

Annual Report 2025

EUROPEAN MARINE BOARD IVZW

The European Marine Board provides a pan-European platform for its Member organisations (Annex I) to develop common priorities, to advance marine research, and to bridge the gap between science and policy, in order to meet future marine science and societal challenges and opportunities.

The European Marine Board is an independent and self-sustaining science policy interface organisation that currently represents 37 Member organisations from 19 European countries. It was established in 1995 to facilitate enhanced cooperation between European marine science organisations towards the development of a common vision on the strategic research priorities for marine science in Europe.

The EMB promotes and supports knowledge transfer for improved leadership in marine research in Europe. Its membership includes major national marine or oceanographic institutes, research funding agencies and national consortia of universities with a strong marine research focus. Adopting a strategic role, the EMB serves its Member organisations by providing a forum within which marine research policy advice is developed and conveyed to national agencies and to the European Commission, with the objective of promoting the need for, and quality of, European Marine Research.

www.marineboard.eu





Contents

Highlights 2025	4
Message from the Chair	5
Executive Director's report	6
EMB mission, structure and governance	7
Plenary meetings 2025	13
EMB science-policy interactions & events	16
EMB publications in 2025	26
Ongoing thematic activities	30
European projects and external interactions	32
Targeted interventions	40
EMB Panel	46
Communication and outreach	47
Finances	50
Annexes	51

Highlights 2025

ExCom meeting, 25 February, Ostend, Belgium and Online

 Horizon Europe Project SURIMI 1st Stakeholder Workshop, 11 February, Online

VLIZ Marine Science Day and 25-year celebration, 5 March, Bruges, Belgium


9th EMB Forum, 2 April, Brussels, Belgium

EMB Spring Plenary meeting, 3 April, Brussels, Belgium and Online

Horizon 2020 Project EcoScope Final Workshop, 27-28 May, Brussels, Belgium


3rd UN Ocean Conference, 9-13 June, Nice, France

Horizon 2020 Project EcoScope Final General Assembly, 24-25 May, Athens, Greece

Horizon 2020 Project BRIDGE-BS General Assembly, 30 September – 3 October, Mersin, Türkiye


EMB Autumn Plenary meeting, 7-8 October, Sopot, Poland and Online

 Launch of Future Science Brief No. 13 on 'Monitoring, Reporting and Verification for marine Carbon Dioxide Removal', 17 November, Online

EMODnet Open Conference, 25-26 November, Brussels, Belgium

Horizon 2020 Project BRIDGE-BS Final Conference, 25 November, Brussels, Belgium and Online

Horizon Europe Project RHE-MEDIation General Assembly, 2 December, Rome, Italy


J

Horizon Europe Project BAMBOO General Assembly, 29 January, Online


F

Mission "Restore our Ocean and Waters by 2030" Annual Forum: towards 2030, 4 March, Brussels, Belgium

M

 Launch of Future Science Brief No. 12 on 'Deep Sea Research and Management Needs', 11 April, Online

A


Horizon Europe Project BAMBOO Expert Workshop, 9-10 April, Brussels, Belgium

European Maritime Day, 22-23 April, Cork, Ireland


M

One Ocean Science Congress, 3-6 June, Nice, France

J

Horizon Europe Project RHE-MEDIation General Assembly, 17-18 June, Gebze, Türkiye


J

 Launch of Horizon 2020 Project EcoScope Policy Brief, 30 June, Brussels, Belgium

A

EMB Young Ambassador Training Workshop, 8-9 July, Ostend, Belgium

S

Horizon Europe Project BAMBOO General Assembly, 18-19 September, IJmuiden, Netherlands

O


EMB Working Group Biomolecular Approaches kick-off meeting, 16 October, Galway, Ireland

EMB and Horizon Europe Project BAMBOO Brown Bag Lunch, 21 October, Brussels, Belgium

N

Horizon Europe Project SURIMI General Assembly, 5-7 November, Barcelona, Spain, and joint SURIMI-Advisory Council Stakeholder Workshop, 14 November, Online

D

 Launch of Horizon 2020 Project BRIDGE-BS Policy Brief, 25 November, Brussels, Belgium

CommOCEAN Online Talks 2025, 11 December, Online

Message from the Chair



2025 has been an important year for the Ocean, with the announcement of the EU Ocean Pact by President von der Leyen coinciding with the One Ocean Science Congress and UN Ocean Conference in June. The Pact has brought increased focus on Ocean matters, including research and innovation, and it will continue to ensure that the Ocean remains an important focus and high on the political agenda in the years to come.

In February 2025, Directors of EMB Member organisations met with Commissioner Costas Kadiis to discuss the importance of marine science and Ocean observing as key stakeholders in support of the development of the Ocean Pact. Throughout 2025, EMB continued to be at the forefront of critical European-level Ocean policy discussions. This included via interventions at a wide range of invited stakeholder consultations, direct policy interactions, public consultations, and engagement in public events and initiatives.

It was also a busy year for EMB-led activities. In April we co-hosted the 9th EMB Forum at the Institute of Natural Sciences in Brussels, Belgium, back-to-back with our hybrid Spring Plenary meeting. In October we had the pleasure of being hosted by IO PAN in beautiful Sopot, Poland for our Autumn Plenary meeting. We also published two timely and impactful Future Science Briefs, on *Deep Sea Research and Management Needs* and on *Monitoring, Reporting and Verification for Marine Carbon Dioxide Removal*. Both publications have brought much-needed attention to the scientific aspects of topics high on current EU and international agendas and have been very well received across the spectrum. We also initiated two new working groups, on *Biomolecular Approaches* and on *Submarine Cables*, both of which will continue EMB's important work in bringing strategic research and policy advice to European and Member State audiences.

The EMB also continued to proudly support the EU Mission: Restore our Ocean and Waters and the UN Decade of Ocean Science for Sustainable Development through our many activities and publications. These initiatives remain critical to ensure the sustainability of our Ocean and connected waters and to bringing together the voices of the Ocean community at European and global level. The "EMBracing the Ocean" Artist in Residence transdisciplinary programme continues to engage new communities and citizens with the work of the EMB.

Read further within this Annual Report to find out more about EMB's wide-ranging activities and achievements in 2025. I extend particular thanks to EMB's dedicated and hardworking Secretariat for continuing to ensure that EMB remains at the forefront of European marine science policy, to Prof. Sheila Heymans for helming the work of the Board as well as to all of our Members for their ongoing support and strategic guidance, without whom none of this would be possible.

Dr Fiona Grant, EMB Chair

Executive Director's report



Six years after COVID-19 and four years after the start of the Ukrainian war the world seems to be entering a new period of uncertainty with the war in Iran. This uncertainty makes for unsettling times, but we should nevertheless celebrate our achievements during the past years. We have less influence over the rest of the world, but we can celebrate our Ocean successes. In 2025 the Secretariat organised the 9th EMB Forum at the Institute of Natural Sciences in Brussels. The Forum addressed coastal and water resilience which will be even more taxed in the new world order, and focused on the outcomes from our *Coastal Resilience* Position Paper from 2024, and of *Navigating the Future VI*. **Paula Kellett** led on the Forum organisation, but also on the publication of the Policy Brief for *Navigating the Future VI*, which was launched at the Forum. I want to thank **Paula Kellett, Maria Teodosio, Fernanda Bayo Ruíz** and the whole Secretariat for organising this event while also organising the in person (but hybrid) Spring Plenary which was held directly afterwards in the same venue. We launched our twelfth Future Science Brief on the *Deep Sea Research and Management Needs* a few weeks later, under the

competent leadership of **Ángel Muñiz Piniella**, showcasing the ability of the Secretariat to multitask on multiple activities at once. **Ángel Muñiz Piniella** was also lead Science Officer on the thirteenth Future Science Brief on *Monitoring, Reporting and Verification for Marine Carbon Dioxide Removal*, which was launched in November 2025, not long after our Autumn Plenary in Sopot, Poland.

Paula Kellett is also in charge of the Young Ambassador programme. In 2025 our two standing Ambassadors, **Virginia Morejón** and **Laura Ciriminna** were joined by two new Ambassadors, **Anna Bødal** and **Jorge Juan Santos Bruña**. We had an amazing training event with them in June in Oostende. The Secretariat also continued to run the EMBracing the Ocean Artist in Residence Programme, under the leadership of **Britt Alexander**, with two new artists, **ChiChung Chang** from the Netherlands and Taiwan working with scientists from Sweden, and **Yara Costa** from Mozambique working with scientists from Germany.

During 2025 the EMB launched a new working group on Biomolecular approaches, lead by **Britt Alexander**, and finalised a Terms of Reference for Submarine Cables, which will be led by **Paula Kellett**, while **Ana Rodriguez** will lead on the new working group on *Digital Twins for the Coasts and Arctic*. During 2025 the EMB Secretariat also temporarily took over the Chair of the EOOS Steering Group, which had significant interactions with DG MARE on the launch of the new Ocean Pact and its Ocean Observation Initiative. This Initiative is closely related to the work that the EMB Secretariat has done in supporting EOOS and the EMODnet Secretariat, which is led by **Ángel Muñiz Piniella**. EMB have been advocating for sustained Ocean Observations since 1998, and we welcome this important initiative.

But 2025 was really a significant year for project outputs, as we finalised a few projects. For EcoScope, **Ana Rodriguez** created an amazing Policy Brief on the *Citizen's views and preferences for Ecosystem-Based Fisheries Management* which we launched at the Seawise/EcoScope Symposium in July. **Ana Rodriguez** also leads on the SURIMI project, where she and **Fernanda Bayo Ruíz** organised two stakeholder workshops. **Britt Alexander** finalised the BRIDGE-BS project which culminated in an amazing final conference in November, where we launched the Policy Brief *Advancing Black Sea Research and Innovation for Sustainable Blue Economy*. **Britt Alexander** also helped the Towards IPOS project to write their final deliverables and handover documents for a future IPOS.

However, 2025 was also the year of the UN Ocean Conference and One Ocean Science Congress in Nice, where the Secretariat showcased the work we do at various events. I hope that 2026 will be a little less busy, but I am sure that the EMB Secretariat will continue to represent our Members well in the science-policy landscape.

Prof. Sheila J. J. Heymans, EMB Executive Director

EMB mission, structure and governance

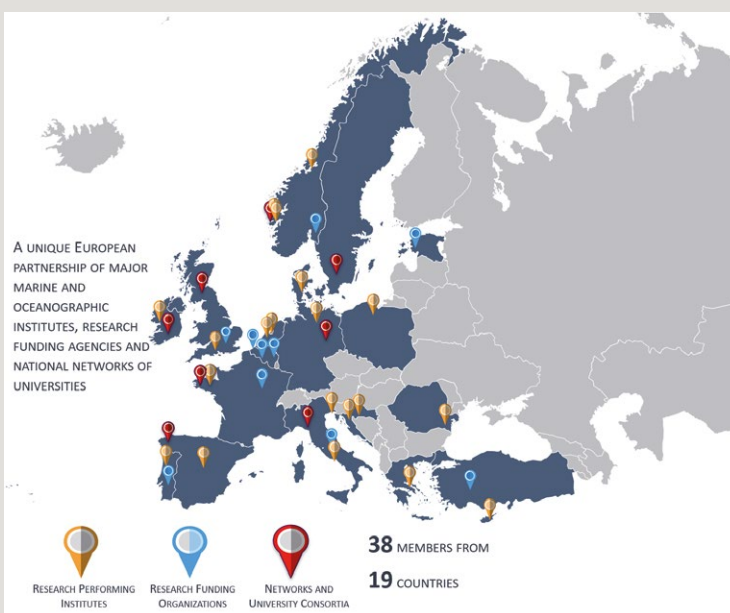
MISSION

The European Marine Board (EMB) provides an independent platform for its Member organisations to promote common positions on research priorities and strategies in Europe, and to bridge the gap between science and policy in order to meet future marine science challenges and opportunities.

Topics of strategic interest identified by the EMB form the basis for new publications and events. These target European and national research programme managers, strategy developers, policymakers and the marine research community to drive future European and national marine research agendas, and to support strategies and policies.

EMB acts as an independent science-policy interface, transferring and translating scientific knowledge to policymakers, and channelling policy needs back to the research community.

STRUCTURE AND GOVERNANCE



The European Marine Board (EMB) was established in 1995 to facilitate enhanced cooperation between European marine science organisations. Members are major national marine or oceanographic institutes, research funding agencies, or national consortia of universities with a strong marine research focus. In 2025, the EMB represented 38 Member organisations from 19 countries¹.

¹ MASTS (UK) ceased to be an EMB member on 1 January 2026

EMB DELEGATES

The representatives (EMB Delegates) from EMB Member organisations form ‘the Board’, which is the highest decision-making organ of the EMB. EMB Delegates meet twice a year at Plenary meetings to share knowledge, define common priorities, and agree on activities and outputs. Observers and guests are invited to attend EMB Plenary meetings on an *ad hoc* basis. These include the European Commission (EC), the Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO), JPI Oceans, and other international and European marine science networks.

The EMB’s mixed membership of research performing organisations, research funding organisations, and national university consortia, ensures its unique capacity to deliver science policy advice on issues of identified strategic importance and to influence European marine research agendas.

EXECUTIVE COMMITTEE

EMB operations are overseen by the Executive Committee (ExCom). The ExCom meets three times per year to ensure the implementation of the actions agreed by the Board at Plenary meetings, make operational and financial decisions, and give strategic guidance to the Board and Secretariat. The EMB Executive Director is an *ex-officio* member of the ExCom.

ExCom mandates in 2025:



Fiona Grant – Chair
Marine Institute (MI), Ireland
Spring 2024 - 2027



Alan Evans – Vice-Chair
Natural Environment Research Council (NERC), UK
Spring 2020 - 2025



Katrin Schroeder – Vice-Chair
National Research Council (CNR), Italy
Spring 2020 - 2025



Rosa Fernández Otero – Vice-Chair
Technological Centre of the Sea (CETMAR), Spain
Spring 2021 - 2026



Martin Pfannkuchen – Vice-Chair
Ruđer Bošković Institute (IRB), Croatia
Spring 2022 - 2027



François Lallier – Vice-Chair
Marine Universities (UM), France
Autumn 2022 - 2027



Sławomir Sagan - Vice-Chair
Institute of Oceanology of the Polish Academy of Sciences (IO PAN), Poland
Autumn 2024 - 2027



Henning Wehde - Vice-Chair
Institute of Marine Research (IMR), Norway
Spring 2025 - 2028

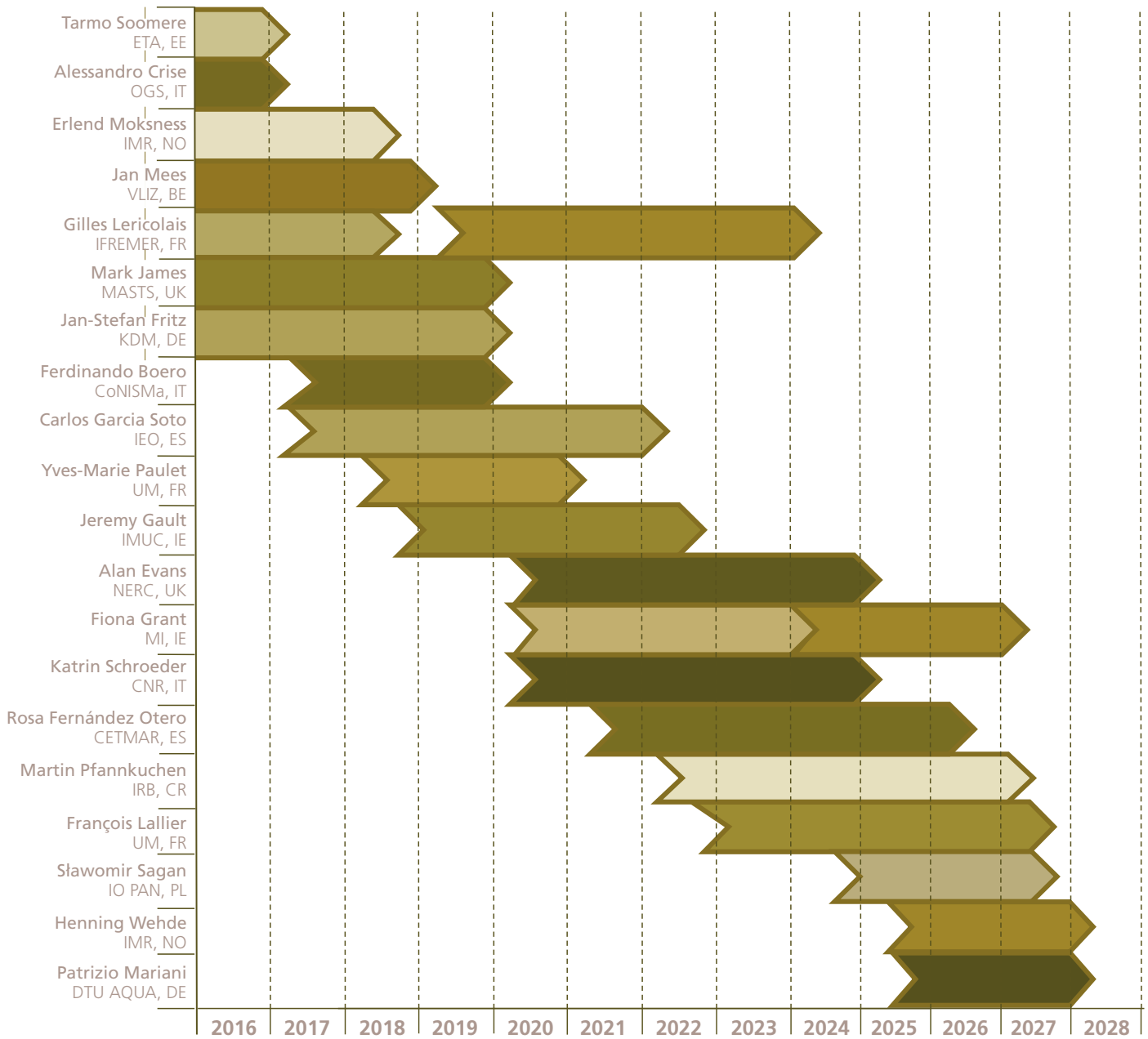


Patrizio Mariani - Vice-Chair
DTU Aqua, Denmark
Spring 2025 - 2028



Sheila JJ Heymans – ex-officio Member
EMB Executive Director

HISTORICAL OVERVIEW OF EXCOM MEMBERS SINCE INDEPENDENCE FROM ESF IN 2016



EMB SECRETARIAT

The EMB Secretariat implements the **strategic and operational decisions and activities proposed by the Board and ExCom**. EMB activities and the operation of its Secretariat are funded through annual Member contributions, EMB external contracts and generous support from the Flemish Government of Belgium, through the Flanders Marine Institute (VLIZ).

The EMB Secretariat is led by Executive Director **Sheila Heymans**, helped by her new Deputy, **Paula Kellett**. The team consists of four Science Officers **Paula Kellett**, **Ángel Muñiz Piniella**, **Britt Alexander** and **Ana Rodriguez**, and an Executive and Finance Officer, **Maria Teodosio**. **Fernanda Bayo Ruíz** joined the team as a Junior Science Officer until November 2025.

