ALL ABOARD ALLIANCE

GLOBAL MARITIME FORUM

DSG
DIVERSITY STUDY GROUP
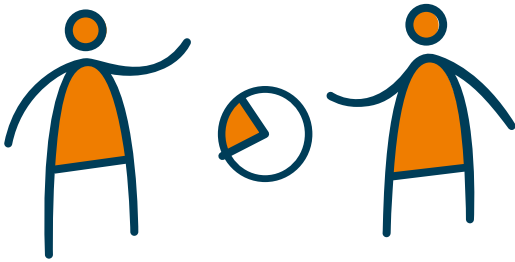Maritime DEI Experts

All Aboard Alliance Insights

2024

In order to have a sustainable, forward-looking, and innovative maritime industry we can all be proud of, we need to increase diversity, equity and inclusion at sea and onshore

About the All Aboard Alliance

The All Aboard Alliance sets out to significantly improve diversity, equity, and inclusion across the board. Not just because the maritime industry's most important stakeholders expect it to, but because the industry needs a diversity of skills and competencies to innovate through the triple disruption caused by decarbonisation, digitalisation, and automation.

The All Aboard Alliance's 36 member companies are united by a collaborative drive towards increasing diversity, equity, and inclusion at sea and onshore – for maritime to become the sustainable, forward-looking, and innovative sector we can all be proud of. The All Aboard Alliance is here to lead and facilitate this transformation through the collaboration and actions of its member companies.

Authors

Christian Breenfeldt Andersen
Project Manager, Human Sustainability, Global Maritime Forum

Jennifer Barrow
Director, Diversity Study Group

Contributors

Heidi Heseltine
Founder, Diversity Study Group

Ph.D. Susanne Justesen
Director, Human Sustainability, Global Maritime Forum

Editor

Justin Cremer
Senior Communications Manager, Editor, Global Maritime Forum

Disclaimer

Table of Contents

Executive Summary

The All Aboard Alliance is designed around five principles for embracing diversity, equity, and inclusion (DEI). When joining the Alliance, member companies commit to yearly self-assess against these principles. The 'All Aboard Alliance Insights Report 2024' report outlines the results from the second self-assessment of the 29 companies who submitted.

Highlights of the All Aboard Alliance Insights 2024

- **Principle 1 - Accountability:** As was the case in our first report, this principle remains the strongest. Business-sponsor responsibilities remain at a senior level, with an increase in the number of companies developing defined strategies underpinned by more focused monitoring of progress. In some companies, key performance indicators (KPIs) for diversity and inclusion are linked to remuneration and career development. Some Alliance members are also beginning to report tangible progress, such as better gender balance in leadership and cadet cohorts.

- **Principle 2 - Learning & development:** Member companies continue to rely too heavily on e-learning platforms and an ad-hoc, generic approach to equipping people with the skills to lead and manage diverse teams. The focus is generally on awareness-raising rather than behavioural change, and there is still little evidence of monitoring the uptake or impact of training programmes. For seafarers, we see an increased focus on wellness and buddies/mentors, with DEI topics becoming more prevalent at company conferences and meetings.

- **Principle 3 - Organisational culture:** There has been a noticeable shift in how member companies encourage colleagues to speak up if they are concerned about something, as well as improvements in fostering a sense of belonging among employees. Most companies have introduced anti-harassment and bullying policies and have developed specific, standalone policies for diversity, equity, and inclusion. New areas of focus include standardising parental leave and embedding equity and inclusion principles into core practices.

- **Principle 4 - Data:** There has been a step change in the data points that are collected and how the data is used to drive change. The most common diversity data points remain gender, age, and nationality, although more companies are now also capturing data in areas such as ethnicity and disability. The demographic data is used to set baseline targets and KPIs. The use of employee surveys to gather feedback from both onshore colleagues and seafarers has increased. There are more examples of how data has led to tangible action, such as a specific focus on recruitment and the development of training programmes.

- **Principle 5 - Communications:** Companies continue to use a broad range of communication channels to raise awareness of internal DEI initiatives and international celebration events. Interestingly, the reporting of some companies shows a shift to more transparency about the pace of change and the challenges faced, reinforced by specific metrics and targets. There is also more evidence of using storytelling to bring DEI to life, both internally and externally.

Trimming our sails: Strengthening diversity, equity, and inclusion

This year saw member companies adopt a more strategic approach to DEI, embedding it into overarching frameworks and processes. Moving forward, it's crucial to continually revisit existing strategies to ensure they remain relevant and accountable and that we understand our current challenges:

- **Extend diversity data collection:** Expand metrics beyond gender, age, and nationality. Set KPIs for broader inclusion and equity, tailored to different business areas to track progress effectively.

- **Strengthen equitable practices:** Review policies, such as parental leave, for inclusivity to ensure fairness for all. Promote these practices throughout the organisation via existing communication channels, integrating DEI messages into mainstream business communications.

- **Define and promote inclusive behaviours:** Expand employee surveys to gauge inclusion and belonging. Emphasise expected behaviours and language through regular, high-quality training. Encourage organisation-wide adoption of inclusive behaviours and reward accordingly.

In the face of shifting appetites for DEI, we must remain deliberate in our messaging and adaptable in our actions. By fostering consistency, patience, and collaboration, we can ensure long-term sustainability and make everyone feel safe, included, and treated fairly by:

- **Establishing transparency and collaboration:** Collaborate to identify industry challenges by sharing data and best practices. Benchmark DEI efforts against other organisations to assess industry maturity.

- **Co-designing possible solutions:** Partner with industry stakeholders to explore challenges, set collective ambitions, identify indicators, and design solutions.

- **Piloting solutions and set standards:** Test and continuously review ambitious solutions and integrate final approaches into corporate and policy frameworks to collectively establish industry standards.

1. Appoint a business sponsor to lead and ensure accountability of diversity, equity, and inclusion within the organisation.

2. Equip and educate people to understand their role in fostering a diverse, equitable, and inclusive workplace — from senior leaders through to line managers and team members.

3. Create and maintain an organisational culture of equity and belonging where everyone has equal opportunities to contribute and thrive.

4. Capture relevant data and develop insights to evaluate progress and evolve strategic objectives.

5. Communicate commitment and progress externally on an annual basis.

Foreword

By All Aboard Alliance Chair Mikael Skov and Global Maritime Forum Director of Human Sustainability Susanne Justesen

As we gear up for another exciting period for the All Aboard Alliance and the maritime industry, it's clear that diversity, equity, and inclusion are more vital than ever. With our industry being a melting pot of people and cultures, reflecting the interconnectedness of the world and the exchange of goods and ideas across our global landscape, ensuring diversity, equity, and inclusion is key to remaining resilient and attractive.

Furthermore, we've witnessed the tangible advantages that stem from a diverse workforce. By embracing a dynamic blend of perspectives, skills, and experiences, we pave the way for innovative thinking, initiatives, and improved business results.

We are honoured to present this second edition of the All Aboard Alliance Insights. This report marks a significant milestone in our collective journey toward fostering a maritime industry that thrives on the principles of inclusion and equality for all.

Building upon the foundations laid by our inaugural report, this year's edition delves deeper into what companies are doing across the five All Aboard Principles and what we, as an Alliance and as an industry, can do to further progress. It also celebrates the strides made by pioneering companies who have embarked on the transformative journey towards a more inclusive and equitable maritime sector for all.

We are grateful to the 29 member companies of the All Aboard Alliance who have contributed with their invaluable experiences to this report. Their commitment to establishing

transparency and collaboration has been instrumental in shaping the insights presented within these pages by the Diversity Study Group and the Global Maritime Forum.

As we look to the challenges and opportunities ahead, we remain committed to promoting diversity, equity, and inclusion. We look forward to us drawing motivation from the successes highlighted in this report to collectively advance our efforts in building a maritime industry that is diverse, equitable, and inclusive—a goal we can all be proud of.

Sincerely,

Mikael Skov
Chief Executive Officer
Hafnia

Ph.D. Susanne Justesen
Project Director,
Human Sustainability
Global Maritime Forum

Thank you to each of these member companies for contributing to this report:

- Anglo-Eastern
- Ardmore
- Bernhard Schulte Shipmanagement
- BP Shipping
- Caravel Group
- Cargill Ocean Transportation
- Chevron
- Danaos Shipping
- Dorian LPG
- Euronav
- Fednav
- Fleet Management
- G2 Ocean
- GasLog
- Hafnia
- Höegh LNG
- International Seaways
- Lloyd's Register
- Mitsui O.S.K. Lines
- Philippine Transmarine Carriers
- Purus Marine
- RightShip
- Rio Tinto
- Stena
- Svitzer
- Swiss Re Corporate Solutions
- Synergy Marine Group
- Turtle
- VIKAND

1. Introduction: Maturity Analysis Framework

We often encounter questions such as: What does progress look like, and how do we achieve it? How can we accelerate the change we want to make, and how do we move from where we are to where we want to be?

To help answer those questions, we have developed a Maturity Analysis Framework that is referred to throughout the report. Combining in-depth knowledge of the maritime sector with learnings from other industries, we have identified four key stages of DEI maturity for each of the All Aboard Principles: Starting out, Developing, Advancing, and Leading.

The first stage, **Starting out**, is the baseline for becoming more intentional about DEI for each of the principles. It is often characterised by a lack of strategic, and continuous action or intent coupled with limited resources, organisational accountability, data gathering, and communication.

The second stage, **Developing**, is where a more strategic approach develops and organisations begin to encourage, educate, and include all employees. The differences between diversity, equity, and inclusion emerge and are reflected in policies and processes, and a more detailed monitoring is developed.

The third stage, **Advancing**, is where a clear DEI strategy is established and owned by executives. The strategy is embedded throughout the organisation, and customised to different business functions and roles through more sophisticated training and specific resources. Inclusive behaviour expectations are reflected in career and promotion frameworks and KPIs are developed.

In the fourth stage, **Leading**, DEI strategy is aligned with other business priorities and fully integrated into all aspects of the organisation's operations and culture. The progress and impact of the initiatives are closely monitored and communicated both internally and externally, and the strategy is continuously reviewed.

Through this framework, organisations can self-assess where they stand and identify what steps to develop. Organisations are often stronger in some principles than others. The key is to learn from those strengths and adapt the approach to accelerate progress across all five principles.

We hope that the Maturity Analysis Framework can be helpful in accelerating progress across companies and across the industry.

