



State of the Maritime Nation: 2025

Capturing the impact of the maritime sector
– a report by WPI Economics for Maritime UK

November 2025





About Maritime UK

Maritime UK is the umbrella body for the maritime sector, bringing together the shipping, ports, services, engineering and leisure marine industries. Our purpose is to champion and enable a thriving maritime sector and promote the UK as a world leader in maritime.

About WPI Economics

WPI Economics is an economics, data insights, policy and impact consultancy, but one that is a little different to many others. We draw on backgrounds in government and the private and charitable sectors to produce work designed to make a difference. We do not do research for research's sake. We are committed to ensuring that everything we do has an impact – which is part of the reason why we recently became a verified B Corporation.

Members and supporters of Maritime UK:





Contents

Foreword	7
1. The State of the Maritime Nation: impact overview	8
2. The maritime sector and the UK economy	15
About this research	15
Overview of the current picture	15
Breaking it down – shipping	20
Breaking it down – ports	22
Breaking it down – leisure marine	24
Breaking it down – marine engineering & science	26
Breaking it down – maritime business services	28
3. Regional economic impacts	35
4. Looking ahead – the future of the maritime sector	38
5. Methodology appendix	44
Endnotes	50



Foreword

As the Chair of Maritime UK, it gives me great pleasure to introduce the latest edition of the *State of the Maritime Nation* report. Last published in 2022, this report provides a comprehensive and compelling showcase highlighting just how important the sector is. It is worth noting that maritime is the key cornerstone to the UK's supply chain and sovereign security – 95% of the UK's food, fuel and supplies come by ship. From Aberdeen to Falmouth, Dover to Belfast, maritime supports jobs and growth across the entirety of the United Kingdom of Great Britain and Northern Ireland.

The progress we have made in recent years is clearly shown in the economic impact figures contained within these pages. We have not only navigated through the challenging years of the Coronavirus pandemic but our sector has also emerged stronger, demonstrated by growth that outpaces the UK average.

What this report also highlights is the incredible diversity of jobs and opportunities that our sector provides. In a rapidly changing environment, the breadth and depth of employment we offer is more significant than ever. From seafarers and port operators to marine engineers and business service professionals, our workforce brings a dynamic mix of skills and expertise that is crucial for our nation's security and prosperity.

Crucially, the maritime sector holds immense potential to invigorate growth and investment across the entirety of the UK, particularly in our coastal communities. The maritime supply chain and enterprise span all areas of our great island nation and only stands to benefit significantly from further development in our ports, shipping and marine industries, advancing technological innovation, creating new jobs, fostering local economies, and attracting vital investment.

Looking ahead, the next few years will be a period of transformative change. Our key sectoral ambitions, particularly around decarbonisation and technological advancement, are bold. This report provides a robust and independently calculated baseline from which we can measure our progress. Most importantly, it also underscores the potential of the maritime sector to continue serving as a strategic engine for community prosperity, UK growth, and global influence.



Brian Johnson
Chair, Maritime UK

1. The State of the Maritime Nation: impact overview

This report explores the economic impact of five key maritime sectors in the UK: shipping; ports; leisure marine; marine engineering & science; and maritime business services. Each of these unique sectors supports jobs, local communities and the wider British economy, connecting the UK to the rest of the world. These are dynamic, evolving sectors operating at scale across the country. The impact overview below gives a sense of what this delivers for the UK economy.

Overall, these five key maritime sectors made an annual direct contribution of £74.5 bn in turnover to the UK economy in 2023 (up from £55 bn in 2019) and £22.8 bn in gross value added (GVA).

When factoring in the knock-on impacts through supply chains and the spending of their employees, the **combined direct, indirect, and induced contribution in 2023 was £224 bn in turnover and £63 bn in GVA** (up from £48.9 bn in 2019).

Between 2019 and 2023, these sectors grew at a compound annual growth rate (CAGR) of 5% – above the 4.5% UK average – and higher than the 3.8% CAGR between 2010 and 2019.

The sector employed **240,500 people directly in the UK in 2023**, in jobs that ranged from port operators and seafarers to marine engineers and business service professionals. When indirect and induced impacts are included, **total employment rose to 1.17 mn** (more than 100,000 more than in 2019).

Direct wages, salaries, and benefits (or compensation of employees) in these sectors were **£10.2 bn in 2023 – £24 bn when direct, indirect, and induced impacts were included**.

The sector's overall contribution to the UK Exchequer was **£6.1 bn in 2023** (up from £5.2 bn in 2019), and **£15.5 bn to exports**.



£74.5 bn
annual direct
turnover
and

£224 bn
annual aggregate
turnover (direct +
indirect + induced
effects)



£22.8 bn
annual direct
Gross Value Added
(GVA) and

£63 bn
annual
aggregate GVA



£10.2 bn
compensation of
employees (direct
effect) and

£24 bn
annual aggregate
compensation
of employees



240,500
direct
employments
and

1.17 mn
aggregate
number of
employments



£6.1 bn
Contribution
to the
Exchequer



£15.5 bn
Contribution
to exports

Table 1: Sectoral breakdown for impacts directly contributed by the Maritime Sector, 2023

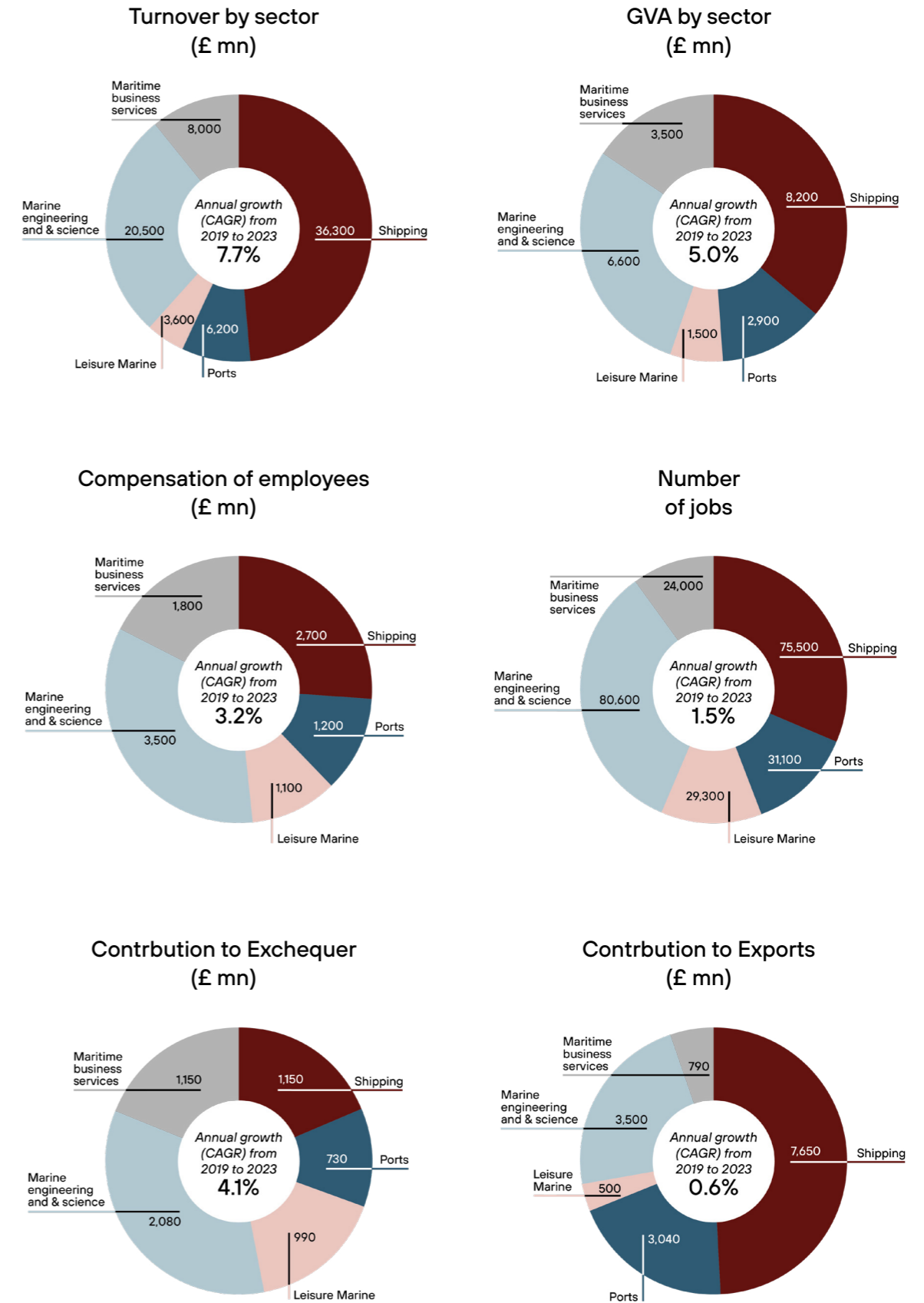
	Turnover (£m)	GVA (£m)	Compensation of employees (£ m)	Number of jobs	Contribution to Exchequer (£m)	Contribution to exports (£m)
Shipping	36,300	8,200	2,700	75,500	1,150	7,650
Ports	6,200	2,900	1,200	31,100	730	3,040
Leisure marine	3,600	1,500	1,100	29,300	990	500
Marine engineering & science	20,500	6,600	3,500	80,600	2,080	3,500
Maritime business services	8,000	3,500	1,800	24,000	1,150	790
Total	74,500	22,700	10,200	240,500	6,110	15,500
Annual growth (CAGR) from 2019 to 2023	7.7%	5.0%	3.2%	1.5%	4.1%	0.6%

A snapshot of the wider benefits:

On the role of Ports, Geraint Evans from Major Ports commented: "Ports are central to delivering the Government's ambitions on economic growth and clean energy. [...] With the right policy frameworks, Major ports can double the levels of private investment – going further and faster – opportunity for coastal communities nationwide." ¹

On wider economic benefits, representatives from Cruise Lines International Association noted that: "The majority of cruises are booked through a travel agent in the UK, benefitting local travel agents, and spreading the value of cruise further around the country." ²

The case studies over the next pages give a sense of what the numbers highlighted here mean in practice, spotlighting coastal communities and innovation. The section that follows goes into more detail on the economic impact of the maritime sector.





