



OCEAN CENTRES

PUTTING SAFETY AT THE HEART OF SUSTAINABILITY

FOSTERING SAFE AND SUSTAINABLE OCEAN ECONOMIES IN BRAZIL, GHANA, KENYA, INDIA, BANGLADESH, INDONESIA, AND THE PHILIPPINES.

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FOREWORDS

The United Nations Global Compact was founded on the conviction that business has both a responsibility and an opportunity to help build a more sustainable and inclusive world. Our Ten Principles provide a universal foundation for responsible business, encompassing human rights, labour, the environment and anti-corruption.

As investment in ocean industries accelerates, the insights captured in the Ocean Centres reports can help ensure that growth is matched by stronger safeguards, more effective governance and broader social and environmental benefits. Realizing this potential will require significant investment and a corresponding growth in Blue Finance. But growth and investment must be grounded in responsible business practices and sound engineering standards that protect people and the environment.

The Ocean Centres initiative brings these dimensions together, recognising safety as an essential part of sustainable ocean development. Safety connects business performance, worker wellbeing, environmental stewardship and community resilience. The safety of workers and communities is inseparable from decent work and human rights; resilient operations and infrastructure protect people and the environment; and responsible governance and investment support long-term prosperity.

Global principles, however, achieve their greatest impact when translated into action responsive to local realities. Through United Nations Global Compact Country Networks in seven countries, the Ocean Centres have created nationally led spaces where diverse stakeholders can identify challenges, exchange knowledge and shape priorities together.

The initiative has also demonstrated the value of multi-country collaboration. A common methodology was developed across global and local teams, combining consistency with the flexibility to respond to different national contexts. I see the Ocean Centres as an important pilot for expanding UNGC focus on safety in transitions across other hazardous industries and for developing other initiatives that are locally led, globally connected and strengthened through continuous learning.

The Ocean Centres reports capture the evidence, perspectives and lessons generated through that process and provide a foundation for the next step: translating them into partnerships, strategies and action both on national and international level.

The next generation of ocean infrastructure must be designed not only for efficiency, economic performance, but for safety, resilience, coexistence with communities and nature, and long-term adaptability in a changing climate. The challenges and opportunities that lie ahead require a whole-ecosystem approach and collective action that connects engineering, finance, governance, education, environmental stewardship and workforce development. The Ocean Centres demonstrate what becomes possible when global ambition is connected with local knowledge, experience and leadership.



Sanda Ojiambo

Assistant Secretary-General
CEO and Executive Director
United Nations Global Compact

FOREWORDS

At Lloyd's Register Foundation, our mission is to engineer a safer world. As ocean economies grow and transform, that mission is more relevant than ever.

Ocean economies underpin global trade, food security, clean energy and livelihoods, especially in emerging economies. With 80% of goods transported by ship, these sectors are vital—but remain among the world's most hazardous.

In partnership with the United Nations Global Compact, we launched the Ocean Centres initiative to support safe, sustainable blue growth in emerging ocean economy countries.

The Ocean Centres bring diverse stakeholders together to identify safety needs, challenges and solutions, addressing national priorities and advancing resilient, people- and nature-positive development.

They also aim to promote responsible business practices and influence new standards and policies for ocean-based economies.

The work to date shows why safety must be embedded in ocean-focused dialogue and action. Workforce capability, infrastructure, resilience, regulation, environmental pressures, data and finance all shape whether ocean industries can develop safely and sustainably.

Building a safe and sustainable ocean economy is not only a policy, business or finance challenge. Engineers, planners, architects, scientists, educators and technical institutions all play a critical role across ocean systems.

For Lloyd's Register Foundation, locally led evidence and insight are essential to understanding and reducing risk. Solutions must also be developed locally, giving those most affected by safety challenges a voice in how they are addressed.

Our partnership with the United Nations Global Compact combines the Foundation's focus on safety, evidence and engineering with the UN Global Compact's ability to convene local businesses and stakeholders through its Country Networks. Together, we can connect local knowledge with global expertise and build capability for lasting change.

This Global Report, together with seven National Reports from the Ocean Centres, provides evidence of country-level safety challenges and opportunities. The task now is to turn that evidence into practical solutions, partnerships and investment.

For sustainable ocean economies to fulfil their potential, safety must shape growth—not follow behind it.

We hope the Ocean Centres mission and model will inspire other countries and attract further funders and supporters.



Dr Ruth Boumphrey
Chief Executive
Lloyd's Register Foundation

FOREWORDS

Since we began building the Ocean Centres initiative in January 2025, I have had the privilege and responsibility of serving as its Global Lead. But a title does not define how we fulfil a role. One of my greatest challenges has been learning how to listen to our local teams, learn from them, and support rather than direct. I have tried to ensure that a global perspective complements, rather than overshadows, local knowledge and experience. Every day has been an exercise in seeing the world through the eyes of others.

We have worked to find the right balance between being locally led and globally connected. Or, as a well-known Brazilian saying puts it, “as the cart moves, the oranges settle into place”. It is a reminder that, however carefully we plan, some things only become clear as we move forward.

Flexibility and adaptation have guided us throughout this journey. The seven Ocean Centres have developed in different countries, cultures and contexts, each with its own priorities and challenges. Plans evolved, new opportunities emerged, and lessons were learned along the way. While each Centre followed its own path, all contributed to a shared purpose.

The Ocean Centres logo is inspired by a conch shell. At its centre lies safety, which we believe should be at the heart of sustainability in ocean industries and beyond. Its spiral represents growth and progress. Used as a horn, it carries our voices further and held to the ear, it reminds us to listen.

I visited each of the seven countries hosting our Centres to listen directly to a wide range of ocean industry workers and better understand their experiences, priorities and concerns. Across these conversations, a clear and consistent message emerged:

Workers appreciated the opportunity to share their perspectives and to feel that their working lives were being recognised and understood.

Fishers and seafarers spoke openly about issues including harassment at sea, personal safety, family responsibilities and the long-term attractiveness of careers in ocean industries.

Their insights reinforce the importance of working closely with local communities, industry, governments and other partners to understand these challenges more fully and support practical improvements in safety, wellbeing and opportunity.

This report brings together both that lived experience and recommendations to address the challenges, shaped by voices ranging from decision-makers to people working on the front line. We have made space for those who are too often absent from international discussions.

Some of my deepest learning happened in ports, aboard ships, on beaches, in shipbreaking yards and in small union meeting rooms. We have sought to bring those experiences, perspectives and voices into these pages.

They remind us why this work matters. They remind us of the many lives we are trying to protect.



**Patricia Furtado
de Mendonça**

Global Lead, Ocean Centres
Senior Advisor, Ocean
United Nations Global
Compact

WHY PUT SAFETY AT THE HEART OF SUSTAINABILITY

Safety is not the destination.
It is the enabling condition that allows sustainable ocean economies
and communities behind them to thrive.

Safety goes beyond regulatory compliance, accident prevention, occupational health and emergency response. While these remain essential, a rapidly changing ocean economy—shaped by climate change, energy transition, technological innovation, digitalisation and evolving industries—requires a broader understanding of safety.

As well as reducing harm to people and property safety also has wider environmental and economic implications. Unsafe operating environments can increase operational disruption, investment uncertainty, insurance costs and reputational and regulatory risks, while stronger safety systems can support resilience, responsible finance, investor confidence and long-term sustainability.

Investing in safety is therefore not only a social imperative, but also a strategic economic decision.

Ocean Centres promoting a Safe and Sustainable Ocean Economy (S-SOE)

The Ocean Centres initiative builds on the established concept of a Sustainable Ocean Economy (SOE) by deliberately placing safety at the forefront. The term “Safe and Sustainable Ocean Economy (S-SOE)”, long used by Lloyd’s

Register Foundation and adopted across the eight Ocean Centres reports, does not seek to redefine sustainability, but to make explicit a condition that has too often remained implicit or been understood too narrowly.



A Shared Framework for Understanding Safety

1

Safety makes sustainable growth possible.

A sustainable ocean economy depends on the safety of ocean workers and coastal communities whose lives and livelihoods rely on it.

2

Safe operations and resilient infrastructure protect people and help reduce environmental risks.

By strengthening resilience and preventing harm, they support healthier ocean ecosystems and more sustainable economic development.

3

A safer, more responsible ocean industry strengthens confidence for investment.

Safer operating environments reduce uncertainty, support better risk management and help unlock sustainable blue finance and long-term growth.



OCEAN CENTRES IN BRIEF

The Ocean Centres initiative is a long-term partnership between the UN Global Compact, the world's largest corporate sustainability initiative, and Lloyd's Register Foundation, a global charity dedicated to engineering a safer world. It was conceived to help emerging ocean economies realise their growth potential while ensuring that safety is embedded in pathways towards sustainable and inclusive development.

Operating through UN Global Compact Country Networks, Ocean Centres have been established in seven countries - listed geographically, broadly from west to east - Brazil, Ghana, Kenya, India, Bangladesh, Indonesia and the Philippines.

Rather than physical centres, each Ocean Centre serves as a nationally led, multi-stakeholder platform that brings together local representatives from government, industry, financial institutions, academia, trade unions, civil society and international organisations to identify and address the safety challenges that can emerge or intensify as ocean industries grow and transition. Through inclusive, evidence-informed dialogue, they connect global ambitions with local realities, identifying shared priorities, practical solutions and opportunities for collaboration while bringing locally generated evidence and perspectives into wider regional and global conversations.

This process is underpinned by extensive stakeholder mapping and engagement to identify, recruit and convene key actors from across each country's ocean economy. Over the course of the initiative, each Ocean Centre hosted eight multi-stakeholder workshops, complemented by bilateral meetings and other engagement activities to ensure broad participation and context-specific evidence gathering.

Guided by national priorities identified by local experts, the initiative focuses on four Action Areas:



Officially launched during the 2025 UN Ocean Conference in Nice, France, the initiative combines local ownership with cross-country learning and global engagement, creating pathways to strengthen responsible business practices, inform policy development, mobilise partnerships and advance safer, more resilient and sustainable ocean economies over the long term.

OCEAN CENTRES IN NUMBERS

A snapshot of the reach, engagement and collective achievements generated across the seven Ocean Centres during Phase 2.

7 OCEAN CENTRES

Latin America

Africa

Asia

130+ **ADDITIONAL STAKEHOLDER ENGAGEMENTS** including **56** national workshops, external conferences, and bilateral, sectoral, community, academic, and media engagements

56
in-Country Workshops

237
Hours

299
Speakers

4,104
Participants
from which **2,086**
attended in person and
2,018 online

Organisations by Sector

1,135 Private Sector

648 Government & Public Institutions

501 Academia, Research, and Think Tanks

382 Civil Society, NGOs, and Multi-Stakeholder Platforms

300 Labour Unions & Professional / Sector Associations

239 Community, Indigenous, Women, or Youth-led Organisations

127 Intergovernmental and International Organisations

75 Finance & Investment

697 Others (sector not identified)

Note: Under "Organizations by Sector", "Others" includes individuals who participated in the workshops without representing a specific organisation or sector.