The Secretariat is based at the InnovOcean Campus in Ostend, Belgium, together with the Flanders Marine Institute, ILVO and other national and international partners.



Credit: © InFocus Brussels

The EMB Secretariat at the 9th EMB Forum in April 2025 in Brussels, Belgium.

From left to right: Maria Teodosio (Executive and Finance Officer), Paula Kellett (Deputy Executive Director / Science Officer), Ángel Muñiz Piniella (Science Officer), Sheila Heymans (Executive Director), Fernanda Bayo Ruíz (Junior Science Officer), Ana Rodriguez (Science Officer), and Britt Alexander (Science Officer).

EMB YOUNG AMBASSADORS

Since 2019, EMB's Young Ambassador programme has strengthened collaboration with, and engagement from early career researchers. The EMB Young Ambassadors play an important role in advocating and promoting the relevance of marine science and the Ocean to their peers and wider networks. They are EMB's soundboard to a vast group of early career researchers and ensure that the voices and ideas of young researchers are reflected within the EMB's work. The Young Ambassadors engage with EMB for a two-year period after which they join the Young Ambassador Alumni Group.

Young Ambassadors during 2025



Virginia Morejón

PhD candidate from University College Dublin (UCD), Ireland



Laura Ciriminna

Postdoc from the University of Palermo, Italy



Anne Bødal

PhD candidate from the Norwegian University of Science and Technology (NTNU) and SINTEF Ocean, Norway



Jorge Juan Santos Bruña

PhD candidate from the Spanish Institute of Oceanography (IEO-CSIC), Spain

Young Ambassador activities in 2025

During 2025, the Young Ambassadors continued to enhance the EMB Early Career Ocean Professional (ECOP) Network set up in 2022 with support from the EMB Secretariat. The ECOP Network aims to connect ECOPs from EMB Member organisations, provide a platform to engage with and have a voice at EMB Board level, and to inform them on the European marine science-policy landscape. They particularly focused on raising awareness about the Network's membership, and about the role and relevance of EMB.

A highlight in 2025 was the engagement of the EMB Ambassadors and the EMB ECOP Network in the newly formed Coalition of Emerging Ocean Leaders (CEOL). The Coalition was announced at the UN Ocean Conference in June 2025 and includes numerous global Youth and ECOP Networks. You can find out more here: <https://linktr.ee/CoalitionCEOL>. The EMB Ambassadors and the EMB ECOP Network were also represented at both the One Ocean Science Congress and the UN Ocean Conference by **Virginia Morejón** (see pg 44).

The Young Ambassadors engaged individually in a variety of different EMB activities and events, for example **Jorge Juan Santos Bruña** was selected as a member of the new EMB Working group on Biomolecular Approaches (see pg 30). You can learn more about the EMB Young Ambassadors, see all of their activities, and read their blog articles on the EMB website: <https://www.marineboard.eu/emb-young-ambassador-programme>

GENDER AND DIVERSITY EQUITY AND INCLUSION

Gender and Diversity Equity and Inclusion are important in marine science as they help reflect the diversity of society, attract and retain the best talent, and ensure innovation. As a European science policy think-tank, it is important for EMB to reflect the diversity of society, both at the EMB Secretariat and at Board level.



The EMB aims to ensure diverse engagement in all activities through inclusion: we aim to understand the diversity of needs linked to Ocean science, and we aim to be exemplary and serve as role models to our community. EMB also adds a statement to each publication that we are aware working towards full diversity but we understand we have not achieved it fully.

Gender and Diversity Equity and Inclusion Plan

In 2021, the EMB Secretariat set up a Gender and Diversity Plan which included actions conducted by the EMB Secretariat and in the wider organisation. The existing plan was further elaborated and enhanced following the EMB Secretariat's engagement in Gender and Diversity Equity and Inclusion training in 2022.

The Gender and Diversity Equity and Inclusion Plan is periodically reviewed and updated by EMB Board and Secretariat. This Plan also complies with the requirements of the European Commission for eligibility to join European Projects.

The EMB Gender and Diversity Plan is available on the EMB website. It is a living document and will be updated when considered appropriate: <https://www.marineboard.eu/gender-diversity>

EMB AND ARTIFICIAL INTELLIGENCE

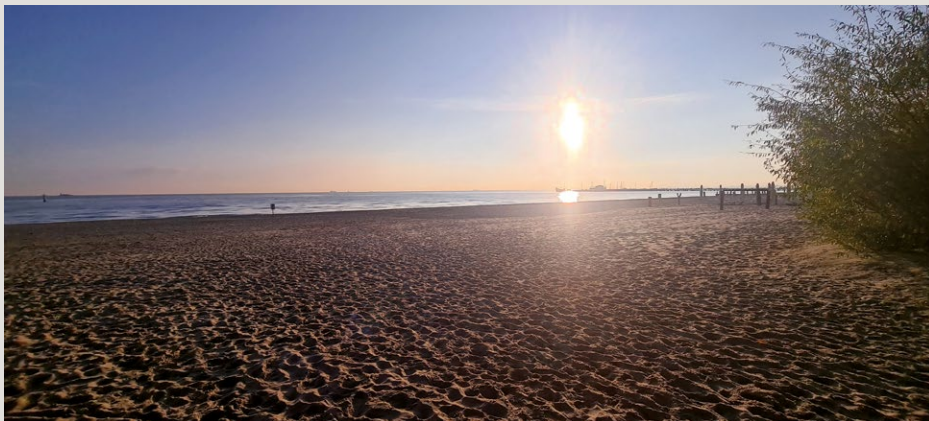
Artificial intelligence (AI) is evolving very quickly, and although it can be advantageous it also entails some risks. The EU therefore instituted an AI Act in 2024 (EU Regulation 2024/16891) to regulate the use of AI. The EU AI Act sets out to address the risks that are created by the use of AI applications, and provides AI developers and users with an understanding of the requirements and their obligations regarding the use of AI.

As a result of the EU AI Act, EMB was required to establish an AI Policy under Belgian law. The EMB Secretariat therefore developed an EMB AI Policy in March 2025, which was updated in August 2025. This Policy establishes clear guidelines for AI use in EMB activities, including codes of conduct and transparency requirements. It is divided into two sections, covering aspects relating to EMB employees and those relating to external parties engaged in EMB activities. The EMB AI Policy is a living document, which will be updated as required. The latest version of the policy (August 2025) can be found on the EMB website: <https://www.marineboard.eu/european-marine-board-ai-policy>

The AI Act also requires developers and users of AI systems to have a sufficient level of AI literacy. The EMB AI Policy therefore also indicates how employees will obtain sufficient AI literacy. An initial assessment was made, and the EMB Secretariat undertook a tailored AI training in April 2025.

Plenary meetings 2025

EMB Plenary meetings are held twice a year, typically online in spring and hosted by a Member organisation in autumn. During these meetings EMB Member organisations share knowledge, define common priorities and agree on activities and outputs to influence European and national marine research and policy agendas. At these meetings, EMB Delegates interact with invited speakers, guests, and observers from the European Commission, UNESCO's Intergovernmental Oceanographic Commission (IOC-UNESCO), JPI Oceans and other stakeholders.



SPRING PLENARY MEETING | 3 APRIL 2025, BRUSSELS, BELGIUM AND ONLINE

On 3 April 2025, 46 EMB Delegates and Alternates (representatives of the EMB Members) gathered at the Institute of Natural Science in Brussels, Belgium and online for the EMB Spring Plenary meeting and were joined by the four EMB Young Ambassadors and five external speakers and observers. The full attendance list is available in Annex 2.

EMB ExCom elections

The Board elected **Henning Wehde** (IMR, Norway) and **Patrizio Mariani** (DTU AQUA, Denmark) as new vice-Chairs for initial three-year terms, replacing outgoing vice-Chairs **Alan Evans** (NERC, UK) and **Katrin Schroeder** (CNR, Italy). **Martin Pfannkuchen** (IRB, Croatia) was also re-elected for a second two-year term as vice-Chair.

New EMB Working Group topic

A new EMB Working Group topic was selected: 'Submarine Cables: A Revolution in Ocean monitoring'. The EMB Secretariat was tasked to create the Terms of Reference in collaboration with the topic proposers, and these were tabled for Board approval in Autumn 2025.

Newly selected EMBracing the Ocean artists in Residence

The newly selected artists for the 2025-2026 edition of the EMBracing the Ocean (see pg 40) artist-in-residence programme were introduced: **Yara Costa**, a Mozambican filmmaker and artist working at the intersection of ecology, indigenous knowledge, and storytelling, and **ChihChung Chang**, a visual artist and cultural researcher based in the Netherlands and Taiwan.

Open Session

As the Spring Plenary 2025 meeting was held back-to-back with the 9th EMB Forum (see pg 17), there was no Open Session.



The in-person attendees at the Spring Plenary 2025 hybrid meeting at the Institute of Natural Sciences in Brussels, Belgium.

AUTUMN PLENARY MEETING | 7-8 OCTOBER 2025, SOPOT, POLAND AND ONLINE

The EMB Autumn Plenary 2025 meeting was hosted by the Institute of Oceanology of the Polish Academy of Sciences (IO PAN) in Sopot, Poland on 7-8 October 2025, as a hybrid event. The meeting was attended by 41 EMB Member representatives, three EMB Young Ambassadors and six external speakers and observers. The full attendance list is in Annex 2.

EMB ExCom elections

François Lallier (Universites Marines, France) was re-elected as EMB Vice-Chair for a second two-year term.

New EMB Working Group topic

A new EMB Working Group topic was selected: 'The Dynamics of Coastal Waters under Natural and Anthropogenic Drivers: applying Digital Twin and similar technologies to obtain new insights'. The EMB Secretariat was tasked to create the Terms of Reference in collaboration with the topic proposers, and these will be tabled for Board approval in Spring 2026.

The Board was also informed about the members of the new EMB Working Group on Biomolecular Methods and approved the Terms of Reference for a Working Group on Submarine Cables.

Open Session

An open session was hosted by IO PAN on the theme of "Ocean Carbon Science: Do We Have Enough?". The session was opened and moderated by **Karol Kuliński** (IO PAN, Poland), and featured presentations by **André Visser** (DTU AQUA, Denmark), **Monika Kędra** (IO PAN, Poland) and **Karol Kuliński** (IO PAN, Poland).



Credit: EMB

The in-person attendees at the Autumn Plenary 2025 hybrid meeting at the Institute of Oceanology of the Polish Academy of Sciences in Sopot, Poland.

EMB science-policy interactions & events

The EMB is an independent organisation funded by its Members. We provide an interface between science and policy and engage with a wide range of stakeholders in the marine science-policy field, including the European Commission, European Parliament, and International Organisations, to advance marine science in Europe and beyond. We strongly believe in two-way communication and welcome the input from policymakers to provide the best available scientific advice at the right time. We stimulate communication by organising a variety of interactive events ranging from small-scale discussions on a specific topic (e.g. Brown Bag Lunches) to large-scale overarching events (e.g. the CommOCEAN and EurOCEAN conferences).

9TH EMB FORUM

The 9th EMB Forum was held as a hybrid event on 2 April 2025 at the Institute of Natural Sciences in Brussels, Belgium and online. The event was co-hosted by the Institute of Natural Sciences and endorsed as supporting the UN Decade of Ocean Science for Sustainable Development. It was also a recognised action in support of the EU Mission: Restore our Ocean and Waters.

The 9th EMB Forum discussed 'Addressing coastal and water resilience on the land-sea interface'. The agenda included an opening session presenting EMB and its latest relevant documents as well as the EU Ocean Pact, and three main thematic sessions. Session One set the scene on the land-sea interface with two keynote speakers. Session Two focussed on pollution crossing the land-sea interface, while Session Three focussed on coastal adaptation and liveability on the land-sea interface. Both latter sessions had a format with two speakers followed by a panel discussion.

The event was attended by over 100 people in person and online, from a wide variety of backgrounds.

The 9th Forum Proceedings were published in August 2025. The Proceedings summarised the presentations and discussions, and highlighted key emerging messages. The Forum Proceedings can be accessed here: <https://www.marineboard.eu/publications/9th-emb-forum-proceedings>

You can find out more about this event and access the recordings of the sessions here: <https://www.marineboard.eu/events/9th-emb-forum>



The in-person attendees at the 9th EMB Forum at the Institute of Natural Sciences in Brussels, Belgium.

BROWN BAG LUNCH NO. 8: IMPACTS OF FLOATING SOLAR DEVICES

EMB's Brown Bag Lunches, organised in Brussels, Belgium, bring together stakeholders to discuss marine science topics. These events start with lunch, followed by a topical presentation from an expert, and end with an interactive discussion amongst the in-person participants. Participants are usually a mix of stakeholders, such as researchers, policymakers, and industry.

The 8th EMB Brown Bag Lunch (BBL) took place on 21 October 2025 in Brussels, Belgium and online. The event was hosted by the EMB within the scope of the BAMBOO Project (see pg 37). It discussed the potential positive and negative environmental and social impacts of large-scale floating solar installations, including in combination with offshore wind farms.

The event presented the main messages arising from a BAMBOO Project Subject Matter Expert Workshop, organised by EMB in April 2025. It was opened by **Sheila Heymans** (EMB) and included presentations by **Pedro Vinagre** (WavEC, Portugal) and **Gerdien de Vries** (TU Delft, Netherlands), who presented the potential environmental and social impacts of large-scale floating solar installations, respectively. The in-person participants then had an interactive discussion on the topic.

The presentations were live-streamed and are available on the EMB YouTube Channel: <https://www.youtube.com/watch?v=SB6LedbMH18>.

More information can be found on the BAMBOO Project website: <https://www.bamboo-offshoresolar.eu/post/bamboo-brown-bag-lunch-understanding-the-environmental-and-social-impacts-of-large-scale-offshore>



The in-person attendees at the EMB BAMBOO Brown Bag Lunch in Brussels, Belgium

DEEP SEA RESEARCH AND MANAGEMENT NEEDS LAUNCH WEBINAR

On 11 April 2025, EMB launched its Future Science Brief No. 12, entitled 'Deep Sea Research and Management Needs' (see pg 26) during a dedicated webinar, moderated by **Sheila Heymans**. The document was officially launched by the Chair and co-Chair **Sylvia Sander** (GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany) and **Christian Tamburini** (MIO-CNRS, France), and several Working Members participated in the discussion and Q&A session. The webinar included a presentation on the BBNJ Agreement by **Charlotte Salpin**, Senior Legal Officer at the Division for Ocean Affairs and the Law of the Sea (DOALOS) of the United Nations, and responses to the document from **Arianna Broggiato**, International Relations Officer at the Directorate General for Maritime Affairs and Fisheries of the European Commission, and **Ricardo Serrão Santos**, Professor at the Institute OKEANOS - University of the Azores, on behalf of the international deep-sea research community.



Around 150 participants followed the webinar live, and many questions were received regarding the involvement of social sciences in deep-sea research, the management of the deep sea in Europe and opportunities for ECOPs. More information about this event, including a link to the recording, can be found here: <https://www.marineboard.eu/launch-emb-future-science-brief-deep-sea-research-and-management-needs>

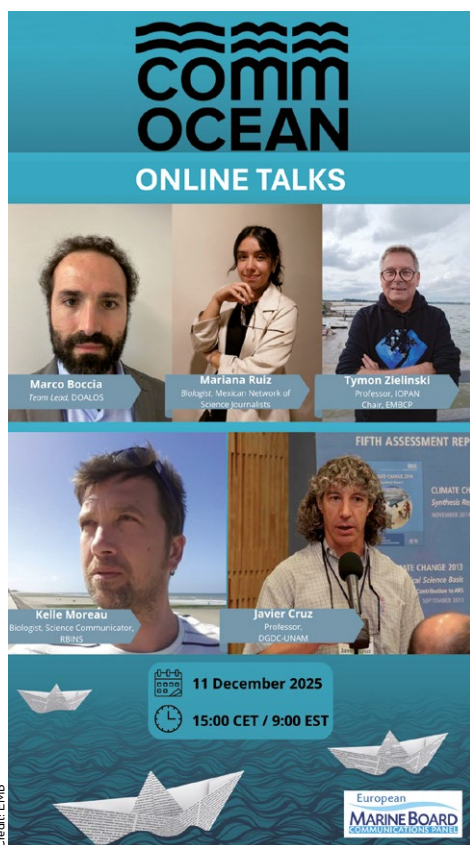
MONITORING, REPORTING AND VERIFICATION FOR MARINE CARBON DIOXIDE REMOVAL LAUNCH WEBINAR

The EMB Future Science Brief No. 13 on 'Monitoring, Reporting and Verification for marine Carbon Dioxide Removal' (see pg 27) was launched during a dedicated webinar on 17 November 2025 by the Working Group Chair **Helene Muri** (NILU and NTNU, Norway). The webinar was moderated by **Sheila Heymans** and responses to the document were provided by **Jorge Pinto Antunes**, Policy Officer at the Directorate General for Climate Action of the European Commission, and **Oliver Geden**, Senior Fellow at the German Institute for International and Security Affairs (SWP) in Germany and Vice-Chair of IPCC Working Group III. There was also a Q&A session with the audience and Working Group members.



The webinar was attended by around 130 people with the discussions covering the marine Carbon Dioxide Removal techniques themselves and their impacts, as well as governance and policy aspects. More information about this event, and the recording, can be found here: <https://www.marineboard.eu/events/launch-emb-future-science-brief-monitoring-reporting-and-verification-marine-carbon-dioxide>

COMMOCOCEAN ONLINE TALK 2025



Framed within the commitment to inclusive and impactful marine science communication, the European Marine Board Communication Panel (EMBCP) decided to organise dedicated CommoOCEAN Online Talks in the leap years in between CommoOCEAN conferences, organised every two years. These open online events serve as an opportunity to go deeper into topics relevant for marine science communication, and allow for a World-wide participation in CommoOCEAN conferences, normally organised in person.

On 11 December, the CommoOCEAN Online Talk on “Driving more impactful communication, the World Ocean Assessment as example” was organised as an online event. This event brought together Ocean communicators to explore how to effectively convey the findings of the World Ocean Assessment (WOA). Participants enjoyed an introduction to the WOA and its communication challenges, insights into science journalism and a presentation on a practical case study. The event concluded with an interactive panel discussion and Q&A on key issues in Ocean communication, followed by a short summary and a look ahead to CommoOCEAN 2026.

The event featured presentations from **Marco Boccia** from the United Nations Division for Ocean Affairs and the Law of the Sea (DOALOS), **Javier Cruz** from the Dirección General de Divulgación de la Ciencia, Universidad Nacional Autónoma de México (DGDC-UNAM), **Mariana Ruiz** from the Mexican Network of Science Journalists, and **Kelle Moreau** from the Institute of Natural Sciences and EMBCP. The event was moderated by EMBCP Chair **Tymon Zieliński** (IO PAN, Poland).

You can find out more about this event here: <https://commocean.org/online-talks>

The next CommoOCEAN Conference will be organised in September 2026 in Bergen, Norway.

