



International  
Chamber of Shipping  
Shaping the Future of Shipping

# Leadership Insights

Insights from the global leadership community

Issue no: 42 | July/August 2025

## **Decision Maker – José Alberto Carbonell**

Shaping port strategy to be smarter and greener p2

## **News Analysis**

Navigating a new era: collaboration, regulation, and realism p5

## **ICS in action**

ICS gives backing to IMO Net-Zero Framework to provide clarity, simplicity, and detail on rewards

ICS and European Shipowners | ECSA welcome the Hong Kong Convention entering into force globally

Joint industry statement from ICS, BIMCO, European Shipowners | ECSA, INTERCARGO and INTERTANKO on the recent developments in the Red Sea

Upcoming Events p8

## Future-proofed resilience

Port of Barcelona President José Alberto Carbonell discusses key business goals and future plans for the port as it adapts to a changing maritime landscape



# Rising to challenges and investing in the future



Port of Barcelona President José Alberto Carbonell speaks to ICS *Leadership Insights* about everything from minimising disruption during a nationwide power cut to plans to provide shore power to 100% of vessels at the port.

**Q You took up your role as president earlier in 2025, what are the key business goals for the Port of Barcelona you hope to achieve over the year ahead?**

**A** Our main focus is the construction of a new container terminal, during which we also plan to overcome three different challenges.

One challenge is our need to improve connectivity at the port and another is that we need to develop infrastructure while being mindful of the height of our cranes as we are based near the airport. A final challenge is creating more draught in the port basin – we currently have 16 metres and will drop this to 25 metres to facilitate the arrival of larger container ships.

Our aim is to have solved these challenges by next year in partnership with the central government.

We're also running several decarbonisation initiatives that will prove important – the port and maritime sectors are very much aligned when it comes to goals in this area.

**Q Maritime has become used to 'black swan' events but the nationwide power outage in Spain in April must have been a major operational challenge. To what extent was the Port of Barcelona affected?**

**A** Given the challenging, unprecedented circumstances, we were pleased that our existing self-protection plan was enacted efficiently and all cruise ships were able to continue using the port without interruption.

We did face some challenges with our container terminal but this was addressed by the middle of the day of the outage. We will naturally review our contingency plan for situations such as these but we are glad our existing plan minimised disruption during unusually challenging circumstances.

**Q The Port of Barcelona, like many ports, also faces challenges securing reliable supplies of alternative fuels. Did the initial slow progress with the BarMar Hydrogen pipeline affect the port's business outlook?**

**A** This project is still extremely viable – we recently had a meeting with the Executive Vice President of the European Commission who told us the EC fully backs the BarMar pipeline, which will connect Barcelona and Marseille.

This is a big European project that will also involve Portugal, Spain, France and Germany as part of a consortium that will build a pipeline from the south to the Iberian Peninsula in the north, and span from west to east as well.

I believe it remains an opportunity for the Port of Barcelona to obtain hydrogen produced in Spain and will support access to new fuels.

This will prove important when it comes to achieving our sustainability goals and delivering for the industry by providing new fuels.

**Q Alongside alternative fuels, ports are increasingly offering shore power solutions. To what extent does the Port of Barcelona provide these?**

**A** We believe shore power is key to reducing emissions in the port, which is why we began a project five years ago to supply all vessels docked with us with shorepower solutions. We initiated this project prior to the EC announcing regulation that would make such a move mandatory.

We're now in the second phase of the project and buying electricity directly from Spain's national supplier. There are huge power needs for a project of this kind, with just one cruise ship requiring between 10-12 megawatts of power – enough to power 4,000 average houses.

These cruise ships, alongside ferries, will be a clear priority given they are close to the city and there is rightly a focus on these vessels' emissions.

We're also well prepared when it comes to offering shore power solutions to containerships, with our project in a second phase that will last from now until 2030, after which we will extend the solution across all sectors including tankers and LNG vessels. Our aim is to provide 100% of vessels with shore power by 2050.

Clearly, getting the right infrastructure in place and the right power supply and ensuring we match this to the ships is a big challenge, but this is a pressing initiative. We can't simply wait for renewable fuels to become more economically viable given society is increasingly aware of the need to reduce emissions.

**Q How will these shore power solutions fit within your broader sustainability efforts when it comes to offering zero- and low-carbon fuels, and which of these will the port invest in storing and distributing?**

**A** In terms of the technological challenge, we're confident we could offer any of the popular alternative fuels but there will of course be a question around capacity given that it won't be sufficient to provide just the one alternative fuel.



**We can't simply wait for renewable fuels to become more economically viable**

We currently supply 1.6 million tonnes of fuel each year and work with the major shipping companies who are investing in a range of fuels – the requirements for cruise ships and ferries will be different to containers, for instance. We'll need to be flexible to ensure we accommodate the diverse needs of shipping businesses, which will most likely mean supporting vessels opting for methanol, LNG and ammonia.

