



A people-centric perspective

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The human side of regulation



**Safety, rights and
wellbeing are
interconnected**

**Regulations exist to
protect people**



**Behind every
regulation is a
seafarer's story**



What the shield means to crew





RISQ through a crew lens



- Safe vessel operations
- Effective leadership and risk management
- Reduction of human-factor incidents
- Better living and working environment
- Psychological safety





Crew welfare self-assessment



Measures welfare beyond compliance

Supports grievance management

Promotes communication and inclusion

"Shows" best practice





The Foundation of High-Performing Teams

- Reporting concerns without fear
- Learning from mistakes
- Open communication
- Stronger safety culture
- Better decision-making

A crew that speaks up is a crew that helps prevent incidents





Future Workforce Expectations



- Purpose and development
- Inclusion and belonging
- Wellbeing and work-life balance
- A future-ready maritime career
- Respectful Leadership
- Fair employment conditions
- Connectivity

Meeting these expectations is critical to attraction and retention.





From Welfare to Performance



When People Thrive

- Higher engagement
- Better retention
- Greater collaboration
- Improved safety outcomes
- Stronger operational performance



Operational excellence is a result of people excellence.



The Strongest Regulatory Shield

- Compliance protects ships
- Welfare sustains people
- Trust strengthens teams
- Respect drives performance

People are not separate from compliance.

People are the reason compliance exists.





Thank you very much!

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