EMB SCIENCE WEBINARS

EMB's Third Thursday Science Webinar series highlights the science that underpins, or is linked to, EMB publications and activities. The webinars usually take place every third Thursday of the month from 13:00-14:00 CE(S)T. The format includes a short opening by the EMB moderator, 30 minutes of presentation by one or two speakers, followed by questions posed by the audience.

All presentations and video recordings are accessible from the EMB website: <https://www.marineboard.eu/science-webinars>. The following list provides an overview of the webinars that took place in 2025.



January 2025: How to prepare for the future? Scenarios for future water conditions and sea-level rise adaptation strategies from the Netherlands

This webinar featured **Renske de Winter**, a researcher at Deltares, the Netherlands and a co-author of the Ocean and Climate chapter of Navigating the Future VI, who described how we can learn from experiences in the Netherlands when planning for future climate change impacted coastal conditions. This webinar was linked to the EMB Position Paper No. 28 'Navigating the Future VI: Placing the Ocean in the wider Earth system'.

February 2025: Restoration of deep-sea habitats to rebuild European Seas

This webinar featured ecologist, **Roberto Danovaro**, Professor of Marine Biology at the Polytechnic University of Marche, Italy, and member of the EMB Deep Sea and Ocean Health Working Group. This webinar presented his work on investigating the impact of human activities and global climate change on abyssal life. This webinar was linked to the EMB Future Science Brief No. 12 on 'Deep Sea Research and Management needs' (see pg 26).



March 2025: From coastal waters to the deep sea: Marine life under environmental change

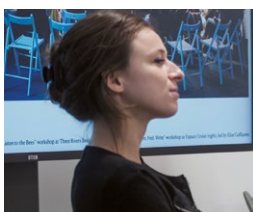
In this webinar, outgoing EMB Ambassadors **Alexandra Hahn** and **Riwan Leroux** presented their research. Alexandra showed how marine copepods survive and adapt to low salinity, while Riwan delved into archival data on deep Ocean hydrothermal vent ecosystems.

April 2025: Microalgae working for a cleaner planet: waste valorization, resource recovery and circular innovation

In this webinar, **Luísa Barreira**, an Associate Professor, and **Davide Liberti**, a researcher, both at CCMAR, University of Algarve, Portugal and partners in the RHE-MEDIation project (see pg 26), spoke about the use of microalgae in wastewater treatment plants.



May 2025: No webinar organised



June 2025: Waves of Resonance: The psychological impact of marine sounds

Outgoing EMBaring the Ocean artist-in-residence **Elise Guillaume** spoke about her project exploring the interplay of psychology, ecology and notions of care, and was joined by her scientific collaborators **Clea Parcerisas** and **Marine Severin**, both from VLIZ, Belgium.

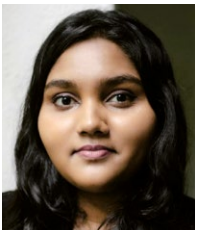


July 2025: Marine Protected Areas in the European Union

EMB Ambassador Alumna and researcher **Juliette Aminian Biquet**, based at Centro de Ciências do Mar, Portugal, and CNRS-CRIOBE and the Agroecology UMR at INRAE, France, spoke about her research into the current regulations and protection rationale in EU Marine Protected Areas. This webinar was linked to the EMB Position Paper No. 28 on 'Navigating the Future VI'.

August 2025: Valuing Ecosystem-Based Fisheries Management in Malta: A Discrete Choice Experiment to Elicit Preferences and Willingness to Pay

In this webinar, **Gilmour Camilleri** from the University of Malta presented his work to understand how citizens value the principles behind ecosystem-based fisheries management. This work was conducted within the framework of the EcoScope Project (see pg 34), of which EMB is also a partner.



September 2025: SOS Save our Seas EMBracing the Ocean Project

Outgoing EMBracing the Ocean artist-in-residence **Ruwanthi Gajadeera** spoke about her project exploring the devastating legacy of the X-Press Pearl disaster on Sri Lankan marine life. She brought this reality to life through textures, subtle scents, sound and heritage craft, with sustainable fashion at the core of the solution and spoke about her experience.

October 2025: From global to regional marine carbon budgets - Are we ready to monitor a decarbonizing society?

This webinar, linked to the Policy Brief No. 11 on 'Blue Carbon' and EMB Future Science Brief No. 13 on 'Monitoring, Reporting and Verification for marine Carbon Dioxide Removal' (see pg 27), featured **Peter Landschützer**, Research Director at the Flanders Marine Institute (VLIZ, Belgium) who spoke about observational approaches to global carbon budgets.



November 2025: Deep pelagic biology, biodiversity and carbon flux

In this webinar, **Henk-Jan Hoving** from GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany, and member of the EMB Working Group on Deep Sea and Ocean Health, spoke about the challenges of understanding the biology of deep living pelagic invertebrates and their role in the biological carbon pump, expanding on the science presented in Future Science Brief No. 12 on 'Deep Sea Research and management needs'.

December 2025: Navigating coherence in EU marine policies

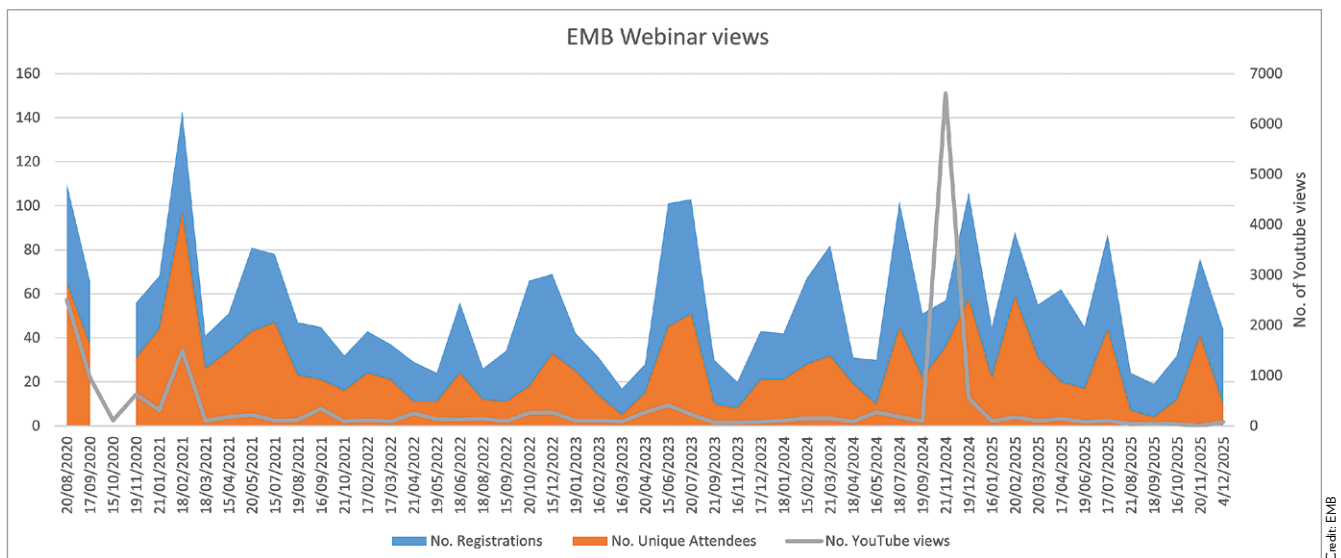
This webinar explored policy coherence in EU marine policies, a key recommendation of the EMB Position Paper No. 28 EMB Position Paper No. 28 'Navigating the Future VI: Placing the Ocean in the wider Earth system' and Position Paper No. 27 'Building Coastal Resilience in Europe'. It was given by **Froukje Maria Platjouw** from the Norwegian Institute for Water Research (NIVA, Norway), and **Ben Boteler** from the Research Institute for Sustainability (RIFS, Germany), both of whom engaged in the CrossGov project.



Engagement in EMB Science Webinars

During 2025, EMB also looked into the reach of and engagement with its Science Webinar series, which was launched in August 2020, during the height of the COVID pandemic.

Fifty-one editions of the series had taken place by November 2025 when the figures were gathered. On average, the webinars received 55 registrations (ranging from 143 to 17) and 28 live attendees (ranging from 97 to 4). The recordings on YouTube were found to be more popular, with an average of 390 YouTube views (ranging from 6,600 to 37). The webinar with that got the most registrations and live attendees was linked to the EMB Future Science Brief on Marine Ecosystem Modelling: “Disclosing the truth: Are models better than observations?” on 17 February 2021. This webinar had a very engaging title, took place during the second year of COVID lockdown, and had lots of views afterwards on YouTube. The webinar with the most YouTube views took place on 21 November 2024, based on the science behind the EMB policy document on the Deep Sea, which was not yet published at that time. The webinar, entitled “Discovery of animal life in the ocean’s crust at deep-sea hydrothermal vents: implications for future research and management” had consistent views on YouTube throughout November and December 2024 to peak by 8 January 2025. The main YouTube views came from the USA (15.3%), India (6.5%) and Brazil (5.4%) and most of the viewers were 65+ followed by the 18-24-year-olds (27.5%) and 45-54 years (24.2%).



Credit: EMB

ECOP WEDNESDAYS WEBINARS

In July 2022, the EMB Young Ambassadors started the ECOP Wednesdays Webinar series, aimed specifically at the EMB ECOP Network and focussing on the European and international marine science-policy landscape.

These one-hour webinars are hosted by EMB's Young Ambassadors, held on the first Wednesday of the month, and include presentations from professionals within the broad landscape of marine science-policy. These events give attendees a chance to learn about this complex landscape and an opportunity to interact with professionals during the discussion session.

The following list provides an overview of the webinars that took place in 2025. You can find more information on the EMB website: <https://www.marineboard.eu/ecop-wednesdays-event-series>

February 2025: Bridging Sustainability in Fisheries: Innovative Solutions and Advocacy for a Resilient Blue Economy



María Del Camino Troya presented an overview of her work bridging the gap between policy frameworks and practical implementation. Her experience includes EU-funded projects to contribute to the development of a sustainable blue economy and marine biodiversity conservation and developing science-informed policies, fostering cross-sectoral collaboration, and advocating for sustainable fisheries and aquaculture practices through her work with international coalitions such as the EU IUU Coalition.

June 2025: Using models to assess the climate change impacts on the Nordic Sea circulation and its connection to the UK shelf seas

Parvathi Vallivattathillam, research scientist in the Marine Physics and Ocean Climate group of the National Oceanography Centre (NOC) in Liverpool, UK, spoke about her research leveraging Ocean models, investigating the linkages between the Atlantic Meridional Overturning Circulation (AMOC) and heat and freshwater transport, as well as the circulation dynamics of regional seas like the North Sea.



August 2025: Building an Ocean Union: is the European Ocean Pact really the solution to Europe's long-standing need for science-based and coherent ocean policies?



Louis Lambrecht, a Policy and Advocacy Specialist at the Oceano Azul Foundation in Portugal gave his perspectives on how the EU Ocean Pact came to be, what it entails and include, and whether its intention can materialise.

September 2025: Evidence-based policymaking in marine governance: the role of Science-Policy-Society Interfaces

Ginevra Capurso from CNR-ISMAR, Italy, discussed the approach adopted in the CrossGov Project to analyse Science-Policy-Society Interfaces, as well as the outcomes presented in the final project Blueprint.



November 2025: Promoting sustainability in the aquaculture sector: production of alternative and ecofriendly feeds and farming of low-trophic species



This webinar featured **Laura Ciriminna**, EMB Ambassadors and PostDoc at University of Palermo, Italy, who presented an overview of her research across various projects on this topic.

December 2025: Extending the Peer Community for Science-based Ocean Futures: Insights on Transformative Change for ECOPs

Dorothy Jane Dankel from SINTEF Ocean, Norway, explored how Early Career Ocean Professionals can actively shape transformative change in Ocean governance and innovation, looking at practical strategies for sourcing universal values, fostering impactful conversations, and building collaborative networks that drive systemic change for the Ocean we all depend on.



Credit: © Louis David

European Marine Board ECOP Network
ECOP Wednesdays

Discovering the European Marine Science Policy Landscape

www.marineboard.eu/ecop-wednesdays-event-series

Every first Wednesday of the month

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WEBINAR

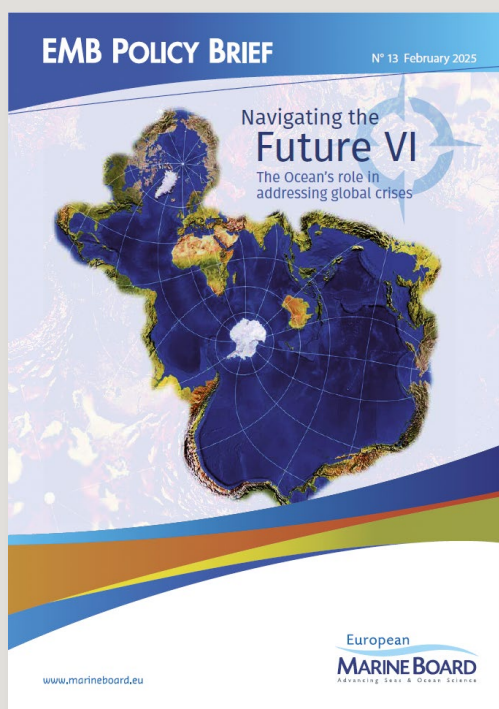
Credit: EMB

EMB PUBLICATIONS IN 2025

EMB has an outstanding reputation as a provider of high-quality science-policy advice. Our publications are designed for a non-technical audience, providing recommendations for future research and capacity building which can be addressed by European and national funding mechanisms.

Download them here: <https://www.marineboard.eu/publications>

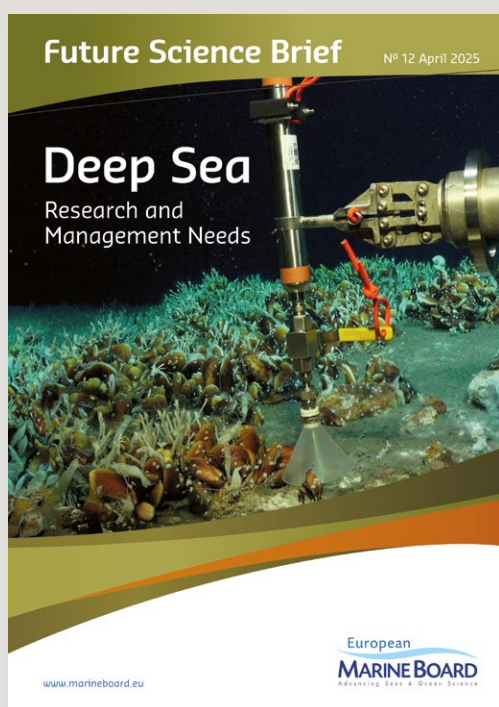
Navigating the Future VI: The Ocean's role in addressing global crises



Our Ocean plays a key role in enabling life on Earth and is increasingly also playing a key role in helping us to address the global crises (including biodiversity, fresh water and climate) we are facing. It is critical for us to better understand both these roles, and the impact that playing them has on the Ocean in turn.

EMB Policy Brief No. 13 'Navigating the Future VI: The Ocean's role in addressing global crises' presents the main research and policy recommendations from EMB Position Paper No. 28 'Navigating the Future VI: Placing the Ocean within the wider Earth system' to help us to take that understanding forward. Aligning with Navigating the Future VI, this Policy Brief covers the four main themes of Ocean and People; Ocean and Climate; Ocean and Fresh Water; and Ocean and Biodiversity. It presents the main research and policy recommendations under these themes. It also provides a short overview of the full Navigating the Future publication series, its aims and achievements to date.

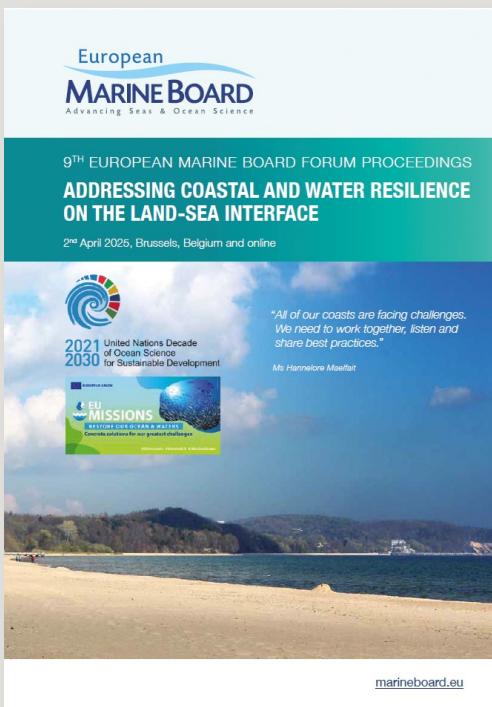
Deep Sea Research and Management Needs



Despite its immense ecological importance, the deep sea remains underrepresented in policy considerations and global conservation efforts. While the EU's International Ocean Governance Agenda and Biodiversity Strategy emphasise marine biodiversity protection, there is an urgent need to translate these agendas into action, particularly concerning the deep sea.

EMB Future Science Brief No. 12 'Deep Sea Research and Management Needs' explores the complexity of the deep sea and its role in Ocean health today, highlights the critical ecosystem services and functions it provides, and underscores the risks to Ocean health in the face of climate change, direct human impacts, and future industries in the deep sea. The document also navigates the complex legal landscape and management issues, discusses the challenges of studying the deep sea, and identifies significant knowledge gaps in biological, biogeochemical, physical, and geological deep-sea sciences, and in the spatial and temporal variability of the deep sea.

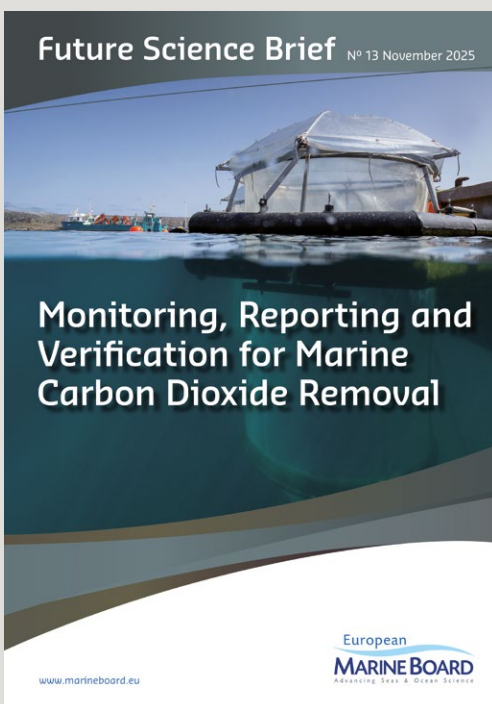
9th EMB Forum Proceedings



The 9th EMB took place in Brussels, Belgium on 2 April 2025. The event was co-hosted by the Institute of Natural Sciences. The Forum discussed 'Addressing coastal and water resilience on the land-sea interface'. This one-day event explored different aspects at the land-sea interface, including policy and governance, transboundary pollution, and coastal adaptation and liveability. The Forum Proceedings summarise the presentations and discussions from the event as well as highlighting key emerging messages.

