Training Activities Report

2024-2025



COLUMBIA GROUP

columbiagroup.org


CAPE BILBAO

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1. Introduction

Cape Bilbao takeover

1.1 Word from Columbia Group President & CEO Mark O'Neil

Dear Reader,

I am extremely proud to present the Columbia Group Training Activities Report 2024-2025.

As anyone involved in shipping readily appreciates, the quality of a vessel's crew is the biggest determining factor of that vessel's operational and mechanical efficiency and safety. That is why it is of such fundamental importance that our Columbia "People" – those on board and those ashore supporting them – are of the highest quality in terms of training, health, fitness and motivation.

With the evolutionary and rapid developments in vessel design, technologies, digitalisation, alternative fuels, artificial intelligence, optimisation platforms and techniques, the need for effective training – in person and online – has never been more important. That need for effective training does not stop when the recruit steps on board the first vessel or enters the first office – it is a life-long need and commitment so that all our People remain up to date, effective and at the very forefront of developments within our industry.

The Columbia Group prides itself in putting its People at the front, middle and end of everything it does. That is why it invests so heavily in developing effective in-person and online training courses, in simulation and state-of-the-art simulators, in competency management and development, in mental health and operational resilience and safety. In short, for the quality of our People to be "second-to-none", their training needs to be "second- to-none".

This Report is testament to the fantastic efforts of the Trainers and the Trainees – I could not be prouder of both.



Columbia Group President and CEO, Mark O'Neil

1.2 Word from Columbia Group COO Capt. Leonid Zalenski

Dear Reader,

I welcome you to the Columbia Group Training Activities Report 2024-2025.

Safeguarding the safety of our seafarers is at the top of our priorities at Columbia – we take it personally. Seafarers operate in a demanding environment where potential hazards such as navigation challenges and machinery complexities pose potential risks. Proper training, stringent safety protocols, and the use of modern technology are critical to safeguarding seafarers from harm.

Our response is multi-layered. We continue to strengthen risk management through the HiLo predictive model, sharper incident analysis and direct actions that address the root causes.

We have also expanded targeted campaigns on topics such as prevention of personal injuries, enclosed space entry and mooring safety, hot work controls, manual handling and mental health support, and we remain committed to ensuring that every planned operation is supported by robust supervision and a verified Risk Assessment. These measures are informed by the lessons captured in our quarterly SHEQ reviews.

Crucially, culture and behaviour are at the heart of prevention. Programmes such as our STOP Work Authority have been embraced across the fleet and hundreds of Stop Work uses have been recorded each quarter, demonstrating that our people are willing to intervene when they see unsafe conditions. This empowerment, combined with ongoing toolbox talks, practical training and leadership development at sea and ashore, creates the practical and psychological safety needed for sustained improvement. We will continue to celebrate and reward proactive safety behaviours while ensuring that investigations translate into tangible corrective actions and improved training content.



Columbia Group COO Captain Leonid Zalenski

Columbia will continue to invest in people, systems and technology that make our vessels safer and more reliable. Our training programmes will be continually updated to reflect the latest lessons learned and regulatory developments, and we will maintain transparent reporting so you can see both performance and the actions taken in response to incidents. We believe that stronger safety performance protects lives, reputations and commercial continuity and that partnership and trust between operator and client are essential to that purpose. Thank you for your continued confidence; together we will keep raising the bar for safety at sea.

1.3 Introduction of Chief Maritime HR, Simona Toma

This year, Columbia Group announced the appointment of Simona Toma, who assumed a C-level leadership role, overseeing both the crewing and training sides of operations within the Group.

Simona brings over 20 years of global experience in shipping, maritime human resources, crew management, and training. A former seafarer herself, she offers a unique perspective and firsthand understanding of the realities of life at sea. Before joining Columbia, Simona held senior leadership roles with OSM Thome Group, SeaTeam Management, and A.P. Moller-Maersk, where she was responsible for managing crewing and technical operations as well as driving strategic marine HR functions.

Simona is a passionate advocate for seafarer well-being, inclusive workplace culture, and leadership accountability. Her work is centred on building a modern, resilient maritime workforce — one that prioritises safety, diversity, and professional development.

Her leadership style is defined by a people-first approach, combining operational excellence with a deep commitment to the welfare and career growth of seafarers. Through her vision and dedication, Simona continues to strengthen Columbia's position as both a global leader in ship management and an employer of choice for maritime professionals worldwide.

"It is a great honour and privilege to have joined Columbia Shipmanagement as Chief of Maritime HR," shares Simona. "From the very first day, I have been warmly welcomed by colleagues across the organisation, both on shore and at sea, and I already feel part of the Columbia family. There is a strong reputation here for high quality ship management, and what has impressed me most is the deep commitment to people and our 20,000 seafarers who are the very heart of our success."

She adds, "This is an incredibly exciting time to be taking on responsibility for our global maritime workforce. The shipping industry is undergoing significant changes, not only in terms of technology and regulation but also in the way we think about people, leadership, and the human element at sea. I firmly believe that our seafarers deserve the same level of care, engagement, and professional development as any workforce ashore, and my role is to ensure Columbia continues to demonstrate its commitment in making that vision a reality."

"My immediate focus has been on listening and learning. I have spent time engaging with crews, senior officers, and colleagues across departments to gain an understanding of what is working well and where we have opportunities to evolve. What is clear is that Columbia's culture is already one of inclusiveness, respect, and high standards, but there is also a strong appetite to embrace change and take bold steps forward. That combination gives us the perfect foundation for transformation."

"Looking ahead, my vision for Maritime HR is centred on three key themes: digitalisation, career development, and well-being. We are enhancing the way we use technology to support our seafarers, streamlining processes to reduce administrative burdens, and ensuring our people feel more connected, wherever they are in the world. At the same time, we are expanding training pathways and career progression frameworks, investing in the skills and competencies that will shape the next generation of maritime professionals. And crucially, we are placing greater emphasis on well-being — recognising that life at sea can be challenging and ensuring our crews have access to the support they need, both on board and at home.

"This transformation will not happen overnight, nor can it be achieved in isolation. It will require collaboration across the business, as well as input and engagement from our seafarers themselves. I see our HR department not as a back-office function, but as a proactive partner in driving the company's success. By working together, we can ensure that Columbia continues to set the benchmark for how a modern, people-focused ship management company should operate.

"I am genuinely excited about the journey ahead. To be entrusted with leading this department at such a pivotal moment is a responsibility I take very seriously, and I am inspired by the talent and dedication I see every day among our seafarers and colleagues ashore. With a clear vision, a strong culture, and a shared commitment to our people, I am confident we can build a future where Columbia remains not just a leader in ship management, but a true employer of choice for seafarers worldwide."



Chief of Maritime HR, Simona Toma

2. Milestones 2024-2025



2.1 Conferences and Seminars 2024-2025

Columbia recognises that regular Conferences and Seminars held by Company representatives are the most effective way of conveying the Company's concerns, recommendations and, above all, safety culture to the ship's command, Officers and Ratings.

Feedback from our Participants

"The seminar was excellent."
— Master, SOC Batumi

"This conference is a really good tool to update and enlighten Officers regarding new regulations and incidents."
— Chief Officer, SOC Manila

"It was a magnificent experience to gain knowledge from Senior Officers and Top Management."
— 3rd Engineer, SOC Batumi

Seminars	Number of Attendees
Client Specific Conferences	40
Engineering Conferences	55
Chemical Tanker Conferences	19
Bulk Carrier Conferences	62
Ratings Conferences	227
Senior Officers Conferences	410
Container Conferences	39
TOTAL	**852**



Columbia Group President and CEO, Mark O'Neil, addressing Welcome Notes in the Senior Officers Conference in Manila, Philippines

Conferences 2024-2025

Course	Duration	Schedule July 2024 - June 2025		Location
Container Conference	4 days	16-Jul	19-Jul	Manila, Philippines
Online International Senior Officers Conference	1 day	19-Jul	19-Jul	Virtual
3rd AMOS Forum	2 hrs	30-Jul	30-Jul	Virtual
8th Electrical Training for Engineers	2 hrs	03-Sep	03-Sep	Virtual
EC Trainers Forum	1.5 hr	25-Sep	25-Sep	Virtual
Senior Officers Conference	2 days	07-Oct	08-Oct	Gdansk, Poland
Bulk Carrier Conference (Inui)	3 days	15-Oct	17-Oct	Manila, Philippines
Golden Fleet Senior Officers Webinar	3 hrs	28-Oct	28-Oct	Virtual
Ratings Conference	1 day	11-Nov	11-Nov	Manila, Philippines
Senior Officers Conference	2 days	12-Nov	13-Nov	Manila, Philippines
Online International Senior Officers Conference	1 day	26-Nov	26-Nov	Virtual
EC Trainers Forum	1.5 hr	27-Nov	27-Nov	Virtual
Online International Senior Officers Conference	3 hrs	11-Feb	11-Feb	Virtual
4th AMOS Forum	2 hrs	26-Feb	26-Feb	Virtual
EC Trainers Forum	1.5 hr	27-Feb	27-Feb	Virtual
Ratings Conference	1 day	10-Mar	10-Mar	Manila, Philippines
Senior Officers Conference	2 days	11-Mar	12-Mar	Manila, Philippines
Adora Webinar	4 hrs	26-Mar	27-Mar	Virtual
9th Electrical Training for Engineers	2 hrs	03-Apr	03-Apr	Virtual
EC Trainers Forum	1.5 hr	30-Apr	30-Apr	Virtual
Senior Officers Conference	2 days	05-May	06-May	Batumi, Georgia
Fleet Training Officers Conference	4 days	05-May	08-May	Batumi, Georgia
Ratings Conference	1 day	22-May	22-May	Batumi, Georgia
Bulk Carrier Conference (Inui)	4 days	28-May	30-May	Manila, Philippines
10th Electrical Training for Engineers	2 hrs	17-Jun	17-Jun	Virtual
Chemical Tanker Conference	3 days	18-Jun	20-Jun	Manila, Philippines
EC Trainers Forum	1.5 hr	25-Jun	25-Jun	Virtual

2.1.1 Senior Officers Conferences

The main objective of Senior Officers Conferences is to enhance the knowledge of CSM Senior Officers and cover key topics such as Partners in Safety, Rightship Inspections, SIRE 2.0, Mental Health Matters, Maritime Anti-Corruption Network, Safe Navigation, Stop Work Authority and Fatality Prevention. Top Management always shows commitment with participation in these seminars addressing valuable topics and showing the importance of direct and transparent communication.

A total of nine (9) Senior Officers Conferences were held in 2024; four online webinars and five face-to-face seminars taking place in the Philippines, Georgia, Romania and Poland. This mix of virtual and in-person allows CSM to include participants from across the globe.

The Senior Officers Conference held in Constanta, Romania was conducted in a “Hybrid” format to allow for additional participants from other countries to attend. Hybrid seminars combine virtual and real-world activities, enabling participants to watch and take part from anywhere in the world. Online attendees can contribute by sharing and commenting on information, asking speakers questions in real time and interacting via video conference.



Senior Officers Conference in Constanta, Romania in April 2024

Feedback:

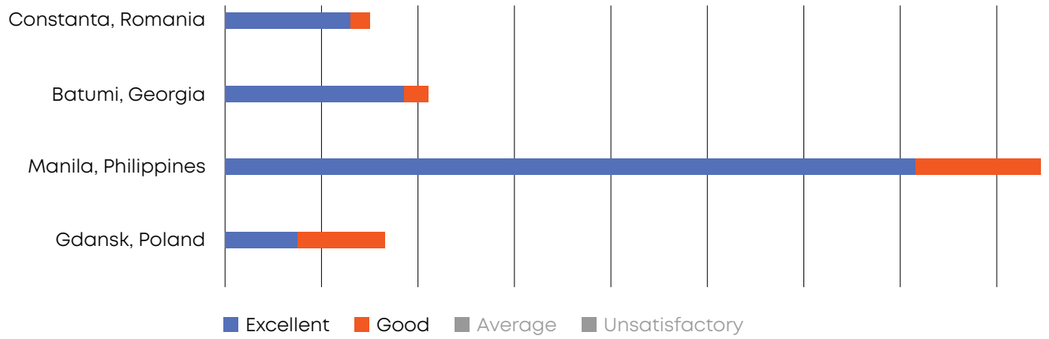
“The seminar was informative and very useful.”
— Master, SOC Batumi

“Highly recommended to Senior Officers.”
— Chief Officer, SOC Manila

“It was very helpful for us as Senior Officers, gaining more knowledge and ideas.”
— Master, SOC Manila

Feedback from Participants in 2024

Location	Unsatisfactory	Average	Good	Excellent
Gdansk, Poland	0	0	18	15
Manila, Philippines	0	0	28	142
Batumi, Georgia	0	0	6	37
Constanta, Romania	0	0	4	27





Senior Officers Conference in Batumi, Georgia in May 2025

2.1.2 Ratings Conferences

With the assistance of CSM Singapore, CSM Manila and CSM Georgia, Ratings Seminars were held in both the Philippines and Georgia in March, April and November 2024. These events hosted a total of 220 Seafarers and highlighted the importance of Ratings crew in the safe operation of the fleet.

These conferences included speakers from CSM and external speakers including representatives from Overseas Workers Welfare Administration (OWWA), Pandiman and Clinical Psychologists and Doctors. A range of topics were discussed such as Stop Work Authority, Personal Injuries, Mental Health Coaching, Illegal Discharges, Port State Control Risk Detention and Pilot Ladders.



Ratings Conference in Manila, Philippines in March 2025



CSM Georgia's Capt. Vladimer Shelia handing over Appreciation awards to our Ratings

Feedback from our Participants:

"This type of training is effective as it helps seafarers stay informed and contributes to safe navigation."
— AB, Ratings Batumi

"It is important to provide more training of this kind."
— OS, Ratings Batumi

"Very good place for a venue, very nice food and accommodation, remarkable speakers, all meaningful ideas."
— AB, Ratings Manila

"Speakers are excellent, they explain clearly on all topics."
— Engine Fitter, Ratings Manila

2.2 Ships Type Specific Seminars



Chemical Tanker Conference in Manila, Philippines in June 2024

2.2.1 Bulk Carrier Conferences

Bulk Carrier Conferences equip seafarers with up-to-date knowledge, practical safety resources, and professional support, enabling them to remain current in a rapidly evolving industry while promoting safer and more efficient bulk shipping operations. These conferences also serve as a valuable forum for discussing critical cargo-related issues relevant to both seasoned and newly qualified Deck Officers.

In 2024, CSM held two of these conferences in cooperation with Nautilus Maritime Training Center Inc. in Manila, Philippines; a four-day seminar with 24 Officers in attendance from across all fleets, and a client-specific conference dedicated to INUI vessels and crew.

The CSM INUI Bulk Carrier Conference covered a wide range of topics including International Regulations (IMSBC), Anchoring Awareness, Incident Investigations, Cargo Ventilation/ Fumigation, Bulk Cargo Care and Hatch Cover Operations. Case studies were also presented with breakout sessions for Technical Workshops and the Engine Department.

Feedback from our Participants:

"The Bulk Carrier Seminar significantly improved my knowledge and skills, providing me with valuable insights. I sincerely appreciate it."
— 3rd Officer, INUI Bulk Carrier Conference

"The event proceeded exceptionally, and the facilitators demonstrated outstanding expertise."
— Chief Officer, INUI Bulk Carrier Conference



CEO Asia Region, Demetris Chrysostomou, speaking at the Type-Specific Bulk Carrier conference held in NPMTC in Manila, Philippines



CSM Singapore Representatives and Owners

2.2.2 Chemical Tanker Conferences

To enhance safety, ensure regulatory compliance, and prevent operational issues onboard chemical tankers, selected management and operational level Deck Officers are gathered to participate in CSM's Chemical Tanker Conference. One of the key objectives is to improve the Officers' knowledge and competence by providing them with comprehensive information and practical, hands-on training, playing a vital role in promoting a culture of safety and operational excellence across the fleet.

CSM conducted a three-day Chemical Tanker Conference in cooperation with Nautilus Pacific Maritime Training Center Inc. in Manila, Philippines from 5-7 June 2024, with 13 Officers in attendance.

Instructors and external speakers delivered interactive topics such as Tank Cleaning, Chemical Families, Chemical Protective Suit/SCBA, and Claims: Sampling and Contamination. Participants also received training and instruction on correct planning, execution, and monitoring of cargo tank linings, as well as practical training on Wall Wash Test and Spectrometer. The Officers were given the opportunity to raise any questions to our experienced speakers.

Feedback from our Participants:

"It was a very educational session; it will affect the course of my book writing. The audience was captivated by the speaker's ability to be both highly informed and articulate while keeping them interested. Time wisely devoted."
— 3rd Officer

"Excellent high-yield seminar. Good amount of specific detail; level appropriate."
— 2nd Officer



Chemical Tanker Conference (Wall Wash test)



Chemical Tanker Conference (Spectrometer Test)

2.2.3 Container Conferences

Thirty-nine Deck Officers from the CSM Container Fleet attended the Container Conference in Manila, Philippines between 16-19 July 2024. CSM speakers connected with the participants via the Hologram Portal directly from Cyprus in real-time and had enthusiastic discussions with the attendees as if they were also in the Philippines.

Numerous subjects and workshops were presented throughout the session, including Reefer Container: Stowage and Control, Lashing Arrangements, Parametric Rolling, Calculation of Wind Criterion and Carbon Intensity Indicator (CII); EEXI.

Feedback from our Participants:

Of the feedback provided, 34 participants rated the seminar as 'Excellent' and three rated it as 'Good'.

"The Container Seminar enhanced my knowledge and skills and taught me a lot. Thank you very much."
— 3rd Officer



Participation during the Container Conference in NPMTC in Manila, Philippines



Deputy Group Director QSHE & Compliance, Ko Ko Naing, participating via hologram from Cyprus to Manila

2.2.4 Electrical Training for Engine Officers (Webinar)

CSM delivered three virtual seminars on Electrical Training for Engineers in March, May and September 2024, providing an understanding on a variety of different topics such as Contactor construction and operation, 4-20 mA Current Loop principles, sensor wiring/calibration and Induction motor nameplate standards and parameters. The purpose of these webinars is to provide fundamental electrical knowledge to engineers on board vessels without permanent electricians.

These events provide the crew the chance to discuss any recent issues or challenges related to their specific fleet with a qualified professional. It is also an opportunity to update Officers on the latest developments and regulations and to make clear any owner's specific requirements.



2.3 ETO Programme Approved by MARINA Administration in NPMTC

The Maritime Industry Authority (MARINA) of the Philippines has issued key regulatory guidelines to standardise the certification and training of Electro-Technical Officers (ETOs):

- Memorandum Circular No. SC-2021-06 (11 February 2021) outlines the mandatory minimum requirements for the issuance of a Certificate of Competency (COC) for ETOs, ensuring compliance with international standards.
- Memorandum Circular No. SC-2022-05 (14 November 2022) establishes the standards for mandatory training courses under the STCW Convention, 1978 (as amended), formally integrating the ETO Training Course into the national ETO programme.

These circulars serve as the foundation for structured and compliant ETO training in the Philippines.

The announcement of training admission for the Electro-Technical Officer (ETO) Cadetship Program was carried out through a multi-channel approach to maximise outreach and visibility. This included leveraging social media platforms such as Facebook and LinkedIn, conducting targeted



Nautilus Pacific Maritime Training Center is equipped with a State-of-the-art ETO Lab

email campaigns, and posting on popular job boards and maritime-specific websites like Job Street, indeed, and Seaman Jobsites. Additionally, the programme was promoted through active participation in job fairs and maritime or engineering conventions.

To align training intake with industry needs, annual manpower requirements were developed in coordination with partner companies. Furthermore, strategic partnerships were initiated through Memoranda of Agreement (MOA) with State Universities and Colleges (SUCs), Technical-Vocational Institutes (TVIs), and professional organisations such as the Institute of Electronics Engineers of the Philippines (IECEP) and the Institute of Integrated Electrical Engineers (IIEE). These efforts collectively support the sustainable development and recruitment of qualified ETO Cadets.

During 2025, the training centre has been undergoing a major expansion with the addition of two new units on the 11th floor. This multi-million project is designed to enhance customer satisfaction and support future-focused technologies.

The new space will allow for more STCW-compliant classrooms, a dedicated deck workshop for rope handling, and larger seminar areas to accommodate broader audiences. It also marks a strategic shift toward training on alternative fuel engines, aligning with industry trends and sustainability goals.

Electro-Technical Officer (ETO) Course Outline

The ETO course is a comprehensive 630-hour training programme designed to meet STCW standards and prepare Cadets for technical roles aboard ships. It covers both theoretical knowledge (224 hours) and practical application (406 hours) across 15 modules. Key areas include marine electro-technology, automation systems, high-voltage operations, instrumentation, and shipboard safety.

The course also emphasises leadership, teamwork, pollution prevention, and communication skills. Practical workshops and hands-on training are integrated throughout, ensuring Cadets gain real-world experience in maintaining and repairing electrical, electronic, and control systems on board.

2.4 Port State Control Preparations (Series of Videos)

CSM's vision is to be the leading ship management company, and one of its key missions is to meet and exceed the client's expectations consistently. However, it is possible to go far beyond with properly trained, proficient, and fully reliable Officers and Crew only.

As the industry is heavily regulated and the approach to the maritime business and activities is well structured, it is very easy to determine any deviation from standards and requirements, and to determine whether it was a single mistake (isolated case), or if it is a systematic issue that needs to be investigated and properly treated to avoid further complications and recurrence.

One of the existing industry tools is the Port State Control inspection, and as the Company pays serious attention to Compliance and invests resources in proper familiarisation and training of its Officers and Crew, the Port State Control Preparation Series of Videos training was created in collaboration with Schoeler Holdings, who thankfully allowed us to accommodate the small video shooting team on one of the vessels (Vento di Bora).

The Marine Media Enterprises video operator, Christopher Georgiou, and CSM Fleet Training Officer, Deniss Vinogradovs, attended the vessel for a couple of days to film the scenes for further development of the valuable training materials, and are now sharing their experience in this article.



Seafarers on board Vento di Bora participating on the PSC Preparation video

Chatting with Christopher Georgiou, Marine Media Enterprises

What is your experience with on-location filming in maritime or industrial environments? And what challenges did you face?

I have almost a decade of experience in filming on board personally, however my colleagues at Marine Media Enterprises have over 40 years of experience and even pioneered the concept of training by video in the maritime industry in previous companies, so I borrow a lot of expertise from them. Every vessel I visit has its own unique challenges, whether it is technical difficulties, unexpected schedule changes and working with the crew. Keeping in mind their work and rest hours, we always come up with a solution working as a team with the seafarers on board.

How do you manage audio recording in noisy environments, such as in an engine room or a busy deck?

Because I started my career as an Audio Engineer, dealing with audio comes naturally to me. There are many ways to reduce the background noise, especially with the recent adoption of AI in audio software. But the simplest "trick" is simply to not film the scenes that have dialogue in noisy environments. Just wait until there is less noise or change the location if possible.

What safety measures do you follow when operating camera equipment in dynamic or hazardous environments?

I always make sure that the crew participating, including myself, are wearing the correct PPE for the location and job on the ship. In some cases, an intrinsically safe camera is required. For particularly dangerous shoots, like mooring operations, I seek the advice of the safety officer and have the officer present, to make sure all safety measures are in place. But my mind is always at ease because "the camera man never dies."



Christopher Georgiou, Marine Media Enterprises

How do you guide non-professional on-screen participants (e.g., seafarers, shore staff) to ensure they appear confident and natural?

Time. It takes time, patience and many takes! I find that after taking time to build a rapport with the participant and explaining exactly what I'm looking for, we eventually get the result we want.

What is your overall feedback on collaborating with the Fleet Training Officer during the Port State Control video shoot?

Deniss was a pleasure to work with. It was his first time on a film shoot, and he was eager to learn, happy to do as many takes as it took to get the perfect shot. He came on board knowing all his lines and only needed some direction on how to act in front of the camera. He also brought a wealth of knowledge and helped immensely with my questions on making the scenes accurate to real-life situations. I wish more participants would come as well prepared as the Fleet Training Officer Deniss.



Deniss Vinogradovs, CSM Fleet Training Officer

A Discussion With Deniss Vinogradovs, CSM Fleet Training Officer

What was your specific contribution to the Port State Control training video, and how did you prepare for your role?

I was playing the role of the Port State Control Inspector. I conducted physical rounds around the vessel, inspected the equipment's condition, and posed questions to the crew to simulate a real Port State Control Inspection. I received the script from the scenario creator and was familiar with my role in advance of the project.

In your view, why is a video a more effective training tool for Port State Control than traditional methods (e.g., presentations or manuals)?

It combines different methods of adult learning, such as visualisation, audio, and storytelling, and covers various types of learners.

How did the video production process differ from your usual training duties, and what challenges did you encounter?

It was very different, and I'm highly appreciative of my Managers and Training Director for the opportunity provided. On board, we have a limited time to create content – just one working day – and I was obliged to react quickly and adopt the role. I want to extend my sincere thanks to the video operator, Master, and the crew for creating a fantastic, focused, and productive environment, which helped me to adapt smoothly.

What key messages were you aiming to convey in the video, and why are they particularly important for seafarers?

My key message is that any non-conformity must be identified by the crew before the inspector boards the vessel. It does not matter if it is a big or small issue. The office is always providing support and resources if the crew cannot solve the problem.

The reliability of the safety and pollution prevention equipment creates scenarios between the proper response to the emergency and saving lives, the ship, and the environment, or the disasters, as we can see in the recent examples in the industry.

Do you believe multimedia training methods will become more common in the maritime industry? Why or why not?

I firmly believe that Artificial Intelligence is the primary tool to enhance the training methods, and I will learn how to effectively and safely collaborate with it.

What feedback have you received from crews or staff regarding the video?

So far, I have heard only positive feedback about the product. The video is very harmonised and covers all aspects of the inspection to assist the crew in performing inspections as per the Company Key Performance Indicators.

What single piece of advice do you hope viewers take away from the training video?

Consider any third-party inspection not as a stressful event but as an opportunity for improvement. The inspector invests his expertise to raise the issues for the risk minimisation, not to blame anyone. It ensures safe and sustainable shipping, which drives the world.

2.5 High-Voltage Training in Nautilus Pacific Maritime Training Center

The Marine High Voltage Training Course offered by Nautilus Pacific Maritime Training Center is designed for maritime professionals who work with high-voltage systems. This comprehensive programme provides participants with essential knowledge, understanding, and hands-on experience to safely operate, maintain, and troubleshoot electrical systems onboard ships with operational voltages exceeding 1000 volts.

The main objectives of the course are:

- **Enhance Safety Awareness:** High-voltage environments pose significant risks. This course equips participants with the knowledge and skills to identify hazards and implement effective safety measures.
- **Career Advancement:** As the maritime industry increasingly relies on advanced electrical systems, having high-voltage training updates the skill and knowledge of participants and opens doors to advanced positions.
- **Regulatory Compliance:** Many maritime employers require high-voltage training to comply with international safety standards and regulations including requirements of STCW convention for personnel working with high voltage systems.
- **Hands-On Experience:** The practical training components provide invaluable real-world experience, allowing participants to gain confidence in handling high-voltage systems.
- **Networking Opportunities:** Attending the course offers the chance to connect with industry professionals and instructors, expanding your professional network.



Training session for High-Voltage Training

The key aspects of the course include:

High Voltage Theory: Understanding the principles of electricity, voltage levels, and the behaviour of electrical currents in high voltage systems.

Safety Protocols: Emphasising the importance of safety in high voltage environments, including the usage of personal protective equipment (PPE) and emergency procedures.

Operational Procedures: Instruction on the safe operation of high-voltage equipment and systems, including switchgear and transformers.

Maintenance Practices: Best practices for routine maintenance and inspections to ensure the reliability and safety of high voltage systems.
Troubleshooting Techniques: Hands-on training in diagnosing and resolving issues related to high-voltage equipment.



Highly-qualified trainers for High-Voltage Training



The below table shows the number of CSM personnel who attended the High Voltage Training courses.

Course	Number Attended in 2024
6.6 Kv High Voltage	116
High Voltage Management Level	21
High Voltage Shore Connection	17

2.6 Alternative Fuels eLearning interactive Course



With the International Maritime Organization (IMO) aiming to cut greenhouse gas emissions by 50% by 2050, the shipping industry must adopt innovative propulsion systems, energy-saving techniques, and new fuel types. The choice of alternative fuel in shipping is a decision with immense consequences. This shift presents not only a technical challenge but a significant operational and safety responsibility.

The Alternative Fuels in Maritime Industry eLearning series is designed to bridge the knowledge gap surrounding the use of emerging fuels in the maritime sector. This programme equips seafarers with the technical understanding and skills required to safely and effectively work with alternative fuels on board.

Outcome

By the end of the programme, learners will:

- Have a solid understanding of the types and properties of alternative fuels.
- Be able to identify and mitigate associated hazards and environmental risks.
- Be able to apply occupational health and safety measures specific to fuel handling.

This ensures they are better prepared to work onboard vessels using these fuels, contributing to both safety at sea and the industry's sustainability objectives.

Topics Covered

The programme consists of six courses, totalling approximately six hours of seat time:

- Introduction to Alternative Fuels in the Maritime Industry
- Ammonia
- Methanol
- Liquefied Natural Gas (LNG)
- Liquefied Petroleum Gas (LPG)
- Hydrogen

Learning Approach

Learners take on the role of aspiring "Alternative Fuel Specialists" for a shipping company. Through immersive storytelling, they virtually visit five different vessels, each using a distinct alternative fuel.

- **Immersive 360-degree vessel images** create a realistic learning environment.
- **Interactive modules and case studies** encourage active engagement and application of knowledge.
- **Gamification elements** (points, badges, levels) motivate learners to complete all challenges and earn the "Alternative Fuel Specialist" title.
- **Assessments** at the end of each course test understanding and measure crew readiness.

2.7 ECT Video Campaign



Deputy Group Director QSHE & Compliance, Ko Ko Naing, addressing the ECT Campaign

In a span of one month this campaign was distributed fleet wide and the reception from sea staff was nothing short of outstanding. All crew took the interest to watch it and understand the importance. We reached 100% success in reaching all seafarers on board. The ship shore relationship was once again proven healthy.

2.8 COLREGs Gamified App



The COLREGs Challenge – Advancing Training Through Mobile Gamification

CSM, in collaboration with 4Growth BW – an innovative and reputable Netherlands-based gaming software company – has launched the COLREGs Challenge, a modern and interactive training solution designed to enhance knowledge of the International Regulations for Preventing Collisions at Sea.

The application combines gamification with innovative instructional design, making it equally suitable for Senior Officers and Masters seeking a structured refresher, as well as Junior Officers and Cadets developing their foundational skills. The platform is available both online and offline, ensuring uninterrupted accessibility on board or while travelling.

Marcel Mens, CEO/Founder, 4Growth



4Growth, is proud to have developed the COLREGs Challenge in close collaboration with Columbia Shipmanagement. By combining CSM's deep operational expertise with 4Growth's strengths in gamified learning, they have created an experience that is both engaging and impactful. The COLREGs Challenge supports seafarers in refreshing critical knowledge, strengthening confidence, and pursuing continuous improvement — accessible anywhere, at any time.

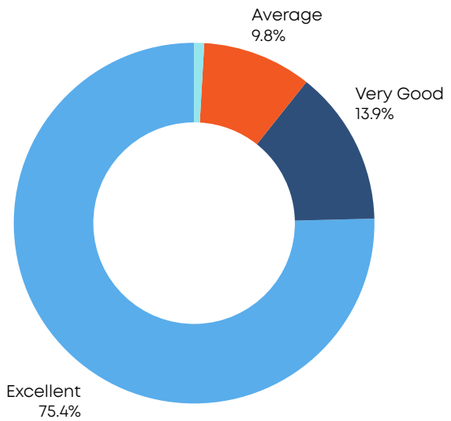
Gamification and Innovation

This training tool uses scenario-based exercises, daily challenges, tournaments, rewards, and achievement badges to increase engagement and knowledge retention. By transforming the review of COLREGs from a purely theoretical exercise into an interactive and goal-oriented challenge, it encourages users to apply the rules in realistic scenarios and track their progress over time. Participants can climb the leaderboard, compete in friendly tournaments, and earn achievements for consistent performance, all of which add motivation and a sense of accomplishment.