	Starting Out	Developing	Advancing	Leading
Principle 1 Accountability	7	14	7	0
Principle 2 Learning and development	15	12	1	0
Principle 3 Organisational culture	11	13	4	0
Principle 4 Data	11	14	3	0
Principle 5 Communications	11	14	3	0

An All Aboard Alliance maturity scale indicating where member companies are on their journey within each of the five All Aboard principles. It is important to note that with this maturity scale, we are NOT assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Alliance principles based on the submitted evidence.

2. Trimming our sails: Strengthening diversity, equity, and inclusion

There is no silver bullet to creating a diverse, equitable, and inclusive workplace – a multi-pronged, nuanced, and dynamic approach is required. Results take time; we are setting sail on nothing less than a transformation of the industry. With our sights set on this collective long-term goal, we must also appreciate the smaller and individual victories that come along the way. As companies and as an industry, we collectively have many of the answers to accelerate our transition to becoming a more humanly sustainable and attractive industry.

Strengthening our approach

This year we saw the majority of member companies develop a more strategic approach to DEI, with more companies exploring why it is important to them and starting to build this into their overall frameworks and processes. This is encouraging. To ensure continued progress and that initiatives remain beneficial, it is important to regularly review the need for DEI, update strategies, and reinforce accountability when expanding our scope of work and portfolio of activities.

With a solid grasp of DEI's importance, we should strive to further understand where we stand. This is done by measuring progress, understanding the different needs and approaches, analysing barriers, leveraging data, and sharing successes and challenges. While some challenges might seem similar across organisations, the solutions often differ. By engaging and reengaging employees to strengthen this understanding, we can ensure that the initiatives introduced are data-led decisions that resonate with employees' perceived challenges, enhance employee engagement, and foster support for the implemented changes.

As we chart our course forward, the following steps are important to understanding our current challenges and deepening our commitment to diversity, equity, and inclusion:

1. **Extend diversity demographics:** We all need to broaden our data collection and analysis efforts to include broader diversity metrics beyond gender, age, and nationality. Extend and set KPIs to include broader inclusion and equity metrics. Tailor these to different areas of the business and set measurable targets to maintain focus and monitor progress.

2. **Strengthen equitable practices:** Review existing policies to ensure they work equally well for everyone. For instance, do parental packages apply equally to both men and women? Do they cover same-sex and/ or adoptive parents? Promote the use of policies across all levels of the organisation, utilising existing communication channels for consistent messaging on the importance of equitable treatment, and integrate DEI messages into mainstream business communications.

3. **Define and promote inclusive behaviours:** Extend engagement surveys to all employees to assess their sense of inclusion and belonging and to ensure they understand what inclusive behaviours and language are expected from them. Emphasise behaviours that lead to more inclusive workplaces, provide regular, high-quality training focused on behavioural change, and encourage everyone across the organisation to develop and continually practice inclusive behaviours by rewarding them accordingly.

2. Trimming our sails: Strengthening diversity, equity, and inclusion

Stronger together

Over the course of changes, the appetite for and acknowledgement of diversity, equity, and inclusion will ebb and flow. We are currently seeing pushback towards DEI in certain geographies, notably the US. This can serve as an important reminder to be deliberate in the words we use to describe our actions. We should never stop talking about the importance of finding ways to ensure that everyone is included, equitably treated, and can experience a sense of belonging. Occasionally, we may need to describe our work in different terminology, such as potentially focusing on psychological safety. Our actions can remain the same, even if the language we use will need to change and adapt.

To succeed as individual companies, as the All Aboard Alliance, and as an industry in raising the tide of talent, it's important that we remain consistent and patient. Rethinking industry structures is a long-term challenge that requires continuous organisational dedication, employee engagement, and collaboration between companies. Although this might take more time, it will ultimately yield a more enduring transformation.

Shared challenges

- Global talent shortage clearly affecting our talent retention and attraction

- Strong expectations from stakeholders to improve on diversity, equity, and inclusion

- Need for increased innovation to deal with the disruptions of decarbonisation, digitalisation, and automation, necessitating access to diverse skills and perspectives

To become a leading industry where everyone feels safe, included, and treated fairly, we should:

1. **Establish transparency and collaboration:**
   Join forces as a community of action to collectively identify system challenges across the maritime sector through data sharing and best practices. Monitor and benchmark DEI efforts against other organisations both within and beyond shipping to assess our industry maturity.

2. **Co-design possible solutions:**
   Collaborate with internal and external stakeholders across the industry to further explore challenges, set collective ambitions, identify reliable indicators, and design possible solutions.

3. **Pilot solutions and set standards**
   Pilot ambitious solutions and continually assess and adapt approaches to improve our approach. Implement learnings and solutions into corporate and policy frameworks to collectively set better standards as a coalition of the willing.

Now is the time for collective and decisive action to realise our goal of bringing about a sustainable, forward-looking, and innovative maritime industry we can all be proud of, both at sea and on shore.

When a single company changes on its own, the risk of exposure may feel high, but when a collective of companies commit to change together, we risk setting new and better standards. Let's navigate these waters together, with determination and a shared commitment to building a maritime industry that is truly inclusive and equitable for all.

"We have embarked on a transformative Diversity, Equity, and Inclusion (DEI) journey within our organization, making strides while recognizing that there is more to achieve. Our leadership is being held accountable by employees, engaging in frequent discussions and learning sessions on DEI.

Steen Lund
Chief Executive Officer, RightShip

"We are proud that LR is accelerating our journey in DEI and that the focus and investment from the Executive team is truly demonstrating our commitment to fairness, empathy, and recognising the strength in our differences, creating an environment where everyone feels valued and heard. We are making good progress in developing a new strategy to continue to build a truly inclusive culture in which all colleagues can be their selves and our ambition is that from this we will create a truly diverse workforce.

Sharron Pamplin
Chief People Officer, Lloyd's Register
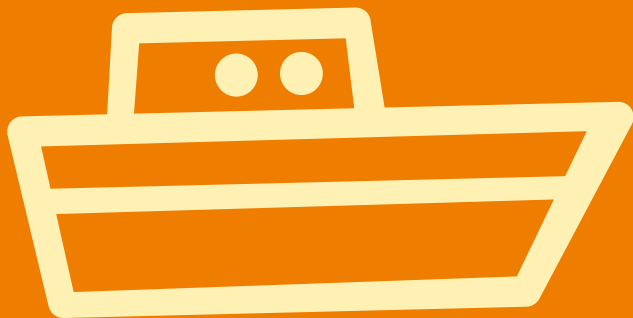
3. The 5 Principles
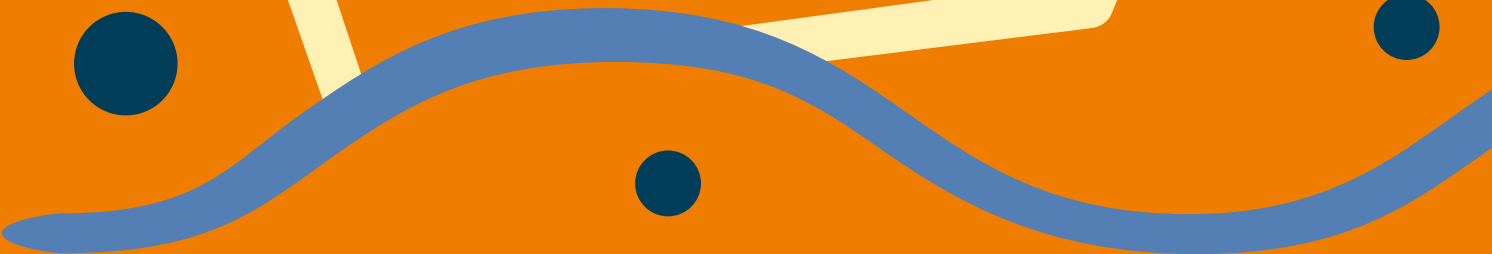
Principle 1 - Accountability

Starting Out

1. **Unclear ownership**
   There is little formal allocation of responsibilities. Activity is generally led by passionate individuals with little executive oversight.

2. **Lack of strategic direction and action plan**
   There is an ad hoc approach to the introduction of initiatives with little continuity and limited connection to business purpose.

3. **Little budget and/or resourcing available**
   There is no formal funding or resource allocated to support DEI activities and/or only available on an ad hoc basis.

4. **Lack of measurement of impact and outcomes**
   What little activity is in place is not reviewed to monitor impact or return on investment.

5. **Voluntary participation with no consequences for lack of progress or action**
   There is little accountability in place and limited expectations for colleagues to participate in DEI activities or behave in an inclusive way. Progress is not incentivised and there are no consequences for lack of action.

Developing

1. **Activity owned by HR or small DEI team**
   Accountability transitions to HR and/or a specific DEI team. There is some leadership oversight, usually by a leader who is personally committed to DEI.

2. **Emergence of a DEI strategy and action plan to inform direction**
   Activities begin to be pulled together into one place to form a more accurate picture of DEI activity across the organisation and establish recurrent processes.

3. **Some resources made available**
   A small budget is made available to fund DEI activities, usually from HR or DEI departmental budgets.

4. **Data and KPIs introduced to measure progress**
   DEI-related data begins to be captured and limited targets are introduced to review the impact of activities.

5. **Emergence of DEI expectations in some personal performance objectives**
   DEI-related objectives begin to feature in HR and/or DEI roles but for most people in the organisation, DEI remains a voluntary, side-of-desk activity.

Advancing **7**

1. **DEI owned by a named executive (C-Suite)**
   A named executive becomes accountable for DEI to ensure organisational support from the top and demonstrates commitment.

2. **Strategic approach linked to business purpose and implemented by the business**
   A DEI Strategy is developed, clearly aligned to the business with DEI actions customised to the needs of different business units/departments.

3. **Specific resources allocated to DEI**
   The organisation allocates a budget and specific resources to ensure the progress of DEI initiatives – also during challenging times.

4. **DEI data and external benchmarking to measure progress and identify areas of focus**
   Customised DEI-related KPIs and goals are introduced to track progress and equitable outcomes across the business and establish accountability.

5. **Emergence of consequences for DEI action or inaction**
   A governance and accountability framework clearly defines who is responsible for each area of delivery and people are equipped to play their role.

Leading **0**

1. **DEI-accountable executive positioned as a driver of progress**
   A named executive emphasises the value of increased DEI and spearheads initiatives by allocating resources and challenging peers to drive DEI in their areas of the business.

2. **DEI seen as mission-critical and equal to other business priorities**
   DEI becomes incorporated into the overall company strategy, making it an overall strategic priority.