The main messages from the event were that we need to take a source-to-sink approach in both policy and management, that transformative change requiring how we engage with our coasts is needed to achieve sustainability, and that better understanding of coastal challenges is needed through research and stakeholder engagement.

Monitoring, Reporting and Verification for marine Carbon Dioxide Removal

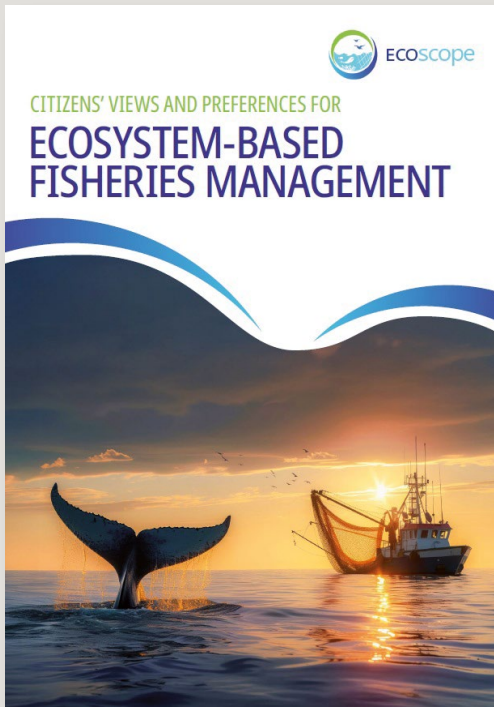


Carbon Dioxide Removal (CDR) methods, including those focused on marine environments, are already being researched and piloted as means to address residual emissions and remove legacy carbon from the atmosphere, once greenhouse gas emissions have been reduced, and in order to achieve the Paris Agreement's climate goals.

EMB Future Science Brief No. 13 'Monitoring, Reporting and Verification for marine Carbon Dioxide Removal' present the critical importance of Monitoring, Reporting and Verification (MRV) approaches for any marine Carbon Dioxide Removal (mCDR) activities. It highlights the science-based guidance needed for developing robust, transparent and scientifically underpinned MRV frameworks for mCDR. The FSB identifies knowledge gaps, challenges and uncertainties in developing transparent and standardised MRV systems and provides research and policy recommendations to overcome them.

Project-Related EMB Publications

Citizens' views and preferences for Ecosystem-Based Fisheries Management



This Policy Brief is an output of the EcoScope Project which aimed to promote effective Ecosystem-Based Fisheries Management (EBFM). One of the objectives of the project was to understand the perceptions, preferences, and values citizens have for EBFM. This Policy Brief summarises the key findings of a large-scale survey in which over 1,500 people from UK, Bulgaria and Malta were asked to respond to over 100 questions regarding their perceptions.

Key findings were that the majority of people eat fish at least once a week, support regulations to improve fisheries management - particularly if they protect marine life - and are willing to pay more for fish labelled as 'sustainable stock' or 'protects marine life', despite the overwhelming majority having never heard of the term "Ecosystem-Based Fisheries Management". Citizens also supported the use of taxpayer money for improving fisheries regulation.

Advancing Black Sea Research and Innovation for a Sustainable Blue Economy



This Policy Brief is an output of the BRIDGE-BS Project which aimed to enhance the science-based policy in the Black Sea region to develop blue growth while maintaining and protecting resilient ecosystems. It presents the new tools and capabilities developed during the project to predict the long-term impact and emerging risks from multiple stressors and enable the identification of a safe operating space, respecting ecosystem boundaries, within which a sustainable blue economy can flourish. It also provides recommendations to further take up these results in the future to limit the impact of human activities on the health and resilience of the Black Sea, preserve core ecosystem services and provide a safe operating space for the development of a sustainable blue economy.

Key results and tools include innovations in environmental monitoring, data integration, climate scenario modelling, analysis of the resilience of Black Sea ecosystems, their ecosystem services and tipping points, smart sensor technologies, and decision-support tools to support ecosystem-based management.

The Policy Brief was translated into the Black Sea languages – Turkish, Romanian, Bulgarian, Georgian and Ukrainian.

All EMB publications are available on the EMB website or you can request hard copies via the EMB Secretariat:
info@marineboard.eu



Ongoing thematic activities

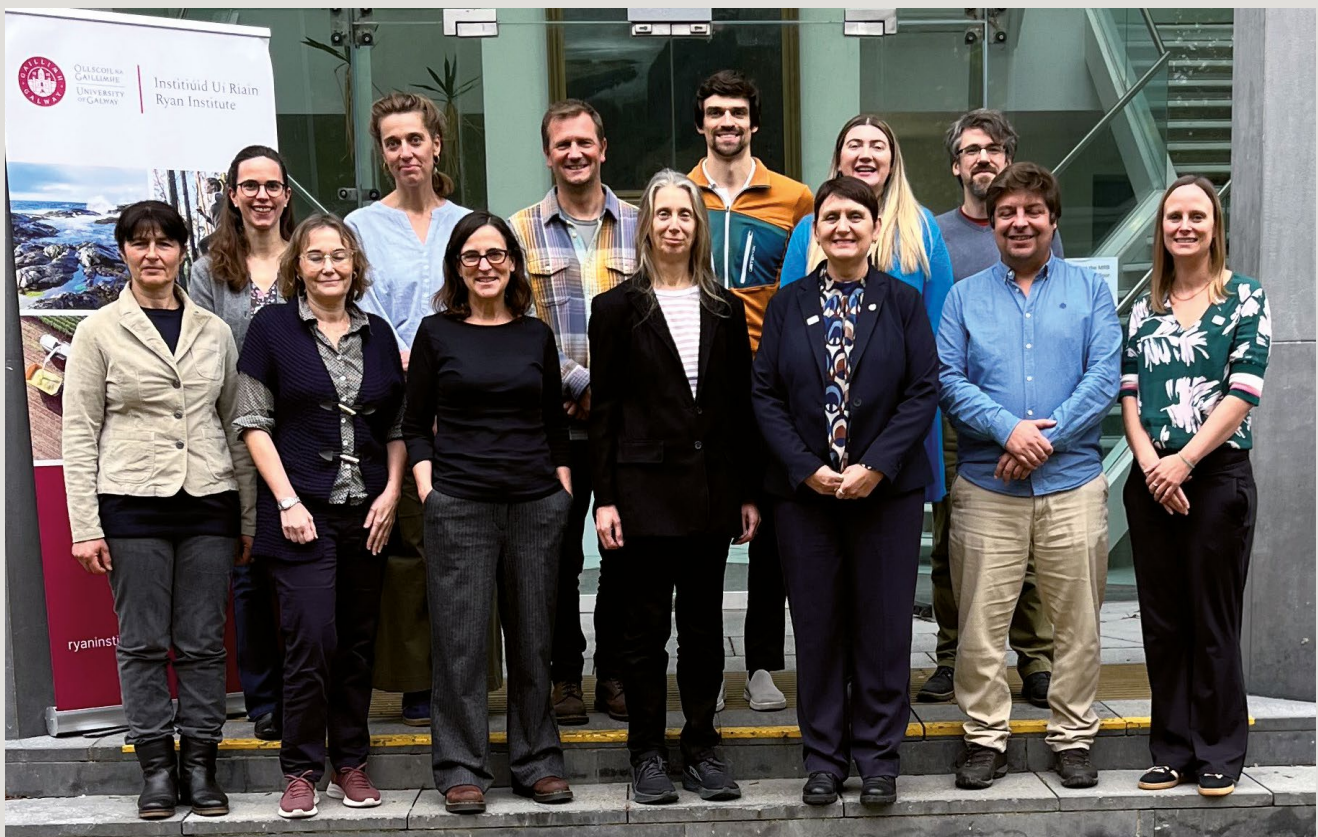
BIOMOLECULAR APPROACHES

In autumn 2024 the topic of 'Biomolecular approaches for the observation and management of marine life', or 'Biomolecular Approaches' in short, was selected for a Working Group (WG) topic, and the Terms of Reference were approved by the Board in spring 2025. The WG is chaired by **Louise Allcock** (University of Galway, Ireland) and **Paloma Moran** (University of Vigo, Spain), and the WG includes 13 members (see Annex 3).

This Working Group aims to assess and present the current status of molecular approaches for the observation and management of marine life, including key European and international initiatives. It will highlight the science and policy gaps and needs required to advance the uptake of molecular tools in marine science and environmental management.

The Working Group kick-off meeting took place in Galway, Ireland on 16 October 2025. At the kick-off meeting, the WG brainstormed on the current state of the art, future technology and research needs, methodological standardisation and knowledge gaps to support decision-making and the wider uptake of molecular methods for research and policy. The group created the draft table contents for the document and developed a work plan for the development of the Future Science Brief. A follow up online working group meeting was held on 12 December 2025 during which the group discussed progress with drafting the document.

Britt Alexander is the Science Officer supporting this WG and more information on this WG and the planned publication is available on the EMB website: <https://www.marineboard.eu/biomolecular-approaches-observation-and-management-marine-life>



In-person participants at the Biomolecular Approaches Working Group kick-off meeting in Galway, Ireland.

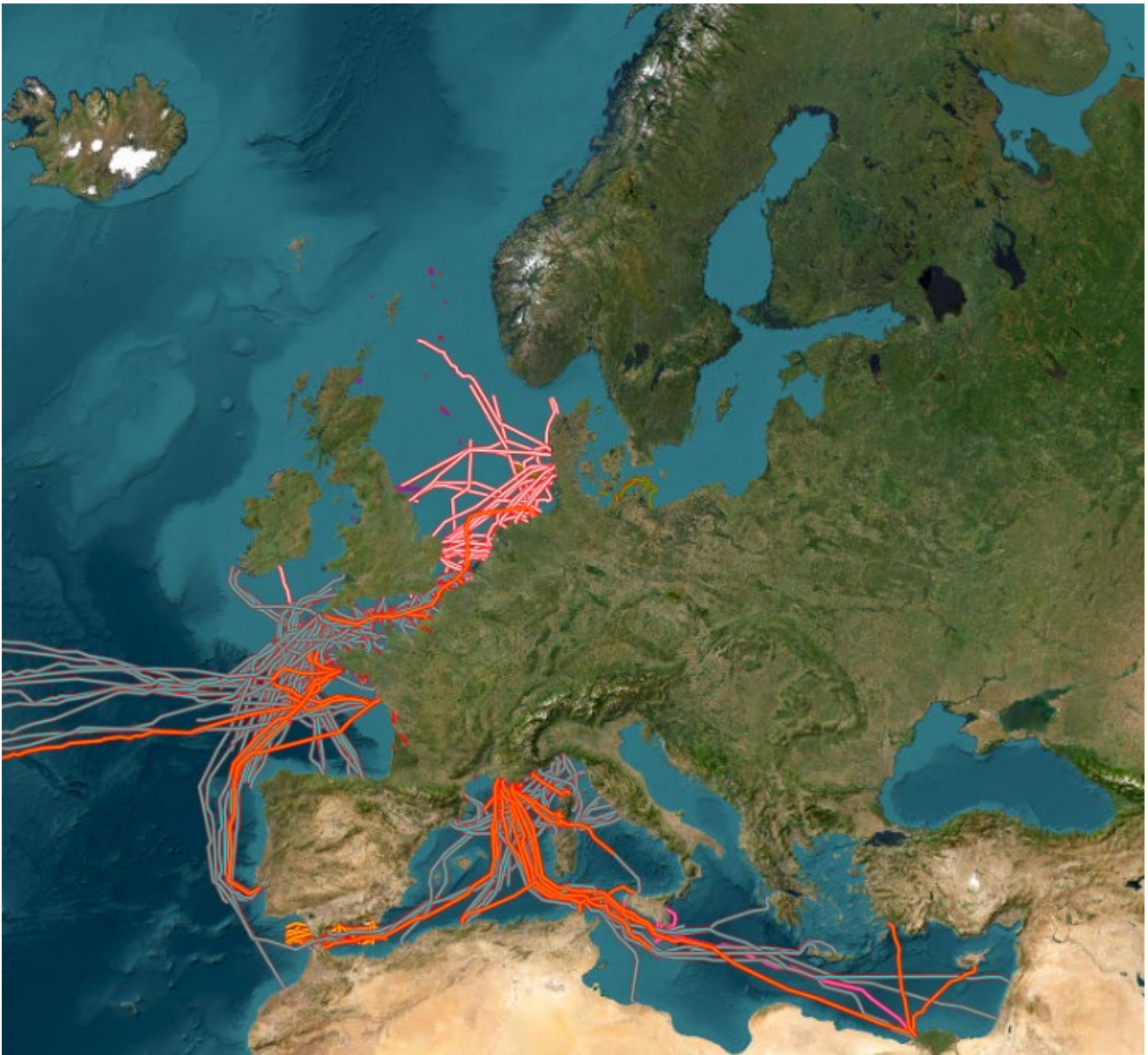
SUBMARINE CABLES

The topic of ‘Submarine cables: A revolution in Ocean observing’ was selected for a new EMB Working Group (WG) at the Spring Plenary 2025 meeting and the Terms of Reference for the WG were approved by the Board in autumn 2025.

This WG will seek to provide a comprehensive overview of the state-of-the-art regarding the use of submarine cables for Ocean observing. It will consider use of now obsolete, active and new underwater telecommunications cable for this purpose. It will also discuss the ways in which the data could be used in support of marine scientific research, disaster risk reduction, policymaking and maritime security.

The WG will be established and will kick-off activities in early 2026.

Paula Kellett is the Science Officer supporting his WG and more information on this WG and the publication is available on the EMB website: <https://www.marineboard.eu/submarine-cables>



Credit: © EMODnet

European projects and external interactions

The European Marine Board participates in externally funded projects, tenders and other initiatives when these contribute to our Mission and future strategic objectives.



BRIDGE-BS

The EMB Secretariat participated in the Horizon 2020 Project BRIDGE-BS, which aimed to enhance the science-based policy in the Black Sea region to develop a sustainable blue economy while maintaining and protecting resilient ecosystems. The project was led by the Middle East Technical University, Türkiye, and included 33 partners. It ran from 1 June 2021 until 30 November 2025 and had a budget of €9.4m. The project developed predictive tools and capabilities to understand and predict the impacts of climate-driven and anthropogenic multi-stressors on the services stemming from Black Sea ecosystems. These services and their responses to stressors were mapped, monitored and modelled in order to identify a safe operating space within which a sustainable blue economy can flourish.

The EMB Secretariat contributed to Work Package (WP) 8: 'Science-based policy making for Blue Growth' led by the International Center for Black Sea Studies (ICBSS) and the Technological Centre of the Sea (CETMAR). The objectives of WP8 were to ensure the uptake of the science developed within BRIDGE-BS by engaging policy stakeholders, strengthening the science-policy nexus, and to contribute to science-based policy making for blue growth in the Black Sea. The EMB Secretariat led a sub-task to produce an International Policy Brief highlighting the key policy-relevant outcomes of the project, how they can improve the implementation of marine EU and international policies in the Black Sea region', and future research and policy needs in the region.

In 2025, **Britt Alexander** and **Sheila Heymans** worked with the Policy Brief writing team to complete and publish the Brief. This included several online meetings, attendance at Blue Roadmap meetings with the consortium, and meeting with Black Sea Policy stakeholders to align the recommendations in the project Roadmap with those summarised in the Policy Brief. The Policy Brief was launched at the BRIDGE final conference on 25 November 2025 in Brussels, Belgium and online. It built on the key outputs of the project, such as new predictive tools, recommendations for ecosystem-based adaptive management, and safe operating boundaries/ecosystem limits for a sustainable blue economy. EMB also coordinated the translation of the Policy Brief into Black Sea languages (Romanian, Bulgarian, Ukrainian, Georgian and Turkish).

Britt and **Sheila** also attended the project General Assembly on 30 September – 3 October 2025 in Mersin, Türkiye, as well as other relevant meetings and events.

More information about the BRIDGE-BS Project can be found here:
<http://bridgeblacksea.org/>



EMB Executive Director Sheila Heymans and Science Officer Britt Alexander presenting the BRIDGE-BS Project Policy Brief at the final conference in November 2025.

ECOSCOPE

EcoScope (Ecocentric Management for sustainable fisheries and healthy marine ecosystems) was a Horizon 2020 Project that started in September 2021 and ran until August 2025, with a budget of €7.9m. The project was coordinated by Aristotle University of Thessaloniki, Greece and involved 24 partners from 17 countries. The aim of EcoScope was to promote effective ecosystem-based fisheries management by developing easy to use e-tools that can be used to explore different management options and their consequences in the full ecosystem context. The project produced an interoperable EcoScope Platform and a robust decision-making EcoScope Toolbox, available through a single public portal.

The EMB Secretariat led Work Package (WP) 8 on 'Interaction with stakeholders and capacity building'. The main tasks involved stakeholder mapping, stakeholder management planning, and identifying the needs of policymakers and stakeholders through three strategic workshops and targeted surveys. The EMB Secretariat also participated in WP7 'Assessing societal expectations and economic values', where we led a task on writing a Policy Brief on community preferences, as well as participating in WP5 'Assessing the ecosystem and its components', in WP1 'Project management' and WP10 'Dissemination and visibility'.

In 2025, **Ana Rodriguez** and **Fernanda Bayo Ruíz** led the planning and delivery of the second EcoScope Project workshop, held on 27 May 2025 in Brussels, Belgium. The aim of the workshop was to showcase the final EcoScope tools and collect the stakeholders' reflections on their value, and how they could be improved further. The workshop was attended by 17 external stakeholders, including policy makers, NGOs, Advisory Councils and scientists, as well as 12 EcoScope consortium members. In addition, a dedicated Marine Spatial Planning (MSP) Challenge Simulation game workshop was held on 28 May in Brussels, Belgium, which was also co-organised by the EMB Secretariat.

The EcoScope Policy Brief on Citizens' views and preferences for Ecosystem-Based Fisheries Management was published on 30 June 2025 and was officially launched with a presentation given by **Sheila Heymans** at the Seawise symposium on Operationalising European Ecosystem Based Fisheries Management. The Policy Brief can be accessed here: <https://www.marineboard.eu/publications/citizens-views-and-preferences-ecosystem-based-fisheries-management>

Throughout the year, the EMB Secretariat also participated in relevant project meetings, including the final General Assembly in Athens, Greece in June 2025.

More information about the EcoScope Project can be found here: <https://ecoscopium.eu/>.



Sheila Heymans presenting the EcoScope Policy Brief at the Seawise Conference in Brussels, Belgium on 30 June 2025.

FLORES

FLORES was an ERASMUS+ Project that kicked off in January 2023 and was extended until March 2025, with a total budget of €700,000. The project was coordinated by CETMAR, Spain. The project fed into the European Pact for Skills for Offshore Renewable Energy, promoting a strong and large-scale partnership to upskill and reskill Europeans from all career stages to boost the Offshore Renewable Energy sector.

EMB's tasks mainly involved the dissemination of and discussion on the recommendations that were made in the EMB Future Science Brief No. 2 on 'Training the 21st Century Marine Professional', as well as those from the Future Science Brief No. 9 on Offshore Renewable Energy, which link specifically to training and capacity building needs for this sector. Further, EMB promoted the link between the project and the marine science research community and support dissemination and communication of the project and its outputs.

