

The Annual Summit programme is still under development. Timings and sessions are approximate and subject to change.

ANNUAL SUMMIT 2025

Preliminary programme

Antwerp, 20-22 October 2025

Monday, 20 October 2025

Antwerp Port House
Zaha Hadidplein 1

17:00-19:00	Welcome reception Welcome remarks by: <ul style="list-style-type: none">• Johannah Christensen, Chief Executive Officer, Global Maritime Forum• Jacques Vandermeiren, Chief Executive Officer, Port of Antwerp-Bruges
Thematic session	<i>This year's Summit Partners, CMB.TECH and Port of Antwerp-Bruges, will showcase innovative technologies outside the reception venue from 16:00.</i>

Tuesday, 21 October 2025

Handelsbeurs Antwerpen
Borzestraat 31

08:30–09:00	Arrival and registration
09:00–9:45	<p><i>Plenary session</i></p> <p>Uncharted waters</p> <p>The Annual Summit takes place at a pivotal moment for global trade. The maritime sector is grappling with the far-reaching implications of a shifting geopolitical landscape and macroeconomic uncertainty, while also addressing urgent industry challenges from attracting and retaining talent to managing risk, confronting the rise of the dark fleet, and advancing the sector’s decarbonisation goals.</p> <p>Welcome remarks by:</p> <ul style="list-style-type: none"> • Jan Dieleman, Chairman, Global Maritime Forum; President, Cargill Ocean Transportation <p>Opening of the Summit by:</p> <ul style="list-style-type: none"> • Bart De Wever, Prime Minister, Belgium
09:45–11:00	<p><i>Working groups</i></p> <p>Defining challenges, exploring opportunities</p> <p>Working in groups, participants discuss the challenges and opportunities facing the maritime industry and explore the transformative change needed to unlock its full potential.</p> <p>Participants choose a working group topic to work on throughout the two-day programme. See below for a preliminary list of topics. Participants are also invited to propose alternative working group topics.</p>
11:00–11:30	Networking break
11:30–12:15	<p><i>Plenary session</i></p> <p>Charting a course amid complexity</p> <p>Join decision-makers with different perspectives on the maritime industry in reflecting on the defining issues shaping the sector today, from operational disruption and shifting regulatory landscapes to technological transformation and societal pressure for change.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Arvin Boolell, Minister of Agro-Industry, Food Security, Blue Economy and Fisheries, Mauritius • Zahid Osman, President and Group Chief Executive Officer, MISC Group • Juliet Teo, Head, Transportation and Logistics, Temasek • Brian Wessel, Director General, Danish Maritime Authority <p>Moderated by:</p> <ul style="list-style-type: none"> • Randall Krantz, Senior Advisor, Shipping Decarbonisation, Global Maritime Forum
12:15–13:15	Lunch

13:15-13:45	<p><i>Plenary session</i></p> <p>Navigating shipping's energy transition through turbulent times</p> <p>This session will explore what it takes to drive the large-scale, coordinated change required to deliver shipping's energy transition amid today's political headwinds. How will the transition change the global economy and trade? And what can the maritime sector learn from other industries already deep in the process of transformation?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Leila Benali, Minister of Energy Transition and Sustainable Development, Morocco • Adair Turner, Chair, Energy Transitions Commission; Member of the UK House of Lords <p>Hosted by:</p> <ul style="list-style-type: none"> • Alexander Saverys, Chief Executive Officer, CMB.TECH
13:45-15:45	<p><i>Thematic sessions</i></p> <p>Embarking on a voyage of exploration</p> <p>Travelling to different locations around Antwerp in small groups, participants draw knowledge and inspiration from both expected and unexpected sources.</p>
15:45-16:15	<p><i>Working groups</i></p> <p>Sharing the experience</p> <p>Participants share insights and reflections from their Voyage experience, exploring how these relate to their working group topic and broader industry challenges.</p>
16:15-17:00	<p><i>Plenary session</i></p> <p>At the helm with IMO Secretary-General Arsenio Dominguez</p> <p>In the wake of the Marine Environment Protection Committee's decision on the International Maritime Organization's Net-Zero Framework, Secretary-General Arsenio Dominguez will discuss the role of industry in the IMO's decarbonisation strategy, the challenges facing shipping's workforce, maritime governance, and the role of leadership in times of uncertainty.</p> <p>Speaker:</p> <ul style="list-style-type: none"> • Arsenio Dominguez, Secretary-General, International Maritime Organization <p>In conversation with:</p> <ul style="list-style-type: none"> • Johannah Christensen, Chief Executive Officer, Global Maritime Forum
17:00	Closing of the day
17:30-21:00	<p>Summit dinner</p> <p>Participants come together for an informal dinner aboard the Oceandiva Nova, docked at Jordaenskaai 27. Drinks will be served from 17:30, followed by dinner at 18:30. The ship will remain docked at all times.</p>
21:00-23:00	<p>Optional: Night Cap</p> <p>The bar at the Oceandiva Nova will stay open for a night cap after the dinner.</p>

