SELINUS UNIVERSITY
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GENDER DIVERSITY IN THE MARITIME INDUSTRY: IMPLICATIONS FOR INDUSTRY SUSTAINABILITY

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ABSTRACT

This PhD research investigates gender diversity in the maritime industry and its implications for sustainability and competitiveness. Despite the industry's critical role in the global economy, it remains predominantly male-dominated, with significant gender disparities across various sectors. This study aims to assess the current state of gender diversity in the maritime sector, identify barriers faced by women, and evaluate the benefits of inclusive workplaces.

Thesis employs a mixed-method research approach, combining the review of selected published literature and case studies, with the qualitative interviews with maritime professionals and quantitative surveys to gather comprehensive data on gender diversity and its impact on organizational performance. The literature review explores historical gender roles, legal and regulatory frameworks, and the economic and operational benefits of gender diversity, whilst data analysis involves thematic analysis of interview data and statistical analysis of survey results to identify trends and correlations.

The findings of the thesis highlight the potential benefits of a more inclusive workforce, including increased talent attraction, improved operational performance, and enhanced reputation. Strategic recommendations are provided for maritime companies and policymakers to promote gender diversity, aiming to enhance the sustainability and competitiveness of maritime organizations and centers. Whilst there are limitations to the research, the thesis will contribute valuable insights into the dynamics of gender diversity within the maritime industry and offer practical implications for fostering a more inclusive and competitive maritime sector.

To my parents, thank you for teaching me perseverance.
To my husband, thank you for gifting me unwavering love.
To my children, thank you for giving me purpose.

TABLE OF CONTENTS

LIST OF FIGURES

CHAPTER 1:
INTRODUCTION AND AIM OF STUDY

The maritime industry is a critical component of the global economy. Historically, the industry has been male-dominated, leading to significant gender disparities due to societal norms, perceptions of physical strength requirements, and the challenging nature of seafaring life. Despite these barriers, women have always been present in maritime roles, though often unacknowledged. Over time, they have gained increasing visibility and recognition as valuable contributors to the industry. The history of women in the maritime industry can therefore be considered a story of perseverance, slow inclusion, and significant cultural shifts. Despite efforts to promote gender diversity, the trend of underrepresentation of women is still evident in various maritime sectors, including seafaring, ship engineering, ship management, chartering and post-fixture, and port operations. This thesis aims to investigate the current state of gender diversity in maritime sector, assess the potential risks for the sustainability for the companies resisting to recognize benefits of gender diversity within the maritime industry, and to offer insights for industry stakeholders and policymakers. The research seeks to provide insights into the complex dynamics of gender equality within maritime organizations, through a comprehensive multi-method approach, including qualitative interviews. Thesis will explore the barriers faced by women in the industry worldwide, the benefits of inclusive working environments, and provide strategic recommendations for maritime companies to promote gender diversity with aim to increase industry sustainability and growth. Main objective of the research is to highlight the potential benefits of a more inclusive workforce in maritime sector, such as increased talent attraction, improved operational performance, and enhanced reputation. Discussion will cover the evolution of gender roles in the maritime industry, extent of gender diversity in different maritime hubs, barriers women face in entering and advancing within the maritime industry, and the impact of gender diversity on the performance, innovation, and competitiveness of maritime organizations. The insights gained from this research will be valuable for industry stakeholders and policymakers, offering strategic recommendations to maritime organizations to enhance gender inclusivity, thereby improving their competitiveness and sustainability within the industry.

In the ancient and medieval periods, women were mostly absent from formal maritime records, but this does not mean they were actually absent from the industry. Women often supported maritime activities from the shore. Taking on the role of wives of seafarers or merchants, they were involved in managing business maritime affairs. Some even disguised themselves as men to serve on ships, while others were involved in ports in roles such as shipbuilding, provisioning, and logistics. One of the earliest notable women in maritime history is Anne Bonny, a famous 18th-century pirate. Anne broke the gender conventions of the time by becoming an active participant in piracy profession, which until then excluded women. Anne and her right hand Mary Read fought alongside men and commanded fear and respect. Regrettably, their stories were not accepted as evidence of women's capabilities at sea, but were rather romanticized as exceptions to the norm of the time. By the 19th century, the rigid social hierarchies reflected the strict professional structure of the maritime industry and the only roles available to women were the supporting ones, such as nurses or wives of ship captains, so called "sea wives". These women often sailed with their husbands, managing households at sea, caring for sick crewmembers, and sometimes even taking over navigation in emergencies. Therefore, whilst women did play crucial roles in the success of the voyages, often taking on responsibilities