Implementation and Users' Feedback

Since its official rollout on 30 July, the COLREGs Challenge has attracted over 500 active users within the first two weeks, earning an impressive user rating of 4.63 out of 5. Its versatility ensures it is equally valuable for those with extensive bridge experience and for seafarers at the early stages of their maritime careers.



Capt. Renato A. Semine, Master WAN HAI A02



"While the content of the COLREGs remains consistent, the way we train and engage new generations must evolve. Today's seafarers, especially the younger Officers and Cadets, respond better to interactive and digital learning environments. That's why I find the COLREGs Challenge such a valuable addition to our training toolkit. In my view, this app is not just a training tool – it's a smart solution for building the next generation of confident, rule-savvy navigators."

"As a newly licensed Officer preparing for my first watch-keeping duties, I have found the COLREGs Challenge to be highly effective. Its scenario-based format transforms study into active problem-solving, making the learning process practical and engaging. The leaderboard feature motivates me to improve, and seeing my progress reinforces my confidence in applying the rules on the bridge."



COLREGs Gamified App is available on Google Play and App Store

Soso Beridze, Deck Cadet



Looking Ahead

The COLREGs Challenge marks the starting point in the gamification of maritime training, adding a new, engaging dimension to skill development.
New challenge games are currently in development, featuring two modules dedicated to Port State Control (PSC) preparation and compliance: one designed for all crewmembers, and another exclusively tailored for Officers. Scheduled for release in Q4 2025, these modules will broaden the training's scope by incorporating practical scenarios and essential knowledge areas – enhancing both hard skills and soft skills – necessary for successful PSC inspections, further supporting crewmembers in maintaining compliance and operational readiness.

"Play is the highest form of research."
— Albert Einstein

2.9 International Conferences

2.9.1 Singapore Maritime Week



Marco Maimone

Head

Microsoft Innovation Hub ASEAN



Margi Van Gogh

Head, Supply Chain, Logistics and Transport Industries

World Economic Forum



Mark O'Neil

CEO/President

Columbia Group



Martijn Hoogerwerf

Managing Director & Head of Sustainable Finance

ING Bank



Martijn Thijsen

Head of Global Connect

Port of Rotterdam

Columbia Group President and CEO, Mark O'Neil, had the honour of attending the Maritime Manpower Forum during Singapore Maritime Week, hosted by the Maritime and Port Authority of Singapore (MPA). The event brought together leading voices in the industry and highlighted Singapore's dynamic and forward-looking role in global shipping.

In his reflections, Mr. O'Neil emphasised that while discussions often centre around the rise of AI and technology in maritime, it is ultimately people who must remain at the heart of progress. AI is a powerful tool, but its true value lies in how it enhances — not replaces — human capability. He stressed the importance of investing in talent, fostering lifelong learning, and creating a culture where seafarers and shoreside staff alike feel supported and empowered. At Columbia Group, we remain committed to a people-first vision of the future — one where technology and human ingenuity work hand-in-hand to drive sustainable, inclusive growth across the maritime sector.

2.9.2 Investopia Global Mediterranean Forum

Mr. O'Neil also participated in the Investopia Global Mediterranean Forum, where the conversation centred on the shifting dynamics of global trade and the emergence of bold, strategic leadership.

One key theme was clear: the industry is no longer waiting for permission to evolve — it's actively reshaping itself. In discussions with influential figures like Dr. Waddah Ghanem Al Hashmi and Ali Shehab, Mr. O'Neil highlighted how true innovation in maritime trade must be driven by intent, not inertia. He also underscored the importance of strategic partnerships, referencing the Company's joint venture with Abu Dhabi Ports as a pivotal milestone in Columbia Group's regional commitment.

Our philosophy is simple — partnership first. Through long-term, collaborative relationships, we are delivering forward-thinking solutions, such as SmartSea, our joint venture with SITA that unites aviation and maritime logistics on a single digital platform. As we continue to grow our presence in the UAE and beyond, we're not just upgrading systems — we're embracing a fundamentally new mindset for the future of maritime.

Charting the Course: Shipping in an Era of Transformation

Shipping remains a cornerstone of global economic development. This session brings together industry experts to examine how shifting geopolitical dynamics, evolving regulations, and rapid technological advancements are reshaping the maritime landscape and what it means for the future of global trade.

Speakers



Dr. Waddah Ghanem Al Hashmi



Mark O' Neil

Moderator



Ali Shehab

2.9.3 AD Ports Group and Columbia Group Launch Joint Venture to Revolutionise Fleet Management

AD Ports Group and Columbia Group announced the creation of a pioneering joint venture, Noatum - CSM Limited, designed to transform fleet management and operations through cutting-edge technologies.

This strategic alliance aims to enhance the efficiency of both third-party vessel operations and AD Ports Group's own ocean-going fleet by leveraging advanced fleet management systems and AI-driven performance analytics. Together, these maritime leaders will drive innovation and set new standards in operational excellence.

The collaboration merges Columbia Group's in-depth expertise in fleet optimisation with AD Ports Group's broad regional and global maritime experience. Central to this venture is Columbia's state-of-the-art Performance Optimisation Control Room (POCR), which will support predictive maintenance, boost operational performance, and ensure strict compliance with regulatory standards. Headquartered in the UAE, Noatum - CSM Limited will deliver a wide range of specialised services, including crew management, procurement, and training. With a strong emphasis on reliability, sustainability, and efficiency, the joint venture aims to redefine best practices within the region's maritime industry.



Columbia Group President and CEO, Mark O'Neil, signing the JV with AD Ports Group

2.9.4 Columbia Group Unplugged

In a special podcast episode recorded ahead of the Day of the Seafarer, we sat down for an open, honest conversation about one of the most critical issues in our industry: creating harassment-free ships and truly supporting the people who keep global trade moving — our seafarers.

Featuring maritime leaders Simona Toma, Capt. Leonid Zalenski, and Anca Preda, the discussion draws on decades of experience at sea and in leadership to explore what it really takes to build safer, more inclusive environments on board. This powerful episode is dedicated to the crew members at the heart of our industry and offers real stories, practical insights, and the concrete steps being taken to ensure every seafarer feels respected, protected, and valued.

Group COO, Capt. Leonid Zalenski, outlined the Company's development prospects. He emphasised the importance of the younger generation for the Company, focusing on personal safety, environmental protection and property safety, as these factors are crucial to the Company's reputation to meet and exceed customer's expectations.



Left to right: Group COO, Capt. Leonid Zalenski; Director - Maritime HR (Cruise), Anca Preda; and Chief of Maritime HR, Simona Toma

2.9.5 ESG Shipping Awards



Left to right: Pankaj Sharma, Group Director Digital Performance Optimisation; Stelios Psillakis, Technical Director CSM Greece; Ioanna Bountali, Technical Assistant CSM Greece; and Gregory Spourdalakis, Managing Director CSM Greece

Being nominated for an ESG Award carries significant meaning. It reflects recognition of the Group's commitment to responsible practices across critical areas that impact the planet, people, and governance structures.

In 2024, Columbia Group was awarded two prestigious ESG Bronze Awards: The Company was honoured to be recognised as a Technology Leader for the Group's innovative POCR's Engine Link, as well as a Diversity, Equality & Inclusion Leader for the impactful Female Cadet Mentorship Programme. These great achievements reflect the Company's commitment to advancing technological excellence and fostering an inclusive environment in the maritime industry. Thank you to the dedicated teams for making these achievements possible.

The ESG Shipping Awards 2024 Conference

On 18 October 2024, CSM Greece's Managing Director, Gregory Spourdalakis, participated as a speaker at the ESG Shipping Awards 2024 Conference. The event gathered over 350 key figures from the maritime industry and focused on promoting sustainability and ESG practices. Mr. Spourdalakis played an active role in the conference, participating as a speaker in two panels: Panel 3: Technology & Partnerships – Driving Innovation for a Sustainable Future, and Panel 5: Diversity, Equity & Inclusion in Shipping – The Transformative Power, where he shared insights on technological innovation and the importance of diversity in leadership within the shipping sector.



CSM Greece's Managing Director, Gregory Spourdalakis, at the ESG Shipping Awards 2024 Conference

3. Human-Oriented Development



3.1 New Company Values Video

We believe that what makes our Company successful is our Culture and our People. Our culture at Columbia is made of our seven Company Core Values and it is utmost important for each employee to live for those values.

Top Management, in cooperation with the Training and Marketing Department, has developed a brand-new video explaining the expectations of each employee in line with our Company Culture. The course is available in our eLearning Platform and is available and mandatory for each employee ashore and on board.



CEO Asia Region, Demetris Chrysostomou



3.2 Diversity and Inclusion

3.2.1 ESG Course Series 1

In June 2025 we proudly announced the launch of our ESG Awareness eLearning programme, developed in collaboration with OneLearn Global. This initiative marks a significant step forward in embedding Environmental, Social, and Governance (ESG) principles into the core of our company culture, both on board and ashore.

The programme consists of a series of four microlearning episodes, each designed to explore a different dimension of ESG. The first episode, already live, introduces the concept of ESG and sets the tone for the journey ahead. The remaining three episodes will delve deeper into each of the ESG pillars, Environmental, Social, and Governance providing targeted insights and practical guidance for our teams.

Episode 1, titled “Introduction to ESG – Back to the Sustainable Future”, draws inspiration from the iconic film Back to the Future. In this engaging module, employees meet Dr. Brown (Doc), a time-traveling scientist who returns from the future to reveal the consequences of unsustainable practices. Through his eyes, we witness the urgency of ESG and the role each of us plays in shaping a better tomorrow.

As the series unfolds, participants take on the role of secret ESG agents, tasked with investigating workplace environments, observing behaviours, and identifying hidden violations. Each episode features interactive activities designed to reinforce understanding and encourage meaningful action, making ESG not just a concept, but a lived experience across our organisation.

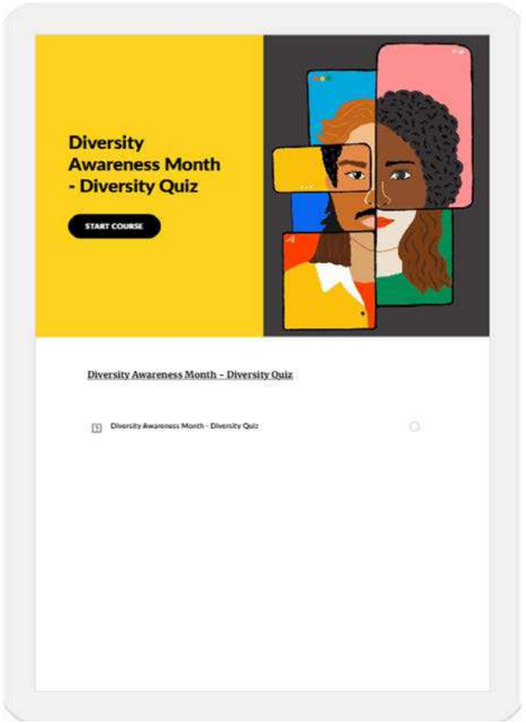
This programme reflects our commitment to continuous learning and responsible growth. By equipping our people with the knowledge and tools to champion ESG, we are investing in a future that is not only sustainable but also aligned with our values and vision.



The eLearning course is an interactive mission available in our Adobe Learning Platform

3.2.2 Global Diversity Awareness Month

With October 2024 marking Global Diversity Awareness Month, Columbia Group proudly reaffirmed its commitment to fostering an inclusive and vibrant workplace culture. For us diversity is not just a buzzword, it is a vital ingredient in building successful organisations and thriving societies. At Columbia Group, Diversity and Inclusion are core values that shape our identity and drive innovation, collaboration, and growth.



Global Diversity Awareness Month Quiz for all employees via Articulate 360

Throughout the month, we embraced diversity not just in words, but through a series of meaningful initiatives that brought our teams closer together, sparked important conversations, and promoted well-being across our global community. We began with a simple yet impactful gesture: sharing a virtual meal with a colleague from a different cultural background. Whether seated a few desks away or working from another Columbia Group office across the globe, this initiative encouraged employees to connect on a personal level, exchange stories, and celebrate the richness of our diverse experiences. On World Mental Health Day, we hosted an empowering webinar led by Dr Maria Ali, Project Expert-Specialist at OneCare Group. The session explored the intersection of diversity, well-being, and mental health, offering valuable insights into how inclusive environments can foster emotional resilience and psychological safety for all.

We also encouraged our teams to unwind with films that celebrate diversity and challenge stereotypes. Our curated list of blockbusters highlighted the importance of representation and the power of storytelling in embracing different human experiences. Whether watching one of our suggestions or a personal favourite, the goal was to reflect, relax, and be inspired.

In today's fast-paced world, taking time to pause is essential. Throughout October, we promoted daily mindfulness practices such as deep breathing, stretching, and brief digital detoxes to help our teams recharge and refocus. These small yet powerful habits support mental clarity, emotional balance, and overall well-being, reminding us that self-care is a vital part of inclusion.

To brighten up our offices and celebrate personal expression, we invited everyone to wear their favourite colour on National Colour Day on 22 October. The result was a vibrant display of individuality, captured in cheerful photos and accompanied by a sweet surprise. It was a joyful reminder that diversity is something to be seen, shared, and celebrated.

Food also has a unique way of bringing people together, and our Culinary Insights webinar did just that. Hosted by MCTC, this delicious hour celebrated the flavours of diversity, showcasing recipes and stories from around the world. It was a feast for the senses and a tribute to the cultural heritage that enriches our global team.

To wrap up the month, we launched a Diversity Quiz across both Office and Fleet teams. Designed to educate and engage, the quiz sparked meaningful conversations and deepened our understanding of inclusion. It was a fun and interactive way to reinforce our shared commitment to building a more empathetic and united workplace.

At Columbia Group, diversity is not a one-time celebration, it's a continuous journey. These initiatives were more than just activities; they were expressions of our values and a testament to the inclusive culture we strive to nurture every day. By embracing our differences, we unlock the full potential of our people and create a stronger, more connected global community.





Columbia employees getting to know more about one another's cultures for Global Diversity Month



Some of our Cyprus employees dressed in their colourful clothes for National Colour Day



Columbia employees in the Cyprus office enjoying the festivities

3.3 Monthly Mental Health Tips

Monthly mental tips cover a variety of topics addressed to all our employees:

On board and ashore, with the main goal to enhance their mental health and as part of the continuous efforts performed by OneCare Group, the tips are based on a series of training materials available in our LMS in different formats such as videos, articles or nano-eLearning courses.

Release Date	Article Titles
09/07/2024	OneCare Group Newsletter - Q2, 2024
01/11/2024	OneCare Group Newsletter - Q3, 2024
24/01/2025	Setting New Year's Resolutions: Focusing on Mental Well-being In 2025
07/03/2025	How To Quit Catastrophising
02/04/2025	How to Recognise Early Signs of Burnout
09/05/2025	How to Intervene When Concerned About Someone
04/06/2025	How to Combat Fatigue

Monthly Tip: Dealing with Tension Headaches



Tension headaches usually affect the area around the forehead and the back of the neck. They are described as a dull aching pain, caused by a tightening of the muscles in the scalp, neck and shoulders, and can last hours or up to days at a time.

Common Triggers of Tension Headaches:

- Poor Sleep: During sleep the body restores itself. If sleep is disrupted, the restoration process doesn't occur properly, and this reduces our pain threshold (at which point we consider pain "painful"). This leads to more frequent headaches.
- Mental Fatigue: While this can also be caused because of poor sleep, it could also be due to several different issues, such as depression, anxiety, or an overstretched workload. Mental fatigue can cause tension headaches, which in turn make it harder to concentrate, and leave you feeling more mentally tired.
- Stress: Not to be confused with fatigue, stress implies that you are being challenged in ways you cannot cope. Identify sources of stress, and if possible, work towards reducing your load, or finding ways to support yourself. Stress leads to higher levels of the hormone cortisol and adrenaline, which raises blood pressure, and increases sensitivity to the head and neck muscles.
- Bad posture: Sitting at a desk or remaining in the same position for long hours at a time without moving strains your head and neck muscles. Moving frequently will give your muscles the necessary breaks to reduce tension headaches that may arise.

How To Treat Tension Headaches:

- Address any issues identified above and keep a headache diary to learn more about what triggers your headaches.
- Apply heat to the neck and shoulders regularly to relax the muscles.
- Encourage deep, slow breathing by inhaling scents such as eucalyptus.
- Seek medical advice if the headaches persist.

Monthly Tip: The Science of Laughter: Unlocking the Benefits for Mental Health



The positive impact of comedy, humour and laughter has been documented in mental health research. Laughter has been found to increase our quality of life and overall well-being, while it's considered "the best medicine" against emotional maladies. Laughter is an elicited response to humour and positive experiences, and certain internal or external stimuli such as body tickling, stories, imagery or videos, or our own thoughts. Often, people may use laughter as a coping mechanism in negative events and social interactions. Unsurprisingly, laughter is typically noticed in enjoyable, fun and friendly interactions and events.

What are the benefits of laughter?

Physical health

It's not just your mind that benefits from laughter, but your body, too. Studies have found that people report improved health, decreased pain, a better immune system and elevated relaxation.

Laughter has been found to influence certain physiological responses, including blood flow and pressure, supporting the body to relax and enjoy the moment.

Emotional well-being

Laughter increases the release of dopamine and serotonin, known otherwise as our "happy hormones", which can make us feel less stressed and elevate our mood and general sense of emotional well-being. Positive emotions can help us combat feelings of loneliness and build a stronger sense of belongingness by sharing with others jokes, funny stories and recalling humorous memories from the past.

Social connection

Humour is a social glue — it's true that laughter brings and binds together people and fosters good relationships. Jokes and funny stories, as well as sharing laughter, can help by promoting social cohesion and connecting individuals on a deeper level. Laughter also encourages an environment of warmth and understanding, thus improving social support.

Laughter-inducing therapies have been considered as forms of psychological interventions for different clinical populations, including people with depression and anxiety due to its potential benefits. These types of interventions vary from laughter inducting exercises with humour to laughter yoga. If you are feeling stressed or overwhelmed, here are some tips to bring more laughter and joy in your daily routine:

- Watch something funny — cute animals, a comedy show or viral videos online.
- Spend time with people who have a good sense of humour.
- Share jokes and memes with friends.
- Bring humour into your workday by sharing funny moments or jokes with your colleagues.

3.4 Animated Lessons to be Learnt (LTBLs)

LTBL was originally created to pass the detailed spectrum of an incident, learnings, preventive actions to the full Columbia Group and eventually reduce future accidents. The lesson learnt from others' mistakes means observing the errors, failures, or poor decisions made by others and using those experiences as guidance to avoid similar consequences yourself.

This approach saves time, resources, and sometimes serious consequences, because you gain the benefit of experience without personally enduring the loss.

It involves:

- Observation — Noticing what went wrong for others.
- Analysis — Understanding why it happened in a reflective learning style.
- Application — Adjusting your own behaviour, decisions, or processes to avoid repeating the same error.

This principle is valuable in safety, business, leadership, and personal life because it turns someone else's negative outcome into a positive learning opportunity for all. Essentially, it's the smarter, safer, and often faster way to grow.

At CSM we use these studies to develop animated LTBLs. Traditional textbook story line is being revamped to animated version for more in depth understanding and easier absorption.





Why animation:

1. Increased Attention & Engagement

Movement captures focus — The human brain is hardwired to notice motion. Animation naturally draws the eye and keeps learners from zoning out. Visual variety — Changing visuals, transitions, and character animations break monotony, preventing "text fatigue".

2. Better Comprehension

Dual coding theory — When information is presented both visually (animation) and verbally (voice-over or captions), the brain processes it through two channels, making it easier to understand.

Concrete visualisation — Concepts that are abstract in text can be demonstrated step-by-step through animation, reducing cognitive load.

3. Improved Memory Retention

Storytelling with motion — Animated LTBL can use scenarios, metaphors, and sequences to create a mental "story" that learners remember better than plain words.

Repetition without boredom — Animated elements can reinforce a point multiple times without feeling repetitive.

4. Emotional Connection

Characters and relatable scenarios — Animated LTBL can use relatable characters to model behaviour or demonstrate consequences, making learning more personal.

Tone and mood control — Colour schemes, pacing, and animation style can set an emotional tone that helps learners feel more connected.

5. Flexibility & Accessibility

Language-independent cues — Even without reading all the text, learners can often grasp the meaning through visuals and motion.

Adaptive pacing — Animation can slow down or speed up to match complexity, unlike static text which is fixed.

Result: Learner *sees*, *hears*, and *feels* the importance — much harder to forget.

The positive response for this short, animated version is proven to be higher interest compared to the traditional way. One of the objectives of the Training department for the year 2025 is to increase the development of LTBLs. In the year 2024-2025 the CSM training department managed to create four LTBLs and published in all client domains.







3.5 Culinary Training Expansion in Manila and India

Culinary training in Manila is conducted by MCTC (Marine Catering Training Consultancy) and Oceanic Hospitality Training Centre. MCTC has another training office in Mumbai, India which caters the training service around the world - this is the second training centre in Asia.

CSM understands the need for training its culinary team, not only to cook food, but also to maintain cleanliness, work culture, inventory management, creating purchase order and constant monitoring for skill improvement. This analysis has made us understand and develop the present training centre in Manila for additional space for galley expansion, cabin maintenance, housekeeping training and bed making.

MCTC has improved the permanent staff strength to 12 since 2024. Some of the services offered includes briefing/debriefing before and after signoff. Following onboard training are provided for promotional candidates.

1. Safe food handling and nutrition course while on board.
2. Reduce food waste campaign.
3. Hygiene food safety campaign.
4. Victualling and catering management course.

Following courses are developed and have been run successfully for the past years.





The training syllabus is constantly reviewed to ensure alignment with MLC regulations and amendments.

In line with this, below are the other projects that could help further for the expansion.

- Develop flexible learning formats (Ex. Online).
- TESDA Accredited Programmes.
- ISO accreditation for the Manila training centre.
- Nautilus Training Center with Culinary Facility with TESDA Accreditation.



Group Director Maritime HR (Learning and Development), Stewart Bankier and STO Kesavmoorthy Shanmugam visiting MCTC

3.6 Workplace Harassment

Bullying and harassment remain pressing challenges in both corporate and maritime workplaces. Despite higher awareness and evolving standards for professionalism and well-being, many employees, both on board and ashore, continue to experience verbal abuse, intimidation, social exclusion, or other forms of mistreatment.

These behaviours not only harm individuals — contributing to stress, anxiety, and depression — but also affect productivity, retention, and, in maritime settings, operational safety.

	Corporate Environments	**Maritime Environments**
Prevalence	Around 30% of employees worldwide experience workplace bullying during their career (ILO / Workplace Bullying Institute).	Studies by the ITF Seafarers' Bulletin (2022) and the ICS / IMO surveys report that around 20–25% of seafarers globally experience bullying or harassment on board.
Forms	Verbal abuse, intimidation, social exclusion, excessive monitoring, spreading rumours.	Verbal abuse (most common), social exclusion, intimidation, and physical threats.
Impact	Bullying increases the risk of anxiety, depression, and stress-related disorders two to threefold. Organisations face reduced productivity, absenteeism, and high turnover, with global costs estimated in the billions annually.	Seafarers report higher stress, fatigue, and burnout, which directly affect safety-critical performance. Factors such as hierarchical shipboard structures, multicultural crews, long hours, and limited shore leave contribute to vulnerability.
Trends	Younger employees, women, and minority groups are disproportionately affected. Remote and hybrid work have also led to increased cyberbullying.	More than half of incidents go unreported, often due to fear of retaliation or limited confidence in complaint procedures.

Recognising the serious impact of bullying and harassment, CSM has adopted a proactive approach to safeguard both crew and shore-based employees.

For Seafarers

CSM provides its seafarers with access to targeted training and guidance through the OneLearn Global Learning Experience Platform. This includes:

- Interactive eLearning modules on bullying and harassment, tailored to the maritime environment.
- Downloadable guides and resources that crew members can reference at any time to understand appropriate behaviour, reporting procedures as per CSM's policies, and support channels.
- Practical scenarios and examples that reflect real-life challenges onboard, helping seafarers identify and respond effectively to incidents.

For Office Employees

For shore-based personnel, CSM complements online learning with live, interactive webinars. These sessions:

- Explain the differences between workplace bullying, harassment, and conflict, ensuring employees can distinguish between them.
- Provide practical guidance on how to respond if they witness or experience bullying.
- Encourage active engagement and discussion, creating a safe environment for employees to ask questions and explore best practices.

By combining digital learning with live training, CSM ensures that employees, both on board and ashore, are equipped with the knowledge, confidence, and tools to prevent and address bullying and harassment.

This commitment reinforces a safe, respectful, and inclusive workplace culture across all levels of the organisation.





Both courses are available in the LMS

3.7 HOLD Magazine

HOLD Magazine - Human Element Onboard and Lifetime Development

OneCare Group's HOLD magazine is a digital publication which has been created for our seafarers and is released quarterly. HOLD features inspiring conversations from seafarers and experts. It supplies breaking news on topics from sport, to travel and even entertainment.

You can even take some time out with our great gaming section.

Enrol your vessels into our services and receive access to this publication, as well as all our services.



- OCG | HOLD Magazine | Q2.2025
- OCG | HOLD Magazine | Q1.2025
- OCG | HOLD Magazine | Q4.2024
- OCG HOLD Magazine | Q3.2024
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- OCG | Newsletter | Q2.2024
- OCG | Newsletter | Q3.2024
- OCG | Newsletter | Q4.2024

The maritime industry is rapidly evolving with the integration of new technologies, and seafarers are at the forefront of this change. "Tech Talk at Sea" by OneCare Group is designed to keep crews informed, engaged, and confident in using the latest digital tools and systems onboard. These sessions aim to simplify complex technical concepts, explain the benefits of modern solutions, and provide practical guidance for their day-to-day application at sea.

Key focus areas include the use of advanced navigation systems, electronic engines, fuel management technologies, and eLearning platforms that support continuous professional development. The initiative also explores how technology enhances safety, efficiency, and sustainability in vessel operations. In addition, "Tech Talk at Sea" highlights the importance of cybersecurity awareness, digital communication tools and wellness technologies that support both operational performance and crew well-being.

By providing seafarers with accessible knowledge and practical insights, OneCare ensures they not only keep pace with technological advancements but also feel empowered and confident in adapting to the digital transformation of the maritime industry.



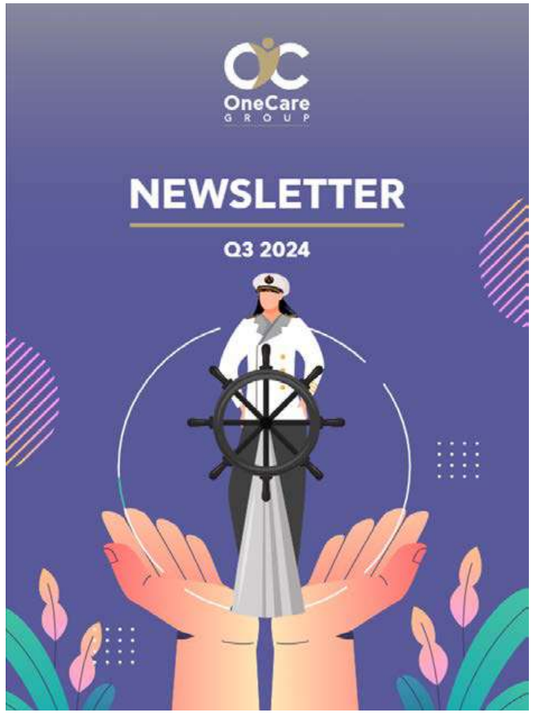
Spiritual Wellness by OneCare Group

Spiritual wellness plays an important role in supporting seafarers' overall well-being during their time at sea. Long voyages and extended periods away from family can often lead to stress, loneliness, and feelings of isolation.

By engaging in spiritual practices such as prayer, meditation, or personal reflection, seafarers can find a sense of peace, purpose, and connection that helps them cope with these challenges. Spiritual wellness also fosters resilience, enabling individuals to manage uncertainty, high-pressure situations, and emergencies more effectively.

Furthermore, it encourages values such as empathy, kindness, and compassion, which strengthen teamwork and relationships on board.





By providing balance, motivation, and emotional stability, spiritual wellness contributes to both the personal well-being of seafarers and the efficiency of their professional performance.

There are many ways to volunteer and practice kindness in everyday life. Individuals can start locally by supporting community initiatives such as food banks, tutoring children, or environmental clean ups. Even small acts of kindness, like helping a neighbour or offering a smile, can make a meaningful impact. Corporate volunteering programmes also provide opportunities for employees to connect and contribute together. For those unable to participate physically, virtual volunteering and skills-based support online are valuable alternatives. Incorporating these activities into daily life not only benefits others but also fosters spiritual growth, deeper satisfaction and a stronger sense of connection.

3.8 Leadership Skills Course

The maritime industry has long learned from past incidents and accidents, many of which were rooted in the human element and shortcomings in quality, safety, and environmental compliance. The key question remains: why is leadership so vital in the maritime sector?

Investigations into major incidents such as oil spills, vessel collisions, and environmental disasters consistently reveal recurring themes: inadequate decision-making, poor communication, weak teamwork, and a lack of confidence or ability to delegate responsibility. While technological advancements and stricter international regulations have undoubtedly improved standards, it is strong human leadership that remains pivotal in preventing accidents and safeguarding people, assets, and the environment.

To address these challenges, we have introduced a new two-day practical Maritime Leadership Training programme for officers. We will address ratings in a later programme. The course is designed to develop the knowledge, skills, and behaviours required to lead decisively, communicate effectively, and inspire trust and loyalty amongst crews. A particular emphasis is placed on situational awareness, risk assessment, and clear thinking, equipping seafarers to respond to the evolving challenges of safety and environmental protection.

Leadership at sea extends far beyond compliance with policies and procedures — it shapes the very mindset and behaviour of crews. Effective leaders set the tone through example, fostering a culture in which safety and environmental stewardship are embraced by all. By cultivating a collaborative





environment, leaders enable each team member to take pride in their role and contribute to safer, more sustainable operations.

The new programme adopts a practical, experiential learning approach, focusing on real-life scenarios faced daily on board. Through workshops, case studies, and structured discussions, participants are encouraged to share experiences, practice decision-making, and explore behaviour-change strategies. This hands-on approach ensures seafarers gain not only theoretical knowledge but also practical confidence in applying leadership skills under pressure.

Strong leadership is critical in high-risk situations such as maintenance operations, mooring, or the sudden failure of critical equipment. Competent leaders can assess the situation swiftly, make sound decisions, and guide their teams to act safely, preventing or mitigating potential damage. Moreover, life at sea is often stressful, demanding, and high risk. Good leaders play a vital role in sustaining morale, motivating their crews, and ensuring that focus and vigilance are maintained even under challenging conditions.

Beyond operational safety, effective leadership also drives inclusion, diversity, and respect on board. By creating an environment where every individual feels valued, leaders strengthen team performance, enhance service quality, and ultimately build trust with clients and stakeholders. Well-led vessels operate not only more safely but also more efficiently, upholding the reputation of the company.

The foundation of our training lies in our core values — respect, loyalty, competence, accountability, passion, sustainability, and diversity. These principles are translated into what we in Columbia Shipmanagement define as the Key Elements of Effective Leadership (KEEL): the five elements are effective management, communication, developing high-performing teams, decision-making, and self-awareness.

The goal of CSM's maritime leadership for seafarers is to cultivate capable, confident, and ethically grounded professionals who can apply practical leadership in dynamic and challenging environments at sea in our fleet. Effective maritime leaders demonstrate sound judgment, resilience, and the ability to translate theory into action through hands-on decision-making and teamwork. Training our seafarers in applied practical leadership ensures that seafarers not only understand leadership principles but can implement them in real-time operations, promoting safety, efficiency, and crew welfare. By fostering situational awareness, communication, and accountability, maritime leadership development strengthens the culture of professionalism and reliability essential to safe and sustainable maritime operations.

3.9 Towards a Human-centred Culture

From Crewing and Training to Maritime HR: Shaping the Future of Learning at CSM

A New Era of People-Centric Development

In 2025, CSM is making an important shift in how we describe, design, and deliver the professional growth of our seafarers. For many years, our commitment to crewing and training has been at the heart of our operational excellence. Now, we are evolving to something broader, deeper, and more people-focused: Maritime Human Resources. This is more than a change in terminology — it is a shift in philosophy. At its core, Maritime HR recognizes that our people are not simply resources to be allocated to vessels, but individuals whose careers, skills, and personal development deserve strategic focus. It moves us beyond compliance-driven training towards a richer, more holistic approach built on communication, transparency, and long-term growth.

