



2025

ESG Report

For the Seafarers Who Keep the World Moving

At the Mission to Seafarers, we support the people who keep global trade moving, ensuring no seafarer feels alone.

Behind every ship are individuals spending months at sea, far from home, so that the world continues to function. We meet them in ports across the globe, offering practical help, human connection, and support when it matters most - from a listening ear to helping them stay in touch with loved ones.

We advocate for the 1.9 million seafarers who move 90% of global trade, yet are rarely seen. Through every visit and every conversation, we work to ensure they are supported, recognised, and not forgotten.

That is what we are here for: every ship, every port, every person.

For Every Seafarer, Far From Home



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RELATED PUBLICATIONS

- [2024 ESG Report](#)
- [2023 ESG Report](#)

About this Report

This is the third ESG Report published by The Mission to Seafarers and aims to provide transparent, consistent, and decision-useful ESG disclosures, reflecting the Mission's ongoing commitment to environmental stewardship and responsible operations.. The report covers all regions under the Mission's operational control, specifically: the United Kingdom and Europe, the Middle East and South Asia (MESA), East Asia, and Latin America and the Caribbean (LAC). The remaining five regions—Africa, Australia, Canada, Oceania (New Zealand and South Pacific Islands), and the USA are autonomous and therefore excluded from the scope of this report.

The Mission to Seafarers reports emissions data separately for its International Headquarters (IHQ) and its regional centres across the United Kingdom and Europe, the Middle East and South Asia (MESA), East Asia, and Latin America and the Caribbean (LAC). While IHQ is geographically located in the UK, its operational activities and resulting emissions profile differ substantially from those of the UK and European regional centres, necessitating distinct reporting. This approach ensures clarity and accuracy in tracking our environmental impact across diverse geographies and operational models.

Greenhouse Gas Emissions Methodology and Verification

The Mission's carbon accounting and verification process was conducted by an independent third party, Climate Stewards, in accordance with the Greenhouse Gas Protocol. Greenhouse gas data is presented in tonnes of CO₂e. Emissions calculations are primarily based on factors published by the UK Government's Department for Environment, Food and Rural Affairs (Defra), unless otherwise specified. Where only cost data was available, Defra's cost-based proxies have been applied.

Voluntary Disclosures and Target Setting

As a charity, The Mission to Seafarers' ESG disclosures remain voluntary, and formal emissions reduction targets, including Science-Based Targets, are not currently in place. The Mission nevertheless remains committed to transparency, continuous improvement, reducing its environmental footprint and strengthening its environmental reporting over time in line with evolving good practice for the charitable sector.

Reporting Period

The data presented in this report covers the period from 1 January 2025 to 31 December 2025.

The Mission to Seafarers' [Website](#)

The Mission to Seafarers' 2024 [ESG Report](#)

The Mission to Seafarers' 2023 [ESG Report](#)

Chairman’s Message



Guy Platten
Trustee and Chair of the Board,
The Mission to Seafarers

It is a privilege to introduce The Mission to Seafarers’ third ESG Report, and my first as Chairman. Since joining, I have been struck by the dedication and compassion of our chaplains, staff, volunteers and partners worldwide. As we mark 170 years since our founding in 1856, we honour a long tradition of practical care and advocacy for seafarers and their families, while looking ahead to how we will sustain that work in a rapidly changing world.

I come to this role after many years in the maritime and wider business community, where I have seen both the pressures facing seafarers and the importance of strong, values-driven organisations that stand alongside them. At The Mission to Seafarers, I have found an organisation with a clear purpose, a trusted global presence and the creativity to respond to complex and evolving needs. ESG is not a parallel agenda for us; it is integral to how we serve seafarers faithfully and responsibly.



ESG is not a parallel agenda for us; it is integral to how we serve seafarers faithfully and responsibly, honouring 170 years of practical care and advocacy for seafarers and their families.



Executive Voice



It is a privilege to present our third ESG Report in a year when we mark 170 years since the founding of The Mission to Seafarers. The world has changed dramatically, but the core realities of seafaring, including long periods away from home, isolation and heavy responsibility, remain and in recent years have been intensified by conflict, geopolitical tension and the growing impacts of climate change. Our task is to stand alongside seafarers and their families with care, advocacy and hope, and to do so in ways that are responsible and sustainable. This report highlights how we are responding to today’s environmental, social and governance challenges, and the instability many seafarers have faced in 2025 and 2026, so that they are seen, heard and supported.



Peter Rouch
Secretary General,
The Mission to Seafarers

Executive Voice



I am proud of how The Mission to Seafarers has continued to strengthen its operations in a period of significant uncertainty for seafarers. We have embedded ESG principles more deeply into our daily work – from enhancing mental health support and digital access, to improving the efficiency and sustainability of our centres and services. We are refining how we measure impact, learning from data and from seafarers’ own voices, and using those insights to inform better decisions across the organisation. We will continue to adapt and improve, so our support for seafarers remains relevant, effective and grounded in their real needs.



Tomi Toluhi
Chief Operating Officer,
The Mission to Seafarers

A photograph of two men in maritime safety gear. The man on the left is a Black man wearing a white hard hat and a blue long-sleeved shirt. The man on the right is a white man with a full white beard, wearing a white hard hat with a red band, sunglasses, and a high-visibility yellow safety vest over a blue shirt. He has a blue patch on his vest that reads 'THE MISSION TO SEAFARERS'. Both men are smiling. The background is a blurred industrial or shipyard setting.

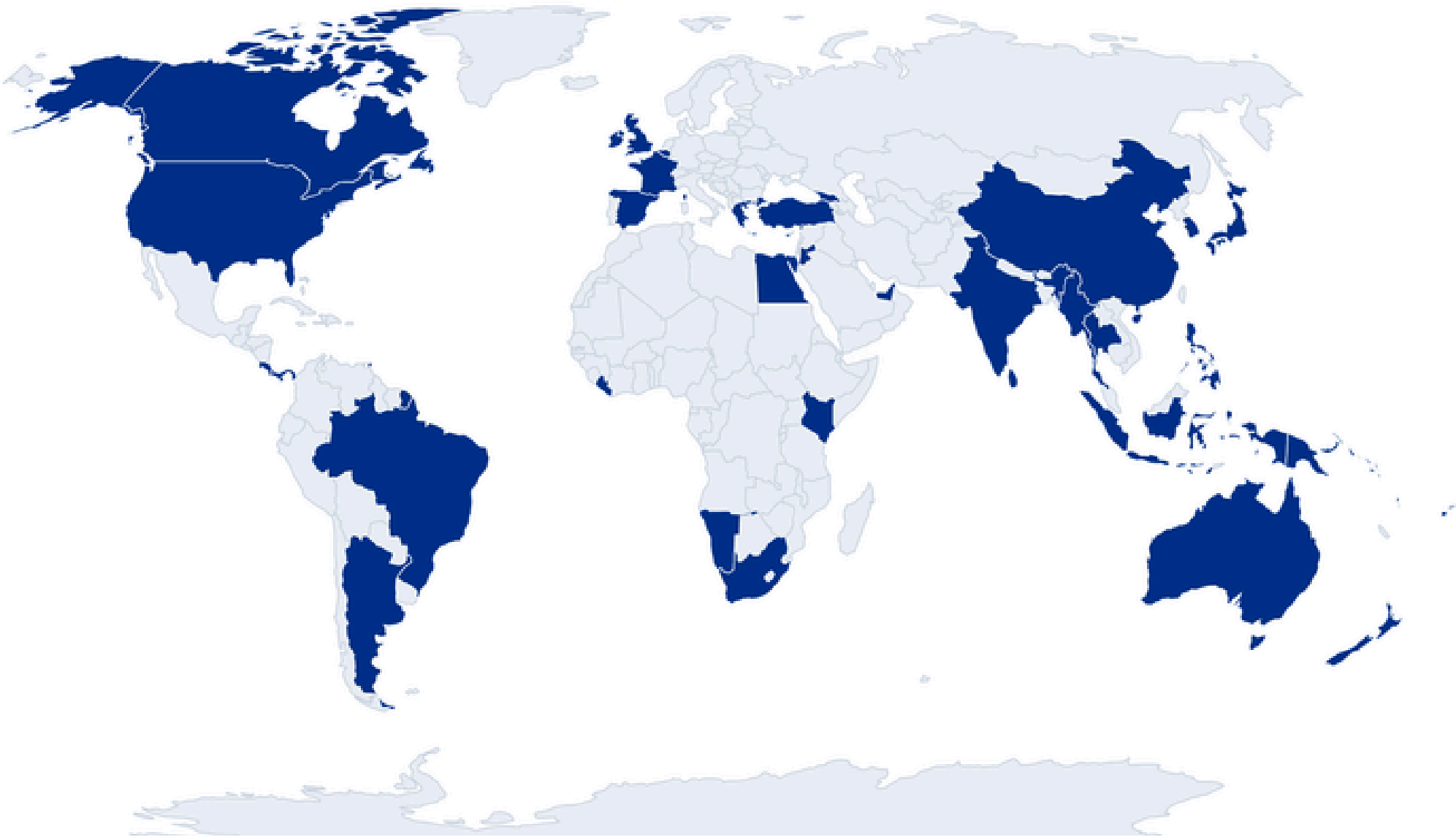
Our Mission in Action

Who We Are

Founded in 1856, The Mission to Seafarers provides practical and emotional support to the world’s 1.9 million seafarers in more than 200 ports across 50+ countries. Its services span chaplaincy and pastoral care, mental health support, emergency assistance and advocacy, delivered in close partnership with churches, industry and local communities.

Wherever ships trade, the Mission seeks to be a trusted presence for those who spend long periods far from home and loved ones.

The Mission to Seafarers is the world’s largest seaport-based welfare organisation, offering year-round support to seafarers of all ranks, nationalities, genders and faiths.



50+

Countries

200+

Ports

118+

Flying Angel centres

365

Support days each year

210+

Employees

270+

Volunteers

100k+

Digital Reach

Our Purpose

Our simple mission is to care for the shipping industry’s most important asset: its people.

Our vision for the world’s **1.9 million seafarers** of all ranks, nationalities and beliefs is to:

- operate a network of services where seafarers are valued and cared for in the ports where the need is greatest, thus improving and safeguarding their wellbeing,
- be in the right ports with the right resources offering support which is relevant, compassionate and life enhancing, and
- meet the needs of all seafarers and their families, irrespective of faith or cultural background.



Our Impact



274,162

SEAFARERS REACHED



39,166

SHIPS VISITED



208,605

SEAFARERS TRANSPORTED



144,352

CENTRE ATTENDEES



779

WELFARE CASES



92,986

SEAFARERS REACHED
THROUGH WECARE



1,820

SUICIDE ALERT HELPERS &
ORGANISATIONS TRAINED



10,000

HAPPY@SEA
DOWNLOADS

A close-up photograph of a person's hand holding a small, transparent globe of the Earth. The globe shows realistic details of the planet's surface, including green landmasses, blue oceans, and white clouds. The hand is positioned on the left side of the frame, with the thumb and index finger gently gripping the globe. The background is a soft, out-of-focus bokeh of green and yellow light spots, suggesting sunlight filtering through leaves. The overall mood is hopeful and focused on environmental stewardship.