Wednesday, 22 October 2025

Handelsbeurs Antwerpen
Borzestraat 31

8:30–09:00	Arrival and networking
09:00–9:10	<i>Plenary session</i> Welcome and the day ahead Introduced by: <ul style="list-style-type: none"> • Randall Krantz, Senior Advisor, Shipping Decarbonisation, Global Maritime Forum
09:10–9:45	<i>Plenary session</i> Becoming a good ancestor What can history teach us about shaping the future? In this hopeful call to long-term thinking, Roman Krznaric invites us to see our place in history, recognise our agency, and draw on the resilience of the past to navigate today's crises. Speaker: <ul style="list-style-type: none"> • Roman Krznaric, philosopher and author
9:45–10:00	<i>Working groups</i> Taking the long view Participants reflect on their group's progress toward actionable ideas, connecting long-term thinking with how to overcome day-to-day leadership challenges.
10:00–10:45	<i>Plenary session</i> Navigating the geopolitical tide As global tensions reshape trade, security, and economic alliances, Pulitzer Prize-winning historian Anne Applebaum explores the shifting geopolitical landscape and what it means for the maritime sector navigating an era of uncertainty Speaker: <ul style="list-style-type: none"> • Anne Applebaum, Pulitzer Prize-winning journalist, author, and historian In conversation with: <ul style="list-style-type: none"> • Randy Chen, Director and Vice Chairman, Wan Hai Lines
10:45–11:00	Networking break
11:00–12:00	<i>Thematic sessions</i> Deep dives In four parallel sessions, participants join experts and thought leaders in exploring emerging challenges and opportunities for the maritime industry. Resilience in a fragmenting world

Even though numerous crises and challenges have tested its resilience throughout history, the maritime industry now faces an era of extreme political and economic instability and unpredictability. As geopolitical tensions, trade wars, and opaque operations threaten to destabilise maritime value chains, this deep dive invites participants to assess the current situation and discuss how to build resilience.

- **Kamal-Deen Ali**, Director-General, Ghana Maritime Authority
- **Bernice Lee**, Distinguished Fellow and Senior Advisor, Chatham House
- **Maximo Q. Mejia**, President, World Maritime University

Moderated by:

- **Richard Meade**, Editor in Chief, Lloyd's List

Scanning the horizon

Shipping has always been shaped by the tides of global change, but the next decades may bring transformations unlike any before. From shifting geopolitical orders and demographic transitions to the climate crisis and the promise of emerging technologies, powerful forces are reconfiguring trade flows, fleets, and supply chains. This deep dive invites participants to reflect on lessons from the past, surface overlooked trends and explore how these forces may reshape the future of the maritime industry.

- **Geneviève Pons-Deladrière**, Chief Executive Officer and Vice Chair, Europe Jacques Delors
- **Julian Bray**, Editor-in-Chief, TradeWinds

The path ahead on decarbonisation

A decision on the IMO's Net-Zero Framework will come just one week before the Annual Summit. Although this framework is still in need of further development, it is expected to bring about profound changes within the industry. In this deep dive, participants will explore the short and long-term effects of the policy measures on vessel investments and operational strategies, as well as bunkering and fuel production requirements.