Renaming for a New Era: The Learning and Development Department

Central to this transformation is the evolution of our Training Department into the Learning and Development (L&D) Department. This name reflects our ambition to provide more than just courses and certificates — we aim to create a culture of continuous learning where skill, competence, and confidence grow together.

By renaming the department, we send a clear message: we are committed to supporting our crews' professional and personal growth at every stage of their careers. However, we need everyone to join in this transformation and change, and we hope that all the stakeholders involved in this process will see the benefits and ultimate results. "Learning and Development is not a static process — it is dynamic, forward-looking, and deeply connected to our organisational culture."

Harnessing Technology, Simulation, and AI

The maritime industry is evolving rapidly, with technology reshaping operations across the globe. CSM intends to be at the forefront of this evolution. Simulation enables the safe re-creation of high-risk scenarios, allowing crews to practise complex decision-making in controlled and safe conditions. Artificial Intelligence is already here in 2025 and we are using it now to extract data from our systems and make informed decisions about training gaps and career growth plans as well as planning its integration with a new Competency Management System.

eLearning platforms will give our people flexible access to training materials anytime, anywhere. By integrating these tools into our L&D framework, we will raise the quality, relevance, and impact of our training.

Professionalism Through Case Studies and Scenario-Based Learning

In 2025, we are deepening the realism of our training content through case study and scenario-based learning where in our seminars, conferences and training centre courses, we will create a more participant engaging environment. This allows the seafarer to be at the heart of the work to research, investigate and then discuss those real and realistic scenarios so that the thinking, solutions and therefore the learning is absorbed, honed and retained by the individuals. This re-enforces the classroom to workplace relevance and relationship and therefore adoption of good working practices. Benefits include:

- Linking theory to practice.
- Analysing real company and industry incidents and the decision-making behind them.
- Encouraging collaborative problem-solving.



- Encouraging a higher level of situational awareness through courses such as Bridge Resource Management (BRM) and Engine Room Resource Management (ERM) are being revisited and evolved, incorporating richer scenarios and case studies. A strong emphasis will be placed on risk management and situational awareness, particularly in the context of safe navigation.

Safe navigation is the foundation of maritime safety. Our refreshed BRM and ERM programmes will evolve and include exercises to enhance risk assessment, priority-setting, and decision-making in realistic operational settings.

By practising these skills in simulation, seafarers will be better prepared to respond effectively to real-world challenges.

The Nudge Approach: Learning Little and Often

Today's seafarers face unprecedented workloads and constant information flow — emails, procedures, and operational demands. Long training manuals are rarely revisited. The aim is to maintain high levels of skill retention and operational readiness without overwhelming our people.

Our Solution: Nudge Learning

Small, timely, and relevant learning prompts — delivered as videos, quick challenges, gamification apps or safety tips — will help maintain skill levels without overwhelming crews.

Transparency and Communication at the Heart of Maritime HR

Our shift to Maritime HR is also about clearer communication and greater transparency between ship, seafarer and shore.

- Regular feedback loops.
- Clear reporting of training outcomes.
- Open dialogue about career paths with dedicated career development specialists to provide advice and guidance.

Regular feedback loops, clear reporting of training outcomes, and open dialogue will be built into our L&D processes. By making expectations clear and progress measurable, we empower seafarers to take ownership of their professional growth. By giving seafarers clarity and ownership over their development, we strengthen engagement and performance.

Always Forward-Thinking

The Learning and Development Department will continue to have a strong focus on innovation. We will continue to explore emerging tools such as VR/AR training environments, AI-driven competency mapping, and advanced analytics to keep our programmes relevant and effective.

We also recognise that innovation is collaborative — the best ideas often come from our people. Crew input will be actively encouraged in designing and refining training content.

Coming soon is yet another new venture for Columbia Shipmanagement in the creation of a brand-new Competence Management System designed in-house and specifically to support the development of seafarer's skills, knowledge and experience to enhance and fast track careers.

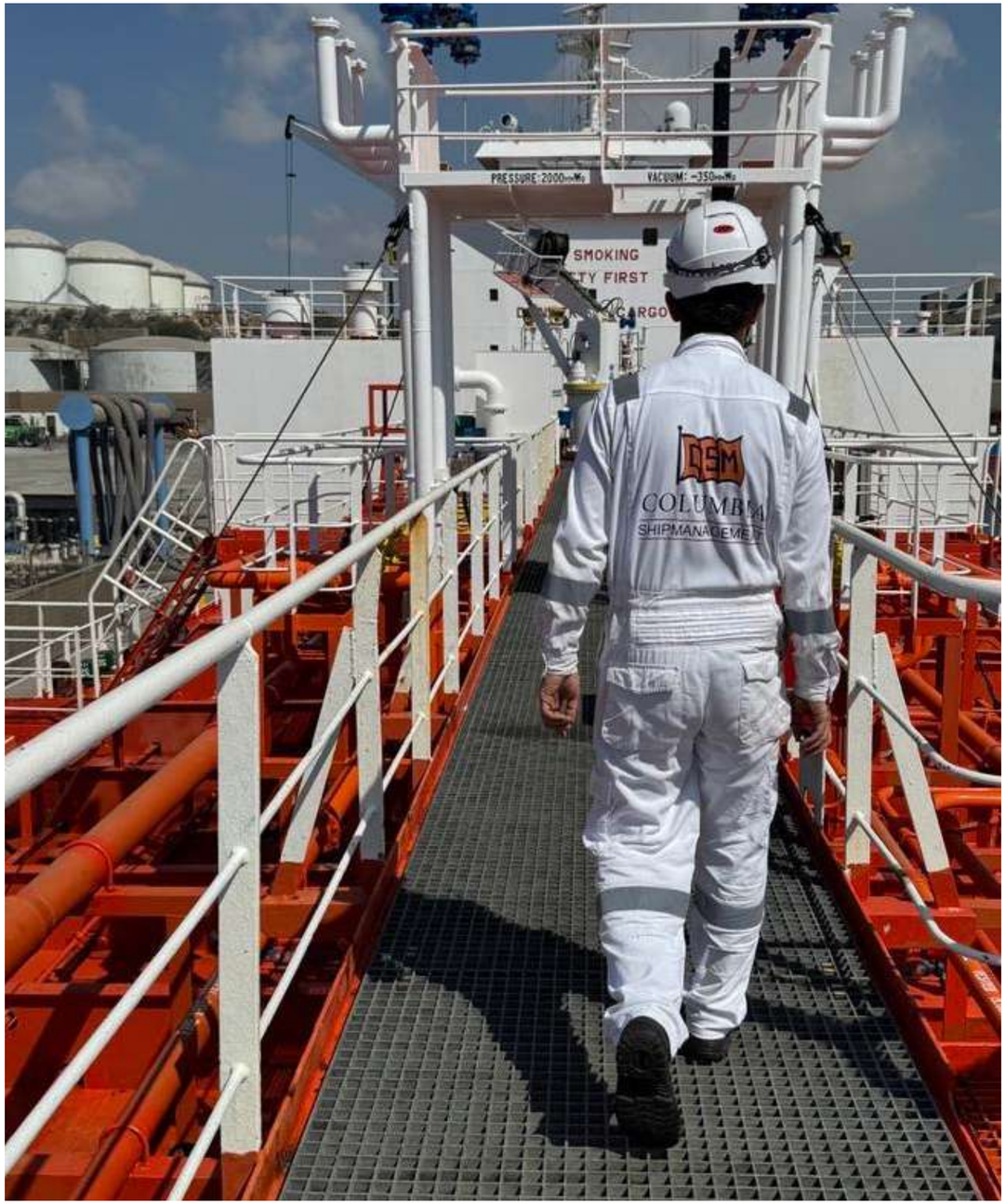
A Call to Action

This is a pivotal moment for CSM. We are not just renaming a department; we are redefining how we think about people, learning, and professional growth. And we need everybody involved in the care and development of seafarers on board with us in this approach.

By shifting to Maritime HR, embracing new technology, and adopting smarter learning strategies, we are positioning ourselves for long-term operational excellence.

Our people are our greatest asset, and our responsibility is to equip them with not only the technical skills but also the judgment, resilience, and situational awareness needed to thrive in an increasingly complex maritime world. The Learning and Development Department will be the engine that drives this vision forward.

Our success will be measured not in certificates issued, but in confident, competent, and resilient crews — prepared for the challenges of today and



4. Cadetship

4.1 Cadetship Introduction

CSM's Cadetship Programme is a structured training pathway designed to develop the next generation of maritime officers. Our new programme will select Cadets early in the academic phase from approved academies using best practice selection processes ensuring we get the caders who are the best fit for our company. We then have time to develop their skills and personal qualities much more and prepare them for their first sea going assignments. This year we are piloting a new Cadet foundation course to further enhance this pre-sea preparation. During their onboard sea experience their performance will be monitored monthly via task book training. In this way CSM provides Cadets with the technical skills, professional knowledge, and practical experience required to qualify for certification as an Officer of the Watch (OOW).

The programme places Cadets aboard various types of merchant ships such as bulk carriers, container ships, tankers, MPP, heavy lift, etc. During their time on board, Cadets are expected to observe operations, perform supervised tasks, and maintain a detailed task book given to them.

CSM Cadets live and work as part of the ship's crew, experiencing real-world maritime operations such as cargo handling, watchkeeping, maintenance, and emergency drills. This environment fosters discipline, teamwork, and problem-solving skills which is vital for future leadership roles at sea.

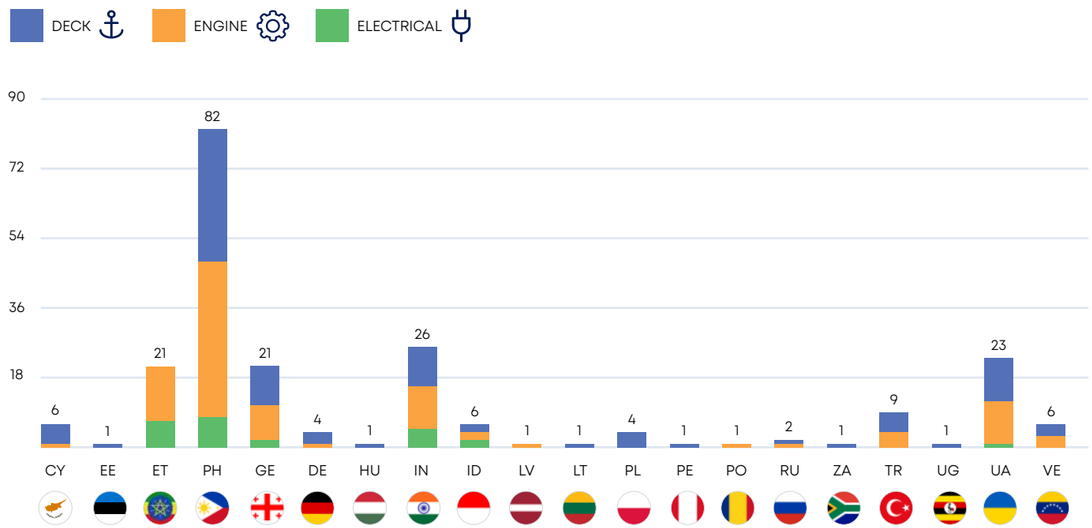
Upon successful completion, Cadets become eligible to take licensure examinations and advance toward becoming Deck Officers (3rd Mate, 2nd Mate, etc.) and Engine Officers (4th Engineer, 3rd Engineer, etc.).

This structured training not only equips Cadets with the skills needed for shipboard duties but also lays the foundation for long-term careers in the global maritime industry.

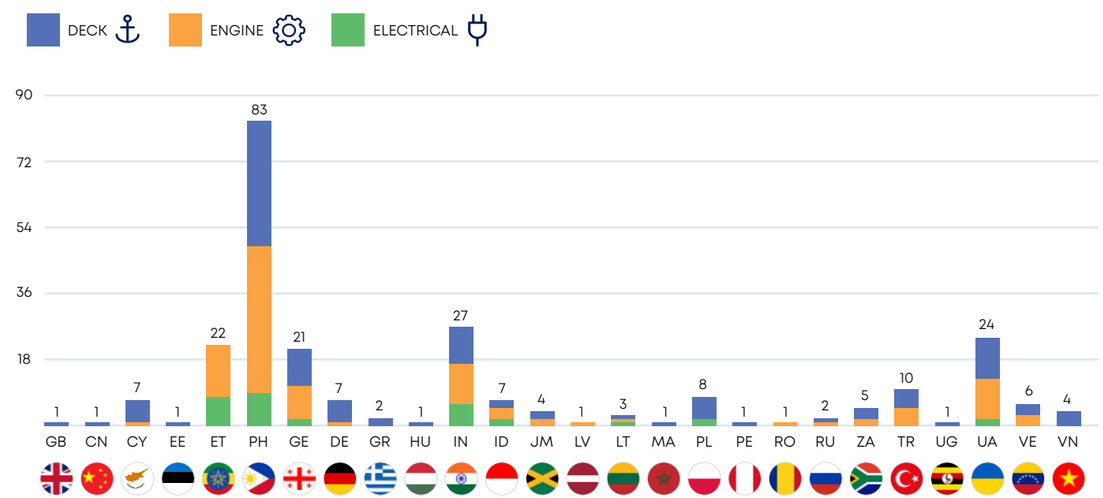


4.2 Cadets Statistics 2024

CADETS ON BOARD IN 2024

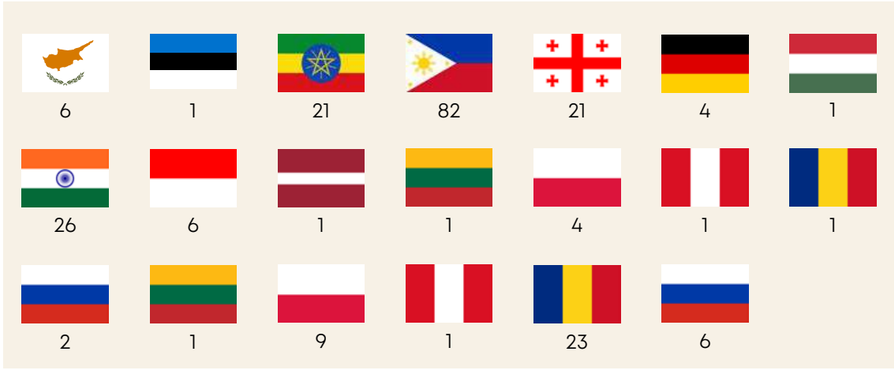


CADETS RECRUITED BY NATIONALITY IN 2024



CADETS ON BOARD IN 2024

#	NATIONALITY	DECK	ENGINE	ELECTRICAL	TOTAL
3	CYPRIOTS	5	1		6
4	ESTONIAN	1			1
5	ETHIOPIAN		14	7	21
6	FILIPINO	34	40	8	82
7	GEORGIAN	10	9	2	21
8	GERMAN	3	1		4
10	HUNGARIAN	1			1
11	INDIAN	10	11	5	26
12	INDONESIA	2	2	2	6
14	LATVIAN		1		1
15	LITHUANIAN	1			1
17	POLISH	4			4
18	PERUVIAN	1			1
19	ROMANIAN		1		1
20	RUSSIAN	1	1		2
20	SOUTH AFRICAN	1			1
21	TURKISH	5	4		9
22	UGANDAN	1			1
23	UKRANIAN	11	11	1	23
24	VENEZUELAN	3	3		6
TOTAL		**94**	**99**	**25**	**218**



CADETS RECRUITED FOR NATIONALITY IN 2024

#	NATIONALITY	DECK	ENGINE	ELECTRICAL	TOTAL
1	BRITISH	1			1
2	CHINESE	1			1
3	CYPRIOTS	6	1		7
4	ESTONIAN	1			1
5	ETHIOPIAN		14	8	22
6	FILIPINO	34	40	9	83
7	GEORGIAN	10	9	2	21
8	GERMAN	6	1		7
9	GREEK	2			2
10	HUNGARIAN	1			1
11	INDIAN	10	11	6	27
12	INDONESIA	2	3	2	7
13	JAMAICAN	2	2		4
14	LATVIAN		1		1
15	LITHUANIAN	1	1	1	3
16	MOROCCAN	1			1
17	POLISH	6		2	8
18	PERUVIAN	1			1
19	ROMANIAN		1		1
20	RUSSIAN	1	1		2
21	SOUTH AFRICAN	3	2		5
22	TURKISH	5	5		10
23	UGANDAN	1			1
24	UKRANIAN	11	11	2	24
25	VENEZUELAN	3	3		6
26	VIETNAMESE	4			4
TOTAL		113	106	32	251



4.3 Female Cadet Mentorship Programme

Female Cadetship: Empowering Women, Shaping the Future

The CSM Female Cadetship Mentoring Programme is a pioneering initiative designed to support and empower young women in the traditionally male-dominated maritime industry. More than just a mentoring scheme, this programme is dedicated to shaping confident, capable, and connected female professionals who are ready to lead the way.

The programme provides guidance, support, and encouragement to female Cadets throughout their cadetship and early careers. By pairing them with experienced mentors, both men and women from across Columbia Shipmanagement, the programme helps to:

- Build confidence and resilience in female Cadets.
- Provide insight into career paths and professional development.
- Foster a strong network of support within the Company and beyond.
- Encourage the retention and advancement of women in an industry where they are historically underrepresented.

This programme is a tangible commitment to increasing gender diversity and inclusion by investing in the next generation of female maritime leaders.

The Female Cadetship Mentoring Programme stands as a beacon of progress and inclusion.
By investing in the growth of future female leaders, the programme not only addresses gender disparities but also enriches the broader workforce with diverse talent, ideas, and leadership styles. It's a vital step toward a more equitable and empowered professional landscape.





Claudia Paschkewitz, CSM Deutschland Managing Director and Group Director Diversity, Inclusion & Sustainability, together with Cadet Francine Bautista

Chatting to Deck Cadette Fatma Nur Bayir, On Board Bella Victoria

What inspired your decision to pursue a Cadet position at CSM? What were your first impressions of joining CSM as a Cadet?

My first encounter with CSM dates to about a year before my internship period. At that time, the Turkey office had just been established, and I heard that they were organising a conference at a university to introduce themselves to students. Although I was studying at a different university, I made the necessary arrangements to attend.

At the conference, both the General Manager of the Turkey office and the President and CEO of Columbia Group were present, introducing the company with great dedication. Even before attending, I had researched CSM and studied their reports. I realised that the company's mission and vision were closely aligned with my own values, which made me feel that working there would be both professionally fulfilling and personally meaningful. With this structure, I also understood that CSM could contribute to my growth, just as I could contribute to the company.



I didn't just hear those words. I truly felt them. That moment marked the beginning of my journey at Columbia Shipmanagement. Some people call it "love at first sight", but for me, it was something deeper: a sense of belonging. From the very start, as a Cadet at CSM, I have carried that feeling with me, a strong connection that continues to inspire me every day.

What has been the most significant challenge you faced as a female Cadet?

What makes this career challenging is something much broader. It is challenging because, for a certain period, you must live and work closely with people you have never met before, while still maintaining healthy communication. It is challenging because cultural differences can sometimes make it difficult to interpret the sincerity of others. It is challenging because you must learn to trust the people around you and find reassurance that everything is running smoothly.

Even in our most social moments on board, we are still working. Every second requires focus and seriousness, which means always having a strong mentality. Even in moments of weakness, you need to recover quickly.

Could you describe any standout experiences or moments that were particularly memorable during your contract as a Cadet in the CSM Cadetship Programme?

The memory I'm about to share is one of the happiest moments I experienced on board. During my first month, I was on watch with the 3rd officer. That month was mostly about adapting to the environment.

In my second month, I moved to the 2nd Officer's watch. By then, I was more confident, communicating better with people, and more open to professional growth. One day, we were on the morning watch together, crossing the Pacific, he suddenly asked if I would like to play basketball before dinner. The question both surprised and delighted me.

It was more than just a social activity; it kept us healthy through regular exercise and supported my mental well-being during my time on board. Basketball is a team sport, and having grown up with it, I know the value of teamwork, communication, and strategy.

Beyond that, it also made my cadetship experience happier and more sustainable, giving me balance throughout my time at sea.

What advice would you offer to other women who are considering a career at sea?

For women, I would like to add this in particular: being a woman is not a disadvantage that makes us unsuccessful in this profession. If you have a spark in your heart to pursue this career, do not hesitate. Man or woman, it makes no difference. Trust yourself and keep working without paying attention to those who think you cannot do this job just because you are a woman. If men can do it, so can you.

And remember: if you want to be the best, you must work with the best. That is why I truly believe Columbia Shipmanagement is the right place to start this journey. They are committed to shaping a more inclusive and diverse maritime future through their Female Cadetship Programme. This initiative reflects our belief that the maritime industry thrives when talent is nurtured beyond gender boundaries. By opening doors for women to join and lead at sea, CSM is not only diversifying the talent pool but also creating pathways for innovation, leadership, and long-term success across the shipping sector.

A Vision for Equality

CSM's vision is deeply aligned with international efforts to improve gender diversity in shipping. In collaboration with global partners such as WISTA Cyprus, the International Maritime Organization (IMO), and leading maritime academies, we are actively building equal opportunities for women at sea. Through a structured cadetship pathway, female Cadets are provided with access to real-world training, mentorship, and defined career progression. This ensures that women are not only recruited into the maritime workforce but supported to remain and advance in it.

The Female Cadetship Programme offers a comprehensive development experience, designed to equip women with the skills, resilience, and confidence required to excel in maritime careers.

- **Onboard Training:** Cadets are given practical experience in ship operations, safety procedures, engine management, and bridge operations.
- **Mentorship and Support:** Each Cadet is paired with mentors and training officers who provide technical guidance, leadership coaching, and personal encouragement. This mentorship approach ensures cadets feel supported both professionally and personally, even in challenging environments.
- **Confidence and Empowerment:** By learning from role models and mentors, Cadets are empowered to overcome barriers, strengthen self-belief, and build resilience in a traditionally male-dominated industry.

The Digital Wave: Expanding Cadetship Through Technology

Recognising the challenges of being at sea for extended periods, CSM uses digital platforms and social media to keep female Cadets connected and supported. Regular video check-ins, virtual workshops, and group chats ensure constant engagement. Success stories of female officers are shared across platforms to inspire and normalise the presence of women in maritime. Webinars on leadership and life at sea are further adapted into bite-sized content for social media, maximising their reach and accessibility. Private online forums also foster a sense of community, where Cadets can share experiences and advice, strengthening solidarity and motivation.

Beyond Training: Advancing Female Careers at Sea

CSM is clear that training is only the starting point. Female graduates are supported into long-term maritime careers, with opportunities for promotion into Senior Officer positions and even management roles ashore. Today, women are increasingly represented across technical departments, crewing operations, compliance, and digital innovation within CSM. This diversity is embedded in our Company culture, reinforcing the message that inclusivity is not a policy, but a defining characteristic of the way CSM leads the industry.

Real Voices from the Sea

To amplify the impact of the programme, CSM has launched initiatives that highlight the personal journeys of female Cadets. Through interviews, social media features, and newsletters, we are sharing the stories of women who are breaking barriers and shaping the future of maritime. These real voices humanise the cadetship experience, offering valuable insights and inspiration for aspiring female seafarers around the world.

Join the Movement – Empower Women at Sea

The rise of female Cadets is not only transforming CSM, but the maritime industry at large. By training, mentoring, and promoting women, CSM is investing in a more equitable and resilient future for global shipping. Together with our partners, we are determined to ensure that the future of maritime has women at the helm as leaders, innovators and changemakers.

4.4 Cadet Ships - AAL KEMBLA and AAL BRISBANE



One-On-One With Deck Cadet, Anatolii Kucheriavyi

What were your overall impressions of your cadetship onboard the training vessel AAL BRISBANE?

I am very glad that I had the opportunity to complete two contracts on the Cadet Training Vessel. The main advantage of these vessels is the presence of dedicated Training Officers. They supported all Cadets throughout the cadetship and were the ones we could always rely on. Each of them is an experienced seafarer with a wealth of knowledge, which they shared with Cadets.

They were not only excellent teachers but also nice people who helped Cadets grow into competent and confident Officers. I particularly enjoyed assisting with paperwork, participating in manoeuvring and being involved in cargo operations. I am sure that no other company could have provided me with the same level of experience and professional development as I received during my cadetship with Columbia on the Cadet Training Vessel.

What was the most challenging aspect of your time on board?

I can't say that I experienced any difficulties during my training on board. From the very beginning of my studies at college, I was eager to get on board a ship, and when my cadetship began, it only motivated me even more. I studied various aspects of work, fully understood all the duties of the officers, and assisted them in their tasks, from paperwork to watchkeeping in the port and safety maintenance on deck.

Everything I encountered was not a challenge, but rather an opportunity to learn something new. I approached each task with curiosity and a desire to improve.

Were the training officers or mentors supportive and effective in teaching you?

The Training Officers were teaching Cadets and provided the knowledge which was necessary for us to become competent Officers. On this vessel, I had two outstanding Training Officers, who not only sharpened my knowledge and skills but also prepared me to become an excellent 3rd Mate.

They were more than just teachers – they supported me and other Cadets throughout our cadetship on board. They were the ones we could always rely on, and they were the ones who helped turn cadets into the future professionals of the maritime industry.
In addition to the Training Officers, I had the opportunity to learn from excellent Deck Officers and Masters who were always willing to share their experience, teach me new things, and help strengthen the knowledge I already had.

Thanks to their support, my hard work and task books which Columbia provides to Cadets, I have no doubt that I am fully prepared to take on the responsibilities of the Third Mate and perform duties with confidence and professionalism.





Deck Cadet participating in maintenance operations for LSA equipment

What technical operations (engine, deck, bridge) did you participate in, and what did you learn?

On the bridge, I was deeply involved in navigational watch under the officer's supervision, who entrusted me to make my own decisions to avoid collision with other vessels. Also, I was helping with manoeuvres such as pilotage, anchoring, and berthing. Through these experiences, I learned the full range of duties and responsibilities of the Officer of the Watch (OOW) and performed them by myself.

While in port, I supported the officers during cargo operations by monitoring the loading and discharging process, checking for any signs of damage, and ensuring the proper completion of cargo documents. I also helped monitor gangway security and conducted routine safety, fire, and security rounds.

Additionally, I assisted with ballasting operations during heavy lift cargo handling under OOW supervision. I took part in numerous mooring and unmooring operations. I became well-acquainted with the standard procedures, the use of mooring equipment, the importance of teamwork, safe working practice, and proper communication between the mooring station and the bridge. I understand that the officer in charge of mooring plays a vital role, acting as the connection between the bridge and deck crew. Overall, the technical operations that I experienced on the vessel helped me develop a strong foundation in vessel procedures, teamwork, communication, and situational awareness. They also taught me the importance of leadership, responsibility, and decision-making - skills that are vital for a competent Officer.



A Discussion With Ramiell Hernani Barroga, Engine Cadet

What were your overall impressions of your cadetship onboard the training vessel AAL KEMBLA?

From the very beginning, I was warmly welcomed by the Officers and crew, especially the training officer, who guided me throughout my stay on board. The environment was both professional and supportive, and it gave me confidence that my cadetship would greatly benefit my future as a marine engineer.

The teamwork, discipline, and willingness of the crew to share their knowledge created an excellent atmosphere for learning and growth.

How confident are you in performing key seamanship tasks (e.g., watchkeeping, mooring, navigation)?

It was a truly great experience that gave me confidence in my knowledge and abilities. Without the exposure I received, I might have needed years of additional experience to build the same level of confidence.

Did you get sufficient hands-on experience with safety drills and emergency procedures?

Yes, I gained sufficient experience through frequent safety drills and emergency preparedness training. The officers were always willing to guide us and ensured that we fully understood the procedures.

Would you recommend the same training vessel or programme to future Cadets? Why or why not?

Yes, I would strongly recommend AAL KEMBLA as a training vessel. Now that I am serving onboard a non-training vessel, I can clearly see how much my first cadetship experience prepared me for the real world.

Overall, my cadetship onboard AAL KEMBLA was a truly valuable and transformative experience. I am very grateful to the officers, crew, and the Cadetship Programme Team for providing me with such a strong foundation for my future career.

4.5 Cadet Handbook for Adora

Introduction to the Cadet Handbook

The Cadet Handbook serves as a vital tool for seafarers, providing a comprehensive guide to navigating the intricacies of shipboard life. It outlines essential information and protocols that are crucial for maintaining a safe and efficient working environment. The handbook acts as a roadmap for seafarers, offering insights into various aspects of onboard operations, safety procedures, and compliance regulations.

By familiarising themselves with the contents of the handbook, Cadets can ensure they are well-equipped to handle the challenges and responsibilities that come with life at sea. Additionally, the handbook plays a significant role in promoting a culture of discipline, professionalism, and adherence to industry standards among crew members. Overall, the Cadet Handbook is a valuable resource that not only enhances the knowledge and skills of seafarers but also reinforces the importance of following established protocols to ensure the smooth functioning of maritime operations.



Adora Cadet Handbook is distributed to every cadet joining the fleet before the first assignment

Compliance and Safety Regulations

Understanding and complying with industry-applicable rules and regulations is paramount to ensuring safety and security onboard. Seafarers are required to adhere to all National and International regulations to maintain a safe working environment and prevent any potential risks. The Cadet Handbook emphasises the importance of following safety protocols and guidelines to mitigate hazards and promote a culture of safety awareness. By familiarising themselves with the rules and regulations, seafarers can contribute to incident and accident-free operations.

It is essential for all crew members to report and rectify any unsafe conditions or acts promptly to prevent potential safety breaches. Additionally, the Handbook highlights the significance of not allowing commercial pressures to compromise safety standards. By prioritising compliance with safety regulations, seafarers can create a secure and stable working environment that minimizes risks and ensures the well-being of all onboard personnel. This commitment to compliance and safety regulations is fundamental in upholding a proactive safety culture and fostering a secure maritime environment for all.

Onboard Training and Familiarisation

Guidelines for onboard familiarisation training are crucial for seafarers to ensure a safe and efficient work environment. The Cadet Handbook outlines specific timeframes for completing training before sailing and familiarisation to be done within 14 days of joining the vessel. All seafarers must complete Part 1 of the onboard safety training either before sailing or within 24 hours of boarding, whichever comes first.

Part 2 of the training, focusing on safety familiarisation, must be completed within two weeks of joining the vessel and before being assigned duties. The Safety Officer or their Deputy is responsible for providing this training and verifying that all seafarers have a clear understanding of the safety protocols.

By adhering to these guidelines, seafarers can ensure compliance with safety regulations and contribute to a proactive safety culture on board. Familiarisation training plays a critical role in preparing seafarers to handle emergency situations effectively, promote occupational health and safety initiatives, and report and rectify any unsafe conditions or behaviours promptly. This comprehensive training approach aims to equip seafarers with the necessary knowledge and skills to navigate the challenges of working at sea while prioritising safety and well-being.

Health and Wellness Guidelines

Maintaining physical and mental well-being is crucial for seafarers to perform their duties effectively. Regular exercise routines and healthy eating habits play a significant role in achieving this balance. Onboard vessels, seafarers are encouraged to utilise the gym facilities to stay active and release stress from work. Engaging in regular exercise, such as basketball and ping-pong, not only improves physical health but also enhances overall well-being. It is essential to prioritise mental health by participating in sports activities, which can strengthen relationships, teamwork, and bonding amongst crew members.

Additionally, seafarers are advised to adopt healthy eating habits by consuming a variety of fruits and vegetables daily. Choosing whole-grain options with less added fat and sugar, eating less red and processed meat, and opting for lower-fat and lower-sugar alternatives like cheese are recommended. Avoiding processed foods, fried foods, sugary drinks, and foods high in fat, salt, and sugar is crucial to prevent chronic diseases like heart disease, diabetes, and obesity. By following these guidelines, seafarers can ensure they maintain a healthy and balanced lifestyle while onboard ships, promoting their overall well-being and performance.

Cybersecurity and Safety Measures

Maritime cybersecurity is a critical concern for seafarers, with onboard systems like GPS, DP, AIS, ECDIS, and radar being vulnerable to viruses and malware, making vessels prime targets for cyber attacks. To enhance cyber awareness, seafarers should be vigilant against phishing attempts, which involve fraudulent efforts to obtain sensitive information like usernames and passwords. Malware, another threat, can access or damage computers without the owner's knowledge, including Trojans, ransomware, spyware, viruses, and worms.

