



FONASBA



ECASBA

December 2025 | Issue 67

THE NEW

# HORIZON

The Federation of National Associations of Ship Brokers and Agents



## PRESIDENT'S INTRODUCTION

by President FULVIO CARLINI

Dear Members,

*It gives us great pleasure to invite you to read the latest issue of the FONASBA Newsletter.*

*We would like to take this opportunity to sincerely thank all those who took part in our recent Annual Meeting. Some of you said as one of the finest FONASBA events we have delivered to date—both in terms of participation and the quality of dialogue—setting the bar impressively high for the future.*

*Our gratitude extends to the entire FONASBA leadership community: our Board, Committees, and Working Groups, whose commitment and expertise continue to drive our agenda forward with purpose and clarity. We would also like to acknowledge our General Manager and her growing team, whose dedication and professionalism are leading the transformation of FONASBA. We are clearly moving in the right direction—please keep up the excellent work.*

*As we close this issue, We are pleased to report on another significant milestone: as we are writing to you, we just wrapped up our latest webinar, delivered in collaboration with our longstanding members and partners at ITIC, attracted more than 300 registrants. Our sincere thanks to ITIC and, in particular, to Mark Brattman for an outstanding presentation, as always.*

*Looking ahead to 2026, let us do so with optimism and confidence. We hope we will continue our work together in good health and good spirit, united in our mission to serve our members and the wider shipping community with professionalism, integrity, and excellence.*

*With our warmest thanks and best wishes for a peaceful new year to you and your families.*

Yours sincerely,

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FONASBA 2025 AGM

# FONASBA Annual General Meeting - Istanbul 2025

Between 14 - 17 October, the Federation of National Associations of Ship Brokers and Agents (FONASBA) held its Annual General Meeting in **Istanbul, Turkey**.

The event took place at a pivotal moment for the association as the current **Executive Committee completed its first year**. During this time, they have built up a number of topic-specific teams with volunteers from around the world. Now fully operational, these teams have initiated a **series of discussions** during the annual meeting, covering topics from risk and **compliance** to **digitalisation, Quality Standards (FQS)** and **security**. The meeting brought together a broad delegation, ensuring diverse geographical and industry representation to discuss the latest trends and challenges in ship broking and ship agency.

FONASBA President **Fulvio Carlini** said, “The AGM has been very successful, both in terms of the number of people who attended, and in the very high levels of interest and participation in the topics discussed. We are grateful for the tremendous hospitality of our three FONASBA members in Türkiye, and in particular, Mr. Tamer Kiran of the Turkish Chamber of Shipping and Maritime Association of Shipowners and Agents

and Shipbrokers Association”. [...] FONASBA began 56 years ago as an association of national associations, but the world has changed, and our industry has changed with it. We are no longer just #brokers, or #agents, but are part of a broader logistical chain. Therefore, we are exploring the possibility to attract the interest of players from adjacent professions. Such a move could further enable us to strengthen #global connections, share knowledge and insights, and shape the future of our industry”.

A heartfelt thanks to all the speakers who made this event truly memorable, and special recognition to the organisers and hosting members:

- The **Turkish Chamber of Shipping - İmeak Deniz Ticaret Odası**
- The **Maritime Association of Shipowners and Agents - Vapur Donatanları ve Acenteleri Derneği**
- The **Turkish ShipBrokers Association - Gemi Brokerleri Derneği**.

[VIEW FULL GALLERY](#)

[WATCH THE VIDEO](#)











[VIEW FULL GALLERY](#)





## FONASBA Annual Meeting 2025

14 - 17 October 2025  
Istanbul, Türkiye



[VIEW FULL GALLERY](#)





[VIEW FULL GALLERY](#)



## EVENTS

## FONASBA Congratulates AGEPOR on 25 Years of Excellence in the Portuguese Shipping Industry

On October 27<sup>th</sup>, the President of FONASBA, **Fulvio Carlini**, and Europe Regional Vice-President **Raymond Troch** had the great pleasure of joining the **XI Congress of AGEPOR**, FONASBA's longstanding member association in Portugal, as they celebrated their **25<sup>th</sup> anniversary** – a remarkable milestone for the Portuguese Ship Agents community.

