



ALL ABOARD  
ALLIANCE  
GLOBAL MARITIME FORUM



GLOBAL  
MARITIME  
FORUM

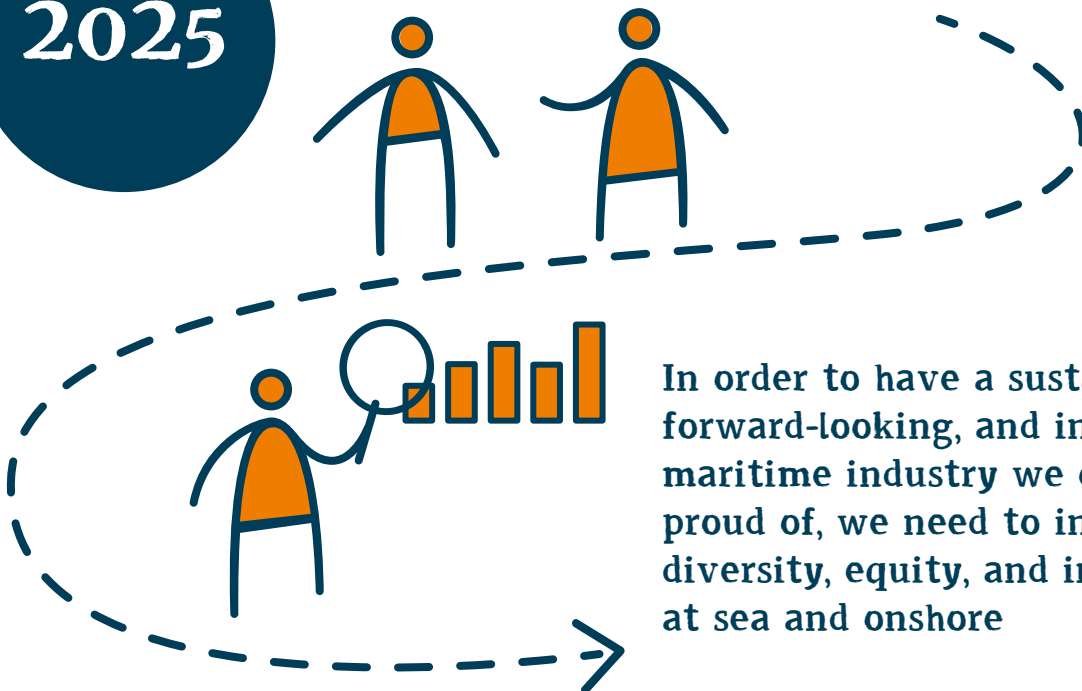


# All Aboard

# Alliance

# Insights

2025



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 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.

## **Authors**

### **Christian Breenfeldt Andersen**

Project Manager, Human Sustainability, Global Maritime Forum

### **Jennifer Barrow**

Director, Diversity Study Group

## **Contributors**

### **Heidi Heseltine**

Founder and CEO, Diversity Study Group

### **Ph.D. Susanne Justesen**

Director, Human Sustainability, Global Maritime Forum

## **Editor**

### **Justin Cremer**

Senior Communications Manager, Editor, Global Maritime Forum

## **Disclaimer**

The views expressed in this report are those of the authors alone and not the All Aboard Alliance or its member companies.

layout by housatonic.eu



# Table of Contents

<b>Executive Summary</b>	<b>2</b>
--------------------------	----------

<b>Foreword</b>	<b>5</b>
-----------------	----------

<b>1. Introduction: Maturity Analysis Framework</b>	<b>6</b>
---	----------

<b>2. Key Terms and Definitions</b>	<b>8</b>
-------------------------------------	----------

<b>3. The 5 Principles</b>	<b>9</b>
----------------------------	----------

Principle 1 - Accountability	10
------------------------------	----

Principle 2 - Learning and development	18
--	----

Principle 3 - Organisational culture	28
--------------------------------------	----

Principle 4 - Data	38
--------------------	----

Principle 5 - Communications	48
------------------------------	----

<b>Conclusions</b>	<b>60</b>
--------------------	-----------

<b>Methodology</b>	<b>62</b>
--------------------	-----------

# Executive Summary

The All Aboard Alliance is designed around five principles for embracing diversity, equity, and inclusion (DEI) in the maritime industry. When joining the Alliance, member companies commit to assessing their progress against these principles each year. The All Aboard Alliance Insights 2025 report outlines the results from the third year of self-assessment, with 26 companies participating.

## Highlights of the All Aboard Alliance Insights 2025

- **Principle 1 – Accountability:** This remains one of the strongest principles, with more organisations progressing here than in any other principle. Across the cohort, defined strategies are emerging, and DEI-related data is frequently used to measure progress. While overall responsibility remains at the most senior levels, more member companies have widened accountability to those with closer day-to-day responsibility for seafarers and/or shore-based activities.
- **Principle 2 – Learning and development:** Positive trends emerging this year include building upon existing programmes, expanding to more participants, and moving into areas such as psychological safety and well-being. A handful of member companies are focusing on new areas such as neurodiversity, inclusive language, and menopause.
- **Principle 3 – Organisational culture:** Member companies remain committed to exploring how to bring strategic inclusion ambitions to life. Achieving a culture of equity, inclusion, and belonging is about building employee trust and providing a work environment where everyone is encouraged—and feels safe—to participate and make their voices heard. This year, the focus on mental health, well-being, and seeking input from colleagues continues to grow.
- **Principle 4 – Data:** All but four member companies conduct some sort of employee engagement survey, and many have extended this outreach to seafarers. But 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.
- **Principle 5 – Communications:** This year's reporting demonstrates that companies understand that who communicates inclusion activities is just as important as the message itself. There are growing expectations for leaders to cascade the importance of inclusion throughout their organisations. Geopolitical challenges to DEI over the last few years were mentioned by several companies as a key challenge. In addition, some are going through organisational transformation or trying to overcome DEI fatigue. This backdrop adds complexity to how DEI programmes are communicated. To member companies' credit, they have remained focused on communicating the business benefits that inclusion can bring.

## Call to action

Advancing equity and inclusion during a time of increasing challenges is difficult, yet over the past three years, many Alliance companies have grown in confidence, practice, and maturity. As DEI faces increasing scrutiny in some regions, it is more important than ever to clearly align DEI with core purposes and values to ensure it remains resilient in a shifting global landscape.

- **Stay strategic:** A fundamental ambition of the All Aboard Alliance is to promote a strategic approach that links DEI to overarching business goals. The more organisations can show how their inclusion efforts have driven tangible results, the more people can see that this is not a nice-to-have activity but one that is core to the business.
- **Tune in:** More than anything, leaders need to encourage their teams to spend time on inclusion. This includes improving recruitment processes, ensuring that people feel comfortable speaking up, and allocating work and promotions in a fair way. Carefully listening to colleague feedback becomes even more essential as they try to make sense of the changes that their organisation is going through.
- **Staying power:** Even as DEI faces political headwinds, member companies' commitment remains steady. It is evident from this year's submissions, that those with an invested approach to DEI experience an improved ability to attract, retain, and develop people with the essential skills needed to drive sustainable business outcomes. Those committed to DEI understand that creating an environment where people can speak up, be their true selves, and do their best work is just good business.





**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 Co-Chairs Meei Wong and Mikael Skov

As we mark the third consecutive All Aboard Alliance Insights report, it is a moment to reflect on our shared journey and celebrate our collective progress. We are one year further along in shaping an industry that attracts diverse talent, enables innovation, and prioritises human sustainability through tangible actions, transparency, and mutual accountability.

The All Aboard Alliance was founded on the belief that by coming together as individuals and organisations, we can influence the industry one step at a time.

In a world facing overlapping and compounding crises, finding clarity and direction is increasingly complex. Through our commitment to collaboration, continuous learning, and shared responsibility, we as an Alliance can help the industry build the resilience needed to navigate these uncertain times.

We are grateful to the 26 member companies of the All Aboard Alliance that contributed their invaluable experiences and insights to this report. Their commitment to ensuring transparency and collaboration has been instrumental in shaping the insights presented within these pages.

We are proud to see meaningful progress toward the All Aboard Principles, with companies beginning to realise the benefits of taking action. This includes a deeper understanding of how inclusion supports resilience, relevance, and long-term success.

This year's report makes clear that, even in an increasingly complex global context, member companies remain firm in their commitment. It reflects the courage of those who continue to move forward, strengthen their DEI foundations, and meet uncertainty with renewed focus and intent. This report is both a celebration of progress and a call for continued, courageous leadership.

Sincerely,



**Meei Wong**  
Chief Executive Officer  
Circle Digital Ventures



**Mikael Skov**  
Chief Executive Officer  
Hafnia

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

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| • Bernhard Schulte Shipmanagement    | • MISC                            |
| • BP Shipping                        | • Mitsui O.S.K. Lines             |
| • Bureau Veritas Marine & Offshore   | • Navigator Gas                   |
| • Caravel Group and Fleet Management | • Navios                          |
| • Cargill Ocean Transportation       | • Philippine Transmarine Carriers |
| • Chevron Shipping                   | • PSA BDP                         |
| • Danaos Shipping                    | • Purus Marine                    |
| • Diana Shipping, Inc                | • RightShip                       |
| • Dorian LPG                         | • Rio Tinto                       |
| • Hafnia                             | • Stena                           |
| • International Seaways              | • Swire Shipping                  |
| • Lloyd's Register                   | • Swiss Re Corporate Solutions    |
|                                      | • Synergy Marine Group            |
|                                      | • TURTLE                          |

# Introduction: Maturity Analysis Framework

Many companies wishing to improve on DEI have questions about what progress looks like and how it can be achieved. They often wish to accelerate change but are unsure about how to move from where they are to where they ultimately want to be.

The Maturity Analysis Framework referred to throughout this report was designed to help answer these questions. Combining in-depth knowledge of the maritime sector with lessons from other industries, the framework identifies four key stages of DEI maturity for each of the 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 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 key performance indicators (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.

This report analyses submissions from 26 member companies. Of these, six reported for the first time, five are reporting for the second time, and 15 have reported each year of the All Aboard Alliance. All data has been anonymised and aggregated and no data has been attributed without consent.





The All Aboard Alliance maturity scale indicates where member companies are on their journey within each of the five All Aboard Principles. It is important to note that this scale does NOT assess 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.

## 2.

# 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.

3.

## The 5 Principles

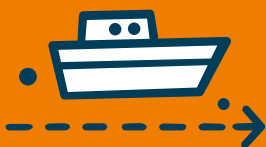




## Principle 1 - Accountability

### Starting Out

6



### Developing

8



#### 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 funding is 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.