THE WORKSHOPS GENERATED

540

SAFETY CHALLENGES

169

Worker Safety

148

Operational Safety

102

Regulatory, Governance & Compliance

70

Environmental & Climate-related Safety

51

Finance & Investment

1,043

RECOMMENDATIONS

444

for Shipping & Ports

320

for Fishing & Aquaculture

150

for Finance & Investment

129

for Offshore Renewables

ABOUT THE OCEAN CENTRES REPORTS

The Global and National Reports

This Global Report brings together and analyses the collective evidence captured across seven National Reports developed through the Ocean Centres Initiative in Brazil, Ghana, Kenya, India, Bangladesh, Indonesia and the Philippines, drawing on the initiative's first 18 months of national dialogue and stakeholder engagement.

Each National Report was developed using a common methodological framework, enabling systematic comparison while remaining grounded in its national context. The reports are not intended as comprehensive assessments of their countries' ocean economies, nor do they represent the official position of any government, sector or stakeholder group. Rather, they provide a multi-stakeholder lens on the safety challenges, priorities and opportunities identified through the Ocean Centres process.

The value of this Global Report lies not only in identifying what the seven countries have in common, but in examining what becomes visible when different national contexts are considered together. It does not simply aggregate national findings—it generates additional insight through comparison. This approach is intended to support shared learning rather than rank countries or suggest uniform solutions. This also reflects the initial assessment of the national policy and industry ambitions when the project was scoped and countries selected.

This comparative perspective reinforces one of the Initiative's central findings: ***safety emerged not simply as an outcome of ocean development, but as an enabling condition for resilient and sustainable ocean economies.***

Each National Report remains the authoritative reference for the evidence generated through its respective Centre, while the Global Report connects these national perspectives and creates opportunities for two-way learning between locally generated knowledge and wider global expertise and experience.

Together, the seven National Reports and this Global Report are intended as open resources to inform policy, investment and partnerships and translate shared priorities into practical recommendations. They also provide a foundation for the next phase of the Ocean Centres initiative, moving from dialogue and evidence towards coordinated action at national and global levels.

Further information on the Ocean Centres approach, development and methodology, including the methodology underpinning this Global Report, is provided in [Annex II](#).



Who is this Report for?

Global institutions have an important role to play in the development of safe and sustainable ocean industries in emerging blue economy countries. Setting rules and governance, coordinating reliable science and data, supporting the development of local technical and safety capacity and mobilising sustainable finance can all contribute to economic development and a just transition while protecting ocean workers and the environment.

This global report will be of particular interest to those organisations who help shape the systems, frameworks and infrastructures which underpin ocean industries and how they are regulated, financed, designed, operated, maintained and decommissioned:

- 1** International organisations and development partners who recognise that safety is fundamental to sustainable development, and who can learn from the Ocean Centres model for translating global ambitions into locally led action.
- 2** Businesses and industry leaders who identify practical opportunities to improve safety, resilience, workforce capability and long-term performance.
- 3** Governments and regulators who are working to strengthen safety intelligence, reporting, inspection and oversight systems, and to build the workforce skills and institutional capabilities needed for safer, more resilient and sustainable ocean industries.
- 4** Financial institutions and investors who need insights into the workforce, safety and governance factors that influence risk, resilience and investment readiness, and who can direct capital towards the skills, systems and innovations that improve safety outcomes.
- 5** Engineers and associated training institutions who help develop the skills, capabilities and safety systems needed to support the next generation of ocean infrastructure and industries.
- 6** Workers, communities and civil society organisations who experience working conditions first hand and who hold keys to understanding how to strengthen worker wellbeing, community resilience and inclusive development.

For the UN Global Compact, the Ocean Centres represent a pioneering effort in addressing challenges and solutions for specific sectors, bringing together local experience and global policies. This is how we want to advance collective action, reflecting insights, local relevance, community knowledge and UN principles. We are already seeing how international financial institutions are revisiting their risk assessments in the blue economy thanks in part to these efforts. Going forward, new projects like green corridors, sustainable aquaculture and offshore wind projects will be more easily informed by the findings from the Ocean Centres.

Explore the Ocean Centres Reports

Readers are encouraged to explore the seven National Reports for the country-specific evidence, perspectives and recommendations behind this collective analysis. We also invite readers to engage with the Ocean Centres as the initiative moves from evidence and dialogue towards partnerships, strategies and action.



EXECUTIVE SUMMARY

This Executive Summary captures key takeaways emerging from the collective evidence and experience of the Ocean Centres over the last 18 months, together with a concise synthesis of the main findings presented in the OUTPUTS chapter of this Global Report.

1 Safety is an enabler of blue growth.

Safety is not only about preventing harm; it strengthens ocean economies by protecting workers and communities, reducing risks, improving resilience and productivity, and supporting investment and access to finance. This applies both to established industries such as fishing, where workers face daily risks from harsh weather and unsafe vessels, and to emerging sectors such as offshore wind, where decisions made today will shape workforce safety and coexistence with fishing communities and other ocean users for decades to come.

2 Safety challenges are systemic—and lasting change means addressing their root causes.

Risks at sea, in ports and across ocean industries are interconnected, shaped by infrastructure, skills and working conditions, climate pressures, regulation and enforcement, access to finance and institutional capacity. Lasting progress requires addressing these underlying conditions rather than risks in isolation.

3 Transforming ocean economies requires collective action.

Meaningful change must be rooted in local realities and shaped by those who understand them best. Businesses, governments, financial institutions, workers, academia and civil society need to come together to share knowledge and understand different perspectives, needs and priorities. Dialogue grounded in evidence, trust and inclusion is essential to build shared priorities, connect local knowledge with wider expertise, and translate them into coordinated action.

Blue Safety Wheel: Cross-Country Findings



- 1 Skills and training gaps, inadequate protective equipment, fatigue and weak safety culture or supervision expose workers to avoidable risks.
- 2 Ageing vessels, infrastructure and equipment, combined with maintenance, monitoring, navigation and emergency-response gaps, undermine operational safety and resilience.
- 3 Extreme weather and changing marine conditions, pollution and spills, ecosystem degradation and limited preparedness threaten operations, workers and coastal livelihoods.
- 4 Fragmented governance, uneven enforcement, regulatory gaps and weak safety data and reporting limit coordinated and effective safety management.
- 5 Limited access to finance and insurance, high safety-upgrade costs and weak risk data and financing frameworks constrain investment in safer and more resilient operations.

Opportunities for Safe Blue Growth

- Shipping:** Modernising operations while preparing the workforce, standards and safety systems for technological and low-carbon transitions, supported by digitalisation and stronger monitoring.
- Ports:** Modernising port infrastructure and operations, strengthening climate resilience and integrating safety into investment and development to support greener, safer and more reliable ports.
- Fishing:** Strengthening the safety and resilience of fishers, particularly small-scale operators, through training and safety systems, better data and traceability, and greater access to insurance, finance and social protection.
- Aquaculture:** Strengthening production standards and management, traceability and monitoring, technology adoption and access to finance to improve resilience, productivity, market access and investment readiness.
- Offshore Renewables:** Embedding safety early in sector development by building the regulatory, institutional, workforce and environmental foundations required to attract investment and enable responsible growth.

Finance and Investment Implications of Safety Challenges

- Shipping:** Stronger safety governance, standards and risk management can reduce investor and insurer uncertainty, strengthen investment readiness and support the significant investment required for fleet modernisation and the maritime transition.
- Ports:** Investing in safer, more resilient infrastructure as well as in better skills, governance, data and risk management can improve bankability, reduce financing and insurance risks, and support capital mobilisation for port modernisation.
- Fishing:** Safety gaps, informality and limited risk and financial records restrict access to credit and insurance, while investment in safer vessels, technologies and protection mechanisms as well as fisher training can strengthen resilience and make fisheries more insurable and investable.
- Aquaculture:** Biosecurity, safety, monitoring and traceability can reduce production and investment risks, while targeted finance, certification and technology can strengthen productivity, market access and long-term sector viability.
- Offshore Renewables:** High capital requirements, regulatory uncertainty, limited data and emerging safety risks can constrain bankability, while regulatory clarity, credible safety frameworks, skilled workforce and better risk information can reduce investor uncertainty and help mobilise early-stage and long-term capital.



A CALL TO ACTION: KEY RECOMMENDATIONS AT A GLANCE

The recommendations below provide a summary of shared priorities for action emerging from the seven National Reports. Drawing on recommendations directed to businesses, governments and the finance sectors across all Action Areas, they highlight the strongest areas of convergence among all or most Ocean Centres and, in most cases, are relevant to multiple Action Areas. While national and sectoral priorities vary, these common recommendations point to areas where coordinated action can help advance safer and more sustainable ocean economies. The complete cross-country analysis is presented in *A Call to Action: Recommendations by Action Area*.



Business

- Embed safety into corporate governance, risk management and daily operations.
- Invest in workforce skills, continuous training, worker protection, safety culture and emergency preparedness.
- Use technology, data and stronger management systems to improve safety, monitoring and operational resilience.
- Strengthen standards, responsible practices and workforce preparedness as ocean industries undergo technological and green transitions.



Government

- Strengthen and enforce safety regulations and standards, aligned where relevant with international frameworks and good practice.
- Improve coordination across responsible authorities and strengthen institutional, inspection and enforcement capacity.
- Invest in safer and more resilient infrastructure and emergency-response capacity.
- Strengthen safety data, incident reporting and monitoring to support evidence-based policy, incentivise prevention and effective risk management.



Finance

- Integrate safety performance and risk into lending, investment, insurance and ESG due diligence.
- Expand blue, blended and de-risking finance for safety-critical infrastructure, technology, skills and resilience.
- Improve access to appropriate finance and insurance, particularly for smaller and more vulnerable ocean economy operators.
- Develop financial products and incentives that reward stronger safety performance and support investment in safer operations.

A full-page background image featuring a wind turbine on a beach at sunset. The sky is a mix of orange, pink, and blue, with a bright light source on the left creating a lens flare effect. The ocean is calm, and the beach is visible in the foreground.

“ Safety is a precondition of all sustainable business practices, and the role of UN Global Compact is to provide business and governments with clear guidance on how to embrace safety in their sustainability journey ”

Erik Giercksky

Head, Ocean Stewardship Coalition
United Nations Global Compact

OUTPUTS

The Global Outputs bring together the main findings emerging across the seven National Reports, connecting national perspectives to highlight recurring challenges, opportunities and implications across different ocean industries and contexts.

