

ANNUAL REPORT

2025



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THE MISSION OF THE WORLD MARITIME UNIVERSITY (WMU) IS TO BE THE WORLD CENTRE OF EXCELLENCE IN POSTGRADUATE MARITIME AND OCEANS EDUCATION, PROFESSIONAL TRAINING AND RESEARCH, WHILE BUILDING GLOBAL CAPACITY AND PROMOTING SUSTAINABLE DEVELOPMENT.

THE VISION OF WMU IS TO INSPIRE LEADERSHIP AND INNOVATION FOR A SUSTAINABLE MARITIME AND OCEANS FUTURE.

WHO WE ARE

As a global centre of excellence established within the framework of the International Maritime Organization (IMO), a specialized agency of the United Nations, the World Maritime University plays a significant role in maritime and ocean education, research, capacity development and economic development while promoting the role of women in the maritime and ocean sectors. The University's connection to the United Nations family, and unique relationship with IMO, are invaluable assets that are only offered by WMU.

The aim of WMU is to further enhance the objectives and goals of the IMO, IMO Member States and the maritime industry, building global capacity through our unique postgraduate education programmes as well as professional development courses and research that meet the highest standards in maritime and oceans affairs. We work closely with the IMO and key stakeholders including maritime and port administrations, the maritime industry and non-governmental organizations.

The impact of WMU has been immense since its inauguration in 1983. With an international presence and a global reach, there are 6,632 graduates from 171 countries and territories. WMU continues to build maritime and ocean capacity and expertise taking into account the UN Sustainable Development Goals (UN SDGs) 2030.



MESSAGE FROM THE CHANCELLOR



Mr. Arsenio Dominguez
WMU Chancellor and Secretary-General,
International Maritime Organization

■ **EXCELLENCE IN MARITIME LEADERSHIP BEGINS WITH EXCELLENCE IN MARITIME EDUCATION. THE MARITIME LEADERS EDUCATED AT WMU EXEMPLIFY THE UNITED NATIONS VALUES OF COOPERATION, SHARED KNOWLEDGE AND INCLUSIVENESS - FOUNDATIONS THAT ARE STRENGTHENING OUR GLOBAL MARITIME COMMUNITY WITH EVERY GRADUATING CLASS. ■■**

The World Maritime University's alumni community continues to grow and now includes more than 6,600 graduates from 171 countries and territories, many of whom hold positions of leadership in maritime administrations, international organizations and industry. This global network reflects the lasting contribution of WMU to building maritime capacity and supporting the work of IMO Member States.

In 2025, WMU's postgraduate education programmes, research initiatives and international partnerships again demonstrated the global impact of its work.

WMU research and educational initiatives addressed issues across the breadth of the global maritime agenda, including maritime decarbonization, the transition to alternative fuels, gender equality, sustainable workforce development, ocean governance, and navigation in the Arctic. These efforts contribute directly to the priorities of IMO and to the broader United Nations 2030 Agenda for Sustainable Development.

I extend my sincere appreciation to the many governments, organizations, foundations and industry partners whose support enables the University to continue fulfilling its mission. I also wish to recognize the enduring partnership of the Government of Sweden and the City of Malmö, whose commitment has been instrumental to WMU since its establishment in 1983.

I encourage Member States, intergovernmental organizations and other stakeholders to continue supporting the University's work, including through voluntary contributions to the WMU Endowment Fund, which plays an important role in strengthening the University's long-term capacity to educate future maritime leaders.

Excellence in maritime leadership begins with excellence in maritime education. The maritime leaders educated at WMU exemplify the United Nations values of cooperation, shared knowledge and inclusiveness - foundations that are strengthening our global maritime community with every graduating class.



MESSAGE FROM THE PRESIDENT



■ **THE STRENGTH AND IMPACT OF WMU ARE EVIDENT IN OUR GLOBAL NETWORK. FROM OUR ALUMNI, FACULTY AND VISITING LECTURERS TO OUR DONORS AND PARTNERS, WMU FOSTERS COOPERATION IN EVERY REGION OF THE WORLD TO ADVANCE MARITIME KNOWLEDGE AND LEADERSHIP FOR A SUSTAINABLE MARITIME AND OCEANS FUTURE.■**

Professor Maximo Q. Mejia, Jr.
President
WMU Class of 1994

As President of the World Maritime University (WMU), I am pleased to reflect on the achievements of the University in 2025 and the continued progress in advancing our mission as a global centre of excellence in maritime and oceans education, research, and capacity development.

Throughout the year, WMU continued to strengthen its role as a platform for international collaboration and knowledge sharing across the maritime and oceans sectors. Our students, faculty and partners worked together to address some of the most pressing challenges facing the maritime industry, including decarbonization, the transition to alternative fuels, sustainable maritime workforce development, and the governance of the world's oceans.

A notable milestone was the achievement of gender parity within the Malmö MSc intake for the first time in the programme's history. This reflects the University's sustained efforts over many years to increase opportunities for women in maritime education and leadership, and it represents an important step toward a more inclusive maritime sector. We are also immensely proud that Professor Momoko Kitada was selected to receive the 2026 IMO Gender Equality Award.

In 2025, the University celebrated the twentieth anniversary of its MSc programmes delivered in China in cooperation with Shanghai Maritime University and Dalian Maritime University. Over the past two decades, these programmes have contributed significantly to maritime capacity development in the region while strengthening WMU's global reach and partnerships.

WMU's research activities continued to serve as an important pillar of the University's work. During the year, over 30 projects and consultancies addressed key maritime and ocean challenges, generating new knowledge and supporting evidence-based policymaking. The WMU-Sasakawa Global Ocean Institute continued to play a central role in advancing research, policy dialogue, and capacity development related to ocean governance and sustainable ocean use.

The University also hosted and participated in numerous international conferences, training programmes, and collaborative initiatives throughout the year, reinforcing WMU's role as a hub for global maritime and oceans expertise and cooperation.

These achievements are made possible by the dedication of our faculty, staff, visiting lecturers, and students. I would like to express my sincere gratitude to all members of the WMU community for their commitment and professionalism.

I also extend my appreciation to the Government of Sweden and the City of Malmö for their continued support, as well as to the many donors, partners and organizations that contribute to the University's work.

The strength and impact of WMU are evident in our global network. From our alumni, faculty, and visiting lecturers to our donors and partners, WMU fosters cooperation in every region of the world to advance maritime knowledge and leadership for a sustainable maritime and oceans future.



2025 HIGHLIGHTS

February



WMU Professor Appointed UArctic Chair in Search and Rescue

On 5 February, it was announced that Professor Dimitrios Dalaklis was appointed the University of the Arctic (UArctic) Chair in search and rescue (SAR) for a five-year term.



Four WMU Research Projects Highlighted at HTW11

From 10-14 February, at the 11th session of the IMO's Sub-Committee on Human Element, Training and Watchkeeping, WMU presented research on MTCC Asia's alternative fuels Train-the-Trainer programme, seafarer sustainability, work/rest hours, and food security.

March



WMU Students Volunteer Initiative

Launched on 19 February, the student-led volunteer initiative is dedicated to making a meaningful impact on the maritime sector and beyond, rooted in the belief that commitment and education are powerful catalysts to empower individuals, transform attitudes, and face challenges.



Roadmap to Tackle Seafarer Shortages

A new report based on WMU research, Deep Dive on Seafarer Sustainability, was published on 27 March by Lloyd's Register Foundation, highlighting opportunities to make the number of seafarers more sustainable by investing in Africa's emerging talent and supporting women in maritime roles.

April



Training for Alternative Fuels

From 14-18 April, WMU delivered the world's first, full-scale Train-the-Trainer programme on Alternative Fuels for Sustainable Shipping at MTCC Asia headquarters in Shanghai, China.



Analysis Reveals Shortcomings of Shore Leave Access

In April, a new ITF Seafarers' Trust (ITFST) and WMU report, based on responses from 5,879 seafarers, highlighted the continued lack of shore leave and provided insights into its current availability.

May



Advancing the Blue Economy through Gender Equality

From 19-21 May, global experts convened in Malmö to Champion Gender Equality in the Blue Economy to explore how gender equality drives sustainable growth in ocean-based sectors.

June



E-Learning Course on MARPOL Annex V to Combat Marine Litter

In June, the IMO and WMU introduced a new e-learning course focused on the International Convention for the Prevention of Pollution from Ships (MARPOL) Annex V, addressing the prevention of pollution by garbage from ships.

July



UN Ocean Conference 2025

From 9 to 13 June, WMU actively participated in the 2025 United Nations Ocean Conference (UNOC) in Nice, France. As an official UNOC supporter, the WMU-Sasakawa Global Ocean Institute co-hosted three Side Events.



China Programmes: 20 Year Anniversary

From 23-25 July, WMU celebrated the graduation ceremonies and 20 year milestone anniversary of the two MSc specializations offered in China. The milestone highlighted two decades of progress in maritime education, research, and capacity development.

