



GLOBAL
MARITIME
FORUM



All Aboard

Alliance

Insights

2023



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

About the All Aboard Alliance

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

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

Authors

Ph.D. Susanne Justesen

Project Director, Human Sustainability, Global Maritime Forum

Christian Breenfeldt Andersen

Project Manager, All Aboard Alliance, Global Maritime Forum

Jennifer Barrow

Director, Diversity Study Group

Heidi Heseltine

Founder, Diversity Study Group

Disclaimer

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

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Executive Summary

The All Aboard Alliance was launched in May 2022 and was designed around five principles for embracing diversity, equity, and inclusion. When joining the Alliance, each member company commits to filing a yearly self-assessment against these principles. This 'All Aboard Alliance: Insights 2023' report reveals the results from the first-ever self-assessment within the Alliance.

As the All Aboard Alliance's diversity, equity, and inclusion progress framework has only existed for about a year, and this is the first assessment against the principles, it is not surprising that this report finds many companies still at the beginning of their DEI journey. At the same time, the report includes many encouraging examples of how member companies are increasingly taking action – not just to develop their company approach but to lead the way towards a more diverse, equitable, and inclusive maritime industry.

Even if the approach to diversity, equity, and inclusion in many companies remains more reactive than proactive, the report clearly demonstrates a genuine desire to make the necessary change and a strong commitment among member companies towards creating an equitable and inclusive industry for all employees. Nonetheless, there is still a range of challenges to overcome and a long road ahead, but by learning from each other and working closely together, we can get there – faster.

Highlights of the All Aboard Alliance Insights 2023:

- A deep dive into the five All Aboard Alliance principles for embracing diversity, equity, and inclusion across the maritime industry, notably focused on how companies are working to ensure accountability, build a culture of inclusion, pursue organisational equity and belonging, monitor progress and communicating strategically about DEI.
- A progress framework for diversity, equity, and inclusion that outlines the necessary steps and actions within each principle and provides a step-by-step journey that builds on the experiences from within the Alliance as well as other sectors.
- A maturity scale for each principle finds that many All Aboard Alliance member companies are just beginning to work strategically with DEI. Some companies are further along and have actively embraced DEI, while others are leading the way with highly advanced approaches to diversity, equity, and inclusion.
- Recommendations for how member companies can fast-track their approach to diversity, equity, and inclusion by making it a priority to:
 - Explore the 'Why', e.g., why is diversity, equity, and inclusion important?
 - Understand the 'Now', e.g. how diverse, equitable, and inclusive are we today?
 - Strategise the 'How', e.g. what is the plan for getting to where we need to go?
- Finally, with abbreviations such as D&I, DEI and DEIB becoming increasingly commonplace, there is a risk of cancelling out the differences between what we mean by diversity, equity, inclusion, and belonging. The report explores these differences in more depth.

Foreword

By All Aboard Alliance Co-Chairs Mikael Skov and Su Yin Anand

In an ever-evolving world, where the interconnectedness of nations and the exchange of goods and ideas shape our global landscape, it is imperative that we embrace diversity, equity, and inclusion. Nowhere is this more evident than in the maritime industry, which holds a rich tapestry of cultures, traditions, and expertise from centuries of seafaring history. Yet, as we embark upon a new era, we find ourselves at a critical juncture that demands our unwavering commitment to fostering a more inclusive and equitable maritime sector. It is a call to action that requires us to break down barriers and create a safe working environment where every individual, regardless of their background, has equal opportunities to excel and contribute.

This very first All Aboard Annual Insights on diversity, equity and inclusion is a powerful testament to our collective resolve within the All Aboard Alliance, to examine the prevailing biases, systemic barriers, and historical inequalities that have hindered progress across the industry and within our companies. The report also highlights the industry's achievements, as well as the pioneering companies that have already set sail on the transformative journey towards a diverse, equitable, and inclusive global maritime industry which we can all be proud of.

As Head of Shipping within South32, I have had the privilege of witnessing the remarkable impact that diversity can have when we embrace the richness of perspectives, harness the power of inclusion, and value the strength of equity, which unlocks a boundless reservoir of creativity, innovation, and resilience. This very essence propels us toward a brighter future for the maritime industry, where every voice is heard, talent is nurtured, and opportunity is accessible. But to achieve this, we must actively dismantle the barriers that limit diversity at sea and onshore and challenge the prevailing

assumptions that perpetuate exclusion. We need to do better.

As CEO of Hafnia, I see this report not only as a compilation of findings and recommendations, but as a clear call to action, and an embodiment of our unwavering commitment to chart a new course for the maritime industry. One that thrives on the principles of diversity, equity, and inclusion. It falls upon each one of us—industry leaders, employees and stakeholders across the value chain — to acknowledge that progress will not be achieved through mere rhetoric or superficial gestures. We must comprehensively re-evaluate our practices, policies, and organisational cultures to foster an environment where individuals from all backgrounds can thrive, providing equal access to training, mentorship, and advancement opportunities.

As Co-Chairs of the All Aboard Alliance, we extend our deepest gratitude to everyone within the 27 All Aboard Alliance member companies who have dedicated their time and expertise to share their current approach to diversity, equity and inclusion with the report's authors from Diversity Study Group and Global Maritime Forum. We hope this report will inspire stakeholders across the maritime industry to collaborate, innovate, and champion the cause of diversity, equity, and inclusion. Together, let us set sail on this remarkable journey, united by a shared vision of a maritime industry we can all be proud of, which truly represents the rich diversity of our world, and in doing so, shape a future that leaves no one behind.

Yours sincerely,

Su Yin Anand
Head of Shipping
South32

Mikael Skov
Chief Executive Officer
Hafnia

1.

Introducing the first All Aboard Alliance Insights Report

Embracing diversity, equity, and inclusion has become a fundamental pillar for companies seeking to thrive in today's business landscape. Companies worldwide are realising that fostering a diverse workforce, promoting equitable practices, and cultivating an inclusive environment are both moral imperatives and key drivers of innovation, productivity, and long-term success.

This report aims to establish an overview of the progress and activities surrounding diversity, equity, and inclusion within the 27 member companies of the All Aboard Alliance who submitted data. By delving into the initiatives, challenges, and achievements of the member companies, we aim to showcase their commitment to creating workplaces that embrace the power of diversity and ensure equitable opportunities for all.

Furthermore, this report seeks to serve as an inspiration for other companies and industries looking to embark on a similar journey of transformation by shedding light on both the member companies' accomplishments and potential areas for improvement.

When joining the All Aboard Alliance, member companies commit to implementing these principles into internal policies, procedures, and leadership practices and to report on the annual progress on each principle to ensure mutual accountability across the Alliance. This is our first Insights Report, which shares the learnings and insights from our member companies that have generously shared their actions and progress on each of the five All Aboard Principles, during the first year since the All Aboard Alliance was launched in 2022.

The 5 All Aboard Principles

- 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.

Ensuring diversity, equity and inclusion is crucial if we – as an industry – are to successfully deal with long-term challenges, notably:

- A global talent shortage which clearly affects our industry's ability to attract and retain the best talent.
- Strong expectations from multiple stakeholders towards us – as an industry – to significantly improve on diversity, equity, and inclusion.
- An ever-increasing need to deal with the disruptions of decarbonisation, digitalisation, and automation, which necessitates access to diverse skills and perspectives in all organisations and leadership teams involved in problem-solving and decision-making.

In order to succeed in addressing the above-listed challenges, the All Aboard Alliance sets out to provide a strong platform for collaborative and ambitious action across the industry, enabling industry leaders to work together to make their companies – and the overall industry – more diverse, equitable, and inclusive, and to do it now.

In April 2023, senior leaders from the All Aboard Alliance met in Singapore for the annual high-level meeting. It was great to look back and see how much has happened in our first year within the Alliance and across companies to drive diversity, equity, and inclusion forward. In the meeting, senior leaders worked together to describe the future we would like to see, while openly acknowledging that we still have a steep journey ahead of us.

Throughout this report, it is apparent how member companies clearly approach diversity, equity, and inclusion (DEI) and diversity, equity, inclusion, and belonging (DEIB) with great dedication. However, with these abbreviations increasingly becoming the norm, there is a risk of cancelling out the difference between diversity, equity, inclusion and/or belonging. At the meeting in Singapore, we therefore worked together to unpack what we mean by 'diversity', 'equity', 'inclusion', and 'belonging', understand the current state within each, and explore together what needs to happen to close the gap between where we are and where we aim to go. The learnings from these discussions have been incorporated into the report, in particular in the way we define diversity, equity, inclusion and belonging going forward.

Through an exploration of key metrics, initiatives, and testimonials, this report delves into the progress and activities surrounding diversity, equity, and inclusion within member companies, shedding light on the transformative journey towards a more inclusive future. The subsequent sections of this report will illustrate the efforts made by member companies to foster diversity, equity, and inclusion. From recruitment and hiring practices to employee resource groups and training programmes, the report examines the multifaceted strategies employed to create the necessary change.

By working together to create a maritime industry that celebrate differences, breaks down barriers, and empowers underrepresented groups, companies within the All Aboard Alliance and beyond have the opportunity to drive positive societal change. This report recognises the transformative potential of diversity, equity, and inclusion, shedding light on the ripple effects that extend beyond the workplace to impact employees, customers, communities, and future generations.

1. Introducing the first All Aboard Annual Insights report

As we embark on this journey through the pages that follow, we will delve into the efforts made by member companies to foster diversity, equity, and inclusion. From examining their recruitment and retention strategies to exploring inclusive policies, programs, and partnerships, this report comprehensively analyses the steps taken and the road ahead towards a more inclusive future.

In the first part of the report, we dive into each of the five principles to explore the activities undertaken and the progress achieved in the year since the Alliance was first launched, with a particular focus on sharing impactful methods and approaches, exploring the recommended journey within each principle, and discussing challenges in each area.

In the next part, we provide an overall assessment of member companies against each principle and discuss recommendations and proposed actions within the Alliance, and across the global maritime industry.

We hope you will enjoy the read.

Report methodology:

Covering a wide range of companies across geographies and the maritime value chain, this report examines the efforts of 27 member companies within the All Aboard Alliance. By employing a rigorous methodology, we have ensured the 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 Diversity Study Group and Global Maritime Forum to identify best practices, progress achieved, and challenges as submitted across member companies for inclusion in the Annual Insights Report.

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.