Spotlight on coastal communities

“The UK, being an island nation – coastal communities are maritime”
Chris Shirling-Rooke, Maritime UK

As of 2021, approximately 8.7mn people live in coastal settlements across England and Wales, accounting for 15% of the combined population.³ Compared to more urban and industrial areas, coastal communities often encounter heightened challenges, including higher deprivation, poorer health outcomes, and increased workforce shortages. Between October 2023 and September 2024, data shows that people aged 16–64 living in coastal areas were marginally less likely to be employed (68.7%) than those in inland areas (71%). Additionally, fewer people in coastal areas had higher qualifications, including degrees or other university-level qualifications (28.7% compared to 34.4% in inland areas).⁴

Importance of the maritime sector to coastal communities

In 2024, only 22% of UK businesses were in coastal constituencies. This distribution reflects broader population patterns – there are more inland constituencies than coastal, and the average population of inland constituencies is higher than coastal constituencies. However, **the business-to-population ratio is also higher in non-coastal constituencies compared to coastal ones.** In the past two decades, coastal areas had received various forms of targeted financial support in recognition of specific challenges that they face owing to their location including the Coastal Communities Fund, the Coastal Revival Fund and Coastal Community Teams.⁵ **Within this context, the maritime sector plays a pivotal role in the regeneration and economic vitality of coastal communities.** Its importance is significant – the sector handles 95% of British imports and exports, which are all moved by sea. This includes 25% of the UK’s energy supply and 48% of food supplies.⁶

Investing in coastal communities

While these communities face sizeable hurdles, they also serve as strategic centres of economic activity, encompassing not only shipping and port operations but also professional services, academic institutions, and engineering firms. Annually, ports invest more than £600 mn in private capital,⁷ fostering job creation and infrastructure development that benefit local economies. In 2024, Maritime UK helped secure funding from the Department for Transport’s (DfT) Maritime Cluster Development Fund for nine UK maritime clusters to boost local industry, skills, and education. The initiative focuses on supporting entrepreneurs, leaders and schools, helping emerging clusters to develop resources and networking opportunities, invest in innovation, and increase regional economic activity.⁸ Examples of how the funding will be used include:

- **Cornwall Marine Network (CMN):** The £124,100 received will be used to create a business tool for Small and Medium-Sized Enterprises (SMEs) to help boost productivity, profitability, and job creation.⁹
- **Northern Ireland Maritime and Offshore (NIMO):** The £100,000 will go towards helping NIMO's members drive local economic expansion and will bring further investment into Northern Ireland to help support critical sectors and coastal communities.¹⁰
- **Short Straits Maritime Cluster:** The £85,000 grant will help create the Short Straits Maritime Cluster, supporting skills development and bringing investment to the South East.
- **Humber Marine & Renewables:** The £85,000 grant, along with contributions from other organisations, will go towards enhancing its marketing efforts, attract new members and drive business development.¹¹

More recently, the Government announced an investment of £448 mn at London International Shipping Week 2025 aimed at reducing emissions from shipping. This initiative is part of the Government's Plan for Change and is intended to support opportunities in coastal communities. In addition, there is £700 mn of private investment for the sector, resulting in a total of £1.1 bn. These funds are expected to contribute to growth and job creation in sectors such as engineering, green technology, and construction.¹²

Future outlook

Government plans for an updated national policy statement to streamline port expansion planning applications was announced at London International Shipping Week 2025.

The intention is to facilitate economic growth by enabling ports to develop infrastructure more efficiently. This policy is expected to impact coastal communities across England by potentially accelerating port infrastructure projects, boosting local economies and creating jobs.¹³ Across the country, advances in logistics and autonomous technologies are generating high-tech employment prospects in fields such as marine autonomy, decarbonisation, offshore wind energy, and cruise operations. These sectors represent key areas for future growth and career opportunities within local communities. Shipbuilding remains a prominent contributor, delivering substantial employment and skill development benefits to the maritime sector. Overall, the maritime sector offers significant potential to mitigate unemployment rates and bolster the UK's sovereign security.

2. The maritime sector and the UK economy

About this research:

The maritime sector is at the heart of the UK's history as an island trading nation and at the centre of its commercial connections to the rest of the world. The breadth of the maritime sector's operations, services and innovation is remarkable. From operating the country's ports through to building the nation's ships, from providing cruise holidays for thousands of people through to ensuring international exports, the activities of the maritime sector are diverse, evolving and core to the future of the British economy.

This report breaks down the contributions made by the core components of the maritime sector – shipping, ports, leisure marine, marine engineering & science, and maritime business services – to the UK's economy today, and the potential for this to increase. Today, the sector's GVA is growing faster than the UK average: 5% compared to 4.5%. Beyond mapping out the benefits of these direct economic impacts, this research also explores the sector's wider impact on coastal communities, its capacity for innovation, its commitment to training and skills, and its role in driving UK exports. It also looks at the road to decarbonisation and how the sector can rise to the challenge of a net zero future.

This report draws on 2023 data, as this is the most complete year of financial reporting currently available. In various places, it compares this data to the 2019 baseline pre-pandemic and draws on company-level financial data, as well as official Government statistics and surveys. This year, the Maritime State of the Nation has retained the methodology from the 2022 Centre for Economics and Business Research (CEBR) report which used 2019 data¹⁴ to enable a like-for-like comparison and to see how the sector has evolved since. As future iterations of this report are created, this methodology will be expanded so that it can more easily take account of new industries and technologies not yet represented in Standard Industrial Classifications (SIC).

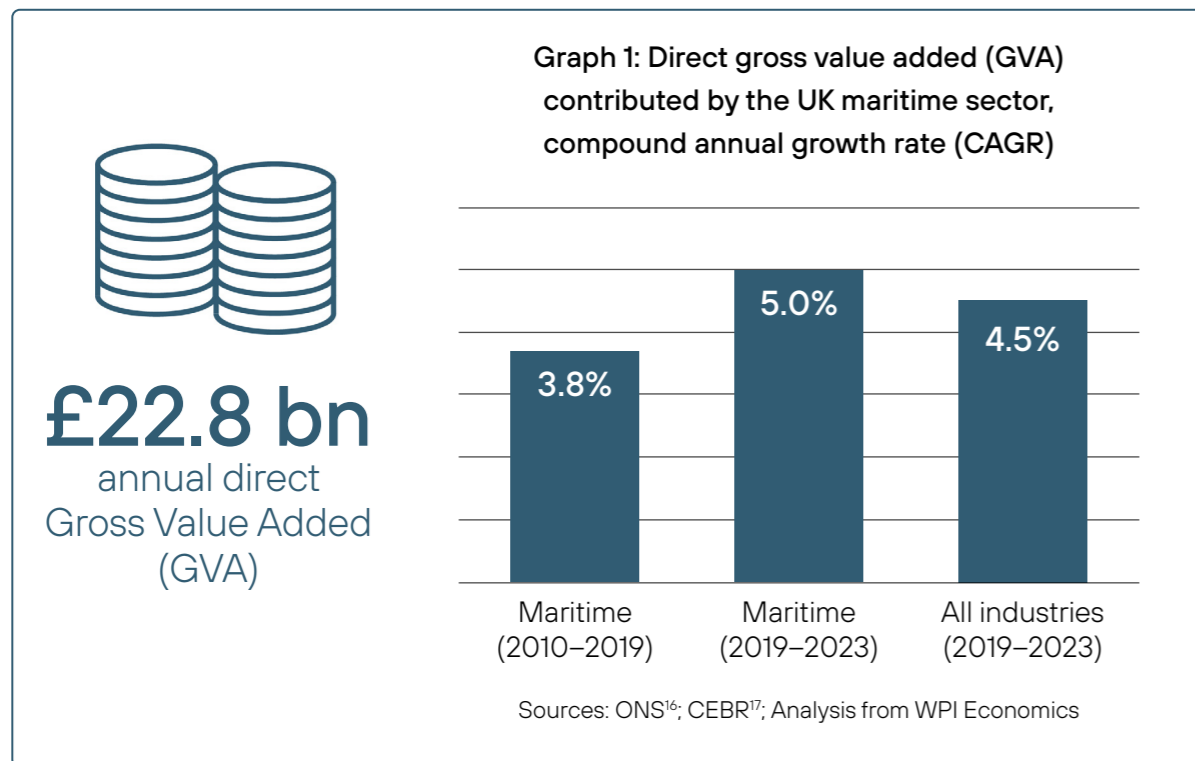
Overview of the current picture:

Across the five key sectors – shipping, ports, leisure marine, maritime engineering & science, and maritime business services – the sector is contributing **£74.5 bn in turnover and £22.8 bn in direct GVA each year**, based on 2023 data. If the indirect and induced impacts of the sector's activities are taken into account, this rises to **£224 bn in turnover and £63 bn in GVA**. This is a significant contribution, comparable to the scale of the whole of the economy of West Yorkshire.¹⁵ As noted above, the sector has surpassed its pre-pandemic performance, returning to growth and outstripping the UK GVA average growth rate.