3. **Accountability and resourcing mechanisms incorporated across the company**
   DEI responsibilities are cascaded alongside resources to ensure people have what they need to support DEI delivery.

4. **Everyone understands their role in fostering DEI and participation is acknowledged in performance reviews**
   Customised DEI objectives are created for all levels with an explicit link to reward and remuneration. The demonstration of inclusive behaviours is crucial to career progression.

5. **External benchmarking and supplier diversity used to signal commitment and influence external stakeholders**
   DEI is seen as a major plank in partnering with external stakeholders such as suppliers, clients, customers, and regulators.

The All Aboard Alliance maturity analysis indicates where member companies are on their journey within each of the five All Aboard Principles. It is important to note that with this maturity scale, we are not assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Principles based on the submitted evidence.

Principle 1

Appoint a business sponsor to lead and ensure accountability of diversity, equity, and inclusion within the organisation

Introduction to Principle 1

Principle 1 of the All Aboard Alliance builds the foundation for member companies to develop a sustainable approach to fostering a diverse, equitable, and inclusive culture. It focuses on four key areas:

- Appointing a business sponsor at the C-Suite level and demonstrating a commitment to leading diversity, equity, and inclusion within their organisation.

- Developing a strategic approach.

- Monitoring and evaluating progress.

- Recognising and rewarding DEI-related activities.

In continuation of last year's insights, the performance against Principle 1 remains stronger than the other four, with more member companies demonstrating advancing maturity levels. Business sponsor responsibilities remain at a senior level, there has been a shift in the number of companies developing defined strategies underpinned by more focused monitoring of progress, and in some firms, diversity and inclusion KPIs are linked to remuneration and career development. Some member companies are also beginning to report tangible progress, such as improved gender balance in leadership and cadet cohorts.

Business sponsors – who they are and what they do

The All Aboard Alliance encourages member companies to appoint a business sponsor at the very top of the organisation – someone who has the authority and potential to facilitate change. The role differs across organisations but is usually someone at the executive level.

Similar to our 2023 report, this year's submissions indicate that most business sponsors continue to operate at the executive level, demonstrating that the agenda remains a business priority.

Business Sponsor Role

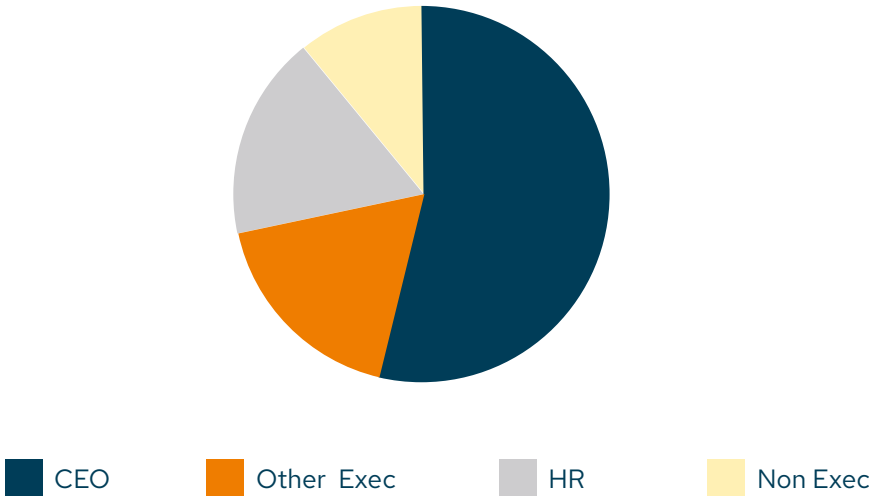|			
■ CEO	■ Other Exec	■ HR	■ Non Exec

Figure 1: *The formal role of the appointed business sponsor to the All Aboard Alliance. For member companies with more than one business sponsor, only the most senior role has been included. 'Other Exec' includes CFO, COO, and Chief Environment & Sustainability Officer.*

This year's reporting also shows that in addition to ambassadorial duties, business sponsors are focusing on developing a more strategic approach – underpinned by performance metrics and the provision of sufficient resources to deliver programmes. Examples of particular note include:

- **Håvard Furu, Chief Financial Officer at Höegh LNG** was pivotal in adopting a customised approach to the company's DEI strategy and initiating discussions on different kinds of diversity, such as educational background.

Developing a strategic approach

A fundamental ambition of the All Aboard Alliance is to promote a strategic approach to DEI so that it is no longer a standalone programme but one that is linked to the overall purpose of the business and aligned with other business imperatives.

While most member companies continue to take an ad hoc approach, evidence emerged in this year's report of more deliberate strategies. For example:

- **BP** developed a specific DEI action plan for its fleet, outlining its baseline starting point, actions taken so far, the direction of travel, and how progress will be measured.

- **G2 Ocean** has integrated inclusion considerations into its overall business strategy to ensure they are aligned with the company's strategic priority of building high-performance teams.

- **Fednav** conducted a workshop for the talent management team to develop an action plan to implement changes in its processes and tools to increase diversity, inclusion, and equity and has incorporated DEI-related expectations into performance reviews to foster an inclusive environment.

- **Hafnia** conducted moderated discussions at key meetings with members of its leadership group to discuss delivering against stated diversity ambitions and further engagement across the organisation.

- **Ardmore and Cargill** have incorporated DEI-related expectations into the performance of external suppliers.

Monitoring and evaluating progress

Just like any other business priority, some member companies have introduced governance frameworks to ensure top-level accountability and track progress or are in the process of doing so. There is emerging evidence that some member companies are taking a more nuanced approach to target setting than they did last year. For example:

- **Svitzer** has incorporated diversity, equity, and inclusion KPIs into detailed corporate scorecards that are regularly reviewed.

- **Bernhard Schulte Shipmanagement** has introduced a target for more people under age 35 in management.

- **VIKAND** uses a 40-60% threshold approach in relation to gender balance, meaning that there is at least 40% but no more than 60% of any gender in senior leadership.

- As well as monitoring progress internally, **Rightship,** and **Swiss Re** have utilised external benchmarks against industry norm data points, and some have used agencies to audit performance.

Rewarding and recognising active participation

Underpinning this aspect of Principle 1 is the recognition that DEI efforts should align with other business priorities, for example, by including relevant objectives in individual performance reviews and a direct link to remuneration. Examples that stood out include:

- **Bernhard Schulte Shipmanagement's** managers consider diversity, equity, and inclusion contributions when appraising the work of their team members.

- **BP** and **Cargill** have incorporated standards into their competency frameworks that establish inclusive behavioural expectations for employees.

- **GasLog** awards performance bonuses based in part on annual environmental, social, and governance (ESG) targets, with a percentage being allocated on DEI performance targets.

- As part of its group performance goal, **Rightship** has set a diversity-related target that directly impacts remuneration.

Maturity steps – Principle 1

- **Now** – More defined DEI strategies are emerging, and ownership of the overall agenda is sitting at the right level. Now ensure that you clearly align DEI with your business purpose to ensure it remains a priority during volatile times.

- **Next** – As well as organisational targets, more specific KPIs are needed to develop a strong pipeline of talent, monitor progress, and establish accountability. Customise targets to different areas of the business and broaden them to include inclusion and equity metrics as well as demographics.

- **Later** – Benchmark activity against other organisations, both from within the sector and beyond. Build on internal programmes to partner with external stakeholders such as suppliers, clients, customers, and regulators and support the wider sector in becoming an attractive career destination.

"

Progressing **DEI** within
the broader maritime industry
involves tackling challenges such as
underrepresentation of diverse groups,
especially at senior levels. Increasingly **DEI**
is a factor in employee's choice of employers.
Demonstrating inclusivity is vital to
attracting and retaining diverse talent, which
is essential in an industry competing for
skilled professionals.

Barbara Pickering
President, Chevron Shipping

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Everything needs balance and business
performance has to be a clearly measured
primary expectation. **DEI** is a powerful enabler to
performance, and we have to do more to bring this
out into the open to ensure that the changes our
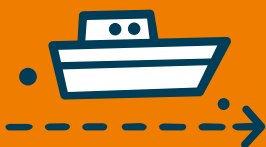industry urgently needs become a reality.

Anthony Gurnee
Chief Executive Officer, Ardmore

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Principle 2 - Learning and development

Starting Out — 15

1. **One-off, generic DEI-related training**
   There is no evidence of a strategic approach to DEI learning and development (L&D), and the training provided tends to be one-off, unconscious bias e-learning.

2. **Focus on raising awareness rather than behavioural change**
   Rather than DEI development programmes, activity tends to be based on raising awareness amongst colleagues, using regional days of celebration such as International Women's Day, Black History Month, and LGBT+ Pride events.

3. **No guidance or DEI-related behavioural expectations provided**
   For organisations starting out, DEI is not explicitly referenced in company values or behavioural standards. Where some DEI-related behavioural guidance might be available, it is not applied consistently.

4. **Little monitoring of the impact or uptake of DEI training**
   The little training that is provided is not mandatory and attendance rates and impact are rarely monitored.

5. **Limited awareness and support**
   There is a lack of awareness amongst leaders, line managers, and colleagues of the support available to equip them to understand their role in fostering an inclusive environment.

Developing — 12

1. **Different platforms and delivery methods emerges**
   DEI L&D programmes are delivered in a variety of ways to engage and reach different audiences, for example, face-to-face, theatre-style learning, and/or the use of e-learning modules to accompany in-person training.

2. **DEI programmes begin to extend beyond awareness-raising**
   Organisations begin to offer high-quality programmes such as bias and allyship training, and colleagues receive periodic refreshers to keep key learnings top of mind.

3. **Senior leadership and board members engage in DEI efforts**
   In addition to raising awareness among colleagues, organisations begin to engage senior executives and board members in the opportunities that DEI provides and clarify their role in fostering an inclusive and equitable culture.

4. **DEI training developed across the employee lifecycle**
   DEI L&D provision begins to feature across the employee lifecycle, for example, when onboarding new hires, providing development opportunities for people from underrepresented groups, and providing specific training for people included in the recruitment and hiring process. Those that have seafaring operations develop specific programmes ahead of people joining their vessels.

5. **Regular and systematic monitoring commences**
   Organisations begin to monitor attendance and collect feedback on the quality of training programmes to inform future programme design. When combined with demographic diversity data points, analysis begins to show differences in how different groups feel across the organisation.

