

# The Bridge

CGBA's latest news, views and announcements



## New Member Welcome

Extend a warm welcome to our newest members as they join our community.

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By Petros Achtypis

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Mark your calendars and join us at the next in-person event

## Hole-in-one! Χόουλ-ιν-γούάν!

We recently had a full house, or rather full lawn, at our exclusive CGBA Members Event at Limassol Greens, where members enjoyed a fantastic evening of networking in a truly exceptional setting. For those of us who do not golf, the Driving Range Experience was topped only by the sunset drinks and networking at the Clubhouse! Memorable indeed, and if you want to see what you missed, you can visit the blog post with all photos from the afternoon [here](#).

And we're not slowing down! We are already looking forward to our next gathering, "**Get Connected – Networking by the Sea**" at **Sands Beach Club & Resto in Limassol**. As well as a highly anticipated fixture in the Limassol early summer calendar, it has become our biggest event of the year, which makes it an unmissable sponsorship opportunity. New in the benefits is an interactive **Photo Booth with unlimited printed photos**, each featuring the sponsor's logo = a fun keepsake for attendees and a unique way for sponsors to enjoy lasting brand visibility long after the event ends. For further details and available packages please contact [here](#).

Behind the scenes, our newly elected Board has also held its first official meeting, bringing together a wealth of ideas, energy, and enthusiasm for the future of the Association. We are excited about the initiatives and opportunities that lie ahead and look forward to sharing them with you throughout the year! For further details and available packages please contact our **Community Manager, Maria Christodoulou**.

# From Competency Records to Crew Performance Intelligence: How AI Can Transform Maritime Workforce Management

by Petros Achtypis | CEO of Prevention at Sea



The maritime industry records thousands of operational incidents every year, including Port State Control detentions, near-misses, machinery failures, cargo damage, and navigational incidents. This persists despite decades of increasingly prescriptive regulation. STCW certification frameworks, ISM audits, MLC compliance checks, and extensive flag state and class requirements have created one of the world's most heavily documented competency regimes. Yet incident rates have not declined in proportion to that investment.

The paradox is clear. Shipping has built systems to define and validate competency, but it still lacks the operational data needed to apply those systems effectively. A Chief Officer may hold every required certificate, pass every appraisal, and still be poorly suited to a particular vessel type, trade route, or bridge team. The issue is no longer standards alone, but how competency is measured and applied in practice.

Today, competency is still largely assessed through periodic appraisals completed during port calls and revisited only during revalidation cycles or after an incident has already occurred. By the time meaningful signals emerge, the operational risk may already have materialised.

Artificial intelligence offers a practical way forward, provided it is applied with the discipline maritime operations require. AI does not replace the marine superintendent, the Master's judgment, or the DPA's operational instinct. Its value lies in helping professionals identify patterns across fleets, vessels, and crews that no individual could realistically monitor alone.

The shift is significant: from asking whether a seafarer meets qualification requirements to asking whether they are the right fit for a specific vessel, trade, and operational environment.

A bulk carrier operating ice-class routes in the Baltic requires different crew synthesis than a chemical tanker operating short-sea schedules in the Mediterranean, even if the certificates appear identical. Crews can no longer be treated as interchangeable units of compliance. They become combinations of technical capability, fatigue exposure, communication style, and interpersonal interaction. Career progression similarly evolves from seniority and subjective appraisals toward continuous, evidence-based development linked to simulator performance, near-miss reporting behaviour, and onboard conduct.

Achieving this requires three core data streams: competency assessments that extend beyond STCW checklists; continuous operational data from voyage recorders, engine systems, and safety management platforms; and behavioural indicators such as near-miss reporting and procedural compliance.

Combined, these data streams enable insight at three levels: individual seafarer profiling, crew composition analysis, and company-wide benchmarking that identifies operational weaknesses before they develop into incidents.