The event was expertly coordinated by our dear friend and FONASBA Board Member, **António Belmar da Costa**, CEO of AGEPOR, whose dedication and leadership continue to inspire not only in Portugal but across the entire FONASBA family worldwide. We were honoured to hear the inspiring words of **AGEPOR President Mr. João Silva of Navex**, who reminded us that *"agents are the strong link in the maritime value chain, and associations like AGEPOR serve as the glue that keeps stakeholders together – built on competence, reliability, trust, resilience, fairness, and humanity"*. Alongside these important words, Mr. Silva noted how AGEPOR's journey reflects **over a century of maritime leadership**, born from cooperation

and a commitment to professionalism. **Shipping Agents** have been the pillars of Portugal's port **economy, enhancing connectivity, boosting exports**, and sustaining trade. The association's strength comes from its guiding principles – **Consistency, Resilience, Seriousness, and Humility** – which have shaped its credibility and influence. Through **constructive dialogue** with governments, port authorities, and industry partners, AGEPOR has earned a reputation as a trusted and solution-oriented voice. Looking ahead, the sector remains adaptable, ready to embrace digitization, decarbonization, and evolving global challenges, ensuring it continues to connect Portugal to the world.

Portugal's ship agents are indeed well represented through AGEPOR's active engagement and professionalism. With strong and committed members like AGEPOR, FONASBA's global network is in safe hands. **Congratulations to AGEPOR on this outstanding achievement – here's to the next 25 years of excellence, collaboration, and leadership in the maritime industry!**



## EVENTS

## Digital Transformation in Maritime Logistics: Insights from CSA at Cyprus Shipping ICT Conference 2025

At the 6<sup>th</sup> **Cyprus Shipping ICT Conference**, held on 22 October 2025 in Limassol under the theme “Next-Gen Shipping: AI, Smart, Secure, Connected”, the **Cyprus Shipping Association (CSA)** participated as a supporting organisation, with General Manager **Dimitris Kouzapas** delivering an introductory address highlighting the **evolving role of ship agents in the digital era**. Mr. Kouzapas underlined that **digitalization, automation, and artificial intelligence** are transforming every layer of **maritime logistics** - from predictive maintenance and **cargo visibility** to **port** and **customs operations**. As the



Dimitris Kouzapas

critical interface between ships, ports, and authorities, **ship agents are both the first to benefit from and the first to be challenged by these technological shifts**. He emphasized the need for secure connectivity between sea and shore, smarter decision-making tools, and tailor-made digital services that enhance operational efficiency while safeguarding cyber-resilience. Above all, he stressed that **shipping remains a people-driven industry, where innovation must serve those working both on board and ashore**. The CSA continues to advocate for a smarter, safer, and more collaborative maritime ecosystem, ensuring that digital transformation delivers practical value across the global shipping network.

## EVENTS

## Singapore Outreach Mission 2025



FONASBA was proudly represented at the **Maritime Anti-Corruption Network (MACN)** Members Meeting in Singapore, reinforcing our shared commitment to maritime integrity. **Corruption** remains a persistent challenge in shipping, affecting **operational efficiency, raising costs, and creating unfair competition** for ship agents and brokers worldwide.

A key highlight of the MACN meeting was **Therry van Vreden** representing FONASBA on the Southeast Asia Working Group panel, alongside leaders from **BIMCO**, the **Institute of Chartered Shipbrokers Singapore Branch**, **INTERTANKO**, and **INTERCARGO**.

The Singapore visits also offered the opportunity to cel-

ebate the **200<sup>th</sup> Anniversary of Ben Line Group**, long standing supporters of FONASBA. During the visit, the delegation met with the Singapore Shipping Association (SSA), which agreed to propose an MOU/partnership framework, following arrangements they have with other regional organisations.

The team also engaged with **Pacific Radiance and Sindo Shipping**, reaffirming local member engagement and regional growth potential, as well as with the Institute of Chartered Shipbrokers (Singapore Branch) and the **Asian Shipowners' Association (ASA)**, where cooperation in information-sharing, cross-publication, event sponsorships, and structured partnerships was discussed.