Advancing **1**

Leading **0**

Advancing

1. **Standalone DEI training provided alongside mainstream L&D programmes**
   DEI messaging and principles are integrated into mainstream training such as new people manager programmes. Inclusive leadership programmes are provided to senior leaders to secure engagement. An "often and varied" approach is developed to create regular opportunities to build awareness and capabilities.

2. **Sophisticated approach to training advances**
   Digital learning modules accompany workshops as the organisation shifts from one-off training to a varied programme, using multi-media where appropriate. Support programmes such as reverse mentoring provide opportunities for leaders and managers to learn about different perspectives.

3. **Managers equipped with the skills they need to succeed**
   To effectively manage the new demands being placed on them, managers are provided with ongoing support. This includes repeated, relevant, and high-quality training and nudges that emphasise concrete actions that managers can incorporate into their daily practices.

4. **Code of conduct and behavioural standards introduced**
   L&D programmes are underpinned by values, behaviour frameworks, and codes of conduct that explicitly include references to DEI expectations emphasizing the behaviours valued in employees and what those look like in practice.

5. **Both inputs and outcomes monitored**
   Organisations review key employee moments that matter such as performance reviews, work allocation and promotion / hiring criteria to ensure key learning is turned into action as well as employee experience from exit interviews. Furthermore, organisations continuously monitor the impact of DEI training and activities through feedback forms.

Leading

1. **Learning & Development design principles emerge**
   Organisations develop innovative interventions that are designed and tested with people from different communities and areas of the business. Employee Network Groups are consulted alongside people from different teams, perspectives, locations and business units.

2. **Bespoke programmes designed to accelerate impact**
   L&D programmes now include specific training on ensuring inclusive behaviour and establishing equitable opportunities for the different audiences throughout the organisation for example on board vessels for those that have seafaring operations, as well as recruiters, HR professionals, data insight teams, customer support, marketing and communications, and procurement.

3. **Emphasis placed on developing an inclusive culture**
   Organisations foster a culture in which colleagues feel safe speaking up without fear of repercussion. . Diverse perspectives are welcomed and encouraged and seen as central to creating a sustainable, resilient, and successful organisation.

4. **DEI principles explicitly integrated into mainstream leader and manager career development expectations**
   Leaders and managers are expected to play their part in fostering a diverse, equitable and inclusive environment with confidence and to exemplify positive and call out inappropriate behaviour.

5. **Sophisticated monitoring approach in place and continually reviewed**
   A mature and nuanced approach to monitoring emerges. Programmes are introduced and evidence of impact is captured in DEI data dashboards and used to measure the progress of the overall DEI strategy. Allocation of development opportunities, promotions, and renumeration are monitored to embed an equitable approach for all.

The All Aboard Alliance maturity analysis indicates where member companies are on their journey within each of the five All Aboard Principles. It is important to note that with this maturity scale, we are not assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Principles based on the submitted evidence.

Principle 2

Equip and educate people to understand their role in fostering an equitable, diverse, and inclusive workplace, from senior leaders through to line managers and team members

Introduction to Principle 2

The learning and development principle emphasises the importance of educating and equipping leaders, people managers, and colleagues to understand their role in creating an equitable and inclusive work environment throughout the organisation.

This principle is one of the more challenging for member companies, with the majority determined to be 'Starting out' in the maturity analysis.

Company submissions revealed an over-reliance on e-learning platforms to provide training and an ad hoc, generic approach to equipping people with the necessary skills to lead and manage diverse teams. Activity generally focuses on awareness-raising rather than behavioural change, and there continues to be little evidence of monitoring uptake or impact of provided training programmes.

However, some positive changes emerged this year. Different delivery methods are being explored by some member companies and specific training is being designed to meet the needs of different functions and roles across the business. For seafarers, we see an increased focus on wellness and buddies/mentors, while DEI are topics becoming more prevalent at company conferences and meetings.

General awareness-raising events

Everyone plays a role in fostering welcoming workplaces, and member companies continue to report how they mark global and regional days of celebration to raise awareness, such as International Women's Day, Black History Month, and LGBT+ Pride month/parades. Other methods include poster campaigns, messages from leaders, and town hall presentations.

This is now becoming common practice throughout the sector, with more senior leaders actively promoting events and encouraging teams to participate in DEI discussions and events.

People managers and leaders

People managers and leaders play a pivotal role in fostering diverse, equitable, and inclusive workplaces, from relaying key messages and leading by example to allocating work, bonuses, and promotional opportunities fairly. This is a growing area of focus for member companies, with more designing training opportunities that specifically focus on the inclusive leadership skills that are required to recruit, lead, and develop diverse teams. For example:

- **BP** is piloting an inclusive leadership programme specifically for shipping leaders and has also run targeted initiatives such as a reverse mentoring scheme.

- **Caravel & Fleet** have focused on the responsibilities of their board members and equipping them to hold the organisation to account.

Designing bespoke programmes to accelerate impact

Ensuring that people at every level understand why diversity, equity, and inclusion are relevant to their role can accelerate impact. This could include specific training onboard vessels as well as learning programmes for people such as ship masters, recruiters, HR professionals, data insight teams, customer support, marketing and communications, and procurement. Examples that stood out this year include:

- **Ardmore** has designed its programme to meet the requirements of different regions. People from different management levels participate in the sessions, maximising regional exposure.

- **Euronav** implemented a training programme on effective communications for onshore staff.

- **Fednav** introduced pay equity training to the talent management team as well as collaborated with pay equity experts to complete a robust review of our tools to provide a fair and neutral evaluation of every role within the organisation, helping to reduce bias and discrimination.

- **Höegh LNG** introduced inclusive recruitment skills training for hiring managers, including one-to-one coaching as soon as a role becomes vacant.

Learning and development for seafarers

There has been a shift in the provision of training aimed at seafarers. As well as sexual assault and sexual harassment (SASH) training, member companies also reported programmes aimed at fostering a psychologically safe culture onboard vessels that encourage workers to speak up. Examples that stood out include:

- **Caravel & Fleet** launched initiatives aimed at female seafarers that allow them to access direct support from psychologists and liaison with managers via WhatsApp.

- **Support and membership of the Diversity@Sea** pilot programme was frequently mentioned this year as a way to better understand the opportunities and challenges of fostering a more inclusive onboard environment.

Linking diversity, equity, and inclusion to corporate values

Although reported less frequently, some member companies demonstrate their commitment by explicitly referencing inclusion in their values and behaviour frameworks. This provides a reference point for subsequent learning and development programmes:

- **GasLog** has developed a dedicated curriculum to bring to life its new core value - inclusivity.

Maturity steps – Principle 2

- **Now** - Most companies remain in the 'Starting out' phase in the maturity analysis for Principle 2. Training is generally ad hoc, and content is focused on raising awareness rather than changing behaviours. Whatever training is provided, start monitoring uptake and impact, and customise initiatives to different roles within the organisation.

- **Next** - To mature, there needs to be a focus on the behaviours that will lead to more inclusive workplaces. A way to accelerate change is to encourage leaders and managers to create conditions for their teams to thrive by providing regular, relevant, and high-quality training that emphasises concrete examples that can be incorporated into daily practices.

- **Later** – Integrate inclusive behaviour expectations into mainstream career development frameworks and link them to company codes of conduct and values. Reward those who step up and make the time to explore their role in fostering diverse, equitable, and inclusive workplaces.

"

Implementing DEI training within our onboarding programme, along with the introduction of a comprehensive digital DEI training, has played a key role in fostering a DEI culture from the beginning.

Ian Beveridge
Chief Executive Officer, Bernhard Schulte Group

"

Case Study: Chevron

Background

Chevron Shipping Company LLC is a world-class global marine services company specializing in oil and gas marine solutions. We provide safe, reliable and cost competitive marine transportation and expert technical, commercial and marine operations support to Chevron's customers and affiliates worldwide. Our operated fleet consists of conventional crude tankers and product carriers, as well as high technology ships and liquefied natural gas (LNG) carriers.

What did you want to achieve?

An environment where everyone has the opportunity to grow in their shipping careers, feels a sense of belonging and can reach his/her full potential.

What did you do and how did you do it?

Provided (DECIDE) Breaking Bias training for all Employee Personal Development Representatives. This training is designed to break unconsious bias at its source, through practice tools (SEEDS model) with embedding activities, application strategies, and guides to help mitigate biases, Breaking Bias training enables informed, effective and confident decisions. Introduced Inclusion Counselor participation for every Planning and Development Committee and selection team to give outside perspective to the function or business unit, check against unconscious biases, encourage more complete thinking, ask clarifying questions, invite quieter voices to speak up, and provide feedback to the Planning and Develement Committee members.

What are the results so far?

Planning and Development Committee discussions and selections reflect our open and inclusive culture, with Personal Development Representatives challenging each others' thinking, checking one another against unconsious bias and sharing diverse perspectives.

What have you learned?
Is there anything you would have done differently?

Accepting and labelling bias helps us to mitigate its influence in decision making.

Principle 3 - Organisational culture

Starting Out 11

1. **DEI rarely features in organisational policy or processes**
   There are few explicit references to DEI contained in organisational policy or process. A common starting place is to introduce policies such as equal opportunities or put measures in place to address sexual misconduct.

2. **Few opportunities to engage with colleagues on DEI issues**
   People have limited options for providing feedback on their experiences in the organisation and DEI-related events are few and far between.

3. **Lack of inclusive behavioural standards**
   DEI requirements are not included in career frameworks, recruitment criteria, or promotion expectations. Inclusive behaviours are inconsistent across the organisation.

4. **Little monitoring of the uptake of policies**
   Existing DEI policies are rarely monitored or audited to understand how they are being used.

5. **Lack of awareness of what is on offer**
   Employee benefits on offer are rarely communicated, and colleagues can often be unaware of what is available to them. Uptake is inconsistent and often dependent on individual people managers promoting them in their areas of the organisation.

Developing 13

1. **Reviewing core processes and policies to eliminate bias begins**
   Some policies and processes are audited to ensure that they are inclusive – a common starting place is ensuring equitable recruitment of talent from underrepresented groups. Other areas of focus include flexible working, dignity at work, bullying and harassment, well-being, and parental leave policies.

2. **Colleague feedback mechanisms are introduced**
   Employee engagement surveys are introduced to gather feedback from colleagues across the organisation. Larger organisations may establish Employee Network Groups to offer peer support to different groups and to provide insight into the lived experiences of people within different areas of the business. Employee Network Groups are also used to develop awareness-raising events and activities to help people understand more about DEI-related issues.