Best practices to protect onboard systems and personal data include avoiding suspicious emails and links, refraining from disclosing personal information, and using strong passwords with a mix of characters. It is crucial to prevent the introduction of malware through uncontrolled removable media and untrusted devices, ensuring the use of personal external batteries instead of ship equipment with USB ports. By adhering to these cybersecurity measures, seafarers can safeguard onboard systems, mitigate risks of cyber-attacks, and protect sensitive information from potential threats.



4.6 IMEC Cadetship Programme



IMEC Cadetship Programme Ceremony in Manila, Philippines

IMEC Cadets Programme

In the world of international shipping, where vessels traverse the globe carrying over 90% of traded goods, the need for skilled, disciplined, and globally competitive maritime officers and engineers has never been greater. Enter the IMEC Cadet Training Program, a fully-funded, world-class maritime education initiative that is not only transforming young Cadets into industry-ready officers but also reshaping the future of global seafaring.

Since its inception in 2008, the International Maritime Employers' Council (IMEC) has trained over 1,600 Cadets through its flagship programme in the Philippines alone, with hundreds more currently in training. With its blend of academic rigor, hands-on sea experience, and zero-cost scholarship structure, the IMEC Cadet Program stands as a beacon for aspiring mariners.

Offered in partnership with the Maritime Academy of Asia and the Pacific (MAAP), Cadets spend their three years in intensive academic and physical training, followed by one year of onboard apprenticeship aboard vessels operated by IMEC's member companies.

Unlike many maritime schools that leave students burdened with tuition and training costs, IMEC covers everything like full tuition and academic fees, uniforms, meals, accommodation, medical and travel expenses, structured sea-time and guaranteed onboard training.

In return, Cadets commit to joining their sponsoring company upon graduation — an investment in mutual growth and loyalty that pays off in strong career starts and steady promotions.

Each year, thousands of young Filipinos vie for a coveted spot in the programme. Applicants must meet the following qualifications like a national qualifying exam, medical screening, interviews, and physical fitness assessments which makes the selection both competitive and merit based.

IMEC Academic Building

A new chapter begins at MAAP – the inauguration of the state-of-the-art IMEC building if officially underway. Advancing maritime education with world class facilities and global partnerships. It has 38 ultramodern classrooms.

The newly inaugurated IMEC Academic Building redefines maritime education with its cutting-edge learning environment. Each classroom is equipped with advanced educational technology, featuring ID-sensitive doors, automated power systems, CCTV surveillance, and intelligent tracking cameras that enhance both security and instructional delivery. To support digital and interactive learning, the facility integrates tools such as iPad-to-monitor screen mirroring and individual charging stations at every desk. These innovations empower cadets to conduct presentations, simulations, and laboratory tasks with efficiency and confidence, bridging traditional maritime training with the demands of a tech driven industry.

They have dedicated laboratories for electrical and electronic systems training, simulation rooms for real-world shipboard scenarios, spaces that are designed to foster collaboration, innovation, and hands-on learning.

This new building reflects IMEC's commitment to elevating maritime education and ensuring cadets are prepared for the technical demands of modern shipping.



CSM Cadet Coordinators together with IMEC Training Manager (Manila) Mr. Jake B. Amog

4.7 IMEC Inauguration at MAAP: Welcoming Class 2029 Cadets

IMEC proudly marked the inauguration of MAAP Class 2029 Cadets under their Training Programme, along with the Memorandum of Agreement (MOA) signing, at the Maritime Academy of Asia and the Pacific (MAAP). The inauguration ceremony sets the stage for the Cadets' promising journey towards becoming future maritime professionals. It highlights the importance of the IMEC training programme and the commitment of the Cadets to their maritime education.

It also served as a welcome ceremony to introduce the Cadets to the IMEC team and their respective sponsors. Pins were presented as a symbol of officially welcoming them into the IMEC family. The Cadets will likely undergo rigorous training and education as part of the programme, preparing them for their future careers in the Maritime Industry.





It was a momentous occasion, highlighted by an inspiring message from VAdm. Eduardo Ma R. Santos, MAAP President. Following this, remarks were given by the IMEC team members, including Rob Gale - Head of Training, Larissa - Deputy Head of Training, and Jake Amog - Training Manager. The Cadets were introduced to their sponsors and welcomed into the IMEC family with official pins and merchandise. The event provided a platform for the Cadets to engage with their sponsors and solidify their commitment to the training programme, setting the stage for their promising journey towards becoming future maritime professionals. Jake Amog, the IMEC Training Manager, led a detailed discussion on the importance of the Memorandum of Agreement (MOA) between IMEC and the cadets. The MOA signing ceremony was a significant moment, symbolising the Cadets' commitment to their maritime training journey. This formal signing solidified their dedication to the programme and their aspirations to become successful maritime professionals in the future.

4.8 IMEC ETO Cadet Programme



Hands-on training with Shipboard Machinery and Equipment

As shipping vessels become more reliant on complex electrical, automation, and control systems, the demand for technically skilled Electro-Technical Officers (ETOs) is skyrocketing. Recognising this, the International Maritime Employers' Council (IMEC) has officially launched its ETO Cadet Training Program for Filipino graduates in Electrical Engineering (EE), Electronics & Communications Engineering (ECE), and related disciplines.

Launched by the International Maritime Employers' Council (IMEC), the ETO Cadet Program is a fully sponsored training pathway tailored for Filipino graduates in electrical and electronics-related fields. Conducted in partnership with top-tier maritime training centres like United Marine Training Centre (UMTC) in Manila and GigaMare Inc. in Subic Bay, the programme blends rigorous academic instruction, laboratories with immersive onboard experience.

ETO Cadets undergo 4.5 months of classroom training, followed by at least eight months of sea service aboard vessels operated by IMEC member companies. From day one, they are treated not just as students — but as future Officers.

The curriculum covers MARINA/STCW-aligned modules including English communication and marine fundamentals, Pollution prevention and maritime compliance, Leadership, teamworking, and resource management, mechanical systems, marine electro-technology, automation, pneumatics, hydraulics, instrumentation, alarm systems, marine refrigeration, high-voltage systems, electrical generation and distribution. But it's not just about technical prowess. The programme also cultivates soft skills like leadership, adaptability, and cross-cultural communication — essential traits for life at sea.

Upon completion, Cadets emerge as Electro-Technical Officers-in-training, ready to join the ranks of global shipping fleets. With the maritime industry's increasing reliance on technology, ETOs are not just support staff, they're mission critical. For many, the IMEC ETO Cadet Programme is more than a stepping stone. It's a launchpad to a life of adventure, growth, and global impact.

IMEC's and CSM Fully-sponsored ETO Cadet Programme

In a compelling collaboration between GigaMare (Training Centre) and the International Maritime Employers' Council (IMEC), a new chapter unfolds for aspiring Electro Technical Officers (ETOs). This fully sponsored programme merges world-class training with hands-on maritime immersion, pioneering a promising pathway for board-certified electrical engineering graduates to thrive at sea.

GigaMare, located in Subic Bay Freeport Zone, stands amongst the Philippines' leading maritime training institutions renowned for its realistic simulators, technical rigor, and immersive curriculum. The Training centre's ETO programme covers all STCW mandated competencies (Table A III/6), supplemented by six bespoke modules like fire detection maintenance, ballast water treatment systems, and electronic engine systems.

On the other side of this partnership, IMEC brings mission-driven purpose and substantial support. The Electro Technical Officer Cadet Training Program is timed to meet the shrinking global supply of ETOs and rising vessel electrical complexity. Structured with a four-and-a-half-month academic semester followed by a minimum eight-month onboard training, the programme builds Cadets from theory to command-readiness.

Cadets are fully sponsored by IMEC members, CSM are one of the sponsors, granting seamless financial support and peace of mind from day one.

Cadet Journey: From Classroom to Ship's Deck

Phase 1 – Academic Phase (four-and-a-half months) GigaMare delivers an intensive training regimen, blending STCW modules with its innovative add-ons. Cadets hone skills in marine electrotechnology, high-voltage systems, instrumentation, and more—backed by real-time simulators and situational learning in Subic Bay waters GigaMare Inc.

Phase 2 – Onboard Training (minimum eight months) Cadet's transition to actual sea service, guided by a Training Record Book (TRB). This ensures their performance remains documented, assessed, and aligned with international competence standards.



This initiative is not just about filling ranks. IMEC's Chairman emphasizes that the sustainability of global shipping hinges on recruitment, training, welfare, and retention especially as vessels become more complex and carbon conscious.

ETO Cadets are graduates of Bachelor's degrees in electrical engineering or related disciplines. And must be a board passer, in which they must have a license as electrical engineer, electronic and communications engineer or related discipline.

The programme gives full Sponsorship which eliminates financial barriers, enabling talent from diverse backgrounds. They give comprehensive training that equips cadets for high-pressure, tech-intensive vessel systems. Smooth academic to practical transition that fosters competence and confidence. They also ensure that the training meets real-world expectations and employer needs.

In the face of evolving maritime technology and decarbonisation demands, GigaMare and IMEC's fully-sponsored ETO Cadet Program is more than a training initiative; it's a strategic investment in the future of shipping. By shaping skilled, resilient, and mission ready officers, it strengthens the backbone of global trade.





Cadets in the classroom during a lecture

4.9 Cadet Workshop at CSM Manila Office

A two-day Cadet Workshop was successfully conducted between 5-6 August at the CSM Manila Office. The event was led by Training Director Capt. Stewart Bankier together with Cadet Manager C/M Christopher Peñaflor, Cadet Coordinators 2/M Mckenly Liman, 3/E Tracylyn Ruanto, and Ms. Iryna Barbinyagra. They were joined by Training Administrative Assistant Malika Jana and Training Officer Jas Singh.

Also present at the workshop were our Chief Maritime HR, Ms. Simona Toma, and Mr. Agisilaou Tychonas, CSM Owner's Representative in Manila, showing strong leadership support for Cadet development initiatives.

The workshop focused on the strategic planning of Cadet recruitment, training, and management. The proposed strategy aims to establish a sustainable, scalable, and globally competitive Cadet Programme. It outlines clear steps to identify and recruit top maritime talents early in their academic journey, ensure consistent development in alignment with CSM's training standards, seamlessly transition maritime academy cadets into CSM cadets, and develop them into high-performing Junior Officers with strong safety awareness and long-term retention.

The ultimate objective is to build a world-class cadet program that upholds CSM's values and ensures a steady pipeline of competent and committed maritime professionals.



Director Learning & Development, Stewart Bankier, together with Chief of Maritime HR – Simona Toma, Cadet Manager C/M Christopher Peñaflor, Cadet Coordinators 2/M Mckenly Liman, Ms. Iryna Barbinyagra, Senior Training Officer Kesavmoorthy Shanmugam, Training Administrative Assistant Malika Jana, Training Cadet Coordinator Tracylyn Ruanto, Training Officer Jaswinder Singh

4.10 Strategic Cooperation with Maritime Academies

4.10.1 One-On-One With Capt. Murtaz Devadze, Rector of BSMA

How would you describe the evolution of the partnership between BSMA and CSM over the years?

Over the past two decades, our partnership with Columbia Shipmanagement has grown from a simple Cadet employment pathway into a comprehensive strategic collaboration. Columbia has become one of the largest employers of Georgian seafarers and has played a key role in raising national seafaring standards. Beyond recruitment, this partnership now includes joint training initiatives, guest lectures, curriculum input, and active engagement of Columbia's professionals in preparing BSMA Cadets for the demands of international shipping.



Capt. Murtaz Devadze, Rector of BSMA

How do you ensure that Cadets meet the standards and expectations of CSM?

BSMA aligns its academic programmes with international conventions (such as STCW) and Columbia's operational requirements. Regular curriculum reviews, simulator-based exercises, sea practice opportunities, and involvement of Columbia officers in training ensure that our cadets gain both the theoretical knowledge and practical competencies required by the Company. This dual approach guarantees that graduates are fully employable and competitive in the global shipping market.

From your perspective, what are the strengths of BSMA Cadets that make them successful in working with CSM?

BSMA Cadets are known for their strong academic preparation, discipline, adaptability, and teamwork skills. They quickly integrate into multicultural crews, work effectively under pressure, and demonstrate a high level of responsibility. These qualities — nurtured through BSMA's educational environment and strengthened through Columbia's mentorship — are why our Cadets thrive in international fleets.

What trends have you noticed amongst new Cadets, and how can each party adapt?

Today's Cadets arrive with excellent digital literacy and enthusiasm for adopting modern maritime technology. However, they still need additional hands-on shipboard practice and soft-skill development, particularly in communication and professional discipline. BSMA continues to strengthen practical training components and mentoring programmes, while Columbia provides real-world fleet exposure, structured career development, and industry guidance — resulting in well-rounded, industry-ready officers.

How important is feedback from CSM in improving your training programmes and adapting to industry needs?

Feedback from CSM is essential to the quality of our programmes. It provides timely insights into operational realities, safety standards, and fleet requirements, allowing us to make targeted improvements to our curriculum and training centre.

This ongoing dialogue ensures that BSMA remains aligned with global best practices and continues to produce graduates who are immediately valuable to employers

What benefits has this cooperation brought to BSMA Cadets in terms of career development?

Cooperation with Columbia gives Cadets direct access to onboard experience and mentorship from experienced officers. This not only helps them develop practical seamanship skills but also instils confidence, professionalism, and a clear vision of their career path. Many BSMA graduates have advanced to senior officer and captain positions within Columbia's fleet, serving as role models for the next generation.

What improvements would you like to see in the cooperation in the future?

Looking ahead, BSMA seeks to expand the number of Cadets participating in Columbia's programmes and to deepen Columbia's engagement with our academic activities. We aim to organise more open lectures — both in-person and online — with active Columbia seafarers, facilitate visits for top-performing students to Columbia's headquarters, and jointly analyse real-life fleet incidents as case studies to strengthen safety awareness and professional responsibility. BSMA is fully committed to aligning with Columbia's evolving needs to prepare Cadets for the future of the maritime sector.



Capt Karlo Chkharthishvili sharing his career experience at BSMA

4.10.2 A Conversation With Kyriacos Patsalides, Director of Academic Affairs Intercollege and the Cyprus Maritime Academy



Senior Training Manager, Alejandro Justiniani together with Mr. Kyriakos Patsalides in CYMA Cyprus

How would you describe the evolution of the partnership between CyMA and CSM over the years?

Since its establishment in 2015, CyMA has enjoyed a strong and consistent partnership with CSM. From the very beginning, CSM has supported our Academy, initially through the provision of partial scholarships and cadetships and progressively advancing to full scholarships for our Cadets. This steady growth of support reflects the mutual trust and shared commitment to developing highly-skilled maritime professionals.

How do you ensure that Cadets meet the standards and expectations of CSM?

We maintain close and continuous communication with CSM personnel who are responsible for evaluating our Cadets. Each year, structured interviews take place where feedback is provided on Cadets' knowledge, performance, and readiness. This feedback loop allows us to adapt our training to ensure our Cadets meet — and often exceed — the standards and expectations of CSM.

From your perspective, what are the strengths of CyMA Cadets that make them successful in working with CSM?

CyMA Cadets benefit from a comprehensive training programme that combines both academic and professional education in the English language. This enables them to graduate not only with a Bachelor's degree but also with a Certificate of Competence. The blend of theoretical knowledge, practical training, and alignment with CSM's operational standards equips our Cadets with the skills, discipline, and professionalism required to succeed within CSM's global fleet.

What trends have you noticed amongst new Cadets e.g. their knowledge base/capabilities/motivation, and how can each party adapt to get the best out of new recruits?

We have observed a growing reliance amongst Cadets on digital resources, including web-based and AI tools, as part of their learning process. While this reflects the natural evolution of technology, it also calls for adaptation in maritime education. Instead of discouraging these practices, we believe both the Academy and CSM should embrace this trend and integrate it into training where appropriate, while also emphasizing the importance of critical thinking and traditional seamanship skills.

In terms of motivation, today's Cadets are increasingly driven not only by financial success but also by long-term career prospects. Many recognise that maritime professions, particularly Officer roles, offer strong professional development opportunities both at sea and ashore. Together, CyMA and CSM can highlight these career pathways, the Academy by advising students on their professional outlook, and CSM by guiding them on the steps to achieve success within the company and the wider industry.

How important is feedback from CSM in improving your training programmes and adapting to industry needs?

Feedback from CSM is essential to ensuring our programmes remain relevant and aligned with industry requirements. This input allows us to adjust both the academic curriculum and the professional training offered to cadets. Equally important is CSM's perspective on the mindset, psychology, and work ethic expected of seafarers, as these elements are crucial in shaping well-rounded maritime professionals.

What benefits has this cooperation brought to CyMA Cadets in terms of career development?

The partnership with CSM has created clear career pathways for our Cadets. Many who complete their cadetship with CSM continue their careers as Officers on board CSM vessels, benefiting from long-term professional growth. Additionally, Cadets are occasionally given the opportunity to gain exposure to shore-based operations, which deepens their understanding of the vital collaboration between ship and office and broadens their career perspective.

Looking back since the signing of the Memorandum of Understanding with CSM, how would you summarise the overall impact of this cooperation on CyMA?

The Memorandum of Understanding marked a turning point in our collaboration, elevating the partnership between CyMA and CSM to an unprecedented level of trust, understanding, and mutual support. By designating dedicated personnel on both sides, the cooperation has become more structured, effective, and impactful, ensuring that our cadets benefit from a seamless link between their academic preparation and their professional careers at sea.

4.10.3 Cadetship Programme in Türkiye

In November 2024, it was reported that the first visit of the Cadet recruitment campaign at Istanbul Technical University was successfully conducted. The Turkey Cadetship Programme was positively received, and it was evident that the students share the quality, dedication, and ambition that align well with CSM core values.



Cadets at the Istanbul Technical University

4.10.4 Cadetship Programme in Ukraine

The fourth year of war in Ukraine is underway. Like all Ukrainians, the employees of our CSM Ukraine office have experienced the full consequences of military actions.

“Our peaceful lives were shattered at 5am on 4 February 2022, when a massive missile attack started on our beloved city”, shares Sergiy Maslov, Chief Executive Director of CSM Ukraine. “Words cannot fully convey the terror of those first days of war-panic, refugees, chaos, the imposition of martial law, curfews, and other wartime restrictions. Step by step, we adapted. Restructured our office operations and maintained communication with our seafarers and the head office.

Gradually, we managed to reverse negative trends, and the number of Ukrainian seafarers onboard Columbia vessels has now returned to pre-war levels. Not for a single moment did we suspend our cooperation with Maritime Academies and marine colleges, understanding that one day the war will end, and we will need new talent and strong ties with educational institutions.”

Traditionally, the city of Odessa has been considered the centre of maritime business in Ukraine. Despite the war, young people’s interest in a maritime career remains consistently high. Education has returned to offline mode, with Cadets attending theoretical classes at their institutions. All academies and colleges are equipped with bomb shelters, where students take refuge during missile and drone attacks, which occur almost daily. During a recent delegation, represented by Executive Director Capt. Grigoriy Mashkevych and Training Officer Iordatii Pavlo, the team visited Odessa’s oldest maritime college, named after Marinesko. “We introduced students to Columbia, our Cadet Programme and the opportunities for education and career growth on our vessels. “Shared Sergiy, adding “the meeting was highly engaging, with many questions and a keen interest from both students and faculty. A protocol of cooperation was signed, securing the recruitment of top Cadets into our company.”

CSM Ukraine expresses its gratitude to the CSM Cyprus Top Management for their support and assistance during these challenging times. “We sincerely hope that this year will finally bring an end to the active phase of the war, allowing us to gradually return to stable operations, reopen the local airport, and bring all Ukrainian seafarers back home,” concludes Sergiy. We spoke to three students from Maritime College, named after O.I. Marinesko.



Odessa’s oldest maritime college



Capt. Grigoriy Mashkevych and Training Officer Iordatii Pavlo

5. Competency Management System (CMS)



5.1 Competency Management System (CMS)

The Competency Management System for Seafarers is a structured approach designed to ensure safety at sea and professional development by cultivating skills through a continuous cycle of growth.

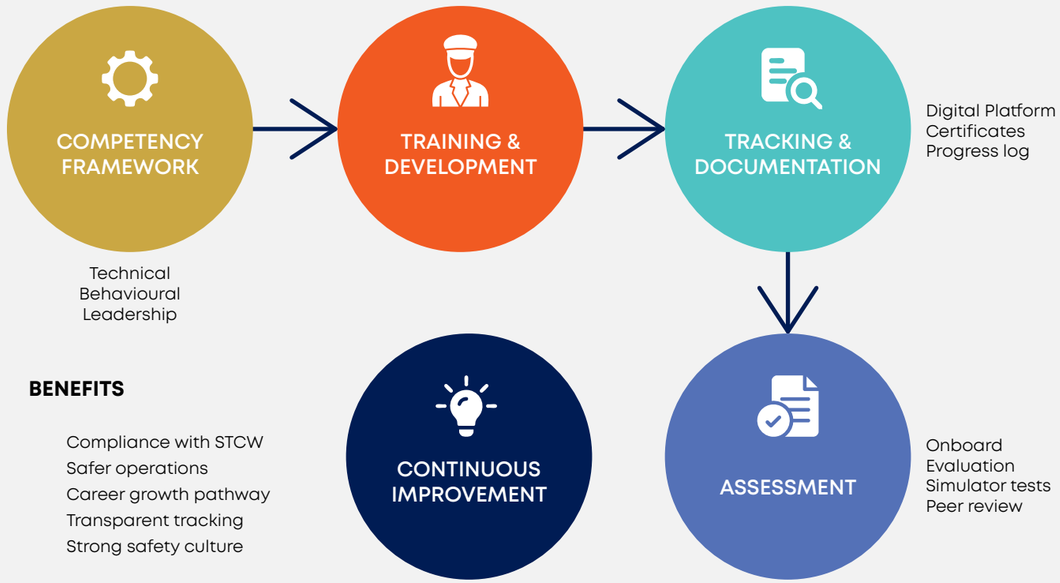
It includes a comprehensive Competency Framework that integrates technical, behavioural, and leadership capabilities, forming the foundation for targeted Training and Development. Seafarers are then evaluated through onboard assessments, simulator tests, and peer reviews to ensure practical proficiency.

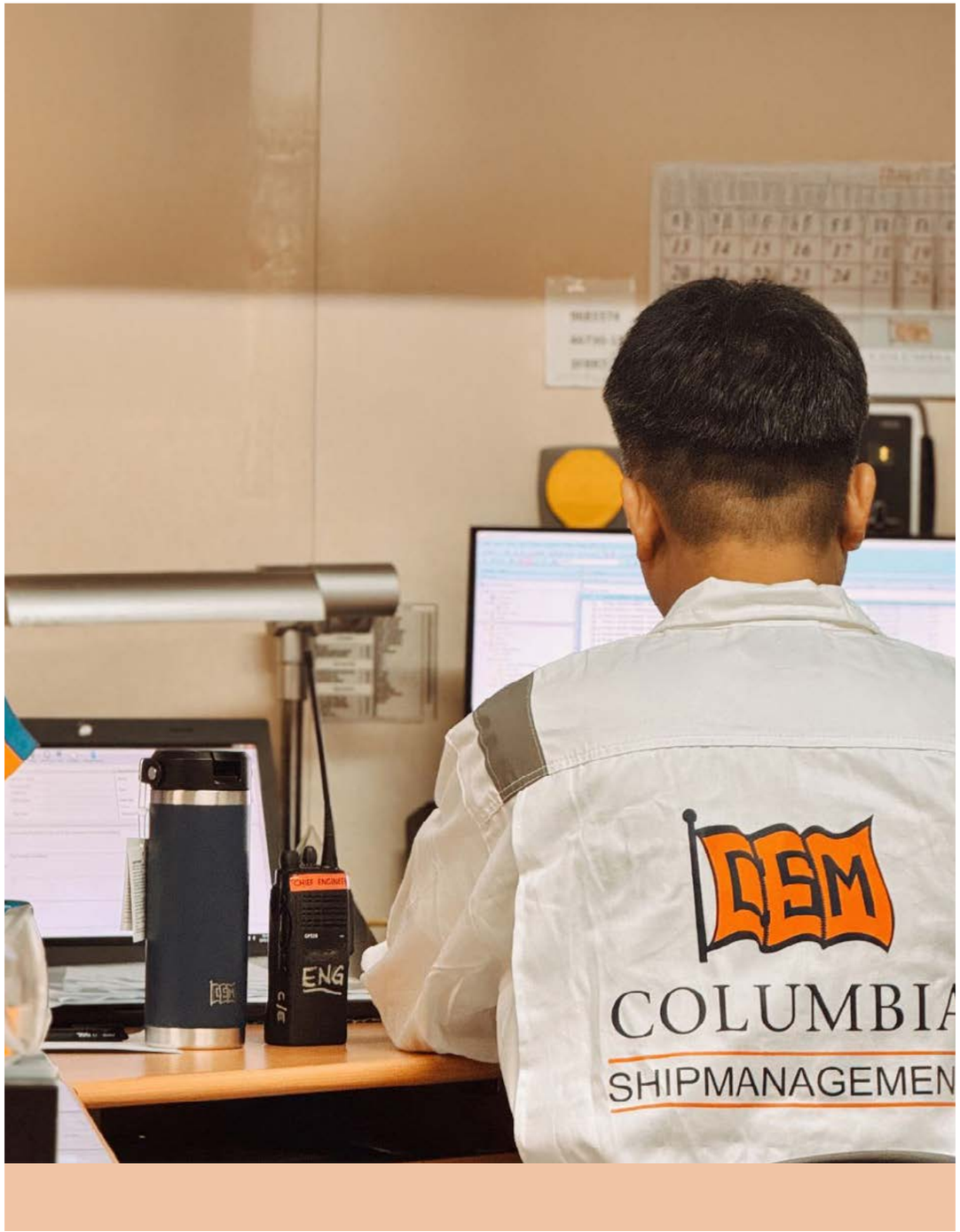
All progress is meticulously tracked and documented via digital platforms, certificates, and logs, promoting transparency and accountability.

The system culminates in continuous improvement, reinforcing a culture of excellence. By aligning with international standards like STCW, this framework not only ensures safer operations but also supports career advancement and fosters a resilient safety culture at sea.

Competency Management System
For Seafarers

Growing Competence, Ensuring Safety at Sea.





6. Projects & Technology Developments

6.1 Plasma Cutter Familiarisation Training

On request from our client to introduce plasma cutting familiarisations for all Fitters, we are training a team-initiated learning and development programme. The CSM training department was auditing different training centres to provide the curated plasma cutting course for AAL clients. We made several meetings and visits to ensure we deliver the best possible syllabus for our participating seafarers. This course was developed specifically as per clients' needs and requirements. We selected an existing course named "sea fastening" which primarily was teaching shielded metal arc welding and plasma cutting was given less focus.

Further discussion with present vessel needs and demands, syllabus was changed to include plasma cutting technique and air carbon arc gouging along with SMAW.

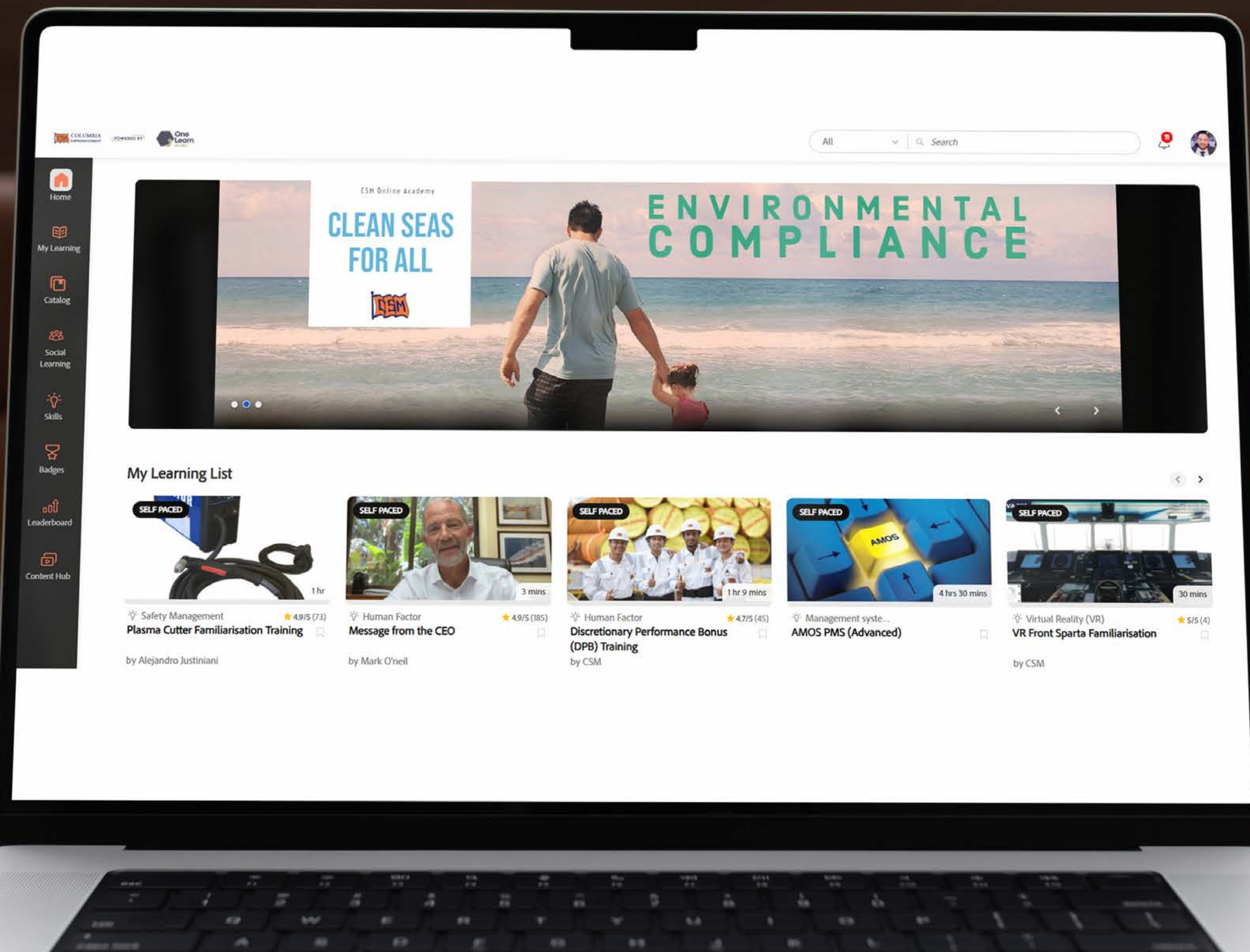
Since the start of this new course in April 2025, we have completed three batches with a total of 11 Fitters trained. This course is concentrated on deck and engine fitters. The feedback from Fitters is positive - they have few suggestions such as to include further techniques like plasma gouging, oxy acetylene gouging which is also being taken into consideration.

