



Strategic plan
2025-28



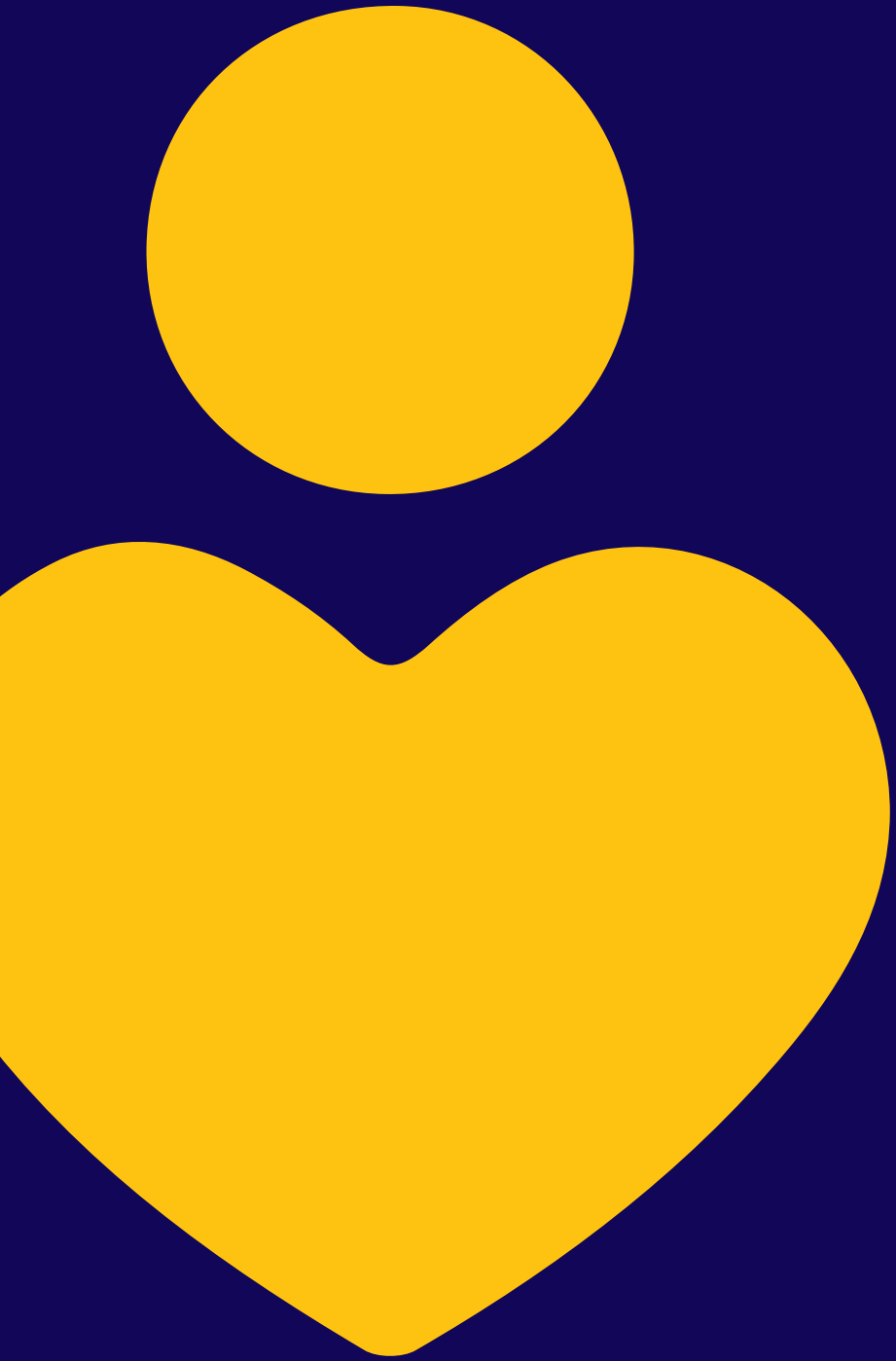
Our vision

A safe, fair and inclusive maritime sector that provides fulfilling careers and sustainable livelihoods for all seafarers and their families

