

INVITATION

GOVERNANCE CHALLENGES FOR A SUSTAINABLE MARITIME SUPPLY CHAIN

A central image featuring a vibrant green plant with two leaves growing out of a silver, metallic lightbulb. The lightbulb is inverted, and the plant is growing upwards from its base. Two streams of clear water are splashing upwards from the sides of the lightbulb, framing the plant. The background is plain white.

CBS MARITIME

CENTER FOR TRANSPORTATION STUDIES

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INTRODUCTION

THIS EXPLORATORY WORKSHOP SETS OUT TO DEFINE KEY GOVERNANCE ISSUES AT VARIOUS NODES IN THE MARITIME SUPPLY CHAIN IN RELATION TO ENVIRONMENTAL IMPROVEMENT TO FOCUS RESEARCH QUESTIONS GOING FORWARD.

GOVERNANCE CHALLENGES FOR A SUSTAINABLE MARITIME SUPPLY CHAIN: FIVE THEMES

The second Danish Maritime Forum, a major international event attracting more than 200 decision-makers from the maritime industry worldwide, in 2015 addressed the important topic of how to create a sustainable governance framework, emphasizing the need for a more collaborative environment among the many public and private stakeholders in the global maritime industry.

Particularly the Forum was concerned with the questions of what it will take to overcome fragmentation and create a common vision for the industry; creating a predictable and sustainable framework; connecting the national, regional and global rules in a coherent way; ensuring effective and unified enforcement; and developing principles for the establishment of an international standard-setting body.

Properly addressing environmental and climate change in the global maritime supply chain presents a pertinent common challenge that requires effective governance, aiming for unification and shared vision.

We take a broad approach to governance, focusing on five interrelated themes along different nodes in the global maritime supply chain.

Under the heading **Trade and Logistics Governance** we address the challenges and opportunities for the global alignment of trade infrastructure and intermodal transport capacities.

Green Port Governance constitutes a distinct area for further investigation. Under this theme we address the drivers, challenges and advantages of adopting sustainable shipping requirements and environmental management in ports.

Under the heading **Corporate Governance** we investigate how shipping companies can innovate their management models to address sustainability issues, and we assess the implications of the diffusion of these models along the maritime supply chain.

With a focus on **Stakeholder Governance** we investigate how shipping companies can identify and engage with their public and private stakeholders with an aim to maintaining their social license to operate and grow.

Finally, with a focus on **Value Chain Governance** we investigate how some firms push corporate responsibilities along their value chain through the exercise of power and control, and we assess the role of private governance in public policy.

PROGRAM OVERVIEW

MONDAY, AUGUST 29: VIEWS FROM THE INDUSTRY

Venue: Råvarebygningen, Porcelænshaven 22, 2000 Frederikberg

09.00-09.15	Welcome (David Gillen, Jane Lister and Henrik Sornn-Friese)	14.00-14.30	"Lifting Supply Chain Sustainability: A Ship Owner Perspective" (Mads Stensen, Maersk Line)
09.15-09.45	Keynote Address: "Leading the Voyage Towards a Sustainable Maritime Supply Chain" (Richard Clayton, IHS Maritime & Trade)	14.30-15.00	"Steering a Collaborative Leadership Strategy in Container Shipping" (Angie Farrag-Thibault, Clean Cargo Working Group/BSR)
09.45-10.45	Break-out Discussion: "Issues in Governing Environmental Improvements in Maritime Shipping" (Elizabeth R. DeSombre, Wellesley College)	15.00-15.30	Break
10.45-11.15	"Combined Efforts for Safer, Greener and More Fuel Efficient Ships" (Valdemar Ehlers, Danish Maritime)	15.30-16.15	"Global Ocean Industry Leadership in Governance for a Sustainable Maritime Supply Chain" (Paul Holthus, Founder and CEO of the World Ocean Council)
11.15-11.45	"Environmental Management in Ports" (Bjarne L. Henriksen, Danish Ports/European Seaports Organisation)	16.15-17.00	Panel Debate: "Governance Challenges for a Sustainable Maritime Supply Chain" Facilitator: Paul Holthus Panelists: Angie Farrag-Thibault, Elizabeth R. DeSombre, Jesper F. Stubkjær, Mads Stensen, Olaf Merk, Richard Clayton, Lars Robert Pedersen, Thomas Eefsen, Valdemar Ehlers
11.45-12.00	Break	18.00-21.00	Dinner and Drinks Skt. Petri hotel, Krystalgade 22, 1172 Copenhagen.
12.00-12.30	"Navigating Responsibly: The Danish Shipowners' Association's Approach to Environmental and Climate Change" (Jesper F. Stubkjær, Danish Shipowners' Association)		You are invited to dinner and drinks at Central Kitchen, set in the panoramic grand room of Skt. Petri hotel, located in the heart of the Latin Quarter in the city center of Copenhagen. The restaurant serves high-quality, Scandinavian-inspired food exploring the tastes of the North, accompanied by good wines.
12.30-13.30	Lunch		
13.30-14.00	"Shipping Emissions in Ports" (Olaf Merk, OECD/ITF)		