Our ESG Journey

Seafarers and Sustainability

Seafarers continue to keep around 90% of global trade moving, and in 2025 the pressures they face have only intensified. Prolonged periods away from home, tighter crewing levels, and ongoing geopolitical tensions mean many are working longer, harder voyages under greater uncertainty. At the same time, climate change is making life at sea more dangerous: storms are becoming more frequent and severe, weather patterns less predictable, and diversions around conflict zones or climate affected routes are adding stress and fatigue.

Against this backdrop, The Mission to Seafarers’ commitment to sustainability and ESG is not abstract. Caring for seafarers means caring for the oceans and climate systems they depend on, and managing the Mission’s own environmental and social impacts responsibly. This is rooted in its identity as an Anglican Mission Agency and in the Anglican Communion’s fifth mark of mission: **“To strive to safeguard the integrity of creation and sustain and renew the life of the earth.”**

In a world where climate and conflict risks at sea are rising, integrating ESG into how the Mission works is an essential part of protecting seafarers’ safety, dignity and livelihoods.



Our ESG Journey

2025 is the third year of the Mission’s ESG journey and a year of consolidating the foundations laid since 2023, when the Mission first articulated its ESG commitments, launched an Environmental Action Plan and embedded ESG into Board and committee oversight.

Since then, the Mission has reported its carbon footprint, strengthened data collection across key regions, and begun implementing practical actions on energy efficiency, business travel and resource use.

The Mission’s approach to sustainability remains deliberately pragmatic and action-focused rather than driven by targets, with initiatives focused on evolving environmental and social action plans, expanding data coverage and deepening alignment with SDGs such as decent work, health and wellbeing, gender equality, climate action and partnerships.

Looking ahead, the next phase of the ESG programme will build on this three-year foundation by scaling successful pilots (such as low-carbon transport and more efficient buildings) to additional regions and further strengthening measurement of seafarer wellbeing and social impact, ensuring that the commitments first set out in 2023 continue to guide the Mission’s approach.

OUR ESG COMMITMENT



Our ESG Action Plan

	Key Actions	Contributing UN Sustainable Development Goals (SDGs)
 PLANET	• Measure and reduce carbon footprint • Improve energy efficiency • Enhance water and waste management • Use sustainable resources	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 14 LIFE BELOW WATER 15 LIFE ON LAND 17 PARTNERSHIPS FOR THE GOALS
 PEOPLE	• Support seafarer wellbeing and mental health • Advocate for fair labour practices • Provide crisis response • Promote diversity and inclusion • Offer training and development	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 1 NO POVERTY 2 ZERO HUNGER 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS
 PRINCIPLES	• Uphold ethical practices • Ensure transparency and accountability • Engage stakeholders • Manage risks and compliance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS 4 QUALITY EDUCATION 5 GENDER EQUALITY 10 REDUCED INEQUALITIES

Progress on ESG KPIs



PLANET

Parameters	Change %
Scope 1 & 2	▲ + 82%
Scope 3	▲ + 24%
Electricity & Heating	▲ + 274%
Water Use	▲ + 100%
Waste Management	▼ - 88%



PEOPLE

Parameters	Change %
Total Employees	▲ + 30%
Total Volunteers	▼ - 3%
Training Hours	▲ + 11%
Women in Workforce	▲ + 2%
Occupational Safety Incidents	0%



PRINCIPLES

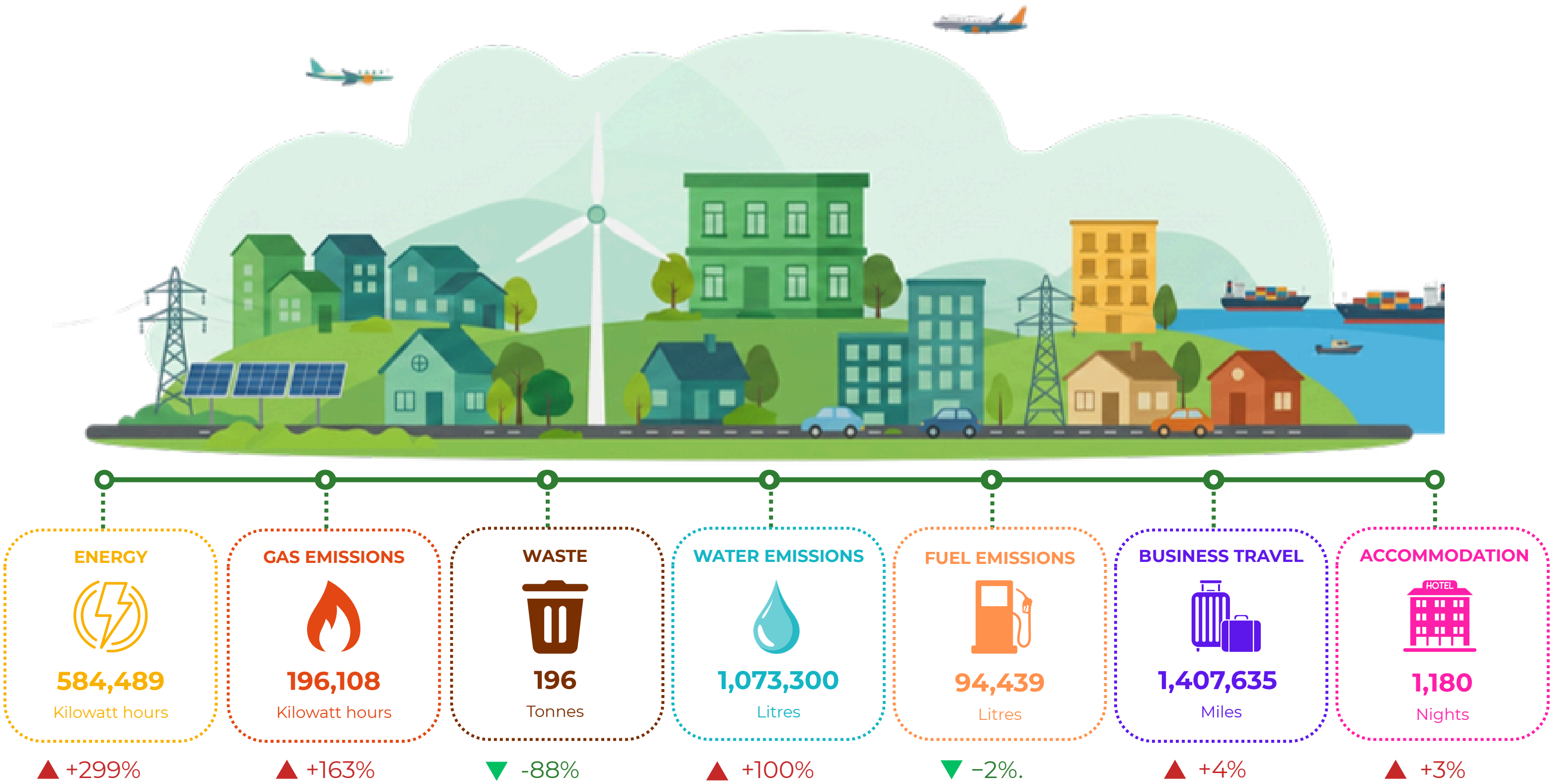
Parameters	Change %
Female Trustee Representation	▲ + 100%
Female Committee Representation	▼ - 50%
Management Diversity	No change
Independent Trustees	▲ + 33%
Trustee Appointments	▲ + 50%

▲ / ▼ shows actual direction of change | ● green = progress toward ESG goals | ● red = movement away from ESG goals

A close-up, high-angle shot of a body of water, likely a lake or river. The water is a deep, dark blue-green color with visible ripples and small waves. In the foreground, a wooden railing or fence runs diagonally across the frame, partially obscuring the view of the water. The railing is made of light-colored wood and has a curved top. The overall scene suggests a peaceful outdoor setting, possibly a park or a waterfront area. The word "PLANET" is overlaid in white, bold, sans-serif capital letters on the left side of the image.

PLANET

Environmental Performance



▲ / ▼ shows actual direction of change | ● green = progress toward ESG goals | ● red = movement away from ESG goals

Environmental Performance

TOTAL EMISSIONS PROFILE

TOTAL EMISSIONS

1,695 tCO₂e

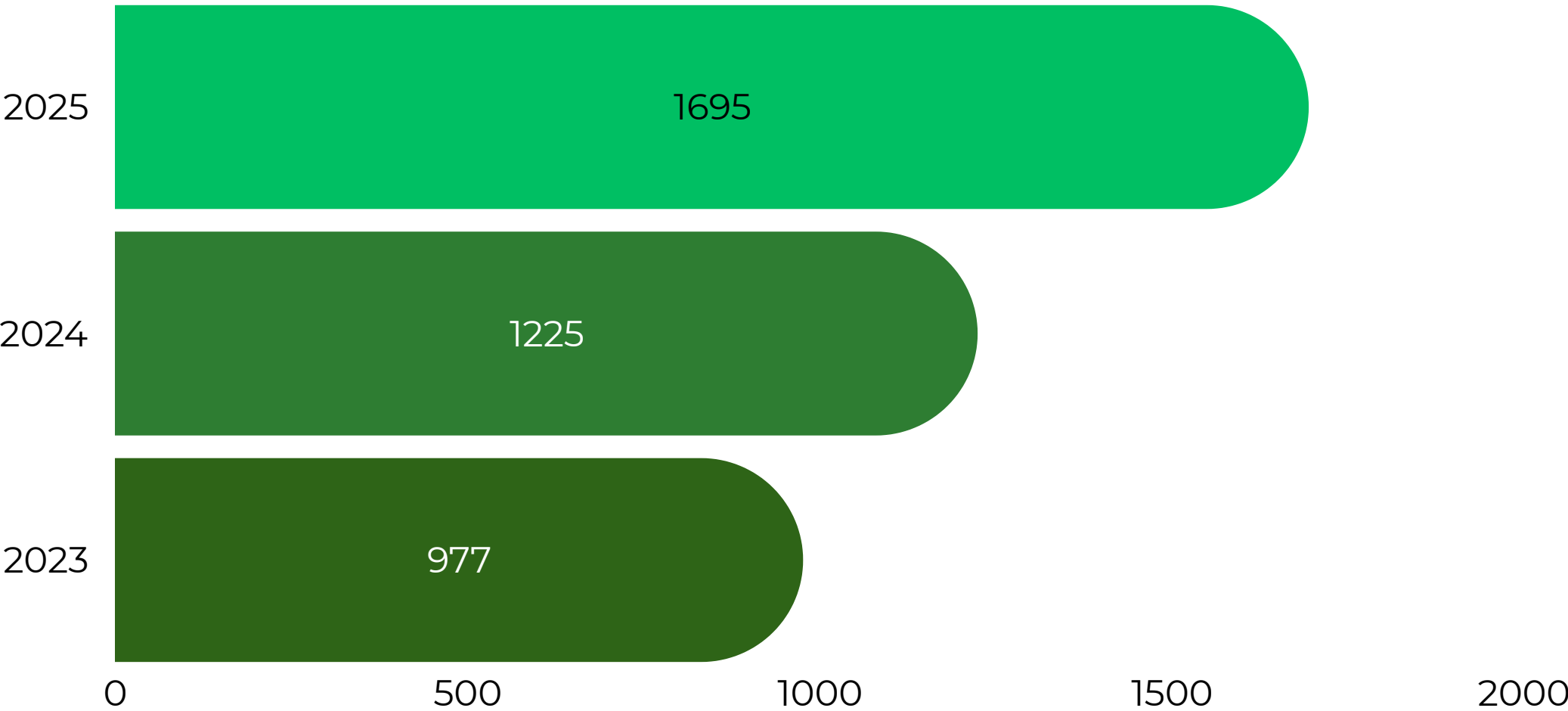
EMISSIONS INTENSITY

8 tCO₂e/ per employee

COMPARATIVE EMISSIONS

+25% vs 2024

Year on Year Emissions Profile



Total reported emissions increased from 977 tCO₂e in 2023 to 1,225 tCO₂e in 2024 and 1,695 tCO₂e in 2025, an overall rise of around 73% over the three-year period. Much of this growth reflects the addition of the larger Hong Kong building, higher expenditure linked to fundraising and programme activity, and improved data availability and coverage across regions, rather than a simple like-for-like deterioration in operational efficiency.