Our mission

To ensure that seafarers and their families have the support and resources they need to respond to the challenges of life at sea, and to drive seafarer-centred change within the maritime sector





Our values

- **Seafarer-centred**
- **Safe and non-judgemental**
- **Holistic and preventative**
- **Diverse and inclusive**
- **Responsive and adaptable**
- **Sustainable**
- **Solutions-focused**
- **Influential and persuasive**

Our values in practice

Seafarer-centred



We use insights from our helplines and in-person casework along with proactive consultation with the seafaring community to ensure that all aspects of our work are based on the needs and priorities of seafarers and their families.

Safe and non-judgemental



We are committed to acting in the best interests of all seafarers and their family members, without prejudice or bias. We provide a confidential space and listening ear for seafarers and their families to share their thoughts and feelings about whatever challenges they are facing.



Holistic and preventative

We take into account the interrelated aspects of health and welfare, including physical, psychological, emotional, social and financial wellbeing. We work to improve structural, cultural and environmental factors in the maritime sector to create conditions that are more supportive of the health, safety and wellbeing of seafarers and their families.

Our values in practice



Diverse and inclusive

We advocate for an equitable maritime sector in which all seafarers feel

safe, valued and respected. We proactively identify and address barriers facing those groups of seafarers who are marginalised, underrepresented or who face discrimination.



Responsive and adaptable

Providing a timely and sensitive response to the concerns of seafarers and their family members is at the heart of what we do. We continuously review our services to ensure that we offer high quality, evidence-based support that meets the evolving challenges of seafarers and their families.

Our values in practice



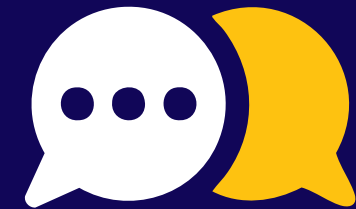
Sustainable

We prioritise our use of resources in accordance with organisational capacity in order to make the greatest difference to seafarers and their family members. We safeguard ISWAN's long-term future by developing sustainable revenue streams and take steps to reduce the environmental impact of our activities.



Solutions-focused

We develop achievable, realistic solutions to issues affecting the welfare of seafarers' and their families. We work proactively and constructively with stakeholders across the maritime sector to bring about change.



Influential and persuasive

We use insights from our direct experience of working with seafarers and their families to increase awareness about the challenges they are facing and bring about seafarer-centred change within the maritime sector.



Our DNA

- **Trusted, 24/7, confidential helplines**
- **Multilingual and culturally informed**
- **Accessible to all seafarers and their families**
- **Inclusive of seafarers from shipping, yachting and cruise industries**
- **Data-driven**
- **Independent**
- **Maritime-wide membership base**
- **Strategic partnerships and cross-sector collaboration**
- **Mixed funding model**

What defines our identity



Trusted, 24/7, confidential helplines

Our helplines are available around the clock to provide reliable, high quality and maritime-specific support to seafarers and their families, regardless of what they are facing.



Multilingual & culturally informed

We are sensitive to the role of culture in shaping understandings of health, safety and wellbeing and endeavour to provide respectful and culturally sensitive support to all seafarers and their family members. We understand the importance to many seafarers and their family members of being able to talk about sensitive topics in their first language and our team offers support in the most widely spoken seafaring languages. We continuously review the need for our helpline to offer additional languages in line with demographic changes in the seafaring community.

What defines our identity



Accessible to all seafarers and their families

Our team provides remote multi-channel, multilingual support to seafarers and their family members, wherever they are in the world and whatever challenges they face. We offer in-person support in regions where we have teams in situ and we work closely with other organisations around the world to ensure that those contacting our helplines can access any more specialist assistance that they may need.



Inclusive of seafarers from shipping, yachting and cruise industries

We are proactive in understanding the specific challenges faced by seafarers working in different industries within the maritime sector and in developing tailored services and projects.

