

The Inclusion Advantage

Enhancing Crew Safety, Culture and Performance on Board

In partnership with

DSG

Contents

1. Executive summary

2. Context setting

3. A shared understanding of inclusion

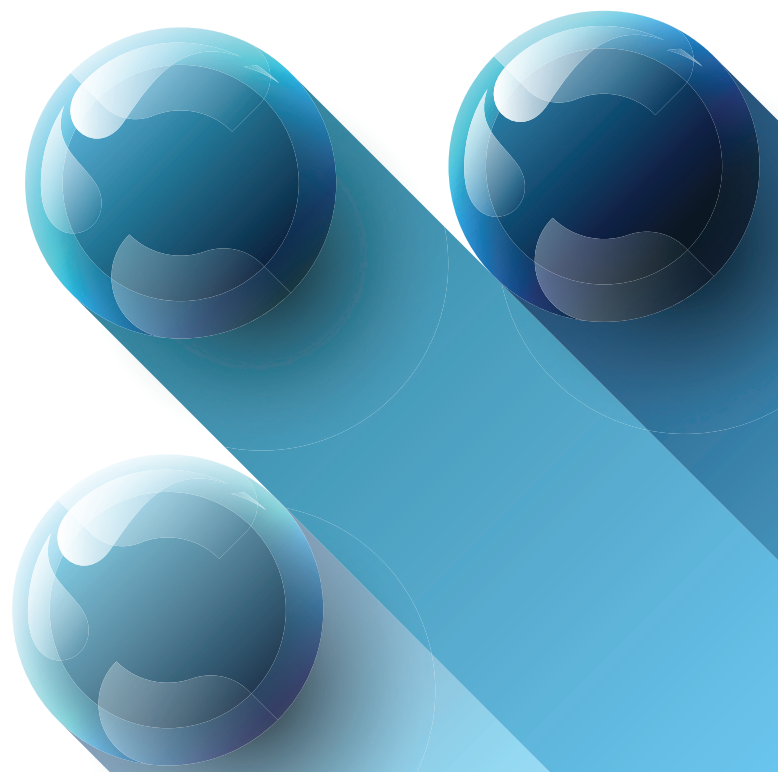
4. Linking inclusion to physical and psychological safety

5. Bringing inclusion to life on board
 - a. Inclusive seafarer behaviours
 - b. Inclusion levers
 - c. Training and support

6. Advice from seafarers

7. Panel event spotlight

8. Inclusion signposts from Crew Connect Global



Executive Summary – headline themes and supporting recommendations

Across the maritime industry beyond it, it is evident that there is a growing call to action to benefit from the Inclusion Advantage, in order to enhance crew safety, culture and performance on board.

“The Inclusion Advantage” is the additional value that comes from people being able to bring their full talent to the work that they do. When seafarers are effectively included onboard, it can affect everything from crew retention and safety, to better operational outcomes and a happier ship. This report expands on what it takes in practice to realise that inclusion advantage.

Below we have captured the themes that emerged during **Crew Connect Global 2025**, especially from the Seafarer Workshop, the panel discussion and the interactive audience session.

1. Seafarers have a clear sense of what it means to be included – and excluded - on board

Recommendations

- Gather and share real life stories about inclusion on board – provide practical examples that are directly relevant to seafarers.
- Make use of digitally savvy seafarers and influencers to help to tell these stories.
- Don't frame inclusion as just about compliance or avoiding saying the wrong thing – focus on the value of effectively including everyone on board.

2. Both physical and psychological safety are seen as directly relevant to inclusion

Recommendations

- Share data about the positive effect inclusion can have on safety, so that it is taken seriously and not seen as 'soft skills'.
- Focus on both physical and psychological safety.
- Prioritise the wellbeing of seafarers – connect it with core sector issues of talent attraction and retention.

3. Inclusion depends on behaviour – it is about action

Recommendations

- Be clear about behavioural expectations – avoid being ambiguous about what is and isn't OK on board.
- Reinforce and reward positive behaviours on board so they are more likely to be repeated and people can notice the positive value being generated.
- Challenge exclusionary and negative behaviours – this can be done discreetly or openly depending on the situation. Holding a clear line builds accountability and supports the credibility of inclusion efforts.

4. Visible leadership and accountability are crucial

Recommendations

- Senior leaders, ashore and on board, need to be supported, trained and developed on inclusion to enable them to lead by example, ensuring that everyone feels supported and integral to the team.
- Leaders need to be held accountable, inclusion should be woven in as a key leadership competency, not an optional extra.
- Comprehensive training and development for leaders can help drive meaningful change and create a positive, inclusive culture in the maritime industry.

5. Training and support have a positive impact on inclusion

Recommendations

- Train and support officers to set the tone so they reinforce desired behaviours and address issues.
- Seafarers at all levels have the potential to include their shipmates – support, train and encourage them to use their influence.
- Make training responsive to the realities of life on board – accessible, high quality, and relevant.
- Continuous efforts and ongoing discussions are necessary to improve inclusivity and make the maritime industry more welcoming for all.

6. Include shore based teams and colleagues

Recommendations

- Inclusion at sea does not exist in isolation, shore based leaders and colleagues play a pivotal role in crew safety, culture and performance.
- Ensure colleagues ashore are equipped to understand the impact inclusion has and how they can also support seafarers and practically influence a positive workplace culture.

7. Value the seafarers' voice - keep listening

Recommendations

- Continue to platform seafarers' voices at events like CCG – expand the invite list and itinerary to provide even more opportunities.
- Be mindful about hearing from a diversity of voices e.g. generation, background and role on board.
- Consider everyday opportunities to hear from seafarers – not only on board, but within your businesses.



DSG – Introduction, Heidi Heseltine, Founder & CEO

With over 30 years expertise across the maritime sector within the DSG, we are committed to supporting the development of the best possible working cultures and inclusive environments for people at sea and ashore. We do this by working with industry bodies, organisations and individuals to provide data, analysis, best practice insights, collaboration opportunities and inclusion consultancy services.