Environmental Performance

SCOPE-WISE EMISSIONS PROFILE

SCOPE 1 EMISSIONS

278

tCO₂e

SCOPE 2 EMISSIONS

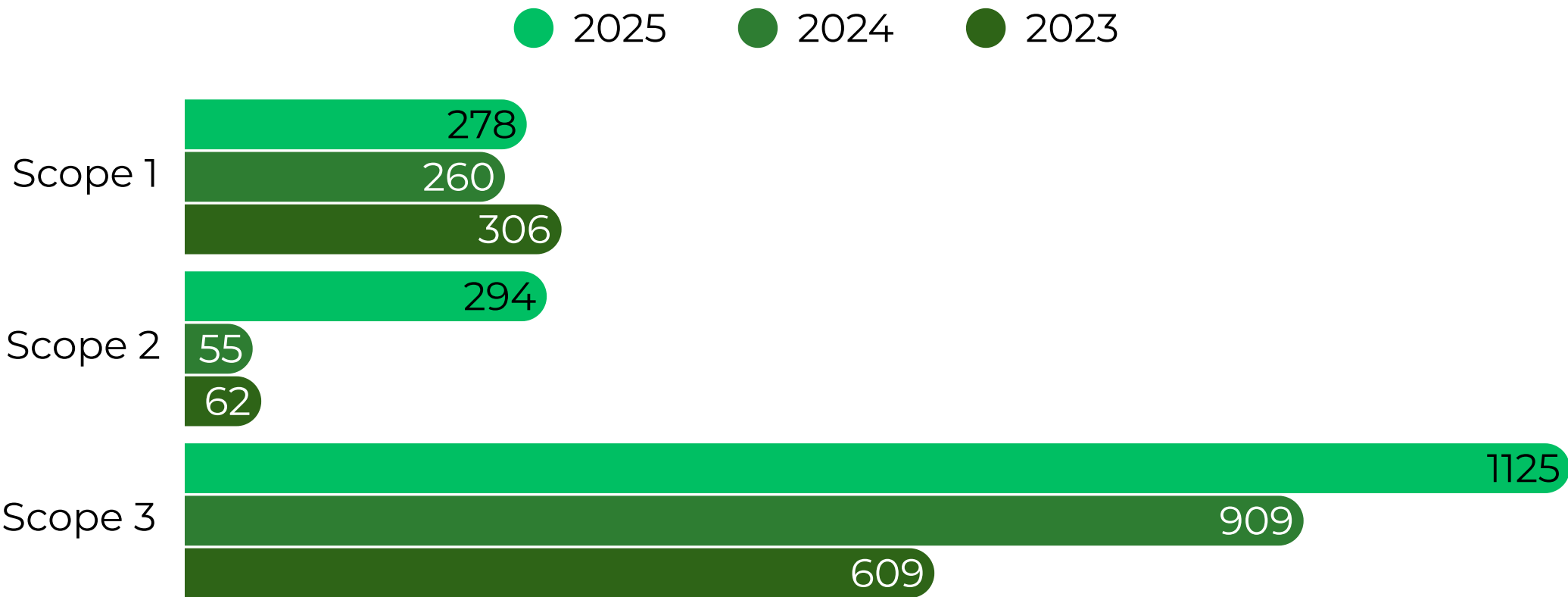
294

tCO₂e

SCOPE 3 EMISSIONS

1,125

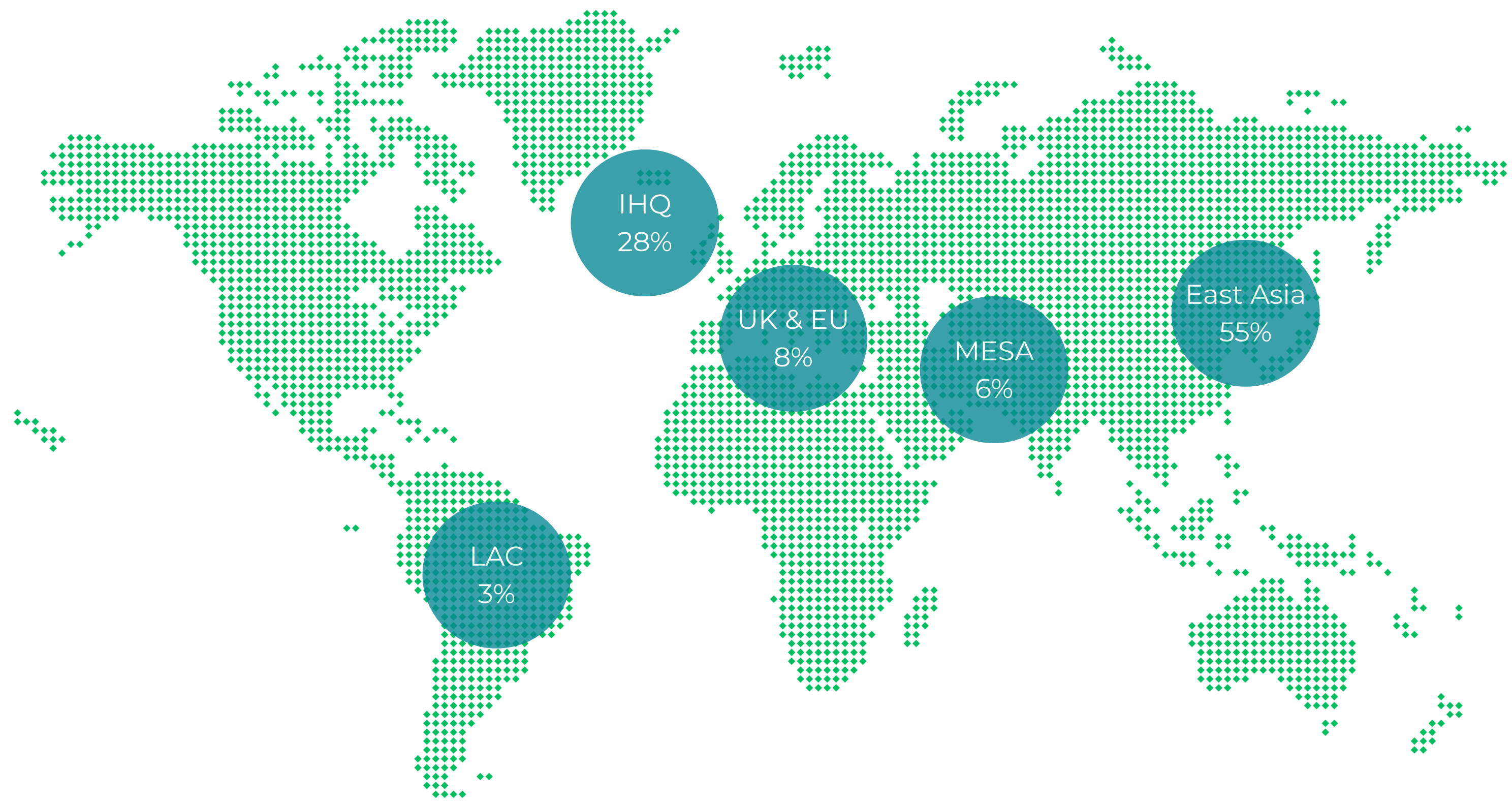
tCO₂e



The most striking change between 2024 and 2025 was in our indirect emissions, which more than quadrupled, driven primarily by the energy demands of our new Hong Kong centre. Our direct operational emissions, by contrast, remained broadly stable. Looking across all three years, the overall pattern is clear: our direct footprint has actually reduced slightly, while indirect emissions have grown as our global operations have expanded and our data coverage has improved.