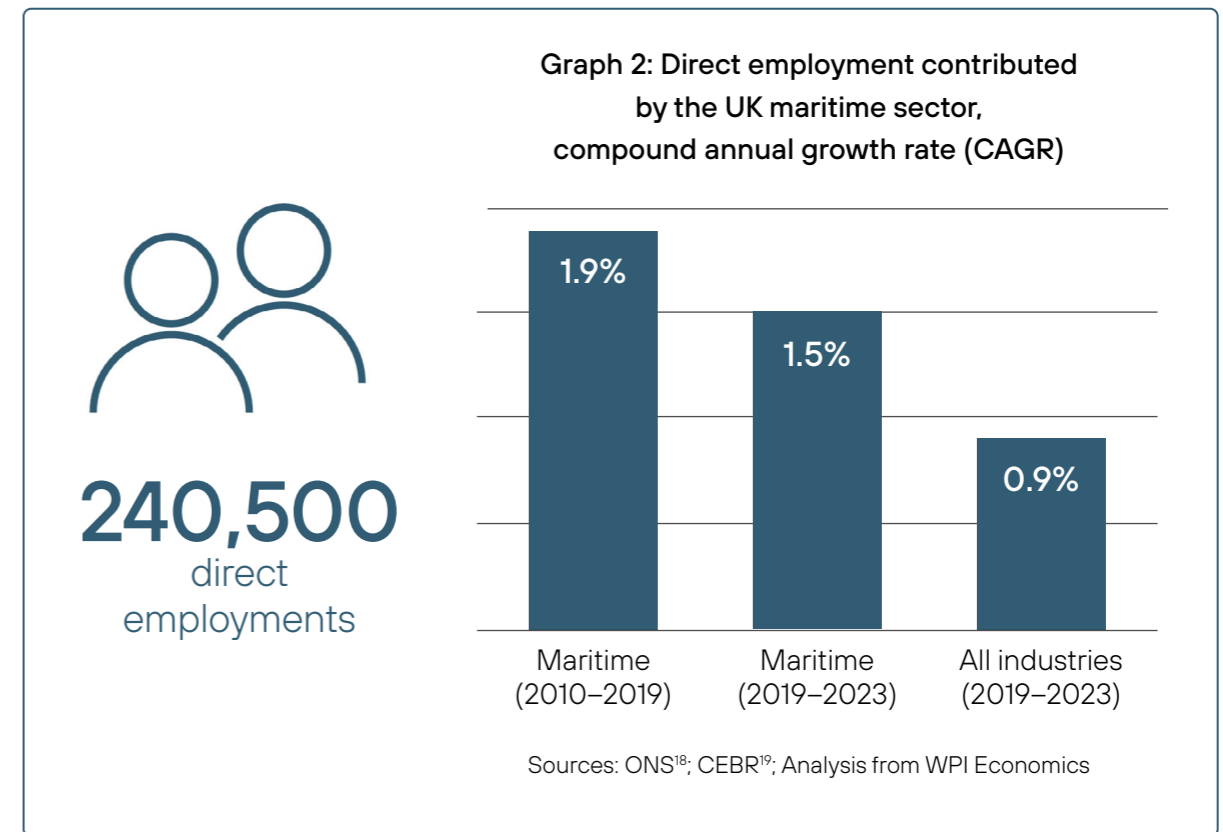
Beneath these headlines, the sector:

- employs **240,500 people**;
- pays those people **£10.2 bn each year**;
- contributes **£6.1 bn to the Exchequer**; and
- supports **goods/services exports to the value of £15.5 bn**.

Despite global economic turbulence since 2020, the maritime sector’s GVA grew at an annual rate of around 5% from 2019 to 2023, which was higher than its 3.8% annual growth from 2010 to 2019. This performance also exceeded the all-industry growth rate of 4.5%, highlighting strong overall growth of the maritime sector.



The employment figures show a slightly different trend, which most likely stems from the impact of the pandemic over this period. Employment grew at an annual rate of around 1.5% from 2019 to 2023, which is slightly lower than the 1.9% annual growth from 2010 to 2019. While there are some possible generalised reasons for this drop – increased automation and use of technology, for example – the main impact is likely to be the COVID-19 related distortion of the labour market, leading to slower job creation and hiring. That said, when comparing this performance with all industries in the UK at the same time, **the maritime sector saw faster growth, beating the 0.9% annual growth observed in the UK.**



This combined impact is significant. When considering the indirect and induced impacts – including other industries that supply goods and services to the maritime sector and those affected by the spending of the sector’s employees – **aggregate turnover rose to £224 bn and GVA also rose to £63 bn**. Total wages, salaries and benefits (namely, compensation of employees) amounted to £24 bn, supporting around 1.17 mn jobs across the UK. As employment levels continue to recover, the sector’s contribution to communities across the UK will only deepen. At a time of significant economic and geopolitical uncertainty, this is an important opportunity to embrace the potential of the maritime sector as a growth engine for the wider UK economy. The section below splits out the individual components of that contribution across shipping, ports, leisure marine, marine engineering & science, and marine services.



Advancing clean maritime solutions – Artemis Technologies

Artemis Technologies was founded to see how the team's expertise in hydrofoiling and wingsail technology could play a role in the decarbonisation of the maritime industry,²⁰ leveraging their strong engineering base from their previous experience as a racing team in the America's Cup. This technology involves using an airplane-like wing under the water to reduce drag by up to 90%, making electric storage a viable option for high-speed maritime vessels. As a result, Artemis Technologies' vessels are capable of fulfilling commercial duty cycles for ferries and pilot boats covering routes up to 70 nautical miles per trip, depending on the vessel. This approach supports both, achieving economic feasibility and reducing emissions.

The company has customers spread across the globe, with many initial adopters largely based in the United Kingdom, attributable to established relationships and Government backing through initiatives such as UK Research & Innovation, the Department for Transport and the UK Shore Programme. While early adoption is concentrated locally, greater market potential exists abroad – a significant opportunity for exporting UK technologies and products. Artemis Technologies projects that 95–98% of its market will be international, with significant opportunities anticipated in the United States and the Middle East over the next five years. Progress is already being made through the execution of a Memorandum of Understanding (MoU) for a multi-million-dollar agreement with Delta Marine, aimed at promoting clean maritime solutions in the United States.²¹

To safeguard intellectual property and maintain quality, Artemis Technologies manufactures complex and proprietary components – such as foils, batteries, and motors – in-house. It also collaborates with academic institutions on research and development activities via grant programmes, which have significantly contributed to innovation efforts.

Supporting off-shore wind: walk-to-work ships by Bibby Marine

Bibby Marine Limited is a pioneer in designing, building and operating 'walk-to-work' Service Operation Vessels (SOVs). These ships are designed to safely transfer technicians from shore to offshore infrastructure, primarily for operations and maintenance (O&M) in the offshore energy sector. As offshore wind farms have expanded further from land, larger vessels became necessary. These ships typically host technicians on rotations of two weeks to 30 days, providing a platform for both construction and maintenance activities.

Recognising the need for decarbonisation, Bibby Marine commissioned a report in 2019–2020 to explore fuel pathways for its vessels. After evaluating various options, the company sought to design a hybrid ship, bridging technological and commercial gaps in fuel availability and use. Bibby Marine's in-house team worked with British naval architects on a new hull design. In 2023, the company was awarded Zero-Emission Vessel Infrastructure (ZEVI) funding, enabling the construction of the world's first zero-emission electric Service Commissioning Operation Vessel (eCSOV). This vessel has a powerful battery system and dual fuel methanol engines for backup, along with associated offshore charging facilities. It showcases leadership in UK content and design, and it delivers emission and cost savings.²²

It is an advantageous system for both electric vessels and wind farms. Electric vessels offer reduced costs and volatility compared to traditional fuel. The fixed rates for electricity production in wind farms can make operations more predictable and economically viable. When wind farms are curtailed due to excess electricity, ships can use this surplus to charge batteries, representing a significant operational efficiency.

Designing and operating these hybrid vessels has required international collaboration and upskilling across the UK and Europe. As Bibby Marine expands its fleet, new jobs are created, particularly in technical and engineering roles related to new fuels and large batteries. The company's model is projected to generate substantial economic value and job creation in the UK, with each ship contributing more than £100 mn in GVA across its lifespan.



Breaking it down – shipping

This sector covers activities of both local and international water transport of people and goods, leading to various subsectors such as local water transport and a world-leading cruise industry that boosts the UK's profile internationally, as well as renting and leasing freight water transport equipment, amongst others. It is the largest of the five key sectors in terms of turnover and GVA.

Direct economic activity generated by this sector amounted to **£36 bn in turnover and £8 bn in GVA in 2023, with £2.7 bn in wages, salaries and benefits (namely, compensation of employees) and supporting 75,500 jobs**. When including indirect and induced impacts, total turnover rises to £120 bn and £23 bn in GVA, £7.3 bn in compensation of employees, with aggregate employment reaching 789,400. When calculating aggregate impacts, we have adjusted for potential double counting, particularly between the shipping and ports sectors, using the input-output table, which shows how the inputs of one industry are used by other industries. However, even when adjusting for double counting, the aggregate employment remains very large. Additionally, it makes a substantial contribution to Government revenue, with direct contributions to the Exchequer of £1.15 bn in terms of personal income tax, National Insurance contributions, corporate tax, business rates and VAT, and it supports exports to the tune of £7.6 bn.