## EVENTS

## Celebrating Excellence in European Ports – ESPO Award 2025

As every year, **FONASBA-ECASBA** was delighted to attend this remarkable event where excellence, innovation, and inclusion across Europe's ports are celebrated. Our representatives, **Raymond Troch** and **Antonio Belmar da Costa**, were proud to be present for an inspiring evening honouring the ports that are leading change in our industry. This year's theme **"Ports that have developed innovative policies and strategies to successfully attract more women to work in ports"** truly highlights the sector's growing commitment to **diversity** and **inclusion**. Congratulations to the 2025 winner, **Shoreham Port (UK)**, for its outstanding **Diversity & Inclusion Strategy**, a shining example of how inclusive leadership can transform organisations and communities. We also wish to pay tribute to the other shortlisted ports: **Port of Helsinki** (Finland), **Assoporti** (Italy), **Port of Rotterdam** (the Netherlands), **Port of Gdynia** (Poland), **Port of Lisbon** (Portugal), for their impressive projects and continued dedication to progress.



## EVENTS

## Celebrating 75 Years of Maritime Tradition at the VHBS Eisbeinessen 2025 in Hamburg



This November 7<sup>th</sup>, the **Eisbeinessen** event organised by the **VHBS - Hamburg and Bremen Shipbrokers Association** – took place in **Hamburg** for its 75<sup>th</sup> edition. Eisbeinessen is one of the most renowned gatherings in the maritime industry, bringing together professionals from across the shipping community to connect and exchange ideas. Today, **shipping is fundamental** to a wide range of activities. It is far from the sometimes-described "invisible" industry that often stays out of the public eye. This gathering highlighted the people behind it, under **Alexander Geisler** motto **No Shipping, No Shopping** which, as always, guided much of the conversation. **FONASBA** was there representing **Ship Agents** and **Ship Brokers**. A special thanks to Alexander Geisler and VHBS for the best Eisbeinessen yet – the 2025 event was truly remarkable!



EVENTS



FONASBA is honoured to have contributed to **ASECOB Annual General Meeting** in Madrid, where our commitment to protecting and promoting the interests of **Ship Agents** and **Ship Brokers** worldwide was highlighted by President **Fulvio Carlini**'s key points:

- **Global advocacy** through key international regulatory and industry bodies.
- **Continuous professional development**, supported by our long-standing educational partnership with **Asociación de Agentes Consignatarios de Buques de Barcelona**.
- **The FONASBA Quality Standard**, a trusted global benchmark for integrity and professional excellence.
- **Collaboration with national associations** to strengthen standards, training, innovation, and policy influence.

We extend special appreciation to ASECOB President **Julio Carrasco** and General Manager **Julio Fernandez Guillen** for their leadership and continued contribution to FONASBA's work. Our gratitude also goes to ACB Barcelona and its CEO, **Alex Ferrándiz** for driving excellence in maritime education. In a rapidly changing and increasingly complex maritime landscape, our industry is stronger when it works together with a shared vision and a unified voice!



## BreakBulk Middle East 2026

Registration for **Breakbulk Middle East 2026** is now open, inviting industry professionals to gather at the **Dubai World Trade Centre** on **4-5 February** for the event's 10th-anniversary edition. The milestone event offers free access to two days of learning, networking and deal-making, featuring more than 200 exhibitors, over 360 shippers involved in major industrial projects and hours of conference sessions designed to challenge your thinking. Attendees can also join exclusive paid add-ons such as **workshops**, **Women in Breakbulk** sessions and the **Golf Day**. This once in a decade event provides an important opportunity for the **global project logistics** community to come together in Dubai to build relationships and shape the future of the industry in the region.

[REGISTER NOW](#)



EVENTS

## FONASBA Shares Ship Agent and Broker Insights at Global Shipping Summit in Hong Kong

The **International Chamber of Shipping** invited the global shipping community to **Hong Kong** to discuss rapidly evolving geopolitical and trade-chain challenges. Among the invitees, **FONASBA's** President, **Fulvio Carlini**, represented the perspective of ship agents and shipbrokers during discussions on supply-chain resilience, trade facilitation, and the maritime industry's role in the volatile international landscape. The gathering also provided an important opportunity to meet with partners, members, and friends. [DISCOVER MORE →](#)



# 2026-2027 IMO Council elected

FONASBA, which holds **observer status at the International Maritime Organization (IMO)**, congratulates the Organization on the recent elections to the **IMO Council**. We look forward to continued close cooperation with the newly elected **Council members** as they guide the **IMO's important work** in promoting safe, efficient, and sustainable global maritime transport.



