COLUMBIA GROUP

2025 – 2026

MARITIME HR · LEARNING & DEVELOPMENT REPORT



Empowering Seafarers for Excellence


CSM

Table of Contents

Table of Contents

Fourteen sections, one shared standard of training excellence.

01 INTRODUCTION — 04
A Message from Founder & Chairman Mr. Heinrich Schoeller
A Word from the Columbia Group CEO, Andreas Hadjipetrou
A Word from the Columbia Group COO, Capt. Leonid Zalenski
A Word from the Chief of Maritime HR, Simona Toma

02 MILESTONES 2025–2026 — 12
K-SIM Simulator Class A Installed at Nautilus Pacific Maritime Training Center
Conferences and Seminars 2025–2026
Ship-Type Specific Seminars
New Facilities for Messman Upgrading Course at MCTC
ETO Programme (First IMEC-Sponsored Batch)
Columbia Group Unplugged: Internal Engagement
International Conferences & Global Presence
The ESG Shipping Awards International 2026
Seatrade Maritime Crew Connect Global 2025

03 HUMAN-CENTRED DEVELOPMENT — 46
Group Director's Review: Delivering Excellence Through Our People
ESG Series 2
Global Diversity Awareness Month
Columbia Group Launches Leadership Development Programme
OneCare Group - Mental Health & Well-being Webinars and Programmes
Prevention of Bullying and Harassment Framework
Columbia Maritime Leaders Course
Animated Lesson to be Learnt (LTBLs)
HOLD Magazine
Columbia Group Career Progression Campaign
Welfare Initiatives

04 CADETSHIP — 66
CSM Cadetship Programme
Cadet Statistics 2025
CADETSPLUS Philippines and India
Mapping the Cadetship Program's Future
Onboarding Programme in NPMTC
Cadet Award Scheme
Maritime Academy Partnerships (Global Expansion)
Structured Selection Process, Including PLANEX and BBI
Cyprus Maritime Academy Graduation
ETO Cadetship Program

05 COMPETENCY MANAGEMENT SYSTEM (CMS) — 84
CMS Enhancements & Digitalisation

06 TRAINING PROJECTS & TECHNOLOGY DEVELOPMENT — 90
COLREG Training: Gamified Learning Application
The Launch of the Port State Control (PSC) Challenge
OLG – CSM LXP Statistics

07 LMS RECORDS & DIGITAL LEARNING 2025–2026 — 98
CSM Online Academy
CCS Online Academy
Aroya Online Academy
"Never Again" Safety Campaign
Development of EU Shipsan Public Health LMS Courses
AI Literacy Training Course

08 LEARNING AT SEA — 108
Partners in Safety Programme
The 2nd Fleet Training Officers Meeting
Ship Visits
Safety Campaigns & Awareness
Risk Management Training (HiLo)

09 MATRIX-BASED TRAINING 2025–2026 — 132
STCW Training
Type-Specific Training
Industry-Based Training
Recruitment & Promotion Training Pathways

10 TRAINING EFFECTIVENESS AND QUALITY — 152
Training Effectiveness
Training Centre Evaluations and Course Evaluation
Governance & Continuous Improvement

11 PASSENGER SHIPS TRAINING — 158
Ship Visits & Programmes
A Word from the Director – Maritime HR (Cruise), Anca Preda
Ship Visits
Academy Partnerships (Viking / NAPA Updates)
Advanced Safety Training
SHIPSAN Customised Trainings for Aroya, Odyssey & Adora

12 PORT STATE CONTROL PERFORMANCE — 174
A Word from Capt. Dimitrijs Adamecs

13 REGIONAL NEWS — 178
Annual Manning Agencies Meeting
Welcome to CSM India
Welcome to CSM Romania
Connecting Talent with Opportunity In Mexico

14 PROJECTS IN THE PIPELINE — 184
CSM Expands Crane's Training with Two New Mevea Desktop Simulators
Meet The Team

SECTION 01

Introduction

Four voices from across Columbia Group on what this year of learning and development meant, and why it matters more than ever.



1.1 • A Message from Founder & Chairman Mr. Heinrich Schoeller



Training is a critical investment in maritime safety.

For many years, we at the Columbia Group have followed the principle that the training of seafarers is essential for ensuring safety, efficiency, and professionalism in the maritime industry. Columbia Shipmanagement has since its foundation in 1978 spent sizable amounts of money annually for the training of our seafarers at various training centres and is operating two specialised training vessels. Well-trained seafarers possess the knowledge and practical skills required to operate our vessels safely, respond effectively to emergencies, and comply with international maritime regulations.

Training helps to reduce accidents at sea by improving competence in navigation, cargo handling, machinery operation, and safety procedures. It also prepares crew members to deal with challenging situations such as severe weather conditions, equipment failures, fires, and rescue operations.

Recent industry statistics highlight the importance of continuous training. According to the European Maritime Safety Agency (EMSA), nearly 314,000 Masters, Officers and crew were qualified and available to serve on EU-flagged vessels at the end of 2024. The data also shows a recovery in the maritime workforce following the disruptions caused by the COVID-19 pandemic, emphasising the growing need for high-quality maritime education and training. In addition, the global merchant fleet is supported by approximately 2.57 million seafarers, yet the industry faces a shortage of 39,100 STCW-certified officers, highlighting the urgent need to attract, develop and retain maritime talent.

Continuous training also supports environmental protection by ensuring that seafarers understand and follow procedures designed to prevent pollution and protect marine ecosystems. As vessels become increasingly digitalised and environmentally regulated, seafarers must regularly update their skills to meet new operational and compliance requirements.

Furthermore, within the Columbia Group, training contributes to career development by enabling our seafarers to upgrade their qualifications, take on greater responsibilities, and adapt to new technologies and industry standards.

In conclusion we consider training as a critical investment in maritime safety, environmental protection, and the sustainable growth of the shipping industry. Well-trained seafarers are vital to the safe and efficient movement of global trade.



Heinrich Schoeller

Founder & Chairman
The Columbia Group / Schoeller Holdings

1.2 • A Word from the Columbia Group CEO, Andreas Hadjipetrou



Our greatest strength has always been our people.

Dear Reader,

It is a pleasure to introduce the Columbia Group Learning & Development (Maritime HR) Report 2025-2026.

We have always believed that our greatest strength is our people. Ships, systems and technology are essential, but it is our seafarers and teams ashore who make the difference every day. Investing in their development is therefore not just important, it is a responsibility.

The maritime industry continues to evolve at a rapid pace. New regulations, technological advancements, alternative fuels and increasing operational complexity are creating both challenges and opportunities. To meet these demands, we must continue to learn, adapt and strengthen our skills.

Training plays a vital role in that journey. It helps ensure that our people are not only technically competent, but also confident, resilient and well prepared for the responsibilities they carry. Whether through our training centres, digital platforms, academies, simulators or onboard learning programmes, our objective remains the same: to provide our people with the support they need to operate safely, grow professionally and deliver the highest standards to our clients.

At Columbia, we place great importance on continuous improvement. Learning does not stop when someone joins the organisation; it continues throughout their career. This applies equally to our seafarers and our teams ashore.

This report reflects the commitment of many people across the Group who contribute to training, development and knowledge sharing every day. I would like to thank our trainers, instructors and colleagues around the world for their dedication, as well as the many seafarers who continue to invest in their own professional growth.

We would like to take this opportunity to thank all our colleagues who are engaged in our training activities and workday and night to deliver the best results for our seafarers.

Together, we will continue to build a culture of learning, professionalism and safety, ensuring that our people remain at the heart of everything we do.



Andreas Hadjipetrou

Chief Executive Officer
Columbia Group

1.3 • A Word from the Columbia Group COO, Capt. Leonid Zalenski



Adaptable, knowledgeable Seafarers - now more than ever.

Dear Reader,

Welcome to the Columbia Group Learning & Development (Maritime HR) Report 2025-2026.

At Columbia Group, our people remain our greatest strength. Whether serving at sea or supporting operations ashore, their expertise, professionalism, and commitment drive our success. Continuous learning and development are therefore central to our strategy, enabling our teams to grow, perform at their best, and meet the evolving demands of the maritime industry.

Over the past year, we have continued to invest in training initiatives that support both technical excellence and personal development. From leadership programmes and specialist operational training to digital learning solutions and well-being initiatives, our goal has been to provide meaningful opportunities for colleagues to expand their skills, take on new challenges, and progress in their careers.

As shipping continues to evolve through technological innovation, regulatory change, sustainability requirements, and changing customer expectations, the need for adaptable and knowledgeable professionals has never been greater. Through Columbia's training ecosystem, we aim to equip both seafarers and shore-based personnel with the competencies needed not only to meet today's standards but also to embrace the future with confidence.

A key focus remains creating clear pathways for career progression, supporting future leaders, and encouraging knowledge sharing across generations. By combining practical experience with structured learning, we strengthen the resilience, safety, and long-term sustainability of our organisation.

This report highlights the diverse training activities delivered across the Group during the past year and reflects the dedication of our colleagues, trainers, mentors, and partners who make continuous development possible. Their commitment helps foster a culture where learning is ongoing, knowledge is shared, and individuals are empowered to reach their full potential.

As we look ahead, Columbia Group will continue investing in innovative training solutions and growth opportunities at every stage of the professional journey. Together, through learning, collaboration, and shared purpose, we will build a stronger workforce, safer operations, and a more sustainable future for our industry.



Capt. Leonid Zalenski

Group Chief Operating Officer
Columbia Group

1.4 • A Word from the Chief of Maritime HR, Simona Toma



Modernising how we recruit, support and develop our Seafarers.

As we reflect on a year of significant growth and achievement, I extend my sincere appreciation to our global Learning and Development (L&D) team, Maritime HR personnel, training partners, subject matter experts, and operational leaders. The maritime industry is evolving at an unprecedented pace. Rising regulatory standards, technological advancements, and high expectations for operational excellence require us to continuously modernise how we recruit, support, and develop our seafarers across the fleet.

Modernising Learning, Digitalisation & Operations

To meet evolving operational demands, we have focused on delivering high-quality training and modernising digital infrastructure:

- **Digital Infrastructure and AI:** Deployed artificial intelligence and digital tools to personalise learning pathways, optimise content creation, and improve decision-making via enhanced analytics. We initiated the AI-Smart Planner Project and launched the Crew Connect pilot to allow seafarers to self-upload documents, reducing administrative delays.
- **Learner-Centred Methodologies:** Transitioned toward bite-sized modules, video content, and real-world operational scenarios that improve knowledge retention and fit naturally into daily shipboard routines.
- **Content and Platform Synchronisation:** Advanced our Adobe LMS environment and deployed the Abela Drive file synchronisation system to streamline vessel content delivery globally. Integrated CAPE systems with Marine Benefits for automated crew onboarding and insurance tracking.

Strategic Initiatives, Leadership & Fleet Development

- **Leadership and Competence:** Launched the Columbia Maritime Leaders Course for Senior Officers based on our proprietary Key Elements of Effective Leadership (KEEL) model. Progressed into Phase 2 of the Competence Management System (CMS) to map task data, select a digital platform, and address immediate skill gaps.
- **Operational and Environmental Training:** Rolled out educational programmes on alternative fuel technologies and continuous environmental compliance training, while Fleet Training Officers provided vital onboard support for core tools like AMOS. Completed the MSC. Train-the-Trainer programme for in-house crew training.
- **Fleet Expansion and Retention:** Successfully managed large-scale growth, including taking over 58 vessels in early 2026 and 21+ Sinokor VLCCs. Reached exceptional officer retention rates (94.87% Dry / 94.50% Wet) and achieved a 21.8% increase in overall fleet promotions.

Crew Welfare, Diversity & Outlook

- **icare and Welfare Framework:** Formally established the icare Officer role to structurally address mental health, fatigue, and stress risks on board. Introduced the icare Pack for Women Seafarers (medical and hygiene kits with KADMOS allowances) and exceeded gender diversity goals reaching 5.29%. Expanded the CSM Family Insurance Scheme across 121 vessels.
- **Career Progression:** Established structured career pathways — including shore-based assignment opportunities — to strengthen sea-shore collaboration and broaden professional development.

By investing heavily in leadership, continuous learning, crew welfare, and clear career progression, we reinforce our position as an employer of choice and secure a sustainable talent pipeline. While advanced technologies empower our delivery, our people remain our greatest strength as we build a safer, smarter, and more successful future at sea.





Simona Toma

Chief of Maritime HR
Columbia Group



SECTION 02

Milestones 2025-2026

From new initiatives to meaningful achievements, 2025-2026 marked another important chapter in strengthening learning, development, and investment in our people.

2.1 • K-SIM Simulator Class A Installed at Nautilus Pacific Maritime Training Center

The Strategic Importance of Advanced Bridge Simulation in Modern Maritime Training

The K-Sim Navigation Ship's Bridge Simulator represents a decisive step forward in maritime training, combining five decades of simulator expertise with cutting-edge technological innovation. As the global maritime sector faces increasing operational complexity, regulatory demands, and evolving vessel technologies, high-fidelity simulation has become an essential pillar of safe, efficient, and future-ready seafarer development.

A New Standard of Realism and Technical Accuracy

At the core of K-Sim Navigation is an advanced physics engine and state-of-the-art hydrodynamic modelling. These capabilities ensure that vessels, equipment, and environmental conditions behave exactly as they would at sea. Realistic weather systems, geographical areas, and visual environments allow trainees to experience challenging scenarios without operational risk. This realism is not merely an enhancement — it is a critical requirement for developing competent navigators capable of making sound decisions under pressure.

Instructor-Centric Design for Effective Learning

The simulator's award-winning instructor system transforms how maritime training is delivered. Built around a modified ECDIS-based interface, instructors can create exercises using intuitive drag-and-drop tools, monitor student performance in real time, and apply advanced assessment functions to ensure consistent training standards. Automatic recording and structured feedback mechanisms support measurable competency development, a key expectation of modern training frameworks such as TMSA and STCW1978, as amended.



The K-Sim Navigation Simulator has been installed in the 65.85-square-metre room as part of the training centre's ongoing expansion.



CSM participants together to NPMTC Bridge Trainer.

Scalability and Integration Across Maritime Disciplines

K-Sim Navigation offers unmatched configuration flexibility — from desktop systems to full-mission bridge installations. Its modular architecture supports specialised training domains including GMDSS, Dynamic Positioning, VTS, Naval Operations, Offshore, Fishery, and more. Seamless integration with other Kongsberg simulators enables multi-disciplinary and team-based exercises, reflecting real-world operational environments where bridge, engine, and offshore teams must work cohesively.

Enhancing Training Capacity and Research Potential

The system supports simultaneous exercises, collaborative instruction, and dedicated debriefing environments. Maritime academies benefit not only from expanded course portfolios but also from a controlled platform suitable for research projects, operational studies, and human-factor analysis.

This simulator is suitable for use in operational training including, but not limited to:

- Operators (Radar, helmsman, etc.)
- Team training, including tactical training
- Single operator bridge system
- Communication
- Emergency procedures
- Reporting procedures
- Plotting procedures
- Track and position keeping procedures

Nautilus Pacific Maritime Training Center is committed to providing quality training.

Training isn't just about repetition — it's about realism and adaptability. With the Kongsberg Simulator, your team gets hands-on with the most advanced simulation technology available, preparing them for the unexpected, the complex, and the critical.

2.2 • Conferences and Seminars 2025–2026

Columbia recognises that regular conferences and seminars led by Company representatives are amongst the most effective channels of communicating the Company's concerns, recommendations and above all, Safety Culture to the ship's command, Officers and Ratings.

Feedback from our participants:

> "The conference not only met its objectives but also delivered an engaging, enjoyable experience."
> – Master (SOC Manila)

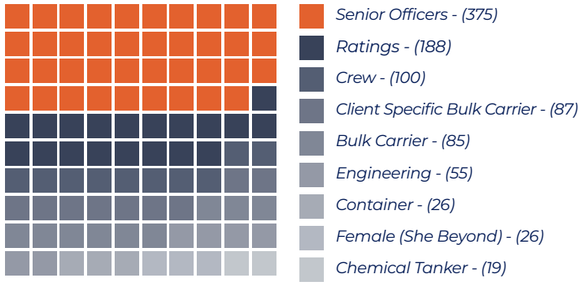
> "Perfect hospitality, clear explanation of all planned/ unplanned topics and tasty food. Opportunity to meet old colleagues, which is a reason to say great thanks for perfect arrangements."
> – Chief Engineer (SOC Tbilisi)

> "Focus on rank-specific and department-specific training. Conference was well organised, touching important topics like MACN, MHSS, PSC and Crewing Matters."
> – Master (Crew Conference Mumbai)

> "More conferences like this help a lot in terms of refreshing ideas and updates on the maritime world."
> – AB (Ratings Conference Manila)

SCHEDULE JULY 2025 to JUNE 2026

Conferences	Attendees
Bulk Carrier	85
Chemical Tanker	19
Client Specific Bulk Carrier	87
Container	26
Crew	100
Engineering	55
Ratings	188
Senior Officers	375
Female (She Beyond)	26
TOTAL	**961**



Each square ≈ 10 attendees

Conferences 2025–2026

Course	Duration	Schedule (Jul 2025 – Jun 2026)		Location
11th Electrical Training for Engineers	2 hrs	09-Sep	09-Sep	Virtual
12th Electrical Training for Engineers	2 hrs	24-Mar	24-Mar	Virtual
13th Electrical Training for Engineers	2 hrs	17-Jun	17-Jun	Virtual
28th Environmental Compliance Trainers Forum	1.5 hr	04-Mar	04-Mar	Virtual
29th Environmental Compliance Trainers Forum	1.5 hr	29-Apr	29-Apr	Virtual
30th Environmental Compliance Trainers Forum	1.5 hr	24-Jun	24-Jun	Virtual
5th AMOS Forum	2 hrs	30-Jul	30-Jul	Virtual
6th AMOS Forum	2 hrs	05-Mar	05-Mar	Virtual
Bulk Carrier Conference (INUI)	4 days	22-Oct	24-Oct	Manila, Philippines
Bulk Carrier Conference (INUI)	3 days	03-Jun	05-Jun	Manila, Philippines
CCS/Adora Webinar	3 hrs	28-Nov	28-Nov	Virtual
Chartworld Senior Officers Conference	2 days	30-Oct	31-Oct	Tbilisi, Georgia
Chartworld Webinar	1 hr	23-Jul	23-Jul	Virtual
Chemical Tanker Conference	3 days	17-Jun	19-Jun	Manila, Philippines
Container Conference	4 days	29-Jul	01-Aug	Manila, Philippines
Crew Conference	2 days	14-Oct	15-Oct	Mumbai, India
Crew Conference	1 day	12-May	12-May	Kochi, India
Environmental Compliance Trainers Forum	1.5 hr	24-Sep	24-Sep	Virtual
Environmental Compliance Trainers Forum	1.5 hr	26-Nov	26-Nov	Virtual
Fleet Training Officers Conference	1 day	05-May	05-May	Tbilisi, Georgia
Online International Senior Officers Conference	3.5 hrs	12-Feb	12-Feb	Virtual
Online International Senior Officers Conference	3 hrs	22-Jul	22-Jul	Virtual
Online International Senior Officers Conference	3 hrs	04-Dec	04-Dec	Virtual
Online International Senior Officers Conference	3.5 hrs	05-Jun	05-Jun	Virtual
Ratings Conference	1 day	10-Nov	10-Nov	Manila, Philippines
Ratings Conference	1 day	09-Mar	09-Mar	Manila, Philippines
Ratings Conference	1 day	22-May	22-May	Batumi, Georgia
Senior Officers Conference	2 days	11-Nov	12-Nov	Manila, Philippines
Senior Officers Conference (ASIA)	2 days	10-Mar	11-Mar	Manila, Philippines
Senior Officers Conference (EUROPE)	2 days	04-May	05-May	Tbilisi, Georgia
She Beyond Conference	1 day	10-Nov	10-Nov	Manila, Philippines

2.2.1 • Senior Officers Conferences

The main objective of the Senior Officer Conferences is to enhance the knowledge and professional development by addressing key industry topics, including Preparation for SIRE 2.0, Enclosed Space Entry New Requirements, Maritime Anti-Corruption, Environmental Compliance, Preparation for PSC/Third-Party Inspections, Insurance/ Claims and Safe Navigation.

Top Management consistently demonstrates its commitment by actively participating in these conferences, highlighting the importance of direct and transparent communication while sharing valuable insights on critical operational and regulatory matters.

During the period July 2025 to June 2026, a total of nine Senior Officer Conferences were conducted, comprising four online webinars and five face-to-face seminars held in the Philippines and Georgia, as well as a Crew Conference in India.

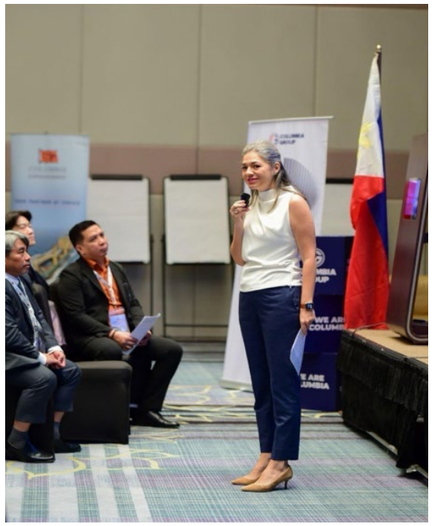
This combination of virtual and in-person events enables Columbia to engage Senior Officers from across the globe, promoting knowledge sharing, operational excellence, and a strong culture of safety and compliance throughout the fleet.

Feedback from our participants:

> "SOC was good and a very successful event, refreshing my learning, wisdom, knowledge and confidence."
> – Chief Engineer (SOC Manila)

> "Very insightful conference. I've gained plenty of interesting knowledge."
> – 2nd Officer (SOC Tbilisi)

> "The training offered was excellent. I learned many things and got to learn more about CSM."
> – 4th Engineer (Crew Conference Mumbai)





Chief of Maritime HR, Simona Toma, speaking at the Senior Officers Conference in Manila, Philippines in March 2026.

Feedback from the participants at the Senior Officers Conference:

Location	Unsatisfactory	Average	Good	Excellent
Manila, Philippines	0	0	19	155
Mumbai, India	0	0	3	45
Tbilisi, Georgia	0	0	13	98





Crew Conference in Mumbai, India in September 2025.



Senior Training Manager, Alejandro Justiniani, moderating Crew Conference Mumbai, India, September 2025.

2.2.2 • Ratings Conferences

With the support of CSM Manila and CSM Georgia, Ratings Seminars were successfully conducted in the Philippines and Georgia in November 2025, March 2026 and May 2026. These events hosted a total of 188 Seafarers and reinforced the vital role that Ratings play in the safe and efficient operation of the fleet.

The conferences featured presentations from both Columbia and external guest speakers, including representatives from Pandiman, as well as clinical psychologists and medical professionals. A wide range of important topics were covered, including Stop Work Authority, personal injury prevention,

MARPOL compliance, the role of Ratings during third-party inspections, and the latest developments in crewing management.

These seminars provided a valuable platform for knowledge sharing, professional development, and open discussion, further strengthening safety awareness and operational excellence across the fleet.

Feedback from our participants:

> "More conferences like this help a lot in terms of refreshing ideas and updates on the maritime world."
> – AB (Ratings Conference Manila)

> "I learnt a lot more, thank you very much."
> – Chief Cook
> (Ratings Conference Manila)

> "Well organised, thank you."
> – AB (Ratings Conference, Batumi)

Location	Unsatisfactory	Average	Good	Excellent
Batumi, Georgia	0	0	3	25
Manila, Philippines	0	0	27	131

Batumi, Georgia



Manila, Philippines



Excellent Good



Group Director Maritime HR (Learning and Development), Stewart Bankier, at the Ratings Conference in Manila, Philippines in November 2025.



Ratings Seminar in Manila, Philippines in March 2026.

2.2.3 • She Beyond Conference in Manila, Philippines

The inaugural and first-of-its-kind She Beyond conference was held in Manila, Philippines in November 2025. Organised as part of Columbia's continuing commitment to advancing women's participation in the maritime industry, the conference served as a platform for dialogue, empowerment, and professional development for female seafarers.

A total of 26 female Seafarers attended the conference, representing various positions across deck, engine, and hotel departments. Their ranks ranged from Cadets to Officers, showcasing the growing pipeline of women taking on leadership roles at sea. The diversity in experience and tenure contributed to meaningful discussions throughout the event.



Managing Director CSM Deutschland GmbH, and Group Director Diversity, Inclusion & Sustainability, Claudia Claudia Paschkewitz, speaking at the She Beyond conference in November 2025.



Attendees at the She Beyond Conference, November 2025.

Feedback from our participants:

> "The conference was good and the topics were interesting and engaging."
> – Engine Cadet

> "Overall, the conference was a success, engaging and interesting."
> – Chief Stewardess

> "Very satisfactory and well discussed topics and presentations."
> – Deck Cadet

2.2.4 • Noatum CSM Crew Conference

In May 2026, the first-ever Noatum CSM Crew Conference was held in Kochi, India bringing together 51 Seafarers from a range of ranks and positions across the maritime sector. This marked an important milestone in strengthening collaboration between Seafarers and office staff, and the event successfully fostered dialogue and shared understanding across all levels of the organisation.

The agenda covered key updates in operations, and each session provided valuable insights reinforcing the Company's commitment to continuous improvement and support for its workforce.

The conference concluded with heartfelt appreciation for the dedication of Seafarers and the unwavering support of their families and partners, whose encouragement makes such professional gatherings possible. This inaugural event set a strong foundation for future conferences, ensuring that Noatum CSM continues to build a culture of transparency, collaboration, and excellence.





Abu Dhabi Port Representatives, Mr. Wilfredo Yutuc (Director ADMA), and Mr. Abhijit Deshmukh (Vice President Procurement).



Attendees at the Noatum CSM conference in Kochi, India in May 2026.

Feedback from our participants:

> "Interaction was exceptional and I feel proud to be part of it, all arrangements well done."
> – 2nd Engineer

> "Overall company introduction and discussions were very good."
> – Master

2.3 • Ship-Type Specific Seminars

2.3.1 • Bulk Carrier Conferences

Bulk Carrier conferences equip Seafarers with the latest industry knowledge, safety practices and professional support, enabling them to remain up to date in an evolving maritime environment while contributing to safer and more efficient bulk shipping operations. These conferences also serve as a valuable forum for discussing key cargo-related challenges and industry developments.

Columbia organised client-specific Bulk Carrier conferences dedicated to INUI vessels and their crews in both October 2025 and June 2026, in cooperation with the Nautilus Maritime Training Center Inc. in Manila, Philippines.

The conferences were attended by a total of 85 Seafarers and covered a broad range of operational, regulatory and safety-related topics. Key subjects included International Regulations (IMSBC), Incident Investigation, Port State Control Preparation and Third-Party Inspections, Cargo Ventilation and Fumigation, Environmental Compliance and RightShip. Inspections.

The programme also featured interactive workshops, practical case studies, and dedicated breakout sessions for Deck and Engine department personnel. These sessions encouraged the exchange of experiences, best practices, and operational insights, further strengthening professional competence and safety awareness across the fleet.



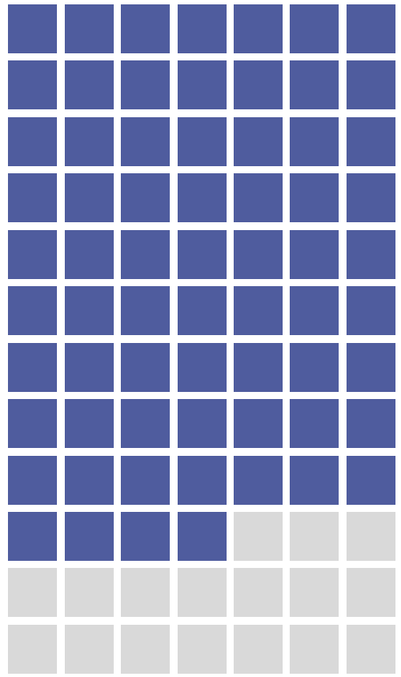
NPMTC Managing Director, Capt. Noriel Cereno, welcoming participants.



Attendees at the INUI Bulk Carrier conference in Manila, Philippines.

100%

rated Good or Excellent with zero Unsatisfactory or Average responses



Excellent - 67 *Good - 17*

Feedback from our participants:

> “After attending this seminar, I commit to applying both technical and safety knowledge and mental resilience principles learned in this seminar to contribute to a safer, responsible and supportive shipboard environment.”
> – Master

> “Highly recommended to fellow Officers. Topics are beneficial to all attending candidates.”
> – Chief Officer

> “Speakers delivered their lecture comprehensively and the sharing of knowledge was well noted.”
> – Master

2.3.2 • Chemical Tanker Conferences

With the collaboration of industry specialists including Nautilus Pacific Maritime Training Center Inc. and POCR, Columbia conducted a three-day Chemical Tanker Conference in Manila, Philippines from 17-19 June 2026, with 19 Officers in attendance.

The conference brought together maritime professionals, safety officers, chemists, legal experts and training officers to address the multi-faceted and complex technical challenges involved in chemical tanker operations. The event was specifically designed to enhance shipboard technical competence, raise safety awareness, ensure rigid regulatory compliance and promote overarching operational excellence in chemical tanker management.

Interactive sessions were conducted by instructors and external speakers on Chemical Families, Tank Cleaning, Claims: Sampling and Contamination, Gas Detection Equipment, Emission Data Management, and Chemical Protective Suits/SCBA. Participants also received instruction on the planning, execution, and monitoring of cargo tank linings, as well as practical Wall-Wash and Spectrometer demonstrations. Officers actively participated throughout the conference and had the opportunity to discuss experiences and engage directly with the highly experienced speakers.







Wall-wash training at the Chemical Tanker conference in Manila, Philippines.

2.3.3 • Container Conferences

Officers from CSM Container Fleet attended the Container Conference in cooperation with Nautilus Pacific Maritime Training Center Inc. in Manila, Philippines from 29 July until 1 August 2025. This comprehensive four-day seminar focused on the operational, safety, regulatory and planning aspects of container ship operations. The event was designed to enhance the competence of officers and crew in handling cargo, understanding international standards and using digital tools for voyage and cargo operation.

Maritime professionals and industry representatives shared presentations on a wide range of topics, including Types of Containers and their properties and stowage, New Fire Risks in Containers, Parametric Rolling, Calculation of Wind Criterion, Cyber Security Awareness for Bridge Systems, Dangerous Goods Code, and Emission Data Management Training.

Expert speakers based in Cyprus also connected with the conference in the Philippines via the Hologram Portal in real time, facilitating discussions on Loss Prevention and providing an interactive platform for questions and knowledge sharing.



The Loss Prevention topic presented by Deputy Group Director QSHE & Compliance, Ko Ko Naing.

Feedback from our participants:

> "The PSC video presentation and training is well organised and fully educational to provide information to avoid any deficiencies by PSCO."
> – 3rd Officer



Group Director Crewing (Operations), Capt. Saurabh Mahesh, attending the Container Conference at the Nautilus Pacific Maritime Training Center.



Attendees at the Container Conference at the Nautilus Pacific Maritime Training Center in Manila, Philippines.

2.3.4 • Electrical Training for Engine Officers (Webinar)

Columbia delivered three virtual Electrical Training for Engineers seminars in September 2025, March 2026 and June 2026, providing engineers with a practical understanding of a range of electrical topics, including Power Management Systems, Proximity Sensors, and DIN Rail Terminal Blocks.

The webinars were designed to provide fundamental electrical knowledge to engineers serving on vessels without permanently assigned electricians. They also offered participants the opportunity to discuss recent technical issues and operational challenges specific to their fleets with a qualified electrical professional.

In addition, the seminars enabled officers to stay informed of the latest industry developments and regulatory requirements, while reinforcing any owner-specific expectations and procedures.

Feedback from attendees was highly positive, with 100% of respondents stating they would recommend the course to a colleague, achieving a recommendation rating of 7, 8, 9, or 10 out of 10.



2.4 • New Facilities for Mesman Upgrading Course at MCTC



MCTC Chief Cook Upgrading Course.

Columbia has invested in establishing a new galley and mess man training room in the facility. This additional facility has given a boost to the trainees with the state-of-the-art equipment consisting of seven galley stations, freezers, ovens, slicers, dish washers and deep fat fryer.

The galley station is 50.6 square metres, and the mess man training room is 19.8 square metres. MCTC has gained immense popularity, and continuous improvement has put them in the driving seat.

“The new facility has helped us relate more to onboard setup; all equipment is fantastic and trainers are hands on.” Chief Cook

Messman Upgrading Course

Columbia has now included a new training for the catering department, specifically for the Messman who remains an underdog position without formal training until now. The Messman Upgrading Course is an intensive five-day training programme designed to strengthen the technical capabilities, service excellence, and professional mindset required of Messmen serving onboard commercial vessels. Through a structured blend of theory, hands-on practice, and guided mentorship, participants gain the competencies needed to support safe, hygienic, and high-quality catering operations at sea.

Course Purpose

This programme equips Messmen with essential culinary skills, food safety knowledge, and service professionalism. Beyond technical training, the course emphasises positive work values, self-development, and continuous learning, ensuring participants are fully prepared to deliver exceptional service to multinational crews and contribute effectively to onboard welfare and operational standards.

The Training Approach

Participants engage in a comprehensive methodology combining:

- **Technical Training** — Practical instruction in food preparation, cooking techniques, portioning, and presentation.
- **Food Safety & Hygiene** — In-depth understanding of sanitation, personal hygiene, and regulatory compliance in maritime environments.
- **Service Skills** — Communication, cultural awareness, and customer-service excellence tailored to diverse crew needs.
- **Self-Development** — Goal setting, professional attitude building, and career-growth awareness.
- **Practical Scenarios** — Realistic onboard simulations to strengthen problem-solving and operational readiness.
- **Mentoring** — Guidance from industry experts to align participants with global maritime standards and expectations.

Competency Outcomes

Upon completion, participants will demonstrate:

- Strong technical proficiency in galley and mess-hall operations.
- Consistent adherence to hygiene, safety, and waste-management standards.
- Professional communication and service delivery.
- Confidence and readiness to perform Messman duties on board commercial ships.

This course provides a solid foundation for career advancement within the maritime catering profession and supports companies in maintaining high-quality onboard service standards worldwide.

MCTC has taken another important step in strengthening its catering and hospitality training with the launch of its new Galley and Messman Training Facilities, developed with the support of the IMEC grant. These purpose-built spaces reflect MCTC's continued commitment to giving trainees a practical, industry-relevant learning experience that closely mirrors real onboard operations.



The MCTC facilities offer high-standard galley equipment supervised by qualified instructors.

2.4 • NEW FACILITIES FOR MESMAN UPGRADING COURSE AT MCTC



The Messman Upgrading Course at the MCTC facilities now available in the Philippines, India and Indonesia.

The Galley Training Facility covers 50.6 square metres, while the dedicated Messman Training Room covers 19.8 square metres. Together, they provide a well-equipped environment where trainees can build their skills through hands-on practice.

The facility features modern training equipment, including seven fully functional galley stations, freezers, ovens, slicers, dishwashers, and deep-fat fryers. By using equipment similar to what they will find on board vessels, trainees are able to practice in a realistic setting and better understand the standards expected at sea.

This practical learning environment helps trainees develop the competence, confidence, and readiness needed for onboard duties. It also supports MCTC's goal of promoting high standards in maritime catering and housekeeping.

The investment has greatly improved the overall training experience and further strengthened MCTC's reputation as a leading maritime training provider. With its focus on continuous improvement, modern facilities, and practical instruction, MCTC continues to position itself as a preferred training centre for culinary and hospitality development in the maritime industry.

Trainee feedback has also been very positive. As one Chief Cook shared:

> "The new facility has helped us relate more closely to the onboard setup. All the equipment is excellent, and the trainers provide highly practical, hands-on instruction."

This feedback shows how the new facilities are helping to connect classroom learning with the real demands of shipboard operations.

