

# ACTIVITY REPORT OCEAN SUSTAINABILITY FOUNDATION (OSF)

Progress and Action Plan  
October 2025

towards **ipos** is a project led by the Ocean Sustainability Foundation,  
under the auspices of the CNRS Foundation

Credit: Emilie Ledwidge / Ocean Image Bank



OCEAN  
SUSTAINABILITY  
FOUNDATION

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# 2024–2025: A YEAR OF ACHIEVEMENT FOR THE IPOS



**By Françoise Gaill and Tanya Brodie Rudolph**  
Co-leads of the Towards IPOS initiative

Supported by the Ocean Sustainability Foundation (OSF), a foundation hosted by the CNRS Foundation, the IPOS positions itself as a science–policy interface dedicated to ocean sustainability. Its primary mission is to mobilize scientific knowledge, local expertise, and field innovations to inform public decision-making and deliver concrete responses to the major ocean challenges of the 21st century.

The 2024–2025 period was marked by the inclusion of IPOS in the Final Declaration of the United Nations Ocean Conference (UNOC-3) in Nice, as well as in the European Ocean Pact. More recently, IPOS’s recognition as a contribution to the United Nations Decade of Ocean Science for Sustainable Development represents a decisive step in the current international landscape.

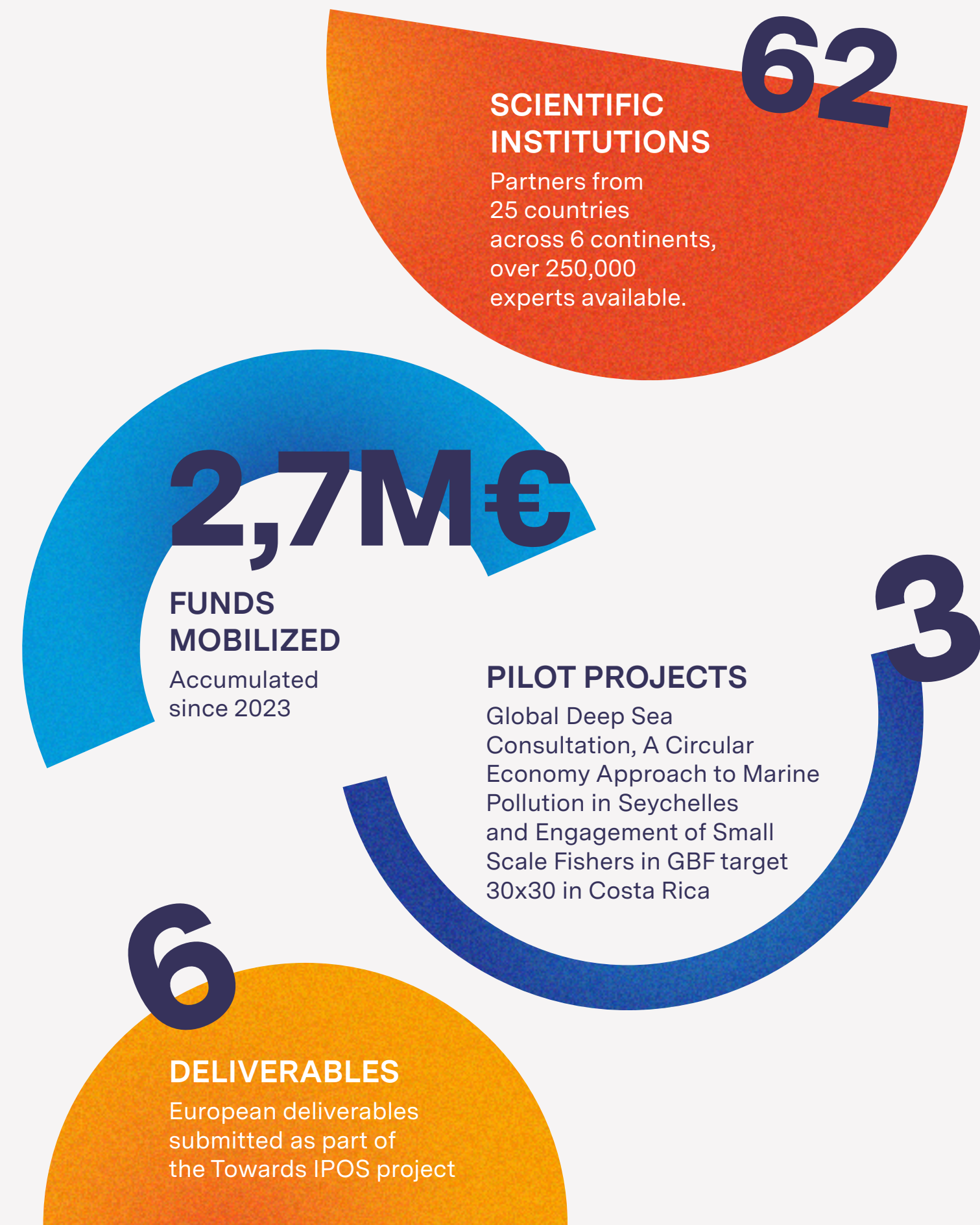
This year provided the opportunity to test, in diverse contexts, the platform’s ability to turn knowledge into action.

Three pilot projects enabled experimentation with new forms of cooperation among scientists, policymakers, and holders of local knowledge, thereby establishing the methodological foundations of IPOS.

At the same time, the platform expanded its global scientific network, which now includes more than sixty institutions from twenty-five countries, while implementing an experimental and inclusive governance model that links scientific expertise, institutional partnerships, and regional engagement.

This ramp-up phase paves the way for a lasting structure rooted in knowledge diversity and international cooperation. This report reflects the collective momentum: it demonstrates IPOS’s ability to transform a vision into a global movement, to unite scientific and diplomatic energy, and to lay the foundations for a more integrated, credible, and action-oriented ocean governance.

# 2024-2025 IN NUMBERS







## MENTION IN THE FINAL DECLARATION OF UNOC-3 **JUNE 2025**

Paragraph 30(d) notes  
“the proposal for an  
International Platform  
for Ocean Sustainability”  
and calls for the strengthening  
of science–policy interfaces.  
This mention marks the first  
official recognition of IPOS  
in a United Nations text.



## INTEGRATION INTO THE EUROPEAN OCEAN PACT **JUNE 2025**

“The EU advocates  
for an International Platform  
for Ocean Sustainability  
(IPOS), designed to enhance  
the science-policy interface”.  
IPOS is thus positioned  
as a tool of scientific  
diplomacy within the EU’s  
blue strategy.