[DISCOVER MORE →](#)

## NEW MEMBERS

### Welcome Bahri Logistics as Our New Associate Member



We are proud to announce **Bahri Logistics** from **Saudi Arabia** as a new Associate Member of FONASBA! Founded in 1979 as the first strategic business unit within Bahri, they specialize in transporting general cargo, including heavy and light equipment and containers. They are recognized among the top **breakbulk carriers** globally with extensive networks across the Americas, Asia, Europe, and the Middle East.

[DISCOVER MORE →](#)

### Strengthening Our European Network: Welcome MCS!



FONASBA is happy to welcome a new member from Europe: **Marine Chartering Services (MCS)**! Based in the **Principality of Monaco**, MCS provides chartering and logistics services with a focus on **steel, project cargo**, and **logistics consultancy**. Their expertise further strengthens FONASBA's global network of trusted maritime professionals.

[DISCOVER MORE →](#)

## NEWS / EUROPE

### ECASBA engages in EMSWe Implementation Dialogue in Brussels



On November 12<sup>th</sup>, **ECASBA** participated in the event **"The EMSWe Regulation: State of Play and Implementation Challenges - A Deep Dive into the Current Landscape of the EMSWe Regulation"**, held in Brussels, with **Raymond Troch** Fonasba Europe Regional Vice-President and Chair of ECASBA. With representatives from the **European Commission**, the **SEMAS-EMSWe Project**, and several national

competent authorities from **EU Member States**, the event focused on the progress and status of full harmonisation, as well as how Member States and the industry can collaborate more effectively through the Maritime National Single Window. The shipping sector needs a timely, harmonised, and transparent implementation of the EMSWe Regulation!





## NEWS / AFRICA

## FONASBA President Strengthens Ties with Moroccan Partner APRAM

Fulvio Carlini, FONASBA's President, recently met with APRAM in Casablanca to discuss developments in a key shipping region spanning the Mediterranean and Atlantic, and to better understand the challenges faced by Ship Agents and Brokers in the area.

President Carlini expressed his gratitude for the warm welcome and highlighted the constructive and collaborative spirit of discussions with the newly appointed President Himri and APRAM's Board. The meeting reaffirmed the strong partnership between APRAM and FONASBA, with a shared commitment to close cooperation in the year ahead. FONASBA also confirmed its full support for APRAM and its members, strengthening ties and fostering continued collaboration across the region.



## NEWS / AFRICA

## KSAA's Role in Shaping Kenya's Maritime Regulatory Environment

The **Kenya Ships Agents Association (KSAA)** has actively negotiated on behalf of its members regarding maritime regulations through direct consultation, high-level advocacy, and, when necessary, legal challenges. In the engagements KSAA has focused in ensuring a **competitive business environment**, improving port efficiency, and influencing policy that affects the interests of ship owners and agents using the port of **Mombasa**.

Key ways KSAA negotiated included:

- **Formal Consultation with Government Bodies:** KSAA regularly consults with key regulatory and trade bodies such as the Kenya Maritime Authority (KMA), the Kenya Ports Authority, Kenya Revenue Authority, Kenya trade network, Kenya bureau of standard and others to place members' views on policy matters before the government.
- **Advocacy -KSAA and others argued these rules**—which would have restricted foreign ownership and employment—would increase costs and divert trade to other ports. The government's decision to rescind and revise these regulations was a direct result of such pressure and negotiation.
- **Judicial Review and Legal Petitions:** A prominent instance of KSAA's negotiation strategy involved filing a High Court petition challenging several new maritime regulations introduced by the KMA in 2024.

The association argued that regulations related to maritime labor, collision prevention, and transport operators were intro-

duced without adequate stakeholder consultation. Although the High Court ultimately dismissed this specific petition and upheld the regulations' legality, the action demonstrated the KSAA's willingness to use the legal system to challenge regulatory frameworks perceived as harmful to its members' operations.