2.5 • ETO Programme (First IMEC-Sponsored Batch)

The Electro-Technical Officer (ETO) Cadetship Training Program, in collaboration with the International Maritime Employers' Council (IMEC), marked a significant milestone in the development of future maritime professionals. This initiative was established with a clear objective: to cultivate a new generation of competent, disciplined, and globally competitive Electro-Technical Officers who will play a vital role in the safe and efficient operation of modern vessels.

For 12 young men, the programme represented more than just training; it was a transformative journey. Each of them made the courageous decision to step away from the familiar and embrace the challenges of a demanding profession. Their motivation was not only personal advancement but also the desire to create better opportunities for their families and communities.









Sponsors such as Columbia Shipmanagement, under the delegation of IMEC, ensured that the selection process was rigorous and aligned with the highest standards of the maritime industry.

When the training finally began, the 12 cadets found themselves immersed in a demanding yet rewarding environment that blended classroom instruction with hands-on application. Each day brought new lessons in the intricacies of electrical and electronic systems, where theory was reinforced by practical exercises designed to mirror the realities of shipboard life.

Alongside technical mastery, they were steadily introduced to the uncompromising safety culture that defines the maritime profession, learning that vigilance and discipline are as vital as skill.

The experience was not confined to technical knowledge alone. The cadets were challenged to adapt, to work as a team, and to build resilience in the face of unfamiliar situations. They encountered colleagues and mentors from diverse backgrounds, each bringing unique perspectives and approaches. This exposure broadened their understanding of the industry and prepared them to operate effectively in the multicultural environments that characterise modern shipping. Over time, the programme shaped them not only into capable technicians but into professionals with the confidence, adaptability, and collaborative spirit required to thrive at sea.

The culmination of the programme was not merely the completion of training but the transformation of 12 individuals into 12 aspiring Electro-Technical Officers. What began with hesitation and self-doubt ended with confidence, pride, and a strong sense of belonging. These cadets now stand prepared to embark on their careers, equipped with the knowledge, discipline, and determination to contribute meaningfully to the maritime industry.

The successful completion of the first IMEC-sponsored batch is a testament to the vision and commitment of Nautilus Pacific Maritime Training Center Inc. and its partners. This demonstrates the effectiveness of structured training in producing capable professionals who are ready to meet the evolving demands of global shipping. More importantly, it sets a precedent for future cohorts, affirming that with the right guidance and support, young aspirants can rise to the challenges of the profession and become leaders who will drive the industry forward.

The journey of these 12 cadets is a story of perseverance, transformation, and achievement. It reflects the enduring mission of IMEC and Nautilus to invest in people, strengthen the maritime workforce, and ensure that the next generation of officers is prepared to uphold the highest standards of professionalism and excellence at sea.



2.6 • Columbia Group Unplugged: Internal Engagement

Since launching its corporate podcast in 2025, Columbia Group has successfully created a dynamic platform for sharing knowledge, experiences, and expert perspectives from across the organisation. The debut episode focused on the critical topic of safety, exploring the role of leadership, crew welfare, mental well-being, and the changing regulatory landscape in shaping a strong safety culture. Building on this strong foundation, subsequent episodes have tackled a range of important industry topics, including Women in Maritime, Diversity and Inclusion, and addressing Harassment at Sea.

By fostering open and meaningful conversations, the podcast has become a valuable channel for highlighting key challenges, sharing best practices, and promoting the Company's values. Available on all major podcast platforms, the series continues to grow its audience, providing listeners with relevant insights while strengthening engagement with employees, partners, and the wider maritime community.

Your Success Comes First: Leadership at Columbia Group

In this episode of *Columbia Group Unplugged*, representatives from the Human Resources department, Senior Training Manager, Alejandro Justiniani, and Group Director Maritime HR (Learning & Development), Stewart Bankier, together with Anthos Hadjipanayiotou, Principal, Cyprus office at FranklinCovey Greece and Cyprus, came together to discuss Columbia Group's three-tier leadership development programme. The conversation centres on how the initiative is designed to instil meaningful and lasting behavioural change for leaders across the organisation's global operations.

Foundations of Effective Leadership: The speakers examine the core principles that underpin strong leadership within a large, multicultural organisation. Emphasis is placed on active listening, the deliberate building of trust, and the ability to lead diverse teams effectively across different cultural contexts.

Consistent Habits and Self-Awareness: The discussion highlights how sustainable leadership growth depends less on isolated training events and more on the development of consistent daily habits, heightened self-awareness, and clear communication. These elements are presented as critical to enabling leaders to inspire and support their teams, particularly within complex and fast-paced operational environments such as those found across the maritime sector.

Embedding Lasting Organisational Change: A significant portion of the conversation addresses the practical challenges of embedding behavioural change at scale, and the importance of ensuring that leadership practices remain aligned with the Company's core values throughout this process. Practical Application Throughout the episode, the speakers draw on real-world examples and offer actionable guidance intended to be of value both to emerging leaders and to established professionals seeking to refine their leadership approach.

> There is a big misconception that women are harassed more on board. According to research, data shows that 50% of reported harassment are within the same gender."
> - Anca Preda

> "When we speak about a harrassment-free environment, we speak about an environment where both shore staff and seafarers have an obligation to contribute."
> - Simona Toma



Capt. Leonid Zalenski, Columbia Group COO, Columbia Group Chief of Maritime HR, Simona Toma, and Director Maritime HR (Cruise) Anca Preda.



Group Director Maritime HR (Learning and Development), Stewart Bankier, and Senior Training Manager, Alejandro Justiniani, preparing for their episode on Leadership Development for Columbia Group Unplugged.

> "Respectful behaviour is the key in the prevention of harrassment."
> - Capt. Leonid Zalenski

2.7 • International Conferences & Global Presence

2.7.1 • Singapore Maritime Week

Singapore Maritime Week 2026, held between 20 and 24 April, brought together the global maritime community for a week of thought leadership, collaboration, and forward-looking discussions on the industry's key challenges and opportunities. Columbia was proudly represented by Group Deputy CEO, Demetris Chrysostomou; Chief of Maritime HR, Simona Toma; Fleet Operations Director, Varun Iyer Mani; and CSM Singapore Technical Director, Salvador Jr. Respeto, all contributing to valuable insights and perspectives to the ongoing dialogue shaping the future of maritime.





Chief of Maritime HR, Simona Toma, on the panel discussion at Singapore Maritime Week.

2.7.2 • 12th KEBE Business Leader Awards

The Group attended the 12th KEBE Business Leader Awards, which are dedicated to recognising and rewarding outstanding business leaders who contribute significantly to key sectors of the Cyprus economy. Columbia was awarded first place in the shipping category, a reflection of the Company's dedication to setting high standards and pushing the boundaries in the shipping sector, both in Cyprus and worldwide.



Award recipients and participants at the 12th KEBE Business Leader Awards ceremony.

2.7.3 • The SMT Crew Conference Spotlight

The SMT Crew Conference brought together maritime professionals to share knowledge, discuss industry developments, and explore emerging technologies. A key session featured OneLink Performance Managing Director, Capt. Pankaj Sharma, who presented the capabilities of RouteLink and its role in modern voyage planning. His presentation demonstrated how advanced routing technology can support safer and more efficient operations by optimising routes, mitigating weather-related risks, and enhancing decision-making. The session generated strong interest amongst delegates and highlighted the growing importance of intelligent digital solutions in today's maritime industry.



OneLink Performance Managing Director, Capt. Pankaj Sharma.



2.7.4 • Columbia's Annual Tokyo Gathering

Columbia Group hosted its annual Tokyo gathering, bringing together Columbia Group CEO, Andreas Hadjipetrou, Group Deputy CEO, Demetris Chrysostomou, the CSM Japan team, along with valued industry partners for an evening of networking, collaboration, and relationship building.

The event highlighted Columbia's long-standing presence in Japan and its continued commitment to the market. Following the opening of a local office last year, the Group is now even better positioned to support Japanese clients, strengthen local engagement, and foster long-term partnerships that contribute to shared growth and success across the region.



Columbia Group CEO, Andreas Hadjipetrou and Group Deputy CEO, Demetris Chrysostomou, with Taki Ikeda from East West Navigation.

2.7.5 • The ESG Shipping Awards International 2025

The ESG Shipping Awards International 2025 – THE CONFERENCE, held at the historic Zappeion Megaron in Athens, brought together more than 400 participants, representatives from over 200 shipping companies, and leading industry experts to discuss the evolving ESG landscape.

The event provided a valuable platform for sharing insights, practical solutions, and best practices across key areas of sustainability. Columbia Group's POCR team attended the conference, engaging in discussions on a wide range of topics, including decarbonisation, digital transformation, crew well-being, education, and corporate governance. The event highlighted the importance of collaboration and innovation in advancing the maritime industry's ESG ambitions.



Columbia Group's POCR team on a panel at the ESG Shipping Awards in Athens.

2.7.6 Marine & Offshore - MOQ, Doha, 2025

At Marine & Offshore Qatar (MOQ) Doha 2025, OneLink Performance Managing Director, Capt. Pankaj Sharma, joined a distinguished panel of global maritime leaders to discuss the future of digitalisation in shipping. As part of the session, "Navigating the Future: Digital Solutions for Modern Shipping", he shared insights on how emerging technologies are transforming maritime operations, enhancing decision-making, and driving greater efficiency across the industry. The discussion provided a valuable opportunity to exchange perspectives on the challenges and opportunities facing the sector, while highlighting the increasingly important role of digital solutions in the evolution of modern shipping.



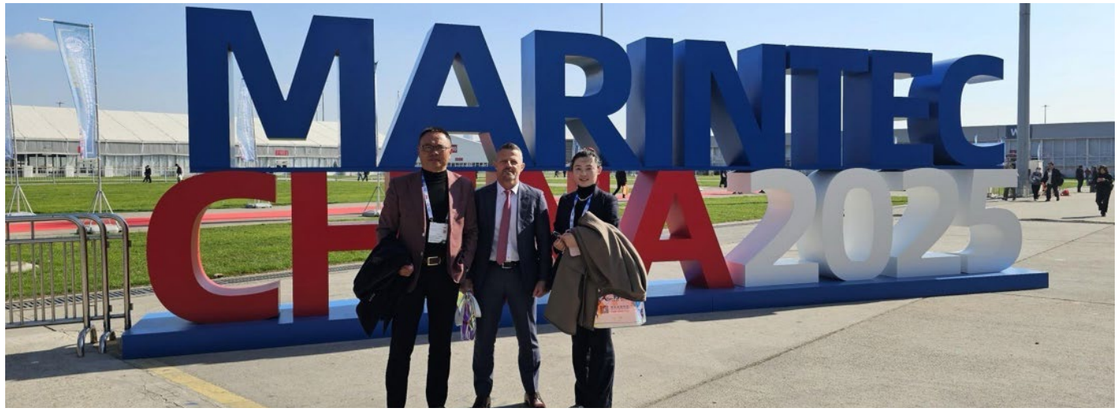


OneLink Performance Managing Director, Capt. Pankaj Sharma, at the event in Doha.

2.7.7 • Marintec China

CSM Shanghai participated in Marintec China, one of the world's leading maritime exhibitions, which brought together industry professionals, shipowners, technology providers, and maritime innovators from across the globe. The event provided an excellent opportunity to exchange insights, explore emerging trends, and strengthen connections within the maritime community.

Representing Columbia, Group Deputy CEO, Demetris Chrysostomou, and CSM Shanghai Managing Director, Bernard Liew, engaged with clients, partners, and industry stakeholders throughout the exhibition, reinforcing the Group's strong presence in this important maritime market.



Columbia Group Deputy CEO, Demetris Chrysostomou, and CSM Shanghai Managing Director, Bernard Liew at Marintec China.

2.7.8 • The Hellenic Maritime Forum

CSM Greece Managing Director, Gregory Spourdalakis, participated in the Hellenic Maritime Forum, joining industry leaders for a panel discussion on "Decarbonisation Strategies: Challenges and Opportunities". The event brought together key maritime stakeholders to explore the evolving path towards a more sustainable shipping industry, with discussions focusing on emissions reduction, regulatory developments, innovation, and collaborative solutions. The forum provided a valuable platform for exchanging ideas and highlighting the collective efforts required to support the industry's decarbonisation goals.





CSM Greece Managing Director, Gregory Spourdalakis, speaking on the panel at the Hellenic Maritime Forum.

2.7.9 • 2nd Decarbonization Technical Conference

Stylianos Psyllakis, Technical Director at CSM Greece, participated in the 2nd Decarbonization Technical Conference hosted by BPCO at the Stavros Niarchos Foundation in Athens. As a panellist in the session “Shaping the Future of Energy Innovation”, he joined industry experts to discuss emerging technologies, sustainable energy solutions, and the strategies needed to support the maritime sector’s transition towards a lower-carbon future. The conference provided a valuable platform for knowledge sharing and collaboration on the challenges and opportunities surrounding decarbonisation and energy transformation.





CSM Greece Technical Director, Stylianos Psyllakis, participated in the 2nd Decarbonization Technical Conference hosted by BPCO at the Stavros Niarchos Foundation in Athens, Greece.

2.7.10 • Posidonia, Athens Greece

Posidonia 2026: Celebrating Strong Partnerships and Shared Success

Ahead of Posidonia 2026, Columbia Group had the pleasure of hosting more than 350 guests at The Margi in Vouliagmeni, Athens, for an evening focused on strengthening relationships, exchanging insights, and recognising the value of long-standing partnerships within the maritime community.

The event brought together clients, industry stakeholders, and distinguished guests in a setting that highlighted the importance of collaboration and mutual support.

The evening opened with welcoming remarks from senior Company representatives, who emphasised the organisation’s ongoing commitment to delivering trusted, long-term value to its partners and customers. A special highlight of the event was the presence of Cyprus Deputy Minister of Shipping, Marina Hadjimanolis, whose attendance underscored the close ties between the Greek and Cypriot shipping sectors.

As the industry looked towards Posidonia 2026 and beyond, the evening served as a reminder of the strength of the relationships that underpin continued success. We extend our sincere thanks to all those who joined us and look forward to building on these partnerships and shared achievements in the years ahead.



Columbia Group CEO, Andreas Hadjipetrou, addressing the guests at the Company event in Athens.



Chief of Maritime HR, Simona Toma; Group CFO, Kyriakos Vlachos; and Group COO, Capt. Leonid Zalenski.

2.7.11 • The Maritime Cyprus 2025 Conference

The Maritime Cyprus 2025 Conference took place in Limassol, Cyprus, from 6-8 October 2025, under the central theme “Unlocking the Future... of Shipping”.

Held at Parklane, a Luxury Collection Resort & Spa in Limassol, the prestigious biennial event was organised by the Cyprus Shipping Deputy Ministry in cooperation with the Cyprus Shipping Chamber and the Cyprus Union of Shipowners. The main theme of this year’s conference was “Unlocking the Future ...of Shipping”, focusing on the key opportunities and challenges that will shape the future of global shipping.

The conference allowed team members to engage with industry leaders on critical topics including decarbonisation, energy transition, digitalisation, geopolitical developments, marine insurance, and crew welfare. It provided valuable insights into the evolving maritime landscape and strengthened industry connections while supporting Columbia’s commitment to sustainability and operational excellence.

Over 1,000 participants from 35 countries, including shipowners, senior executives, regulators, and state officials discussed critical topics including decarbonisation, the energy transition, digital transformation, geopolitical developments, marine insurance, and crew welfare.





Senior Training Manager, Alejandro Justiniani; Marketing Coordinator, Anastazia Anastassiou; Communications Officer, Angela Bekiaris; and CSM Greece Managing Director, Gregory Spourdalakis, at the Columbia Group booth at the conference.

2.7.12 • Female Mentoring Programme Awarded as Best Practice in Corporate Sustainability & Responsibility Limassol 2025

A significant achievement of the year was the recognition received at the Corporate Sustainability & Responsibility Best Practices Awards 2025. The award acknowledged the organisation's commitment to sustainability, responsible business practices, and positive social impact. This recognition reflects ongoing efforts to integrate environmental, social, and governance (ESG) principles into operations while supporting employees, communities, and the broader maritime industry.

“We are proud to share that Columbia Group received second prize at the CSR CYPRUS Awards for our Female Cadet Mentorship Programme. An initiative that empowers and supports women in our industry. This recognition strengthens our commitment to creating meaningful opportunities, driving inclusion and building a more sustainable future in shipping,” shared Senior Training Manager, Alejandro Justiniani, during the 17th Corporate Sustainability & Responsibility Conference.



A Commendation was awarded to Columbia Group for the Female Cadet Mentorship Programme, presented by Mr. Panayiotis Palates, Commissioner for the Citizen, and received by Mr. Alejandro Justiniani, Senior Training Manager.

2.7.13 • IMEC Conference 2026

Held on 21 May as part of IMEC’s Conference 2026, themed “Charting a Course for Maritime’s Future — Putting People at the Helm”, this fireside chat formed one of the standout sessions of the day, bringing together a diverse audience of industry delegates, Flag States, IMEC Members, cadets, and seafarers. The session was designed as an open platform to listen, reflect, and ensure that the voices of seafarers are not only heard but actively shape the direction of the industry.

Stewart Bankier, Group Director Maritime HR (Learning and Development), participated in the discussion titled “The Maritime Roundtable: Where Every Voice Counts”. Joining the panel alongside him was Claire Martina Caditan, CSM Cadet of the Year.

The conference provided a valuable platform for sharing insights, exchanging best practices, and highlighting Columbia’s continued commitment to learning, professional development, and the advancement of the next generation of maritime professionals.

The panelists shared personal career stories and the motivations that have shaped their paths in maritime, offering the audience a rare, human perspective on life at sea and ashore. The discussion centred on practical ways the industry can better attract, support, and retain future talent, particularly younger seafarers and cadets entering the profession.

A standout idea to emerge from the conversation was the introduction of more structured onboard appreciation systems, seen as a simple but powerful mechanism to boost morale and recognition. The session reinforced the conference’s broader ambition: putting people, and their voices, firmly at the helm of maritime’s future.



Stewart Bankier, Group Director Maritime HR (Learning and Development), and Claire Martina Caditan, CSM Cadet of the Year, at the IMEC Conference 2026.

2.8 • The ESG Shipping Awards International 2026

In 2026, Columbia Group's *I really CARE* initiative received international recognition at the ESG Shipping Awards International, earning the Gold Award in the People Leader category. This achievement reflects the dedication and commitment of our employees in driving positive social impact across the communities where we operate.

Since its launch in 2024 and the successful delivery of its first official project in 2025, the initiative has expanded across multiple locations worldwide. Through employee-led activities and community partnerships, *I really CARE* Project has delivered tangible benefits to local communities while strengthening Columbia Group's culture of care, responsibility, and social contribution.

By encouraging employees to contribute their time, ideas, and expertise, the initiative turns our values into meaningful action. Its impact is reflected not only in external recognition, but also in the positive outcomes achieved for individuals, communities, and charitable organisations.

During 2025, employees collectively contributed an impressive total of 657 volunteering hours, demonstrating a strong spirit of collaboration and a shared sense of purpose. This level of engagement reflects the growing reach of the initiative and highlights how individual efforts, when brought together, can create meaningful and measurable impact. Over the course of the year, colleagues supported a variety of causes, including raising funds for vulnerable children, preparing meals for families in need, organising donation drives for schools and local communities, engaging with senior citizens through organised activities and meaningful time spent together, and offering their time and skills to support charitable organisations.

The Gold Award serves as a significant endorsement of the initiative's impact and the commitment of Columbia Group's people. As the programme continues to evolve, it remains focused on fostering greater employee engagement, expanding community outreach, and strengthening a culture where care, responsibility, and solidarity are embedded in everything we do. Through the continued dedication of our employees, *I really CARE* will continue to create positive change and contribute to stronger, more resilient communities.



CSM Greece's Andrey Shtarkov DPA / CSO / ECM with Human Resources Officer Theodora Kollia accepting the award on behalf of Columbia Group.



2.9 • Seatrade Maritime Crew Connect Global 2025

Columbia Group was delighted to participate in Seatrade Maritime Crew Connect Global 2025 in Manila, Philippines, widely recognised as the world's premier marine crewing conference focused on the future of seafaring and workforce development.

Throughout the event, the Group actively contributed to important industry discussions addressing the evolving challenges and opportunities facing maritime professionals. Representing Columbia Group, Simona Toma, Chief of Maritime HR, joined a panel of leading industry experts to explore ship managers' priorities regarding crew welfare, the changing expectations of today's seafarers, and the strategies needed to navigate these developments effectively.

The day's programme concluded with an address from Columbia Group COO, Capt. Leonid Zalenski, and member of the Maritime Anti-Corruption Network (MACN), who provided attendees with an update on MACN's latest initiatives and ongoing efforts to promote transparency and integrity across the maritime sector.

Columbia Group was also pleased to welcome visitors to the Horizon Shipping Agencies and Columbus Travel booth, where delegates had the opportunity to connect with representatives, exchange insights, and discuss the future of maritime crewing and services.

The event provided a valuable platform for collaboration, knowledge sharing, and meaningful industry engagement.

Columbia extends its sincere thanks to everyone who visited the booth and participated in the discussions and looks forward to reconnecting with industry partners and colleagues at next year's event.



Industry leaders and maritime professionals gathered at Seatrade Maritime Crew Connect Global 2025 in Manila, Philippines.



Columbia Group COO, Capt. Leonid Zalenski.

SECTION 03

Human-Centred Development

Learning is about more than building skills. It is about empowering our people to grow, thrive, and reach their full potential.

3.1 • Group Director's Review: Delivering Excellence Through Our People





Stewart Bankier

Group Director Maritime HR
(Learning & Development)

As I reflect on the achievements of the past year, I am immensely proud of what our Learning & Development team has accomplished. The success of our department is built upon the professionalism, expertise, and commitment of a dedicated group of individuals working in global locations remotely from one another, who work tirelessly behind the scenes to support our seafarers and the wider organisation. I would like to express my sincere gratitude to every member of the team for their hard work, resilience, and unwavering commitment to excellence.

This year has been another period of significant activity and growth. While major strategic initiatives often receive the greatest visibility, it is important to recognise that our team's success is equally founded on the consistent day-to-day delivery of essential training services. From arranging routine statutory and mandatory courses, supporting recruitment interviews and candidate assessments, managing cadet onboard performance programmes, developing new learning solutions, and coordinating training schedules for thousands of seafarers, our team continues to provide a critical service that directly supports safe and efficient fleet operations.

Amongst our key focus areas this year was the continued delivery of environmental compliance training across the fleet. As regulatory expectations continue to evolve, ensuring our crews remain knowledgeable and prepared remains a top priority. Alongside this, our Fleet Training Officers continued to provide invaluable support onboard vessels during takeovers, transitions, and operational change programmes. Their contribution to the successful delivery of critical operational systems training, including AMOS and other fleet management tools, has been instrumental in supporting operational excellence and consistency across our growing fleet.

Leadership development in my opinion remains the most important area for further effort and achievement and is where the most benefit across our fleet will come. The successful launch and delivery of the Columbia Maritime Leaders Course for Senior Officers has received highly positive feedback and represents a significant milestone in our commitment to developing the next generation of maritime leaders. The programme not only strengthens leadership capability on board but also reinforces the values and behaviours that define our organisation. The course uses our in-house developed Key Elements of Effective Leadership (KEEL) model with its five elements.



Our Competence Management System (CMS) project has also continued to make important progress. Having established a strong foundation during Phase 1, we are now moving into Phase 2 with a focus on developing the catalogue of competence task data and procuring the digital platform that will ultimately host and manage the system. Importantly, the CMS initiative is also supporting the development of targeted training materials designed to provide a shorter-term solution for addressing identified competence gaps, enabling us to support seafarers more quickly while the full system continues to evolve.

Digitalisation continues to play a key role in our strategy. Significant progress has been achieved within our Adobe Learning Management System environment, including development of the Abela Drive file synchronisation solution which will improve the delivery of new learning content to vessels globally. We have also enhanced our learning analytics and dashboard capabilities, providing improved visibility of training performance and supporting better-informed decision making across the organisation.

As shipping prepares for alternative fuels and emerging technologies, we have developed a series of new educational programmes to support awareness and understanding of future fuel technologies. While embracing innovation, we remain equally focused on maintaining practical operational skills and ensuring that our seafarers continue to receive the hands-on training required for safe and effective vessel operations.

Another exciting development has been the creation of a structured career progression pathway that includes shore-based assignment opportunities for selected seafarers. By creating opportunities to gain office experience, we are helping strengthen collaboration between sea and shore teams while broadening career development opportunities for our people.

Looking forward, we will continue to embrace innovation, digitalisation, Artificial Intelligence, and new learning technologies to enhance the effectiveness of our training solutions. However, while technology will undoubtedly shape the future of learning, our greatest strength remains our people. The passion, professionalism, creativity, and dedication demonstrated by our Learning and Development team every day are what truly drive our success.

Together, we are building a stronger, more capable, and future-ready workforce. I thank every member of the team for their contribution and look forward to continuing this journey of innovation, collaboration, and excellence in the years ahead.

3.2 • ESG Series 2



In collaboration with OneCare Group's OneLearn Global, a member of Columbia Group, we successfully launched Episode 2: "The Environmental Pillar" as part of our ESG Awareness eLearning series. Developed to provide employees with a practical and accessible introduction to sustainability and ESG principles, the four-part microlearning programme continues to strengthen understanding and engagement across the organisation.

Building on the foundations established in Episode 1, the second module focused on the Environmental pillar of ESG, helping employees deepen their understanding of environmental challenges and opportunities across both shore-based and onboard operations. Through interactive scenarios and real-life workplace examples, participants explored how everyday decisions can influence environmental performance and contribute to reducing our overall environmental footprint.

The module covered key topics including energy efficiency, waste management, and responsible resource use, equipping employees with practical knowledge and tools to support more sustainable decision-making in their daily roles. By connecting ESG concepts to real operational situations, the training helped translate sustainability principles into meaningful actions.

The launch of Episode 2 marked another important milestone in our efforts to embed sustainability across our organisation. Through practical learning content and real-world examples, the module enhanced employees' understanding of key environmental topics and their role in supporting responsible business practices.

Developing employee knowledge through dedicated ESG training remains fundamental to the successful integration of sustainability across the organisation. By strengthening understanding of environmental challenges and opportunities, the ESG Awareness eLearning series supports informed decision-making and contributes to the achievement of our long-term sustainability objectives.

3.3 • Global Diversity Awareness Month

As one of Columbia Group's core values, diversity is fundamental to who we are and how we operate as a global organisation. With employees representing numerous nationalities, cultures, backgrounds, experiences, and perspectives across our offices and vessels worldwide, fostering an inclusive environment is essential to our success. We believe that embracing diversity strengthens collaboration, drives innovation, and enables us to better serve our people, customers, and communities.

In October 2025, we marked Global Diversity Awareness Month through a series of initiatives designed to promote inclusion, encourage cultural exchange, and celebrate the diversity that enriches our organisation.



The celebration of Diwali celebrated in the CSM Garden in Cyprus, presented by Columbia Group CEO, Andreas Hadjipetrou, and Group COO, Capt. Leonid Zalenski.



To support learning and engagement, employees were given access to a curated selection of TED Talks and podcasts covering topics such as diversity, inclusion, belonging, and unconscious bias. These resources encouraged colleagues to reflect on different perspectives and helped foster greater understanding across our global workforce.

Recognising that culture can be shared and celebrated in many ways, we also invited employees to contribute songs that reflected their heritage, traditions, or personal identity. Contributions from colleagues around the world were compiled into "Columbia Tunes", a Spotify playlist showcasing the diverse cultures represented across the Group and creating a unique opportunity for employees to connect through music.

As part of our Global Diversity Awareness Month initiatives, a special episode of *Columbia Group Unplugged*, Columbia Group's corporate podcast, featured Claudia Paschkewitz, Group Director of Diversity, Inclusion and Sustainability, alongside colleagues from our Cyprus office. The conversation explored the many dimensions of diversity within the workplace, including cultural backgrounds, neurodiversity, communication, empathy, and the importance of fostering an environment where everyone feels valued, respected, and heard. The episode provided employees with an opportunity to reflect on how diversity and inclusion contribute to a stronger, more collaborative organisational culture.

The celebration of diversity continued through the recognition of Diwali (Deepavali), one of the world's most widely celebrated festivals. Colleagues were introduced to the significance and traditions of Diwali, which symbolises the triumph of light over darkness, good over evil, and knowledge over ignorance. By highlighting cultural celebrations such as Diwali, we promoted greater awareness and appreciation of the diverse traditions and communities that make up our workforce.

Through these initiatives, we reinforced our commitment to embedding diversity, equity, and inclusion into our culture and daily operations. By creating opportunities for learning, dialogue, and cultural exchange, we continue to cultivate a workplace where differences are respected, diverse perspectives are valued, and every employee has a sense of belonging.



3.4 • Columbia Group Launches Leadership Development Programme



In 2025, the Group proudly launched its Leadership Development Programme (LDP), reinforcing its long-standing commitment to fostering a culture of continuous learning, professional growth, and leadership excellence. Designed in partnership with global leadership consultancy FranklinCovey, the programme aims to identify, develop, and empower leaders at all levels of the organisation, equipping them with the skills, knowledge, and confidence needed to drive business success in an increasingly dynamic environment.

The programme is built around the belief that strong leadership is a critical enabler of organisational performance. Through a structured curriculum that combines practical learning, self-reflection, coaching, and real-world application, participants have been encouraged to strengthen key leadership competencies such as strategic thinking, effective communication, collaboration, decision-making, and team development.

Throughout its first year, the programme attracted enthusiastic participation from leaders across various functions and regions of the Group. Participants have particularly valued the opportunity to exchange experiences, learn from peers, and apply new leadership approaches within their teams. The programme has also fostered stronger cross-functional relationships, creating a broader network of leaders committed to supporting the Group's long-term objectives.

Feedback received from participants and stakeholders has been overwhelmingly positive. Many attendees reported increased confidence in their leadership abilities, improved engagement with their teams, and enhanced capability in managing challenges and driving performance. Managers have also observed positive behavioural changes, including greater accountability, stronger collaboration, and a more proactive approach to problem-solving.

Beyond individual development, the programme has played an important role in strengthening the Group's overall leadership pipeline. By investing in current and future leaders, the organisation is building the capabilities required to support sustainable growth, drive innovation, and maintain a high-performance culture. The success of the first year has demonstrated the programme's value and impact, providing a strong foundation for future cohorts and continued investment in leadership development.

As the programme moves into its next phase, the Group remains committed to expanding leadership capability across the organisation, ensuring that leaders are equipped to inspire their teams, navigate change effectively, and contribute to the achievement of strategic goals. The strong engagement and positive outcomes achieved during the inaugural year highlight the programme's importance as a key pillar of the Group's people development strategy.

3.5 • OneCare Group - Mental Health & Well-being Webinars and Programmes

Trainings and Sessions

As the maritime industry continues to evolve, organisations are increasingly recognising that operational excellence goes hand in hand with employee well-being, diversity, and psychological safety. Columbia Group has demonstrated this commitment through its comprehensive 2025-2026 training programme, which focuses on mental health, neurodiversity, workplace inclusion, and the prevention of harassment and bullying across its global workforce and crew members.

The training schedule reflects a strategic approach to fostering a healthier and more supportive workplace culture. Beginning in September 2025, Columbia launched initiatives addressing workplace conduct through a dedicated webinar on bullying and harassment, underscoring the organisation's commitment to maintaining respectful and safe working environments for all employees.

Beyond psychological well-being and inclusion, Columbia's training agenda also promotes holistic health through initiatives such as Physical Fitness Day. This reflects a broader understanding that employee well-being encompasses both mental and physical health, supporting resilience and long-term performance in demanding maritime environments.

Through this comprehensive training framework, Columbia demonstrates that investing in people is fundamental to sustainable success. By addressing mental health, neurodiversity, inclusion, fitness, and respectful workplace behaviour, the Company is helping build a resilient, engaged, and supportive workforce equipped to meet the challenges of the modern maritime industry.

In an industry where teamwork, concentration and safety are paramount, investing in mental health is both a human and business imperative.

CSM Training & Session Schedule

SEP – OCT 2025	NOV 2025	JAN – APR 2026	MAY – JUN 2026
18 Sep 2025 Bullying and Harassment (Webinar) *CSM Employees*	**10 Nov 2025** She Beyond Conf. – Unconscious Bias Workshop (Karen Ibanez) *CSM Crew*	**14 Jan 2026** January Habits *CSM Corporate*	**04 May 2026** SOC Tbilisi – Preventing and Combating Harassment and Bullying (Karen Ibanez) *CSM Crew*
15 Oct 2025 Crew Conference – Mental Health (Julia Opperman) *CSM Crew*	**10 Nov 2025** Ratings Conf. – Behavioral Arts and Mental Health (Karen Ibanez) *CSM Crew*	**09 Mar 2026** Preventing and Combating Harassment and Bullying (Karen Ibanez) *CSM Crew*	**12 May 2026** Noatum Kochi India – Preventing and Combating Harassment and Bullying (Vishnu Aravind) *CSM Crew*
16 Oct 2025 Connecting Autism Spectrum Disorder and ADHD *CSM Employees*	**11 Nov 2025** Senior Officer Conf. – Mental Health (Karen Ibanez) *CSM Crew*	**10 Mar 2026** Preventing and Combating Harassment and Bullying (Karen Ibanez) *CSM Crew*	**13 May 2026** Proactive Mental Health *CSM Corporate*
23 Oct 2025 INUI Bulk Carrier Conference – Behavioral Arts and Mental Health (Karen Ibanez) *CSM Crew*	**19 Nov 2025** Men's Mental Health *CSM Employees*	**19 Mar 2026** Neurodiversity in Workspaces *CSM Corporate*	**22 May 2026** Ratings Conf. Batumi – Preventing and Combating Harassment and Bullying (Guven Kale) *CSM Crew*
31 Oct 2025 Chartworld Conference – Mental Health *CSM Crew*	**21 Nov 2025** Mental Health Awareness Training *CSM Greece*	**07 Apr 2026** Physical Fitness Day *CSM Corporate*	**24 Jun 2026** Pride Month *CSM Corporate*

3.6 • Prevention of Bullying and Harassment Framework



Columbia formally integrates psychological welfare and workplace respect directly into its vessel Safety Management System. By framing interpersonal behaviour as a core operational safety component, the Company addresses human factor risks to prevent onboard errors, improve communication, and maintain overall shipboard discipline.

Operational Impact and Risk Analysis

Safety-Critical Metric: Psychological safety is treated as an operational requirement, recognising that intimidated crew members are hesitant to speak up, report errors, or challenge unsafe orders.

Industry Prevalence: Industry data cited in the framework indicates that 8% to 25% of all seafarers, and over 50% of female seafarers, experience bullying during their careers.

Operational Definitions: Bullying is defined as a repeated, deliberate misuse of power or rank to intimidate, while harassment includes single or repeated unwanted actions targeting protected characteristics such as age, gender, race, nationality, or religion.

Shipboard Delivery and Training Methodology

Learning Engagement Tool (LET): It utilises a dedicated engagement pack for interactive discussions led by supervisors in quiet shipboard areas like the mess room or ship's office.

- **Target Group Size:** Group sessions are strictly capped at a maximum of 10 crew members to encourage open discussion, practical engagement, and personal retention.
- **Timing and Environment:** Sessions are scheduled when crew members are alert and undisturbed, ensuring the material is absorbed as a practical safety routine rather than a passive lecture.

Leadership Expectations and Bystander Action

- **Self-Audit for Officers:** Senior crew members are required to examine their leadership style, replacing public reprimands, sarcasm, and shouting with calm, clear, and constructive instruction.
- **Active Bystander Standard:** Doing nothing in the presence of misconduct is explicitly prohibited. Bystanders are trained to assess the situation and act through direct intervention ("Let's keep this professional") or indirect de-escalation (changing the subject or creating a work pretext).
- **Evidence Logging:** Seafarers experiencing or witnessing incidents are advised to document details with ship-log precision, noting dates, times, individuals involved, and specific behaviours.