August



WMU Maritime Affairs Conference

From 26-28 August, WMU hosted the WMU Maritime Affairs Conference 2025: Transforming a Maritime Future: Digitalization and Decarbonization, addressing technical, policy, and international convention aspects of significant maritime topics.

September



MJTTF First Interim Seafarer Training Frameworks

WMU contributed to the development of the Maritime Just Transition Task Force (MJTTF) training frameworks, released on 17 September. An industry first in the development of training programmes for seafarers working on ships powered by ammonia, methanol, and hydrogen.



Malmö Class of 2026 Reaches Gender Parity

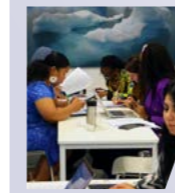
Inauguration of the Class of 2026 took place on 23 September. The new cohort includes 132 students from 53 countries and, for the first time in the Malmö programme's history, achieved gender parity with 66 women and 66 men.



Future-proofing Our Port Cities Conference

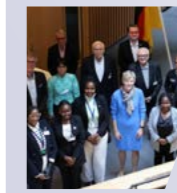
As our host city of Malmö marked 250 years as a port city, WMU partnered with the City, Copenhagen Malmö Port, and the Union of the Baltic Cities, to host an international conference from 30 September to 1 October.

October



Inaugural Women's Leadership and Empowerment Training

From 6-10 October, WMU in collaboration with the IMO and the Women's International Shipping & Trading Association (WISTA International), delivered the in-person segment of the inaugural Women's Leadership and Empowerment (WLE) training course.



Sixth Annual Friends of WMU Germany Seminar

The sixth annual Friends of WMU Germany seminar took place on 15 October with the topic of "The Global Relevance of Critical Maritime Chokepoints - Economic, Legal and Security-Related Aspects".



Joint Report on Global Green Shipping Development

On 20 October in Shanghai, WMU and the Shanghai International Shipping Institute launched a comprehensive analysis of global trends, regulatory developments, and technological innovations shaping the transition toward green and low-carbon shipping.



GHG Reduction National Action Plan in Viet Nam

WMU contributed technical expertise to a national workshop held in Ha Noi on 23-24 October to support Viet Nam in developing a National Action Plan (NAP) for maritime greenhouse gas (GHG) emission reduction, under the SMART-C GHG Project.



Open Doors Event

In celebration of the 10th anniversary of WMU being located at the historic Tornhuset, the University invited the public to a special Open Doors event on 24 October, United Nations Day.



Fishing and Climate Change

WMU partnered in a new international study, released on 27 October in Nature Communications, examining how fishing and climate change affect the ocean's ability to store carbon. The study highlights the need for more sustainable ocean management that considers fishing impacts on carbon sequestration.

November



WMU Graduation Ceremony 2025

On 1 November, the Class of 2025 graduation ceremony was held in Malmö. The overall Class included a record number of 300 graduates bringing the total number of graduates to 6,632 from 171 countries and territories.



Class of 2004 Reunites

On 1 November, representatives of the Class of 2004 gathered at WMU in Malmö, Sweden, to commemorate 21 years since their graduation.



IMO Gender Equality Award - Professor Momoko Kitada

At IMO Council in November, Professor Momoko Kitada, Nippon Foundation Professor in Gender & Innovation and Head of Maritime Education & Training was selected to receive the 2026 IMO Gender Equality Award.



Landmark 2025 Arctic Report

On 2 December, in collaboration with the 90 North Foundation, WMU released the 2025 Arctic Report: The Arctic Ocean Region - Biodiversity, Governance & Protective Measures, a comprehensive assessment of the rapidly changing and geopolitically significant region.

GOVERNANCE AND LEADERSHIP

WMU IS GOVERNED BY A CHARTER ADOPTED BY THE IMO ASSEMBLY, WHICH IS MADE UP OF DELEGATIONS FROM 176 IMO MEMBER STATES AND 3 ASSOCIATE MEMBERS.

THE WMU REVISED CHARTER, ADOPTED BY THE 30TH SESSION OF THE IMO ASSEMBLY IN DECEMBER 2017, SETS THE COURSE FOR THE NEXT DECADE.

In accordance with the Charter, WMU's governance structure consists of a Board of Governors (BoG) and an Executive Board (EB). The IMO Secretary-General is the WMU ex-officio Chancellor. The President directs and administers the University.

The BoG meets once a year and is responsible for exercising due governance of the University, ensuring the effectiveness and continuity of its operations, protecting the autonomous nature of the University within the framework of the IMO, and ensuring the maintenance of the highest academic and professional standards. The BoG is chaired by the Chancellor and composed of up to 30 members who are appointed by the IMO Secretary-General for a renewable period of three years. Reports approved by the BoG are submitted to the IMO Council. The Chairperson of the EB and the WMU President attend meetings of the BoG as well as the ex officio members from the IMO, the Government of Sweden and the City of Malmö.

The EB meets three times a year and consists of up to 11 members. The Chair is appointed by the IMO Secretary-General. Up to 8 members with renewable two-year terms of office are appointed by the BoG. One ex officio member is appointed by the IMO Secretary-General to represent the IMO and one ex officio member is appointed by the Government of Sweden to represent the host country.

In addition to performing functions specified in the Charter, the EB facilitates the work of the University, provides oversight between sessions of the BoG, monitors the

implementation of the decisions of the BoG and gives directions and guidance as necessary.

The President is appointed by the Secretary-General of the IMO to direct and administer the University, in accordance with the University's Statutes, Regulations and Rules, strategic directions and plans. The President presides over the Academic Council, which assists in the coordination, promotion and implementation of the academic work programme of the University. The President is assisted by the Vice-President (Provost), Vice-President (Strategic Initiatives), Vice-President (Advancement and Operations), the Director of the WMU – Sasakawa Global Ocean Institute, and the University Registrar and Head of Accreditation Matters.

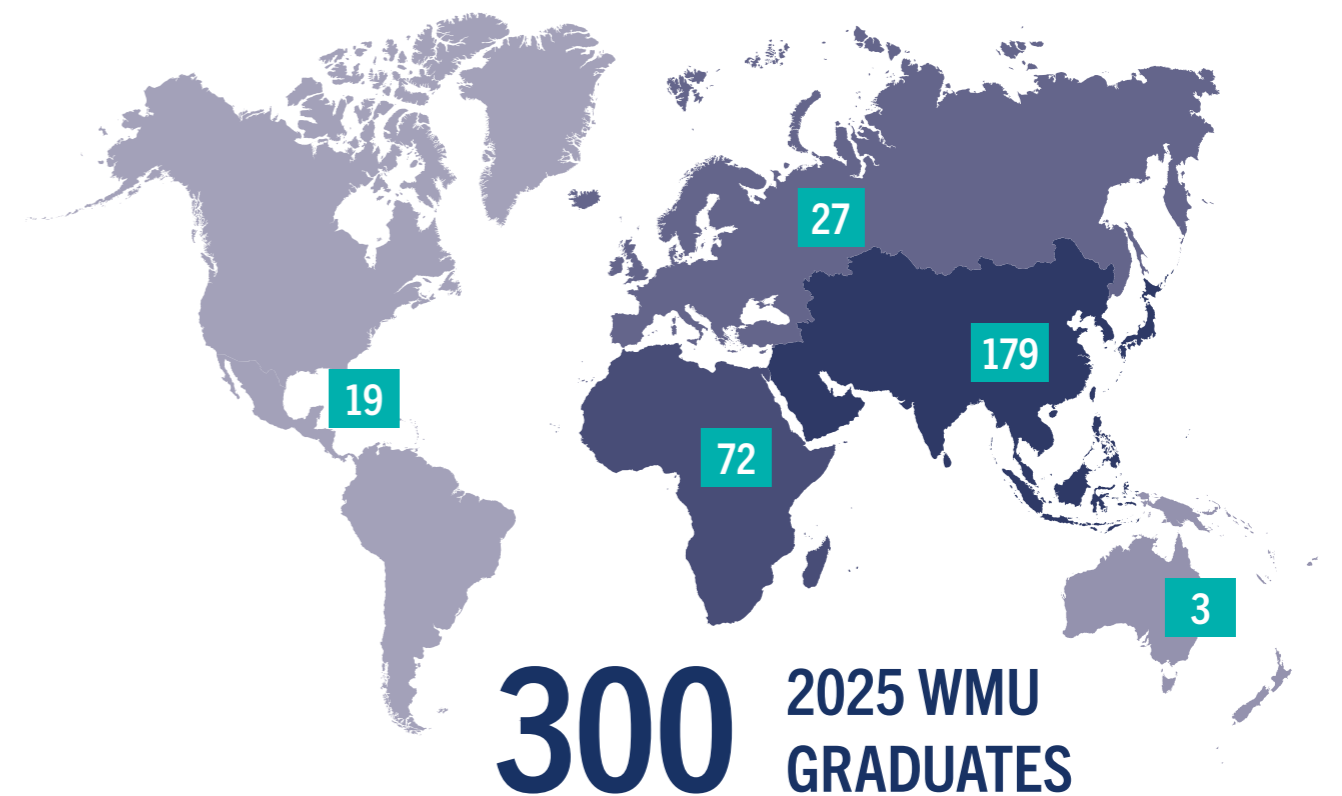
OUR STUDENTS

WITH AN AVERAGE AGE OF 35, WMU STUDENTS ARE MID-CAREER PROFESSIONALS FROM ACROSS THE BROAD SPECTRUM OF MARITIME OCCUPATIONS.

