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CHALLENGES AND PROSPECTS OF MARITIME ARBITRATION IN NIGERIA



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INTRODUCTION

At this very moment, over 50,000 merchant vessels are moving across the world oceans, carrying trillions of dollars' worth of manufactured products, agricultural commodities, hydrocarbons, and natural minerals. This invisible armada represents the maritime industry which is the silent powerhouse driving 90% of all global cross-border trade.¹ For decades, maritime and shipping operations have proven indispensable for countries heavily engaged in international commerce. In Nigeria, the admiralty and shipping sector plays a critical role in driving economic growth and revenue generation. It not only handles over 95% of the country's international trading activities but also serves as a crucial supply chain link that connect the broader West and Central African sub-regions to global markets.² And with the noticeable rise of emerging markets and an exploding global population, there has been a greater dependence on maritime transportation in recent times.³

This heavy dependency has expanded the operational scale and complexity of maritime shipping, which has in turn made the sector vulnerable to operational disruptions, financial risks, and legal disputes. The financial loss and legal battles that ensued from the blockage of the Suez Canal by the '**Evergreen**' container ship in March 2021 illustrate these vulnerabilities perfectly.⁴

To mitigate such risks and prevent future disputes, parties involved in maritime contracts often agree to adhere to predefined terms and establish clear Rules of Engagement (ROE) that clearly specify their respective rights and obligations. But even the most carefully drafted contract agreements cannot prevent disputes from occurring. Vessels are bound to collide, cargo will suffer damage, payments will be delayed, and unforeseen geopolitical events will continue to disrupt maritime operations. The real danger for maritime trade is not in the inevitability of

¹ Chartered Institute of Arbitrators, 'Hot Topics for International Maritime Arbitration in 2023' (13 January 2023) <https://www.ciarb.org/news-listing/hot-topics-for-international-maritime-arbitration-in-2023/> accessed 15 August 2025.

² NIMASA, 'Nigeria Maritime Industry Forecast (2018–2019): Emerging Opportunities and Challenges', (August 2019) https://nimasa.gov.ng/wp-content/uploads/2019/08/nigerian_maritime_industry_forecast.pdf#page=9.10 accessed 17 August 2025.

³ United Nations Commission on Trade & Development, 'Review of Maritime Transport 2024' <<https://unctad.org/publication/review-maritime-transport-2024>> accessed 18 August 2025.

⁴ Port Economics, Management and Policy, 'Blockage of the Suez Canal' (March 2021)' <<https://porteconomicsmanagement.org/pemp/contents/part10/port-resilience/suez-canal-blockage-2021/>> accessed 18 August 2025.

such disputes (*for where there is a right, there is always a remedy*⁵), but in the failure to resolve such dispute fairly and swiftly.

Maritime arbitration has therefore emerged as the preferred mechanism for resolving commercial disputes as it provides the speed, confidentiality, flexibility, expertise, and multi-jurisdictional enforcement that traditional court litigation inherently lacks. In an effort to reduce the overdependence on foreign arbitral forums and expedite dispute resolution in the maritime sector, Nigeria has undertaken several measures to institutionalize a robust maritime arbitration framework domestically. Albeit the commendable efforts, the sector continues to face persistent challenges and emerging issues that threaten the country's aspiration to become the premier destination for international maritime arbitration and dispute resolution in Africa and beyond.

This essay therefore examines these challenges and explore the prospects of maritime arbitration in Nigeria. It provides a historical legal context for maritime arbitration and identifies the pressing challenges facing its practice. The essay concludes with policy pathways and practical recommendations aimed at positioning Nigeria as a competitive and reliable seat for maritime arbitration.

1.0 Historical and Legal Antecedents of Maritime Arbitration in Nigeria

The historical trajectory of arbitration in Nigeria is deeply rooted in the country's colonial past and its dependence on shipping and oil exports. Its success, however, is strongly attributed to its evolution and recognition as an effective mechanism for resolving commercial disputes.

Arbitration as a common law concept first gained recognition in Nigeria during the colonial period through the Arbitration Ordinance of 1914, which was largely modelled after the English Arbitration Act of 1889.⁶ In the early days, Nigerian maritime disputes were predominantly resolved in London, which explains the dominance of English shipping laws

⁵ Oxford Reference, 'ubi jus ibi remedium'

<https://www.oxfordreference.com/display/10.1093/oi/authority.20110803110448446> accessed 18 August 2025.