#### 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 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

11



## Leading

1

**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.

**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.

# 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 ways to ensure accountability towards DEI:

- Appointing a business sponsor at the C-Suite level that demonstrates a commitment to leading diversity, equity, and inclusion within their organisation
- Developing a strategic approach to DEI on par with other business priorities
- Monitoring and evaluating progress
- Recognising and rewarding DEI-related behaviour and activities

The accountability towards DEI remains stronger than the other four principles, with significantly more member companies demonstrating advanced maturity levels. For the first time this year, analysis shows that one organisation is Leading in this Principle with DEI seen as mission critical. Accountability and resourcing mechanisms have been incorporated across the company, people understand their role in fostering an inclusive work environment, and external benchmarking is used to signal its commitment to all stakeholders.

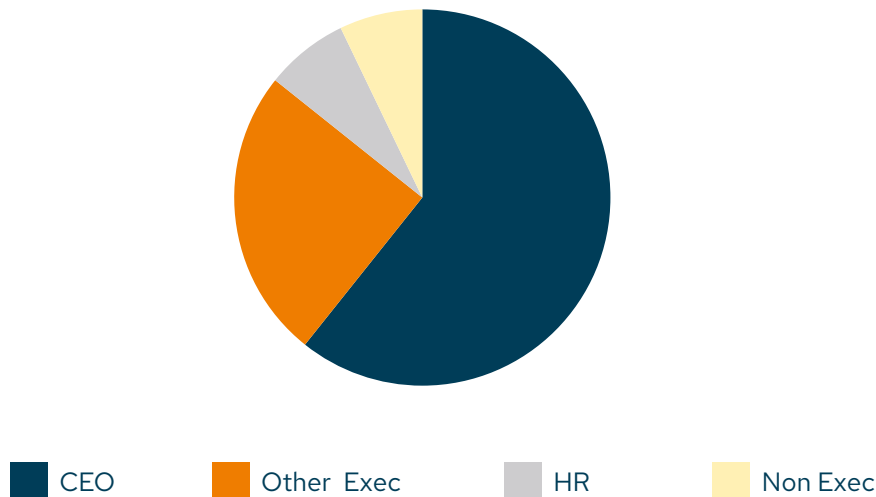
Business sponsor responsibilities continue to remain at a senior level, and member companies are beginning to develop more defined strategies that are underpinned by more focused monitoring of progress. Member companies are reporting tangible progress, especially in relation to recruiting more women seafarers and developing a more representative senior leadership team.

## **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, with the authority and potential to facilitate change.

This year's submissions indicate that for all but two organisations, business sponsors continue to operate at the executive level, demonstrating that the agenda remains a business priority. While accountability remains at the most senior levels, some business sponsors have expanded responsibility to other leaders, such as those with closer day-to-day responsibility for seafarers and/or shore-based activities.

**Business Sponsor Role**



**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 Chief Financial Officer, Chief Legal Risk Officer, Chief Operating Officer, Chief Environment & Sustainability Officer and Head of Commercial.*

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

- Matthieu de Tugny, Executive Vice President, Marine & Offshore Division at Bureau Veritas**, has participated as the Executive Sponsor for the Global BV Leadership Webinars on inclusion, which involved co-facilitating workshops. He has also made significant changes in the executive leadership team, where he has recruited a more diverse population, covering gender, age, nationality, and industry background. He has spearheaded the cascading of targets for all operating groups and introduced new objectives related to the promotion and internal moves of people from under-represented groups.

### 3. The 5 Principles - Principle 1

- **Chee Foong Wan, CEO at PSA BDP**, co-created and chairs the organisation's DREAM (Diversity, Respect, Equity, Authenticity, Merit) Steering Committee. Along with the Chief Human Resources Officer, he repositioned the firm's approach to inclusion. Created in collaboration with regional councils, the DREAM Steering Committee takes a structured approach to the governance of the firm's DEI programme. He has appointed other global leaders to ensure visibility, buy-in, and ownership across the highest levels of the organisation.

As these examples demonstrate, senior executives' visible accountability helps to DEI as mission-critical, and it becomes incorporated into the overall company strategy.

#### Developing a strategic approach

A fundamental ambition of the All Aboard Alliance is to promote a strategic approach to diversity, equity, and inclusion so that it moves from being a standalone programme to one linked to the business's overall purpose.

Evidence continues to emerge that member companies are adopting more deliberate strategies. For example:

- After conducting extensive listening exercises with staff from across all areas of the organisation last year, **Lloyd's Register** has developed its DEI strategy for 2024-2027 that includes immediate priorities such as refreshing and aligning network groups with business goals, strengthening external partnerships and sponsorships, and embedding well-being into the business framework through dedicated strategies and networks. A roadmap for each pillar of the strategy has been developed, as has a diversity dashboard that provides a detailed global perspective on progress across various measures and enables alignment of initiatives with the broader business strategy.
- **Swiss Re Corporate Solutions** refreshed its strategy with 'Inclusion First' at the centre, aimed at creating a sense of belonging for everyone through an inclusive culture and inclusive practices. The company's inclusion strategy sets out three target areas:
  - **Inclusive behaviours:** Offering inclusion literacy learning experiences that help build awareness, reduce bias, and encourage different perspectives.
  - **Inclusive practices:** From fair pay and enhanced global minimum parental leave to inclusive hiring programmes like Career Returnees @ Swiss Re, the company is committed to fairness and transparency and also widening candidate pools and strengthening inclusive hiring practices.
  - **Supportive communities:** Its Employee Resource Groups and inclusion initiatives are open to all and bring people together across the company – with a broad focus on gender, mental health, LGBTI+, intergenerational collaboration, race, ethnicity, and more.



## Monitoring and evaluating progress

As with other business priorities, some member companies have introduced governance frameworks to ensure top-level accountability and track progress or are in the process of doing so. Last year, some member companies reported taking a more nuanced approach to target setting, for example linking DEI aims to strategic business pillars, introducing a regional approach to monitoring progress, and incorporating relevant KPIs into detailed corporate scorecards that are regularly reviewed.

This trend has continued this year, exemplified by **Bernhard Schulte Shipmanagement's** multi-faceted approach, which includes both qualitative and quantitative targets. As set out in its Sustainability Report:

	Secure Employment	Health & Safety	Training and Skills Development	Diversity, Equity, and Inclusion
Key targets	<p>Achieve an employee engagement score of at least 80%</p> <p>Achieve an employee Net Promoter Score (eNPS) of 30 or higher</p> <p>Keep the employee turnover rate below 15%</p> <p>Achieve a Seafarers Satisfaction Score of 86% or higher</p> <p>Keep seafarers' attrition below 6%</p> <p>Deliver digital training for all employees who manage or work in hybrid/remote teams by 2025</p>	<p>Reduce lost time injuries to less than 0.49 cases per million hours</p> <p>Maintain the ratio of category 2-5 incidents against ship days to below 0.075%</p> <p>Ensure at least 90% of investigation reports for category 2-5 incidents are completed within 40 days of the investigation start date</p>	<p>Attain seafarers' training satisfaction score of 90% or higher at Maritime Training Centres (MTC)</p> <p>Ensure 50% of shore employees complete ESG digital training by 2025</p> <p>At least ten seafarers to participate in the revamped "Sea to Shore" programme by 2025</p> <p>Develop training matrices for all business units (currently only for BSM employees)</p> <p>Complete and kick-off the updated Management Development Track (MTD) training by 2025</p> <p>Develop role-specific onboarding competency packages for all employees</p> <p>Expand BSM Smart Academy to at least two new locations</p>	<p>Achieve 40% female representation among managers by 2027</p> <p>15% of trainees in the Young Professional early career programme to be females with STEM background</p> <p>Inclusion of neurodiversity in recruitment process of all shore employees and seafarers (selected ranks)</p> <p>Develop a comprehensive mental health training plan in locations where mental health was recognised as a priority area through a pulse survey by 2026</p>
Key actions and milestones in 2024	<p>Implemented targeted adjustments to salaries in areas highly impacted by inflation and expanded salary benchmarking to two more units of the Schulte Group</p> <p>Launched a new Pulse Survey tool offering real-time, concise feedback from shore employees every quarter and enabling timely interventions</p> <p>154 employees working in a remote/off-site model (64.5% increase from 2023)</p> <p>89% retention rate for seafarers and 85% of shore staff</p>	<p>98% of managed ships actively contributing the 'Behaviour Based Safety' programme, providing on average seven reports on safety observation per ship</p> <p>126% increase in reports through the Speaking Up platform</p>	<p>Introduced role-specific onboarding competency packages for six BSM companies</p> <p>Implemented a new LMS and dashboards for training metrics monitoring to enhance transparency and accessibility to training for all shore employees.</p> <p>Introduced career coaching for leaders and HR teams facing critical challenges</p> <p>Launched the BSM Smart Academy, a global partnership with maritime universities aimed at bridging the gap between academic education and hands-on training for future seafarers</p> <p>Launched a new MTC in Ghana</p>	<p>8% increase of women at sea</p> <p>2% increase of women in management</p> <p>12% reduction in gender pay gap</p> <p>Expanded the female cadet mentorship programme to include all cadets on full-managed vessels participating in the Schulte Group cadet programme</p> <p>Provided mental health resilience and accountability training to human resources and managerial roles for shore employees</p> <p>Co-developed a cross-industry mentorship programme</p> <p>Developed in-house mental health and well-being training capability for seafarers</p>

Source: BSM Sustainability Report 2024

#### Maturity steps – Principle 1

- **Now** – DEI is facing a backlash from some factions that question its effectiveness and importance. Now more than ever, it is crucial to clearly align DEI with business purpose to ensure it withstands challenges against a hostile environment.
- **Next** – As strategies are revisited and/or developed, ensure that leaders understand why inclusion is important to their specific areas of the business and are equipped to cascade these messages both internally and externally.
- **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 to support the wider sector in becoming an attractive career destination.