In 2025, **Paula Kellett** engaged in project wrap-up activities and supported ongoing communication and dissemination activities and the promotion of project results. More information about the FLORES Project can be found at: <https://oreskills.eu/>

EMODNET TENDER IN SUPPORT OF EOOS

From January 2022 until December 2025, the EMB Secretariat was involved in the EMODnet Phase IV tender, led by Seascope Belgium Consultants. This is directly linked to EMB's work on the EOOS Framework (see pg 45).

In 2025, the EMB Secretariat supported the EMODnet Secretariat in mapping the marine *in situ* data landscape of four EU Member States: Greece, Italy, the Netherlands and Belgium. Developed through consultations with key marine data experts and managers in each country, the study provides the current marine data assets in each country, including key organisations, data centres, repositories and initiatives. The study also gives an understanding of data flows and pathways through the national landscape, and how these relate to European or international initiatives, including EMODnet. The report will be available on the EU Maritime Forum once it is approved by the European Commission.

The EMB Secretariat also supported the EMODnet Secretariat in the planning and delivery of the EMODnet Open Conference which was held in Brussels, Belgium on 25-26 November 2025. This included the facilitation of the breakout sessions during

the conference, high-level notetaking in plenary sessions to inform the conference report, and general promotion of the event on social media. EMB also had a booth, where relevant documents were displayed for conference participants to take. The EMODnet Open Conference explored EMODnet's central contribution to the European Ocean Pact as a cornerstone of the EU Marine Knowledge Landscape, and EMODnet's value for EU and global Ocean policy frameworks, the Blue Economy, Research and Innovation and society.



EMB Secretariat at the EMODnet Conference in November 2025.

RHE-MEDIATION

From July 2023 until May 2026, the EMB Secretariat participates in the Mission Ocean Mediterranean Lighthouse project, RHE-MEDIation. The project has a total budget of ca. €7.0m and aims to provide tools and methodologies to destress the Mediterranean Sea from chemical pollution. The project is coordinated by RINA Consulting, Italy.

EMB is leading subtask 6.3 on 'Scaling up governance through bottom-up knowledge transfer from local through National to European level'. Within this task, EMB is collating the results from the project sites (in Italy, Greece and Türkiye) into a Policy Brief that showcase the outcomes of the project and its importance to the Marine Strategy Framework Directive, the Water Framework Directive and the Urban Waste Water Treatment Directive. This document will be translated into relevant languages to inform national implementation. This document will also be relevant to other sea-basins, to replicate the Mediterranean Lighthouse results to other basins. EMB is also engaging in subtask 8.4 on 'Regulatory assessment and contribution to EC Directives' by liaising with other consortium partners and feeding back relevant information to the Directorate-General for Environment from the European Commission to ensure ongoing awareness of the project, its results and outputs, and its relevance for EU Directives.

Ángel Muñoz Piniella attended the project review meeting in February 2025, as well the fourth General Assembly hosted by TÜBİTAK - MAM in Gebze, Türkiye on 17-18 June 2025 and the fifth General Assembly hosted by CNR in Rome, Italy on 2 December 2025.

Throughout 2025, the drafting of the RHE-MEDIation Policy Brief was advanced, and the main messages and recommendations of the project were agreed with the project partners. The Policy Brief will undergo external review in early 2026 and will be published in Spring 2026.

More information about the RHE-MEDIation Project can be found here:

<https://rhemediation.eu>



In-person participants at the RHE-MEDIation Project General Assembly in Rome, Italy in December 2025

BAMBOO

BAMBOO (Build scAled Modular Bamboo-inspired Offshore sOlar systems) is a Horizon Europe project that started in January 2024 and will run until December 2026, with a budget of €7m. The project is coordinated by RINA Consulting, Italy and Oceans of Energy, The Netherlands and involves 15 partners from 7 countries.

BAMBOO aims to tackle the barriers for the implementation of a sustainable, large-scale offshore Floating PhotoVoltaics (FPV) system of 150 MW, and act as a blueprint for rollout of offshore FPV projects in Europe, to be implemented in conjunction with the offshore wind energy partners.

EMB leads Task 3.3 on organising and running a subject matter expert engagement workshop. The workshop took place in Brussels, Belgium on 9-10 April 2025, was moderated by **Sheila Heymans**, and brought together marine and social science experts to consider the potential environmental and societal impacts of offshore floating solar installations. The main messages and recommendations arising from the workshop were presented at the 8th EMB Brown Bag Lunch in October 2025 (see pg 18) and informed other BAMBOO Project activities.

EMB also leads Task 5.2 on EU policy development and research, where EMB will create a policy-facing publication on the main messages and recommendations of the project, to be delivered in later 2026. EMB also supports other dissemination and communication of the project and its result, including co-authorship of a presentation given at the One Ocean Science Congress in Nice, France in June 2025.

Throughout the year, **Paula Kellett** also attended project meetings, including the online General Assembly on 29 January 2025 and the in-person project mid-term review meeting and General Assembly on 18-19 September 2025 in Ijmuiden, Netherlands. Due to technical challenges with the demonstrator, the project entered a Consortium-requested suspension on 1 January 2026.

More information about the BAMBOO Project can be found here:

<https://www.bamboo-offshoresolar.eu/>



Participants at the BAMBOO Subject Matter Expert Workshop in Brussels, Belgium in April 2025.

Credit: EMB

TOWARDS IPOS

Towards IPOS (International Platform for Ocean Sustainability) is an EU EMFAF tender that started in January 2024 and ran until February 2026, with a budget of €985,000. The project is coordinated by Ramboll Management Consulting and involved 8 partners.

The proposed International Platform for Ocean Sustainability (IPOS) aims to provide enabling mechanisms at the knowledge-society-policy interface by acting as a new gateway to connect knowledge and decisions for a sustainable Ocean. The Towards IPOS project aimed to establish how an IPOS would strengthen international Ocean governance. It involved analysis of the current effectiveness, salience, legitimacy and comprehensiveness of current global Ocean knowledge organisations and processes, thereby determining the feasibility and rationale for the establishment of an IPOS. This information fed into the development of strategic documents for IPOS as an organisation, which were co-developed via wide stakeholder consultation. The project also involved establishing interim Secretariat functions, negotiations to secure a hosting agency, political outreach, communications, and various stakeholder engagement events.

The EMB Secretariat led on Task 2.2. to prepare the set up and launch of IPOS after the Towards IPOS project, as well as contributing to Task 1.2 on gathering best practices for Secretariats of existing assessment organisations to inform the establishment of an IPOS Secretariat and contributing to Task 2.1 on developing the IPOS strategic documents.

In 2025, **Britt Alexander** and **Sheila Heymans** worked on developing the IPOS Strategic Overview document, which is now publicly available on the IPOS website and provides a concise overview of the IPOS vision, its services, governance model and launch plan. They also played a large role in the development of the IPOS Frequently Asked Questions (FAQ)/blueprint document, with detailed responses to key questions, as well as supporting planning for the initial two-year “ramp-up phase” of IPOS, which was officially launched during UNOC in June 2025. Finally, **Britt** led on the development of a handover document which was delivered in December 2025, adapting the IPOS Frequently Asked Questions (FAQ) document into a practical guide for the implementation of the two-year ramp-up phase.

More information about the Towards IPOS Project can be found here: <https://ipos.earth/>



Honorine N'Dounga (Senior Consultant, Ramboll), Tanya Brodie Rudolf (IPOS Co-Lead), and Britt Alexander (EMB Science Officer) at IOC-UNESCO Headquarters, Paris in January 2026 to discuss cooperation with IPOS.

SURIMI

SURIMI is a Horizon Europe Digital Twin Ocean project that started in May 2024 and will run until April 2027, with a budget of €3m. The project is coordinated by NORCE Research AS, Norway and involves 8 partners from 6 countries.

SURIMI seeks to provide easy-to-use and freely available tools to evaluate the effectiveness of fisheries management interventions. These tools will draw on expert fisheries dynamics models, integrating innovative and reliable socio-economic and ecological models. The SURIMI Toolbox will include natural language processing, i.e. the possibility to run these models through written text and produce text explanations of the results, as well as a user-friendly graphical user interface. The whole SURIMI toolbox will be integrated into the EU Digital Twin Ocean.

EMB leads WP1 on Co-creation, stakeholder engagement, dissemination, exploitation, and communication. EMB's main role is to ensure that the SURIMI toolbox is co-designed with relevant stakeholders so that their needs are met. To this end, EMB will organise at least three stakeholder workshops and a survey. EMB also leads the task of stakeholder mapping and setting up a Stakeholder Forum.

The first stakeholder workshop was held online on 11 February 2025, led by **Ana Rodriguez**. The workshop presented the fisheries models which the project will use to key stakeholders and explored their needs and concerns in terms of model outputs and the graphical user interface. **Fernanda Bayo Ruíz** supported **Ana** in preparing a stakeholder survey which was sent to the invitees of the first and served as input to the discussions.

After the first workshop, EMB was approached by representatives from the Advisory Councils (ACs) to inquiry whether we would be willing to hold an additional dedicated AC workshop with simultaneous translations to increase participation of fishers, for whom English was a barrier to participate in the first workshop. EMB agreed and the joint SURIMI – ACs workshop was held on 14 November 2025. The organisation of this workshop was led Ana, supported by the AC secretariats and the SURIMI consortium.

Sheila Heymans accompanied **Ana** to the SURIMI General Assembly which was held on 5-7 November 2025 in Barcelona, Spain.

More information about the SURIMI Project can be found here: <https://www.surimi-project.eu/>



SURIMI consortium at the second General Assembly, held in November 2025 in Barcelona, Spain.

TARGETED INTERVENTIONS

UN Ocean Decade of Ocean Science for Sustainable Development



The United Nations Decade of Ocean Science for Sustainable Development (Ocean Decade) runs from 2021-2030. As an Ocean Decade Implementing Partner for Europe, the European Marine Board committed to support the Ocean Decade through various activities and events and ensures that its activities support the goals and challenges of the initiative.

The Secretariat coordinates with fellow European Implementing Partners, as well as the Ocean Decade Unit of IOC through periodic meetings, to ensure complementarity between the different activities. A full overview of the EMB Secretariat's Ocean Decade related activities in 2025 is listed here, and you can find out more on the EMB website: <https://www.marineboard.eu/emb-and-ocean-decade>

EMB Publications

Each EMB publication published in 2025 (see pg 26) includes a dedicated box highlighting in what way they contribute to the Ocean Decade challenges and objectives, and the documents are submitted for endorsement as Decade Activities.

EMB Events

The 9th EMB Forum (see pg 17) was officially endorsed as an Ocean Decade activity.

Ocean Decade Newsletter

The EMB Secretariat continued to send out the Ocean Decade newsletter periodically to highlight the EMB Secretariat activities related to the Ocean Decade as an Implementing Partner. The newsletter also includes the endorsed activities of EMB Members and fellow European Implementing Partners, as well as other relevant news related to the Ocean Decade. As of December 2025, the newsletter had 1,100 subscribers.

You can subscribe to the EMB Ocean Decade newsletter via the EMB website: <https://www.marineboard.eu/emb-newsletter>

EMBracing the Ocean Programme

The EMBracing the Ocean programme is an endorsed Ocean Decade activity and provides €10,000 grants to artists from a wide range of disciplines to produce and disseminate new works through a co-creation process with Ocean scientists. The programme aims to raise societal awareness of and embrace connection to the Ocean and inspire positive behaviour towards sustainability, while contributing new insight and/or perspectives to science. The residencies run from April for a full year.



A fourth call for artists was opened in January 2025, and a total of 179 applications (66% female, 29% male, 4% non-binary, 11% undefined) were received from 48 countries worldwide. The EMBracing the Ocean Committee, joined by two new members in 2025, evaluated and selected the awardees based on relevance and quality of previous work, quality of provisional ideas, potential for reaching as wide an audience as possible, potential for raising awareness of the Ocean, and for inspiring behaviour towards sustainability.

Two artists were selected for the 2025-2026 programme: **ChihChung Chang**, a visual artist and cultural researcher based in the Netherlands and Taiwan exploring antifouling paint's role in port modernisation, and **Yara Costa**, a Mozambican filmmaker and artist working at the intersection of ecology, indigenous knowledge, and storytelling.

ChihChung Chang: 'The Mistake/Diversity at Sea'

ChihChung Chang is collaborating with Associate Professor **Lena Granhag**, and her antifouling and biofouling research group at Chalmers University of Technology, Sweden. Since 2019, inspired by his father's work in shipbuilding, Chang has investigated antifouling paint's overlooked role in port modernization, shipbuilding, and marine pollution. During his EMBRacing the Ocean residency he will expand this project to Northwest Europe, where sailing culture and ecological awareness are more deeply embedded. Through cross-disciplinary collaborations and emerging technologies, he is making this issue more accessible and engaging. The project aims to create a puzzle game to offer new methodologies and imaginative approaches to engage the public, particularly shipowners and industry professionals, encouraging problem solving and creative innovation for a more sustainable future. A pilot exhibition was held at [Kunstfort Vijfhuizen](#), The Netherlands, in October 2025.



Credit: © ChihChung Chang

Find out more about **ChihChung Chang's** work on the EMB website: <https://www.marineboard.eu/chihchung-chang>

Site survey at Kunstfort Vijfhuizen, the Netherlands, in preparation for the exhibition.

Yara Costa: 'Xokolo Tidal Voices'

Yara Costa is based in Mozambique, and her work connects coastal communities with global audiences through film, immersive media, and cultural oral archives. Her practice explores the role of ancestral maritime knowledge in facing today's climate crisis, highlighting the strength and wisdom of ocean-facing communities. For her EMBRacing the Ocean project, she is exploring the interaction between science and ancient oral tradition of the coastal communities along Mozambique's Swahili coast to protect marine biodiversity and strengthen our bond with the Ocean. She is collaborating with marine biologist **Myram Beck** (Humboldt University of Berlin). Together, they are creating



Credit: © Yara Costa

Pilot exhibition on Mozambique Island.

an immersive sensorial storytelling experience. Inspired by the call-and-response rhythm, recent discoveries and ancient chants from southern east Africa re weaved through storytelling, evoking a deeper listening, contributing to global Ocean "soundtrack". The first complete version of the sound piece has been developed, and a pilot exhibition was open to the public on Mozambique Island. Plans are underway for a final exhibition in Europe in 2027.

Find out more about the work of **Yara Costa** on the EMB website: <https://www.marineboard.eu/yara-costa>

EU MISSION: RESTORE OUR OCEAN AND WATERS BY 2030



The EU Mission: Restore our Ocean & Waters (Mission Ocean) is an initiative of the Horizon Europe Research and Innovation programme that runs from 2021-2027 to help achieve the marine and freshwater targets of the European Green Deal. The Mission Ocean Charter collates all voluntary contributions to the Mission Ocean’s objectives to help their achievement by 2030.

The EMB Secretariat endorsed the Mission Ocean Charter in 2022 and has since then pledged actions to support the Mission Ocean objectives and enablers, which will contribute to the successful implementation of the Mission. All EMB Secretariat Mission-related activities and events in 2025 are listed here and can be found on the EMB website: <https://marineboard.eu/emb-and-eu-mission>

EMB publications

Each EMB publication published in 2025 (see pg 26) includes a dedicated box highlighting in what way they contribute to the Mission Ocean objectives and enablers, and the documents are submitted as contributions to the Mission Ocean.

EMB Events

The 9th EMB Forum (see pg 17) was officially recognised as being an activity in support of the Mission Ocean.

EMBracing the Ocean Programme

The EMB’s artists-in-residence projects from the EMBracing the Ocean programme 2025-2026 (see pg 41) contribute to the Mission Ocean objectives and enablers.

- **ChiChung Chang**, whose project (see pg 41) contributes to the Mission Ocean enabler ‘Public mobilisation and engagement’ and objective to ‘prevent and eliminate pollution of our ocean, seas and waters’.
- **Yara Costa**, whose project (see pg 41) contributes to the Mission Ocean enabler ‘Public mobilisation and engagement’ and objective to ‘protect and restore marine ecosystems and biodiversity’.

Communication

In 2025, the EMB Secretariat continued to spread the message of the Mission Ocean widely by highlighting Mission Ocean-related news in the weekly EMB newsletter (see pg 47), and by making all Mission-related activities from the EMB Secretariat and Members available on the EMB website: <https://marineboard.eu/emb-and-eu-mission>

EMB Engagement in Mission Ocean Actions and Projects

In October 2025, the EMB Secretariat analysed the engagement of the EMB Secretariat and its Member organisations in actions endorsing the Mission Ocean charter, and in Horizon Europe projects funded under the Mission Ocean.

As of October 2025, 1,083 actions had been submitted to the Mission Charter. EMB Member organisations or **Secretariat are involved in approximately 22%** of these:

Total number of actions submitted to the Charter	1,083
No. of actions led by EMB	85
No. of actions where EMB is participating but does not lead	152
Total no. of actions where EMB is involved	237
Percent of actions with involvement of EMB	22%

As of the end of September 2025, the European Commission had funded 78 projects under dedicated Mission Ocean calls within the Horizon Europe funding framework to contribute to the implementation of the Mission Ocean objectives. The analysis showed that the **EMB leads 23% of these projects and participates in 77% of the projects:**

No. of projects funded	78
No. of projects where EMB is lead	18
No. of projects where EMB participates	60
Percentage EMB lead	23%
Percentage EMB participant	77%

Looking closer at the involvement of EMB per thematic Mission Ocean objective: EMB is involved in nearly all projects funded under the Mission Ocean objectives 'Protect and restore marine and freshwater ecosystems and biodiversity' (green), 'Prevent and eliminate pollution of our oceans, seas and waters' (orange) and 'Digital Twin of the Ocean' (yellow), and in approximately 50% of the projects funded the objectives 'Public engagement and mobilisation' (purple) and 'Make the sustainable blue economy carbon-neutral and circular' (blue). The figure illustrates that EMB is highly involved in the science contributing to the Mission Ocean, where projects with EMB involvement are highlighted in red:



Credit: Mission Ocean, EMB

UN OCEAN CONFERENCE AND ONE OCEAN SCIENCE CONFERENCE



The 2025 United Nations Ocean Conference (UNOC) and the One Ocean Science Congress (OOSC) both took place back-to-back in Nice, France, in June 2025. The EMB Secretariat and wider network were well represented at both events.

EMB's active engagement included:

One Ocean Science Congress

- EMB Young Ambassador **Virginia Morejon** spoke on a panel at the session 'Youth and ECR networks: highlights, benefits, ways to cooperate and participate';
- EMB Executive Director **Sheila Heymans** spoke at the session 'On a Mission to restore the Ocean and Waters – Towards the deployment at scale of innovative solutions for Ocean restoration and resilience of coastal communities';
- **Sheila Heymans** spoke at the session 'Observing the Ocean: The role of France with the French Ocean Observing System (Fr-OOS)';
- **Sylvia Sander**, Chair of the EMB Working Group on Deep-Sea Research, presented the recently launched Future Science Brief on Deep Sea Research and Management Needs (see pg 26) during a session titled 'One Ocean, many deep seas: what human uses?';
- EMB Science Officer **Ángel Muñoz Piniella**, presented the Future Science Brief on Deep Sea Research and Management Needs during the 'Open session: Knowledge of the deep ocean and ways to enable its sustainable use'; and
- Throughout the event, EMB showcased posters on two key strategic documents: one on the EMB's flagship foresight document Navigating the Future VI, and one on the recommendations from the EMB Future Science Briefs on Coastal Resilience and Marine Habitat Mapping.