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 1) access, 2) opportunity, 3) remuneration, and 4) benefits. Ensuring equity is about detecting areas in which systemic inequities exist across the employee lifecycle, 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 1) integrated into the formal networks of the organisation, 2) respected for their unique contributions, and 3) 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 1) accepted, 2) valued, and 3) able to be their '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



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.



Principle 1

The Accountability journey



- 1 Ad hoc ownership**
For organisations at the early stages of their DEI journey, initiatives often emerge on an ad hoc basis and are primarily driven by a passionate individual.
- 2 DEI owned by HR or a small DEI Team**
Further on in the process, the accountability usually transitions to HR or a specific DEI team and processes begin to be formalised.
- 3 Owned by a named executive (C-Suite)**
As organisations evolve their approach, a named executive becomes accountable for DEI to ensure organisational support from the top and demonstrate commitment.

- 4 Internal and external ambassadorship**
The named executive emphasises the value of increased DEI and advocates for supporting initiatives internally and externally.
- 5 Specific resources allocated to DEI**
The organisation allocates a budget and specific resources to ensure the progress of DEI initiatives – also during challenging times.

- 6 Strategic approach linked to business strategy**
As the overall approach matures, DEI becomes incorporated into the overall company strategy, making it an overall strategic priority.
- 7 Accountability mechanisms incorporated across the company**
The relevant DEI responsibilities are cascaded throughout the organisation and monitoring mechanisms are developed to help the board, executive leadership, and employees fully understand their role in improving DEI.

Principle 1

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

Introduction to Principle 1

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

- Appointing a business sponsor and demonstrating commitment to leading diversity, equity, and inclusion within their organisation.
- Developing a strategic approach.
- Monitoring and evaluating progress.
- Recognising and rewarding diversity, equity, and inclusion-related activities.

For organisations at the early stages of development, the agenda is usually owned by HR, a central DEI team or a passionate individual. As organisations evolve their approach, it becomes incorporated as a business imperative and owned by a named executive. Customised responsibilities are then cascaded throughout the organisation and monitoring mechanisms are developed to help leaders, managers, and team members understand how they play their role in fostering an equitable and inclusive workplace for all employees.

Business Sponsors – The Who

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

This year’s submissions indicate that the majority of DEI responsible operate at the executive level, with many being CEOs or on a similar level, closely followed by those with HR responsibilities (see Figure 1). Other executive roles include the Chief Operating Officer (COO) and Chief Financial Officer (CFO). Only three members have reported having appointed business sponsors operating below the executive level.

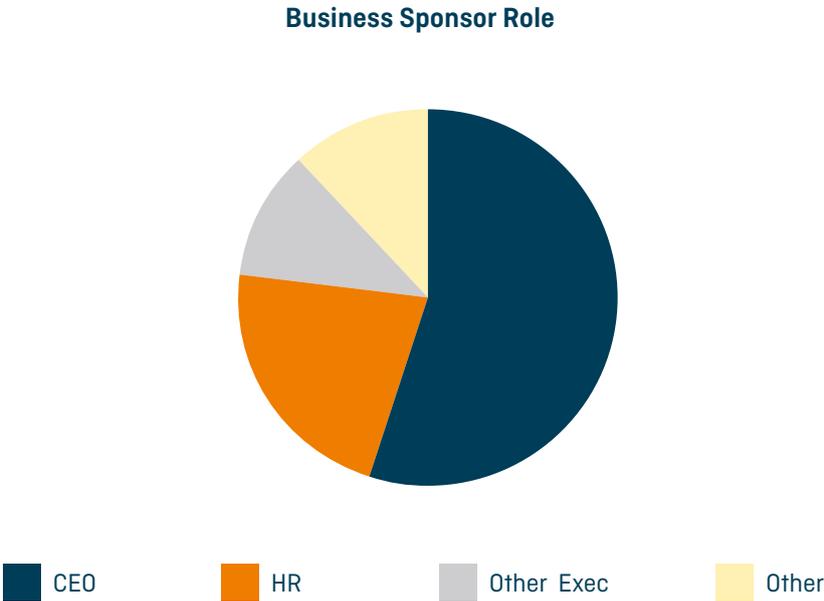


Figure 1: The formal role of the appointed business sponsor to the All Aboard Alliance. For member companies with more than one business sponsor, only the most senior role has been included.

Business Sponsors – The What

The business sponsor role is an active one. They are expected to oversee adherence to the five All Aboard principles and ensure that diversity, equity, and inclusion remain a business priority, even during challenging periods.

When looking at the most impactful business sponsors, the role not only involves being an ambassador and talking about the importance of diversity, equity, and inclusion at events but also holding peers to account for progress (or the lack thereof), monitoring organisational improvement and identifying resources for diversity, equity, and inclusion activities.

This year's submissions show a range of activities undertaken by business sponsors. There are many examples of business sponsors speaking internally and externally about why their organisations are committed to the agenda. Others were instrumental in the development of policies and processes. For example, the executive management at Hafnia oversaw the development of a maternity leave policy that ensured that all woman seafarers employed by Hafnia are entitled to 18 weeks of paid maternity leave.

In another example, Mitsui O.S.K. Lines, under the leadership of Chief Human Resources Officer Moro Junko, established a new diversity and inclusion policy that positions the promotion of diversity and inclusion as "driving forces for new growth".

A crucial role for business sponsors is to ensure there are sufficient resources for activities to support progress. In concrete examples of this, Dorian LPG's Chair, John Hadjipateras, allocated a budget to appoint the company's first DEI Officer, Matthieu de Tugny, Executive Vice President at Bureau Veritas sponsored a programme designed to develop gender representation at all levels of the organisation. Bernhard Schulte Shipmanagement's CEO Ian Beveridge has sponsored several external initiatives, such as the Women's International Shipping & Trading Association conference in Hamburg.

"At Bureau Veritas, I am proud to say that we have already taken important steps towards building a more diverse, equitable, and inclusive workplace, having established ambitious targets to ensure ever-increasing diversity, including in management and technical roles. But we know that we still have more work to do. Bureau Veritas is a diverse organisation, but not yet across the full breadth of our operational areas. I am committed to making sure that we continue to listen, learn, and take action to ensure that all our employees – regardless of their gender, race, or background – feel welcome and supported as they pursue their careers," Bureau Veritas's Matthieu du Tugny said.

The potential impact of the business sponsor can be significant. For example, Rightship CEO Steen Lund provides shadow opportunities for female interns to understand executive roles. He also refuses to participate in panel discussions that do not have a diverse range of panellists. Fednav President and CEO Paul Pathy is also a driving force and has positioned diversity, equity, and inclusion as a strategic priority from the very start. Jan Dieleman, President at Cargill Ocean Transportation, takes the lead in measuring progress against aspirational goals and appointing members of the leadership team to take an active role in the diversity, equity, and inclusion agenda.

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 is no longer a standalone programme but one that is linked to the overall purpose of the business. Progress accelerates when organisations pivot from an ad hoc approach to a comprehensive strategy that is adapted to the requirements of different offices, operations, regions, and countries.

For most member companies reporting this year, an ad hoc approach to fostering a diverse, equitable and inclusive culture is evident. Many introduced initiatives that were not necessarily linked to the business strategy or underpinned by frameworks to measure progress or impact.

A handful of member companies are beginning to adopt a more strategic approach. For example, Bureau Veritas has created an action plan, established priorities, and developed a programme of initiatives and development opportunities directly linked to its strategy.

In 2022, Swiss Re refreshed its DEI strategy and launched its multi-year “DEI Strategy 2025”, focusing on ‘Inclusion First’ at its core to ensure that it addresses new challenges and opportunities within the business.

“At Swiss Re, we strive to foster an inclusive culture that brings together the best of different generations, genders, gender identities, races, ethnicities, sexual orientations, abilities, cultures, skillsets and mind-sets. We believe that we can only unleash the motivation and creativity of our employees if they can be themselves and feel like they belong. Diversity, Equity & Inclusion (DEI) is a business imperative for Swiss Re and has been identified as one of the Group’s key priorities,”
Andreas Berger, CEO of Swiss Re Corporate Solutions said.

Monitoring and evaluating DEI progress.

Several member companies have already introduced initiatives and processes that have the potential to deliver positive outcomes. The next step is to introduce accountability mechanisms to deliver against those plans. These could include:

- **Targets and key performance indicators (KPIs):** Used to monitor progress, for example diversity-related targets set to increase the number of people from underrepresented groups in senior positions. An equity-related target may be to close any gender pay or promotion gap throughout the organisation.
- **‘Comply or explain’ methods:** Used to ensure compliance with processes and create a more equitable approach. For example, non-diverse hiring shortlists must be reported to HR for further discussion.
- **Inclusive behaviour expectations:** Used in career frameworks and appraisal systems to demonstrate the importance of inclusive behaviours in everyday practices and the expectation that their presence, or lack thereof, will impact reward and promotion decisions. Behaviours could include running inclusive meetings, demonstrating allyship and encouraging different perspectives.

Just like any other business priority, some member companies have, or are in the process of introducing, governance frameworks to ensure top-level accountability and track progress on diversity, equity, and inclusion efforts. This could involve creating a specific committee to oversee the DEI agenda or allocating responsibilities to an existing oversight function. Fleet Management specifically created a Diversity Equity & Inclusion Steering Committee, with terms of reference to outline its purpose, membership and remit.

Some member companies use the environment, social, governance (ESG) and/or annual reporting governance framework to report on diversity, equity, and inclusion to their boards.

Member companies have developed different methods for monitoring progress. Bureau Veritas has created a ‘Gender Balance Playbook Action Plan’ that is regularly reviewed, while Euronav has created a list of the roles that men traditionally hold and monitors it on a regular basis to keep track of how many women are moving into those positions.

“Our analysis of women in the workforce and women in leadership positions has driven improvement targets and associated action plans to attract, engage and grow female employees within the division,” Matthieu de Tugny of Bureau Veritas said.



Rewarding and recognising diversity and inclusion activities

Underpinning this aspect of Principle 1 is the recognition that DEI efforts should be aligned with other business priorities, for example by including diversity and inclusion objectives in individual performance reviews.

For organisations at the early stages of development, diversity and inclusion performance is rarely mentioned or referred to only in general terms, which reflects how it is largely seen as a voluntary activity. As the approach evolves, customised objectives are created with an explicit link to reward and remuneration, initially applied to senior executives.

The most common means of recognising and rewarding diversity and inclusion-related activities for member companies this year is promoting and sharing stories and events on various media platforms. This highlights the inclusion-related work that individuals and employee network groups are doing.