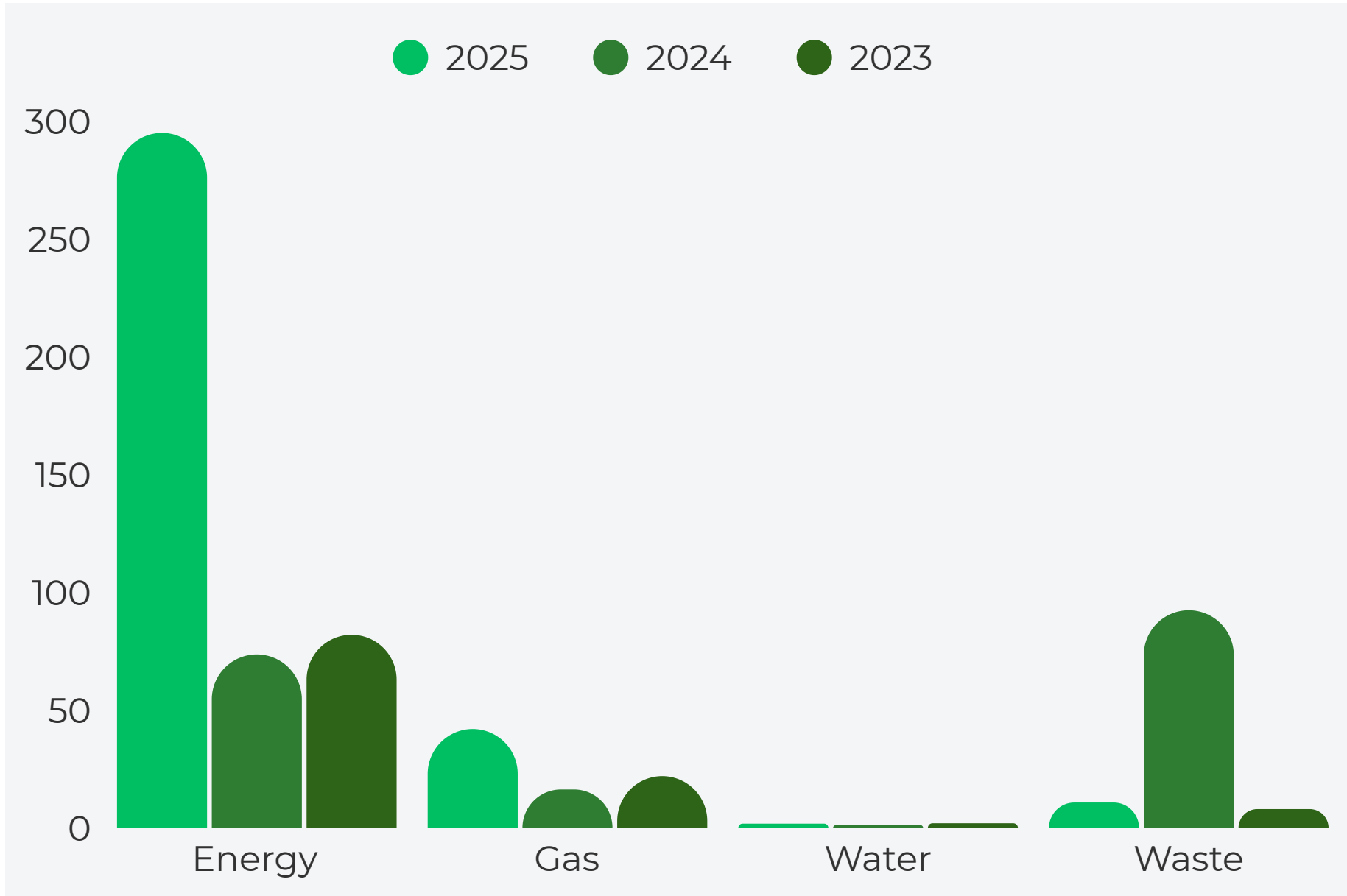
Environmental Performance

REGIONAL EMISSIONS PROFILE



Environmental Indicators

UTILITIES



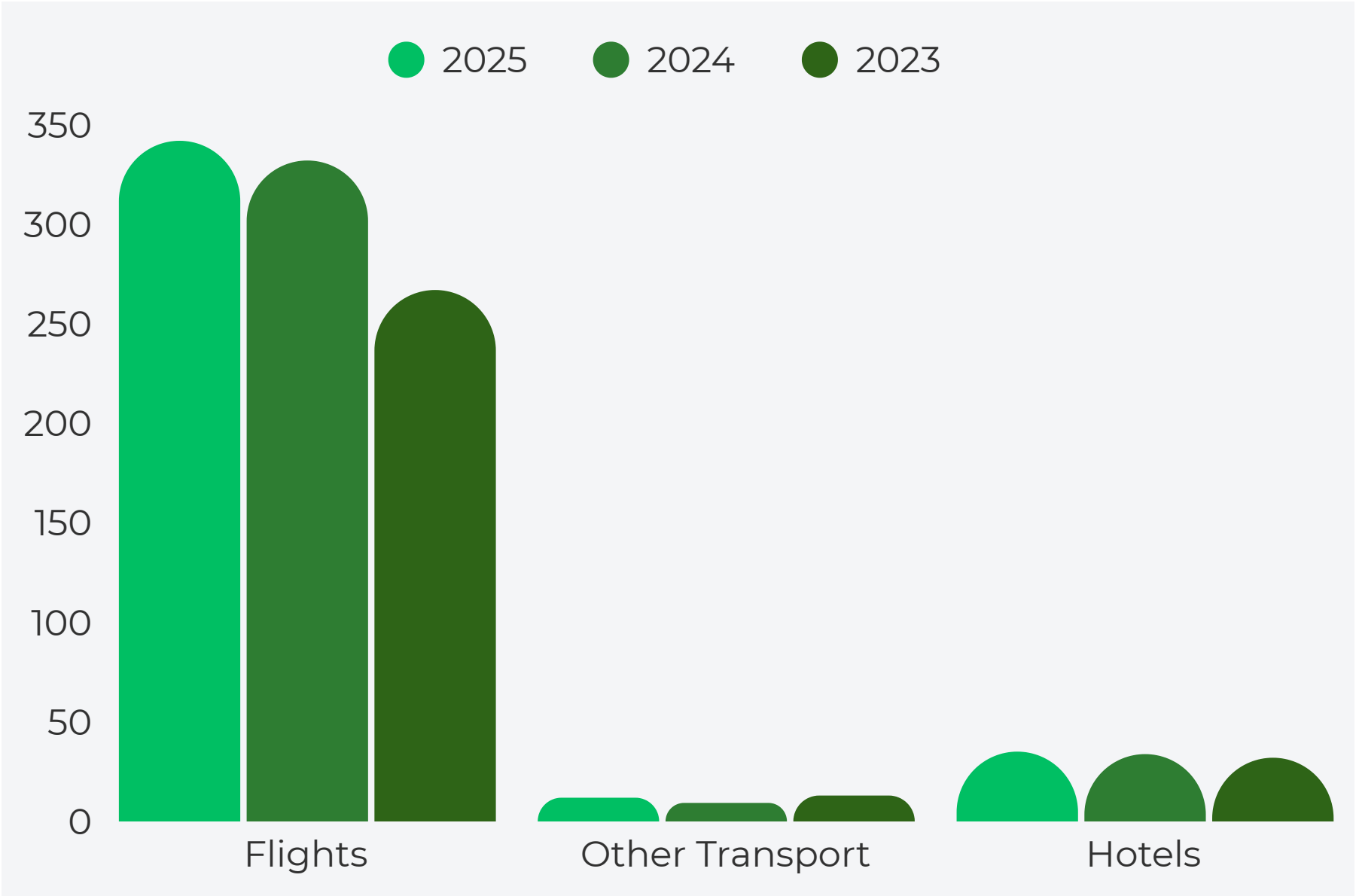
Energy and gas emissions rose significantly in 2025, almost entirely because of our new Hong Kong centre, which is substantially larger than the building it replaced.

Importantly, when measured per square metre, the new centre is actually more energy efficient than the old one. The rise in absolute figures reflects the building's greater size and the amenities it offers seafarers, not a drop in how efficiently we run it.

Waste emissions, meanwhile, fell sharply after an exceptional one-off spike in 2024. Water consumption remained minimal and broadly unchanged.

Environmental Indicators

BUSINESS TRAVEL



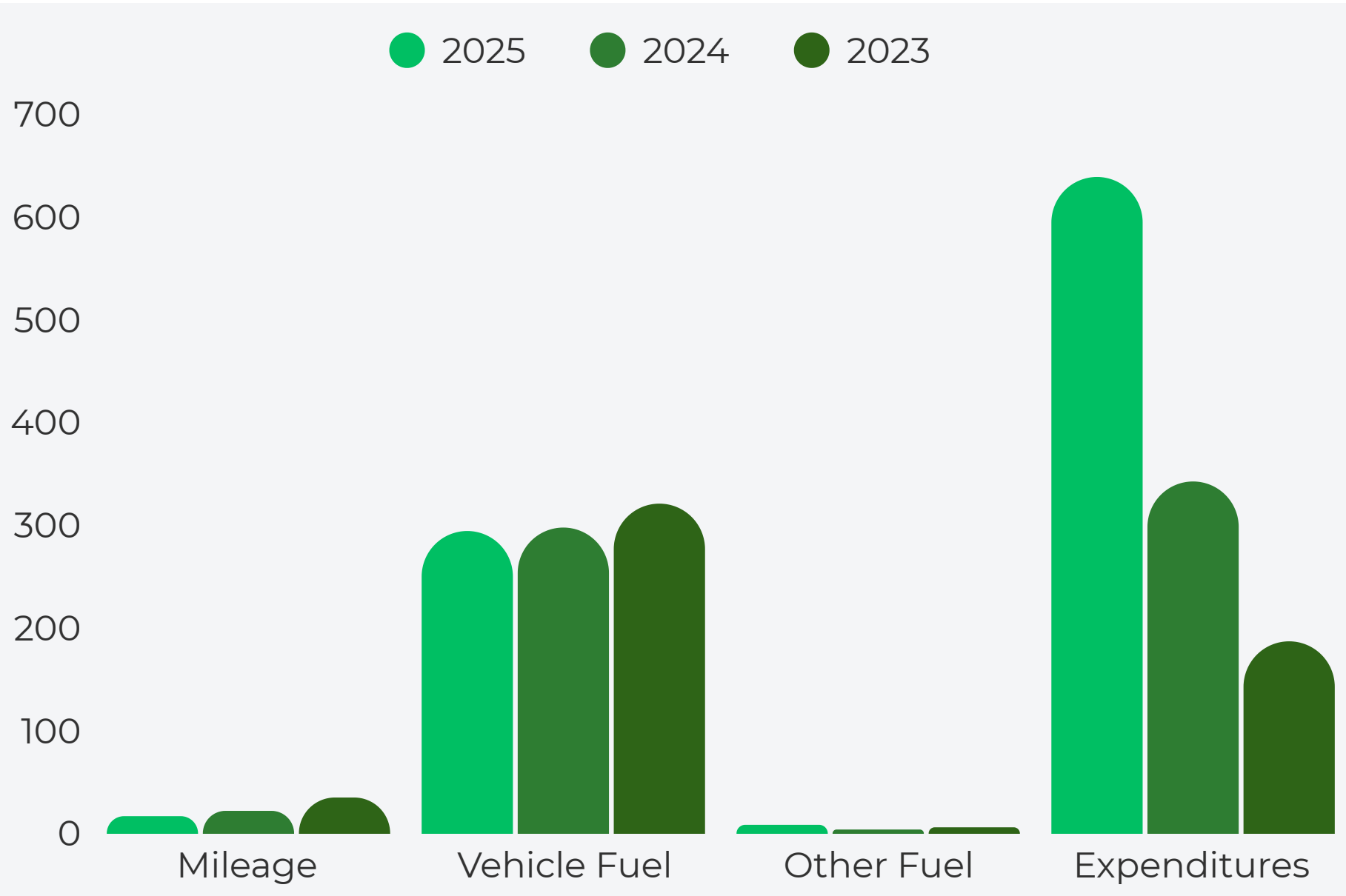
Business travel emissions remained broadly stable between 2024 and 2025, with only modest increases across flights, hotels and ground transport.

Over three years, air travel has been the main driver of growth - an unavoidable reality for a organisation whose work spans ports across more than 50 countries. Face-to-face presence is at the heart of what we do, and some travel will always be necessary.

Looking ahead, we are committed to reducing the carbon intensity of that travel through smarter itinerary planning, greater use of virtual meetings where appropriate, and exploring lower-carbon options wherever they exist.

Environmental Indicators

FUEL & OTHER EXPENSES



The most significant shift in this category is in expenditure-related emissions, which have grown substantially over three years as the Mission has invested more in goods and services to support its expanding global programmes. This is the indirect carbon cost of doing more - more centres, more vehicles, more support for seafarers.

On the positive side, mileage emissions have more than halved since 2023, a direct result of our investment in electric and hybrid vehicles and smarter transport planning. Direct vehicle fuel use has also fallen slightly, suggesting our fleet transition is beginning to make a tangible difference.

Environmental Impact

Solar Power Savings: How Colombo Cut Emissions by 95%

When the Mission's Colombo centre installed rooftop solar panels in late 2024, the motivation was simple: reduce costs and tread more lightly on the planet. Within a year, the results exceeded expectations. Electricity-related **emissions fell by 95%**, with solar now powering the vast majority of the centre.

The savings on energy bills have been reinvested directly into frontline support for seafarers, a reminder that environmental responsibility and financial stewardship are not in tension, but go hand in hand.

The Colombo installation has also sparked ambition. Plans are already taking shape to extend solar and other green energy solutions across more of the Mission's global centres, with Colombo's success providing both the blueprint and the confidence to go further.