The course syllabus contains three main functions:

1. Conduct SMAW Welding
2. Conduct Gouging using air carbon Arc
3. Conduct plasma cutting familiarisation and practice

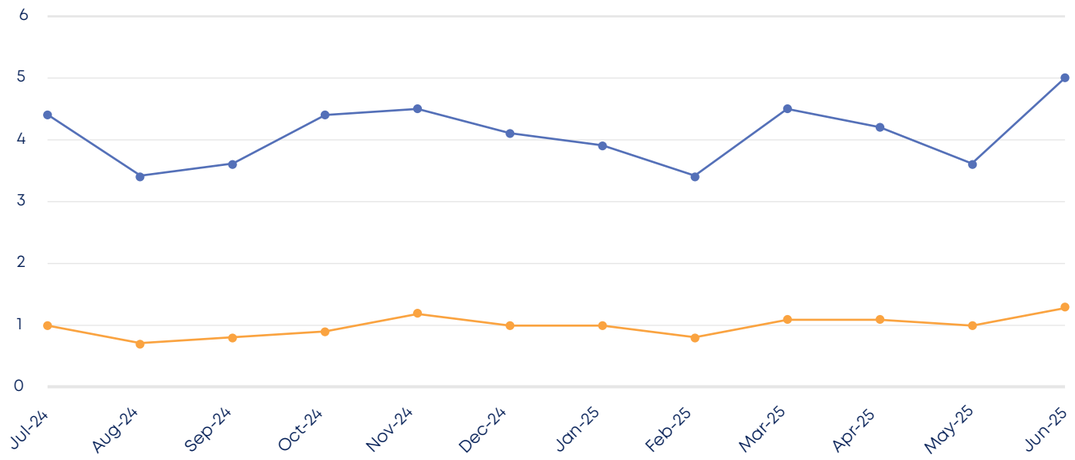


7. LMS Records in 2024-2025



7.1 CSM Online Academy

Users Visiting CSM Online Academy



Total count of users visiting learning platform

Count of users visiting via Adobe Learning Manager mobile app

49,814
VISITS VIA WEB

12,278
VISITS VIA MOBILE

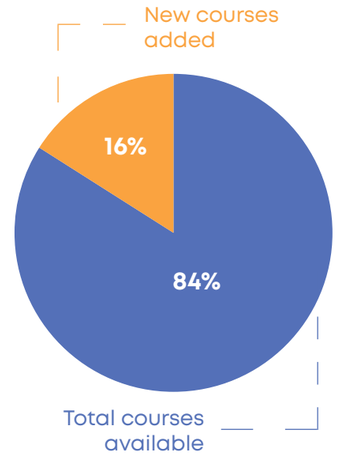
595 / 1,381
COURSES / MODULES AVAILABLE

Learning Content

There were approximately 113 courses added to CSM Online Academy from 1 July 2024 to 30 June 2025, with a total of 595 courses available:

2024-2025 Statistics for CSM Online Academy

- **49,814** Number of Users Visits
- **37,131** Number of Feedback Forms completed
- **77,612** Number of Emails sent to Learners
- **123,667** Number of Training Courses completed



Courses with the highest number of completions on 1 July 2024 to 30 June 2025. (CSM Online Academy)

Training Course	Number of Completions
CSM Pre-Joining Safety Video	9,633
CSM - Code of Conduct	7,405
Work Rest Hours for Seafarers	6,496
Environmental Compliance Training for Ratings	5,689
GDPR (for seafarers)	5,048
Mastering SIRE 2.0 (All Ranks)	3,706
Introduction to Rightship	3,087
Risk Assessment	3,084
Management System Training for Ratings	2,825
Management System Training for Officers	2,290
Social Media Awareness	2,215
AMOS QMS (Basic)	2,079
Global Diversity Awareness Month – Diversity Quiz	2,070
Management of Change	2,011
Environmental Awareness Month- Plastic Pollution Quiz	1,899

7.2 CCS Online Academy

2024-2025 Statistics for CCS Online Academy

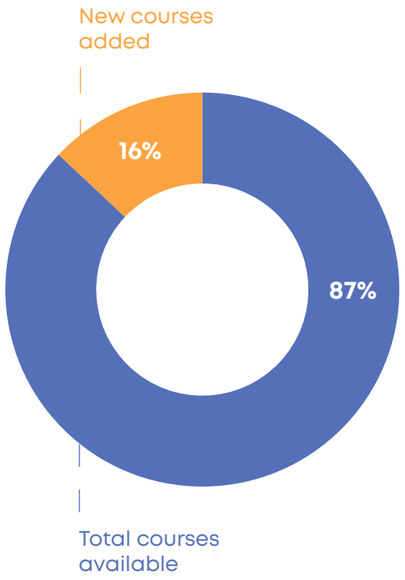
8,323	Visits to CCS Online Academy via web (approx.)
2,398	Visits to CCS Online Academy via mobile (approx.)
2,510	Number of Feedback Forms completed
13,346	Courses completed
354	Courses / 640 modules available

A total of 13,346 courses were completed by 2,223 learners in CCS Online Academy from 1 July 2024 to 30 June 2025.

Learning Content

There were approximately 55 courses added to CCS Online Academy from 1 July 2024 to 30 June 2025, with a total of 354 courses available.

Courses with the highest number of completions from 1 July 2024 to 30 June 2025. (CCS Online Academy)



Training Course	Number of Completions
E-STOP	924
GDPR - Crew	702
COVID-19 Awareness	677
Cyber Security Awareness	666
Never Again Day 2024	627
Entry into Enclosed Spaces	570
Important Letter from CCS Management	521
Columbia Group Christmas Message 2024	439
DocMaster Introduction	431
CCS 2.0 - Introduction to the Organisation Marella	400
Disability Awareness	386
Tender Operator Certificate	377
ISO 45001:2018	342
Environmental Compliance for Ratings and Hotel Staff	319
Rescue from Water	309

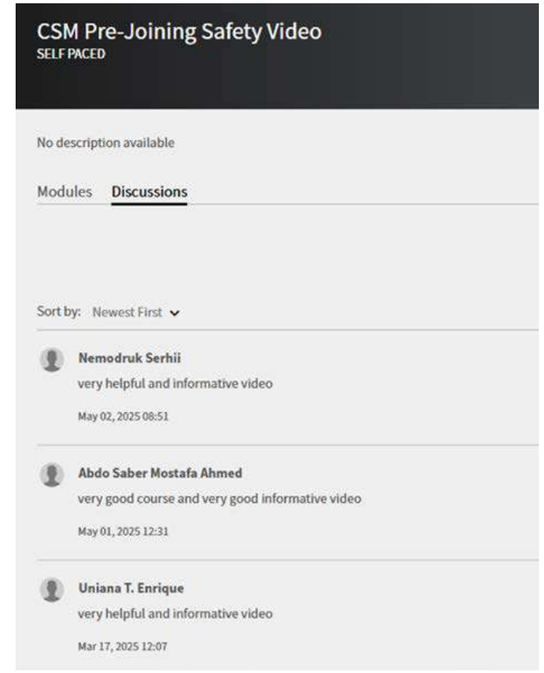
Social Learning

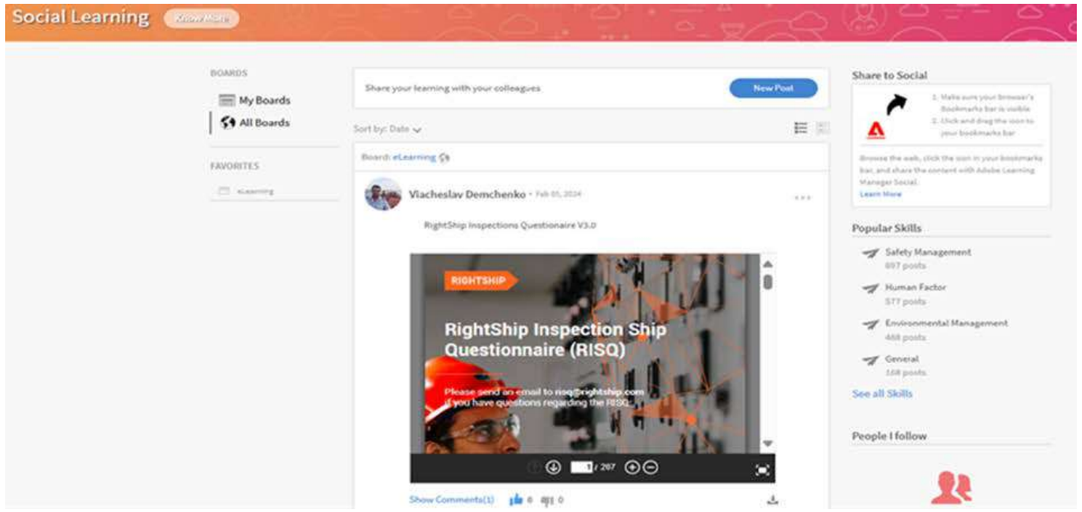
Social learning is a platform in CSM Online Academy which engages users to share ideas and meaningful insights in an informal environment. It is a methodology which supplements the idea of traditional learning. Similarly, Social Learning allows users to be able to interact with one another by being able 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 has a Discussion Board which allows learners to post their comments or pose questions relevant to the training. Learners can interact with other users and instructors using the Discussion tab. Posts and comments can be viewed for any course, and if the course has been enrolled into, learners can also type their own posts or comments for other users to see.





7.3 Resilience Package

CSM is one of the leading ship management companies in the world, well known within the industry. The Company collaborates with different entities and supports initiatives raised by third parties and relevant bodies.

Years ago, in line with the SHELL Maritime Partners in Safety initiative, CSM took a step to participate in that programme, and had implemented the initiative across the fleet, regardless of the type of vessel.

The Reflective Learning series, Learning Engagement Tools, and Resilience package were distributed to all Company full-managed vessels in electronic and hard copies. Masters and Chief Officers were trained on how to facilitate the onboard sessions, and Fleet training Officers delivered that training in classrooms and through webinars.

The responsible Training Team collaborates with the whole fleet every month, sharing specific topics to be covered during the month and maintaining statistical reports across the fleet. All new or updated materials are delivered to ships via the most convenient means (e.g., USB sticks, DHL packages, or direct content upload) to ensure the Programme's smooth operation and up-to-date materials.

As the Company utilises the approved Learning Management System, an additional step was taken recently to support the Maritime Partners in Safety Programme, providing seafarers with access to relevant materials at their own pace through the LMS. The Resilience package was developed and distributed across the fleet, making it now available in the LMS onboard and ashore.

Any employee can access the LMS to complete the Reflective Learning topic, explore the Learning Engagement Tool, or consider one of the Resilience package topics.

SHELL Maritime Partners in Safety is also one of the key topics addressed by the Fleet Training Officers during onboard visits, and hands-on training to the ship's personnel and those interested in supporting the facilitation process are constantly delivered onboard and ashore.

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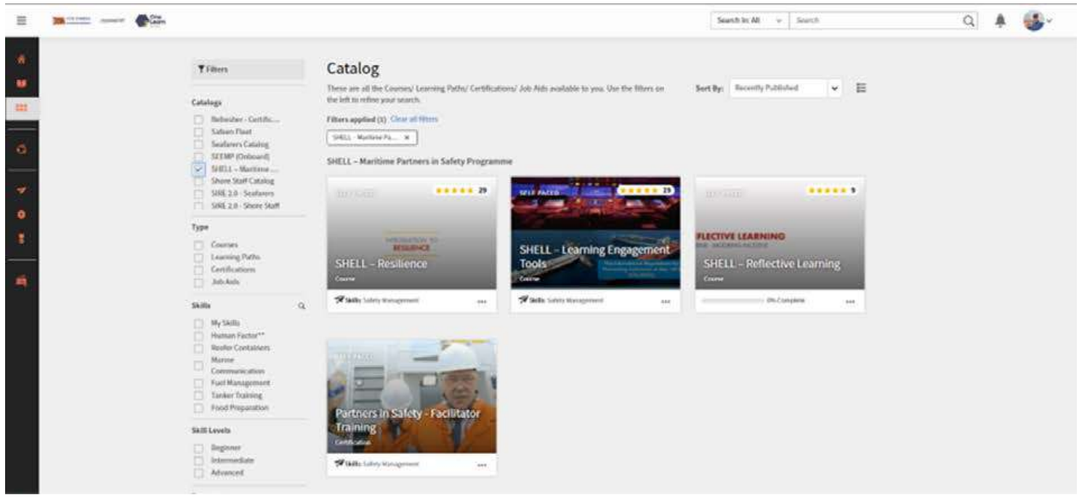




The new Resilience package is now available in the LMS

7.4 Remembering Never Again Day

The shipping industry is one of the most regulated industries in the world. There are no actions made on “just because” assumptions or one man’s will. Each step, move, and decision made is based on the existing requirements, rules, and regulations. Four pillars guide and regulate the entire maritime industry. And these are SOLAS, MARPOL, ISM, and ISPS Codes.

Although strict requirements and tools are in place to control the implementation of rules and regulations, as well as methods for controlling and reporting processes, misconduct, and violations, cases of unreported, improperly recorded, and unaddressed violations still occur worldwide.

Back in 2012, on 23 July, CSM encountered an impact of MARPOL Convention violation, which led to significant financial and reputational effects. It put the Company in the spotlight, featuring headlines of the industry press releases and news articles. The consequences were huge.

In line with the plea agreement, the Company developed the Environmental Compliance Policy and implemented the Environmental Compliance Training for all employees: seafarers and shore staff. And after the successful completion of the four years’ probation period, the decision was made to keep and evolve the Environmental Compliance Training as one of the key topics delivered to the Company personnel.

The Company Fleet Training Officers deliver classroom-based face-to-face training sessions, webinars, and onboard familiarisation training services on a continuous scheduled basis, facilitating the Environmental Compliance training using the tailor-made training materials and case studies.

The number of Environmental Compliance Training Sessions is huge. Below is an example in figures for the period between 1 July 2024 and 30 June 2025.

Through the years, additional training tools, such as Never Again Day video messages, LTBLs, Oil Record Book and Garbage Management training, and Environmental and Sustainability campaigns, became available in the Company Learning Management System to address the importance of Environmental Compliance and encourage all seagoing and shore-based personnel to commit to the Company’s Environmental Compliance Policy implementation and make sure that such violations will **NEVER AGAIN** occur within the Company maritime businesses.









7.5 AROYA Code of Ethics

AROYA Cruises – Code of Ethics Training

AROYA Cruises, launched in June 2023 as a separate business unit of Cruise Saudi, is the first Arabian cruise line created in alignment with Vision 2030. Its mission is to reinvent the meaning of holidays in Arabia by delivering premium, year-round guest experiences, both at sea and onshore, in a sustainable way.

Purpose of the Training

To ensure that all employees understand and apply the Company's ethical standards, AROYA Cruises developed its Code of Ethics course through Articulate 360. The use of this platform allows for interactive, engaging, and accessible training that supports consistency in learning across the organisation.

The course was created to strengthen awareness of the Company's values, clarify expected behaviours, and provide practical guidance on maintaining integrity, professionalism and compliance in daily operations.

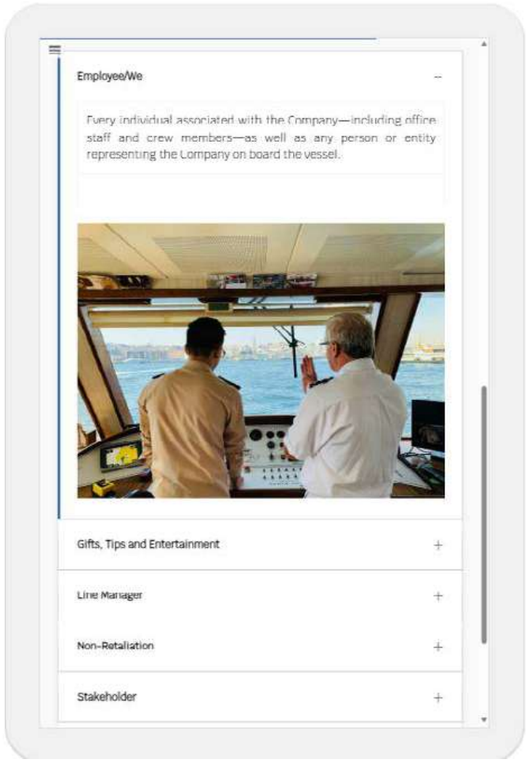
The AROYA Cruises Code of Ethics

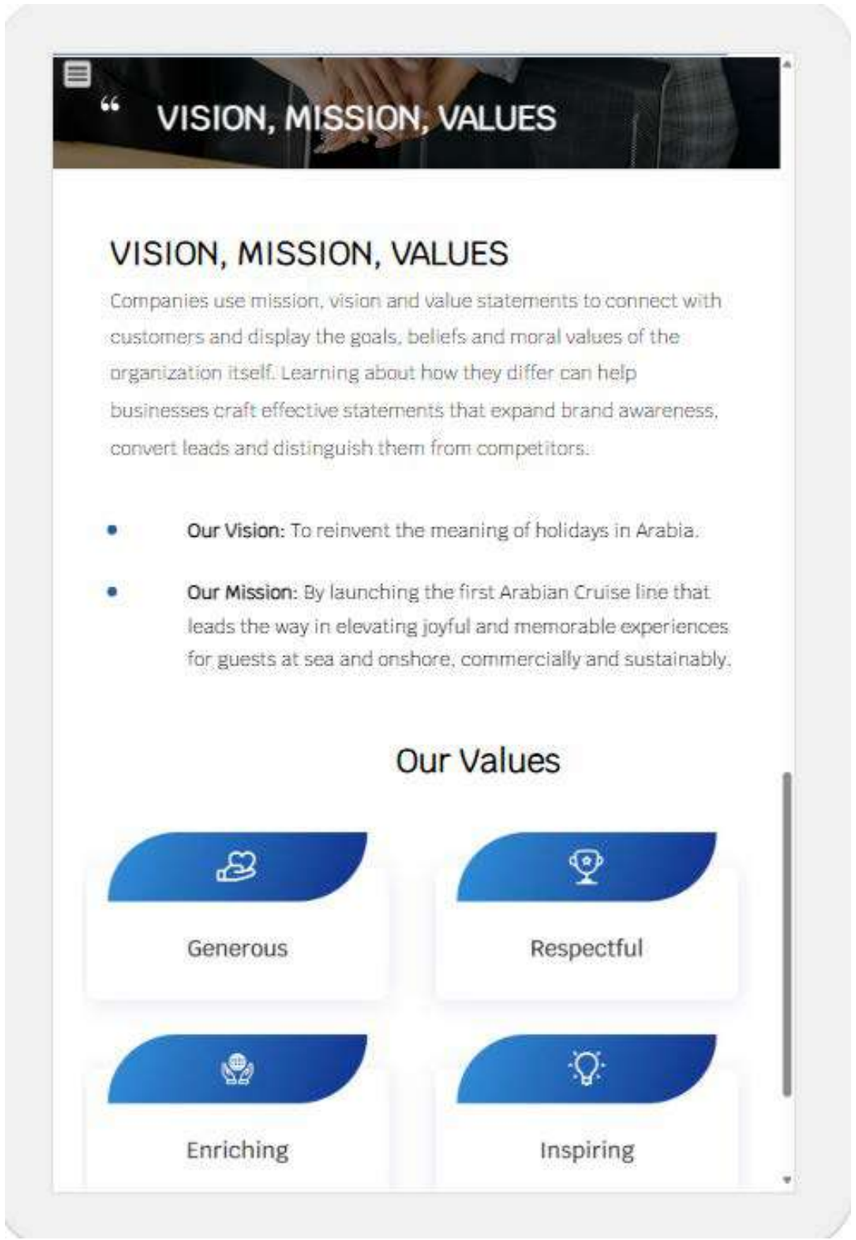
Ethical Business Practices

Every employee is expected to act with integrity, transparency, and accountability. This means being fair in all your interactions and strictly prohibiting any form of bribery, corruption, or unethical conduct.

Protecting Company Assets

It's everyone's responsibility to protect our physical and digital assets, from the cabins and equipment to financial data and information systems. We must safeguard them from misuse, theft, and damage. Using our resources responsibly ensures we operate efficiently and sustainably.





Confidentiality and Data Security

Because many of us handle guest and Company data, confidentiality is non-negotiable. All information must be shared through secure, approved channels, and you must always follow our cybersecurity protocols.

Our Shared Responsibility

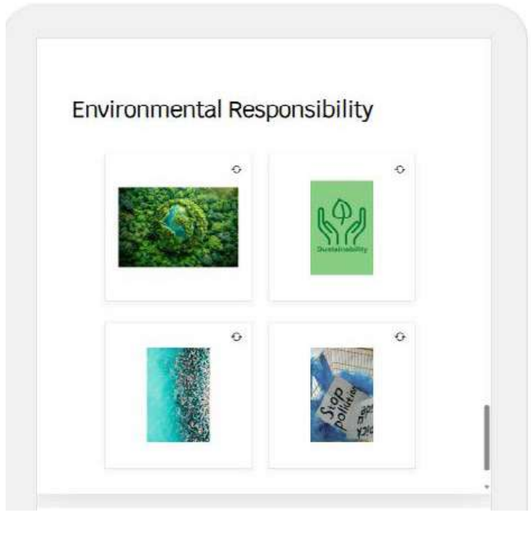
Each of us is accountable for upholding Company policies and making sound business decisions. When you interact with guests, partners, and colleagues, you represent the values of AROYA Cruises.

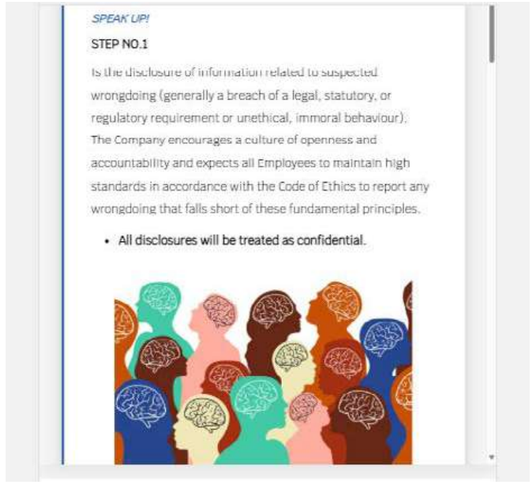
Why Our Training Matters

The Code of Ethics training is crucial for making sure everyone at AROYA Cruises, from our crew on the ships to our team on shore, is aligned with our mission and values. We use Articulate 360 to deliver this training, which gives everyone clear, practical advice they can put into practice every day.

For our seafarers, the training reinforces the importance of handling guest data safely, protecting our assets on board, and acting professionally in our diverse environments. For those of us in the office, it supports better decision-making, transparency in our finances, and stronger partnerships. The result is a culture built on responsibility, accountability, and trust — the key ingredients for our company's success and for ensuring our guests have the best possible experience.

In conclusion, our Code of Ethics training is a testament to our commitment to building a culture of trust and respect. By combining these ethical principles with engaging eLearning. We empower every single employee to act responsibly, protect our resources, and help us grow — all while making sure our guests have an unforgettable journey.





7.6 Adora Cultural Awareness

Current and Completed Developments

Over the past year, OneLearn Global has made significant strides in expanding and enhancing its maritime training portfolio, delivering innovative, industry-relevant content to meet the evolving demands of the sector. With approximately 100 new courses developed, the focus has remained on regulatory compliance, crew well-being, and emerging maritime challenges.

A key highlight was the launch of the RISQ 3.1 course, A Practical Guide to Right Ship Vetting Inspections, offering in-depth coverage of 560 VIQ questions across multiple vessel types. Featuring 360° vessel navigation, scenario-based learning, and gamified assessments, this course equips seafarers with the tools to confidently navigate Right Ship's rigorous inspection protocols.

In collaboration with the psychologists of OneCare Group (OCG), One Learn Global (OLG) introduced the Seafarers' Mental Resilience Hub which is a bundle of 10 new Maritime Mental Health courses. They address critical topics such as Preventing Depression, Positive Relationships Onboard, Resilience and Mental Strength, Dealing with PTSD, and overall Seafarers' Mental Health and Well-being underscoring a strong commitment to crew welfare and psychological safety.

Environmental responsibility has also taken centre stage. Courses such as EU Emissions Trading System (EU ETS), Biofouling, and Carbon Intensity Indicator (CII) were developed to raise awareness and equip seafarers with practical knowledge to support global sustainability goals. This reflects the Company's strategic emphasis on climate-conscious operations and regulatory readiness.



A key milestone in recent developments was the formal accreditation by the Bahamas Maritime Authority (BMA) of the newly introduced STCW Passenger Safety, Cargo Safety, and Hull Integrity course. This recognition not only validates the course's full alignment with the STCW Convention and Code but also reinforces the Company's commitment to delivering high-standard, regulation-compliant training that directly supports the safety and competence of today's seafarers.

Other Highlights

Forty new CPD-accredited courses were awarded official recognition by IMarEST, covering topics from technical skills and safety to personal development and mental well-being.

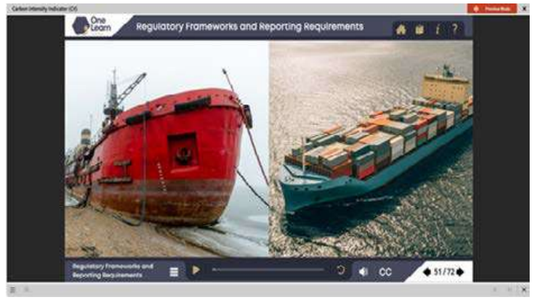
Proctoring technology was successfully integrated into STCW-accredited courses and the Seafarer Evaluation App, enhancing learner verification, certification credibility, and assessment integrity. The Company hosted and participated in several webinars and industry forums, including:

- Boosting Crew Performance with AI, featuring the Talent Hacks collaboration.
- RISQ 3.1: 360° Discussion, with insights from a Right Ship Inspector, Ship Manager, and Seafarer.

These initiatives demonstrate OneLearn Global's ongoing commitment to delivering cutting-edge, trusted, and impactful training experiences, empowering seafarers and supporting maritime excellence globally.

Carbon Intensity Indicator:

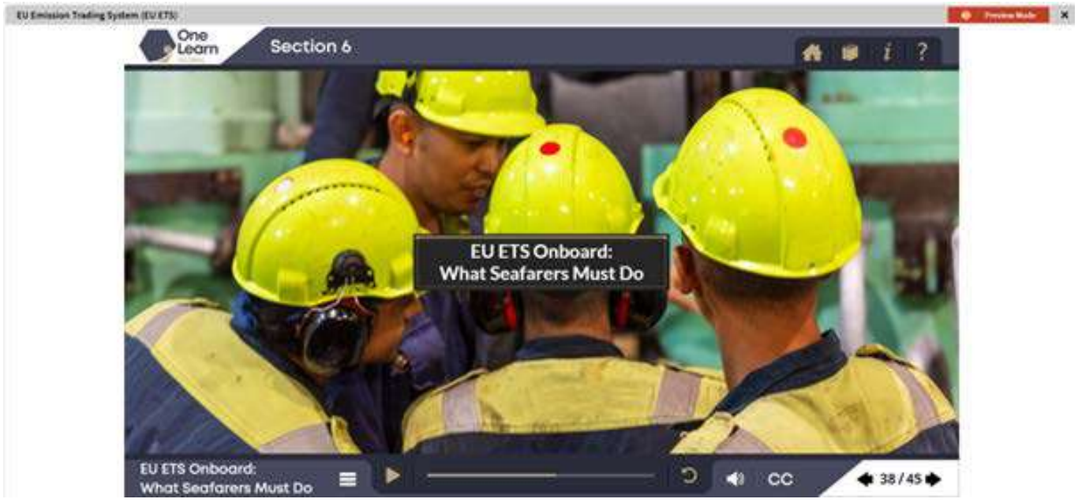




Biofouling:



EU Emission Trading System (EU ETS):



A series of forward-looking initiatives designed to meet the evolving needs of the industry.

Amongst the key developments is the Alternative Fuels Series, a set of six eLearning courses covering Introduction, Ammonia, Methanol, LNG, LPG, and Hydrogen. These courses are designed to provide seafarers with essential knowledge of emerging fuel technologies, using an immersive and gamified learning approach that includes real-world scenarios and interactive modules to drive engagement and retention.

Looking ahead, OLG also plans to expand its offering with new courses on Basic and Advanced LNG in line with the IGF Code, and training related to the upcoming 2026 MLC Amendments, with a specific focus on bullying and harassment prevention.

As part of its broader quality assurance strategy, OneLearn Global is actively pursuing accreditation from both the Cyprus Flag Administration and the American Bureau of Shipping (ABS). These efforts reflect the Company's commitment to delivering internationally-recognised, high-standard training programmes that support compliance, safety, and continuous professional development across the maritime sector.

Through these developments, OneLearn Global demonstrates its ongoing dedication to sustainability, regulatory compliance, and the continuous professional growth of seafarers worldwide.



8. Onboard Training

8.1 Fleet Training Officers Conference in Batumi – May 2025

The Fleet Training Officers conference was held in Batumi, Georgia from 5-8 May 2025 at the Sheraton Hotel in parallel with the CSM Senior Officers Conference.

Seven Fleet Training Officers, two Senior Training Officers, and two Training Managers took part in the Interview Skills and Techniques Workshop, Mental Health Training, and a panel discussion of the Fleet Sailing Visits: Vision, Approach, Scheduling, and Constraints, with the CSM Top Management representatives.

On the last day of the conference, the brainstorming workshop on Training Modules was held with the Fleet Training Officers, sharing insights and ideas on the forthcoming development.

As a closing part, the whole group of Fleet Training Officers visited the CSM Georgia premises to get acquainted with the Crewing colleagues and discuss challenging training topics with the CSM Georgia Training Manager.

Interview Skills Workshop

On the first day, the Group Director Maritime HR (Learning & Development), Stewart Bankier, provided welcome notes to the attendees, introducing David Gordon, the Interview Techniques facilitator.

David Gordon delivered a theoretical part of the course that day, covering the following objectives:

- The Importance of Interview Training
- How Do We Recruit?
- The Validity of Recruiting Techniques
- The Principles of Competency-Based Interviews
- Preparation and Planning

Key points, such as the purpose of the job interview, types of interviews, different assessment methods, the difference between COMPETENCE and COMPETENCY, and useful types of questions were explained and discussed.

On the second day of the training, David held the Interview Skills Workshop on the second day of the Fleet Training Officers conference. Fleet Training Officers were engaged in an Interviewer/Interviewee role-play supervised by the facilitator. Each scenario was later discussed, and all participants got valuable feedback and comments from David.

Upon completion of the Interview Skills Workshop, a Q&A session was held, during which participants asked relevant questions and received answers and guidance.

Mental Health Training

Ms. Guven Kale, MHSS' Chief Clinical Officer and Clinical Psychologist, facilitated the topic of Psychological First Aid for Fleet Training Officers. She addressed the understanding of psychological health, red flags, and the most common mental health problems. The techniques for recognising crew members at risk of suicide and the proper approach for help were explained to the attendees.

Serious topics about stress and its symptoms, psychological stigmas, fatigue, depression, self-care, and self-compassion were discussed during the training, including the sensitive Do's and Don'ts.

The Fleet Training Officers had a chance to ask questions during the Q&A session and, as expected, received answers and clarifications.

Fleet Sailing Visits: Vision, Approach, Scheduling, Constraints – Panel Discussion

The third day of the Fleet Training Officers conference was dedicated to the panel discussion with the Company's Top Management.

Columbia Group COO, Capt. Leonid Zalenski, addressed the vision of the future development of the Onboard Training Programme and shared his ideas and expectations with the participants.

He also introduced the concept of Training Modules, which should be developed upon agreement between all concerned parties (marine/technical/crewing/training), considering all comments and feedback.

Essential topics, including delivery methods, proper trainer familiarisation, and the availability of required and relevant tools, were highlighted during the conversation.



Left to Right: Training Officer, Vitaliy Kuyantsen; Group Director of Maritime HR (Learning and Development), Stewart Bankier; Training Officer, Jaswinder Singh; Senior Training Officer, Igor Fozyekosh; Training Officer, Andrej Barbalic; Senior Training Manager, Alejandro Justiniani; Training Officer, Mikhail Kuyshnikov; Fleet Training Officer, Deniss Vinogradovs; Fleet Training Officer, Viktor Chyrkin; Senior Training Officer, Kesavmoorthy Shanmugam; and Training Officer, Vladimir Kudinov

CSM Cyprus Technical Director, Andrii Bezrodnii, addressed his concerns and expectations regarding the improvement of AMOS knowledge across the fleet. He proposed leading a series of AMOS training sessions for the Fleet Training Officers, which will be considered in the Action Plan. CSM QSHE Deputy Director, Ko Ko Naing, presented QSHE discussion points. Human elements, personal safety, personal injuries, safety awareness, proper record keeping, and communication with the office were addressed to the fleet training officers.

Importance of Safety Campaigns, Lessons to be Learned, SHEQ Bulletins, and Safety Alerts were emphasised, and the matter was discussed during the conference.

Marine Superintendent, Mark Constantine, addressed PSC, SIRE, and Rightship inspections and Internal and External Audits. Proper familiarisation with all relevant requirements, the Inspector's approach, and the significance of high-risk observations was discussed with the attendees.

Fleet Training Officers had a fruitful Q&A session with the Top Management representatives and clarified all points of concern.

Training Modules Introduction

CSM Cyprus Senior Training Officer, Igor Fozyekosh, introduced the list of the Training Modules and led the workshop on the development of the Training Modules' key points. Breakout Groups guided by Training Manager Dr. Reza Akbari Alashti, Senior Training Officer Kesavmoorthy Shanmugam, and Senior Training Officer Igor Fozyekosh, closely worked on the draft development and discussion of the concept, to have a similar mindset and approach from all sides.