PEOPLE

ORGANIZING COMMITTEE



HENRIK SORNN-FRIESE
CBS Maritime



DAVID GILLEN
University of
British Columbia



JANE LISTER
University of
British Columbia



IRENE ROSBERG
CBS Maritime



NADJA LUND
CBS Maritime

SPEAKERS AND PANELISTS



Richard Clayton, Chief correspondent at IHS Maritime and Trade

Richard Clayton joined Fairplay Publications, publisher of Fairplay shipping weekly magazine, in August 1984 as markets editor and spent a decade researching and writing on the dry bulk and tanker markets, while travelling globally to write country reports. In 1995 he launched Fairplay Daily News, a bulletin emailed to the magazine's subscribers at a time when this was cutting-edge; it gave him a decade of breaking the major news stories, meeting the personalities, and driving the news agenda. He stepped up to editing the flagship Fairplay magazine in 2007, led a rejuvenation of the publication two years later, and shifted Fairplay from an emphasis on ships to an understanding of the Business of Shipping. During this time, Fairplay Publications was acquired by IHS, a Denver, Colorado-headquartered data and analytics business; Fairplay became IHS Maritime and Trade. After taking responsibility for 350 Fairplay issues, in 2013 he joined IHS's Research and Analytics team, working with analysts to improve accessibility to research. In his two years with this team, he wrote and edited several special supplements and customer-focused publications, spoke at conferences around the world, presented maritime videos, led and contributed to webinars, and generated thought leadership articles both for

the in-house IHS Quarterly and for industry publications. Now back in the editorial/insight team as Chief correspondent, Richard Clayton is a recognized thought leader in the global maritime industry.



Elizabeth R. DeSombre, Professor at Wellesley College

Elizabeth R. DeSombre is Camilla Chandler Frost Professor of Environmental Studies and Director of the Environmental Studies Program at Wellesley College. She is the author of *Flagging Standards: Globalization and Environmental, Safety, and Labor Regulations at Sea* (MIT Press, 2006) and other books. She works on international environmental politics and law, with a focus on issues of the global commons. Recent projects have involved the impact of flag-of-convenience shipping, the regulation of international fisheries, protection of the ozone layer, and global environmental institutions generally. She also serves as the book review editor of the journal *Global Environmental Politics*, and has been elected to many positions in the International Studies Association, including serving as the Program Chair for the organization's annual conference in 2010. She has served on national and international task forces addressing international environmental issues, and as an external reviewer for departments and programs in environmental studies, international relations, and political science.



Valdemar Ehlers, Technical Director at Danish Maritime

Valdemar Ehlers recently joined Danish Maritime, an industry association for Danish manufacturers of maritime equipment and ships, as Technical Director. He comes from a long career in the maritime industry, working his way from being Ships Officer at D/S NORDEN to most recently working at Mærsk Line as Marine Quality, Environmental and Compliance Manager. Valdemar Ehlers is a visiting lecturer and external examiner at The Danish Naval Academy, Danish Technical University, and Copenhagen School of Marine Engineering and Technology Management. He has participated in the Technical Committee of the Danish Shipowners' Association, Det Norske Veritas, Nordic Committee for Safety at Sea, Nippon Kaiji Kyokai, Danish Technical Committee, American Bureau of Shipping North Europe Regional Committee, INTERTANKO Technical Committee, and Nordic Committee for Passenger Ship Safety. Furthermore, he is member of the board of The Maritime Society in Denmark.