We are living in increasingly uncertain times – from wars and geopolitical tensions, to climate change, to rapidly changing work environments due to technology, talent attraction and retention challenges and the unknown of AI. It's a tough time for everyone – leaders / managers / people just joining the workplace – not just in relation to our workplace but the world we are living in overall.

During times when many people are feeling less certain, more isolated and less possessing of the answers, they want to understand how best to chart a course forward. In this context, inclusive workplaces, inclusive leaders and inclusive colleagues are more important than ever.

Seatrade Maritime Crew Connect Global (CCG) and DSG share a mutual ambition to use our platforms and influence to encourage meaningful and impactful change when it comes to inclusion for seafarers. For CCG 2025, that was very much the objective, to amplify the voices of seafarers throughout the programme and inspire change across the delegate audience and back in the 'real world' outside of the conference itself.

With this in mind, CCG, DSG and seafarers, with the support of Mission to Seafarers and Seafarers Social, embarked on a journey to explore "The Inclusion Advantage – enhancing crew safety, culture and performance on board".

The opening of CCG 2025 saw key industry figures set out their thoughts and concerns for the industry.

Tommy Olofsen - Group Managing Director of OSM Thome and CCG Conference Chairman began by setting out his ambition for actions with impact beyond the conference. He asked everyone in the audience to notice what needed to change and then

"let's commit ...that we'll do something about this when we leave.". This is an invitation that clearly applies to inclusion and the potential for individuals and organisations to make tangible, practical improvements. Later in this report there will be recommendations about what this could mean in practice.

Thomas Kazakos, Secretary General of the International Chamber of Shipping asked that we 'must have and prioritise...an inclusive workforce' as he highlighted the 'significant challenge of recruiting and retaining seafarers'. Karen Davis, Managing Director of OCIMF, was succinct and on point in stating 'our future rests on our people'.

With these compelling calls to action, we know that inclusive behaviours, cultures and workplaces provide the foundation to address a significant proportion of the challenges faced by seafarers, whilst also generating positive opportunities for them to thrive at sea.



Inclusion, when done well, links directly to enhanced psychological safety, physical safety, greater team performance, better problem solving and innovation, better operational outcomes and ultimately a culture of care where people look out for one another.

Through this, talent attraction and retention can improve, safety and lost time incidents can reduce, and it can also lead to better individual physical health reducing medical bills and medical leave.

Previous CCG conferences and DSG research have shown that seafarers value inclusive cultures and the benefits this can bring. Together, CCG and DSG created a two-phase approach to understand directly from seafarers at the conference how inclusion shows up in life on board and how it can improve:

1. Seafarers Workshop (in person, in Manila)

- 33 seafarers joined us spanning a range of ranks from Masters, Chief Officers and Chief Engineers through to deck and engine cadets and ratings.
- More than 62% had been to sea more than 5 times, 7% had been once, the remainder spanning 2-5 occasions at sea.
- Most seafarers were Filipino with one Black British and one Korean.

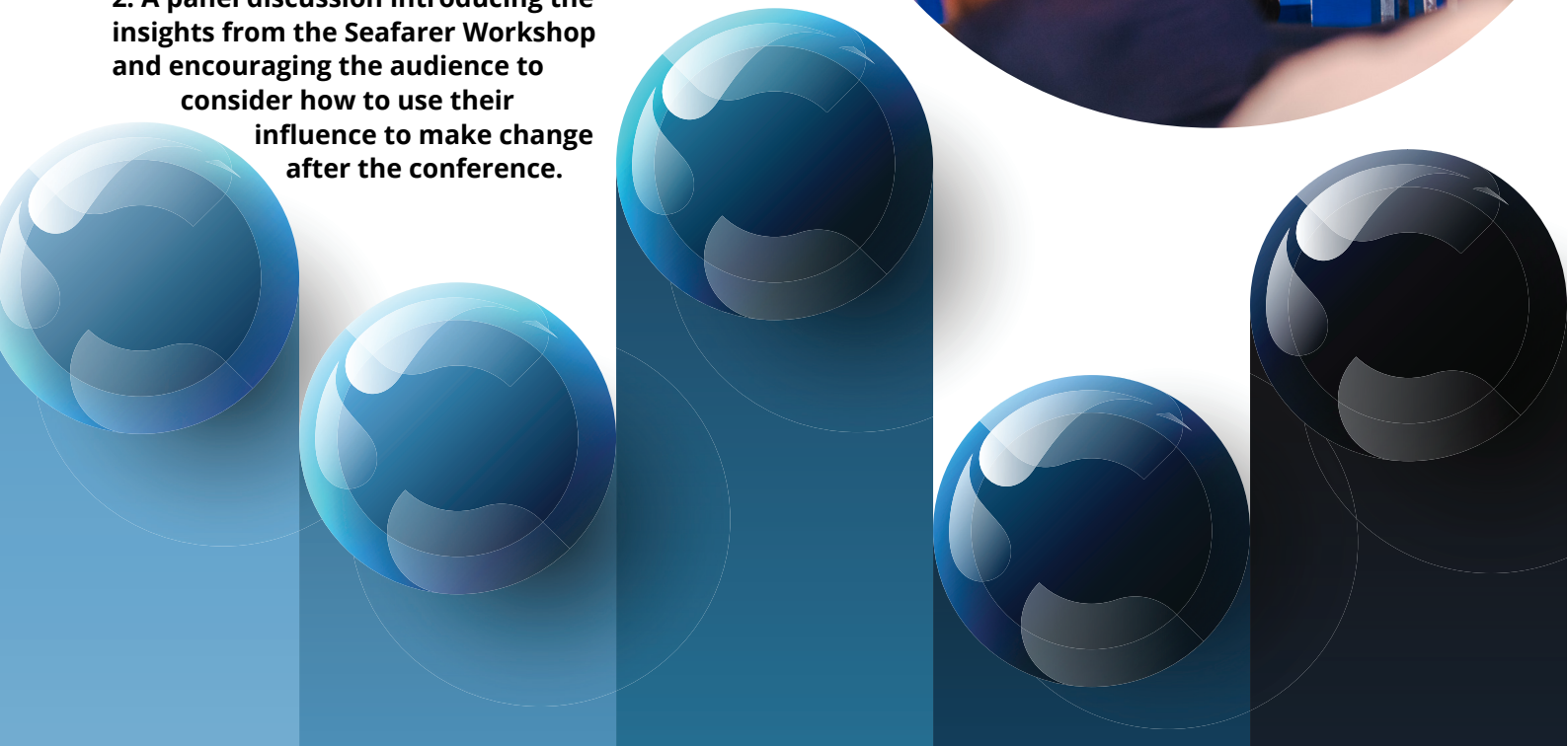
This 2.5 hour workshop was designed to capture seafarers' perspective on inclusion in their own words.