The final draft will be shared with the Marine/ Technical/Crewing Departments for their review and feedback before consolidating all proposals and final approval by the Top Management.

CSM Georgia Visit

As a closing point of the day, all Fleet Training Officers had an opportunity to visit the CSM Georgia Office, which celebrated its 25th anniversary this year, and to talk to the CSM Georgia Crewing Team and Training Manager.

CSM Georgia Director, Capt. Vladimer Shelia, Deputy Director Ivane Abashidze, and Operations and Training Manager Kakhaber Khintibidze gave a warm welcome to the training colleagues.

CSM Georgia Cadetship Programme and training needs have been briefly discussed during the visit. It was a great experience meeting the Crew Operators and Crew Superintendents in person and getting to know each other.



Conclusion

The Fleet Training Officers conference was a great achievement in terms of training and communication. The Top Management proposed to have such events once per year in parallel with the Senior Officers conference to share ideas, insights, and experience, and cooperate more closely with seafarers and relevant departments.

8.2 Ship Visits and Third-Party Inspections

From Takeover Assistance to Internal Collaboration Between Departments

Over the past few years, it has become a standard practice for Fleet Training Officers to visit Company-managed ships. Although the services were initially provided to support new takeovers, the number of clients' requests, as well as requests for support on the training needs of the existing fleet from the Marine, Technical, and Crewing departments, has significantly increased and become a good practice to enhance Safety Culture and Crew familiarisation and training.

As an example, of the total 31 visits in 2023, there were 25 visits during the takeovers and only six visits related to the clients' and departmental requests, which contribute 20% of the visits. Thus, in 2024, of the total number of 32 visits, 14 visits were related to the clients' and departmental requests in the existing fleet, which contributed 44% of all training visits. In the period between June 2024 and July 2025, there were 16 vessel visits, of which 10 were related to the on-demand training visits, which contributed 70% of all visits for the period.

SHIP VISITS BY TRAINING OFFICERS IN 2024-2025

NO.	SHIP'S NAME	SHIP'S TYPE	RANK	NAME	MONTH	DURATION (DAYS)
1	TOCONAO	CONT	C/O (TRO)	Deniss Vinogradovs	Jul-24	17
2	MONZA L	VLGC	CAPT (TRO)	Viktor Chyrkin	Aug-24	36
3	DEVBULK DENIZ	BULK	C/O (TRO)	Deniss Vinogradovs	Sep-24	9
4	CAPE ASPRO	OIL	C/O (TRO)	Deniss Vinogradovs	Oct-24	14
5	KEY EAST	OIL/CHEM	C/O (TRO)	Deniss Vinogradovs	Nov-24	15
6	BLOSSOM GLORY	OIL	CAPT (TRO)	Aleksandr Serikov	Nov-24	26
7	GOLDEN ORCHID	OIL/CHEM	C/O (TRO)	Deniss Vinogradovs	Dec-24	33
8	GOLDEN ZHEJIANG	BULK	CAPT (TRO)	Oleksandr Yepikhin	Dec-24	48
9	GOLDEN ORCHID	OIL/CHEM	TRO (Master)	Alexander Serikov	Jan-25	38
10	AAL HAMBURG	HL/MPP	TRO (Master)	Andrej Barbalic	Mar-25	5
11	GOLDEN KATHRINE	BULK	TRO (Master)	Kresimir Biljan	Mar-25	19
12	VENTO DI BORA	CONT	TRO (C/O)	Deniss Vinogradovs	Mar-25	1
13	VIRGO	OIL/CHEM	TRO (Master)	Edgardo Siose	Apr-25	34
14	ERECTER	OIL	TRO (Master)	Alexander Serikov	May-25	47
15	TAURUS	OIL/CHEM	TRO (Master)	Mikhail Klyushnikov	May-25	54
16	CNTIC VPOWER ENERGY	LNGC	TRO (Master)	Viktor Chyrkin	Jun-25	18



A Discussion With Deniss Vinogradovs, CSM Fleet Training Officer

What do you consider the most critical responsibility of a Fleet Training Officer in maintaining fleet-wide competence?

I consider the ability of the crew to deal with emergencies to be the most critical responsibility of a Fleet Training Officer. That's why, onboard the vessel, I'm conducting the drills in cooperation with the Shipboard Management Team as close as possible to the real emergency scenario.

I maintain a focus on identifying areas for improvement and share these findings with the crew onsite and during debriefing, aiming to ensure that every subsequent drill is executed better than the previous one.

How do you develop and update training materials to ensure alignment with current regulations and technological advancements?

I have a subscription service, Regs4Ships, that automatically updates current regulations, providing me with access to the latest information. For the development of the training materials. I'm using the Articulate 360 Software, which is my primary tool to create interactive, engaging content. Within the Training Department, we work hard as a team to create the highest quality courses based on the needs of other Departments and our Customers.

When conducting a ship visit, what areas do you primarily focus on, and what specific elements do you evaluate?

I'm monitoring the results of the third-party inspections and focusing on the areas of non-compliance. I conduct interviews with the crew, simulating the role of the Inspector, to improve their confidence and identify gaps in knowledge. I share with the personnel the recent Lessons To Be Learnt and Safety Alerts from our fleet, to avoid recurrence. I inspect the condition of the safety and pollution prevention equipment, and raise the non-conformities to the Master, Safety Officer, Environmental & Energy Officer, and the Training Managers.

Please describe the typical process you follow during a ship visit, from boarding to completion.

First, I introduce myself and explain the purpose of the visit to the Shipboard Management. I need to be flexible and maintain a proper balance for the delivery of the training programme, without interrupting working activities and in compliance with the work and rest hours of the crew. Typically, I conduct one group session with the crew, which could be a drill or hands-on training on the specific topic for 60-90 minutes, and then I invest the time for the individual training session. I'm following the Onboard Training Checklist, which covers all aspects of the training programme. For vessels new to our management, I integrate the Company's Vision, Mission, Values, Policies, and icare Philosophy into daily life on board. Also, I need to familiarise the Master and crew with the Company procedures and forms.

Upon joining the vessel, which is part of our existing fleet, I will assess the onboard processes and identify any deviations from Company requirements. My goal is to understand the root causes and rectify the deviations. Before my disembarkation, the areas for improvement and best practices on board are discussed during the closing meeting.

How do you address situations where you identify serious non-compliance or a significant training gap?

Such situations will be immediately reported to the Training Manager. Together with the Shipboard management Team, Training Manager, Marine and Technical Superintendents, we will identify the root cause and find the most effective solution to eliminate the consequences.

Describe an instance where you had to deliver difficult feedback to a crew or individual. How did you manage the situation?

I had a situation when I created a hands-on training programme for three months after my disembarkation. Initially, I felt the resistance from the crew due to the vessel's tough trading area. Nevertheless, analysing the recent statistics of the port calls, it was identified on some occasions that the berth was occupied, or cargo was not ready. Such circumstances created an opportunity for the training activities, without interruption of the Rest Hours Regulations.

Additionally, I demonstrated that even short training sessions of 15-30 minutes provided significant value in enhancing competence. As a result of the proper planning and effective communication, the Training Programme was successfully integrated on board.

In your opinion, what is the most common training challenge faced by modern vessel crews, and how do you support them in overcoming it?

From the crew's perspective, the most challenging part is to find a proper balance between their demanding workload and the training activities. From our department's side, we need to develop training courses that are both interesting and interactive to attract the crew's attention. We are competing with social media and web platforms like Netflix or YouTube for the focus of our employees.

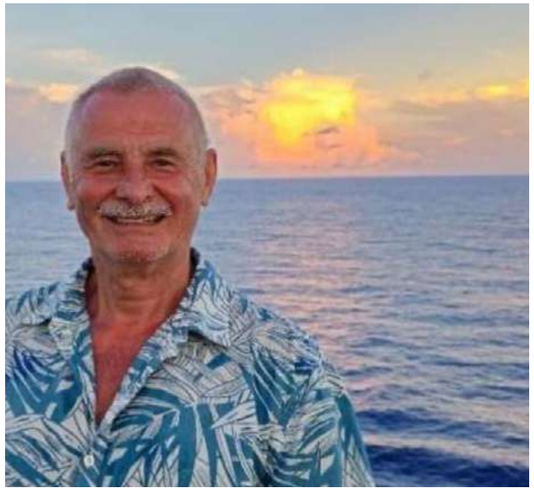
How do you ensure that the findings and feedback from your ship visits are effectively communicated to both fleet magamenent and the crew?

Onboard the vessel, I hold daily working meetings with the Shipboard management and closing meetings with all crew, providing an opportunity for feedback. Every non-conformity from the ship visit will be reported to my managers, who will then communicate it to the fleet management. Follow-up on the non-conformities will be done by the Training, Marine, or Technical Department after the crew implements the corrective and preventative actions.

What strategies do you use to foster a culture of continuous learning and safety on board?

I explain to the personnel that the quality of their decisions is critical for the business of the Company, their safety, and their careers. I emphasise that to succeed in the rapidly changing and demanding world, their choice of where to put their focus and efforts creates a positive or negative outcome. Creating a safe environment and continuously improving are the only possible strategies for everyone on board.

Additionally, I share with them the recent industry incident reports, which clearly show that in the case of an emergency, there will be no room for training. Working with a crew and improving performance can be challenging, but it's also exciting, and I'm glad I can make improvements in the shipping industry.



A Discussion With Capt. Aleksandr Serikov, CSM Fleet Training Officer

What do you consider the most critical responsibility of a Fleet Training Officer in maintaining fleet-wide competence?

A primary goal to keep continual self-improving personal professional competence, knowledge and experience to comply with latest up-to-date requirements relevant to Maritime Industry. Ensure self-familiarisation with updated IMO Standards, Circulars, Maritime Safety and Security Alerts, latest updates to IMO MARPOL, including Human Resource Management developments.

How do you develop and update training materials to ensure alignment with current regulations and technological advancements?

Ensure systematic refreshing training materials while monitoring the CSM QMS System updates and requirements, like Safety Alerts, LTBLs, Safety Campaigns, SHEQ Bulletins, Instruction & Information Notices, Weekly Significant Observations, etc.

Monitor Regs4Ships Monthly updates with overview of all regulatory changes in Maritime Industry globally, with intention to use required material for further practical utilising as a guidance during the training process on board.

When conducting a ship visit, what areas do you primarily focus on, and what specific elements do you evaluate?

Ensure a polite and friendly approach, while assisting our good Officers and Rating for refreshing obtained knowledge and competence. Be a positive example to the crew in overall general personal appearance, wearing proper PPE, when required, etc.

Facilitate and inspire positive morale on board, assisting to keep smooth equal inter-personal relations, synergy onboard despite language, ethnic or religious differences or barriers.

Developing or improving commitment towards Safety Culture as a permanent lifestyle either onboard or a shore, with “No Blame” approach.

Identify weak points on board and develop a Work/Action Plan in close cooperation with the Shipboard Management Team for continual steady improvements with the final goal for avoiding or eliminating repetition the same in the future.

Identify prospective seafarers with the potential and appropriate attitudes for promotion, providing necessary support for career development opportunities.

Please describe the typical process you follow during a ship visit, from boarding to completion.

Initially, prior to visiting the vessel, contact the relevant CSM office and speak to the responsible personnel about the required training needs and assistance needed to help the crew during a planned stay on board.

Ensure general self-familiarisation with the vessel and trading pattern. Initiate follow-up for the provision of the requested training expectations. Ensure introduction meeting with the Shipboard Management Team and the Crew identifying additional training needs as required.

Arranging practical training and drills with onsite personal presence during Emergency Drill & Exercises. Special attention paid to Post-Drills Evaluation as an essential part of the training process. Monitor that agreed actions, as appropriate, are implemented timely as planned.

Identify potential leaders on board, assisting them in all aspects, thus ensuring continuous leadership development with a proactive approach towards shipboard activities.

Ensure adequate mentoring while preparing prospective Seafarers for promotion, as an important tool to maintain motivated and skilled crew.

How do you address situations where you identify serious non-compliance or a significant training gap?

Notify the office, as appropriate, addressing suggestions and proposed action plans for improvements, as agreed with the Shipboard Management Team. Hold a meeting with the Shipboard Management Team, following the meeting with all the Crew for discussing identified common ‘critical risks’, the existing procedures and taking immediate practical steps for implementing ‘critical risk controls’ to be in place for managing those risks.

Instruct the crew that the Company’s Open Reporting Policy prohibits any retaliation against those who report non-compliance. Ensure recommendations for improvements or changes are encouraged, followed and implemented.

How do you ensure that the findings and feedback from your ship visits are effectively communicated to both fleet management and the crew?

Submit a completed Onboard Training Report with the Conclusion Section clearly identifying review and analyse state of any required follow-up action. Confirm receipt follow-up of the training request, if the training request were justified and feasible. Discuss with the Master & the Chief Engineer completed Onboard Training Programme Checklist for their review and approval.

What strategies do you use to foster a culture of continuous learning and safety on board?

Convey commitment towards implementing the Company’s vision, mission, values, policies and objectives. Special emphasis in respect of the Crew commitment towards enhancing overall Safety Culture, a sound environmental protection and energy efficiency culture on board.

Ensure that all seafarers on board are sufficiently familiarised and that required training objectives are completed with a positive outcome. Assist to improve overall impressions of the management of the vessel. Assist in improving the vessel performance. Assist in raising the standard on a known vessel in poor condition.

8.3 Partners in Safety

In 2024, there were some updates in the Learning Engagement Tools training materials, which were promulgated across the fleet. New versions of the Confined Space Entry, Falling into the Water, and Lifting and Hoisting were included in the converted LMS package, and the newly published hard copies were distributed to all full management levels.

Confined Space Entry – V3 2024

Confined Space Entry incidents continue to be a significant trend in the maritime industry. The dedicated LET enables the group to examine the root causes of Confined Space Entry incidents and accidents, implement proper risk management and assessment, and make informed decisions.

A lot of incidents related to Confined/Enclosed Space Entries are related to improper recognition of all existing hazards, emotional acting (such as instinctively trying to help those exposed to confined space dangers), incorrect use of critical safety equipment, and not utilising stop-work authority.

It is essential to recognise that the human element plays a crucial role in preparing for confined space entries and emergency situations, and the LET facilitates discussions on these topics, promoting alertness.

Falling Into the Water – V2 2024

The LET focuses on the Falling Into the Water incidents.

The group discussion allows seafarers to think about the background reasons, such as slips, trips, and falls, boarding and disembarking, improper maintenance and use of the relevant equipment, and the human element factor in such incidents.
The key message tips help the facilitator to lead a discussion, share real-life experiences, and reflect on safety matters in the Seafarers' minds.

Lifting and Hoisting – V2 2024

Life Saving Rules are referred to in the relevant LET. Proper planning and control of lifting and hoisting operations, as well as proper maintenance of equipment, allow for the avoidance of incidents and injuries during the operations. Group discussion allows participants to study cases, share experiences, and memorise the Life Saving Rules.



Partners in Safety 2024

Compliance with the Reports

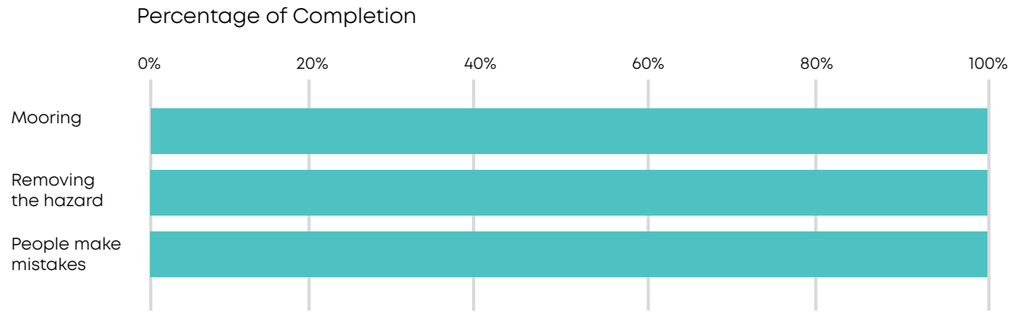
1st Quarter 2024

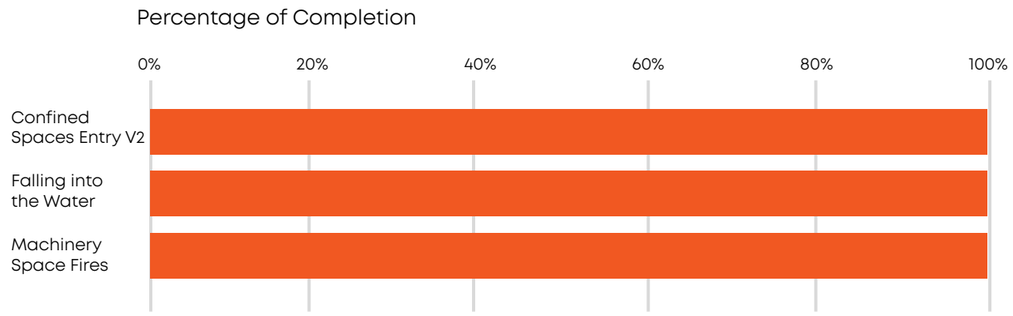
Month	Jan			Feb			March		
Total Vessels	249	249	249	251	251	251	252	252	252
Completed	248	248	248	250	250	250	251	251	251
Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%

Average 1st Quarter: **100%**

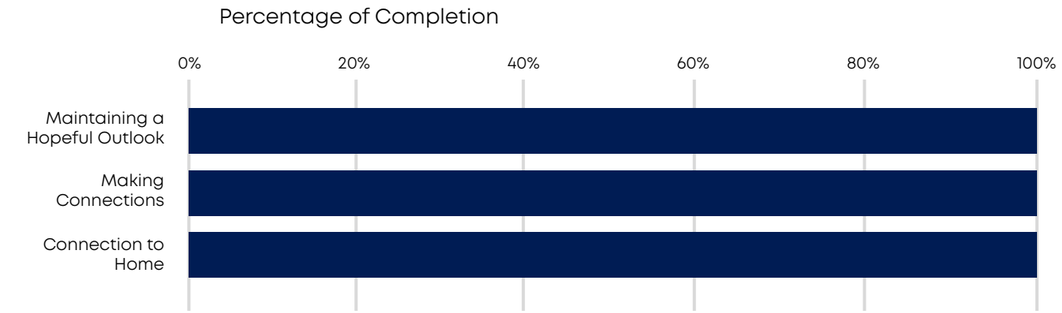
Partners in Safety RL, LET and Resilience Training

Reflective Learning 1st Quarter:





Resilience Training 1st Quarter:



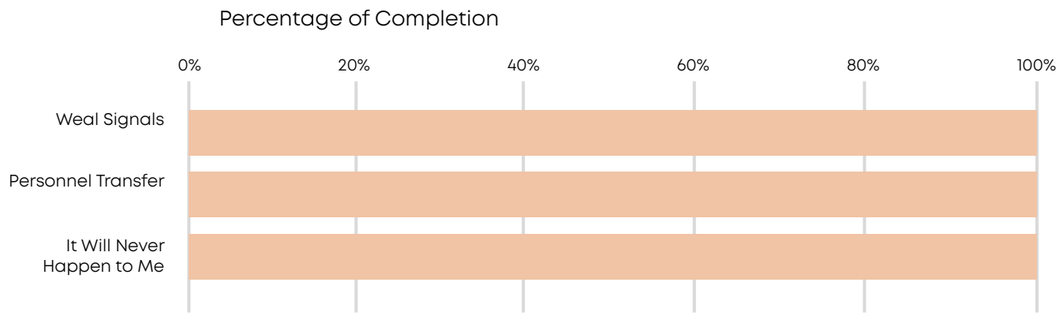
2nd Quarter 2024

Month	April			May			June		
Total Vessels	258	258	258	260	260	260	264	264	264
Completed	257	257	257	260	260	260	263	263	263
Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%

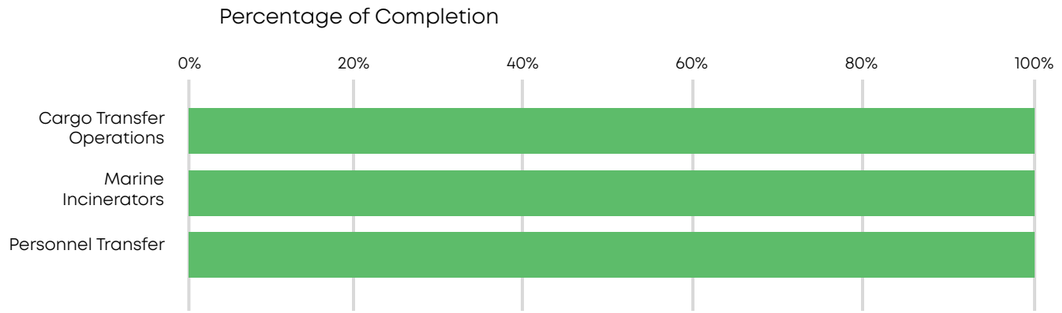
Average 2nd Quarter: **100%**

Partners in Safety RL, LET and Resilience Training

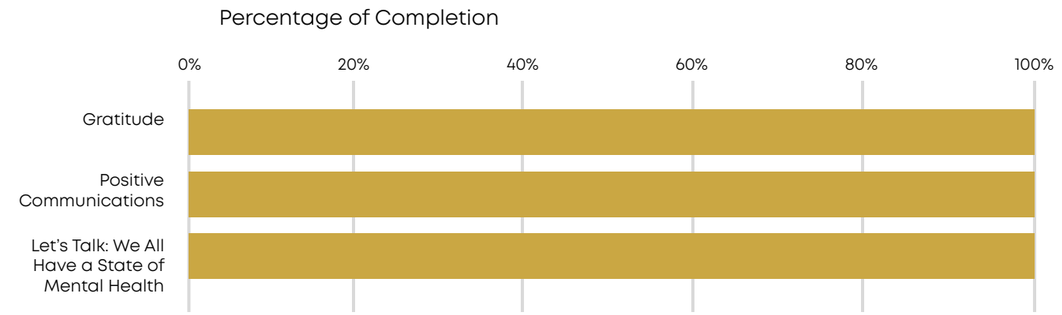
Reflective Learning 2nd Quarter:



Learning Engagement Tool 2nd Quarter:



Resilience Training 2nd Quarter:



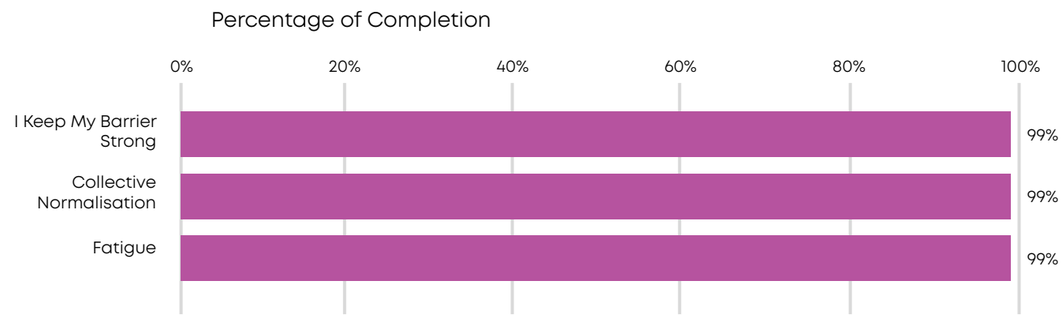
3rd Quarter 2024

Month	July			Aug			Sep		
Total Vessels	264	264	264	263	263	263	262	262	262
Completed	262	262	262	261	261	261	261	261	261
Percentage	99%	99%	99%	99%	99%	99%	99%	99%	99%

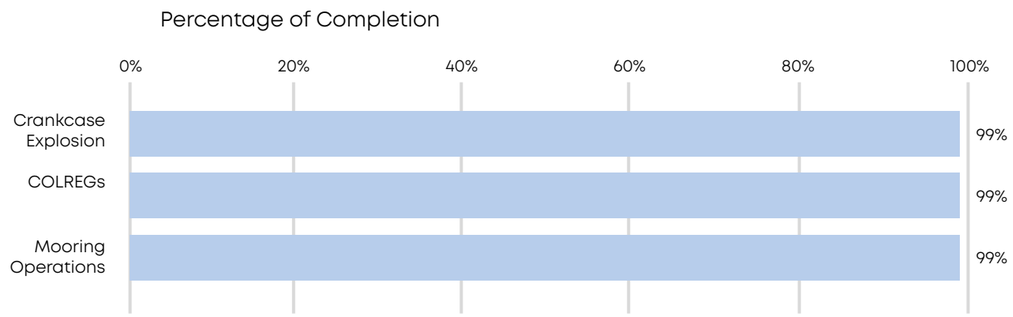
Average 3rd Quarter: **99%**

Partners in Safety RL, LET and Resilience Training

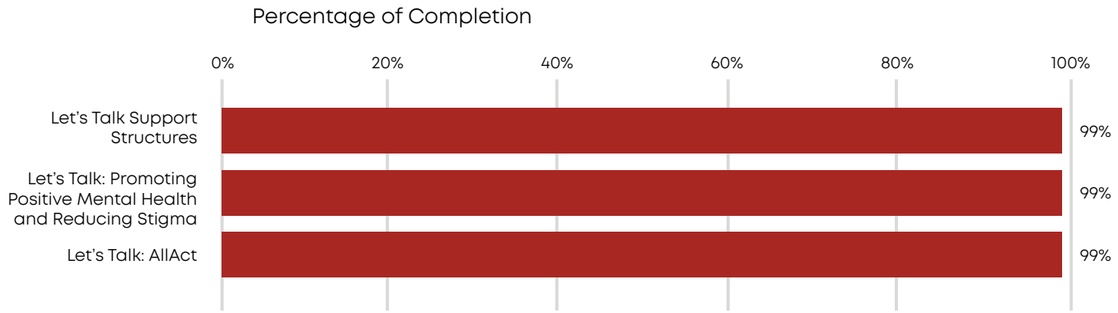
Reflective Learning 3rd Quarter:



Learning Engagement Tool 3rd Quarter:



Resilience Training 3rd Quarter:



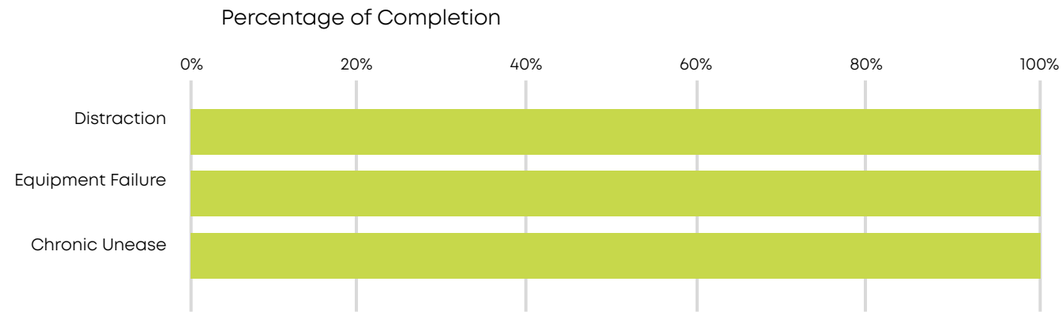
4th Quarter 2024

Month	Oct			Nov			Dec		
Total Vessels	261	261	261	261	261	261	260	260	260
Completed	260	260	260	261	261	261	260	260	260
Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%

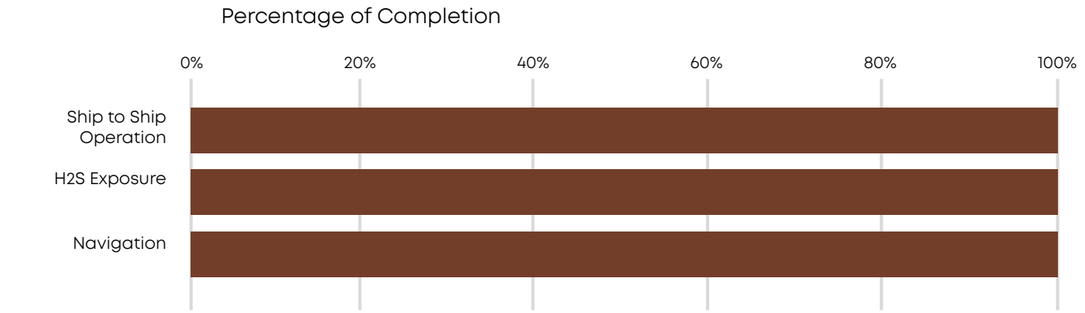
Average 4th Quarter: **100%**

Partners in Safety RL, LET and Resilience Training

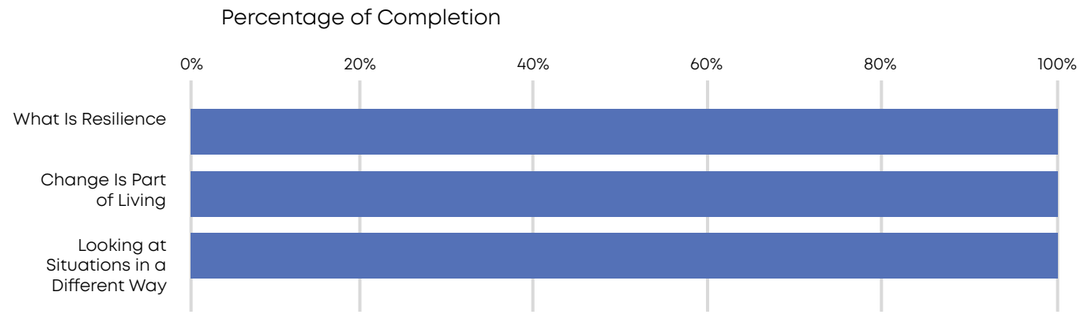
Reflective Learning 4th Quarter:



Learning Engagement Tool 4th Quarter:



Resilience Training 4th Quarter:



8.4 Safety Campaigns

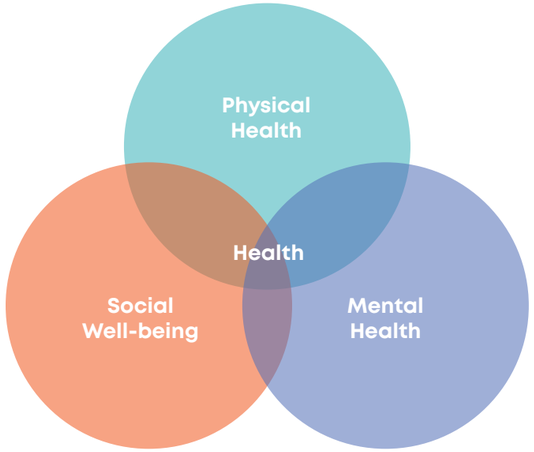
8.4.1 Health and Hygiene Campaign

In the third quarter of 2024, our organisation launched a comprehensive Health and Hygiene Campaign focused on enhancing awareness and fostering a culture of well-being amongst all employees. This initiative addressed crucial aspects of health and hygiene, aiming to create a safer and healthier workplace by emphasising both preventive care and practical hygiene practices.