3. **Inclusive behavioural standards begin to emerge**
   Organisations accelerate an inclusive culture by encouraging people to develop and continually practice inclusive behaviours. Toolkits and DEI playbooks are developed to capture and codify what inclusive behaviour looks like in practice, for example, inclusive performance management conversations and inclusive meeting etiquette, as well as what's unacceptable.

4. **Monitoring of policy implementation begins**
   Organisations develop an approach to monitoring policies, processes, and practices and consult with relevant parties (e.g., ENGs) to ensure that they are fit for purpose. Inclusion metrics begin to feature in diversity data dashboards.

5. **Strategic communication about DEI initiatives is developed**
   Organisations begin to publish inclusive policy details on their websites, and these are also included in talent attraction campaigns. Information is integrated during the onboarding process and regular engagement programmes to encourage people to make use of them.

Advancing **4**

Leading **0**

1. **All core business decisions and approaches are reviewed for DEI implications**
DEI is integrated across the whole employee lifecycle. Recruitment, promotion, and pay criteria are regularly audited to ensure they are equitable. If employing both shore-based staff and seafarers, organisations have differentiated policies and processes to consider the different needs of all colleagues.

2. **Programmes are in place to encourage people from underrepresented groups to progress throughout the organisation**
Organisations invest in programmes that are designed to ensure the inclusion of people from underrepresented groups to build a more diverse talent pipeline. These range from skills workshops and mentoring to formal sponsorship programmes.

3. **Behaviours that help foster an inclusive workplace are acknowledged and rewarded**
Inclusive behaviour is perceived as the norm rather than a side-of-desk activity and inclusive behaviour is expected of those who wish to be promoted. A zero-tolerance approach is introduced and inappropriate behaviour is called out and addressed.

4. **External audits and benchmarking are introduced to provide feedback on priority areas**
External audits and benchmarking provide insight into areas of best practice and where gaps need to be closed. Inclusion, equity and outcomes-based KPIs are introduced alongside demographic metrics within diversity data dashboards.

5. **Regular communication about diversity and inclusion**
Employees are encouraged to uphold the inclusive policies and processes and make use of benefits in place - from both the central leadership, support teams, and individual people managers as well as highlight inequitable and exclusive practices.

1. **Inclusive polices, processes, and benefits regularly reviewed to ensure they remain best in class**
Policies and processes are positioned as key methods to attract, retain and promote people from the broadest range of backgrounds. Best-in-sector approaches are introduced to maintain a competitive edge so that people want to join and stay with the organisation.

2. **Regular colleague feedback mechanisms in place and career progression made clear to all**
There are regular and varied ways that colleagues can provide feedback on their experiences, and the organisation is transparent about what people need to know to advance and plan their careers. Employee Network Groups are utilised to raise awareness of different opportunities and challenges pertaining to specific employee groups.

3. **Inclusive behaviour becomes the default**
Inclusive behaviour is integrated into all underlying career frameworks and compensation criteria. Peer reviews form part of performance evaluation for leaders and people managers as part of reward schemes and some organisations explicitly link pay to inclusive performance. All colleagues, people managers and leaders are equipped to play their part in fostering a psychologically safe environment and where everyone feels able to contribute and thrive.

4. **DEI implications monitored across both business and people-related areas**
Different perspectives are considered when making business and people-based decisions and inclusive design principles are applied when introducing new products and services.

5. **Confident communication approach is adopted, both internally and externally**
The equitable outcomes of the organisational approach are publicly shared, and feedback is sought from a range of stakeholders for continuous improvements. The organisation becomes known for trying new things to keep testing and evolving its thinking, especially in times of upheaval and uncertainty.

The All Aboard Alliance maturity analysis indicates where member companies are on their journey within each of the five All Aboard Principles. It is important to note that with this maturity scale, we are not assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Principles based on the submitted evidence.

Principle 3

Create and maintain an organisational culture of equity, inclusion, and belonging where everyone has equal opportunities to contribute and thrive

Introduction to Principle 3

Principle 3 on organisational culture focuses on what companies are doing to foster a culture of equity, inclusion, and belonging and how these principles are integrated into policies and processes.

As with Principle 2, this remains a challenge to member companies, with the majority determined as 'Developing' in the maturity analysis. However, there has been a noticeable shift this year in how member companies are encouraging colleagues to feel that they can speak up if they are concerned about something. Company submissions also point to improvements in fostering a sense of belonging.

Most companies have now introduced anti-harassment and bullying policies, as well as codes of conduct/ethics. Several have also developed specific, standalone policies for diversity, equity, and inclusion. New areas of focus include standardising parental leave policies as well as embedding equity and inclusion principles into core practices.

Fostering a culture of equity, inclusion, and belonging

Achieving a culture of equity, inclusion, and belonging is about building employee trust with leadership, policies, and practices and encouraging a work environment where everyone is encouraged – and feels safe – to participate and make their voices heard. This year's reporting saw improvements in how member companies foster a sense of belonging and inclusion, with nearly half appointing third parties to help deliver programmes to embed trust and neutrality. Examples that stood out include:

- **Ardmore** promotes a culture in which individuals can show up as they are, within the bounds of organisational standards relating to appearance, dress code, and work ethics. This ensures that while employees fulfil their roles and align with expectations, they also feel safe to express their authentic selves.

- **BP** emphasises its 'Speak Up' values during the onboarding process and throughout employement.

- **Turtle** leaders speak to every new joiner about the company's values, for example 'diversity' and 'rebellion', and what these mean to them in their specific role.

- **G2 Ocean** has focused on providing more opportunities for people to work in different offices and to visit departments across the business, to encourage a sense of belonging.

- **GasLog** has introduced a ship-to-shore rotational assignment programme to enable colleagues to learn from each other.

- **VIKAND** has customised its approach to providing feedback by giving new hires a questionnaire that asks how they would like to be appreciated and recognised (e.g., publicly, privately, in writing) and then tailoring employee appreciation to these preferences.

Employee resource groups (ERGs) continue to feature as well as networking summits, mentoring programmes, and a focus on allyship. For example:

- **Höegh LNG** has created a new group for employees under 30, 'HLNG Young Club'.

- **BP** has introduced the 'Men as Allies' group in the fleet and onboard workshops are ongoing. **BP**'s ShipHER group, which is focused on creating an equal opportunity shipping business, has recently organised a book club focused on career advancement, panel discussions on leadership and career development, and elevator pitch training.

Policies and processes

Recruitment remains a common area of focus for member companies, with several reporting on the measures they have taken to recruit people from under-represented groups. Examples cover a range of activities from equal opportunity statements on job adverts through to anti-bias training for recruiters and the use of diverse interview panels:

- **Fednav** sponsors four female cadets and pays their full tuition as part of its campaign to entice more women into the sector.

- **Höegh LNG** has reviewed its job descriptions to remove gendered language.

Member companies are also reviewing existing policies with equity and inclusion in mind. Examples include:

- **Anglo-Eastern** has introduced 'Skew Checks' to check that appraisal and reward decisions are fair and unbiased.

- **Swiss Re** has updated paid parental leave policies to include a global minimum standard approach, applicable to all their offices around the world.

- **Hafnia** has updated paid parental policies across all its offices to ensure equal leave entitlements between both parents according to local parental leave guidelines.

- **Fednav** keeps DEI front and centre when introducing new policies and monitoring existing ones. For example, a review of its 'Total Rewards Package' resulted in flexible advantages that cover a wider range of services and resources, including a more inclusive offering and a generous, above-market vacation policy for all.

- **Hafnia's** compliance team regularly audits DEI-related policies to ensure they meet not only regulatory requirements but also the broader aims of fostering a more inclusive environment.

This year saw a growth in embedding DEI into core people practices. For example:

- **Ardmore's** 'Equitable Career Progression' framework promotes equitable outcomes throughout the employee lifecycle.

- **Caravel & Fleet** review their talent succession plans through a diversity lens to ensure that all colleagues have equal access to opportunities.

- **GasLog** has designed its performance review processes so that colleagues are assessed both on their individual achievements, and the mindset they demonstrate, including their contributions to fostering an inclusive and diverse workforce.

- **Rightship** has introduced 360-degree feedback (an assessment process in which employees receive confidential, anonymous evaluations from the people who work around them) at the senior level to provide an opportunity for colleagues to feed into performance review discussions.

- **Swiss Re** has identified eight high-impact moments across the employee lifecycle and reviewed these to ensure they are equitable and inclusive. These include recruitment, onboarding, development and talent practices, and reward.

Maturity steps – Principle 3

Now - Rather than introduce a whole range of new policies, review those already in place to ensure that they are as inclusive as possible and are promoted and utilised by people from across the organisation. For example, are the parental leave policies used by both mothers and fathers? Is the benefits package attractive to people of all ages?

Next - To mature, focus on the behaviours that will lead to more inclusive workplaces. Encourage colleagues to develop and continually practice inclusive behaviours and reward them when they do so. Use toolkits and DEI playbooks to capture and codify what inclusive behaviour looks like in practice.

Later - Awareness-raising events, listening exercises and the introduction of policies, although important, rarely impact on their own. They need to be underpinned by a culture of adherence and promotion to ensure they become established as organisational behaviour and part of day-to-day practice for all colleagues. Regularly monitor that this happens and continually adapt your approach to address any gaps.

> A challenge we encounter is integrating DEI initiatives into our existing processes and tools so employees do not feel it is additional work. We need to find a perfect balance between introducing/educating new concepts while integrating them into current processes to increase the adoption of desired behaviours.
>
> **Lucie-Marie Gauthier**
> Vice President, Talent and Communications, Fednav Group

Case Study, Principle 3: Fednav

Background

Taking to the water for the first time over 75 years ago, we've been innovating ever since. Known primarily for our successful navigation of the Canadian Arctic, we forged complex routes through unknown waters, always staying true to our purpose of doing things the right way. We have grown to become Canada's largest oceangoing bulk shipping company, mastering a multitude of complex routes on both the Great Lakes and the Arctic. With more the 60 owned vessels, we offer a seamless shipping and are proud to represent the highest standard of global service.

What did you want to achieve?

In January 2023, we conducted an in-depth review of our benefits in Canada. While doing so, we made some important changes to our Group Insurance benefits providing life, health, dental and disability insurance to our Canadian employees.

We mandated external experts to assess the new design of our group benefits from an EDI perspective. This analysis was meant to get Fednav stakeholders to reflect upon any discriminating or inequitable elements that the plan might include. The goal was to have the opportunity to gain a good understanding and appreciation of areas to improve to ensure an optimal inclusive benefit plan and the opportunity to modify the plan before the launch.

