



WISTA
The Netherlands

LEADERSHIP IN ENERGY TRANSITION

Insights from Leaders in the
Maritime Industry

Special Report by WISTA The Netherlands
Women's International Shipping & Trading Association

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Part 1

PICK YOUR BATTLES – CHOOSE YOUR PARTNERS – GET READY



WHAT KIND OF LEADERSHIP IS NEEDED TO SPEED UP THE ENERGY TRANSITION?



The energy transition is a priority for the entire maritime industry. While the urgency and necessity are recognized by everyone, the actual transition is often a complex and long-term process that needs good leadership to see it through.

Four leaders in the maritime sector, predominantly WISTA members, shared their views on how we can facilitate and accelerate the energy transition movement.

**WE WARMLY THANK THE INDUSTRY LEADERS
WHO CONTRIBUTED TO THIS REPORT**



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**Sustainability Manager
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**GM, Global Sales
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WHAT DOES ENERGY TRANSITION MEAN FOR THE MARITIME INDUSTRY?

In the maritime industry, the energy transition focuses mainly on moving away from fossil-based fuels and a fossil-based economy towards renewables and biofuels.

Reducing carbon emissions is the most important goal. **Moving to LNG is an intermediate step; while it is a big step forward in reducing emissions it still a fossil fuel. If we want to achieve the 2050 targets, we will need to mix it with more sustainable fuels such as bio-LNGs, green hydrogen, or biofuels derived from waste.** Ultimately, the aim is to arrive at 100% bio-LNG or even synthetic LNG-fuel.

Switching to bio-LNG or biodiesel does not require major ship modifications. However, switching to hydrogen, ammonia, methanol, or wind energy, will involve modifications.

A large carrier will probably never be powered solely by wind energy, but for certain types of ships this may be possible in the future, or wind energy may serve as a back-up energy supply.

We are still searching for the perfect mix, making it possible to adjust the energy source depending on energy needs and location of the vessel.

START BY PICKING YOUR BATTLES

How do we jump-start these sustainable initiatives within our own organization?

On a practical level, it's about **picking your battles.**

Making the transition starts with looking at practical ways to reduce your impact from a sustainability point of view and then focus on that.

This requires time, energy, and attention and there are all sorts of practical implications because there isn't an established methodology.

“ I always talk about ‘minding the gap’, because there’s a gap between what people intellectually understand about the need to stop the planet overheating and having a roadmap to get to that point.

What are the steps you take along that route? Nobody has a clear path for that. And that’s at all levels; governments, universities, research institutes and businesses, we are all looking for the best way forward”

– Erica Gray, Sustainability Manager at Mammoet



CROSS-SECTORAL COLLABORATION IS KEY



One of the most powerful ways to accelerate the energy transition is a collaboration between companies, governments and other (non-commercial) parties.

Without collaborations, it will be very hard to achieve the 2050 goals. We need leaders who focus on achieving the goals in the Paris agreement and translate those into what it means for their own companies.

Cross-sectoral collaboration results in a better mutual understanding. You've got twice the brain capacity and ideas.

You can compare it to a ship; the vessel functions as whole, yet it consists of pieces of equipment working together and crew working together.

If you can bring about that kind of collaboration in the industry, it will result in a powerful force to accelerate the transition.

“
At Wärtsilä, we had solutions for producing bio-LNG on the land side, while there was a lot of demand for green fuel from the maritime industry.

We linked those two parties, who originally did not work together because they were active in different industries. It takes time, but it is very rewarding for all parties involved.”

– Claudia Beumer, GM, Global Sales Water and Waste at Wärtsilä Marine



“
One of the issues we are facing is the question: who takes the lead? The government, the shipping company, the customer? Many have started their own initiatives, but have we talked to each other?

Now's our chance to use the energy transition as a catalyst to also turn it into a knowledge transition and network transition. Achieving 2050 goals means we need to start collaborating now. And let's involve knowledgeable people with practical experience as well, not only 'spreadsheet wizzards'.”

– Marja Walraven-Behrend, Marketing Manager STC-KNRM





LEVERAGE PURCHASING POWER WITH YOUR SUPPLIERS

In addition to focusing on where you can have the biggest impact and collaborations with partners, it's also worthwhile to have a conversation with your partners in the supply chain.