⁶ LawPavilion, 'A Brief Overview Of History And Challenges Of Arbitration In Nigeria' (December 2022)

<https://lawpavilion.com/blog/a-brief-overview-of-history-and-challenges-of-arbitration-in-nigeria/> accessed 18 August 2025.

and the continuing influence of the London Maritime Arbitrators Association (LMAA) on Nigeria's maritime practices. Indigenous shippers, ship-owners, charterers, and insurers frequently inserted London arbitration clauses in their contracts. Such practice did not only side-lined domestic arbitration but also stunted its rapid growth and adoption rate.⁷

Notwithstanding, the eventual establishment of the **Arbitration and Conciliation Act (ACA)** in 1988 marked a major turning point in Nigeria's post-independence efforts to establish its own arbitration framework. The ACA provided a statutory basis for domestic arbitration across all sectors of the economy, including the maritime sector. The Act also adopted principles from the **UNCITRAL⁸ Model Law on International Commercial Arbitration** of 1985. This helped align Nigeria with international best practices in arbitration. However, maritime disputes that often involved foreign parties and were governed by bills of lading or charter-party agreements continued to remain heavily influenced by foreign arbitral seats.

The later enactment of the Nigerian **Arbitration and Mediation Act 2023 (AMA)** which replaced the 1988 Arbitration and Conciliation Act further reaffirmed the rising adoption of arbitration as a flexible and expedited means of settling commercial disputes, especially in the maritime sector, where time is literally money. The AMA 2023 modernized Nigeria's alternative dispute resolution framework by incorporating global innovative practices such as provisions for mediation, third-party funding, emergency arbitrators, electronic arbitration agreements etc.⁹ These innovative provisions were further supported by the Admiralty Jurisdiction Act 1991 and the Admiralty Jurisdiction Procedure Rules 2023, which legitimized

⁷ G. Elias, 'The Validity or Otherwise of Forum Selection Clauses in Maritime Contracts' https://www.gelias.com/images/Newsletter/Validity_or_otherwise_of_Forum_Selection_Clauses_in_Maritime_Contract.pdf#page=2.09 accessed 20 August 2025.

⁸ United Nations Commission On International Trade Law.

⁹ G. Elias, 'The Arbitration and Mediation Act of 2023: Notable Innovations' <https://www.gelias.com/images/Newsletter/Review_of_the_Arbitration_and_Mediation_Act_2023_Article.pdf> accessed 20 August 2025.

arbitration clauses in maritime contracts and firmly embedded arbitration into Nigeria's broader maritime dispute resolution framework.¹⁰

In the global arbitration ecosystem, Nigeria is currently a contracting state to the Convention on the Recognition and Enforcement of Foreign Arbitral Awards of 1958.¹¹ Nigeria also ratified the International Centre for Settlement of Investment Disputes (ICSID) Convention in 1965, and domesticated it through the International Centre for Settlement of Investment Disputes (Enforcement of Awards) Act 1967.¹² As a signatory to these conventions, Nigeria benefits from reciprocal enforcement arrangements. Such arrangements mean that arbitral awards made within the country are enforceable in over 170 jurisdictions worldwide, and foreign arbitral awards are similarly enforceable in Nigeria.¹³

2.0 Regulatory/Institutional Frameworks Governing Maritime Arbitration in Nigeria

Nigeria has made significant strides in institutionalizing maritime arbitration practice. The establishment of the **Maritime Arbitrators Association of Nigeria** (MAAN) in 2005 was a major milestone toward institutionalizing maritime arbitration locally. And ever-since its inception, MAAN has been instrumental in providing specialized expertise and arbitral rules that are tailored to maritime disputes. Through its affiliation with the **Nigerian Maritime Law Association** (NMLA), the association continues to reinforce the practice of local and international maritime arbitration. And as part of its mandate, MAAN maintains its efforts in developing the professional capacity of its members, with the ultimate goal of reducing dependence on foreign arbitral forums and positioning Nigeria as a premier arbitral seat.