The Campaign ran for five weeks and covered the following topics:

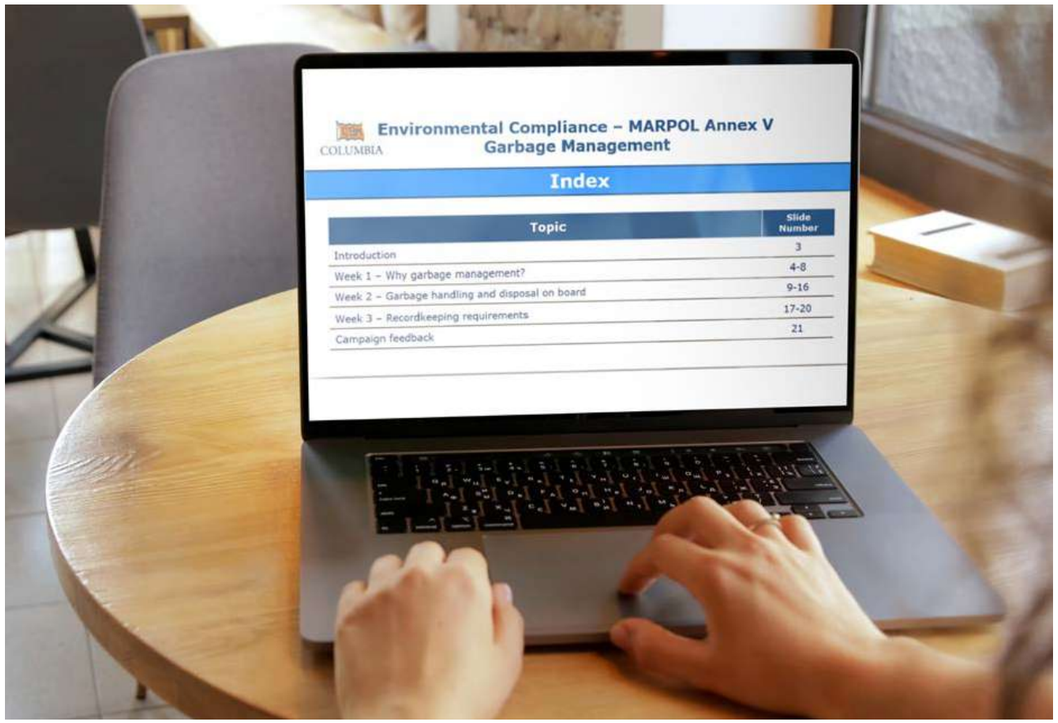
- Immune System / Infectious diseases
- Hygiene / Sexually Transmitted Infections (STIs)
- Malaria and other Mosquito Borne Diseases
- Heat and Cold Extremes
- Healthy Diet / Mental Health
- Drug and Alcohol / Smoking



8.4.2 MARPOL Annex V Campaign

This campaign is designed to foster greater awareness and responsibility amongst crew members regarding waste management practices.

The campaign provides a structured approach to reviewing current waste handling protocols, identifying key areas for improvement, and reinforcing compliance with regulatory standards, specifically MARPOL Annex V guidelines. Through education and targeted corrective actions, we aim to enhance the crew's understanding of proper waste segregation, disposal, and environmental stewardship, ensuring that all practices align with our commitment to sustainable and compliant operations.

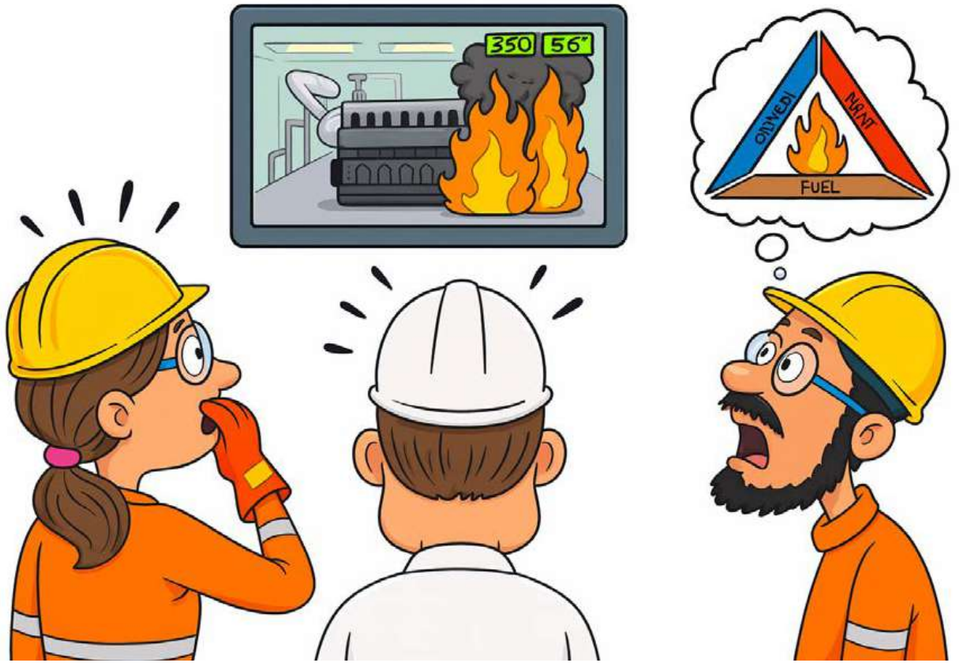


8.4.3 Fire Safety Campaign

In the first quarter of 2025, our organisation launched a comprehensive Fire Safety Campaign. This initiative aimed to raise awareness and promote best practices for Fire Prevention and Effective Response across our Fleet. To share examples of fire incidents in the maritime industry and ensure valuable lessons are learned. And to reinforce the need for all personnel to make safety personal and actively participate in hazard identification.

The Safety Campaign Feedback for Q1 2025 reflects input from 213 vessels on various aspects of the campaign. The data indicate overwhelmingly positive responses, with most participants selecting "Agree" or "Strongly Agree" across all questions.

Notably, key statements such as the usefulness of campaigns for improving understanding and focus, as well as their positive impact on crew behaviour and safety culture, received strong endorsement. Very few respondents expressed disagreement or neutrality, highlighting broad acceptance and perceived effectiveness of the safety campaign initiatives amongst the crew.



Safety Campaign Feedback					
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Safety campaigns are useful tools to improve focus on a specific topic	0	0	2	62	149
Safety campaigns are useful tools to improve learning / understanding of specific topic	0	0	2	64	147
This Safety Campaign was well accepted by crew	0	0	4	83	126
Shorter campaigns are better received by crew and more efficient	0	2	6	83	122
Campaign improved crew understanding and effectiveness of fire safety measures	0	0	2	72	139
Campaign improved crew understanding and effectiveness of fire hazards identification	0	0	2	68	143
Campaign improved crew understanding and effectiveness of fire safety practices in daily tasks	0	0	5	71	137
Effective training, teamwork and communication can prevent fire onboard my ship	0	0	3	46	164
Office personnel involvement in Safety Campaign is considered positive	0	0	12	87	114
This Safety Campaign had a positive effect on crew behaviour	0	1	3	86	123
This Safety Campaign had a positive effect on Safety Culture on board	0	1	2	59	151

8.4.4 HiLo Maritime Risk Management

In addition to the internal analysis of the frequency and trends of the incidents, CSM uses the HiLo Maritime Risk Management model tool for analysis and prediction of possible accidents. The predictions from HiLo for the next 12 months are based on the analysis of incidents and observations that occurred during the previous 12 months. The key elements in the HiLo prediction model are “undesired events” (UDE), i.e. events with the potential for serious consequences (e.g. multiple fatalities), and “leading events” (LE), i.e. events that could lead to a UDE but do not necessarily do so.

According to the HiLo model, due to the proactive approach to safety management, a significant number of various accidents predicted for the period April 2024 to March 2025 were avoided on the CSM tankers.

Costs Avoided for the period April 2024 – March 2025

$3,910,000

Injuries Avoided for the period April 2024 – March 2025

37 Injuries

9. Matrix Based Training 2024-2025



9.1 STCW Training

Course Name	Duration	No. of Attendees
Basic Safety Training	5 days	3,400
Advanced Firefighting	3 days	1,619
Medical First Aid	3-4 days	801
Proficiency in Survival Craft and Rescue Boat	2 days	2,410
Seafarers with Designated Security Duties	1 day	760
Security Awareness	1 day	472
Ship Security Officer	2 days	328
Medical Care	5 days	413
ECDIS Generic	5 days	361
Radar, ARPA, Bridge Teamwork & Search and Rescue	4 days	283
Radar Navigation, Radar Plotting and Use of ARPA	8 days	182
High Voltage (if equipped)	5 days	140
Basic Oil & Chemical Tanker Cargo Operations	4 days	464
Advanced Oil Tanker Cargo Operations	5 days	532
Advanced Chemical Tanker Cargo Operations	5 days	400
Basic Liquefied Gas Tanker Cargo Operations	4 days	97
Advanced Liquefied Gas Tanker Cargo Operations	5 days	64
Basic IGF Training	3 days	20
Advanced IGF Training	4 days	3
Hazardous Material and HAZMAT CFR 49	4 days	745
Crowd Management	1 day	1,140
Crisis Management and Human Behaviour	2 days	573
Passenger Safety	1 day	37
Proficiency in Fast Rescue Boat	2 days	31
Grand Total		**15,275**

9.2 Type-Specific Training

Type-specific training is generally conducted via the maker's approved courses either in specialised training centres, online or on board.

9.2.1 ECDIS Type-Specific



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.



Course Name	No. of Attendees
Transas Navi Sailor 4000	284
JRC 2000/701/901 ECDIS	308
Furuno FMD-3100, FMD-3200, FMD-3200-BB, FMD-3300	472
JRC JAN 7201/9201	328
Chart World eGlobe G2 ECDIS	141
Sperry Visionmaster ECDIS	81
SAM ECDISPILOT Platinum	0
SAM ChartPilot 1100	1
Tokyo Keiki EC900A-8500A EC8100-8600 ECDIS	32
KH Manta Digital ZM ECDIS	8
Raytheon Anschutz Synapsis ECDIS 4.1	26
Simrad MARIS ECDIS900	10
Kongsberg K-Bridge ECDIS	9
Furuno FEA 2107/2807 ECDIS	25
Danelec DM800 ECDIS	9
Grand Total	**1,734**

9.2.2 BWTS Ballast Water Treatment System

Based on our proactive approach to ensure that all our Officers are fully familiar with the BWTS on board, we have initiated a campaign to acquire or develop a type-specific course for all systems in our Fleet.

Type-specific training material is available for several makers:



3rd Officer Boquilon, Ronnie Jason Alipao

Ballast Water Treatment System	No. of Attendees
SUNRUI BalClor	522
Alfa Laval PureBallast3	674
ERMA First FIT	309
Ocean Guard	296
Techcross	281
HiBallast Hyundai	245
Panasia Gloen Patrol	187
Ecochlor	48
JFE Ballast Ace	108
Purimar	78
Wartsila Aquarius	18
NK03 BlueBallast	32
Optimarin	47
BioSea	11
Blue Ocean Shield	60
BSKY	55
Hyde Guardian	22
Miura Co.HK	64
Puresteam Atlatium	5
BWTS - General	127
Grand Total	**3,189**

9.2.3 EGCS - Exhaust Gas Cleaning System

- 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
Feen Marine	Open Loop	145
Yara Gtm-K	Open Loop	46
Clean Marine	Open Loop	4
Alfa Laval PureSOx	Hybrid	41
Panasia PureSOx	Open Loop	47
BSMS001	Open Loop	20
ContiOcean	Hybrid	14
Pure Teq	Open Loop	17
Wartsila SWT 5000	Hybrid	4
Grand Total		**338**

9.2.4 Electronic Engine Training



Full Mission Engine Control Room in Novikontas Training Center, Latvia

Electronic Engine Training

- Electronic Engine Training is required for Chief Engineers, 2nd Engineers and Electro Technical Officers, employed on board ships equipped with Electronic Engines such as MAN ME-B, Man ME-C, Wartsila RT-Flex or WINGD.
- The courses are conducted in Training Centres and Academies approved by the makers.
- MAN ME-B Engines Operation and Analysis.

Objectives

- To provide participants with the knowledge on MAN ME-B engine, its control system and components.
- To provide participants with the knowledge on safe and efficient operation of ME-B engines.
- To enable participants to interpret various systems on the engine and solve operational problems through efficient trouble shooting.

Course Content Description

Introduction to the MAN ME-B engine.

Engine control system Engine operation and exercises using a simulator.
Replacement of Multi-Purpose Controller (MPC)
Practical troubleshooting and performance measurement

- MAN ME-C Engines Operation and Analysis.

Objectives:

- To provide participants with the knowledge on MAN ME-C engine, its control system and components.
- To provide participants with the knowledge on safe and efficient operation of ME-C engine.
- To enable participants to interpret various systems on the engine and solve operational problems through efficient trouble shooting.

Course Content Description:

- Introduction to the MAN ME-C engine.
- Engine control system and operation.
- Information about Hydraulic Cylinder Unit (HCU), Hydraulic power supply (HPS), PMI and CoCoS EDS systems.
- Introduction to the ME-C simulator and exercises using the simulator.
- Replacement of Multi-Purpose Controller (MPC).
- Practical troubleshooting and performance measurement.

RT Flex - Advanced

- The RT-flex Operation Advanced (RT-flex O Adv.) training is aimed at Engineers and Operators who need detailed information about RT-flex engines technologies for their daily work and operation. The course is valid for RT-flex Engines 48 – 96 and includes W-X Engines 82 & 92.
- The participants learn the function of an electronic controlled 2-stroke engine. They get detailed knowledge of RT-flex engine components, hydraulic and pneumatic systems, WECS 9520 control system, flex view operator interface and cylinder lubrication.

WINGD Training

- WinGD training courses are conducted by professional instructors to improve the technical knowledge and operational skills of engineers on board. The engine operators will be able to enhance the performance of the engine by increasing its efficiency and reliability and reducing maintenance costs.
- During the operational training, instructors will guide participants through operational aspects of the engines as well as troubleshooting cases using W-Xpert Engine Room Simulators.
- Specialised courses are designed to improve the knowledge about WinGD engines and their performance.

Available Simulation for WinGD Engines:

- 2-stroke WinGD RT-flex 50 DF Dual Fuel with a Shaft Generator and Wartsila L20 generating sets.
- 2-stroke WinGD W-X35
- 2 stroke WinGD W-X62
- 2 stroke WinGD W-X72



Electronic Engine Training	No. of Attendees 2021	No. of Attendees 2022	No. of Attendees 2023	No. of Attendees 2024
MAN- ME Training	78	118	207	352
WinGD Training	43	30	28	37
RT-Flex Training	51	39	56	77

9.2.5 LNG Fuel Gas System Training



Full Mission Engine Control Room in Nautilus Pacific Maritime Training Center, Philippines.

Training LNG fuel gas systems is crucial for the marine industry. It prepares personnel to safely handle LNG with its unique characteristics, i.e. a cryogenic fuel stored at extremely low temperatures. This course provides a thorough understanding of LNG, including its properties, potential hazards, regulations, bunkering operations, the use of safety equipment, and emergency response procedures.

This course is essential to prevent any accident, ensure operational efficiency, and comply with increasingly strict environmental regulations. It provides a deep understanding of the LNG fuel gas system's components, operation, and maintenance, enabling efficient operation and troubleshooting. The International Code of Safety for Ships using Gases or other Low-Flashpoint Fuels (IGF Code) provides mandatory provisions for ships using LNG. Training ensures compliance with these regulations.

The course consists of three parts, as follows:

- Part 1: IGF-LNG System Fundamentals
- Part 2: LNG Bunkering Basics
- Part 3: Boil Off Gas Management

Objectives of the course are as follows:

- Define Liquefied Natural Gas and its composition.
- Recognise the international regulations about LNG tankers.
- Defining the characteristics of LNG and MGO.
- Describe best practices while working with LNG cargo onboard ships.
- Identify the hazardous zones on board.
- Implement the procedures for entry into hazardous zones.

Description	Persons attended in 2024
LNG Fuel Gas System Training	49

9.3 Industry-Based Training

Course	Duration	No. of Attendees
General Data Protection Regulations (GDPR)	1 hour	4,230
Cargo and Ballast Handling Simulator	4 days	312
Ship Simulator and Bridge Teamwork (SSBT/BRM)	40 hours	573
Safety Officer	3 days	617
Engine Room Simulator	5 days	56
Cyber Security Awareness	0.5 hours	1,242
Social Media Awareness	2 hours	1,966
Marine Automation and Control Systems or Electrical and Electronic Control Systems maintenance for Marine Chief Engineer	3-4 days	0
Practical Marine Electrical Knowledge (in-house)	32 hours	29
Partners in Safety Facilitator Training	1 hour	509
Sanctions Training	CBT	52
Maritime Anti-Corruption Network Training (MACN)	2 hours	576
Inventory of Hazardous Material Training (IHM)	2 hours	194
Crude Oil Washing/ Inert Gas Systems	2 days	57
Advanced Chemical Tanker Training (in-house)	CBT	63
Advanced Oil Tanker Training (in-house)	CBT	61
Anti-Piracy Training	1 day	618
Culinary Training (Cargo and Passenger Ships)	10 days	47
Total		**11, 202**

9.3.1 Ship Simulator and Bridge Teamwork & Bridge Resource Management

The Company recognises the importance of top-quality training for crew. SSBT is one of the most important courses required for all Deck Officers. The five-day course based on IMO model course 1.22 was tailor-made to include Company's Bridge Operations procedures and checklists. Moreover, Columbia has included more exercises on Master-Pilot exchange and anchoring applicable to specific case studies collected from the Industry.
The purpose of the BRM certificate is to assure Deck Officers that the delegate meets a globally-recognised standard. The BRM course focuses heavily on communication, assertiveness, and leadership — all predicated on clear linguistic exchange. An instructor lacking proficiency in the industry's lingua franca cannot effectively coach, demonstrate closed-loop communication, or lead complex debriefs, thereby undermining the core learning objective of the course. This presents a direct threat to the safety culture the course is intended to establish.

To ensure CSM constantly evaluate SSBT and is provided in compliance with CSM standards and the feedbacks from our participants are monitored during the Training Centre Evaluations which are performed annually.

Novikontas Maritime College, Latvia

Novikontas Maritime College provides specialised Ship Handling training tailored to the precise requirements of CSM. Led by experienced instructors, this programme integrates CSM's needs, including specific scenarios like navigating through the Suez Canal and handling vessels with azimuth thrusters.



Novikontas Full Mission 270 Degrees Simulator

Batumi State Maritime Academy, Georgia

The Ship's Handling and Manoeuvring Course at the Batumi State Maritime Academy Seafarers' Training and Certification Centre, covers mandatory requirements of STCW Convention, Table A-II/1, A-II/2 and A-II/3 on Minimum Standards of Competence for Officers, Chief Mates and Masters, and it is designed with recommendations of IMO Model Course 1.22.



Deck Officers attending SSBT simulator at Batumi State Maritime Academy (BSMA) in Georgia

During 2024, CSM arranged third-party audit verifications completed by Warsash Academy on our preferred Training Centres in Batumi (Batumi State Maritime Academy) and Novikontas Maritime Training Center. The objective is to identify systemic vulnerabilities in training design, delivery, and quality assurance mechanisms that directly impact the efficacy of non-technical skills training for bridge teams. The analysis reveals critical gaps in the refresh cycle of case studies, the rigor of competence assessment, and the assurance of instructor linguistic proficiency. These findings underscore an imperative for continuous monitoring and a revised approach to maintaining global standards in high-risk professional domains.

External audits serve as a critical component of the quality assurance framework, verifying that training standards meet both international conventions (STCW Code) and best industry practice. The external audits confirmed that both partner training centres are in line with both the IMO Model course 1.22 and with the additional CSM requirements with case studies.

A separate audit was arranged by UK MCA Representative in Nautilus Pacific Maritime Training Center, and we are pleased to announce that our Bridge Resource Management (IMO Model 1.22) course has been officially recognised by the Maritime and Coastguard Agency (MCA), a UK executive agency that produces legislation and guidance on maritime matters while providing certification to seafarers. They enforce ship safety, security, pollution avoidance, and welfare standards through their survey and inspection regime. This marks a significant milestone in our commitment to providing high-quality maritime training and ensuring the safety and efficiency of operations at sea.

This recognition demonstrates NPMTC's dedication to aligning with guidance from international maritime regulatory and statutory bodies while keeping to best practices.

- **Course Overview**: The Bridge Resource Management (IMO Model 1.22) course is designed to enhance the teamwork, communication, and decision-making skills of bridge personnel. It aligns with guidelines set by the IMO model course, focusing on practical scenarios and optimal approaches.
- **MCA Recognition**: MCA-recognised training courses are rigorously assessed to provide high-quality education for maritime personnel and ensuring that training providers, courses, and maritime operations meet specific safety and quality standards.
- **Benefits for Participants**: Attendees will gain valuable insights about efficient bridge management, thus enhancing learning and career advancement in the maritime industry.





Managing Director Capt. Noriel Cereno (NPMTC) together with his team receiving accreditation from UK MCA representative



Deck Officers attending SSBT Course at Nautilus Pacific Maritime Training Center

9.3.2 Engine Room Resource Management

Engine Room Resource Management is conducted in line with IMO Model Course 2.07 and is a training that aims to use available resources effectively for engineering operations and vessel management. This includes machinery as well as people who require technical knowledge in operating machines and leadership skills to enhance the human workforce. Engine Room Resource Management is a course that seeks to develop the skills and expertise of Senior and Junior Engineer Officers enabling them to manage onboard resources effectively without compromising safety or efficiency. The ERS course, also called ERM, is one of the most important compliance and competency requirements for SIRE 2.0 and CDI Inspections. This requirement has been added as compulsory requirement for every Engine Officer joining CSM.

These are core objectives of the ERS course in view of current regulatory demands, particularly its role in preparing Engineer Officers for the 'nuanced', performance-based assessments launched by SIRE 2.0.

Key Competencies Developed:

- **Leadership and Teamwork:** These are essential elements that promote the smooth functioning of the ship's engine room in a safe manner.
- **Human Factors:** Understanding limitations, capabilities, and behaviour of humans are vital needs that increase safety levels within an engine room.
- **Operational Efficiency and Compliance:** Optimal productivity balances legislative aspects with ethics hence contributing significantly to overall success vessel.

Engine Room Simulator:

- **Real-world scenarios:** Simulate various engine room conditions, from routine operations to emergencies.
- **Hands-on experience:** Provide practical training in a controlled environment.
- **Learning from errors without consequences:** Allow trainees to learn from mistakes without real-world consequences.
- **Teambuilding skills:** Promote collaboration and communication during problem-solving.

The most valuable part of the ERS training under SIRE 2.0 is the debriefing process. The post-simulation debriefs use performance feedback to analyse errors in decision-making and communication, thereby effectively training the officer in self-correction and non-punitive reporting-a core tenet of the required safety culture.

CSM training partners ensure that their ERS courses maintain the highest standards of quality to maximise return on investment in training and meet client quality expectations. CSM maintains a list of approved training centres which are audited on annual basis to ensure compliance with our Quality Management System.



Engineer Officers attending Full Mision Engine Room Simulator at Novikontas Training Center, Latvia

9.4 Recruitment and Promotion Training System

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 competence and are automatically linked to the database making it easy for the personnel responsible to follow up.

Number of Assessed Seafarers:

Assessment	**2024**
MARLINS English Test	1,157
Random Competency Assessment & CES	1,185
Briefings and Debriefings	894
Grand Total	**3,236**



9.5 Company’s In-House Training

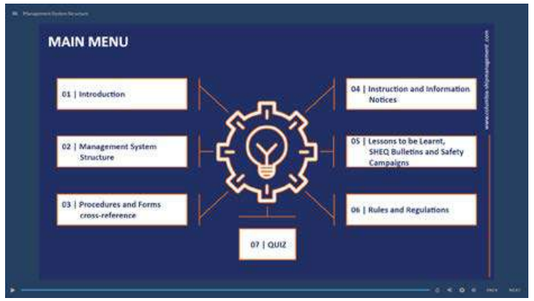
9.5.1 Management System Generic Familiarisation Training

To enhance familiarity with the CSM Management System structure, the new Management System, Generic Familiarisation Training course module was developed and incorporated in the LMS.

It replaced the previously existing training modules for Officers and Ratings, as it is more relevant regarding the generic familiarisation with the documentation structure and the ecosystem.

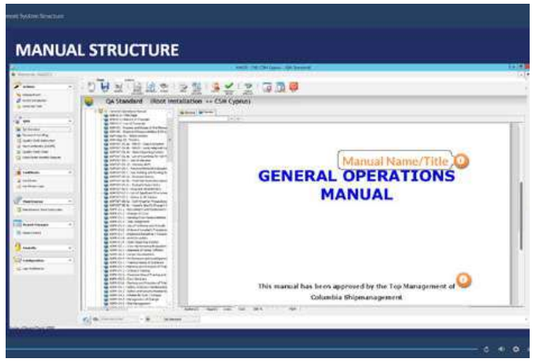
One of the benefits of that training module is that it also gives an overview of the AMOS QMS tool, where the Management System is allocated.

The module is interactive and intuitive. Group Director QSHE & Compliance, Mr. Christis Angelides, provided the following review comment: “Many thanks for taking the time to adjust the training. All looks good now and I have no further comments. No objection to proceed. Once again, many thanks to all parties involved. Well done.”







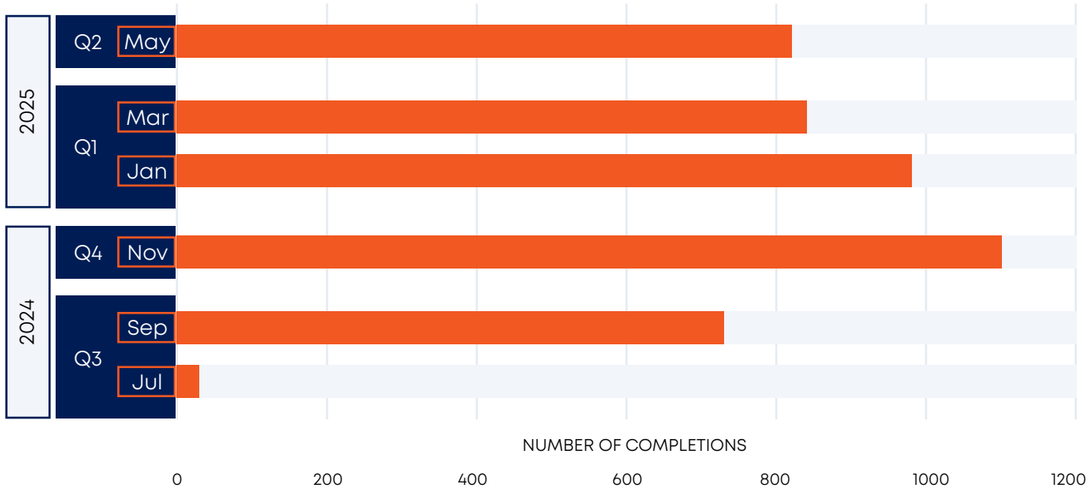


9.5.2 CSM Pre-joining Safety Video

Pre-joining Video:

Seafarers are considered as the most important assets of CSM. To equip them with the knowledge and confidence needed for life at sea, our Training Team has created a dedicated course bundle designed to strengthen safety culture and reinforce vital onboard procedures. Released in June 2024, this essential programme is now a mandatory requirement across all fully managed vessels — ensuring our crews are prepared, protected, and ready to excel.

CSM PRE-JOINING SAFETY VIDEO COMPLETION IN CSM ONLINE ACADEMY



Before joining a vessel, seafarers should familiarise themselves with several key topics to ensure a smooth and safe transition. Additionally, understanding vessel-specific information, safety procedures, and emergency protocols is crucial. To give a crisp introduction to our values following pointers were shortlisted and highlighted throughout the course.

1. Work planning, risk assessment and a permit to work must be treated as barriers of any unsafe acts - all crew are required to be familiar with these safety procedures.

2. Personnel protective equipment and matrix have been of paramount importance since it is the last line of defence.

3. The Safety Observation Program enables each person to execute STOP WORK authority for unsafe conditions and work, and reward programmes being initiated on successful completion.

4. Numerous accidents on Embarkation arrangement of pilot ladder and accommodation ladder, leading to injuries and fatalities.

5. Maintenance on Life Saving appliances and Firefighting appliances should not be neglected.



Some of the feedback and discussion highlights are listed below:

"Thank you for this course, it helps a lot, especially for me as a Cadet. God Bless."

"Thank you for ensuring our safety on board. This video helps us a lot, especially for those first timers in international vessels."

"Thank you CSM for reminding us regarding safety prior to joining our assigned vessel. Awesome!"





9.6 Other Trainings

During the year 2024-2025, the training department was put to test in delivering clients' special request courses and CSM-initiated campaigns. These campaigns contain short information-sharing clips which directly address an important issue at a time. Below are a few examples:

Never Again Video Campaign in July 2025

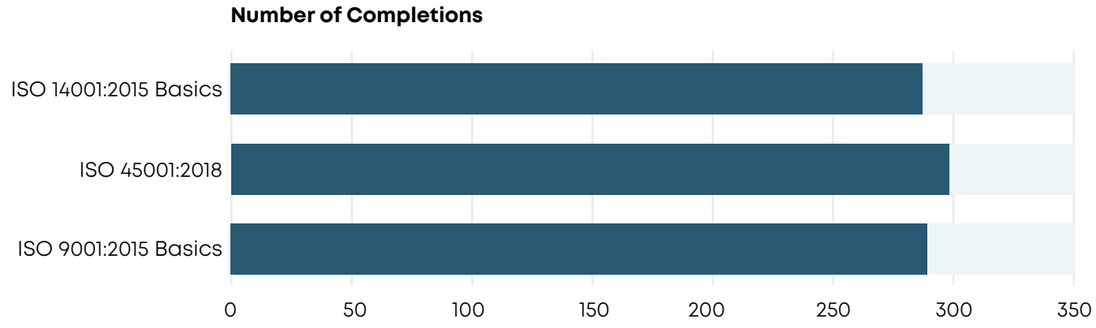
Never Again Day on 23 July - this video was spread fleet wide. With the strong bond between the training department and sea staff.



Capt. Leonid Zalenski, Group COO, with Columbia Group President and CEO, Mark O' Neil

CTM Fleet ISO Campaign 2024-25

CSM fleet integrated management system incorporates ISO 14001, 45001 and 9001 – for seafarers to be familiarised with this, a campaign was initiated to reach them all. This campaign was successful, as all CTM fleet vessels on board and ashore seafaring staff were benefitted.



- The training course was developed for fitters and refrigeration engineers who will be boarding passenger vessels to perform repair on complete CO2 lines and for repairing air conditioning systems - this training incorporates stainless steel welding, and gas welding on copper pipes.

- A special training called the Leadership Development Programme is being fed to all promotional aspiring staff on shore - this programme runs over one year, and shore staff are yielding the benefits.

- All training officers in the fleet were gathered in May 2025 in Batumi for an Interview Technique workshop. This special workshop aimed at enhancing the interview skill of all training officers who are involved in recruitment and promotional activities.

- With continuous collaboration with SMOU and Wave Link training centre, we have managed to train numerous Cadets and Officers for programmes like Shipboard Harassment/Bullying Workshop, Dual Fuel Ship Workshop, Mental Resilience Workshop and the 10 Days Cadet Plus Programme.

10. Training Effectiveness and Quality

10.1 Training Effectiveness

An important part of the CSM training department is monitoring the effectiveness of each training provided.

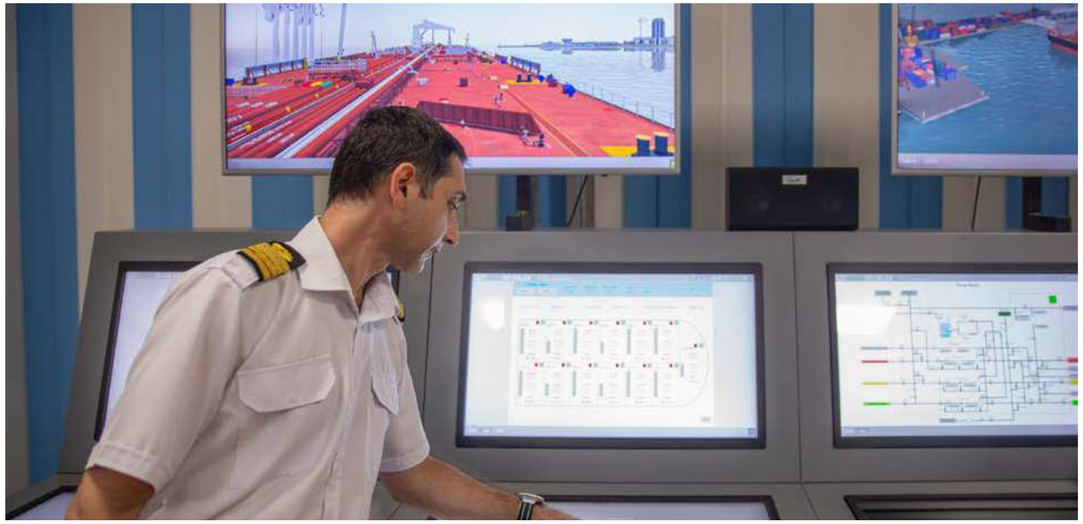
Reaction (Immediate feedback)
Did the seafarers find the training relevant, clear, and engaging?
Measured through post-training feedback forms.

Learning (Knowledge and skill gain)
Did they acquire the intended knowledge and skills?
Measured via written tests, oral questioning, simulator performance scores, or skill demonstrations.