What did you do and how did you do it?

This EDI assessment of our benefit plan, aiming at establishing an EDI index of the plan separately for each of the spheres of diversity and on an overall basis, was compared with best practices identified by external experts.

The assessment offered recommendations to improve EDI in the benefits plan, followed by an evaluation of cost impact to aid decision-making.

Our external experts assessed the criteria against 12 diversity spheres based on market practices of our insurer, namely: age, family and personal situation, disability, health condition, sex, LGBTQ+, work and experience, job location, ethnicity, Indigenous people, religion, and language.

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The assessment relies on about 40 criteria distributed among the 12 diversity spheres, all criteria weighing equally. For each criterion, a score of 0, 0.5, or 1 is assigned, based on how it ranks compared to the best practices, which were identified by the experts based on the desired position as part of equity, diversity and inclusion. The EDI position for each diversity sphere represents the total score for each criterion, rounded up to the nearest 25th percentile. To evaluate the criterion, the following were used: not assessed, not adapted, partially adapted, and fully adapted. The experts provided the change potential for each diversity sphere (indicating the availability of additional options that could be implemented).

What are the results so far?

Following the initial analysis, we determined areas of improvement to explore further. The experts provided an annual cost impact analysis for implementing these modifications and recommendations of a separate health insurance rate structure.

We implemented three modifications to our benefits plan, including eligibility requirements and two features of our health insurance coverage. We have received positive feedback from employees on this. We were quite pleased as well to receive confirmation that, overall, our benefits plan was above the median of best practices identified.

It is important to note that the potential of improving/modifying certain spheres was limited by what is available with our insurance providers. As a result, we could not implement every aspect we were aiming to. We made sure to request it to demonstrate the interest and potential demand for these services.

What have you learned?
Is there anything you would have done differently?

The exercise was an eye-opening experience on the variety and potential of options that could be made available to employees. This exercise also challenged us to determine modifications that were in line with our core values, future strategic objectives and our people. It is essential to have a strong understanding on these elements to make sure we implement impactful and meaningful changes while remaining mindful of the additional costs generated.

A challenge is to understand what options are in fact available with the insurance providers and to emphasize that there is a demand for new coverage options.

An additional challenge is to find meaningful modifications for employees in all our international locations as the employees' needs vary significantly. We continue to work closely with our international offices to assess the different options that would be relevant and available to implement.

Principle 4 - Data

1. **No organisational accountability**
   The value of DEI-related data is not articulated, leading to unclear accountability for its collection and use.

2. **Data not shared with people outside of HR**
   The limited data that is available usually remains within the HR functions and is shared with few other areas of the business.

3. **Activity driven by compliance reasons, e.g. expectations from clients or regulators**
   The approach to DEI is reactive rather than proactive and is driven by the need to respond to external scrutiny.

4. **Few and generic diversity data points collected**
   Only limited and generic diversity data, such as age and gender, is collected, leading to a partial picture of DEI and little understanding of the differences between data across the business.

5. **No data published externally**
   Data is mainly used internally and published only if required by e.g., legislation or other external pressures.

1. **Activity is owned by HR**
   DEI-related data and analysis is positioned as a responsibility of the HR departments.

2. **Data shared with C-suite and key senior leaders**
   Senior leaders review DEI data and begin to develop and take ownership of KPIs.

3. **Communication campaigns encourage people to share data**
   Colleagues are encouraged to share their data to generate more complete data sets to help create a more accurate assessment of what needs to be done.

4. **DEI employee surveys cut by different diversity groups with data capture data across various areas of the employee lifecycle**
   Analysis of survey results reveal differences in how different groups experience the workplace across the organization. This covers inclusion and equity metrics gathered at some areas of the employee lifecycle e.g., recruitment.

5. **Little data published externally e.g. limited to gender representation in ESG/CSR reports**
   Some data points are shared externally but they are usually limited to gender.

Advancing — 3

1. **Activity is owned by people throughout the business**
   HR functions are not solely responsible for DEI activities. People throughout the business understand the insight DEI data provides and uses it to inform DEI strategy and action plans.

2. **Targets / KPIs customised to different business areas**
   Business leaders understand the specific role their area plays in contributing to the wider DEI objectives of the business.

3. **DEI data captured across all areas of the employee lifecycle**
   The data can be tracked across all significant employee decision-making processes to help eliminate bias and to secure equitable access and outcomes.

4. **Metrics in place for measuring DEI and full suite of data made available**
   Organisations understand the differences between diversity, equity, and inclusion data and start to collect metrics on each. A full suite of qualitative and quantitative DEI data is made available to different business units and across various levels of seniority and cut by different groups to spur action on developing a culture of inclusion and belonging.

5. **Full suite of DEI data regularly reviewed and shared widely, both internally and externally**
   A confident and transparent approach is used to tell the whole story to all stakeholders.

Leading — 0

1. **Activity is owned by the C-suite/Board with DEI data used to drive strategy, challenge assumptions, and measure the impact of interventions**
   DEI data is fully integrated into core business and risk management frameworks and is treated by leadership like any other business priority.

2. **Targets / KPIs cascaded throughout the organisation**
   Different roles, e.g. recruiters and line managers, are given specific DEI targets and everyone understands the role they play in contributing to the DEI objectives of the business.

3. **Real-time capability built into systems to support "in the moment" decision-making**
   Focus shifts from measuring inputs to measuring the impact and outcomes of decisions, and these outcomes are used in performance reviews and determining pay awards as decisions are being made rather than at the end of the process.

4. **All DEI data is combined to show impact of intersectionality e.g. race and gender across the business**
   A more sophisticated approach leads to a greater understanding of the experience of all colleagues and the urgency of challenges faced.

5. **External DEI benchmarking in place, results publicly disclosed, and used to drive innovation**
   Benchmarking and data transparency are welcomed and seen as helpful to drive progress.

The All Aboard Alliance maturity analysis indicates where member companies are on their journey within each of the five All Aboard Principles. It is important to note that with this maturity scale, we are not assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Principles based on the submitted evidence.

Principle 4

Capture relevant data and develop insights to evaluate progress and evolve strategic objectives

Introduction to Principle 4

Principle 4 focuses on the data that is collected and analysed to drive strategy development and measure the impact of actions. It covers three key areas:

- The DEI data companies have captured during the reporting period.

- How colleagues have been encouraged to share personal data and their experiences of working in the company.

- How the data has been used to improve outcomes.

This year has seen a step change in the data points that are collected and how the data is used to drive change. When reviewing the maturity of the companies, this principle is the second strongest after Principle 1 – Accountability.

The most common diversity data points remain gender, age, and nationality, although it is encouraging to see more companies capturing data on areas such as ethnicity and disability. The diversity demographic data is used to set baseline targets and KPIs to measure progress.

The use of employee engagement surveys to gather feedback from both onshore colleagues and seafarers has also increased, and some member companies have introduced effective communication campaigns to encourage people to share their personal data. Compared to last year, we saw more examples of how the data has led to tangible action, such as a specific focus on recruitment and developing training programmes in response to feedback.

Data capture – The what

Different data points are required to fully understand whether an organisation is diverse, inclusive, and equitable. Diversity data, especially if collected across the employee lifecycle, will help identify where to focus in terms of lack of representation. Inclusion data will target those areas of the business where people from different groups report lower levels of inclusion than their counterparts. An analysis of equity-related data will identify areas where there are different outcomes for different groups, such as pay or development opportunities.

Diversity

All member companies capture some kind of diversity data, the most common being gender. Age is the next most common, followed by ethnicity and nationality. Five member companies reported that they capture data on additional diversity characteristics, such as disability and sexual orientation. As shown below, this year saw an encouraging increase in data capture across all but one of the reported demographics.

Data points captured by members companies
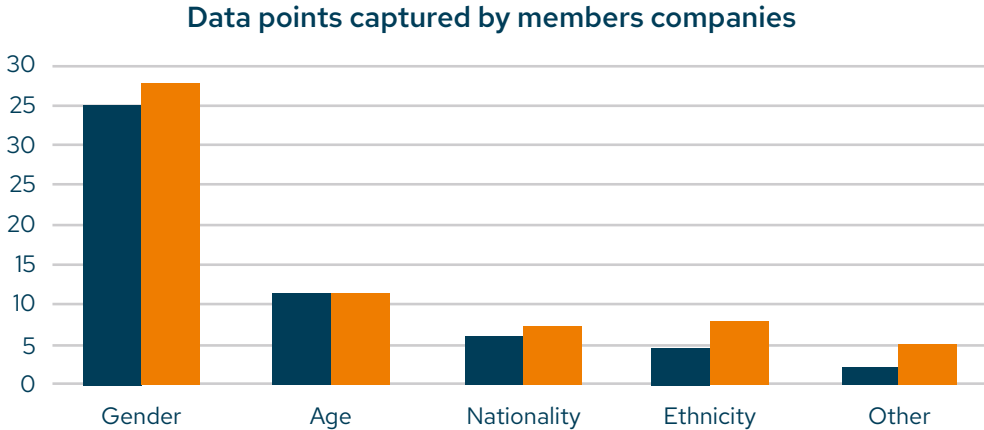
Member companies reported that they are widening their data capture exercises. Examples include:

- **Mitsui O.S.K Lines** has extended its data capture to people with disabilities as well as the ratio of women outside of its headquarters and people aged 40 or younger.

- **Swiss Re** has expanded its voluntary self-identification data capture programme to seven countries, providing a better picture of the diversity in their workforce and helping to accelerate DEI efforts.

Inclusion

A common means of assessing inclusion is to ask engagement questions that help identify whether everyone feels a sense of inclusion and belonging. All but four member companies reported conducting some kind of employee engagement survey, and some are extending shore-based surveys to seafarers. Examples that stood out include:

- **Euronav** conducted an onshore survey to explore psychological safety as well as a 'safety culture survey' onboard its ships.

- **Caravel & Fleet** introduced a 'mood survey' for seafarers to assess morale.

In addition to engagement surveys, some companies are using focus group discussions to explore inclusion issues. For example:

- **Hafnia** has updated paid parental policies across all its offices to ensure equal leave entitlements between both parents according to local parental leave guidelines.

- **Lloyd's Register** conducted a series of 'lived experience listening sessions', the results of which will feed into its wider DEI strategy.

Equity

Equity-related data is used to analyse fair treatment in relation to pay, advancement opportunities, and daily work experiences for everyone across an organisation. This year:

- **Fednav** conducted a deep dive analysis to ensure workplace equality for women, Aboriginal peoples, persons with disabilities, and members of visible minorities.