Governance and Multi-Channel Reporting

- **Chain of Command:** Primary onboard reporting follows the standard hierarchy through Department Heads, the Chief Engineer, Chief Officer, or directly to the Master.
- **Direct Company Channels:** Crew members can escalate issues directly ashore to the Designated Person Ashore (DPA), Environmental Compliance Manager (ECM), or Top Management via phone, SMS, or openreporting@csm-d.com.
- **Independent Third-Party Reporting:** An external, anonymous reporting pathway is maintained via phone (+800-19293949) and email (open-reporting@open-reporting.com).
- **Strict Non-Retaliation Policy:** The Company enforces a zero-tolerance policy against retaliation for reporting misconduct, backed by consistent disciplinary action applied equally across all ranks.



3.7 • Columbia Maritime Leaders Course

The Columbia Maritime Leaders Course is an applied leadership development programme designed initially for senior seafarers across the Columbia fleet. The course was developed to provide practical tools, knowledge and leadership behaviours that support safe operations, stronger onboard teamwork and improved decision-making in real maritime conditions. It was developed for Columbia Shipmanagement in collaboration with specialist leadership and maritime partners, including FranklinCovey, BZ Maritime Leadership and the Adam Smith Business School of Glasgow University.



The programme was introduced following a review of operational and incident trends, which highlighted the continued influence of the human element on safety performance. The course builds on the understanding that effective leadership is essential not only for compliance, but also for strengthening safety culture, improving risk management, supporting emergency response and promoting continual improvement across vessel operations.

At the centre of the course is the KEEL Model, which focuses on five essential leadership elements: Effective Management, Communication, Developing High Performing Teams, Decision-Making and Self-Awareness. These elements provide a structured and practical framework for senior officers to reflect on their leadership style and apply effective leadership behaviours during daily shipboard operations.

The course content is strongly connected to real onboard challenges. Participants explore practical leadership tools such as structured briefings, situational awareness, decision-making under pressure, prioritisation, leadership adaptability and team development. The programme emphasises that leadership is not a fixed behaviour; leaders must adjust their approach depending on the situation, the level of risk, the task and the maturity of the team.

A key feature of the programme is its alignment with Columbia's values, including Respect, Loyalty, Competence, Accountability, Passion, Diversity and Sustainability. By integrating these values into the training, the course encourages leaders to build trust, strengthen engagement and develop positive working environments on board.

The course also prepares leaders to operate in a modern maritime environment shaped by volatility, uncertainty, complexity and ambiguity. (VUCA). Through the VUCA concept, participants are encouraged to anticipate change, remain adaptable, communicate clearly, simplify complex situations and involve others when clarity is required.





Team development is another important component given the constant crew rotation needs of the fleet. The programme uses recognised team development concepts to help leaders understand how teams progress from the formation stage when new crew join to a high-performance stage when teams mature and work well together. Participants examine how leaders can support team cohesion, clarify roles, encourage communication and promote a culture where crew members look after each other and feel comfortable asking for support. This is captured in the phrase “Psychological Safety”, which is a strong and recurring theme throughout the course.

Participant feedback has indicated strong value and relevance to senior maritime officers. Survey results referenced improvements in effective management, communication, developing high-performing teams, decision-making and self-awareness, with participants also recognising the value of practical exercises, simulations and case studies.

Overall, the Columbia Maritime Leaders Course represents a significant investment in leadership competence, safety culture and operational excellence. By combining maritime experience, academic input and practical leadership application, the programme supports Columbia’s commitment to developing capable, confident and responsible leaders who can inspire their teams and contribute to safer, more efficient and more resilient vessel operations.

204

SENIOR OFFICERS ATTENDED THE LEADERSHIP COURSE SINCE FEBRUARY UNTIL SEPT 2026





3.8 Animated Lesson to be Learnt (LTBLs)

Lesson to Be Learned (LTBL) remains one of the organisation’s most effective safety learning tools. Through animated content, LTBLs help explain the causes, consequences, and preventive measures related to onboard incidents and accidents in a clear and engaging way.



In the maritime environment, where safety lessons must be understood quickly and remembered effectively, animation helps turn complex scenarios into realistic and practical learning experiences. This approach continues to receive positive feedback from both seafarers and management, reinforcing its value as an important part of our safety culture.

Why animation?

Research in learning and development shows that visual and animated training materials can improve learner engagement, understanding, and knowledge retention compared with traditional text-based communication. Animation is especially effective in explaining processes, procedures, and cause-and-effect relationships, making it highly suitable for safety and incident prevention training.

By presenting realistic scenarios in a concise and visually engaging format, LTBLs help ensure that critical safety messages are not only understood but also applied in day-to-day operations.

How does it work?

The LTBL framework is designed to maximise learning effectiveness. Each module begins by presenting the incident scenario, followed by key questions that encourage awareness and reflection. Learners are then guided to analyse the underlying causes, consider safer alternatives, and understand the barrier controls and preventive measures needed to prevent recurrence.

The short duration of each module helps maintain attention, reduces learning fatigue, and ensures that the key messages are delivered clearly and effectively.

Since our last edition, a total of 14 animated LTBL modules have been published through the Learning Management System (LMS). These modules are available to both onboard and shore-based personnel, including offline access for vessels. This continued rollout strengthens the organisation’s commitment to continuous learning, proactive risk management, and the prevention of future incidents across the fleet.

The following newly-released LTBL modules are now available on the LMS:

- Lesson to Be Learned (LTBL) 22 – Steam Burn Incident
- Lesson to Be Learned (LTBL) 23 – Thinner Ingestion Incident
- Lesson to Be Learned (LTBL) 24 – Amputated Finger During Free Fall Lifeboat Drill
- Lesson to Be Learned (LTBL) 25 – Fall from Elevated Valve
- Lesson to Be Learned (LTBL) 26 – HFO Burn During Maintenance
- Lesson to Be Learned (LTBL) 27 – Hydraulic Jack Workshop Incident
- Lesson to Be Learned (LTBL) 28 – Vessel Grounding
- Lesson to Be Learned (LTBL) 29 – Allision with an Anchored Vessel
- Lesson to Be Learned (LTBL) 30 – Hydro Blasting Injury
- Lesson to Be Learned (LTBL) 31 – Stanchion Finger Injury
- Lesson to Be Learned (LTBL) 32 – Blackout and Loss of Propulsion During Manoeuvring
- Lesson to Be Learned (LTBL) 33 – Burn Injury During Hot Water Cleaning
- Lesson to Be Learned (LTBL) 34 – Near Miss During Pilot Disembarkation
- Lesson to Be Learned (LTBL) 35 – Chemical Burn Injury

3.9 • HOLD Magazine

HOLD Magazine: OneCare Group's Digital Publication for Seafarers

In an industry where life at sea can often create challenges for well-being, communication, and professional development, ***HOLD*** magazine has emerged as an innovative resource for seafarers worldwide. Created by **OneCare Group (OCG)**, HOLD stands for Human Element Onboard and Lifetime Development, reflecting its focus on supporting the personal and professional growth of maritime crews.

Launched as a digital publication, *HOLD* magazine was designed specifically for seafarers, providing engaging content that goes beyond traditional industry news. The magazine features interviews and conversations with maritime professionals and subject matter experts, alongside articles covering health, mental well-being, travel, sports, entertainment, and educational topics relevant to life at sea. Readers are also offered interactive content, including games and other leisure features, making the publication both informative and enjoyable.

HOLD magazine is released on a **quarterly basis**, ensuring that readers receive fresh content throughout the year. As a quarterly publication, four editions are normally produced annually, corresponding to the four calendar quarters.

HOLD Magazine Release Schedule:

2025

Evidence from OneCare Group's published editions confirms the existence of the ***HOLD*** **magazine Q2 2025** issue, indicating that the quarterly publication schedule was maintained during 2025.

Based on the magazine's quarterly structure, the 2025 publication cycle would have included:

- **Q1 2025:** January to March edition
- **Q2 2025:** April to June edition
- **Q3 2025:** July to September edition
- **Q4 2025:** October to December edition

The publicly accessible records available confirm the Q2 2025 edition, while specific publication dates for all 2025 issues are not publicly listed in the available sources.

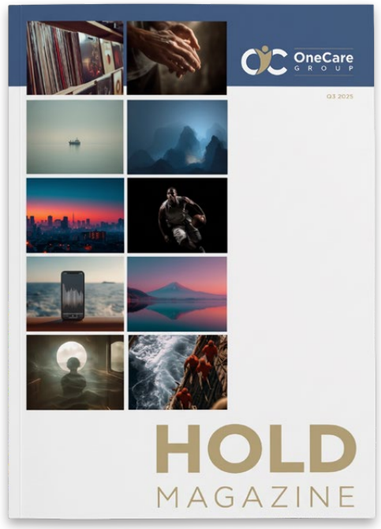
2026

The latest publicly available release identified is OCG *HOLD* magazine Q1 2026, which was published on 4 May 2026 through OneCare Group's FlipHTML5 platform.

This publication demonstrates the continuation of *HOLD* magazine as a core communication and engagement platform for OneCare Group's maritime audience. The Q1 2026 edition follows the established quarterly format and continues the magazine's mission of promoting wellbeing, learning, and connection among seafarers.

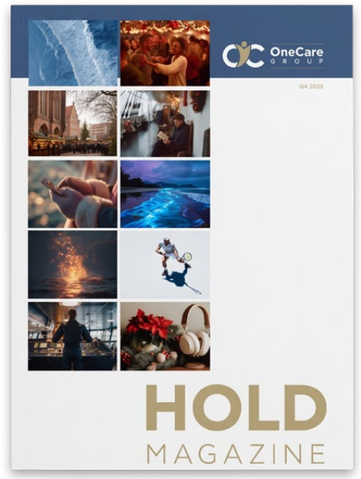
HOLD magazine has become an important part of OneCare Group's commitment to supporting seafarers. By combining well-being resources, industry insights, educational content, and lifestyle features, the publication helps foster a stronger sense of community among maritime professionals.

As a quarterly digital magazine, *HOLD* continues to provide valuable content throughout the year, with confirmed editions including Q2 2025 and Q1 2026, the latter published on 4 May 2026.

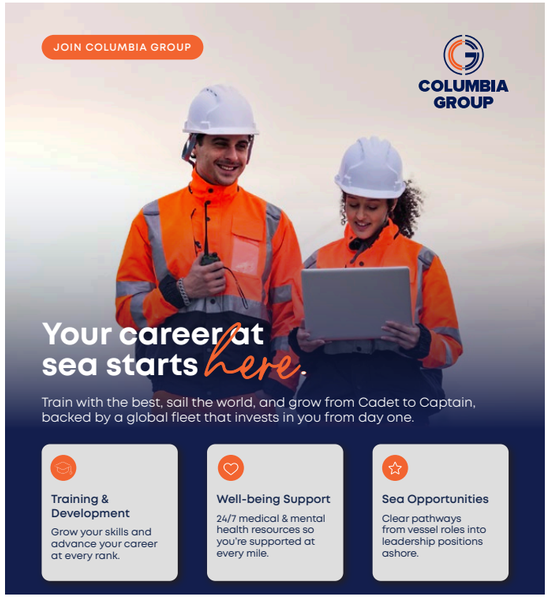


MM/YYYY	Topic
July 2025	Building a Mental Health Toolbox
Aug 2025	7-Day Productivity Challenge
September 2025	Physical Ailments and Mental Health in Seafarers
October 2025	Mental Health Day (Anchored Minds) by OCG
November 2025	Men's Day
December 2025	The impact of family separation
Jan 2026	Quiet Power
Feb 2026	Understanding motivation for exercise
March 2026	The Stress Response
April 2026	Motivation for exercise
May 2026	IntDay for Women in Maritime
June 2026	Being Away from Home





3.10 • Columbia Group Career Progression Campaign



The initiative was designed to attract and retain maritime talent by highlighting the Company's commitment to professional development, crew welfare, and long-term career opportunities.

The campaign communicated key employee value propositions, including structured training and development programmes, comprehensive well-being support, and clear pathways from sea-going positions to shore-based leadership roles. It also showcased Columbia Group's global workforce and strong retention performance, reinforcing the Company's position as an employer of choice within the maritime industry.

- Supported the creation and delivery of promotional material for the "Join Columbia Group" career campaign.
- Helped communicate career development opportunities from Cadet to Captain, emphasising continuous learning and progression.
- Promoted employee well-being initiatives, including 24/7 medical and mental health support services.
- Strengthened employer branding by highlighting key organisational achievements, including more than 20,000 seafarers, 96% crew retention, representation from 28 nationalities, and high employee satisfaction levels.

The campaign enhanced Columbia Group's visibility as a people-focused maritime employer by effectively communicating its commitment to career growth, employee well-being, and long-term talent development. The initiative supported recruitment objectives and reinforced the Company's message of "Recognising Service. Valuing People. Building Futures".

3.11 • Welfare Initiatives

Seafarer welfare is a central and strategic priority for CSM, reflecting both the operational realities of life at sea and the evolving expectations of the global maritime regulatory environment. This report situates the training initiatives that follow within that wider context, outlining why sustained investment in crew welfare is essential to safety, retention, regulatory compliance, and long-term operational performance.

Research spanning over 13,000 international seafarers has demonstrated a strong association between positive work-environment factors, such as job satisfaction, training, and workplace conditions, and higher levels of crew well-being, with improvements in these areas linked to better retention and safety outcomes. In a competitive global labour market for qualified seafarers, welfare provision functions as a meaningful driver of loyalty, engagement, and career longevity within the industry.

As part of the Company's commitment to seafarers' welfare and well-being, the icare (Welfare) Officer of the Fleet introduced new Welfare initiatives in 2026, delivered across the Fleet.

3.11.1 • Seafarers' Referral Bonus Program

To strengthen recruitment efforts across designated regions, the Company has introduced a Seafarers' Referral Bonus Program (RBP) on a pilot basis. The initiative encourages seafarers affiliated with EMEA Maritime HR offices, including Rijeka, Baltija, Batumi (Georgia), Novorossiysk, and St. Petersburg, to recommend qualified candidates for selected officer positions. The programme applies to both conventional and cruise fleet personnel and aims to attract experienced maritime professionals through employee referrals.

Under the programme, referrals are accepted for key officer positions, including Chief Officer, Second Engineer, Electro-Technical Officer, as well as several additional ranks within the NAFTOMAR fleet. To ensure the quality and long-term suitability of referred candidates, the referral bonus becomes payable only after the recommended officer successfully completes their first contract, receives a performance appraisal above "Satisfactory", and is approved for re-employment on a second contract.

Eligible seafarers who make a successful referral will receive a USD 600 referral bonus, which is paid exclusively through the Kadmos card system. By rewarding successful recommendations, the programme supports the Company's talent acquisition strategy while recognising the valuable contribution of seafarers in identifying and attracting skilled professionals to the fleet.

3.11.2 • Seafarer's Seniority Awards Program

The Seafarers' Seniority Awards Program recognises and honours the dedication, loyalty, and long-standing service of our seafarers whose commitment continues to strengthen our operations and uphold the highest standards at sea. The programme aims to enhance retention, morale, and engagement across the entire fleet.

The awards are granted at the following milestones:

- 10 Years of Active Service
- 20 Years of Active Service
- 30 Years of Active Service
- 40 Years and Above of Active Service

To support the distinct experiences of our crew, we designed and introduced tailored milestone incentives for both our female and male seafarers.

So far, 95 Senior Officers, Junior Officers, and Ratings have had their respective milestones celebrated, with many more to be recognised before the end of the year.





Columbia Group COO Capt. Leonid Zalenski granting Seniority Awards during Senior Officers conference in Georgia, May 2026

3.11.3 • WELLATSEA – CSM Wellness Program (Partnering With OneCare Group)

WellAtSea is a well-being technology company that provides a holistic wellness programme created and designed by health experts for shipping companies.

Through this joined effort, the CSM Wellness Program was born, a 360° wellness platform available for the seafarers' use on game play via App and web, to safeguard their mental and physical well-being globally, focusing on three main goals: improving mental resiliency, encouraging group socialisation, enhancing the physical state of the mind.

The programme's philosophy is centred on sustainable organisational change achieved through three key pillars: social, gamification, and rewards. Currently 171 vessels are registered on the platform with 2,912 active users.

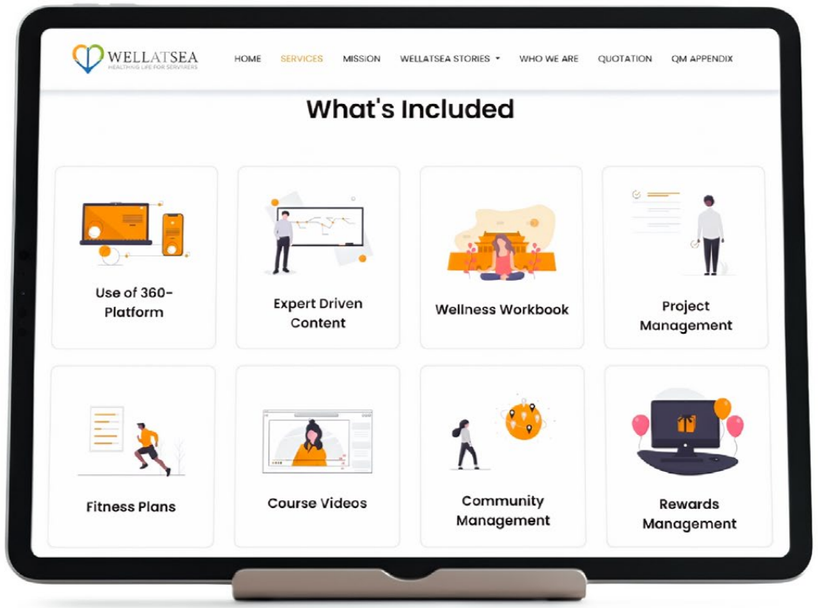
The programme is built around four key pillars:

- **Physical Well-being:** Encouraging healthy lifestyles through fitness, nutrition, preventive healthcare and medical support.
- **Mental Well-being:** Promoting psychological health, resilience, stress management and access to mental health resources.
- **Social Well-being:** Strengthening onboard relationships, teamwork, inclusion and social connection among crew members.
- **Financial Well-being:** Supporting financial awareness, planning and stability to help reduce stress and improve overall quality of life.





MHSS Presentation during Senior Officers Conference in Manila, Philippines, March 2025.



3.11.4 • Women of the Waves in Celebration of Our Women Seafarers, as Dedicated to the International Women's Day

An LMS collective video highlighting women seafarers around the world on board the CSM vessels, with introductory notes presented by Chief of Maritime HR, Mrs. Simona Toma, and shared via the CSM's eLearning platform, in celebration of the International Women's Day. The video met a highly positive response, reaching more than 1,000 users on the platform and receiving an outstanding average rating of 4.9 out of 5.



3.11.5 • CSM Fleet Olympics in celebration of the International Seafarers Day

As part of the celebration for the International Day of the Seafarers, a fleet-wide fitness competition was organised for all the vessels registered on the Wellatsea platform, to encourage participation, promote teamwork and well-being, and to recognise the involvement, efforts and contributions of our seafarers – please see the presentation herewith enclosed.

The competition received enthusiastic participation from our vessels' crew members, who demonstrated engagement and commitment to the spirit of the event. The evidence's submissions reflect their genuine dedication and highlight the strong sense of camaraderie and community on board.

The winners of the competition are the crews of the following vessels, in order:

- **1st place:** M/V ADELAIDE
- **2nd place:** M/V INTERASIA ENGAGE
- **3rd place:** M/V AURORA BOREALIS

To commemorate this occasion, three dedicated digital certificates have been specifically designed to be awarded to the winning vessels in recognition of their achievement and contribution to the success of our event.





The CSM Fleet.



Crew members on board vessels M/V ADELAIDE, M/V INTERASIA ENGAGE, M/V AURORA BOREALIS.

3.11.6 • icare Pack for Women Seafarers

The "icare Pack for the Women Seafarers" initiative was launched across the Main Fleet Full-managed vessels, introduced as part of our continued commitment to maintaining high standards of crew welfare and well-being, diversity and inclusivity within the fleet, and support for female crew members serving onboard our vessels.

The icare Pack consists of the following 2 (two) kits:

1. Vessel Medical Readiness Kit

- A dedicated medical kit designed specifically to address essential health needs of female seafarers during their service on board.

This is made available onboard the impacted vessels and will contain carefully selected medical items intended to provide practical support and promote comfort during voyages.

2. Pre-boarding Hygiene Kit

- This kit is individually purchased by every female seafarer, prior to embarkation, in quantities enough to cover a standard six-month period and a two-month safety buffer.

Final contents may be adjusted based on regional availability, personal needs and preferences, exclusively focusing on personal care items intended to support the women seafarer's hygiene, privacy and preparedness during deployment, and to minimise the likelihood of emergency while on board.



SECTION 04

Cadetship & Talent Development

CSM’s Cadetship Programme serves as a vital talent pipeline for the organisation and its clients, delivering a sustainable supply of well-trained, competent, and Company-aligned maritime professionals.

4.1 • CSM Cadetship Programme
Building the Future of Maritime Leadership

Through a structured Cadetship Programme, CSM identifies high-potential maritime talent early and guides them through every stage of their professional development. Working closely with maritime academies and recruitment partners worldwide, the programme combines rigorous screening, competency assessments, and behavioural evaluations to identify individuals with the potential to become future maritime leaders.

Once selected, cadets embark on a development pathway that extends beyond classroom learning. Through specialised training, mentorship, and practical exposure at sea, they gain firsthand experience in shipboard operations while continuously developing their technical knowledge, professional skills, and leadership capabilities.

Throughout their sea service, cadets receive structured support through task book monitoring, performance evaluations, and guidance from experienced shipboard teams. This hands-on approach ensures that learning is translated into real-world competence, preparing cadets for the responsibilities that come with becoming licensed officers.

Today, CSM's Cadetship Programme serves as a vital talent pipeline for the organisation and its clients, delivering a sustainable supply of well-trained, competent, and Company-aligned maritime professionals ready to navigate the future of the industry.

What CSM Delivers:

- Global recruitment network and academy partnerships.
- Structured cadet development and mentoring.
- Continuous progress monitoring and performance reporting.
- Welfare, well-being, and diversity-focused support.
- A sustainable pipeline of future officers aligned with client needs.



We do not simply recruit cadets. We develop, support and manage future Officers through every stage of their professional journey.

4.2 • Cadet Statistics 2025

CSM Cadetship Programme

High level (End-to-End Process)

The Cadetship Journey, at a Glance

A structured, end-to-end pathway that takes a candidate from intake through shipboard development to a certificated officer – built to strengthen Columbia Group's internal officer pipeline.

3 Stages of progression | **10** Phases intake to graduation

From candidate to certificated officer – one continuous route

STAGE 1 **Entry & Readiness** | Phases 1–4 — *Building the shortlist and preparing cadets before they ever set foot on a vessel.*

PHASE 01
Intake Planning
Confirm how many cadets we take in, aligned with owners' fleet needs.

PHASE 02
Sourcing & Nomination
Source candidates through academies and partners to build the shortlist.

PHASE 03
Screening & Selection
Assess and interview candidates to select those who meet our standards.

PHASE 04
Training & Readiness
Prepare selected cadets through training so they are ready for assignment.

STAGE 2 **Deployment & Shipboard Development** | Phases 5–8 — *Cadets go to sea — training is tracked and evaluated onboard, contract by contract.*

PHASE 08
Contract Debriefing
Capture evaluation and debrief at the end of the contract.

PHASE 07
Onboard Monitoring
Track cadet training onboard against the TRB and CSM Taskbook.

PHASE 06
Pre-Boarding & Deployment
Complete pre-joining steps so the cadet safely joins the vessel.

PHASE 05
Vessel Endorsement
Match cadets to suitable vessels based on owners' requirements.

STAGE 3 **Progression & Programme Completion** | Phases 9–10 — *Certification and graduation — the cadet is ready to join the fleet as an officer.*

PHASE 09
COC & Promotion Readiness
Cadets acquire their COCs and progress onto the applicable officer pathway.

PHASE 10
Graduation from the Programme
Cadet completes the Cadetship Programme and transitions into the fleet.

PIPELINE VISIBILITY
Phase 9 gives Crewing a forward view of cadets nearing COC, supporting junior officer planning ahead of time.

Why It Matters — Programme Goals

01
Internal Officer Pipeline
Supply our own officers from the pipeline instead of relying on external hiring.

02
Lower Recruitment Cost
Reduce the cost of sourcing officers by growing talent in-house.

03
Higher Retention
Homegrown officers are more loyal, driving stronger long-term retention.

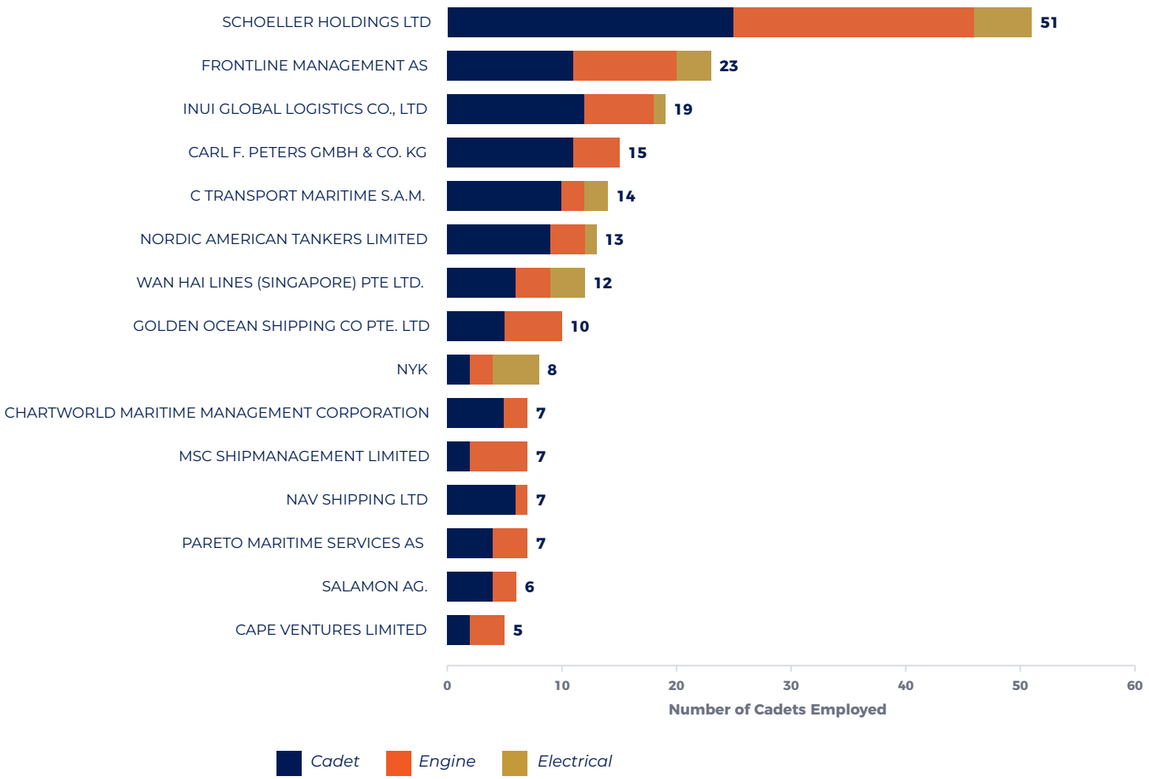
Columbia Group – Maritime HR

CSM Cadetship Programme · High-Level End-to-End Process

4.2 · CADET STATISTICS 2025

2025 Top 15 Cadet Allocation by Owner

Cadetship Year 2025 · Employed status · Unique CAPE ID per owner across first and second vessel assignments



204
CADETS RECRUITED 2025

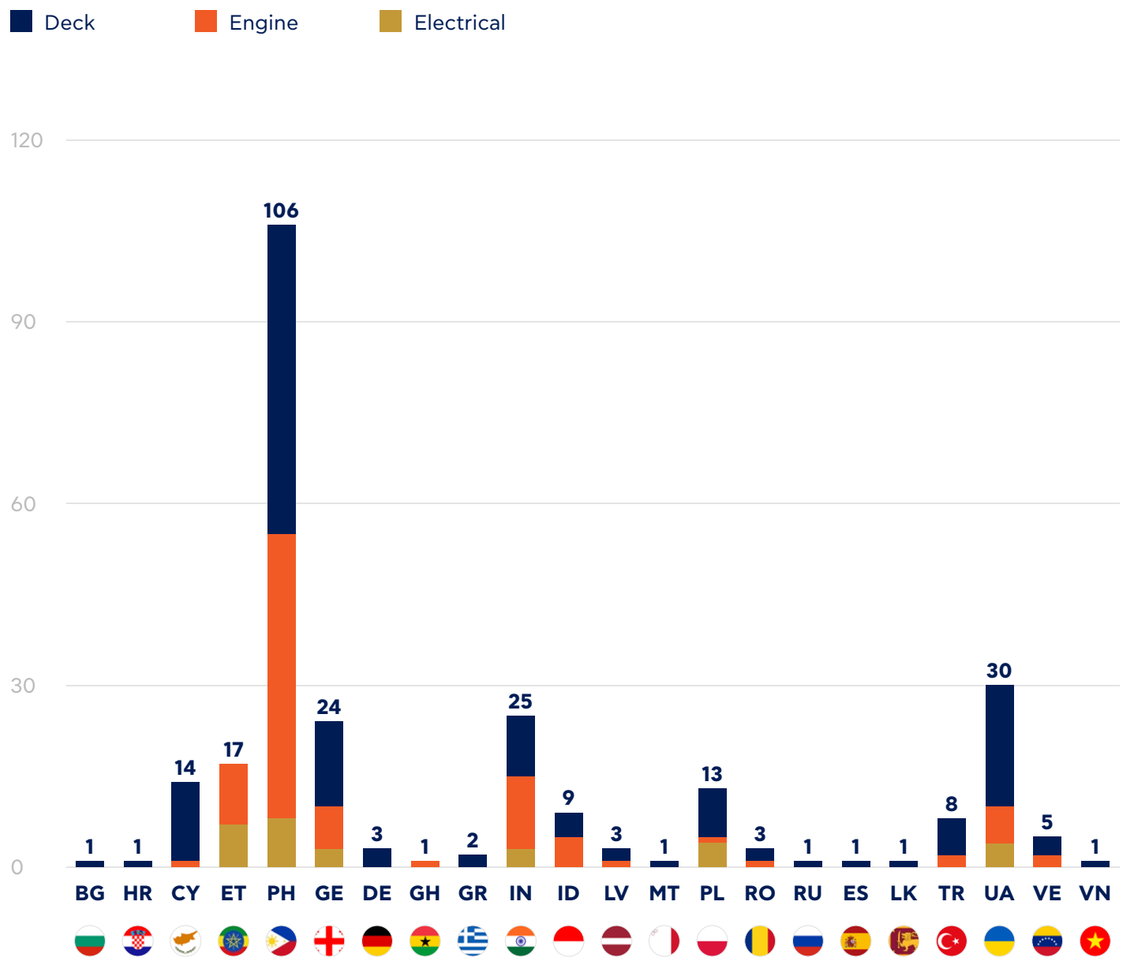
15
OWNERS

114
Deck

71
Engine

19
Electrical

Breakdown by discipline and nationality. All values are based on the data provided for the 2025 annual training activities publication.



NATIONALITY	DECK	ENGINE	ELECTRICAL	TOTAL
Bulgarian	1			1
Croatian	1			1
Cypriot	13	1		14
Ethiopian		10	7	17
Filipinos	51	47	8	106
Georgian	14	7	3	24
German	3			3
Ghanaian		1		1
Greek	2			2
Indian	10	12	3	25
Indonesian	4	5		9
Latvian	2	1		3
Maltese	1			1
Polish	8	1	4	13
Romanian	2	1		3
Russian	1			1
Spanish	1			1
Sri Lankan	1			1
Turkish	6	2		8
Ukrainian	20	6	4	30
Venezuelan	3	2		5
Vietnamese	1			1

4.3 • CADETSPLUS Philippines and India

Columbia continues to invest in the development of future maritime professionals through the successful completion of the CadetsPlus Programme 2026 in both the Philippines and India.

Held from 13 to 22 May 2026 at the Conrad Hotel, Philippines and 3 to 12 June 2026 at AMET University, Chennai, India, the programme brought together cadets for an intensive learning experience designed to prepare them for the realities of life and work onboard multinational vessels.

Developed in partnership with industry stakeholders and aligned with Columbia's commitment to excellence, CadetsPlus serves as a bridge between maritime education and shipboard practice. The programme equips cadets with essential knowledge, practical insights, and professional behaviours expected of future officers serving in a global maritime environment.

Throughout the programme, participants completed a series of interactive modules covering:

- Maritime English and effective communication.
- Personal development and continuous learning.
- Maritime legislation and professional responsibilities.
- Shipboard safety, environmental protection, and personal hygiene.
- Teamwork, leadership, and multicultural collaboration on board.

Beyond technical knowledge, the programme emphasises the importance of safety culture, environmental stewardship, professionalism, and teamwork, ensuring cadets are well-prepared to adapt and contribute effectively from their very first vessel assignment.

The programme culminated in a Certificate Presentation Ceremony, recognising the commitment and achievements of participating cadets. The ceremony celebrated not only the successful completion of the programme but also the beginning of an exciting journey toward becoming competent and responsible maritime professionals.

As the maritime industry continues to evolve, initiatives such as CadetsPlus reinforce Columbia's commitment to developing future-ready seafarers who embody the Company's values, uphold the highest professional standards, and are equipped to thrive in an increasingly global and diverse shipping environment.





Cadetship Program Manager, Joey Infante, and Senior Cadet Coordinator, Mckenly Liman, at the CadetsPlus event.



Participants at the CadetsPlus Programme 2026.

4.4 • Mapping the Cadetship Program's Future

From 26-29 May 2026, the Cadetship Team gathered in Manila, Philippines for its Strategic Planning Workshop, kicking off the week with a Project Management Training led by Joey Infante, Cadetship Program Manager. The session equipped the team with a structured way of handling projects taking it one milestone at a time.

The team then took a deep dive into the Cadetship Program, mapping the entire cadet journey from end to end. What emerged was a clearer picture of the programme, organised into three key stages and 10 phases, helping identify opportunities to strengthen the cadet experience and create greater value for stakeholders.

These discussions led to the identification of three major projects that will help drive the next chapter of the programme:

Major Strategic Projects

- **Cadetship Communication** – A structured way of communication with internal stakeholders, vessels, training partners, and the creation of the cadet's community group.
- **Programme Procedures** – Reviewing, enhancing, and creating procedures to support a more standardised, efficient, and transparent Cadetship Program based on the end-to-end process previously identified.
- **Columbia Cadetship Academy** – Developing a structured training framework that supports cadets from their academy years, onboard training and in preparation for their promotion to Junior Officer.

But strategy wasn't the only thing on the agenda on 30 May when the Cadetship Team joined forces with the Manila Training Team for a teambuilding adventure in the scenic province of Rizal. For the first time, both teams stepped away from the office and into the outdoors, for activities, friendly competition, and a lot of laughter. The day wasn't just about having fun. It was an opportunity to build stronger relationships, create new connections, and reinforce the teamwork that powers both teams every day.

As the Cadetship Team moves forward with its newly defined roadmap, one thing is clear: the future of the programme is being built through both innovative ideas and the people working together to bring the strategy into fruition. With a strategy in place and stronger team bonds than ever, the journey ahead looks promising for the next generation of Columbia cadets.



The Cadetship Team attending the workshop at CSM Manila in May 2026.

4.5 • Onboarding Programme in NPMTC

Building the Next Generation of Maritime Leaders Through NPMTC's Onboarding Programme fresh from their respective academies and universities, Filipino cadets begin their professional journey with the Columbia Cadetship Program through the NPMTC Onboarding Programme, an in-house training initiative designed to introduce them to the Columbia way of life.

More than just an orientation, the programme aims to immerse cadets in everything 'Columbia' from our Company Values, and icare philosophy to the policies, procedures, and standards that guide our operations worldwide. By providing a strong foundation from day one, cadets gain a deeper understanding of who we are as an organisation and what it means to be part of the Columbia family.

Since its launch, the programme has successfully completed two pilot batches:

Programme Milestones

- Nautilus In-House Batch 1 (1 December 2025 – 23 January 2026) - 37 cadets completed.
- Nautilus In-House Batch 2 (2 March 2026 – 10 April 2026) - 21 cadets completed.