UK's lifeline – a Maritime UK perspective:

"Shipping is an overwhelming success story for the UK and is renowned for its leadership across the world. As Britain is an island nation, shipping is among the most important industries to the UK economy. They may not know it, but every single person in this country, every single day, will touch, use and eat goods that have been brought to the UK by ship. That is because 95% of all imports and exports are moved by sea. Manufacturers rely on shipping to import their raw materials, and to export their finished goods. Energy companies rely on shipping for their oil and gas. Supermarkets rely on it to stock their shelves. Hospitals rely on it to ensure they have the medicine and equipment they need. And 65 mn passengers rely on shipping for access to public services, employment, business and holiday travel every year."²³



Breaking it down – ports

Port activities include port operations and cargo handling, warehousing and storage, port management and border agencies. It plays a significant role in the maritime economy, facilitating the movement of ships and vessels through the UK's harbours and terminals. Together with the shipping sector, the ports sector underpins much of the UK's international trade.

Direct turnover in 2023 was £6.2 bn and GVA stood at £2.9 bn. Ports directly employed 31,100 people, with direct wages, salaries and benefits at £1.2 bn. Direct contributions to the Exchequer totalled £730 mn, with exports of services valued at £3 bn. In aggregate terms, the sector contributed £12.7 bn in turnover, £6.5 bn in GVA, £1.95 bn in compensations and 44,950 in employment.

In previous studies of the maritime economy, a broader definition of the ports industry has also been used, reflecting the enabling role that ports play, particularly in shipping. It has combined the contribution of port activities with that of shipping and shipbuilding.²⁴ This broader categorisation has been used to reflect the wider set of activities that depend on – or are closely linked to – ports.

Under this wider definition, the ports industry's direct economic impact is substantial: turnover amounted to £51.3 bn in 2023, GVA was £13.5 bn, total compensation of employees reached £5.6 bn, and employment totalled 141,900.

Looking ahead:

Peel Ports Group, the UK's second-largest port operator, has announced several projects aimed at achieving net-zero emissions by 2040. It plans to install the UK's largest roof-mounted solar energy system at the Port of Liverpool and repower existing wind turbines on the banks of the River Mersey with fewer, larger units. These initiatives are part of a 25-year agreement between Peel Ports Group and E.ON, which includes installing approximately 63,000 solar panels across 26 buildings at the Port of Liverpool. This is intended to support Peel Ports Group's goal of powering the Port of Liverpool exclusively with on-site renewable energy, including periods when solar output is lower, such as at night or during winter. Implementation of this phase could start as early as 2027/28, pending consultation with the local community and planning approval.²⁵



Breaking it down – leisure marine

The leisure marine sector encompasses the building of pleasure and sporting boats. It is characterised by a vibrant and diverse ecosystem of independent operators and small businesses in creating powerboats, sailing yachts and superyachts.

Direct turnover in 2023 was £3.6 bn, rising to £13 bn when indirect and induced impacts are included. Direct GVA amounted to £1.5 bn, increasing to £5.2 bn at aggregate level. Direct wages, salaries and benefits totalled £1.1 bn, rising to £2.9 bn in aggregate terms. The sector directly employed 29,300 people, with total employment reaching 78,300 when including indirect and induced effects. Direct contributions to the Exchequer were £990 mn, with exports of services valued at £500 mn.

Getting a feel for the sector:

The leisure marine sector is comprised mostly of SMEs – the nine largest companies represent only 25% of the market. The UK's growing superyacht industry, with a turnover of around £420 mn a year and more than 3,600 employees, is globally recognised and a significant sector. The leisure sector mixes service and manufacturing, from surveyors and charterers to specialist equipment manufacturers and three world-leading marine leisure clothing brands. Many leading international yacht designers are based in the UK.²⁶



Breaking it down – marine engineering & science

This sector includes supporting activities for petroleum and natural gas extraction, building ships and floating structures, and the repair and maintenance of ships and boats. It is central to the UK's maritime innovation and technical expertise. It is the largest sector in terms of employment, reflecting the nature of ship construction, repair, and research activities.

Direct turnover in 2023 was £20 bn, rising to £64 bn when indirect and induced impacts are included. Direct GVA amounted to £6.6 bn, increasing to £20 bn at aggregate level. Direct wages, salaries and benefits totalled £3.5 bn, rising to £8.4 bn in aggregate terms. The sector directly employed 80,600 people, with total employment reaching 199,400 when including indirect and induced effects. Direct contributions to the Exchequer were £2.1 bn, with exports of services valued at £3.5 bn.

Academic partnerships:

The marine engineering and science sector in the UK is enhanced by its academic collaborations. For example, Liverpool John Moores University, in partnership with Bibby Marine, received a £20 mn grant from Innovate UK, to leverage their marine engineering expertise to develop new batter-powered ships.²⁷ The university also launched the Global Centre for Maritime Innovation in 2024, continuing its ongoing expertise as a maritime university. The centre will provide new opportunities for collaboration and engagement between academics, external partners and the wider industry to deliver impactful research, education and training.²⁸



Breaking it down – maritime business services

Maritime business services cover a range of professional services and activities that support other key sectors, such as shipbroking, maritime insurance, financial and legal services, ship surveying, maritime education, consultancy, and accountancy. The UK has a real strength here, given its tradition of excellence across financial and business services, underpinned by the role London plays as an international leader in insurance, legal services and shipbroking.

It is an important support industry for the maritime sector and it generates the highest value per worker among all the maritime sub-sector industries in the region. In 2023, it contributed directly £8 bn in turnover, £3.5 bn in GVA, £1.8 bn in compensation of employees, and it supported 23,970 jobs in the UK. In aggregate terms, it contributed £14.6 bn in turnover, £7.7 bn in GVA and £3.7 bn in compensation of employees and it supported 53,000 jobs. Additionally, it contributed £1.2 bn to the Exchequer, and £790 mn in exports of services.

Harnessing a UK strength:

Maritime UK's own research has shown that the UK leads the world in maritime business services with a 35% share of global marine insurance premiums, and 60% of protection and indemnity (P&I) insurance. 26% of global shipbroking is undertaken in the UK, which is significantly more than any of its rivals. English law is the global industry standard and the UK boasts unrivalled legal and judicial expertise on shipping, insurance and international trade matters, with 25% of maritime legal partners practising in the UK.²⁹



Maritime defence – strengthening Britain at home and abroad

The UK's maritime defence sector is vital for national security, supporting the Royal Navy's capabilities in defending the country's sovereignty and protecting strategic trade routes. As outlined in the Government's 2025 Strategic Defence Review, the United Kingdom is advancing into a new phase of maritime capability, with enhanced investment aimed at strengthening warfighting readiness, shipbuilding, and technological innovation. The sector consists of a multitude of activities – from the design and manufacture of warships and submarines to integrating cutting-edge advanced marine systems, fleet maintenance,³⁰ port services, and undersea infrastructure. **Key areas where the sector is making significant advancements include:**

Developing and incorporating new technologies:³¹

In May 2025, the UK conducted its largest defence artificial intelligence (AI) trial, generating valuable data to refine AI algorithms. This initiative strengthens the UK's defence innovation and supports the Government's Plan for Change. For the Royal Navy, new AI developed through the trial will boost maritime surveillance and threat detection, enabling faster decision-making during naval operations. About 200 scientists, military personnel, industry, and international partners collaborated at Portland Harbour to collect visual infrared and band radar data. The trial, building on previous Wintermute exercises, aligns with increased defence spending by the Government and reinforces global partnerships, laying the groundwork for future AI systems that will give UK forces an edge in complex environments.

Advancing UK shipbuilding:³²

The UK has signed a £10bn contract to provide the Norwegian navy with at least five new warships. According to the Ministry of Defence (MoD), this is the UK's largest warship export deal by value. The Government states that the deal will support approximately 4,000 jobs in the UK through the 2030s, including more than 2,000 at BAE System's Glasgow shipyards, where the ships will be constructed. The Prime Minister noted the agreement would "drive growth and protect national security for working people". The MoD also indicated that more than 400 British businesses, including 103 in Scotland, are expected to benefit from the contract.



Local employment and maritime innovation – The Workboat Association

Workboats – commercial vessels under 500 tonnes – play a major role in local economies. They conduct offshore and inshore contracting where companies are approached for specific jobs, such as sea wall repair or moving materials, perform public services and play a significant part in national security and supply. These vessels range from small survey boats – often with crews of four conducting seabed studies – to larger vessels transporting workers to oil rigs and wind farms, sometimes carrying 30 to 40 people. Their activities generate significant local employment and economic activity since they rely extensively on local suppliers for services such as engine or vessel repair, equipment and consumables provisions, and other operational essentials and services. In contrast, larger vessels often operate globally and work with international suppliers, providing less local benefit. Workboats are also vital for everyday life in remote regions such as the Highlands and islands of Scotland, where they facilitate the movement of goods, livestock, and people. Hundreds of daily journeys occur unrecorded, moving approximately 1,000 people per day on smaller vessels.

Some workboats are dedicated to activities such as fish farming, which differs from fishing as the catch is owned and managed. There are around 600 such vessels in the UK. Other workboats, such as landing craft and heavy lift vessels (with approximately 300 in number), transport equipment, perform underwater tasks, and manage port operations. Workboats play a crucial role in waste removal, and cruise ships and ports rely on workboats to manage provisioning, waste, refuelling, and other logistics – sometimes requiring several support vessels per incoming ship. Tugboats are another essential workboat type, whose activities range from guiding large ships into ports to laying pipelines, such as the high-profile Nord Stream 2 project.

About 80% of workboat staff are locally employed, while 20% come from outside the area. The sector employs roughly 10,000 people on workboats in the UK, with a broader figure of 15,000 to 18,000 for all small commercial vessels under 24 metres in size. Most roles require skills similar to onshore jobs (such as mechanics and electricians), making it feasible for local workers to fill positions after brief training. The industry's financial value is estimated at £650 mn per year, though much of this value is not officially recorded.