The analysis is organised around three complementary perspectives:

1. The Blue Safety Wheel

It identifies the interconnected safety challenges affecting workers, operations, the environment, governance and access to finance.

2. Opportunities for Safe Blue Growth

It examines where addressing these challenges can also strengthen resilience, productivity and the conditions for sustainable growth.

3. Finance and Investment Implications of Safety Challenges Across Ocean Industries

It considers how safety, risk and resilience intersect with investment needs, access to finance and the development of ocean industries.

Further information on the methodology underpinning this Global Report is provided in [Annex II](#)



Blue Safety Wheel: Cross-Country Findings

The Blue Safety Wheel organises safety challenges across five interconnected dimensions: Worker Safety; Operational Safety; Environmental & Climate-Related Safety; Regulatory, Governance & Compliance; and Safety & Finance / Investment. The findings below apply this framework across five ocean industries, drawing on the collective evidence from the seven Ocean Centres.



1: Fatigue and burnout; skills, reskilling and training gaps for alternative fuels and new technologies; psychosocial and mental health concerns; weak safety culture, supervision and reporting; poor working conditions and limited social protection.

2: Ageing, poorly maintained and inadequately prepared vessels; gaps in maintenance, inspections and emergency readiness; navigation and communication weaknesses and collision risks; safety risks from adapting vessels and infrastructure to new fuels and operational requirements.

3: Safety risks from alternative fuels and decarbonisation; oil and chemical spills, pollution and hazardous releases; extreme weather and climate-related impacts; gaps in safety-ready systems and procedures.

4: Fragmented governance and weak coordination; regulatory and standards gaps and challenges aligning international requirements with national contexts; inconsistent enforcement and oversight; weak institutional and technical capacity; inadequate data and reporting.

5: High costs, underinvestment and financing constraints for safety, fleet modernisation, infrastructure and green technologies; limited risk transparency and weak investor confidence; weak insurance mechanisms; limited integration of safety criteria into finance.



1: Exposure to hazardous materials and high-risk operations; training and competence gaps; inadequate PPE and worker protection; unsafe cargo handling; weak safety culture, supervision and reporting; gaps in emergency preparedness.

2: Ageing and unreliable infrastructure and equipment; gaps in operational protocols and risk preparedness; inadequate navigation aids, vessel traffic management and ship–port coordination; fire and explosion risks; cybersecurity vulnerabilities.

3: Sea-level rise, flooding and extreme weather threatening worker safety, port infrastructure and operational continuity; air and water pollution, emissions and waste; spills and hazardous waste.

4: Fragmented and overlapping governance, mandates and coordination; uneven implementation, enforcement and oversight; weak data and reporting systems; limited integration of climate risk into port planning and development.

5: High investment needs and financing constraints for port infrastructure and modernisation; funding gaps for safety, climate resilience and green technologies; safety risks and liabilities affecting bankability and insurance; slow access to and disbursement of funds.





1: Limited PPE and safety equipment; gaps in safety training and emergency preparedness; drowning, falls and man-overboard risks; fatigue and work-related injuries; weak protection for small-scale and informal fishers; limited early-warning access.

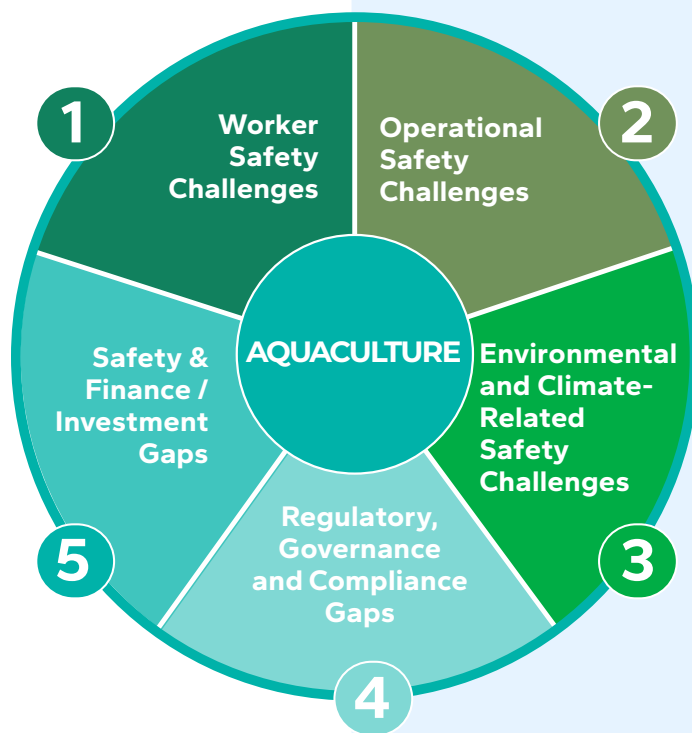
2: Poor vessel condition and inadequate safety equipment; gaps in navigation, communication, distress and SAR systems; weak emergency response and operational procedures; overloading and overcrowding; unsafe interactions with other vessels.

3: Extreme weather, storms and climate variability increasing risks at sea; limited early-warning and weather information; declining fish stocks forcing longer, more distant and dangerous operations; vulnerability of remote fishing communities.

4: Weak enforcement, oversight and implementation of safety requirements; regulatory frameworks poorly adapted to small-scale and artisanal fishing; inadequate accident and incident data; gaps in alignment with international safety standards; IUU fishing; limited fisher consultation and recognition of local knowledge.

5: Limited access to affordable finance and capital; inadequate insurance coverage; financing constraints for safer vessels, equipment and technology; economic vulnerability and informality limiting safety investment; insufficient funding for training and emergency readiness.





1: Training, capacity and safety-procedure gaps; occupational-health risks, including waterborne and zoonotic diseases; physical strain and ergonomic injuries; inadequate PPE; chemical exposure; weak safety culture and supervision; gender-related worker vulnerabilities.

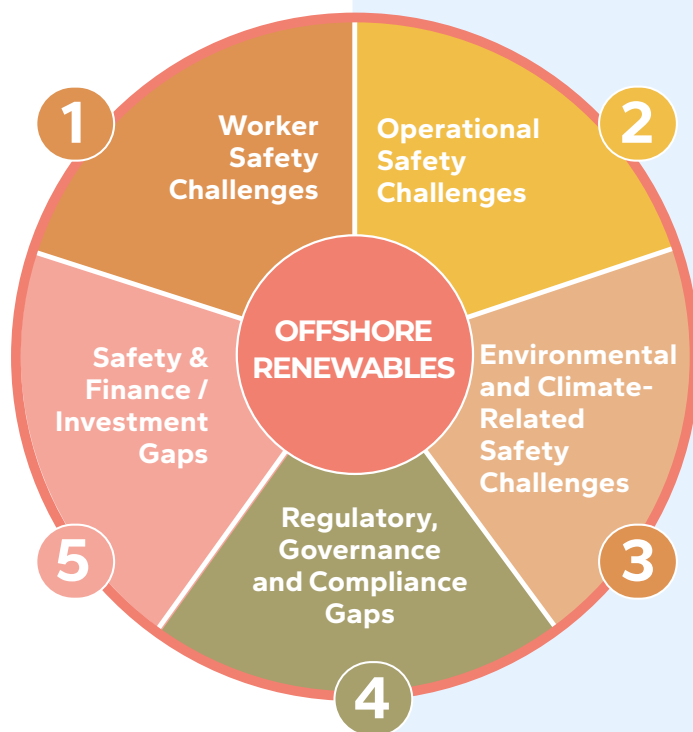
2: Inadequate infrastructure, equipment and maintenance; weak operational procedures, standardisation, monitoring and risk controls; water-quality control gaps; inadequate storage and cold-chain systems; weak traceability and biosecurity controls.

3: Climate and weather pressures affecting worker safety, production and continuity; water-quality and contamination risks; disease and biosecurity threats; waste, wastewater and chemical pollution; rising sea temperatures.

4: Regulatory gaps and underdeveloped standards and guidance; uneven implementation, oversight, inspection and certification; complex approval and regulatory barriers; weak integration of safety with biosecurity, environmental and quality management.

5: Limited access to finance and investment; underinvestment in safer equipment, infrastructure and production systems; financial risks and limited safety data constraining investment; financing barriers for small-scale and remote operators; market and logistical constraints.





1: Training, competency and workforce-preparedness gaps, including limited local expertise; work-at-height and fall risks; exposure to harsh offshore conditions; personnel-transfer hazards; emergency response and rescue challenges.

2: Infrastructure, equipment and operational-readiness gaps; emergency response, medevac and SAR limitations; vessel interaction and collision risks; environmental and physical conditions affecting structural safety; communication and connectivity gaps; limited safety data and risk planning.

3: Harsh and changing marine and weather conditions affecting worker safety, assets and structural reliability; impacts of offshore infrastructure on marine ecosystems and biodiversity; corrosion, biofouling and other environmental pressures affecting infrastructure and maintenance.

4: Gaps in dedicated ORE regulatory and safety frameworks and standards; fragmented institutional responsibilities and coordination; complex, slow or unclear licensing and approval processes; gaps in emergency-response regulation and guidance; end-of-life and decommissioning gaps.

5: High capital costs and perceived investment risks; uncertainty constraining financing and bankability; limited risk data, benchmarks and de-risking mechanisms; gaps in blue-finance frameworks and familiarity; insufficient investment in workforce skills and training; high insurance costs.



Opportunities for Safe Blue Growth

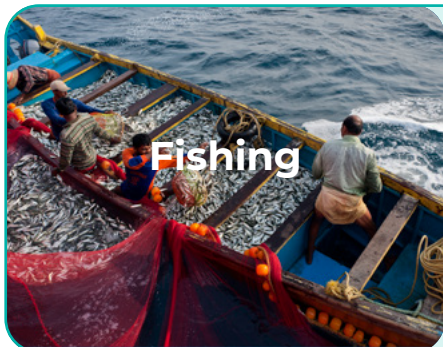
Across the seven Ocean Centres, the findings show that stronger safety systems can unlock wider opportunities for sustainable Blue Economy growth. By reducing risk and strengthening operational performance, resilience and investment readiness, safety can support innovation, competitiveness and access to markets and finance, becoming an important enabler of safer and more sustainable ocean economies.



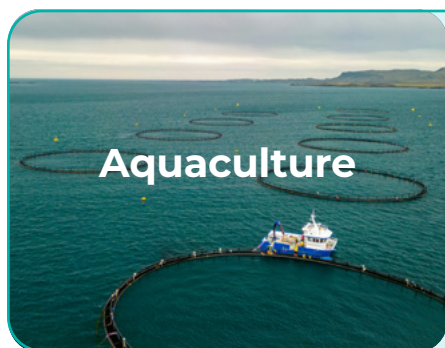
- Digitalise and integrate data, monitoring and reporting to strengthen safety, compliance and operational performance.
- Advance transition-ready vessels, alternative-fuel standards and safer bunkering to support decarbonisation.
- Strengthen skills, inspections and certification to accelerate safe fleet modernisation.
- Use verified safety performance to improve investor confidence, access to finance and insurance, and market competitiveness.



