



smarCA

CLÚSTER MARÍTIMO DE CANTABRIA

ACTIVITY REPORT

2025



SODERCAN

SOCIEDAD PÚBLICA DE SERVICIOS
REGIONAL DE CANTABRIA





CANTABRIA MARITIME CLUSTER
ANNUAL ACTIVITY REPORT 2025




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CLÚSTER MARÍTIMO DE CANTABRIA - MarCA

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THE 1 CHAIRMAN'S INTRODUCTION STATEMENT

The various subsectors of the Blue Economy—ranging from shipbuilding to maritime transport, the maritime supply chain, fisheries, and tourism—constitute a robust, diversified, and profitable ecosystem with a strong capacity to adapt to an increasingly demanding global environment. This dynamism is not the result of chance, but of the sustained efforts of companies, institutions and research bodies that, in 2025, have continued to commit to a sustainable, innovative and collaborative development model.

The sector's sustained growth in recent years highlights the need to develop a Regional Blue Economy Strategy. Cantabria cannot afford to lag in a field where a significant share of future economic, technological and social opportunities will be determined over the coming decades. Similarly, a national roadmap is essential for coordinating the various regional plans, establishing common priorities, and recognising the strategic importance of the maritime sector as a whole. Cantabria and Spain can only position themselves where they belong on the global maritime stage through rigorous planning, genuine public-private collaboration, and a long-term vision.

The Sustainable Development Goals set by the EU place decarbonisation at the centre of the maritime agenda. The maritime sector is undergoing a profound transformation involving the adoption of new green fuels, the integration of technologies still under development, and

adaptation to regulatory frameworks that do not always keep pace with industrial reality. This energy transition presents significant technical, economic and operational challenges for companies in the maritime and port sectors, which must redefine their production processes and business models to meet new environmental and regulatory requirements.

In this context, the electrification of vessels and ports, together with the deployment of smart energy supply networks, is emerging as a priority area in advancing towards more sustainable maritime transport. Furthermore, the integration of high-value-added technological services, including emissions monitoring, route optimisation, and predictive maintenance, is creating new opportunities for industrial development and innovation.

To deliver this transition successfully, funding and support mechanisms must accompany the efforts already being made by companies. In this regard, the PERTE Naval program is particularly significant, having been conceived as a decisive driver for modernising the entire maritime value chain. Its continuation, or the development of similar frameworks, will be essential to consolidate technological progress.

The Port of Santander has once again demonstrated its strength, with traffic surpassing the seven-million-tonne mark. It now accounts for 14% of the region's GDP and 11% of employment. The 2025–2029 investment

plan, which includes projects such as the Raos 6 quay, the expansion of the vehicle storage silo and the new Raos 9 ramp, will enhance the Port's competitiveness, attract new cargo and generate quality employment.

This is complemented by sustained growth in cruise tourism, which, having closed the year with 20 port calls and nearly 30,000 passengers, is expected to exceed 30 port calls and 50,000 cruise passengers in 2026. The Santander Port Authority is working to upgrade infrastructure to accommodate cruise vessels of up to 330 metres in length and 9.5 metres in draught. This investment effort will position Cantabria as a leading destination for premium cruise tourism. Besides the industrial and port sectors, recreational boating and water sports have significant economic potential, attracting visitors, creating jobs, and boosting the local economy in coastal areas. At the MarCA Cluster, we have been working intensively to strengthen Cantabria's position on the international map of nautical destinations, always from a sustainability perspective.

The growth of the Blue Economy is giving rise to new projects and lines of activity that are particularly relevant to our member companies, to the extent that talent availability has become a decisive factor in successfully addressing them. In 2025, we signed a collaboration agreement with the Regional Ministry of Education, Vocational Training and Universities of the Government of Cantabria to, among other objectives, help align



JUAN LUIS SÁNCHEZ

President of the Maritime Cluster of Cantabria

training provision with the real needs of the labour market, promote maritime careers and enhance the employability of young people in a growing sector.

At the same time, the agreement signed with CEOE-CEPYME Cantabria has strengthened cooperation with business organisations and enabled us to step up initiatives to internationalise the maritime business sector.

In 2025, we also reinforced our commitment to promoting the region's maritime cultural heritage through agreements with organisations that specialise in its research and dissemination. These partnerships have enabled us to organise joint activities to preserve the memory of a community that carries the sea in its DNA.

Once again, the Cantabrian maritime sector has demonstrated its capacity, knowledge and commitment to meeting the challenges of a changing environment. At the MarCA Cluster, we will continue working to strengthen a model of sustainable, innovative growth that is open to the world, confident that the sea will remain one of the principal drivers of development and opportunity for our region.

2 EXECUTIVE SUMMARY

MarCA CLUSTER

The Maritime Cluster of Cantabria – MarCA was established in 2017 with the mission of strengthening cooperation and promoting the technological and commercial development of industries and activities linked to the maritime sector in the region. By creating synergies and new opportunities, it has significantly improved the sector's competitiveness in both domestic and international markets.

Since its inception, MarCA has pursued steady growth, consolidating its position as a key driver of Cantabria's maritime economy. Over these seven years, the Cluster has experienced notable increases in its number of members, its economic impact and the competitive capacity of its member companies. At present, its significance within the regional economy is reflected in the following figures:

This growth has been closely tied to the potential of Cantabria's maritime sector, which accounts for 11% of regional GDP and generates 10% of total employment. In numerical terms, the figure amounts to 15,000 direct jobs and 9,000 indirect jobs, in addition to representing more than 20% of the region's investment in R&D&I.

The expansion continued throughout 2024. While the regional economy accounts for around 1% of the national economy, Cantabria's maritime sector represents more than 3% of Spain's maritime sector as a whole. In addition, the Government of Cantabria's commitment to the Blue Economy, included as one of the strategic areas in the RIS3 Smart Specialisation Strategy, has strengthened our position within the framework of European policies. This strategic approach facilitates access to funding to drive innovation and improve the competitiveness of the region's maritime companies.

€600 **MILLION** in combined turnover generated by its member companies

4,45% **GDP** of Cantabria's Gross Domestic Product

2,57% **TOTAL EMPLOYMENT** in the region

2 OBJECTIVES MarCA CLUSTER

The primary objective of the Maritime Cluster of Cantabria – MarCA – is to promote collaboration among the various economic activities linked to the marine environment or that use its resources in their production processes. Its purpose is therefore to strengthen the competitiveness of both the regional maritime sector and the companies that comprise it.

This approach encompasses all stakeholders in the Blue Economy value chain, including manufacturers and importers of products, equipment and components, as well as service providers in the shipbuilding industry and in other sectors that depend on maritime solutions. Through its efforts, MarCA helps lay the groundwork for the sector's efficient adaptation to technological advancements and evolving market demands.

In essence, the Cluster seeks to consolidate its position as a focal point that strengthens the representation of, and advocacy for, the interests of Cantabria's maritime sector. This general objective is pursued through a series of specific goals, outlined below:

TO STRENGTHEN

Cantabria's maritime and shipbuilding sector and act as a point of reference for all sector stakeholders. In this way, it represents both the interests of the sector and those of member companies in the shipbuilding industry before public authorities and any other decision-making bodies.

TO INCREASE

the competitiveness and business opportunities of companies or entities operating in the maritime and shipbuilding market, bringing together synergies that enable access to major projects both in Spain and internationally.

TO POSITION

Cantabria's maritime industry at the forefront of development, with the aim of leading specialised areas in strategic international markets.

TO PROMOTE

the international presence and recognition of Cantabria's maritime sector.