- **BP** gathers feedback from the fleet on engagement, inclusion, wellbeing, career, and leadership amongst other subjects via its global employee engagement survey known as Pulse, to continuously improve the employees' working experience.

Encouraging colleagues to share data – The how

Whatever data is collected, communication is crucial to encourage colleagues to share their information and experiences. Several companies use third-party organisations to provide survey support as a means of guaranteeing anonymity. Member companies have renewed their efforts in this area, and more are designing campaigns to increase colleague participation.

Analysing the data – The what next

Collecting data is just a means to an end. The ultimate purpose is to be able to analyse and use the data to inform decision-making. This year, more member companies provided specific examples of how collected DEI data has informed action:

- **Ardmore's** data analysis highlighted specific areas of the recruitment process that were leading to a lack of diversity. More tailoring of language in advertisements was introduced and extra care was taken with the management of the pool of candidates selected for interviews.

- **G2 Ocean's** analysis drove more targeted communication of company policies and benefits, as well as programmes to encourage people to report issues of concern.

- **Hafnia** collected feedback from a qualitative analysis that led to a revision of leave entitlement across one of its offices, as well as the streamlining of parental leave policies to include equal benefits.

- **Höegh LNG** identified areas where more balanced hiring was required and where there was capacity in different areas of the business to drive DEI initiatives.

- **Fednav's** feedback resulted in a conscious effort to include colleagues from international offices in more initiatives. This led to the creation of 'Wavemakers', a group of employees from a wide range of backgrounds and areas of the organisation that meet to create opportunities for all employees to connect and have fun outside of their daily tasks, create an inclusive and enjoyable environment, and foster a sense of camaraderie.

- **Swiss Re** developed DEI data dashboards for all its locations where they collect data so that actions are specific and customised to that particular area.

Maturity steps – Principle 4

- **Now** - Use existing frameworks underpinning the capture of the most common data points (gender and age) to expand to other areas such as ethnicity, disability, and sexual orientation. Use whatever data is available to set KPIs to maintain focus, demonstrate organisational commitment, and monitor progress.

- **Next** – Extend engagement surveys to other areas of the business such as seafarers and cut survey data by different diversity groups to analyse whether everyone feels a sense of inclusion and belonging or if it only applies to people from particular groups or teams. Develop a clear communications plan to engage colleagues on how the data will lead to tangible action.

- **Later** - Capture and analyse both demographic and sentiment data points across the whole employee life cycle to identify any equity gaps and form plans to close them. Review them on a regular basis and cascade to those who can impact decisions, for example people managers when deciding appraisal grades and making hiring decisions.

Case Study, Principle 5: Hafnia

Background

Hafnia is one of the world's leading tanker owners, transporting oil, oil products, and chemicals for major national and international oil companies, chemical companies, as well as trading and utility companies. As owners and operators of over 200 vessels, we offer a fully integrated shipping platform, including technical management, commercial and chartering services, pool management, and a large-scale bunker desk. Hafnia has offices in Singapore, Copenhagen, Houston, and Dubai and currently employs over 5,000 employees onshore and at sea.

With a strong commitment to sustainability, safety and innovation, Hafnia has a strong culture of collaboration, ambition, reliability, and integrity – where every team member is empowered to contribute to our mission. Our long-term approach is founded on the principle of a commercial mindset and putting people first.

What did you want to achieve?

After receiving feedback from our annual engagement survey indicating that some women in our Singapore office felt unsupported in terms of inclusion and benefits, which they believed affected our company culture, the people, culture, and strategy (PCS) team initiated qualitative discussion groups to gain deeper insights into how to address these concerns.

Our primary objective was to actively listen and understand areas where improvements could be made.

What did you do and how did you do it?

We selected 14 female employees from diverse backgrounds and teams within the Singapore office and divided them into two groups, with discussion topics and questions facilitated by a moderator from the PCS team.

Engaging with employees directly allowed a more nuanced understanding and involvement in driving change. The focus groups facilitated meaningful discussions, enabling the PCS team to explore areas where they lacked insight. Following these discussions, key insights were summarised and utilised to inform decision-making and shape our Diversity, Inclusion, Belonging, and Equity (DIBE) initiatives for the foreseeable future.

Subsequently, we also updated our holiday and parental leave policies to better meet the needs of our employees. This was reflected in a revised employee handbooks that now incorporate more inclusive language.

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What are the results so far?

In January 2024, Hafnia introduced an updated employee guidebook featuring equal parental leave across all office locations. This change marks a departure from previous policies where the birthing partner received longer leave benefits, reflecting our belief that having a fulfilling career at Hafnia while being an involved parent is both achievable and desirable. Aligned with our commitment to DIBE, equal parental leave promotes active parenthood from both parents, encourages shared caregiving responsibilities and contributes to a more equitable and inclusive society.

Furthermore, we revised leave entitlements to ensure all employees receive the same number of holidays per year based on their location, rather than their organisational level.

As part of our ongoing efforts, we have reiterated our support for flexible working arrangements. We've established general frameworks while emphasising a personalised approach regarding child sick days and compassionate leave to foster strong relationships and understanding expectations between managers and their team members vs. having a rule book in place.

What have you learned?
Is there anything you would have done differently?

Following insights gathered from both the annual engagement survey and the diversity group survey, we've pinpointed key areas for focus in 2023/2024:

DIBE think tank: *We are considering establishing a diversity think tank comprising members from diverse backgrounds and teams to foster a DIBE culture onshore, inviting employee participation.*

Training and education: *We integrated DIBE into Hafnia's 2023 culture workshops to enhance awareness and understanding and created a people development role to prioritise employee growth and development.*

Research and data gathering: *We are engaging in initiatives like the All Aboard Alliance, Diversity Study Group, and Women in Shipping to collaborate with industry peers on shared challenges and opportunities.*

Handbook update: *We rolled out an updated employee guidebook to ensure inclusive language and align benefit entitlements with local and industry standards.*

Support: *Despite exceeding industry standards, we note a decline in employees feeling comfortable speaking up and being themselves at work. We hope to implement a think tank, which could cover focus groups, to centralise recommendations and solutions to promote diversity and inclusion effectively.*

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After our first global succession planning
exercise for the Group, we have fantastic
foundational data now to plan and prioritise
talent and development strategies to diversify
our leadership pipeline in the coming years.

Angad Banga
Chief Operating Officer, Caravel Group

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Principle 5 - Communications

1. **Little or ad hoc DEI communication or engagement activity in place**
   Messages and events are driven by passionate individuals with little or no input from leaders.

2. **Communications channels are not audited for inclusion**
   There is little focus on the inclusivity of the business tone of voice or the visuals used in internal and external messaging.

3. **No external DEI messages or communication**
   Communicating DEI messages externally is perceived as a risk and only done in response to external scrutiny demands.

1. **Emergence of regular DEI-related communications and engagement**
   DEI engagement activity commences with some communications driven by senior leaders.

2. **DEI celebrated on specific occasions**
   National and International days of celebration, such as Women in Maritime Day, Pride Month or for cultural traditions, are used to raise awareness of different diverse employee groups and their experiences.

3. **Communications approach reviewed to ensure inclusive tone of voice and visual content**
   All communications content, both internal and external, is audited to ensure that it reflects different audiences and people at different levels.

4. **Some DEI data communicated internally**
   As DEI data collection broadens and targets are established, organisations often begin sharing specific data and targets internally to demonstrate commitment and build trust in the processes.

5. **Limited DEI data communicated externally – usually restricted to gender**
   Some DEI data, typically gender and age, is published externally in ESG reports and/or career websites, but nervousness about publishing DEI data externally remains.

| Advancing **3** | Leading **0** |

Advancing

1. **DEI communications strategy developed**
   Organisations start to strategically communicate why they want to improve on DEI and what they are doing to translate commitment into concrete actions to make it happen.

2. **A variety of comms platforms used to reach different audiences**
   There is recognition that different audiences engage in different ways and communication approaches are adjusted accordingly.

3. **Communications engagement and feedback tracked**
   The effectiveness of DEI communications and engagement begins to be monitored. Metrics including response rates, feedback, website hits, and attendance at DEI-related events are captured and quantified.

4. **Communications focus on how DEI commitments have been translated into concrete actions, initiatives, and policies**
   There is a shift from reporting inputs and actions to telling stories of how DEI initiatives have made an impact.

5. **Commitment to tangible targets and KPIs communicated both internally and externally**
   Organisations begin to gain confidence in sharing DEI data and targets as well as the performance of various initiatives.

Leading

1. **DEI messages fully integrated into mainstream business communications activity**
   DEI communications are positioned in the same way as any other business priority, with responsibility for strategy owned by the Comms and/or PR departments.

2. **Communications use an inclusive tone of voice**
   All marketing and communications efforts (written and visual) are reviewed through a DEI lens. Printed and digital content, e.g., social media posts, job adverts, press releases, reports, uses an inclusive tone of voice.

3. **Variety of voices and contributors**
   DEI-related messages emanate from across the entire organisation – leaders, line managers and colleagues.

4. **Full transparency adopted – progress, challenges, and full suite of DEI data communicated both internally and externally**
   The approach to DEI communications is now proactive and confident, with flexibility built in to respond quickly to the ever-changing internal and external context.

5. **External awards, event sponsorship, and benchmarking used to signal commitment and influence external stakeholders**
   A variety of leaders and colleagues from across the business are put forward to join discussions at an industry level to progress DEI across the sector.

The All Aboard Alliance maturity analysis indicates where member companies are on their journey within each of the five All Aboard Principles. It is important to note that with this maturity scale, we are not assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Principles based on the submitted evidence.

Principle 5

Communicate commitment and progress externally on an annual basis

Introduction to Principle 5

Principle 5 sets out the expectation that member companies will be ambassadors for DEI across the maritime industry and transparent in communicating their commitment and progress. It focuses on three key areas:

- Communicating commitment internally.

- Communicating commitment externally.

- Communicating DEI-related data externally.

Member companies continue to use a broad range of communication channels to raise awareness of internal initiatives and international celebration events. Interestingly, for some companies this year, reporting shows a shift to more transparency about the pace of change and the challenges faced, supported by specific metrics and targets.

There is also more evidence of storytelling to bring DEI to life, both internally and externally. Some member companies are growing in confidence in how they demonstrate commitment to the agenda to a broader range of stakeholders. This is reflected in the Maturity Analysis Framework, where four companies are deemed to be 'Advancing' and two demonstrate aspects of 'Leading'.