In a similar vein, several arbitration centers have been established to facilitate the practice and wider adoption of maritime arbitration. These centers include the Regional Centre for International Commercial Arbitration Lagos (RCICAL), the International Centre for Arbitration & Mediation, the Lagos Court of Arbitration (LCA), Janada Centre for

¹⁰ Stren & Blan Partners, 'An Examination of the Novel Provisions of Admiralty Jurisdiction Procedure Rules, 2023' (15 January 2024) <https://strenandblan.com/an-examination-of-the-novel-provisions-of-admiralty-jurisdiction-procedure-rules-2023/> accessed 21 August 2025.

¹¹ Commonly termed the New York Convention of 1958.

¹² Daily Jus, 'Compliance with and Enforcement of ICSID Awards' (October 2024) <https://dailyjus.com/world/2024/10/compliance-with-and-enforcement-of-icsid-awards> accessed 21 August 2025.

¹³ *ibid.*

International Arbitration and Mediation (JICAM), the Lagos Chamber of Commerce International Arbitration Centre (LACIAC), and the Nigerian Chambers of Commerce Dispute Resolution Centre (NCC-DRC). Together, the centers facilitate maritime arbitration practice by providing institutional support, modern office facilities, case management systems, expert arbitrators and legal counsel.

While not an arbitration institution *per se*, the Nigerian Maritime Administration and Safety Agency (NIMASA) is a federal regulatory authority with broad powers to regulate commercial shipping, coastal shipping trade, and effectively promote maritime safety. Although the NIMASA Act does not explicitly specify all dispute resolution methods, it encourages contracting parties to first explore out-of-court mechanisms such as negotiation and mediation to resolve contractual disputes before proceeding to court.

Finally, at the judicial level, the **Federal High Court** is vested with exclusive jurisdiction over all admiralty matters by the 1999 Constitution¹⁴ and the Admiralty Jurisdiction Act.¹⁵ Having adopted a pro-arbitration stance, the court plays a significant role not only in overseeing maritime arbitral processes but also in issuing stays of proceedings in favor of arbitration proceedings and awards.¹⁶

3.0 Challenges Facing Maritime Arbitration in Nigeria

Building on the previous sections, it is clear that Nigeria has the necessary legal and institutional frameworks to support maritime arbitration. However, as this section will reveal, Nigeria's maritime arbitration practice is bedeviled by existing and emerging challenges that continues to hinder its fast-paced adoption:

¹⁴ Section 251(1)(g), Constitution of the Federal Republic of Nigeria 1999 (As amended).

¹⁵ Section 1, Admiralty Jurisdiction Act 1991 (Cap. A5, Laws of the Federation of Nigeria (LFN) 2004.

¹⁶ M.V. Lupex v. Nigerian Overseas Chartering and Shipping Ltd (2003) 15 NWLR (Part 844) 469. See also Onward Enterprises Ltd. v. MV Matrix (2010) NWLR (Part 1179) 350.

3.1 Shortage of Specialized Maritime Arbitration Expertise

The Nigerian maritime sector currently controls the lion's share (**70%**) of cargo traffic in West and Central Africa. It also has the largest economy, population, and industrial base, making it one of Africa's biggest commercial nerve centers. However, one of its most pressing challenges is the shortage of arbitrators and practitioners with specialized knowledge of maritime law and arbitration. Shipping-related disputes are highly technical and require industry knowledge and familiarity with cross-border shipping operations, collision liability, marine insurance, and demurrage calculations. This expertise gap has prompted arbitrating parties to conduct arbitral proceedings in London or Singapore, where they are assured of specialized maritime arbitration expertise.

3.2 Weak Institutional Capacity

While MAAN and the Chartered Institute of Arbitrators (Nigeria) have made commendable efforts in promoting maritime arbitration in Nigeria, they still struggle to keep pace with their global counterparts such as the London Maritime Arbitrators Association (LMAA) and the Singapore Chamber of Maritime Arbitration (SCMA). A prime example occurred during the COVID-19 pandemic when arbitral tribunals across the globe resorted to virtual arbitral proceedings. While Singapore and London transitioned seamlessly to virtual maritime arbitrations, Nigerian arbitral institutions struggled to make the transition. This discouraged parties from selecting Nigeria as the arbitral seat for their disputes.