Each year, across all programmes, around 80 countries are represented. The Malmö 2025 intake includes a record enrolment of 51 percent women achieving gender parity for the first time. Our MSc specializations in China have both reached gender parity previously. The University continually pursues efforts to increase the number of women enrolled in all programmes.

| Enrolled Students | 2024 | 2025 |
|-------------------------------|------------|------------|
| Malmö | 127 | 126 |
| PhD (continuing) | 32 | 30 |
| Dalian | 54 | 47 |
| Shanghai | 35 | 28 |
| MPhil | 2 | 1 |
| Marine Insurance | 9 | 10 |
| Maritime Energy | 13 | 11 |
| Executive Maritime Management | 39 | 38 |
| International Maritime Law | 42 | 22 |
| LLM | 16 | 11 |
| ESSP* | 21 | 14 |
| Total | 369 | 324 |

*not included in the total as all students continued on to MSc programme



OUR ALUMNI

WITH 6,632 ALUMNI FROM 171 COUNTRIES & TERRITORIES, WMU HAS A REMARKABLE PRESENCE IN THE MARITIME SECTOR.

WMU alumni assume positions of prominence around the world such as Prime Minister, ministers, senior maritime officials, directors of shipping companies and ports, and as heads of maritime academies and naval organizations. They hold prominent positions within UN organizations including serving as Secretary-General of the IMO, and many represent their home countries at the IMO and in international forums and organizations. The alumni maintain close ties with each other creating a unique maritime global network that increases by ~300 graduates annually.

AS OF 2025, THE TOTAL NUMBER OF FEMALE GRADUATES IS 1,590 INCLUDING 899 FEMALE GRADUATES OF THE MALMÖ MSC PROGRAMME.



OUR PROGRAMMES

PhD in Maritime Affairs – Malmö, Sweden

Designed as a flexible research degree related to the IMO mission of safety, security and environmental protection, the PhD programme involves 3–6 years of study on a full or part-time basis at WMU or elsewhere. PhD students are either self-funded or supported by research projects. The PhD programme provides the University with both an income stream from tuition fees and significantly increases its publication and citation listings.

Doctoral research at WMU falls mainly within one of the following Research Priority Areas (RPAs):

- Environmental Impacts of Marine Activities
- Maritime and Marine Technology and Innovation
- Maritime Economics and Business
- Maritime Energy Management
- Maritime Law, Policy and Governance
- Maritime Safety
- Maritime Social and Labour Governance

In addition, the WMU–Sasakawa Global Ocean Institute carries out and coordinates research in line with its vision to act as a world-leading focal point for the ocean science–policy–law–industry–society interface where policy makers, the scientific community, regulators, industry actors, academics, and representatives of civil society meet to discuss how best to manage and use ocean spaces and their resources in accordance with the UN SDGs. Through evidence-based research, the Institute seeks to provide new perspectives on how to address the manifold threats facing the ocean.

MSc in Maritime Affairs – Malmö, Sweden

In 2025, student enrolment was 126 on the flagship Malmö-based MSc programme. The proportion of MSc students in Malmö who are funded by their employer, government, or from personal resources is an indicator of the University's financial health. In 2025, nine students (7%) were self-funded.

The Malmö MSc programme is designed for mid-career maritime professionals to meet the current needs of the maritime sector. The first term of the standard 14-month programme includes research methodology and lays the foundation for successful graduate studies.

The accelerated 10-month programme begins in the second specialization term that integrates academic subjects with real-world applications through the field

study programme and visiting lecturers from the maritime and ocean sector. In the final term, students develop rigorous skills of theoretical and applied research, analysis and writing through in-depth study of a chosen subject or problem leading to authorship of a dissertation at Master's level.

The MSc programme in Malmö offers seven specializations:

- Maritime Safety & Environmental Administration
- Maritime Law & Policy
- Maritime Education & Training
- Port Management
- Shipping Management & Logistics
- Maritime Energy Management
- Ocean Sustainability, Governance & Management

In 2025 there were 82 Visiting Lecturers from around the world that contributed to the programmes at WMU. These visiting maritime professionals provide unique and invaluable insight into the maritime industry and are a guarantor for practice-informed research and teaching at the University.

On 1 November, the Class of 2025 graduation ceremony was held in Malmö. The overall Class included a record number of 300 graduates.

2025 Malmö MSc – Enrolments by type of funding

| | |
|------------------------------------|----|
| Donor funded students | 90 |
| Government/company funded students | 27 |
| Self-funded students | 9 |

2025 Graduates by Programme

| | |
|-------------------------------------|------------|
| PhD | 6 |
| Malmö | 126 |
| Dalian | 54 |
| Shanghai | 36 |
| MPhil | 2 |
| PgDip Marine Insurance | 8 |
| PgDip Maritime Energy | 8 |
| PgDip Executive Maritime Management | 33 |
| PgDip International Maritime Law | 14 |
| LLM International Maritime Law | 13 |
| Total | 300 |

MSc Outreach in China

Established in 2005, the outreach MSc in Maritime Affairs specializations in China were designed to extend WMU's professional education to a new and thriving clientele from the region and beyond, and to meet the maritime industry's demand for high-level specialized professionals in a key maritime market. The International Transport & Logistics (ITL) specialization is delivered in Shanghai in cooperation with Shanghai Maritime University. The Maritime Safety & Environmental Management (MSEM) specialization is delivered in Dalian in cooperation with Dalian Maritime University. The 14-month intensive programmes are taught entirely in English and the entry requirements, grading system and quality assurance process are those in force at WMU.

In 2025, enrollment in the two specializations reached 74, reflecting sustained demand for WMU's postgraduate education in China. In Shanghai, enrolment was 28 with 40 per cent being female students and in Dalian, enrolment was 46 in total. The 2025 graduation ceremonies took place in Shanghai and Dalian, China, on 23 and 25 July, respectively, for a total of 87 graduates.

The China-based MSc specializations celebrated their 20th anniversary in 2025 with events in Shanghai and Dalian following the graduation ceremonies. The milestone highlighted two decades of progress in maritime education, research, and capacity development. Key highlights included the launch of China-based alumni associations and the renewal of Memoranda of Understanding with Shanghai Maritime University and Dalian Maritime University.

MPhil

The innovative MPhil programme has been designed in partnership by IMO's two sister institutions, WMU and the IMO International Maritime Law Institute (IMLI) in Malta, to play a part in ensuring the future sustainability of the world's oceans in accordance with the UN 2030 Agenda for Sustainable Development. The unique, two-year MPhil programme offers students the chance to spend their first academic year in Malmö, following WMU's specialization in Ocean Sustainability, Governance and Management (OSGM), and the second academic year in Malta, following IMLI's LLM programme. Graduates of the programme are expected to play an important

role in developing national ocean governance policies to reflect the latest international initiatives, rules and regulations. Two students graduated from the programme in 2025 and there was one new enrolment.

Distance Education

WMU delivers a variety of distance learning educational offerings, including an LLM and four Postgraduate Diploma programmes. Three of the programmes are offered in partnership with either Lloyd's Maritime Academy or DNV Maritime Academy. The distance learning programmes address current topics of critical importance in the maritime industry with a blended-learning approach.

In 2025, the Executive Maritime Management postgraduate diploma programme celebrated its 10th anniversary. A reception was held during Singapore Maritime Week on 27 March 2025 to bring together alumni, current, and prospective students to mark a decade of maritime excellence.

Programmes offered in 2025 by WMU and our partners included:

Masters Degree

LLM in International Maritime Law*

Postgraduate Diplomas

Maritime Energy
Marine Insurance Law and Practice
International Maritime Law*
Executive Maritime Management**

*in partnership with Lloyd's Maritime Academy
**in partnership with DNV's Maritime Academy

English & Study Skills Programme (ESSP) – Malmö, Sweden

Open to students joining WMU's standard MSc programme, or to independent students, the 3-month English & Study Skills Programme (ESSP) curriculum is designed to upgrade the English language competencies of the participants to postgraduate level. The programme begins in June annually. In 2025, all 14 students enrolled in ESSP continued on to the Malmö MSc programme.



RESEARCH

The WMU Maritime Research Agenda and the Global Ocean Research Agenda are integral components of the WMU Strategic Plan 2024–2027. WMU undertakes research work for the IMO and other UN agencies, the EU and for maritime and ocean organizations and the industry worldwide. WMU has twelve Research Priority Areas.

