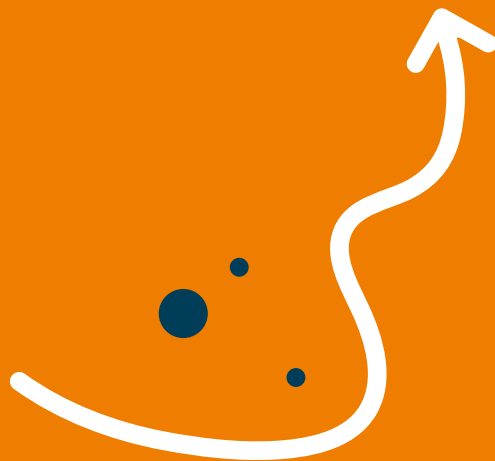


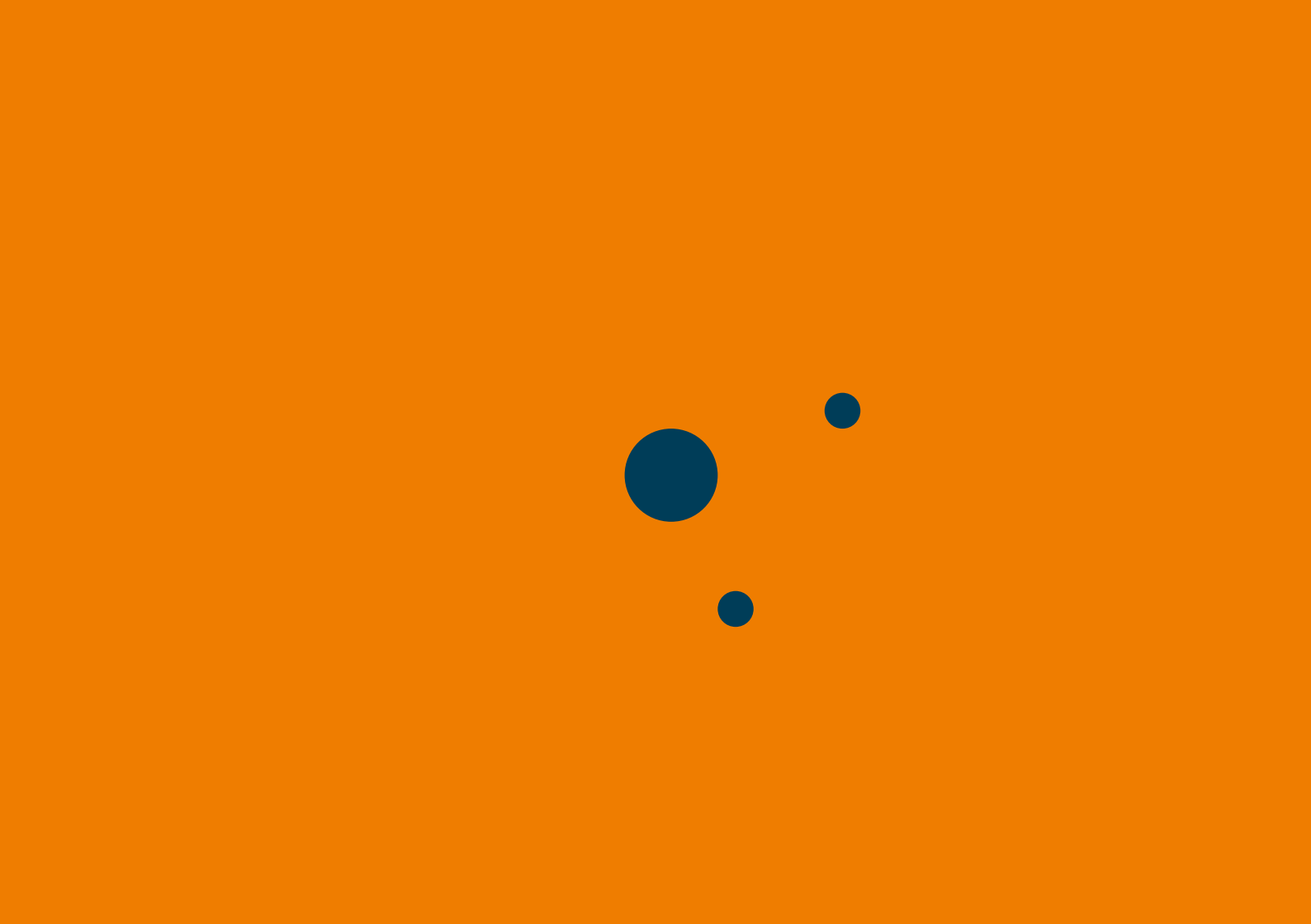
Industry ambitions for improving lives at sea