3.3 Court Interference and Judicial Delays

Despite the Supreme Court's precedent in the *M.V. Lupex Case*¹⁷ which affirmed that courts should stay proceedings once parties have submitted to arbitration, many lower courts have continued to entertain frivolous applications that delay arbitration processes. A notable

¹⁷ *M.V. Lupex v. Nigerian Overseas Chartering and Shipping Ltd* (2003) 15 NWLR (Part 844) 469.

example is *Fugro Sub Sea LLC v. Petrolog Limited*¹⁸, where the Court of Appeal held that the arbitration clauses in the admiralty contracts and charter-party agreements were null and void because they purported to oust the jurisdiction of the Federal High Court. For time-sensitive maritime disputes, such procedural delays can be commercially disastrous.

3.4 Limited Recognition and Enforcement of Arbitral Awards

Nigeria still faces challenges with the recognition and enforcement of arbitral awards, despite being a signatory to the New York Convention. The 2017 case of *IPCO Nigeria Limited. v. Nigerian National Petroleum Corporation*¹⁹ is a stellar example. In this case, the parties submitted to arbitration, which eventually resulted in an award of \$152 million plus interest in favour of IPCO. Unable to secure domestic enforcement of the award, IPCO pursued enforcement proceedings in the UK Court of Appeal and subsequently in the UK Supreme Court. Although the award was ultimately recognized, the entire enforcement process had dragged on for over a decade. The case demonstrates that Nigerian arbitral awards still struggle to gain global recognition and enforcement. International stakeholders increasingly avoid Nigerian-seated arbitrations due to concerns over procedural integrity and the swift enforcement of arbitral awards.

3.5 Financial and Economic Constraints for Smaller Operators

For smaller shipping operators and indigenous companies, arbitration in Nigeria is considered quite expensive. This is because, unlike litigation where the state bears the costs of the judiciary and court infrastructure, arbitration costs are directly borne by the disputing parties.²⁰ The preference for litigation over arbitration is not because the former is more efficient, but because

¹⁸ (2021) LPELR-53133 (CA).

¹⁹ *IPCO (Nigeria) Limited v Nigerian National Petroleum Corporation* [2016] UKSC 247 (UKSC) https://supremecourt.uk/uploads/uksc_2015_0247_judgment_c0ccc0caed.pdf accessed 27 August 2025.

²⁰ Ojo YA, 'Breaking exorbitant fees barrier for dispute resolution through arbitration' (The Guardian Nigeria, 20 February 2019) <https://guardian.ng/features/breaking-exorbitant-fees-barrier-for-dispute-resolution-through-arbitration/> accessed 27 August 2025.

the parties could at least spread costs over time through prolonged court processes.²¹ Suffice it to say, the compounded costs of arbitration are perceived to undermine the assertion that arbitration is a cost-effective dispute resolution mechanism.

3.6 Skepticism and Lack of Faith in Arbitration

There is a cultural hesitation towards arbitration within the Nigerian maritime industry. Many local operators who are well accustomed to litigation, remain skeptical about the neutrality and effectiveness of arbitration. As a result, they often choose not to include arbitration clauses in their contracts. This trust deficit among indigenous ship-owners and cargo interests has, over the years, continued to hinder the widespread adoption of arbitration in Nigeria.

4.0 Future Prospects of Maritime Arbitration in Nigeria

Although arbitration has gained mainstream acceptance in Nigeria, several opportunities in maritime dispute resolution remain largely untapped. That said, the following are prospects and growth opportunities that, if properly harnessed, can strategically position Nigeria as the leading maritime arbitration seat in Africa:

4.1 Positioning as a Premier Regional Maritime Arbitration Hub

Nigeria's control of major cargo traffic in West and Central Africa through the Lagos ports and the Lekki Deep Sea Port opens significant opportunities for its maritime sector. The outsized volume of shipping, oil and gas logistics, offshore services, and international trade transactions often give rise to complex legal disputes. The resolution of these disputes will, in turn, create significant demand for maritime arbitration and position Nigeria to serve as the preferred venue for resolving such disputes. The African Continental Free Trade Area (AfCFTA) presents

²¹ Dr Babatunde Ajibade, SAN, FCIArb, 'Much Ado About the Cost of Arbitration' (S. P. A. Ajibade & Co, February 2021) <https://spaajibade.com/much-ado-about-the-cost-of-arbitration-dr-babatunde-ajibade-san-fciarb/> accessed 28 August 2025.