In total, 58 cadets have already undergone the onboarding programme, taking their first step toward a rewarding maritime career with Columbia.

As a newly introduced initiative, the programme continues to evolve. Feedback and evaluations from the pilot batches are being carefully reviewed to ensure that the learning experience complements, rather than duplicates, existing academy and university curricula. The goal is to deliver practical, relevant, and future-ready development opportunities that prepare cadets for the realities of modern shipboard operations.

Looking ahead, the programme will be expanded to include topics that support both personal and professional growth, including:

- Leadership Development
- Financial Literacy
- Artificial Intelligence and Emerging Technologies
- Change Management

Communication and Cultural Awareness

Practical Shipboard Safety Training, including enclosed space entry, working at heights, and other operational competencies.

By investing in these areas, Columbia is reinforcing its commitment to developing well-rounded maritime professionals who are prepared not only for today's challenges but also for the rapidly evolving future of the industry.

As technology advances and the demands of the maritime sector continue to change, the skills of tomorrow may look very different from those of today. Through initiatives such as the NPMTC Onboarding Programme, Columbia remains committed to equipping cadets with the knowledge, adaptability, and resilience needed to thrive at sea and become the future leaders of our organisation.

"At Columbia, we do not simply prepare cadets for their first vessel. We prepare them for a lifetime of growth, leadership, and continuous learning in an ever-changing maritime world."

4.6 • Cadet Award Scheme

CSM Announces Recipients of the Cadet Award Scheme

CSM is proud to announce the recipients of the Cadet Award Scheme, established under Personnel Information Notice (PIN) No. 55 to recognise and celebrate exceptional achievement within the Columbia Cadetship Programme. Introduced to promote excellence in professional development, leadership, safety awareness, environmental stewardship, and crew welfare, the scheme reflects Columbia's commitment to shaping future maritime professionals who demonstrate both competence and character.

Category	Winner	Nationality	Programme
Cadet of the Year	Martina Claire Caditan	Filipino	Deck Cadet
Leadership & Initiative	Giorgi Gorgadze	Georgian	Deck Cadet
Welfare & Crew Support	Mark Lawrence Benedicto	Filipino	Deck Cadet
Environmental Stewardship	Jade Yntong	Filipino	Deck Cadet
Safety Champion	Roman Mujiri	Georgian	Deck Cadet



Senior Cadet Coordinator, Mckenly Liman; Deck Cadet Winners; and Cadet Manager, Joey Infante.



Winning cadet with Group Director Maritime HR (Learning and Development), Stewart Bankier.

The awardees exemplify the values championed through PIN 55 and the Columbia Cadetship Programme, showcasing dedication, professionalism, and a commitment to continuous growth as future officers of the maritime industry.

The Cadet of the Year award was presented to Third Officer, Ms. Caditan, during a formal ceremony at the CSM Manila Office earlier this year, whose journey exemplified dedication, resilience, and professional growth.

Ms. Caditan joined Columbia's Cadet Programme in 2020 under the IMEC Cadet Sponsorship Scheme while studying at the Maritime Academy of Asia and the Pacific (MAAP) based in the Philippines. Over four years, she completed academic training, leadership development and onboard experience, describing the journey as one of the most transformative chapters of her life.

"Life at sea taught me resilience, adaptability, teamwork and professionalism," she said. "From being a beginner who once struggled to adjust, I gradually grew into a more confident and responsible individual." She credited Columbia's mentors, officers and crewmates with helping her through challenges including self-doubt, homesickness and adjusting to life on board.



Left to right: Senior Training Manager, Alejandro Justiniani, Columbia Group CEO, Andreas Hadjipetrou; Cadet of the Year recipient, Martina Claire Caditan; Chairman and Founder of Schoeller Holdings and Columbia Group, Mr. Henrich Schoeller; and Group Director Maritime HR (Learning and Development), Stewart Bankier.

"What stood out most was how approachable and supportive the mentors were," she said. "They reminded me that every cadet starts as a beginner and that mistakes are part of learning." As a female cadet in a male-dominated industry, she said she worked hard to build strong relationships on board while proving that gender is no barrier to professionalism, safety and teamwork.

In response to mounting concerns over crew shortages, retention challenges and evolving IMO training requirements, Columbia Group announced its enhanced Training Cadet Programme. Through Maritime HR, Columbia Group's HR and Learning and Development division, the Company has introduced a more robust governance structure for its cadet operations, designed to provide greater oversight, welfare support and career progression for cadets from recruitment through to officer level.

Looking ahead, Ms. Caditan hopes to continue progressing in the industry, with the long-term ambition of becoming a Captain.

Simona Toma, Chief of Maritime HR, congratulated Ms. Caditan on her new accolade. "We are proud to name Martina as Columbia's Cadet of the Year," shares Ms. Toma. "She has embraced every stage of her development with professionalism and determination, and we look forward to watching her career continue to grow."

The Cadet Award Scheme serves as more than a recognition programme. It reflects Columbia's continued investment in developing maritime professionals who are prepared to lead, innovate, and contribute positively both on board and ashore. By celebrating excellence in areas such as leadership, safety, environmental responsibility, and crew welfare, Columbia continues to foster a culture where cadets are encouraged to reach their full potential.

Congratulations to all recipients of the 2025 Cadet Award Scheme. Their achievements embody the values of the Columbia Cadetship Programme and serve as an inspiration to cadets across the fleet as they prepare to become the next generation of maritime leaders.

4.7 • Maritime Academy Partnerships (Global Expansion)

Investing Earlier, Developing Stronger Future Officers

Columbia Group has taken a significant step forward in strengthening its cadet pipeline with the launch of a new early-engagement recruitment strategy, designed to identify and develop future officers while they are still in their academy years. As part of the initiative, the Cadetship Team successfully recruited eight cadets from the Lyceum International Maritime Academy (LIMA) during a selection programme held from 2-5 June 2026.

More than simply filling cadet slots, the new approach focuses on identifying high-potential individuals early and providing them with leadership development opportunities throughout their academic journey.

To support a more objective and well-rounded evaluation process, candidates underwent a multi-stage assessment that looked beyond academic performance alone:

- **Preliminary Screening** – Evaluation of academic standing, leadership experience, and overall qualifications.
- **PLANEX Assessment** – A behaviour-based problem-solving exercise measuring communication skills, effective intelligence, and leadership potential.
- **Panel Interview** – Assessment of communication ability, motivation, courage, and personal values.

The enhanced selection process ensures that cadets are assessed holistically, combining academic achievement with the competencies and character traits required for a successful maritime career.

The newly selected LIMA cadets will be the first batch to participate in Columbia's tutorial and development programme while still pursuing their studies. By engaging cadets earlier, Columbia aims to better prepare them for life at sea, strengthen leadership capabilities, and build a sustainable pipeline of future maritime professionals.



LIMA cadets.



Group Director Maritime HR (Learning and Development), Stewart Bankier, with cadets from the Lyceum International Maritime Academy.

4.8 • Structured Selection Process, Including PLANEX and BBI

As part of our commitment to attracting and developing the next generation of maritime professionals, Columbia Group continues to strengthen the Cadetship Program selection process through the implementation of PLANEX and Behaviour-Based Interviews (BBI). These assessment tools enable us to evaluate not only academic potential, but also the competencies, values, and behaviours required for success at sea.

PLANEX

Within the Columbia Cadetship Program, PLANEX (Planning Exercise) is a behaviour-based assessment used as part of the cadet selection process. Candidates work through a planning or problem-solving scenario while assessors observe and evaluate how they communicate, collaborate, demonstrate leadership, and make decisions under time pressure. Unlike an academic exam, PLANEX focuses on behaviours and potential rather than technical knowledge.

How Candidates Are Evaluated

Candidates are assessed against predefined behavioural competencies using an observation and scoring matrix. Assessors evaluate demonstrated behaviours throughout the exercise rather than the final solution alone.

Competency	What Assessors Observe
Leadership	Initiative, influence, decision-making, teamwork
Power of Communication	Clarity, active listening, confidence, engagement
Effective Intelligence	Problem-solving, analysis, adaptability, judgement





Senior Training Manager, Alejandro Justiniani, and Training Manager, Igor Fozyekosh, interviewing Cadets in CYMA.

Behaviour-Based Interview (BBI)

The Behaviour-Based Interview (BBI) is a structured interview used to assess a candidate's past experiences and behaviours as indicators of future performance. Candidates are asked to provide specific examples of situations they have encountered, focusing on their actions, decisions, and outcomes.

The interview forms part of the cadet selection process and complements the PLANEX assessment by providing deeper insight into a candidate's competencies, values, and potential.

How Candidates Are Evaluated:

Competency and Requirements	What Assessors Observe
Power of Communication	Clarity, listening skills, confidence, influence, interpersonal effectiveness
Motivation	Commitment, initiative, career aspirations, perseverance, willingness to learn
Courage and Values	Integrity, accountability, resilience, inclusion, sound judgement

4.9 • Cyprus Maritime Academy Graduation

The Intercollege Graduation Ceremony 2026, held at the Open Amphitheatre of the University of Nicosia, Cyprus celebrated the achievements of graduates across a range of disciplines, including maritime studies. Amongst the institution's notable industry partnerships is its collaboration with CSM through the Cyprus Maritime Academy (CyMA), a maritime academy operating under Intercollege.

This partnership provides maritime cadets with scholarships, onboard sea-service training, mentorship opportunities, internships, and potential employment pathways, reinforcing the strong link between academic education and professional careers in the global shipping industry.





Associate Director, Cyprus Maritime Academy and Intercollege, Kyriakos Patsalides; Training Manager, Igor Fozyekosh; Senior Training Manager, Alejandro Justiniani; Executive Director, Cyprus Maritime Academy and Intercollege, Nikolas Kythreotis, together with Junior Officer Tarek Kalaoun.

4.10 • ETO Cadetship Program

The maritime industry is facing significant challenges in ensuring that seafarers receive effective and meaningful training. Rapid technological developments, increasing operational demands, and reduced crew numbers have created an environment where traditional training methods are becoming less effective. Industry leaders increasingly recognize that maritime training must move beyond compliance requirements and focus on building real competence, practical skills, and continuous learning.

Current Challenges

One of the most significant issues affecting maritime training is the lack of available time. Seafarers often work under demanding conditions, balancing operational duties, maintenance requirements, port activities, and administrative tasks. These responsibilities leave little opportunity for focused learning and professional development.

As a result, training is frequently treated as a mandatory requirement rather than a valuable learning experience. Many seafarers' complete courses simply to meet regulatory obligations, leading to a "tick-box" culture where compliance takes priority over genuine understanding and skill development.

In addition, existing international training frameworks sometimes struggle to keep pace with industry changes. New technologies, digital systems, and automated processes are being introduced faster than training standards can be updated. This creates a gap between what seafarers learn and what they encounter onboard modern vessels.

Emerging Training Approaches

To address these challenges, shipping companies are exploring new and innovative training methods. One of the most promising developments is microlearning, which delivers information in short, focused modules that can be completed in a few minutes. This approach better suits the busy schedules of modern seafarers.

Gamification is also gaining popularity. By incorporating elements such as challenges, rewards, and interactive activities, training becomes more engaging and memorable. Learners are encouraged to participate actively rather than simply completing courses for compliance purposes.

Another growing trend is simulation-based learning. Advanced simulators and virtual reality technologies allow seafarers to practice real-life scenarios in a safe environment. These tools help improve decision-making, technical competence, and emergency response skills.

Importance of Human Factors

While technology plays an important role, many industry experts emphasise that human factors remain equally important. Effective communication, leadership, teamwork, and cultural awareness are essential skills for modern seafarers.

Training programmes should therefore focus not only on technical knowledge but also on developing confidence, critical thinking, and professional judgment. Senior officers can contribute by integrating learning into daily operations through regular mentoring and onboard coaching sessions.

Creating a positive learning culture on board is also important. When seafarers feel supported and respected, they are more likely to engage with training and share their knowledge with colleagues.



Recommendations

To improve maritime training, the industry should consider the following actions:

1. Implement flexible learning solutions such as microlearning and mobile-based training.
2. Increase the use of simulation and virtual reality technologies.
3. Update training content regularly to reflect technological advancements.
4. Encourage onboard mentoring and daily learning opportunities.
5. Place greater emphasis on leadership, communication,and cultural awareness.
6. Ensure adequate manning levels to provide sufficient time for training and professional development.

Maritime training must evolve to meet the demands of a rapidly changing industry. Although compliance remains necessary, the primary objective should be the development of competent, confident, and adaptable seafarers. By combining innovative learning methods, modern technology, and strong human-centred approaches, the maritime sector can create a more effective training ecosystem that supports both operational excellence and long-term professional growth.

SECTION 05

Competency Management System (CMS)

A key objective of the CMS is not only to assess competence but also to support the systematic closure of identified competency gaps.

5.1 • CMS Enhancements & Digitalisation

The Competency Management System (CMS) is a strategic, evidence-based framework developed to establish a consistent and fully verifiable approach to competence management across our fleet. It has been designed to ensure that seafarers possess the knowledge, skills, behaviours, and operational capabilities required to perform their duties safely, effectively, and consistently. More than a traditional training programme, the CMS represents a structured approach to defining competence, establishing measurable performance standards, assessing capability, identifying development needs, and verifying competency through objective evidence.



Figure 1: Competence management – a business-critical issue.

Why Does CMS Matter?

The importance of the CMS lies in the direct relationship between people, safety, operational reliability, environmental protection, and customer confidence. While certificates and training records demonstrate that learning activities have been completed, they do not necessarily confirm that knowledge and skills are being applied effectively in real operational situations in our fleet. The CMS addresses this challenge by focusing on demonstrated competence in the workplace. Through clearly defined competency standards, performance criteria, assessment methods, and evidence requirements, the system enables competence to be verified against pre-defined standards. This systematic approach allows strengthening of leadership, communication, teamwork, decision-making, situational awareness, technical proficiency, and operational discipline, and therefore the CMS contributes directly to safer vessel operations, improved reliability, stronger risk management, and enhanced service quality.

The CMS Roadmap

The CMS Roadmap incorporates five phases and was developed following a comprehensive review of incident investigations, internal audits, third-party inspections, industry programmes, and fleet performance data. These activities identified competency gaps across a range of technical, operational, leadership, and human-element areas. The programme was therefore established not simply as a training initiative, but as a company-wide framework designed to integrate competency development, assessment, performance improvement, and organisational learning. Each identified gap has been translated into competency units, observable tasks, performance criteria, and assurance requirements that provide clear expectations and measurable standards for personnel across different vessel types and operational functions.

Implementation Progress

During the reporting period, substantial progress was achieved in moving the CMS from concept to implementation via a project team. The foundational phase of the programme focused on establishing governance arrangements, defining strategic objectives, developing competency catalogues, reviewing existing systems, refining digital platform requirements, and engaging key stakeholders across marine, technical, QSHE, crewing, and training functions.

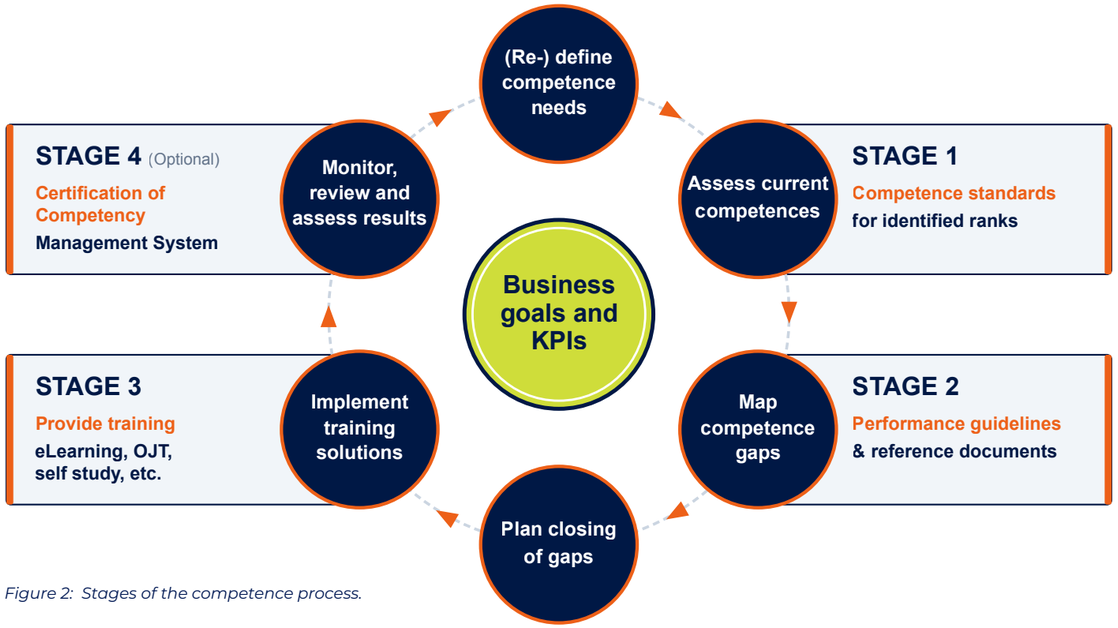


Figure 2: Stages of the competence process.

Driving Digital Transformation

A central component of the CMS strategy is the development of a dedicated digital competence management platform. This platform will provide a central repository for competency records, assessment evidence, standards, performance data, and development activities. The roadmap also includes integration with related management systems and learning platforms to create a more connected and transparent approach to competence management.

Over time, the platform will enable improved reporting, competency dashboards, performance analytics, and more effective identification of training needs and organisational trends. This digitalisation strategy will allow competency information to be monitored, reviewed, and managed with greater consistency and visibility across the fleet.

The gathering of this digital data about our seafarers will allow many of the Maritime HR functions to be further enhanced, such as promotion and long-term career development decisions but particularly to ensure our seafarers get the appropriate guidance and learning opportunities at the right time and optimised for the career path they have chosen. This will also give us and our clients greater confidence and evidence that we are placing the right person on the right ship at the right time.

Data Interaction and Integration

Typical areas of software and data interaction relevant to competence development.

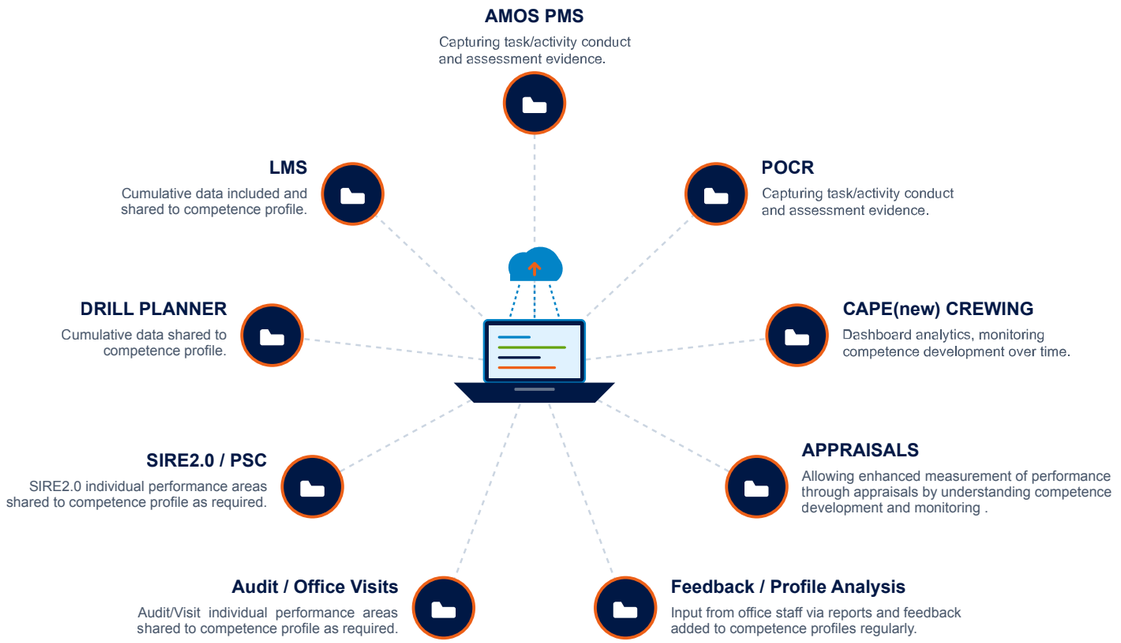


Figure 3: CMS – Examples of Data Management, Collection and Recording Areas.

Bridging Competency Gaps

A key objective of the CMS is not only to assess competence but also to support the systematic closure of identified competency gaps. Individual Performance Improvement Plans (PIPs) will be used to define targeted development actions, while competency-based training programmes are being aligned directly with competency standards, operational tasks, and measurable performance criteria.

Together, these initiatives establish a structured development pathway that supports continuous professional growth, strengthens operational performance, and ensures competence can be developed and demonstrated consistently across the fleet.

Competency Framework

Core operational, safety, and leadership domain mapping.

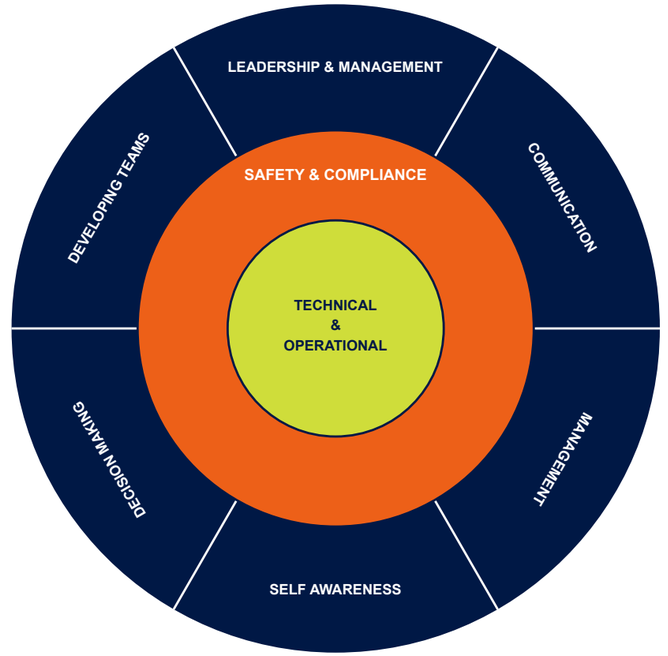


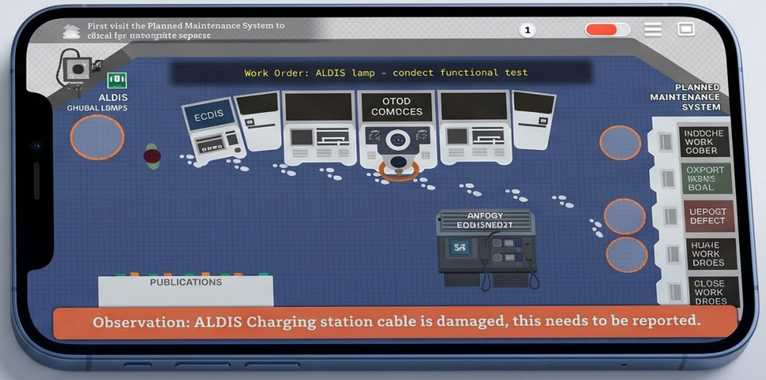
Figure 4: Seafarer Competence Domains.

Looking Ahead

Looking ahead, the programme will continue through a phased implementation process that includes the completion of competency standards, preparation and calibration of assessors, pilot deployment onboard representative vessels, and progressive fleet-wide implementation. Following full implementation, the focus will shift to performance monitoring, assessor calibration, annual competency reviews, data-driven decision making, mentorship, coaching, and continuous improvement.

The ultimate vision is to establish a fully integrated competence management environment in which learning, assessment, operational performance, leadership development, and organisational improvement are connected through a single framework. By investing in competence as a measurable and verifiable capability, the organisation is strengthening its safety culture, supporting professional development, improving operational resilience, and enhancing its ability to deliver safe, reliable, and high-quality services to customers worldwide.





SECTION 06

Training Projects & Technology Development

CSM has always invested in technology that empowers our Seafarers and with the skills, confidence, and practical experience required to operate safely and efficiently in today's evolving shipping environment.

6.1 • COLREG Training: Gamified Learning Application

The ColRegs Challenge – Advancing Training Through Mobile Gamification

The ColRegs Challenge, a mobile and desktop application hosted on the CSM LearnStrike Platform, has evolved beyond a single digital refresher into part of a wider culture of continuous, challenge-based learning. Through short, focused activities, seafarers can practice the International Regulations for Preventing Collisions at Sea in a visual, practical and accessible way. Its value lies in sustained engagement: users can train online or offline, repeat scenarios, monitor their progress and build confidence through regular practice rather than one-time completion.

COLREGs Challenge Survey Summary



Excellent	66.7%	Very Good	16.7%
Fair	14.5%	Poor	2.1%

Continuous Engagement Through Gamification

Since the initial rollout on 30 July 2025, the learning ecosystem expanded through several mechanics. Daily Challenges encouraged regular practice, while structured rounds and campaign progression helped learners revisit Basic Navigation, Collision Avoidance, Lights and Shapes, and Signals and Buoys. Tournaments and leaderboards added friendly competition, giving participants an additional reason to return and improve.



Expanding the Learning Experience

The News & More section was introduced to keep users informed of key maritime industry developments, including regulatory updates, safety initiatives, and industry news. The Situational Awareness series, courtesy of The Nautical Institute, was also integrated to support practical navigation learning through real-world scenarios. Together, these additions extend learning beyond the core training modules.

Voices from the Fleet

Participant feedback demonstrates that the Challenge was warmly received across the fleet, achieving an overall user satisfaction score of 4.48 out of 5. Responses highlighted strong engagement with the learning experience and confirmed its value as an effective, accessible, and enjoyable tool for refreshing and strengthening knowledge, reinforcing the role of the Challenge in supporting continuous professional development.

> “Clear, simple, and very informative. A great introduction to the topic.”

> “Interactive and useful app with useful and clear information for refreshing knowledge in navigation.”

> “Everything was perfect to understand. Thank you.”

Driving Maritime Training Innovation

With around 1,700 online users and strong satisfaction across the survey results, the ColRegs Challenge demonstrates how maritime training innovation can be practical, measurable and engaging.

Its contribution is not to replace established learning methods, but to extend them – turning rules revision into short, repeatable, scenario-led practice that keeps navigational knowledge visible, current and ready for application on board.

6.2 • The Launch of the Port State Control (PSC) Challenge to Boost Seafarers’ Readiness for Inspections

The Port State Control (PSC) Challenge:

Building Confidence in PSC Readiness Through Gamified Learning

The PSC Challenge extends the CSM LearnStrike gamified learning ecosystem into a highly practical area of shipboard readiness: helping officers and crew approach inspections with stronger awareness, procedural understanding and confidence. Instead of treating PSC preparation as memorisation, the challenge format places users in short scenario-based tasks where they observe, classify, decide and respond.

This supports an inspection-minded approach, helping learners recognise deficiencies, understand preventive actions and connect onboard routines with PSC expectations.

Learning Through Realistic Scenarios

The PSC content is organised through progressive levels, from safety awareness and inspection skills to deficiency reporting, planned maintenance routines, preventive actions and drill preparation. Micro games, points, progression and feedback help maintain attention, while scenario design asks users to consider what they would notice, report or correct on board. The result supports both practical knowledge – procedures, inspections and common deficiencies – and softer skills such as vigilance, communication, decision-making and situational awareness.

Feedback That Drives Improvement

Survey feedback confirms a strong level of overall satisfaction with the PSC Challenge, reflected in an overall satisfaction score of 4.41 out of 5. The comments show that participants generally valued the training as practical, engaging and relevant to inspection readiness, with recurring themes around refreshing knowledge, improving awareness, reinforcing compliance expectations and building confidence in identifying potential deficiencies.

PSC Challenge Survey Summary



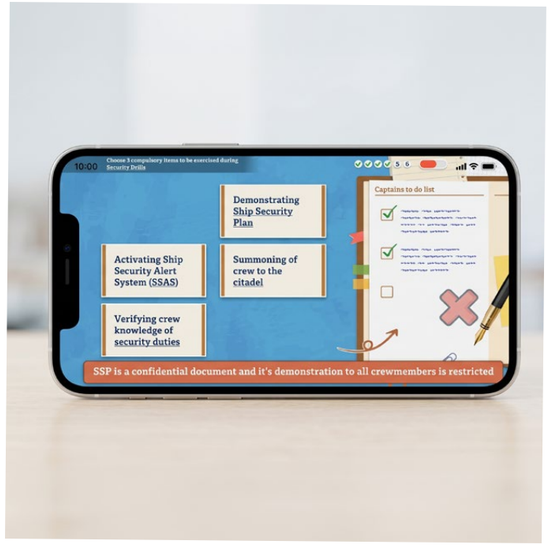
Excellent	63.6%	Very Good	15.6%
Fair	18.6%	Poor	2.2%

The feedback is also seamlessly reported through the application, allowing user impressions, improvement suggestions and training experience insights to be captured directly within the learning environment and used to guide future enhancement.

> “The campaign was clear and informative, helping build strong awareness of safety basics and inspection skills. It’s a good foundation for future training campaigns.”

> “It’s very helpful. Now I am aware of what to expect and be prepared when there is an inspection.”

> “This has been a great experience; it is a great app to help in the knowledge improvement for everyone on board. I enjoyed the journey.”



Training Anywhere, Anytime

A key advantage of the app is its offline mode, which enables seafarers to continue training while onboard vessels with limited connectivity or while travelling. This makes the learning experience more flexible and accessible, supporting regular practice beyond office-based or shore-based conditions. Once the user is back online, progress and scores are automatically synchronized, ensuring that completed activities, results and learning records are retained within the platform without interrupting the training journey.

Strengthening PSC Readiness

The result is a training method that helps boost confidence before PSC inspections without reducing readiness to a checklist exercise. It encourages users to observe carefully, understand why each condition matters, and connect small details with wider safety, compliance and operational expectations.

By combining realistic scenarios, progressive challenge-based learning and flexible access through the app, the PSC Challenge demonstrates how digital innovation can strengthen preparedness through regular, engaging and practical training that supports everyday inspection readiness on board.

Designed for all ranks, it provides a consistent and accessible way to build PSC awareness and reinforce best practices across the entire shipboard team and the whole fleet.

6.3 • OLG – CSM LXP Statistics

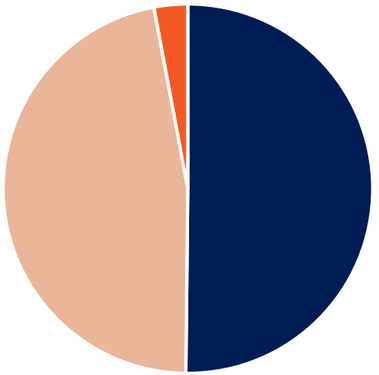
The CSM Learning Experience Platform (LXP) continued to support workforce development across the organisation, recording 19,108 registered users during the reporting period. Overall course engagement remained strong, with 50% of enrolments completed, 3% currently in progress, and 47% not yet started. While the completion rate demonstrates a positive commitment to learning, the significant proportion of courses not yet started highlights an opportunity to further encourage learner participation and timely course completion.

Course volume increased steadily throughout the year, reflecting growing adoption of the platform and its learning resources. Total enrolments rose from approximately 55,000 in Q3 2025 to over 108,000 by Q2 2026, indicating continued expansion of training activities across the fleet. Completed course volumes followed a similar upward trend, demonstrating sustained learner engagement and successful delivery of training initiatives.

Analysis of course completion rates by vessel type shows varying levels of engagement across the fleet. While some vessel categories recorded relatively high completion percentages, others presented lower completion levels, suggesting the need for targeted follow-up actions and tailored learning support to improve participation and compliance across all vessel segments.

Registered Users	19,108
Courses Completed Rate	50%
Courses In Progress Rate	3%
Courses Not Started Rate	47%

The Status of Enrolements



Completed	145,424	50%
Not Started	135,906	47%
In Progress	8,517	3%

Course Volume Over Time by Status

STCW and Accredited Training Performance

A total of 598 enrolments were recorded in STCW and accredited courses during the reporting period. The most frequently completed course was HAZMAT, accounting for 409 enrolments (68%) of all accredited training activity. This was followed by Safety Officer Training (140 enrolments), which represented approximately 23% of total enrolments.

Other specialised training programmes included:

- STCW Crisis Management and Human Behaviour: 12 enrolments
- STCW Crowd Management: 24 enrolments
- STCW Designated Security Duties: 27 enrolments
- STCW Security Awareness: 4 enrolments
- STCW Passenger Safety, Cargo Safety & Hull Integrity: 2 enrolments

The strong demand for HAZMAT and Safety Officer Training reflects the continuing emphasis on safety, compliance, and operational readiness across the fleet. Meanwhile, enrolment in specialised STCW courses remained lower, aligning with the more specific operational requirements and target audiences of these programmes.

Custom Learning Development

In addition to standard training offerings, several bespoke eLearning modules were developed and deployed to address organisational priorities, including:

ESG Episode 1

ESG Episode 2 (E Pillar)

Drug & Alcohol Drinking Check – Self Assessment

Drug & Alcohol (RISE) – Animation/Cinematic

Drug & Alcohol (RISE) – “The Sober Sea Game”

These custom learning initiatives demonstrate Columbia’s ongoing commitment to enhancing awareness in critical areas such as sustainability, health, well-being, and responsible workplace practices through engaging digital learning experiences.

19,108 registered users on the CSM LXP.

50% overall course completion rate.

108,000+ cumulative enrolments by Q2 2026.

598 enrolments in STCW/accredited programmes.

HAZMAT and Safety Officer Training accounted for over 90% of accredited course enrolments.

Continued investment in ESG and well-being-focused custom learning solutions.

This performance reflects a strong culture of continuous learning and regulatory compliance, while also identifying opportunities to further increase course participation and completion rates across the fleet.

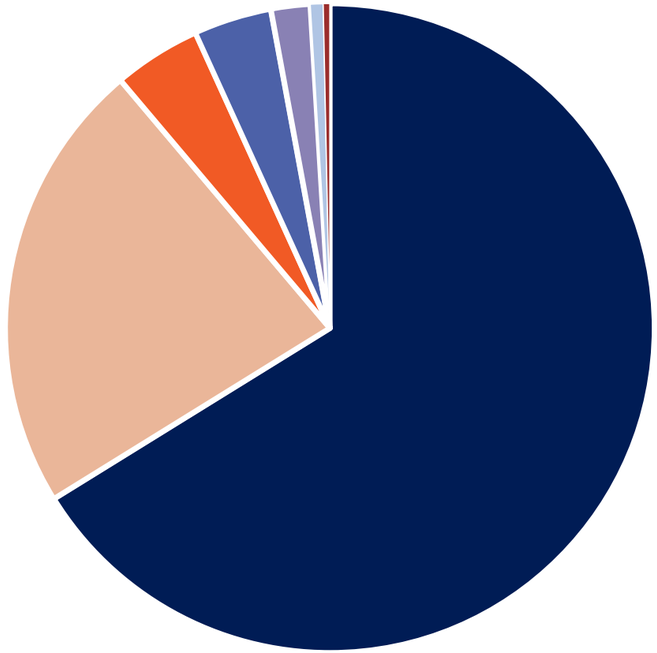
Download the CSM LearnStrike App following the QR Codes below:

Play Online

Download on the App Store

GET IT ON Google Play

STCW/Accredited Courses Enrolments for July 2025 - June 2026



STCW/ Accredited Courses	Enrolments (No)
HAZMAT	409
Safety Officer Training	140
STCW Designated Security Duties	27
STCW Crowd Management	24
STCW Crisis Management and Human Behaviour	12
STCW Security Awareness	4
STCW Passenger Safety, Cargo Safety & Hull Integrity	2

Going forward, efforts will remain focused on increasing course completion rates, enhancing learner engagement, and broadening access to high-quality digital learning opportunities across all operational areas.