Ask your suppliers what they are doing in terms of emission reduction, see if you can work with them to reduce the embedded carbon footprint in their products.

These things haven't necessarily been asked before, so it's a matter of starting the conversation.

CHOOSE TO WORK FOR CLIENTS WHO SHOW SUSTAINABLE INITIATIVES

As a supplier, **you need a launching customer.** Many suppliers and contractors have already developed sustainable solutions, but they need clients to invest in new technology

“ *The last couple of years have been difficult because of the market situation, but many oil & gas companies are starting their own transition initiatives.*

So change is coming, but sometimes not as fast as suppliers might want.

The key is to be confident of your products, invest the right time and resources, and be ready for your customer.”

– *Aleyda Ortega, owner at Ortega-Marine*

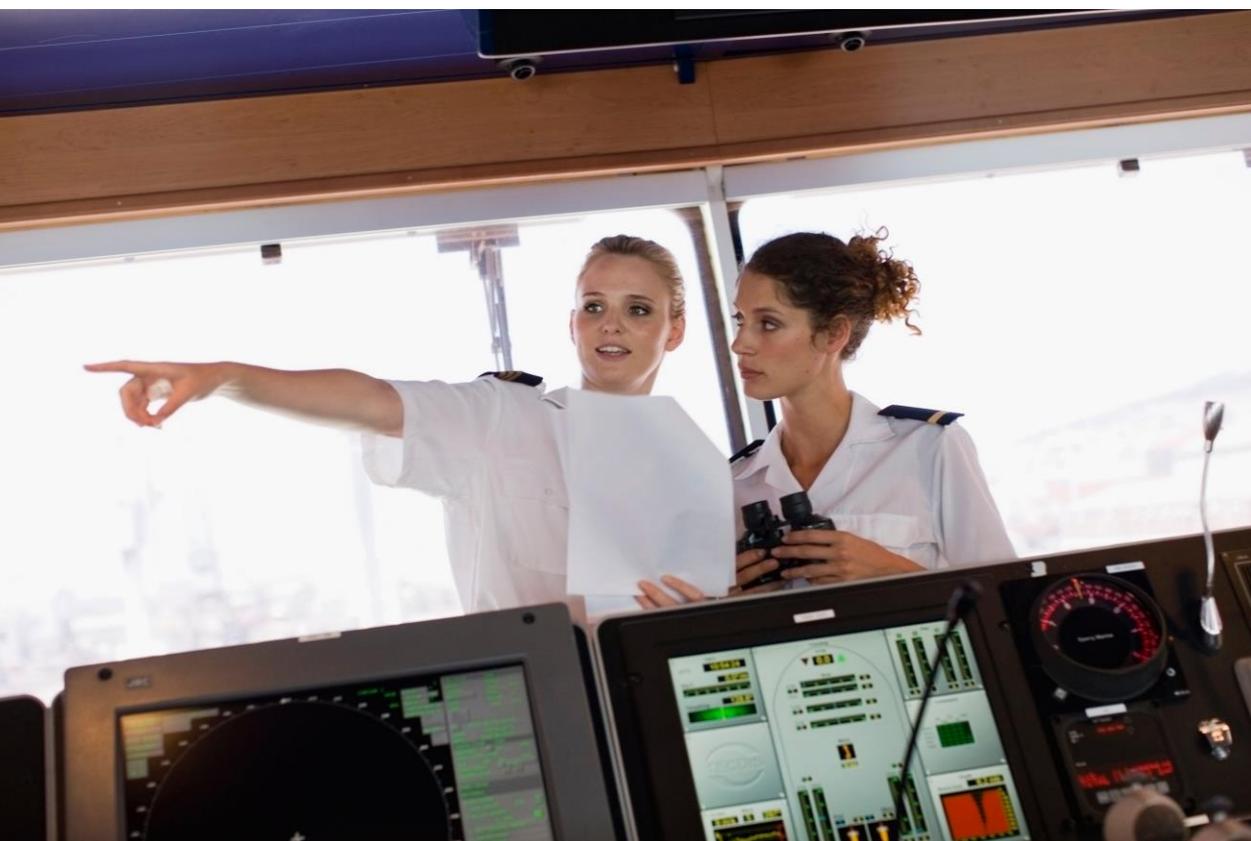


Part 2

PREPARING YOUR ORGANISATION



START NOW - BE POSITIONED FOR THE FUTURE



Good entrepreneurship means staying ahead of developments. From an equipment supplier's point of view there is no clear route to 2050, however you need to be ready for whatever the market may choose. You have to take a certain risk, because if you wait for the market to make a choice and then start developing your equipment, you're too late.