This was made possible by the Mission to Seafarers and Seafarer Social.

2. A panel discussion introducing the insights from the Seafarer Workshop and encouraging the audience to consider how to use their influence to make change after the conference.

- The panel featured three seafarers from the workshop – Captain Cecilio Rahon, Cadet Rina Casiquin and ETO Shannon Billy.
- They were joined by Dan Tolentino, Cadet Training Manager, Sharjah Maritime Academy and Gianelli Baltazar, Director of Customer Services, Brightwell.

Alongside this, there was a series of excellent panels and presentations throughout CCG, which shared research and observations that were directly relevant to understanding seafarers' experiences and attitudes to inclusion at sea. In places we have quoted these insights, and signposts to additional material can be found at the end of this report.



A shared understanding of Inclusion

We know that the language around inclusion can sometimes be overly theoretical, confusing and even alienating. People can get caught up with getting definitions 'right', or so fearful of saying the wrong thing that the whole topic is avoided.

In the seafarers' workshop we were able to make this more real and accessible through our seafarer participants sharing stories about the times when they have felt included on board.

These included wide ranging examples such as an ETO not knowing there was a fancy dress party on board and a fellow seafarer sourcing an outfit. A cadet told of joining a ship and being introduced by the Chief Engineer to the whole team who was also clear about his expectations for her to be included but that her role within the team and how she was to be treated should be no different to anyone else. Another seafarer told how he has felt included when cuisine from his home country is served on board and how it automatically improves his wellbeing.

These examples established a shared sense of inclusion as something that felt good for the individuals experiencing it, as well as having real value in enabling them to participate and contribute on board. The benefits were both personal and relevant to the effectiveness of the ship – which in turn has the potential to be good for business.

When asked how they would respond if someone asked them to describe what inclusion meant to them, the seafarers came up with a range of accessible, everyday language that we have captured below.

Seafarers' description of what inclusion means to them

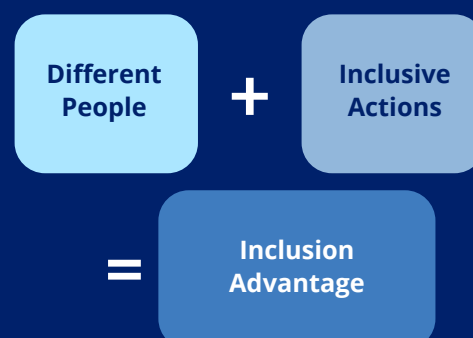


During the workshop, seafarers were also introduced to the DSG Inclusion Advantage[®] Equation, which has three component parts:

- **Different people.** Any ship is a group of people who are inevitably different in a lot of ways, including aspects like age, rank, experience, language, gender, culture and learning styles. Differences can be both visible and not visible. They are simply facts that describe the aspects every person brings with them.
- **Inclusive Actions** – Inclusion is the way we treat one another. It's about what we do to create a great culture. Inclusive environments on board are developed through consistent, accumulating actions. Those actions are often small and everyday but have a big impact.

• **The Inclusion Advantage** equates to the benefits that come from seafarers being actively included. If they feel a sense of belonging and being valued, they will perform better, share more ideas, look out for one another and have greater enjoyment along the way.

The Inclusion Advantage Equation[®]