#### Case Study, Principle 1

### Lloyd's Register: Embedding leadership accountability

#### Background

*Lloyd's Register is a leading provider of classification and compliance services to the marine and offshore industries, helping clients design, construct, operate, extend, and decommission their assets safely and in line with environmental expectations.*

*Driven by our peoples' expertise, we deliver trusted solutions that secure operational advantage, enhance safety, and accelerate towards net zero. Owned by Lloyd's Register Foundation, we proudly deliver profit with purpose.*

#### What did you want to achieve?

*Our goal was to create a globally relevant DEI strategy grounded in lived experiences and shaped by our values. We recognised that accelerating growth and maintaining our competitive edge in maritime technical services required a more diverse and inclusive workforce. Becoming more representative of the clients and communities we serve enhances innovation, strengthens our value proposition, and positions us as a partner and employer of choice. Embedding leadership accountability and inclusive behaviours was essential to driving change and sustaining impact.*



## What did you do?

---

*With support from our Executive Leadership Team, we commissioned a third party consultancy to understand the global lived experience of colleagues across the world. The sessions were delivered in three phases:*

- **Phase 1:** Africa, Americas, UK
- **Phase 2:** Germany, Greece, Netherlands, Norway
- **Phase 3:** China, India, Korea, Singapore

*The conversations explored a broad range of diversity dimensions and insights captured in a report with actionable recommendations, which were presented to the executive leadership team and our senior leader team, The Navigators. The report directly informed the development of our 2024–2027 DEI Strategy and the commitment and investment made by the organisation to diversity initiatives.*

*We've evolved our DEI governance structure to reflect the growth and maturity of our DEI journey. Our work is guided by a three-year strategy and supported by a robust governance and reporting framework. This includes a cross-functional working group and a weekly governance group to oversee delivery, with monthly reporting to the board to ensure accountability and measure impact.*

## What have you learned?

---

*Leadership visibility and shared ownership are critical to momentum and have been key to driving key initiatives through to completion. Upskilling our more Senior Leaders to listen before acting has helped build trust amongst our global colleagues. A clear governance framework ensures the organisation takes accountability for the strategy and we are measuring the impact of what we deliver.*



## Principle 2 - Learning and development

### Starting Out

9



#### 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

11



#### 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

5



## Leading

1



### 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 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, emphasising 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.

### 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 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 remuneration 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 this maturity scale does not assess 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 and contribute to creating an equitable and inclusive work environment throughout the organisation.

This principle was one of the more challenging for member companies last year, with most companies in the 'Starting out' maturity range. It is reassuring to see a shift this year, demonstrated by member companies moving towards 'Developing' and beyond.

Member companies are moving away from an over-reliance on e-learning platforms and an ad hoc, generic approach to equipping people with the necessary skills to lead and manage diverse teams. Five companies demonstrated 'Advancing' characteristics, with one showing 'Leading' aspects in its approach to equipping people to foster an inclusive working environment.

Positive trends emerging this year include building upon existing programmes by adding more modules, incorporating inclusion concepts into mainstream training, and/or expanding to more participants. Companies are moving into areas that meet specific business priorities, such as psychological safety and well-being. A handful are focusing on new areas like neurodiversity, inclusive language, and menopause.

## General awareness-raising events

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. This, in turn, supports colleagues in clarifying their role in fostering an inclusive environment for all.

## People managers and leaders

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

- **Bureau Veritas** introduced its 'Great 5 Leadership' programme. With over 100 managers attending over three years, the programme focuses on modern management and leadership techniques to get the best out of their teams and recognise differences. The programme is based on developing a coaching style to better help leaders navigate a changing, more diverse, and global environment through five traits in good leaders:
  - **Growth:** Developing a growth mindset, encouraging continuous improvement, and fostering an environment of ongoing success.
  - **Relationships:** Emphasising the necessity of strong relationships across the organisation, enhancing collaboration and amplifying the impact of managers through synergy.
  - **Execution:** Simplifying complexity and inspiring result-driven action, equipping managers to guide teams toward accomplishments aligned with the organisational goals.
  - **Agility:** Empowering managers to effectively navigate change, ensuring their teams remain responsive to evolving needs.
  - **Thinking:** Encouraging strategic, creative, and well-informed decision-making, and empowering managers to provide visionary leaders guiding teams with clarity and foresight.
- **Caravel & Fleet** ensured that inclusive leadership concepts were included in their inaugural development programme for new managers. All new managers are required to complete the training, ensuring a consistent standard of inclusive leadership across the company. Additionally, through its new seafarer 'General Manager Leadership Programme', participants learn about inclusive leadership and psychological safety through topics such as active listening, encouraging a speak-up culture, and building individual relationships with team members.



### 3. The 5 Principles - Principle 2

- **Chevron Shipping** offers an 'Inclusive Leader' programme to help leaders explore their role in creating an inclusive culture. The programme includes in-person interactive sessions, e-learning training, and virtual facilitated sessions.

#### Designing bespoke programmes to accelerate impact

Ensuring that people at every level understand why and how diversity, equity, and inclusion are relevant can accelerate impact. This could include specific training for recruiters, HR professionals, data insight teams, customer support, marketing and communications, and procurement. For example:

- **Swiss Re Corporate Solutions** developed inclusion workshops specifically for HR professionals, with the objectives of better understanding what it means to be inclusive within the specific context of HR and equipping HR professionals with skills and tools to better support the business. Over 200 HR professionals participated with an overall satisfaction rate of more than 70%.
- **Hafnia** leaders benefit from the company's Ambitious Leadership programme, in which all people managers undergo coaching on the importance of diverse thinking and strong and inclusive leadership and how that aligns with Hafnia's corporate strategy. This reporting year, Hafnia officially launched its 'Ambitious Leadership Program at Sea' for masters and senior officers.
- **Chevron Shipping** sets clear expectations around culture for future masters and chief engineers during its onboarding and development programme, ensuring that new leaders are aligned with the organisation's diversity and inclusion philosophy.

An emerging trend this year was a focus on equipping employee volunteers to support the delivery of different programmes. Examples that stood out include:

- **Diana Shipping Services S.A.** launched its 'Together for Good' programme to enhance the organisation's environment, social, and governance (ESG) culture. A diverse 'Together for Good' team was formed to help shape future actions under the programme. Diversity is one of the focus areas, with the aim of organising events and enhancing awareness and engagement around the topic.
- **Lloyd's Register** introduced a 'Well-being Champions' community, comprising 64 employees who have completed specialised training in areas such as mental health awareness, well-being, and how to support neurodiverse colleagues. This team provides guidance to the organisation and ensures that all well-being initiatives are a mix of global and local efforts, maintaining alignment with business objectives while respecting regional and cultural nuances.



- **Rio Tinto** launched a global initiative, 'Inclusive Voices Employee Resource Groups', to create safe spaces for dialogue and celebrate cultural diversity. These ERGs also serve as platforms to help the business listen to and engage with employees, fostering a more inclusive and respectful workplace.

Employee volunteers are essential to cascading organisational intent and sharing personal experiences. However, it is important to recognise and acknowledge their contributions, which go above and beyond their daily responsibilities.

Member companies also reported an ongoing focus on supporting people from underrepresented groups via mentoring programmes. **BP** seafarers were encouraged to support the recently introduced mentoring scheme. Optional training—both on shore and at sea—was introduced on allyship and fostering an inclusive workplace, supported by focus groups dedicated to maintaining a psychologically safe work environment. **Chevron Shipping** supported both mentorship and sponsorship programmes that play a vital role in attracting and retaining talent, enhancing the company's reputation, and providing opportunities for skill and career advancement. **RightShip** was pleased to initiate early conversations that helped lay the groundwork for the cross-organisation 'CREST Maritime Mentoring' programme.

### **Linking DEI 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. Specific examples include:

- **Bureau Veritas** embeds values and leadership behaviours into its annual performance review process. Individuals are expected to confirm their agreement to adhere to the principles, one of which is to be open and inclusive and demonstrate how they incorporate this into their day-to-day activities.
- **Cargill** believes that culture is shaped by values and behaviors. To this end, it introduced new 'Cargill Behaviors' last year, which reminds employees of the enduring values that help realise their purpose and behaviors that remind them of the choices and actions that help achieve their strategy. Putting people first, respecting everyone, and fostering inclusion is a central component to the newly updated values and behaviors.
- **TURTLE** has built diversity and inclusion into its foundational pillars of respect, fairness, responsibility, and collaboration. Colleagues are expected to live by these values towards customers and within the team.

Clarifying the desired behaviours valued in employees and what those look like in practice ensures that everyone understands what is expected of them and is acknowledged accordingly.

#### Full steam ahead

Member companies are not standing still; they are building and expanding upon existing programmes to ensure inclusion remains an ongoing feature in mainstream learning and development programmes. Examples include:

- **Bernhard Schulte Shipmanagement** introduced several workforce development initiatives in 2024. Mental health resilience and accountability training was delivered to 200 HR and managerial staff across nine locations, with 84% satisfaction. A mandatory 'Creating an Inclusive Culture' course was added to onboarding for all employees. A comprehensive mental health training plan is also being developed in locations where mental health was recognised as a priority area. To support hybrid and remote teams, two new digital programmes were rolled out, along with updated HR practices to strengthen cross-location collaboration. At sea, BSM's seafarers completed 2210 mental health awareness raising trainings and the company launched its own new tailored content for seafarers, which is being delivered by three dedicated mental health training superintendents. In addition, the 'Female Mentorship Programme', which was launched in 2024 to pair new female cadets with shore-based mentors, was expanded to include all cadets in the Schulte Group cadet programme. The programme benefited over 30 female cadets in 2023, and in 2024, more than 340 cadets (both male and female) participated.
- **Swiss Re Corporate Solutions** launched its signature inclusion literacy programme, 'Inclusion Experience Journey', in Q3 2022 to all executive leaders and line managers. This focuses on empowering them with intentionally inclusive behaviours, and enabling inclusive team climates, and allyship (the behaviours and practices that leaders can take to support, amplify, and advocate for others). Moreover, a mandatory inclusion e-learning was further introduced for all line managers in Q3 2024. All leaders have now successfully completed the foundational inclusion module, with a satisfaction rate over 82%.
  - Apart from leaders and HR professionals, inclusion workshops were organised for all employees to ensure a common understanding of inclusion at Swiss Re, and this also saw satisfaction scores over 90%, with the focus on an inclusive environment resonating with many.
- **Swire Shipping** launched 'Allyship Workshops', a series of pilot training programmes targeting senior managerial levels and above. The workshops aim to foster a more inclusive and supportive workplace culture by equipping leaders with the skills and knowledge to effectively advocate for and support their colleagues from diverse backgrounds.

These examples demonstrate how member companies are adopting a mature and nuanced approach to monitoring the impact of programmes and providing an evidence-based foundation upon which to develop and expand initiatives.

## Maturity steps – Principle 2

- **Now** – Equip leaders and managers to create the conditions for their teams to thrive. Focus on providing regular, relevant, and high-quality training that emphasises concrete examples that can be incorporated into daily practices.
- **Next** – To mature, focus on monitoring uptake and impact, and customise initiatives to different roles within the organisation. Incorporating inclusion messaging and concepts into core programmes will position inclusion as relevant and beneficial to everyone, at all levels of the organisation and from all backgrounds.
- **Later** – Integrate behaviour expectations into career development frameworks and link them to company codes of conduct and values. Reward those who step up and take the time to explore their role in fostering diverse, equitable, and inclusive workplaces.

