORRUPTION**	
	3-3 Management of material topics	Our Performance / Governance / Business Ethics, p. 102
	205-2 Communication and training about anti-corruption policies and procedures	Our Performance / Governance / Measures Against Corruption, p. 104
GRI 3: MATERIAL TOPICS 2021	**ANTI-COMPETITIVE BEHAVIOUR**	
	3-3 Management of material topics	Our Performance / Governance / Business Ethics, p. 106
GRI 3: MATERIAL TOPICS 2021	**ENERGY**	
	3-3 Management of material topics	Our Performance / Environmental / Energy Management, p. 59-62
GRI 302: ENERGY 2016	302-1 Energy consumption within the organisation	Our Performance / Environmental / Environmental Performance p.65-67
	302-3 Energy intensity	Our Performance / Environmental / Environmental Performance p.65-67
GRI 3: MATERIAL TOPICS 2021	**EMISSIONS**	
	3-3 Management of material topics	Our Performance / Environmental / Energy Management, p. 59-62
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Our Performance / Environmental / Environmental Performance p.65-67
GRI 305: EMISSIONS 2016	305-5 Reduction of GHG emissions	N/A
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Our Performance / Environmental / Environmental Performance p.65-67
GRI 3: MATERIAL TOPICS 2021	**WASTE**	
	3-3 Management of material topics	Our Performance / Environmental / Environmental Management, p. 55-58 & Our Performance / Environmental / Waste Management, p. 62-63
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	Our Performance / Environmental / Environmental Management, p. 55-58 & Our Performance / Environmental / Waste Management, p. 62-63
	306-2 Management of significant waste-related impacts	Our Performance / Environmental / Environmental Management, p. 55-58 & Our Performance / Environmental / Waste Management, p. 62-63
	306-3 Waste generated	Our Performance / Environmental / Environmental Management, p. 55-58 & Our Performance / Environmental / Waste Management, p. 62-63
	306-4 Waste diverted from disposal	Our Performance / Environmental / Environmental Management, p. 55-58 & Our Performance / Environmental / Waste Management, p. 62-63
	306-5 Waste directed to disposal	Our Performance / Environmental / Environmental Management, p. 55-58 & Our Performance / Environmental / Waste Management, p. 62-63
GRI 3: MATERIAL TOPICS 2021	**WATER AND EFFLUENTS**	
	3-3 Management of material topics	Our Performance / Environmental / Water Management, p. 64
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Our Performance / Environmental / Water Management, p. 64
	303-5 Water consumption	Our Performance / Environmental / Environmental Performance, p. 65-67

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GRI 3: MATERIAL TOPICS 2021	**SUPPLIER ENVIRONMENTAL ASSESSMENT**	
	3-3 Management of material topics	Our Performance / Governance / Sustainable Supply Chain Management, p. 108
GRI 3: MATERIAL TOPICS 2021	**EMPLOYMENT**	
	3-3 Management of material topics	Our Performance / Social / Employee Management, p. 69-70
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	Our Performance / Social, p. 98-99
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Performance / Social, p. 76-83
GRI 3: MATERIAL TOPICS 2021	**OCCUPATIONAL HEALTH AND SAFETY**	
	3-3 Management of material topics	Our Performance / Social / Health and Safety, p. 84-92
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Our Performance / Social / Health and Safety, p. 84-92
	403-2 Hazard identification, risk assessment, and incident investigation	Our Performance / Social / Health and Safety, p. 84-92 & Our Performance / Governance / Risk Management, p. 111
	403-3 Occupational health services	Our Performance / Social / Health and Safety, p. 84-90
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Performance / Social / Health and Safety, p. 84-90
	403-5 Worker training on occupational health and safety	Our Performance / Social / Training and Education, p. 78-83
	403-6 Promotion of health worker	Our Performance / Social / Health and Safety, p. 84-90
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Performance / Social / Health and Safety, p. 84-90
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-8 Workers covered by an occupational health and safety management system	Our Performance / Social / Health and Safety, p. 84-90
	403-9 Work-related injuries	Our Performance / Social / Health and Safety, p. 84-90
	403-10 Work-related ill health	Our Performance / Social / Health and Safety, p. 84-90
GRI 3: MATERIAL TOPICS 2021	***TRAINING AND EDUCATION**	
	3-3 Management of material topics	Our Performance / Social / Training and Education, p. 78-83
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	Our Performance / Social / Training and Education, p. 78-83
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Our Performance / Social / Training and Education, p. 78-83
GRI 3: MATERIAL TOPICS 2021	**DIVERSITY AND EQUAL OPPORTUNITY**	
	3-3 Management of material topics	Our Performance / Social/ Diversity, Equity and Inclusion to Diversity, Equity, Inclusion and Sustainability, p. 71-75
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	Our Performance / Social / Social Performance, p. 95-99
GRI 3: MATERIAL TOPICS 2021	**CHILD LABOUR**	
	3-3 Management of material topics	Our Performance / Social / Respect for Human Rights, p.70 & Our Performance / Social / Child Protection, p. 74
GRI 3: MATERIAL TOPICS 2021	**FORCED OR COMPULSORY LABOUR**	
	3-3 Management of material topics	Our Performance / Social / Respect for Human Rights, p.74
GRI 3: MATERIAL TOPICS 2021	***LOCAL COMMUNITIES**	
	3-3 Management of material topics	Our Performance / Social / Supporting Local Communities, p. 91-94

*Additional material topics disclosures

21 Spyrou Kyprianou Avenue,
Yermasoyia, 4042 Limassol, Cyprus

Tel: +357 2584 3100

sustainability@columbia-cloud.com

info@columbiagroup.org

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Grow Sustainability Consulting



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columbiagroup.org