- Modernise port infrastructure with safety and climate resilience embedded from the start.
- Advance green ports through electrification, clean energy, alternative-fuel readiness and efficient systems.
- Use digital technologies, integrated data and smart monitoring to improve safety, reliability and efficiency.
- Leverage safety, resilience and ESG performance to attract public and private finance, blue/green investment and PPPs.



- Expand practical safety training, formalisation and social protection for fishers.
- Improve vessel safety through affordable equipment, communications, distress systems and practical upgrades.
- Use monitoring, data and traceability technologies to strengthen safety, compliance and market access.
- Expand affordable insurance and blue finance to support safer, more resilient fisheries.
- Advance ratification and implementation of international fishing safety conventions and standards.



Aquaculture

- Professionalise production through safer systems, equipment, training and quality management.
- Use monitoring, data and traceability to improve biosecurity, safety and production performance.
- Strengthen certification and quality assurance to expand market access and competitiveness.
- Mobilise targeted finance and policy support for safer, inclusive and climate-resilient growth.
- Improve farm planning and siting to reduce operational and environmental risks.



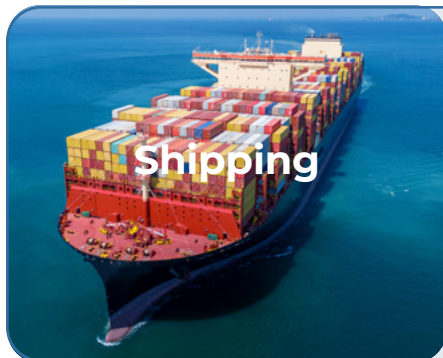
Offshore Renewables

- Establish clear regulatory frameworks and guidance to provide certainty for safe ORE development and investment.
- Build specialist workforce, training and local technical capacity before the sector scales.
- Embed safety-by-design, risk assessment and assurance throughout project lifecycles.
- Use targeted finance and de-risking mechanisms to strengthen bankability and investment readiness.
- Improve marine data and monitoring to support safer siting, design and operations.

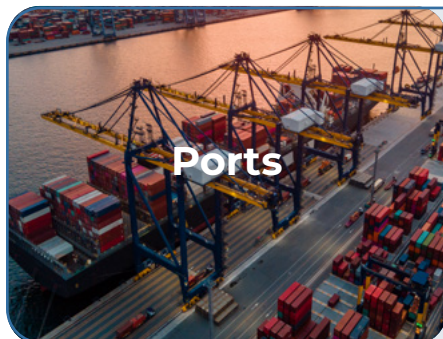


Finance and Investment Implications of Safety Challenges Across Ocean Industries

Across the seven Ocean Centres, safety challenges have significant financial and investment implications. Weak safety performance, regulatory uncertainty and limited risk data can increase perceived risk, insurance and financing costs, while reducing investor confidence and bankability. Conversely, stronger safety systems, credible data and effective risk management can help de-risk investment, improve insurability and expand access to finance, making safety an important factor in investment readiness and sustainable ocean-economy growth.



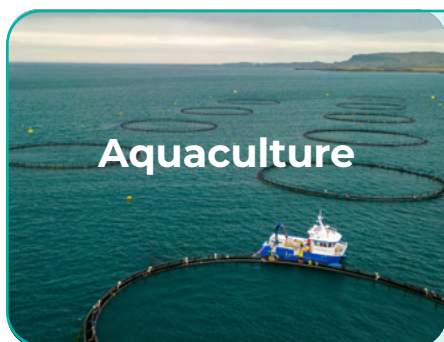
- Safety performance, governance, asset integrity and risk transparency increasingly influence investor confidence and vessel bankability.
- Ageing fleets and poor maintenance increase capital needs, reduce asset value and heighten stranded-asset risk.
- Alternative-fuel transition and retrofitting create significant upfront, compliance and training costs.
- Higher technical and operational risks can increase insurance premiums and financing costs.
- Credible safety data, monitoring and transition plans can improve risk assessment and access to finance.



- High capital needs for infrastructure, modernisation, digitalisation and green technologies constrain investment.
- Poor safety and resilience increase lifecycle costs, downtime and revenue risks, reducing bankability and investor confidence.
- Climate and alternative-fuel risks require credible safety cases and clear liabilities to attract climate finance and insurance.
- Weak risk data and transparency hinder underwriting and investment decisions.
- Blended finance and PPPs can accelerate safer, resilient port upgrades.



- High mortality, unsafe vessels and weak safety systems increase insurance costs and can leave fishers without adequate coverage.
- Informality, unstable incomes and limited collateral restrict access to formal credit and safety finance.
- Weak incident, operational and registration data hinder risk assessment, underwriting and investment.
- Limited finance constrains safer vessels, equipment, training and monitoring.
- Safety investment can protect fisher livelihoods and families, strengthen value-chain resilience and improve access to finance.



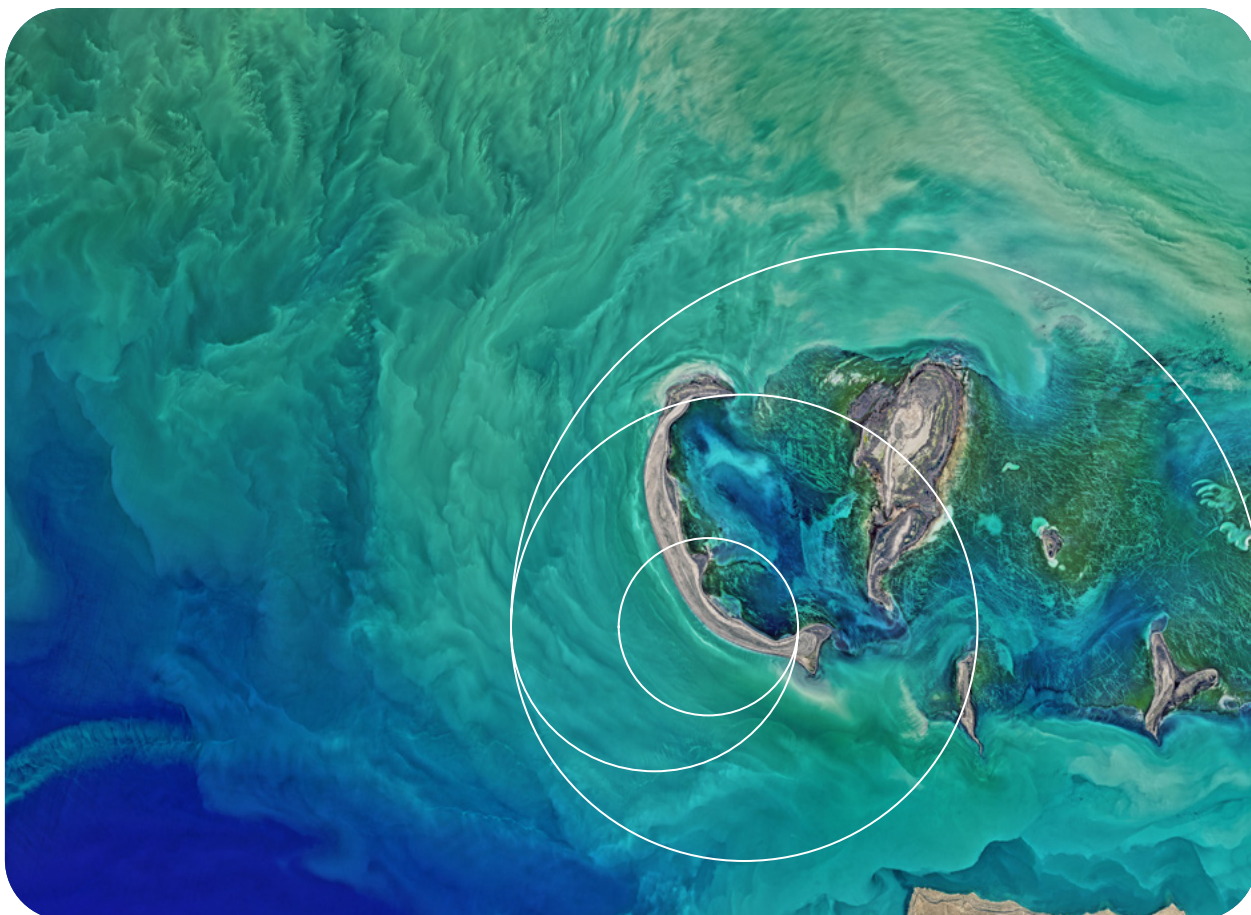
Aquaculture

- Safety, biosecurity, disease and production risks increase perceived investment risk and can reduce bankability.
- Weak monitoring, risk data and traceability hinder credit, insurance and investment decisions.
- Contamination, non-compliance and poor risk management increase insurance costs and threaten market access.
- High compliance and infrastructure costs and limited collateral particularly constrain smaller producers.
- Safety, certification and traceability investment can improve insurability, market access and access to finance.



Offshore Renewables

- High CAPEX and upfront costs constrain project bankability and investment.
- Regulatory, safety and technology uncertainties increase perceived risk, financing costs and investor uncertainty.
- Limited safety, site and environmental data and evolving standards can increase risk premiums and hinder bankability.
- Early capital for studies, workforce, safety assurance and response capacity is critical to reach financing thresholds.
- Safety-by-design, clear regulation and de-risking mechanisms can strengthen investment readiness and unlock private finance.



A CALL TO ACTION: RECOMMENDATIONS BY ACTION AREA

The following recommendations synthesise those emerging across the seven Ocean Centres countries and set out practical actions across each Action Area. Drawing on the multi-stakeholder perspectives captured through the initiative, they are primarily directed to businesses, governments and the finance sector, while recognising that implementation will depend on continued collaboration across multiple sectors.

SHORT-TERM ACTIONS (UP TO ONE YEAR)

Actions that can be initiated in the near term using existing resources and institutional capacities.

MEDIUM- TO LONG-TERM ACTIONS (BEYOND ONE YEAR)

Actions requiring broader coordination, policy reform, institutional strengthening or sustained investment over time.