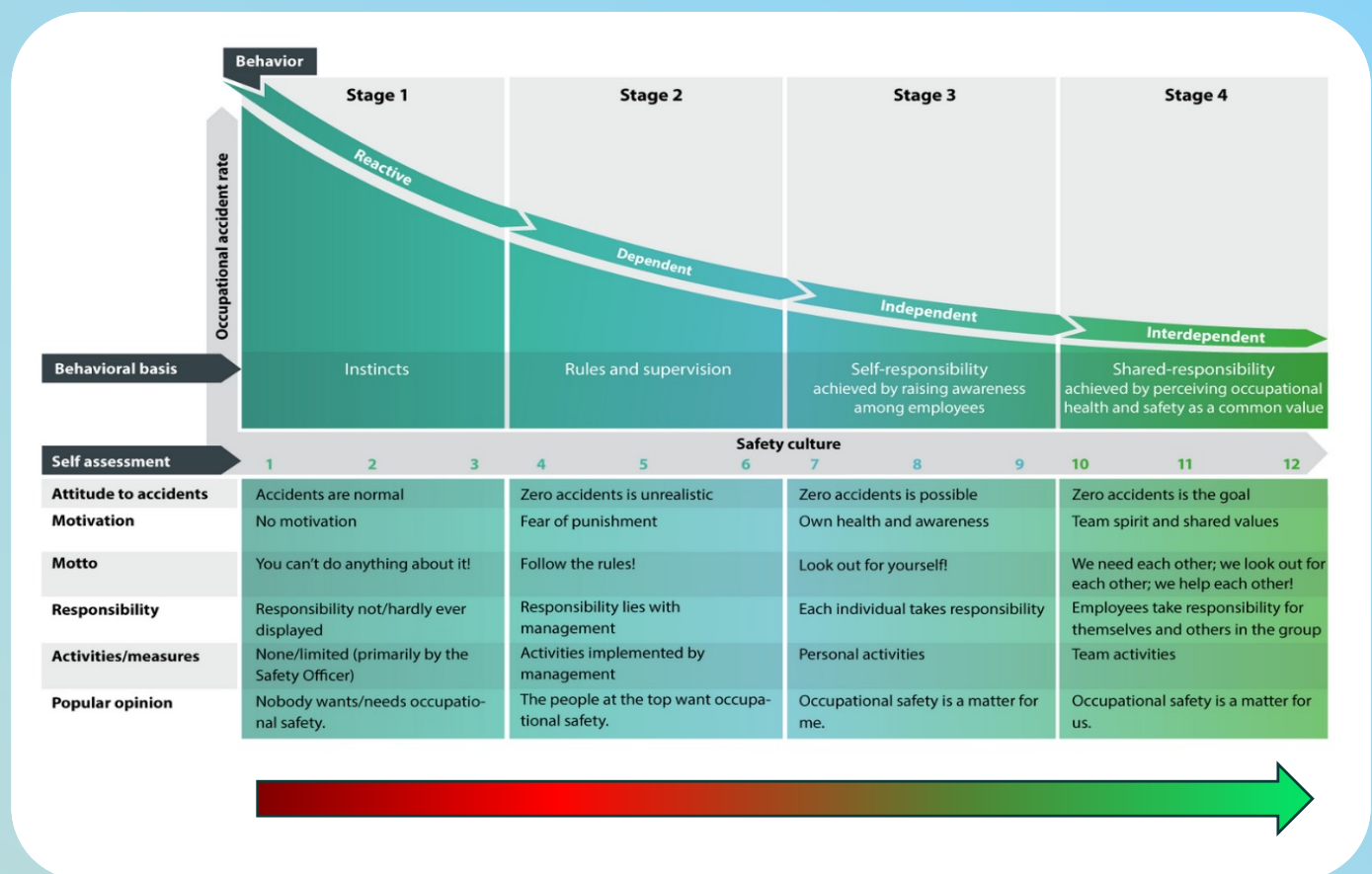


Linking inclusion to physical and psychological safety

Whilst we are keen to reinforce the value of getting inclusion right and the advantages it brings to individuals, ships, organisations and the maritime sector – it is also important to be explicit about the consequences of not paying attention to inclusion on board.

We know that less inclusive environments, those which lack a sense of interdependence and mutual responsibility, will have poorer indicators of physical and psychological safety, as can be seen in The Bradley Curve diagram below.

The Bradley Curve



Bradley Curve defines four distinct workplace cultures and their association with lost-time incident rates:

1. Our natural reaction to risk – **reactive**
2. What we're told we need to care about by employers – **dependent**
3. Self-preservation and personal responsibility through awareness training – **independent**
4. Looking out for each other through shared responsibility – **interdependent**

During the 'Moving the Needle – My Harassment Free Ship' panel discussion moderated by Ben Bailey (Director of Programme, Mission to Seafarers) with panellists Susanne Justesen (Director – Human Sustainability, Global Maritime Forum), Karen Avelino (Executive Director of Business Development and Senior VP for Cruise Operations at PTC/ Executive Director at PHILCAMSAT), Capt. (Dr) Sartaj Gill (Senior Vice President, Mintra), and Shannon Billy (Electro-Technical Officer, Royal Fleet Auxiliary), panellists emphasised that creating harassment-free ships requires a fundamental shift in culture and leadership.

The need for leaders to prioritise psychological safety and foster open communication to create an inclusive environment on board was stressed by all.