## LETTER OF SUPPORT FROM THE UNITED NATIONS ENVIRONMENT PROGRAMME **SEPTEMBER 2025**

Signed by the Executive  
Director in 2025,  
the letter highlights IPOS’s  
role in “aggregating and  
operationalizing ocean  
knowledge.” Possible areas  
of collaboration were  
identified, including pollution,  
biodiversity, climate, blue  
finance, and synergies with  
regional conventions.

# HIGHLIGHTS OF 2024-2025

## How did IPOS evolve from an ambitious idea to an internationally recognized reality?

In 2024–2025, IPOS reached a decisive  
milestone: the transition from concept  
to international recognition. After two years  
of preparatory work, the platform began  
to exist not only as an idea hosted by  
the OSF and a few founding institutions,

but as an actor recognized by governments  
and international organizations. These  
political and diplomatic milestones  
confirmed the relevance of a  
global science-policy interface  
dedicated to the ocean:



2021–2030 United Nations Decade  
of Ocean Science  
for Sustainable Development

## RECOGNITION OF IPOS BY THE UNITED NATIONS DECADE OF OCEAN SCIENCE **OCTOBER 2025**

IPOS has been recognized  
by the IOC-UNESCO  
as a “Decade Contribution”  
within the framework  
of the United Nations Decade  
of Ocean Science for Sustainable  
Development. This official  
recognition confirms IPOS’s  
alignment with the goals  
of the Decade, paving the way for  
new institutional collaborations.



# What did we learn with the three pilot projects?

- In 2024-2025, IPOS tested its three first tools – Action Request, Rapid Response and Ocean Catalyst – to go from theory to practice.

These pilot projects served as full-scale laboratories, revealing what it truly means to “co-produce knowledge” in diverse political and social contexts.



## OCEAN CATALYST – LOCAL KNOWLEDGE AND SMALL-SCALE FISHERIES

March 2023 – August 2025



- Partnership: CoopeSolidar R.L.
- Output: Barra de Colorado Statement
- Drafted by 23 coastal communities and presented at UNOC-3.
- The importance of Indigenous and community knowledge in strengthening the legitimacy and impact of ocean policies.

**BARRA DE COLORADO  
DECLARATION  
ABOUT OCEAN SCIENCE,  
ETHICS, AND SMALL-SCALE  
FISHERS' KNOWLEDGE**



## ACTION REQUEST – DEEP-SEA MINING

October 2024 – March 2025



- 18 experts
- 2 key deliverables presented to SOS Océan in Paris:
  1. Position statement
  2. Q&A booklet
- Independent, transparent, and rigorous scientific assessment in a highly political context.

**To mine or not to mine?**

*Scientific perspectives regarding deep-sea mining*

**Exploiter ou préserver les fonds marins ?**

*Perspectives scientifiques sur l'exploitation minière en haute mer*

**¿Explotar o no explotar?**

*Perspectivas científicas sobre la minería en el fondo marino*



## RAPID RESPONSE – CIRCULAR ECONOMY AND MARINE POLLUTION

November 2024 – September 2025



- Test AI tool IPOS GPT
- Quickly assess which materials can be recycled locally and which need to be disposed of
- Final report: Advancing SDG 14.1 through Circular Solutions

→ Publication under review for Nature Ocean Sustainability

Hello, let's save the Ocean.

**Seychelles**  
Advancing SDG14.1 through Circular Solutions

Trustworthy AI for the Ocean: Bridging the Science-Policy Divide

Arjun Panikajakshan<sup>1\*</sup>, Joi Danielson<sup>2</sup>, Zifu Wang<sup>3</sup>,  
Prabjit Singh<sup>1</sup>, Manish Mehra<sup>1</sup>, Bhushan Pooar<sup>1</sup>,  
Madhu Reddihoina<sup>1</sup>, Elaine De Buyser<sup>2</sup>, Rameez Tawil<sup>1</sup>,  
Shefali Mehta<sup>1</sup>, Kelsey Archer Barnhill<sup>2</sup>, Maxime de Lisle<sup>3</sup>,  
Françoise Gail<sup>2</sup>, Guillermo Ortuno Crespo<sup>2</sup>,  
Henrik Oksfeldt Enevoldsen<sup>4</sup>, Xavier Fresquet<sup>5</sup>, Eloi Astier<sup>6</sup>,  
Allan Gonzalez Estrada<sup>7</sup>, Tanya Brodie Rudolph<sup>3</sup>



# How did IPOS establish itself as a visible and unifying actor on the international stage?

In parallel with the deliverables and pilot projects, the OSF placed strong emphasis on scientific diplomacy and stakeholder engagement throughout the year. The objective was twofold: to promote and establish IPOS on the international stage, and to inform the design of the

platform through feedback from a wide range of actors (scientists, policymakers, local communities, NGOs, and the private sector). Particularly noteworthy is a series of key events where IPOS’s participation provided significant added value and helped strengthen its political support.



**Paris, Sept. 2024**  
**IPBES-IPCC SEMINAR**

- Roundtable on IPCC-IPBES interaction for coherent ocean governance.



**Barcelona, Oct. 2024**  
**“TOWARDS IPOS” SEMINAR**

- Experts, policymakers, and former ministers
- As part of the global consultation launched to refine IPOS governance and tools.



**Tangier, Oct. 2024**  
**BLUE AFRICA SUMMIT**

- IPOS support included in the Tangier Declaration signed by 25 African countries.
- This collective endorsement marked a strong political entry into Africa.



**Seoul, April 2025**  
**OUR OCEAN CONFERENCE**

- Presentation of the IPOSGPT tool in the presence of delegations from five countries and the European Commission
- Demonstration based on the case of the Seychelles.
- IPOS as a concrete mechanism for responding to the needs of States.



**Nice, June 2025**  
**UNOC-3**

- Official launch of the IPOS “ramp-up” phase aboard the OceanXplorer vessel.
- Presence of state delegations and scientific partners.
- Mention of IPOS in the Final Declaration.