All Aboard Alliance
2026-2030 strategy



**ALL ABOARD
ALLIANCE**
GLOBAL MARITIME FORUM





Industry ambitions for improving lives at sea

All Aboard Alliance 2026-2030 strategy

The All Aboard Alliance is a community of companies working together to put people at the heart of every voyage. Our 2026-2030 strategy sets a clear direction: to improve lives at sea by making the maritime industry safer, more attractive, and humanly sustainable.

To achieve this, the strategy is built around four key goals: safe working conditions, improved physical and mental health, inclusion and diversity, and offering flexible and attractive career opportunities. These goals provide the framework for change and will guide the Alliance's actions in the years ahead.

The vision behind this work is a thriving maritime industry that inspires the next generation of talent by advancing diversity, inclusion, health, safety, and well-being. Global trade's long-term resilience depends on it, as does the industry's ability to seize the opportunities of the energy transition, digitalisation, and automation of maritime supply chains in the decades ahead.

Why should people be at the heart of the voyage? Because those who ensure the continued operation of global trade deserve nothing less. If shipping is to thrive beyond the next quarter and into the coming decades, it must take better care of the millions of seafarers who crew the world's fleet.

Companies that offer good onboard conditions can still attract and retain the talent they need, while those that fall short will increasingly face recruitment and crewing challenges. Furthermore, the industry is at risk of not having enough experienced officers with the skills necessary to operate vessels amid the shift to new fuels and digital systems. In the interconnected world of seaborne trade, overlapping pressures from contracts and regulations, cost competition, and efficiency demands have created a race to the bottom in terms of seafarer conditions. This challenge is too complex for any single company or government; the response must be systemic.

The time to act is now. As living standards rise and birth rates decline, competition with onshore jobs will intensify. If junior officers continue to leave for better opportunities ashore, the industry will face a critical shortfall of senior officers. The very people needed not only to crew vessels, but also to fill key administrative and policy roles that will guide the transition to a decarbonised, digitalised, and increasingly automated future.

The broad perspective

Being a seafarer has always meant long stretches away from family and a job with real physical risks. For decades, the trade-off was clear: better pay and a career that lets you see the world. Those days are not gone, but they are slipping away. The industry has become more efficient. Ships, equipment, and connectivity have improved, and port calls that once took days are now measured in hours. Companies and consumers have benefited from lower costs and faster trade. But crews have paid the price.

In 2024, suicides made up 6.5% of seafarer deaths, which is more than four times the global rate of 1.5%.¹ The real figure is likely higher, as missing seafarers are not counted as suicides. On top of this, seafarers work an average of 11.5 hours every day, with nearly 80% reporting no rest days at all during their contracts.² It's no surprise then that 28% report chronic sleep deprivation,³ or that fatigue is a leading cause of incidents and accidents at sea.⁴

Today, at least 75%⁵ of seafarers are effectively working freelance. They don't belong anywhere. Accountability for overall welfare becomes blurred as benefits are often tied to the current short-term employer. When the voyage contract ends, benefits usually end with it.

Crews are also smaller in some segments, as some flag states have significantly reduced minimum crewing levels.⁶ This has resulted in less time to develop effective working routines and social connections and a growing sense of isolation.

This isolation is compounded by widespread abuse. In a recent report based on input from several thousand seafarers across Europe, Africa, and Asia, the Sailors' Society found high levels of abuse across regions, notably verbal abuse (70-82%), physical abuse (13-28%), and sexual harassment (6-15%).⁷

Shore leave is down to almost nothing, with more than 25% of seafarers reporting not having any at all during their contract.⁸ Food budgets have also been cut across the board, with seafarers not getting enough fruit and vegetables in their diets⁹, increasing their risk of chronic conditions like diabetes¹⁰. Meanwhile, the administrative burden on crews continues to rise, with lengthy checklists and paperwork being added to daily duties.