“ Our goal is to create a culture of accountability and mutual respect, ensuring that all crew members, regardless of their background, can thrive in a supportive and inclusive environment. By actively engaging with our teams and principals, we are continuously learning and improving our DEI practices to meet these challenges head-on and drive meaningful change.

**Gerardo Borromeo**  
Chief Executive Officer, Philippine  
Transmarine Carriers

“ Our focus is empowering middle managers with the tools to foster a culture where every employee feels valued, included, and inspired to thrive.

**Steen Lund**  
Chief Executive Officer,  
RightShip

#### Case Study, Principle 2

## Bureau Veritas: The GREAT 5 Leader Programme

### Background

---

*Bureau Veritas Marine & Offshore is one of the world's leading ship classification societies and offshore safety and verification bodies. As part of Bureau Veritas—a global leader in inspection, certification, and laboratory testing services with 84,000 employees across 140 countries—we bring broad insight into the global supply chain and blue economy. We have a guiding mission: Shaping a better maritime world. We are driven to keep people and assets safe and to preserve our blue planet for future generations.*

### What did you want to achieve?

---

*The GREAT 5 Leader Programme aims to foster a cultural shift toward more empowering, coaching-style leadership. We equip people managers with the mindset and tools to develop confident, capable teams by encouraging independent thinking, collaboration, and accountability. This strengthened leadership capability can support the growth of high-performing, diverse and self-reliant teams, which is crucial in our global, highly technical environment where agile and distributed ways of working are keys to success.*

### What did you do and how did you do it?

---

*We partnered with an external consultant to design a programme tailored to our marine & offshore context. After a pilot phase and feedback-led refinements, we launched a virtual experience for global teams. Built around interactive sessions and the GREAT (Growth, Relationships, Execution, Agility, Thinking) framework, it blends theory, peer learning, and real-world application. One-on-one coaching and pre/post activities deepen engagement. Participation is voluntary, driving motivation and commitment.*



### What are the results so far?

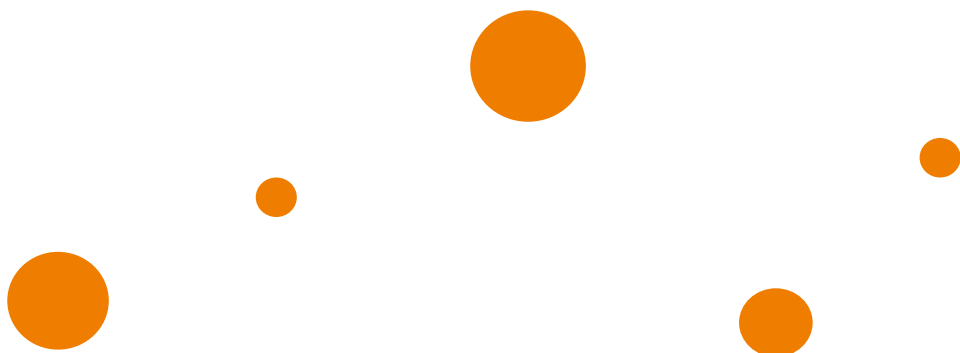
---

*Since 2022, the programme has reached 100+ managers and there has been strong, positive feedback. Participants find the content relevant, practical, and impactful. Framed as a developmental journey, it encourages reflection and growth. Continued interest, especially from technical managers, highlights a growing recognition of leadership and interpersonal skills as vital to success.*

### What have you learned?

---

*Effective leadership development in a technical organisation requires intention, relevance, and practical focus. People management is a critical skill, and our managers are highly motivated to grow in this area. By integrating knowledge, case studies, and coaching, the programme has proven highly effective. It also fosters inclusive leadership by building self-awareness, valuing differences, strengthening relationships, and enhancing team performance and diversity.*





## Principle 3 - Organisational culture

### Starting Out

10



#### 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

11



#### 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 across the organisation. Larger organisations may establish employee network groups (ENGs) to offer peer support to different groups and to provide insight into the lived experiences of people within different areas of the business. ENGs 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 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

3



### 1. All core business decisions and approaches are reviewed for DEI implications

DEI is integrated across the whole employee life cycle. 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 central leadership, support teams, and individual people managers—as well as highlight inequitable and exclusive practices.

## Leading

2



### 1. Inclusive policies, 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 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 test and evolve its thinking, especially in times of upheaval and uncertainty.

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

The Maturity Framework analysis shows that member companies remain committed to exploring how to bring strategic inclusion ambitions to life. This year marks the first time that two companies are demonstrating 'Leading' practice in this principle. Inclusive policies and processes are in place and regularly reviewed, colleague feedback is sought and acted upon, inclusive behaviour is becoming the default, DEI implications are monitored across both business and people-related areas, and a confident communication approach is adopted, both internally and externally.

Most companies have now introduced anti-harassment and bullying policies, codes of conduct/ethics, and standalone DEI policies. New areas of focus include building on existing practices to ensure they are as inclusive as possible in areas such as recruitment and talent management, and embedding equity and inclusion principles into core people practices. An emerging trend seen in the submissions is companies seeking and listening to people's lived experiences via surveys, culture reviews, and focus groups.

**We will vigorously promote diversity, equity, and inclusion to make a leap forward to becoming a 'resilient global enterprise'**

**Toshinobu Shinoda**  
Representative Director, Executive  
Vice President Executive Officer,  
Chief Strategy Officer, Mitsui O.S.K.  
Lines, Ltd.



## **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, there has been growing focus on mental health, well-being, and seeking input from colleagues. For example:

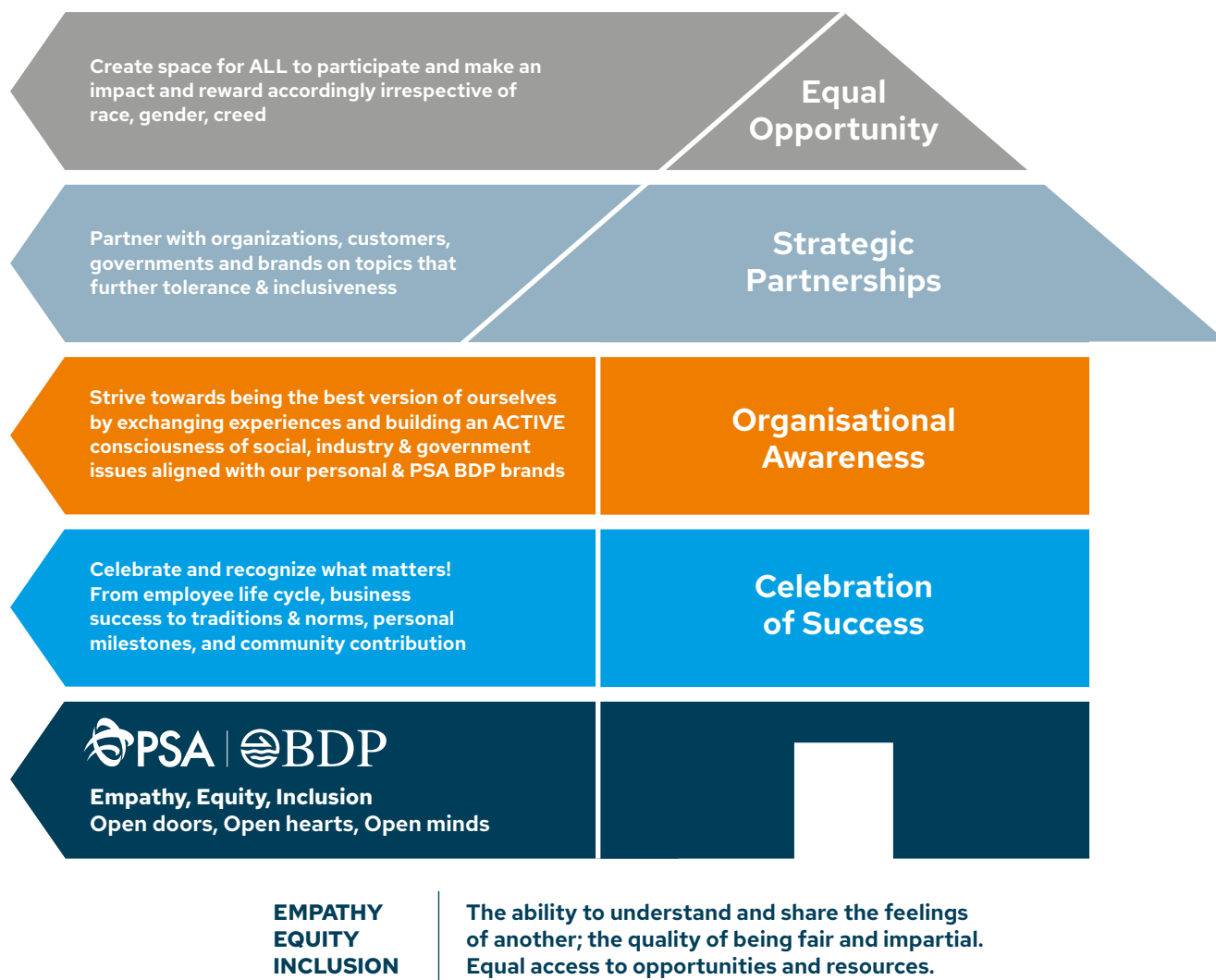
- **Caravel & Fleet** launched a podcast highlighting common mental health concerns at sea.
- **Chevron Shipping** held a women's summit on 8 October 2024 under the theme 'Resilience: The Great Superpower'. The summit, held in person as well as virtually for onboard mariners, aimed to equip attendees with the tools and mindset needed to navigate challenges and emerge stronger. Chevron also introduced a personalised diversity and inclusion learning journey with a new app called the 'Diversity, Inclusion, and Opportunity Fitting Room' that provides users with a personalised list of training offerings based on the answers.
- **Lloyd's Register** rolled out a series of global lived experience workshops. The feedback fed directly into the renewal of its DEI strategy.
- **Swire Shipping** regularly engages its employees via feedback sessions and focus groups to capture their lived experience and seek improvement. For example, employee input was incorporated into various office remodelling projects, resulting in more inclusive design, such as the installation of nursing facilities and adjustable workstations.
- **PSA BDP** established empathy as a core strategic pillar, stating an ambition to "strive towards being the best version of ourselves by exchanging experiences and building an active consciousness of social, industry, and government issues aligned with our personal and BDP brands." Colleagues are encouraged to share their lived experiences through events, blogs, representation on global and regional DEI governance committees, and directly via the company's DREAM intranet portal.



### 3. The 5 Principles - Principle 3

#### PSA BDP DEI Strategy

In 2022, we introduced our strategic plan for diversity, equity, and inclusion with our four-pillar DEI Framework. The goal is to weave empathy, equity, and inclusion seamlessly into the business, creating an environment that promotes these across our BDP ecosystem.