Lloyd's Register, for example, explicitly recognises employee group leaders in the appraisal process. Member companies also use organisational awards to thank volunteers, for example GasLog's 'Special Chairman Award', which it introduced to recognise and reward exemplary behaviour of individuals or teams. These awards are a way to thank those people, across their vessels and offices, who have made an extraordinary contribution in supporting and promoting GasLog's Values of Safety, Teamwork, Integrity, Reliability, Customer Focus, and Innovation.

Some member companies have incorporated specific objectives into the senior leadership performance review process.

Other means of rewarding leadership behaviour tend to focus on diversity-specific objectives such as increasing the number of women in leadership positions. For example, Hafnia's CEO and CFO have diversity, equity, and inclusion KPIs incorporated into their objectives and yearly performance assessment, while at Bureau Veritas, DEI deliverables form part of the objectives and key results senior leadership process, with three CSR KPIs attached to the management bonus scheme.

In relation to inclusion, Fleet Management and Caravel Group has incorporated behaviours into its competency framework that establishes behavioural DEI expectations for employees at all levels of the business, especially for leaders.

Key Insights:

- Appointing a business sponsor at the very top level is a great way of demonstrating that your organisation is truly committed to fostering a diverse, equitable and inclusive workplace.
- Aligning diversity, equity and inclusion with the overall purpose and strategy of the business ensures that it remains a priority, even during challenging times.
- Diversity, equity, and inclusion should be treated like any other business priority by monitoring progress and rewarding those who are making a difference.



How can we achieve sustainability without having diversity and without having innovation? Shipping is facing enormous competition for talent, and diversity is key to achieve shipping's sustainability goals.

Eman Abdalla

Global Operations and Supply Chain Director, Cargill
Ocean Transportation



Principle 2

Journey of equipping people for inclusion



1 One-off generic training modules
 For organisations at the early stages of development, the DEI approach tends to focus on one-off, generic, training modules, for example, training on unconscious bias, provided on an ad hoc and voluntary basis.

2 Standard DEI training available
 As the approach to DEI is maturing, leaders and employees are invited to participate in standardised courses within the company.

3 DEI training embedded into existing development programs
 As organisational understanding matures, diversity, equity and inclusion principles are explicitly integrated into mainstream training programs, equipping people managers to manage and develop diverse teams and lead inclusive work environments.

4 DEI linked to corporate values and behaviour frameworks
 The company establishes – if not already existing – corporate values and behaviour frameworks. This provides knowledge on inclusive practices across the company and functions as an anchor for the diversity, equity and inclusion development programmes.

5 Training differentiated towards different employee groups and leaders
 Organisations at this stage offer a differentiated approach to engage people at different levels across the business and in different areas and regions throughout their employment. This ensures that the challenges pertaining to specific, groups, positions, locations etc, are addressed.

6 Measuring the value of training and activities to ensure impact
 Organisations are measuring the impact and effect of DEI training programs, which allows for continuously reviewing and updating the programmes to address and accommodate rising challenges.

This journey map reflects the potential steps to progress within each All Aboard Alliance principle based on tendencies across member companies, the wider maritime industry and other industries. ©All Aboard Alliance For more information please see globalmaritimeforum.org/All_Aboard

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

Principle 2 emphasises the importance of educating and equipping leaders, people managers, and colleagues to understand and play their part in creating an equitable and inclusive work environment throughout the organisation.

For organisations at the early stages of development and without a defined strategy, the approach tends to focus on one-off generic training modules, for example, unconscious bias training, provided on an ad hoc and voluntary basis. As organisational understanding matures, diversity, equity, and inclusion principles are explicitly integrated into mainstream leadership development programmes.

Overview

This year's submissions indicate that 30% of member companies offer some kind of unconscious bias training, predominantly available as an e-learning module and offered to colleagues on a voluntary basis. Whatever the content, member companies reported a reliance on e-learning platforms to provide training on diversity, equity, and inclusion, whether in person or virtual.

Different delivery methods are being explored by a handful of member companies. For example, Bernhard Schulte Shipmanagement has trained over 270 of its managers and recruiters using virtual, theatre-based training. Due to the success of the programme, Bernhard Schulte Shipmanagement is now planning to expand the training to all employees in the new year. In another example, Hoegh Autoliners uses gamified training simulations for its mandatory compliance training.

Noticeably, this year's submissions showed little evidence of monitoring uptake or impact of the training programmes provided

General awareness raising events

Many member companies reported marking 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 townhall presentations.

Cargill Corporate and its member companies utilise employee network groups to help raise awareness by organising events on a range of areas such as 'How to be an effective ally'. Cargill Ocean Transportation takes part in these events and reinforces the messages via different internal channels. Lloyd's Register's has colleague networks that hold various sessions during a specific learning week, for example 'Navigating a multi-cultural environment' and 'How to become a male ally in the workplace'.

People managers and leaders

People managers play a pivotal role in fostering diverse, equitable and inclusive workplaces, from relaying key messages to allocating work, bonuses and promotional opportunities fairly. Member companies are beginning to engage people managers more and are designing training opportunities that specifically equip them with inclusive leadership training.

For example, GasLog has introduced an inclusive leadership programme for managers and leaders and Hafnia has provided mandatory unconscious bias training modules for all its people managers with plans to provide refreshers when and where needed.

Bureau Veritas Leading Teams' curriculum includes messaging on building inclusive teams and pre-read material on belonging. Digital learning modules accompany group workshops to reach as many managers as possible. The purpose of the programme is to "enhance BV's brand, increase managers' ability to attract, engage and grow talent as well as unleash innovation and agility to achieve growth objectives."

Some member companies have integrated inclusion messaging into mainstream managerial training programmes. Lloyd's Register has embedded inclusion principles in its 'Management Fundamentals' programme for new and aspiring managers, saying that "for 2023, instead of a separate DEI module, we weave DEI themes across the various leadership topics." It has also added an 'Inclusive & Purposeful Leadership' module to its 'Driving Performance' course for leaders.

Swiss Re's inclusive management module is part of its 'Management Essentials' programme, which is mandatory for all new people managers. It has also launched an 'Inclusion Experience Journey' for all executive leaders and people managers that "focuses on intentionally inclusive behaviours, inclusive team climate and allyship."

Linking diversity, equity, and inclusion to corporate values

Some member companies have demonstrated their commitment by explicitly referencing inclusion in organisational behaviour frameworks. These frameworks set out the behaviours valued in employees and what those behaviours look like in practice, while also providing a reference point for subsequent learning and development programmes.

For example, one of the values in Bureau Veritas's leadership expectations framework is 'Open & Inclusive' and these behaviours are integrated throughout the framework. The objective for the companion 'Leading Inclusive Teams' module is to increase manager capability to live the Bureau Veritas 'Open & Inclusive' value: "we believe in the strength of diversity".

Turtle has also incorporated diversity, equity, and inclusion into its core leadership principles:

"Actively promote and prioritize DEI within your team, meaning creating a workplace culture that is welcoming, supportive and inclusive for people of all backgrounds and identities and everyone feels safe to express their ideas."

Designing bespoke programmes to accelerate impact

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

Although a developing area of focus, a handful of member companies offer training to specific areas of the organisation. One member company has launched a programme for HR colleagues to equip them with deep knowledge and expertise in areas such as wellbeing, multiculturalism, pay gaps and micro incivilities as well as a bespoke DEI programme for the operations business area.

Other member companies include messages on the importance of ensuring equitable and inclusive environments in onboarding programmes. At Fleet Management and Caravel Group, all new employees undergo a programme where diversity, equity and inclusion values are introduced, with the mandatory completion of an e-learning module called "Equality & Diversity in the workplace". Hoegh Autoliners, meanwhile, ensures that all development programmes incorporate diverse representation from various perspectives such as different teams, locations, and diversity characteristics.

Learning & Development for seafarers

Diversity, equity, and inclusion programmes aimed at seafarers are still in their infancy. The most common example member companies provided is directly related to physical and psychological safety in the form of sexual assault and sexual harassment (SASH) training. SASH training covers areas such as how to prevent sexual assault and harassment onboard vessels as well as what to do if you witness or are subject to such behaviour.

At Anglo-Eastern, all seafarers complete a module on creating inclusive environments in respect to gender before boarding a vessel. Fleet Management delivers a seafarer gender module to women seafarers before boarding vessels. Bernhard Schulte Shipmanagement includes diversity and inclusion content in all its internally-designed development programmes for managers and superintendents, and Dorian includes messages in its crew department's workshop on harassment.

Key Insights:

- Ensuring that people at every level understand the meaning of diversity, equity and inclusion within the business, how it is relevant to their role, and their potential impact can accelerate progress.
- Designing development opportunities that specifically equip people managers to inclusively manage and develop diverse teams can help foster an inclusive working culture.
- Linking diversity, equity and inclusion to corporate values and behaviour frameworks provides an anchor for diversity, equity, and inclusion development programmes.