TO SECURE

greater involvement from companies, member entities, organisations, universities and public and private technology, research and training centres in research and knowledge-transfer processes in order to obtain the advantages and benefits arising from the implementation of innovative projects in the maritime and shipbuilding sector.

TO COMMUNICATE AND RAISE

awareness of the importance of the sector to our society and economy.

TO PROMOTE AND FACILITATE

the training of professionals in the maritime and shipbuilding sector, equipping them with cutting-edge technological skills that are also applicable to other sectors and markets.

TO CREATE

skilled employment, from vocational training roles through to engineering positions.

TO PROMOTE

the implementation of the key technologies of the future in manufacturing and services within a digital framework.

TO MONITOR

the national and international maritime and shipbuilding market in order to identify the sector's challenges, trends and outlook and to inform Cluster members of short- and medium-term developments that will help define a joint strategy for action.

TO FOSTER AND PROMOTE

communication and the exchange of knowledge among members and across the various sectors and activities within the Cluster, with the aim of encouraging debate, cooperation and collaboration on projects and generating synergies.

TO IDENTIFY

the general and cross-sector interests of the maritime sectors and Cluster members, as well as the value-creation levers and actions required to address the sector's challenges, promoting and defending those interests in the various regional, national and international public and private forums, without prejudice to the individual interests of the different members.



2 STRATEGIC PILLARS

MarCA CLUSTER

The strategic pillars form the foundation of MarCA and outline the core guidelines for achieving its objectives.

The priority pillars of the MarCA Cluster are as follows:

| | |
|---|--|
| 1 | AXE Competitiveness, Resilience and Growth |
| 2 | AXE Public-Private Collaboration and Strategic Sectors |
| 3 | AXE New Models and Customer Experience |
| 4 | AXE Global Markets and Alliances |
| 5 | AXE Funding and Sustainability |
| 6 | AXE Digitalisation |
| 7 | AXE Talent |

| | |
|----|--|
| 8 | AXE Innovation and Technology |
| 9 | AXE Communication, Culture and Social Responsibility |
| 10 | EJE Ecological Transition and Protection of the Marine Environment |








Thanks to the close collaboration among Cluster members and the momentum generated by the defined strategic pillars, it is envisaged that each member will contribute to and, in turn, benefit from the various value propositions arising from the synergies created by mutual knowledge and cooperation.

The main expected benefits include technological development and innovation, the creation of new products of interest to the shipbuilding sector, an increase in market share and access to new business opportunities, both nationally and internationally. In addition, the aim is to encourage the implementation of R&D&I projects focused on transforming the shipbuilding sector, as well as to promote internationalisation, improve competitiveness, strengthen the sector's presence in society, and move towards greater environmental sustainability.

2 MEMBERS MarCA CLUSTER

Since its founding in 2017 with just seven founding members, the MarCA Cluster has experienced steady growth, consolidating its position as a benchmark for the maritime sector in the region. The organisation now comprises 46 member entities, reflecting its strong capacity to attract companies and foster collaboration across the Blue Economy.

Thanks to the diversity of its membership, spanning sectors such as industry, logistics, tourism, and marine sports, MarCA has established itself as the leading representative body for the maritime sector in Cantabria. Its development and continued expansion have also earned it recognition as one of the most prominent regional clusters in Spain in the field of the blue economy.

| Shipbuilding | Technical offices, inspection and certification | | |
|---|---|--|---|
|  |  |  |  |
| ASTANDER | BUREAU VERITAS | DNV GL | EUROCONTROL |
| Transport | | | |
|  |  |  |  |
| ALFINTER FORWARDING | BERGÉ MARITIME | BOLUDA LINES | BRITTANY FERRIES |
|  |  |  |  |
| ERHARDT | GRUPO PÉREZ Y CÍA | MODESTO PIÑEIRO | TKV |

Training and R&D



CTC TECHNOLOGY CENTRE



IH CANTABRIA FOUNDATION



UNIVERSITY OF CANTABRIA



EUROPEAN UNIVERSITY OF THE ATLANTIC

Institutions



AUTORIDAD PORTUARIA DE SANTANDER



COLEGIO DE INGENIEROS DE CAMINOS, CANALES Y PUERTOS DE CANTABRIA



COLEGIO OFICIAL DE INGENIEROS NAVALES



SODERCAN

Engineering, outsourcing and HR



GRUPO YSONDOS

Consultancy, legal advisory and services



INGECONSUL



VELASCO & CO ABOGADOS

Recreational boating



SANTANDER SAILING CLUB

Marine sports



CLUB OBSESSION A2

Canning industry



GRUPO CONSORCIO

Circular Economy



FUNDACIÓN BLUE POINT

Ancillary Industry



ATECSOL



CASUBO
PROPELLERS



CAYMO



DEGIMA



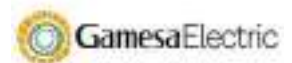
ENWESA



ESTUDIO DE
FLUIDOS



FCT



GAMESA ELECTRIC



GRUPO AMPER



GRUPO FAED



GRUPO
FERNÁNDEZ JOVÉ



GRUPO GOF



GRUPO GOMUR



JC NAVALIPS



MADEMAN



REINOSA FORGINGS
& CASTING



SAJA INDYNA



SILECMAR



VILA
ELECTROQUÍMICA

2 INTERNAL ACTIVITY

MarCA CLUSTER

January

- Executive Committee
- Meeting with Victoria to expand the communication service

February

- Meeting with the Association of Friends of the Royal Artillery Factory of La Cavada
- National Maritime Congress
- Ordinary General Meeting
- Meeting of the Nautical Tourism Working Group with the Port of Santander to advance the Nautical Tourism Promotion Plan

March

- Meeting with MCValnera (SODERCAN)
- Signing of the collaboration agreement with the Association of Friends of the Royal Artillery Factory of La Cavada
- Presentation of the Plan for the Promotion of Nautical Sports Tourism
- Attendance at World Maritime Week (Bilbao)
- Talk by Brittany Ferries at CP Miguel Bravo - La Salle תרגומ the school sustainability competition
- Attendance at the International Congress of Naval Engineers (Gijón)
- Signing of the collaboration agreement with the Real Asociación Machichaco

- Talk by IH at CEIP Los Puentes as part of the school sustainability competition

April

- Meeting of the Cantabria Hydrogen Platform
- Visit by CC Torrevelo to IH as part of the school sustainability competition
- Conference entitled "Workplace Absenteeism: Analysis of the Current Situation", organised by MarCA

May

- Members' visit to the La Cavada Artillery Museum
- Executive Committee
- Meeting of the Blue Economy National Commission of CEOE-CEPYME Cantabria
- Visit by CP Miguel Bravo to IH as part of the school sustainability competition
- Meeting with the Regional Ministry of Culture, Tourism and Sport
- Participation in the conference "España en azul" (Canary Islands Maritime Cluster)
- Visit by the Mujer y Talento Association to ASTANDER for Women's Day in the Maritime Sector
- Meeting with Textil Santanderina to offer sponsorship of the school competition and explore possible synergies

- Participation in European Maritime Day (Cork) with a shared stand together with Fundación Blue Point and Asociación Navigatio
- Inter-cluster event “El talento no se fuga”
- Participation in the event “Cantabria rema hacia el futuro” (ObsessionA2)
- Participation in the 2nd Industrial Innovation Forum for the Maritime Sector (SOERMAR)
- Meeting of the jury of the school sustainability competition

June

- Executive Committee
- Prize-giving ceremony for the school competition “How do you imagine the ocean in 2050?”
- Signing of the collaboration agreement with Asociación Navigatio
- Ordinary General Meeting
- Members' visit to the Maritime Terminal – Cabo Machichaco Exhibition
- Collaboration in Borja Ortiz's paddle surf crossing (Bilbao-Santander)