Maritime Research Priority Areas

- Environmental Impact of Maritime Activities
- Maritime Safety
- Maritime Energy Management
- Maritime Social and Labour Governance
- Maritime and Marine Technology and Innovation
- Maritime Economics and Business
- Maritime Law, Policy & Governance

Ocean Research Priority Areas

- Navigational Right & Freedoms
- Deep Blue: Capacity Development & Areas Beyond National Jurisdiction
- Oceans, Climate Action & the UN 2030 Agenda
- Blue Limits: Spatial Governance of Ocean Space & the Ocean/Coastal/ Terrestrial Interface
- Challenges in Ocean Governance

In 2025, WMU continued to successfully attract funding from a number of sources for research projects and consultancies. These projects generate significant gross income for WMU and enable the recruitment of research associates and research assistants whose employment costs are met from research contracts. As a result of the research efforts, the University contributes valuable knowledge to the maritime and ocean communities, and also benefits from an enhanced publication record, reputation and global impact. In 2025, there were 34 ongoing WMU research projects and consultancies that generated revenue worth USD 4.6 million.

Research highlights in 2025 include:

POTENT – Ports as Energy Transition Hubs

POTENT aims to position ports as innovation hubs for the maritime energy transition by supporting the development of renewable energy technologies and infrastructure. The project will assess the economic viability of renewable energy systems

and related business models, establish multilevel governance frameworks to support cross-border innovation, and evaluate the effectiveness of proposed solutions. Funded through the CETP Partnership and the Swedish Energy Agency (SWEA), it brings together stakeholders from the energy and maritime sectors.

HI-EFFECTS

High Efficiency Flexible Electrofuel Conversion for Transportation at Sea (Hi-EFFECTS) aims to demonstrate the use of Future Marine ElectroFuels, such as ammonia and methanol, in the maritime industry to support the green transition. Led by Aalto University, the consortium includes Lund University, NTNU, Wärtsilä, and Stolt Tankers. Funded under Nordic Energy Solutions for the Green Transition, it combines academic and industry expertise to drive sustainable maritime innovation.

Toward Net-zero Emission Short Sea Green Transportation in the Faroe Islands

The Green Sea Faroe project focuses on the design of two passenger ferries powered by sustainable propulsion systems and the development of a roadmap to support the decarbonization of the maritime sector in the Faroe Islands. The initiative contributes to regional efforts to advance low-emission maritime transport and energy solutions. It is supported by Nordic Energy under its Nordic maritime transport and energy research programme.

OCEAN ICU

The OCEAN ICU project aims to study the biological carbon pump's role in the ocean carbon cycle, providing knowledge and tools for policymakers, regulators, and industries – fishing and mining, along with the wider blue economy – to assess their impact on ocean carbon. WMU is connecting science, economics, and policy to address gaps in biodiversity, climate, and conservation. Led by the Norwegian Research Centre AS (NORCE), the consortium includes the Technical University of Denmark (DTU), the National Oceanography Centre, and Seascope Belgium, with funding from Horizon EU.

CAPFISH

The ongoing CAPFISH Project strengthens developing countries' capacity to combat illegal, unreported, and unregulated (IUU) fishing. Since 2021, it has gained international recognition through targeted workshops

promoting international instruments and knowledge sharing among key stakeholders. Participants include fisheries and maritime officials from developing nations. Funded by South Korea's Ministry of Oceans and Fisheries, CAPFISH is a collaboration between WMU and the Korea Maritime Institute (KMI).

EMSA Projects Continue

In 2025, WMU continued consultancy and research projects with the European Maritime Safety Agency (EMSA) under a 2019 Cooperation Agreement, focusing on capacity development and joint training. The EMSA Transposition, Implementation and Enforcement following the Ratification of International Conventions (TieR) project concluded in 2025. The Agreement includes a maximum of five specific contracts to conduct studies related to alternative fuels, concerning responses to their accidental releases into the marine environment. The scope of the studies covers a selection of biofuels identified through a recent EMSA study as the most promising for maritime applications, including bio-FT-diesel, HVO and FAME, their blends with conventional marine bunker fuels, ammonia, and other alternative fuels identified by EMSA.

Deep Dives

Funded by the Lloyd's Register Foundation, the Deep Dives study examines how to ensure a sustainable supply of seafarers to support global trade by addressing key crew sustainability challenges. With a focus on African seafarers, including women, the first phase aims to strengthen knowledge and awareness of workforce needs, support the development of inclusive recruitment strategies, and contribute to building a more resilient and sustainable maritime workforce.

Enhancing Domestic Ferry Safety

Enhancing Domestic Ferry Safety is a joint initiative by IMO, IMLI, and WMU to improve safety standards for domestic ferry operations, particularly in high-risk countries in Asia and Africa. Building on IMO model regulations, the programme supports awareness-raising, stakeholder engagement, and the adoption, implementation, and enforcement of safety measures, including legal and technical assistance. The project is funded by the Lloyd's Register Foundation.

Independent Study on DCS Data Quality and Integrity

This study evaluates options to strengthen the quality and integrity of data reported under the IMO Data Collection System (DCS), which supports the implementation of short- and mid-term greenhouse gas measures. It will identify key risks and provide recommendations to improve data reliability while recognizing the responsibilities of flag States.

The study is conducted in collaboration with several European maritime administrations, including those of France, Denmark, Belgium, Germany, and the Netherlands.

SMART-C WOMEN Project

The SMART-C WOMEN Project focuses on strengthening women's participation in eco-friendly and digital maritime sectors through research, feasibility studies, and policy-oriented analysis. The project will generate recommendations for capacity development initiatives and institutional measures to support gender inclusion in emerging maritime technologies. It is implemented in cooperation with IMO.

SMART-C GHG Project

The SMART-C GHG Project supports capacity development in selected Asian countries, in particular VietNam and the Philippines, to advance the implementation of the IMO Revised GHG Strategy. Through the use of maritime emissions data, the project assists in developing and implementing National Action Plans, strengthening institutional frameworks, and promoting evidence-based policymaking. The initiative is carried out in partnership with IMO.

Food4Seafarers

Food4Seafarers examines nutrition and catering practices in the maritime sector to identify gaps, inefficiencies, and opportunities for improvement. The project collects and analyses quantitative and qualitative data to support healthier outcomes for seafarers and more sustainable catering systems on board. It is supported by the ITF Seafarers' Trust.



WMU-SASAKAWA GLOBAL OCEAN INSTITUTE

Implementing the Ocean Agenda

The WMU–Sasakawa Global Ocean Institute (GOI) continued to undertake challenge-led, evidence-based research, education, and capacity-sharing activities to support implementation of the UN 2030 Agenda for Sustainable Development. The Institute's work contributes particularly to SDG 14 (Life Below Water), while also addressing interconnected goals including SDG 5 (Gender Equality), SDG 13 (Climate Action), and SDG 17 (Partnerships) through collaborative and interdisciplinary initiatives.

Realizing Networks

In 2025, the Institute continued to strengthen global, regional, and local partnerships to advance sustainable and effective ocean governance. Activities included academic collaborations, policy engagement, and outreach initiatives aimed at strengthening ocean-related capacity development.

The Institute maintained active engagement with UN agencies including IMO, UN DOALOS, IOC-UNESCO, UNEP and FAO, among others, contributing to major global initiatives such as the World Ocean Assessment III, the UN Decade of Ocean Science for Sustainable Development, and processes related to the BBNJ Agreement and the UNEA negotiations on plastic pollution.

Cooperation with key donors and partners – including The Nippon Foundation and the Government of Ireland through its International Development Programme – continued to support research and capacity development on ocean governance, the triple planetary crisis, biodiversity beyond national jurisdiction (BBNJ), and the needs of Small Island Developing States. Additional collaborations with governments, international organizations and research institutions supported joint events, knowledge exchange, and capacity-sharing activities.

Additional cooperation included joint capacity sharing activities and events with Sweden, Germany, and Canada, the Swedish Agency for Marine and Water Management, and Government of Grenada, Government of Seychelles, Government of Mauritius as well as organizations like GESAMP, Sargasso Sea Commission, the International Council for the Exploration of the Sea, the International Union for Conservation of Nature,

the MarViva Foundation, the High Seas Alliance, The Nippon Foundation-GEBCO Seabed 2030 Project, the International Standard Organisation, and the Economist Impact.

The Institute also continued to collaborate with academic partners to raise further awareness and contribute to the educational mandate, with key institutions including, inter alia, Law of the Sea Institute at Berkeley Law, Harvard Law School, International Maritime Law Institute, Nelson Mandela University in South Africa, University of Peace in Costa Rica, Norwegian Centre for the Law of the Sea in Tromsø, Centre for International Law in Singapore, United States Naval War College, University of the West Indies, Rhodes Academy of Ocean Law and Policy, Yeosu Academy of the Law of the Sea in South Korea, Lauterpacht Centre in Cambridge University, European University Institute in Florence, Lund University, and the National and Kapodistrian University of Athens.

The Institute also maintained strong links with academic partners worldwide, contributing to ocean governance education and research collaborations. Locally, the GOI team continued its role on the Advisory Board of Sea Forum Malmö within the EU-funded Bauhaus of the Seas project, supporting public engagement and ocean literacy initiatives.