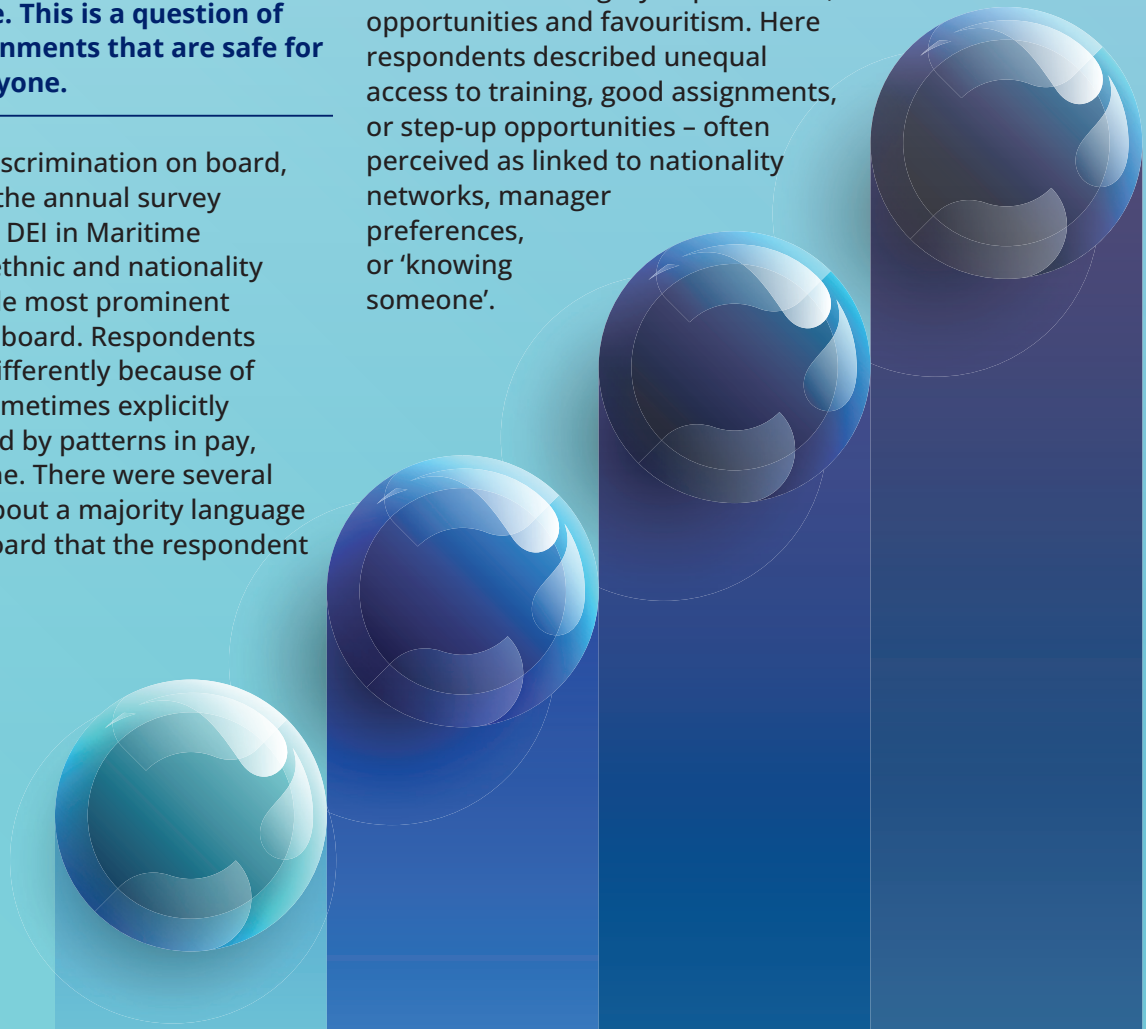
Data from the DSG Annual DEI in Maritime Review 2025 (where over 6,000 seafarers participated) shows that figures for those experiencing bullying, threats or intimidation are extremely poor. That group is among the least likely to feel supported at work, and fewer than seven-in-ten of them feel able to speak up. They're the least likely to say DEI policies are effective, and one-in-five feels discriminated against (it's only one in 20 for the survey as a whole). Only two-thirds of those who felt harassed feel their own contribution is valued (it's 85% for the whole survey), and that reminds us: psychological safety is as much about the effective and safe running of a ship as it is an 'inclusive' environment. Furthermore, while female seafarers are statistically much more likely to feel they've been psychologically harassed (at 38%), 17% of male seafarers have, too.



And 64% of respondents reporting sexual harassment are male. This is a question of creating working environments that are safe for everyone.

Looking more closely at discrimination on board, seafarers participating in the annual survey reported on in the Annual DEI in Maritime Review 2025 cited racial, ethnic and nationality discrimination as the single most prominent form of discrimination on board. Respondents described being treated differently because of nationality or ethnicity, sometimes explicitly named, sometimes implied by patterns in pay, assignments, and discipline. There were several comments complaining about a majority language being commonly used aboard that the respondent doesn't speak.

The second most common form of discrimination fell under the category of promotion, opportunities and favouritism. Here respondents described unequal access to training, good assignments, or step-up opportunities – often perceived as linked to nationality networks, manager preferences, or 'knowing someone'.



Bringing inclusion to life on board

Having defined what inclusion means to seafarers, as well as establishing its vital relevance to safety, we now need to convert those principles into practice.

One of the sayings that guides DSG's work is "inclusion is a doing thing". We must back up good words and intentions with action. For inclusion to bring real value, it must have a tangible positive impact on the real lives of seafarers.

In the workshop, we worked with the seafarers to consider three main ways to bring inclusion to life on board, which we will work through in turn:

- 1: Inclusive behaviours** – focusing on the individual
- 2: Inclusion levers** – focusing on the ship environment and wider organisational context
- 3: Training and development**



1) Inclusive Seafarer Behaviours

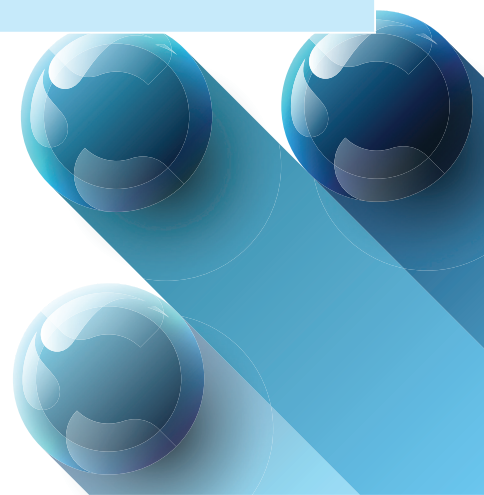
It is easy to say that inclusion is about the actions you take but it is important to be clear about the specific behaviours that make a positive difference. Being too vague is unhelpful and makes it harder to have shared expectations or to hold people to account.

Inclusive Seafarer Behaviours®

Learns from experience	Takes time to pause, seek feedback and to reflect
Leads by example	Words and actions align, takes action to include others, inclusion is woven into everyday practice
Curious	Interested, asks questions and learns about fellow seafarers backgrounds, skills and interests
Generous	Takes time to share experiences and expertise with fellow seafarers, helps them learn and develop
Courageous	Has determination and resilience to question self and others, challenges unsafe and/or inappropriate behaviours and actions

Creating and maintaining an inclusive culture on board does not require huge systemic change but it does rely on behaviours and actions being embedded into the normal day-to-day activities taking place on board. Looking at these regular tasks through an inclusion lens helps to identify where inclusive behaviour can be integrated, as well as spotting some of the obstacles that could be getting in the way.

In the Seafarers' workshop we explored five inclusive seafarer behaviours and came up with practical examples of what they would look like if they showed up on board.