We have explored building a methanol plant in the port, with the capacity to store 100,000 tonnes of the fuel and would represent the second largest investment in our history, after the development of our container terminal.

We've also had some notable interest in this from major players such as Maersk so there is a clear appetite for this offering.

**Q Finally, with geopolitical challenges affecting all industries, to what extent do you anticipate tariffs introduced by the US administration – and retaliatory tariffs from other countries – will affect business at the port?**

**A** The world has become used to change and volatility, especially since 2020. Last year was actually the first time we've had to work to manage congestion in the port as a result of geopolitical events reducing access to the Red Sea.

The good news is that our industry always finds a way to rise to challenging circumstances, so while we're yet to see the full impact of tariffs, we're working on contingency plans that will ensure we can manage disruption.

Ultimately, it's necessary for authorities and the port community to come together to ensure we're [prepared to respond](#).

# International Medical Guide for Seafarers and Fishers

## Recommended in the ILO Maritime Labour Convention

- Improves medical care on board
- Helps crew be prepared
- Applicable globally
- Comprehensive and up-to-date
- Practical and user-friendly
- Written by maritime medical practitioners
- Globally available medicines and equipment
- Available in print or digital ebook

Includes a Ship's Medicine Chest and removable Action Cards for use in a medical emergency.



£225

In collaboration with



IMHA



INTERNATIONAL  
TRANSPORT  
WORKERS  
FEDERATION



Order now at: [www.ics-shipping.org/publications](http://www.ics-shipping.org/publications)



## The ultimate solution for crew work and rest hours compliance



Schedule a demo

- ▶ Trusted by over 1,000 companies, 9,500 vessels, and 89 flag states
- ▶ Recognized by global leaders in shipping and regulatory bodies
- ▶ Benchmark your fleet performance with comprehensive reporting
- ▶ Instant, real-time updates on crew work and rest
- ▶ Ensure compliance with global regulations (STCW, MLC, OCIMF)



International  
Chamber of Shipping

[www.isfwatchkeeper.com](http://www.isfwatchkeeper.com)



# Navigating a new era: collaboration, regulation, and realism

Held in the historic Athens Conservatoire, the 'Shaping the Future of Shipping' Summit last month brought together maritime leaders from around the world for a day of high-level dialogue on the sector's strategic priorities.

Hosted by the International Chamber of Shipping (ICS) in partnership with the Ministry of Maritime Affairs and Insular Policy of the Hellenic Republic and the Union of Greek Shipowners, the Summit marked a timely day of reflection for the industry as it confronts the intersecting pressures of decarbonisation, geopolitical tension, and global trade fragmentation.

Over the course of the day, one clear message emerged: the future of shipping must be built on global collaboration, not protectionism.

## A call to unity in fragmented times

Opening the Summit, on 11 June 2025, ICS Chairman Emanuele Grimaldi spoke candidly about the shifting context in which global shipping now operates. "In a period of phenomenal upheaval, the world around us is shifting in profound and sometimes disconnecting ways," he said, warning that rising trade barriers are adding complexity, increasing costs for consumers, and eroding the co-operative spirit on which maritime trade depends.

"We must continue to think and act on a global scale," he urged. "Shipping, by its very nature, is a global industry. It makes little sense to tackle our challenges in fragmented regional ways."

## Eyes on the IMO and the path to net zero

Much of the Summit's focus was on the forthcoming ratification of the International Maritime Organization (IMO) Net-Zero Framework. There was strong support among attendees for multilateral action through the IMO, with speakers urging governments and industry alike to push for adoption in October.

Chris Bonett, Malta's Minister for Transport, Infrastructure and Public Works, underlined the urgency: "We have to get the job done in October. If we want to keep a predictable industry, then we have to, all of us, implement the IMO Framework because that will apply for everyone. I cannot stress that enough."

Nick Brown, CEO of Lloyd's Register, noted the significance of recent developments at the IMO's Marine Environment Protection Committee (MEPC), highlighting a "more aggressive reduction curve than many were expecting". He urged shipowners to use this momentum to drive action at the vessel level: "Every single drydocking of every single vessel must now be fully evaluated to capture efficiency, efficiency, efficiency – as quickly as possible."

Yet questions were raised about how representative the process has been.

Melina Travlos, President of the Union of Greek Shipowners, cautioned that “the expert input of the industry must be fully reflected in maritime policymaking, at national, regional and global levels”. She expressed concern that recent IMO deliberations did not sufficiently incorporate industry voices, noting that the IMO “regulates only ships—it cannot directly regulate the other stakeholders.”