Environmental Impact

Lower-Carbon Vehicles Bridging the Gap Between Ship and Shore

Seafarers often rely on welfare vehicles as their only link between ship, shore-based support and the outside world. In many ports where the Mission operates, charging infrastructure for fully electric vehicles is still limited, so the charity is prioritising hybrid vehicles as a practical way to cut emissions while maintaining reliable access to welfare.

In 2025, with targeted support from the ITF Seafarers’ Trust, the Mission invested **£123,229** in new vehicles for Panama, the UAE, Brisbane, Poti and Belawan. Around four in five of the vehicles purchased are hybrid or electric, with the remainder chosen where local infrastructure still makes conventional vehicles the only practical option.

Over the past five years, the Trust has provided **£457,664** for 12 vehicles worldwide, while the Merchant Navy Welfare Board (MNWB) has contributed **£101,000** for six UK vehicles. Together, this funding has enabled thousands more seafarers to reach welfare centres, attend chaplaincy visits and stay connected with family and support networks, while steadily improving the environmental performance of the charity’s transport.



Environmental Impact

Turning Waste into Music for Seafarers

Every month in Houston, port chaplain Thomas Morrow, in partnership with the Houston International Seafarers Center, rescues a broken guitar that would otherwise end up in landfill. Working alongside his uncle, he painstakingly restores each instrument by hand before gifting it to a ship’s crew. For many seafarers, especially from countries such as the Philippines and India, music is woven into culture, faith, and family life, making these guitars far more than simple donations.

On board, where isolation and homesickness are common, a shared song can cut through engine noise and long stretches away from home. A single guitar becomes a focal point for karaoke sessions, worship, and companionship, helping seafarers connect with one another and lift their spirits. Through this small but regular act of creativity and care, Thomas is not only reducing waste, but sending a powerful message across the waves: seafarers are seen, valued, and not alone.





PEOPLE

Workforce Overview



TOTAL EMPLOYEES



TOTAL VOLUNTEERS



TRAINING HOURS



OCCUPATIONAL SAFETY INCIDENTS

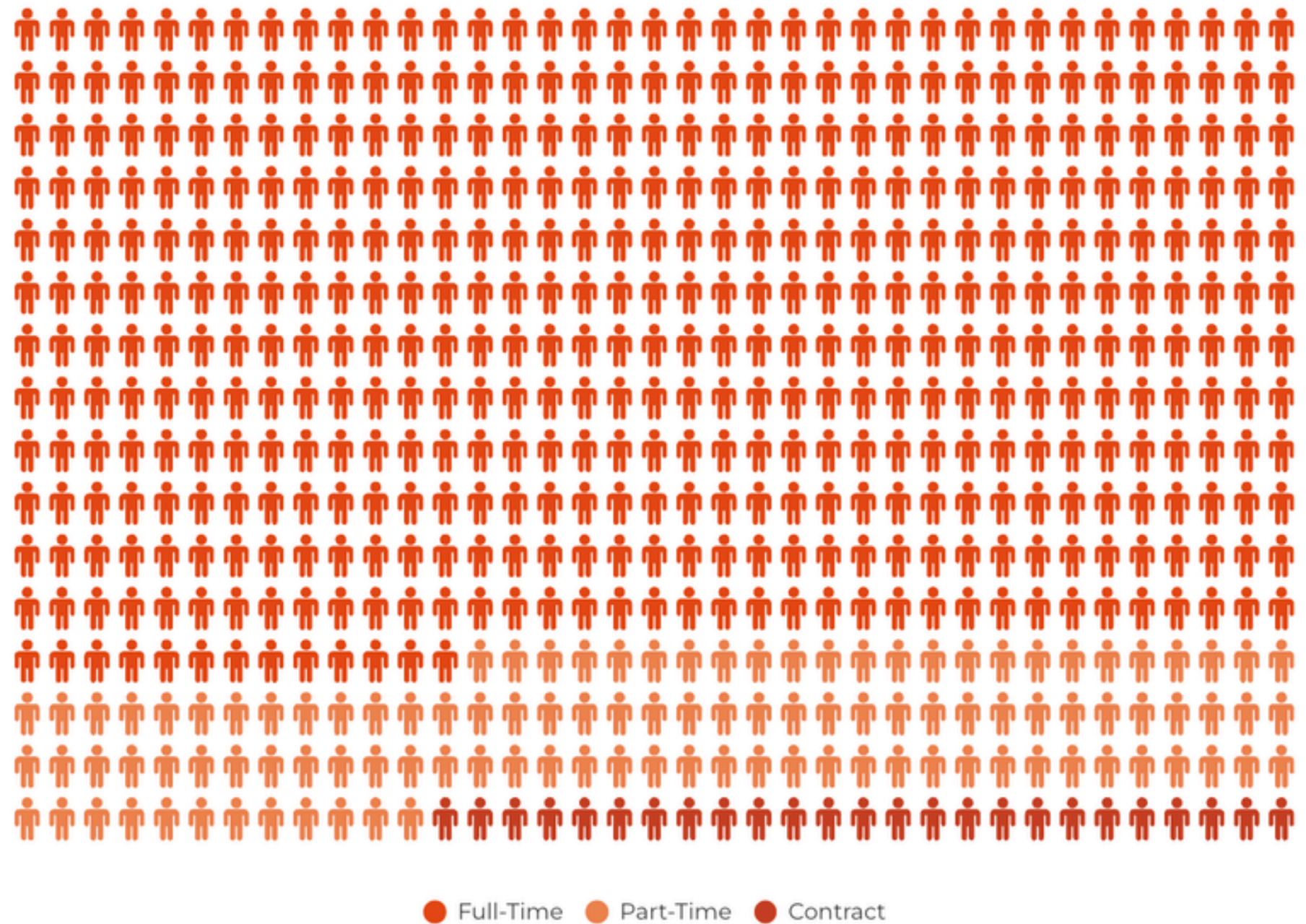


Workforce Overview



Across the Mission’s global network, a total of 487 staff and volunteers supported seafarers in 2025, with the largest cohorts based in UK & Europe and East Asia. UK & Europe remains the biggest hub for programme delivery and fundraising, while East Asia reflects the Mission’s deep presence in major port communities. MESA and LAC add smaller but important teams that extend the Mission’s reach into emerging regions, underlining the truly international nature of its social impact and the breadth of people involved in caring for seafarers and their families.

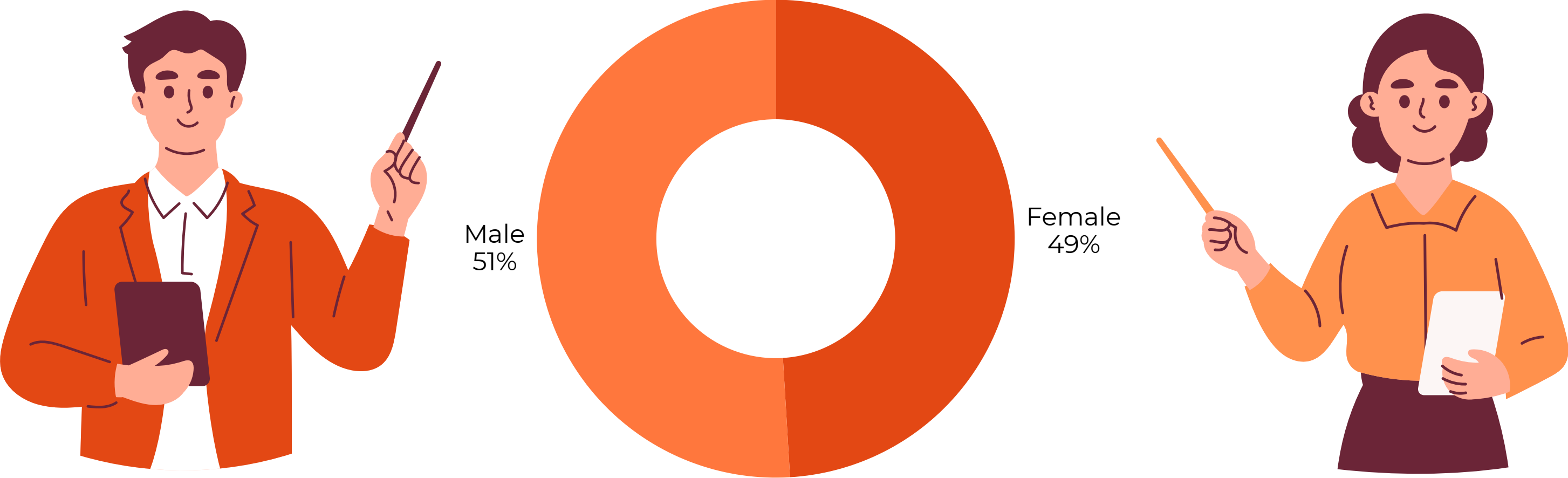
Workforce Composition



Total staff headcount increased from 161 last year to 210 in 2025, a rise of just over 30%, reflecting growth across the Mission’s global operations. The largest concentration of staff remains in East Asia and UK & Europe, underscoring their continued importance as regional hubs for the Mission’s work.

Full-Time	77%
Part-Time	19%
Contract	4%

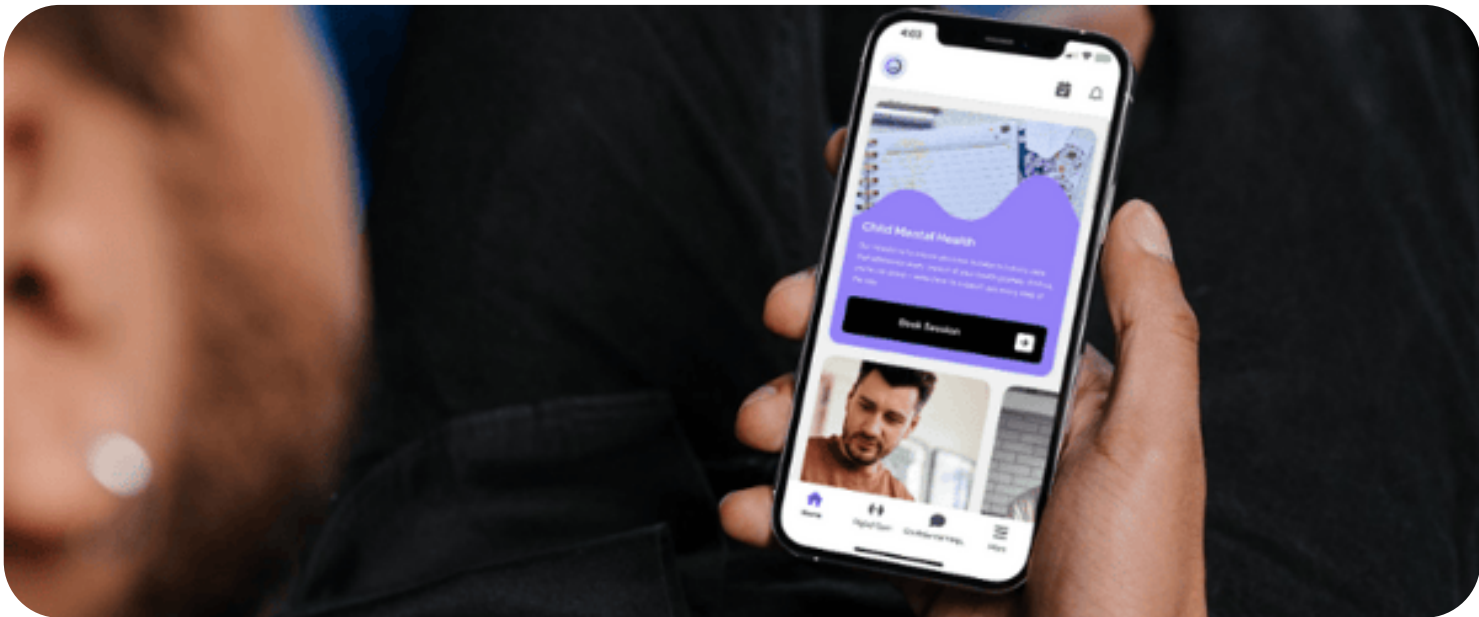
Workforce Composition



The Mission’s workforce shows a broadly balanced gender profile representation across all regions. Regionally, UK & Europe is close to parity, while East Asia has the largest cohort and has more women than men, reflecting a strong female presence in one of the Mission’s most active regions. MESA and LAC have smaller teams where men currently predominate, illustrating that gender representation varies by region and highlighting where future recruitment efforts can further strengthen balance.