So you have to be bold to stay one step ahead of the market. This will inspire confidence with your customers that your equipment is ready for any development. Being there from the start is the best way to become a trusted supplier in the renewables industry as it's growing.



Be bold enough to invest not only in technical developments but explicitly also in the human factor. An important condition for success is the use of knowledge tools. Not only new tools but also smarter use of existing technology. For example, there are plenty of simulation centers available to test your designs and ideas. A combination of knowledge development, implementation, training, execution, and monitoring will lead to a win-win-win situation with a better environment, thriving shipping companies, and happy crew.” – Marja Walraven-Behrend, Marketing Manager STC-KNRM



LEAD BY EXAMPLE

If you look at management, the single most important characteristic is leading by example. When your board talks about sustainability and follows it through by demonstrating and promoting a more sustainable way of working, that sends a powerful message.

That also involves a change in mentality. If we agree that certain things need to be done differently, **leaders need to create support in every layer of their company or industry.** That means accepting things will be different, and maybe a bit more expensive, but focusing on the benefits. **Thinking in terms of possibilities instead of the short-term disadvantages it may bring.**

In particular, it requires constructive leadership, getting people to think along with the entire chain. It's also important to understand why people in the field may sometimes be reluctant to embrace new procedures, often due to past experiences.

That requires constructive leadership where you understand the past, accept it, and look ahead.



When you see a board member pushing for something that's going to improve your carbon footprint, or people see a board member endorsing a new more sustainable way of working, that sticks with them.” – Erica Gray, Sustainability Manager at Mammoet

LISTEN TO THE WORK FLOOR

When we think about leadership, we usually think about the people in the higher echelons of the company. But it can just as well be someone in the workplace, who takes the lead and convinces their colleagues that things can be done differently.

We've got an enormous professional workforce, people who understand that energy transition is important and who have launched initiatives themselves. Those improvements are perhaps the most valuable ones.

Give people a way to get in touch and share ideas; they may very well come up with better ideas than you had yourself. Support them by structuring the initiatives and provide support groups so they can share their ideas.

If you see someone very passionate about something, it is contagious and it can spread like fire throughout the entire organization.

As long as people believe in it and stand behind it, leadership can emerge from all layers within an organization.





Where you sometimes lose energy is in the middle bit. You've got a board propagating energy transition, you've got people in the field who are producing interesting ways to solve practical issues, and then in the middle, there's a group of managers who have their hands full keeping the business going or trying to reach their targets.

Therefore, it's crucial to support middle-management. Show them how they can integrate sustainability into their work in a way that isn't adding to their headaches but is actually meaningful to them.

Talking about the long-term is always a hard sell, so you need to make it as practical as possible, to ease the tension between short-term and long-term gain.

It is also important that people have a sense of autonomy. This can be facilitated by offering managers a choice of sustainability activities, so they can select the ones that they think will work best for their part of the business.

Once they see that those activities make things better, you can build from there. **Keep showing initiative and don't give up.**

FACILITATE MIDDLE-MANAGEMENT

KEEP COMMUNICATING

People will continue to do things the way they have always done it. Unless you can show them the improvements or the advantages of changing those behaviors, you will always be up against that behavioral change barrier.

That is why it's vital to keep helping people understand what you're trying to do and why you're trying to do it. **It's important to keep explaining what you can do to work sustainably and explain the consequences if you don't.**

Awareness is important, as well as understanding what you can practically do to improve your performance.

Communication is key, and it is just as important communicating about it internally as it is externally. It is important to explain to your stakeholders that the energy transition is not only important for your organization, but it benefits them as well.

Listen to your employees, respect their past experiences, accept previous setbacks and keep focusing on a sustainable future. That takes constructive leadership.