Bjarne Løf Henriksen, Commercial and Political Adviser for Danish Ports

Bjarne Løf Henriksen is Commercial and Political Adviser for Danish Ports – the national association covering Denmark’s commercial ports – also covering EU affairs and relations. He is also one of the drivers of MARsters, a network for professionals in the maritime industries in Denmark. He has served as political adviser in the European Parliament and as media business development manager in Danish news media business JP/Politikens Hus A/S. You can follow Bjarne Løf Henriksen on [LinkedIn](#).



Jesper Stubkjaer, Senior Adviser - Security, Health, Environment and Innovation at Danish Shipowners’ Association

Jesper Stubkjaer joined the Danish Shipowners’ Association in 2015, as responsible for CSR in general, and climate and environment specifically. Coming from a background as policy adviser in the Danish Ministry of Environment, Jesper Stubkjaer has extensive experience with political and administrative processes. Previously, he has worked with policy issues within the area of marine environment for four years at the Danish Environmental Protection Agency.



Olaf Merk, Ports and Shipping Expert at ITF/OECD

Olaf Merk is ports and shipping expert at the International Transport Forum (ITF) at the Organization for Economic Co-operation and Development (OECD), an international organization in Paris. As such, he directed studies on ports and maritime transport. Olaf Merk is the author of various OECD publications including “The Impact of Mega-Ships” (2015) and “The Competitiveness of Global Port Cities” (2014). Specific OECD publications from his hand on shipping emissions include “Reducing Sulphur Emissions from Ships” (2016) and “Shipping Emissions in Ports”. While managing the OECD Port-Cities Program, he directed more than a dozen studies on port cities, including on Hamburg, Hong Kong and Shanghai. He has authored various port-related articles in academic and professional journals. He also is an assistant professor at the Institute for Political Science (Sciences Po) in Paris, lecturing on the governance of port cities. Prior to the OECD, he worked for the Dutch Ministry of Finance.



Mads Stensen, Global Sustainability Advisor at Maersk Line

As Senior Global Advisor on Sustainability at Maersk Line, Mads Stensen is working on integrating Maersk Line’s sustainability strategy into the global organization. He is responsible for Maersk Line’s air emission strategy and environmental efforts in general, as well as heading up Maersk Line’s efforts to form sustainability partnerships with key customers. Mads Stensen has a technical background with a master’s in environmental engineering, but today spends most of his time on strategic, commercial, and communication issues related to sustainability. He has been working with sustainability related issues at Maersk Line for the past 8 years. Prior to this, Mads Stensen worked with his great passion for music as a music expert and DJ for different radio channels on the Danish National Radio (DR).



Angie Farrag-Thibault, Director BSR Transport and Logistics

Angie Farrag-Thibault directs BSR’s Transport and Logistics practice, working with companies and stakeholders across the value chain to advance the integration of sustainability, climate resilience and inclusivity into the global logistic supply chain. She steers two key industry collaboration platforms: BSR’s Clean Cargo Working Group (CCWG) and the Maritime Anti-Corruption Network (MACN). Angie Farrag-Thibault also has a strategic oversight role for BSR’s 20+ Collaborative Initiatives that cover all sectors and sustainability topics. She has more than a decade of experience working with leading companies on strategy and reporting. Previously, she worked at Deloitte Touche Tohmatsu and Andersen in London, where she provided strategic advisory and sustainability report assurance services to companies in a number of sectors.



Paul Holthus, President/CEO of the World Ocean Council

Paul Holthus is the founding President/CEO of the World Ocean Council (WOC), the international business leadership alliance on corporate ocean responsibility. The WOC brings together oil and gas, shipping, fisheries, aquaculture, tourism, offshore renewables, seabed mining, and other ocean industries. The WOC is an unprecedented ocean business community that creates private sector leadership in addressing shared marine sustainability challenges. Paul Holthus has worked in over 30 countries with companies, communities, industry associations, UN agencies, international non-governmental organizations and foundations. He has held senior positions with the United Nations Environment Programme (UNEP) and international environmental organizations, including serving as Deputy Director of the IUCN Global Marine Programme. Since 1998, Paul Holthus has worked primarily with the private sector to develop practical solutions to ocean sustainability and responsible use. He is a frequent speaker at international ocean and industry conferences. He was one of 5 people invited to be a member of the UN Secretary General's Expert Group on Oceans for the 2012 Rio+20 conference, and is on the Advisory Committee of The Economist World Ocean Summit.