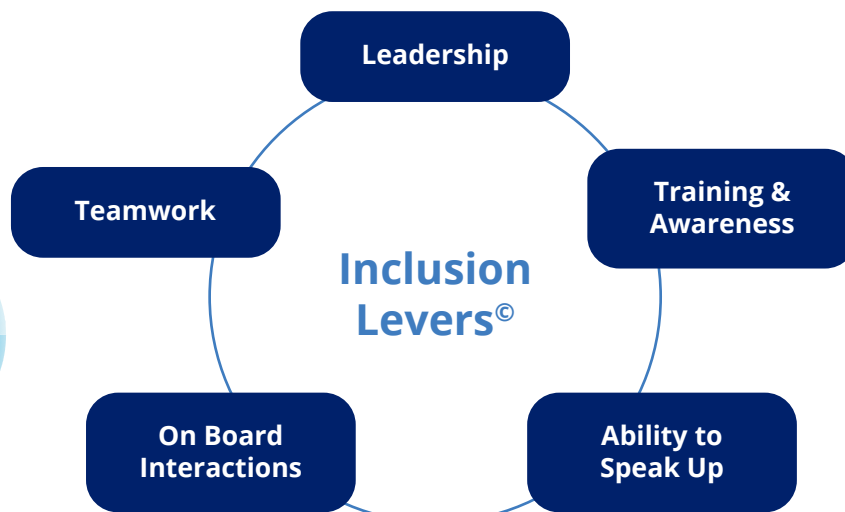
Learns from experience	Helping others have a better experience on board, sharing ways to improve teamwork, how to communicate safety matters and ways to have career and personal development conversations that motivate people to grow.
Leads by example	Role modelling inclusive behaviours on board e.g. seeking feedback from crew at an end of day debrief, talking to and understanding the crew, empowering and unlocking potential, words aligning with actions.
Curious	Intervening if seeing unsafe behaviours or practices on board; overcoming fear by volunteering to take on jobs on board outside of the comfort zone; showing initiative and thinking outside the box
Generous	Taking the time to familiarize every crew member on board as they join the ship, showing fellow seafarers how certain jobs are done and mentoring on board – those with more experience mentor junior officers and ratings
Courageous	Intervening if seeing unsafe behaviours or practices on board; overcoming fear by volunteering to take on jobs on board outside of the comfort zone; showing initiative and thinking outside the box

2) Inclusion Levers

In addition to looking at individual behaviours and actions, it is essential to consider the environment or context created on board. When DSG is working with organisations to help them to embed enduring inclusive cultures, we encourage them to take a 'systemic approach' that considers the range of levers that can be used to shape an inclusive environment.

With the seafarers we explored five inclusion levers, each with significant potential to affect life on board. For each lever we considered how it could be either an 'enabler' if deployed effectively, or a 'blocker' if it was mishandled.

- **Leadership** – what helps and what gets in the way of effective leadership on board which creates an inclusive environment for the whole crew?
- **Training and Awareness** - what helps and gets in the way of high impact, relevant, accessible training and awareness on inclusion?
- **Ability to speak up** – what helps and gets in the way of being able to raise safety concerns, offer good ideas, seek support or just ask good questions?
- **Onboard interactions** – what helps / gets in the way of strong working relationships, where you treat each other well and engage across different cultures, backgrounds and levels?
- **Teamwork** – what helps / gets in the way of effective teamwork which encourages physical safety, psychological safety and efficiency of operations?



Seafarers in the workshop worked together on all of the Inclusion Levers, considering key enablers and the blockers that get in the way when on board ship. Some of these are shown below.

Inclusion levers – Enablers / Blockers

Leadership	Training & awareness	Ability to speak up	On board interaction	Teamwork
Good vision & direction	High quality, relatable training, skilled instructors	Confidence encouraged	Parties / recreations	Open comms & trust
Not listening / thinking always right	Repetitive & irrelevant	Undermined & rejected	Isolated on screens	Language barriers & poor comms

Other examples that surfaced from the seafarers include:

Leadership

Enablers	Giving opportunities to others to progress through delegation of tasks, empowering individuals through action and support, active listening, seeking and accepting feedback, being empathetic, accountability.
Blockers	Lack of flexibility, feeling threatened by newcomers, leading with ego, fostering a culture of blame, lack of communication skills, micromanagement.

Training and Awareness

Enablers	High quality, relevant, contextualized, in person, structured, engaging, on board, easy to understand, focused, clear objectives.
Blockers	Boring, repetitive, lack of competence of trainers, fatigue, when considered to be purely about compliance, complacency.

Ability to speak up

Enablers	Psychologically safe environment, common language, encouragement from senior leaders on board, confidence, training in communication and group dynamics, approachable leaders and colleagues.
Blockers	Power distance, being ignored, rejection, discrimination, language barriers, fear of being judged, shyness, being closed to different perspectives, ego, authoritarian culture.

On board interaction

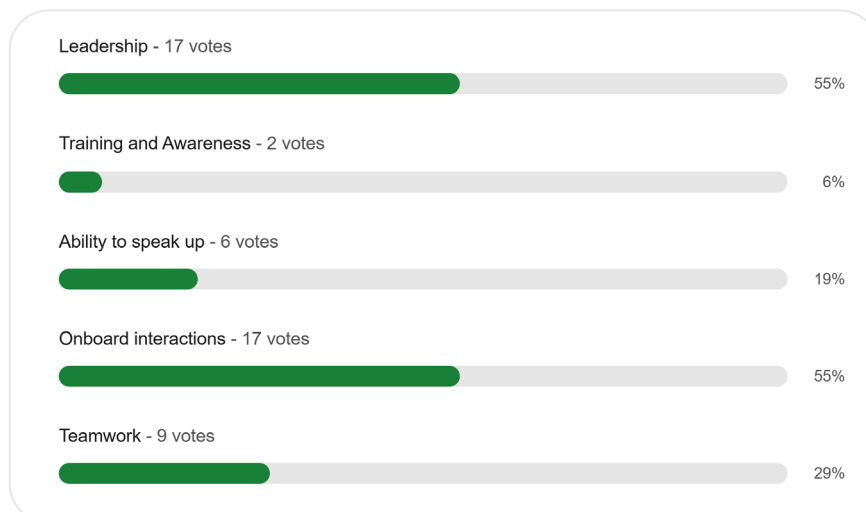
Enablers	Healthy competition, recreation time, parties, activities, learning about each other, active listening, mutual respect, empathy, courtesy, starting conversations.
Blockers	Language barriers, cultural differences, commercial pressure, fatigue, work overload, personal problems, conflict, inappropriate jokes, misunderstandings between crew, unhealthy competitiveness, culture of seniority, fatigue.