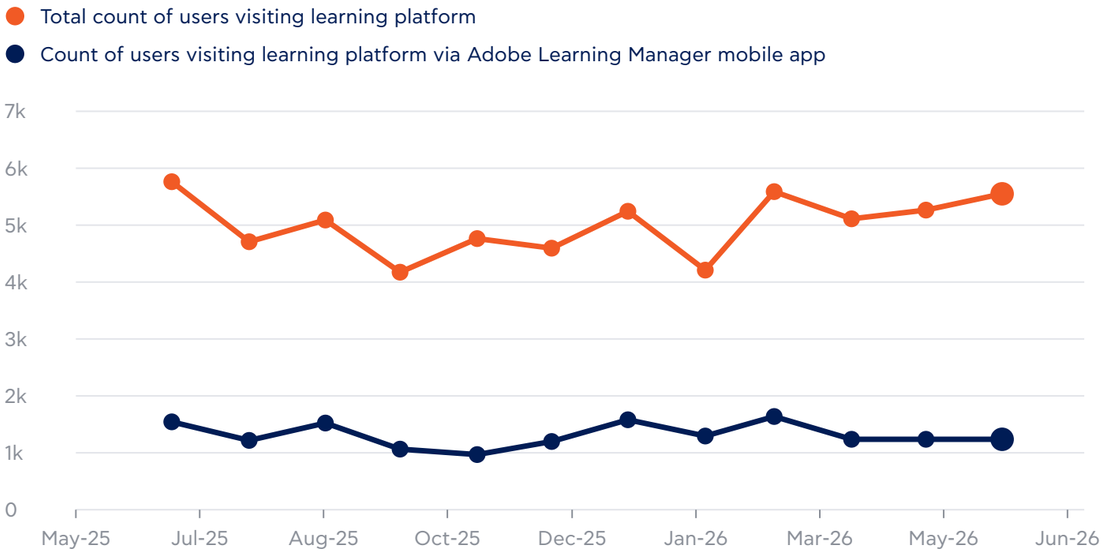
SECTION 07

LMS Records & Digital Learning 2025–2026

In the CSM library we have over 650 courses amongst them being eLearning courses, VR videos, and animated LTBLs, and more. The library is constantly updated with new courses designed by a network of Subject Matter experts and validated by Technical, Marine and QSHE Departments.

7.1 • CSM Online Academy

Users Visiting CSM Online Academy



44,348
VISITS VIA WEB

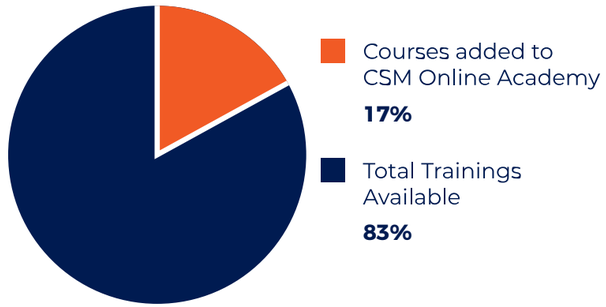
15,572
VISITS VIA MOBILE

613
COURSES

1,537
MODULES AVAILABLE

Learning Content

There were approximately 103 courses added to CSM Online Academy from 1 July 2025 to 30 June 2026 with a total of 613 courses available:



2025-2026 Statistics for CSM Online Academy

59,920
NUMBER OF USER VISITS

41,431
NUMBER OF FEEDBACK FORMS COMPLETED

78,411
NUMBER OF EMAILS SENT TO LEARNERS

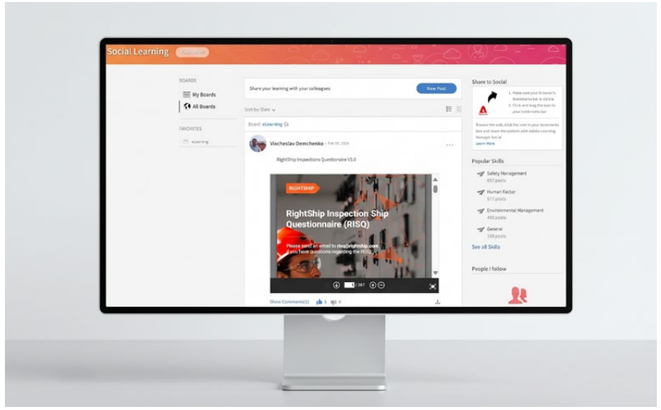
159,346
NUMBER OF TRAINING COURSES COMPLETED

Training Course	Number of Completions
CSM Pre-Joining Safety Video	12,100
Management System - Generic Familiarisation Training	11,010
Port State Control Preparation	10,404
Environmental Compliance Trainings for Ratings	6,898
GDPR (for seafarers)	6,310
CSM - Code of Conduct	4,782
Introduction to Rightship	4,465
Work Rest Hours for Seafarers	3,717
Cybersecurity Basics	3,455
Risk Assessment	3,272
Social Media Awareness	3,261
AMOS QMS (Basic)	2,598
Mental Health Workplace	2,428
Never Again 2025	2,105
Columbia Group Company Values	2,080

Social Learning

Social learning is a platform in the CSM Online Academy which engages users to share ideas and meaningful insights in an informal environment. It is a methodology which supplements the idea of traditional learning. Similarly, Social Learning allows users to be able to interact with one another by being able to share and learn from content.

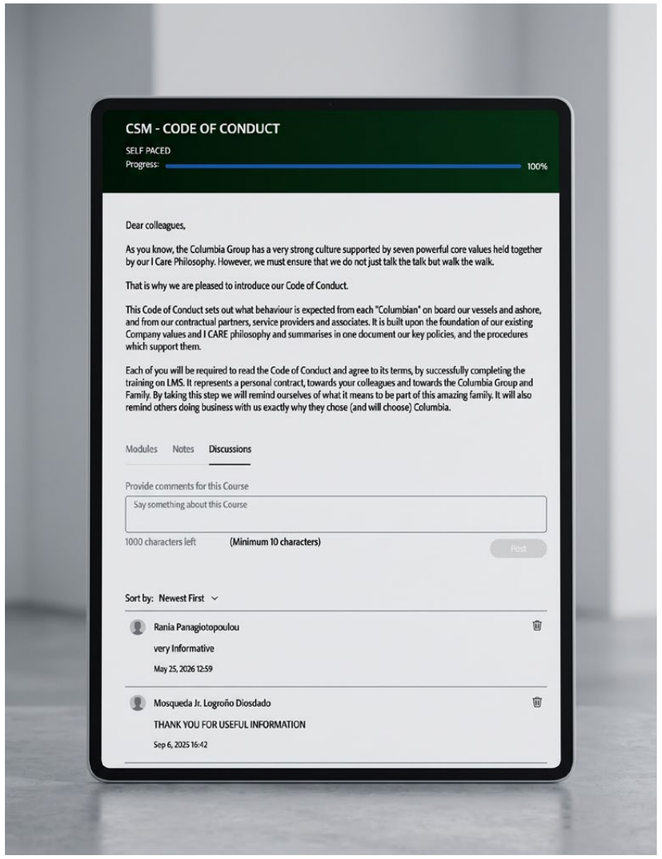
There are various boards available to view and post to, including eLearning, Environment, Safety, Mental Health Support, Human Factor, Maritime Education and Navigation.



Discussion Board

Each course includes a Discussion Board where learners can post comments, ask questions, and engage in discussions related to the training content. Through the Discussion tab, learners can interact with fellow participants and instructors by viewing and responding to posts and comments.

All course discussions are visible to learners; however, only those enrolled in the course can create new posts or add comments for others to view and respond to. This collaborative feature encourages knowledge sharing, peer learning, and instructor engagement throughout the course.



7.2 • CCS Online Academy

2025-2026 Statistics for CCS Online Academy

- 6,042 Visits to CCS Online Academy via web (approx.).
- 2,096 Visits to CCS Online Academy via mobile (approx.).
- 1,447 Number of Feedback Forms completed.
- 10,615 Courses completed.
- 388 Courses / 759 Modules available.

A total of **10,615** were completed by **1,897** learners in CCS Online Academy from 1 July 2025 to 30 June 2026.

Learning Content

There were approximately **34** courses added to CCS Online Academy from 1 July 2025 to 30 June 2026 with a total of **388** courses available.

Courses with the highest number of completions from 1 July 2025 to 30 June 2026 (CCS Online Academy):

Training Course	Number of Completions
E-STOP	525
Prevention & Response to Sexual Harassment Onboard	516
GDPR	490
Cyber Security Awareness	423
DocMaster Introduction	319
COVID-19 Awareness	314
Swimming Pool Safety	296
ISO 9001:2015 Basics	280
ISO 14001 2015 Basics	266
ISO 45001:2018	231
Important Letter from CCS Management	225
Disability Awareness	218
ISO 50001:2018 Basics	214
CCS 2.0 - Introduction to the Organisation Marella	201

7.3 • Aroya Online Academy

2025-2026 Statistics for the Aroya Online Academy

- 10,564 Visits to Aroya Online Academy via web (approx.).
- 3,596 Visits to Aroya Online Academy via mobile (approx.).
- 547 Number of Feedback Forms completed.
- 20,447 Courses completed.
- 135 Courses / 574 Modules available.

A total of **20,447** were completed by **2,178** learners in the Aroya Online Academy from 1 July 2025 to 30 June 2026.

Courses with the highest number of completions from 1 July 2025 to 30 June 2026 (Aroya Online Academy):

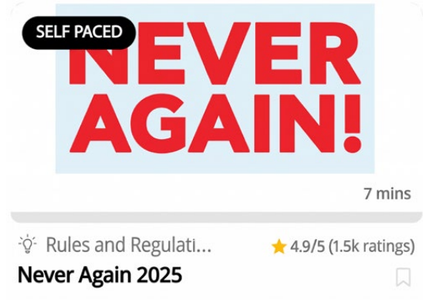
Training Course	Number of Completions
Preventing Harassment & Bullying at Sea	3,469
A Guide to Aroya Code of Ethics	3,177
Cultural Awareness	2,249
E-STOP	2,211
Disability Awareness	1,877
Train the Trainer Course Outbreak Prevention and Response Plan (OPRP)	563
Cyber Security Awareness	540
COVID-19 Awareness	538
Swimming Pool Safety	419
CEO & COO Video Message	394
GDPR	385
STCW Crowd Management	329
Tender Operator Course	328
Women of the Waves - Happy International Women's Day	323
Entry into Enclosed Spaces	314

7.4 • “Never Again” Safety Campaign

In July 2025, we marked Never Again Day with a message from Columbia Group Representatives, reflecting on the meaning of Never Again Day.

On 23 July 2017, Columbia Shipmanagement completed a four-year probation period following its 2013 conviction for bypassing pollution prevention systems and falsifying records. While that chapter in our history brought significant consequences, it also became a catalyst for meaningful and lasting change across our organisation.

This powerful message highlights our journey from past challenges to a culture of compliance, care, and continuous improvement. The video was released on 23 July, to share and understand why this day matters — and how each of us plays a vital role in shaping a safer, more responsible future.



7.5 • Development of EU Shipsan Public Health LMS Courses

In collaboration with OneCare Group, Global Public Health Services, and COLUMBIA signature, the Training Department supported the development of five new EU SHIPSAN LMS courses.

The objective of this initiative was to create engaging learning content that aligns with European SHIPSAN public health requirements and supports compliance across the fleet. These courses provide crew members with the knowledge and practical guidance needed to uphold the highest standards of public health and hygiene on board.



Food Waste Awareness LMS Training

Developed in partnership with COLUMBIA signature and Generation Waste, the Food Waste Awareness LMS Training was designed to strengthen food waste management practices on board and promote a culture of sustainability across the fleet. The course equips Food & Beverage teams with the knowledge and practical skills needed to accurately measure, monitor, and reduce food waste.

Through detailed, step-by-step guidance, learners are trained on the effective use of food waste measurement equipment and the dashboard monitoring system, enabling consistent data collection and informed decision-making. Since the implementation of the measurement programme, participating vessels have achieved a remarkable 92% reduction in food waste, demonstrating the success of the initiative and reinforcing the Company’s commitment to environmental stewardship and sustainable operations.

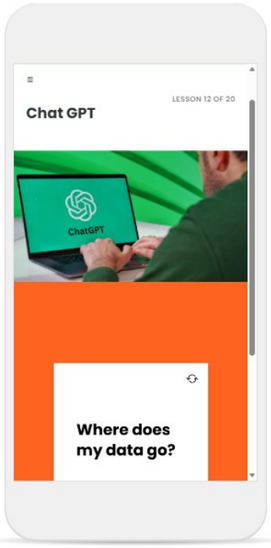


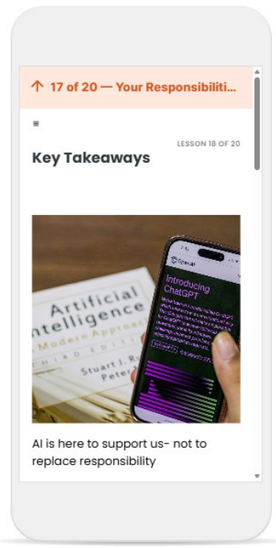
7.6 • AI Literacy Training Course

Artificial Intelligence (AI) is technology that allows computers to learn from information, recognise patterns, and make decisions or suggestions. As AI continues to transform the way we work, this course provides a shared understanding of how AI fits within Columbia's business environment, our responsibilities when using AI, and the measures the Company has in place to support its safe, secure, and responsible use.

The course explores the evolution of AI, the fundamentals of generative AI process, AI equality, potential risks, and the responsibilities associated with AI adoption. Learners will gain an understanding of both the opportunities and challenges presented by AI, as well as the importance of maintaining human oversight and accountability when using AI-powered tools.

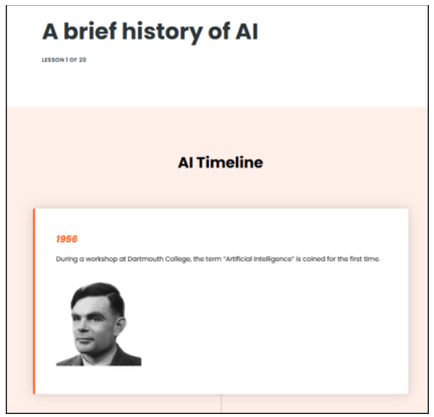
Key messages throughout the course are that AI is designed to support and enhance our work, not replace individual responsibility, and that every employee has a role to play in ensuring AI is used safely, ethically, and in line with Company policies. The course concludes with a final quiz designed to assess learners' understanding of the key concepts. Participants must achieve a minimum score of 80% to successfully complete the course.













SECTION 08

Learning At Sea

By deploying former Masters and Chief Engineers as Training Officers onboard our vessels, we provide seafarers with direct access to professionals who have spent years leading ship operations, managing crews, and overcoming the challenges of life at sea.

8.1 • Partners in Safety Programme

The Partners in Safety Programme continues to be one of the most engaging safety initiatives across our fleet. Each month, vessels are assigned three facilitator-led learning sessions covering the topics of Resilience, Learning Engagement Tools, and Reflective Learning. Rather than being traditional training sessions, these discussions encourage crew members to openly share experiences, learn from one another, and reflect on how everyday actions contribute to a safer working environment on board.

The Programme brings the entire crew together, creating valuable opportunities for conversation and collective learning. These learning sessions are conducted as interactive group discussions involving the full crew on board, guided by an appointed facilitator. Through guided discussions, seafarers explore real-life challenges, discuss lessons learned from incidents and near misses, and identify practical ways to strengthen safety performance.

The focus on resilience helps crews adapt to changing situations, while reflective learning encourages individuals to think critically about their decisions and continuously improve their personal and team performance.

An important outcome of each session is the completion of a Personal Action Form, where crew members record the actions they will take to apply the learning in their daily work.

The fleet has shown excellent participation and commitment, with vessels consistently submitting thoughtful and meaningful responses.

The positive engagement demonstrated by our seafarers highlights a strong safety culture, where everyone on board embraces learning, accountability, and continuous improvement. As a result, the programme continues to strengthen both individual awareness and collective responsibility for safe operations across the fleet.

1st Quarter 2025

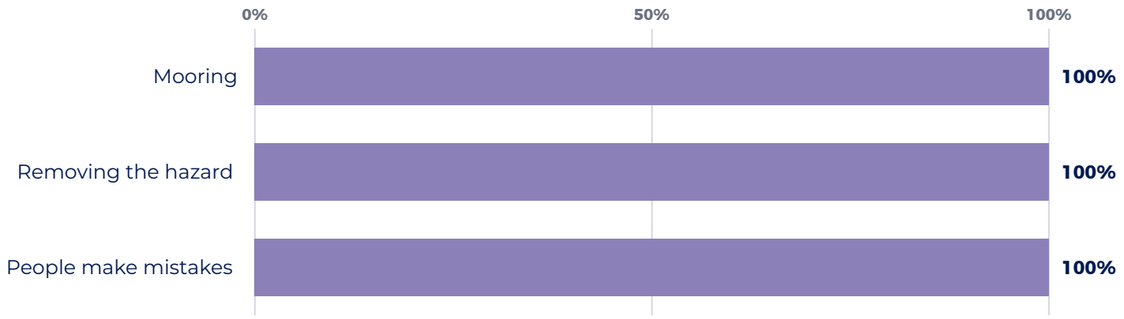
Month	**January**			**February**			**March**		
Total Vessels	252	252	252	253	253	253	253	253	253
Completed	251	251	251	252	252	252	252	252	252
Percentage	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Average 1st Quarter: 100%

Partners in Safety RL, LET and Resilience Training

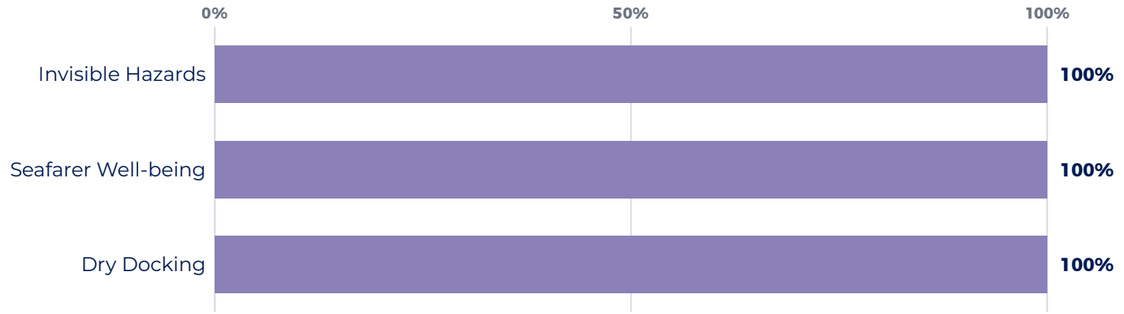
Reflective Learning 1st Quarter:

Percentage of Completion



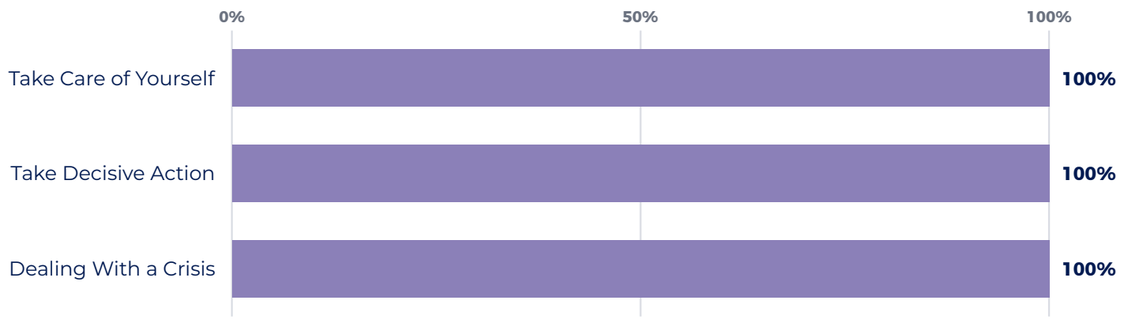
Learning Engagement Tool 1st Quarter:

Percentage of Completion



Resilience Training 1st Quarter:

Percentage of Completion



2nd Quarter 2025

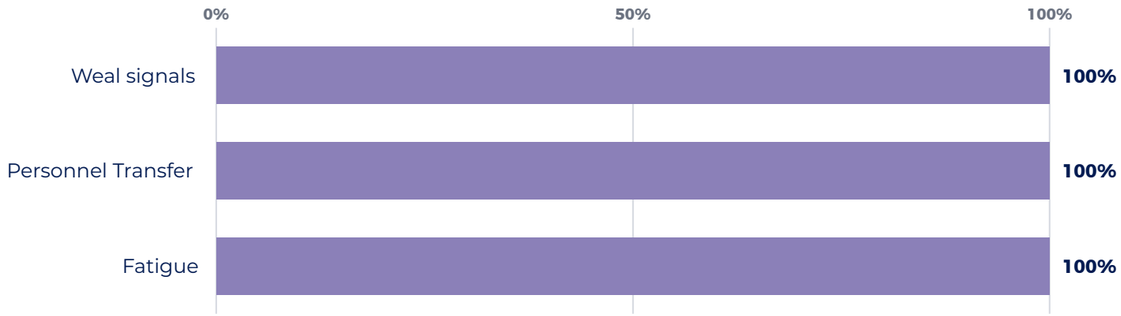
Month	April			May			June		
Total Vessels	257	257	257	262	262	262	265	265	265
Completed	257	257	257	259	259	259	262	262	262
Percentage	**100%**	**100%**	**100%**	**99%**	**99%**	**99%**	**99%**	**99%**	**99%**

Average 2nd Quarter: 100%

Partners in Safety RL, LET and Resilience Training

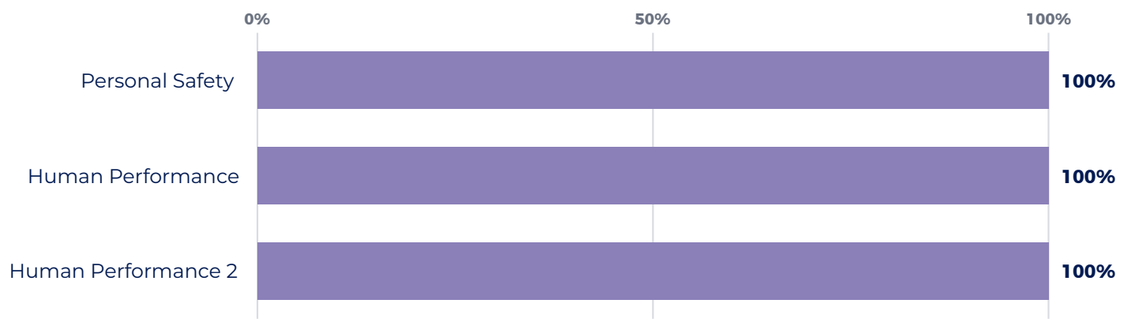
Reflective Learning 2nd Quarter:

Percentage of Completion



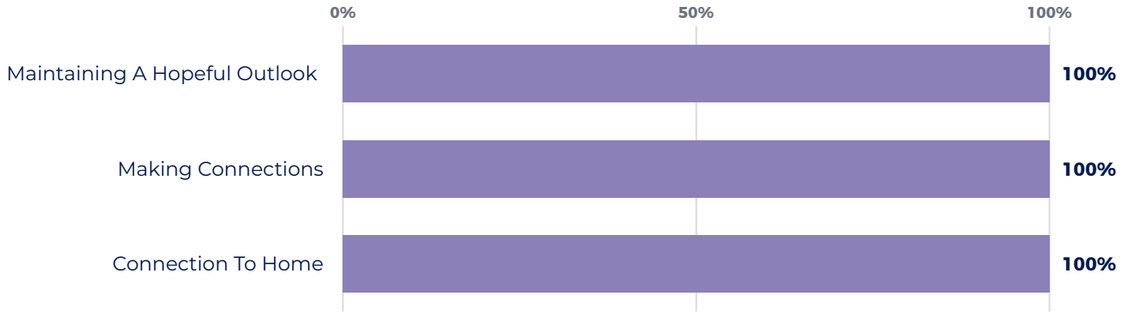
Learning Engagement Tool 2nd Quarter:

Percentage of Completion



Resilience Training 2nd Quarter:

Percentage of Completion



3rd Quarter 2025

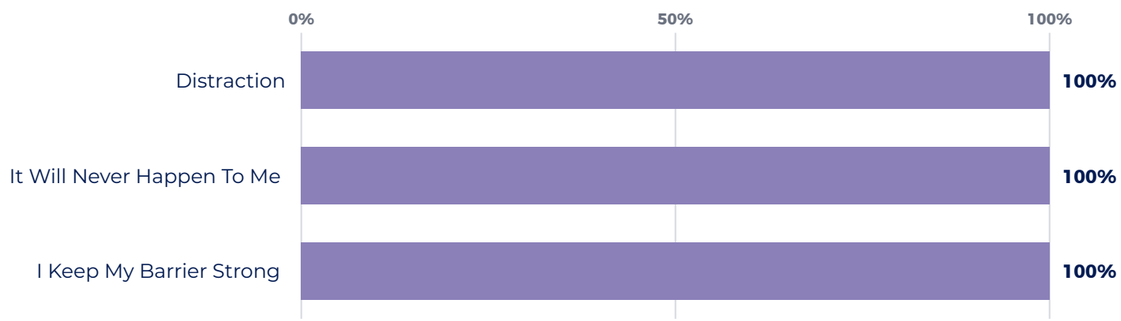
Month	April			May			June		
Total Vessels	278	278	278	281	281	281	278	278	278
Completed	274	274	274	277	277	277	274	274	274
Percentage	**99%**	**99%**	**99%**	**99%**	**99%**	**99%**	**99%**	**99%**	**99%**

Average 3rd Quarter: 99%

Partners in Safety RL, LET and Resilience Training

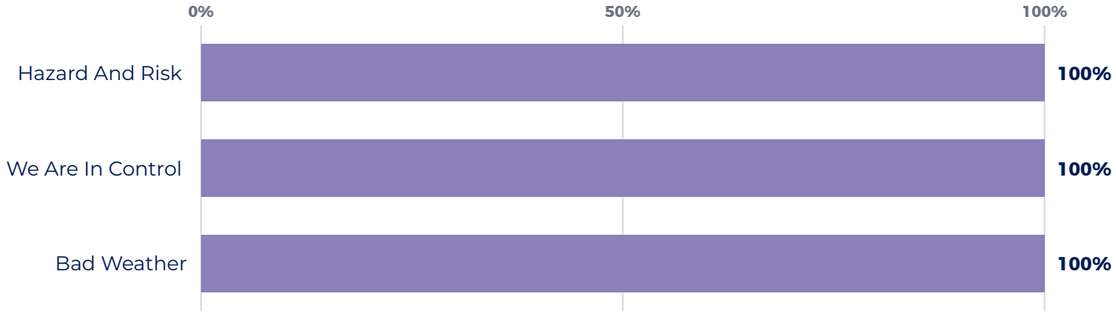
Reflective Learning 3rd Quarter:

Percentage of Completion



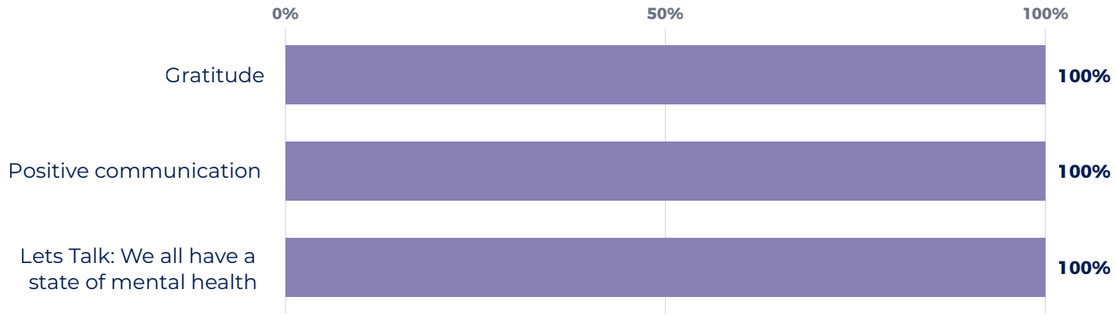
Learning Engagement Tool 3rd Quarter:

Percentage of Completion



Resilience Training 3rd Quarter:

Percentage of Completion



4th Quarter 2025

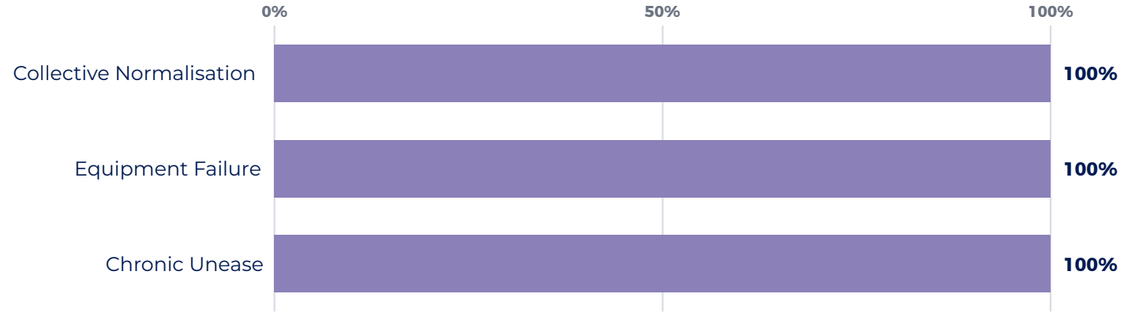
Month	April			May			June		
Total Vessels	275	275	275	273	273	273	276	276	276
Completed	271	271	271	270	270	270	269	269	269
Percentage	**99%**	**99%**	**99%**	**99%**	**99%**	**99%**	**97%**	**97%**	**97%**

Average 4th Quarter: 99%

Partners in Safety RL, LET and Resilience Training

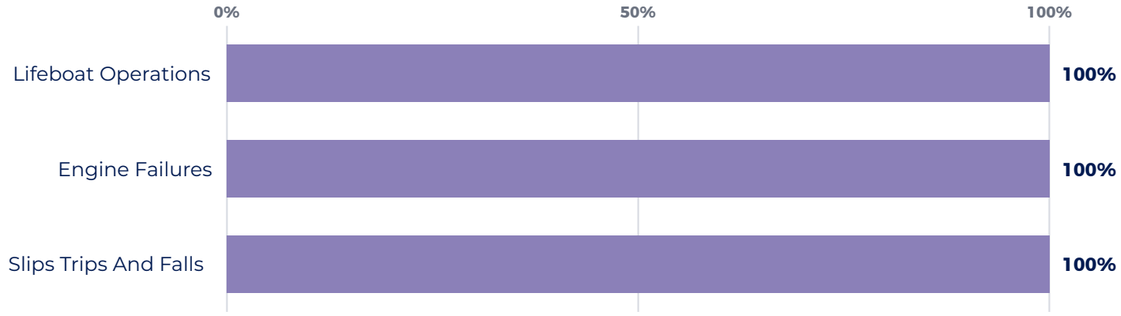
Reflective Learning 4th Quarter:

Percentage of Completion



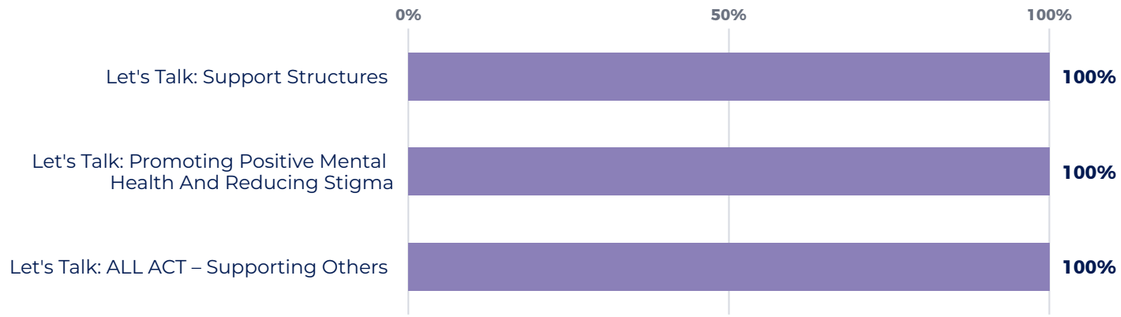
Learning Engagement Tool 4th Quarter:

Percentage of Completion



Learning Engagement Tool 4th Quarter:

Percentage of Completion



8.2 • The 2nd Fleet Training Officers Meeting

The conference was held at the Pullman Hotel in Tbilisi, Georgia on 5 May 2026 in parallel with the CSM Senior Officers Conference. Seven Fleet Training Officers, one Training Manager, and two Senior Training Managers took part in discussing training-related topics, ongoing training projects, and development.

Following the conference, five Fleet Training Officers participated in the Columbia Maritime Leadership Training for two days between 6 and 7 May.

Columbia Group COO, Capt. Leonid Zalenski, addressed the importance of proper delivery of onboard training, emphasising the need to maintain the Training Modules library live and up to date, while MSI, Capt. Mark Constantine, led a conversation on the SIRE 2.0, PSC, and Rightship inspections, providing statistics on common observations and highlighting current observation trends.

Deputy Group Director QSHE & Compliance, KoKo Naing, addressed the Safety Matters and concerns on the blackouts and personal injuries, and Crewing Fleet Manager, Elena Dobina, had a brief topic on interview arrangements and the importance of proper cooperation and communication on urgent requests, as the Company's fleet is expanding and the process requires support from all parties to provide the best candidates for different ranks.

Training Manager CSM Cyprus, Igor Fozyekosh, addressed the Company Vision on Fleet Training Officers' tasks and travel needs, proper reporting and communication, and introduced the set of Training Modules.

Senior Training Manager CSM-D, Dr. Reza Akbari Alashti, addressed the new concept of Environmental Compliance training delivery, explained the new training materials published in 2026, and introduced the Columbia Maritime Leadership (CML) training to the attendees, noting the intention to develop the CSM's own facilitators for that course.

Training Officer (Projects), Capt. Oleksandr Yepikhin, presented the Abela Drive, CompetenSEA, and FluenSEA apps, together with the Competency Management System developments.

CSM Cyprus Trainee, Stefanos Fransis, attended remotely as a speaker to explain the Daily Log Tracker app in MS Teams for proper monitoring of workload and engagement with training resources across various projects.

The Fleet Training Officers Conference is a very good opportunity for closer internal cooperation within the department and for sharing ideas and insights from all sides. As the 2nd Conference was proposed by the Top Management, as was last year, this indicates high potential for such an event in terms of communication and cooperation between the Learning & Development Department, C-Level and Seafarers.



Senior Training Manager, Alejandro Justiniani; Senior Training Manager CSM-D, Dr. Reza Akbari Alashti; Training Manager, Igor Fozyekosh, together with Fleet Training Officers.

8.3 • Ship Visits

Ship Visits by Fleet Training Officers are evolving and have become a valuable piece of the services the Company offers to its customers. There is high interest from the clients' side in implementing the Onboard Training Visits practice on a rotational basis to address and communicate health, safety, and training needs to all Officers and Crew on their fleets.

Fleet Training Officers' pool supports Marine, Technical, and Maritime HR departments in different ways, and helps with onboard training and other related departmental matters.

During Q1 of 2026, Fleet Training Officers assisted with the demanding VLCC fleet takeovers and attended 10 of 25 vessels that entered the CSM Full Management.

In line with the Noatum CSM joint venture and demand for familiarisation and training of the existing crew on the Noatum CSM fleet, Fleet Training Officers have already completed eight visits, and the process is ongoing.

In general, from June 2025 to July 2026, the Fleet Training Officers completed **36 visits.**



Onboard training and safety.



Onboard training and safety - the use of stretchers.