**Promoting Best Practices and Collaboration:** KSAA promotes self-regulation through a code of conduct and emphasizes collaboration with all players (regulators, ports, shippers) to drive meaningful reforms in transparency and efficiency. Through these multi-faceted approaches, KSAA aims to shape a stable, efficient, and profitable maritime sector for its members and the wider East African region. **Our aim is to agree on common policies that reduce the cost of trade.**

*Elijah Mbaru is CEO of Kenya Ships Agents Association and has several other roles in the region. He is also Deputy Vice President FONASBA East Africa/Central region. Mbaru holds an MBA in logistics management and supply chain, and is a Fellow of the Institute of Chartered Shipbrokers.*

**Elijah Mbaru**



## NEWS / AFRICA

## KSAA Welcomes New Chairman: A Step Forward for Kenya's Maritime Sector

The **Kenya Ships Agents Association (KSAA)** is delighted to announce the appointment of Mr. **Roger Dainty** as its new Chairman, following the 52<sup>nd</sup> Annual General Meeting held on November 26, 2024. With over 46 years of experience in the shipping and maritime industry, Mr. Dainty brings a wealth of knowledge and leadership to his new role. Currently serving as the **Regional Managing Director at WEC Lines Kenya Ltd.**, he has been instrumental in driving the company's success in the region.

In his inaugural address, Mr. Dainty praised the resilience and dedication of KSAA members, who continue to deliver exceptional services despite ongoing industry challenges. He emphasized the importance of **fostering partnerships and consultations** with regulatory bodies, advocating for proactive engagement in shaping policies that support economic growth and the shipping industry.



Mr. Dainty also expressed his commitment to collaboration, stating, “We are looking to move forward together in consultation. We promise to continue to be fully cooperative and collaborative with the County Government, Kenya Ports Authority, Kenya Revenue Authority, Kenya Maritime Authority, and other government agencies”.

**FONASBA** has been working closely with its members in Kenya, supporting them in their aim of **resolving a difficult situation** that arose from a change in local regulation. This partnership underscores the shared

commitment to elevating the maritime sector and contributing to Kenya's economic prosperity.

As KSAA embarks on this new chapter under Mr. Dainty's leadership, the association looks forward to continued cooperation and excellence, ensuring a **bright future for Kenya's maritime landscape**.

## NEWS / AFRICA

## Strategic Talks with Egypt Underscore FONASBA's Value to the Global Shipping Community

During November, the FONASBA Secretariat has been busy liaising with several members visiting in connection with the International **Maritime Organization's 34th General Assembly**. During one of these meetings, His Excellency **Lieutenant General Kamel El-Wazir**, Deputy Prime Minister for Industrial Development and Minister of Industry and Transport of the Arab Republic of Egypt, made time to receive FONASBA President **Fulvio Carlini** and **Mohamed Mouselhy**, FONASBA Regional Vice-President for Africa. This high-level meeting was instrumental in strengthening the relationship between FONASBA and its many members from the **Alexandria Chamber of Shipping** board, who were also present during the talks. Discussions focused on **Egypt's rapidly growing role as a strategic global maritime hub** and on how FONASBA's commitment to serving the shipping community—both locally and globally—is considered essential and highly valued.





## YABA 2026

## Launch of YABA 2026 – Submission Guidelines and Key Dates

Meet the 2025 prize winners! Join our webinar series this January and February to see their work in action—follow us on social media for updates!

23/02/2026	DEADLINE FOR SUBMISSION OF ABSTRACTS/SUMMARY PAPERS
09/03/2026	NOTIFICATION OF SHORTLISTED CANDIDATES
01/06/2026	SUBMISSION OF FINAL PAPERS
27/07/2026	ANNOUNCEMENT OF WINNERS

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DISCOVER MORE



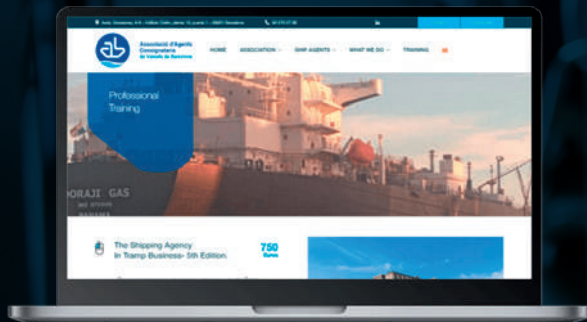
## ACB COURSES

## Level Up Your Shipping Skills!

Take advantage of **FONASBA** and **Asociación de Agentes Consignatarios de Buques de Barcelona** online maritime training programs!

These courses are ideal for shipping professionals looking to enhance their skills in tramp operations, port management, and ship agency – a perfect way to boost your career and get ready for 2026!