July

- Meeting with the Regional Ministry of Culture, Tourism and Sport

August

- Signing of the collaboration agreement with the Regional Ministry of Education, Vocational Training and Universities

September

- Executive Committee
- Participation in Navalia Meeting - Blue Zone Forum 2025 (Cádiz)

October

- Participation in the conference “The Industrial Ecosystem of Cantabria in 2030: Challenges” (Colegio de Economistas de Cantabria)
- 2nd Blue Economy Conference: Tourism, Sport and Talent Development in the Maritime Sector, organised by MarCA
- Blue Expedition Festival (Sodercan): participation in a round table and reading of the manifesto
- Meeting with the Director General for Universities

November

- Participation with a stand at Maritime Blue Growth (MBG)
- 7th Blue Industry Award ceremony
- Meeting of Fundación SEAQUAL
- Meeting with Asociación Navigatio

December

- Meeting with the Rector of the University of Cantabria
- Meeting of Foro Innovación Cantabria

3 INTRODUCTION ACTIVITY

2025 was marked by a busy and diverse agenda that strengthened the position of the Maritime Cluster of Cantabria as a driving force behind the regional Blue Economy. This financial year focused on showcasing water sports as a strategic asset for the region, following a 2024 dedicated to promoting recreational boating.

In March, one of the Cluster's working groups presented the Plan for the Promotion of Nautical Sports Tourism. It sets out more than 20 proposals, aimed, from a sustainable tourism perspective, at attracting enthusiasts of disciplines such as surfing, sailing, rowing, diving, lifesaving and fishing, among others.

The Cluster's activity in 2025 also focused on cross-cutting challenges affecting the wider Cantabrian business community. In April, MarCA organised a dedicated conference to analyse the impact of workplace absenteeism on companies in the region, creating a forum for reflection and discussion alongside experts and business representatives. Likewise, in May, the inter-cluster group devoted to training and talent attraction held a meeting to exchange best practices across different productive sectors. MarCA played a prominent role as coordinator of this group, which brings together all of Cantabria's clusters.

The Cluster's commitment to outreach and awareness-raising was once again reflected in June with the third edition of the school competition "*How Do You Imagine the Ocean?*",

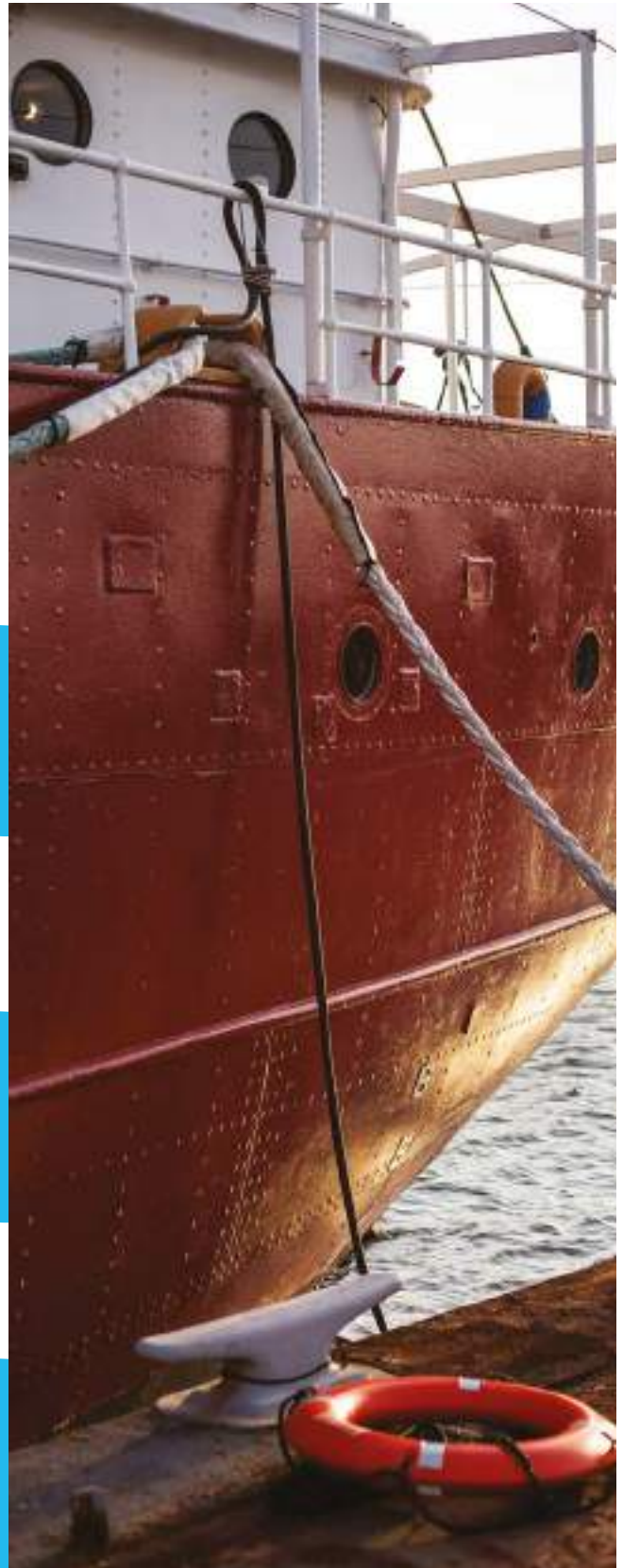
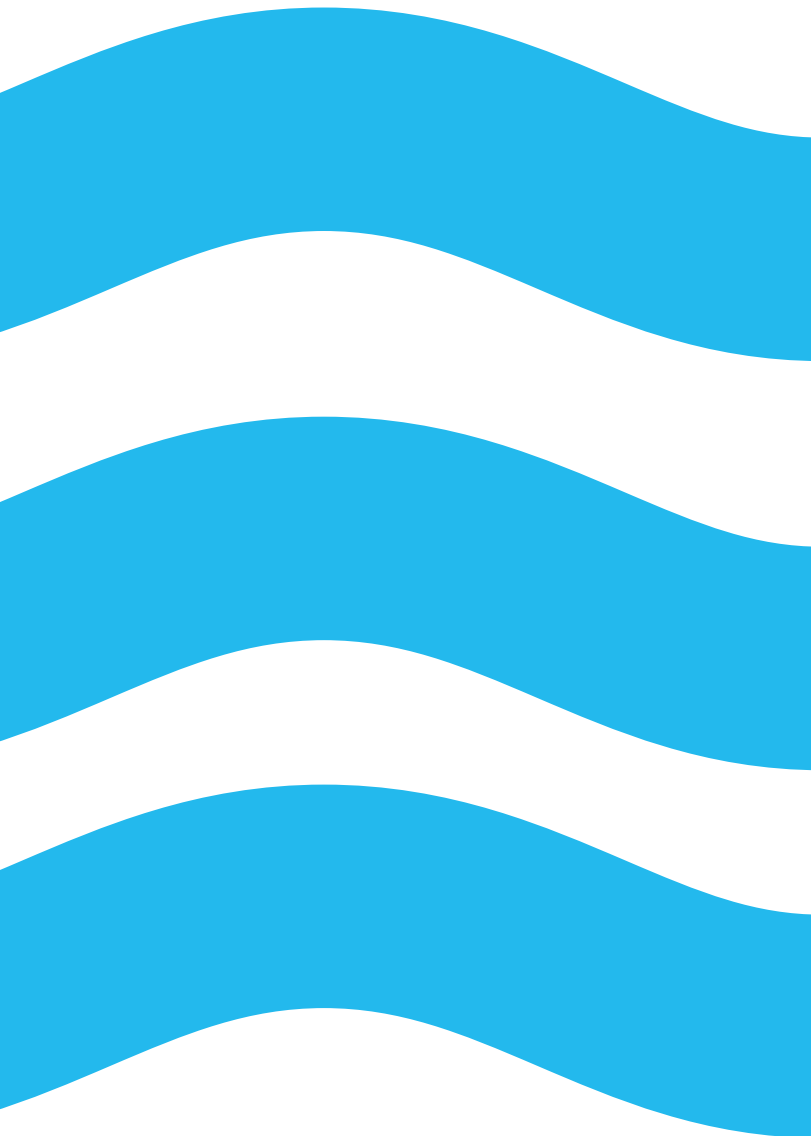
an initiative that is now firmly established and brings the Blue Economy and marine sustainability closer to younger generations.