SHIP VISITS BY TRAINING OFFICERS: JUNE 2025-JULY 2026

No.	SHIP'S NAME	SHIP'S TYPE	RANK	NAME	DATE	No. OF DAYS
1	KITHIRA	LPG	FTRO (C/O)	Deniss Vinogradovs	Jul-25	19
2	BLOSSOM GLORY	OIL	FTRO (Master)	Aleksandr Serikov	Jul-25	11
3	KITHIRA	LPG	FTRO (Master)	Viktor Chyrkin	Jul-25	12
4	ITHACKI	LPG	FTRO (C/O)	Deniss Vinogradovs	Jul-25	15
5	MARINA NEPTUNE	OIL/CHEM	FTRO (Master)	Aleksandr Serikov	Aug-25	4
6	TOCONAO	CONT	TRO	Jaswinder Singh	Aug-25	14
7	MARINA NEPTUNE	OIL/CHEM	FTRO (Master)	Aleksandr Serikov	Aug-25	9
8	ARION	OIL/CHEM	FTRO (C/O)	Deniss Vinogradovs	Sep-25	11
9	TAURUS	OIL/CHEM	FTRO (Master)	Aleksandr Serikov	Oct-25	43
10	GOLDEN ASO	BULK	FTRO (C/O)	Deniss Vinogradovs	Oct-25	13
11	SHEKOU STAR	CONT	TRO (Master)	Andrej Barbalic	Oct-25	7
12	PRISMA	BULK	TRO (Master)	Paul Nistor	Oct-25	10
13	DI HAI FU TAI	OIL/CHEM	TRO (C/O)	Yang Mingyun	Dec-25	19
14	MANDARIN S	BULK	TRO (Master)	Vitaliy Gezey	Nov-25	11
15	CLIPPER SARA	BULK	FTRO (C/O)	Deniss Vinogradovs	Dec-25	15
16	CYPRESS	CONT	FTRO (Master)	Viktor Chyrkin	Feb-26	2
17	CYPRUS PROSPERITY	OIL	TRO (Master)	Nikolay Dyubin	Feb-26	17
18	SENEGAL PROSPERITY	OIL	FTRO (Master)	Alex Serikov	Feb-26	15
19	GHANA PROSPERITY	OIL	TRO (C/E)	Vitaly Kuyantsev	Feb-26	25
20	MOMBASA B	OIL	TRO (Master)	Vladimir Dranichnikov	Feb-26	23
21	KENYA B	OIL	FTRO (C/O)	Deniss Vinogradovs	Feb-26	19
22	BELGIUM B	OIL	FTRO (Master)	Alex Serikov	Mar-26	14
23	BANGLADESH PROSPERITY	OIL	FTRO (Master)	Viktor Chyrkin	Mar-26	17
24	SPAIN B	OIL	TRO (C/E)	Vitaly Kuyantsev	Mar-26	20
25	SWEDEN PROSPERITY	OIL	FTRO (Master)	Viktor Chyrkin	Apr-26	17
26	CHILE PROSPERITY	OIL	TRO (Master)	Vladimir Dranichnikov	Apr-26	15
27	ST3	OIL	FTRO (C/O)	Deniss Vinogradovs	Mar-26	14
28	S MONARCH	OIL/CHEM	FTRO (Master)	Viktor Chyrkin	May-26	8
29	SURINAME PROSPERITY	OIL	TRO (C/E)	Vladimer Nemsadze	May-26	8
30	ADMAR	LPG	TRO	Jaswinder Singh	May-26	7
31	CONGO PROSPERITY	OIL	TRO (C/E)	Vitaly Kuyantsev	May-26	10
32	AL SEEF	CONT	FTRO (2/E)	Dhushyanth Selvaraj	Jun-26	12
33	AL SAAD	BULK	FTRO (C/E)	Mokhamad Azis Muslim	Jun-26	17
34	WAN HAI 626	CONT	FTRO (C/O)	Deniss Vinogradovs	Jun-26	34
35	ST1	OIL	TRO (C/E)	Vitaly Kuyantsev	Jun-26	13
36	SHT2	OIL	FTRO (Master)	Alex Serikov	Jun-26	13

Chatting with our Fleet Training Officers:



Jaswinder Singh

How did your role evolve from classroom instructor to Fleet Training Officer?

I started my career as a Training Officer, where my primary responsibility was conducting English improvement courses, CSM training, and ECT training for seafarers. As CSM continued to grow, I was given opportunities to contribute to additional projects such as the Cadet Program, course development, course reviews, and deck cadet interviews. A major turning point came when my mentor, Igor Fozyekosh, encouraged and prepared me for my first onboard training assignment. The success of that visit gave me the confidence to undertake more vessel visits, eventually leading to my transition into the role of Fleet Training Officer.

What preparation goes into planning an onboard training visit?

Planning an onboard training visit requires extensive preparation to ensure the training is relevant and effective. Before boarding a vessel, I review information such as crew numbers, trading areas, crew workload, and available training facilities on board. I also study recent incidents, observations, and audit findings to identify areas where training can add value. Depending on the type of vessel and cargo carried, I develop realistic scenarios that address specific hazards and operational risks. This preparation helps ensure the training is practical, targeted, and aligned with Company procedures and safety expectations.

What type of training activities do you typically conduct on board?

My onboard training activities generally focus on areas that are critical to safety, compliance, and operational effectiveness. These include vessel familiarisation with the Company Safety Management System (SMS), Life Saving Appliances (LSA) training, Fire Fighting Appliances (FFA) training, emergency preparedness exercises, scenario-based discussions, and environmental compliance training. I also incorporate lessons learned from incidents and observations to make the training more practical and meaningful. The objective is to reinforce knowledge, improve awareness, and ensure that crew members are confident in applying procedures correctly.

How does onboard training help reinforce or correct real operational practices?

One of the greatest benefits of onboard training is the opportunity to observe actual working practices and compare them with Company expectations and procedures. It allows us to identify gaps, understand challenges faced by the crew, and discuss practical solutions. Over time, routine tasks can lead to complacency, shortcuts, and procedural drift, increasing operational risks. Onboard training helps refresh critical knowledge, reinforce compliance requirements, and remind crew members why procedures exist in the first place. It also provides valuable insight into whether training has been effectively translated into safe workplace behaviours.

How do you address different learning styles or experience levels amongst crew members?

I believe respect is the most important factor when working with people of different backgrounds, experience levels, and learning styles. My approach is to create an environment where everyone feels comfortable asking questions and sharing experiences. I combine presentations, discussions, practical examples, and scenario-based learning to accommodate different learning preferences. New crew members are encouraged to learn under guidance, while senior crew are encouraged to mentor and support their juniors. The objective is not to highlight mistakes but to build competence, confidence, and a culture of continuous improvement.

How do you see digital tools or new technologies influencing onboard training?

Digital tools have already transformed the delivery of training and will continue to play an even bigger role in the future. Today, seafarers can access learning materials through mobile devices and shipboard computers, making training available anytime and anywhere. New technologies such as virtual reality and simulation-based learning can create realistic training environments without operational risk, while artificial intelligence may help personalise learning and identify competency gaps. However, I believe digital tools should complement, not replace, onboard training, because direct interaction and observation remain invaluable for understanding real operational conditions.

Chatting with our Fleet Training Officers:



Training Officer (Projects), Capt. Oleksandr Yepikhin

How did your journey in the fleet lead to the role of the Training Officer?

Throughout my seafaring career, I have always been interested in understanding the maritime industry from every perspective. While progressing through various onboard positions, I realised that I wanted to continue developing not only as a maritime professional at sea but also from the shore-based side of the business. An opportunity arose when I was asked to support the onboarding of vessels entering the Company's management and deliver familiarisation training to newly joining Columbia crew members. I gladly accepted the challenge, and it became a turning point in my career. Since then, I have combined vessel visits with office-based Learning & Development projects, allowing me to stay closely connected with both our crews and our clients while continuing to grow professionally.

What did you learn from conducting ship visits that still shape your work today?

Ship visits taught me the importance of planning, adaptability, and effective prioritisation. Whether on board or ashore, achieving meaningful results depends on making the best possible use of available time and focusing on activities that create the greatest value. Vessel environments are dynamic, and opportunities to engage with crews often require flexibility and quick decision-making. These experiences helped me develop a practical, results-oriented approach that continues to influence how I contribute to projects, collaborate with stakeholders, and support learning and development initiatives across the organisation.

What motivated the shift from onboard training to project-based and competence management system work?

I have always been motivated by new challenges and opportunities to expand my perspective. Moving into project-based work allowed me to contribute to initiatives that create a lasting impact across the fleet while continuing to learn from different areas of the business. It has also given me the opportunity to work closely with colleagues from various departments, stakeholders, and subject matter experts to achieve shared goals. Seeing an initiative evolve into a practical solution that delivers measurable value and receives positive feedback from its users is particularly rewarding. Those moments provide a strong sense of accomplishment and reinforce the importance of continuous improvement.

What major training projects are you currently leading and contributing to?

The Competence Management System (CMS) is one of the most significant initiatives currently being driven by the Learning & Development team in collaboration with numerous departments and stakeholders. It is a strategic programme with a multi-year roadmap, designed to strengthen competency development and career progression across the organization. Amongst the other projects currently underway, I would highlight the rollout and integration of Abela Drive with offline MS solutions. This initiative has already significantly improved our ability to distribute and update training content onboard by allowing courses from our online training library to be seamlessly delivered and enabled through offline LMS for use on board. With fleet coverage already exceeding 75%, we are working towards full deployment across the managed fleet.

How do you see the competency management system developing as the industry modernises?

Although our Competency Management System (CMS) is still in the design and development phase, significant progress has already been achieved through the collective efforts of the working group, project team, and technical stakeholders. Today, competency management is increasingly recognised as both an industry expectation and an important indicator of organisational maturity. It demonstrates a long-term commitment to workforce development and continuous improvement. Looking ahead, I see CMS becoming fully integrated into daily Maritime HR processes and professional development activities. Ultimately, it will become a natural part of every seafarer's career journey within the organisation.

What advice would you give to someone aspiring to work in fleet training?

Be prepared to embrace continuous learning and improvement throughout your career. Strong critical thinking skills, combined with a genuine interest in how people learn and develop, help drive meaningful and lasting improvements. Success in fleet training depends on curiosity, adaptability, and the ability to collaborate effectively across different functions, cultures, and stakeholder groups. It is a field that offers opportunities to build valuable professional relationships while maintaining close connections with seafarers and operational teams. Above all, the focus should always remain on creating practical solutions that genuinely help people perform at their best.

8.4 • Safety Campaigns & Awareness

Life Saving Appliances – Your Safety Net

In Q3 2025, the Company launched Life Saving Appliances – Your Safety Net Campaign to enhance awareness and promote best practice in use, inspection, and maintenance of Life-Saving Appliances.

The Campaign served as a reminder that most incidents and accidents are preventable through stricter checks, consistent maintenance of the relevant equipment, and proper approach by responsible personnel.

The Campaign emphasised crew readiness and proactive reporting of findings, and all seafarers across the fleet were reminded of the ownership of safety and life-saving rules.

Zero Fatalities – Starts with You

Q4 2025 was marked with the Zero Fatalities – Starts with You Campaign. The Company addressed workplace safety, regulatory obligations, and fundamental commitment to protecting life and well-being at sea. The campaign was focused on strengthening safety culture, proper use of PPE, robust emergency preparedness, and effective application of STOP Work Authority. Risk Management, Company Procedures, and the Leadership role were referred to in the campaign.

Navigation Safety Campaign

Safety of Navigation and proper Situational Awareness Campaign was held in Q1 2026, addressing Passage Planning Essentials, Identifying Restricted Areas, ColRegs Application, Tools and Resources for Safe Navigation, Ship Handling Fundamentals, Bridge Resource Management, and Consequences of Non-compliance.

Well-being at Sea

The campaign was focused on practical well-being at sea for seafarers, and addressed body energy management, physical demands, and environmental conditions. The aim of the campaign was to support sustainable ways of working and recovering on board.

The following key topics were covered by the campaign:

- Mental well-being, coping, and connection on board.
- Managing energy, fatigue, sleep, and mental focus.
- Physical well-being, strain management, and habit-building.
- Working safely in hot and cold conditions.





CSM Cyprus

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Well-being campaigns are effective tools for strengthening focus on physical and mental health at sea.	0	0	9	90	134
Well-being initiatives support improved understanding and awareness of factors affecting crew health and performance.	0	0	7	95	131
This campaign was positively received and actively supported by the crew.	0	0	14	101	118
Short, focused campaigns are more engaging and effective in maintaining crew participation.	0	1	6	87	139
The campaign improved crew awareness of well-being risks and practical measures to manage them.	0	0	6	90	137
Strong teamwork, open-minded communication, and mutual support are essential to maintaining well-being on board.	0	0	2	69	162
This campaign had a positive impact on crew behaviour and day-to-day decision-making.	0	1	10	101	121
Overall, the campaign contributed to strengthening a positive safety culture and well-being mindset on board.	0	1	6	86	140

CSM Singapore

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Well-being campaigns are effective tools for strengthening focus on physical and mental health at sea.	0	0	1	15	39
Well-being initiatives support improved understanding and awareness of factors affecting crew health and performance.	0	0	1	15	39
This campaign was positively received and actively supported by the crew.	0	0	1	16	38
Short, focused campaigns are more engaging and effective in maintaining crew participation.	0	0	2	15	38
The campaign improved crew awareness of well-being risks and practical measures to manage them.	0	0	2	16	37
Strong teamwork, open-minded communication, and mutual support are essential to maintaining well-being on board.	0	0	1	10	44
This campaign had a positive impact on crew behaviour and day-to-day decision-making.	0	0	3	14	38
Overall, the campaign contributed to strengthening a positive safety culture and well-being mindset on board.	0	0	2	12	41

CSM Deutschland

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Well-being campaigns are effective tools for strengthening focus on physical and mental health at sea.	0	0	0	4	2
Well-being initiatives support improved understanding and awareness of factors affecting crew health and performance.	0	0	0	4	2
This campaign was positively received and actively supported by the crew.	0	0	1	2	3
Short, focused campaigns are more engaging and effective in maintaining crew participation.	0	0	0	3	3
The campaign improved crew awareness of well-being risks and practical measures to manage them.	0	0	1	3	2
Strong teamwork, open-minded communication, and mutual support are essential to maintaining well-being on board.	0	0	0	2	4
This campaign had a positive impact on crew behaviour and day-to-day decision-making.	0	0	1	4	1
Overall, the campaign contributed to strengthening a positive safety culture and well-being mindset on board.	0	0	0	3	3

CSM UK

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Well-being campaigns are effective tools for strengthening focus on physical and mental health at sea.	0	0	0	0	0
Well-being initiatives support improved understanding and awareness of factors affecting crew health and performance.	0	0	0	0	0
This campaign was positively received and actively supported by the crew.	0	0	0	0	0
Short, focused campaigns are more engaging and effective in maintaining crew participation.	0	0	0	0	0
The campaign improved crew awareness of well-being risks and practical measures to manage them.	0	0	0	0	0
Strong teamwork, open-minded communication, and mutual support are essential to maintaining well-being on board.	0	0	0	0	0
This campaign had a positive impact on crew behaviour and day-to-day decision-making.	0	0	0	0	0
Overall, the campaign contributed to strengthening a positive safety culture and well-being mindset on board.	0	0	0	0	0

The regional analysis provided valuable insights into both common strengths and opportunities for further enhancement. While overall sentiment remained positive across all locations, the results also identified areas where additional focus can support an even stronger employee experience. These findings will inform future people-related initiatives and help ensure that local and global priorities remain aligned with employee expectations and business objectives.

CSM continued to monitor employee engagement and workplace satisfaction across its global offices through regular feedback and employee perception surveys. The survey provided valuable insights into employees' experiences and perspectives on key workplace dimensions, including leadership, communication, collaboration, professional development, well-being, and organisational culture.

CSM Shanghai

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Well-being campaigns are effective tools for strengthening focus on physical and mental health at sea.	0	0	0	1	1
Well-being initiatives support improved understanding and awareness of factors affecting crew health and performance.	0	0	0	1	1
This campaign was positively received and actively supported by the crew.	0	0	0	1	1
Short, focused campaigns are more engaging and effective in maintaining crew participation.	0	0	0	1	1
The campaign improved crew awareness of well-being risks and practical measures to manage them.	0	0	0	1	1
Strong teamwork, open-minded communication, and mutual support are essential to maintaining well-being on board.	0	0	0	1	1
This campaign had a positive impact on crew behaviour and day-to-day decision-making.	0	0	0	1	1
Overall, the campaign contributed to strengthening a positive safety culture and well-being mindset on board.	0	0	0	1	1

Overall, the results reflected a positive level of engagement across the organisation, with many responses falling within the Agree and Strongly Agree categories. These findings demonstrate employees' confidence in the organisation's direction and highlight the effectiveness of ongoing initiatives aimed at fostering an inclusive, supportive, and high-performing work environment.

The survey outcomes reinforce the importance of maintaining open communication channels and encouraging constructive feedback throughout the organisation. CSM remains committed to creating an environment where employees feel valued, supported, and empowered to contribute to the Company's continued success.

8.5 • Risk Management Training (HiLo)

How HiLo Insights Shape Columbia's Training Strategy

At CSM, safety is driven not only by lessons learned from incidents, but more importantly by the identification of risks before an incident occurs. Through active participation in the HiLo Maritime Risk Management programme, CSM continuously analyses leading indicators, near misses and operational observations from across its global fleet to better understand where future risks may exist and how they can be prevented.

Between Q2 2025 and Q1 2026, thousands of observations, leading events and operational reports submitted by seafarers across the Tanker, Bulk Carrier and Container fleets provided valuable insights into the challenges faced during day-to-day ship operations. Rather than waiting for an accident to happen, this data enables CSM to identify emerging trends, understand vulnerabilities and take early action through targeted awareness campaigns, focused training and strengthened operational controls.

The analysis revealed several recurring themes across all fleet segments. Fire prevention, machinery integrity, containment management, securing of equipment and heavy objects, electrical safety and effective housekeeping consistently appeared amongst the most significant operational risk areas. While individual vessel types faced different challenges, the underlying message was clear: maintaining equipment integrity, following safe working practices and identifying hazards early remain fundamental to accident prevention.

For CSM, the true value of HiLo lies in transforming these insights into practical action. Findings from the quarterly analyses are systematically incorporated into the Company's training programmes, safety campaigns, seminars, workshops, onboard discussions and learning materials.

This ensures that training remains aligned with actual fleet experiences and addresses the risks most relevant to seafarers today, rather than relying solely on historical accident trends.

Attention during the reporting period was directed towards:

- Fire prevention in machinery spaces, accommodation areas and cargo operations.
- Prevention of fuel, oil and steam leakages through improved maintenance and defect management.
- Safe securing, storage and handling of heavy equipment and materials.
- Lifting operation planning and lifting gear inspections.
- Electrical safety and hot surface awareness.
- Bridge Resource Management, navigational safety and regulatory compliance.
- Cargo operation safety, dangerous goods awareness and containment integrity.
- Effective hazard reporting and proactive maintenance practices.

Most importantly, the reporting period recorded no fatalities across the Tanker, Bulk Carrier and Container fleets, demonstrating the positive impact of a proactive safety culture supported by timely reporting, shared learning and continual improvement. Rather than viewing safety as a compliance exercise, CSM leverages HiLo data to create a dynamic feedback loop where operational experience informs training, training strengthens awareness, and awareness contributes to safer operations across the fleet.

As the maritime industry continues to evolve, Columbia remains committed to using data-driven risk intelligence not only to understand where risks exist today, but also to anticipate where they may emerge tomorrow. Through the integration of HiLo insights into everyday decision-making and fleet-wide learning initiatives, Columbia continues to strengthen its position as a proactive, forward-looking organisation dedicated to protecting people, assets, cargo and the environment.

HiLo Risk Insights Across the Fleet

Turning Data into Action. Building a Safer Tomorrow.

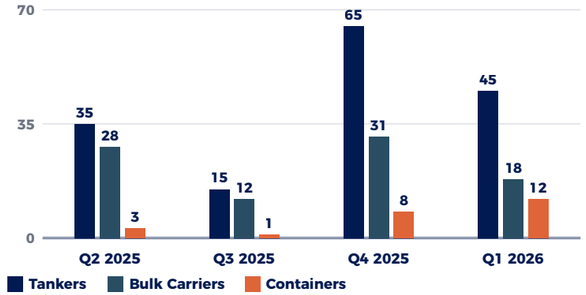
Tankers • Bulk Carriers • Containers | Q2 2025 to Q1 2026

COMMON RISK THEMES

Fire Prevention · Unsecured Objects · LOPC (Containment) · Machinery Integrity · Equipment Condition

OUR RESULT THAT MATTERS – NO FATALITIES across Tankers, Bulk Carriers and Containers during the reporting period.

REPORTED UNDESIRED EVENTS



What This Means
Consistent and proactive reporting across all fleets helps us identify risks early and take action before incidents occur.

TOP 3 HIGHEST RISK UDEs

Fire in Engine Room / Accommodation — 17–21%
Leading cause: Hot surfaces, electrical faults, poor housekeeping

Movement of Unsecured Object — 15–23%
Leading cause: Inadequate securing, improper storage & handling

LOPC Steam — 8–16%
Leading cause: Machinery space steam leaks, gasket & valve failures

HOW HiLo DATA DRIVES OUR TRAINING PROGRAM

1. CAPTURE
Seafarers report leading events, near misses and observations.

2. ANALYSE
HiLo analytics identifies trends, high-risk UDEs and contributing factors across the fleet.

3. ACT
Risk insights are shared with fleet teams and safety committees for timely action.

4. TRAIN
Targeted training, campaigns and learning modules are developed based on real fleet risks.

5. IMPROVE
Better awareness, stronger controls and safer operations – continuous improvement in action.

OUR FLEET-WIDE TRAINING FOCUS AREAS

- **Fire prevention in machinery spaces, accommodation and cargo areas**
- **Prevent fuel, oil and steam leaks (LOPC prevention)**
- **Safe securing, storage and handling of heavy objects**
- **Lifting operations and lifting gear inspections**
- **Electrical safety & hot surface awareness**
- **Navigational safety, BRM & COLREGs compliance**
- **Cargo operation safety, DG awareness & containment integrity**
- **Housekeeping standards & effective defect reporting**

HiLo insights today. Safer operations tomorrow.
Data-driven decisions • Targeted training • Safer fleet

Source: HiLo MRM quarterly summary reports

SECTION 09

Matrix-Based Training 2025–2026

During 2025-2026, our training focus remained on enhancing competence in key onboard systems. Ensuring our Seafarers effectively operate vessels' specific equipment, reduces the likelihood of system's breakdown and unnecessary delays.

9.1 • STCW Training

STCW Course	Duration	No. of Attendees
Advanced Chemical Tanker (Specialised)	5 days	531
Advanced Firefighting	3 days	2,279
Advanced Liquefied Gas Tanker (Specialised)	5 days	70
Advanced Oil Tanker (Specialised)	5 days	758
Basic Liquefied Gas Tanker	4 days	104
Basic Oil & Chemical Tanker	4 days	564
Basic Safety Training	5 days	4,671
Crisis Management and Human Behaviour	2 days	371
Crowd Management	1 day	643
Crude Oil Washing/Inert Gas		92
ECDIS Generic	5 days	477
Hazardous Material and HAZMAT CFR 49	4 days	853
Medical Care	5 days	537
Medical First Aid	3-4 days	978
Passenger Safety	1 day	18
Proficiency in Fast Rescue Boat	2 days	37
Proficiency in Survival Craft and Rescue Boat	2 days	3,520
Radar Navigation, Radar Plotting and Use of ARPA	8 days	246
Radar, ARPA, Bridge Teamwork & Search and Rescue	4 days	312
Seafarers with Designated Security Duties	1 day	860
Security Awareness	1 day	383
Ship Security Officer	2 days	404
Grand Total		**18,708**

9.2 • Type-Specific Training

Type-Specific Training continues to play a vital role in ensuring our seafarers operate vessel specific equipment safely and confidently. As ship systems become more advanced and increasingly differentiated between manufacturers, generic training alone is no longer sufficient. TST provides the practical, hands on familiarity required for safe navigation, efficient cargo operations, and effective machinery management.

During this reporting period, our training focus remained on enhancing competence in key onboard systems such as ECDIS, cargo handling interfaces, ballast water treatment units, and engine automation platforms. These sessions ensured that officers and ratings understood the exact configuration, alarm logic, and operational workflows of the equipment installed on their assigned vessels.

9.2.1 • ECDIS Type-Specific Training



ECDIS Limited has been the primary platform for CSM to train our Deck Officers with type specific ECDIS courses. ECDIS Ltd has also been approved by Lloyd's Register Quality Assurance to the following Management System Standards ISO 9001:2015.

According to the type of equipment aboard the vessel they are joining, CSM Deck Officers must be enrolled and complete the following set of courses before they join the vessel.

The provider has been very supportive in addressing all client feedback for improvement. Their latest update includes the implementation of QR codes in the certification that will ensure easy verification and authenticity of issued certificates.

Currently 100% of the Type-Specific courses from ECDIS Limited have been approved by UK MCA.

ECDIS	No. of Attendees
AS Norge Manta Digital	5
Chart World eGlobe G2	146
Danelec DM700/DM800	25
Furuno FEA 2107/2807	38
Furuno FMD 3000/3005/3100/3200/3300	1,416
JRC JAN 7201/9201/2000/2000B/701/701B/901B/901M	1,679
Kongsberg K-Bridge	64
PILOT Platinum	31
Raytheon-Anschutz 24	19
SAM ChartPilot 1100	2
Sperry Visionmaster	98
Tokyo Keiki EC8000/EC8100/EC8500/EC8600/EC9000	51
Transas Navi Sailor 4000	265
Grand Total	**3,839**

9.2.2 • BWTS Ballast Water Treatment System



Ballast Water Treatment Systems (BWTS) have become mandatory equipment on modern vessels, directly linked to compliance with the IMO Ballast Water Management Convention and USCG regulations. Because each manufacturer uses different filtration methods, UV configurations, chemical dosing processes, alarm logic, and emergency procedures, Deck and Engine Officers must be trained on the specific BWTS installed onboard their vessel.

Effective type specific training ensures officers understand how to operate, monitor, and troubleshoot the exact system configuration. For Deck Officers, this includes correct operation during ballast exchange, monitoring treatment efficacy, and responding to alarms that affect navigational planning and port compliance. For Engine Officers, it involves maintaining pumps, filters, sensors, dosing units, and ensuring the system remains operational under varying load and machinery conditions.

Ballast Water Treatment System	No. of Attendees
Alfa Laval PureBallast3	574
BioSea	4
Blue Ocean Shield	42
BSKY	18
BWTS - General	127
CYECO	45
Ecochlor	96
ERMA First FIT	388
HiBallast Hyundai	360
Hyde Guardian	16
JFE Ballast Ace	64
Miura Co.HK	51
NK03 BlueBallast	33
Ocean Guard	302
Oceansaver	103
Optimarin	46
Panasia Gloen Patrol	241
Puresteam Atlatium	1
Purimar	199
Seascape	20
SUNRUI BalClor	609
Techcross	295
Techcross Hyclor	16
Wartsila Aquarius	16
Grand Total	**1,294**

9.2.3 • EGCS- Exhaust Gas Cleaning System

Exhaust Gas Cleaning Systems (EGCS), commonly known as scrubbers, have become a critical compliance tool for meeting MARPOL Annex VI sulphur emission requirements across CSM's fleet. As each manufacturer designs its system with unique filtration methods, washwater treatment processes, control interfaces, and alarm logic, Engine Officers must be trained specifically on the exact EGCS model installed onboard their vessel.

Type Specific Training ensures officers understand the system's operational parameters, monitoring requirements, and maintenance routines in real world conditions. This competence is essential for preventing system failures, avoiding non compliance during port inspections, and ensuring continuous emissions control during voyages. With scrubbers operating under high temperature, high pressure, and chemically reactive environments, even minor misinterpretations of alarms or incorrect adjustments can lead to environmental violations, machinery damage, or costly downtime.

For CSM, investing in EGCS Type Specific Training strengthens operational reliability, supports our decarbonisation and compliance strategy, and equips Engine Officers with the confidence and technical proficiency needed to manage one of the vessel's most complex environmental systems. It is a direct contribution to safer operations, stronger vetting performance, and the Company's commitment to environmental stewardship.

The EGCS courses are developed based on maker's specifications with the objectives of:

- Being familiar with international requirements.
- Understanding how EGCS works.
- Being able to identify the parts of the EGCS unit.
- Familiarising with the maintenance schedule.
- Being aware of the safety signs.

The Scrubber system is equipped with water analysis and gas analysis units and Officers must be familiar with its operations.

Scrubbers Make	Type	No. of Attendees
Alfa Laval PureSOx	Hybrid	31
BSMS001	Open Loop	27
Clean Marine	Open Loop	3
ContiOcean	Hybrid	24
CSSC		8
Feen Marine	Open Loop	145
Panasia PureSOx	Open Loop	52
Pure Teq	Open Loop	6
SUNRUI		57
Yara Gtm-R	Open Loop	42
ZEME		67
Grand Total		**462**

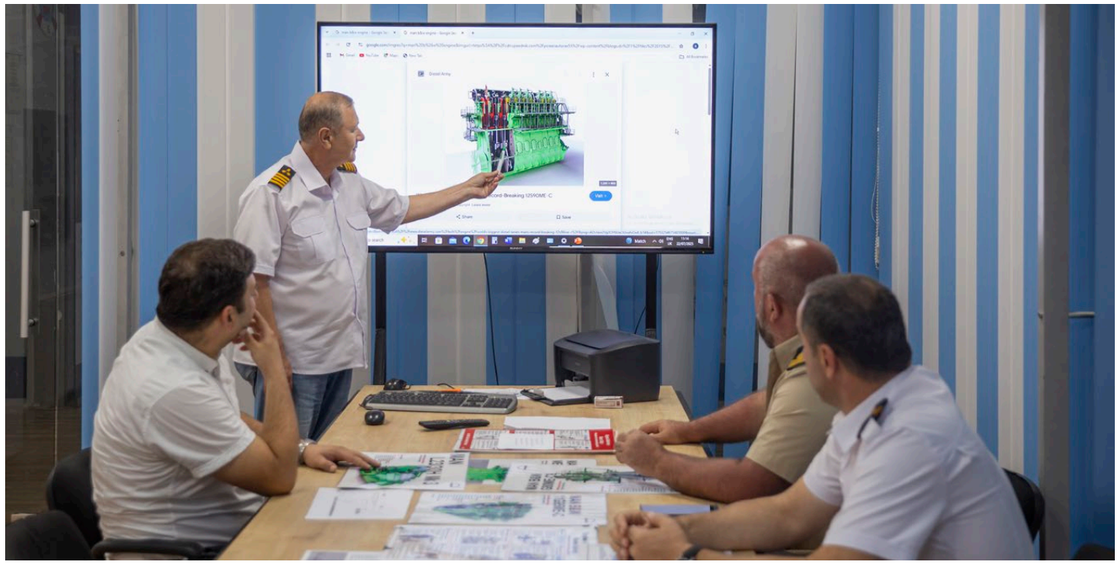


9.2.4 • Electronic Engine Training

Electronic Engine Trainings has become basic competencies of modern Engineering Officers and Electro-Technical Officers (ETOs) serving onboard Columbia-managed vessels. As automation and electronic control systems in marine engines increase, engineers are expected to understand engine control architecture, diagnostics, fault finding, and system optimisation. To meet these requirements, CSM has made Electronic Engine Training mandatory for management-level engineers and ETOs before vessel assignment.

The training programme covers the major engine platforms operating across the fleet, including MAN ME B/C, Wartsila RT-flex, WinGD, Mitsubishi UE Eco, and MAN ME-LGIP engines. The growing focus on competence verification by vessel inspectors under SIRE 2.0, Right Ship inspections, and CDI assessments has increased the importance of type-specific technical knowledge. These industry frameworks emphasise engineering personnel's ability to demonstrate practical understanding of engine control systems, troubleshooting methodologies, alarm management, and safe operational practices. As a result, electronic engine competency has become a critical requirement for maintaining inspection readiness and operational excellence. Well-trained personnel are better equipped to interpret system data, respond to abnormal operating conditions, and make informed decisions that contribute to the safe and efficient operation of the vessel.

Columbia Group has expanded Electronic Engine Training through both face-to-face and online delivery platforms. All engine courses are currently available through engine makers and approved external training providers, offering flexible learning pathways for seafarers worldwide. Columbia is also engaged in discussions with WinGD to expand face-to-face training. The learning and development team is proud of training more than 380 Engineers on these types of courses in various training centres around the globe since last edition. This training strategy demonstrates Columbia's commitment to ensuring that all engineers and ETOs possess the specialised knowledge and practical skills required to meet evolving industry expectations and support safe, reliable, and efficient vessel operations.



Participants attending BSMA Training Center in Batumi, Georgia.

9.3 • Industry-Based Training

Course	Duration	No. of Attendees
General Data Protection Regulations (GDPR)	1 hour	5,100
Cargo and Ballast Handling Simulator (Chemical/Oil/LNG/LPG)	4 days	512
Ship Simulator and Bridge Teamwork (SSBT/BRM)	40 hours	820
Safety Officer	3 days	808
Engine Room Simulator	5 days	307
Cyber Security Awareness	0.5 hours	1,840
Social Media Awareness	2 hours	2,703
Practical Marine Electrical Knowledge (in-house)	32 hours	56
Partners in Safety Facilitator Training	1 hour	569
Sanctions Training	0.5 hours	569
Maritime Anti-Corruption Network Training (MACN)	2 hours	777
Inventory of Hazardous Material Training (IHM)	2 hours	472
Advanced Chemical Tanker Training (in-house)	2 hours	207
Advanced Oil Tanker Training (in-house)	4 hours	291
Anti-Piracy Training	1 day	853
Culinary Training (Cargo and Passenger Ships)	5 days	110
Grand Total		**15,994**

9.3.1 • Ship Manned Model in Warsash

The Company remains committed to providing top-quality training for its crew and continues to sponsor Masters for participation in Ship Handling Training conducted by Warsash Maritime School, part of Southampton Solent University in the UK.

This four-and-a-half-day advanced course is suitable for Masters, Captains, Senior Deck Officers and Pilots to develop their existing skills and understand the behaviour and handling of large vessels with special emphasis on slow speed control.



The course is recognised by the UK MCA as meeting the principles laid down in Section A-II/2 and B-V/a of STCW1978 as amended; regarding the training of officers on large ships. It includes an intensive period of practical exercises in the scaled-manned ship models, supported by a programme of lectures, workshops and instruction at the ship handling centre. Specific situations encountered within the sphere of operations of individual students can be incorporated into the programme.

The practical aspects of the course cover:

- Stopping and slow speed control
- Turning manoeuvres
- Berthing and unberthing manoeuvres
- The effect of wind upon ship handling
- Anchor work
- Interaction

The Fleet

There are eight ship models in the fleet, some of which can be reconfigured to represent several ship types. They include a large sixth-generation container vessel, tankers, very large crude carriers (VLCC), LNG carriers, bulk carriers, car carriers and a roll-on, roll-off ferry.

Each vessel is an accurately scaled model of a real ship and closely replicates the handling characteristics of an actual vessel, including single, twin screw, and azimuth propulsion. Onboard logic systems ensure that engine output, delivery and response times, and rudder response times are correctly scaled. This also applies to bow thrusters and the windlass where fitted. The optimum scale used for most vessels is 1:25 and the models themselves are substantial, each measuring between seven and nine metres long and weighing approximately five tonnes. The electrically powered models are ballasted by a combination of water and solid ballast, which can be configured to provide loaded, part loaded or ballast conditions at different trims.





Ship manned model training incorporates practical exercises such as: Head-on Situation, Overtaking and crossing situation.

Timsbury Lake

Before proceeding onto the lake in the manned models, attendees receive a short classroom training session on the principles that will be practised using the models. After the session, they are provided with instructions for the exercise and then take turns commanding the manned models and practising the manoeuvres.

The workshop sessions are timetabled into the schedule in consultation with the officers and pilots in attendance and can include channel work, turning, varying environmental conditions, tug use, anchor work, thrusters, interaction, rudders and propulsion systems, twin screw, SBM operations and local scenario berthing/ un-berthing operations.





Bridge Resource Management Training

This element of the course takes place at Solent University using a 270-degree simulator over 1.5 days.

