

TO WHOM IT MAY CONCERN

Lisbon, 30 April 2026

## **Subject: MARCOMPASS (Mapping Evolving Competencies and Emerging Job Profiles within Maritime Administrations)**

Dear Madam/Sir,

This letter is to confirm that a consortium led by Panteia has been contracted by the European Maritime Safety Agency (EMSA) to carry out a MARCOMPASS Study (Mapping Evolving Competencies and Emerging Job Profiles within Maritime Administrations).

The overall objective of this study is to assess the implications of ongoing regulatory and technological transformations—driven by decarbonisation and digitalisation—on the functions, competencies, and workforce requirements of maritime administrations.

The specific objectives of the study are listed below:

1. Map the Legal and Regulatory Drivers on decarbonisation and digitalisation (including MASS and cybersecurity), at international and EU level and identify their operational, technical, and institutional implications for maritime administrations.
2. Identify Emerging Competencies and New Job Profiles related to decarbonisation and digitisation.
3. Assess the Impact and examine how evolving regulatory frameworks reshape the roles, responsibilities, and required skills of key personnel within maritime administrations.
4. Identify Gaps and Future Needs for the effective implementation of decarbonisation and digitalisation legal framework.

As part of the project, we have requested the Panteia – led consortium to interview key informants, i.e. experts, social partners, researchers and representatives of organisations all involved in the Maritime sector. The main aim of the interviews is to collect qualitative information in fulfilment of the above specific objectives.

Participation is, of course, voluntary and the results will be collected and treated in line with Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the processing of personal data.

We would greatly appreciate your support in assisting Panteia and its consortium partners to carry out the interviews.

Should you have any questions, I will avail myself of providing you with additional information.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'G. Christofi', is centered on the page.

Georgios Christofi  
Head of Unit  
Capacity Building