Communicating commitment internally

Member companies continue to use a broad range of communication channels to raise awareness of DEI-related activities internally, from newsletters to general company meetings and blogs. The majority also utilise international awareness-raising events, like Pride Month and International Women's Day, to focus on specific areas and share stories. Examples that stood out this year include:

- **Bernhard Schulte Shipmanagement** communicated about a range of DEI initiatives, even those that might be difficult to talk about, such as suicide prevention through continuous mental health support.

- **Fednav** incorporated DEI messaging into its new internal portal, and all leadership and business announcements are reviewed to ensure the use of gender-neutral language.

- **Hafnia** incorporated DEI aspects across its culture video and handbook video, which are part of the pre-boarding process sent to new employees prior to their start. In 2023, Hafnia also prioritised media bursts across Women in Maritime Day and Day of the Seafarer, which tailored communications around the company's stance on diversity in the maritime industry and, for the first time, raised awareness of the Pride topic in the month of June both on shore and at sea, with designated townhall slots and a column in the quarterly letter to the fleet dedicated to the topic.

Communicating commitment externally

Member companies continue to demonstrate commitment externally by publicising their membership in the All Aboard Alliance on external websites, as well as their involvement in the Diversity@Sea programme. Other initiatives referred to include the Diversity Study Group, Bloomberg Gender Inclusion Index, and the UN Sustainable Development Goals. Annual company reports and ESG reports continue to be common vehicles for communicating commitment to DEI and showcasing progress and initiatives.

A trend emerging this year is how more companies are sharing stories to help bring DEI to life. For example:

- **Bernhard Schulte Shipmanagement** wrote about its commitment to disability inclusion in its ESG report and how it has introduced a special request form to provide specialised modifications to help colleagues reach their full potential.

- **Fednav** published its first ESG report this year, which included both its gender ratio and rationale for DEI. The report required collaboration from almost all the teams within the organisation and provided an opportunity for people from different areas to understand and tell the DEI story.

- **Dorian LPG** highlighted DEI during its quarterly earnings call with shareholders demonstrating the seriousness with which it takes the initiative and conveying that to analysts and investors alike.

- **Hafnia** enhanced several of its communication platforms to demonstrate a stronger focus on people and is commitment to DEI. As an example, Hafnia's website has a specific page to share its people news, where filters can zoom in on ESG-related initiatives. The website now also includes a policy-specific section where key employment policies and benefits can be viewed.

Communicating data externally

As scrutiny from external stakeholders intensifies, there is a growing expectation for organisations to publish data points that provide baseline information against which progress can be measured. Most member companies publish data on gender but there are a growing number of organisations that also publish other demographics and are transparent about measuring progress. For example:

- **Bernhard Schulte Shipmanagement** published its DEI strategic goals for 2024 in its ESG report, including increasing the representation of women in leadership positions to 40%, reducing the gender pay gap by 10%, and having 15% of employees below 35 years old in managerial roles.

- **G2 Ocean** published extensive diversity data points in its annual report as well as targets and its gender pay gap. Nationality and age employee profile data are provided, and gender is broken down by seniority, region, and contract type.

- **Hafnia** reported data points to its organisation following the annual Diversity Group survey relating to people's sense of inclusion and belonging amongst other areas benchmarked. Strengths and opportunities were communicated alongside action points.

- **Swiss Re** published its first dedicated DEI report, 'Leading with Inclusion, which contains its current DEI strategy, goals, and a granular view of progress.

Maturity steps – Principle 5

- **Now** - Whatever initiatives or programmes are being communicated, lead with why DEI is important to the organisation and the business advantage you are hoping to achieve. Reuse information that is already included in official business reports and websites to maximise coverage and develop a consistent drumbeat of communication.

- **Next** – As well as standalone DEI newsletters and announcements, integrate messages into mainstream business communications and encourage leaders and line managers to be responsible for adding additional context and meaning to make it relevant to their areas of the business. Review the tone and visuals of all communications to ensure they are as inclusive as possible.

- **Later** - Communicating both successes and challenges can be a powerful way of building trust that the organisation is truly committed to fostering a diverse, equitable, and inclusive workplace. Stories are more memorable than facts and figures so think of ways to bring your approach to life for different stakeholders, both internally and externally.

> " MOL Group tries hard to promote diversity within the group. We also consider that our efforts are not quite keeping up with the pace required by the government, investors, or society in general. In order to further speed up our efforts, we believe that employees need to deepen their understanding of why diversity is required for our group's growth.
>
> **Tatsuro Watanabe**
> Chief Sustainability Officer,
> Mitsui O.S.K. Lines "

Case Study, Principle 5: Swiss Re

Swiss Re, a leading global reinsurer, provides a wide range of reinsurance, insurance, and other insurance-based forms of risk transfer. It operates with the goal of making the world more resilient, leveraging its knowledge and expertise to protect and advance society. Swiss Re Corporate Solutions, a key division within the organisation, offers innovative, high-quality insurance products directly to mid-sized and large corporations around the world. With a strong commitment to service excellence, Swiss Re Corporate Solutions helps clients manage their risk exposure with tailored solutions.

What did you want to achieve?

Our primary goal was to enhance transparency around our commitment to DEI and communicate clear ambitions to advance key focus areas such as gender, race, and ethnicity. The decision to communicate externally was driven by a desire for accountability to shareholders, investors, and potential talent. By connecting hearts and minds in one comprehensive report, we aimed to demonstrate the tangible impact of our DEI efforts on the daily lives and experiences of our people, thereby enhancing accountability through the sharing of concrete data and stories.

What did you do and how did you do it?

Our approach was two-pronged: updating on progress and commitments while sharing stories that illustrate the lived experiences of our employees. We placed a strong emphasis on balancing quantitative progress with qualitative insights into the diverse, equitable, and inclusive environment we are enabling. This included featuring stories from our ERGs to recognise and highlight their supporting initiatives driving DEI forward. It was important to showcase our key achievements, creating a sense of camaraderie for our internal audience and using it as a catalyst for future progress.

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What are the results so far?

Our DEI Impact Report has been well received both internally and externally, enhancing awareness and positioning Swiss Re as a thought leader in DEI within the re/insurance industry. Key achievements include significant progress in gender representation at senior management levels, inclusion in the Bloomberg Gender-Equality Index for the fifth consecutive year, and recognition for our efforts in creating an inclusive environment for LGBTI+ employees. These efforts have not only increased transparency for our clients but also equipped our partners with a clear understanding of our DEI commitments.

What have you learned?
Is there anything you would have done differently?

A major learning has been the importance of aligning stakeholders early in the process to ensure inclusion and comprehensive engagement on DEI topics. Capturing the breadth of work being done across various markets and through partnerships with ERGs, DEI councils, business stakeholders, and leaders has been challenging yet crucial. The experience has taught us the importance of streamlining processes for a more accurate reflection and impact of our DEI efforts.

Conclusion on the All Aboard Principles

The second All Aboard Alliance Insights report reflects an increased understanding that positioning DEI as optional or peripheral will not be enough to generate the desired and needed change. DEI efforts should be owned by the business and hardwired into how things are done and who gets rewarded in the organisation. The more DEI is authentically linked to business purpose and strategy, the easier it will be to leverage its benefits and keep all colleagues engaged.

Maritime organisations operate against an ever-changing backdrop. This will always be the case in an industry as globalised as international shipping. With the various challenges that organisations face, the talent shortage across many sectors, and increased stakeholder expectations, it is important to ensure that change is meaningful and not just a token gesture.

As competing priorities emerge, organisations will need to reassess resource allocation and how momentum will be maintained. Repositioning DEI as a means of accelerating business progress rather than a standalone initiative will help keep it relevant even when firms are under pressure. However, there is no one-size-fits-all solution. Those member companies that are taking stock, collecting, and analysing data across the organisation and employee life cycle and listening to colleagues across all areas of the business are gaining insight into potential focus areas. By doing so, they avoid implementing initiatives that may not effectively address their actual challenges.

Companies have already introduced high-potential initiatives and have inspiring stories to tell. But often, these are hidden away or only told internally. Communicating both successes and challenges can be a powerful way of building trust in the organisation's commitment to fostering a diverse, equitable, and inclusive workplace.

Now is the time for companies to confidently set expectations about the behaviours that are required for employees to progress and thrive and for the wider sector to move from a reactive to a proactive approach.

Methodology

Covering a wide range of companies across geographies and the maritime value chain, this report examines the efforts of 29 member companies within the All Aboard Alliance. By employing a rigorous methodology, we have ensured accuracy and reliability of the findings, enabling a comprehensive assessment of the progress and activities in the realm of diversity, equity, and inclusion across the global maritime industry.

The submissions provided by member companies assess current activities on diversity, equity, and inclusion against the five All Aboard Principles. These submissions were analysed by a team of authors from the Diversity Study Group and the Global Maritime Forum to identify best practices, progress achieved, and challenges.

The analysis is based solely on the member companies' submissions and is thus not necessarily exhaustive of all initiatives and activities within each member company. As the level of detail provided by each member company differs, this also affects the mentioning of activities within the report.

Key terms and definitions

Diversity can be defined as any dimension used to differentiate groups and people from one another. The term refers to a broad range of experiences, including gender, sex, socioeconomic background, upbringing, religion, education, sexual orientation, gender identity, ethnicity, neurodiversity, and life experience. All the ways in which we may differ as people – and thus the ways in which we may bring different perspectives to a group, a company,or an industry.

Equity may be defined as the fair treatment of all people, e.g., providing everyone with equitable access, opportunity, remuneration, and benefits. Ensuring equity is about detecting areas in which systemic inequities exist across the employee life cycle, such as differences in how people are recruited, retained, given access to training and development, promotions, bonuses, etc., and whether such policies, processes, and practices are fair to ALL employees, no matter who they are.

Inclusion is about everyone being welcome, included, and involved through actions and behaviour that make a person feel integrated into the formal networks of the organisation, respected for their unique contributions, and included with their voice being heard. Inclusion can be explored by looking into the current state of integration, acceptance, and respect experienced by employees in an organisation.

Belonging describes a 'desired outcome', which can be defined as the sense of feeling 'at home' within the company by experiencing safety and support, which results in feeling accepted, valued, and able to be one's 'authentic self'. Belonging is an employee's sense that their uniqueness is accepted and even treasured by their organisation and colleagues. Belonging is thereby an accumulation of day-to-day experiences that enables a person to feel safe and bring their full, unique self to work.