People-Focused Programmes

A Stronger, More Connected Workforce



In 2025, the Mission's Life Assurance provider launched an enhanced digital wellbeing hub, giving employees and their immediate families access to a wider range of support. Available via app and online platform, the hub brings together services including an Employee Assistance Programme, 24/7 virtual GP/Advanced Nurse Practitioner access, physiotherapy, second medical opinion, cancer support, child mental health support, and adult and elder care, alongside resources such as a digital gym, guided mindfulness and meditation, wellbeing podcasts, fitness and nutrition content, and retailer discounts. This reflects the Mission's strengthening focus on holistic workforce wellbeing.

A Smarter, More Rewarding Pension for Staff

In 2025, the Mission improved its pension offering by changing pension provider to Aviva and introducing salary exchange, making retirement saving more tax-efficient for both staff and the Mission. Combined with flexible contribution levels, self-managed investment options (including ESG-aware funds) and app-based access, this approach encourages employees to save for their future while supporting responsible investment.



People-Focused Programmes



Expanding Access to Learning and Development

During 2025, the Mission continued to extend its online training platform to overseas locations, reinforcing its commitment to a consistent training experience for new hires and equal access to learning and development opportunities across the organisation.

Development of the annual Performance Development Review (PDR) process also progressed, with particular focus on extending it to employees based at UK ports, ensuring the process more accurately reflects the performance expectations relevant to their roles.

Staying Compliant, Staying Current

Policies continued to be regularly reviewed throughout 2025 to ensure ongoing compliance with employment legislation and alignment with recognised best practice. This process involved monitoring changes in the legislative landscape and updating internal guidance accordingly, helping to safeguard both the organisation and its employees while supporting a fair and consistent working environment.



Empowering Success

Growing Our Network of Women Chaplains

Women still make up only 2% of the global seafaring workforce, yet their challenges and perspectives are often overlooked. As the Mission increases the number of women chaplains, more female seafarers are finding someone they can truly relate to and confide in. Chaplains like Ruth Campbell on the Thames, Kate Powell and Hannah Joyce in Southampton, and Linda Watts in Costa Rica are seeing first-hand how women at sea grapple with “mum guilt”, long separations from children, and the loss of female friendship onboard.

A female chaplain can transform that experience, offering a safe space where women feel able to talk openly about home, work, and worries without being watched by supervisors. Seafarers frequently describe this support as maternal, trusting women chaplains with deeply personal stories and seeking practical help, toiletries, advocacy, or simply a listening ear. As we appoint more women chaplains in key hubs such as Piraeus and Southampton, their quiet, relational presence is reshaping how women seafarers are seen, supported, and heard across the industry.



Empowering Success

Building Skills to Keep Seafarers' Families Safe

With welfare at the heart of our mission, we are investing in staff skills to ensure consistently safe, high-quality programmes across very different cultural contexts. Five core staff in India and the Philippines have completed the globally recognised Programme Management for Development Professionals (PMD) course, strengthening their ability to plan, deliver, and evaluate community programmes responsibly.

The Mission is also rolling out tailored safeguarding training, with five staff completing an educator-level course and six completing a support-staff course focused on frontline delivery. This learning is already visible in our Indian tuition centres, where 116 children have earned The Mission to Seafarers Scouts Badge and volunteers are better equipped to protect the welfare of everyone involved. Looking ahead, the Mission will extend this training across the Family Support Network, continuing to build confident, capable teams that keep seafarers' families safe.



Seafarer Impact

IN THE PHILIPPINES

3,240

FAMILIES PARTICIPATED IN THE
FAMILY NETWORK
PROGRAMME, AND



933

RECEIVED JUSTICE
AND WELFARE
SUPPORT

2,936

SEAFARERS AND FAMILY
TRAINED



90,050

SEAFARERS WITH
ACCESS TO THE COURSES

1744

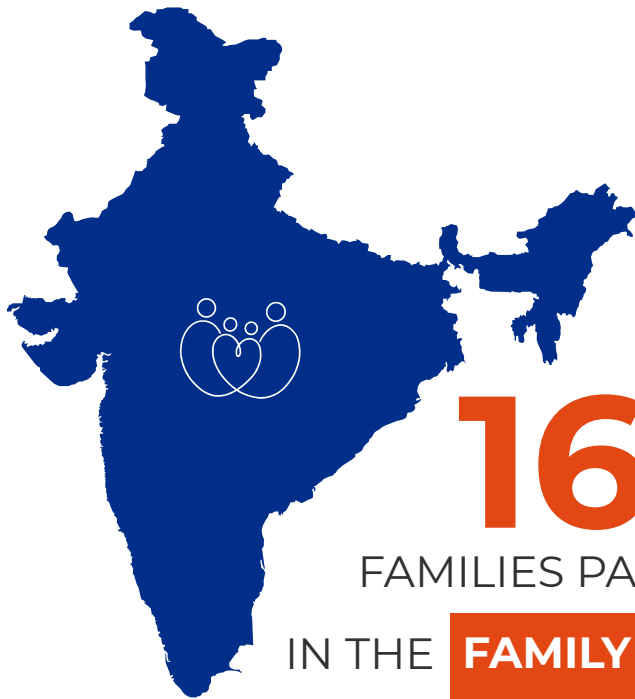
SUICIDE ALERT HELPERS
TRAINED, AND



safeTALK

46

ORGANISATIONS
RECEIVED TRAINING



IN INDIA

1620

FAMILIES PARTICIPATED
IN THE
FAMILY NETWORK
PROGRAMME

Supporting Our Seafarers

Digital Lifelines: Putting Welfare at Seafarers' Fingertips

Digital tools are transforming how the Mission supports seafarers, helping welfare teams respond faster and giving seafarers more control over their wellbeing.

Since 2016, the Ship Visitor app has helped maritime welfare teams worldwide plan, track, and report on ship visits in real time using MarineTraffic data. It is used by 16 welfare organisations and has already supported more than 270,000 ship visits, with a major relaunch in late last year and further upgrades in development.

The Happy at Sea app, described as the world's first digital seafarers' centre, empowers seafarers to look after their mental health and access support. Free to use and funded by DNV, Cargill, and The Seafarers' Charity, it offers wellbeing advice, local port information, and a direct line to the Mission's teams for practical help, pastoral care, and welfare concerns. It also hosts the Seafarers Happiness Index survey, giving seafarers a voice in shaping services while providing tailored resources based on their responses.



Supporting Our Seafarers

A Decade of Data: Seafarers' Wellbeing

Ten years of Seafarers Happiness Index data point to a simple truth: when seafarers thrive, shipping performs better. Happiness is not only a welfare concern but a leading indicator of the industry's health, resilience, and long-term sustainability. Respect, value, and support for crews are therefore not optional extras; they are the foundations of a humane and high-performing maritime sector.

To mark the Index's tenth anniversary, The Mission to Seafarers convened a packed panel at Seatrade Maritime UAE with Steven Jones, K D Adamson, Tim Coffin, and Taif Alrayssi, examining what a decade of data reveals and where challenges remain. The discussion underlined that unhappiness at sea is unsustainable, morally and operationally, and that dialogue, transparency, and data-driven action are essential to change. With plans to run similar sessions across Europe and Asia, and thanks to the backing of sponsors Idwal and Inmarsat, the Seafarers Happiness Index is embedding crew wellbeing into boardroom conversations, helping ensure seafarers are listened to, valued, and supported for the next decade and beyond.



Supporting Our Seafarers

Redefining Seafarer Hospitality in Hong Kong

The opening of The Mission to Seafarers’ new Hong Kong centre marks more than a change of premises. It reflects a step change in how seafarers are welcomed and valued. Located in the heart of Tsim Sha Tsui, the new facility includes 75 guest rooms, meeting and event spaces, a café, restaurant, gym, swimming pool, and church, creating a high-quality environment designed around seafarers’ needs.

The redevelopment followed years of planning after the previous 1967 building became financially unsustainable, with maintenance costs exceeding US\$1 million a year. By working with a commercial partner through a transparent tender process, the Mission was able to reimagine the site as both a sustainable asset and a modern welfare hub.

Most importantly, the new centre reflects a broader shift in mindset: that seafarers, who keep global trade moving, should be treated with dignity, respect, and care. From hospitality staff who understand life at sea to facilities that offer comfort, safety, and community, the Hong Kong centre sets a new benchmark for what seafarer welfare can look like.



Supporting Our Seafarers

From Silent Crew to Heard Voices

Seafarers keep global trade moving, yet their voices are rarely heard where decisions are made. Through confidential workshops with the Institute for Human Rights and Business (IHRB) in Manila and Tuticorin, the Mission brings small groups of seafarers together to speak openly about recruitment costs, fraudulent job offers, shore leave, mental health and other pressing concerns.

These insights feed directly into the annual Seafarer Roundtable, bringing together shipping companies, governments, financiers and welfare organisations to ensure seafarers' experiences reach the highest levels of the industry.

The conversations are already producing change: a new Code of Conduct for Delivering on Seafarers' Rights, a self-assessment tool on RightShip's platform, and active campaigning for the Employer Pays Principle, so that recruitment costs fall on employers, not the seafarers themselves.