Further information on the methodology underpinning this Global Report is provided in [Annex II](#)



Short Term Recommendations

BUSINESS

- Review and strengthen safety procedures and risk-management systems for navigation, cargo handling, berthing, hazardous operations, maintenance and emergency response.
- Strengthen practical training and upskilling for crews, port workers and contractors, including HSSE competence, safety culture and emerging technologies.
- Improve incident and near-miss reporting, digital monitoring and corrective-action tracking, using shared safety data where possible.
- Conduct regular scenario-based drills involving crews, port workers, contractors, operators and emergency responders.
- Prepare for alternative fuels through updated risk assessments, safe handling and bunkering procedures, fire and spill response, and relevant technical training.
- Strengthen worker protection, fatigue management, welfare and stop-work practices as part of a safe and fair maritime transition.
- Integrate climate resilience into port and operational safety planning to protect workers, assets and continuity.

GOVERNMENT

- Strengthen risk-based inspections, supervision and enforcement of maritime, port, labour and environmental safety requirements, with consistent follow-up on corrective actions.
- Establish effective inter-agency coordination, with clear roles for maritime and port authorities, labour and environmental regulators, emergency services and other competent agencies.
- Improve safety data, incident and near-miss reporting, information-sharing and digital monitoring to support evidence-based enforcement and prevention.
- Issue interim risk-based guidance for alternative fuels and emerging technologies, covering handling, bunkering, SIMOPS, fire and hazardous-material risks, and emergency response.
- Assess priority gaps in navigation and emergency preparedness and conduct coordinated risk assessments and scenario-based drills.
- Use pilot projects and regulatory sandboxes to test safer digital, green-fuel and operational solutions before wider implementation.
- Accelerate implementation and enforcement of applicable IMO and ILO instruments, strengthening institutional capacity for maritime labour, Port State and safety inspections.
- Strengthen cybersecurity requirements for critical maritime and port infrastructure as digitalisation expands.

FINANCE

- Integrate safety readiness and performance into credit, investment and insurance assessments, including asset condition, maintenance, workforce competence, emergency preparedness, reporting quality and environmental liabilities.
- Link financing terms, insurance premiums and other incentives to credible safety-improvement plans, measurable outcomes and independently verified performance.
- Provide targeted finance for safety-critical maintenance, equipment, port infrastructure, digital systems, workforce training and emergency-response capacity.
- Support safety reporting, digital monitoring and risk-data transparency to strengthen underwriting and investment decisions.
- Use blended and concessional finance, guarantees and other risk-sharing mechanisms to mobilise private capital for safety-led fleet and port modernisation, including climate-resilient and alternative-fuel-ready infrastructure.
- Provide technical assistance for safety cases, risk assessments and implementation planning, particularly where operators need support to reach financing thresholds.
- Include verified labour and worker-protection standards in sustainable-finance eligibility, with serious or persistent labour violations considered in financing decisions.

Continue in next page

Medium-Long Term Recommendations (cont.)

BUSINESS

- Embed continuous workforce development and safety culture across shipping and port operations, building competence in alternative fuels, digital systems, asset integrity and emergency response.
- Embed safety-by-design and lifecycle safety management into fleet renewal, port expansion, automation and new technologies, integrating human factors and occupational health from the outset.
- Invest in safety-ready, future-proof vessels and port infrastructure, supported by robust maintenance, asset-integrity systems and climate-resilient planning.
- Standardise safety systems for alternative fuels and low-carbon technologies, including bunkering, leak detection, emergency shutdown and chemical emergency response.
- Scale interoperable safety-data and digital monitoring systems to improve transparency, operational efficiency, incident learning and coordinated response.
- Institutionalise worker protection and welfare, including fatigue and mental-health management, fair working conditions, stop-work authority and management accountability for safety.
- Promote responsible chartering and procurement practices that extend minimum safety, labour and welfare standards across maritime supply chains.

GOVERNMENT

- Modernise and harmonise maritime and port regulation for emerging technologies, digitalisation and cybersecurity, alternative fuels, new operating models and diverse vessel and port contexts.
- Build long-term capacity for inspection, certification, enforcement and emergency response, supported by interoperable maritime safety and incident-learning systems.
- Develop national competence frameworks and strengthen maritime education, certification and sea-time pathways for safer, greener and increasingly digital operations.
- Establish integrated regulatory pathways and national roadmaps for alternative fuels and maritime decarbonisation, covering technical standards, bunkering, worker protection, environmental safeguards and emergency response.
- Institutionalise coordinated maritime governance through clear agency responsibilities and permanent mechanisms linking regulators, industry, training institutions and other stakeholders.
- Integrate safety, climate resilience, digitalisation, workforce development and environmental performance into long-term port and maritime infrastructure planning.
- Institutionalise social dialogue and tripartite cooperation among governments, employers and workers in maritime safety, decarbonisation and just-transition policies.

FINANCE

- Mobilise long-term and blended finance for fleet renewal, safer and climate-resilient ports, digital systems and low-carbon and alternative-fuel infrastructure.
- Integrate verified safety, worker protection, climate resilience and sustainability performance into strategic lending, investment, ESG and portfolio decisions.
- Develop financing, insurance and reinsurance products that reward sustained improvements in asset integrity, safety and environmental performance through better terms and risk pricing.
- Strengthen Blue Finance frameworks, taxonomies, safety benchmarks and investable project pipelines so maritime safety improvements can be consistently assessed, financed, insured and scaled.
- Build financial-sector capacity to assess maritime safety and transition risks and develop specialised safety-linked investment and insurance products.
- Mobilise maritime development funds, blue bonds, sustainability-linked finance and public-private mechanisms for safety-led modernisation, including research, digitalisation and emerging technologies.

Fishing and Aquaculture

Short Term Recommendations

BUSINESS

- Strengthen practical safety training for fishers, aquaculture workers and processors through accessible induction, refresher and community-based programmes.
- Implement minimum safety practices, including pre-departure checks, appropriate PPE and life-saving equipment, first aid, communications and emergency preparedness.
- Strengthen safer aquaculture practices through biosecurity, water-quality monitoring, safe chemical and machinery handling, hygiene and Good Aquaculture Practices.
- Use cooperatives, producer organisations and community partnerships to coordinate training, shared safety equipment and operational improvements, particularly for small-scale operators.
- Improve incident reporting, operational records, vessel monitoring and traceability to support preventive action and safer production.
- Strengthen worker welfare and labour protection, including fatigue management, medical and accident support, and safe, fair and inclusive working conditions.
- Use practical technologies for vessel communication and monitoring, aquaculture production and post-harvest operations to improve safety and resilience.
- Strengthen safe product handling, quality control and cold-chain practices to reduce losses and improve seafood quality and market readiness.

GOVERNMENT

- Strengthen risk-based inspections, field supervision and enforcement across fishing and aquaculture, with particular attention to small-scale and informal operations.
- Expand practical safety training, certification support and community-based outreach for fishers and aquaculture workers.
- Establish proportionate minimum safety requirements for fishing vessels and aquaculture operations, linking essential onboard safety equipment to vessel registration where appropriate.
- Strengthen vessel and fisher registration, incident reporting, casualty investigation and safety data systems to improve prevention and evidence-based enforcement.
- Improve coordination among maritime, fisheries, labour, environmental, emergency and local authorities, with clear responsibilities for safety, rescue and enforcement.
- Expand appropriate vessel-monitoring, communication and distress systems alongside stronger controls for IUU fishing.
- Engage fisher associations, cooperatives, producer organisations and local communities in designing and implementing practical safety measures.
- Strengthen aquaculture oversight for biosecurity, traceability, product quality and emerging production models.
- Expand access to social protection for small-scale and informal fishers, using improved registration to connect vulnerable workers with available support.

FINANCE

- Expand affordable credit, microfinance and concessional finance for small-scale fishers, aquaculture producers and other operators investing in safer operations.
- Develop affordable insurance covering accidents, vessels, equipment and aquaculture production, including pooled and parametric/weather-index solutions where appropriate.
- Provide targeted finance for safety equipment, vessel upgrades, safer aquaculture facilities, biosecurity and other safety-critical improvements.
- Use cooperatives, producer organisations and other aggregation models for group purchasing, leasing and shared financing of safety equipment and infrastructure.
- Combine safety finance with practical training, technical assistance and financial guidance to improve implementation and reduce investment risk.
- Use grants, blended finance and risk-sharing mechanisms to reach operators unable to afford upfront safety investments and pilot scalable community-based solutions.
- Support shared cold-chain, processing and post-harvest infrastructure that reduces losses while improving safety, product quality and resilience.

Medium-Long Term Recommendations (cont.)

BUSINESS

- Institutionalise safety management through continuous training, supervision, SOPs, maintenance, emergency preparedness and systematic learning from incidents.
- Invest in safer vessels, equipment and aquaculture facilities, prioritising technologies and designs that are practical and accessible to small-scale operators.
- Develop integrated monitoring, reporting and traceability systems to strengthen safety, product quality, certification and market access.
- Strengthen long-term worker protection and labour standards, including welfare and safe, fair and inclusive conditions for formal, informal and migrant workers.
- Invest collectively in landing, processing, cold-chain, storage, communication and other shared infrastructure to improve safety and operational resilience.
- Strengthen cooperatives and producer organisations as platforms for shared safety systems, infrastructure, market access and community ownership.
- Integrate safety with sustainable production, certification and environmental performance, using responsible procurement and market incentives to reward safer producers and supply chains.

GOVERNMENT

- Develop context-sensitive regulatory frameworks for fishing and aquaculture, with proportionate requirements reflecting the realities of artisanal, small-scale and community-based operators.
- Strengthen registration, certification, inspection, casualty investigation, traceability and safety-monitoring systems while keeping compliance accessible to smaller operators.
- Institutionalise fisheries and aquaculture safety across national and local governance, with clear responsibilities, permanent coordination and sustained enforcement capacity.
- Expand professional training and certification pathways, linking competence development to safer operations, formalisation and long-term sector resilience.
- Strengthen labour formalisation, worker welfare and social protection, including insurance, healthcare and accident protection for vulnerable and traditional fishing communities.
- Align national frameworks with relevant ILO, IMO and FAO instruments and accelerate implementation of international fishing-vessel, training and labour-safety standards.
- Develop science-based Marine Spatial Planning that protects traditional fishing areas and coastal livelihoods while managing interactions with conservation, tourism, energy and other ocean uses.
- Invest in long-term search-and-rescue, marine communications, safer landing infrastructure and climate-resilient fisheries and aquaculture systems, particularly for remote and small-scale communities.

FINANCE

- Scale affordable insurance covering injury, vessel and gear loss, weather disruption, aquaculture production and other sector-specific risks.
- Mobilise long-term, blended and concessional finance for safer vessels, landing and processing infrastructure, cold chains and resilient aquaculture production.
- Develop inclusive Blue Finance frameworks and criteria that recognise safety, worker protection, traceability and environmental performance while remaining accessible to small-scale operators.
- Establish risk-sharing and fair financing mechanisms that reduce dependence on predatory lending and make safety-led modernisation more accessible to vulnerable operators.
- Build investable project pipelines combining worker safety, product quality, traceability, climate resilience and environmental responsibility.
- Expand social-protection and livelihood-resilience mechanisms, including accident and health protection and support during periods of disrupted income.
- Build financial-sector capacity to assess fisheries and aquaculture risks and recognise safety investment as a driver of livelihood resilience and financial sustainability.