# SCIENTIFIC SUPPORT AND INSTITUTIONAL PARTNERS

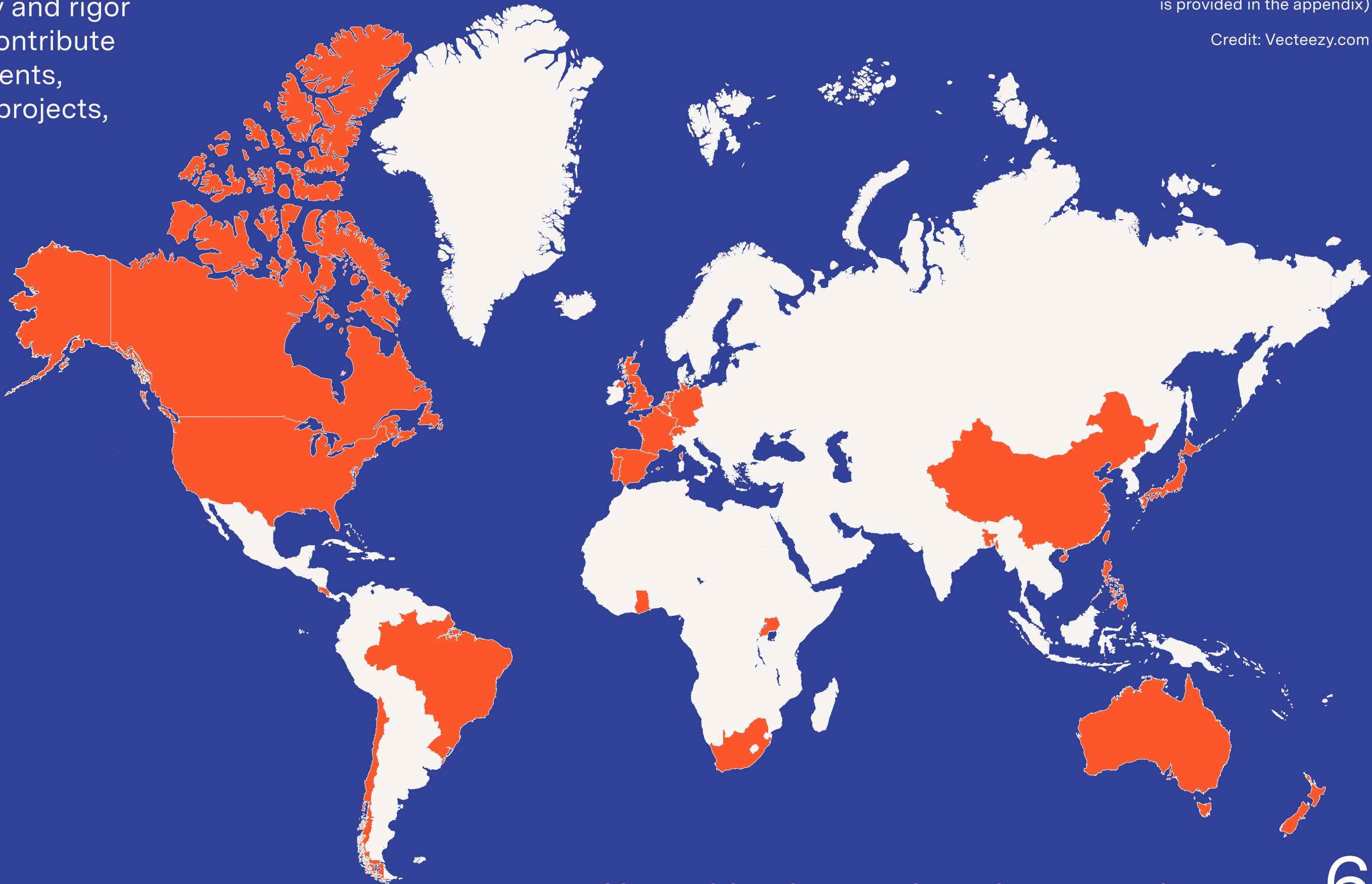
## How did IPOS consolidate and diversify its scientific foundation?

In 2024–2025, IPOS strengthened its scientific base through the rapid expansion of its Coalition of Scientific Institutions (CSI), now comprising around 60 institutions from 25 countries across 6 continents, representing more than 250,000 researchers and experts who can be mobilized.

This coalition forms the scientific core of IPOS, ensuring the credibility and rigor of its work. Members actively contribute to drafting foundational documents, designing and evaluating pilot projects, and defining the platform’s strategic priorities.

Geographical distribution of the CSI members  
(The full list of member institutions is provided in the appendix)

Credit: Vecteezy.com





AMONG THE NEW MEMBERS ARE LEADING INSTITUTIONS SUCH AS:

- The National University of Costa Rica (UNA), the first Central American institution to join IPOS;
- CIIMAR (University of Porto, Portugal)
- ISMER/UQAR (Canada)
- Laval University (Canada)
- The Department of Anthropology of the University of Chile
- Global-ONCE (Ocean Negative Carbon Emission Programme)
- The Worldwide Universities Network (WUN)
- Major universities such as Victoria, UBC, and Calgary also formalized their membership in 2025, illustrating the growing reach of the network



Credit: Masayuki Agawa / Ocean Image Bank

In parallel, IPOS consolidated key institutional partnerships, notably with UNEP, IOC-UNESCO, and several foundations and youth professional networks (ECOP). In summary, the past year saw the emergence of a genuine support ecosystem around IPOS, combining established scientific

institutions, emerging networks of young professionals, international organizations, and field actors. This ecosystem represents a major asset in ensuring the relevance, excellence, and adaptability of IPOS as it continues to develop.





## WORK PACKAGE 1 – SOCIAL AND ECONOMIC ASPECTS & BEST PRACTICES

### Task 1.1 – Review of Existing Assessments

Oct. 2024, submission of deliverable D1: critical analysis of 18 global assessments on the social and economic dimensions of ocean sustainability. The report highlighted several gaps: lack of data harmonization, incomplete geographical coverage, inconsistent indicator quality, and weak stakeholder integration. Results were presented at the Immersed in Change event (Costa Rica, June 2024), ahead of UNOC-3.

### Task 1.2 – Compilation of Best Practices

Nov. 2024, submission of deliverable D2: Best Practices for Science–Policy Organizations. The document identifies effective governance principles of efficiency, coherence, integration of local and Indigenous knowledge, and inclusive participation, and served as a foundation for the design of IPOS’s structures and processes.