What defines our identity

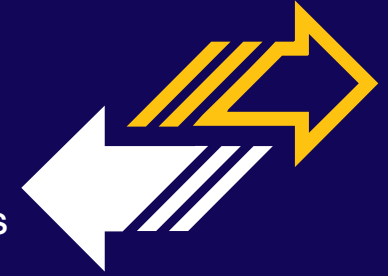
Data-driven

We use data insights from our helplines to inform the development of new projects and services based on areas of demonstrable need.



Independent

Our independence allows us to work constructively with a broad range of stakeholders across the maritime sector, including seafarers' unions, maritime employers and other welfare organisations.



Maritime-wide membership base

Our members include representatives from across the maritime sector, including maritime employers, unions, service providers and other welfare organisations. This provides a broad knowledge base and robust framework to guide our work.

What defines our identity



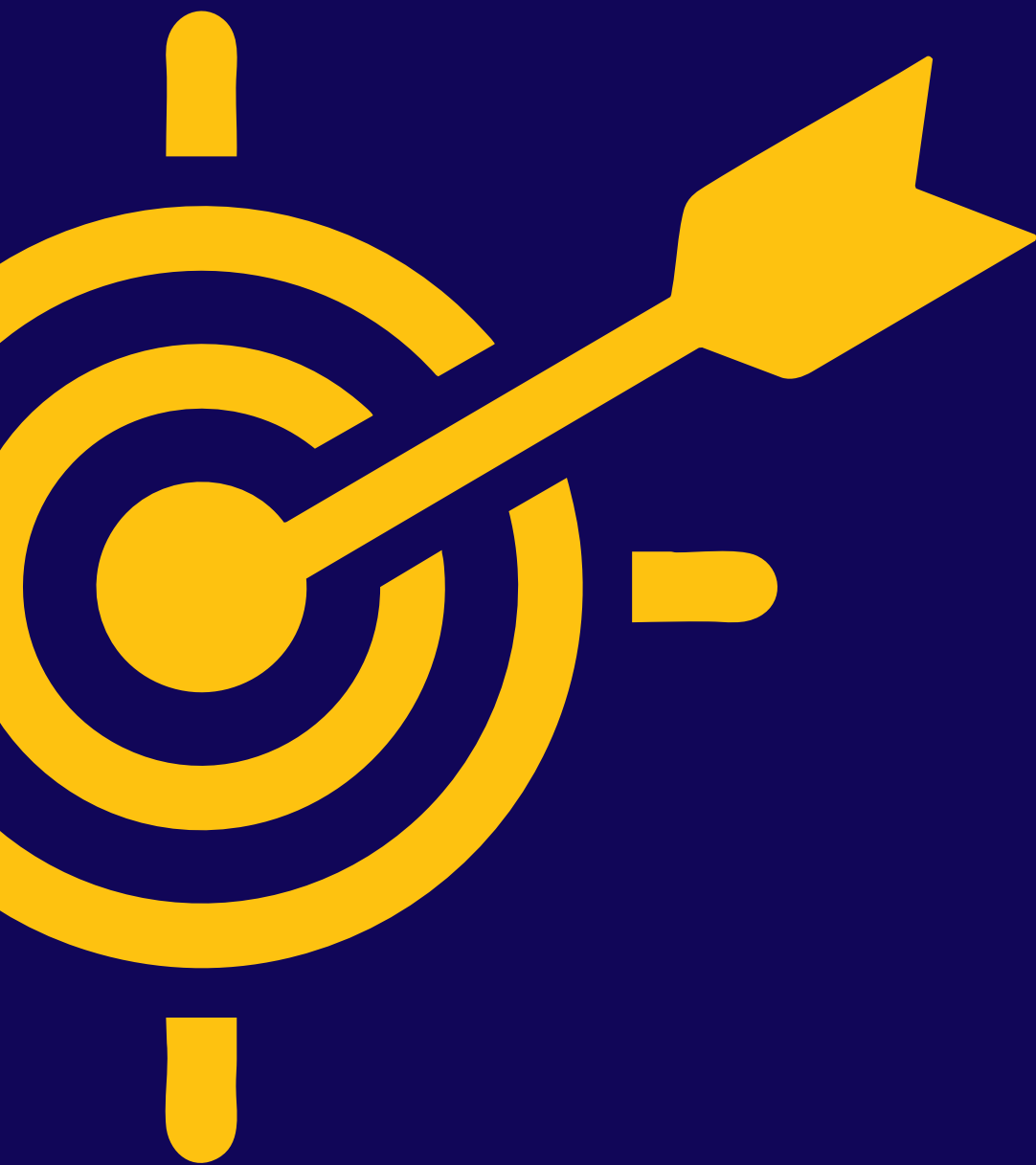
Strategic partnerships and cross-sector collaboration