Nigeria with an exceptional opportunity to establish Lagos as the "*Arbitration Capital of West Africa.*"²² However, this would require strategic brand positioning which involves hosting annual international maritime arbitration conferences, publishing anonymized arbitral awards to build credibility, and publicly celebrating their arbitral success case stories. The transformation of the Dubai International Arbitration Centre (DIAC) into a regional hub was made possible through aggressive international promotion and provision of world-class facilities.²³ Nigeria can employ a similar strategy and leverage its maritime dominance to capture regional arbitration businesses.

4.2 Promoting Online Dispute Resolution (ODR) for Maritime Cases

The COVID-19 pandemic demonstrated the efficiency and value of virtual hearings and electronic document management in arbitration. During the lockdown crisis, institutions like the Hong Kong International Arbitration Centre (HKIAC) and the ICC International Court of Arbitration effortlessly transitioned to virtual arbitral hearings and thereby reducing costs and logistical hurdles.²⁴ Even after the pandemic, virtual arbitral proceedings have become a standard and acceptable practice. This opportunity also exists for Nigeria. Investing in a robust online dispute resolution (ODR) infrastructure could be the game-changer that Nigeria's maritime arbitration practice desperately needs. Establishing e-arbitration portals with digital case management systems for case filing, document submission, and arbitral hearings would reduce costs, improve time-efficiency, and increase accessibility. This technological shift

²² Agbo Johnson Madaki, 'Arbitration Under the Africa Continental Free Trade Agreement: Strengthening Trade Dispute Resolution in Africa' (May 2024) 3(1) ABUAD Private and Business Law Journal 1, DOI: [10.53982/apblj.2019.0301.01-j](https://doi.org/10.53982/apblj.2019.0301.01-j) accessed 29 August 2025.

²³ Dubai International Arbitration Centre, *DIAC Annual Report 2023* <https://www.diac.com/wp-content/uploads/2024/11/DIAC-Annual-Report-2023.pdf> accessed 29 August 2025.

²⁴ Lateef A Adeleke and Suliat O Saludeen, 'Online Dispute Resolution: Another Voice in the COVID-19 Pandemic Dialogue in Nigeria' (2023) 13(1) UI Law Journal <https://journals.ui.edu.ng/index.php/uilr/article/view/1418/1124> accessed 29 August 2025.

would also align Nigeria's arbitral practices with leading arbitration institutions such as the SCMA, the HKIAC, and the LMAA.

4.3 Building Long-Term Institutional Capacity

The future of maritime arbitration in Nigeria will require skilled arbitrators with strong maritime expertise. To realize this vision, MAAN must continue to invest in structured capacity-building programs and practical maritime dispute resolution seminars for its members.²⁵ The organization should also collaborate with international sister institutions such as LMAA, SIAC, and HKIAC to create scholarship programs and training pipelines that nurture homegrown maritime arbitrators and reduce reliance on foreign experts. Law faculties in Nigerian universities should deliberately integrate arbitration and maritime law into their curricula to inspire the next generation of legal practitioners to pursue careers in maritime arbitration. Professional bodies such as the Nigerian Maritime Law Association should encourage young lawyers, particularly those practicing in Lagos, Port Harcourt, and Calabar, to specialize in maritime arbitration. Additionally, arbitrators, policymakers, judicial officers, and other stakeholders in the maritime industry must enhance their capacity and expertise to elevate the quality of maritime arbitration practice. These medium to long-term investments will go a long way in boosting confidence in Nigeria as a credible arbitration hub.

4.4 Strengthening Legislative Reforms to Support Maritime Dispute Resolution

The enactment of the AMA 2023 did not only modernized Nigeria's arbitration framework but also aligned it with international best practices such as the UNCITRAL Model Law. Innovative provisions such as third-party funding, emergency arbitration, arbitrator's immunity, accessible electronic communication, etc., have significantly enhanced Nigeria's attractiveness as an

²⁵ Adedoyin Rhodes-Vivour, '10 Years of MAAN — The Development of Maritime Arbitration in Nigeria: A Legal Perspective' (August 2020) <https://drvlawplace.com/wp-content/uploads/2020/08/10-YEARS-OF-MAAN-The-development-of-Maritime-Arbitration-in-Nigeria-A-legal-Perspective.pdf> accessed 29 August 2025.

arbitral seat.²⁶ To further strengthen the status quo, the Nigerian federal legislature could ensure that maritime arbitral awards face minimal court interference by explicitly incorporating UNCITRAL provisions into maritime-specific statutes like the Merchant Shipping Act 2007, Coastal and Inland Shipping (Cabotage) Act 2003, and the Nigerian Ports Authority Act. Doing so would help prevent procedural bottlenecks, facilitate faster enforcement of arbitral awards, and position Nigeria as a more predictable and attractive seat for maritime arbitration.