Impact and Research

During 2025, the GOI team published more than 35 international scholarly outputs addressing key issues in ocean governance and policy. The team also contributed to more than 50 international engagements and organized or co-hosted over 40 events, including conferences, high-level dialogues, side events at international ocean meetings, training workshops, and other key outreach activities.

Education and Capacity Development

The Institute's academic team continued to contribute to the Ocean Sustainability, Governance and Management (OSGM) specialization within the WMU MSc programme in Malmö, delivering teaching on ocean governance, diplomacy and negotiation, science and technology, and gender equality. Faculty members also contributed to several other WMU specializations and educational activities.

Future Ocean Programme

With support from The Nippon Foundation, the Future Ocean Programme continued to examine the future of ocean governance over the next fifty years including responses to the triple planetary crisis of biodiversity loss, climate change, and marine pollution, including plastics in areas beyond national jurisdiction.

In 2025, the programme produced both scholarly and policy-relevant outputs and contributed to international discussions on the protection and sustainable use of the high seas, while supporting regional and national capacity development. Programme activities were presented at major international events, including the UN Ocean Conference in Nice and the 48th Conference on Oceans Law and Policy.

Research across the four programme pillars generated multiple peer-reviewed publications and contributed to international policy processes, including the preparation of proposals for high seas area-based management tools under the BBNJ Agreement, engagement in plastics treaty negotiations, and analysis of emerging ocean monitoring technologies and governance frameworks.

The programme also expanded its outreach and communication activities with an updated website as well as launch of The Future Ocean Podcast to share research insights and policy discussions with broader audiences. Two podcasts were released in 2025 and planning was ongoing for future episodes.

Ireland–WMU GOI BBNJ Clinic Programme

Launched in 2025 and funded by the Government of Ireland, the BBNJ Clinic is a four-year capacity sharing and advisory programme supporting Small Island Developing States (SIDS) and coastal Least Developed Countries (LDCs) in ratifying and implementing the BBNJ Agreement.

During its first year, the programme organized consultations, workshops and policy dialogues in collaboration with partners and stakeholders. Activities included events at the BBNJ Symposium in Singapore and a workshop at the World Ocean Summit in Tokyo with partners from the Organisation of Eastern Caribbean States (OECS) Commission, the Government of Grenada, and the International Union for Conservation of Nature (IUCN).

The Clinic team delivered a high-level capacity-sharing workshop in Grenada focused on strengthening Eastern Caribbean leadership in the ratification process. Additional engagements included the delivery of side events at the BBNJ Preparatory Commission at UN Headquarters in New York and at the UN Ocean Conference in Nice.

The team co-hosted the 48th Conference on Oceans Law and Policy in New Delhi and delivered a BBNJ Clinic consultative workshop supporting Indian Ocean and African SIDS and coastal LDCs. Further engagements included participation in high-level conferences and regional workshops on the BBNJ Agreement in Sri Lanka, Mauritius and Ethiopia, as well as the 6th Symposium on Global Maritime Cooperation and Ocean Governance in Sanya, China.

Preparations also began for further regional workshops planned for 2026 to support Indian Ocean and African SIDS and coastal LDCs.

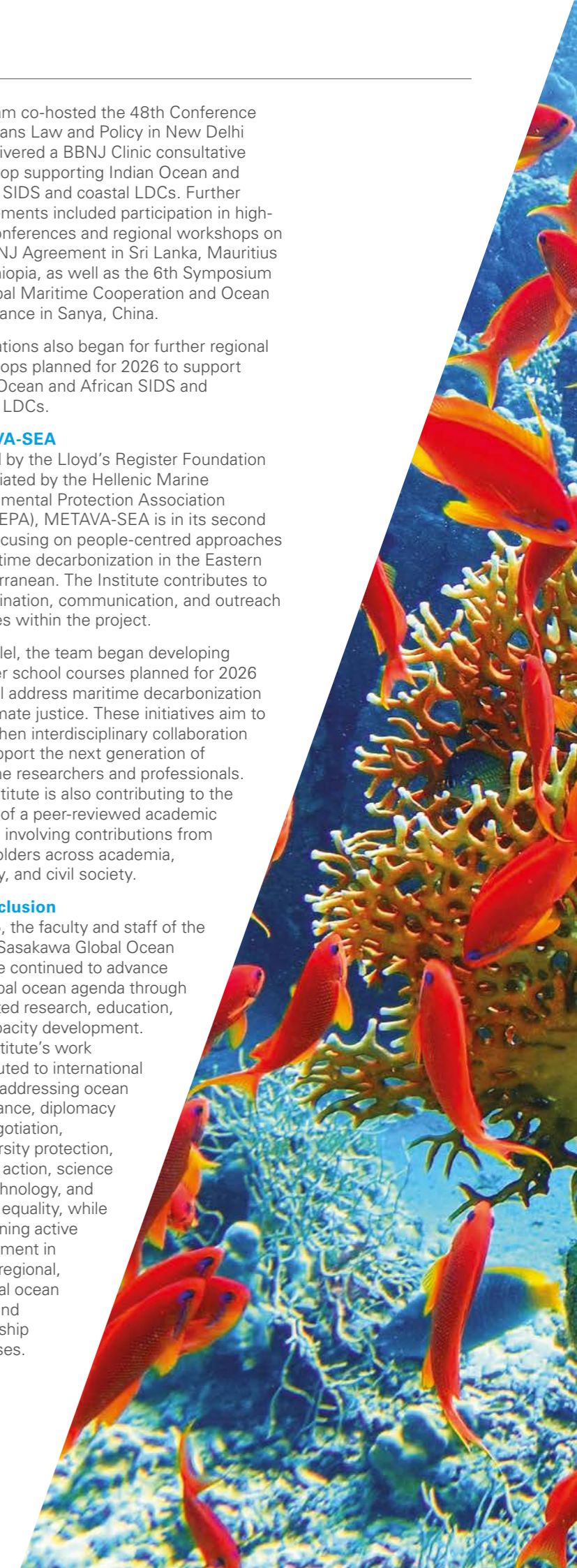
METAVA-SEA

Funded by the Lloyd's Register Foundation and initiated by the Hellenic Marine Environmental Protection Association (HELMPEPA), METAVA-SEA is in its second year, focusing on people-centred approaches to maritime decarbonization in the Eastern Mediterranean. The Institute contributes to dissemination, communication, and outreach activities within the project.

In parallel, the team began developing summer school courses planned for 2026 that will address maritime decarbonization and climate justice. These initiatives aim to strengthen interdisciplinary collaboration and support the next generation of maritime researchers and professionals. The Institute is also contributing to the editing of a peer-reviewed academic volume involving contributions from stakeholders across academia, industry, and civil society.

In Conclusion

In 2025, the faculty and staff of the WMU–Sasakawa Global Ocean Institute continued to advance the global ocean agenda through integrated research, education, and capacity development. The Institute's work contributed to international efforts addressing ocean governance, diplomacy and negotiation, biodiversity protection, climate action, science and technology, and gender equality, while maintaining active engagement in global, regional, and local ocean policy and partnership processes.



EXECUTIVE AND PROFESSIONAL EDUCATION (EPE_x)

With its unique concentration of international maritime and ocean expertise and unparalleled network of alumni and visiting faculty, WMU offers the EPE_x programme to equip key and senior maritime administration personnel with skills and knowledge at both basic and advanced levels. The EPE_x portfolio offers short courses for government officials and industry professionals who wish to gain a deeper understanding of maritime and ocean topics through modules that employ a combination of classroom lectures,

presentations, group work/interaction, expert panels, and simulation exercises. Through this particular educational offering, WMU meets the needs and requirements of interested organizations and actively supports the commitment to UN Sustainable Development Goal 4: inclusive and equitable quality education and the promotion of lifelong learning opportunities for all. EPE_x was paused in 2025 as the programme underwent revisions with a view to ensuring sustainable future delivery.

SUMMER ACADEMY

The WMU Summer Academy provides a unique opportunity for participants to gather and share knowledge, as well as collaborate on potential solutions that will directly benefit the maritime industry. Since 2022, multiple one-week programmes have offered the opportunity for participants to focus on topics of current importance in the maritime and oceans sectors. In 2025, WMU officially integrated its Summer Academy programmes into the broader EPDC framework. This strategic alignment reflects WMU's commitment to providing a cohesive and flexible platform for short-term, high-impact learning opportunities tailored to maritime and ocean professionals globally.

With the integration of the Summer Academy into EPDC programming, two courses were successfully delivered in late summer at WMU: Maritime Decarbonization from 18–24 August, and The International Dimension of Maritime Law and Policy from 1–5 September. The 2025 Summer Academy offerings attracted strong interest, with both programmes reaching full capacity—30 and 28 participants respectively—and representing a diverse range of geographical backgrounds.

The Maritime Decarbonization programme, which incorporates a holistic approach to decarbonization by looking at regulatory, social, environmental, technological and economic challenges, highlighted the

complexity of the issues surrounding decarbonization of shipping while exploring solutions. Content included fundamental international regulations, technical aspects of ship design, future energy technologies including wind and solar power, and the economic mechanisms that determine to a large extent the plausible pathways for decarbonization in the context of supply chains and financing.