We increase our impact by building effective partnerships to promote joined-up working and avoid duplication. We aim to facilitate collaboration and knowledge-exchange to improve outcomes for seafarers.

Mixed funding model

We enhance our financial sustainability through a hybrid funding model, including commissioned services, industry sponsorship and charitable grants and donations.



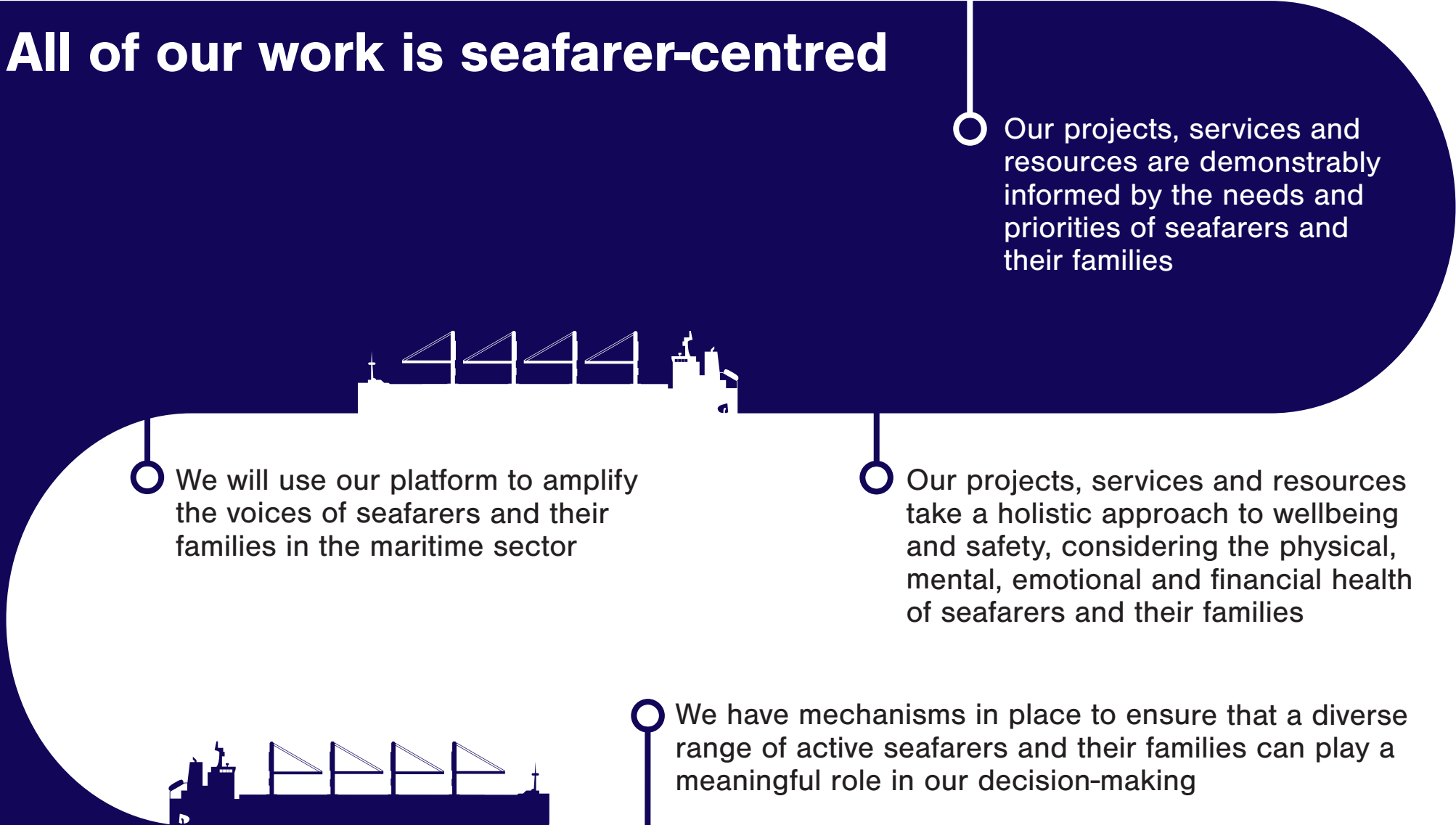


Our strategic goals

- 1. All of our work is seafarer-centred**
- 2. We are there for all seafarers and their families, whatever they are facing**
- 3. Our services and projects are high quality, impactful and solutions-focused**
- 4. We drive change in the maritime sector by using our platform to raise awareness of seafarers' concerns and advocate for evidence-based solutions**
- 5. Our organisation is sustainable**
- 6. Our organisation is values-driven**

What we are working towards

All of our work is seafarer-centred



Our projects, services and resources are demonstrably informed by the needs and priorities of seafarers and their families

We will use our platform to amplify the voices of seafarers and their families in the maritime sector

Our projects, services and resources take a holistic approach to wellbeing and safety, considering the physical, mental, emotional and financial health of seafarers and their families

We have mechanisms in place to ensure that a diverse range of active seafarers and their families can play a meaningful role in our decision-making

What we are working towards

We are there for all seafarers and their families, whatever they are facing

○ We will increase our visibility and promote access to our services, particularly amongst those working in marginalised or underrepresented parts of the maritime sector



○ We represent and advocate for seafarers working across the maritime sector in the shipping, yachting and cruise industries



○ We will extend our reach to better represent the concerns of seafarers and their families from around the world and be responsive to new challenges that they may face