- **Lola Fadina**, Director for Maritime, UK Department for Transport
- **Takeshi Hashimoto**, President and Chief Executive Officer, Mitsui O.S.K. Lines
- **Lynn Loo**, Chief Executive Officer, Global Centre for Maritime Decarbonisation
- **Veikko Nekundi**, Minister of Works and Transport, Namibia*
- **Hans Olav Raen**, Chief Executive Officer, Yara Clean Ammonia

Moderated by:

- **Jesse Fahnestock**, Director, Decarbonisation, Global Maritime Forum

Rethinking maritime safety

While there has been some progress in improving the industry's safety record, some aspects of maritime safety remain stagnant—at great human and operational costs. This deep dive will challenge today's safety model and invite participants to explore how to make it more practical, effective, and a genuine source of competitive advantage.

- **Peter Claeysens**, Director General, Shipping, Federal Public Service Mobility and Transport, Belgium
- **Sundeep Khera**, Global Head of Hull and Head of Marine UK and Lloyds, AXA XL
- **Jessica Mesman**, Chair, Complexity and Epistemic Diversity, Maastricht University

Moderated by:

	<ul style="list-style-type: none"> • Susanne Justesen, Director, Human Sustainability, Global Maritime Forum
12:00-13:00	Lunch
13:00-13:45	<p><i>Working groups</i></p> <p>Moving forward</p> <p>Working in groups, participants draw on new insights to refine their work from the previous day and consider what it takes to lead transformative change in turbulent times.</p>
13:45-15:00	<p><i>Plenary session</i></p> <p>Closing plenary: Steering toward change</p> <p>Drawing together ideas from across the two days of the Annual Summit, this final plenary discussion will reflect on the insights and outcomes from each working group and consider how to chart a clear course forward for global seaborne trade.</p> <p>Moderated by:</p> <ul style="list-style-type: none"> • Randall Krantz, Senior Advisor, Shipping Decarbonisation, Global Maritime Forum <p>Closing remarks by:</p> <ul style="list-style-type: none"> • Johannah Christensen, Chief Executive Officer, Global Maritime Forum • Jan Dieleman, Chairman, Global Maritime Forum; President, Cargill Ocean Transportation
15:00	Closing

Working group topics

	<p>How to hit the 5% target</p> <p>The shipping industry remains off track to meet its target of having at least 5-10% uptake of zero-emission fuels by 2030. This group will work together to develop a timeline of the key decisions needed from policymakers and companies to meet the goal.</p> <p>Making the ask on decarbonisation</p> <p>Reducing and eventually eliminating shipping emissions cannot happen without different parts of the value chain working together. This group will take a structured approach to identifying "asks" that need to be made by and of shipowners, cargo owners, fuel producers, ports, financiers, and insurers to accelerate shipping's decarbonisation, thereby highlighting barriers and unlocking opportunities for collaborative approaches.</p> <p>Accelerating investment in green shipping fuels</p> <p>Industry leaders want to invest now in scalable, sustainable fuels. But the case for the greenest options is still shaky, with incomplete regulations and fragmented certification and verification systems. This session will look at what fuel producers, ship operators, and cargo</p>
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owners need from one another to make advanced, future-ready solutions commercially viable.

Maximising efficiency measures

Operational efficiency plays a critical role in reducing shipping emissions today, while also preparing the industry for a more manageable long-term transition to a zero-emission future as it will reduce the fuel need. This group will look at common adoption barriers and develop strategies to overcome them.

Unlocking AI's potential in maritime

With its potential to reduce costs, increase safety, alleviate labour pressures, and support decarbonisation, there has been a rapid adoption of AI technologies across the maritime sector. However, barriers such as data suitability, privacy, and user acceptance persist. This working group will share experiences with AI adoption, identify possible risks and hurdles to implementation, and discuss the best ways to overcome them.