4.5 Enhancing Maritime Arbitration Infrastructure

To become a global leader in maritime arbitration, Nigeria must invest in developing its maritime arbitration institutions to match those of its international counterparts. The LMAA has established itself as the premier seat for global shipping disputes through its consistency, impartiality, and strong institutional backing. In the same vein, the SCMA has achieved remarkable success by offering flexible procedures aligned with global admiralty realities. For MAAN to attain similar achievements and gain worldwide credibility, it must be strategically equipped with modern facilities, independent funding, and globally recognized arbitrator experts and panels.

4.6 Developing Cost-Effective Arbitration Hubs with International Benchmarks

The rising costs of litigating or arbitrating in foreign jurisdictions like London are pushing Nigerian companies to seek more affordable alternatives. Recent data indicates that maritime arbitration in London can cost parties between \$100,000 and upward of \$500,000 per case when factoring in arbitrator fees, institutional charges, legal representation, travel expenses, and accommodation costs.²⁷ Indigenous shipping companies, in particular, stand to benefit

²⁶ Tiwalade Aderoju, 'The Nigerian Arbitration and Mediation Act 2023: A Comparison with the Arbitration and Conciliation Act 2004 and Global Practices' (International Bar Association December 2023)

<https://www.ibanet.org/the-nigerian-arbitration-and-mediation-act-2023> accessed 01 September 2025.

²⁷ Aceris Law LLC, 'LCIA Arbitration – Latest Update on Costs and Duration' (January 2025)

<https://www.acerislaw.com/lcia-arbitration-latest-update-on-costs-and-duration/#:~:text=According%20to%20the%202017%2D2024,24%20months:%20above%20USD%20300%2C000> accessed 03 September 2025.

from having their disputes resolved locally in Nigeria at a fraction of the cost. Local arbitration eliminates the substantial burden of international legal fees, which can range from \$800 to \$1,500 per hour for senior maritime counsel in London²⁸, compared to \$150 to upward of \$400 per hour for experienced Nigerian practitioners.²⁹ Affordable domestic arbitration centers with world-class services could help budget-conscious shipping companies pursue legitimate claims rather than abandon arbitration due to prohibitive costs.

5.0 Conclusion

Two decades ago, Singapore was not on the map as a leading maritime arbitration hub. Singaporean shipping companies often defaulted to the LMAA to resolve their admiralty disputes. However, their situation changed with enactment of key legal reforms and the establishment of the Singapore Chamber of Maritime Arbitration in 2004.³⁰ Today, Singapore stands shoulder to shoulder with London as a global powerhouse in maritime arbitration. Nigeria has the potential to replicate this success story. With Lagos already serving as West Africa's busiest port, the prospects for maritime arbitration in Nigeria are very promising. What is now needed is the political will to align government policies with private sector interests so as to cultivate an efficient and sustainable dispute resolution ecosystem.

²⁸ Herbert Smith Freehills Kramer, 'Comparison Table of Approved Bodies for Arbitrations under the Commercial Rent (Coronavirus) Act 2022' <https://www.hsfkramer.com/dam/jcr:e7d44b30-7e7f-4b2f-ba12-ac3621f98c76/Approved-Arbitration-Bodies-Comparison-Table-HSF-Arbitration-Notes.pdf> accessed 29 August 2025.

²⁹ Marcus-Okoko & Co, 'Arbitration In Nigeria: An Exposé On Its Cost And Expenses' (April 2022) Mondaq <https://www.mondaq.com/nigeria/arbitration-dispute-resolution/1183162/arbitration-in-nigeria-an-expos%C3%A9-on-its-cost-and-expenses> accessed 05 September 2025.

³⁰ Global Arbitration Review, *The Asia-Pacific Arbitration Review 2026* (16 May 2025) <https://globalarbitrationreview.com/review/the-asia-pacific-arbitration-review/2026/download> accessed 08 September 2025.

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<<https://www.legal500.com/developments/thought-leadership/foundation-chambers-2025-maritime-industry-newsletter-no-1>> accessed 18 August 2025

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