○ We will continue to deepen our understanding of and commitment to embedding diversity, equity, inclusion and belonging in all areas of our work

What we are working towards

Our services and projects are high quality, impactful and solutions-focused

○ We have robust systems and processes to ensure the quality and consistency of our projects and services

○ We continue to develop our use of technology to maximise the effectiveness of our work

○ We develop new projects and services using a clear framework that integrates helpline insights, seafarers' needs and a clear understanding of our organisational remit and capacity

○ Our initiatives contain evidence-based, actionable solutions and we have effective mechanisms for demonstrating the impact of our work



What we are working towards

We drive change in the maritime sector by using our platform to raise awareness of seafarers' concerns and advocate for evidence-based solutions

○ We will increase our impact through effective partnerships with stakeholders from across the maritime sector

○ We will improve outcomes for seafarers and their families by coordinating cross-sector initiatives, facilitating joined-up working, avoiding duplication and amplifying existing projects and services

○ We use insights from our helplines to draw attention to areas of seafarer need in the wider maritime sector and work effectively in partnership to develop and implement sustainable solutions



What we are working towards

Our organisation is sustainable



○ We take measurable steps to reduce our environmental impact

○ We continue to strengthen our financial resilience by developing sustainable income streams

○ We will set realistic goals for our work and take a considered approach to how we use our available resources

○ We will grow our network and successfully retain existing members with an attractive membership package

Our organisation is values-driven



○ We have tangible processes in place to ensure that our organisational values are embedded in all aspects of our work

○ We demonstrate commitment to the wellbeing of the ISWAN team and ensuring that all team members feel valued, heard and fulfilled at work