PRINCIPLES

Governance at a Glance

Board Engagements in 2025



100%

INDEPENDENT BOARD



0

CASES OF RISKS,
BRIBES AND FRAUD



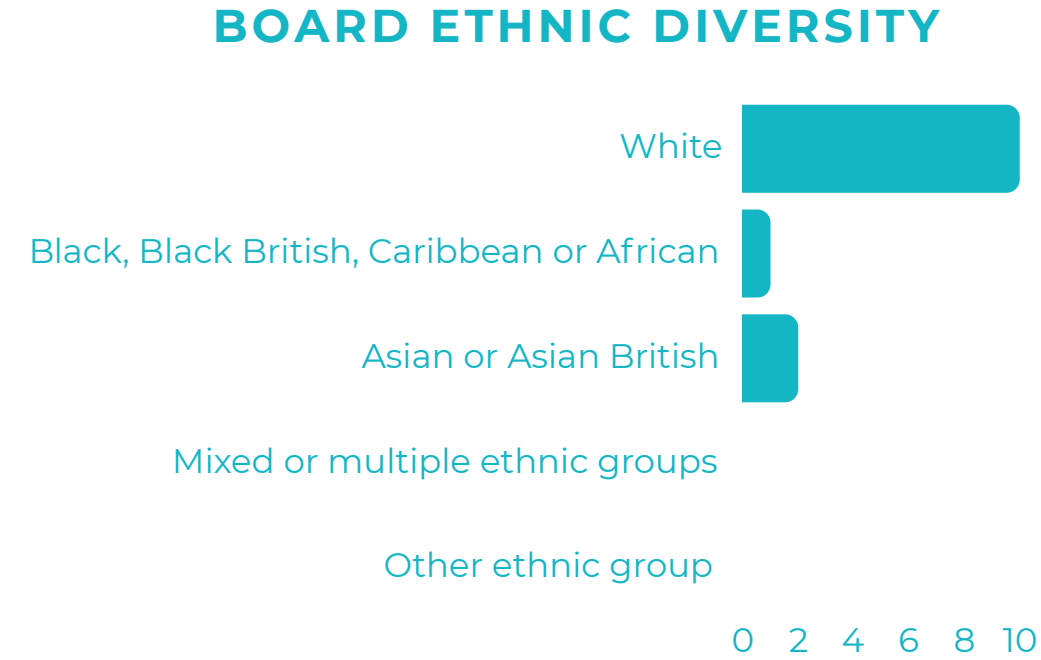
04

BOARD MEETINGS



88%

BOARD MEETING
ATTENDANCE





0

CASES OF INJURY
AT WORK

Board Composition



13

INDEPENDENT TRUSTEES

▲ 30%



02

EXTERNAL COMMITTEE MEMBERS

▼ 33%



04

TRUSTEE APPOINTMENTS

▲ 100%



33%

FEMALE BOARD REPRESENTATION

▲ 100%



50%

FEMALE COMMITTEE REPRESENTATION

▼ 50%



01

TRUSTEE RETIREMENTS

▼ 75%

Board Structure

Board Composition as of 31st July 2026

TRUSTEES



Guy Platten

Trustee and Chair of the Board,
Chair of Governance & Nominations



David Williams

Vice Chairman,
Board of Trustees



Gary Chapman

Trustee and Chair,
Audit & Risk Committee



Neale Rodrigues

Trustee and Chair,
Remuneration Committee



Peter Cottrell

Trustee and Chair,
Investment and Strategy Committees



Timothy Smith

Trustee and Chair,
Grants & Programme Committee



Alexandra Harwood*

Trustee Member



Amanda Lennon

Trustee Member



Anisha Franklin

Trustee Member



Andrew Tremlett

Trustee Member



Jeremy Sutton

Trustee Member



Karen Davis

Trustee Member



Mike Power

Trustee Member

* Alexandra Harwood resigned as a trustee in July 2026

Senior Management Team (SMT)

SMT Composition as of 31st July 2026



Committee Structure

Committee Composition as of 31st July 2026

Audit & Risk	Investment	Remuneration	Grants & Programme	Governance & Nominations	Strategy (Ad hoc)
Gary Chapman (Chair) Trustee Member Alexandra Harwood* Trustee Member Neale Rodrigues Trustee Member Rachel Lawton External Committee Member Eileen Reilly SMT in Attendance Tomi Toluhi SMT in Attendance	Peter Cottrell (Chair) Trustee Member Alexandra Harwood* Trustee Member Anisha Franklin Trustee Member Paul Jeffries External Committee Member Eileen Reilly SMT - Member Tomi Toluhi SMT in Attendance	Neale Rodrigues (Chair) Trustee Member Amanda Lennon Trustee Member Mike Power Trustee Member Peter Rouch SMT in Attendance Tomi Toluhi SMT in Attendance Eileen Reilly SMT in Attendance	Timothy Smith (Chair) Trustee Member Anisha Franklin Trustee Member Karen Davis Trustee Member Peter Rouch SMT - Member Ben Bailey SMT in Attendance	Guy Platten (Chair) Trustee Member Amanda Lennon Trustee Member David Williams Trustee Member Peter Cottrell Trustee Member Peter Rouch SMT - Member Tomi Toluhi SMT - Member	Peter Cottrell (Chair) Trustee Member Alexandra Harwood* Trustee Member Jeremy Sutton Trustee Member Karen Davis Trustee Member Mike Power Trustee Member Neale Rodrigues Trustee Member Peter Rouch SMT - Member Tomi Toluhi SMT - Member

* Alexandra Harwood resigned as a trustee in July 2026

Sustainability Governance

BOARD OF TRUSTEES AND AUDIT COMMITTEE

Sets strategic direction. Follows up on sustainability performance. Oversight of material sustainability impacts, risks and opportunities.

SENIOR MANAGEMENT TEAM (SMT)

Directs operations of the charity. Monitors compliance with sustainability-related policies and strategic plans.

REGIONAL DIRECTORS

Regional decisions and follow up on performance relating to material sustainability impacts and risks.

BUSINESS AREAS

Operational decisions and day-to-day management of material impacts, risks and opportunities.

Governance Highlights

Empowering the UK Branches with a New Constitution

Following a recent governance review, the Mission began updating the Constitutions of its UK branches, which had not been revised since 2010. A new draft Constitution was developed by the Regional Operations Manager and shaped through extensive consultation with UK branch committees, the Europe Regional Director and the COO, before undergoing detailed scrutiny by the Liaison Trustee for Europe and Board approval.

Upholding Fair, Competitive and Living Wage Commitments

The Mission approved a 3% pay increase for IHQ-employed staff from April 2025, alongside a higher increase for those previously earning below the UK Real Living Wage of £12 per hour reflecting the Mission's policy, held since 2015, of ensuring all staff are paid above the UK Real Living Wage.

Pay is benchmarked against comparable charities in the UK and set to fair local market rates for internationally employed staff.

Strategic Committee Appointments to Drive Future Direction

A temporary, ad-hoc Strategy Committee was established as an advisory sub-committee of the Board to support the development of the 2027–2031 Global Strategic Plan. It has no decision-making powers; instead, it advises management and makes recommendations to the Board at key milestones in the planning process. Its mandate is time-limited and will end once the Board has approved the new Global Strategic Plan (expected by October 2026), unless the Board decides to end it sooner or extend it. Membership combines maritime and church perspectives with expertise in strategy, finance, risk and related areas.

Governance Highlights

ESG Oversight Strengthened in Audit and Risk Committee Terms

In line with best practice and guidance from the Charity Governance Institute, responsibility for oversight of ESG reporting has now been formally placed under the Audit and Risk Committee, with ultimate oversight retained by the Board. To reflect this expanded role, the Committee’s Terms of Reference have been updated so that ESG reporting, risks and controls are now explicitly included within its remit.

Trustee Recruitment Policy Endorsed to Strengthen Governance

in line with Principle 5 of the 2020 Charity Governance Code, the Board adopted a formal Trustee Recruitment Policy to bring greater structure, fairness and transparency to how Trustees are appointed. The policy, which proved particularly valuable in the recent recruitment of the new Board Chair, sets out clear, objective methods that reflect the skills and diversity needed for effective governance. It is designed to align with the Mission’s strategic objectives and values, support succession planning, minimise governance gaps, and promote equality, diversity and inclusion, in keeping with Principle 6 of the Charity Governance Code.

Investment Policy Updated to Strengthen Review

Given that recent investment returns have lagged medium-term benchmarks, the Board has introduced a formal three-year comparative review of performance against peers and benchmarks. This new process is designed to strengthen governance discipline, ensure the portfolio remains competitive in the market, and support more robust future investment decisions. Reviews will consider both quantitative and qualitative factors, including risk and performance relative to similar funds, helping the Mission to balance return objectives with its risk appetite and responsible investment commitments.

Collaboration in Focus

Partnering to Put Seafarers at the Heart of Shipping

At London International Shipping Week 2025, The Mission to Seafarers used two flagship events: a Seafarer Welfare Breakfast Seminar and a “Power of Partnerships” lunch to push seafarer welfare up the industry agenda. Co-hosted with key welfare charities, the seminar highlighted how isolation, mental health pressures, piracy, abandonment, and detention demand a broader view of safety that includes psychological, emotional, and digital wellbeing.

Speakers stressed that seafarers need safe, trusted channels to share concerns and that charities cannot tackle these challenges alone. At the lunch, 34 senior leaders explored how closer collaboration between welfare organisations, industry, and governments can deliver systemic change. As the Mission enters its new strategic period, it is committed to ensuring seafarers’ voices shape industry decisions and that welfare remains central to sustainable global trade.



Collaboration in Focus

An Active Voice for Seafarers in Global Industry Debates

The Mission to Seafarers plays an active role in ensuring seafarers' welfare and rights are front and centre in key maritime conversations. Through speaking, moderating, and participating in events such as Seatrade Maritime Crew Connect Global, IMPA Singapore, the Seatrade Maritime Club Roundtable in Dammam, and the IHRB Global Forum for Responsible Recruitment in Bangkok, the Mission brings first-hand insights on issues like harassment-free ships, mental health, recruitment and retention, and migrant labour risks.

At these forums, Mission representatives highlight seafarers' experiences of abandonment, recruitment fees, lack of shore leave, and the need for safe reporting channels, while also showcasing practical initiatives such as the Family Support Network and the safeTALK Marine suicide awareness programme. By collaborating with NGOs, major brands, industry associations, and governments, and by sharing data from tools like the Seafarers Happiness Index, the Mission ensures seafarers' voices inform policy, shape corporate practice, and remain central to discussions about the future of the maritime industry.



Collaboration in Focus

Strengthening Seafarer Welfare Through Partnerships in the UAE

The Mission to Seafarers continues to deepen its partnership with maritime authorities in the UAE to ensure seafarers are treated with dignity and receive the support they need while in port. A recent meeting in Dubai with H.E. Hessa Al Malek and Capt. Abdulla Darwish Alhayyas of the Maritime Transport Affairs Department provided an opportunity to reaffirm shared objectives and strengthen collaboration.

Building on the memorandum of understanding signed last year, this partnership supports the delivery of welfare services across all UAE ports. It reflects a shared commitment to ensuring that crews in territorial ports and waters have access to practical assistance, pastoral care, and humane treatment throughout their time ashore.



A photograph of two men on a ship's deck. The man on the left is of Asian descent, wearing a white hard hat with 'CMA CGM' on it, a dark blue jacket, and a high-visibility yellow safety vest. He is giving a thumbs up. The man on the right is a white man with a beard, wearing a white hard hat, a light blue shirt, and a high-visibility yellow safety vest. He is also giving a thumbs up. The background shows the red and yellow structural elements of a ship's deck. The text 'LOOKING AHEAD' is overlaid in large white letters on the left side.

