



and Harbors (IAPH), and the Clean Energy Ministerial, is one example of the collaborative effort needed. By fostering partnerships across industries and governments, CEM-Hubs aim to accelerate infrastructure development and de-risk investments in clean fuel supply chains.

We recently welcomed the government of Greece, ABS, Lloyd's Register Maritime Decarbonisation Hub, OCIMF and the World Economic Forum. The governments of China and Malta are also currently looking to join, and I would encourage the Australian government to do so too.

Ports must become enablers of the green energy transition for all sectors, not just for shipping. This means investing in infrastructure to provide bunkering for hydrogen, ammonia, and other zero-carbon fuels. It means creating clear regulatory frameworks that encourage fuel innovation while ensuring safety. And it means positioning ports as centres of opportunity—serving both shipping and the broader energy economy.

Australia is once again well placed to lead. With its abundant renewable energy resources and strategic geographic position, the opportunity to create globally competitive green fuel hubs is within reach. This vision must be backed by tangible investment and collaboration.

Preparing Our Workforce for the Future

Amidst technological advancements and

fuel innovations, it is our people—the nearly two million seafarers worldwide—who will deliver this transformation. Without them, the green energy transition will not succeed. However, we face a growing challenge: the maritime industry is already experiencing a shortage of seafarers, and demand for skilled workers will only increase as we adopt new fuels and technologies.

This is both a challenge and an opportunity. Shipping must invest in its workforce, not only to attract new talent but to provide the skills and training needed for a decarbonised future. The message is clear: we need global data, national strategies, and sustainable investment to ensure seafarers are ready for the future.

The Maritime Just Transition Task Force, is helping lay the groundwork by addressing workforce training needs. But this is only the beginning. Australia, with its respected maritime training institutions, has a leading role to play in preparing the next generation of seafarers. Governments, unions, and industry must work together to redefine the social contract for seafarers—creating safe, rewarding careers that attract the talent we so urgently need.

The Path Forward

The green energy transition is not shipping's challenge alone. It is a global effort that requires collaboration across governments, energy providers, ports, shipowners, and finance communities. Shipping's success will depend on its

ability to work as a unified industry while influencing global decision-making.

As we navigate these uncharted waters, the work we do today will determine the future of our industry. We must act boldly and decisively—investing in fuels, ports, and people—to ensure we are prepared to meet the challenges and opportunities ahead.

I remain optimistic about what we can achieve. Shipping has proven time and again that it can rise to the greatest challenges, and I have no doubt we will do so again. By embracing innovation, fostering collaboration, and putting our people at the heart of this transition, we can chart a course toward a greener, more sustainable future.

Our industry stands on the brink of transformation. Let us seize this moment, not just to decarbonise shipping, but to enable a cleaner, more prosperous future for the world.

As I prepare to hand over the reins of the ICS to my successor, I'd like to take a moment to thank the many kind, smart, and capable people I met and worked with on my many travels to Australia. I have no doubt that you will continue to play an active and important role in the future of shipping. ▲