Short Term Recommendations

BUSINESS

- Assess workforce readiness and launch specialised safety training and competency pathways for offshore construction, installation, operations and maintenance, ensuring inclusive access to emerging jobs.
- Conduct early risk and readiness assessments covering site conditions, worker access and transfer, vessel movements, weather, logistics, medevac and emergency response.
- Embed safety-by-design from feasibility and project planning onwards, integrating occupational safety, structural and environmental risks, maintenance and emergency access.
- Establish project-specific SOPs, risk registers and emergency arrangements, and test them through exercises involving workers, contractors, vessel operators, ports and responders.
- Establish robust environmental and marine baseline data and monitoring to identify biodiversity, site and operational risks before deployment.
- Assess port, vessel, logistics and supply-chain readiness to identify safety-critical capacity gaps before projects scale.
- Engage fishing communities and other ocean users early, avoiding or minimising loss of traditional fishing grounds and navigation routes and providing fair mitigation, livelihood restoration and compensation where significant impacts cannot be avoided.

GOVERNMENT

- Close immediate regulatory gaps in offshore worker safety, marine operations, environmental protection, emergency response and project oversight.
- Issue interim minimum safety requirements for early projects and pilots, covering worker competence, offshore access and transfer, emergency preparedness and technical assurance.
- Clarify responsibilities across energy, maritime, occupational safety, environmental, security and emergency-response authorities, including permitting, oversight and incident escalation.
- Develop phased national offshore-readiness roadmaps defining what must be in place before project approval, construction and commercial operation.
- Require robust early-stage technical and safety assessments covering site and metocean conditions, structural risks, emergency access and relevant hazardous-area requirements.
- Establish initial competence and certification requirements for offshore workers, specialists and emergency responders.
- Integrate Marine Spatial Planning from the outset, addressing interactions with fishing, navigation, conservation and other ocean uses and communicating approved project areas through appropriate maritime information systems.
- Require early engagement with fishing and coastal communities and robust environmental baselines to identify livelihood, biodiversity and other impacts before project approval.

FINANCE

- Fund technical assistance, feasibility studies, site and metocean data, environmental baselines, safety cases and risk assessments needed to develop credible, bankable projects.
- Integrate safety readiness into due diligence and bankability assessments, including structural reliability, workforce preparedness, environmental risk, emergency response and lifecycle maintenance.
- Use blended and concessional finance, guarantees and other risk-sharing instruments to de-risk technically credible early-stage and pilot projects and mobilise private capital.
- Finance safety-critical systems, monitoring, workforce training and emergency preparedness required before projects progress to construction and operation.
- Build capacity among domestic lenders and public financial institutions to assess offshore technology, safety, environmental and operational risks.
- Promote early collaboration among financiers, developers, regulators and technical experts to allocate risks clearly and address safety gaps before financing decisions.
- Embed environmental, social and just-transition criteria in financing, including workforce development and credible measures to avoid, mitigate or compensate significant livelihood impacts on fishing and coastal communities.

Medium-Long Term Recommendations

BUSINESS

- Build long-term workforce capability through specialised training, certification and career pathways for offshore construction, vessel operations, installation, inspection, maintenance and emergency response.
- Develop local supply chains and specialised service providers in marine logistics, engineering, vessel support, inspection, maintenance, environmental monitoring and emergency response.
- Implement lifecycle safety and asset-integrity systems from design through decommissioning, with clear requirements for contractors, subcontractors and suppliers.
- Invest in safety-ready infrastructure, port and vessel support, monitoring, inspection and maintenance systems adapted to local marine, weather and environmental conditions.
- Build international partnerships, joint ventures and technology-transfer arrangements that strengthen domestic capability and meaningful participation of local companies and workers.
- Use phased and pilot projects to test technologies, local capability, logistics and emergency-response arrangements before wider commercial deployment.
- Integrate environmental and community safeguards throughout the project lifecycle, including biodiversity-sensitive design, monitoring, decommissioning and restoration, while protecting coexistence with fishing communities and other ocean users.

GOVERNMENT

- Establish stable, comprehensive offshore renewable regulatory frameworks covering safety, licensing, marine operations, environmental protection, emergency response and assurance throughout the project lifecycle.
- Build integrated governance arrangements with clear responsibilities across energy, maritime, environmental, port, security and emergency-response authorities, reducing fragmentation and improving regulatory certainty.
- Institutionalise Marine Spatial Planning, integrating navigation safety, fisheries and livelihood protection, conservation, coastal-community interests and other ocean uses into long-term siting decisions.
- Develop specialised inspection, certification, independent assurance and safety-data capabilities to monitor incidents and operational performance and ensure requirements evolve as the sector scales.
- Establish national competence and certification standards and long-term training pathways for safety-critical offshore roles.
- Institutionalise coordinated emergency preparedness through offshore drills, search and rescue, pollution-response exercises and inter-agency arrangements.
- Align offshore development with long-term investment in grids, ports, marine-support and navigation infrastructure required for safe commercial-scale deployment.
- Embed environmental and social safeguards throughout project lifecycles, including cumulative-impact monitoring, adaptive management, decommissioning and restoration, livelihood protection and community-benefit mechanisms.

FINANCE

- Scale blended, concessional and development finance, guarantees and other risk-sharing mechanisms to reduce capital costs and mobilise long-term private investment.
- Link long-term finance to independently verified safety, environmental, workforce and operational-performance requirements and measurable project milestones.
- Develop investable project pipelines that integrate safety-by-design, technical feasibility, grid and infrastructure readiness, lifecycle maintenance and credible risk allocation.
- Build specialised financial-sector capacity to assess offshore technology, safety, weather, logistics, insurance, regulatory and lifecycle risks.
- Mobilise green, blue and climate-finance instruments alongside long-term insurance and guarantee mechanisms adapted to offshore construction, operations and extreme-weather exposure.
- Finance enabling infrastructure and domestic capacity, including ports, marine logistics, local supply chains, fabrication capabilities and workforce development required for safe scale-up.
- Require appropriate financial security for decommissioning and restoration so that end-of-life liabilities are funded from the outset.
- Support community benefit-sharing and livelihood-transition mechanisms so affected coastal and fishing communities participate in the long-term economic benefits of offshore development.



Short Term Recommendations

BUSINESS

- Integrate safety into investment planning and capital-expenditure decisions, treating safety infrastructure, workforce readiness and risk-management systems as core business investments rather than discretionary costs.
- Treat safety and HSES readiness as a front-end investment requirement, identifying material risks and required improvements before projects seek finance.
- Strengthen safety, operational, financial, incident and compliance data and pilot transparent disclosure to improve ESG reporting, risk assessment and sustainable-finance eligibility.
- Assign clear management responsibility and board-level oversight for safety performance, corrective actions, risk reporting and investment decisions.
- Develop finance-ready pipelines of safety improvements, including infrastructure, monitoring systems, emergency equipment and workforce training.
- Strengthen workforce protection, grievance mechanisms, incident response and psychological safety as components of responsible investment and operational resilience.
- Build internal understanding of Blue and sustainable-finance instruments and engage early with financial institutions and development partners to identify suitable financing pathways.
- Aggregate smaller investments through cooperatives, clusters, value chains or portfolio approaches where scale is needed to create financeable propositions.

GOVERNMENT

- Integrate safety into public investment, procurement, licensing and project-screening criteria so material risks are considered from the earliest funding and approval decisions.
- Initiate or strengthen national Blue Finance frameworks and taxonomies incorporating safety, sustainability, inclusion and sector-specific risks, with safeguards against blue-washing.
- Develop common safety, environmental and social indicators for public project preparation, financing programmes and investment promotion.
- Strengthen coordination among finance, infrastructure, safety, environmental and sectoral authorities, regulators and development institutions to align investment decisions with operational realities.
- Map existing Blue Economy funds, incentives and financing programmes to identify gaps, overlaps and opportunities before creating new mechanisms.
- Improve public safety and investment data and disclosure systems to support evidence-based project assessment and financing decisions.
- Use targeted fiscal, regulatory and public-finance incentives to accelerate investments that demonstrably improve safety, resilience and sustainable Blue Economy development.

FINANCE

- Integrate material safety, labour, environmental and operational risks into credit appraisal, investment due diligence and insurance underwriting across ocean industries.
- Introduce safety-sensitive eligibility criteria for Blue Finance and sustainable-finance instruments, rewarding credible safety governance, reporting and risk reduction.
- Use technical assistance to help project sponsors address safety gaps, strengthen project preparation and reach financing thresholds.
- Expand concessional, blended and risk-sharing finance for safety-critical infrastructure, equipment, workforce training and digital systems.
- Build the capacity of credit officers, investment teams and underwriters to assess sector-specific ocean risks.
- Integrate safety risk assessments and better incident data into insurance design and underwriting to improve risk-based pricing.
- Support bankable pipelines of safety-aligned Blue Economy projects, including aggregation, pooled insurance and guarantees where SMEs and community enterprises face access barriers.
- Incorporate human rights and labour safeguards into sustainable-finance due diligence, recognising serious labour-rights violations as material ESG and investment risks.

Medium-Long Term Recommendations

BUSINESS

- Embed safety, worker protection and human rights into corporate governance, ESG strategies and long-term investment planning, treating safety as a driver of resilience and value creation.
- Institutionalise integrated financial, safety, environmental and labour reporting using standardised metrics and independently verifiable evidence.
- Move from one-off safety due diligence to lifecycle monitoring, verification, incident learning and corrective action across projects and investments.
- Build investable safety project pipelines with clear revenue models, risk allocation and measurable outcomes, linking safety to productivity, traceability, certification and climate resilience.
- Build HSES and risk-management competence within investment and management teams so that safety systematically informs capital allocation.
- Collaborate with financial institutions on safety-linked financing mechanisms that reward verified improvements in safety and operational resilience.
- Integrate worker welfare, community impacts and long-term climate and transition risks into project assessment and asset valuation to reduce social risk and exposure to stranded assets.