She added: “Without safe, scalable and globally available alternative fuels, decarbonisation will remain a theoretical goal. Funds raised must be directed back into the industry to support its transition. No growth is possible on the back of stranded investments.”

### Decarbonisation needs all hands

While the IMO remains the cornerstone for regulatory progress, speakers were united in the view that the shipping industry cannot go it alone. Ioanna Procopiou, BIMCO Vice Chair and CEO of Prominence Maritime SA, delivered a blunt assessment: “There are good regulations and bad regulations. Bad regulations can destroy any industry.” She emphasised that shipowners alone cannot bear the cost or responsibility of decarbonisation: “We need the co-operation of all stakeholders—charterers, engine manufacturers, cargo owners, bunker suppliers, energy providers. At the moment, we are going to be paying and polluting because there’s no way of complying.”

The need for whole-system transformation was echoed by others, including Rolf Thore Roppestad, CEO of Gard, who stressed the risks of creating misaligned incentives through isolated national or regional rules. Melina Travlos warned that “unrealistic set goals,” increased regionalism, and fierce international competition are threatening both the sustainability and integrity of maritime regulation.

Fu Xuyin, Vice Minister of Transport for the People’s Republic of China, provided a perspective on how this transformation is playing out in the world’s largest shipping market. “Intelligent and smart shipping are flourishing,” he said via translator, highlighting China’s efforts to green its ports and fleet. Shanghai Port has completed the country’s first green methanol bunkering operation, and 60% of container trucks at key hub ports now run on clean energy. “We have put into operation the first pure battery-powered river-to-sea containership capable of carrying 700 TEU,” he noted.

**The clear message that emerged from the ‘Shaping the Future of Shipping’ Summit was that shipping must be built on global collaboration, not protectionism.**



Yet, Mr Xuyin also struck a warning note, urging greater co-operation amid rising unilateralism and protectionism. “The selective implementation of discriminatory measures, including port fees and tariffs, seriously disrupts the world economic order and poses severe challenges to the development of the shipping industry.” He emphasised that “multilateralism is key to the stability of the global supply chain.”

### Human capital, maritime security and institutional voice

Beyond fuels and frameworks, the conversation also returned repeatedly to people and safety. Prime Minister of the Hellenic Republic Kyriakos Mitsotakis described ships as “advanced floating factories” requiring engineers adept in both ammonia fuel cells and AI-enabled navigation systems. This focus on the human dimension was reinforced by Marina Hadjimanolis, Shipping Deputy Minister to the President of Cyprus, who stressed the need to invest in maritime skills and wellbeing.

Melina Travlos, who recently addressed the UN Security Council on maritime security, warned that the industry faces growing threats “which put life at sea under direct threat.” She called for effective policymaking that does not undermine the sector’s sustainability: “Shipping needs a global regulatory framework that reflects its nature. A framework that is built on realism, that enables free competition and fosters innovation.”

Nick Brown praised her efforts, saying: “We cannot take safety and security for granted. We’re striving to make our industry cleaner in what is an ever more uncertain and volatile world.”

### Turning dialogue into action

While the summit offered no illusions about the scale of the challenge ahead, there was a palpable sense of determination among speakers to move beyond rhetoric. The decisions taken at MEPC in April were widely recognised as a turning point but also as the beginning of the next, harder phase – delivery. The key actions emerging from the Summit were to support the IMO Framework, push for adoption in October, and prepare for consistent global implementation.

On the importance of the debate, Apostolos Tzitzikostas, European Commissioner for Sustainable Transport and Tourism, added: “The European Union will always be a multilateral player, working hand in hand with international partners.” He said it was time for the industry to “translate vision into action” and said no one could tackle the challenges alone. He called for co-ordinated action and strategic investment and “above all, strong collaboration”. Of the EU’s future prosperity, he said the maritime sector was not just a stakeholder but a strategic partner.

Vasilis Kikilias, Greece’s Minister for Maritime Affairs and Insular Policy, also reflected on the significance of the event. “Let’s hear from the best of the best. We’ll talk about problems, yes, but also the solutions. There are no problems without solutions and you have proved that, dear friends, time and time again.”

As ICS Chairman Grimaldi concluded: “The decisions taken represent progress, and now we must turn that progress into practical action.”

Melina Travlos put it simply: “No challenge is beyond our reach if [we face it together](#).”



A place to  
**MEET**

Space to  
**CONNECT**

Room to  
**EXPLORE**



The Maritime Hub offers state-of-the-art meeting rooms in the heart of the City of London. Unique spaces to meet, engage and collaborate – tailored to your requirements.