The adoption of AI reshapes rather than removes the human role. Risks must still be managed carefully: over-reliance on algorithmic crew selection, reduced situational awareness, skill degradation, and alert fatigue caused by excessive low-quality recommendations. AI systems must support professional judgment, not obscure it.

The advantages are substantial. Companies gain more consistent crew assessment across fleets and nationalities. Objective performance tracking can reduce biases embedded within traditional appraisal systems. Training outcomes can be linked directly to operational performance through real-time feedback loops. For the first time, competency can be monitored continuously rather than inferred from certificates issued years earlier.

This transformation also raises governance questions the industry has not yet fully resolved. Who is accountable when AI-generated crew risk indicators are ignored and an incident follows? To what extent should a Master override an automated recommendation, and how should that decision be documented? Who validates the models themselves, and where should AI literacy sit within STCW and company training frameworks?

Considerable effort has gone into defining what maritime competence should look like. The challenge now is to measure it continuously, objectively, and credibly in a way that reflects actual performance at sea rather than paper qualifications ashore.

AI will not replace the experienced mariner or marine superintendent. Applied with discipline and governed carefully, however, it can transform crew performance management from a retrospective administrative process into a measurable operational outcome. In an industry where a single incident can cost lives, assets, and reputations, that transformation is essential.

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## New Member Welcome

A very warm welcome to our new member, **Abacus**.

***It's a pleasure to have you with us!***

**About:** Founded in 2001 following a spin-off from a Big Four firm, Abacus is a fully independent boutique advisory and corporate services firm, with offices in London, Athens and Nicosia. Recognised as a leading advisor across the EMEA region, we specialize in delivering tailored international business solutions. Our global client base includes multinational corporations, mid-market specialist enterprises, private equity and venture capital firms, family offices, and high-net-worth individuals. Among them are many Fortune 500 companies and some of the world's most recognisable names, both corporate and private.

# ABACUS



The company will be represented by **Michaela Malchow**.

➤ More info: **[www.abacus.ltd](http://www.abacus.ltd)**

## Cultural Corner

### *Association Edition*



*Photo Source*

### **Cyprus: Small Island, Strong Community**

Despite its population of just over one million, Cyprus is home to more than 3,300 registered associations. From business associations like our very own CGBA to village cultural societies and sports clubs, associations play a vital role in building connections and strengthening communities across the island.



*Photo Source*

### **Germany: The World Champion of Associations**

Germany is often called the "World Champion of Associations" (Vereinsweltmeister), with more than 615,000 registered associations and around 34 million active members, meaning more than one-third of the population is involved in at least one association.

## Meet The New Board Of The CGBA



**For our Bridge Issue #24, we sit down with Stella C. Koukounis, Advocate – Managing Partner of SOLSIDUS LAW to ask her our 7 Questions.**

### 1) How long have you lived in Cyprus and where were you before moving here?

Lived in Cyprus all my life, but fun fact about me is that I've also lived in Germany (in a quaint village called Meersburg) for 2 months when I was a student. To learn the German language.

### 2) What do you enjoy most about Cyprus?

The fresh air, the beautiful beaches, the ease with which we travel from city to city, I love hiking and swimming, training for Hyrox (hopefully one-day) and being amongst people who are hospitable and welcoming.

### 3) What do you miss about Germany?

I travel to Germany for work from time to time and if a long time goes by between my trips to Germany I miss the cool summer days in Munich, the long walks in parks that are brimming with fallen leaves in the fall and swimming in lakes stepping onto fresh grass instead of sand like I'm used to here in Cyprus.

## THANK YOU!

We extend our heartfelt gratitude for the generous support of our current annual and event sponsors. Their contribution plays a vital role in helping us offer varied networking opportunities, as well as an array of interesting events that benefit our members.



➤ More info: [www.solsiduslaw.com](http://www.solsiduslaw.com)

➤ [LinkedIn Profile](#)

### 4) Which is the biggest challenge in your job?

I head up a law firm and I advise corporations and HNWI's along with my team. It's a challenge to stick to 24-hour days –if it were possible to have 25-hour days that would have been lovely. It's a challenge to find peace when working under stress, but at the same time, I love challenges.