Teamwork

Enablers	Open communication and trust, mutual respect, support, good leadership, clear goals and roles, cooperation, good allocation of resources, systematic, encouraging and sharing ideas, appreciation, different perspectives, shared objectives to accomplish the same goal, harmony.
Blockers	Pride, ego, lack of willingness to learn and be open, nuances of language, lack of common ground, cultural differences, regionalism.

Seafarers opinion: priority inclusion levers

At the end of the session, we wanted to understand which Inclusion Levers the seafarers felt were the most important areas to focus on, the ones that would have the biggest impact on inclusion on board. Leadership and on board interactions came out as clear winners.



3) Being Inclusive on Board - Training and Support

We know that seafarers feel burdened by the sheer volume of work they have to do on board and understand if those responsible for seafarer development feel a sense of reluctance to add more training on top.

However, seafarers unequivocally want more when it comes to DEI and an inclusive on board culture. Over 1,000 seafarers in the DSG Annual DEI in Maritime Review 2025 survey asked for more and were specific about what that could look like, from the social environment on board to training on inclusive behaviours and taking action when needed.

When we asked the seafarers in the CCG Workshop if more training would help seafarers be inclusive on board, 78% said yes.

The good news is that DEI training does have a positive impact. We see this clearly in the data from

the DSG Annual DEI in Maritime Review 2025. Where people have been trained, seafarers respond more positively across all areas of belonging at work. They feel more supported at work, more likely to feel safe to speak up and they are more likely to expect action to be taken if issues such as discrimination or harassment are raised.

There is compelling data to indicate the positive impact of good management practices and DEI training. Whilst the below table is admittedly related to shore based maritime employees, it shows a clear link between positive outcomes in relation to feelings of safety and belonging in the workplace and having had a personal development conversation (PDC) with your line manager in the last six months. It also highlights the difference in those who have received DEI training and those who have not. A similar correlation exists in positive outcomes when comparing seafarers who have had DEI training and those who have not.

The Impact of DEI Training and Personal Development Conversations®

	Aware of objective	Can raise discrim	Personal discrim	Contrib valued?	Safe to speak up	Support in workplace	Be yourself
DEI trained	90%	80%	8%	88%	84%	89%	88%
Not trained	50%	61%	11%	74%	73%	77%	77%
PDC	80%	79%	6%	91%	87%	92%	90%
No PDC	65%	61%	15%	65%	62%	67%	71%

Advice from Seafarers

With the rapid pace of change on board ship, from technology through to the impact of areas like shore leave and internet connectivity, as well as the fast-paced changes seen in the world as a whole, nobody understands the evolving nature of life on board better than current seafarers. With that in mind, we asked them to share their advice to three different audiences:

1: Captains and/or Chief Engineers on board

2: Maritime Academies and/or Education Establishments

3: Ship Owners and Ship Managers)

This was framed as a request to complete the sentence: *'To make ships more inclusive for seafarers, my one piece of advice is.....'*



1) To Captains / Chief Engineers on board

The advice given centred on recognising everyone is different, setting good examples, taking the time to listen (to everyone, not certain people or groups) and to be role models for inclusive leadership. Some examples of this are below:

Recognize that every seafarer is different. Some of us need additional coaxing to feel welcome and valued. A vessel that prioritizes inclusivity is a more productive vessel.

Refrain from playing favorites.

Lead by being a good example to your crew. Apply the golden rule. It is lonely at the top, but having a good team onboard will make your job a lot easier.

Be more lenient to newcomers and have a dedicated and systematic time for teaching

Listen to the entire crew! Good leadership always starts with a good listener.

Promote equal opportunities and discourage discrimination of any kind

Lift up morale and motivation

2) To maritime academies / educational establishments

Themes emerging from seafarers advice included incorporating inclusion into the curriculum, broadening courses to teach soft skills and values, remaining up to date with course content and ensuring it stays relevant. Some representative comments are below:

Incorporate “being an inclusive seafarer” in the curriculum or training

Focus on the quality of the output of the system not on the quantity

Prioritize soft skills training and mental health support for seafarers. This includes teaching effective communication, conflict resolution, and stress management techniques

Be more open for feedback and at the same time show improvement based on it

Train the faculty into new style of teachings using the internet

Teach respect, teamwork and diversity as a core values

Quality learning should be of utmost importance—instead of compliance

2) To ship owners / managers

Here seafarers were overwhelmingly asking to be treated as individuals through tailored learning and development on inclusion and wellbeing, focused listening exercises to ensure clear understanding of experiences on board ship and closer interaction with their shore based colleagues. Some of the many comments are below:

Recognize that inclusivity can be a powerful tool to make the crew more productive. Investing in teaching inclusivity can be rewarding and improve the bottom line.

Focus on who runs the ship not the ship

Ask their representatives to visit ships and conduct a 1 on 1 interview to at least half the crew members. In this way honest gathering of information to what actually happens on board can be gathered effectively.

Don’t give up on younger generations of seafarers instead build a great one.

Treat seafarers the way you want to be treated. Know the onboard environment. Life and work on-board is different from that on land.

Be mindful enough not only about the operations, not only about how will the profits can increase but also be mindful and be aware about the welfare of the seafarers.

Encourage the senior officers or those in the management level to be the engagers and always take the first step to identify and solve anything negative observed.