For the International Dimension of Maritime Law and Policy programme, participants had the opportunity to learn from an impressive roster of guest lecturers in addition to WMU faculty. The programme introduced participants to the realm of maritime claims and its wider context, including ship registration, marine insurance, decarbonization, salvage, and compulsory liability. Further, the curriculum extended to the use of electronic transport documents in light of cyberthreats, the repercussions that may ensue for shipping from autonomous ships, and the impact of sanctions on shipping.

EXECUTIVE AND PROFESSIONAL DEVELOPMENT COURSES (EPDCS)

WMU delivers Executive and Professional Development Courses (EPDCs) worldwide, providing an opportunity for knowledge sharing for maritime professionals, enhancement of technical skills, compliance with evolving industry regulations, and promotion of safety at sea. EPDCs range in length from a few days to several weeks, and the blend of academic expertise and hands-on practical experience can be immediately applied in the workplace. Topics addressed meet the current and future needs of the maritime market, particularly in key IMO-mandated areas. EPDCs can be customized to meet the educational requirements of a particular organization.

WMU's EPDC activities expanded in 2025, reflecting the University's ongoing commitment to advancing maritime knowledge and expertise. WMU continued its long-standing collaboration with Gesellschaft für Oeltransporte mbH (GEFO),

delivering EPDCs on Seafarer Health and Wellbeing and Behaviour-Based Safety, engaging 72 participants over 4.5 training days and 18 instructional hours.

Additionally, in collaboration with the IMO and the Women's International Shipping & Trading Association (WISTA International), WMU delivered the first in-person segment of the inaugural Women's Leadership and Empowerment (WLE) training course on campus in Malmö from 6 to 10 October 2025. The course welcomed 17 participants, including 13 IMO-sponsored, 2 WISTA-sponsored, and 2 WMU PhD students.

E-LEARNING SOLUTIONS

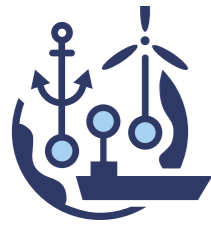
WMU's E-learning Solutions initiative was launched in 2020 with the IMO-WMU Technical Cooperation (TC) E-learning Pilot Project. This initiative leverages educational technology to empower IMO's capacity development projects and broaden access to maritime education and training for diverse learners worldwide.

WMU and IMO remain committed to collaboration, identifying key contemporary maritime issues and delivering e-learning courses in multiple UN languages. In 2025, a new open access course was launched - Introduction to the International Convention for the Prevention of Pollution from Ships (MARPOL) Annex V.

WMU supports IMO in shaping the e-learning strategy, and in employing a process-driven and results-oriented approach. These efforts have enabled IMO to address evolving education and training demands from

the Member States. WMU's E-learning Solutions facilitate the adoption of educational technology, empowering both IMO and WMU to respond effectively to emerging learning needs.





INTERNATIONAL CONFERENCES & EVENTS

WMU organizes and hosts a range of international events, often co-hosted with international organizations. These events highlight the University's dedication to high-level discussions on critical issues and its commitment to fostering strong partnerships within the maritime and ocean communities in support of the UN 2030 Sustainable Development Agenda. Noteworthy events in 2025 include:

11-13 March, The Economist World Ocean Summit, Tokyo. The WMU–The WMU–Sasakawa Global Ocean Institute hosted and contributed to a series of ocean literacy and capacity development activities in connection with being an official partner of The Economist Impact 12th Annual World Ocean Summit and Expo.

27 March, 10-year Anniversary of the EMM Programme, Singapore. WMU and Det Norske Veritas (DNV) marked the 10-year anniversary of the Executive Maritime Management (EMM) postgraduate diploma programme with a celebratory alumni event during Singapore Maritime Week. The event showcased the profound and lasting impact of the EMM programme on professional advancement of the graduates, opening doors to higher levels of responsibility.

14-18 April, Train-the-Trainer Programme on Alternative Fuels for Sustainable Shipping, Shanghai. Commissioned by the IMO, and delivered in collaboration with Maritime Technology Cooperation Centre (MTCC) Asia headquarters, WMU led the five-day delivery of the world's first Train-the-Trainer programme on alternative fuels as one of the crucial deliverables from the Maritime Just Transition Task Force (MJT-TF) project which underscores the importance of placing seafarers at the heart of shipping's decarbonization efforts.

19-21 May, Advancing the Blue Economy Through Gender Equality Conference, Malmö. The sold out conference brought together global leaders, researchers, policymakers, and industry professionals to explore how gender equality drives sustainable growth in ocean-based sectors. The event was delivered in collaboration with REDO Lookout, Lloyd's Register Foundation and COST-European Cooperation in Science and Technology - BlueRights, with support from the IMO, and Floeshun Maritime Engineering Services Ltd.

02-05 June, Norshipping 2025, Oslo.

WMU was the lead partner for Nor-Shipping's Ocean Campus initiative to strengthen and support the pipeline of new talent entering the world of maritime and ocean business. WMU participated with an exhibition booth as well as providing a faculty speaker for the Blue Talk panel "Running out of people".

12 June, Lessons Learned from the Train-the-Trainer on Alternative Fuels at MTCC Asia, webinar.

The webinar offered firsthand insights from the world's first IMO-WMU Train-the-Trainer Programme on Alternative Fuels, highlighting key lessons learned from the groundbreaking workshop held in March at the Maritime Technology Cooperation Centre (MTCC) Asia in Shanghai, China.

09-13 June, Participation at the 2025 United Nations Ocean Conference (UNOC), Nice.

The WMU–Sasakawa Global Ocean Institute co-hosted three Side Events. 1) Accelerating Sustainability: Transforming Mediterranean and Black Sea Fisheries and Aquaculture, delivered in partnership with the Food and Agriculture Organization General Fisheries Commission for the Mediterranean; 2) Charting the Future: BBNJ and Ocean Governance Solutions for the Triple Planetary Crisis, in collaboration with Sargasso Sea Commission, and Institute of Marine Affairs of Trinidad and Tobago; and 3) Dive into Action: Uniting Ocean Ambassadors for a Sustainable Future, co-organized with Positive Vibes Only Expeditions and the Organisation of Eastern Caribbean States.

21 August, Ratifying and Implementing the BBNJ Agreement: Efforts and Challenges, New York.

The WMU–Sasakawa Global Ocean Institute, in collaboration with the International Coastal and Ocean Organization Global Ocean Forum, hosted a side event during the second session of the BBNJ Agreement Preparatory Commission (PrepCom II). The event addressed national and regional efforts, challenges in ratification and implementation, and ongoing capacity development initiatives.

26-28 August, WMU Maritime Affairs Conference 2025 - Transforming a Maritime Future: Digitalization & Decarbonization, Malmö. The overall aim of the event was to share knowledge and foster mutual understanding to generate both practical and academic insights that can be shared across the global maritime community.

The Conference was co-hosted by the Korea Research Institute of Ships & Ocean Engineering, the Korea Maritime Institute, and sponsored by the Korean Register.

01 September, The Future of the Maritime Sector in Africa, webinar.

Co-hosted with the Arab Academy for Science, Technology, and Maritime Transport, the webinar addressed critical themes such as the blue economy and the evolving dynamics of seafaring which are being reshaped by technological advancements and global trends.

09 September, Stakeholder Consultative Workshop, New Delhi.

Under the framework of the BBNJ Clinic Programme, the WMU–Sasakawa Global Ocean Institute hosted a workshop titled "Supporting Indian ocean and African SIDS and Coastal LDCs' BBNJ Efforts" during the 48th Annual Conference on Oceans Law & Policy (COLP48). The goal was to identify key legal and institutional challenges in ratifying and implementing the BBNJ Agreement, to explore regional opportunities for collaboration and capacity development.

10 September, Biodiesel-Bukner Fuel Blends: Pollution & Spill Response, webinar.

Co-hosted with the Centre of Documentation, Research and Experimentation on Accidental Water Pollution, the webinar discussed blends of biodiesel with conventional marine bunker fuels as marine pollutants and response to accidental releases. The webinar was organized as part of ongoing studies sponsored by the European Maritime Safety Agency.

30 September-01 October, Future-Proofing Our Port Cities, Malmö.

Hosted by the City of Malmö with the support of WMU, Copenhagen Malmö Port, and Union of the Baltic Cities, the conference brought together decision-makers, representatives from business, academia and the public sector from across Europe to discuss future strategies for Europe's coastal and port cities in light of climate change.

24 October, Open Doors and Celebration of 10 Years at Tornhuset, Malmö.

To celebrate the 10th anniversary of its residence in Malmö's historic Tornhuset, WMU invited the public to tour the building at a special Open Doors event that coincided with United Nations Day. At a successive afternoon event, representatives of the Malmö City Council attended a special presentation that featured staff and students who conveyed their appreciation of the extraordinary premises and living in the wonderful City of Malmö.

03 November, WMU Class of 2004

Reunion, Malmö. Representatives of the Class of 2004 attended the WMU Graduation Ceremony on 1 November, followed by a roundtable on 3 November reflecting on their WMU experiences and the lasting impact on their personal and professional journeys.