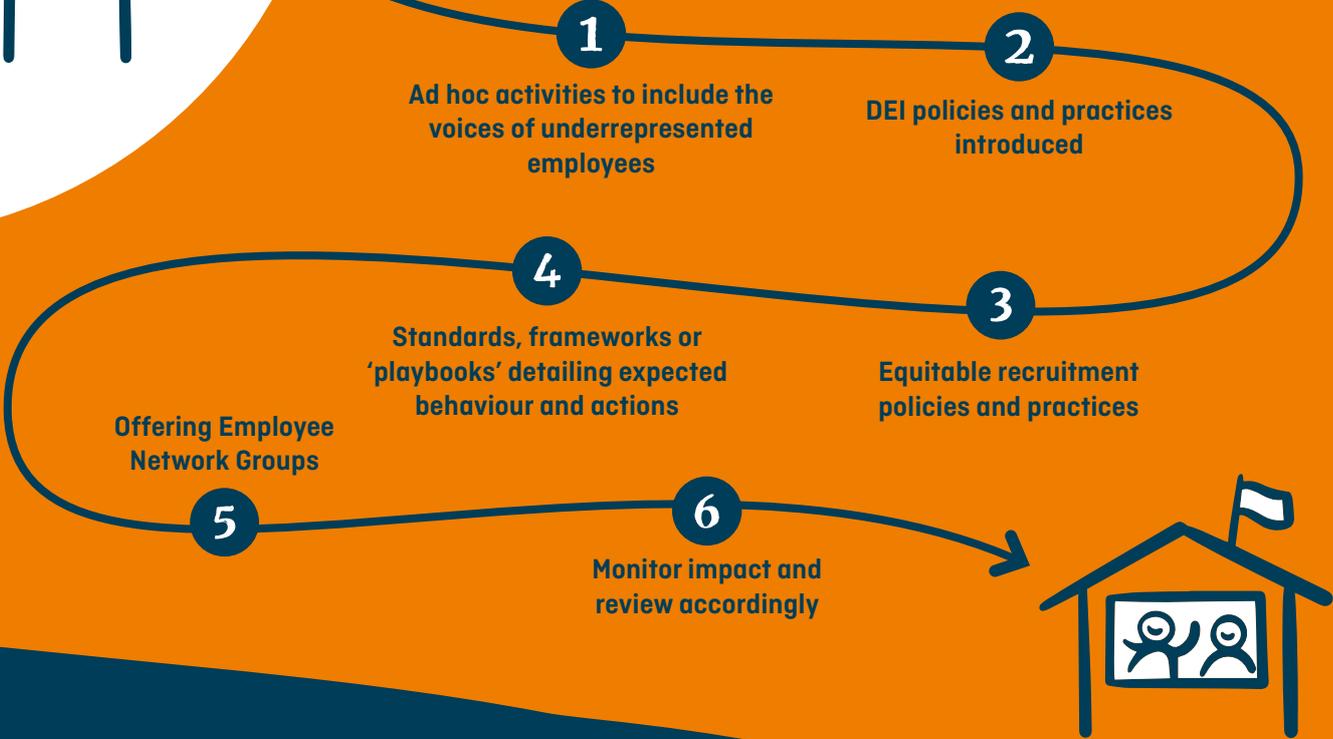
The main challenge that I have seen in making progress is how quickly the focus can change when talking about DEI. That is why putting inclusion at the centre of our DEI strategy makes so much sense. Inclusion is, above all, a feeling. This feeling creates a sense of belonging that ensures every one of us feels responsible for shaping an inclusive environment and for delivering results. Our Inclusion Experience Journey also ensures that the whole group has a consistent understanding of what Inclusion means and how to drive it in their teams.

Natasha Gill Parajola
Chief Diversity Officer, Swiss Re



Principle 3

Journey toward equity and belonging



1 Ad hoc activities to include the voices of underrepresented employees
 For companies starting out this journey, activities to secure the inclusion of underrepresented groups happen more on an ad-hoc basis, often detached from a strategy or other business imperatives.

2 DEI policies and practices introduced
 As the approach matures, companies start developing and incorporating DEI-specific policies and processes to secure equitable opportunities for all employees.

3 Equitable recruitment policies and practices
 Having established policies and processes for existing employees, organisations at this stage start implementing processes and policies to ensure equitable recruitment of talent from underrepresented groups.

4 Standards, frameworks or 'playbooks' detailing expected behaviour and actions
 The company establishes company-wide standards for the behaviour of all employees e.g. zero-tolerance policies.

5 Offering Employee Network Groups (ENG)
 Organisations support the establishment of ENG's for employees from underrepresented groups to get together, and to help raise awareness of challenges and opportunities pertaining to specific groups.

6 Monitor impact and review accordingly
 More experienced organisations review their approach to equity and belonging through regular audit cycles and consult with relevant parties (ENG's etc.) to ensure that policies are inclusive and equitable.

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 organisations are doing to foster a culture of equity, inclusion, and belonging and how these principles are integrated into their policies and processes.

Building on Principle 2, it is crucial that organisations create a culture that allows for, supports, and celebrates inclusion and equitable opportunities. This involves developing a psychologically safe space for colleagues, one that invites, accepts, and listens to a range of diverse perspectives.

Reviewing core processes and policies to ensure equity and eliminate bias helps build an organisation that promotes inclusion and belonging. For organisations at the early stages of development, the drive to do so is commonly compliance, predominantly in response to regulatory requirements. As understanding develops, a more deliberate approach is adopted with policies being designed to appeal to a diverse group of colleagues. Policy uptake is also monitored to ensure they are used by all who find them relevant.

Organisations that are mature in their approach build an inclusion review into regular audit cycles and consult with relevant parties to ensure that policies are inclusive, for example through employee network groups and/or standalone colleague focus groups.

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 speak up. Some member companies begin this process in the onboarding process, for example by emphasising their commitments to diversity, equity and inclusion principles in welcome materials.

Several member companies encourage their employees to provide anonymous feedback through surveys on matters pertaining to demographic representation, engagement, equitable opportunities, and inclusion. Several companies provided examples of how they communicate and engage with colleagues to develop a more inclusive environment, from townhalls to story-telling campaigns. G2 Ocean, for example, offers a range of team-building events while Turtle holds ‘mystery coffees’ to encourage people from different areas of the business to share stories and experiences. Fleet Management also conducts monthly connect sessions with leaders. Cargill Corporate, Lloyd’s Register, and Swiss Re have introduced employee network groups to help provide peer support and insight to leadership on the lived experience of people from different areas of the business. These groups are also a useful vehicle for organising events and awareness-raising activities.

A few member companies use inclusion to help solve business-level challenges. For example, Ocean Technologies Group and Svitzer have developed specific co-creation initiatives to encourage people to offer ideas for product design and G2 Ocean has introduced ‘Intervention Authority Stop Cards’ which encourage colleagues at all levels to speak up and help the business live its commitment to health and safety.

However, it should be noted that most examples reported in this section are introduced as standalone initiatives rather than part of a wider, strategic approach.

Diversity, equity and inclusion policies

Figure 2 illustrates how member companies are integrating diversity, equity and inclusion principles into organisational policies and processes. The majority have introduced anti-harassment and bullying policies, closely followed by codes of conduct / ethics.

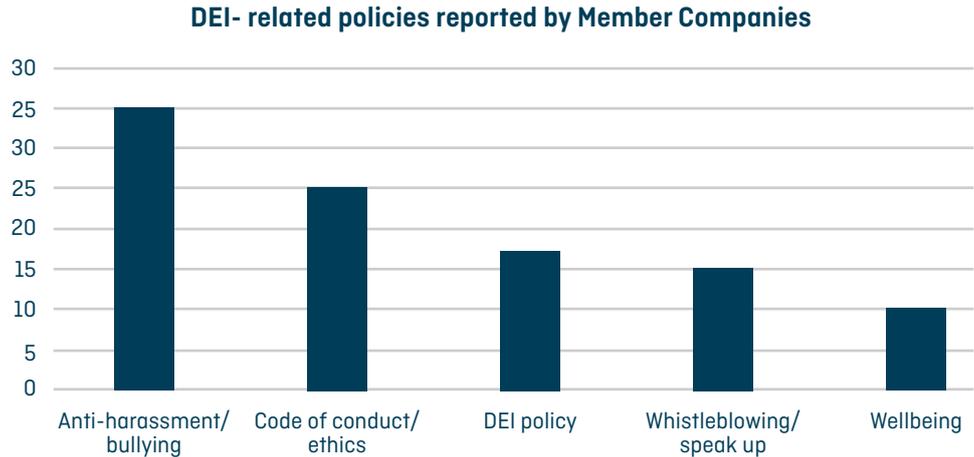


Figure 2

The 5 Principles

Seven companies have developed specific, standalone policies for diversity, equity, and inclusion. The more advanced within this group have developed specific standards and frameworks that set out exactly what diversity, equity and inclusion mean to the organisation and what is expected from people at every level. For example, Cargill Corporate has created a 'Global Respectful Workplace Playbook to be used by all of its businesses, including Cargill Ocean Transportation.'

Cargill Inclusion & Diversity Playbook

1. We believe that every employee should be able to bring their whole self to work.
2. Every person matters and can make a difference. We always put people first.
3. We will lead with inclusion to achieve our diversity aspirations.
4. Cargill is committed to the full engagement and experience of all employees, ensuring everyone feels welcome, valued and heard.

What this feels like for employees

1. I belong to a global community where I can be myself.
2. My safety and well-being come first and I am treated with dignity and respect.
3. My unique experiences, talents, and perspectives are appreciated.
4. I am empowered to be my best and make an impact.

Recruitment policies

Twelve member companies reported recruitment activities introduced to attract talent from under-represented groups. This covered a range of activities from equal opportunity statements on job adverts to anti-bias training for recruiters.

Hoegh Autoliners has published an inclusion statement in all of its job advertisements. Bureau Veritas has introduced specific interview questions to be used by recruiters to assess the inclusive approach of potential new leaders and people managers, and Danaos Shipping uses interview questions to probe candidates on their motivation and values as part of the recruitment process.

Potential interview question:

1. How have you recognised and supported people who have different backgrounds from yourself? How were you able to recognize the different contributions of each team member?
2. As a manager, can you cite specific examples of making your direct reports feel included and welcome within the team?
3. How do you as a leader demonstrate commitment to diversity, equity and inclusion in your area of the business?
4. How would you handle seeing or hearing discrimination in your organisation?
5. How do you eliminate biased behaviours from your daily work?
6. Describe how you make new members welcome.

Cargill Corporate and Ocean Technologies Group have reviewed job descriptions to de-bias the language used in the descriptions and GasLog has stipulated that 50% of shortlisted candidates should be women within the year, 18% for seafaring roles.

Finally, a handful of member companies use diverse interview panels to incorporate different perspectives into the decision-making process. Hoegh Autoliner's 'Golden Rule' stipulates that interview panels should consist of at least one person from an under-represented group and Ocean Technologies Group has appointed an external person to provide a diverse perspective.

Other policies

Member companies reported several other policies and processes that contribute to fostering a diverse, equitable and inclusive workplace. Anglo-Eastern, G2 Ocean, GasLog, Fednav and Rightship have focused on reviewing pay and performance processes through a diversity and equity lens to protect against biases.

Seven member companies provided details of their maternity and family-friendly policies. Mitsui O.S.K. Lines, for example, provides return-to-work support for women returning after maternity leave, while three other companies focused on flexible and remote working.

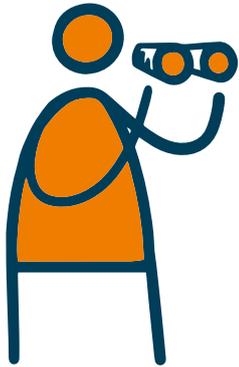
Further to this, two member companies are reviewing their existing policies through an inclusion lens. For example, Lloyd's Register has reviewed its family-related policies to ensure they are inclusive and Fednav has conducted an extensive review of the whole of its benefits offering to ensure that it is attractive to a diverse group of colleagues.