UN Ocean Conference

- **Sheila Heymans** moderated a session on 'Towards a fit-for-purpose European Ocean Observing System (EOOS) for a successful EU Ocean Pact';
- EMB supported an off-site side event on 'Teamwork to save our Ocean: Benefits for human health and well-being';
- **Virginia Morejon** spoke at the 'Mobilizing Youth for Ocean Climate Action: harnessing Citizen Science and Capacity-Building' session;
- The EMB Communication Panel (EMBCP, see pg 46) is supported the off-site event 'Challenges for effective communication of the UN Ocean Decade';
- The EMB ECOP Network (see pg 11) hosted a 'Morning Tide' event as part of a series of events organised by the Coalition of Emerging Ocean Leaders (CEOL);
- EMB Artist-in-Residence **Ruwanthi Gajadeera** exhibited her work from her EMBracing the Ocean residency project 'Save our Seas' at European Digital Ocean Pavilion; and
- EMB Artist-in-Residence **Sonia Levy** featured work from her EMBracing the Ocean project in the 'Becoming Ocean: a social conversation about the Ocean' exhibition at the Villa Arson.

You can find out more about EMB's engagement in these events here: <https://www.marineboard.eu/emb-2025-un-ocean-conference-and-one-ocean-science-congress>

OCEAN OBSERVING



European
Ocean
Observing
System

Since 2015, EMB and EuroGOOS have been working together to promote and facilitate the establishment of the future European Ocean Observing System (EOOS) with a framework to strengthen coordination. Since September 2017, EMB is also a partner in the

implementation of EMODnet, specifically supporting the development of the European Ocean Observing System by promoting Stakeholder Dialogue. From January 2022 until December 2025, EMB was involved in the EMODnet Phase IV workplan to continue supporting this line of activities (see pg 35).

The European Marine Board supports the EOOS governance by **Sheila Heymans** (Acting Chair of the EOOS Steering Group, and Chair of the EOOS Advisory Committee), and **Ángel Muñoz Piniella** and **Paula Kellett** as Secretariat support. In 2025, the main EOOS Framework discussions were about the proposed EU Ocean Observation initiative within the European Ocean Pact launched in June 2025, and the role the Framework could have in the implementation. This included EOOS Steering Group Meetings in January, April, September and December 2025 and coordinating an EOOS response to the EU Ocean Pact Consultation. **Sheila** also presented the EOOS Framework at the EU Digital Pavilion of the UN Ocean Conference in Nice, France in June 2025.

During 2025, there were also discussions on the evolution of the EOOS Framework governance, to help for better coordination of European Ocean observing and to reflect on the needed mandate and buy-in from national Ocean observing systems. The EOOS Steering Group also met several times with representatives from the EC DG MARE to discuss the future of European Ocean Observations. Finally, at the end of the EMODnet conference in November 2025 the EMB supported DG MARE in the facilitation of a workshop on the organisation of the EU Marine Research Infrastructures. **Sheila Heymans**, **Ángel Muñoz Piniella** and **Paula Kellett** helped to facilitate discussion on the optimisation of the EU marine research infrastructures.

More information is available on the EOOS website: <https://www.eoos-ocean.eu/>



Credit: EMB

Sheila Heymans presenting the EOOS Framework at the EU Digital Pavilion of the UN Ocean Conference in Nice, France in June 2025.

EMB panel

EUROPEAN MARINE BOARD COMMUNICATION PANEL

The EMB Communication Panel (EMBCP) provides a pan-European platform for marine science communicators to promote EMB activities, to synergise outreach activities, and to advocate Ocean Literacy. In 2025 the EMBCP consisted of 23 Members from 14 countries and welcomed new representatives from GEOMAR Helmholtz Centre for Ocean Research Kiel (Germany), Marine Institute (Ireland), Flanders Marine Institute (Belgium), and National Oceanography Centre (UK).

The panel is currently chaired by **Tymon Zieliński** (IO PAN, Poland). The EMBCP met twice in 2025: online on 21 March and in person on 14-15 October hosted by OGS in Trieste, Italy.

The EMBCP organised a side event during the UN Ocean Conference 2025 (UNOC3), held on 11 June 2025 at the University of Nice. It brought together approximately 30 participants, primarily ECOPs. The discussions and outcomes highlighted the importance of effective communication strategies for the UN Ocean Decade, emphasising the active involvement and diverse perspectives of young professionals in ocean advocacy.

The next CommoOCEAN Conference will be organised in September 2026 in Bergen, Norway. The EMBCP also hosted a public webinar in December 2025 to focus on a pressing aspect of Ocean science communication, as a way to promote the CommoOCEAN conference the following year and engage with participants outside Europe, who are unable to participate in these conferences (see pg 20).

You can find out more about this Panel on the EMB website: <https://www.marineboard.eu/embcp>



Participants at the EMBCP Autumn 2025 meeting in Trieste, Italy.

Credit: EMB

Communication and outreach

The EMB uses a variety of channels to reach its stakeholders, including disseminating publications at conferences, media campaigns for EMB events, and online outlets including X, Bluesky, Facebook, LinkedIn, Instagram, YouTube, newsletters, and the EMB website.

EMB website

The EMB website is regularly updated with information on the expert Working Groups, EMB strategic areas and activities, and the EU projects that the EMB Secretariat is involved in. All EMB's publications are available to download from the website free of charge.

In 2025, the website was visited 76,009 times, with visitors from 196 countries. There were 10,936 downloads of EMB documents and others from the EMB website, of which the top five were:



1. Future Science Brief No. 12 on 'Deep Sea Research and Management Needs' (546 downloads)
2. Future Science Brief No. 13 on 'MRV for Marine Carbon Dioxide Removal' (483 downloads)
3. Policy Brief No. 11 on 'Blue Carbon' (285 downloads)
4. Position Paper No. 28 on 'Navigating the Future VI' (284 downloads)
5. Position Paper No. 27 on 'Coastal Resilience' (236 downloads)

EMB newsletter

At the end of 2025 the full stakeholder list contained 2,089 subscribers, of which 1,321 are subscribed to the Message to the Board, EMB's weekly newsletter providing updates on the EMB Secretariat activities, as well as other events, news and job postings. You can subscribe to the EMB newsletter via the EMB website: <https://www.marineboard.eu/emb-newsletter>

YouTube

Where possible, all EMB events (i.e. Science webinars, Open Forum) are live-streamed and available for re-play on the EMB YouTube Channel, along with various other outputs. The EMB YouTube channel continued to grow significantly, totalling 832 subscribers, with a total of 11,930 views as of December 2025. Follow EMB on YouTube: <https://www.youtube.com/channel/UCcBGY9IckBVRijeW-0a1CsQ>



Social Media Channels

The European Marine Board is active on different social media platforms, which we use to announce and promote EMB activities, to highlight relevant news and events from the marine science and policy communities, but also to enhance Ocean literacy. The accounts are used to communicate with and instantly update the Member organisations, other networks and individual stakeholders.

Twitter/X



10,500 followers

LinkedIn



3,192 followers

Instagram



2,172 followers

Facebook



1,300 followers

BlueSky



721 followers

IMPACT FROM EMB PUBLICATIONS

The EMB Secretariat tracks the dissemination and impact of its documents for a period of at least two years after publication. The highlights are presented in a two-page infographic with easily accessible statistics. Below is an overview of the impact reports that were published in 2025 for the EMB publications on Offshore Renewable Energy, Ocean Oxygen, Blue Carbon and Coastal Resilience.

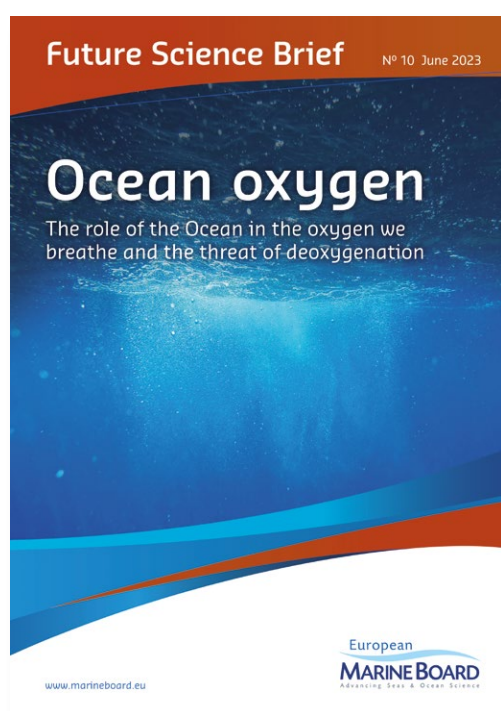
European offshore renewable energy: Towards a sustainable future



Future Science Brief No. 9 on 'European offshore renewable energy: Towards a sustainable future' was published in April 2023. The document provides an overview of the technology and European deployment status in the offshore renewable energy sector. It discusses the environmental and socioeconomic considerations, and presents the key knowledge, research, and capacity gaps that must be addressed to ensure sustainable delivery of the EU Green Deal. It provides key policy, research, capacity, and data recommendations to take the sector forward.

The document has been widely cited in academic and grey literature and has informed various roadmap and guidance documents for the sector.

Ocean oxygen: The role of the Ocean in the oxygen we breathe and the threat of deoxygenation



Future Science Brief No. 10 on 'Ocean oxygen: The role of the Ocean in the oxygen we breathe and the threat of deoxygenation' was published in June 2023. The document highlights the most recent science on Ocean oxygen, including causes, impacts and mitigation strategies of Ocean oxygen loss, and whether "every second breath we take comes from the Ocean". It closes with key policy, management and research recommendations to address Ocean deoxygenation and communicate more accurately about the role of the Ocean in Earth's oxygen.

The document was particularly impactful in communications circles, receiving a lot of media attention, both in newspapers and on social media, reaching thousands of stakeholders.

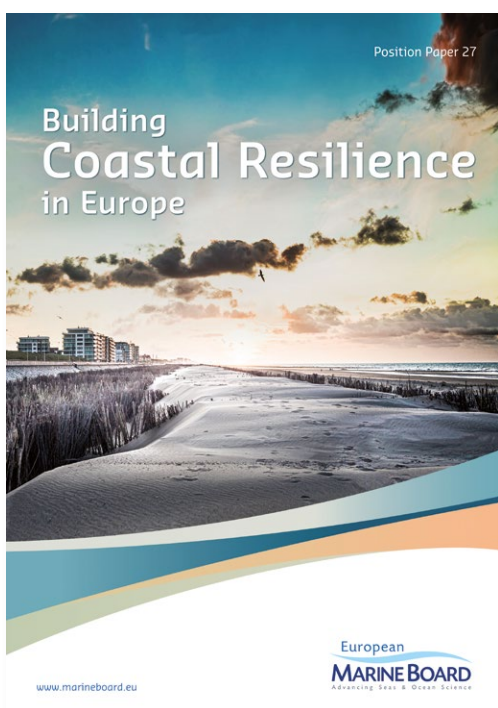
Blue Carbon: Challenges and opportunities to mitigate the climate and biodiversity crises



Policy Brief No. 11 on 'Blue Carbon: Challenges and opportunities to mitigate the climate and biodiversity crises' was published in October 2023. The document describes different types and benefits of Blue Carbon ecosystems and discusses uncertainties and challenges for the conservation and restoration of Blue Carbon ecosystems as a climate change solution. The document also highlights the wider role of the Ocean in mitigating climate change through the carbon cycle and closes with key research and management recommendations.

The document was highlighted during the drafting of the European Commission's Ocean Pact, and has informed the development of National research strategies

Building Coastal Resilience in Europe



Position Paper No. 27 on 'Building Coastal Resilience in Europe' was published in October 2023, and the accompanying Policy Brief No. 12 on 'Requirements for Coastal Resilience in Europe' was published in December 2024. The documents present key policy, scientific and community recommendations on how to build coastal resilience and enhance capacity to cope with impacts from climate change and other coastal pressures.

The documents have presented been during numerous scientific and policy events and have been widely cited in the academic and grey literature as well as informing teaching modules. They have also played a key role in informing the development of a number of research and innovation programmes.

All impact reports are available on the EMB website:
<https://www.marineboard.eu/publications/impact-reports>

Finances

The EMB annual budget is based on Member organisation contributions and external contracts, e.g. EU framework projects. The Flemish Government of Belgium, through the Flanders Marine Institute (VLIZ), provides an in-kind contribution to the EMB through the provision of office space, running costs and equipment at the InnovOcean campus in Ostend, as well as the employment cost of one Secretariat staff member. Member organisations also provide in-kind contribution through support for participation of national experts in EMB activities, i.e. travel and subsistence to attend meetings.

AVAILABLE FUNDS 2025

	EUR
Member Contributions	461,000
FP drawdown on employment costs Staff time & direct costs related to external projects	370,029
Other income	5,750
In-kind contribution from Flemish Government through the Flanders Marine Institute (VLIZ)	133,371
Total available funds	970,149

EXPENDITURE 2025

	EUR
Secretariat Employment costs	341,130
Meetings, Travel & Ambassador Programme	38,708
Strategic events	20,103
Project costs (Staff time & direct costs)	304,584
Artist-in-residence Programme	16,184
Publications & dissemination	26,359
Running expenses and other costs	36,487
Costs covered by the Flanders Marine Institute (VLIZ)	133,371
Total expenditure	916,926

RESERVE FUND

	EUR
Available funds 2025	970,149
Expenditure 2025	916,926
Total 2025 balance	53,223
2024 carry over	731,270
Total	784,493

Annexes

ANNEX 1:

European Marine Board Member Organisations, Delegates and Alternates

BELGIUM

Belgian Science Policy Office (BELSPO)
Koen Lefever
David Cox

Fonds National de la Recherche Scientifique (FNRS)
National Fund for Scientific Research
Marilaure Grégoire
Loïc Michel

Fonds voor Wetenschappelijk Onderzoek -
Vlaanderen (FWO)
The Research Foundation - Flanders
Jan Mees
Ann-Katrien Lescauwae

CROATIA

Institut za oceanografiju i ribarstvo (IZOR)
Institute of Oceanography and Fisheries
Melita Peharda Uljevic
Daria Ezgeta-Balić

Institut Ruđer Bošković (IRB)
Ruđer Bošković Institute
Martin Andreas Pfannkuchen (Vice-Chair)
Ivica Vilibić

CYPRUS

Cyprus Marine and Maritime Institute (CMMI)
Zacharias Siokouros
Maria Hadjimichael

DENMARK

Institut for Akvatiske Ressourcer (DTU Aqua)
National Institute for Aquatic Resources
Patrizio Mariani (Vice-Chair)
Kirsten Thomsen

ESTONIA

Eesti Teaduste Akadeemia
Estonian Academy of Sciences
Tarmo Soomere
Kalle Olli

FRANCE

Centre National de la Recherche Scientifique
(CNRS)
National Centre for Scientific Research
Jean-Marie Flaud
Jean-François Doussin

Institut Français de Recherche pour l'Exploitation
de la Mer (IFREMER)
French Research Institute for Exploitation of the Sea
Gilles Lericolais (Chair until April 2024)
Gaëlle Moal

Universités Marines
Marine Universities Consortium France
François Lallier (Vice-Chair)
Richard Sempéré

GERMANY

Konsortium Deutsche Meeresforschung (KDM)
German Marine Research Consortium
Jan-Stefan Fritz
Ralph Schneider

GEOMAR Helmholtz-Zentrum für Ozeanforschung
Kiel
GEOMAR Helmholtz Centre for Ocean Research Kiel
Katja Matthes
Başak Kısakürek Ibsen

GREECE

Ελληνικό Κέντρο Θαλάσσιων Ερευνών (HCMR)
Hellenic Centre for Marine Research
Vasilios Kapsimalis
George Petihakis

IRELAND

Marine Institute
Fiona Grant (Chair from April 2024)
Niall McDonough

Irish Marine Universities Consortium
Jeremy Gault
Anthony Grehan

ITALY

Consiglio Nazionale delle Ricerche (CNR)
National Research Council
Katrin Schroeder
Andrea Miccoli

Istituto Nazionale di Oceanografia e di Geofisica
Sperimentale (OGS)
National Institute of Oceanography and Applied
Geophysics
Cosimo Solidoro
Mauro Celussi

Consorzio Nazionale Interuniversitario per le Scienze del Mare (CoNISMa)
National Inter-University Consortium for Marine Sciences
Salvatrice Vizzini
Giorgio Budillon

Stazione Zoologica Anton Dohrn (SZN)
Anton Dohrn Marine Station
Rafaella Casotti
Adriana Zingone

THE NETHERLANDS

Koninklijk Nederlands Instituut voor Onderzoek der Zee (NIOZ)
Royal Netherlands Institute for Sea Research
Han Dolman
Gert-Jan Reichart

Deltares
Edwin Snippen
Sharon Tatman

NORWAY

Havforskningsinstituttet
Institute of Marine Research (IMR)
Henning Wehde (Vice-Chair)
Amund Måge

Norges forskningsrad
Research Council of Norway (RCN)
Christian Wexels Riser
Hanna Lee Behrens

Norsk Marint Universitetskonsortium
Norwegian Marine University Consortium (NMU)
Nils Christian Stenseth
Turid Lie Vilkensen
Øyvind Fiksen

NORCE Research AS (NORCE)
Trond Martin Dokken
Lola Rodriguez Coronil

SINTEF Ocean
Andy Booth
Rachel Haug Fossbakk

POLAND

Instytut Oceanologii Polskiej Akademii Nauk (IO PAN)
Institute of Oceanology of the Polish Academy of Sciences
Sławomir Sagan (Vice-Chair)
Monika Kędra

PORTUGAL

Centro de Investigação Marinha e Ambiental (CIMAR)
Centre of Marine and Environmental Research
Joana Xavier
Adelino Canario

Fundação para a Ciência e a Tecnologia (FCT)
Foundation for Science and Technology
Sofia Cordeiro
Catarina Duarte

ROMANIA

Romanian Black Sea Research Consortium (RBRC)
Laura Boicenco
Elena Stoica

SPAIN

Instituto Espanol de Oceanografia (IEO)
Spanish Institute of Oceanography
Pablo Abaunza
Marcos Llope

Centro Tecnológico del Mar (CETMAR)
Technological Center of the Sea
Rosa Fernández Otero (Vice-Chair)
Carlos Pereira Dopazo

SWEDEN

Göteborgs universitet
University of Gothenburg (UGOT)
Per Åberg
Lena Gipperth

TÜRKIYE

Türkiye Bilimsel ve Teknik Arastirma Kurumu (TÜBİTAK)
Scientific and Technological Research Council of Türkiye
Leyla Tolun
Eren Özsu

UNITED KINGDOM

Marine Alliance for Science and Technology Scotland (MASTS)
Mark James
David Paterson