In October, the second edition of the Blue Economy Conference took place, this time focusing on reflection on Cantabria's tourism potential. The program included presentations and roundtable discussions on the potential for cruise tourism, recreational boating, and water sports to generate economic value for the region. At the same time, it did not overlook the growing need for blue talent, which was addressed in a thematic block featuring experts from various maritime activities.

The 2025 events calendar concluded with the 7th Blue Industry Award, which was presented to Tony Fernández Jove in recognition of his professional career and of his company's contribution to industrial development linked to the maritime sphere. This was complemented by the Cluster's participation as a speaker at numerous events organised by other entities, including the conference "España en azul", organised by the Canary Islands Maritime Cluster, and the 2nd Industrial Innovation Forum for the Maritime Sector, organised by SOERMAR, among many others.

At the same time, MarCA strengthened its external profile by taking part in leading trade fairs and conferences. It attended Maritime Blue Growth, an important conference in the field of the Circular Blue Economy held in Cádiz, where

it had its own stand at the service of its members. It was also present at European Maritime Day, held in Cork, with a shared stand alongside Fundación Blue Point and Asociación Navigatio. Overall, 2025 was a year of consolidation and outreach for MarCA, characterised by a clear commitment to diversifying activities, cross-sector collaboration and external projection, further strengthening its role as a benchmark platform for the sustainable development of Cantabria's Blue Economy.



PARTICIPATION 3 IN TECHNICAL ACTIVITY EVENTS

12-13 FEB **National Maritime Congress**

Spain needs a Ministry of the Sea to coordinate the national maritime sector and ensure more efficient and coherent management of maritime and port resources. This was the main conclusion of the 6th National Maritime Congress, attended by experts from across the country and at which Cantabria was represented by several members of the MarCA Cluster.

Key issues such as environmental regulation were also discussed. In connection with this matter, speakers highlighted the importance of implementing economic measures to support the sector's decarbonisation, as well as the risks associated with the application of the Emissions Trading System (ETS).

15 MAY **'España en azul' Conference**

Organised by the Canary Islands Maritime Cluster, this event brought together experts from across the country to address the present and future opportunities of the various subsectors of the Blue Economy, from renewable energy to tourism, fisheries and the shipbuilding industry. Indeed, in the framework of this event, more than a dozen organisations, including MarCA, signed the manifesto calling for a National Blue Economy Strategy.

Representing Cantabria, MarCA's Secretary, Beatriz Sancristóbal, took part in the round table "Transport and Logistics: Ports and Port Services and Maritime Transport". She argued that innovation must be understood as an ally in transforming operating models, governance, and cross-sector collaboration in the face of structural challenges, such as decarbonisation, port congestion, increased supply chain volatility, and tightening regulatory frameworks.

28 MAY **'Cantabria Rows Towards the Future' Event**

The big-wave surfing championship, "La Vaca Gigante," organised by Club ObsessionA2, a MarCA member, was recognised as a climate-neutral event after obtaining official United Nations certification for fully offsetting its carbon footprint. This milestone positions Cantabria as a sustainability benchmark in sport.

This was announced at the forum "Cantabria Rows Towards the Future", organised by Club ObsessionA2 and Santander City Council, which included the participation of MarCA Cluster Vice-President David González in a round table discussion on Cantabria's role as a sustainability laboratory for major events.

28 MAY **2nd Industrial Innovation Forum for the Maritime Sector**

MarCA's chairman, Juan Luis Sánchez, took part in this event, organised by Interempresas and SOERMAR, as moderator of a round table analysing the use of artificial intelligence and digitalisation in the maritime and shipbuilding industries. The discussion focused on the key role of predictive maintenance, digital twins, and optimised ship designs in achieving greater energy efficiency.

With the aim of advancing towards a more digital and sustainable Blue Economy, the event brought together more than 200 professionals and institutions.

24-26 SEP **Navalia Meeting - Blue Zone Forum 2025**

The ability of companies in the maritime sector to attract and retain talent was the central focus of the contribution made by José Antonio Ibáñez, a member of the Executive Committee of the MarCA Cluster, in one of the round tables forming part of the block, "Spanish Shipbuilding from a Regional Perspective: The View of Regional Clusters and Associations". In this context, the MarCA representative highlighted the role of clusters as essential platforms for collaboration.

He also stressed the need to create quality employment opportunities so that younger generations perceive the Blue Economy as an attractive field of work, an essential condition for guaranteeing the sector's long-term sustainability. He also warned of the, at times, excessive regulation in labour and recruitment matters that hinders the incorporation of workers into the labour market.

3 OCT **Conference 'The Industrial Ecosystem of Cantabria in 2030: Challenges'**

Talent shortages, the loss of skilled people, high levels of workplace absenteeism, a lack of industrial land, and an administrative system that hinders access to grants are all factors holding back the growth of Cantabrian industry, a sector whose share of regional GDP has declined in recent years in favour of the services sector.

This was one of the main conclusions of the conference, organised by the Association of Economists of Cantabria. MarCA's chairman took part in the panel "Talent, Innovation and Industrial Culture", where he highlighted the strategic role of the Blue Economy, a sector which, he stated, faces a decisive decade in establishing itself as a sustainable and technologically advanced economic driver.

16-19 OCT **Blue Expedition Festival**

The growing pollution from plastics threatens the biodiversity of seas and oceans, as well as the health of coastal ecosystems and the economies linked to them. In response to this situation, MarCA regularly participates in awareness-raising and prevention campaigns, such as the "Blue Expedition". This programme forms part of the European Blue Point project, in which the Government of Cantabria, through SODERCAN, is working to recover marine plastic and create a new value chain around it.

MarCA's chairman took part in the roundtable "Preventive Challenges in Response to Plastic Pollution in the Oceans", where he outlined the actions promoted by the Cluster in this field, including the school competition "How Do You Imagine the Ocean in 2050?" He was also one of those responsible for reading out the "Blue Ambassadors Commitment", a network of key stakeholders committed to protecting the sea.

3 ATTENDANCE AT TRADE FAIRS AND CONFERENCES ACTIVITY



21-23 MAY European Maritime Day

The European Maritime Day, organised by the European Commission, was held in 2025 in the Irish city of Cork and brought together more than 1,000 participants, including institutions, companies, organisations, and experts in the Blue Economy.

MarCA took part in the stand led by Asociación Navigatio and Fundación Blue Point, both linked to the Cluster. This space showcased the rich cultural heritage linked to the sea that defines Cantabria's identity and its people.