Source: PSA BDP Diversity, Equity, and Inclusion 2024 Guideline

#### Policies and processes

Recruitment remains a common area of focus for member companies, with several reporting on the measures they have taken to introduce inclusive recruitment practices. Examples cover a range of activities, from equal opportunity statements on job adverts to anti-bias training for recruiters and the use of diverse interview panels, though it should be noted that most of these efforts focused on onshore recruitment. For example:

- **Cargill** offers an online training on inclusive hiring practices including collaboration with Textio (an augmented writing platform) to analyse job descriptions for jargon and words that could come across as particularly masculine or feminine. Some refer to this as "de-biasing" job descriptions.

- **Stena** introduced a blind recruitment approach where identifying information is redacted during the selection process, and **Mitsui O.S.K. Lines** and its group companies recruit from wider sources to widen the recruitment pool.
- **Diana Shipping Services S.A.** reviewed its recruitment process to ensure it is inclusive. This involved introducing common assessment tools (psychometrics and reasoning tests) and implementing structured interviews with standardised questions to assess candidates based on job-related criteria. Diverse hiring panels are used in every recruitment project to ensure multiple perspectives in the selection process. To inject rigour, there is an expectation that at least one woman per opening should be on the shortlist. This approach was also extended to its programme to support young people in kick-starting their professional development. A structured internship programme was introduced with rigorous selection and onboarding processes, and a concrete working plan for the duration of the internship. A KPI of 25% annual absorption of interns with permanent contracts ensures that progress is monitored.
- **Rio Tinto** has embedded diversity and inclusion into its recruitment practices to improve candidate experience and increase representation across the business. Targeted strategies have been developed to attract women and indigenous talent in technical roles, supported by revised recruitment tools, inclusive onboarding processes, and the introduction of neuroinclusion programmes.
- **Swiss Re Corporate Solutions** introduced a series of measures to ensure its recruitment processes are inclusive, including:
  - leveraging AI in the creation of job advertisements to ensure inclusive language use
  - job advertisements defaulted at 80%-100% flexibility to attract a wider talent grouping
  - introducing the use of diverse interview panels and structured interviews
  - launching 'Career Returnees @ Swiss Re', an initiative aimed to attract skilled professionals who have taken an extended career break
- **Swire Shipping** introduced DEI and accessibility statements to reflect its commitment towards inclusive hiring and providing opportunities for all. These statements are published on all recruitment advertisements.



**DEI statement:** Across Swire Shipping, we seek to create a supportive and inclusive environment that embraces individuality and recognises the benefits that these differences make. We do this by ensuring that all individuals are treated with respect and understanding, and do not tolerate discrimination, harassment, bullying, retaliation, or intimidation of any kind. We are committed to driving the strategy, policies, and accountability to build and sustain a diverse global workforce through equitable processes and systems where everyone can contribute their very best.



### 3. The 5 Principles - Principle 3



**Accessibility statement:** “Swire Shipping is committed to ensuring equal, equitable access and participation for persons who experience disability. [Swire] is committed to treating persons with disability in a way that allows them to maintain their dignity and independence. Reasonable adjustments can be made upon request based on understanding of those accommodations.”



Member companies are also expanding existing policy approaches with equity and inclusion in mind. Examples include:

- **Lloyd’s Register** introduced a global gender identity and transition policy that addresses the actions and behaviours required to ensure that trans and non-binary colleagues are well supported and feel treated inclusively and respectfully. It covers best practices for colleagues and managers, as well as how to inform customers and clients.
- **Bernhard Schulte Shipmanagement**, recognising that every individual has unique needs, provides tailored support for shore-based employees who can request special accommodations, such as specialised equipment, workspace modifications, or adjustments to work schedules or responsibilities. This proactive approach helps create a work environment that minimises stress and fosters both emotional and physical well-being, ensuring that every employee can perform at their best. To promote inclusive hiring, BSM has taken steps to integrate neurodiversity into the recruitment process for shore-based roles. In 2024, BSM began implementing Predictive Index (PI), a behavioural and cognitive assessment tool, into its hiring practices. PI supports unbiased, data-driven decisions by offering objective insights into a candidate’s natural traits and how they align with role requirements. This reduces reliance on subjective impressions and helps ensure fair, merit-based evaluations across all candidates.

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

- **Mitsui O.S.K. Lines** introduced a new ‘Human Capital Vision’ to promote DEI across the MOL Group. As one of such initiatives, MOL Group introduced talent management system to visualise global talent pool, which aims at making management more diversified. MOL Group companies also held many events to promote DEI and empower each employee.
- At **Swiss Re Corporate Solutions**, salary pay and target incentives are reviewed to ensure internal pay equity, external competitiveness, and pay for performance. The company monitors pay equity together with market practices and addresses concerns to ensure that employees are treated fairly. Swiss Re received the Fair Pay Workplace certification for following their established pay equity rules and standards.

- Moreover, in 2023, Swiss Re introduced a minimum global parental leave standard which gives employees better opportunities to raise their families and manage their work-life balance. Primary caregivers receive a minimum of 16 weeks and secondary caregivers a minimum of four weeks paid parental leave.

It is encouraging to see from this year's submissions that onshore policies, processes, and practices are beginning to be positioned as key methods to attract, retain, and promote people from the broadest range of backgrounds.

### 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 all who can access them? Is the benefits package attractive to people of all ages and from across all regions?
- **Next** – Where possible, create more personalised learning options instead of a one-size-fits-all approach. This should consider colleague readiness and willingness to learn, their specific context within the organisation, and overall workplace culture.
- **Later** – Awareness-raising events, listening exercises, and the introduction of policies, although important, rarely have an 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.

#### Case Study, Principle 3

## Bernhard Schulte Shipmanagement: A focus on education and professional development

### Background

---

*Bernhard Schulte Shipmanagement (BSM), member of the Schulte Group, is an integrated maritime solutions provider. It manages a fleet of 680 vessels, 40,000 crew and 2,000 shore-based employees enable the delivery of safe, reliable and efficient ship management services through a network of ten ship management, 28 crew service, and six wholly owned maritime training centres across the world. Alongside this, BSM offers a suite of complementary maritime solutions to meet customer requirements.*

### What did you want to achieve?

---

*We aim to build a more inclusive, diverse workforce that is deeply familiar with our systems and values, reflects the communities we serve, and fosters innovation across the maritime industry.*

### What did you do?

---

*At BSM, professional development is central to employee satisfaction and future readiness. We identify training needs through appraisals, audits, incidents, and industry trends, offering tailored learning opportunities for all roles.*

*The BSM Cadet Programme prepares junior officers through a three-month pre-sea course focused on cultural, technical, and leadership skills. Onboard progress is tracked via our digital training system, enabling close support and communication. This programme reflects BSM's strong investment in developing the next generation of seafarers.*

*We are also going above and beyond by implementing our latest initiative, 'BSM Smart Academy', through which we are sharing BSM values and expertise with the future workforce already during their first year of studies.*

*For shore employees, we invest in future maritime talent through early career programmes that support students and graduates. Our Young Professionals Traineeship (YPT) enables participants to join operational departments across eight global locations. The programme targets diverse talent, including non-traditional backgrounds, and promotes women in STEM.*



### **What are the results so far?**

---

*In 2024, 401 new cadets were recruited from the BSM Cadet Programme, with 16% from Africa and 7% women, reflecting its commitment to diversity and future talent development. The programme boasts a 98% retention rate, with 76% of third officer and 80% of fourth engineer promotions coming from its graduates.*

*For the Smart Academy initiative, over 30% of the first cohort were female seafarers, with a focus on partnering with universities from underrepresented regions.*

*Applications for the YPT programme surged by 175% in 2024, resulting in the placement of 15 new participants. BSM is also enhancing collaborations with universities and academic institutions to attract even more young talent.*

### **What have you learned?**

---

*Early and sustained investment in talent development across both seafaring and shore-based roles leads to strong retention, performance, and leadership outcomes. Furthermore, placing diversity and inclusion at the core of our programmes enhances innovation and ensures our workforce better represents the global communities we serve.*



## Principle 4 - Data

### Starting Out

10



**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.

### Developing

12



**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 organisation. This covers inclusion and equity metrics gathered at some areas of the employee life cycle.

**5. Little data published externally, e.g., limited to gender representation in company reports**

Some data points are shared externally but they are usually limited to gender.



## Advancing

2



## Leading

2



### 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 life cycle

The data can be tracked across all significant employee decision-making processes to help eliminate bias and 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.

### 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 as performance and pay decisions are being made.

### 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 experiences 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 in driving 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 this maturity scale does not assess 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's submissions demonstrate a growing confidence in data collection and how companies are using the data to drive change, especially on shore. When reviewing the maturity of the companies, this principle remains strong, with two organisations deemed 'Leading' in the maturity scale.

Leading practices include placing accountability at the C-suite/board level, cascading KPIs throughout the organisation, building real-time capability into systems, combining data to show the impact of intersectionality, implementing external benchmarking, and publicly disclosing results to drive innovation.

The most common diversity data points remain gender, age, and nationality, but several member companies also capture other areas such as ethnicity and disability. Member companies are using diversity demographic data to set baseline targets and KPIs to measure progress.

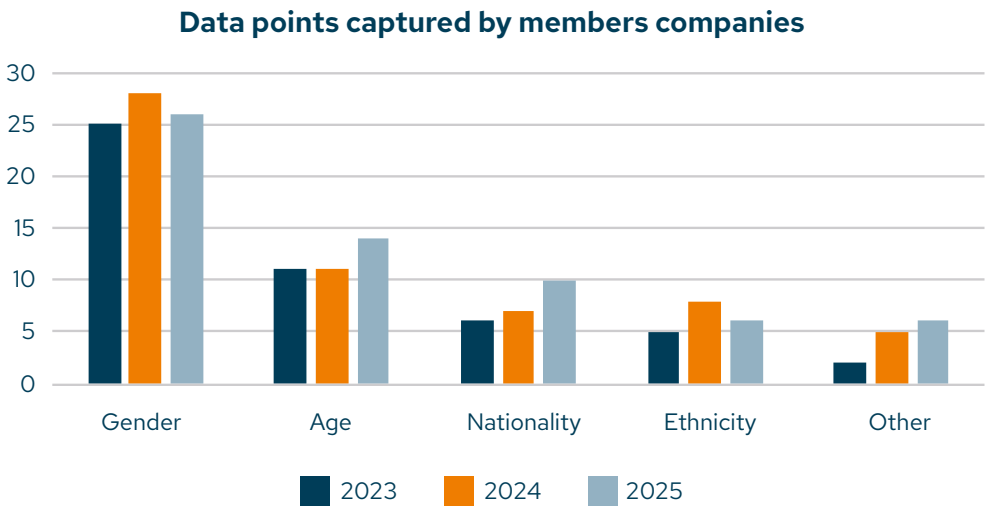
The use of employee engagement surveys to gather feedback from onshore colleagues has become common practice, and more member companies are extending this to seafarers. Effective communication campaigns are being used to encourage people to share their personal data, and it is reassuring to see the continued focus on how the data has led to tangible action, such as a specific focus on recruitment and the provision of additional support for seafarers.