<https://consignatarios.com/en/training/>



## WOMEN IN SHIPPING

## Navigating Careers: A Mentor–Mentee Dialogue in the Maritime Sector

In this interview, Orendra Tan, engages in a thoughtful discussion with her mentor, Akanksha Batura Pai, reflecting on their professional journey within the maritime and ship agency sector. The conversation addresses the evolving dynamics of the industry, including technological advancements, operational challenges, and the broader context of gender representation.

**WATCH THE VIDEO →**

## WOMEN IN SHIPPING

## Irene Notias, Country Manager of Sing Fuels and Founder of Project Connect

**READ THE INTERVIEW →**







Richard Scott

# Seaborne trade growth slowing

by Richard Scott FICS, Managing Director, Bulk Shipping Analysis

Distinct signs of slowing to a modest pace: that is how seaborne trade growth seems to be evolving in 2025 as a whole. Headwinds have buffeted the upwards trend, resulting in less vigorous progress. Prospects for next year tentatively suggest a similar pattern, amid little clarity about changes which could alter the trajectory more noticeably.

Among uncertainties currently at the forefront is the impact of shifting geopolitical influences, especially international trade policy. Another, an especially large focus, is events in China which has contributed a high proportion of world seaborne trade growth over the past two decades and now has a 25% share of the global total for all cargo imports. Both China's imports and those of the rest of the world have shown large annual growth fluctuations in recent years.

## Evolving trends

Global seaborne trade volumes grew steadily in 2023 and 2024 at about 2.5% annually, although performances in the main segments – dry bulk, oil, containers, gas and other cargoes – varied greatly. This sequence followed much larger percentage changes in volume, both downwards and upwards, in the previous few years when the pandemic disrupted demand for and supply of cargoes.

The 2024 data shows a wide variety of outcomes among individual cargo segments. Within the overall 2.4% increase in seaborne trade to 12.7 billion tonnes, based on Clarksons Research calculations,

dry bulk trade (46% of the total) was 3.4% higher. By contrast oil including products (a 24% share) saw a 0.9% decline in volume. Container movements (15% share) were 5.6% higher, and gas (liquefied natural and petroleum, with a 5% share of the total) grew by 2.5%.

Big changes in the contributions of China and other countries were also seen in 2024. Seaborne imports of all cargoes into China rose by 4% to reach 3.2 bnt, following an exceptionally strong 12% rise in the previous twelve months. The balance of world trade consisting of imports into all other countries together was 2% higher last year at 9.5 bnt after remaining unchanged in the preceding year.

## What has been happening in 2025?

Estimates for the entire 2025 year are based on data for the first three quarters or more, accompanied by much guesswork for the remaining weeks, using indicators that may or may not prove a reliable guide. It seems likely that the annual world seaborne trade growth rate will be more than halved to around 1%.

This expected outcome again reflects, as observed in a typical year, some contrasting performances among the cargo segments. Dry bulk trade may grow by under 1% while oil shows a slight decline of less than 1%. But container shipments could see 3% growth while gas movement expand by 5%. These are very provisional calculations.