Thomas Eefsen, Chief Commercial Officer and Business Development Director, Container Ships at Odense Maritime Technology

Thomas Eefsen is acting Chief Commercial Officer and Business Development Director for Containerships at Odense Maritime Technology (OMT) in Denmark. OMT was founded in 2010 as a spin-off from Odense Steel Shipyard, where more than 80 containerships were designed and constructed. OMT is a professional design company providing advanced and innovative ship designs for especially containerships, bulk carriers and navy vessels and special vessels designed for arctic regions. Thomas Eefsen has a professional background as Naval Architect and has a MBA in Shipping and Logistics. He has around 20 years of experience with ship design, retrofitting, hydrodynamics and energy efficiency for various ship types. He worked ten years at FORCE Technology in Denmark as Senior Project Manager and Sales Manager within ship hydrodynamics services. Until 2015, Thomas Eefsen worked six years at Maersk Maritime Technology as Head of Ship Management Services, which included services related to new buildings, retrofitting, performance management and ship management support.



Lars Robert Pedersen, Deputy Secretary General/COO at BIMCO

Lars Robert Pedersen is Deputy Secretary General at BIMCO, the world's largest international shipping association. He is responsible for consolidating BIMCO's Industry Affairs activities involving political and regulatory developments at international, regional and national levels. Before joining BIMCO in 2010 he was Director of Regulatory Affairs in Maersk Maritime Technology, a part of the Maersk Group in Copenhagen. Gradually he became increasingly involved with regulatory work with special focus on IMO and in 2006 formed a new department tasked with managing the Maersk Group's handling of regulatory challenges to its technical management operations. Specifically, Lars Robert has been involved in revising MARPOL Annex VI and development of the Energy Efficiency Design Index (EEDI).

ABOUT THE PARTNERSHIP

GREENING THE MARITIME SUPPLY CHAIN: A GOVERNANCE INVESTIGATION

What factors are driving the greening of the maritime supply chain? How and why is there variance in response, i.e., leaders versus laggards? What are the roles and implications of green shipping policies to actors along the maritime supply chain? How can greater green shipping policy coherence be achieved to sustain competitiveness, spur innovation, facilitate consistent implementation, engage external stakeholders and ensure environmental progress? CBS Maritime together with the University of British Columbia (Centre for Transportation Studies, Sauder School of Business) manages an international maritime research project with the aim to explore governance challenges and opportunities in relation to the greening of the maritime supply chain and answer the above questions. There is a major gap when it comes to understanding the implications of the recent accelerating "green shipping" trend, which calls for greater environmental accountability and reduction of the air, land and water impacts of the sector along the maritime supply chain. The project addresses this gap with the goal to advance research and understanding towards the progressive governance of sustainable global maritime transport.

The project is funded by the Social Sciences and Humanities Research Council of Canada and brings together economists, management scholars and political scientists and also has participation by partners from industry and government.

Academic Partners:

Åbo Akademi University (Finland)
CBS Maritime (Denmark)
Dalhousie University (Canada)
Dalian Maritime University (China)
Hofstra University (USA)
KEDGE Business School (France)
Kühne Logistics University (Germany)
Norwegian School of Economics and Business Administration (Norway)
St. Mary's University (Canada)
Simon Fraser University (Canada)
Singapore Management University (Singapore)
Texas A&M University (USA)
Tufts Fletcher School (USA)
University of Antwerp (Belgium)
University of British Columbia (Canada)
University of Manitoba (Canada)
University of Saskatchewan (Canada)
Vrije Universiteit Brussel (Belgium)
Wageningen University (The Netherlands)
Wellesley College (USA)

Industry & Government Partners:

BIMCO (Denmark)
Chamber of Marine Commerce (Canada)
Chamber of Shipping of British Columbia (Canada)
Danish Shipowners' Association (Denmark)
Fednav Limited (Canada)
Green Marine (Canada)
Pacific Basin Shipping Limited (Canada)
Port Metro Vancouver (Canada)
Seaspan Ship Management Ltd. (Canada)
Teck Resources Limited (Canada)
Teekay Shipping Ltd. (Canada)
The Institute of Chartered Shipbrokers (Canada)
The Maersk group (Denmark)
Transport Canada (Canada)

CBS MARITIME:
A BUSINESS IN SOCIETY PLATFORM
AT COPENHAGEN BUSINESS SCHOOL



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