Behaviour (Onboard application)
Are they applying what they learned during actual shipboard operations?
Measured through shipboard assessments, performance appraisals, incident/near-miss trends, and top management feedback after deployment.

Results (Impact on operations)
Has the training led to tangible improvements in safety, compliance, productivity, or cost savings?
Measured by fewer accidents, reduced equipment damage, better audit results, and higher operational efficiency.

Part of this, we are auditing the training centre annually to make sure they are aligned with CSM standards. During this evaluation the auditor identifies notable observations, and it is recorded. Corrective actions are being requested on all previous open observations. Status of observations are closed once corrective actions are acceptable.

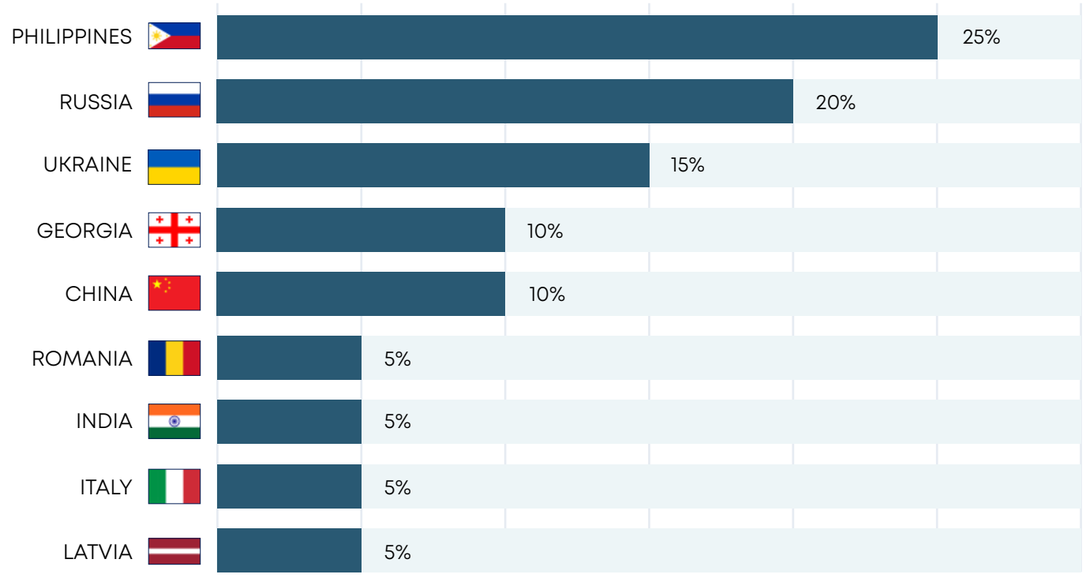


10.2 Training Centres and Course Evaluation

An annual audit of all affiliated training centres is mandatory. Training officers perform these audits, and reports are circulated amongst directors. During the audit, the training officer's focus is whether the training syllabus, trainers, safety levels and overall work process of training centres is aligned with CSM standards.

Training centres in different part of the world:

Distribution of Training Centres





Senior Training Manager, Alejandro Justiniani; Project Manager, David Greiffenberger; Group Director Maritime HR (Learning and Development), Stewart Bankier; Deputy Group Director QSHE & Compliance, Ko Ko Naing; and Managing Director of Nautilus Pacific Training Center Inc., Noriel Cereno



Below are the top best training centres in each country:

1. NTC, Nautilus, GigaMare, UMTC and Compass are amongst the top training centres in the Philippines.
2. Batumi State Maritime Academy – Georgia
3. Novikontas Maritime College – Latvia
4. Italian Maritime Academy Technologies – Italy
5. Advanced Maritime Venture Ltd and Faculty of Maritime Studies – Croatia
6. Hindustan Maritime Academy Technologies – India
7. Ceronav Romanian Maritime Training Centre – Romania
8. AUMSU and GALS – Russia
9. Odessa Maritime Training Centre and Odessa Maritime Academy – Ukraine
10. NAMTC and SNIMI – China

Course Evaluation

As part of the CSM training department's continuous efforts for standardising the course delivery, selected courses are audited by external surveyors to meet the STCW and IMO model requirements. During course evaluation, the trainers will also be accessed along with participants' involvement/ enthusiasm and feedback. During the course evaluation, training centres are also being evaluated with regards to the course on availability of adequate resources. For the year 2024-2025, external audits were planned on the following training centres:

1. Nautilus Pacific Maritime Training Centre INC, Philippines
2. Novikontas Maritime College, Latvia
3. Batumi State Maritime Academy, Georgia

It is important to improve the training effectiveness of the seafarers, whether on board or ashore, as safety is the main priority and vital on board.



10.3 Review and Governance Process

At CSM, we strongly believe that effective learning is achieved by developing accurate, relevant, and up-to-date training content.

All training materials are subject to a continuous review process to ensure that necessary updates are implemented, maintaining compliance with new regulatory requirements, industry standards, and company policies.

Governance means having a clear and structured process for reviewing, updating, and improving our training materials. This ensures that the knowledge and information delivered to our trainees are reliable, compliant with applicable requirements, and fit for purpose.

The review and governance process includes:

- Regular reviews to ensure accuracy and relevance.
- Timely updates in response to changes in regulations and standards.
- Appropriate version control, so that everyone accesses the most current content.

For our customers, this means confidence that the training provided on our platform meets their expectations and delivers value.

Maintaining strong governance helps us build trust, deliver consistent quality, and ensure that our training continues to provide real value — every time it's used.







11. Passenger Ships Training

11.1 Ships Visits

Between 2024 and 2025, Columbia's Passenger Fleet Training team delivered a comprehensive onboard training programme for one of its managed cruise vessels, demonstrating the full capability and value of dedicated ship visits within the passenger fleet. These visits form a vital part of Columbia's approach to learning and development, giving trainers the opportunity to work directly with crew on board and to ensure that the Company's high standards for safety and service are maintained in practice.

Each visit combined observation, coaching, and the delivery of focused training sessions. Trainers worked side-by-side with department heads and crew members, supporting drills, reviewing procedures, and sharing best practice gathered from across the fleet. This hands-on approach allows immediate feedback and practical improvement, helping teams to build both skill and confidence in their daily work.

A key element of every visit was emergency preparedness training. Passenger Assistance Teams took part in realistic exercises using evacuation chairs and other specialist equipment designed to support guests with reduced mobility. These sessions strengthened teamwork and communication under pressure and ensured that crew are ready to respond calmly and effectively in real emergencies.



Passenger Assistance Team practical training using the EVAC Chair

Trainers also joined general emergency and fire drills, helping shipboard teams to refine coordination and leadership during time critical situations. Their involvement encouraged an open culture of discussion and continuous learning, where every drill becomes an opportunity to improve.

For new crew members, safety familiarisation training was reinforced to meet STCW requirements and Columbia's internal standards. This ensured that every seafarer joining a passenger vessel understood their safety duties, shipboard routines, and the Company's expectations from day one.

The Passenger Fleet Training Officer played a central role in coordinating these efforts, mentoring onboard trainers and aligning the feedback gathered during ship visits with the wider training strategy ashore.

Practical Crocodile roll for Assembly Station D team

Through this close partnership between ship and shore, Columbia continues to strengthen its reputation for quality, professionalism, and care. Regular ship visits not only uphold compliance but also bring genuine value to our people, building skills, confidence, and a shared commitment to excellence across the passenger fleet.



Tender Training for the operators of the boats during tender operation







The Critical Role of Tender Boat Training in Passenger Safety

Hospitality Excellence Onboard AROYA

As part of the AROYA start-up, Columbia deployed a dedicated Hospitality Training Officer, Joanne Georgiou, to support the hotel departments in building a culture of excellence from day one. Joanne delivered an intensive Train the Trainer programme, equipping middle managers across all service areas with the skills to train, coach, and develop their own teams effectively. This initiative helped ensure that the high service standards envisioned for the world's first cruise line created specifically for the Arabic market were embedded at every level of the hotel operation.

Alongside leadership and compliance courses, Joanne worked closely with the newly appointed Training & Development Manager (TDM) on board, Marco Aurelio Reis Martins. For the first time in Columbia's history, this role was embedded full-time at sea, allowing the training programme to be sustained daily and directly aligned with operational needs.

"Every training session on board is different – you have to adapt to your audience and their working shifts. Flexibility is the key," explains Marco.

"The most rewarding part is watching people progress in their careers and seeing supervisors become better leaders after completing our programmes."

Together, Joanne and Marco built a comprehensive training framework that combined compliance, soft skills, and service excellence. This collaboration not only supported AROYA's successful launch but also set the standard for how training and development will be delivered on future vessels.

"Our success is measured by how well we train others," Marco reflects. "Technology can support us, but nothing replaces the human touch and the sharing of real experiences at sea."



Distributing lifejackets for the crew during General Crew Drill

This partnership between hospitality training and onboard leadership development has become a blueprint for future passenger ship operations, blending service quality with safety and compliance to deliver the full Columbia standard.



safety Familiarisation for new-joining crew



11.2 CSM Agreement with Viking Safety Academy

In 2025, CSM signed a new training partnership agreement with Viking Safety Academy, expanding access to manufacturer-approved learning for all passenger vessels fitted with Marine Evacuation Systems (MES).

Through this collaboration, shipboard Designated Launch Teams can now complete certified Viking VEDC (Vertical Evacuation Descent Chute) computer-based training directly on the Company's LMS. The course familiarises participants with the operation, activation, and emergency deployment of the VEDC system, ensuring that crew members are fully prepared to act with confidence during an evacuation.

This new arrangement provides a consistent and standardised approach to MES training across Columbia's passenger fleet. By delivering manufacturer-approved content online, it removes the need for external travel or classroom attendance, saving time and cost while maintaining the highest level of compliance.

The training is available to all Columbia passenger ship clients whose vessels are equipped with MES systems, and it is fully supported through the Training Fund. The agreement marks another step forward in Columbia's commitment to modern, high-quality and accessible training solutions that directly enhance crew safety and vessel readiness.

11.3 Pool Safety Training

A theory-based LMS course and a practical, onboard walk-around session. The theoretical module provides essential knowledge on pool safety rules, hazard awareness, and emergency response protocols. Following this, the practical session takes place around the pool area, allowing participants to apply their learning in a real-world setting.

This includes demonstrations of safe poolside operations, identification of potential risks, and first responder actions in the event of an incident.

The training is mandatory for all crew members working in or near the pool area, ensuring that every individual is prepared to act promptly and correctly. Upon successful completion, participants receive an in-house Columbia Pool Safety Certificate, valid for one year.



To date, more than 469 successful submissions have been recorded, reflecting the programme's wide adoption and importance in maintaining a safe onboard environment.



11.4 Tender Training Customised for AROYA, Odyssey & Adora

Columbia's Passenger Fleet Training team continued to strengthen one of the most critical areas of passenger-ship operations – tender boat handling and safety. In 2025 a comprehensive training package was introduced to ensure that every tender operator possesses the technical competence and confidence required to manage these complex operations safely and efficiently.

The course blends detailed computer-based learning with practical onboard sessions. It covers the full range of topics essential to safe tender operation: the Tender Driving Manual, elementary first aid, COLREGs and navigation rules, rescue from water procedures, and the preparation, launching, recovery, and stowage of tender boats. Crew members complete both written and practical assessments to demonstrate understanding and readiness before certification.
Training is customised for each passenger ship client, ensuring that exercises reflect the specific models of tender craft fitted on board. All sessions are supervised by a designated officer and approved by the Staff Captain, guaranteeing consistency and compliance with Company procedures.

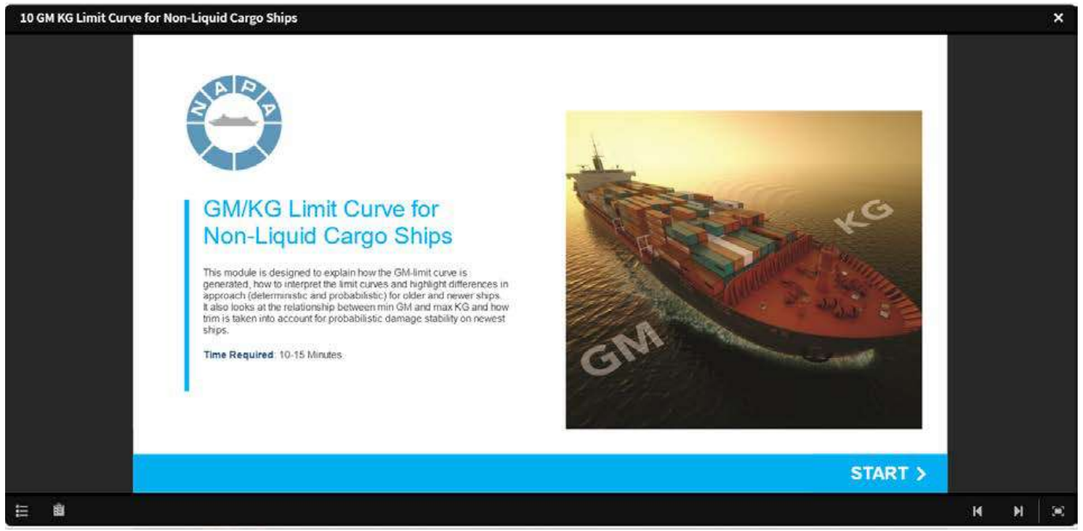
By developing this structured approach, Columbia has created a single, standardised framework that meets safety expectations while accommodating the operational realities of diverse fleets. Delivered entirely under the Training Fund, it enables every vessel to maintain manufacturer level proficiency without the need for external courses.

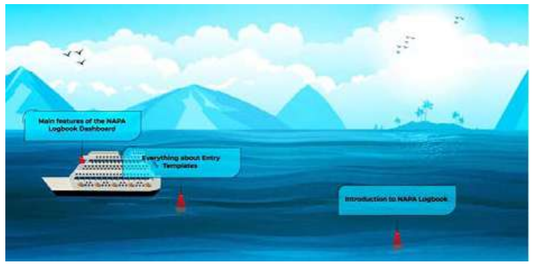
The Tender Training initiative stands as an example of Columbia's commitment to continuous improvement and its ability to translate specialist knowledge into practical, accessible learning for crew. It reinforces the Company's long-standing reputation for professionalism, safety leadership, and operational excellence across the passenger division.

11.5 CSM Agreement with NAPA

In 2025, CSM entered a strategic partnership with NAPA, one of the maritime industry's most respected providers of ship stability software and training solutions. Through this collaboration, Columbia now offers NAPA Stability eLearning to all bridge officers across the passenger fleet, a major step in advancing technical competence and operational safety at sea.

Developed by NAPA, this eLearning course provides an interactive and engaging way for Officers to deepen their understanding of ship stability principles. The programme covers four key areas: Basic Principles of Stability, Operations at Sea, Operations in Port, and Damage Stability Concepts, including vulnerability, survivability, and progressive flooding. Together, these modules give Officers a comprehensive understanding of both intact and damage stability, enabling them to make safer and more informed operational decisions.







The course is accessible online, allowing our Officers to study at their own pace while ensuring global consistency in knowledge standards. Importantly, Columbia has fully absorbed the cost of providing this premium training within the scope of each client's Training Fund contribution. This means Officers can access manufacturer level content without any additional cost at the point of use, a tangible demonstration of Columbia's commitment to reinvesting in quality and crew development.

By integrating the NAPA Stability eLearning programme into its training portfolio, Columbia has raised the benchmark for bridge team education across the passenger fleet. The partnership represents another example of how Columbia continues to lead in innovation, digital learning, and client value creation within the maritime training sector.

11.6 Senior Training Manager Pax

Eleanor Chadwick-Higgins joined Columbia in June 2025 as Senior Training Manager – Passenger Fleet. A former Deck Officer with experience on both cargo and cruise vessels, she has built a career dedicated to maritime training, safety, and crew development.

Before joining Columbia, Eleanor held key roles with Virgin Voyages and the UK Chamber of Shipping, where she led industry training initiatives and contributed to international regulatory projects.

At Columbia, she provides strategic direction for all passenger ship training activities, guiding the development of programmes that enhance competence, consistency, and collaboration across the fleet. Working closely with the Passenger Fleet Training Officers and Manager, she ensures that lessons from ship visits, new eLearning partnerships, and client specific projects are translated into lasting improvements in performance and safety.



Senior Training Manager Eleanor Chadwick - Higgins

12. Port State Control Performance

12.1 Port State Control Performance – Capt. Dimitrijs Adamecs

In 2024, a total of 487 Port State Control inspections were conducted across the whole CSM fleet, resulting in an average number of 1.24 deficiencies per inspection. This is a marked negative trend over the average 1.09 deficiencies per inspection obtained in 2023. We are, however, glad to report that over 63.48% of all PSC inspections performed in 2024 resulted in ZERO deficiencies. We would like to congratulate the Masters and crew for achieving ZERO deficiencies results.

In the first two Quarters of 2025, the trend in number of inspections is increasing with 353 PSC inspections and an average number of 1.28 deficiencies per inspection. 61.19% of all PSC inspections performed in Q1-Q2 2025 resulted in ZERO deficiencies. This is a slight negative trend since previous year, and all vessels MUST aim to achieve this goal ZERO.

Unfortunately, we had several PSC Detentions in 2024 and Q1-Q2 2025 and we could have done much better here. Some of these detentions suggest that preparation for PSC inspection was not properly conducted either on board or ashore. To support our crew, we have developed a Port State Control Inspection training video course which aims to emphasise the critical importance of Port State Control, reflecting the importance of Safety Compliance. The course provides an overall understanding of the inspection onboard as well as the most common areas of deficiencies. The objectives of the course are to define the process of Port State Control inspection, to identify the role of the seafarers in the ship's preparation and to highlight the importance of good results and the consequences of detentions. We urge all seafarers to complete the course through the Adobe LMS eLearning.

Vetting Performance – Tankers, Gas Carriers

Since the start of SIRE 2.0 inspections in 2024, in Q4 2024 we had a total of 80 SIRE 2.0 inspections and 6.90 average. Between Q1 and Q2 2025, 174 inspections were conducted, and we have achieved an average of 6.03. Overall CSM vetting performance has been improving as the trend indicates for 2025 thus far. But we shall remember that the average number is not everything by far. Even one significant or repetitive observation, concentration of observations in one Chapter may lead to a screening process issue and as a result rejection of the vessel.

Compared with the previous period (Q4-2024), the vetting performance has been improved in the average number of observations per inspection for both CORE and non-CORE questions. However, we have some room for improvement as indicated from feedback we have received from industry parties on the crew performance during SIRE 2.0. According to the analysis of SIRE 2.0 performance, the observations in the Human category have the biggest in percentage and numbers.

Hardware: The highest number of observations is for question 5.8.1 followed by question 5.8.2. These questions pertain to safety inspections by the Master and Officers of the main deck areas and machinery spaces, respectively.

Process: The most significant process-related concerns are for question 2.8.1. This question is related to the OCIMF HVPQ.

Human: The highest number of human-related observations is for question 5.8.2, followed by question 5.8.1. These questions involve the familiarity of Senior Officers with company procedures and safety inspections in machinery space and on the main deck.

All efforts should be made to improve in these areas. Careful check and maintenance of the HVPQ on board is critical to avoid unnecessary observations. The Master must always check HVPQ before each SIRE 2.0 inspection. All Masters and Officers must be familiar with the Company procedures for safety inspection of all accessible areas of the vessel and be able to identify, report and record on board hazards related to health, safety and the environment.. The Safety Officer role in these inspections is critical, however Master and all Deck and Engine Officers MUST take active part in this process.

We have also developed SIRE 2.0 inspection training course per each rank aiming to reinforce the preparedness of crew members during the inspection and help them demonstrate the best practice on tasks performed or described.

The videos have customised content relevant to each rank and detailed explanation of the questions that can be asked from the inspector and provide step-by-step guidance to the crew members on the actions that need to be performed prior and during the inspection. We urge all to complete the course through Adobe LMS eLearning.



Group Director Marine & Operations, Capt. Dimitrijs Adamecs

13. Regional News



13.1 Manning Agency Annual Conference

The first week of October 2024 marked the successful completion of CSM's annual gathering of all manning agencies in Cyprus. The three-day seminar brought together delegates from Latvia, Georgia, Russia, Ukraine, Croatia, Romania, Türkiye, Vietnam, the Philippines, and partner representatives from China and Egypt. Participants also included crewing department members from Greece, Cyprus, Germany, and Singapore, alongside representatives from various departments across Columbia.

The conference was officially opened with a welcome address from Top Management, represented by our Columbia Group President and CEO, Mr. Mark O'Neil, Group COO Capt. Leonid Zalenski, and Group CCO, Mr. Andreas Hadjipetrou. They shared strategic updates, ongoing projects, and the vision for the year ahead. In his opening remarks, Mr. O'Neil emphasised Columbia's core values and introduced the "4 Cs" framework – Communication, Coordination, Collaboration, and CARE – as guiding principles for team success across all missions and responsibilities.

Crew well-being remained a central focus of the seminar. Our specialist partners shared insights and initiatives aimed at enhancing mental health, safety, and support for our seafarers. Training programmes and development opportunities were also presented, reinforcing Columbia's continued commitment to our Cadetship Programme and career progression.

Mr. Hadjipetrou presented the concept of Columbia Maritime Talent initiative, which aims to consolidate our global manning network under a unified structure. This strategic move is designed to increase efficiency, drive synergy, and strengthen Columbia's competitive position in the global maritime industry.

Innovation and digital transformation were also at the forefront of discussions. SmartSea was introduced, along with its vision and service offerings that will enhance operational performance across various departments. Additionally, the E-Wallet solution, "Kadmos", was demonstrated, providing valuable insights into the benefits and financial support packages available to our seafarers.



Interactive panel discussions and group presentations addressed current challenges and proposed practical solutions. A comprehensive action plan was developed and circulated, with the support and approval of Top Management, to ensure follow-up and implementation of key outcomes.

The seminar concluded with a teambuilding event celebrating diversity, cultural exchange, and creativity through food and collaboration. Teams were recognised with awards and tokens of appreciation, closing the week on a high and memorable note.













13.2 Senator Crewing Manila Expands Presence in the Visayas with Grand Opening of Cebu Branch

Senator Crewing Manila continues its mission of nationwide maritime empowerment with the official opening of its Cebu Branch, strategically located at Lexmark Plaza 3 in Cebu Business Park. This milestone marks a significant step forward in deepening its presence in the Visayas region — a major hub for maritime talent and training.

With the Cebu branch now operational, Senator aims to enhance accessibility for Filipino seafarers who are looking for career opportunities and support closer to home.

The inauguration began at 10:00 AM, with guests welcomed by Capt. Gilbert Garcia, Director and General Manager of Senator Crewing Manila, who offered opening remarks. He highlighted the significance of this expansion in bridging gaps between talent and opportunity, saying: "Opening our Cebu branch allows us to be closer to the heart of the Visayas maritime industry. It reflects our dedication to being present where our seafarers are — and where support is most needed."

This was followed by a ribbon-cutting ceremony led by CSM Manila Owner Representative, Mr. Tychonas Agisilaou, joined by Senator Crewing Manila's Director / General Manager, Capt. Gilbert Garcia, and Branch Manager, Capt. Jestoni Ryan Antoc. The office blessing was officiated by Rev. Fr. Patricio Ornopia, offering a hopeful start to the branch's new journey.

To conclude the formalities, Capt. Antoc led a wine toast, marking a new chapter for Senator's growing network. Guests then enjoyed a buffet lunch in a warm and welcoming setting that encouraged connection and conversation.

The event brought together leaders and professionals from various maritime institutions, demonstrating the strong partnerships Senator has built within the industry.

Amongst the notable guests were:

- Ms. Jhoaden G. Lucero, Regional Director, DMW Region VII
- Dr. Teodosio F. Alcantara, Medical Director, AMOSUP Cebu
- Capt. Gerry D. Enjambre, Campus Director and Dean, UCMETC
- Capt. Arthur Martinez, President, CREST
- CE Nikias Antonio Calledo, Operations Manager, CREST
- Capt. Emmanuel Baring and Atty. Lloyd Bantiling of AMLO Training Center
- Bro. Silvestre Crescensio of Don Bosco
- Representatives from Supercare Cebu, Nordic Cebu, and Cebu Gems
- Senator crew member 4/E Wendyl Tejedor

Their presence underscored the spirit of collaboration and shared vision that fuels the maritime industry.

The Cebu branch is more than just a new office — it is a commitment to delivering Senator's full range of services, career support, and maritime partnerships to seafarers across the central Philippines.



Representatives from Supercare Cebu, Nordic Cebu, and Cebu Gems



Team Senator joins Don Bosco Job Fair 2025 in Cebu, strengthening Maritime Career Awareness



Branch Manager, Capt. Jestoni Ryan Antoc; CSM Manila Owner Representative, Tychonas Agisilaou; and Director and General Manager of Senator Crewing Manila, Capt. Gilbert Garcia

The move not only strengthens the company's national network but also supports Senator's long-term goal of becoming even more responsive to the needs of Filipino seafarers — providing them with professional guidance, growth opportunities, and accessible paths to deployment.

Senator Crewing Manila's expansion into Cebu underscores its vision of a more connected, more empowered future for Filipino maritime professionals — from the ports of Luzon to the shores of the Visayas and beyond.

Cebu City, 19 July 2025 — Team Senator took part in the Don Bosco Job Fair held at Robinsons Galleria Cebu, connecting with hundreds of aspiring maritime professionals. The event gathered a wide audience, including graduating students, alumni, and walk-in jobseekers, all eager to explore career opportunities in the maritime industry.

Represented by Ms. Cass Agbayani (Senior Talent Acquisition Officer) and Ms. Julianne Cajigas (Talent Acquisition Officer), Team Senator showcased its wide range of career pathways available for Filipino seafarers. The team also provided insights into life at sea, the company's values, and the support systems in place for crew development and welfare.

Beyond recruitment, the event served as a valuable platform for fostering relationships with fellow manning agencies and officials from the Department of Migrant Workers (DMW). This collaboration has already borne fruit, with the DMW Region VII Director attending the inauguration of Team Senator's Cebu Branch just days after the job fair.

Team Senator remains committed to empowering Filipino seafarers and contributing to the development of the local maritime workforce through active community engagement and strategic partnerships.







13.3 Strengthening Vision and Strategy: CSM Indonesia Annual Meeting 2025

CSM Indonesia held its 2025 Annual Meeting at Citilight View, Karanganyar – Central Java, a setting that inspired strategic reflection amid stunning natural beauty. Leaders and teams gathered to review achievements, address challenges, and craft innovative plans.

More than just an annual event, the meeting fostered collaboration and reinforced the team's commitment to growth and contribution to the maritime industry. Decisions were driven by data, experience, and deep insights to ensure sustainability and competitiveness.

Focused on long-term strategy, the team explored new opportunities in a creative environment, preparing CSM Indonesia to reach new milestones in the coming year. This meeting marked a key moment to strengthen foundations, unlock potential, and confidently pursue a shared vision for a brighter future.



Leaders and teams in CSM Indonesia

13.4 CSM Vietnam Celebrating 1-Year Anniversary

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Josephine Le, Managing Director of The Hood; CSM Vietnam Managing Director Mai Giang Nam; and two female CADETs of CSM Vietnam



CSM Vietnam Managing Director Mai Giang Nam

14. Projects In The Pipeline

14.1 K-SIM Simulator in Nautilus Pacific Maritime Training Center

Nautilus Pacific Maritime Training Center ventured with the acquisition of another Full-missioned Bridge simulator; this is in addition to the two existing Wartsila Full-missioned simulators (NTPRO 6000). This time the training centre will acquire Kongsberg (K-Sim Navigation Simulator), which will be installed in the 65.85 sqm room as part of the training centre's ongoing expansion.



Why Kongsberg:

Nautilus valued clients requesting Kongsberg Simulator to be used for their specific training needs for their Master's and Deck Officers. It is ready to upgrade into a dynamic positioning (DP) simulator.

K-Sim Navigation is our 4th generation of ship bridge simulator approved by Det Norske Veritas (DNV) Standard for Certification of Maritime Simulator Systems.

According to Kongsberg: K-Sim Navigation simulator uses a high-fidelity physics engine – AgX – which is designed according to the principle of "sandbox" physics; meaning that the focus is spent on preparing and designing each object and element with the right and correct physical attributes before inserting them into the simulator environment in run-time. If they are made accurately, they will behave correctly, and the relationship with other objects and environment will not require additional code to modify behaviour and influence. The physical engine is designed with focus on real-time performance, and unlike many other dynamic engines available, AgX will not compromise physical accuracy for the sake of simplifications or performance; it is designed on the principles of physics conservation laws.

In a world where accuracy and readiness are everything, Kongsberg sets a new standard in navigation training. Designed for both novice trainees and professionals, our cutting-edge simulator delivers an immersive, high-fidelity experience that replicates real-world navigation challenges across diverse sea environments.

What are the functionalities of K-Sim?

The following are the capabilities of this simulator:

1. The K-Sim Navigation Simulator can be used for conducting different kinds of navigational training.
2. Suitable for use in manoeuvring training.
3. Suitable for use in emergency situational training including but not limited to:

   - Search and rescue
   - Various engine failures and breakdowns including slowdown and shutdown
   - Rudder failure/breakdown
   - Steering machinery failure/breakdown
   - Gyro failure/breakdown or error
   - Radar failure/breakdown
   - Navigational aids and interfaces failure/ breakdown
   - Man overboard



4. 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.



14.2 Port State Control Gamified App

The PSC Challenge mobile application is an innovative standalone training tool designed to prepare seafarers for real-world Port State Control inspections. Hosted on the same platform as the COLREGs Challenge, it ensures a seamless user experience, with access through a single CSM ID account.

By incorporating gamification elements such as scoring, leaderboards, and interactive feedback, the app transforms compliance learning into an engaging and motivating experience.

It features 30+ carefully designed modules simulating real vessel conditions, where users must spot deficiencies, apply corrective actions, and demonstrate inspection readiness. Scenario-based puzzles and quizzes encourage critical thinking while reinforcing both technical and procedural knowledge vital for smooth PSC inspections.

Visually rich simulations, realistic inspection tasks, and time-limited challenges maintain attention while strengthening retention of best practices. An offline version ensures accessibility onboard vessels with poor connectivity, with automatic synchronization of progress once internet access is restored.

The game currently includes 30 interactive modules across four campaigns, tailored for both crew and officers:

PSC: Basic Level I – Safety Awareness & Inspection Skills

PSC: Basic Level II – Deficiency Reporting & Compliance Essentials

PSC: Advanced Level I – Planned Maintenance & Inspection Routines

PSC: Advanced Level II – Preventive Actions & Drill Preparation

"The app is more than just a one-time tool — it's a scalable training platform, complementing the COLREGs Challenge and offering long-term engagement through continuous content enrichment. By blending real-life inspection scenarios with gamified learning, the PSC Challenge helps seafarers build both competence and confidence," added Senior Training Manager, Alejandro Justiniani.

The App is expected to be completed and rolled out by Q3 2025.

COLUMBIA SHIPMANAGEMENT



Introducing the new
Port State Control Challenge
for the CSM LearnStrike App.

A *gamified* mobile platform for all crewmembers.

- **Spot and rectify deficiencies on real-case scenarios.**
- **Familiarise with key PSC preparation procedures.**
- **Challenge colleagues and climb the leaderboard.**
- **Develop soft and hard skills for inspection readiness.**
- **Access separate campaigns for all crewmembers and for Officers only.**
- **Offline-ready for seamless use on board.**

Play Online | Download on the App Store | GET IT ON Google Play

14.3 Meet the Training Team



Stewart Bankier
Group Director Maritime, HR Learning & Development



Alejandro Justiniani
Senior Training Manager



Eleanor Chadwick-Higgins
Senior Training Manager



Dr. Reza Akbari Alashti
Senior Training Manager CMS



Igor Fozyeokosh
Senior Training Officer



Kesavamoorthy Shanmugam
Senior Training Officer



Christopher Penaflor
Cadet Manager



Ivomir Gramatikov
Fleet Training Manager



Joanne Georgiou
Hospitality Training Officer



Yvette Plumbley
Training Coordinator



Mckenly Liman
Cadet Coordinator



Stefanos Fransis
Training Department Trainee



Christiana Asimenou
Assistant Training Coordinator



Ioulietta Achilleos
Administrative Assistant Training



Lina Naser
Administrative Assistant Training



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