The path ahead

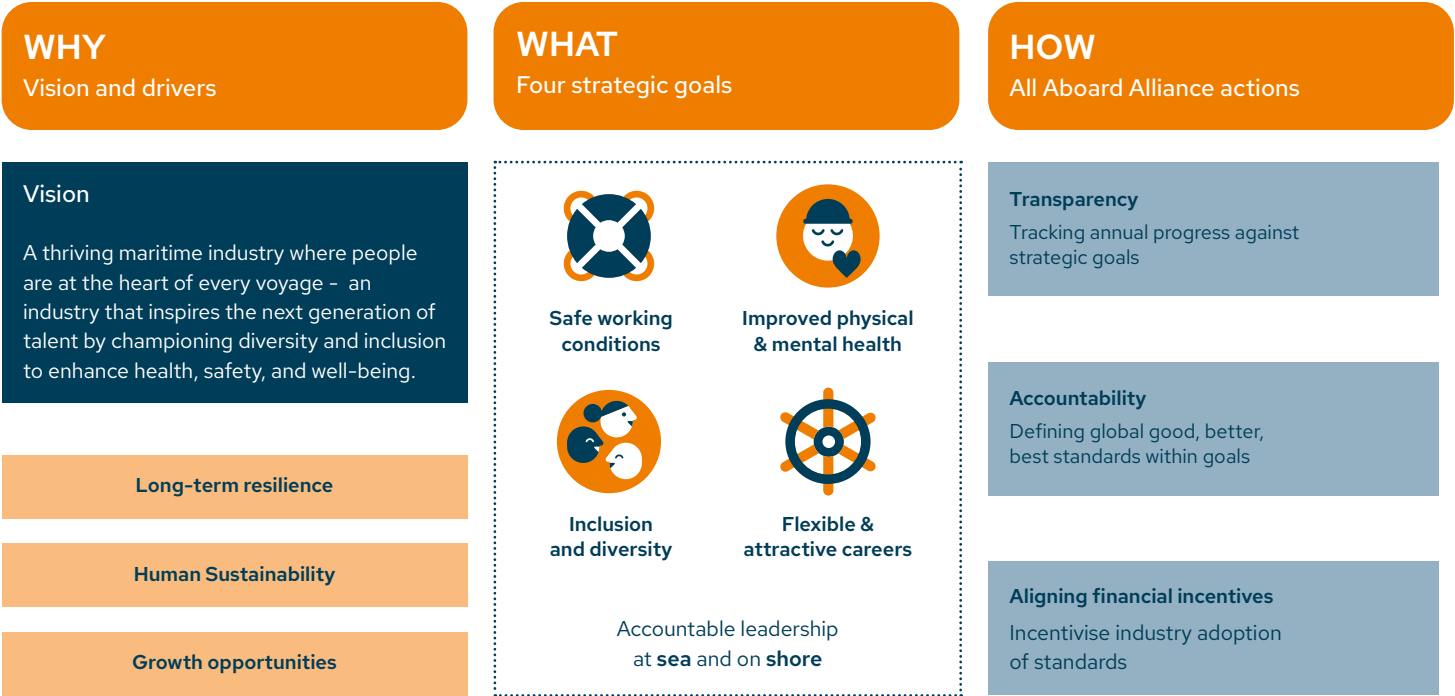
The All Aboard Alliance 2026-2030 strategy is built around four goals: safe working conditions, improved physical and mental health, inclusive and diverse workplaces, and flexible and attractive careers. Together, these create a shared direction toward an industry ambition to make lives at sea safer, more attractive, and humanly sustainable.



To lead the change we want to see, the All Aboard Alliance commits to taking the following actions by 2030:

- 1. Track annual progress and build transparency.** The Alliance will identify clear indicators for tracking industry progress across the four strategic goals. The first progress report will be published in 2026, establishing a clear picture of current conditions across the industry.
- 2. Define and showcase what good looks like.** Across the Alliance and the wider maritime value chain, we will co-design global standards for what good, better, and best look like in each area. These standards will be clear, easy to communicate, and verifiable by independent third parties.
- 3. Align financial incentives.** We will work with partners across the value chain to link financial and operational incentives directly to the implementation of these standards.