## WORK PACKAGE 2 – STRUCTURING AND ESTABLISHMENT OF IPOS

### Task 2.1 – Structuring and Establishment of IPOS

Two documents (D3a & D3b) were developed following a global consultation process involving scientists, policymakers, and UN agencies:

D3a) Strategic Overview, presenting a synthesis of the IPOS concept designed for State engagement;

D3b) FAQ / Blueprint, outlining IPOS functions and processes, conceived as a living tool for dialogue and policy mobilization.

### Task 2.2 – Secretariat Functions

In progress, final deliverable D4: adapted into a post-UNOC 2025 transition plan, detailing the practical modalities for setting up the Secretariat, an action plan for the Action Request and Rapid Response services, and an operational roadmap for 2026.

# EUROPEAN CONSORTIUM “TOWARDS IPOS”

During this period, the OSF led the “Towards IPOS” project, a consortium funded by the European Commission (DG MARE, 2023–2025) to support the establishment of the platform. Structured around three main Work

Packages in collaboration with several international partners, the project helped reinforce the scientific and operational foundations of IPOS. Different deliverables corresponding to the three Work Packages have been completed:

## WORK PACKAGE 3 – COMMUNICATING AND IMPLEMENTING IPOS

### Tasks 3.1 & 3.2 – Communication and Events

Nov. 2024 & Sept. 2025, deliverables D5 and D6: IPOS’s communication strategy, including visual identity, media plan, and targeted visibility actions. The team organized several international events between 2024 and 2025 (e.g., G20 Oceans20 Dialogues – Brazil, Barcelona Seminar, Our Ocean – Seoul, UNOC-3 – Nice) in partnership with CSI members.

### Task 3.3 – Support to the Political Process

IPOS supported the European Commission (DG MARE) and consortium partners in diplomatic preparations for UNOC-3, including information webinars, bilateral meetings with States, and coordination of side events during the UN Ocean Conference (Nice, June 2025).

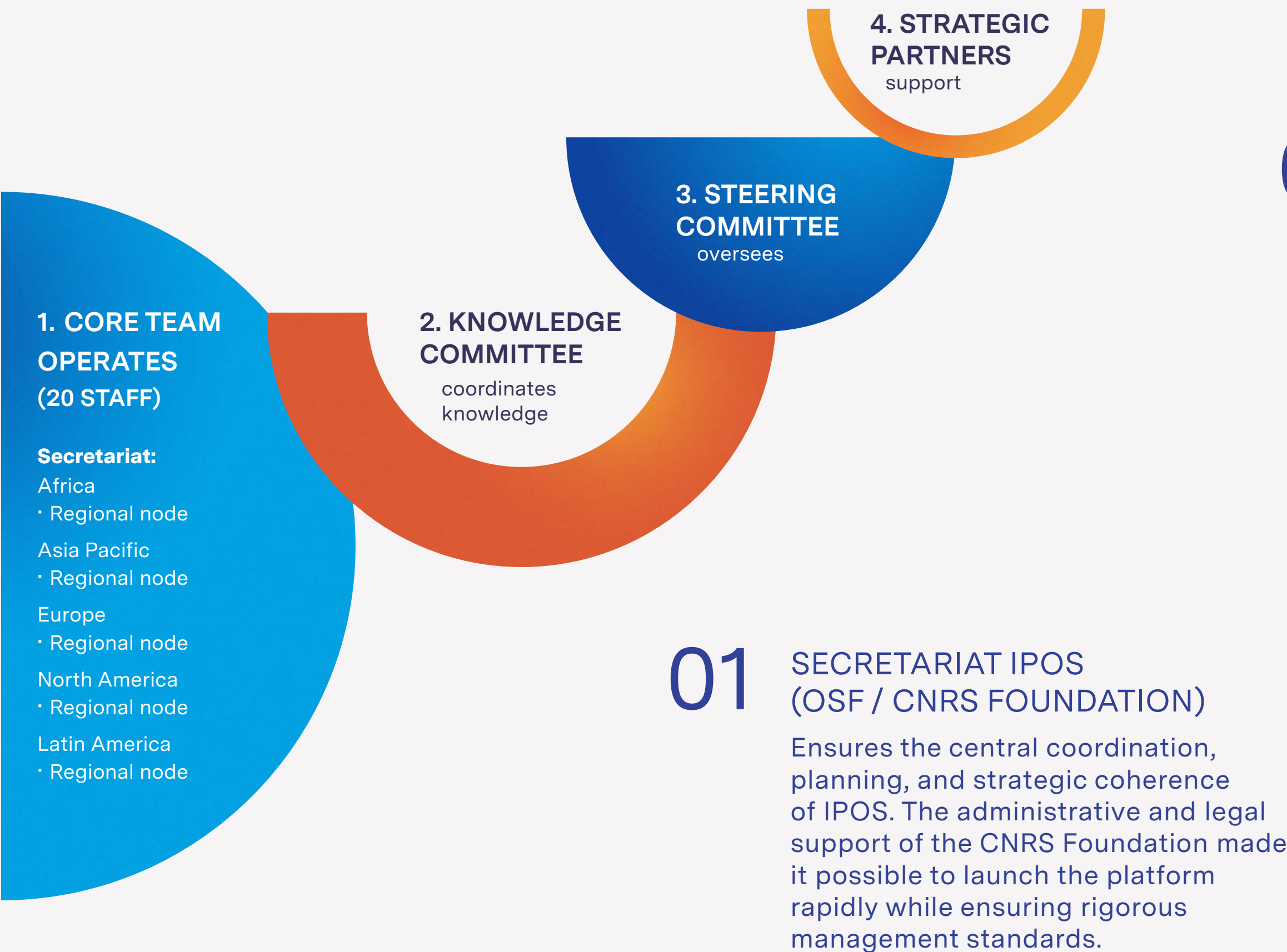


# GOVERNANCE AND TEAM

## How does IPOS’s interim governance operate?

For its ramp-up phase (2025–2027), IPOS adopted a decentralized and experimental governance model, inspired by best practices identified in deliverable D2.

This framework rests on five pillars:



**02 KNOWLEDGE COMMITTEE (KC)**

In 2024, a Knowledge Committee Development Team (KCDT) prepared the system: 16 international experts produced guidance notes and governance proposals.

An Acting Knowledge Committee (AKC) was established in 2025 following an open, international selection process:

- +100 suggestions were received through the CSI, the Towards IPOS consortium, and the KCDT networks.
- Evaluation by a 7-member joint panel
- Final selection of 14 experts (Sept. 2025) representing various regions, disciplines, and generations.
- Role: guide scientific priorities, evaluate the quality of deliverables, and formulate methodological recommendations.