### 5) If you had not chosen this career path, what would you have become instead?

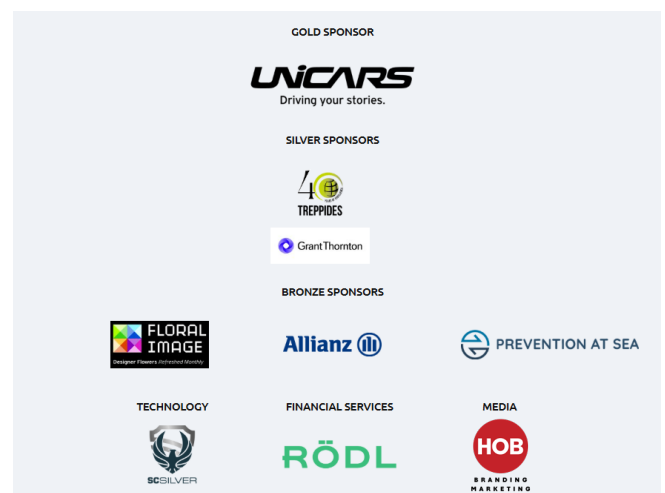
I would have been an English literature teacher and psychologist.

### 6) What are your interests outside of work?

Hyrox prep, kick-boxing and MMA prep, I love taking long walks and discovering new spots in Cyprus.

### 7) Your favourite quote is?

A room without books is like a body without a soul.  
Hermann Hesse



# Upcoming Events

Mark your calendars! More information on our forthcoming events can be found [here](#)

<p><b>08</b> JULY 2026</p>	<p><b>'Get Connected' Networking by the Sea: Sands Beach Club Resto, Limassol</b></p>
	<p>🕒 6:30 pm - 10:00 pm    📍 Sands Beach Club Resto, Limassol, Cyprus</p>
<p><b>07</b> OCTOBER 2026</p>	<p><b>"The AI Revolution: Why should you care?" – Spotlight and Networking Event with Grant Thornton</b></p>
	<p>🕒 09:00 am - 12:00 pm    📍 LOFT Nicosia, Cyprus</p>
<p><b>26</b> NOVEMBER 2026</p>	<p><b>Annual CGBA Christmas Gala Dinner 2026</b></p>
	<p>🕒 7:00 pm - 11:30 pm    📍 Columbia Plaza Venue Centre</p>

For all our 'Get Connected' Networking events we offer the use of nametags to enhance interaction among our guests. Registered participants can collect their personal tag from the registration desk. As part of our sustainability initiatives, kindly return your name tag to the designated box before leaving the venue, ensuring it is available again when you join us the next time! Thank you.

## Step into the Spotlight

Our innovative '**CGBA Spotlight & Networking**' series enables you to showcase your company, putting you and your industry on stage.

There is no fee from the CGBA for hosting such an event. However, we highly recommend that after your presentation, you offer light refreshments for guests to enjoy during the networking part. We kindly ask that you cover the cost of this catering, as we aim to avoid charging our members.

This approach allows your company to gain valuable exposure to your target audience in a friendly and mutually beneficial setting, as we work together to share these objectives and opportunities:

- **Knowledge sharing and exchange:** each event covers a different theme and topic and each speaker will have the opportunity to share their knowledge on a specific sector, or present the dynamic of their company and services offered.
- **Connecting and networking:** facilitating connections among members, industry experts and stakeholders.
- **Community Building:** fostering a community that collaborates and supports each other.
- **Visibility:** enhancing the CGBA's visibility and awareness.
- **Membership Growth:** attracting non-members and showcasing the benefits of becoming part of our association.

This newsletter is brought to you by the editorial team **Uta Steffen** and **Carine Khoury Niemann**, design by CGBA's Media Partner **HOB**