From the moment I joined Wärtsilä two years ago, not a day has gone by in our company without some form of communication about sustainability. It takes time, but eventually, everyone supports and underlines the importance of sustainability” – Claudia Beumer, GM, Global Sales Water and Waste at Wärtsilä Marine

Part 3

**CREATING THE RIGHT CONDITIONS WITH
YOUR STAKEHOLDERS IN THE INDUSTRY**



TRAINING CREATES ENGAGEMENT



Switching to new fuels is not only a matter of technology. A lot depends on the crew knowing how to implement these new technologies. For example, the bunkering procedure for LNG is significantly different from the other bunker procedures and the crew needs to be trained to execute it safely and expertly.

In addition, the back-office needs to understand these new procedures. **Proper training will ensure that crew feels safe and confident to work with the new technology and become more involved with the transition.**



Considerable efficiency and energy savings could also be achieved if different certification bodies would join forces and look closely at the overlap in their courses.

Many requirements could be combined into one basic training. Talk to each other; working together is the formula for the entire energy transition.” – Marja Walraven-Behrend, Marketing Manager STC-KNRM

SUPPORT ON POLICY LEVEL

Uncertainty about future developments and hesitation to take risks can be obstacles for the energy transition.

Sometimes new rules and regulations need to be created or existing regulations need to be adapted as technology is developing.

So make sure you keep involving the governmental bodies, work hand in hand.



International policies, government regulations, and subsidies can be helpful to help companies take that hurdle.

Programs to reward companies for sustainable initiatives may serve as an incentive for companies to undertake more transitional initiatives.” – Aleyda Ortega, owner at Ortega-Marine



Currently, many shipping companies are transitioning to LNG, but what if hydrogen technology becomes feasible in five years? The government and authorities have provided guidelines and regulations for the transition to LNG, which made it easier to switch. But with hydrogen, for example, those regulations are still lacking.” – Marja Walraven-Behrend, Marketing Manager STC-KNRM

FINANCIAL – SHORT TERM COST AND LONG TERM GAINS



"If you're not dealing with projects funded by development agencies or government, then it depends. We're finding some companies are embedding sustainability values into their corporate philosophies, but that still needs to be translated into standards that you ask your supply chain to meet." – Erica Gray, Sustainability Manager at Mammoet

What happens if working in a sustainable manner is more expensive than the current method? That depends on the circumstances.

In the civil sector, when you are working on government-funded projects, chances are that sustainability requirements are embedded in the project set-up.

That means that you're required to meet these criteria, or that you get extra points awarded for your bid if you can offer more sustainable ways to approach it.



"At some point, fleet owners may need to change or upgrade the engines in their vessels. They need to make an economic assessment of the cost and how much they can support with finance or subsidies, and then there are the technical issues and the negotiations between the sectors. However, if they don't, they might not get all the necessary permits." – Aleyda Ortega, owner at Ortega-Marine

EFFICIENT PLANNING TO REDUCE COSTS

Good planning and good communication with the customer helps to make the most efficient use of equipment or ships.

We can quantify how that cuts costs and emissions and you can also analyze what makes the most impact so you can take that lesson on into the next project.

Further efficiency can be achieved with software tools. For example, if you can plan your sailing route more efficiently, you can reduce your fuel consumption and thus emissions.

This software needs to be adopted widely by ports around the world, but also by shipping companies, in order to share enough information so that the entire chain will be able to benefit from it.

This needs to be built on trust and it's up to the next generation to adopt it.



The next generation is much more concerned with the environment. As they enter the industry, they will also bring about more change. So, not only software needs to be widely accepted.

In fact, all solutions currently available to bring about the energy transition must be widely accepted. Let people experience it.

Let them try things because every step we can take is one. It will be 2050 before we know it.

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ABOUT WISTA THE NETHERLANDS

Formed in 1974, the **Women's International Shipping & Trading Association (WISTA International)** is a global organization connecting **female executives and decision-makers in the maritime, trading, and logistics sectors.**

Today, more than 4,000 female professionals in 52 countries have already joined WISTA's steadily growing network. **WISTA The Netherlands** was established in 2000 and currently has 190 members working at management level in the Dutch maritime industry.

WISTA represents the future of the maritime industry. WISTA's ambitions consist of attracting more women to the maritime industry, supporting women in management positions, and making the maritime industry an attractive career option for young driven people.