11-13 NOV Maritime Blue Growth (MBG)

Promoting the capabilities of Cantabria's maritime sector and fostering alliances between its members and other public and private bodies are priority objectives for the MarCA Cluster. In line with this approach, it took part in the second edition of Maritime Blue Growth (MBG), an event already established as a European benchmark among specialised gatherings focused on the Circular Blue Economy.

In addition to a programme of round tables and open discussions with highly respected professionals from the sector, MBG featured permanent networking areas, with the Cluster having its own stand at the service of its members.

EVENTS ORGANISED BY MarCA

8 MAR Presentation of the Plan for the Promotion of Nautical Sports Tourism

The presentation event

The Plan for the Promotion of Nautical Sports Tourism, presented on 8 March at the Real Club de Regatas de Santander, aims to position Cantabria as a leading destination for surfing, sailing, diving and fishing, among other disciplines. "In recent months, MarCA has been focusing a large part of its efforts on promoting blue tourism in Cantabria from a sustainable development perspective, harnessing the potential of our coastline to generate economic value," said the Cluster's chairman, Juan Luis Sánchez.

The document was prepared by a multidisciplinary working group made up of experts in tourism and sport, coordinated by MarCA and led by Pedro García Rivas, CEO of Club Obsession A2 and promoter of the "La Vaca Gigante" big-wave surfing championship. During the presentation, García explained the analysis conducted over several months by the team to identify the strengths, weaknesses, threats, and opportunities of nautical sports tourism in Cantabria. Based on that, they created a needs guide and an action plan, which they presented at the event. "We are seeking to generate synergies between public authorities, businesses and athletes in order to promote high-quality,

sustainable tourism linked to nautical sports," he stated.

The report

Among the main shortcomings identified, the report points to the lack of specialised information points, the shortage of adequate infrastructure and the limited administrative coordination in the processing of permits and documentation. By contrast, Cantabria enjoys year-round intense sporting activity, privileged natural resources and international recognition for its events and athletes.

The document proposes 24 specific measures to tackle these challenges, such as establishing a centralised hub for managing permits and administrative procedures related to nautical events and activities, introducing information points in each municipality to provide visitors with easier access to information on experiences



and services, and constructing a multi-purpose building with offices, changing rooms, and flexible-use spaces. It also reiterates the advantages of having a mobile application that integrates real-time meteorological and maritime information, is linked to the maritime rescue app, and also offers leisure and dining options. MarCA had already included this proposal in the 2024 plan focused on recreational boating.

One of the project's fundamental pillars is the link between sports tourism and sustainability, ensuring the preservation of the Cantabrian marine ecosystem and the well-being of residents. It also seeks to reduce tourism seasonality by taking advantage of the longer summers experienced recently, thereby helping to spread visitor flows across the twelve months of the year and avoid the overcrowding that could arise if tourism were concentrated solely in the summer season.

The plan aims to attract tourism in a conscious, environmentally responsible manner by promoting environmental awareness projects and programmes that support recycling and the conservation of the marine environment.



29 APR **Conference 'Workplace Absenteeism: Analysis of the Current Situation'**

The data

By the end of 2024, the workplace absenteeism rate in Cantabria had reached 7.8%, more than 1 percentage point above the national average of 6.7%, according to the Absenteeism Report for the Fourth Quarter of 2024 prepared by Randstad Research. Against this backdrop of growing concern among the regional business community, the MarCA Cluster held a conference to address the issue in collaboration with Grupo Ysondos, the coordinator of its working group on workplace absenteeism.

"It is a problem that directly affects companies' productivity and competitiveness, and the solution must be addressed through an agreement involving businesses, mutual insurance providers, regional governments, the national government and business and trade union organisations", said Juan Luis Sánchez, Chairman of the Cluster.

Psychosocial-related sick leave has increased significantly in the region in recent years, particularly among younger workers. Furthermore, AMAT data reveals that just 8% of workers account for 50% of sick leave cases, indicating a high recurrence rate. José Antonio Ibáñez, CEO of Grupo Ysondos, highlighted the importance of promoting this type of event. "At a time when companies need committed teams and stable structures more than ever, understanding this phenomenon and addressing it rigorously is a management responsibility," he said.

Speakers

The keynotespeaker at the event was Jordi Estallo, Director of Key Accounts at Mutua Universal. He presented the comprehensive absenteeism management model that this mutual insurance

provider offers to its more than 160,000 member companies and 1.7 million covered workers. Estallo stressed that “managing workplace absenteeism is complex and requires a detailed analysis of its indicators, types and causes in order to understand the situation within each organisation and act effectively”.

The event also included a presentation by Miriam Judit Gómez, Lecturer in Labour Law and Social Security Law at the University of Cantabria (UC) and a member of the Cantabria Prevention Chair, who shared the university’s main lines of research on workplace absenteeism. “In addition to physical factors, one of the causes of absenteeism that has been increasing exponentially in recent years is mental health issues,” she noted. In this regard, “the Chair devotes a significant part of its work to research into the prevention of psychosocial risks, which have an impact not only on workers’ safety but also on workplace organisation and productivity”, she added.



28 MAY Inter-cluster Conference ‘Talent Doesn’t Leave

The event

The conference, held at the Bisalia Building at PCTCAN, was organised by the inter-cluster talent group, in which SODERCAN, the Nuclear Industry Cluster in Cantabria (CINC), the Group of Regional Automotive Initiatives of Cantabria (GIRA), the Sea of Innovation Cantabria Cluster, the Tera Cluster – Cantabria Association of Information and Communication Technologies, the Fire Behaviour and Research Cluster (CIF) and the Defence Industry Cluster (CID) all participate under the coordination of the Maritime Cluster of Cantabria (MarCA).

The event opened with a keynote address by Sandra Gómez, area manager of Adecco’s Northern Region, who offered an expert perspective on human resources management and shared key recommendations to foster a sense of belonging among employees and reduce staff turnover.

The second part of the conference encouraged participation through a roundtable discussion moderated by Celia Monsalve, manager of GIRA, with Daniel Arceo, operations director at Incentro; José Antonio Ibáñez, CEO of Grupo Ysondos; Antonio Ruiz, HR director at Ecrimesa; and Diego Tuccillo, CEO of Deduce Data Solutions. All of them shared their experiences and best practices, showing that, although they come from very different sectors, they have



faced similar challenges and found solutions applicable to different business contexts.

During the event, Olga Dasgoas, a representative of MarCA and the coordinator of the working group that organised the conference, conducted a survey among attendees to identify the main barriers to recruitment processes and determine the most commonly used channels. The results provided a valuable snapshot of the current situation, which will serve as a basis for guiding the group's future actions.

At the close of the event, all attendees participated in a networking session, during which they continued exchanging views and reflecting on the conference's central theme. Overall, the initiative highlighted the essential role of collaboration as a strategic means of addressing labour market challenges and, in doing so, building a more competitive business environment.

Conclusions

Attracting and retaining talent has become a cross-cutting challenge for most companies, regardless of sector. The difficulty of attracting qualified professionals and reducing staff turnover has highlighted the need to review people-management models and position talent as a strategic factor in business competitiveness. Against this backdrop, organisations are embracing comprehensive strategies that go beyond remuneration, based on an attractive employee value proposition. Aspects such as flexibility and work-life balance, as well as opportunities for professional development and continuous training, have been identified as key factors in strengthening employee commitment and retention.

Finally, the importance of fostering closer and more participatory organisational cultures was highlighted, in which fluid communication with management teams and recognition of internal talent strengthen employees' sense of belonging.

12 JUN

Prize-giving Ceremony for the 3rd School Competition 'How Do You Imagine the Ocean in 2050?'