**03 STEERING COMMITTEE (SC)**

An Acting Steering Committee (ASC) oversees IPOS’s strategy and deployment during the “ramp-up” phase (2025-2026). It brings together:

- The Secretariat (OSF);
- The chairs of the KC and CSI representatives;
- Representatives of host partners (international organizations, CNRS Foundation);
- Composition evolving

**04 STRATEGIC PARTNERS**

International organizations (IPBES, IPCC, DOALOS, GESAMP, IOC-UNESCO) are invited as observers to SC and KC meetings, ensuring complementarity between IPOS and existing structures, as well as methodological alignment.

**05 GLOBAL NETWORK OF EXPERTS AND REGIONAL NODES**

IPOS is also building a Knowledge Network (researchers, practitioners, and holders of local knowledge) to respond to requests from States.

This network relies on Regional Nodes under development (West Africa, Asia-Pacific, Latin America, etc.), which will allow the decentralization of responses to requests, while remaining connected to the Central Secretariat to ensure scientific and methodological coherence.



# What team is at the heart of IPOS?

During the 2024–2025 phase, IPOS operated with a compact core team hosted within the OSF, under the aegis of the CNRS Foundation.

## The team includes

- Françoise Gaill, co-founder of the “Towards IPOS” initiative and President of OSF;
- Tanya Brodie Rudolph, co-founder of the “Towards IPOS” initiative;
- Pierre Karleskind, Secretary-General of OSF, succeeding Maxime de Lisle in August 2025, responsible for overall coordination, administrative oversight, and relations with external partners;
- An operational team of 4–5 people, supported by interns for six-month periods, handling project management, preparation of governance meetings, workshop logistics, and financial monitoring (full list in the appendix).

Around the central core hosted at OSF, the team relies on European consortium organizations (European Marine Board, ACTeon, Ramboll, Resilience Earth, Fresh Thoughts Consulting, RIFS Potsdam), which provide scientific, technical, and strategic support for the development of IPOS.

During this period, the team also underwent several changes to adapt to IPOS’s new development phase. Some staff members left their positions, while new profiles are gradually joining the structure in line with growing operational needs. The upcoming phase, more focused on the concrete implementation of services and pilot

projects, requires strengthening field presence and appointing thematic or regional leads to support activities with States and partners.

This evolving configuration anticipates a broader framework, ultimately involving different types of actors (scientific institutions, cooperation agencies, private stakeholders, and regional organizations) in the service of ocean sustainability.





# FINANCIAL REPORT

15-09-24 to 15-09-25

During the period, the IPOS financial trajectory reflects a deliberate shift from concept to action: targeted funding of pilot projects, delivery of consortium outputs, and investment in the IPOSGPT AI tool that underpins the rapid responses presented at the Our Ocean Conference and UNOC-3.



## WHERE DID THE FUNDS COME FROM, AND WHAT WERE THEY USED FOR?

- AXA: 2nd part of a sponsorship dedicated to IPOSGPT.
- Quadrature Climate Foundation (QCF): for the Resilience Workstream program (four Rapid Responses forthcoming).
- Kresk4Oceans Foundation: to strengthen the scientific team (recruitment of two researchers).
- Institut Océanographique Paul Ricard: Costa Rica workshops (Barra de Colorado Statement).
- Ramboll (European Commission): OSF's share of the "Towards IPOS" consortium.
- HLD Mediterranean Fund: IPOS launch.
- MNHN & La Rochelle Université: recruitment of two interns
- Interest: Financial income from cash investments.
- Upstream funding: MHER grant for the Deep-Sea pilot and AXA in 2024.



## HOW WERE THE FUNDS USED?

- Technical services (IPOSGPT): outsourced development to Vital Ocean, resulting in the operational prototype of the IPOSGPT artificial intelligence used for Rapid Responses, notably the Seychelles pilot.
- Salaries: payments made through the CNRS Foundation, with advances to ensure contract continuity.
- Expert services: contributions (T. Brodie Rudolph, A. Vincent, G. Ortuño-Crespo) supporting the development of IPOS methods and deliverables.
- Missions and travel: team participation in major international events (Barcelona, Our Ocean – South Korea, UNOC-3 in Nice) and pilot workshops (Costa Rica, Seychelles).
- CNRS management fees.
- Other expenses: editorial production, translation, workshop facilitation, and intellectual contributions.