Industry ambition for improving lives at sea



Visual 1 brings the 2026-2030 strategy to life by connecting the industry's ambition to improve lives at sea with the actions of the All Aboard Alliance. It captures the vision of a thriving maritime sector where people are at the heart of every voyage and progress is driven by long-term resilience, human sustainability, and growth opportunities. The visual also demonstrates how achieving this ambition depends on accountable leadership both at sea and on shore, with the All Aboard Alliance enabling progress through transparency, better standards, and aligned financial incentives.

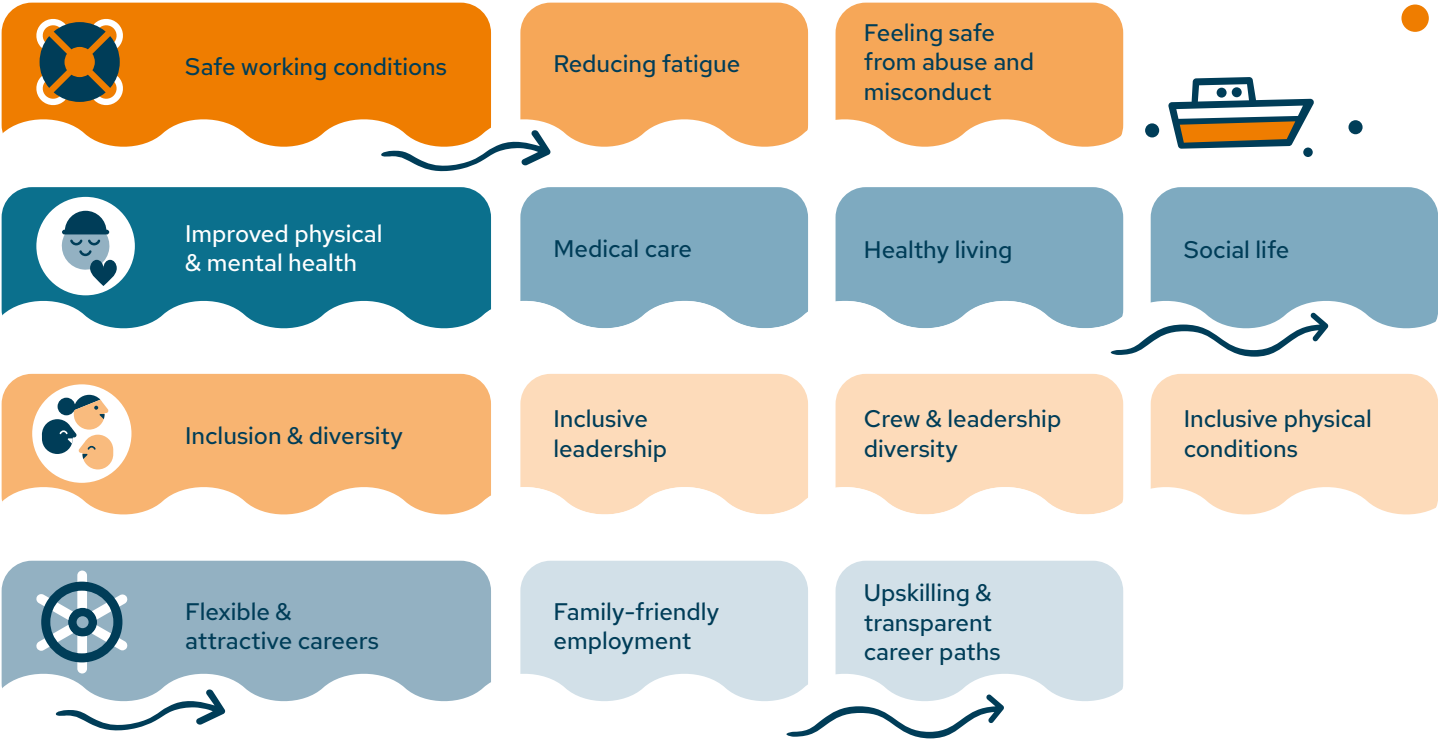
Visual 2 builds on this by breaking down the four strategic goals into ten focus areas that together form a matrix of action. These areas define where collective effort is needed to make life at sea safer, more attractive, and humanly sustainable.