GOVERNMENT

- Implement integrated national Blue Economy and Blue Finance frameworks that embed occupational safety, environmental protection, climate resilience and sustainable finance into long-term economic planning.
- Establish credible Blue Finance taxonomies with clear eligibility criteria and safeguards that recognise safety-enhancing investment, exclude unsafe or environmentally harmful activities and prevent blue-washing.
- Mainstream safety and HSES requirements into public investment, project preparation, infrastructure planning and financing systems through consistent due diligence and disclosure expectations.
- Establish interoperable national data systems and standardised safety, environmental and social indicators to support policy, financing, ESG assessment and accountability.
- Create fiscal incentives, blended-finance and risk-sharing mechanisms that reward verified improvements in safety, resilience and environmental and social performance.
- Institutionalise coordination among ministries, regulators, development banks and financial authorities to integrate safety and sustainable finance across Blue Economy policies and investment frameworks.
- Maintain transparent monitoring and predictable long-term policy frameworks so publicly supported investments can be assessed against safety and sustainability outcomes and investors can plan with confidence.
- Integrate ocean-economy accounting and safety-related indicators into national development planning to improve understanding of the value, risks and performance of ocean investments.

FINANCE

- Institutionalise safety as a core investment and de-risking criterion across credit, ESG assessment, investment screening, insurance underwriting and portfolio management.
- Develop common eligibility frameworks and measurable safety, labour, environmental and social indicators, incorporating just-transition principles across Blue and sustainable-finance instruments.
- Scale blue bonds, sustainability-linked finance, blended finance, guarantees and other risk-sharing mechanisms for projects meeting credible safety, environmental and social requirements.
- Expand financing structures such as first-loss mechanisms, partial credit guarantees and results-based finance according to the risk profiles and needs of different ocean industries.
- Mobilise development-finance institutions, commercial banks, institutional investors, pension funds, asset managers and insurers around credible pipelines of bankable, safety-aligned projects.
- Move from one-off due diligence to lifecycle monitoring, verification and corrective action, using safety and sustainability performance to inform continued financing and portfolio decisions.
- Strengthen safety and risk data to improve insurance design, underwriting and pricing, particularly in underserved and higher-risk ocean sectors.
- Reward verified improvements in occupational safety alongside environmental and social co-benefits, workforce development and resilience through safety-linked or performance-based finance.

RESULTS: A GLOBAL PICTURE

The quantitative data presented in Ocean Centres in Numbers, together with the qualitative evidence and experience generated throughout Phase 2, provides a broader picture of what the initiative has achieved to date and what has been learned so far. The achievements and insights below bring these perspectives together, highlighting progress made, evidence generated and areas for further development.

1 Established a substantial institutional and multi-stakeholder base.

Across Latin America, Africa and Asia, the initiative established seven locally led Ocean Centres with 553 Official Members. Of these, 553 – more than 91% – are organisations, providing a substantial institutional membership base beyond individual participation in activities. Beyond stakeholders initially mapped and invited to participate, an open Expression of Interest process provided a pathway for others to join the Ocean Centres, generating 581 submissions across the seven countries. National Workshops reached a broad multi-stakeholder community, with the private sector the largest identified participant group, accounting for 1,135 participations – nearly 28% of the total.

2 Brought a wider range of voices into ocean economy dialogue.

The Ocean Centres created opportunities for workers, professional associations, communities and other groups whose perspectives can be less visible in ocean economy decision-making to contribute alongside institutional and technical stakeholders. Labour Unions & Professional Associations accounted for 300 National Workshop participations, while Community, Indigenous, Women & Youth groups accounted for a further 239, bringing lived experience into the evidence-generation process alongside other perspectives.

3 Demonstrated capacity to convene stakeholders at scale and sustain dialogue.

Despite different levels of participation across countries, reflecting distinct contexts, stakeholder ecosystems and engagement approaches, the collective numbers demonstrate the initiative's capacity to convene stakeholders at scale and sustain dialogue over time. Across the seven Ocean Centres, 56 National Workshops generated 236.5 hours of engagement, with 4,104 participations and 299 speakers.

4 Combined a common framework with flexible engagement approaches.

A shared methodology provided a common framework for evidence generation and reporting while allowing national teams to adapt implementation to their contexts. This flexibility was reflected in workshop delivery: of the 4,104 participations, 2,086 took place in person and 2,018 online, with Centres using in-person, online or hybrid formats in different proportions. Online and hybrid options provided additional pathways for participation, including for stakeholders separated by distance or unable to attend in person.

5 Extended Ocean Centre-led engagement beyond the structured workshop programme.

Beyond the structured National Workshops and Cross-Country Interactive Dialogues on Blue Finance and on Maritime Decarbonisation, documented in [Annexes III](#) and [IV](#), the Ocean Centres conducted 130+ additional stakeholder engagements, including bilateral, sectoral, community, academic, media and other activities, providing a broader range of Ocean Centre-led engagement pathways.

6 Built a shared and multidimensional evidence base on safety.

Across the seven Ocean Centres, 540 safety challenges were identified across five safety dimensions. Worker Safety and Operational Safety were the two largest categories, with 169 and 148 challenges respectively, together accounting for almost 59% of the total. Regulatory, Governance & Compliance represented a further 102 challenges — almost one in five — with challenges also identified across Environmental & Climate-related Safety and Finance & Investment. This demonstrates both the multidimensional nature of the evidence and the prominence of worker and operational safety within it. The process also generated 1,043 recommendations across four Action Areas, creating a substantial evidence base for the National Reports and cross-country analysis.

7 Identified a significant gap in financial-sector engagement.

Financial actors were comparatively underrepresented in the Phase 2 engagement and evidence-generation process. Finance & Investment accounted for only 75 of 4,104 National Workshop participations (1.8%), the lowest representation among identified stakeholder sectors. It was also the smallest safety challenge dimension, with 51 of 540 challenges, while 150 of the 1,043 recommendations were classified under Finance & Investment. While these figures do not establish causality, limited participation by financial actors may have influenced the depth and range of finance-related evidence generated through the workshops.

8 Expanded exchange across countries and regions.

The Cross-Country Interactive Dialogues extended the geographical reach of the structured Phase 2 workshop programme beyond the seven Ocean Centre countries. Across four sessions, 342 participants represented 31 countries, including 24 beyond the Ocean Centre countries, enabling locally generated knowledge, experiences and perspectives to circulate across a wider geographical community.

9 Connected local knowledge with global expertise and wider ocean conversations.

Knowledge Exchanges with international organisations, technical partners and ocean initiatives connected locally identified priorities with global expertise, knowledge, standards and experience. In the other direction, representatives from the Local and Global Teams brought Ocean Centres perspectives to 70+ third-party events and dialogues at national, regional and international levels, extending locally generated knowledge and priorities into wider ocean conversations and networks.

10 Brought safety into the Blue Finance conversation.

The initiative brought safety into wider Blue Finance discussions through the launch of the Ocean Centres Blue Finance Workshop Series. A workshop, held in Kenya during the Our Ocean Conference and co-hosted with WRI and UNEP, brought together 92 participants, 11 high-level speakers and seven expert facilitators, connecting locally identified challenges and priorities with wider Blue Finance discussions, as documented in [Annex V](#).

11 Produced the first Ocean Centres Reports.

Seven National Reports and this Global Report transformed the evidence, perspectives and recommendations generated during Phase 2 into a coherent body of knowledge, connecting national realities with cross-country patterns, finance implications, opportunities and pathways for action.

CONCLUSIONS

As the Ocean Centres initiative enters its next phase, several conclusions have been made across all seven locations:

1 Safety needs to be built into Blue Economy growth from the outset.

Across the seven Ocean Centres, expanding ocean industries without parallel investment in workforce capacity, infrastructure, regulation, data and risk management was shown to create or compound risks. Safety should therefore help shape how ocean economy growth is planned, financed and delivered — particularly where sectors and transitions are still taking shape — rather than being retrofitted once development is underway.

2 Systemic safety challenges require coordinated, cross-cutting responses.

The evidence shows that safety risks rarely have a single cause or solution. Infrastructure, skills, data, regulation, investment, environmental resilience and worker protection repeatedly intersect across sectors and safety dimensions. Addressing these challenges therefore requires moving beyond isolated interventions towards coordinated responses that connect responsibilities, capabilities and resources across government, business, finance, workers and other stakeholders.

3 Global solutions need to be adapted to different national realities.

Emerging ocean economies have different starting points, institutional settings, sector maturity and development trajectories. Global expertise and standards remain essential, but approaches developed in more mature ocean economies cannot simply be transferred from one context to another. International experience should therefore serve as a resource rather than a blueprint, with solutions adapted to national priorities, capacities and vulnerabilities.

4 Existing local capabilities should become building blocks for implementation.

The Ocean Centres showed that emerging ocean economies are not starting from zero. Across the seven countries, stakeholders brought contextual knowledge, established networks, lived experience and locally developed approaches to ocean challenges. The move towards implementation should identify and build on these existing assets, strengthening what already works, connecting capabilities and partnerships, and developing new solutions where gaps remain.

5 Broader participation needs to remain part of how evidence and solutions are developed.

Phase 2 demonstrated the value of combining technical and institutional expertise with the lived experience of workers, fishers, coastal communities and other stakeholders. Who contributes to the evidence shapes which risks become visible and which solutions are considered relevant. As the initiative moves from identifying challenges towards prioritising and designing responses, these perspectives should remain part of decision-making — not only consultation — so that solutions reflect the realities of those most directly affected by safety risks.

6 Knowledge Exchange should continue as a two-way process.

Locally grounded action does not mean working in isolation. The Ocean Centres demonstrated the value of connecting national priorities with international expertise, standards and experience, while taking locally generated knowledge into wider conversations. The next stage should deepen this two-way exchange, using global knowledge to strengthen locally led solutions while creating stronger pathways for experience and approaches emerging from the Ocean Centres to inform learning across countries and regions.

7 Safety transitions require stronger engagement from finance.

Phase 2 revealed a clear gap in financial-sector engagement, while the wider evidence repeatedly identified access to capital, insurance, de-risking mechanisms and investment as important to addressing safety challenges and enabling safer growth. The comparatively limited participation of financial actors may also have constrained the depth and range of finance-related evidence generated through the workshops. Moving forward will require engaging financial institutions more deliberately — not only as potential sources of capital, but as partners in understanding how safety, risk and resilience can be better integrated into ocean investment and financing decisions.

8 The next step is to turn a broad evidence base into prioritised pathways for action.

Phase 2 created the evidence, relationships and recommendations needed to move towards action; the next challenge is to determine what should happen first, who needs to lead and collaborate, and what resources and partnerships are required. The Extension Phase provides the opportunity to make that transition through Action Roadmaps and National Action Plans that translate the evidence into context-specific priorities, responsibilities and pathways towards implementation. Ultimately, the value of the Ocean Centres will lie not in the volume of dialogue or recommendations generated, but in their contribution to lasting improvements in safety and sustainable ocean development.