The attendees play different roles during the exercises, including Pilot, Master, Officer of the Watch and Helmsman, with all attendees taking turns in each role. The attendee selected to function as Pilot is briefed separately from the team, and this briefing includes instructions on how to behave as a pilot, such as being professional and providing local advice, being less forthcoming and withholding information, or proposing incorrect information. The aim is to observe how the Masters and the rest of the bridge team manage a poor pilotage situation.







One-on-One with Martin Greenslade, Senior Lecturer, Instructor Ship Handling

How would you describe the ongoing cooperation between CSM and Warsash Maritime School in the training of Deck Senior Officers?

The partnership has provided a valuable opportunity to develop a new Professional Development Ship Handling Course for Masters and Senior Deck Officers, combining technical ship-handling appreciation with the practical application of Bridge Resource Management.

At the end of 2025, I met with Stewart Bankier, Columbia Group Director Maritime HR (Learning & Development), to discuss the development of a course that would incorporate manned model ship-handling training alongside BRM development.

Manned model training is, by its nature, a relatively high-cost form of specialist training, and consequently only a limited number of ship operators and management companies currently invest in this type of professional development. The partnership with CSM provided an opportunity to develop a more accessible proposition specifically aimed at Senior Deck Officers, while retaining the unique technical benefits of manned model training.

The course was developed and ready for its first cohort in June 2026. To date, 16 Senior Officers have completed the programme, with excellent feedback from participants.

From my perspective, this is a particularly positive example of partnership working because it has enabled us to move beyond simply delivering an existing course. We have developed a Professional Development programme that combines two complementary areas of competence:

- Technical ship-handling appreciation through manned model simulation.
- Bridge Resource Management through workshops and simulation, taking the principles of BRM into their practical implementation aboard vessels under the delegate's command.

The partnership therefore provides an opportunity to take the IMO BRM principles a stage further – moving from understanding BRM principles towards considering how Masters and Senior Officers can actively implement and embed those principles within the operational environment of their own vessels.

Overall Assessment

I would describe the cooperation as productive, innovative and commercially valuable, with clear evidence that there is demand for this type of professional development.

The initial cohort of 16 Senior Officers provides a strong foundation on which to develop the relationship further, potentially creating a repeatable CPD pathway for CSM's senior officers and other international ship-management clients.

It also demonstrates the wider value of the Ship Handling Centre: industry partnerships can identify training needs, and the Centre can combine its unique manned-model capability with BRM, simulation and human-factor development to create bespoke professional development programmes that are not readily available elsewhere.

How are specific CSM vessel types or port scenarios integrated into the practical workshops?

CSM provided two case histories for analysis and interpretation. These were particularly valuable because they enabled the training to move beyond generic BRM theory and examine real operational events and the interaction between technical ship handling and human performance.

The case histories highlighted failures in both technical ship handling and the application of BRM principles. Within the classroom BRM workshops, they were used as teaching aids to explore:

- Where the Bridge Management process had broken down.
- How decisions were made and communicated.
- Where situational awareness was lost.
- How assumptions and human factors influenced the operation.
- Where challenge and intervention could have occurred.
- How individual errors developed into an error chain.
- How the eventual outcome might have been prevented or mitigated.

This created an important transition from "what happened?" to "why did it happen?"

From Case History to Simulation

The case histories were then taken into the Mission Simulator exercises, providing a practical opportunity for the Senior Officers to demonstrate how they would respond when placed under pressure.

The simulator exercises were designed to assess the Officers' ability to:

Recognise → Communicate → Challenge → Decide → Act → Monitor → Adapt

The emphasis was not simply on whether the vessel was manoeuvred successfully, but on how the Officer managed the resources available to them during the developing situation.

This allowed the instructors to observe the practical application of BRM principles and use of available resources.

The Value of the CSM Partnership

Using CSM's own case histories provides a particularly strong learning connection because the officers can relate the training to real-world operational experience rather than hypothetical examples.

Reflect & Transfer Learning to the Vessel

This is one of the key strengths of the programme: the case history provides the context, the classroom provides the analysis, and the simulator provides the opportunity to test the behaviours in practice.

Bridge Resource Management – Human Factors and Pilot Interaction

The Mission Simulator exercises are preceded by a series of BRM workshops that establish the theoretical foundation for the practical exercises. The workshops cover the principles of BRM and, importantly for Masters, explore how those principles can be implemented in practice to develop and maintain a positive safety culture on board the vessel. The CSM case histories are an important part of this process. They provide real operational examples through which delegates can examine where BRM principles have broken down, how decisions developed, and how the resulting error chain could potentially have been interrupted.

From Theory to Practice

The learning is deliberately structured as:

BRM Theory
↓
Safety Culture & Implementation as Master
↓
CSM Case History Analysis
↓
Identify Human & Technical Factors
↓
Mission Simulator Exercise
↓
Performance Under Pressure
↓
Debrief & Reflection

The simulator therefore provides an opportunity for Officers to put the principles into practice, rather than simply demonstrating that they understand the theory.

Key Lessons Around Pilot Interaction

A particular focus is the Master–Pilot relationship and the importance of maintaining an effective bridge team when a Pilot is conducting the manoeuvre.

Delegates are encouraged to consider:

- Do the Master, Pilot and bridge team have a shared mental model?
- Are intentions and expectations clearly communicated?
- Is the Master maintaining appropriate strategic oversight?
- Does the bridge team monitor the developing situation rather than simply follow the Pilot's actions?
- Is there an environment in which a bridge team member can challenge or intervene when necessary?
- Are assumptions or authority gradients preventing effective communication?
- How does the team respond when the vessel does not behave as expected?

Deep Learning Through Simulation

The practical simulator exercises reinforce the classroom learning by placing the Officers in dynamic situations where decisions have consequences and pressure can influence human performance. The subsequent debrief is equally important. Officers are encouraged to reflect on not only what they did, but why they made the decision, what information they had available, what they may have missed and how the team could have responded differently. This makes the simulator a powerful deep-learning tool.

The overall objective is to move BRM from being a theoretical requirement to a practical management philosophy for the Master:

Understand the principles → implement them within the safety culture → practise them under pressure → reflect on performance → transfer the learning back to the vessel.

This is what makes the CSM programme particularly valuable: it takes BRM beyond the classroom and into the operational decision-making environment in which Masters are responsible for the safety of the vessel, crew and operation.

Operational Impact – Technical Ship Handling, BRM & Strategic Leadership

The most important outcome is for CSM Masters to return to their vessels with both a deeper technical understanding of ship behaviour and a stronger personal responsibility for creating a challenge-oriented BRM culture.

The three days of manned-model training develop a subconscious "feel" for the ship – particularly inertia, momentum, response time and environmental forces. This builds confidence in safely handling their own vessels and, critically, in overseeing pilotage operations, recognising when the vessel is not responding as expected and having the confidence to challenge or intervene using PACE.

The course encourages a shift from the Master as a task-oriented operator to the Master as the strategic executive manager of the bridge operation, empowering every member of the Bridge Team to contribute, communicate and challenge.

The bridge is considered as an HRO (High Reliability Organisation), recognising that human error is inevitable. The objective is therefore to create systems, behaviours and processes that detect, challenge and manage errors before they develop into unsafe outcomes.

Technical Ship Handling

Feel • Inertia • Anticipation • Confidence

9.3.2 • Engine Room Resource Management

Engine Room Resource Management (ERM) with simulator-based training has become a critical competency for engineering personnel serving onboard modern vessels. As engine rooms have evolved into highly automated, technologically advanced environments, effective resource management, communication, teamwork, situational awareness, and decision-making have become essential for safe and efficient ship operations. The ERM course equips engineers with the behavioural and technical skills needed to manage complex operational situations, reduce human error, and ensure engineering teams work cohesively to maintain vessel safety, reliability, and environmental compliance.

The importance of ERM has been further reinforced through the implementation of SIRE 2.0, which places greater emphasis on human factors, competence, and operational effectiveness. Modern inspections assess not only the condition of machinery and equipment but also how engineering teams communicate, manage risks, challenge unsafe decisions, and respond to abnormal situations. By making ERM training mandatory, the industry recognises that many incidents and operational deficiencies can be traced to breakdowns in teamwork, communication, workload management, and situational awareness rather than technical failures alone.

Failure to implement the principles of ERM can have significant consequences for vessel operations. Poor communication, inadequate information sharing, ineffective leadership, and lack of error management can contribute to machinery breakdowns, operational disruptions, environmental incidents, and safety-related occurrences.

Recognising the strategic importance of this competency and the evolving expectations under SIRE 2.0, Columbia Group has mandated ERM with simulator-based training for all relevant engineering personnel across the fleet. To ensure consistent implementation and accessibility, the course has been deployed through all approved Columbia-accredited training centres worldwide. This initiative enables seafarers to receive standardised, high-quality training regardless of location, ensuring all engineers have the knowledge, skills, and behavioural competencies needed to meet industry expectations and support Columbia's commitment to safety, operational excellence, and continuous improvement.



9.4 • Recruitment & Promotion Training Pathways

Newly hired and promoted Officers must complete the Crew Evaluation System (CES), which includes 70 questions covering numerous topics. In addition, the Company assigns the tests on a random basis to the existing Officers; the scheme is called "Random Competency Assessment" (RCA).

During their tour, Duty Officers are appraised by the Master or the Chief Engineer while both top two Officers are appraised by visiting Superintendents. The appraisal forms include sections for training needs relevant to each competency and are automatically linked to the database, making it easy for the personnel responsible to follow up.

Assessment	No. of Attendees
MARLINS English Test	1,456
MARLINS English Certificate	3,053
CES Test	1,819
Briefings and Debriefings	1,031
Grand Total	7,359



SECTION 10

Training Effectiveness & Quality Assurance

At CSM, maintaining the highest standards of maritime training requires a strong commitment to quality assurance and continuous improvement. To achieve this, we operate a robust Quality Management System that ensures all approved training providers are formally evaluated at intervals not exceeding one year.

10.1 • Training Effectiveness

Monitoring the effectiveness of each training is one way to measure the real time use of the course. We question our product to find out whether the training provided made an impact on the trainee.

Feedback

Once a course is completed on the eLearning platform, it leads to a feedback window where trainees must rate with star value on the following subjects: content, recommendation, relevancy, challenge and application. This feedback is gathered and showcased in our monthly LMS newsletter.

The feedback forms from each training provided in the training centres are reviewed during yearly audit and counter measures and proper follow-ups are done to rectify the same.



Use of modern training facilities provides our Seafarers the advantage to familiarise before joining the ship and get prepared to act pro actively.

10.2 • Training Centre Evaluations and Course Evaluation

Yearly evaluation of all accredited training centres of Columbia is mandatory. During the audit, a certified Training Officer conducts a complete check on certification, instructor qualification, training materials, facility infrastructure, feedback and compiles a report. This report will be circulated amongst all the Directors.

There will be observations and recommendations which will be followed up for closure. At present, 22 training centres globally are audited. On top of that, we also perform course evaluation whereby we choose a certain course from a certain training centre and enrol one of our Training Officers to undergo the course and evaluate the trueness and relevancy to present rules regulation of different entities. These two evaluations are Columbia Group's commitment to provide the best training for our seafarers.





Janis Sticenko, Director of Customers Connections; Novikontas, Deniss Vinogradovs - Fleet Training Officer, CSM, Marcis Zabovs - Director of Training Centre , Novikontas, Ainars Rukkalns - Quality Manager, Novikontas



Elmer Pulumbarit, IMTF Tech Advisor; Kimberly Ngan, Operations Manager, MCTC; Dominique Beato-Kampitan, Culinary Training Manager, MCTC; and Kesavmoorthy Shanmugam, Senior Training Officer.

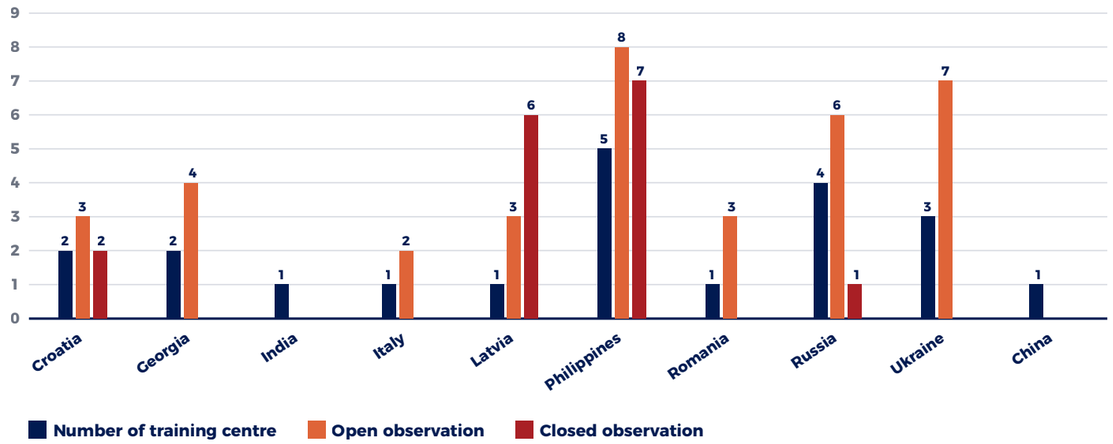
At Columbia Group, we are committed to giving our seafarers the best possible training. We support this commitment through a thorough evaluation and quality assurance process.

Every accredited training centre is evaluated once a year. During each audit, a certified Training Officer carries out a detailed review that includes the following areas:

- Training centre certifications and accreditations against ISO approvals.
- Instructor qualifications and competencies against the IMO model.
- Training materials and course content.
- Facility infrastructure and learning environment.
- Trainee feedback and performance records.

The findings are recorded in a detailed audit report and shared with the relevant Directors for review. When observations, non-conformities, or areas for improvement are identified, recommendations are provided, and corrective actions are followed up until they are completed satisfactorily.

2025/26 Recorded Observations at Training Centres



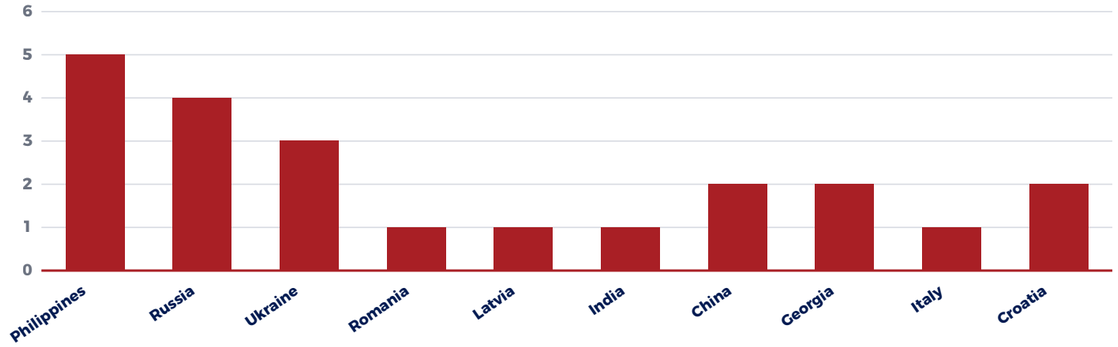
Columbia Group currently audits 22 training centres worldwide. An additional two training centres were inducted to our approved list.

In addition to training centre audits, Columbia Group also carries out Course Evaluations. For these evaluations, selected courses at accredited training centres are independently reviewed by Columbia Training Officers, who attend the courses as participants. This helps confirm that the training is accurate, relevant, and effective, and that it aligns with current industry requirements, maritime regulations, and the standards set by relevant authorities and stakeholders.

Together, the Training Center Audit Program and Course Evaluation Program reflect Columbia Group's ongoing commitment to continuous improvement and to providing world-class training that supports the competence, safety, and professional growth of its seafarers.

The distribution of Training Centres affiliated with Columbia Group around the globe:

Training Centre Distribution



10.3 • Governance & Continuous Improvement

The Learning Management System (LMS) now hosts more than 600 eLearning courses for shore-based employees and seafarers. With more than 18,900 registered users, the platform has become an important part of the organisation's learning environment. The Learning & Development Team manages and oversees the LMS to ensure it runs smoothly, maintains high-quality content, and continues to improve over time.

The following measures help ensure that the LMS stays aligned with organisational needs and regulatory requirements:

1. Regular Course Content Reviews: All eLearning courses are reviewed and updated periodically to ensure they remain accurate, relevant, and effective.
2. Regulatory Compliance Updates: Course content is revised and deployed promptly whenever new regulations, industry requirements, or compliance standards are introduced.
3. Client-Driven Enhancements: Learning content is updated and customised promptly based on client requests and operational needs.

To keep stakeholders informed and engaged, the LMS is also supported by regular communication initiatives:

- Monthly LMS reports share key statistics, new releases, usage trends, and learning activities.
- Monthly learning news updates inform clients, seafarers, and office staff about newly released courses, platform enhancements, and important training-related developments.

Through these governance and continuous improvement practices, the LMS remains a reliable, compliant, and user-focused learning platform that supports the ongoing professional development of seafarers and shore-based personnel.


TRAINING & LMS MONTHLY NEWS UPDATE

JUNE 2026

New Releases | Statistics | LMS Feedback | Conferences | Training Team Updates | Training Team Contacts

NEW RELEASES

New releases in our CSM Online Academy in June:

Day of the Seafarer 2026
Target Group: Seafarers & Shore Staff
On 25 June, we celebrated the Day of the Seafarer, a day dedicated to recognising the invaluable contributions of seafarers around the world to international trade, the global economy and society.

Thank you for your hard work, professionalism and commitment. We greatly appreciate everything you do.

Drug & Alcohol Campaign
Target Group: Seafarers
This campaign aims to promote awareness of Drug and Alcohol (D&A) risks at sea and reinforce the importance of maintaining a safe, healthy and fully compliant working environment on board.

The campaign combines an awareness video together with the interactive D&A



SECTION 11

Passenger Ships Training

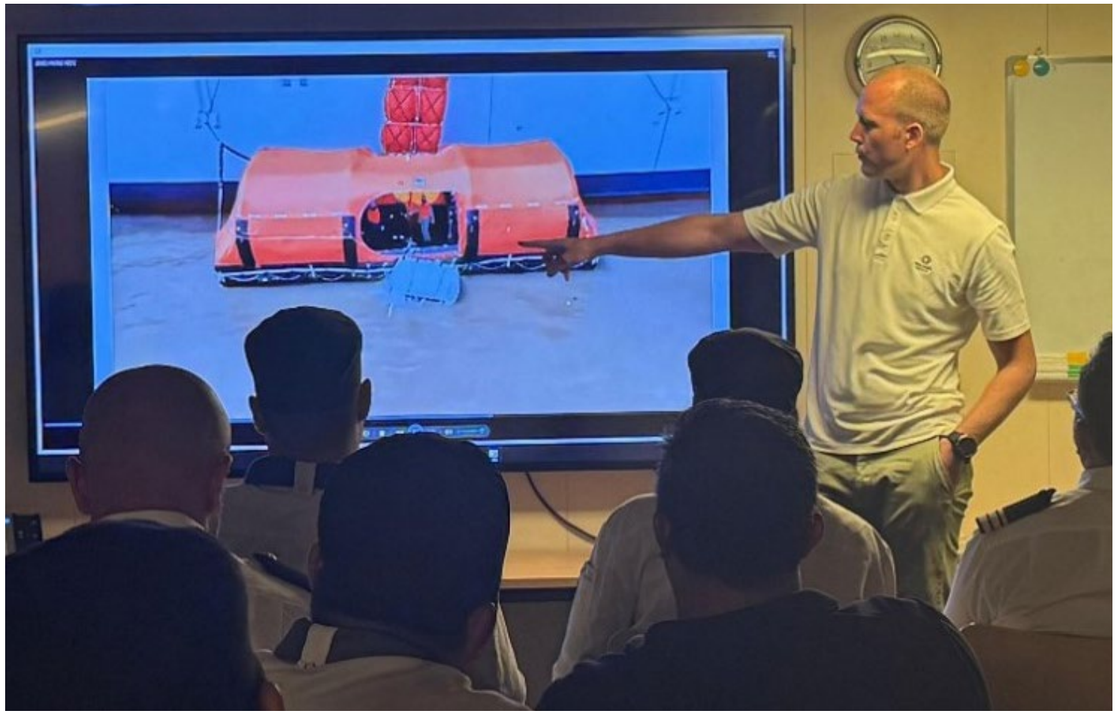
Onboard training within the Cruise fleet is strengthened by leveraging the expertise of our Fleet Training officers. Their extensive operational experience provides valuable hands-on guidance, enabling crews to develop and maintain the competencies required to meet the highest professional standards along with the preparation before joining the ships.

11.1 • Ship Visits & Programmes

Throughout 2025 and 2026, the Training Department has continued to conduct dedicated onboard visits across the managed fleet, demonstrating the Company's ongoing commitment to continuous improvement, crew competence, and operational excellence. These visits remain a key element of the Company's learning and development strategy, enabling Fleet Training Officers and Fleet Managers to engage directly with seafarers, observe onboard operations in real time, and deliver practical, targeted guidance that complements and enhances classroom-based training.

Beyond emergency preparedness, Fleet Manager and Fleet Training Officer visits play an essential role in maintaining consistency across the fleet. They provide a direct channel for sharing best practices gathered from other vessels, identifying gaps in existing procedures, and ensuring that the Company's high standards for safety and service are being upheld in practice, not just on paper. For newer crew members, this on-the-ground support reinforces STCW requirements and the Company's internal expectations from the earliest stages of their onboarding.

Ultimately, these ship visits deliver clear, measurable benefits to the Company. They reduce the risk of equipment misuse or procedural gaps, improve crew retention through visible investment in their development, and strengthen the operational resilience of the fleet. By continuing to prioritise face-to-face training and mentorship at sea, the Company reinforces a culture where every drill, every equipment demonstration, and every visit become an opportunity for improvement — for the individual crew member, for the vessel, and for the organisation at large.



Fleet Training Officer, Marko Skara, training crew on board about Marine Evacuation System (MES).



A key benefit of these visits is their contribution to a stronger safety culture fleetwide. By observing drills first-hand and reinforcing correct use of specialist equipment such as thermal cameras, evacuation aids, and firefighting apparatus, Training Officers help ensure that emergency response procedures are not only understood in theory but can be executed effectively under pressure. These sessions strengthen teamwork, sharpen communication between departments, and give crew the practical readiness needed to respond calmly and competently in real emergencies.

Each ship visit combines direct observation, mentoring, and the delivery of practical, equipment-based training. During a recent visit, Fleet Training Officers worked closely with the ship's fire and emergency response team to deliver focused instruction on the use of thermal imaging equipment, a critical tool for locating fire sources, detecting heat signatures behind bulkheads and ceilings, and guiding search-and-rescue operations in low-visibility conditions. Crew members were shown how to correctly operate the thermal camera, interpret temperature readings, and apply the technology effectively during live scenario-based exercises, ensuring that both new and experienced personnel gained confidence in a skill that can prove decisive during a real emergency.

This kind of hands-on, in-person training underscores why fleet-level ship visits are so valuable to the organisation. Unlike standardised shore-based training, these visits allow Training Officers to tailor sessions to the specific equipment, layout, and operational challenges of each vessel, while working alongside department heads and crew in their actual working environment. This direct engagement allows for immediate feedback, real-time correction of technique, and a deeper transfer of knowledge that builds both skill and confidence in day-to-day operations.

11.2 • A Word from the Director – Maritime HR (Cruise), Anca Preda



Strengthening crew confidence and reinforcing a culture of continuous improvement

The 2025-2026 period marked another year of significant investment in crew development, operational excellence, and safety across the Cruise managed fleet. Through extensive ship visits, advanced safety initiatives, strategic academy partnerships, customised training programmes, and leadership development activities, the Training Department continued to strengthen crew competence and reinforce a culture of continuous improvement.

Driving Excellence Through Onboard Training - Fleet Training Officers conducted regular visits across the managed fleet, providing hands-on mentoring, practical instruction, and direct observation of onboard operations. These visits enabled crews to receive vessel-specific guidance while ensuring consistent implementation of Company standards, regulatory compliance, and operational best practices. By focusing on real-world application rather than theory alone, ship visits enhanced emergency preparedness, reduced operational risks, and strengthened crew confidence.

Strengthening Safety Through Strategic Partnerships - The Company expanded its commitment to safety training through strategic collaborations with industry leaders. A partnership with Viking Safety Academy enabled the delivery of manufacturer-approved Marine Evacuation System (MES) training through both onboard instruction and advanced computer-based learning. In parallel, collaboration with NAPA enhanced bridge officer competence through interactive stability and electronic logbook training. The program covered fundamental and advanced stability concepts, supporting safer operational decision-making and advancing digital proficiency across the fleet.

Advanced and Customised Learning Solutions - Specialised learning opportunities tailored to clients and operational requirements were introduced this year. Customised SHIPSAN training solutions were developed for multiple cruise operators, covering critical topics such as food safety, potable water management, communicable disease prevention, housekeeping operations, and recreational water safety. These tailored programmes combined digital learning with practical applications, ensuring compliance with international standards while meeting client-specific operational needs.



Anca Preda

Director – Maritime HR (Cruise)
Columbia Group

Leadership, Public Health, and Sustainability Initiatives - The Hospitality Training team delivered performance appraisal and performance improvement workshops designed to enhance supervisory effectiveness and support employee development. In addition, senior leadership programmes brought together experienced shipboard leaders to strengthen emotional intelligence, communication, and leadership effectiveness in increasingly diverse maritime environments.

The Training Department also contributed to the development of five new EU SHIPSAN public health eLearning courses, supporting fleet-wide compliance and promoting best practices in hygiene and public health management. Furthermore, the Food Waste Awareness LMS programme, developed in collaboration with sustainability partners, helped participating in vessels achieve an impressive 92% reduction in food waste, demonstrating the positive impact of targeted training on environmental performance.

Looking Ahead

The achievements of 2025-2026 reflect the Company's continued commitment to investing in people, technology, and innovation. By combining practical onboard training, industry-leading partnerships, customised learning solutions, and leadership development, the Training initiatives across the entire Cruise fleet have further strengthened safety, operational readiness, regulatory compliance, and sustainability across the fleet, creating a solid foundation for continued success in the years ahead.



11.3 • Ship Visits

The Fleet Training Officers ship visit is essential in ensuring that emergency procedures, such as the Assembly Station, are conducted in accordance with Company standards, international maritime regulations, and best practices.

During the visit, the officer observes the drill, evaluates crew performance, verifies that passengers are guided safely and efficiently to their designated lifeboat stations, and provides constructive feedback to improve coordination, communication, and crowd management.

These hands-on assessments help identify strengths and areas for improvement, reinforces the crew's competence and confidence in handling emergency situations, and promotes a strong safety culture on board, ensuring the ship remains fully prepared to respond effectively to any emergency.



Training with Assembly Station D – Crocodile Evacuation Process.

11.3.1 • Performance Appraisal & Performance Improvement Training Workshops

A few performance appraisal and Performance Improvement Plan (PIP) Workshops were delivered onboard one of our cruise clients, to enhance the supervisors' and managers' ability to effectively assess employee performance, provide constructive feedback, and support continuous development. The workshops focused on setting clear performance expectations, conducting fair and objective appraisals, identifying performance gaps, and implementing improvement plans that promote accountability, engagement, and overall operational excellence within the team.

11.3.2 • Senior Leadership Training

A Senior Leadership Training was delivered onboard one of our cruise clients between 15 and 17 December 2025, during the vessel's first anniversary cruise. The programme was attended by 12 Senior Leaders from Deck, Engine and Hotel Departments and was delivered by two Senior Consultants from BZ Maritime Leadership.

The training was designed to elevate leadership excellence aboard, whilst acknowledging the seniority and extensive experience of participants. The programme aimed to broaden perspectives and strengthen the skills to lead both seasoned professionals and the new generation of seafarers.

Key components included Emotional Intelligence (EI) and self-awareness, empowering leaders to master team dynamics and inspire high performance across the ship.



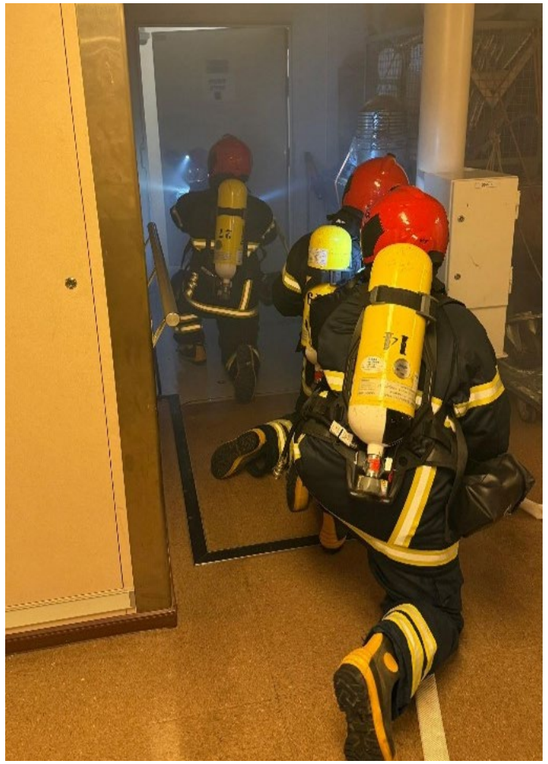
Senior Leadership Consultant, Gareth Hughes.

11.3.2 • Passenger Assistance Team Practical Training Using the EVAC CHAIR

This practical evacuation chair training reflects the Company's strong commitment to safety, operational excellence, and continuous professional development. The active presence and guidance of the Fleet Training Officer ensured that participants applied the correct techniques, maintained effective communication, and followed established safety procedures throughout the exercise. By investing in realistic, hands-on training under expert supervision, the Company reinforces its commitment to delivering the highest standards of passenger safety and emergency preparedness.

11.3.3 • Fire Procedures and Techniques

Onboard ship visits by the Fleet Training Officer are essential in ensuring that firefighting preparedness is maintained to the highest Company standards. Through realistic emergency drills, the Fleet Training Officer evaluates the crew's practical response, provides hands-on coaching, and verifies that emergency procedures are executed effectively and in full compliance with the Company's procedures. These visits reinforce the Company's commitment to operational excellence, continuous improvement, and a strong safety culture, ensuring every vessel remains fully prepared to respond confidently and effectively to onboard emergencies.





Fire drill carried out on board as part of the preparation for our crew supervised by Fleet Training Officers and Safety Officers on board.

11.3.4 • Lifeboat Lowering Procedures: Dry and Wet Training

Lifeboat lowering is one of the most critical elements of shipboard safety training. They ensure that crew members are fully competent in launching, lowering, and recovering lifeboats safely and efficiently, both in controlled training conditions and in a genuine emergency.

Dry Lowering Training

A dry lowering training is conducted without launching the lifeboat into the water. It is used to familiarise crew with the equipment, reinforce correct handling technique, and test the mechanical operation of the davit and winch system without the added risk of a full launch.

Dry lowering should be carried out at a frequency defined by the Company's ECM, applicable SOLAS/STCW requirements and are particularly valuable for training the new crew members or to reinforce and refresh the lowering procedures.





Wet Lowering Procedures

A wet lowering drill involves fully launching the lifeboat into the water, starting the engine, manoeuvring away from the ship's side, and safely recovering the boat back to the davits. This is the most realistic form of lifeboat training and is essential for verifying that both the equipment and the crew can perform real lowering.

Wet training carries a higher level of risk than dry training and must always be supervised by a competent, experienced officer. Weather, sea state, and traffic in the vicinity must be assessed before proceeding, and the training should be suspended if conditions deteriorate.

Training Value

Combining dry and wet lowering training gives the crew a complete understanding of the lifeboat launching system, from equipment familiarisation to full at-sea handling. Dry training builds confidence and technique in a lower-risk setting, while wet drills confirm that crew can execute the full procedure competently under real conditions.

Together, they ensure the ship's emergency response capability remains sharp, compliant, and ready to protect passengers and crew in a genuine abandoned-ship scenario.

11.3.5 • Lowering of Fast Rescue Boat and Man Overboard Drill and Training

The Fast Rescue Boat Lowering and Man Overboard Recovery Training is one of the most critical exercises carried out on board, as it directly tests the crew's ability to respond to a real emergency where every second can determine the outcome.

The drill ensures that the rescue boat can be launched quickly and safely in accordance with SOLAS requirements, Company procedures, and international best practice, while also confirming that the davit, release hook, engine, and recovery equipment are all in good working order and ready for immediate use.

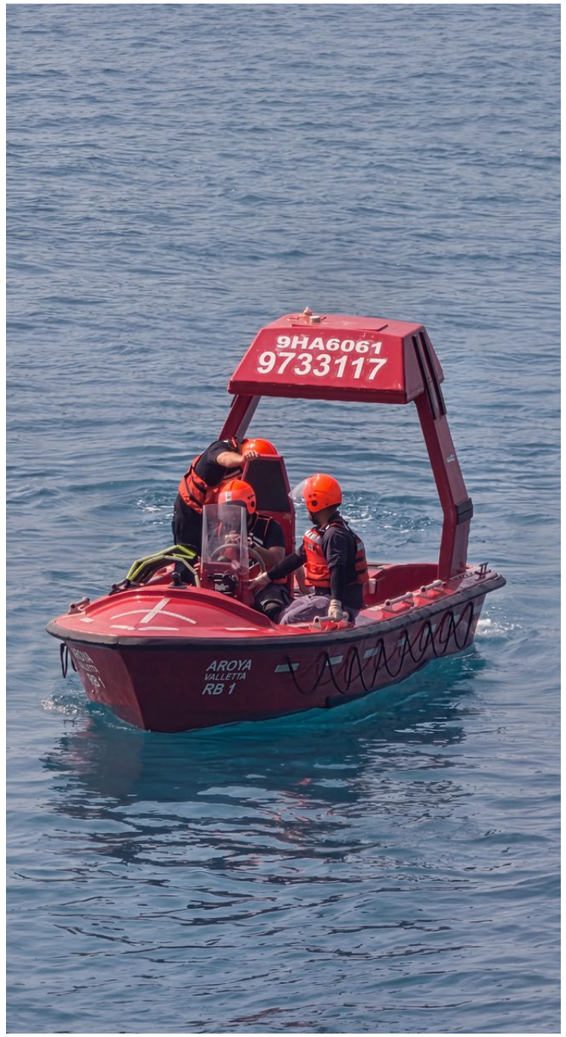
During the exercise, the designated crew members aboard the boat, do the appropriate safety equipment, and carry out the fast-lowering procedure from the davit down to the waterline.

Once waterborne, the cox swain starts the engine, releases the boat from the hooks, and manoeuvres clear of the ship's side before proceeding to locate, approach, and recover a simulated casualty from the water using the recovery Jason's Cradle.

The importance of this training cannot be overstated. In a genuine man overboard situation, hypothermia, exhaustion, and drowning can set in within minutes, so any delay or hesitation in launching the boat can be the difference between a successful rescue and a tragedy. Regular, realistic drills ensure that crew members are thoroughly familiar with the equipment and lowering procedures, allowing them to act calmly, confidently, and efficiently when a real emergency arises.

The exercise also strengthens coordination and communication between the bridge team, who track and report the casualty's position, the davit operators, who must launch the boat safely and without delay, and the boat crew, who carry out the approach and recovery.

Beyond meeting SOLAS and Company training requirements, this drill builds a genuine culture of preparedness on board, giving the crew the readiness and confidence to respond effectively whenever a real emergency demands it.



11.3.6 • Drill and Training Confined Space Entry

Damage control training is one of the most essential exercises carried out on board, as it directly builds and maintains the crew's practical knowledge of the equipment, systems, and procedures required to contain and manage flooding, fire, or structural damage in a real emergency. Because damage on board can escalate within minutes, the crew's ability to react correctly and without hesitation is often what determines whether an incident remains under control or develops into a genuine crisis.

Repeated, hands-on training ensures this knowledge is not simply theoretical but becomes second nature, giving the crew the confidence and competence to act decisively under pressure, in poor visibility, restricted spaces, or adverse sea conditions.