National Oceanography Centre (NOC)
John Siddorn
Claire Evans

Natural Environment Research Council (NERC)
Mike Webb
Alan Evans

ANNEX 2: Participants of EMB Plenary meetings 2025 Spring Plenary Meeting | 3 April 2025, Brussels, Belgium and Online

EMB DELEGATES

Representative	Member organisation	Country
Adriana Zingone	Anton Dohrn Marine Station (SZN)	Italy
Alan Evans	Natural Environment Research Council (NERC)	UK
Alexandra-Sophie Roy	German Marine Research Consortium (KDM)	Germany
Andrea Miccoli	National Research Council Italy (CNR)	Italy
Andy Booth	SINTEF Ocean (SINTEF)	Norway
Başak Kısakürek Ibsen	GEOMAR Helmholtz Centre for Ocean Research Kiel	Germany
Christian Wexels Riser	Research Council of Norway (RCN)	Norway
Claire Evans	National Oceanography Centre (NOC)	UK
Cosimo Solidoro	National Institute of Oceanography and Applied Geophysics (OGS)	Italy
Daniel Hayes	Cyprus Marine and Maritime Institute (CMMI)	Cyprus
Daria Ezgeta-Balic	Institute of Oceanography and Fisheries (IOF)	Croatia
Dominique Simon	Marine Universities Consortium France (UM)	France
Elena Stoica	Romanian Black Sea Research Consortium (RBRC)	Romania
Eren Özsü	Scientific and Technological Research Council of Turkey (TÜBİTAK)	Türkiye
Fiona Grant	Marine Institute (MI)	Ireland
Gaëlle Moal	French Institute for the Exploitation of the Sea (IFREMER)	France
George Petihakis	Hellenic Centre for Marine Research (HCMR)	Greece
Gert-Jan Reichart	Royal Netherlands Institute for Sea Research (NIOZ)	Netherlands
Gilles Lericolais	French Institute for the Exploitation of the Sea (IFREMER)	France
Han Dolman	Royal Netherlands Institute for Sea Research (NIOZ)	Netherlands
Henning Wehde	Institute of Marine Research (IMR)	Norway
Ivica Vilibić	Ruđer Bošković Institute (IRB)	Croatia
Jan-Stefan Fritz	German Marine Research Consortium (KDM)	Germany
Jeremy Gault	Irish Marine Universities Consortium (IMUC)	Ireland
Joana Xavier	Centre of Marine and Environmental Research (CIMAR)	Portugal
Katrin Schroeder	National Research Council Italy (CNR)	Italy
Koen Lefever	Belgian Science Policy Office (BELSPO)	Belgium
Laura Boicenco	Romanian Black Sea Research Consortium (RBRC)	Romania
Loïc Michel	National Fund for Scientific Research (FNRS)	Belgium
Martin Pfannkuchen	Ruđer Bošković Institute (IRB)	Croatia
Mauro Celussi	National Institute of Oceanography and Applied Geophysics (OGS)	Italy
Melita Peharda Uljevic	Institute of Oceanography and Fisheries (IOF)	Croatia
Monika Kedra	Institute of Oceanology of The Polish Academy of Sciences (IO PAN)	Poland
Nils C. Stenseth	Norwegian Marine University Consortium (NMU)	Norway
Pablo Abaunza	Spanish Institute of Oceanography (IEO-CSIC)	Spain
Patrizio Mariani	National Institute for Aquatic Resources (DTU AQUA)	Denmark
Per Aberg	University of Gothenburg (UGOT)	Sweden
Raffaella Casotti	Anton Dohrn Marine Station (SZN)	Italy
Rosa Fernández Otero	Technological Centre of The Sea (CETMAR)	Spain
Salvatrice Vizzini	National Inter-University Consortium for Marine Sciences (CoNISMa)	Italy
Sharon Tatman	DELTA RES	Netherlands
Sławomir Sagan	Institute of Oceanology of the Polish Academy of Sciences (IO PAN)	Poland

Representative	Member organisation	Country
Sofia Cordeiro	Science and Technology Foundation (FCT)	Portugal
Tarmo Soomere	Estonian Academy of Sciences (ETA)	Estonia
Trond Martin Dokken	NORCE Research AS (NORCE)	Norway
Turid Lie Vilkenen	Norwegian Marine University Consortium (NMU)	Norway

OBSERVERS, SPEAKERS AND GUESTS

Representative	Organisation	Role
Andreea Strachinescu	DG MARE	Observer
Anne Bødal	NTNU, and SINTEF Ocean	EMB Young Ambassador
ChinChung Chan	EMB Artist-in-residence 2025-2026	EMB Artist-in-residence 2025-2026
Jorge Juan Santos Bruña	Spanish Institute of Oceanography (IEO-CSIC)	EMB Young Ambassador
Larisa Lorinczi	DG RTD	Observer
Laura Ciriminna	University of Palermo	EMB Young Ambassador
Thorsten Kiefer	JPI Oceans	Observer
Virginia Morejón	University College Dublin (UCD)	EMB Young Ambassador
Yara Costa	EMB Artist-in-residence 2025-2026	EMB Artist-in-residence 2025-2026

Autumn Plenary Meeting | 7-8 October 2025, Sopot, Poland and Online

EMB DELEGATES

Representative	Member organisation	Country
Adriana Zingone	Anton Dohrn Marine Station (SZN)	Italy
Alan Evans	Natural Environment Research Council (NERC)	UK
Alexandra-Sophie Roy	German Marine Research Consortium (KDM)	Germany
Ann-Katrien Lescrauwaet	Research Foundation Flanders (FWO)	Belgium
Christian Wexels Riser	Research Council of Norway (RCN)	Norway
Cosimo Solidoro	National Institute of Oceanography and Applied Geophysics (OGS)	Italy
Dominique Simon	Marine Universities Consortium France (UM)	France
Elena Stoica	Romanian Black Sea Research Consortium (RBRC)	Romania
Eren Özsu	Scientific and Technological Research Council of Turkey (TÜBİTAK)	Türkiye
Eva-Maria Zetsche	GEOMAR Helmholtz Centre for Ocean Research Kiel	Germany
Fiona Grant	Marine Institute (MI)	Ireland
François Lallier	Marine Universities Consortium France (UM)	France
Gaëlle Moal	French Institute for the Exploitation of the Sea (IFREMER)	France
George Petihakis	Hellenic Centre for Marine Research (HCMR)	Greece
Gert-Jan Reichart	Royal Netherlands Institute for Sea Research (NIOZ)	Netherlands
Gilles Lericolais	French Institute for the Exploitation of the Sea (IFREMER)	France
Giorgio Budillon	National Inter-University Consortium for Marine Sciences (CoNISMa)	Italy
Henning Wehde	Institute of Marine Research (IMR)	Norway
Ivica Vilibić	Ruđer Bošković Institute (IRB)	Croatia
Jean-Marie Flaud	National Centre for Scientific Research (CNRS)	France
Jeremy Gault	Irish Marine Universities Consortium (IMUC)	Ireland
Joana Xavier	Centre of Marine and Environmental Research (CIMAR)	Portugal
Katrin Schroeder	National Research Council Italy (CNR)	Italy
Koen Lefever	Belgian Science Policy Office (BELSPO)	Belgium
Maria Hadjimichael	Cyprus Marine and Maritime Institute (CMMI)	Cyprus
Lola Rodriguez Coronil	NORCE Research AS (NORCE)	Norway
Martin Pfannkuchen	Ruđer Bošković Institute (IRB)	Croatia
Melita Perharda Uljevic	Institute of Oceanography and Fisheries (IOF)	Croatia
Nils C. Stenseth	Norwegian Marine University Consortium (NMU)	Norway
Pablo Abaunza	Spanish Institute of Oceanography (IEO-CSIC)	Spain
Per Aberg	University of Gothenburg (UGOT)	Sweden
Rafaella Casotti	Anton Dohrn Marine Station (SZN)	Italy
Richard Sempéré	Marine Universities Consortium France (UM)	France
Rosa Fernández Otero	Technological Centre of The Sea (CETMAR)	Spain
Salvatrice Vizzini	National Inter-University Consortium for Marine Sciences (CoNISMa)	Italy
Sharon Tatman	DELTA RES	Netherlands
Sławomir Sagan	Institute of Oceanology of the Polish Academy of Sciences (IO PAN)	Poland
Sofia Cordeiro	Science and Technology Foundation (FCT)	Portugal
Tarmo Soomere	Estonian Academy of Sciences (ETA)	Estonia
Turid Lie Vilkenzen	Norwegian Marine University Consortium (NMU)	Norway
Vasilis Kapsimalis	Hellenic Centre for Marine Research (HCMR)	Greece

OBSERVERS, SPEAKERS AND GUESTS

Representative	Organisation	Role
Alexandra Hahn	GEOMAR Helmholtz Centre for Ocean Research Kiel (Germany)	EMB Ambassador Alumna
André Visser	National Institute for Aquatic Resources (DTU AQUA, Denmark)	Speaker
Andreea Strachinescu	DG MARE	Observer
Anne Bødal	SINTEF Ocean (Norway)	EMB Young Ambassador
Jorge Juan Santos Bruña	Spanish Institute of Oceanography (IEO-CSIC, Spain)	EMB Young Ambassador
Karol Kuliński	Institute of Oceanology of the Polish Academy of Sciences (IO PAN, Poland)	Speaker
Larisa Lorinczi	DG RTD	Observer
Laura Ciriminna	University of Palermo (Italy)	EMB Young Ambassador
Monika Kędra	Institute of Oceanology of the Polish Academy of Sciences (IO PAN, Poland)	Speaker

ANNEX 3: WORKING GROUP MEMBERS 2025

Working Group Deep Sea and Ocean Health

Working Group Members:

- Sylvia Sander, GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany – WG Chair
- Christian Tamburini, Mediterranean Institute of Oceanography (MIO), France – WG Co-Chair
- Roberto Danovaro, Anton Dohrn Marine Station (SZN), Italy
- Sabine Gollner, Royal Netherlands Institute for Sea Research (NIOZ), The Netherlands
- Bleuenn Guilloux, University of La Rochelle, France
- Henk-Jan Hoving, GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany
- Igor Isajlović, Institute of Oceanography and Fisheries (IOF), Croatia
- Bhavani Narayanaswamy, Marine Alliance for Science and Technology Scotland (MASTS), UK
- Ellen Pape, University of Ghent, Belgium
- Marzia Rovere, Institute of Marine Science (CNR-ISMAR), Italy
- Miguel Semedo, Centre of Marine and Environmental Research (CIMAR), Portugal
- Pedro Vélez Belchí, Spanish Institute of Oceanography (IEO-CSIC), Spain
- Riwan Leroux, French Research Institute for Exploitation of the Sea (IFREMER), France & EMB Young Ambassador

EMB Secretariat Support:

Ángel Muñoz Piniella

Working Group Marine Carbon Dioxide Removal

Working Group Members:

- Helene Muri, NILU and Norwegian University of Science and Technology (NTNU), Norway – WG Chair
- Olivier Sulpis, CEREGE - Aix-Marseille University, CNRS, IRD, France – WG Co-Chair
- Gabriela Argüello, University of Gothenburg, Sweden
- Chelsey Baker, National Oceanography Centre (NOC), UK
- Miranda Böttcher, Utrecht University & German Institute for International and Security Affairs (SWP), The Netherlands & Germany
- Maribel I. García-Ibáñez, Spanish Institute of Oceanography (IEO-CSIC), Spain
- Karol Kuliński, Institute of Oceanology Polish Academy of Sciences (IO PAN), Poland
- Angela Landolfi, Institute of Marine Sciences (CNR-ISMAR), Italy
- Peter Landschützer, Flanders Marine Institute (VLIZ), Belgium
- Evin McGovern, Marine Institute, Ireland
- Živana Ninčević Gladan, Institute of Oceanography and Fisheries (IOF), Croatia
- Andreas Oschlies, GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany
- Elias Yfantis, University of Nicosia, Cyprus

EMB Secretariat Support:

Ángel Muñoz Piniella

Working Group Biomolecular Methods

Working Group Members:

- Louise Allcock, University of Galway, Ireland – WG Chair
- Paloma Moran, University of Vigo, Spain – WG Co-Chair
- Ana Baričević, Ruđer Bošković Institute (IRB), Croatia
- Christ Bowler, Institut de Biologie de l'École Normale Supérieure (IBENS), France
- Damien Eveillard, University of Nantes, France
- Pascal Hablützel, Flanders Marine Institute (VLIZ), Belgium
- Agnes Weiner, NORCE Research AS, Norway
- Bruno Louro, Algarve Centre of Marine Sciences (CCMAR), Portugal
- Antonella Penna, University of Urbino, Italy
- Benjamin Pontiller, GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany
- Julie Robidart, National Oceanography Centre (NOC), UK
- Jorge Juan Santos Bruña, Spanish Institute of Oceanography (IEO-CSIC), Spain and EMB Young Ambassador
- Elena Stoica, National Institute for Marine Research and Development (NIMRD), Romania

EMB Secretariat Support:

Britt Alexander

ANNEX 4: Panel Members 2025

European Marine Board Communication Panel (EMBCP)

Panel Members:

- Tymon Zieliński, Institute of Oceanology of the Polish Academy of Sciences (IO PAN), Poland - Chair
- Jess Allen, National Oceanography Centre (NOC), UK
- Lloyd Gofton, National Oceanography Centre (NOC), UK
- Sverre Ole Drønen, Norwegian Marine University Consortium (NMUC), Norway
- Daria Ezgeta Balic, Institute of Oceanography and Fisheries (IOF), Croatia
- Francesca Garaventa, National Research Council Italy, Institute of Marine Research (IAS-CNR), Italy
- Marie Ghalanos, Cyprus Marine & Maritime Institute (CMMI), Cyprus
- Claudia Gili, Anton Dohrn Marine Station (SZN), Italy
- Géraldine Guillevic, French Research Institute for Exploitation of the Sea (Ifremer), France
- Kathrin Kopke, University College Cork (UCC), Ireland
- Pablo Lozano, Spanish Institute of Oceanography (IEO-CSIC), Spain
- Anna Niewerth, GEOMAR Helmholtz Centre for Ocean Research Kiel, Germany
- Ana Mena, Centre of Marine and Environmental Research (CIIMAR), Portugal
- Eunice Sousa, Centre of Marine and Environmental Research (CIIMAR), Portugal
- Kelle Moreau, Royal Belgian Institute of Natural Sciences (RBINS), Belgium
- Mette Mila, The Research Council of Norway (RCN), Norway
- Francesca Petrera, National Institute of Oceanography and Applied Geophysics (OGS), Italy
- Kim Sauter, Royal Netherlands Institute for Sea Research (NIOZ), The Netherlands
- Ezgi Sahin Yucel, Institute of Marine Sciences, Middle East Technical University (METU), Türkiye
- Jan Seys, Flanders Marine Institute (VLIZ), Belgium
- Nancy Fockeday, Flanders Marine Institute (VLIZ), Belgium
- Kathleen Sweeney, Marine Institute (MI), Ireland
- Dominique Simon, Marine Universities Consortium France (UM), France

EMB Secretariat Support:

Ángel Muñoz Piniella

ANNEX 5: MEETINGS AND EVENTS (JOINTLY) ORGANISED IN 2025

Date	Event and Venue
8/1/2025	EMBCP Steering Group meeting, Online
14/1/2025	Marine Carbon Dioxide Removal Working Group meeting, Online
16/1/2025	9th Forum and spring plenary planning meeting, Brussels, Belgium
16/1/2025	EMB Science Webinar: Sea level rise and future scenarios, Online
23/1/2025	EMB Ambassador meeting, Online
24/1/2025	EOOS Steering Group meeting, Online
31/1/2025	Call with Oceana, Online
5/2/2025	ECOP Wednesday: Bridging Sustainability in Fisheries: Innovative Solutions and Advocacy for a Resilient Blue Economy, Online
12/2/2025	Meeting on EMB 2025 activities for EMODnet tender, Ostend, Belgium
12/2/2025	Call with Ocean Acidification Alliance on EU Oceans Pact, Online
13/2/2025	EOOS Steering Group meeting, Online
19/2/2025	EMBracing the Ocean Committee Meeting, Online
20/2/2025	EMB Science Webinar: Restoration of deep-sea ecosystems, Online
24/02/2025	Meeting with Young Citizens' Council for the Ocean for EU4Ocean, Online
25/02/2025	EMB ExCom Meeting, Ostend, Belgium and Online
14/3/2025	EMBracing the Ocean Committee Meeting, Online
19/3/2025	EMB Ambassador meeting, Online
20/3/2025	EMB Science Webinar: Outgoing Ambassadors' Research, Online
24-25/3/2025	EMBracing the Ocean Interviews, Online
26/3/2025	EMBracing the Ocean Committee Meeting, Online
1/4/2025	EMB ExCom Meeting, Brussels, Belgium and Online
2/4/2025	EMB 9th Forum, Brussels, Belgium and Online
3/4/2025	EMB Spring Plenary Meeting, Brussels, Belgium and Online
11/4/2025	Deep Sea document launch webinar, Online
11/4/2025	EOOS Steering Group meeting, Online
17/4/2025	EMB Science Webinar - Microalgae for Addressing Chemical Pollution, Online
23/4/2025	EOOS Steering Group and European Commission meeting, Online
23/4/2025	EMBracing the Ocean kick-off meeting for 2025-2026, Online
28/4/2025	Artificial Intelligence Training, Ostend, Belgium
30/4/2025	Meeting with IMDC, Online
30/4/2025	Meeting with Head of Unit DG RTD Healthy Ocean and Seas, Brussels, Belgium
13/5/2025	EMB Ambassador meeting, Online
14/5/2025	EMBCP Steering Group meeting, Online
4/6/2025	ECOP Wednesday: Using models to assess the climate change impacts on the Nordic Sea circulation and its connection to the UK shelf seas, Online
19/6/2025	EMB Science Webinar - Psychological Impact of Marine Sounds, Online