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 life cycle, will help identify where to focus on 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 diversity data, the most common being on gender. Age is the next most common diversity data point, followed by nationality and ethnicity. Six member companies reported that they capture data on additional diversity characteristics, such as ancestry, disability, gender reassignment, parental status, religion, sexual orientation, socio-economic background, and veteran status.



*Note that the data analysed in this review is not directly comparable with the 2024 data due to differences in the cohort. See page 6 for details.*

### 3. The 5 Principles - Principle 4

#### 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 showcase some kind of employee engagement survey, and more are extending shore-based surveys to seafarers. Examples that stood out include:

- **Bernhard Schulte Shipmanagement**, aiming to deepen its culture of open dialogue, launched a new pulse survey tool was launched in 2024, offering real-time, concise feedback from shore employees every quarter and from seafarers at the end of each contract. The value of this new tool lies in capturing evolving sentiments influenced by immediate workplace dynamics and applying timely interventions when needed. The initial insights from the tool helped raise important issues in various locations and identified steps to address them promptly. Respondents were asked the degree to which they agreed with statements such as:
  - I see diverse representation at all levels of the organisation, including leadership.
  - My organisation supports local communities adequately.
  - I am aware of the objectives of our employer's diversity and inclusion programme.

In 2024, 49% of shore employees participated, generating 11,387 responses and an average satisfaction score of 90%. Low scores and comments are reviewed monthly by HR in collaboration with relevant departments and the seafarers themselves to design targeted improvements. Both shore employee and seafarer satisfaction metrics are embedded in leadership KPIs, reinforcing BSM's commitment to a supportive and engaging work environment on shore and at sea.

- **Chevron Shipping** continued its annual survey for mariners to better understand their needs and provide a confidential platform to share feedback. This survey identifies areas that are performing well and pinpoints opportunities for improvement. The insights gained help create a more supportive and inclusive environment for seafarers.

Member companies also used engagement surveys to support the development of strategic direction. For example:

- **Diana Shipping Services S.A.** defined the starting point for its culture journey by combining quantitative survey results with insights from 34 values workshops involving employees across the organisation. These workshops, held over an 18-month period, engaged participants from all levels and departments, including the senior leadership team. Together, they explored the company's purpose and values, exchanged perspectives in an open and reflective setting, and discussed how to bring the values into daily work life. This process fostered shared understanding, encouraged cross-functional interaction, and helped lay the groundwork for embedding values into everyday behaviour. It also gave leaders a clear picture of the current culture, as well as specific input to shape targeted actions for progress and alignment.

- **PSA BDP** conducted an anonymous 'Diversity Atlas Survey' to gain insights into its internal diversity DNA and learn where the organisation could improve its strategy. The survey results were analysed on the global and regional levels and provided the basis for internal conversations that led to a change in language from DEI to DREAM (Diversity, Respect, Equity, Authenticity, Merit).

## Equity

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

- **Cargill** continues to measure and monitor equity-related data, in particular salaries, through an external company that analyses salaries to ensure equitable pay. Cargill also uses a yearly engagement survey to measure progress related to a DEI index.
- **Caravel & Fleet** conducted a detailed review of the results of an employee engagement survey and analysed data across gender, age, region, and role type to inform targeted improvement areas and future strategic priorities. Engagement and employee life cycle data were summarised, and key takeaways and recommendations were shared with senior leadership, regional HR, and all department heads. Together with the senior leadership team, action plans were developed and communicated to the rest of the organisation to show commitment to the issues that matter most to employees.

## Encouraging colleagues to share data – The how

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

- **Swiss Re Corporate Solutions** continued to roll out voluntary self-ID data collection. To encourage participation, communications were directly conducted from country leadership to local employees, ensuring a personal tone and encouraging engagement with the sensitive nature of the topic. This approach also allowed country offices to control when and how campaigns were run so reminders were not sent during inappropriate times (for example holidays) or amid concerns around the local cultural/political climate, etc. Once collected, the data enables analysis of response rates before and after the campaigns and other data analytics.

### 3. The 5 Principles - Principle 4

- **Lloyd's Register**, as part of its 2024-2027 DEI strategy, introduced two dedicated workstreams: measurement and data collection. The measurement workstream has been instrumental in ensuring all configurations are aligned with legal and regulatory requirements and advancing DEI metrics integration into HR reporting dashboards.

#### Analysing the data – The what next

The ultimate purpose of collecting data is to inform decision-making. This year, more member companies provided specific examples of how collected DEI data has led to concrete actions. The level of detail provided in the submissions has increased since the launch of the All Aboard Alliance, demonstrating a growing confidence in how the data can be applied to drive strategic outcomes. For example:

- **BP Shipping's** self-ID survey was launched in 2023 and, where legally able, allows employees to share their identity data. This helps build a more complete picture of the workforce, to better understand employee representation, and measure progress towards its ambitions.
  - Also, pulse surveys and monthly vessel feedback reports have been collated and discussed during periodic Sea Staff Conferences and more regularly at monthly internal meetings. General feedback has led to the following actions:
    - Transparent appraisals to include inclusion as part of the behavioural expectations.
    - Gradual increase of gender diversity across the operated fleet.
    - Onboard operational changes such as:
      - Medical chest inventory updated.
      - Inclusive sizing sourced for firefighting items and other personal protective equipment.
      - Laundry bags provided for privacy.
      - Working-at-height gear (such as harnesses and anchor points) now sourced for individuals weighing less than 40 kgs.
      - Increased paternity leave.
      - Inclusion of a female representative in health, safety, security, and environment (HSSE) monthly meetings.
- **Bureau Veritas** has reviewed data over the past three years to identify hiring and retention trends, specifically related to gender. This has supported how and where roles are advertised, the provision of internal referral schemes, and specific projects to work with local universities to attract more women. Such a project is currently underway in China, where the company has no women in field production roles. An initiative has been established to develop relevant experience as part of a graduate intake of colleagues providing support as a cohort.

- **Hafnia** has created a Culture Lab, engaging with academic partners at the University of Southern Denmark to gather qualitative and quantitative data aboard six Hafnia vessels crewed with at least 50% women and ethnically diverse crew members. This allows the company to consolidate tangible learnings for ideal conditions that should be in place for an inclusive and safe culture at sea. Initial learnings have already been shared with Hafnia's DIBE (diversity, inclusion, belonging, and equity) committees at sea and on shore, with a white paper being produced for best practices in crewing.
- **Rio Tinto** generates quarterly demographic and retention statistics for officers and ratings on board its owned vessels. Crew members also access a virtual application that monitors staff morale by tracking indicators such as satisfaction with food, internet access, and overall engagement. Insights from monthly data collection and surveys are consolidated into analysis reports to inform continuous improvement.
- **Swire Shipping** has actively used collected data to drive improvements across the organisation and ensure that initiatives are effective and aligned with the needs of the workforce. For example:
  - **Policy enhancements:** Based on feedback and data, Swire has refined its recruitment and promotion policies to make them more inclusive and equitable. This includes implementing unbiased hiring practices. Feedback from female seafarers is used to address concerns and ensure that the onboard environment is conducive to their well-being and free from discrimination and harassment. Among other things, this includes pairing female seafarers (minimum of two per vessel), tailor-made uniforms and coveralls, 24/7 high-speed internet access, and a means for disposing of sanitary products.
  - **Targeted training programmes:** The data has highlighted areas where additional training is needed. As a result, Swire has developed and rolled out targeted training programmes to address specific issues such as unconscious bias and cultural competency. Additionally, feedback has been incorporated into workshops and materials to ensure that case studies closely reflect the lived experiences of employees. For instance, the case studies in the allyship workshops are based on real employee experiences, providing senior leaders with the opportunity to discuss how they can become better allies.
  - **Regular monitoring and reporting:** The leadership uses data to set measurable goals and track progress. Regular monitoring and transparent reporting ensure accountability and continuous improvement in DEI efforts.

The level of detail provided in this year's member submissions demonstrates a step change in how data is being used, both on shore and at sea, to develop understanding of the day-to-day experiences of people in shipping. Data is being captured across all areas of the employee life cycle (from attraction through to exit) to help eliminate bias and secure equitable access and outcomes.

#### 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 available data to set key performance indicators to maintain focus, demonstrate organisational commitment, and monitor progress. Be sure to align data collection exercises with what you are trying to achieve as a business.
- **Next** – Review engagement survey questions to ensure they capture how included people feel in your organisation and what additional support they require to do their best work. Develop a clear communications plan to engage colleagues throughout the business as to 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 opportunity gaps and form plans to close them. Review them on a regular basis and cascade to those who can impact decisions.

#### Case Study, Principle 4

### Swire Shipping: A zero-tolerance approach

#### Background

*Swire Shipping, the liner and specialist projects shipping division of the Swire Group, is headquartered in Singapore and has over 150 years of maritime heritage. Operating across the Asia-Pacific and beyond, the company delivers sustainable and innovative logistics solutions. Swire Shipping is committed to enriching lives by connecting communities and customers globally, and this purpose is reflected in its dedication to operational excellence, environmental stewardship, and fostering an inclusive workplace culture.*





### **What did you want to achieve?**

---

*Our goal was to create a safe and respectful working environment for all seafarers by eliminating workplace bullying and harassment. This initiative is a reflection of our management's strong commitment and is rooted in our belief that upholding dignity and respect at work is important.*

### **What did you do?**

---

*We introduced an anti-harassment policy and, together with our Code of Conduct, clearly articulate our zero-tolerance stance towards harassment. To reinforce this commitment:*

- *A video message from our CEO was shared with all seafarers, underscoring the importance of respectful conduct and our zero-tolerance approach.*
- *A confidential reporting channel is accessible to every seafarer.*
- *Anti-harassment training is included in the mandatory onboarding programme to ensure awareness and understanding from day one.*
- *We also have a WhatsApp contact person to provide assistance to seafarers and foster a sense of safety and connection.*
- *We respond promptly and effectively to any reported incidents. Each case is thoroughly investigated, and appropriate action is taken swiftly, fairly, and with full confidentiality.*

### **What are the results so far?**

---

*Our zero-tolerance approach has gained recognition in industry forums and increasingly appeals to potential recruits. Notably, our female seafarer representation has reached 14%, which is above the industry average, a promising indicator of progress toward a more inclusive workforce.*

### **What have you learned?**

---

*Implementing a zero-tolerance policy is an important first step but true impact comes from consistent enforcement. Without it, the policy risks losing credibility and failing to drive meaningful change.*

*Visible leadership commitment, from shipmasters to senior executives, has been critical in reinforcing expectations and accountability.*



## Principle 5 - Communications

### Starting Out

11



**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.

### Developing

14



**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 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

**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 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.

**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 communications 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 contexts.