Visual 3 takes this one step further by outlining the specific conditions for success within each focus area. These conditions will guide annual progress tracking and help identify where targeted action is most needed. For example, reducing fatigue requires balanced crewing levels, access to shore leave, sufficient rest between contracts, and predictable rotations.



STRATEGIC GOALS

FOCUS AREAS



Success requires accountable leadership at **sea** and on **shore**



STRATEGIC GOAL



Safe working conditions

CURRENT EXPERIENCE*

"I work over 11 hours most days, and on some trips, I never set foot ashore. When you're this tired, mistakes happen; especially if you don't feel safe to speak up. And we often don't, because bullying and harassment are real—about one in six of us experience it."

CONDITIONS FOR SUCCESS

Reducing fatigue

Manning levels that match workloads to ensure adequate rest, reasonable work hours, and the prevention of fatigue

Adequate sea time, length of rest time between contracts, and predictable rotations

Access to sufficient shore leave



Improved physical & mental health

"I'm spending seven months at sea in my current contract. So many of my colleagues and I don't get enough sleep, the food is heavy, and check-ups rarely touch on mental health. On some voyages, the wifi dies for days, and you can't call home. We've even lost people—insurers say about one in ten crew deaths is suicide. That weighs on everyone."

Medical care

Access to preventive care and regular voluntary checks of seafarers' physical and mental health

Crew is trained in mental health first aid

Access to timely physical and mental health treatment from professionals (telemedicine)



Inclusion & diversity

"I've done several contracts and still haven't sailed under a female captain. Contracts, promotions, and cadet berth opportunities continue to go to the usual faces. Our crews are multicultural, but jokes and unspoken rules still tell some of us we don't belong."

Inclusive leadership

The onboarding process is designed to set clear expectations around inclusive and professional behaviour on board

Mandatory officer training in inclusive leadership

People feel accepted and valued as part of the onboard team



Flexible & attractive careers

"I'm on six to seven-month contracts, so studying is difficult to plan for, and even more difficult to plan for family. Most contracts don't even mention pregnancy or parental leave. We keep hearing that about 450,000 seafarers need retraining for new fuels by 2030, but I don't know how anyone would find time to upskill with our current work schedule."

Family-friendly employment

Transparency and predictability in contracts, allowing for long-term planning with the family

Access to paid parental leave enabling financial security

Support the return to work after completion of parental leave



FUTURE EXPERIENCE*

Feeling safe from abuse and misconduct

Code of conduct on board clearly outlines acceptable and unacceptable behaviour and the consequences of violating such standards

Incidents of bullying, abuse, and sexual misconducts are investigated, and proven cases have consequences

Speak-up culture ensures that incidents of bullying, abuse, and sexual misconduct are reported without fear of retaliation

"Now rest is real and rotations are predictable. Shore leave actually happens. Speaking up is safe, there's no retaliation, and problems are dealt with. I'm less fatigued, and the time I spend at sea is matched with adequate rest at home."

Healthy living

Access to usable exercise spaces and facilities

Food budgets are sufficient to provide clean drinking water and nutritious food that can cater to different dietary requirements

Cooking training is sufficient to prepare nutritious meals

Social life

Access to social cross-company communities and mentoring

Reliable connectivity to the wider world through internet access 24/7

Budget for social activities to incentivise social life on board

"Now health isn't an afterthought: we get regular physical and mental check-ups, telemedicine when we need it, a galley budget for fresh food, space to exercise, and reliable 24/7 contact with home. I feel fit, supported, and fully present on the watch."

Inclusive physical conditions

Working conditions and equipment cater to the needs and the safety of all seafarers, women included

Access to inviting spaces for socialising on board

Onboard living spaces combine function, comfort and belonging to improve seafarers' quality of life

Crew & leadership diversity

Gender diversity at different ranks and levels

Offering cadet berths for more demographics (e.g., women, African seafarers) to increase the talent pool

Gender, age, and nationality diversity of senior officers at sea

"The captain sets the tone, and officers back it up. I know the promotion steps, cadets rotate through real jobs, and the bridge shows there's room for people like me. I feel I belong here and can see my path up."