The competition

One of the Cluster's priority objectives is to raise social and business awareness of the importance of protecting the marine ecosystem. With this mission in mind, MarCA recognised the importance of engaging with the youth in the region to encourage them to share their perspectives on maritime sustainability and the future of our oceans.

"How Do You Imagine the Ocean in 2050?" is a school competition aimed at pupils in Cantabria in the final cycle of primary education and all years of secondary education. The competition aims to bring younger generations closer to the maritime sphere and foster their interest in, and awareness of, environmental sustainability in seas and oceans.

Working in groups, students are required to create an artistic project reflecting their perspective on what the ocean will look like in 2050. This reflection is also intended to serve as an added contribution to today's adult generation, who are in a position to propose strategies to improve the future that younger people will inherit.

Third edition

Almost one hundred pupils from six schools in Cantabria took part in the third edition of the school competition "How Do You Imagine the Ocean in 2050?", organised by the Maritime Cluster of Cantabria (MarCA) and the Regional Ministry of Education, Vocational Training and Universities, with the collaboration this year of Fundación SEAQUAL.

"It is very rewarding to see the level of involvement shown by young people in this competition, creating sculptures which, beyond their creative dimension, also involve research

and deep reflection on the marine environment,” said MarCA’s chairman, Juan Luis Sánchez, during the prize-giving ceremony, held at the School of Nautical Studies of the University of Cantabria. “At the Cluster, we strive to bring the Blue Economy into the classroom through various initiatives, because the future of the sector lies in schools now, and it is important that young people understand its scope at every level: economic, social and environmental,” the chairman concluded.



Prize winners

In the *Grumete* category, the first prize went to the project “A Blue School for the Blue Economy”, by CEIP Marina de Cudeyo. The work presents two contrasting visions of the ocean: one hopeful, with a clean sea full of life and harmony, and the other bleak, with an ocean polluted by plastic and devoid of life. Second prize in this category went to “Maritime Project” by CEIP Los Puentes, while the special mention was awarded to “Limpiamares” from the same school.

In the *Cadete* category, the first prize went to “The Ocean in Your Hands”, a sculpture of two hands holding a wave, conveying the idea that the future of the oceans depends on human decisions. Second prize went to Miguel Bravo, La Salle School, for “A Map for the World”, while the special mention was awarded to the project “Escafandrat”.

14 OCT 2nd Blue Economy Conference: Tourism, Sport and Talent Development in the Maritime Sector

The event

Following a first edition focused on the shipbuilding industry and the decarbonisation of maritime transport, the Maritime Cluster of Cantabria – MarCA – held the 2nd Blue Economy Conference, focusing on sea-related tourism activities and talent attraction as drivers of growth for the sector. The event, organised in collaboration with the Regional Ministry of Culture, Tourism and Sport, took place on 14 October at the Palacio de Festivales de Cantabria.

“The sea is an inexhaustible source of opportunities, and we have a responsibility to harness them sustainably so that the blue sector and the region’s economy can continue to prosper,” said MarCA’s chairman, Juan Luis Sánchez.

Programme and speakers

The programme opened with a round table on recreational boating, moderated by Sergio López, Director of Club Náutico de Santander and President of Proa Avante. Participants



included Federico Fernández-Trapa, Northern Region Delegate of the National Association of Nautical Companies (ANEN); Tomás Azcárate, President of the Spanish Federation of Marinas Associations (FEAPDT); Rafael Bustamante, Cantabria Delegate of the Royal Spanish Assembly of Yacht Captains (RAECY); and David Muñoz, President of Marina del Cantábrico, who analysed the current state of the sector and its growth prospects.

This was followed by a keynote address on cruise tourism delivered by Marta Alonso. The cruise manager of Grupo Pérez y Cía examined the evolution of this segment and its impact on coastal destinations.

After a networking break, a round table on nautical sports was held, moderated by Eduardo Pesquera, director of the digital news outlet Ifomo. Participants included Vini dos Santos, a Brazilian big-wave surfer; Saúl Peña, an elite rower; María Rodríguez, an elite athlete in lifesaving and rescue; Tirso Benavides, an elite surfer; and Jan Abascal, an elite sailor, who shared their experience and reflected on the role of sport as a driving force within the Blue Economy.

The conference continued with a round table on blue talent, moderated by Marta Díaz Barrera, marine sustainability adviser and Blue Economy ambassador. Participants included Federico Fernández-Trapa, Secretary General of Educación Azul; Eduardo Sanfilippo, Director of Marketing, Communications and Innovation at Grupo Consorcio; Manuel Martínez, Director of the Cátedra de la Mar at Camilo José Cela University; and Iñigo Doria, President of Fundación Blue Point. The experts discussed training, innovation and the need to attract and retain talent in the maritime sector.

The event was closed by Javier García, Second Deputy Mayor and Councillor for the Economy at Santander City Council, and Luis Venancio Martínez, Regional Minister for Culture, Tourism and Sport of the Government of Cantabria.



The conference concluded with a networking reception that encouraged the exchange of ideas and the generation of new synergies.

Conclusions

Recreational boating in Cantabria has enormous growth potential thanks to increasingly favourable climatic conditions. Longer summers and milder winters make it possible to enjoy boating almost year-round, thereby extending the tourist season and associated economic activity.

The same applies to marine sports. Cantabria offers ideal conditions for surfing, rowing, sailing, diving and recreational fishing, among other disciplines. With more than 250 kilometres of coastline, the region is consolidating its position as a privileged destination where enthusiasts and visitors can enjoy nautical experiences year-round.

Cruise tourism is another booming sector that also boosts trade, hospitality, and the region's cultural offerings. However, to take full advantage of the opportunities presented by a rapidly growing Blue Economy, it is necessary to train professionals across virtually all maritime activities, from the most traditional industries to those responsible for sports schools.



26 NOV 7th Blue Industry Award

Spirit of the Award

The Maritime Cluster of Cantabria – MarCA held the 7th edition of the Blue Industry Award, an initiative aimed at promoting and giving visibility to the region's maritime sector through its most outstanding representatives. This distinction, which falls within the Cluster's strategic pillar of Communication and Society, was created in 2019 with the aim of becoming a benchmark recognition within the business sphere of the blue sector.

Beyond recognising achievement, the Blue Industry Award seeks to project Cantabria's Blue Economy beyond the region's borders. It also aims to raise public awareness of the importance of this sector and to highlight its contribution through the careers and achievements of the award winners.

The award recognises an individual whose effort, determination and commitment have been key to the development and strengthening of the maritime industry in Cantabria. Its purpose is to recognise career paths that have contributed to improving the sector's competitiveness, visibility and international expansion. Any maritime professional or representative, regardless of their origin, is eligible for the award. Each year, cluster members are invited to submit nominations, from which the executive committee selects up to five finalists for evaluation by the jury.

The winner receives an honorary distinction together with a commemorative trophy designed specifically for each edition. This lighthouse-shaped trophy symbolises the Cluster's corporate identity and its commitment to the growth and projection of Cantabria's maritime industry.

Award Ceremony

In recognition of his outstanding business career and his contribution to the growth and internationalisation of the region's maritime and industrial sector, the Maritime Cluster of Cantabria – MarCA – awarded the 7th Blue Industry Award to Tony Fernández Jove, Managing Director of Grupo Fernández Jove.

Under Tony's leadership, the company has established itself as a benchmark in sectors as diverse as shipbuilding, civil engineering, offshore, telecommunications, oil and gas, and rail. "His track record shows that it is possible to grow, innovate and open up to the world without compromising our commitment to this region," said the chairman of the Cantabrian Maritime Cluster.