**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.

# 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 commitment and progress. It focuses on three key areas:

- Communicating commitment internally.
- Communicating commitment externally.
- Communicating diversity, equity, and inclusion-related data externally.

Member companies continue to use a broad range of communication channels to raise awareness of internal initiatives and international celebration events. Storytelling to bring DEI to life continues, as does the understanding that who delivers messages is often as important as how the messages are delivered.

The volatile geopolitical context, coupled with some stakeholders' backlash against DEI, has created a new level of complexity when communicating DEI-related ambitions. Even against this backdrop, some member companies are growing more confident in their commitment to the agenda, as demonstrated by external accolades and accreditations. This is reflected in the Maturity Analysis Framework of Principle 5, where four companies are now 'Advancing', and one demonstrates aspects of 'Leading'.

## Communicating commitment internally

Member companies continue to use a wide range of communication channels to raise internal awareness of DEI-related activities, from newsletters to general company meetings and blogs. The majority also utilise international awareness-raising events, like Pride Month, International Women's Day, and Day of the Seafarer, to focus on specific areas and share stories.

Some member companies are focusing on new recruits and onboarding processes to communicate the importance of inclusion. Examples that stood out this year include:

- **Bernhard Schulte Shipmanagement** informs all new hires about the company's DEI commitment during onboarding and via digital training.
- **Caravel & Fleet**'s new careers website reinforces its commitment to diversity and inclusion in the workplace.
- **Chevron Shipping** has enhanced cultural awareness within onboarding and training programmes to support the acclimatisation of new hires and retain a strong culture of belonging.

This year's reporting demonstrates that companies understand that who communicates inclusion activities is just as important as the message itself. There are growing expectations for leaders and people with influence across the organisation to communicate the importance of inclusion and what it means in their areas of the business. This ensures that the message is targeted and, even more importantly, authentic. For example:

- **BP Shipping** shared the Diversity@Sea pilot project data with vessel managers, and senior leaders had face-to-face discussions on ship visits to raise awareness with all seafarers. Internal company social media platforms and external LinkedIn posts have been shared to generate interest and awareness within the broader seafarer community.
- **MISC** demonstrates its commitment to inclusion through consistent internal and external communications, including its annual Integrated Report, which presents DEI priorities and measurable progress. This reflects the company's focus on transparency and accountability within its ESG agenda. DEI is integrated throughout the employee experience, from inclusive hiring to career development and awareness programmes that promote psychological safety and a respectful, supportive workplace.
- **Swire Shipping**'s senior leaders demonstrated that inclusion is a priority at the highest levels by frequently addressing DEI topics in their communications and town hall meetings, as well as in small group discussions and one-on-one interactions.
- **Hafnia**'s leaders transparently share DEI challenges, initiatives, and progress with employees on shore and at sea. They regularly communicate on the topic via the leadership team to maintain accountability and build trust.

### 3. The 5 Principles - Principle 5

- **Lloyd's Register** is developing a DEI-focused communications plan to increase touchpoints and engagement with employees and stakeholders. Network group sponsors, leaders, and other allies across the organisation actively share content and collaborate closely with the external communications team. They play a vital role in creating and distributing content that highlights key events from the DEI calendar and the company's commitment to initiatives like the Race at Work Charter and the All Aboard Alliance.

#### Communicating commitment externally

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

As programmes develop, member companies are gaining external recognition for their DEI efforts and there are more references to awards in this year's submissions than in previous years. Not only do these awards provide recognition for specific initiatives, but companies are also using them to promote their commitment and build momentum. Specific examples include:

- **Bernhard Schulte Shipmanagement** was recognised externally for its sustained commitment to diversity, equity, and inclusion, receiving accolades for its DEI programmes as well as an ESG Leader Award. These recognitions affirm the tangible progress BSM is making in fostering an inclusive and supportive workplace across shore and sea. They also validate the company's strategic direction and highlight the role BSM can play in shaping a more equitable and sustainable maritime industry through deliberate, people-focused practices.
- **MISC** was honoured among Malaysia's top publicly listed companies at the National Corporate Governance and Sustainability Awards. This distinguished recognition affirms its leadership in governance, sustainability, and forward-looking innovation, reinforcing MISC's position as a benchmark for excellence in corporate stewardship and long-term value creation.
- **Navigator Gas** was recognised for its efforts to include diversity metrics in its sustainability-linked loans.

Member companies are also sponsoring and partnering with industry forums and research on DEI trends in the maritime industry to demonstrate their commitment to the wider sector. As part of these efforts, companies confidentially share data and insights to help advance understanding and promote best practices across the industry. For example:

**Rio Tinto** actively partners with industry organisations to promote DEI initiatives and works with like-minded organisations across the maritime sector. Collaboration with groups such as the Women's International Shipping & Trading Association (WISTA) help advance collective efforts to keep inclusion at the forefront of the industry agenda. The company also works with the Singapore Maritime Foundation to raise awareness of women in shipping and lends support to campaigns like 'Own Your Future', which highlights diverse career paths within the maritime professions.

### **Communicating data externally**

Most member companies publish data on gender, and a growing number of organisations are also publishing other demographics and being transparent about measuring progress. For example:

- **Diana Shipping Services S.A.**, for the first time, shared its target of 30% of women in leadership positions by 2026 along with details of its wider DEI programme.
- **MISC** has enhanced its ESG disclosures to include DEI metrics, such as recruitment and turnover by gender and age. This commitment to transparency reinforces the company's dedication to cultivating an inclusive workplace, upholding accountability to stakeholders, and leading by example within the industry.

### **Overcoming challenges**

Member companies do not operate in a vacuum, and the pushback to DEI from some quarters over the last few years was mentioned several times in the key challenges section of the submissions. In addition, some are going through organisational transformations or trying to overcome DEI fatigue, where individuals may feel disengaged from a continued focus on inclusion issues. These all provide a complex background against which DEI programmes are communicated.

To their credit, member companies continue to stay focused on communicating the business benefits that inclusion can bring. Examples include:

- **Hafnia** is developing multiple ways to engage employees from all backgrounds, offices, and at all levels. Through different platforms like town halls, the company intranet, social media, and surveys with transparent results, all employees are empowered to shape and improve Hafnia's DIBE (diversity, inclusion, belonging, and equity) strategy.

#### **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. Avoid terminology that may get in the way of understanding and use relevant, customised examples of inclusion in action. Using straightforward language will help position DEI as both tangible and actionable and engage everyone in the conversation.
- **Next** – The business environment is always changing, especially against the current geopolitical backdrop. Be sure to acknowledge the challenges that this may bring to colleagues by pivoting and flexing your communications approach. Hold steady through the turbulence and be guided by your organisational values and purpose.
- **Later** – Look for opportunities to collaborate with external organisations and industry partners to share best practices and stay informed about the latest trends and developments. Some challenges will be difficult for individual organisations to address alone, so leverage the power of allies who are also committed to change.

#### **Case Study, Principle 5**

### **From DEI to DREAM**

#### **Background**

---

*PSA BDP is a leading provider of globally integrated and port-centric supply chain, transportation, and logistics solutions, serving a wide range of multinational customers across diverse industry verticals, providing services that include lead logistics (LLP) and fourth-party logistics (4PL) solutions. PSA BDP is a unit of PSA International, a leading global port operator and trusted supply chain partner to cargo stakeholders.*

#### **What did you want to achieve?**

---

*With 6,800+ employees across 41 countries, at PSA BDP, we see DREAM (Diversity, Respect, Equity, Authenticity, Merit) as as more than a metric - it's our lived reality and strategic edge. In 2023, we partnered with Cultural Infusion to conduct our first global diversity mapping survey via Diversity Atlas. Our aim was to uncover our 'Diversity DNA' and use that insight to power a people-led transformation.*





## What did you do?

---

*With a 74% response rate, the results reflected the richness of our workforce: 251 cultures, 338 languages, 281 ancestral heritages, and employees born in over 100 countries. We didn't just collect data; we published it globally and regionally in our reports, alongside this invaluable insight, which has been the bedrock that has helped shape our next chapter.*

*This transparency marked a turning point: leading us on a journey, transitioning from a traditional DEI roadmap to PSA BDP: From DEI to DREAM! An employee-powered strategy shaped by internal voices, not external trends.*

## What are the results so far?

---

*Key results include global regional DREAM Councils with 90+ employee co-creators, aligning programs to local needs, and embedding DREAM into onboarding, mentoring, and leadership development. We kicked off partnerships, and want to showcase our collaboration with the Amahoro Coalition, where over \$850,000 in value was achieved by mentoring SME with lived experience of displacement within their Fellowship programme.*

*The impact is real:*

- 88.7% say PSA BDP is inclusive of diverse backgrounds
- 83.7% feel free to be their authentic selves
- Continued support and progress from the CEO, who is also Chair of the Executive Steering Committee
- Female workforce: 47%; Female leaders: 30%
- Inclusion index score: 4.09/5 globally, based on the results from our DNA survey

## What have you learned?

---

*When people are invited to co-create change, leading with open doors, open hearts, and open minds, they own it. And when companies are bold enough to listen, embrace our shared humanity and lead with transparency, that's when real transformation begins.*

#### In their own words

“Through participation in the Diversity@Sea Pilot, it was fantastic to witness the collaboration between ship and shore teams. Their shared commitment and seamless teamwork set our pilot vessels up for success. The pilot provided a meaningful platform for our mariners to share their voices, insights, and lived experiences - helping to shape a more inclusive future for the maritime industry. It was truly rewarding to see our mariners leading the way in creating lasting, positive change.”