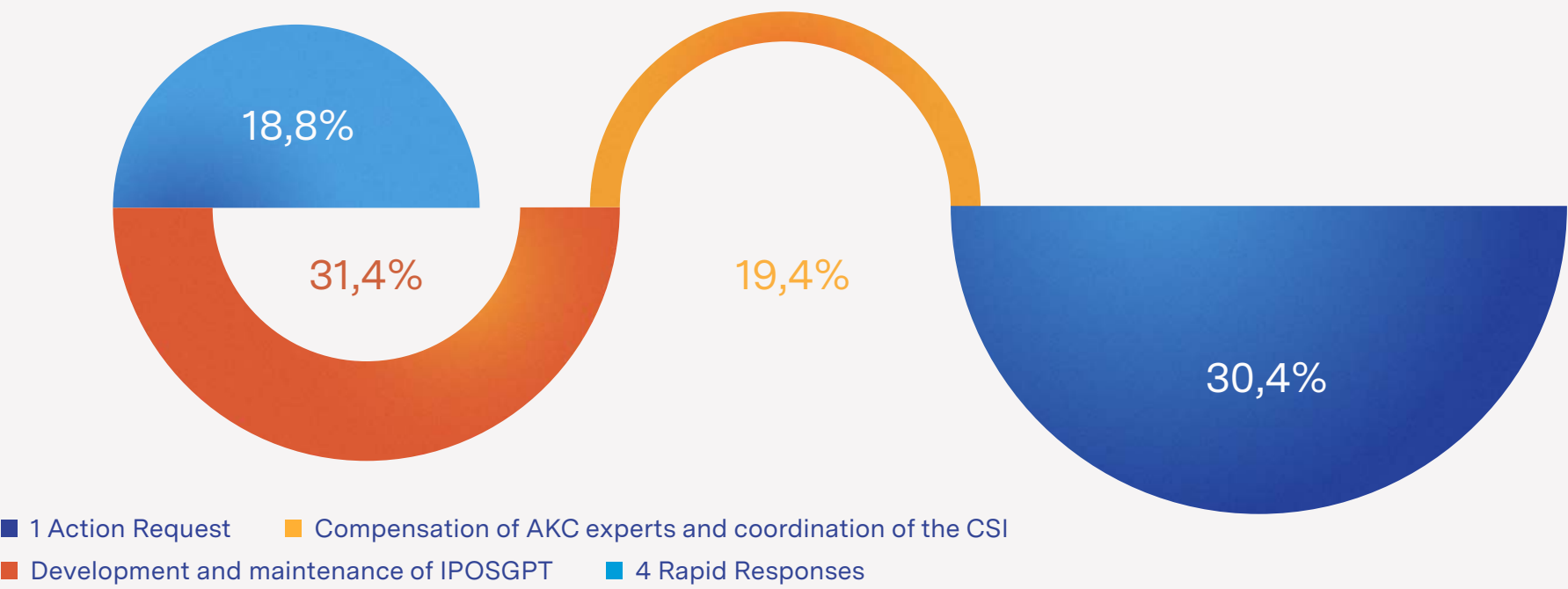


# 2025–2026: budget framework and needs

## PRESENTATION OF THE 2025–2026 PROVISIONAL BUDGET

For the first full year of implementation:

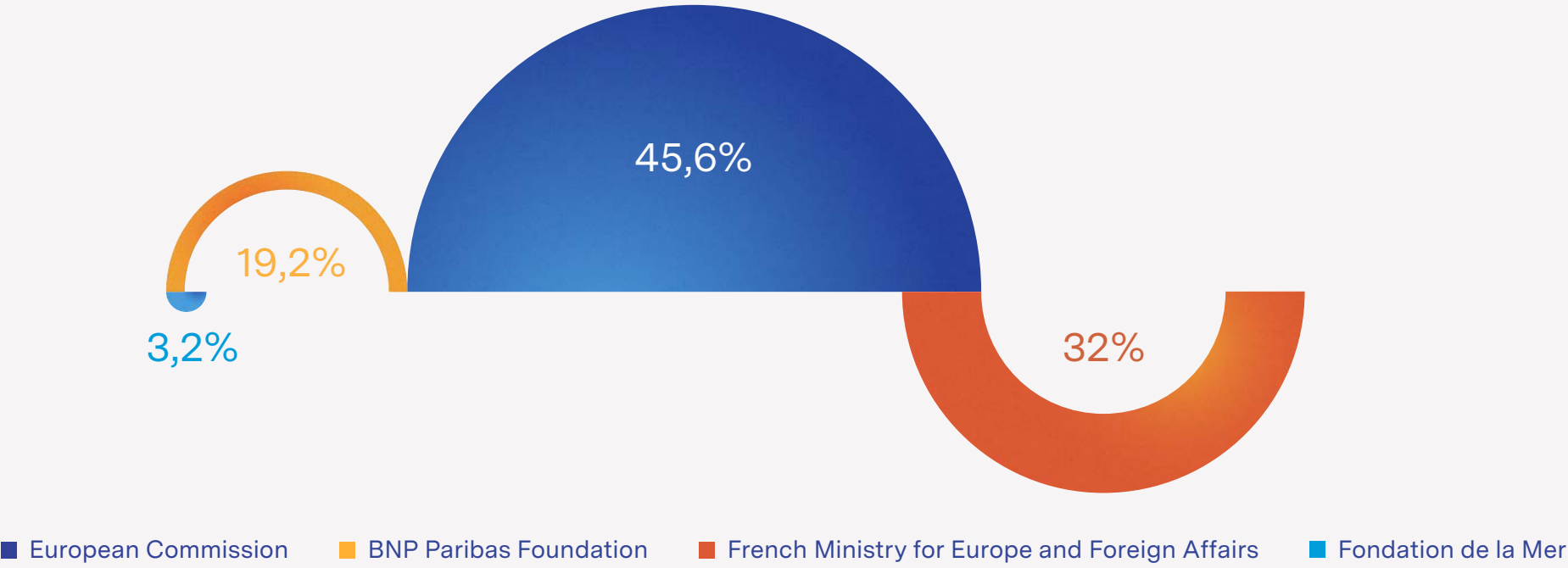
THE OPERATIONAL COSTS COVER:



## SECURED FUNDING AND POINTS OF ATTENTION

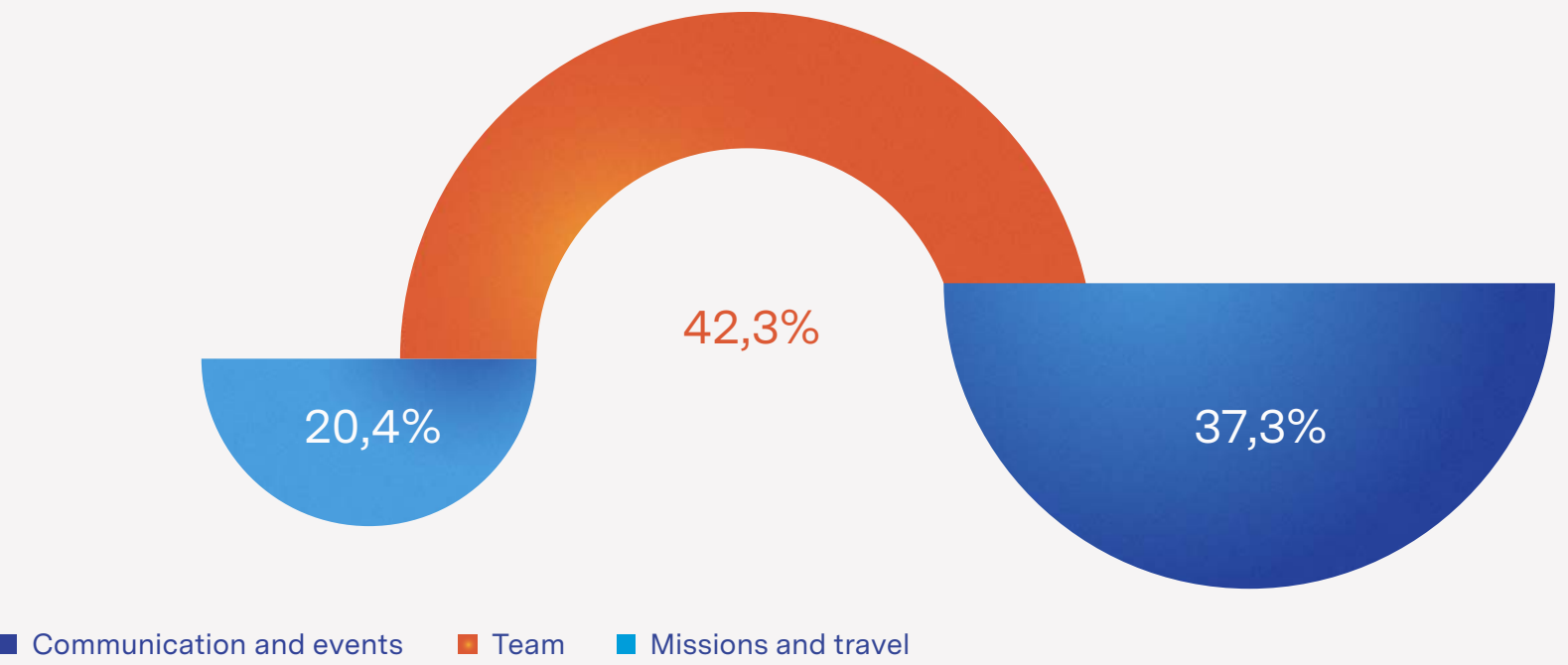
As of September 15, 2025, OSF has a secured or finalized funding base guaranteeing the first year of activity.