It is important to note that awareness-raising events, listening exercises and the introduction of policies, although important, rarely deliver impact on their own. They need to be underpinned by a culture of adherence and promotion to ensure they become established as an organisational behaviour/approach and part of daily practice for all colleagues. A handful of member companies reported that they are creating systems to ensure that leaders and managers are held to account if they do not play their part in fostering a culture of equity and belonging.

“Our People, Culture, and Strategy department takes an active stance and facilitates workshops with departments if we hear of any challenges relating to inclusion, flexibility, belonging and equity,” Hafnia CEO Mikael Skov said

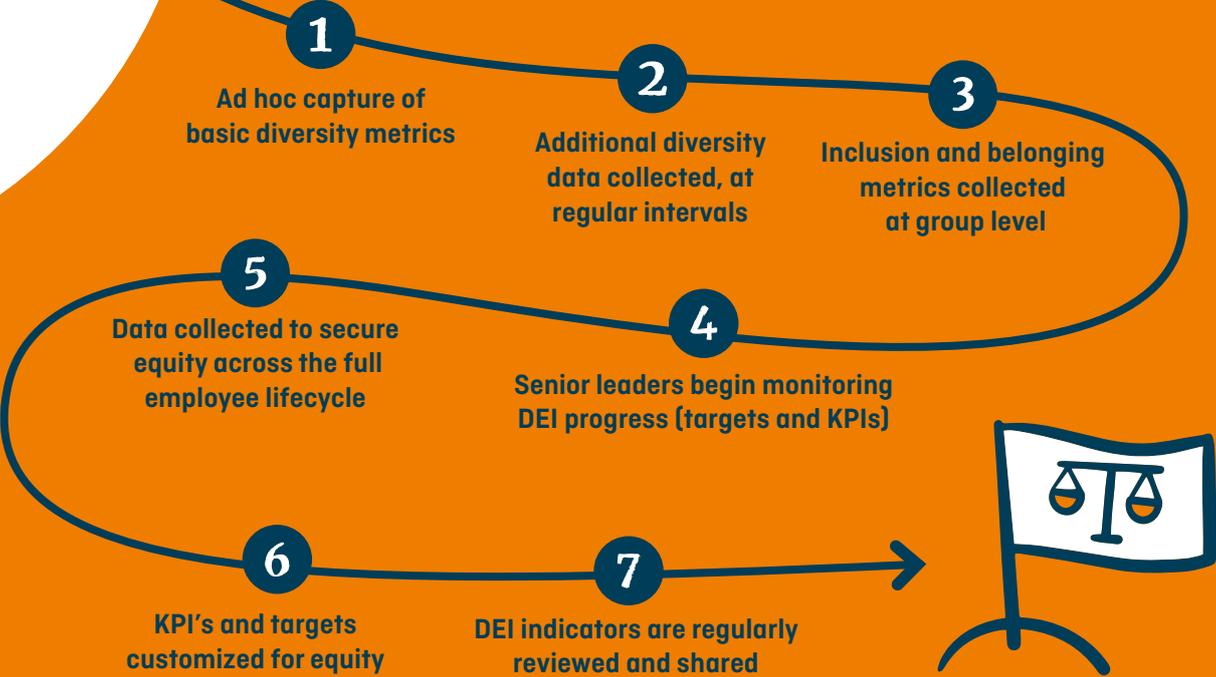
Key Insights

- To accelerate progress, focus on building trust with colleagues by providing a variety of ways to listen to their views and feedback on action taken.
- Review existing key policies and processes through an inclusion lens to ensure they are applicable to all colleagues in the organisation.
- Once policies and practices have been introduced, monitor their impact and uptake to ensure that all colleagues are able to make full use of them across the whole organisation.



Principle 4

Monitoring the DEI journey



1 Ad hoc capture of basic diversity metrics
Organisations starting out to monitor DEI start by collecting few diversity metrics and often only as generic company percentages, rather than across the employee life-cycle.

2 Additional diversity data collected, at regular intervals
As the approach develops, organisations start collecting more granular diversity metrics, at regular intervals, and/or tracking diversity metrics through the employee lifecycle, e.g. recruitment, development, promotion etc.

3 Inclusion and belonging metrics collected at group level
At this point, HR will often begin measuring inclusion and belonging across departments and groups to identify and address relevant challenges.

4 Senior leaders begin monitoring DEI progress (targets and KPIs)
Relevant metrics for diversity, inclusion and belonging are now regularly presented to and monitored by senior leaders to ensure continuous progress through targets and KPIs.

5 Data collected to secure equity across the full employee lifecycle
Data is collected at all levels and throughout the full employee lifecycle – and often with an intersectional approach – to identify urgent actions for ensuring equitable opportunities for all employees.

6 KPIs and targets customized for equity
Following the broader data collection, the organisation will begin customising KPIs and targets to more efficiently ensure that all employees are experiencing equitable access and possibilities.

7 DEI indicators are regularly reviewed and shared
For organisations at this stage, the indicators used to monitor diversity, equity, inclusion and belonging are regularly reviewed to ensure that established actions and initiatives are accommodating the current challenges. This data – and how it is used to progress - is shared internally and externally. More in-depth data shared externally.

This journey map reflects the potential steps to progress within each All Aboard Alliance principle based on tendencies across member companies, the wider maritime industry and other industries. ©All Aboard Alliance For more information please see globalmaritimeforum.org/All_Aboard

Principle 4

Capture relevant data and develop insights to evaluate progress and to 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 data that member companies have captured across diversity, equity, and inclusion during the reporting period.
- How colleagues have been encouraged to share personal data and their experiences of working in the member company.
- What the data has been used for to improve outcomes.

As the saying goes, what gets measured gets done. Collecting qualitative and quantitative data across the whole diversity, equity, and inclusion landscape is crucial to making informed decisions regarding strategy and subsequent action plans. Collecting and analysing data about equity, inclusion, and belonging helps reveal whether employees feel included and engaged at work. This data is not only important for retaining existing employees but can also help attract new employees from diverse backgrounds.

Organisations at the early stages of data capture focus on collecting limited diversity data, for example gender and age. As understanding develops, additional diversity data points such as disability, ethnicity and/or nationality, and sexual orientation are collected. Organisations also begin to capture data, commonly through employee engagement surveys, that helps them understand if all colleagues feel a sense of inclusion and belonging.

For mature organisations, data is captured across all aspects of the employee lifecycle, from attraction and hire through to promotion and exit, to measure how equitable policies and processes are and to spot if any equity gaps emerge regarding promotion and retention.

Data capture – The What

Different data points are required to fully understand whether an organisation is diverse, inclusive, and equitable. This section sets out the different data points and collection methods for each area.

Diversity

The most common type of data collected is diversity data. This can include capturing information on gender, ethnicity, disability, sexual orientation, and other areas. The global landscape for data capture is complex, so it is important that organisations adapt their approaches to adhere to the legislative requirements in different locations. It is worth noting that, in many cases, data can only be captured if explicit consent is given by the employee.

Most member companies capture some kind of diversity data during the onboarding process for new hires. Figure 3 shows that most capture diversity data on gender. Age is the next most common diversity data point, followed by nationality and ethnicity. Only two member companies reported capturing data on additional diversity characteristics like disability, gender identity, and sexual orientation.

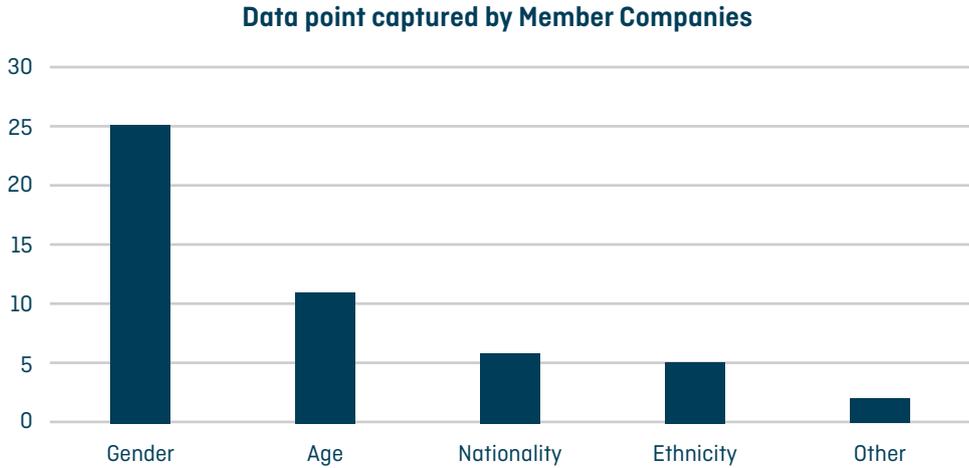


Figure 3



Inclusion

Knowing the make-up of your organisation is the first step. Understanding whether people from different backgrounds feel welcome, included, and heard is the next. A common means of assessing inclusion is to ask key questions that help identify whether everyone feels a sense of belonging.

Common inclusion questions

- It is safe for me to speak up.
- I feel supported in my workplace.
- I can be myself around here.
- My manager avoids favouritism.
- My manager distributes work opportunities fairly.
- I feel I belong at my organisation.
- When I speak up at work, my opinion is valued.
- I am proud to work here.
- I would recommend working here to a friend.
- Everyone is valued for the differences they bring to the workplace.

Inclusion-related questions can be asked using a range of different platforms. Seventeen member companies use engagement surveys to analyse colleague sentiment and create a baseline regarding colleagues' perception of inclusion and belonging. For this information to be insightful, the next step is to examine the survey data to analyse whether everyone feels a sense of inclusion and belonging or if it is only people from particular groups or teams. It is interesting to note that a handful of member companies report being able to include intersectional experiences indicating that this is an emerging area for the sector.

Equity

Equity-related data is used to analyse fair treatment in relation to pay, opportunities for advancement, and daily work experiences for everyone in an organisation. Attaching diversity data to confidential HR records is the most robust and sustainable approach to monitoring equity, as it enables companies to analyse the diversity of the workforce at each point of the employee lifecycle from attraction through to development, promotion, and exit.

Some member companies are already doing this, enabling them to identify specific areas of the organisation that have a lack of female representation. Others use the data to track gender pay gap disparities.

Encouraging colleagues to share data – The How

Whatever data you are collecting, communication is key to engaging people and letting them know what's in it for them. A first step in encouraging people to share their data is to be clear about why you are asking for it and how it will be used. Explaining why building an inclusive culture is important to the business and how it can benefit everyone can help employees feel more comfortable disclosing their data.