Panel event spotlight

After the workshop, DSG digested the themes and insights shared by the seafarers and built a conference presentation designed to share their views with a wider audience in a full delegate session led by Jo Bostock, Senior Advisor, DSG. To ensure that the seafarers' voice was properly represented, three participants from the workshop joined the panel along with two colleagues from the wider Maritime sector in a discussion facilitated by Heidi Heseltine. The panel participants were:

- **Captain Cecilio Rahon**
- **Cadet Rina Casiquin**
- **ETO Shannon Billy**
- **Dan Tolentino, Cadet Training Manager, Sharjah Maritime Academy**
- **Gianelli Baltazar, Director of Customer Service at Marcura**



Shannon Billy, ETO, opened the panel by sharing that being part of a group workshop sharing experiences was not only relatable but powerful in feeling included. Hearing the experience of others empowered Shannon to feel that she could help them in return.

Captain Cecilio Rahon highlighted that being an inclusive leader extends benefits to organisations, seafarers and their families, a win for all involved.

Cadet Rina Casiquin has been on board twice. She explained that on her second rotation, the Chief Engineer on board took the time to not only introduce her to the team but to explain that cadets must not be seen by gender, or lacking intelligence or weaker because they lack experience on board. This experience increased Rina's motivation to become an engineer and to integrate inclusivity herself on board.

Dan Tolentino, Cadet Training Manager, Sharjah Maritime Academy stressed the need for well trained and highly qualified individuals, particularly in the area of mental health support in order to support inclusion on board.

Gianelli Baltazar, Director of Customer Service at Marcura, underlined how inclusion is about integration, and that listening to seafarers followed by taking action is critical.

In their advice to the industry, panellists shared that

small things on board can make a huge difference. Examples included welcoming crew members, understanding their needs, introducing them to other team members on board, having 1-1 meetings with crew and hosting ice breakers and lighthearted activities that bring teams together.

There was also a call to maritime academies and education establishments to make inclusivity integral to education because it is not just a policy, it's how we treat one other, how we communicate, how we can be more respectful. Having inclusivity as a part of maritime education means we can produce more open-minded seafarers and have an environment that bridges differences and is more harmonious and understanding.

The point was also made to ship owners and ship managers that inclusion can improve bottom line results as well as fostering a productive, happy and safe environment for seafarers.

The audience also shared their views and a clear understanding that inclusion is about everyone and that granular data is powerful in helping progress and in tackling areas such as discrimination, harassment and bullying.

Among the seafarers in the audience, the role officers can play by showing initiative to help and guide less experienced crew was stressed,

highlighting how it helps people to avoid feeling out of place whilst encouraging input and allowing for mistakes to be made and questions to be asked.

Cadets also suggested they need to speak up more if they want to be heard and create the change in the environment that is needed.

Final thoughts the audience were left with were:

- Give the microphone to the younger generation, empower them to speak up
- Transition from working 'for' to working 'with'
- Leadership matters
- If everyone took one step, we could walk a mile. If everyone does one thing to help someone else, we will be so much better in terms of inclusion
- Have the courage to start with ourselves, be respectful, be mindful, be open, not just in maritime but in our lives – it starts with us
- Genuinely and deeply care – take time to talk to our seafarers and understand where they are coming from
- Inclusion is good for people, ships, crews, business, the sector – ethically good, commercially good



Inclusion Signposts from Crew Connect Global

Many of the sessions throughout the Crew Connect Global 2025 conference made both direct and indirect references to inclusion – inevitable given the deliberate and vital focus on seafarers. Below are just a sample of sessions, speakers and materials that made particular reference to the topic and provide useful further guidance

- 'Moving the Needle – My Harassment Free Ship' panel moderated by Ben Bailey - Director of Programme, Mission to Seafarers
- Carl King's session 'A day in the life of a seafarer' with Jamaica Marie Magno and Chief Makoi
- 'ITF Report on Shore Leave Overview' session by Katie Higginbottom - Head, ITF Seafarers' Trust
- Panel 'The Professionalization of the HR Function in Shipping' panel moderated by Tommy Olofsen - Group Managing Director, OSM Thome
- 'Overview of the Global Maritime Forum's Report on Pregnancy at Sea' by Hana Nguyenová - Project Coordinator, Global Maritime Forum
- 'Digital Literacy – Opportunities and toll on seafarers' session by Catherine Logie - Head of Learning and People Strategy, OneOcean
- 'Data driven insights for inclusion and safety' session by Heidi Heseltine - CEO & Co-Founder, DSG
- 'ISWAN's Safe at sea... it takes all of us!' session by Georgia Allen - Projects and Relationships Manager, ISWAN
- 'Road Map for Human Sustainability in Shipping' by Susanne Justesen - Director – Human Sustainability, Global Maritime Forum (GMF)

As we look ahead to Crew Connect Global 2026, taking place 20-22 October at Shangri-La The Fort, Manila, Philippines, the maritime industry's commitment to fostering inclusive environments continues to strengthen and evolve. Building upon the powerful conversations and insights shared at CCG 2025—from the harassment-free ship initiatives to digital literacy opportunities and human sustainability frameworks—the 2026 conference promises to advance these critical discussions even further. With an expertly curated agenda addressing the evolving challenges facing seafarers, CCG 2026 will provide essential platforms for exploring how inclusion directly

enhances crew safety, culture, and performance on board. Join us in Manila this October to connect with global industry leaders, discover actionable strategies, and be part of the collaborative effort to ensure every seafarer feels valued, supported, and empowered to thrive at sea. Whether you're a captain, ship manager, maritime educator, or industry stakeholder, your participation will help shape a more inclusive future for our maritime community. Explore the full agenda and register at www.crew-connect-global.com to secure your place at the world's premier marine crewing conference.

If you would like further information or have any queries, please contact:

DSG
 +44 (0) 20 3746 3760
info@diversitystudygroup.com
www.diversitystudygroup.com

Irene Tran
 Event Marketing Manager – Crew Connect Global
irene.tran@informa.com
www.crew-connect-global.com