The workboat sector is at the forefront of maritime innovation due to lower capital costs and faster renewal cycles. Small companies can test new equipment and fuels with less risk. Projects such as Tidal Transit's fully electric workboats, supported by Government innovation funding, showcase advances in sustainability and efficiency. Workboats are extensively used in defence for port services, mooring, surveying, removal of unexploded

Job creation and skills development:³³

Despite ongoing challenges such as skills shortages and ageing infrastructure, the UK marine and naval sector continues to offer strong job prospects as global demand and technology change. For instance, the Royal Navy's Type 83 destroyers programme, which is part of the Future Air Dominance System,³⁴ will create shipyard activity into the mid-2040s and create roles in design, systems integration, defence, and manufacturing. Thales has secured a £250 mn, 10-year Maritime Communications Capability Support (MCCS) contract, supporting more than 100 jobs in cybersecurity, systems engineering, software, and technical operations.³⁵ Project CABOT – the Royal Navy's planned Anti-Submarine Warfare (ASW) barrier in the North Atlantic³⁶ – through the launch of Atlantic Net, is creating positions in robotics, data systems, unmanned vessels, defence research, and offshore energy. These initiatives increase demand for skills in cybersecurity, green technology, AI shipbuilding, and autonomy. Ongoing investment in training and Science, Technology, Engineering and Mathematics (STEM) remains important for the development of the UK's maritime sector.³⁷

The following case studies show how the UK's strengths within key maritime sectors are supported by investment in skills, job creation, innovation and best practice.



3. Regional economic impacts:

One of the most important things about the maritime sector in the UK is its impact on regions across the whole country. Here, we have broken down the impacts by sub-sector and by region to show the contribution this makes towards every part of the British economy.

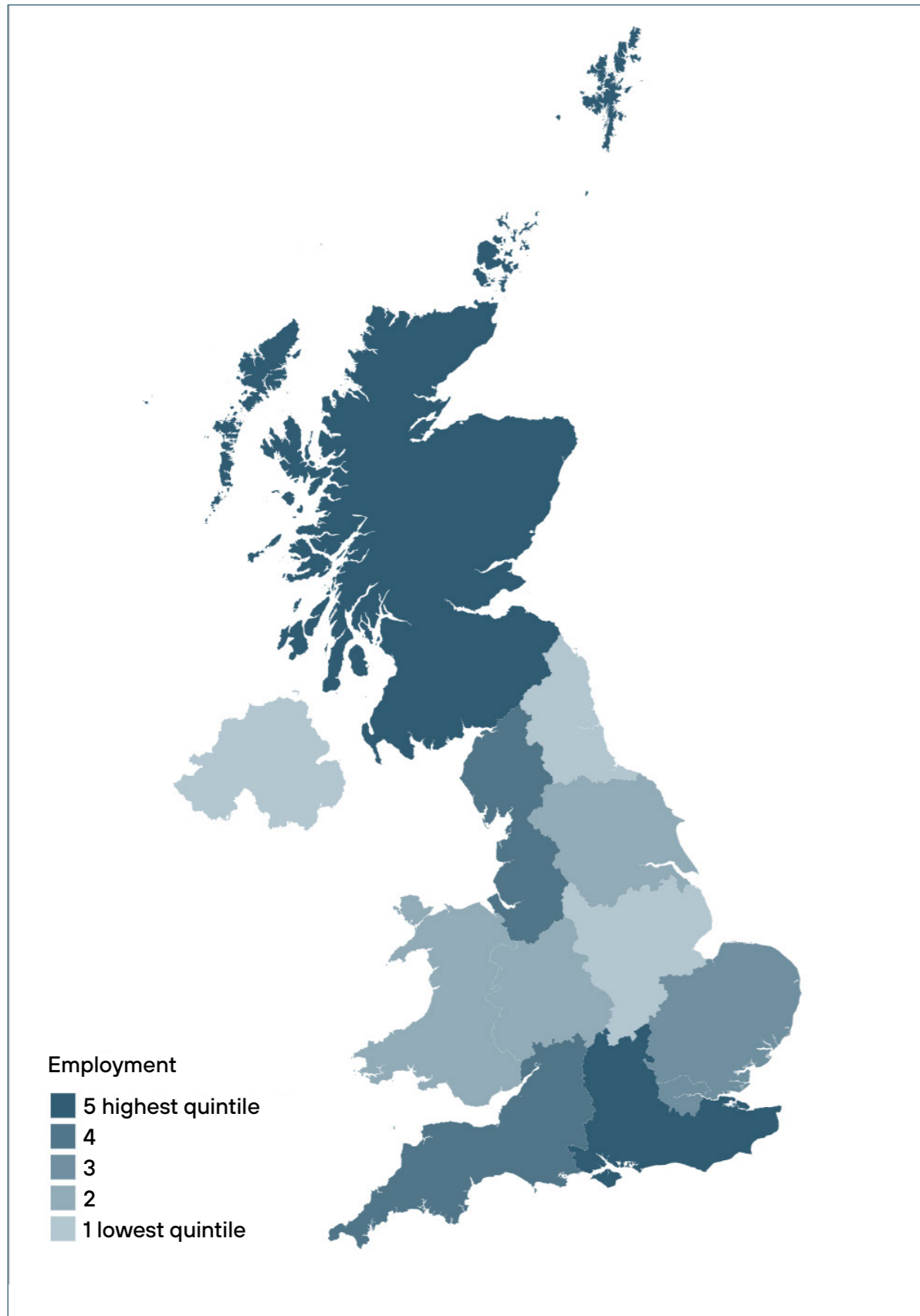
Table 2: Regional breakdown for impacts directly contributed by the maritime sector, 2023

	North East	North West	Yorkshire and the Humber	East Midlands	West Midlands	East of London	London	South East	South West	Scotland	Wales	Northern Ireland
Turnover	1.0%	11.4%	2.0%	1.2%	2.0%	7.9%	15.0%	27.0%	12.4%	16.8%	2.9%	0.4%
GVA	1.4%	13.1%	2.6%	1.4%	2.1%	8.0%	13.7%	23.0%	13.0%	18.5%	2.5%	0.6%
Compensation of employees	1.4%	13.3%	2.8%	1.6%	2.3%	7.0%	11.9%	20.3%	16.5%	18.9%	3.6%	0.5%
Employment	1.5%	14.5%	2.7%	1.9%	2.2%	8.1%	8.6%	20.4%	17.1%	19.6%	2.9%	0.6%

There are clear regional maritime strengths in the South East of England, the South West, North West and Scotland. Home to the Port of London, the capital in particular also accounts for a significant percentage of turnover. Coastal communities around the UK depend on the maritime sector for employment, as earlier case studies note, given the lower business-to-population ratio and the lack of any current funding schemes designed to specifically support coastal areas. The next two case studies share the diverse ways in which the maritime sector extends its impact across the UK.

ordnance, and perimeter security. Many of these tasks are carried out on contract for the military or border authorities, with operations ranging from infrastructure repair to support for large naval movements.

As a trade association, the Workboat Association advocates for vessels under 500 tonnes (non-convention³⁸), similar to the UK Chamber of Shipping for larger convention³⁹ ships. Activities include lobbying, strategy, networking, and regulatory liaison. The association supports domestic and international members, providing guidance on legal and operational requirements across different jurisdictions. The association develops and maintains good practice guides for all vessel types, offering practical, easy-to-understand guidance for operators, supply chain, charters, regulators, and white-collar professionals. These tools are used worldwide and help establish high standards across the industry. The association also helped develop the Workboat Code, which following four years as voluntary guidance, became mandatory in the UK in 1998 and is regarded to this day as a global benchmark. The UK workboat sector represents a substantial but often overlooked part of the nation's maritime industry, being the unseen and unheard workhorses of the water; delivering essential local and global services, fostering innovation, supporting significant employment, facilitating coastal wealth and setting high regulatory and operational standards across the world. The sector's full economic contribution, however, remains underreported due to gaps in industry classification, regulatory necessity and data recording.



Bringing benefits onto the high street and into local communities: the regional impacts of cruise and travel agents

The Cruise Lines International Association (CLIA)'s figures show that cruise passenger numbers now exceed the previous pre-pandemic high, as more people across the UK make cruise their holiday of choice. In 2024, 2.4 mn people in the UK took a cruise, up 5.2% on 2023.

Perhaps less well-known is the interdependency between the cruise industry and the travel agents that form the backbone of many UK high streets and local communities. Most cruises are still booked through a local travel agent rather than online. Recent data published by the major cruise operator Carnival Corporation plc showed that at least one Carnival cruise booking is made via a travel agency in every local authority in the UK annually, with £112 mn generated in travel agent fees over the same period from their bookings alone.

CLIA's work on how UK businesses supply the cruise industry highlights that there are more than 10,000 CLIA member travel agents in the UK who are specialists in selling cruises. Some of these members are larger agencies based on the high street, while others are smaller independent companies or solo homeworkers.

*"One agency that has benefitted from the industry's growth in recent years is Cruise Circle, based in Bolsover. With a team of 18, including 14 homeworkers based around the country, the family-owned and -run agency specialises in selling cruises online and over the phone. The business serves about 6,500 cruise passengers a year, which has enabled it to grow its annual turnover to more than £11mn."*⁴⁰

4. Looking ahead – the future of the maritime sector

The maritime sector underpins the success of the UK economy today as it has for centuries. From the core role of shipping in ensuring goods can be imported and exported for trade, through to the expertise held in maritime services in the UK, the maritime sector is both an existing strength and key to future economic growth. As our findings show, the sector's GVA is growing faster than the UK average, having more than recovered from a challenging period. However, for it to achieve its potential to bolster growth across the country and for employment rates to rise, it is vital that key enablers are in place.