SECURED FUNDING:

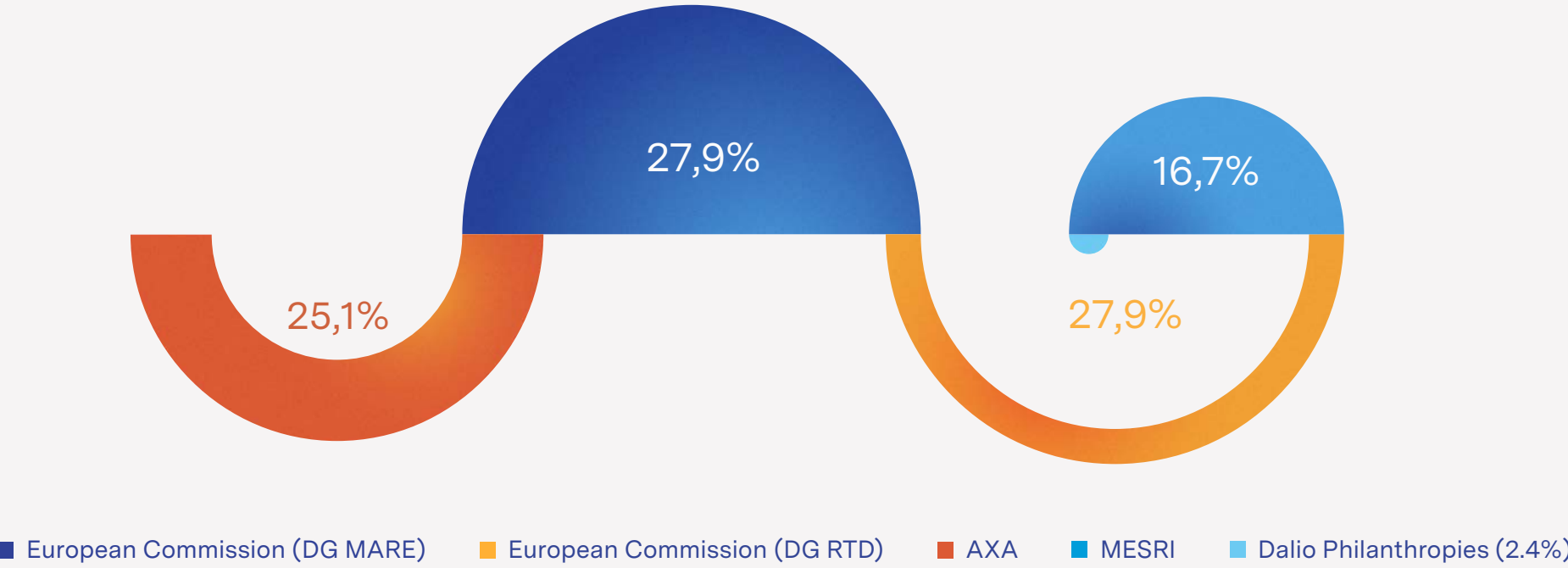


This level of funding more than covers the first year of activity and allows for a ramp-up from the second half of 2026.

THE ADMINISTRATIVE COSTS INCLUDE:



COMMITMENTS IN THE PROCESS OF BEING FORMALIZED:



However, a cash flow tension is expected at the end of 2025–early 2026 due to the timing of payments. Careful planning of disbursements and additional fundraising will strengthen financial flexibility.



# ROADMAP 2025-2026

**The 2025–2026 period will mark IPOS's transition to a phase of concrete action.**

Following the design and structuring phase, the objective is now to implement services, consolidate governance and resources, and strengthen international visibility.

01

## DEPLOYMENT OF SERVICES AND OPERATIONAL STRENGTHENING

- Launch of the first Action Requests and Rapid Responses (up to ten selected following the call issued at UNOC-3).
- Processing of the first official requests will begin in the first half of 2026.
- Implementation of a systematic monitoring and evaluation process to improve protocols and ensure the scientific quality of deliverables.
- Adjustment of the team to the operational phase: integration of field-oriented profiles and appointment of thematic or regional leads.

02

## INSTITUTIONAL, FINANCIAL, AND ORGANIZATIONAL CONSOLIDATION

- Diversification of funding: the target budget is €1.4 million, already partially secured through the European Commission, the French State, AXA, and several partner foundations.
- Deployment of an integrated management system to centralize project tracking, results, and financial flows.
- Consolidation of governance: finalization of the Terms of Reference (values charter, governance body statutes), establishment of the Knowledge Committee and the Steering Committee.
- Continued scientific and administrative support from the CNRS Foundation to the OSF, ensuring the credibility and stability of the initiative.
- Implementation of transparency principles: traceability of expenditures, regular reporting, audits, and budgetary control.

03

## INTERNATIONAL OUTREACH, PARTNERSHIPS, AND COMMUNICATION

- Strengthening international positioning through structured collaborations with IOC–UNESCO, UNEP, and other partner organizations.
- Active participation in major global conferences: Our Ocean 2026, IOC–UNESCO meetings, and others.
- Deployment of an integrated communication strategy: dissemination of deliverables, bilingual publications, infographics, and testimonials from beneficiary states.
- Highlighting initial results and their tangible impact on public policies.
- Maintaining smooth internal monitoring through the deployment of an integrated management system to centralize information on projects, beneficiary states, and funders' contributions.