Future-proofing seafaring

The maritime industry is rapidly transforming due to decarbonisation and digitalisation, yet most seafarers lack necessary skills for the future. This working group will explore the preparedness of the seafaring workforce and discuss how training, certification, and funding models might evolve to support a just and safe energy transition.

Making the business case for crew well-being

As the maritime sector braces for a talent shortage and rising operational costs, this working group will examine the role of crew well-being in vessel performance, workforce retention, safety, and asset value.

Increasing the intake of new talent

Expanding the seafaring workforce is critical to easing the growing shortfall of qualified officers. Yet systemic barriers still hinder new talent from entering the sector, chief among them the limited availability of cadet berths. This working group will explore collective solutions to meeting the industry's current and future talent needs.

Rethinking crewing levels: Safe manning or bare minimum?

Many ships operate with minimum crews, leaving seafarers working unsustainable hours—averaging 75 per week, far above International Labour Organization limits. Fatigue threatens safety, well-being, and the environment. This working group will explore how the industry can strengthen safe manning practices.

Work-life integration: How can we do it?

Careers at sea often demand sacrifices, with long hours, unpredictable schedules, and limited family support. This working group will explore how industry leaders might work together to promote better work-life integration for seafarers.

Is the system broken? Addressing gaps in maritime governance

The maritime governance system is being challenged by poor enforcement and compliance and exploited by substandard operators. This has created a two-tier system which puts assets, crews, the environment, and ultimately the sector's license to operate at risk. This working group will identify critical governance gaps and explore options to address them.

Managing uncertainty and strengthening resilience

Global maritime trade is increasingly exposed to overlapping geopolitical and geoeconomic pressures, from trade disputes and protectionism to shifting alliances and armed conflict. This group will explore how to strengthen resilience in the face of uncertainty.

Taking on drug traffickers

Maritime drug trafficking is escalating, with record seizures at ports. As controls tighten, traffickers shift offshore, exploiting ships, cargo, and crews, exposing the industry to disruption, reputational harm, and criminalisation. This working group will explore collective strategies to improve detection, protect seafarers, and strengthen industry resilience against organised crime.

Liability and compensation for alternative shipping fuels

Although shipping's decarbonisation transition is making good progress, the existing regimes intended to protect asset owners and society at large in case of incidents are not fit for purpose with respect to alternative fuels. This group will discuss how to modernise these regimes so they don't delay the energy transition or impact asset values.

Ship recycling: Navigating the transition to sustainable end-of-life solutions

The global steel industry is undergoing a fundamental transformation. The hunger for high-quality scrap steel is positioning ship recycling as a critical supplier to the circular economy. However, the regulatory framework around ship recycling is complex and to some degree contradictory. This creates major bottlenecks and results in ships being sold prematurely or diverted to substandard segments, while the embedded material value in ageing fleets remains largely untapped. This group will examine how innovation, technology, and collaboration can make sustainable ship recycling commercially viable.

Maritime leadership amid shifting sustainability and ESG landscapes

This session will explore how the maritime sector can lead in shaping a sustainable, resilient, and equitable global trade system that goes beyond compliance. It will also examine how the sector can sustain momentum on environmental, social, and governance (ESG) commitments amid political pushback. Participants will consider how to balance visionary goals with practical realities.

Opportunities and challenges in a changing world

Globally changing power dynamics are influencing global trade routes. At the same time, shipping's decarbonisation and the shift to new fuels are opening new bunkering and trade patterns, including in the Global South. This group will explore the opportunities that this may generate and discuss how to unlock finance for moving towards bankability and viability.

Ministerial Roundtable (*by invitation only*)

The maritime sector is facing shifting geopolitics, trade turmoil, and a governance system strained by a surge in substandard shipping. At the same time, major shifts ranging from decarbonisation to changing trade patterns and talent attraction represent key opportunities. In this context, it is essential to explore how governments and industry can collectively steer the maritime sector towards a more sustainable and resilient future.

Rapporteur: *Annelies Verlinden, Minister of Justice and the North Sea, Belgium*