Throughout this research, we have heard that this vibrant sector is working hard to thrive, to drive innovation and to collaborate for success. In that context, this new assessment has been commissioned to provide a more up-to-date baseline from which the sector's growth potential can be seen, supported, and extended. For this to become a reality, the sector is working hard with the Government to ensure that it can remain internationally competitive. This means a shared focus on:



Investment in infrastructure: It is vital for Government to recognise the opportunities offered by the maritime sector and to ensure that – as it rises to meet its challenges – it receives the same consideration as other growth sectors. To more effectively harness its growth potential, a coordinated approach to governance is needed across multiple Government departments, including the Department for Education and the Department for Transport. This could be further enhanced by emphasising the role of the sector as a strategic enabler of growth in future iterations of the Government's industrial strategy.

Developing careers and skills: As Maritime UK has previously highlighted, many of the skills central to supporting green energy, decarbonisation and innovation are at the heart of the maritime sector's skills needs, just as they are for other sectors key to a net-zero transition.

Particular attention should be given to core competencies, such as welding, which are highly sought-after not only within the maritime sector but also in related fields such as construction. Furthermore, increasing awareness of maritime career opportunities is crucial, as public familiarity with the sector has fallen behind its reality as a growth engine and as an increasingly inclusive employer.

Accelerating decarbonisation: Prioritising regulatory trials and investment geared towards zero emissions in the maritime sector could position the UK as a leader in green technology. This could include creating green zones and corridors for testing and implementing new technologies. Installing charging infrastructure at key locations would allow regular recharging for battery-operated vessels as these become increasingly prevalent in the years ahead. The main barriers are now regulatory and governmental rather than technological. Improvements could include mandatory installation of charging points in all new offshore wind farms, integrated at the planning stage, to avoid costly retrofits and disruptions. The majority of cruise ships are now shore power-enabled, but globally only around three per cent of ports currently have this technology in place.⁴¹ The sector urgently needs policy certainty to secure greater investment in port infrastructure, including shore power.

Additionally, there is the wider issue of the capacity of the National Grid, which was designed for one-way flow from traditional power plants, and which is struggling to support the decentralised and intermittent nature of renewables.⁴² This must be addressed at the outset for investment and specific interventions in maritime and beyond to be successful.



Developing skills in the maritime sector – Trinity House

Trinity House provides training schemes for the Merchant Navy, which are designed to ensure a steady flow of skilled professionals into the maritime sector. Many trained officers remain at sea for around a decade before moving ashore into fields such as maritime law, insurance, management, superintendency, and academia, thus maintaining a highly skilled talent pipeline for roles critical to the maritime sector.

Trinity House's Merchant Navy Scholarship Scheme offers cadetships for deck, engineering, and electrical technical officers, partnering with universities and nautical academies to deliver a program akin to an apprenticeship. Cadets usually engage in a three-year course, which can result in a degree, foundation degree, or higher national diploma (HND), depending on their entry qualifications. The training is divided into five phases: phases one, three, and five occur at college or university, while phases two and four are spent at sea, providing essential hands-on experience. All tuition and additional costs, such as visas and mandatory short safety and electronics courses, are covered by Trinity House. Most graduates secure junior officer positions, earning in excess of £40,000 per year, tax-free, without incurring student debt.

The training curriculum is regularly reviewed and updated to include new high-tech advancements, ensuring that cadets are trained with the latest technology and are prepared for the evolving maritime industry. The programme places a strong emphasis on clean energy, net zero targets, and the adoption of advanced technologies – such as the future integration of mini nuclear reactors for ship power. Ships are now being designed with the flexibility to accommodate such developments, ensuring readiness for future environmental standards.



Maritime and Coastguard Agency – flagbearer of UK’s maritime sector

The Maritime and Coastguard Agency (MCA) plays a pivotal role in advancing maritime standards, fostering economic development, and mitigating the environmental impact of the maritime sector.⁴³ In its capacity as a port state,⁴⁴ the MCA conducts inspections of foreign vessels calling at UK ports; as a flag state,⁴⁵ it authorises UK-registered ships and validates seafarer qualifications by issuing certificates recognised internationally. As a coastal authority, the MCA is responsible for ensuring safety along the nation’s coastline, conducting rescue operations, and managing over 11,000 nautical miles of coast and more than one million square nautical miles of sea.

Internationally, the MCA represents the United Kingdom on key organisations such as the International Maritime Organisation (IMO) and the International Labour Organisation (ILO), where it contributes significantly to the creation and enforcement of global maritime regulations. The agency is committed to upholding high standards across UK fishing vessels, passenger ships, and other smaller craft, drawing on practical experience to inform international policy discussions and promote technological adoption within the sector. Recent initiatives include comprehensive reforms to training programmes and the inclusion of alternative fuels, big data, artificial intelligence, and digital competencies in the curriculum, equipping future seafarers with the skills required to adapt to emerging technologies.

In addition to its leadership in standards and certification,⁴⁶ the MCA offers vital input for offshore installation approvals, including for renewable energy projects, and is at the forefront of decarbonisation efforts and maritime autonomy. Its regulatory framework sets the standard for the deployment of autonomous vessels, and the organisation actively supports projects that promote innovation in alternative fuels and autonomous operations. The forthcoming Maritime Innovation Hub, set to launch in April 2026, will bolster this technological shift by providing resources to operators, technology companies, and academic institutions.

Furthermore, the MCA runs the UK Shipping Concierge (UKSC), created with the aim to boost the UK maritime sector and provide support and guidance to maritime businesses seeking investment or relocation opportunities to the UK.⁴⁷ Serving as a single point of contact, the UKSC facilitates connections between industry and government, enabling maritime enterprises to optimise their operations in the UK market. Current engagement includes stakeholders from Switzerland, Norway, Hong Kong, Singapore, and Greece.

5. Methodology appendix

This section presents the methodologies in estimating the turnover, GVA, compensation to employees, contribution to the UK Exchequer and jobs contribution, and contribution to exports by the UK maritime sector. This is developed from the methodologies adopted by the previous CEBR studies.⁴⁸

Scope and overarching approach

Our analysis covers five core sectors sitting within the broader maritime sector, namely:

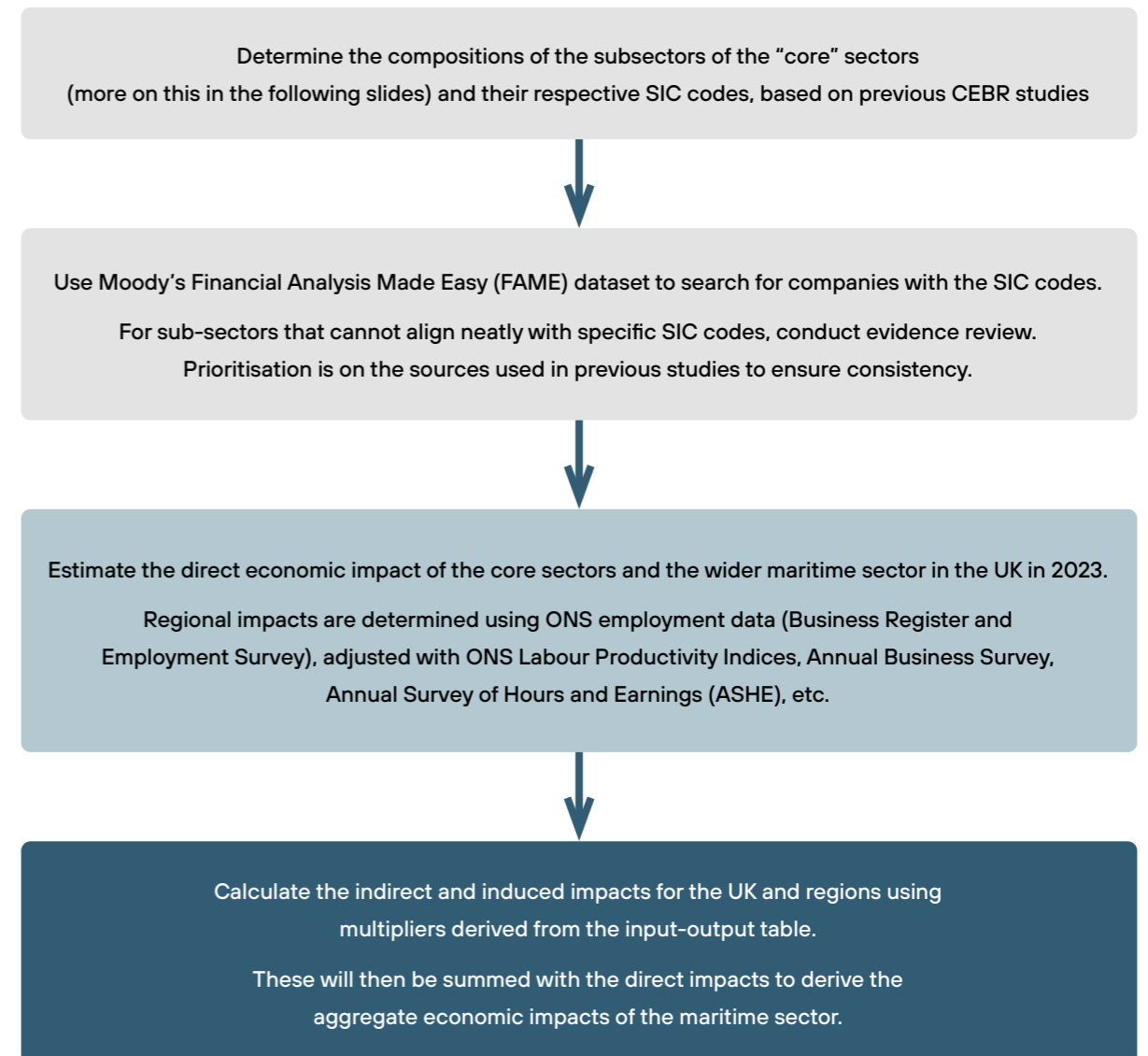
- Shipping industry
- Ports industry
- Leisure marine industry
- Marine engineering and scientific industry
- Maritime business services industry.