It is common for organisations to initially have a low level of disclosure, especially if the data is linked to individual records in the HR system. It takes time for people to trust why they are being asked to share personal information and to understand how it will be used. As trust develops, organisations will find that disclosure rates increase. Persistence is thus essential when embarking upon data collection exercises and some member companies have even designed campaigns to encourage colleagues to share their diversity data.

It is essential that organisations are clear about how personal data is handled and it was encouraging to see member companies cover confidentiality issues in their data capture communications. Some member companies use third-party organisations to provide survey support as a means of guaranteeing anonymity and establishing trust in the process.

A handful of member companies use focus groups and specific listening exercises to surface the lived experience of different groups within the organisation, for example one company invited women surveyors to describe the gender-related challenges they face at work with their male colleagues to build allyship and behavioural change.

Analysing the data – The What Next

Collecting data is just a means to an end. The ultimate purpose is to be able to analyse and use the data to inform decision-making. The more data you have, the more refined and targeted your action planning.

Diversity data, especially if collected across the employee lifecycle, will help identify where to focus. Inclusion data will target those areas of the business where people from different groups report lower levels of inclusion, while analysis of equity-related data will identify areas where there are different outcomes for different groups, such as pay or development opportunities.

The 5 Principles

Some member companies have used diversity demographic data to set baseline targets and KPIs to measure progress. Targets are achievable, time-based goals that help to maintain focus, demonstrate organisational commitment, and monitor progress. Some member companies also have DEI scorecards that are used to monitor the aspirational targets set at the executive level.

A mature approach to collecting data includes developing a data dashboard that collates diversity, equity, and inclusion metrics from both qualitative and quantitative sources. The dashboard is regularly reviewed by different areas of the organisation and cascaded to those that can impact decisions, for example people managers when deciding appraisal grades and hiring managers when checking for bias in hiring decisions.

Few member companies reported that they had developed a dashboard that covers more than diversity metrics, but those that did have found it a useful way to engage leaders and inform strategic direction. Swiss Re has developed separate dashboards covering the overall workforce, recruitment, talent, and personal resilience. Lloyd's Register's dashboard captures data on overall representation by business stream, management level, employee performance reviews, turnover rates, and absences.

Bureau Veritas has monitored core metrics on diversity, equity, and inclusion for many years. Its DEI dashboard captures diversity demographic data as well as perceptions of inclusion from the annual engagement survey. Bureau Veritas also analyses hiring, pay, and leave statistics to track imbalances between different groups. Data is shared at executive meetings on a quarterly basis and actions are generated to close equity gaps.

“Bureau Veritas monitors core people metrics to track real trends over time. Monitoring the key business areas with leading and lag metrics, along with acknowledging the highest volume requirements, allows us to understand where opportunities and challenges lie in order to take action or make investment. Actions have included ring-fencing specific budget to ensure gender pay equity, investing in leadership development for women, and tracking advancement through talent pools,” Matthieu du Tugny of Bureau Veritas said.

Some member companies provided specific examples of how the data has informed action by e.g., focusing on career progression opportunities for women in technical roles or building more psychological safety. Swiss Re is developing additional career support for older workers and uses data from employee surveys to adapt its talent management practices and review potential development opportunities for employees in their late career stage.

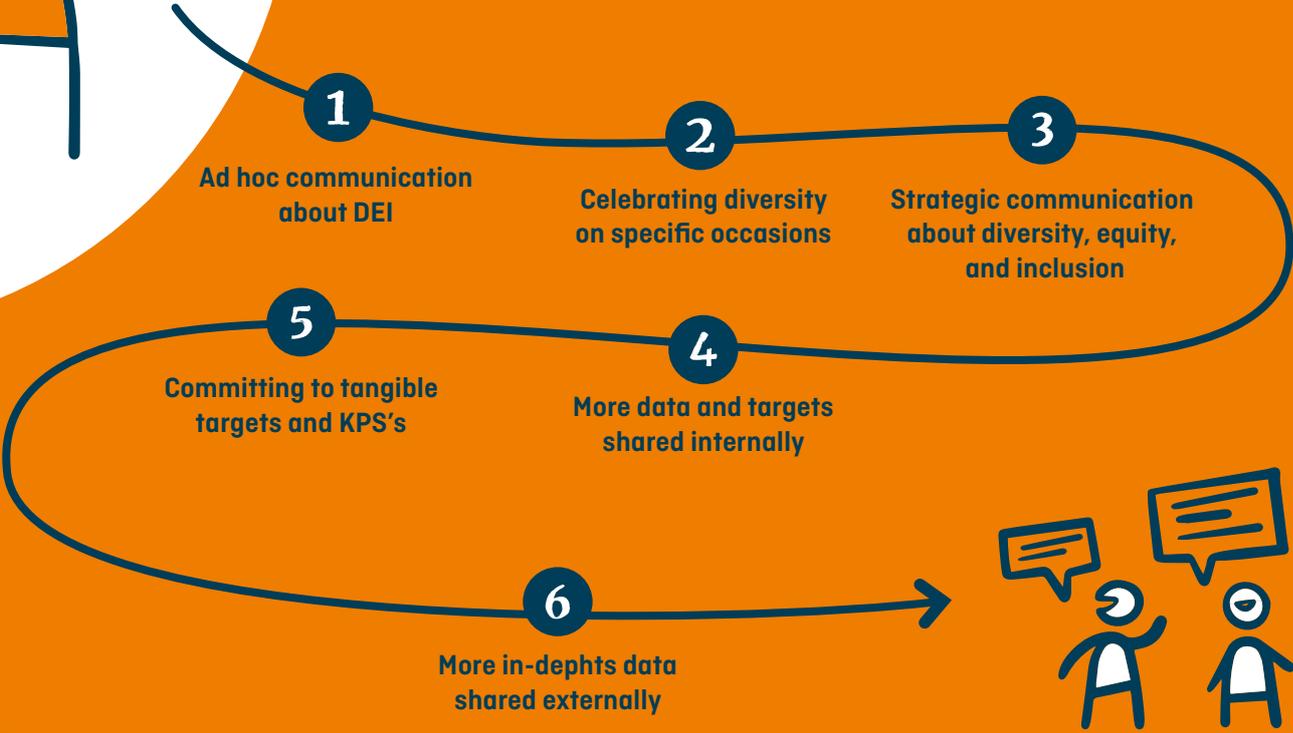
Key insights

- **Diversity** - Gender and age are the most common diversity data points captured by member companies - these form a foundation to expand to other areas such as ethnicity, disability, and sexual orientation.
- **Inclusion** - Engagement surveys are frequently used to gauge colleague sentiment – the next step is to ask specific questions to monitor inclusion and belonging and to analyse the results by different groups.
- **Equity** - By capturing and analysing a range of data points across the employee lifecycle, companies will be able to identify any equity gaps and form plans to close them.



Principle 5

The communication journey



1 Ad hoc communication about DEI
Organisations starting out communicate intent but rarely any data or targets, and if so, can often be difficult to locate.

2 Celebrating diversity on specific occasions
A natural next step is often to focus on raising awareness of different diverse employee groups and their experiences in conjunction with specific days of celebration. Often initiated from the outside, such as Women In Maritime Day or Pride month.

3 Strategic communication about diversity, equity, and inclusion
Organisations developing their approach are starting to strategically communicate why they want to improve, and what they are doing to make it happen.

4 More data and targets shared internally
As the data collection broadens and targets are established, organisations this far in their journey will often begin sharing specific data and targets internally to demonstrate commitment and build trust in the processes.

5 Committing to tangible targets and KPS's
Following increased communication internally, organisations more confident in their DEI-work start communicating metrics as well as tangible and more detailed targets and KPIs – not only internally but externally as well to establish accountability.

6 More in-depth data shared externally
As organisations have started sharing more details on their process, targets, and KPIs, the natural next step is to begin publishing more granular DEIB data sets to increase transparency and showcase progress.

This journey map reflects the potential steps to progress within each All Aboard Alliance principle based on tendencies across member companies, the wider maritime industry and other industries. ©All Aboard Alliance For more information please see globalmaritimeforum.org/All_Aboard

Principle 5

Communicate commitment and progress externally on an annual basis

Introduction to Principle 5

The All Aboard Alliance Principle 5 sets out the expectation that member companies will be ambassadors for diversity, equity, and inclusion within their own organisation and across the maritime industry, as well as be transparent in communicating their commitment both internally and externally. It focuses on three key areas:

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

Communicating an organisation's commitment to fostering a diverse, equitable, and inclusive environment has many benefits. Not only does it help retain employees by providing information, but it is also an important means of attracting new talent and meeting expectations of regulatory and business stakeholders. It also forms a key component of making the organisation accountable for progress and keeping diversity, equity, and inclusion on the business agenda. It sends a powerful message that this is something the business commits to, not just a mere tick-box exercise.

For organisations at the early stages of development on their diversity, equity, and inclusion journey, messaging (both internally and externally) is minimal and rarely includes diversity data or progress targets (unless they are required to do so by law, for example the gender pay gap reporting legislation in the UK). As organisations grow in confidence, more in-depth information is shared externally, for example in annual reports or on 'Who we are' webpages. Some organisations even go so far as to communicate the demographic make-up of their workforce and their progress against targets.

Communicating commitment internally

Member companies reported using a broad range of communication channels to raise awareness of DEI-related activities internally, from internal newsletters to company meetings and blogs. The majority utilise international celebration events to raise awareness of specific areas and share stories. Lloyd's Register has created a diversity, equity, and inclusion calendar of events and Fleet Management uses its digital screen savers to raise awareness of initiatives.

Town halls and manager awareness sessions were commonly referred to as communication mechanisms that provide the opportunity to give feedback to engagement survey results, thank those who participated, and encourage others to do the same. Other companies produce materials to communicate internally. For example, Cargill Corporate's 'Inclusion & Diversity Playbook' sets out a business case for inclusion and diversity.

Rather than a standalone communications plan, some member companies integrate messages through mainstream business communications, such as Swiss Re where, in addition to updates and newsletters from a central diversity, equity and inclusion team, business leaders and line managers are responsible for adding additional context and meaning to make it relevant to their areas of the business.

Communicating commitment externally

Sixteen member companies publicise their membership of the All Aboard Alliance on external websites as a means of communicating their commitment to external stakeholders. Other initiatives included participation in the Diversity Study Group, Bloomberg Gender Inclusion Index, and the UN Sustainability goals.