Looking at the 2025 forecast from an importers angle is also revealing. Unlike

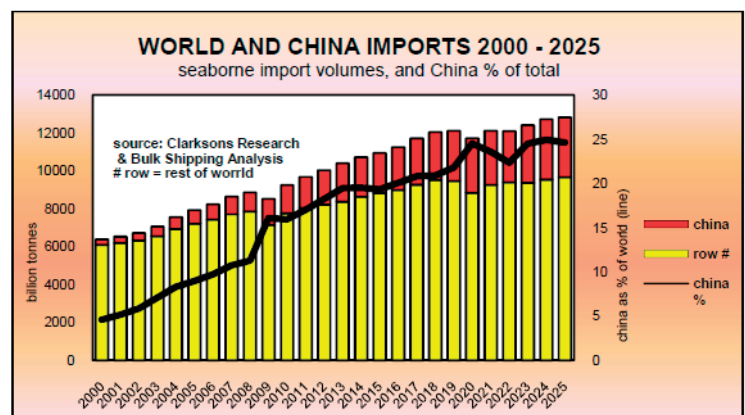
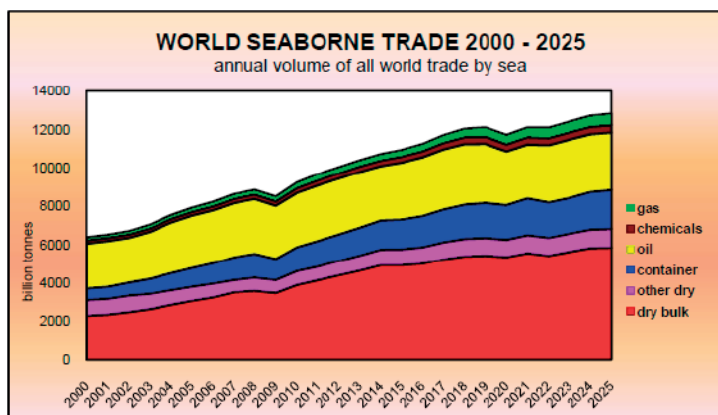
many previous years, a contribution from China to overall growth may be absent. A flat volume seems quite likely, with a sharp downturn in coal imports roughly offset by increased purchases of other cargoes. Growth in world sea trade during 2025 probably will be dependent upon continuing advances in the remainder of the world.

## The year ahead: restraints in abundance

For ship agents, brokers and other maritime professionals a positive trade background is usually an advantageous position to experience. Currently, a further year of restrained global seaborne trade enlargement in 2026 seems a realistic outlook. Arguably there are no firm indications yet of an acceleration, although some analysts optimistically see potential for a slight pickup to the 1-2% growth range.

One feature which is widely expected to act as a dampener during 2026 and in the longer term is the effects of the ongoing decarbonisation transition on movements of energy commodities. Fossil fuels – coal, oil and gas – comprise almost two-fifths of all cargo transported by sea. Downwards pressure on coal movements is already evident and may be followed soon by more tangible negative influences in the oil segment. While some offsets from trade in 'new energy commodities' could prove beneficial, the potential for a weakening general trend is evident.

You are welcome to contact the author if you have any questions or comments, at: [bulkshipan@aol.com](mailto:bulkshipan@aol.com)





# Key Points of Interest – UNCTAD World Investment Report 2025 (Overview)

The report shows that **global investment patterns** are shifting rapidly due to geopolitical tensions, digitalisation, AI adoption, and persistent supply chain vulnerabilities. These forces are reshaping how transport, shipping and trade-related services will operate in the coming decade. **Understanding these trends will help companies prepare for regulatory change**, evolving investment priorities, operational risks, and emerging opportunities.

## KEY HIGHLIGHTS

- **For shipping, logistics & transport professionals:** Geopolitical instability continues to affect investment, supply chains and transport.
- **For professionals facing AI & Digital disruption:** AI and automation are accelerating the restructuring of global production

and logistics; Regulatory fragmentation is increasing—especially around data, digital trade and cybersecurity.

- **For SMEs in shipping, logistics and transport:** rising barriers but also new support opportunities

## A FINAL WORD

This year's report highlights a decisive shift: the **digital economy is becoming the central driver of global investment**, while traditional sectors—including infrastructure critical to maritime transport—face sustained financial pressure. We encourage all members—**particularly those in shipping, logistics, transport and SME operations**—to review the report for a deeper understanding of the trends shaping the future of our sector.

[READ THE REPORT →](#)







Mustafa Öztaşkın

# Navigating Net Zero: Adoption Postponed

by Mustafa Öztaşkın, Offshore & Agency Operations Manager Zeymarine Ship Agencies & Services Co. Inc, FONASBA YABA 2024 Winner

At September's Headline Conference during London International Shipping Week, senior IMO officials and panellists reaffirmed their commitment to the adoption of the Net Zero Framework (NZF). Nevertheless, an informal poll during the event indicated hesitation among some participants regarding the Framework's scheduled entry into force — a prescient prediction.

During the October MEPC 83 (Marine Environment Protection Committee) session, the vote on the adoption of NZF was postponed. Fifty-seven member states, including the United States, China, Russia, and Saudi Arabia, supported delaying the voting to October 2026. This outcome marked a shift from the April 2025 draft legal approval, which had already seen limited support, particularly with the U.S. opposing the proposed economic fund mechanism.