Upskilling & transparent career paths

Access to rank-specific training and relevant upskilling, notably for decarbonisation

Access to transparent career progression and development

Access to sea-shore transition support

"My rotations are predictable enough to plan a life. Paid parental leave is standard, and returning to work is supported. Rank-specific training is part of the job, and the promotion steps are published. If I want to move ashore, there's help to make it possible."

* The included quotes are fictionalised representations based on the lived experiences of maritime professionals

The financial argument

While some would argue that there is a moral imperative to provide better working conditions for the people who make our globalised economy possible, there can also be significant financial gains for those companies that make this a priority.

That is why the All Aboard Alliance will explore how to use these standards to align financial incentives across the maritime value chain towards improving living and working conditions at sea. We have seen this work for decarbonisation, where the Poseidon Principles help provide financial incentives to switch to lower-emission fuels and technologies. Together with partners, we will explore how similar approaches could be adapted to reward healthier and more crew-friendly vessels.

From 2026, the All Aboard Alliance will begin this work with stakeholders across the value chain. The goal is to align financial, operational, and regulatory levers with higher standards for seafarers. We are not waiting for others to act. We are committed to working together with the entire maritime value chain to implement the changes that the industry and its people urgently need.

People at the heart of every voyage by 2030

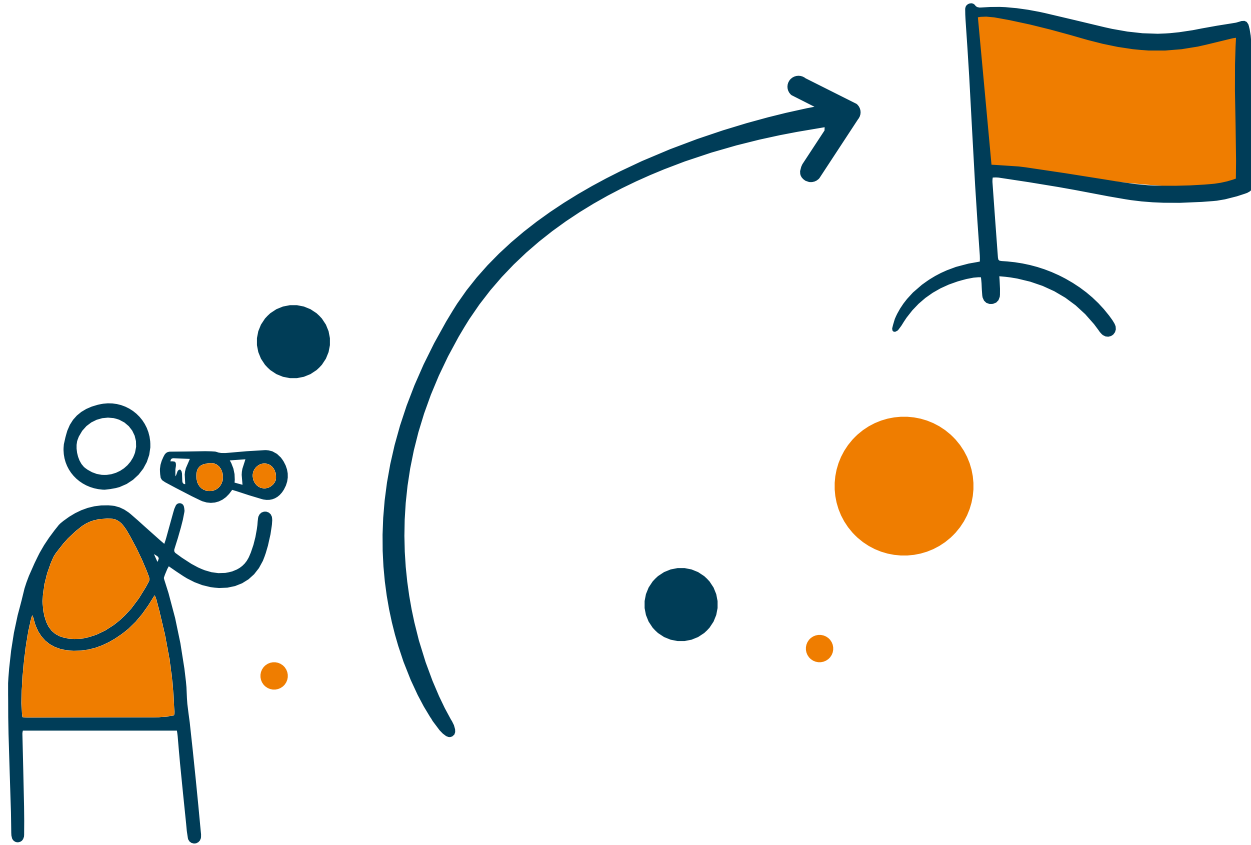
All signs point to continued growth in maritime trade. To meet that demand responsibly, the global maritime industry must be resilient, mitigate risks, and protect its long-term continuity. That means operating sustainably, with a clear licence to operate from a public that expects the maritime sector not only to reduce its environmental footprint, but to take proper care of its people.