Member companies also demonstrate commitment by encouraging people to speak at events, act as role models across the sector, and share learnings from their programmes. Hafnia has developed and taken the lead alongside Rightship in the [DEI Maritime Lab initiative](#). This is an innovation challenge to identify scalable, digital solutions to enhance diversity and inclusion in the maritime industry. The lab is an open crowdsourcing competition that seeks ideas from anyone who has an interest in the maritime sector.

Posting DEI messages on websites and social media were the most reported mechanisms for communicating externally. Official annual reports were also cited as vehicles for communicating commitment and showcasing progress but a downside of this is that it can be difficult to find key messages if the information is not replicated on more accessible channels. Making DEI messaging easy to find sends a powerful message that fostering an inclusive environment is an important part of an organisation's culture.

“For us, DEI is not something that we drive on the side – inclusion and the appreciation of the value of diversity is an integrated part of the culture journey we are on. It is all about being an attractive workplace where diverse people thrive, and where the diversity of how we think and work helps us meet the needs of our customers and partners in new creative and innovative ways,” Svitzer CEO Kasper Friis Nilas said.

Communicating data externally

As scrutiny from external stakeholders intensifies, there is a growing expectation for organisations to publicly demonstrate tangible commitment to fostering diverse, equitable, and inclusive workplaces. One way of doing this is to publish data points that provide baseline information against which progress can be measured.

The starting place for most organisations is to publish diversity demographic data at the organisational level, followed by a breakdown by seniority. This year, 15 member companies reported that they publish some kind of diversity data. The majority focus on gender but there were a handful of organisations that also published other demographics, such as generation and tenure.

Some provide a breakdown by seniority, for example in ESG reports, where the number of women employees and women in managerial positions are listed. Few member companies report data points relating to inclusion and belonging, and data relating to equity is usually published in response to gender pay gap reporting requirements.

As organisations gain more confidence in publishing information externally, an important shift is observed from a predominant focus on awareness-raising events and generic messages of support to transparency about the pace of change and the challenges faced, underpinned by specific metrics and targets.

A handful of member companies communicate targets and KPIs to relevant stakeholders. ernhard Schulte Shipmanagement, for example, has five DEI goals to achieve by 2024, ranging from demographic targets to the number of people who receive training:

Bernhard Schulte Shipmanagement - DEI Strategic Goals 2024

- 40% of women in leadership positions.
- 10% decrease in the gender pay gap.
- 15% of employees below 35 years old in managerial roles.
- 100% of employees to be informed on our DEI agenda.
- 100% of employees in managerial and recruitment positions to be trained on DEI.



GasLog has been upfront in stating the importance of data to deliver its diversity, equity, and inclusion objectives, writing that “an important part of improving our DE&I record is to have clear data and metrics that help us recognize patterns, track progress over time and compare ourselves to others.”

As confidence grows, organisations begin to own and tell the whole story about what they are trying to achieve – both the successes and the challenges. A handful of member companies are transparent about the challenges they face in different areas of the business. For example, Euronav is open about the slower pace of change at sea compared to onshore.

“We need to distinguish between the female representation onshore and onboard. Onshore, we perform well. Our Supervisory Board is 60% female which is unusual in any context, least of all in shipping. Additionally, 16.67% of the executive officers are women and 22% of the senior management roles are taken up by women. Almost one third of our middle managers are women and 77% of entry level positions are held by women. Half of all revenue generating staff are female. We have taken some steps. In 2022, 2.4% of our crew members are women and among our cadets it is 9.4%, but these numbers are still too low.” (Euronav)

Key Insights:

- Use as many communication platforms as possible to reach different audiences – acknowledging that stories are more memorable than facts and figures.
- The purpose behind publishing data is to communicate your starting point and progress – being open as possible across all areas of diversity, equity and inclusion allows for transparency and mutual accountability.
- Communicating both successes and challenges can be a powerful way of building trust that the organisation is truly committed to fostering a diverse, equitable and inclusive workplace.



Our company's DEI policy and objectives have gained greater visibility, with 64% of employees now aware of them, reflecting a 10% increase in 2022. We remain committed to improving our DEI awareness campaigns to ensure a comprehensive understanding of our DEI agenda and goals.

Ian Beveridge
Chief Executive Officer, Bernhard Schulte
Shipmanagement



Conclusions on the 5 Principles

In the following part of the report, we will explore how we might charter the course ahead for the All Aboard Alliance, towards a global maritime industry that fully embraces diversity, equity, and inclusion. But to explore where we are headed, we must first look back at the ground we have covered.

Since the Global Maritime Forum Annual Summit in October 2020, a group of industry leaders has worked together tirelessly to co-design the framework for collective action on diversity, equity, and inclusion, which resulted in the five All Aboard principles to guide and sustain progress. The working group (now the All Aboard Strategy Group) was closely supported by Diversity Study Group, Swiss Re, and Global Maritime Forum – but the process was driven by these deeply-engaged industry leaders, who together laid the foundation for what ended up becoming the All Aboard Alliance, which was formally launched in May 2022.

The maritime industry has witnessed remarkable strides towards embracing diversity, equity, and inclusion but while progress has been made, disparities persist, biases continue to linger, and underrepresented voices are yet to be heard.

Overall, the analysis of each of the five principles in the first part of this report demonstrates a great incentive and progressive actions by member companies to increase diversity, secure equity, and consolidate inclusion. While some member companies have been working strategically with diversity, equity, and inclusion for more than a decade, others are still in the process of developing their approach towards each of the five principles. It is very encouraging to see the immense progress and high level of activities being reported in this first year of the All Aboard Alliance. Nonetheless, there are still many challenges to address and overcome.

The 5 Principles

As illustrated in the maturity scale on the next page, member companies within the All Aboard Alliance are generally starting out in their ambition to foster diverse, equitable and inclusive organisations. But it is positive that accountability for driving the necessary change on diversity, equity, and inclusion seems to generally reside at the C-suite leadership level, as illustrated on the generally higher maturity on Principle 1. This dedicated business sponsorship towards DEI is likely to ensure even higher levels of fast-paced change in the years to come. Because when the accountability for diversity, equity, and inclusion is at the highest leadership level, commitment and results are more likely to follow.

The first part of the report also shows that across the All Aboard Alliance, we are at the early stages of providing specific support for leaders, people managers, and colleagues to understand their role in developing inclusive workplaces (Principles 2 and 3) and even though several methods are used to foster an inclusive culture, few are part of a joined-up strategy.

Gender and age are the most common data points captured by member companies and engagement surveys are frequently used to gauge colleague sentiment, but few organisations can cut the results by different groups and only a handful of Member Companies reported specific examples of how data has informed strategic direction.

Unsurprisingly, Member Companies are generally more confident in communicating DEI commitment internally than externally. For those who publish data externally, gender is the most common data point, but few member companies are reporting progress against specific targets.

Inclusion: It is important that we focus on inclusion across all the ways we are different (including areas like gender, nationality, age, etc.) and recognise the areas where we excel as well as take action where we see gaps.

Michael Sandaluk
Chief Human Ressource Officer,
Anglo-Eastern

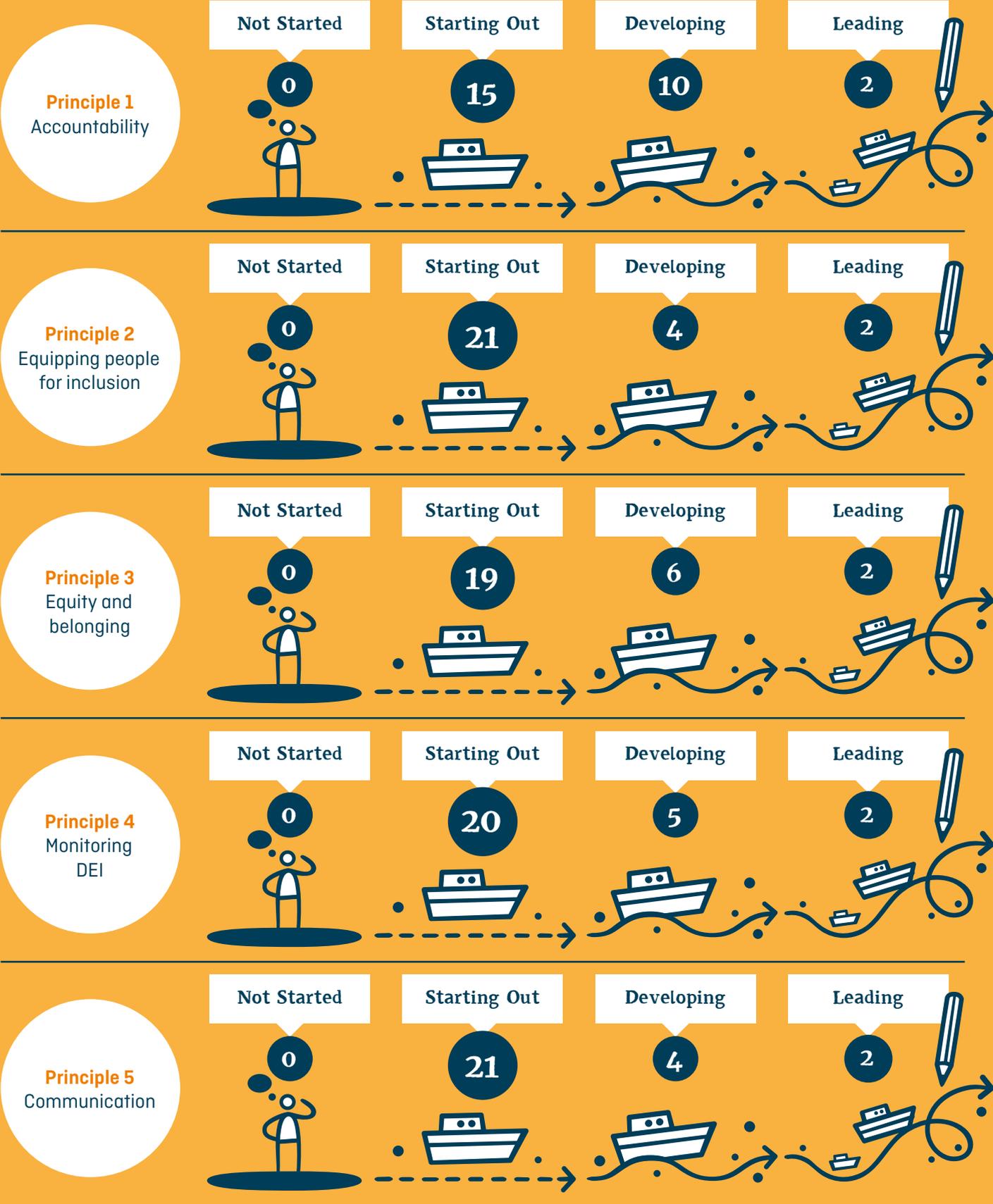


Figure 4: An All Aboard Alliance maturity scale indicating where member companies are on their journey within each of the five All Aboard principles. It is important to note that with this maturity scale, we are NOT assessing overall company performance on diversity, equity, and inclusion, but merely the maturity level within each of the All Aboard Alliance principles based on the submitted evidence.