07 November, CAREER4SEA EUROPORT Educational Award, Rotterdam.

WMU was awarded the CAREER4SEA–EUROPORT Educational Award in recognition of its outstanding global impact on maritime education, policy and research. The award highlights WMU's leadership in empowering future maritime professionals through advanced postgraduate programmes and international capacity development initiatives.

02 December, 2025 Arctic Report: The Arctic Ocean Region – Biodiversity, Governance & Protective Measures, London.

Within the margins of IMO Assembly, in collaboration with the 90 North Foundation, WMU announced the release of a landmark report - The Arctic Ocean Region – Biodiversity, Governance & Protective Measures, a comprehensive assessment of one of the planet's most rapidly changing and geopolitically significant regions.

09 December, National Pathways to Maritime Decarbonization: Aligning Global Ambitions with Local Action, webinar.

The webinar explored how countries are translating the IMO's ambition of achieving net-zero emissions by 2050 into effective national policies and actions through investment in green port infrastructure, the use of alternative fuels, and capacity development initiatives that support low-carbon maritime operations.



HUMAN RESOURCES

IN 2025, THE INTERNATIONAL FACULTY CONSISTED OF 41 FULL-TIME FACULTY FROM 20 COUNTRIES AND 82 VISITING LECTURERS.

The WMU Faculty and Administration were strengthened in 2025 with two Faculty including a Professor, an Assistant Professor and three Research Associates as well as three administrative staff including a Human Resources Manager, Development Officer and Faculty Assistant.

In 2025, 82 Visiting Lecturers taught in the Malmö MSc programme. Many of the Visiting Lecturers are from international organizations including the International Maritime Organization (IMO), the International Labour Organization (ILO), the International Transport Workers' Federation (ITF), the United Nations Conference on Trade and Development (UNCTAD), the European Commission (EC), the European Maritime Safety Agency (EMSA), International Tanker Owners Pollution Federation Limited (ITOPF), the World Bank Group, the International Windship Association (IWSA), and the International Tribunal for the Law of the Sea (ITLOS).

Faculty Recognition

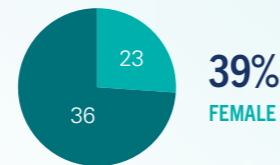
In January, Professor Dimitrios Dalaklis was appointed the University of the Arctic (UArctic) Chair in search and rescue (SAR) for a five-year term. In this role, Professor Dalaklis will further strengthen international collaboration on Arctic safety and SAR practices with a focus on improving operational strategies, advancing research in Arctic maritime safety, and enhancing training for professionals working in this challenging region.

Following nomination by Japan, during its 135th session held in London from 20-21 November, IMO Council endorsed Professor Momoko Kitada as the recipient of the 2026 IMO Gender Equality Award. Professor Kitada will receive the award in May 2026, alongside celebrations for the International Day for Women in Maritime on 18 May. Professor Kitada is the Nippon Foundation Professorial Chair in Gender and Innovation and Head of the Maritime Education & Training specialization. Members of the assessment panel noted that her influence extends far beyond her role at WMU in Malmö, Sweden as she has inspired

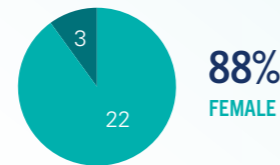
STAFF GROUP BY GENDER AS OF 31 DECEMBER 2025



Professional



General Service



generations of students to carry forward the principles of gender equality into their own administrations and institutions.

Also in November, Assistant Professor Aspasia Pastra, was awarded the Greek International Women Award (GIWA) 2025 in the category of Shipping. The awards highlight and celebrate the accomplishments of Greek women around the world who excel across diverse professional sectors. Dr. Pastra's recognition reflects her significant contributions to maritime research, education, and policy engagement through her work at WMU and as part of the WMU-Sasakawa Global Ocean Institute team.



CONTRIBUTIONS TO THE UN 2030 SUSTAINABLE DEVELOPMENT AGENDA

The United Nations (UN) 2030 Agenda for Sustainable Development, adopted by the UN General Assembly in 2015, includes a bold set of Sustainable Development Goals (UN SDGs). The 17 Goals and their targets are intended, inter alia, to guide the global efforts to end poverty, promote prosperity and well-being for all, protect the environment and address climate change.

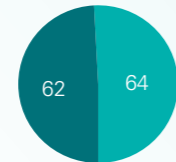
Through its well-established education, capacity development and research agenda and recognizing that all the Goals are interrelated and indivisible, in 2025 WMU continued its direct and tangible contribution to the implementation of Global Goals 4, 5, 7, 8, 9, 13, 14, 16 and 17.

WMU's proactive approach to Goal 5 of the UN SDGs regarding gender equality and the empowerment of women continued in 2025. Until the late 1990s, female students made up less than 5% of the Malmö intake. A recruitment strategy with strong support from fellowship donors has resulted in the proportion of female students rising to around a third of the annual intake. In 2025, the Malmö MSc programme reached a gender parity milestone with 51% of the class being female. The MSc specializations in China have also previously reached gender parity. In 2025, women represented one-third of the faculty.

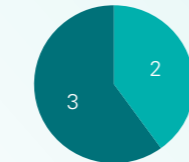
2025 ENROLMENT BY GENDER



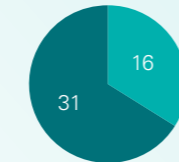
Malmö



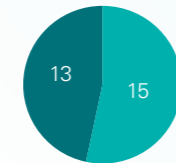
PhD



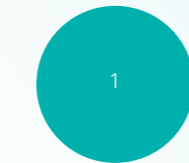
Dalian MSEM



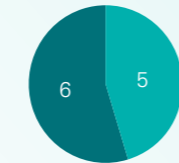
Shanghai ITL



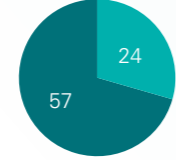
MPhil



LLM



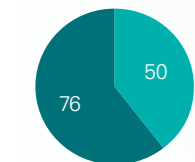
PGDs



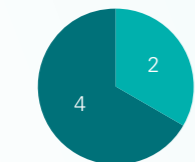
2025 GRADUATES BY GENDER



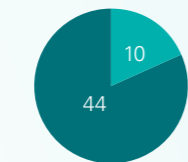
Malmö



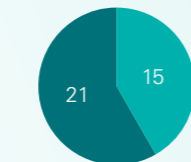
PhD



Dalian MSEM



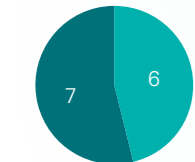
Shanghai ITL



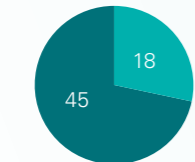
MPhil



LLM



PGDs



INDUSTRY LIAISON PROGRAMME

The shipping industry requires a cadre of well-educated, trained and skilled professionals to support the moving of 80 percent of world trade. Mutually beneficial relationships between WMU as the preeminent maritime academic institution and the maritime industry are therefore indispensable.

To facilitate the WMU-industry partnership, it was decided that the President should establish an Industry Liaison Programme (ILP) involving key industry stakeholders reflecting a wide

variety of maritime and oceans industry, value chain actors and expertise. The ILP is to create and strengthen mutually beneficial strategic relationships and partnerships between the University and maritime industry stakeholders, including in the area of training and research. It is also to serve as an expert information source on key trends and developments in the industry and to further support WMU's mission and its contribution to the UN Sustainable Development Goals.



INTERNATIONAL COLLABORATION

Through membership in the International Association of Maritime Universities, the Baltic University Programme, and the European University Association, WMU continued to strengthen its cooperation with universities worldwide. Inter-agency seminars and workshops contributed to an intensified collaboration with UN maritime and oceans stakeholders.

In 2025, a total of 18 Memoranda of Understanding/Agreements with partners from government, private sector, academia, international organizations and foundations were successfully negotiated, signed and implemented.



ENDOWMENT FUND

The WMU Endowment Fund aims to achieve the strategic objective of long-term financial sustainability of the University as well as to augment WMU's capacity to provide education, training, research, scholarship and capacity development in maritime and ocean related matters for government officials and industry stakeholders, particularly those in developing countries. Thanks to the continued commitment of generous partners to WMU, the Endowment Fund is currently supporting fellowships that enable highly qualified professionals from around the world to pursue Master's studies at WMU.

Across the 2024 and 2025 intakes, ten students from Asia, Africa, Europe, and Latin America were awarded Endowment Fund

Fellowships to join the MSc in Maritime Affairs programme. Their specializations span key priority areas, including Maritime Education & Training, Maritime Energy Management, Maritime Law & Policy, Shipping Management & Logistics, and Ocean Sustainability, Governance & Administration.

These fellows exemplify WMU's mission in practice, i.e. strengthening global maritime governance, advancing environmental sustainability, enhancing safety, and promoting inclusive leadership across the maritime and ocean sectors.