The training makes use of the actual damage control and life-saving equipment carried on board, so that the crew becomes genuinely familiar with its operation rather than only its theory. Using the real equipment during training, rather than relying only on manuals or briefings, ensures that crew members know its exact location, operation, and limitations, and can operate it correctly the first time, in a real emergency.

In line with SOLAS requirements, damage control training and equipment familiarisation should be reinforced through drills, and onboard training sessions held by designated crew members taking part at least once every three months.

Damage control plans and instructions must remain available and always known to the crew, not only during scheduled drills. Where crew changes mean a significant proportion of the crew who did not take part in a damage control exercise within the previous month, additional training should be carried out before departure. This consistent schedule ensures knowledge never lapses, new crew members reach the required standard quickly, and the ship's company remains genuinely ready to respond at any time.



Delivering damage control training and equipment familiarisation.

11.4 • Academy Partnerships (Viking / NAPA Updates)

Our collaboration with Viking Safety Academy reflects our ongoing commitment to delivering the highest standards of safety training across our fleet. Through this partnership, our seafarers have access to manufacturer-approved training on Marine Evacuation Systems (MES), ensuring a consistent, standardised approach to safety while meeting the highest levels of regulatory compliance. By integrating Viking's certified training programmes into our Learning Management System (LMS), we provide accessible, high-quality learning opportunities that support continuous professional development throughout our fleet.

As part of this successful collaboration, our Fleet Training Officer is authorised by Viking Safety Academy to deliver certified MES training using the Viking Education Descent Chute (VEDC) computer-based training platform. This advanced training solution provides interactive instruction on the operation, activation, and emergency deployment of Viking Marine Evacuation Systems, allowing our crews to develop the knowledge and confidence required to respond effectively in emergency situations.

This partnership demonstrates our Company's commitment to investing in innovative, technology-driven training solutions that enhance crew competence and operational readiness. By combining Viking's manufacturer-approved expertise with in-house delivery by our authorised Fleet Training Officer, we ensure our seafarers receive modern, engaging, and effective training that strengthens our safety culture and supports our shared objective of protecting our passengers, crew, and vessels.



Fleet Training Officer delivering MES training using the Viking Education Descent Chute (VEDC).

11.4.1 • Marine Evacuation System Training Conducted by Viking

The inflation and filling of the Marine Evacuation System is one of the most valuable training sessions a crew can take part in, because it is the one opportunity to see, touch, and physically walk through equipment that would otherwise only ever be used in a genuine abandon-ship emergency. Reading a manual or watching a video cannot replicate the experience of standing inside an inflated life raft, feeling how it moves underfoot, and understanding how quickly and forcefully the system deploys once triggered.

This first-hand exposure removes the fear of the unknown, so that if the MES is ever needed in a real emergency, crew members already know what to expect and can guide passengers with genuine confidence rather than uncertainty.

Having the manufacturer (Viking) carry out full inflation and filling as part of the annual service also gives the crew a rare chance to see the system's internal components, gas cylinders, firing mechanism, and structure that are normally packed away and out of sight. Understanding how the inflation trigger, canister, and platform work — not just how to operate them from the outside — significantly improves the crew's ability to react correctly if something does not deploy as expected, or if manual back-up activation is required.

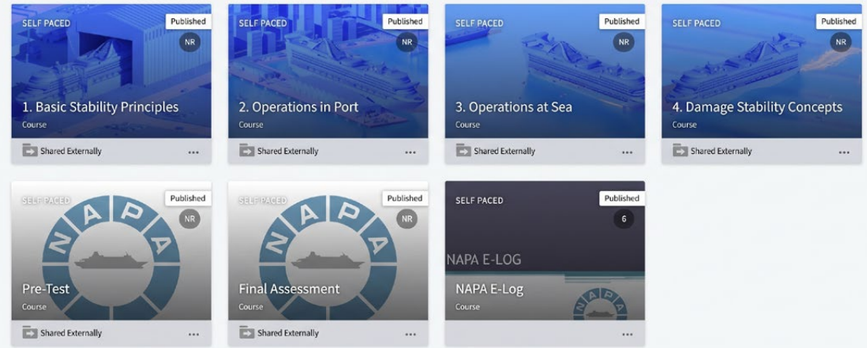
This annual service should be used as a live training opportunity, with as many available crew members as possible present to observe or take part in the actual inflation and filling, rather than treating it purely as a maintenance task carried out only by the technician.

In addition to this annual full-scale inflation, crew familiarisation with the MES stowage, launching procedure, and emergency operating instructions should be reinforced through the regular monthly abandon-ship drills required by SOLAS, so that knowledge of the system is refreshed continuously between the full-scale servicing events.

11.4.2 • CSM Agreement with NAPA

CSM has partnered with NAPA, one of the maritime industry's leading providers of ship stability software and training solutions, to enhance the knowledge and competence of bridge officers across the passenger fleet. Through this collaboration, Officers complete the NAPA Stability eLearning programme, which provides interactive and practical training to strengthen their understanding of ship stability principles and support safe, confident decision-making during shipboard operations.

The programme consists of a pre-test, four comprehensive learning modules, and a final assessment, covering Basic Stability Principles, Operations in Port, Operations at Sea, and Damage Stability Concepts. Officers also complete the NAPA E-Log course, which provides training on the electronic logbook system used onboard to improve the accuracy, consistency, and efficiency of navigational and operational record keeping. Together, this programme reinforces CSM's commitment to continuous professional development, digital innovation, and the highest standards of safety and operational excellence.



11.5 • Advanced Safety Training

A practical onboard demonstration was conducted to familiarise crew members with the vessel's smoke curtain system. The training provided essential knowledge on smoke containment, fire safety procedures, hazard awareness, and emergency response, emphasising the vital role smoke curtains play in protecting escape routes and limiting the spread of smoke during a fire emergency.

Crew members participated in a live demonstration using simulated smoke to observe the deployment and effectiveness of the smoke curtain under realistic conditions. The exercise reinforced the correct operating procedures, highlighted the importance of teamwork and communication, and allowed participants to gain practical experience in maintaining safe evacuation routes during emergency situations.

The Company continues to prioritise the safety of its passengers and crew by providing the necessary equipment, training resources, and technical support to deliver realistic onboard safety training. By investing in modern safety systems and hands-on learning opportunities, the Company strengthens operational readiness, promotes continuous professional development, and reinforces a proactive safety culture across the fleet.





Fire Drill supervised by Fleet Training Officer Marko Skara.

11.6 • SHIPSAN Customised Trainings for Aroya, Odyssey & Adora

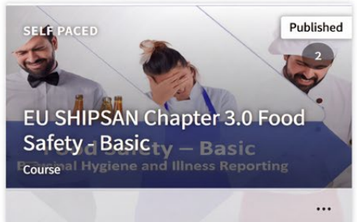
The Company remains committed to meeting the specific needs of its clients by developing customised training programmes that promote safety, compliance, and operational excellence.

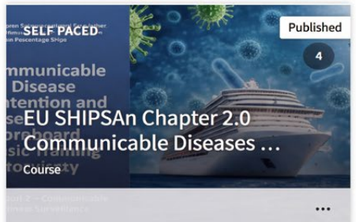
Through a comprehensive learning framework, the Company has created specialised courses covering key areas such as Food Safety (Basic and Advanced HACCP), Communicable Disease Prevention and Response, Potable Water Safety, Recreational Water Safety, Housekeeping Operations, Laundry Procedures, and other essential public health topics relevant to the maritime industry.

Each training programme combines computer-based learning with practical operational guidance, ensuring that participants gain both theoretical knowledge and real-world application.

The courses are designed to align with international standards and client-specific requirements, providing personnel with the competence and confidence needed to perform their duties safely and effectively by delivering tailored, high-quality training solutions, the Company supports continuous professional development while helping clients maintain regulatory compliance, operational consistency, and the highest standards of health, hygiene, and passenger safety across their fleets.





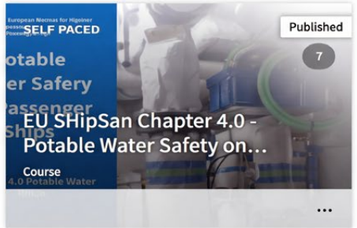












SECTION 12

Port State Control Performance

To further support Port State Control Performance (PSC) preparedness across the fleet, a dedicated PSC training course remains available through the Adobe LMS eLearning platform.

12 • A Word From Capt. Dimitrijs Adamecs



Zero deficiencies, driven by professional excellence.

In 2025, a total of 696 Port State Control (PSC) inspections were conducted across the CSM fleet, resulting in an average of 1.32 deficiencies per inspection. Although this represents a marginal increase compared with the 1.31 deficiencies per inspection recorded in 2024, the fleet's overall performance remained favourable when benchmarked against all MOUs. We are pleased to report that 59.8% of all PSC inspections conducted in 2025 were completed with zero deficiencies.

We extend our congratulations to all Masters and crews who achieved zero-deficiency inspections and thank them for their dedication, professionalism, and continued commitment to maintaining high onboard standards.

During the first two quarters of 2026, inspection activity continued to increase, with 500 PSC inspections carried out across the fleet. The average number of deficiencies per inspection increased to 1.40, while 55.6% of inspections were completed with zero deficiencies.

Although this indicates an adverse trend during the first half of the year. It is important to recognise that more than half of all inspections were completed without a single deficiency. These results demonstrate that achieving zero deficiencies remains realistic and attainable when vessels sustain a proactive approach to compliance, housekeeping, maintenance, and inspection preparedness. During the second half of the year, all vessels and shore-based teams shall further strengthen the preparation process by making full and effective use of all available onboard and shore-based resources.

To further support PSC preparedness across the fleet, a dedicated PSC training course remains available through the Adobe LMS eLearning platform. In addition, vessels are encouraged to make full use of the Kaiko PSC module, which has been developed to assist crews in identifying and addressing common deficiency areas prior to inspection. Effective use of these tools, together with proactive self-assessments and strong onboard leadership, will significantly enhance our ability to achieve the fleet objective of zero deficiencies and zero detentions.



Capt. Dimitrijs Adamecs

Group Director Marine & Operations
Columbia Group

Vetting Performance – Tankers, Gas Carriers

Since the introduction of SIRE 2.0 inspections, the fleet has continued to demonstrate gradual improvement in overall vetting performance. In 2025, a total of 351 SIRE inspections were conducted across the CSM fleet, resulting in an average of 5.58 observations per inspection. During the first two quarters of 2026, 228 SIRE inspections were completed, with the average improving to 5.21 observations per inspection despite sustained inspection activity.

This positive trend is an encouraging indication that the efforts of our Masters, Officers, and crews in preparing for SIRE 2.0 inspections are delivering measurable results. However, while the average number of observations remains an important performance indicator, it should not be viewed in isolation. A single significant observation, repetitive findings, or a concentration of observations within a specific VIQ chapter may still adversely affect a vessel's screening profile and acceptance by charterers. Therefore, every observation matters, and our objective must remain focused on continuous improvement and the prevention of repeat findings.

Analysis of the inspection results shows that human-factor observations continue to account for the largest proportion of findings, followed by hardware and process observations. This highlights that, while technical condition remains important, the knowledge, preparedness, and demonstrated competence of shipboard personnel continue to be key determinants of successful SIRE 2.0 outcomes.

- **Hardware:** A total of 458 hardware observations were recorded in 2025, reducing to 293 observations during Q1-Q2 2026. The highest concentration of hardware observations remains within VIQ Chapter 5, which accounted for 273 observations in 2025 and 192 observations in Q1-Q2 2026. These findings are predominantly related to the effectiveness of onboard safety inspections, defect identification, housekeeping standards, and maintenance of operational areas.
- **Process:** A total of 406 process observations were recorded in 2025, reducing to 173 observations during Q1-Q2 2026. The highest number of process observations remains within VIQ Chapter 2, with 204 observations in 2025 and 98 observations in Q1-Q2 2026. Many of these observations are linked to vessel records, documentation standards, and the accuracy of information contained within the OCIMF HVPQ.
- **Human:** Human-factor observations remain the largest category, with 569 observations recorded in 2025 and 343 observations in Q1-Q2 2026. Similar to the hardware category, the highest concentration of human-factor observations is within VIQ Chapter 5, accounting for 268 observations in 2025 and 187 observations in Q1-Q2 2026. These observations primarily relate to the familiarity of Masters and officers with company procedures, the conduct of safety inspections, risk awareness, and the ability to demonstrate compliance effectively during interviews and verification exercises.

While the improving trend is encouraging, there remains considerable opportunity for further enhancement. Careful management and verification of the vessel's HVPQ remain essential to avoid unnecessary observations. Masters must ensure that the HVPQ is thoroughly reviewed and validated prior to every SIRE 2.0 inspection. Equally important is the active participation of all Deck and Engine Officers in vessel safety inspections, hazard identification, reporting, and follow-up processes. The Safety Officer plays a key role; however, responsibility for a successful inspection rests with the entire shipboard management team.

To support continuous improvement in SIRE 2.0 performance, Columbia has already implemented rank-specific SIRE 2.0 training courses within the Adobe LMS eLearning platform. These courses are designed to strengthen inspection preparedness, reinforce expected standards, and enhance crew confidence during inspections. Together with the Kaiko SIRE module, these resources provide practical support for addressing common observation areas and demonstrating best practice. All seafarers are expected to complete the relevant training and actively utilise these tools to support our objective of achieving stronger vetting results and minimising observations.

SECTION 13

Regional News

This section provides a summary of the most relevant developments in the network of our Manning agencies around the world and additional efforts to enhance the satisfaction of our Seafarers.

13.1 • Annual Manning Agencies Meeting

In February 2026 Columbia Group welcomed Maritime HR representatives to Cyprus for a three-day event focused on crew welfare, recruitment needs, and safety priorities. Here's what Chief of Maritime HR, Simona Toma, had to say about the event.

What was the conference's greatest value in strengthening our global maritime HR community?

Its greatest value was the meaningful interaction between colleagues worldwide, creating alignment on our Maritime HR vision and allowing us to learn from each other's experiences.

Were there any standout success stories or initiatives that could inspire other regions?

Yes — what stood out most was the shared commitment from C- level leadership to every office in making this transition successful, along with the achievements of Senator Crewing Manila, CSM St. Petersburg, and CSM Ukraine, who were recognised for excellence in recruitment, governance, and operational performance.

How are we adapting our global talent acquisition and retention strategies to address the shortage of qualified seafarers and shore based professionals?

We are strengthening our Columbia Group Seafarer Value Proposition, built directly from seafarer feedback, and focusing on competitive packages, strong career development, well-being, safety, and community support to remain the employer of choice.

How did this gathering enhance collaboration between our regional HR offices?

It deepened our understanding of each region's realities and united us around our shared ambition of 'Maritime HR for Columbia Group'.

What words best describe the 2026 conference for you?

Great engagement!



Chief of Maritime HR, Simona Toma



Columbia Group CEO, Andreas Hadjipetrou, and Group Deputy CEO, Demetris Chrysostomou



The Annual Manning Agencies Meeting in Cyprus in February 2026.

13.2 • Welcome to CSM India

In 2025, CSM proudly opened an office in India, marking a significant step in the Company's ongoing global expansion. The new office enhances the Company's ability to provide high-quality ship management services across the region, bringing local expertise and a strategic presence to key Indian maritime hubs. CSM India strengthens the Group's international network, enabling closer support for clients, improved operational efficiency, and a continued commitment to safety, quality, and sustainability across its fleet worldwide.

Together, the two hubs will provide enhanced regional coverage while supporting distinct service functions aligned with local market needs. "Opening our India office is both timely and strategic and represents the next step in establishing the region as a key global footprint for Columbia Group," shared Columbia Group Deputy CEO, Demetris Chrysostomou.







CSM India offer modern facilities to provide the best of our services for our Seafarers.

13.3 • Welcome to CSM Romania

A significant milestone was the establishment of CSM Romania's office in Constanța, further strengthening Columbia Group's global footprint and presence in one of the region's key maritime hubs. The new office was created to support crew management, recruitment, and operational services for both commercial vessels and cruise ships, enhancing the Company's ability to serve clients and seafarers more efficiently.

Located in a country with a strong maritime tradition and a highly-skilled seafaring workforce, the office reinforces Columbia's commitment to attracting maritime talent, supporting crew welfare, and delivering high-quality ship management services worldwide.

CSM Romania is more than an office. It is a community driven by people, united by shared values, and inspired by the opportunities ahead. We are proud of our journey so far and excited for the future.



General Manager Manning EMEA Region, George Francu, together with the CSM Romania Team.

13.4 • Connecting Talent with Opportunity In Mexico

Columbia Group's Crew Manager Manning & Recruitment Crewing, Mazen Barhoun, and Crewing Fleet Manager, Nadine Krause, attended the first-ever Cruise Job Fair in Cancun, Mexico in March 2026.

In this unique opportunity to meet top cruise lines and recruiters face-to-face, from hospitality and entertainment to technical and retail positions, there was something for every recruiter who was looking to start or grow a career at sea.

The event exceeded expectations, drawing more than 640 visitors and remaining lively and crowded well into the evening. The team engaged with several highly-experienced applicants, establishing valuable connections for future follow-ups, and had the opportunity to interact with Marine Crew from a variety of other sectors.

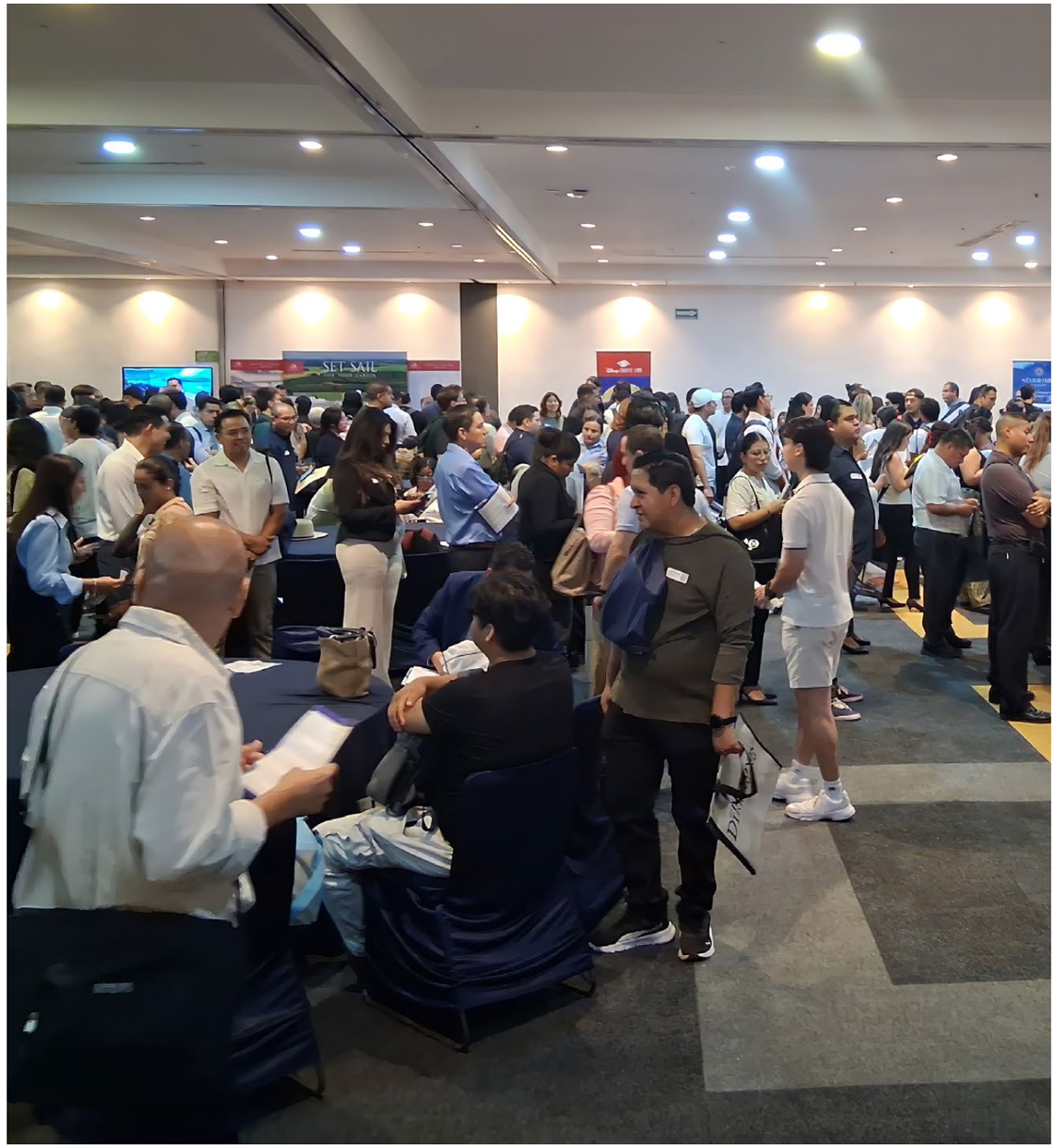
Additionally, the team met with two new prospective manning agencies with strong networks across Latin America. Both discussions were productive, allowing for a meaningful exchange on capabilities, local market insights, and sourcing strategies.

With major companies attending, this marked a major milestone for the industry, and Columbia was thrilled to be a part of it.

The event was a success as it triggered interest of participants, as well as exhibitors, to learn more about Columbia Group and meet industry talents in addition to new potential suppliers.



Crew Manager Manning & Recruitment, Mazen Barhoun, together with Crewing Fleet Manager, Nadine Krause, in Cancun, Mexico, March 2026.



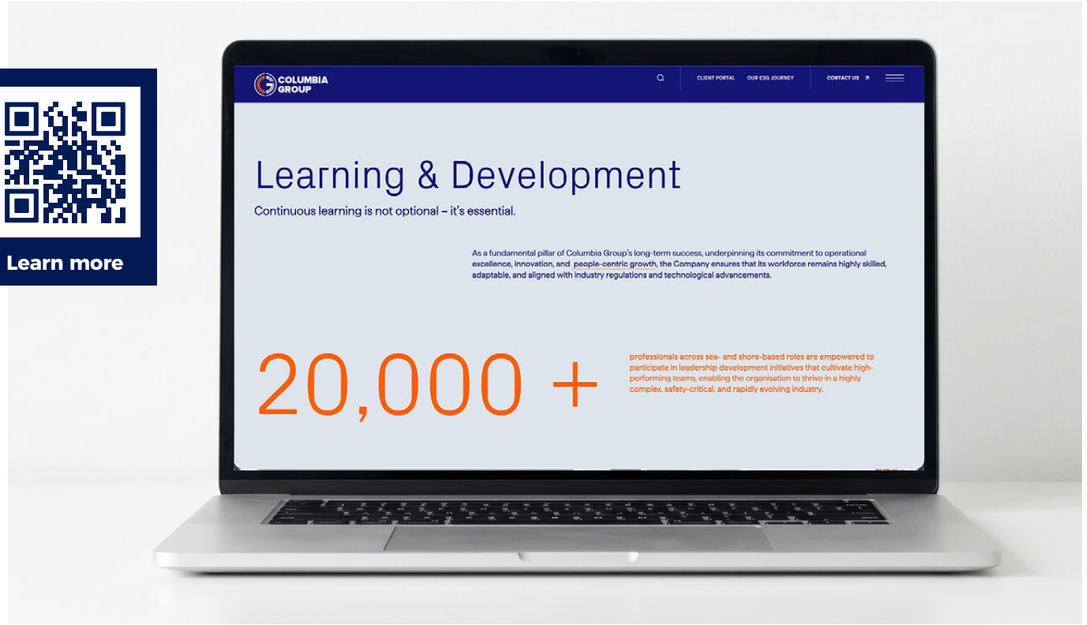
SECTION 14

Projects In The Pipeline

The journey of learning never stands still. From new learning initiatives to enhanced development opportunities, here's a glimpse of what's next on our training roadmap.

For 2027, the Training Department is aligned with the Company's vision to be the leading international provider of ship management and maritime services. In that sense we have been developing the below projects that are aimed to be completed during 2027:

- Installation of two Crane Training Desktop Simulators in Europe.
- Installation of CSOV Simulators in Europe.
- Development of PSC Series Videos Part 3.
- Columbia Maritime Leadership (CML) Practical Training expanded to Top 4 Officers.
- Rollout of Competency Management System CMS.
- Alternative Fuel eLearning Interactive course rollout.
- Training centre upgrades and development in the ASIA Region.
- Messman Training expansion into Indonesia.
- Additional STCW Bahamas-approved Trainings.
  - PSCRB.
  - Basic safety.
- IGF Code Basic Training for Cruise Ships.
- IGF Code Advanced Training for Cruise Ships.
- NAPA stability Video Trainings.
- Train the Trainer Course.
- Health Insurance Portability and Accountability Act. (HIPAA).
- Customer Service excellence training.
- COLUMBIA signature Food & Beverage courses.
- Pre-embarkation LMS course.



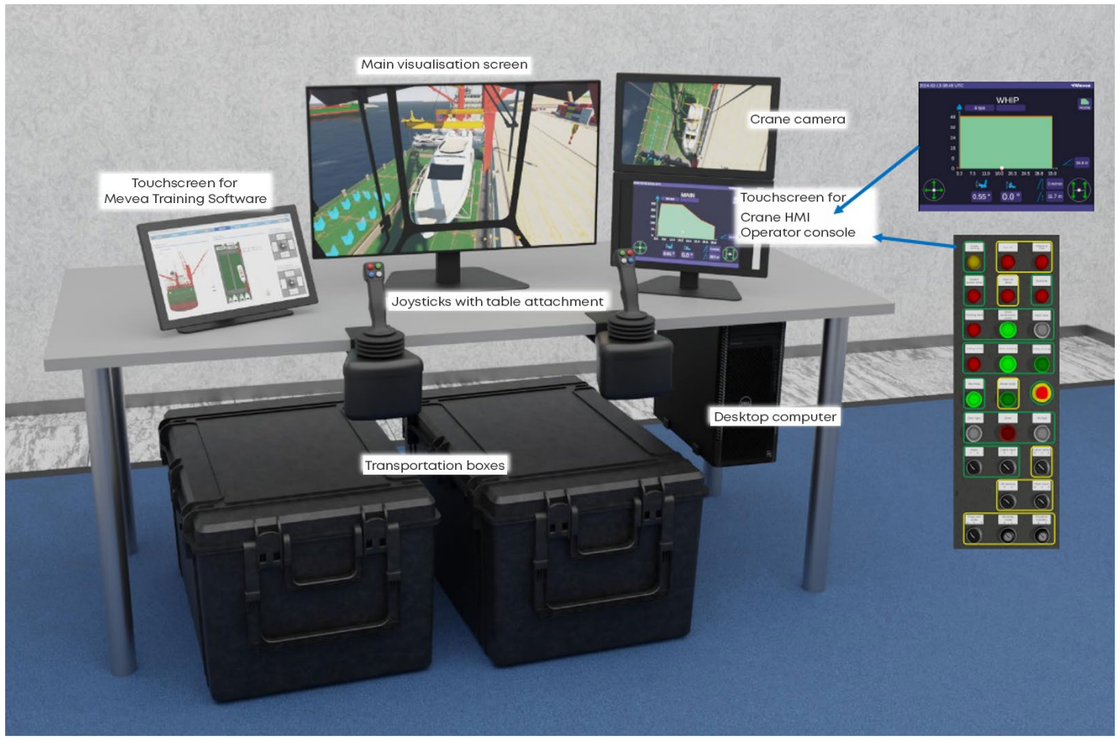
14.1 • CSM Expands Crane's Training with Two New Mevea Desktop Simulators

CSM has strengthened its commitment to high-quality maritime training with the acquisition of two new Mevea Desktop Simulator stations dedicated to port crane and mobile port equipment operations. Installed in Europe, these compact yet powerful systems significantly enhance CSM's ability to train East European seafarers serving on multipurpose vessels, where versatile cargo-handling competence is essential for safe and efficient operations.

A Strategic Investment in Accessible, High Fidelity Training

The maritime industry continues to evolve toward higher safety standards, increased automation, and more complex cargo handling environments. For seafarers working on multipurpose ships — often required to operate shipboard cranes, mobile port equipment, and a wide range of lifting gear — practical competence is non negotiable.

CSM's investment in Mevea Desktop Simulators addresses this need directly. These systems deliver realistic operator training in a safe, controlled environment, reducing reliance on live equipment and enabling structured skill development without operational disruption.



Compact, Flexible, and Built for Mobility

The Mevea Desktop Simulator is designed as a lightweight, portable training solutions, ideal for classroom environments or for trainers travelling across Europe to reach crews in multiple locations. Despite its compact footprint, the system does not compromise on realism or machine behaviour.

Key advantages include:

- Physical displays or VR-based training, adaptable to different learning styles and operational needs.
- Customisable touchscreen consoles, allowing the HMI and soft consoles to be configured according to specific crane or equipment models.
- Interchangeable joysticks using a common adapter, enabling seamless transition between crane types or mobile port machinery.
- Modular operator controls, including pedals, steering wheel, direction switches, and radiophone for instructor communication.

This flexibility makes the Mevea Desktop Simulator particularly well suited for multipurpose vessel crews, who must master a variety of lifting and cargo handling operations.

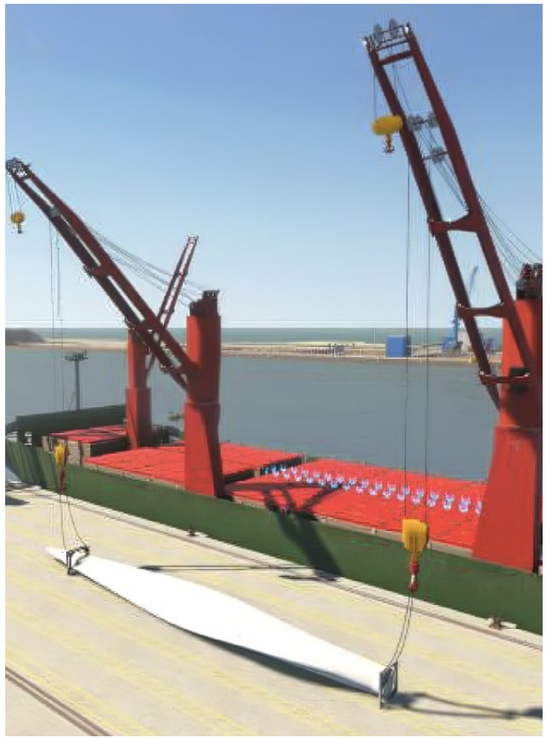
Realistic Training, Real Operational Benefits

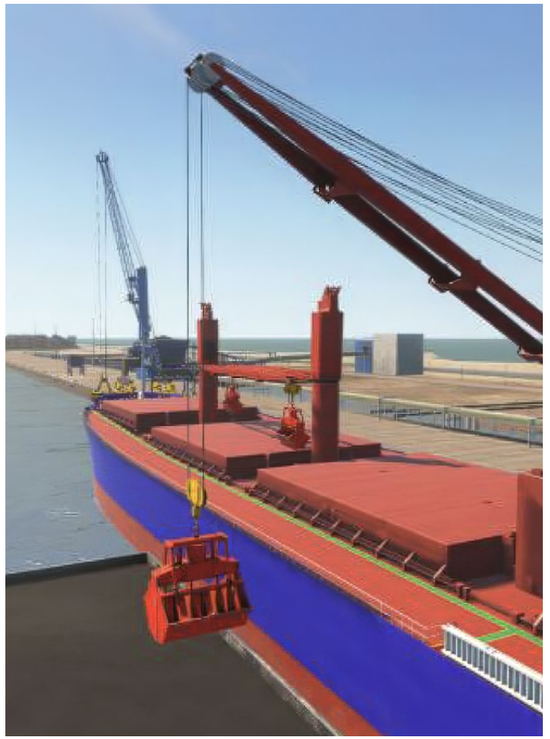
Operators train using the same interfaces, workflows, and decision making processes they will encounter during live crane operations. This reduces the learning curve and builds confidence before stepping onto real equipment.

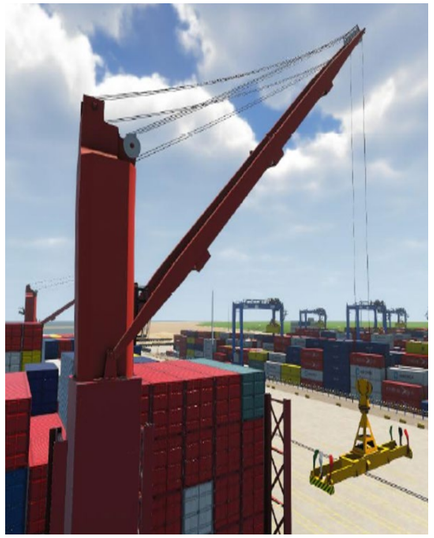
Operational and Safety Benefits Include:

- Improved safety performance through exposure to challenging scenarios without risk.
- Reduced wear and tear on actual cranes, lowering maintenance costs.
- Lower energy consumption, as training shifts from live equipment to simulators.
- Faster operator readiness, enabling quicker deployment of newly trained crew.
- Long term cost savings for both shipowners and port operators.

As ports and shipping companies continue investing in automation and remote operation technologies, simulator based training becomes a critical enabler of operational excellence.









Strengthening Training Access for East European Seafarers

By installing these two Mevea Desktop stations in Europe, CSM ensures greater accessibility for East European seafarers — many of whom serve on multipurpose vessels requiring advanced crane handling skills. The regional availability of high fidelity simulation:

- Reduces travel time for trainees.
- Supports local training partnerships.
- Enhances workforce readiness across key European maritime hubs.
- Ensures consistent training standards aligned with CSM's global quality framework.

This investment reflects CSM's long standing commitment to developing competent, confident, and safety focused crews through modern, technology driven training solutions.

A Forward Looking Step for Maritime Training Excellence

The addition of two Mevea Desktop Simulators marks another milestone in CSM's continuous enhancement of its global training infrastructure. Compact, flexible, and highly realistic, these systems will play a vital role in preparing East European seafarers for the complex cargo handling tasks required onboard multipurpose ships, while supporting safer operations, reduced costs, and improved performance across the fleet.

14.2 • Meet The Team



SIMONA TOMA
Chief of Maritime HR



STEWART BANKIER
Group Director - Maritime HR L&D



ALEJANDRO JUSTINIANI
Senior Manager - Maritime HR L&D



ELEANOR CHADWICK-HIGGINS
Senior Manager - Maritime HR L&D (Cruise)



DR. REZA AKBARI ALASHTI
Senior Manager - Maritime HR L&D



JOEY INFANTE
Cadet Manager - Maritime HR L&D



MCKENLY LIMAN
Senior Cadet Coordinator - Maritime HR L&D



IRYNA BARBINYAGRA
Cadet Coordinator - Maritime HR L&D



ELLI KONSTANTINOU
Cadet Coordinator - Maritime HR L&D



MARIYA FE BANDA
Coordinator - Maritime HR L&D



IGOR FOZYEKOSH
Manager - Maritime HR L&D



KESAVMOORTHY SHANMUGAM
Senior Officer - Maritime HR L&D



LOVELY ORTEGA
Administrative Assistant - Maritime HR L&D



MONICA JOVEN
Administrative Assistant - Maritime HR L&D



JESELLE BUNZOL
Administrative Assistant - Maritime HR L&D



RHIZA PRELLIGERA
Administrative Assistant - Maritime HR L&D



MALIKA JANA
Administrative Assistant - Maritime HR L&D



KOMAL RANE
Administrative Assistant - Maritime HR L&D



YVETTE PLUMBLEY
Coordinator - Maritime HR L&D



CHRISTIANA ASIMENOU
Assistant Coordinator - Maritime HR L&D



LINA NASER
Administrative Assistant - Maritime HR Operations L&D



IVOMIR GRAMATIKOV
Manager - Maritime HR L&D (Cruise)



MARKO SKARA
Officer - Maritime HR L&D



ROXANA ELENA VOINEA
Officer - Maritime HR L&D



DENITSA DECHEVA
Coordinator - Maritime HR L&D



JOANNE GEORGIOU
Officer - Maritime HR L&D (Cruise)



OLEKSANDR YEPIKHIN
Officer - Maritime HR L&D



STEFANOS FRANCIS
Administrative Assistant - Maritime HR Operations L&D


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