The award winner emphasised the positive momentum currently driving the blue industry. "The sector is strong, and this is something we must seize. All of us here can contribute to making Cantabria an international benchmark in the shipbuilding sector, with a more competitive and sustainable industry," he concluded.

The award was presented by Eduardo Arasti, Regional Minister for Industry, Employment, Innovation and Trade of the Government of Cantabria, who highlighted Grupo Fernández Jove's ability to "read the times, anticipate change and turn challenges into opportunities". As the Minister noted, its managing director "belongs to a generation of entrepreneurs who show that our region can compete, grow and lead".



4 EXECUTIVE COMMUNICATION SUMMARY

In 2025, the Cantabria Maritime Cluster took a further step toward consolidating communication as a strategic tool to strengthen the positioning of Cantabria's Blue Economy. Over the past year, it has focused its efforts on projecting a broader and more diverse image of the regional maritime sector, focusing not only on industry but also on nautical sports tourism, talent and the major debates affecting business competitiveness.

Among the main communications milestones of the year were the presentation of the Plan for the Promotion of Nautical Sports Tourism, the 2nd Blue Economy Conference, the prize-giving ceremony for the 3rd school competition, "*How Do You Imagine the Ocean in 2050?*" and the 7th Blue Industry Award, presented this year to Tony Fernández Jove. These were complemented by initiatives such as the conference on workplace absenteeism held in April and the inter-cluster meeting on training and talent attraction, coordinated by MarCA, which broadened the scope of its public activity.

The Cluster's activities received coverage in leading Cantabrian media outlets such as El Diario Montañés, El Faradio and Ifomo, as well as in specialist business publications including Cantabria Económica and Cantabria Negocios. It also featured in numerous national digital publications specialising in maritime affairs, notably Naucher Global, Interempresas, El Canal Marítimo y Logístico and Infopuertos, among others.

In addition, some members of MarCA were interviewed on regional radiostations, an excellent channel for conveying to the wider public the key messages linked to the development of the Blue Economy. The Cluster's chairman, Juan Luis Sánchez, once again contributed an opinion piece to the Spanish Maritime Yearbook, consolidating a long-standing collaboration that helps position Cantabria's strategic vision within the national maritime debate.

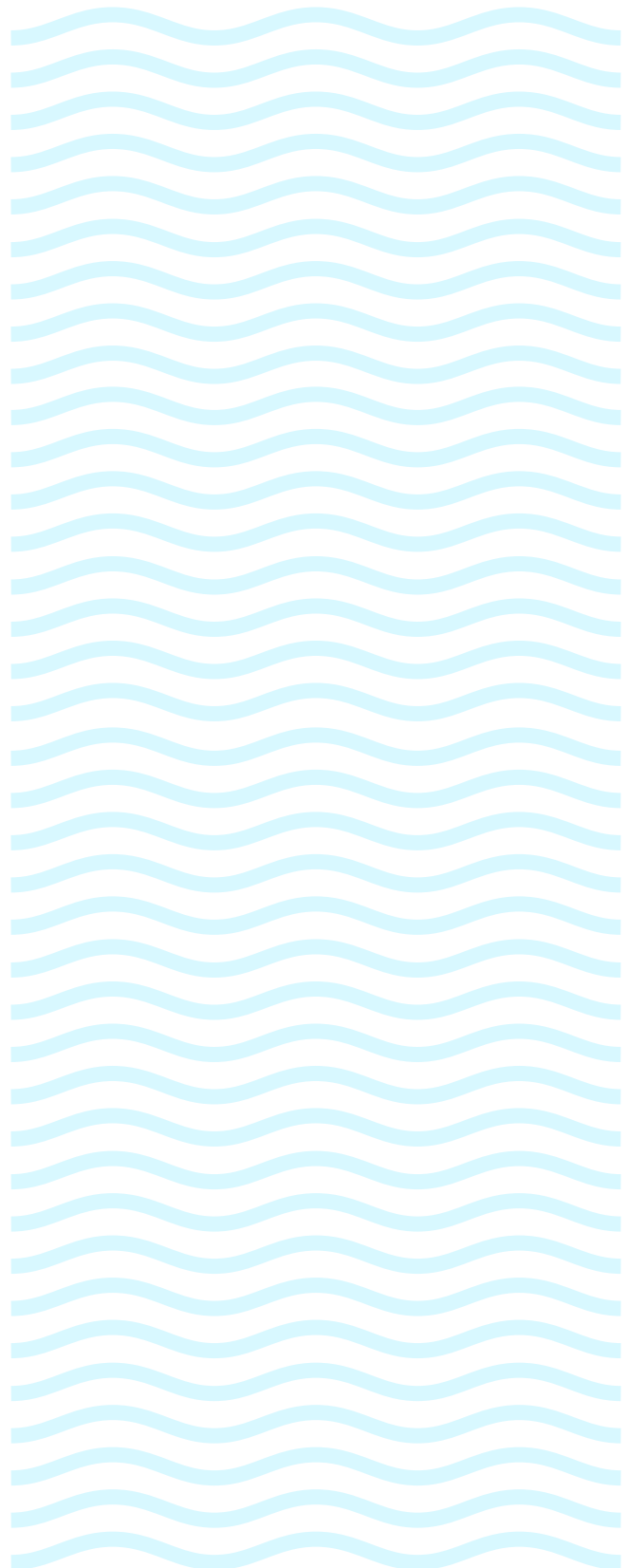
The Cluster's own channels also continued to gain prominence as tools for direct engagement with members and stakeholders. The corporate website and LinkedIn profile recorded sustained growth in both publications and interaction. The YouTube channel, meanwhile, continues to expand its audiovisual content, with short pieces featuring member companies and sector representatives, a format that facilitates dissemination through social media. The launch of a quarterly newsletter has also enabled members and other close contacts to gain a broader understanding of the Cluster's activities. Projection beyond the region's borders also carried significant weight, particularly through participation in Maritime Blue Growth, held in Cádiz, a leading conference in the field of the Circular Blue Economy. MarCA was also present at European Maritime Day, held in Cork, with a stand shared with Fundación Blue Point and Navigatio. These forums enabled strengthening alliances, exploring new opportunities for collaboration, and showcasing the potential of Cantabrian companies in a European context.

The Cluster's institutional representation also extended to events organised by other bodies, such as the "España en azul" initiative of the Canary Islands Maritime Cluster and the 2nd Industrial Innovation Forum for the Maritime Sector promoted by SOERMAR, where MarCA participated as a speaker.

At the same time, the Board maintained a constant schedule of meetings with public authorities and private entities. Particularly noteworthy in this regard were the meetings with the Regional Ministry of Culture, Tourism and Sport, the signing of the collaboration agreement with the Regional Ministry of Education, Vocational Training and Universities, and the meeting with Textil Santanderina, which opened up several avenues for collaboration, including sponsorship of the school sustainability competition through Fundación SEAQUAL.

This relationship-building work was complemented by awareness-raising initiatives, such as the 3rd edition of the school competition which brings the Blue Economy closer to younger generations and encourages reflection on the sustainable future of the seas.

Overall, 2025 was a year in which communication carried greater weight than in previous years. MarCA's growing presence in the media, speciality forums and events reaffirms its role as a benchmark platform for the sustainable development of Cantabria's maritime sector.