The key metrics to assess economic contribution for each sector (and the maritime industry as a whole) are defined in terms of:

- Turnover – including direct, indirect and induced
- Gross Value Added (GVA) – including direct, indirect and induced
- Employment – including direct, indirect and induced
- Employee compensation - including direct, indirect and induced
- Contribution to the UK Exchequer
- Contribution to exports

Subsectors are then identified and mapped with their respective sub-sectors and the relevant SIC codes. Some sub-sectors cannot be identified using traditional SIC codes. This requires supplementary information, either from existing reports or targeted searches for some major companies, to fill in the gaps.

Graph 3: An overview of the modelling approach



Below is a list of subsectors that fall within the core maritime sectors, outlining the relevant SIC codes or additional sources used by CEBR to produce their previous analyses.

Table 3: List of subsectors within the maritime industry

Broad sector	SI code	Sub-sector	Additional sources
Shipping industry	50100	Sea and coastal passenger water transport	For employment: Chamber of Shipping Manpower Survey on number of seafarers active at sea
	50200	Sea and coastal freight water transport	
	50300	Inland passenger water transport	
	50400	Inland freight water transport	
	77342 /	Renting and leasing freight water transport equipment / Other shipping	
Ports industry	52101	Operation of warehousing and storage facilities for water transport activities of division 50	Estimates for border agency, HM Revenue and Customs (HMRC) and public sector employees operating in ports
	52220	Service activities incidental to water transportation	
	52241	Cargo handling for water transport activities of division 50: Water transport	
Leisure marine industry	30120	Building of pleasure and sporting boats	CEBR (2022) "The economic contribution of the UK leisure marine industry"
Marine engineering and scientific industry	09100	Support activities for petroleum and natural gas extraction	Regional analysis: ONS's 2020 regional breakdown for low carbon and renewable energy economy (LCREE)
	30110	Building of ships and floating structures	
	33150	Repair and maintenance of ships and boats	
Maritime Business Services industry	-	- Shipbroking - Maritime insurance - Maritime financial - Maritime legal - Ship surveying - Maritime education - Maritime consultancy - Maritime accountancy	Use "targeted FAME searches"; The proportion of the maritime insurance and maritime legal sector is derived from the following two reports: International Underwriting Association (IUA) (2024). London Company Market Statistics Report; TheCityUK (2024). Legal Excellence, Internationally Renowned UK Legal Services 2021

Direct economic contribution

Based on the subsectors identified in the previous section, we can estimate the direct economic contribution of the UK maritime sector using the FAME database, which extracts individual companies' information from Companies House. It should be noted that using FAME allows us to compute the economic contribution from a bottom-up approach and include companies that are relevant to the maritime sector but may not be classified as such, since there is no specific ONS industrial classification for the maritime sector. Moreover, it allows us to spot any duplicate company entries to avoid double counting.

However, this approach has its own limitations. For example, smaller companies are not required to report financial information and may therefore be excluded from the dataset. There are also challenges around distinguishing between domestic and international operations, as some companies report both national and overseas turnover, while others do not. To enhance the robustness of our estimations, we will need to cross-check with the ONS official data for those with specific SIC codes and make adjustments. Alternatively, we recommend leveraging on existing reports if no specific SIC codes can be identified (for example, in the case of maritime business services).

To ensure consistency with previous CEBR studies, we have made several adjustments to our analysis, in particular:

- We have applied grossing factors to the 2019 turnover, GVA, compensation to employee and employment figures, using the 2019 ONS data. This mainly applies to the shipping, marine leisure and maritime engineering and science sectors. This adjustment is based on the available GVA data from the ONS "GDP output approach" dataset and the Annual Business Survey, whichever dataset provides the relevant information. Turnover, compensation of employees and employment figures are then adjusted using the same grossing factors. Next, we applied the sub-sectoral growth rates derived from the FAME database, spanning 2019 to 2023, to estimate sub-sector figures for 2023.
- For the shipping and port industries, in addition to the companies identified by their primary SIC codes, we have also included others classified under "other shipping" and "other ports". These are companies that, while not primarily registered under the primary SIC codes, have secondary SIC classifications that align with shipping and port-related activities. They were identified using the FAME database. We retained these companies in our analysis to ensure broader sectoral coverage.
- As noted above, since a significant number of companies identified in CEBR's previous studies use British Marine's "Key Performance Indicators for the Leisure, Superyacht and Small Commercial Marine Industry" and the report has not been updated, we have assumed that these companies will grow at the same rate as the smaller SIC code 3012 sector identified in the ONS Annual Business Survey.

For contributions to the UK Exchequer, we look at the following tax heads:

- Personal income tax – derived from sub-sectoral gross annual pay by income deciles in 2023. If the data is unavailable for a certain decile group, we derived the numbers based on either the “all industries and services” trends or that sub-sector’s trend in other decile groups, whichever we think more reasonable. We then deducted the personal income allowance and applied the tax rate (20% or 40%, depending on the tax band) to derive the individual personal income tax. We aggregated the numbers to derive the personal income tax contributions by sector.
- National Insurance contributions – similar to the personal income tax, but we used different tax rates (12%) to derive the contributions.
- Corporate tax – based on individual companies’ profit data extracted from FAME. Instead of directly applying corporate tax rate (which does not take account of allowances), we derived the effective tax rate by using HMRC’s corporate tax statistics to compare total profits chargeable with corporation tax to corporate tax receipts, which is around 17.3% in 2023.
- Business rates (or non-domestic rating income) – we assume the business rate receipts are proportional to GVA of the sector, in line with the CEBR analysis.
- VAT – we assume it is applied directly to the turnover of companies. Some sectors are exempt from paying VAT (for example, shipping), while others are partially exempt (for example, shipbuilding). In the latter case, we applied an arbitrary 10% VAT.

For contributions to exports, we followed CEBR studies by using the ONS Pink Book, Table 3.2.1 for the shipping and port industry (where we treated “sea transport disbursements in the UK” as the contribution by the port industry, and the sea transport, passenger and freight, by the shipping industry). For other industries, we use the corresponding broader sector for the analysis (as more granular data is not available), using another ONS dataset.⁴⁹ The contribution to exports by those sectors are assumed to be proportional to the turnover of the broader sectors.

Aggregate impacts – estimating indirect and induced impacts

WPI’s input-output model is used to estimate the indirect and induced effects of the turnover, gross value added, employee compensation and jobs generated by the maritime sectors in the area.

- Indirect impact: includes other industries that supply goods and services to the maritime businesses;
- Induced impact: refers to other industries affected by the spending of the maritime businesses’ employees.

To derive the indirect and induced output multipliers, Type I and Type II Leontief Inverse matrices are employed to generate the indirect and induced GVA per unit of output multipliers. The indirect and induced benefits are calculated by using these multipliers from the direct benefits derived earlier. We will use the latest version of the input-output table produced by the ONS for our calculations.

Regional analysis


The regional split started with Office for National Statistics’ Business Register and Employment Survey (BRES) employment data to derive the share of regional employment. To estimate regional GVA, we first calculated the GVA-to-employment ratio using current price GVA per hour worked indices and current price GVA per filled job indices. We then derived the turnover-to-GVA and compensation of employees-to-GVA ratios, also using Annual Business Survey (ABS) data.⁵⁰ These ratios were applied to the corresponding regional figures to estimate the allocation of GVA, turnover and compensation of employees across regions.