FIELD STUDIES

Students in the Malmö MSc benefit from a unique programme of field studies at host organizations such as shipping companies, port authorities, maritime administrations and other governmental and non-governmental organizations around the world. Cooperation with a range of global institutions offers students a unique opportunity to experience the application of the latest theories and technologies in real-life maritime situations, and to forge bonds with a network of maritime professionals

worldwide. Field studies are a highlight of the WMU experience and vary each year by specialization. In 2025, field studies for students in the Malmö MSc specializations took place in Denmark, Finland, Germany, Greece, India, Republic of Korea, Malaysia, the Netherlands, Norway, Peru, the Philippines, Poland, Singapore, Tanzania, the United Kingdom, and several locations in Sweden. Field studies for the MSc specializations in China included locally-based shipping, port and other maritime institutions.

FACILITIES

With the growing faculty, staff and research, the University continues to make excellent use of the premises generously provided by the host City of Malmö. In total, WMU occupies the main building that was inaugurated in 2015, offices in an adjacent building that house the WMU-Sasakawa Global Ocean Institute and were inaugurated along with the Institute in 2018, and additional space at Neptune, inaugurated in 2021. To celebrate the 10th anniversary of its residence in Malmö's historic Tornhuset, WMU invited the public to tour the building

at a special Open Doors event that coincided with United Nations Day. At a successive afternoon event, representatives of the Malmö City Council attended a special presentation that featured staff and students who conveyed their appreciation of the extraordinary premises and living in the wonderful City of Malmö.



DONATIONS IN 2025

Contributions

Government of Sweden
Malmö City
The Nippon Foundation
Republic of Korea
Government of Canada
Kingdom of Saudi Arabia
International Transport
Federation Seafarers' Trust
International Maritime Organization
Government of Thailand
Dalian Maritime University

Fellowships and Fees

International Maritime Organization

IMO Global Capacity Development and
Training Technical Cooperation Programme
Smart C Women - IMO

Governments

Busan Port Authority
Chilean Navy
Government of Malaysia
Government of the Netherlands
Government of Peru
Korea Maritime and Transport Authority
Maritime Academy of Asia and the Pacific
Ministry of Transport, China
Ministry of Transport, Germany

United Arab Emirates
Philippine Coast Guard
Republic of Korea
Transport Education Training Authority, South Africa
Liberian International Ship and Corporate Registry
Tanzania Port Authority
Ulsan Port Authority

Industry

GARD
Grimaldi Foundation
Korea Institute of Maritime and Fisheries Technology
(KIMFT)
Korea Marine Surveyor & Sworn Measurers'
Corporation(KOMSA)
Korean Register of Shipping
Stena Rederi AB
TK Foundation, UK
Wallenius Marine AB
Korean Eximbank

Non-Governmental Organizations

ITF Seafarers' Trust
The Nippon Foundation
Orient's Fond
World Nuclear Transport Institute
Maritime Training Trust, India
Lloyd's Register Foundation
SEBEP – Government of Zanzibar and African
Development Bank
United Nations Development Program
The Endowment Fund of the World
Maritime University

FELLOWSHIP DONORS

A limited number of full fellowships are available to Malmö MSc students annually on a competitive basis. Including the 30 Sasakawa Fellowship Students who joined the University in 2025, The Nippon Foundation of Japan continued to be the largest fellowship donor to the University with an overall total of 841 sponsored students.

Many Member States provided support in 2025 as well by sponsoring their own students, in particular Nigeria, China, and the Republic of Korea. Additionally, many governments, organizations and companies provide funding for their own employees. Six students in the Class of 2026 are funded from the WMU Endowment Fund. Approximately 7% of the Class of 2026 MSc students in Malmö are self-funded.

The following donors provided fellowships for the Class of 2026:

The Nippon Foundation of Japan (30)
The Orient's Fond (10)
International Maritime Organization (7)
Government of the Republic of Korea (7)
ITF Seafarers' Trust (5)
Transport Education Training Authority (5)
The TK Foundation (4)
Government of Germany (3)
Grimaldi Foundation (2)
Government of Malaysia (2)
Lloyd's Register Foundation (2)
SMART-C GHG Project (2)
Wallenius Marine AB (2)
Maritime Training Trust (2)
Government of the Netherlands (2)
Gard AS (1)
SMART-C Women Project (1)
World Nuclear Transport Institute (1)
Government of the United Arab Emirates (1)



FINANCES

The Government of Sweden and the City of Malmö continue to provide considerable support to the University. All donors that provide contributions to the operational budget, student fellowships, Visiting Lecturers and field study opportunities are greatly appreciated including in-kind contributions that support the financing and core activities of the University.

Financial Outcome (General Fund) for the years 2023 to 2025 (in thousand USD)

| Revenue | 2023 | 2024 | 2025 |
|---|---------------|---------------|---------------|
| Donor Contributions | 7,747 | 6,134 | 9,286 |
| Fellowship and Fees | 8,025 | 7,496 | 7,825 |
| Commercial and Reserve Generating Activities | 3,259 | 2,557 | 3,678 |
| Other Revenue | 1,703 | 1,455 | 737 |
| Total Revenue | 20,734 | 17,642 | 21,526 |
| Expenditure | | | |
| Staff and other Personnel Costs | 11,346 | 10,431 | 13,634 |
| Travel | 1,200 | 900 | 1,414 |
| Supplies, Consumables and Other Running Costs | 1,628 | 1,451 | 1,574 |
| Cost of Sales of Inventory | 22 | 19 | 23 |
| Outsourced Services | 544 | 482 | 594 |
| Student Direct and Training Costs | 3,327 | 2,634 | 3,130 |
| Depreciation | 222 | 223 | 258 |
| Other Expenses | 186 | 249 | 360 |
| Total Expenses | 18,475 | 16,389 | 20,987 |
| Operational Surplus | 2,259 | 1,253 | 539 |

The 2025 Financial outcome reported total revenue of USD 21.5 million and total expenditure of USD 20.9 million, resulting in an operational surplus of USD 0.6 million and a Loss on Currency Exchange of USD 2.6 million. The total amount of net deficit charges to the reserves was USD 2 million.



Reserve and Fund Balances (General Fund) as at 31 December 2023 to 2025 (in thousand USD)

| | 2023 | 2024 | 2025 |
|---|---------------|---------------|---------------|
| General Fund Reserve as at 1 January | 12,259 | 6,939 | 10,225 |
| Surplus | 1,916 | 2,387 | -2,152 |
| Transfer of Funds to the Endowment Fund | -5,000 | -850 | -750 |
| General Fund Reserve as at 31 December | 9,175 | 8,476 | 7,323 |
| Working Capital Fund | 1,529 | 1,529 | 1,529 |
| Special Reserve Fund | 1,870 | 1,870 | 1,870 |
| Total Reserves and Fund Balances as at 31 December | 12,574 | 11,875 | 10,722 |

The University is steadily building up its Reserve Fund, attributed to the surplus it generated in recent years, which is transferred to form part of the Reserve and Fund Balances.

The Reserve and Fund Balances of USD 10.7 million will support the long term financial sustainability of the University.

Donors and Other Revenue Sources

| | USD 22 million 2025 |
|--|---------------------|
| The Nippon Foundation | 24% |
| Government of Sweden | 15% |
| IMO Global Project | 3% |
| NIMASA | 3% |
| Republic of Korea | 3% |
| Orient's Fond | 2% |
| Self-financed | 2% |
| International Transport Federation Seafarers Trust | 2% |
| Dalian Maritime University | 2% |
| Government of Malaysia | 1% |
| TK Foundation, UK | 1% |
| PhD fees | 1% |
| Ministry of Transport, Germany | 1% |
| Transport Education Training Authority, South Africa | 1% |
| Government of Canada | 1% |
| Ministry of Transport, China | 1% |
| Wallenius | 1% |
| Grimaldi | 1% |
| GHG SMART Training Programme | 1% |
| Lloyd's Register Foundation | 1% |
| Maritime Training Trust | 1% |
| Government of the Netherlands | 1% |
| Other Donor | 28% |
| City of Malmö | 2% |
| United States of America (in kind Contribution) | 1% |

2025 PUBLICATIONS

Members of the Faculty, research staff, and PhD candidates continued to publish widely in 2025, including chapters in books, contributions to academic peer-reviewed journals including many with A/A* ratings, and conference proceedings, further enhancing the University's academic status and reputation. The year 2025 marked the twenty-third year of the WMU Journal of Maritime Affairs (JoMA) which has been published by Springer Verlag since 2012. Since 2014, JoMA has included a section dedicated to research within the International Association of Maritime Universities (IAMU). JoMA has been extremely successful and its expanded global impact is noticeable. In 2025, JoMA issues were published in March, June, September and December.

The Maritime Commons, the digital repository of WMU, is another successful, internationally recognized outlet for WMU publications together with other relevant open-access holdings. WMU dissertations, research reports and conference presentations are hosted on the digital publications platform that was launched in 2015. Over 4,600 works had been uploaded by the close of 2025, with more than 4 million downloads by researchers in 237 countries and territories.

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World Maritime University
PO Box 500
S-201 24 Malmö
Sweden

www.wmu.se

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