4 KEY MEDIA COMMUNICATION HIGHLIGHTS

- 16.01** Several members of the MarCA Cluster take part in the 1st Naval Sector Employment Fair organised by Astander.
- 21.02** “Cantabria needs a strategy to boost the Blue Economy”.
- 26.02** Several members of the MarCA Cluster attend the National Maritime Congress.
- 18.03** 18.03 The MarCA Cluster and the Santander Port Authority collaborate to promote recreational boating in Cantabria.
- 19.03** The MarCA Cluster sets out more than twenty proposals to attract nautical sports enthusiasts.
- 30.04** The MarCA Cluster and Grupo Ysondos held a conference to analyse the impact of workplace absenteeism on businesses in Cantabria.
- 13.05** The MarCA Cluster and the Association of Friends of the Royal Artillery Factory of La Cavada sign a collaboration agreement.
- 19.05** Cantabria showcases its potential at European Maritime Day in Cork.
- 20.05** The Government of Cantabria and the MarCA Cluster collaborate to promote nautical sports as a tourism asset.
- 28.05** Cantabria’s clusters organise a conference to share strategies for attracting and retaining talent.
- 02.06** MarCA joins the Manifesto for a National Blue Economy Strategy, signed by a dozen organisations in the maritime sector.
- 13.06** The MarCA Cluster, the Regional Ministry of Education and Fundación SEAQUAL present the awards for the 3rd school competition, “How Do You Imagine the Ocean in 2050?”.
- 16.06** The MarCA Cluster and Asociación Navigatio join forces to promote Cantabria’s maritime cultural heritage.
- 26.06** Members of the MarCA Cluster visit the Machichaco Museum at the Maritime Station.
- 26.06** The MarCA Cluster strengthens its commitment to promoting Cantabria’s maritime culture.
- 08.07** The Cantabria Maritime Cluster joins the Manifesto for a Spanish Blue Economy Strategy.
- 04.08** The Cantabria Maritime Cluster participates in the second edition of Maritime Blue Growth.

- 14.08** The MarCA Cluster and the Government of Cantabria sign an agreement to promote vocational training in the maritime sector.
- 25.09** “The new law ensures that recreational boating is conducted safely, legally and sustainably”.
- 30.09** The MarCA Cluster addresses Cantabria’s tourism potential at the 2nd Blue Economy Conference.
- 01.10** “We need younger generations to view the Blue Economy as an attractive sector”.
- 14.10** The MarCA Cluster highlights the need for a regional strategy to advance the Blue Economy in Cantabria.
- 22.10** “We need streamlined administrative processes that encourage investment rather than acting as a burden”.
- 22.10** MarCA joins the Blue Expedition to raise awareness of the impact of marine plastics.
- 11.11** The MarCA Cluster promotes collaboration between science and business to accelerate knowledge transfer in the maritime sector.
- 13.11** The MarCA Cluster announces the 7th Blue Industry Award to Tony Fernández Jove.
- 13.11** MarCA’s participation in Maritime Blue Growth reinforces its commitment to the Circular Blue Economy.
- 27.11** MarCA presents the 7th Blue Industry Award to Tony Fernández Jove.
- 09.12** MarCA strengthens its partnership with the University of Cantabria to support the training of future maritime sector professionals.

4 MAIN MEDIA COMMUNICATION IMPACTS

The impacts in the media correspond to Spanish media, so should you wish to see them, please read the Spanish version.

5 2026 MILESTONES

The MarCA Cluster approaches 2026 with a renewed Executive Committee and a roadmap shaped by new challenges and objectives to continue strengthening the regional maritime sector and the companies that comprise it in the years ahead. The development of a Regional Strategy to advance the Blue Economy, together with the preparation of a new Strategic Plan to define the Cluster's direction, will be the year's primary objectives.

We advocate a Blue Economy Strategy for Cantabria that aligns public institutions, companies, technology centres and social stakeholders around a shared project. This strategy should identify the challenges and opportunities within the maritime ecosystem, prioritise flagship projects and reinforce Cantabria's position in the global market, underpinned by sustainability, digitalisation and the energy transition.

In parallel, MarCA will develop a new Strategic Plan setting out the organisation's course for the next four years. This Plan will structure the Cluster's lines of action and define the areas that require greater focus to consolidate its role as a true driver of business opportunities and collaboration for all member companies.

Training, attracting and retaining talent will be another key priority in 2026. Cantabria's maritime sector is experiencing growth and requires skilled professionals to undertake new projects. The Cluster will therefore intensify its outreach

and engagement with younger generations, highlighting the diversity of career paths and the strong working conditions offered by the Blue Economy, both on board and ashore.

In the fields of innovation and energy transition, MarCA will continue to support projects that promote decarbonisation, the development of new fuels and the integration of advanced technologies across the maritime value chain. The digitalisation of processes will be essential to achieving a more competitive and resilient sector aligned with the Sustainable Development Goals.

This commitment to innovation responds to the significant challenges currently facing the maritime industry. The energy transition, along with the need to reduce emissions in line with evolving environmental regulations, requires companies to adopt increasingly advanced, cost-efficient solutions. Only in this way will Cantabria's Blue Economy maintain its position in the face of growing international competition and rapid technological change.

In this context, the Maritime Cluster of Cantabria will work to facilitate access for its member companies to regional, national and European funding programmes supporting R&D&I projects. At the same time, it will strengthen its role as a catalyst for the Blue Economy through promotional initiatives, networking and public-private collaboration. Within this framework, collaboration with business organisations will

continue. Following the agreement signed with CEOE-Cepyme Cantabria in 2025, a similar agreement will be promoted with the Cantabria Chamber of Commerce.

In 2026, established conferences, awards and competitions will continue, participation in trade fairs will be maintained, including new editions of Navalia and SMM, and agreements with business and cultural organisations will be expanded to further support sector growth and increase its visibility among the public.

The promotion of blue tourism will remain a key priority. Building on the plans already developed for recreational boating and marine sports, progress will be made with the relevant authorities to implement specific projects that consolidate Cantabria as a leading destination. Collaboration with Santander Cruise Deluxe will also continue in pursuit of the target of 90,000 cruise passengers by 2030, an ambitious yet achievable goal if current efforts are sustained.

Finally, MarCA will continue strengthening its working groups and internal communication network to facilitate information exchange and synergies among members. The objective for the coming year is to consolidate a cohesive business community capable of working in a coordinated manner and projecting a unified and ambitious image of Cantabria's maritime sector both within and beyond the region.

At the same time, the existing close relationship with public authorities will be maintained to continue advancing a sector identified as a priority ecosystem within Cantabria's RIS3 Smart Specialisation Strategy 2021-2027. The Blue Economy Strategy must, therefore, be firmly supported by the regional government.

The following is the list of actions planned for 2026:

1 Gather the interests, challenges and opportunities across all areas of the maritime sector in order to develop a proposal for a Blue Economy Strategy for Cantabria.

2 Implement the measures set out in the Plan for the Promotion of Nautical Sports Tourism and Recreational Boating.

3 Strengthen the internal communication network to foster business opportunities among members.

Maintain the quarterly newsletter to improve the flow of information on the Cluster's activities.

4

5

Explore agreements with business and cultural organisations to support sector growth and raise public awareness of its impact.

6

Visit companies, organisations and institutions, prioritising those aligned with the Cluster's commitment to ocean sustainability.

7

Promote awareness of career opportunities in Cantabria's maritime sector among younger generations through social media campaigns, educational talks and related initiatives.

8

Organise a coastal sustainability workshop for children.

9

Hold the awards ceremony for the 3rd school competition "How Do You Imagine the Ocean in 2050?" and launch the 4th edition at the start of the new academic year.

Hold the 3rd Blue Economy Conference.

10

11

Present the 8th Cantabria Blue Industry Award.

12

Strengthen regional inter-cluster working groups to support the development of Cantabria's industrial base.

13

Attend trade fairs to promote the Cluster's mission and values.