Endnotes

- 1 Department for Transport (2024), New vision for UK ports will propel prosperity in Britain's coastal communities. Accessed at: <https://www.gov.uk/government/news/new-vision-for-uk-ports-will-propel-prosperity-in-britains-coastal-communities>
- 2 Quote taken from an interview with Chris Mastrippolito and Adam Newman from CLIA, 16 July 2025
- 3 Population estimates drawn from the Office for National Statistics (ONS)
- 4 House of Commons Research Briefing (2025), Coastal Communities. Accessed at: <https://commonslibrary.parliament.uk/research-briefings/cdp-2025-0059/>
- 5 House of Commons Research Briefing (2025), Coastal Communities. Accessed at: <https://commonslibrary.parliament.uk/research-briefings/cdp-2025-0059/>
- 6 Maritime UK (2015), Spending Review: For Industry. Accessed at: <https://www.maritimeuk.org/spending-review/maritime-organisations/>
- 7 Maritime UK (2015), Spending Review: For Industry. Accessed at: <https://www.maritimeuk.org/spending-review/maritime-organisations/>
- 8 Department for Transport (2024), Nearly £1 million investment for British coastal towns to grow local economies. Accessed at: <https://www.gov.uk/government/news/nearly-1-million-investment-for-british-coastal-towns-to-grow-local-economies>
- 9 Department for Transport (2024), Nearly £1 million investment for British coastal towns to grow local economies. Accessed at: <https://www.gov.uk/government/news/nearly-1-million-investment-for-british-coastal-towns-to-grow-local-economies>
- 10 Northern Ireland Maritime & Offshore, News and Insights: Northern Ireland Maritime & Offshore (NIMO) Receives £100,000 from the Department for Transport Maritime Cluster Development Fund. Accessed at: <https://nimaritime.com/northern-ireland-maritime-offshore-nimo-receives-100000-from-the-department-for-transport-maritime-cluster-development-fund/>
- 11 4C Offshore (2024), Humber Marine & Renewables secures £85,000 from coastal towns fund. Accessed at: <https://www.4coffshore.com/news/humber-marine-26-renewables-secures-a3852c000-from-coastal-towns-fund-nid30644.html>
- 12 Department for Transport (2025), More than £1.1 billion investment to boost growth, jobs and skills in UK's coastal towns and cities. Accessed at: <https://www.gov.uk/government/news/more-than-1-1-billion-investment-to-boost-growth-jobs-and-skills-in-uks-coastal-towns-and-cities>
- 13 Department for Transport (2024), New vision for UK ports will propel prosperity in Britain's coastal communities. Accessed at: <https://www.gov.uk/government/news/new-vision-for-uk-ports-will-propel-prosperity-in-britains-coastal-communities>
- 14 CEBR (2022), The economic contribution of the UK maritime sector. Accessed at: https://safety4sea.com/wp-content/uploads/2022/06/Cebr-UK-Maritime-Sector-2022_06.pdf
- 15 West Yorkshire Combined Authority ,Invest West Yorkshire. Accessed at: <https://www.investwestyorkshire.com/why-west-yorkshire/>
- 16 Office for National Statistics (ONS), GDP output approach, low level aggregates, Dataset: UK, Quarter 1 (Jan to Mar) 2025. Accessed at: <https://www.ons.gov.uk/economy/grossdomesticproductgdp/datasets/ukgdpolowlevelaggregates>
- 17 CEBR (2022), The economic contribution of the UK maritime sector. Accessed at: https://safety4sea.com/wp-content/uploads/2022/06/Cebr-UK-Maritime-Sector-2022_06.pdf
- 18 Office for National Statistics (ONS), Business Register and Employment Survey 2021. Accessed at: <https://www.ons.gov.uk/surveys/informationforbusinesses/businesssurveys/businessregisterandemploymentsurvey>
- 19 CEBR (2022), The economic contribution of the UK maritime sector. Accessed at: https://safety4sea.com/wp-content/uploads/2022/06/Cebr-UK-Maritime-Sector-2022_06.pdf
- 20 Artemis Technologies, Our Mission. Accessed at: <https://www.artemistechnologies.co.uk/mission/>
- 21 Department for the Economy (2025), Economy Minister welcomes multimillion deal for Artemis Technologies in the US. Accessed at: <https://www.economy-ni.gov.uk/news/economy-minister-welcomes-multimillion-deal-artemis-technologies-us>
- 22 Bibby Marine (2023), Bibby Marine-led consortium set to build world-first eSOV, following ZEV1 success. Accessed at: <https://www.bibbymarine.com/bibby-marine-led-consortium-set-to-build-world-first-esov-following-zevi-success/>
- 23 Maritime UK, Shipping. Accessed at: <https://www.maritimeuk.org/about/our-sector/shipping/>
- 24 Shipbuilding is classified under the maritime engineering and science sector. For the purposes of this report, we have assumed the same composition mix as in previous CEBR studies; that is, the proportion of shipbuilding within the maritime engineering and science sector is consistent with the earlier analysis.
- 25 Peel Ports Group (2024), Peel Ports Group and E.ON embark on 'UK's largest' solar project. Accessed at: <https://www.peelports.com/news-articles/peel-ports-group-and-e-on-embark-on-uk-s-largest-solar-project>
- 26 Maritime UK, Leisure Marine. Accessed at: <https://www.maritimeuk.org/about/our-sector/marine/>
- 27 Liverpool John Moores University, Innovation. Accessed at: <https://www.ljmu.ac.uk/about-us/ljmu-achievements-and-impact/innovation>
- 28 Liverpool John Moores University (2025), Minister hails LJMU's world-leading maritime work. Accessed at: <https://www.ljmu.ac.uk/about-us/news/articles/2025/6/23/minister-hails-ljmus-world-leading-work-in-maritime>
- 29 Maritime UK, Maritime Business Services. Accessed at: <https://www.maritimeuk.org/about/our-sector/maritime-business-services/>
- 30 Naval Solutions Ltd. (n.d.), Defence. Accessed At: <https://www.navalsolutions.co.uk/sector/defence/>
- 31 Ministry of Defence (2025), Largest-ever UK defence AI trial conducted across land, sea and air. Accessed at: <https://www.gov.uk/government/news/largest-ever-uk-defence-ai-trial-conducted-across-land-sea-and-air>
- 32 BBC News (2025), UK secures £10bn deal to supply Norway with warships. Accessed at: <https://www.bbc.co.uk/news/articles/cr5rgdpvn63o>
- 33 Owen Daniels (2025), UK Marine & Naval Sector—Progress, Challenges, and Opportunities. Accessed at: <https://www.owendaniels.co.uk/blog/marine-naval-sector-progress-challenges-and-opportunities>

- 34 Naval News (2025), Royal Navy details ambitions for FADS programme, Type 83 destroyer. Accessed at: <https://www.navalnews.com/event-news/cne-2025/2025/06/royal-navy-details-ambitions-for-fads-programme-type-83-destroyer/>
- 35 Owen Daniels (2025), UK Marine & Naval Sector—Progress, Challenges, and Opportunities. Accessed at: <https://www.owendaniels.co.uk/blog/marine-naval-sector-progress-challenges-and-opportunities>
- 36 Thales Group (2025), The future of anti-submarine warfare: the promise and potential of Project CABOT. Accessed at: <https://www.thalesgroup.com/en/news-centre/insights/united-kingdom/future-anti-submarine-warfare-promise-and-potential-project>
- 37 Owen Daniels (2025), UK Marine & Naval Sector—Progress, Challenges, and Opportunities. Accessed at: <https://www.owendaniels.co.uk/blog/marine-naval-sector-progress-challenges-and-opportunities>
- 38 A non-convention vessel means a vessel not covered by the provisions of IMO Conventions. Law Insider. Accessed at: <https://www.lawinsider.com/dictionary/non-convention-vessel>
- 39 A convention vessel means a vessel which due to its tonnage, usage or dimensions would, if trading in international waters or on international voyages, fall within the requirements of any, or any part, of the IMO Conventions. Accessed at: <https://www.lawinsider.com/dictionary/convention-vessel>
- 40 Quote taken from Beyond the voyage: How UK businesses supply the cruise industry (2025), published by CLIA; Reference to Carnival Corporate plc analysis taken from WPI Economics report: https://wpieconomics.com/wp-content/uploads/2025/06/More_than_the_trip_of_a_lifetime_Carnival_2025.pdf
- 41 Ship & Bunker (2024), Only 3% of Global Ports Equipped for Shore Power. Accessed at: <https://shipandbunker.com/news/world/955127-only-3-of-global-ports-equipped-for-shore-power>
- 42 NDT Group (n.d.), How is the UK's grid hindering the move to renewable energy? Accessed at: <https://www.ndtgroup.co.uk/latest-news/uks-grid-hindering-renewable-energy/>
- 43 Maritime and Coastguard Agency, About Us. Accessed at: <https://www.gov.uk/government/organisations/maritime-and-coastguard-agency/about>
- 44 Port State Control (PSC) is a regulatory mechanism that allows maritime authorities to inspect foreign-flagged vessels at their ports to verify compliance with international regulations on safety, pollution prevention, and crew welfare. Definition taken from: Windward, Port State Control. Accessed at: <https://windward.ai/glossary/what-is-port-state-control/>
- 45 A flag state is the nation in which a vessel is officially registered—granting it the right to fly that nation's flag and operate under its legal framework Definition taken from: London Maritime Academy, Flag State Explained: What It Means and Why It's Crucial in Maritime Law. Accessed at: <https://www.lmitac.com/articles/flag-state-explained>
- 46 Maritime and Coastguard Agency (2025), UK global leadership in maritime training to support safer, cleaner seas. Accessed at: <https://www.gov.uk/government/news/uk-global-leadership-in-maritime-training-to-support-safer-cleaner-seas>
- 47 UK Shipping Concierge, What is the UK Shipping Concierge and how can it help your business? Accessed at: <https://ukshippingconcierge.co.uk/news/what-uk-shipping-concierge-and-how-can-it-help-your-business>
- 48 CEBR (2022), The economic contribution of the UK maritime sector. Accessed at: https://safety4sea.com/wp-content/uploads/2022/06/Cebr-UK-Maritime-Sector-2022_06.pdf

- 49 Office for National Statistics (ONS), Count and turnover by industry and size 2018, 2020, 2022. Accessed at: <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/adhocs/2336countandturnoverbyindustryandsize20182022and2023>
- 50 Office for National Statistics (ONS), Subregional productivity: labour productivity indices by UK ITL2 and ITL3 subregions. Accessed at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/datasets/productivitylabourproductivitygvaperhourworkedandgvaperfilledjobindicesbyuknuts2andnuts3subregions>



WPI Economics Limited
5-6 St Matthew Street
London
SW1P 2JT
@WPI_Economics
wpieconomics.com

WPI Economics Limited, registered address:
Suite 301, Stanmore Business and Innovation
Centre, Howard Road, Stanmore, Middlesex,
England HA7 1FW, is registered as a limited
company in England and Wales under
company number 10086986.

December 2025

©2025 Design by www.bennlinfield.com