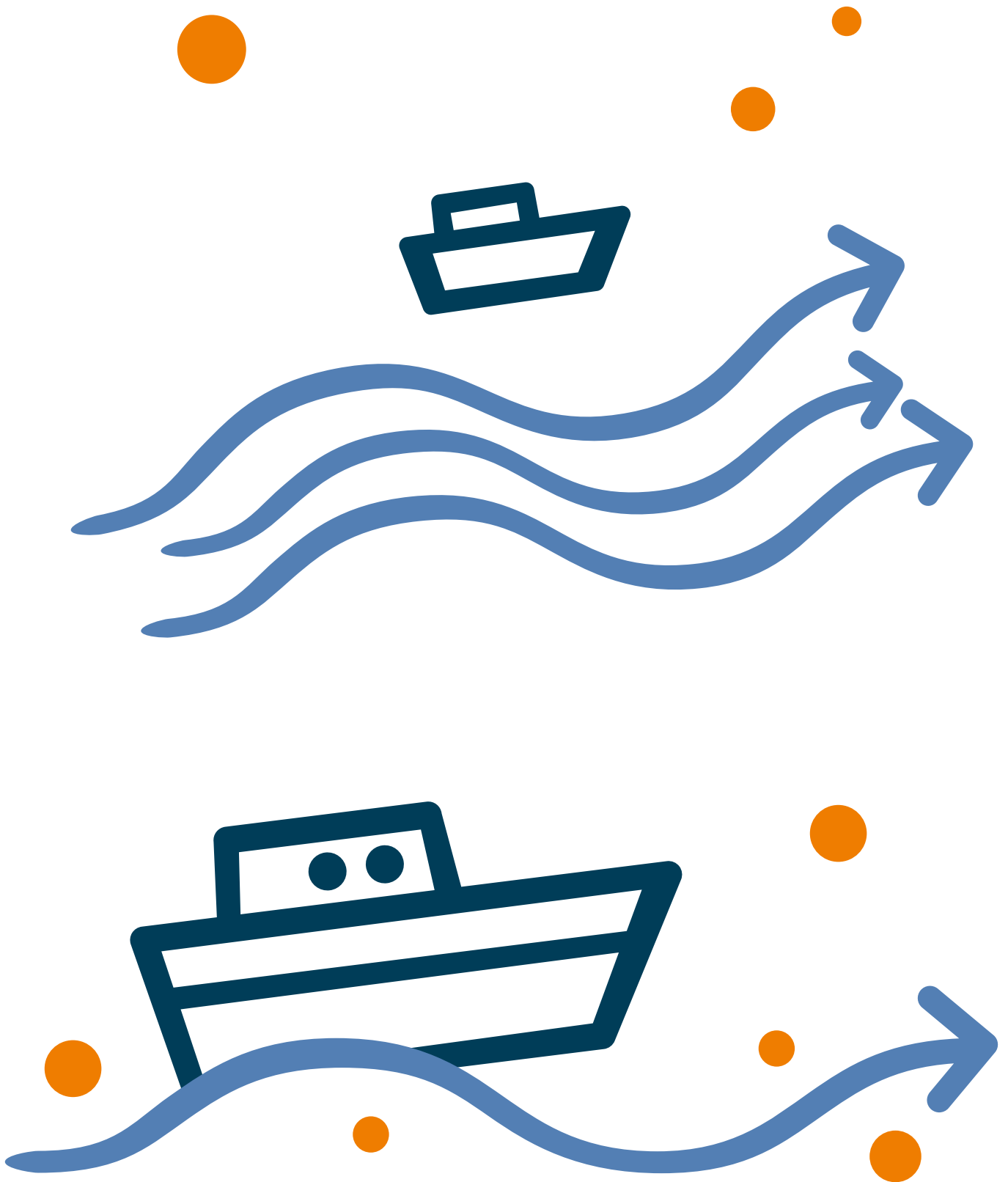
**Barbara Pickering**, President, Chevron Shipping

“We are particularly proud of the external recognition our diversity, inclusion, belonging, and equity (DIBE) initiatives have received. The interest shown by our commercial partners and industry peers, and the accolades we have received, highlight the impact of our work and position us as a leader in this space.”

**Mikael Skov**, Chief Executive Officer, Hafnia

“We see more opportunities as opposed to challenges. The current global sentiment on this topic has created an opportunity for us to pivot, as long as we continue to focus on creating spaces for our people to their authentic selves.”

**Marcia Lyssy**, Chief Human Resources Officer, PSA BDP



# **Maturity Analysis**

## **Framework for diversity, equity, and inclusion**

The Maturity Analysis Framework was introduced last year to help organisations assess where they stand against each of the All Aboard Principles and identify what steps are needed to develop. This can be a helpful way of accelerating progress across companies and across the industry.

### **Overall trends**

Although exact year-on-year comparisons are difficult due to the changing nature of the cohort, this year's overall analysis indicates promising trends. For example, it is cause for celebration that 'Leading' practice is emerging, particularly within Principle 3 (Organisational culture) and Principle 4 (Data). Last year, no companies demonstrated 'Leading' practice in any of the principles.

Principle 1 (Accountability) remains one of the strongest areas for member companies, and this year saw an increase in the number demonstrating 'Advancing' characteristics. Across the Alliance, clear ownership for the DEI agenda is in place, a more strategic approach is emerging, and data is frequently being used to measure progress.

Progress against Principle 2 (Learning and development) and Principle 4 (Data) remains steady, with member companies expanding development programmes to colleagues at all levels of the organisation and widening data capture to areas beyond gender.

Companies in general performed weaker in Principle 3 (Organisational culture) and Principle 5 (Communication). This is perhaps unsurprising, given the difficulties in measuring cultural change, especially over such a short period. The geopolitical environment has also provided a challenging backdrop for progressing DEI, leading member companies to juggle different communication priorities as they navigate an ever-shifting landscape.

## **Organisational trends**

Twenty member companies have participated in the All Aboard Alliance for the two years during which the Maturity Analysis Framework has been applied. Analysing the progress of these companies can provide preliminary insights into the trajectory of development. For example:

- Two members moved from one stage to the next across all the principles. One moved from 'Starting out' to 'Developing' while the other went from 'Advancing' to 'Leading'. This demonstrates that the framework can be used to mark progress regardless of the starting place of an organisation.
- It is encouraging that many of the companies that were assessed as being on the cusp of moving from one stage to the next last year did in fact move up during this reporting period.
- Although rare, a handful of member companies did move backwards. This could be for various reasons, such as organisational change, a shift in key personnel, and/or reprioritising activity away from one principle to another. Although progress is not always linear, the framework provides a means of identifying where renewed efforts may be required.

The Maturity Framework Analysis is relatively new, and the impact of change can take many years to see and measure. However, over time, the framework can become a useful tool for accelerating the progress of both individual organisations and the sector as a whole.

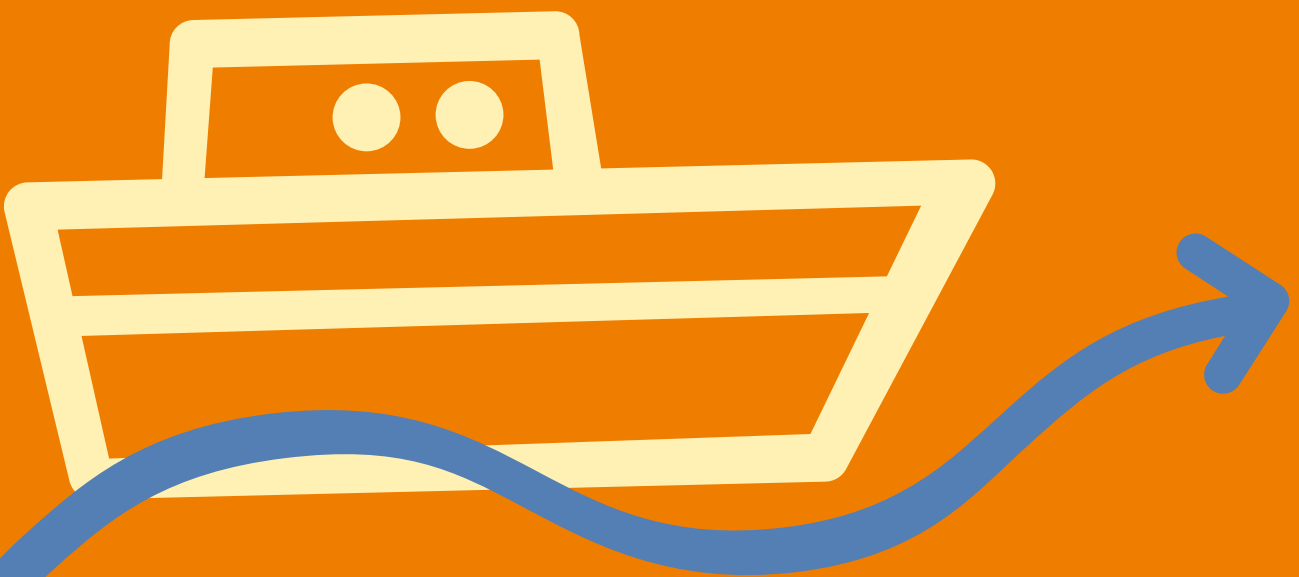
# Conclusion on the All Aboard Principles

## Making a stand

This is a difficult time for the international shipping industry. External challenges like trade instability and armed conflict threaten to slow economic growth, change shipping patterns, and jeopardise crew safety. At the same time, the sector faces a looming seafarer shortage that could blossom into a costly labour crisis.

This is also a challenging time for DEI efforts, which face backlash and resistance from certain quarters. As an association focusing on DEI in the maritime sector, the All Aboard Alliance and its member companies are thus under pressure from all sides.

And yet, over the past three years, All Aboard Alliance member companies have grown in confidence, practice, and maturity, and are continuing to invest in improving human sustainability at sea. Against such a volatile backdrop, it is encouraging that Alliance members' commitment remains steady and that more and more companies are aligning DEI with their business purpose and values to ensure it withstands political challenges.



A fundamental ambition of the All Aboard Alliance is to promote a strategic approach that links diversity, equity, and inclusion with broader business goals. Companies committed to DEI understand that creating an environment where people can speak up, be their true selves, and do their best work is just good for business. Those lagging behind will find it increasingly difficult to attract, retain, and develop people with the essential skills needed to thrive in today's challenging environment.

This year's submissions show that member companies are rightfully proud of recruiting people from non-traditional backgrounds into different organisational roles. They are reaping the benefits of better people management expertise and report increased feelings of employee belonging and a willingness to go the extra mile.

Companies are also improving recruitment processes and taking steps to ensure that current employees feel safe speaking up and feel confident that work allocations and promotions are being decided fairly.

The first three All Aboard Alliance Insights reports have provided an understanding of the biggest DEI-related challenges and identified those areas most in need of urgent improvements. Although this year's edition includes encouraging signs of improvement, the work is far from over. Member companies must double down on their commitments and continue to bring positive change to the entire sector through transparency and mutual accountability.

The progress and continued challenges included in these pages can help the shipping industry establish clear goals for ensuring safe and proper working conditions for all employees, which in turn will enable it to attract and retain the talent it so desperately needs.



# Methodology

Covering a wide range of companies across geographies and the maritime value chain, this report examines the efforts of 26 member companies within the All Aboard Alliance. A rigorous methodology has 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.