Charting the course ahead: Embracing diversity, equity, and inclusion

As we reflect on our progress and acknowledge the challenges that lie ahead, we embark on a transformative journey to surmount barriers, foster understanding, and create a truly inclusive industry, both at sea and onshore. The waters ahead may be choppy, but the rewards of a truly inclusive industry are immeasurable. Based on the different journeys outlined within each of the five principles, we can chart a course that leads to a future where everyone has equal opportunities, feels valued, and can fully contribute their individual talents.

Based on the analysis, we propose to set sail by addressing four general challenges, which, if unaddressed, may prevent us – within the Alliance and across the industry – from moving ahead:

- **Do we pursue diversity because we want to or because we have to?** Overall, the maritime industry approach towards embracing diversity, equity, and inclusion seems to be somewhat more reactive than proactive. This often-scattered approach leaves the maritime industry in a vulnerable position when it comes to attracting talent, especially younger people who tend to pursue workplaces where they are appreciated rather than tolerated.
- **Do we need to re-think how we talk about diversity, equity, and inclusion?** Although a deeper understanding of the differences between diversity, equity, and inclusion is beginning to emerge, we tend to use the terms interchangeably. This is most likely caused by abbreviations such as DEI and DEIB increasingly becoming the norm, with the likely consequence of cancelling out the differences between diversity, equity, inclusion, and/or belonging.
- **How can we be more transparent about what we do?** Companies are investing time and resources into initiatives with great potential and have important stories to tell. But often, these are hidden away or only shared internally. Communicating both successes and challenges can be a powerful way of building trust and demonstrating that the company is truly committed to fostering a diverse, equitable and inclusive workplace and a means to track progress.
- **How can we ensure a more impactful approach to diversity, equity and inclusion?** Organisations are implementing a range of initiatives that have the potential to make an impact. However, it is key to link these to a strategic plan that will deliver long-term and cohesive impact where most urgent, rather than a more scattered and ad-hoc approach. The resources and time that the sector is beginning to invest in diversity, equity, and inclusion are clear. However, the considerations of how these investments connect to the long-term goals are less obvious. Understanding what organisations are hoping to achieve and linking this to the investments will increase the impact of the actions.

So, what can be done to accelerate change? Three important levers are emerging as game-changers when it comes to driving progress within diversity, equity, and inclusion:

- A clear understanding of the specific organisational drivers for diversity, equity, and inclusion (The Why).
- An accurate picture of the current situation and challenges within individual organisations and across the industry (The Now).
- A bespoke strategic roadmap and action plan to address the challenges and capitalise on the advantages that diversity, equity, and inclusion can bring (The How).

To accelerate change, much more needs to be done to understand the 'Why', the 'Now', and the 'How'.



Changing the mindset of culturally conservative employees is the main challenge in promoting diversity. To make someone more open and somewhat unlearn ways that are not aligned with DEI is challenging, we will get there but it takes more time.

Rajesh Unni
Founder and Chief Executive Officer,
Synergy Marine Group

Exploring the 'Why'

For diversity, equity, and inclusion to remain on the agenda at the highest organisational level, leaders may need to explore the 'why' pertaining to their company. Similarly, we may need to explore a collective 'why' further within the All Aboard Alliance and across the broader maritime industry.

We do not necessarily need to align on a shared 'why' because there will likely be different ways of deciding why diversity, equity, and inclusion are important. Some will focus on the "business case", which links diversity, equity, and inclusion to the bottom line, while other companies may define the 'why' on grounds of employee well-being, innovation, decision-making quality, attraction and retention, etc.

The 'why' is not an end, but an important conversation to be had within organisations and across the All Aboard Alliance. It is not a generic message to be rolled out, but an exploration to be pursued collectively. For example, the 'why' could cover one or all the following areas:

- To improve decision-making and counter groupthink.
- To attract and retain talent.
- To innovate and compete, particularly when designing new product lines or exploring new distribution methods.
- To reflect clients, customers and changing social demographics.
- To enhance financial performance by reaching new markets and customers and creating better results.
- To enhance brand and reputation both internally and externally.
- Because it is the right thing to do, as it underpins your business purpose and values.

There is no one-size-fits-all approach, and the answer may change over time to respond to organisational change, diverse representation, and sector developments. Whatever the answer, and however it is communicated, it is essential that leaders ask and revisit this crucial question: why? Avoiding this reflection or defaulting to a generic slogan will not sustain an organisation when it is facing challenging times.

Exploring the 'Why':

- Why is diversity, equity, and inclusion important?
- How can we facilitate better conversations about the why? Within our companies, in the All Aboard Alliance and across the maritime industry.

Understanding the 'Now'

With the various challenges that companies are facing, plus not to mention the talent shortage across many sectors, the stakes are high. Understanding where we are right now – within each of our companies and across the maritime industry – provides a solid foundation for identifying gaps between where we are and where we want to go.

Diversity: When we understand – through data-gathering and analysis – how diverse we are across different levels and business units within each of our companies, it enriches the conversation. How diverse do we want to be within our companies, within the Alliance, and across the maritime industry?

Equity: When we understand – through data analysis - how equitable our policies and processes for recruitment, promotion, and development are for different groups within the company and across the industry, it makes the prioritisation of activities easier and more impactful.

Inclusion: Understanding how inclusive our companies are, through data on our actions and behaviour as leaders – and how this cascades through the organisation - ensures that employees experience being included in important social networks and decisions within the company. It enriches the conversations about how we define inclusive leadership, and how we want our company culture to be.

Using data to analyse barriers to progression at every stage, from new entrants, annual evaluations, pay decisions, recruitment and promotion, can help direct resources more effectively to the most impactful initiatives.

Taking stock and analysing data provide important insight into potential focus areas and can prevent us from introducing initiatives that might not solve the actual problems we face. Within one of the All Aboard workstreams, a recent report on the '15 Key Pain Points for Women at Sea' provided us with the necessary understanding of the current situation at sea and served as a strong call for action when deciding how to address these pain points best.

When fully understanding the current situation, we can establish a baseline, set targets, and embrace more insightful conversations about where we are today, and where we need to go.

Understanding the Now:

- What data do we need to collect to fully assess the current situation on diversity, equity, and inclusion within our company?
- Which indicators can help us gain a better understanding and increased transparency on the current state of DEI across the maritime industry, and within the All Aboard Alliance?

Strategizing the 'How'

A common pitfall is for companies to implement multiple initiatives and activities without an overall diversity, equity, and inclusion strategy. Without a strategic plan to ensure alignment and commitment, it is difficult to achieve the desired results.

By strategizing at the highest level on how to achieve diversity, equity, and inclusion, we treat DEI like any other business priority. Just as we would not launch new product lines, expand into new regions, or adopt new technologies without first developing a plan of action, we should not simply decide to adopt diversity, equity, and inclusion policies without understanding what it will require to succeed.

For example, if talent attraction is a specific concern or pain point, how can we develop an inclusive recruitment framework that focuses on diversity and inclusion?

If certain roles or groups are homogeneous (e.g., senior levels, technical roles), the 'How' might focus on reviewing role specifications, development programmes and career paths to develop a diverse pipeline of talent. If groupthink or lack of innovation are concerns, the 'How' might focus on inclusive meeting design, etc.

Like other business priorities, a robust accountability framework is required to maintain focus. Who is ultimately responsible for progress or the lack thereof? How will progress be measured? What resources are required and how will momentum be maintained?

Ideally, this work is owned by the business - rather than HR alone or one passionate individual - as it needs to be hardwired into how things get done in the organisation. Positioning diversity, equity, and inclusion as a 'nice to have' or 'side of desk' activity will not suffice in generating the desired and needed change.

Strategizing the 'How':

What are we aiming to achieve with our diversity, equity, and inclusion work - and how? What does success look like?

How are we planning for momentum and strategic impact? And what resources do we need to succeed?

How is progress measured - and who is responsible for progress or lack thereof?



We need to set up a more formal system for gathering internal data so we can clearly assess our performance year over year and identify potential areas for improvement. We can also use the data gathered to celebrate our DEI efforts and strengthen our internal culture in this area.

Peter Hult
President and Chief Executive Officer, VIKAND



5.

All Aboard Alliance call to action

This year's All Aboard Alliance Insights Report reveals a number of progressive actions across member companies to increase diversity, secure equity, and consolidate inclusion. Nonetheless, there is still a range of challenges for companies and the broader industry to overcome before we achieve truly diverse, equitable and inclusive workplaces.

Diversity, equity, and inclusion involves creating better experiences for our people, better outcomes for our clients, and sustainable change in our industry. The All Aboard Alliance and its member companies set out to provide the framework for change to make the industry one that is attractive, rewarding, and meaningful for all who work within it.

Diversity, equity, and inclusion are not just buzzwords; they are vital components of a thriving industry. Now is the moment to act! But there is no silver bullet to creating a diverse, equitable and inclusive company or industry. A multi-pronged, strategic, and dynamic approach is required to pave the way towards a better tomorrow.

Within the All Aboard Alliance, we are committed to dedicating 2023 and 2024 to exploring - through workshops, webinars and continued actions - the 'Why', the 'Now' and the 'How' for diversity, equity, and inclusion. We want to collectively build a strong narrative towards 2030 that helps us understand what we want to achieve and guides us in how to get there.

We remain hopeful that the All Aboard framework laid out in this first Insights Report, with the five principles and the proposed journeys within each, can guide us in the pursuit of a diverse, equitable, and inclusive maritime industry. The 'Why', the 'Now' and the 'How' can help set the collective trajectory that will get us there.

To our pioneer member companies, we say thank you.

To those companies who are not yet members, we urge you to join us on this exciting and imperative venture towards a diverse, equitable, and inclusive maritime industry all of us can be proud of.

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

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Danaos Shipping
Dorian LPG
Euronav
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GasLog
Gorrissen Federspiel
Hafnia
Höegh Autoliners
International Seaways
Lloyd's Register
Mitsui O.S.K. Lines
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VIKAND