# APPENDIX

## OSF TEAM

### CURRENT TEAM:

- **Françoise Gaill** (France) – Co-lead Towards IPOS – Biologist and oceanographer, specializing in deep-sea ecosystems and adaptation to extreme environments.
- **Tanya Brodie-Rudolph** (South Africa) – Co-lead Towards IPOS - International Ocean and Environmental Lawyer.
- **Pierre Karleskind** (France) – Secretary General Oceanographer and politician, specializing in oceanography, meteorology, and the environment.
- **Adrien Vincent** (France) – Senior Advisor – Engineer specializing in environmental issues, climate change, and strategic management.
- **Guillermo Ortuño-Crespo** (Spain) – Senior Advisor – Biologist, specializing in marine science and conservation.
- **Lucas Becquet** (France) – Project Manager – Advisor on human rights and environmental advocacy.
- **Victoire Provost** (France) – Project Officer – Advisor on environmental policies, specializing in sustainability, ocean governance, and gender studies.
- **Mariana Carteado Costa** (Portugal) – Intern – Project Assistant.
- **Anaëlle Perez-Kermarrec** (France) – Intern – Project Assistant.

### FORMER MEMBERS (2024–2025) :

- **Maxime de Lisle** (France) – Former Secretary General – Ocean advocate and author.
- **Kelsey Archer Barnhill** (United States of America) – Former “Deep-Sea” Coordinator – Marine ecologist specializing in the deep sea.
- **Leopoldo Cavaleri Gerhardinger** (Brazil) – Senior Advisor – Researcher in ocean sustainability.
- **Emma Doat** (France) – Former Intern – Project Assistant.
- **Athénaïs Mangin** (France) – Former intern – Project Assistant under the direction of the Muséum National d’Histoire Naturelle (MNHN), supervised by Frédérique Chlous.
- **Valentin Josserand-Surret** (France) – Former intern – Project Assistant under the direction of La Rochelle University, supervised by Bleuenn Guillou.

### TWO AMBASSADORS SUPPORTED THIS PERIOD:

- **Cameron Diver** (Pacific) – Specialist in environmental policies for Small Island Developing States (SIDS).
- **Frédérique Chlous** – Anthropologist and professor at MNHN



# APPENDIX

## Member Institutions of the Coalition of Scientific Institutions (CSI)

TOTAL: 62 INSTITUTIONS AS  
OF OCTOBER 2025, LISTED IN  
CHRONOLOGICAL ORDER.

- **CNRS** - French National Centre for Scientific Research (France)
- **IFREMER** - French Research Institute for Exploitation of the Sea (France)
- **ASU-IO** - Institut de l'Océan de l'Alliance Sorbonne Université (France)
- **IRD** - Research Institute for Development (France)
- **MNHN** - National Museum of Natural History (France)
- **UBO** - Western Brittany University (France)
- **MOI** - Mercator Ocean International (France)
- **GEOMAR** - Helmholtz Centre for Ocean Research Kiel (Germany)
- **AWI** - Alfred Wegener Institute (Germany)
- **MARE** - Marine and Environmental Sciences Centre (Portugal)
- **UAç** - University of the Azores (Portugal)
- **CSM** - Monaco Scientific Centre (Monaco)
- **UAB** - Autonomous University of Barcelona (Spain)
- **EurASc** - European Academy of Science (Europe – Pan-European network)
- **WHOI** - Woods Hole Oceanographic Institute (United States of America)
- **FAPESP** - São Paulo Research Foundation (Brazil)
- **USP-IO** - Oceanographic Institute of the University of São Paulo (Brazil)
- **SCRIPPS** - Scripps Institution of Oceanography (United States of America)
- **ZMT** - Leibniz Centre for Tropical Marine Research (Germany)
- **CST-SU** - Centre for Sustainability Transitions - Stellenbosch University (South Africa)
- **Xiamen University** - Chinese Academy of Science (China)
- **ULAB** - University of Liberal Arts in Bangladesh (Bangladesh)
- **WPU** - Western Philippines University (Philippines)
- **NMU-CMR** - Nelson Mandela University, Institute for Coastal & Marine Research (South Africa)
- **USC-CRETUS** - Cross-disciplinary Research Center in Environmental Technologies (CRETUS) University of Santiago de Compostela (Spain)
- **LRU** - La Rochelle Université (France)
- **SAEON** - South African Environmental Observation Network of the National Research Foundation (South Africa)
- **SFU** - Simon Fraser University (Canada)
- **UNA** - National University of Costa Rica (Costa Rica)
- **UP - CIIMAR** - Interdisciplinary Centre of Marine and Environmental Research of the University of Porto (Portugal)
- **UQAR-ISMER** (Institut des sciences de la mer de l'Université de Québec à Montréal (Canada)
- **Uchile** - Department of Anthropology, University of Chile (Chile)
- **ULaval** - Université Laval (Canada)
- **ONCE** - Global Ocean Negative Carbon Emission (International initiative)
- **WUN** - Worldwide Universities Network (International)
  - **University of Alberta** (Canada)
  - **University of Auckland** (New Zealand)
  - **University of Bristol** (UK)
  - **University of Cape Town** (South Africa)
  - **Chinese University of Hong Kong** (Hong Kong, China)
  - **University of Exeter** (UK)
  - **University of Ghana** (Ghana)
- **Griffith University** (Australia)
- **University of Lausanne** (Switzerland)
- **University of Leeds** (UK)
- **Maastricht University** (NL)
- **Mahidol University** (Thailand)
- **Makerere University** (Uganda)
- **Universidade Federal de Minas Gerais** (Brazil)
- **Tecnológico de Monterrey** (México)
- **National Cheng Kung University** (Taiwan)
- **University of Pretoria** (South Africa)
- **University of Queensland** (Australia)
- **University of Rochester** (United States of America)
- **Ruhr University Bochum** (Germany)
- **The University of Sheffield** (UK)
- **UTS** - University of Technology Sydney (Australia)
- **University of Tsukuba** (Japan)
- **University of York** (UK)
- **University of Victoria** (Canada)
- **UBC** - University of British Columbia (Canada)
- **UCalg** - University of Calgary (Canada)





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# CONTACT

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