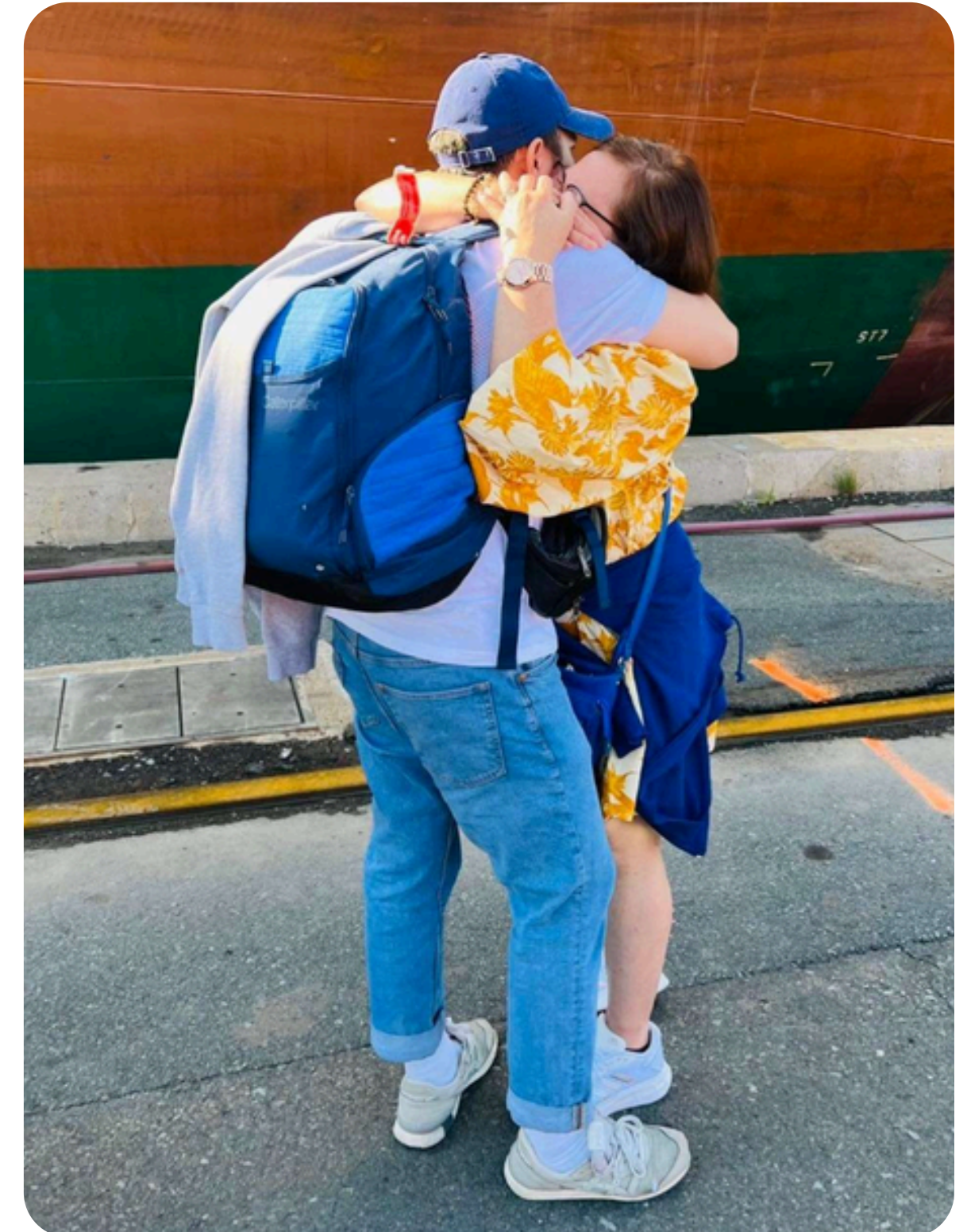
**LOOKING
AHEAD**

Continuing the Journey

As we look back on the past year, The Mission to Seafarers renews its commitment to placing seafarers' welfare, rights, and dignity at the heart of everything we do. Building on the foundations of our previous ESG strategy, we have continued to embed environmental, social, and governance priorities across our global work, ensuring that our support remains relevant to the realities seafarers face today.

Over the course of the year, we have strengthened our focus on mental health and wellbeing, widened access to practical and pastoral care, and deepened our advocacy for decent work and safe conditions at sea. We have also taken further steps to improve our environmental performance, from investing in more sustainable transport and facilities to promoting responsible resource use and climate awareness across our network.

Seafarers are navigating a world of growing conflict, more extreme weather, and mounting pressure to do more with less. In this context, The Mission to Seafarers remains determined that seafarers are not left behind, but are supported, heard, and equipped to thrive. Our heartfelt thanks go to our staff, volunteers, chaplains, partners, and supporters worldwide, whose dedication and generosity make this mission possible as we work together for a more sustainable and just maritime future.



The Environmental Action Group

The Mission to Seafarers Environmental Action Group (EAG) is a dedicated team advancing sustainability and environmental stewardship in the maritime industry. Operating across the UK and Europe, East Asia, MESA, and Latin America and the Caribbean, EAG members collaborate to develop regional strategies that support environmental protection and seafarer welfare. Through education, advocacy, and practical solutions, the EAG drives sustainable progress for both the environment and seafaring communities.



Tomi Toluhi
Chief Operating Officer



Alethea Fernandes
ESG Data Analyst



Thomas O'Hare
Programme Manager



Ian Hutchinson Cervantes
Regional Director,
LAC



John Attenborough
Regional Director,
MESA



Stephen Miller
Regional Director,
East Asia



Steve Morgan
Regional Director,
Europe

How can you support us?

Our charity operates in over 200 ports across 50 countries, every day of the year, supporting the 1.9 million seafarers who keep global trade moving.

There are many ways to support our work, from individual and corporate donations to legacies and volunteering. In 2025 we are also seeking partners for two specific projects:

Solar Centres Fund

Building on our Colombo installation, which cut electricity-related emissions by 95% in its first year, we are seeking partners to extend solar power across our global network of Flying Angel Centres, reducing our environmental footprint while reinvesting savings into frontline seafarer support.

Welfare Vehicle Fund

Welfare vehicles are often a seafarer's only link between ship and shore. With proven partnerships already putting 18 hybrid vehicles on the road worldwide, we are seeking support to expand our fleet further and reach more seafarers in more ports.

To discuss any partnership opportunity, please contact:

Jan Webber, Director of Development

Email: Jan.webber@missiontoseafarers.org

or visit www.missiontoseafarers.org/support-us



Glossary

This glossary is designed for internal staff, volunteers, trustees, donors, corporate partners, and industry readers. It explains the main terms used in the 2025 ESG Report in clear, practical language.

Core terms

- **Assurance / verification:** An external review process used to check that reported data or statements are credible and accurate.
- **Baseline:** The starting point used to measure change over time.
- **ESG:** Environmental, Social and Governance; a way of assessing how an organisation manages environmental impact, people-related responsibilities, and governance practices.
- **KPI:** Key Performance Indicator; a measurable value used to track progress against priorities or objectives.
- **Material issue:** A topic important enough to influence decision-making, stakeholder trust, organisational performance, or long-term impact.
- **Stakeholders:** People or groups affected by, or interested in, the Mission's work, such as seafarers, staff, volunteers, trustees, donors, corporate partners, churches, and communities.
- **Sustainability:** Operating in a way that supports long-term environmental protection, social wellbeing, and organisational resilience.
- **Year-on-year:** A comparison of one reporting year against the previous year.

Environmental terms

- **Carbon footprint:** The total greenhouse gas emissions associated with an organisation's activities.
- **Decarbonisation:** The process of reducing greenhouse gas emissions over time.
- **Emissions intensity:** Emissions shown relative to another activity measure, such as per employee, rather than as a total alone.
- **Energy efficiency:** Using less energy to deliver the same service or outcome.
- **Expenditure-related emissions:** Estimated emissions linked to spending on goods and services, often calculated using financial proxy data where activity data is unavailable.
- **Greenhouse gas emissions:** Gases that trap heat in the atmosphere, including carbon dioxide, methane, and nitrous oxide.
- **Renewable energy:** Energy from sources that replenish naturally, such as solar power.
- **Scope 1 emissions:** Direct emissions from sources owned or controlled by the organisation, such as fuel burned in Mission vehicles or onsite equipment.
- **Scope 2 emissions:** Indirect emissions from purchased electricity, heating, or energy used by the organisation.
- **Scope 3 emissions:** Other indirect emissions across the value chain, such as business travel, purchased goods and services, waste, and certain supplier-related impacts.
- **tCO2e:** Tonnes of carbon dioxide equivalent; a standard unit used to express different greenhouse gases on a comparable basis.
- **Utilities:** Operational resource use such as electricity, gas, and water.
- **Value chain emissions:** Emissions connected to activities outside direct operations, including suppliers, procurement, and other purchased services.

Glossary

Social terms

- **Family Support Network:** A Mission-led support structure that helps seafarers' families through local programmes, information, and practical assistance.
- **Justice and welfare case:** A case where support is given to address hardship, rights issues, crisis situations, or other welfare needs.
- **Occupational safety:** The systems and practices used to protect people from work-related injury or harm.
- **safeTALK:** A suicide-alertness training programme that helps participants recognise signs of distress and connect people to support.
- **Safeguarding:** Policies and actions designed to protect children and adults at risk from harm, abuse, neglect, or exploitation.
- **Training hours:** The total number of hours spent on formal learning, development, or skills-building activities.
- **TRIR:** Total Recordable Incident Rate; a commonly used safety metric showing the rate of recordable workplace incidents
- **Welfare support:** Practical, pastoral, and emotional assistance provided to seafarers and their families.
- **Workforce:** The people working for the Mission, including employees and, where stated separately, volunteers.

Governance terms

- **Audit and risk:** Oversight of internal controls, financial integrity, compliance, and major organisational risks.
- **Board diversity:** The mix of backgrounds and characteristics represented on the Board, including gender and ethnicity.
- **Board of Trustees:** The governing body with ultimate responsibility for the charity's strategy, stewardship, and oversight.
- **Committee:** A smaller group delegated by the Board to oversee specific areas such as audit, risk, remuneration, investment, or programmes.
- **Ethical practice:** Acting in line with values, policies, and expected standards of integrity.
- **Governance:** The system by which an organisation is directed, overseen, and held accountable.
- **Independent trustee:** A trustee who serves in a non-executive oversight capacity and is not part of the charity's day-to-day management.
- **SMT:** Senior Management Team; the group responsible for leading day-to-day operations and implementing strategy.

Maritime and Mission-specific terms

- **Chaplain:** A Mission representative who offers pastoral, practical, and emotional support to seafarers and their families.
- **Flying Angel Centre:** A seafarer centre operated or supported by the Mission that offers services such as transport, internet access, rest space, food, pastoral care, or welfare assistance.
- **Happy at Sea app:** A digital tool that helps seafarers access wellbeing information, support services, and other practical resources.
- **Port welfare:** Support services provided to seafarers while their ship is in port.
- **Seafarer:** A person who works at sea, usually on commercial ships involved in global trade.
- **Seafarers Happiness Index:** A wellbeing survey and insight tool that captures seafarers' experiences and views on life and work at sea.
- **Ship visit:** An in-person visit to a vessel by Mission staff or volunteers to provide welfare, pastoral, or practical support.
- **Shore leave:** Time when seafarers can leave their vessel while in port, subject to operational and immigration rules.

The Mission to Seafarers

A company limited by guarantee, registered in England and Wales no. 6220240.
A charity registered in England and Wales no. 1123613