Date	Event and Venue
20/6/2025	Meeting with Stantec, Ostend, Belgium
25/6/2025	EMBCP Steering Group meeting, Online
8-9/7/2025	EMB Ambassador Workshop, Ostend, Belgium
17/7/2025	EMB Science Webinar - Marine Protected Areas in the European Union, Online
6/8/2025	ECOP Wednesday: Building an Ocean Union: is the European Ocean Pact really the solution to Europe's long-standing need for science-based and coherent ocean policies?, Online
11/8/2025	EMB Working Group on Marine CDR meeting, Online
21/8/2025	EMB Science Webinar - Valuing Ecosystem-Based Fisheries Management in Malta, Online
2/9/2025	Management Training for EMB Secretariat, Ostend, Belgium
3/9/2025	ECOP Wednesday: Evidence-Based Policymaking in Marine Governance: the Role of Science-Policy-Society Interfaces, Online
9/9/2025	Extraordinary ExCom Meeting, Online
10/9/2025	EMBCP Steering Group Meeting, Online
10/9/2025	EOOS Steering Group Meeting, Online
10/9/2025	RSB meeting with Chief Executive Doug Brown, Online
12/9/2025	EMBCP support for mCDR communications, Online
16/9/2025	EMB Ambassador meeting, Online
18/9/2025	EMB Science Webinar - SOS Save our Seas EMBracing the Ocean project, Online
23/9/2025	EMB Ambassador meeting, Online
1/10/2025	Discussion with HDRI on EMB Membership, Online
7/10/2025	EMB ExCom Meeting, Sopot, Poland and Online
7-8/10/2025	EMB Autumn Plenary Meeting, Sopot, Poland and Online
14-15/10/2025	EMBCP Autumn Meeting, Trieste, Italy and Online
16/10/2025	Biomolecular Methods Working Group Kick-off meeting, Galway, Ireland and Online
16/10/2025	EMB Science Webinar - From Global to Regional Marine Carbon Budgets - Are we Ready to Monitor a Decarbonizing Society?, Online
22/10/2025	Discussion with HDRI on EMB Membership, Online
24/10/2025	EOOS Steering Group meeting with DG MARE, Brussels, Belgium and Online
3/11/2025	EMB Ambassador meeting, Online
4/11/2025	EMB meeting with Ocean-Climate Platform, Online
5/11/2025	ECOP Wednesday: Promoting Sustainability in the Aquaculture Sector: Production of Alternative and Ecofriendly Feeds and Farming of Low-Trophic Species, Online
12/11/2025	EMBCP Steering Group Meeting, Online
17/11/2025	Launch webinar for EMB Future Science Brief on Monitoring, Reporting and Verification for marine Carbon Dioxide Removal, Online

Date	Event and Venue
20/11/2025	EMB Science Webinar: Deep Pelagic Biology, Biodiversity and Carbon Flux, Online
25-26/11/2025	EMODnet Open Conference, Brussels, Belgium and Online
1/12/2025	EMBracing the Ocean Committee Meeting, Online
3/12/2025	ECOP Wednesday: Extending the Peer Community for Science-based Ocean Futures: Insights on Transformative Change for ECOPs, Online
4/12/2025	EMB Science Webinar: Navigating Coherence in EU Marine Policies, Online
8/12/2025	EOOS Steering Group Meeting, Online
11/12/2025	CommoOCEAN Online Talk: Driving more impactful communication, the World Ocean Assessment as example, Online
12/12/2025	Biomolecular methods WG meeting, Online

ANNEX 6: PRESENTATIONS AT MEETINGS BY THE EMB SECRETARIAT AND EXCOM IN 2025

Date	Title	Role
15/1/2025	SEARICA EU Oceans Pact European Parliament event, Brussels, Belgium	Speaker, Sheila Heymans, Angel Muniz Piniella, Britt Alexander
15/1/2025	UN Ocean Decade Evaluation: DCC-DCO-DIP Focus Group Meeting, Online	Speaker, Sheila Heymans
16/1/2025	Co-design of the first open call of the PartArt4OW project, Online	Speaker, Britt Alexander
23/1/2025	Tidal Arts Workshop, Online	Speaker, Britt Alexander
3/2/2025	Introducing EMB to Climeworks, Online	Speaker, Angel Muniz Piniella
21/2/2025	High-Level Roundtable "Fisheries and Oceans Dialogue - helping design the European Oceans Pact", Brussels, Belgium	Speaker, Fiona Grant
21/2/2025	EMB Meeting with Commissioner Kadis, Brussels, Belgium	Speaker, Fiona Grant, Sheila Heymans
4/3/2025	Mission Ocean & Waters Forum, Brussels, Belgium	Speaker, Sheila Heymans
5/3/2025	Fisheries and Ocean Dialogues, Brussels, Belgium	Speaker, Sheila Heymans
5/3/2025	VLIZ Marine Science Day, Bruges, Belgium	Speaker, Fiona Grant
5/3/2025	European Ocean Days event on International Ocean Governance, Brussels, Belgium	Speaker, Sheila Heymans
11/3/2025	Interview on Marine Carbon Dioxide Removal with Meridian Institute, Online	Speaker, Angel Muniz Piniella
25/3/2025	Euractiv Agrifood Policy Conference: European agriculture and fisheries at the crossroads - Paving the way for a sustainable and competitive future, Brussels, Belgium	Speaker, Sheila Heymans
27/3/2025	IMBERSea Masters visit to InnovOcean, Ostend, Belgium	Speaker, Fernanda Bayo Ruiz
25/4/2025	InnovOcean Seminar, Ostend, Belgium	Speaker, Sheila Heymans
29/4/2025	VLIZ meeting with the team of Commissioner Kadis, Ostend, Belgium	Speaker, Sheila Heymans
9/5/2025	Sablon Diplomatic Circle visit to VLIZ and Partners, Part 1, Ostend, Belgium	Speaker, Sheila Heymans
13/5/2025	Blue Challenge Global Final, Online	Speaker, Sheila Heymans
13/5/2025	AQUASERV Project Meeting, Online	Speaker, Sheila Heymans
14/5/2025	KU Leuven Masters Student visit to VLIZ, Ostend, Belgium	Speaker, Sheila Heymans
23/5/2025	Sablon Diplomatic Circle visit to VLIZ and Partners, Part 2, Ostend, Belgium	Speaker, Paula Kellett
3-6/6/2025	One Ocean Science Congress, Nice, France	Speaker, Sheila Heymans, Angel Muniz Piniella
9-13/6/2025	3 rd UN Ocean Conference, Nice, France	Speaker, Sheila Heymans
30/6/2025-3/7/2025	SEAWISE Symposium - Operationalising Ecosystem Based Fisheries Management, Brussels, Belgium	Speaker, Sheila Heymans
4/9/2025	Delegations of UK and Ireland visit VLIZ, Ostend, Belgium	Speaker, Sheila Heymans
8/9/2025	CIIMAR 25th Anniversary Commemorative Conference - New Horizons Conference, Matosinhos, Portugal	Speaker, Fiona Grant

Date	Title	Role
12/9/2025	InnovOcean Seminar, Ostend, Belgium	Speaker, Sheila Heymans
16-18/9/2025	52nd Session of GESAMP, Paris, France	Speaker, Sheila Heymans
23/9/2025	AAORIA Intergenerational workshop, Brussels, Belgium	Speaker, Sheila Heymans
23/9/2025	Blending Blue and Green for Real Sustainability, Brussels, Belgium	Speaker, Sheila Heymans
29/9/2025-1/10/2025	BioGeoSea Project Kick-Off meeting, Brussels, Belgium and Online	Speaker, Angel Muniz Piniella
16/10/2025	Seas at Risk Members Workshop, Brussels, Belgium	Speaker, Paula Kellett
16/10/2025	Oceans and Lakes Masters Course visit to InnovOcean, Ostend, Belgium	Speaker, Fernanda Bayo Ruiz
29/10/2025	UCT Review: MARIS, Online	Speaker, Sheila Heymans
19/11/2025	CMMI visit to InnovOcean, Ostend, Belgium	Speaker, Sheila Heymans
26/11/2025	Marine Research Infrastructures Workshop, Brussels, Belgium	Speaker, Sheila Heymans
2/12/2025	1st Stakeholder Consultation Event for the European Ocean Research and Innovation Strategy, Brussels, Belgium	Speaker, Fiona Grant
9/12/2025	Bridging the Blue-Green Gap, Brussels, Belgium	Speaker, Paula Kellett

ANNEX 7: EMB MEMBER CONTRIBUTIONS 2025

Marine Board Member	Country	Contribution 2025
Research Foundation - Flanders (FWO)	Belgium	€ 12,000
National Fund for Scientific Research (FNRS)	Belgium	€ 12,000
Belgian Science Policy Office (BELSPO)	Belgium	€ 12,000
Institute of Oceanography and Fisheries (IOF)	Croatia	€ 3,000
Ruđer Bošković Institute (IRB)	Croatia	€ 3,000
Cyprus Marine and Maritime Institute (CMMI)	Cyprus	€ 3,000
National Institute for Aquatic Resources (DTU AQUA)	Denmark	€ 12,000
Estonian Academy of Sciences (ETA)	Estonia	€ 8,000
French Institute for the Exploitation of the Sea (IFREMER)	France	€ 17,000
Marine Universities Consortium France (UM)	France	€ 17,000
National Centre for Scientific Research (CNRS)	France	€ 17,000
German Marine Research Consortium (KDM)	Germany	€ 17,000
GEOMAR Helmholtz Centre for Ocean Research Kiel	Germany	€ 17,000
Hellenic Centre for Marine Research (HCMR)	Greece	€ 8,000
Marine Institute (MI)	Ireland	€ 12,000
Irish Marine Universities Consortium (IMUC)	Ireland	€ 12,000
National Inter-University Consortium for Marine Sciences (CoNISMa)	Italy	€ 17,000
National Research Council Italy (CNR)	Italy	€ 17,000
Anton Dohrn Marine Station (SZN)	Italy	€ 17,000
National Institute of Oceanography and Applied Geophysics (OGS)	Italy	€ 17,000
Royal Netherlands Institute for Sea Research (NIOZ)	Netherlands	€ 12,000
DELTARES	Netherlands	€ 12,000
Norwegian Marine University Consortium (NMU)	Norway	€ 12,000
Research Council of Norway (RCN)	Norway	€ 12,000
Institute of Marine Research (IMR) ¹	Norway	€ 12,000
SINTEF Ocean (SINTEF)	Norway	€ 12,000
NORCE Research AS (NORCE)	Norway	€ 12,000
Institute of Oceanology of The Polish Academy of Sciences (IO PAN)	Poland	€ 8,000
Science and Technology Foundation (FCT)	Portugal	€ 8,000
Centre of Marine and Environmental Research (CIMAR)	Portugal	€ 8,000
Romanian Black Sea Research Consortium (RBRC)	Romania	€ 8,000
Spanish Institute of Oceanography (IEO-CSIC)	Spain	€ 12,000
Technological Centre of The Sea (CETMAR)	Spain	€ 12,000
University of Gothenburg (UGOT)	Sweden	€ 12,000
Scientific and Technological Research Council of Türkiye (TÜBİTAK)	Türkiye	€ 8,000
Marine Alliance for Science and Technology Scotland (MASTS)	UK	€ 17,000
Natural Environment Research Council (NERC)	UK	€ 17,000
National Oceanography Centre (NOC) ²	UK	€ 17,000
Total	38	€ 461,000

¹ Paid by Research Council of Norway (RCN)

² Paid by Natural Environment Research Council (NERC)

ANNEX 8:

Full list of EMB publications

EMB PUBLICATIONS IN 2025:

- European Marine Board. **Navigating the Future VI: The Ocean's role in addressing global crises.** *EMB Policy Brief* No. 13, February 2025. ISSN: 0778-3590 ISBN: 9789464206340 DOI: 10.5281/zenodo.14192290
- Sander, S. G., Tamburini, C., Gollner, S., Guilloux, B., Pape, E., Hoving, H. J., Leroux, R., Rovere, M., Semedo, M., Danovaro, R., Narayanaswamy, B. E. (2025) **Deep Sea Research and Management Needs.** Muñiz Piniella, A., Kellett, P., Rodriguez Perez, A., Alexander, B., Bayo Ruíz, F., Teodosio, M. C., Heymans, J. J. [Eds.] *Future Science Brief* No. 12 of the European Marine Board, Ostend, Belgium. ISSN: 2593-5232. ISBN: 9789464206357. DOI: 10.5281/zenodo.14928917
- Heymans, J. J., Kellett, P., Teodosio, M., Muñiz Piniella, A., Alexander, B., Rodriguez Perez, A., Bayo Ruíz, F. **European Marine Board Annual Report 2024.** European Marine Board, Ostend, Belgium. 2025. ISSN 2565-7402. 68pp
- EcoScope (2025). **Citizens' views and preferences for ecosystem-based fisheries management.** *EcoScope Policy Brief*, published by the European Marine Board, Ostend, Belgium. ISBN: 9789464206364. DOI: 10.5281/zenodo.15599381.
- Kellett, P., Alexander, B., Rodriguez Perez, A., Muñiz Piniella, Á., Bayo Ruíz, F., Teodosio, M., Heymans, J. J. (2025). **9th EMB Forum Proceedings.** *Addressing coastal and water resilience on the land-sea interface.* DOI: 10.5281/zenodo.15647256
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- Daskalov, G. M., de la Puente, S., Scotti, M., Klayn, S., Briguglio, M., Coro, G., Gal, G., Heymans, J. J., Rodriguez-Perez, A., Steenbeek, J. G., Sylaios, G., Tsikliras, A. C. (2025) **Managing fisheries and ecosystems: current good practices and the EcoScope project experience.** *Frontiers in Marine Science* 12. DOI:10.3389/fmars.2025.1640487

POSITION PAPERS:

- **European Marine Board (2024) Navigating the Future VI: Placing the Ocean within the wider Earth system.** Position Paper 28 of the European Marine Board, Ostend, Belgium. 116pp. ISSN: 0167-9309 ISBN: 9789464206265 DOI: 10.5281/zenodo.13329469
Coordinating authors: Gilles Lericolais, Sheila Heymans, Francesco Marcello Falcieri, Juliette Aminian Biquet, Katrin Schroeder, Peter Kraal, Tainá Fonseca, Carlos Pereira Dopazo; Contributing authors: Nicola Beaumont, Enrique Blanco Gonzalez, Julia Calderwood, João Frias, Antonia Giannakourou, Fiona Grant, Kerstin Johannesson, Silja Klepp, Christophe Lejeusne, Lucía López-López, Joke Lübbecke, David Lusseau, Slavica Matijević, Loïc Michel, Geir Ottersen, Ruth Plets, Ekaterina Popova, Baris Salihoglu, Jean-Baptiste Sallée, Cosimo Solidoro, Beata Szymczycha, Nuria Teixido, Olivier Thébaud, Ivica Vilibić, Renske de Winter.

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Coordinating authors: Sebastian Villasante, Kristin Richter; Contributing authors: Jennifer L. Bailey, Thorsten Blenckner, Eugene J. Farrell, Remi C. Mongruel, Karen Timmermann, Tjeerd J. Bouma, Donata Melaku Canu, Margaret Chen, Liam Lachs, Andres Payo, Isabel Sousa Pinto
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Coordinating authors: Heidrunn Kopp, Francesco Chiocci; Contributing authors: Christian Berndt, Namik Çağatay, Teresa Ferreira, Juana Fortes, Eulàlia Gràcia, Achim Kopf, Mathilde Sørensen, Nabil Sultan, Isobel Yeo.
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Coordinating author: Per Nieuwejaar; Contributing authors: Valerie Mazauric, Christian Betzler, Mafalda Carapuco, Andre Cattrijsse, Franco Coren, Juanjo Danobeitia, Colin Day, Aodhan Fitzgerald, Stefan Florescu, Jose Ignacio Diaz, Michael Klages, Erica Koning, Olivier Lefort, Giuseppe Magnifico, Oystein Mikelborg, Lieven Naudts.
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Coordinating authors: Ferdinando Boero, Valerie Cummins, Jeremy Gault, Geir Huse, Catharina J.M. Philippart, Ralph Schneider, Anne Marie Treguier; Contributing authors: Sukru Besiktepe, Gilles Boeuf, Marta Coll, Carlos Garcia-Soto, Kevin Horsburgh, Heidrun Kopp, Francesca Malfatti, Patrizio Mariani, Nele Matz-Luck, Jan Mees, Luis Menezes Pinheiro, Denis Lacroix, Martin Le Tissier, David M. Paterson, Gerald Schernewski, Olivier Thebaud, Michiel B. Vandegehuchte, Sebastian Villasante, Martin Visbeck, Jan Marcin Węślawski.
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Coordinating author: Nicholas C. Flemming; Contributing authors: M. Namik Çağatay, Francesco Latino Chiocci, Nena Galanidou, Gilles Lericolais, Hauke Jöns, Tine Missiaen, Fionnarr Moore, Alar Rosentau, Dimitris Sakellariou, Birgitte Skar, Alan Stevenson, and Henk Weerts. Special Contributions: Geoff Bailey and Deukalion Planning Group (Annex 2), Anders Fischer, Sunhild Kleingärtner, Ian Oxley.
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Contributing authors: Jacques Binot, Juanjo Dañobeitia, Thomas Muller, Per Wilhelm Nieuwejaar, Marieke J. Rietveld, Paul Stone. Special contributions: Massimiliano di Bitteto, John Breslin, Klaus von Broeckel, Joao Coimbra, Dimitris Georgopoulos, Mick Gillooly, Hannu Gronvall, Jan Piechura, Frans Veenstra.
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Contributing editors: Aurélien Carbonnière, Niamh Connolly, Jan de Leeuw, Maud Evrard, Jan Mees, Jean-François Minster, Kostas Nittis, Geoffrey O'Sullivan, Nicolas Walter.
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Contributing authors: João Gomes Ferreira, Wolfgang Fennel, Michael Hartnett, Peter Herman, Michiel Knaapen, Hans Los, Morten Pejrup, Thomas Pohlmann, David Prandle, Roger Proctor, Yann-Hervé de Roeck, Karline Soetaert, Takvor Soukissian, Tapani Stipa, Georg Umgiesser, Waldemar Walczowski.
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Editors: John Marks, Jean-François Minster, Mario Ruivo, Silvana Vallerga; Other Contributors: Avan Antia, Laura Castellucci, Juanjo Dañobeitia, Jens Degett, Bob Dickson, Graham Edgar, Paul Galvin, David Griffith, Gwyn Griffiths, Harlyn Halvorson, Carlo Heip, Jean-Pierre Henriët, Catherine Jeandel, Frank Lamy, Jacques Legrand, Han Lindeboom, Karin Lochte, Jens Meincke, Geoffrey O'Sullivan, Nadia Pinardi, Gérard Riou, Douglas Wallace, Gerold Wefer, John Woods.
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Editors: John Marks, Jean-François Minster, Mario Ruivo, Silvana Vallerga; Other Contributors: Avan Antia, Laura Castellucci, Juanjo Dañobeitia, Jens Degett, Bob Dickson, Graham Edgar, Paul Galvin, David Griffith, Gwyn Griffiths, Harlyn Halvorson, Carlo Heip, Jean-Pierre Henriët, Catherine Jeandel, Frank Lamy, Jacques Legrand, Han Lindeboom, Karin Lochte, Jens Meincke, Geoffrey O'Sullivan, Nadia Pinardi, Gérard Riou, Douglas Wallace, Gerold Wefer, John Woods.
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Contributing authors: Maria Alexis, Grant Burgess, Joao Coimbra, Yves le Gal, Maura Grealy, David Gutnick, Harlyn Halvorson, Manfred Höfle, Zuzana Smolenicka, Bernt Walther, Roman Wenne; Special consultant: Jan A. Olafsen.
- Boissonnas J., d'Ozouville L. *et al.* (2001). **Navigating the Future – Towards a Marine European Research Area.** Marine Board Position Paper 3. Marine Board-ESF, Strasbourg, France. 14pp.
Core Drafting Group: J. Boissonnas, O.R. Godø, C. Jeandel, J.W. de Leeuw, K. Lochte, R.F.C. Mantoura, J. Marks, J.F. Minster, G. O'Sullivan, L. d'Ozouville, S. Vallerga, G. Wefer; Other contributors: H. Halvorson, C. Heip, B. B. Jørgensen.

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