# The ICS **MARITIME HUB**

[reservations@ics-shipping.org](mailto:reservations@ics-shipping.org)

+44 20 7090 1460

[maritimehub.ics-shipping.org](https://maritimehub.ics-shipping.org)



# ICS in Action

A round-up of ICS news and activities over the last month

## ICS gives backing to IMO Net-Zero Framework to provide clarity, simplicity, and detail on rewards

In April, the International Maritime Organization's (IMO) member states took a historic step by agreeing to the Net-Zero Framework (NZF) – the world's first global emissions price for an entire industry. This was a landmark step towards decarbonising international shipping and one that the International Chamber of Shipping (ICS) has been advocating for and fully supports.

While being fully supportive, ICS has been expressing shipowners concerns about how complicated the new rules could become, especially smaller to medium sized companies, who may struggle with compliance costs

In July ICS [put forward submissions](#) to the IMO to help clarify these issues.

Additionally ICS has responded to the EU Commissions consultation encouraging them to replace the EU ETS with the IMO NZF as soon as it is adopted.

## ICS and European Shipowners | ECSA welcome the Hong Kong Convention entering into force globally

At the end of June the International Chamber of Shipping (ICS) and European Shipowners | ECSA welcomed the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships (Hong Kong Convention) entering into [force globally](#).

## Joint industry statement from ICS, BIMCO, European Shipowners | ECSA, INTERCARGO and INTERTANKO on the recent developments in the Red Sea

In early July, two ships were attacked in the Red Sea, in response ICS and other industry bodies issued a [statement condemning these attacks](#). "These vessels have been attacked with callous disregard for the lives of innocent civilian seafarers and as an inevitable but terrible consequence, seafarers have been killed."

## Upcoming Events

ICS will be attending the [Third G20 Energy Transitions Working Group Meeting](#) in South Africa, on Wednesday 30 July, 2025, highlighting the potential demand for new fuels from shipping following the agreement of the IMO Net-Zero Framework and highlighting the work of the Clean Energy Marine Hubs.

ICS will also be participating in the [Clean Energy Ministerial Meeting, CEM16](#), in Busan, South Korea on 25-27 August, 2025, where a delegation of shipowners and ports will highlight the critical role of the maritime value chain in transporting new fuels.

The next ICS Board Meeting will be held in London on Tuesday 16 September, 2025, coinciding with [London International Shipping Week 2025](#).

ICS will be holding a side event during the World Trade Organization's (WTO) Public Forum on 18 September, 2025 and will be meeting with WTO Director-General: Ngozi Okonjo-Iweala

ICS is working with the Hong Kong SAR Government and Hong Kong Shipowners' Association to host the 2nd Hong Kong Global Maritime Trade Summit. Held at the beginning of [Hong Kong Maritime Week](#), this event will be held on Monday 17 November, 2025. Save the Date.



International  
Chamber of Shipping

**ICS is the principal international trade association for merchant shipowners and operators, representing all sectors and trades and over 80% of the world merchant fleet.**

For more ICS contacts:  
[www.ics-shipping.org/contact-us/](http://www.ics-shipping.org/contact-us/)

### Contact us

**International Chamber of Shipping**

7th Floor, Walsingham House,  
35 Seething Lane, London  
EC3N 4AH

+44 (0) 20 7090 1460

[info@ics-shipping.org](mailto:info@ics-shipping.org)

[www.ics-shipping.org](http://www.ics-shipping.org)

### Editorial

**Intent Communications**

**Tanya Blake**

+44 (0) 7472 320 618

[tanya@intentcommunications.co.uk](mailto:tanya@intentcommunications.co.uk)

**Namrata Nadkarni**

+44 (0) 7598 025 513

[namrata@intentcommunications.co.uk](mailto:namrata@intentcommunications.co.uk)

**Robert Platt**

[robert@intentcommunications.co.uk](mailto:robert@intentcommunications.co.uk)

**James Falkner**

[james@intentcommunications.co.uk](mailto:james@intentcommunications.co.uk)

### Design and layout

**Phil McAllister**

[phil@philmcallisterdesign.com](mailto:phil@philmcallisterdesign.com)

+44 (0) 1273 737481

### Press and Communications

**Katerina Dimitropoulos**

+44 (0) 7497 363434

### Sales

**Richard Emsley**

[richard.emsley@ics-shipping.org](mailto:richard.emsley@ics-shipping.org)

+44 (0) 7730 289459

Disclaimer: Whilst every effort has been made to ensure the quality and accuracy of the information contained in this newsletter at the time of going to press, the International Chamber of Shipping, its affiliates and any person, firm, corporation or organisation who or which has been in any way concerned with the furnishing of the information assume no responsibility as to the accuracy or completeness of and, to the extent permitted by law, shall not be liable for any errors or omissions or any loss, damage or expense incurred by reliance on information or any statement contained in this newsletter.

Any views or opinions expressed do not necessarily represent the views or opinions of ICS, its affiliates or any person, firm, corporation or organisation who or which has been in any way concerned with the furnishing of the information in this newsletter.