9 Engineers and educators need to play a more strategic role.

Across the seven Ocean Centres, many of the identified safety challenges and opportunities ultimately depend on engineering capability and workforce development. Whether related to maritime decarbonisation, safer fisheries, resilient infrastructure, offshore renewable energy, digitalisation or emergency preparedness, successful implementation requires people who can design, operate, maintain and improve systems safely. While business, government and finance remain critical actors, educators and engineers play a distinctive role in creating the knowledge, skills, standards and technical solutions that make safer ocean-economy transitions possible. As the initiative moves towards implementation, stronger engagement with technical education, vocational training, universities, engineering institutions and professional bodies will be essential.



CLOSING REMARKS

Looking back at the development of the UN Global Compact's Ocean Centres, I believe their importance lies in the connection they create between local experience and global action. Many of the most consequential decisions shaping ocean governance are taken through international processes - from the climate and biodiversity COPs to the IMO, negotiations on a global plastics treaty and the implementation of the High Seas Treaty, the BBNJ (Biodiversity Beyond National Jurisdiction) Agreement. Yet the effectiveness of these processes ultimately depends on what happens in ports, companies, coastal communities and national economies. The Ocean Centres can help bridge that gap.

This is particularly important because the challenges facing the ocean are deeply interconnected. Decarbonising shipping cannot be separated from questions of energy infrastructure and investment; protecting marine biodiversity is linked to how ocean industries operate; and tackling plastic pollution requires changes across supply chains as well as international regulation. Through the Centres, we can bring together businesses, governments, finance institutions, researchers and other actors who understand how these challenges play out locally, while connecting their experience to the wider UN agenda. In this way, practical lessons and emerging solutions from country-level experience can help inform global decision-making, while international goals can be translated into locally relevant action.

For me, this also reflects something fundamental about the UN Global Compact itself. It is simultaneously a global initiative - interacting with governments, UN agencies and processes, amplifying the voice and action of the private sector - and a locally rooted network.

The Ocean Centres embody that model particularly well and inspire everyone at the UNGC too: they respond to different regional circumstances while remaining connected through common principles and ambitions. Their value therefore goes beyond the individual projects or partnerships they generate. Together, they can form a network through which knowledge travels in both directions — from the local to the global and back again.

As the work develops, I hope the Centres can continue to serve this role: not only accelerating action within individual countries and regions, but ensuring that the experiences, challenges and solutions emerging from them contribute to the international decisions that will shape the future of the ocean economy.



Erik Giercksky

Head, Ocean Stewardship Coalition
United Nations Global Compact

ACKNOWLEDGEMENTS

The Ocean Centres initiative is, above all, a collective endeavour. Across seven countries and three regions, hundreds of people have contributed their knowledge, experience, time and trust to help shape a new way of thinking about safety as a foundation for sustainable ocean economies.

As members of the Programme Governance Board, representing the United Nations Global Compact and Lloyd's Register Foundation, it has been a privilege to witness this journey from its early beginnings to the seven locally led Ocean Centres reflected in these reports.

Our deepest thanks go to the Country Leads and Local Teams whose leadership, commitment and understanding of their national contexts made the Ocean Centres possible. We are equally grateful to the many participants, workers, communities, businesses, governments, researchers and civil society organisations who shared their perspectives and experience so generously.

We also recognise the Global Team: Patricia Furtado de Mendonça, Nycolas Carvalho, Dagmara Karbowska, Heather Jay, Candace Bentil, Alex Stitt, Nancy Hey and Olivia Swift. Their dedication and coordination helped bring together seven distinct national journeys as part of a connected global initiative.

Finally, we thank the many colleagues across the United Nations Global Compact and Lloyd's Register Foundation whose expertise and support contributed throughout this phase of the Initiative.

To everyone who has been part of this journey:
thank you.

Erik Giercksky, Head, Ocean Stewardship Coalition, United Nations Global Compact

Jean-Stéphane Naas, Project Manager, Ocean Stewardship Coalition, United Nations Global Compact

Tim Slingsby, Director of Skills and Education Priority, Lloyd's Register Foundation
Internalisation Director, Ocean Centres

Beth Elliot, Director of Strategic Communications, Lloyd's Register Foundation
Internalisation Director, Ocean Centres

Members of the Ocean Centres Programme Governance Board

EDITORIAL TEAM

- Patricia Furtado de Mendonça
- Nycolas Carvalho
- Jean-Stéphane Naas
- Erik Giercksky

TESTIMONIALS



"The transition to a sustainable ocean economy depends on strong partnerships, local expertise, and the ability to bring diverse stakeholders together around shared challenges. Ocean Centres can play an important role in connecting industry, governments, and local experts to support the safe and sustainable growth of ocean sectors, from green shipping and sustainable fisheries to offshore renewable energy. As more countries commit to developing Sustainable Ocean Plans as a foundation for sustainable ocean economies, Ocean Centres are well positioned to support their implementation, helping connect knowledge and expertise, strengthen collaboration, and translate national ambition into action."

Cynthia Barzuna,
Global Deputy Director, Ocean Program
World Resources Institute (WRI)

"A healthy ocean can be an engine of prosperity, food security and resilience. The Ocean Centres play an important role in making the transition to a sustainable blue economy happen by bringing everyone around the same table and ensuring that the private sector is a key part of the solution. UNEP looks forward to cooperating with the Ocean Centres to deliver concrete results for the ocean and the people who depend on it."

Suzan Gardner
Director, Ecosystems Division
United Nations Environment Programme (UNEP)



"Promoting safer maritime operations and combating pollution are key when developing enduring ocean-based economic activity, and the Ocean Centres contribute to advancing this agenda in different parts of the world."

Claire Jolly
Head of Unit, Ocean Economy & Space Economy, Directorate for Science, Technology and Innovation
Organisation for Economic Co-operation and Development (OECD)



"Ocean Centres could provide a useful platform to identify country implementation needs and connect them with available technical cooperation support opportunities, including through IMO. It was my pleasure to participate in the regional roundtables, hear directly about these needs, particularly from the perspective of seafarers, and share information on IMO technical cooperation support and the options available to countries seeking assistance from IMO, including in implementing the 2023 IMO GHG Strategy."

Gyorgy Gurban

Head, Projects Implementation, Department of Partnerships and Projects
International Maritime Organization (IMO)

"Under a business-as-usual scenario, around \$4 trillion of coastal infrastructure could be exposed to ocean and climate-related risks over the next 15 years, while coastal ecosystems already save the insurance industry an estimated \$70 billion annually. With more than 80% of global trade by volume transported by sea, the ocean's importance to the global economy is clear. Companies are taking action to manage risks, protect nature and integrate climate and nature into their strategies, but greater scale and speed are urgently needed

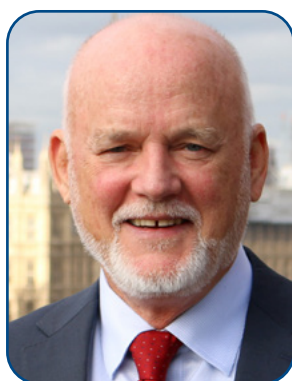
The next phase of ocean action must move beyond isolated pilots and global commitments to enable implementation in countries and regions.

This is where the Ocean Centres are becoming a key component of the global ecosystems. The Ocean Centres can play a vital role in mobilising in-country action and coordinating regional ambition. This means translating commitment into locally relevant strategies, strengthening national and regional institutions, and empowering communities, businesses and other local actors through meaningful multi-stakeholder dialogue."



Alfredo Girón

Head of Ocean
World Economic Forum



"The transition towards a sustainable ocean economy must also be a transition towards a safer one. As ocean industries grow, the well-being of the people who make the ocean economy possible must remain at the heart of that transformation. If we are serious about leaving no one behind, safety must be an integral part of sustainability. By bringing stakeholders together at the national level, the Ocean Centres can help embed this principle in the pathways towards a sustainable and inclusive ocean economy."

Peter Thomson

UN Secretary-General's Special Envoy
for the Ocean
United Nations



"Ocean Centres play an important role in promoting decent work in the fishing sector through the targeted and tailored support to (member) countries, with particular emphasis on the identified critical elements for sustainable ocean economy development and the blue economy, namely, the realization of a safe and healthy working environment, skills development towards just transition, and workers' engagement and social dialogue."

Yuka Ujita

Senior Specialist in Occupational Safety and Health
International Labour Organization (ILO)

"IFFS has shown that a relatively small, carefully targeted budget can achieve meaningful impact when it works through trusted local partners who understand fishing communities and involve fishers directly. Too often, fishers tell us they feel unseen and unheard; treating them with respect, recognising their knowledge and ensuring their voices shape solutions is essential.

This is where Ocean Centres can add real value. Our most positive experiences have been where they have acted as genuine connectors, bringing local partners together, opening doors, sharing knowledge and linking practical work with wider national and international networks. There is considerable scope to build on this. If Ocean Centres can help strengthen locally led action, amplify fisher voices and ensure good ideas and learning travel further, they can make an important contribution to safer, more resilient fishing communities."



Allan McCulla

Project Coordinator, The Seafarer's Charity
International Fund for Fishing Safety (IFFS)



"Much of human life depends on the oceans - ecologies, economies and communities alike. Finding ways of living with oceans that are mutually sustaining is one of the defining tasks of our time. Yet the ocean industries are among the world's most hazardous, and ensuring the safety of the ocean workforce is a continuing challenge.

It is in this context that the work of the UNGC Ocean Centres is essential. While safety can sometimes seem to be treated as afterthought, the Centres start from the opposite premise: that safety is a precondition of a sustainable ocean economy. What impresses us most in their approach is that they combine global ambition with local expertise, developing pragmatic, grounded solutions that directly support the countries and regions in which they are based, while signalling possibilities for positive change worldwide.

The Decarb Hub shares the Centres' commitment to safety and sustainability at sea, and is proud to call the Ocean Centres a partner organisation."

Tom Chitseko

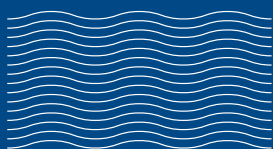
Head of Risk and Safety
Lloyd's Register Maritime Decarbonisation Hub

ANNEXES

To ensure that the main report remains concise and accessible, these Annexes provide supplementary information and supporting materials for readers wishing to explore specific topics in greater depth.

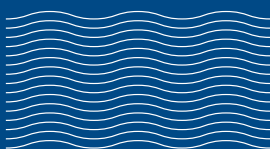
Annex I:

Ocean Centres
Members across
the Seven Countries



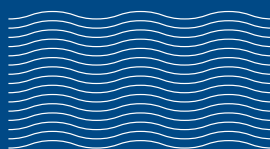
Annex II:

Ocean Centres:
Approach,
Development and
Methodology



Annex III:

Blue Finance
Interactive Dialogues:
Key Findings and
Outcomes



Annex IV:

Maritime
Decarbonisation
Interactive Dialogues:
Key Findings and
Outcomes



Annex V:

Blue Finance
Workshop at Our
Ocean Conference
2026, Mombasa,
Kenya: Workshop
Report





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