Procedural debates now present an additional challenge: while the draft was designed under a tacit acceptance approach, several member states are advocating for explicit acceptance, potentially

extending the timeline further. According to BIMCO, delays can be anticipated in the adoption of the NZF legislation, expected in the last quarter of 2027, and in the data collection processes set to begin at the start of 2028.

## [Full BIMCO report](#)

On the industry side, Shipowners, striving to align with 2030 and 2050 climate targets, expressed concern over the postponement. The European Community Shipowners' Associations (ECSA) reaffirmed industry support for the NZF, emphasizing the importance of certainty and unified action to achieve maritime decarbonisation goals.

## [ECSA statement](#)

Despite procedural delays, IMO and its member states remain committed to advancing sustainable and environmentally responsible shipping through coordinated efforts and incremental progress.







# A New Model for Seafarer Support

In today's rapidly evolving maritime industry, the health and wellbeing of seafarers is more than just a moral concern - it's an essential aspect of operational performance. A supported and well-rested crew underpins the safety, and reliability of every vessel. Yet, modern operational pressures, like port automation and increasingly compressed turn-around times, continue to take a toll on seafarers' physical and mental wellbeing.

More crew members are now choosing to remain onboard during port calls, using their limited time for rest or connecting with family. In response, The Mission to Seafarers is reshaping its global approach to deliver more flexible, need-led support.

## Evolving Seafarer Centres & Investing in New Locations

Legacy seafarer centres are being refurbished and reimagined as vibrant, relevant spaces tailored to today's crew needs. Key developments are underway in Newport and Mombasa, focused on sustainable operations and modern facilities.

Strategic investment is also being directed toward Poti, Batumi, and Piraeus, where new centres will serve as dedicated gathering points for crews. These will not only offer practical support but also serve as community hubs for seafarers often isolated from home. Alongside these infrastructure efforts, funds are being channelled into training programs to boost the number of ship visitors and local volunteers, bringing care directly onboard.

## The Maritime Mountain Race: Fundraising Through Challenge

To support these initiatives, The Mission to Seafarers is launching an ambitious fundraising event: the **Maritime Mountain Race**, scheduled for **June 2026 in Switzerland**. This endurance event will bring together maritime professionals looking to grow their networks, test their limits, and affirm their commitment to the seafarers who keep global trade moving.

Funds raised will directly support infrastructure projects in Europe

and the UAE, ensuring the Mission's reach continues to match the pace of industry change.

## A Critical Voice in Crew Welfare

As Thom Herbert, Regional Lead, Asia at Idwal explains:

*"The lived experience of seafarers is shaped not only by structural conditions, but also by how well crew welfare is prioritised day to day. While there are signs of progress in some areas, too many seafarers still face barriers to shore leave, rest, and mental health support. These are not just wellbeing issues—they are operational ones, too."*

The Mission to Seafarers remains grounded in the real experiences of seafarers. Through ongoing dialogue, regular ship visits, and research such as the **Seafarers Happiness Index**, run in collaboration with Idwal and NorthStandard, and supported by Inmarsat, the Mission helps the industry align policy and practice with the voices of those at sea.

Industry-wide, there is growing recognition that seafarer wellbeing affects everything from vessel efficiency to safety compliance and retention. Your support is critical and plays a vital role in advocating for and facilitating better welfare standards.

## Pull Out: Ways to Get Involved

- **Maritime Mountain Race:** Learn more about this incredible fundraising challenge: [maritimemountainrace.org](http://maritimemountainrace.org)
- **Christmas Campaign:** Support The Mission to Seafarers' seasonal fundraising with a direct donation, or by organising an event to raise money and boost employee engagement. See our Power of Partnerships resources page for ideas: <https://www.missiontoseafarers.org/powerofpartnerships>
- **Advocate for Seafarer Welfare:** Share or re-post details of the Seafarers Happiness Index with your industry networks. Reports are released quarterly – learn more here: <https://www.missiontoseafarers.org/news>



The Mission to Seafarers provides help and support to the 1.89 million crewmen and women who face danger every day to keep our global economy afloat.



Every day, in ports across every continent, our chaplains, staff, and volunteers welcome seafarers, offering not just comfort, but connection and dignity.



Our port chaplains provide much-needed seasonal cheer to the thousands of seafarers around the world who spend this time of year isolated by oceans and missing their loved ones.