This work has already begun. Over the past years, the All Aboard Alliance has built a foundation of shared learning and practical testing. The lesson is clear: progress requires us to learn, debate, test, and take collective action.

With our 2030 strategy, we now have the framework to do this at scale. The four goals, ten focus areas, and the map of conditions for success set a clear path forward. The three commitments give us the tools to measure, showcase, and incentivise change across the value chain.

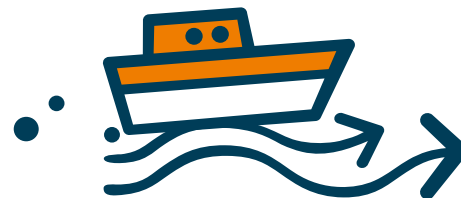
System-wide change will not come easily. It demands ambitious leaders and organisations willing to question ingrained “truths” and push against interconnected systems that resist change.

The All Aboard Alliance exists to bring these leaders together and to lead the way with one shared ambition: that by 2030, people are at the heart of every voyage.



Notes

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- 3 Marine Benefits. (n.d.). Health studies: Re:refresh. Retrieved [25.09.2025], from <https://marinebenefits.no/insights/health-studies/>
- 4 Allianz Global Corporate & Specialty. (2012). Safety and shipping 1912-2012: From Titanic to Costa Concordia (AGCS report). Retrieved [09.07.2025], from https://www.allianz.com/content/dam/onemarketing/azcom/Allianz.com/migration/media/press/document/other/agcs_safety_shipping_1912-2012.pdf
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- 7 Sailors' Society. (2025). Bullying and harassment at sea (PDF). Retrieved [01.10.2025], from https://sailors-society.org/wp-content/uploads/2025/06/SS_Bullying_and_Harrassment_2025.pdf
- 8 Carrera-Arce, M., Baumler, R., Bhatia, B. S., & Du, L. (2025). Shore leave: Rare, brief and in danger of extinction (World Maritime University). <https://dx.doi.org/10.21677/250326>
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- 10 Slade, M. D. (2022, August). Seafarer health: Research to date and current practices (Final report, Seafarers Hospital Society & Yale University). Retrieved [date you accessed it], from <https://seahospital.org.uk/app/uploads/2022/08/Yale-Report-Final-Seafarer-Health-Research-to-Date-and-Current-Practices-.pdf>





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About the All Aboard Alliance

The All Aboard Alliance aims to advance diversity, equity, and inclusion in the maritime industry. Its member companies are committed to improving standards and shaping a sustainable, innovative, and forward-looking sector. Through collaboration and collective action, the Alliance is committed to ensuring that all current and future employees are treated with dignity and respect, helping the industry attract diverse talent and strengthen its ability to navigate the transformations of decarbonisation, digitalisation, and automation.



**GLOBAL
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FORUM**

About the Global Maritime Forum

The Global Maritime Forum is an international not-for profit organisation committed to shaping the future of global seaborne trade. It works by bringing together visionary leaders and experts who, through collaboration and collective action, strive to increase sustainable long-term economic development and human well-being. Established in 2017, the Global Maritime Forum is funded through a combination of grants and partner contributions. It operates independently of any outside influence and does not support individual technologies or companies.

Learn more about the Global Maritime Forum and our work on human sustainability at www.globalmaritimeforum.org.