beyond the traditional "'gender scope'', they were rarely found or recognized in official maritime roles. The first pivotal change to women roles in maritime professions did not happen before the World War I and World War II. With men away at war, women had to step in traditionally male roles, such as shipyards, ports, and even the merchant navy. During the WWII especially, they became integral to the maritime sector. They worked as radio operators, mechanics, and shipbuilders. In the USA, women also joined auxiliary forces such as the Women Accepted for Volunteer Emergency Service (WAVES), taking on non-combat duties essential to the war effort. In the UK, the Women's Royal Naval Service (WRNS), known as the "Wrens," established in 1917 and reconstituted during WWII, saw women maintaining ships, coding, and managing communications. Whilst these programs recognized women's ability to handle ''male'' maritime roles, after the wars ended, they were demobilized. After WWII, men returned to the workforce and many of the opportunities for women in maritime roles transferred back to men. Maritime sector returned to male-dominated industry, particularly at sea, with women excluded from active roles. There were exceptions though, with female pioneers such as Captain Anna Ivanovna Schchetinina becoming the first woman in the world to command an ocean-going vessel in 1935. Unfortunately, gender equality movements did not gain global momentum until 1970s and 1980s. One of the trail blazing examples of the time was Captain Beverly Kelley who became the first woman to command a U.S. Coast Guard ship in 1979. Such figures began to shift public perception about women's roles in maritime professions, challenging long-standing stereotypes. This period saw women began to break into more active roles in seafaring, with The International Maritime Organization (IMO) establishing the ''Integration of Women in the Maritime Sector program in 1988, aimed at encouraging maritime training institutes to open their doors to women and promote gender equality in seafaring roles. Nevertheless, although women were making strides, they remained severely underrepresented in the most prestigious and highest-paid maritime roles, particularly at sea. The 21st century has brought about more systematic efforts to address gender diversity in the maritime industry. Today, more women are taking on roles as ship captains, engineers, and senior executives in maritime companies. Captain Belinda Bennett, for example, became the first black woman captain in the cruise industry in 2016, demonstrating the evolving leadership roles in maritime sectors. Various governments and international organizations have been pushing for policies that encourage gender equality, such as the IMO's efforts to promote women's roles in the maritime sector through the ''Women in Maritime'' program. Despite these advancements, however, women still only make up a small fraction of the global seafaring workforce, with estimates suggesting they account for just 2% of the world's 1.2 million seafarers, and even fewer hold senior leadership positions on ships. In shore-based roles, particularly in management and operations, women are somewhat more represented but still face significant barriers to advancement.

Results of the 2021 International Maritime Organization (IMO) survey illustrate far from satisfactory picture of the current state and experiences of women in the industry. Survey is the result of IMO collaboration with WISTA (Women's International Shipping & Trading Association) to compile information obtained from various maritime companies and IMO Member States' maritime authorities. Data was gathered among IMO Member States, with responses obtained from 45 out of 174. In the countries that participated, women make up roughly 20% of the workforce in various departments, including national maritime authorities, customs, border control, and IMO representatives. However, the percentage of women in search and rescue departments drops to about 10%. Conversely, women represent nearly 30% of the training staff and 33% of diplomats. This distribution reflects traditional gender roles where men are more frequently deployed to hazardous situations, while women are more involved in educational roles, such as training search

and rescue personnel. The survey also focused on the education of maritime staff, particularly graduates from the World Maritime University (WMU) and the IMO International Maritime Law Institute (IMLI). Of the 45 Member States that responded, 33 reported having WMU graduates. Japan leads with 200 graduates, followed by the Republic of Korea with 100, and Sweden with 46. Regarding IMLI graduates, Japan and Korea again top the list with 100 graduates each. Notably, 10% of Japan's graduates and 2% of Korea's graduates were women. Interestingly, countries with fewer graduates from these institutions have a higher percentage of female graduates, often exceeding 50%. The survey further explored the advancement of women in maritime authorities. Currently, 14% of the responding Member States have women heading their national maritime authorities, which aligns with the percentage of women in core roles, such as specialist technical and operational positions. In contrast, women occupy 35% of support roles, including non-operational technical, administrative, finance, and service positions that support key personnel (Figure 1).

Figure 1
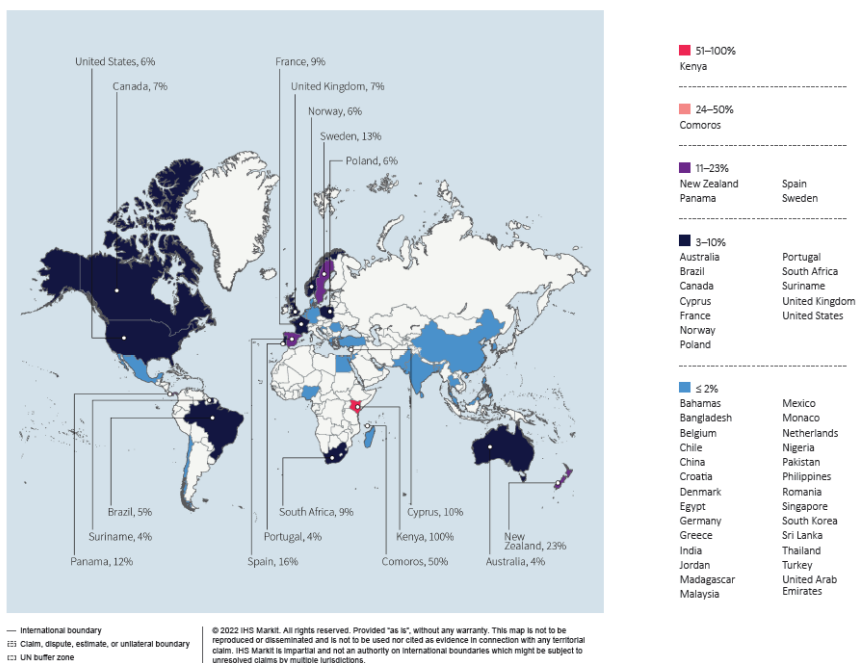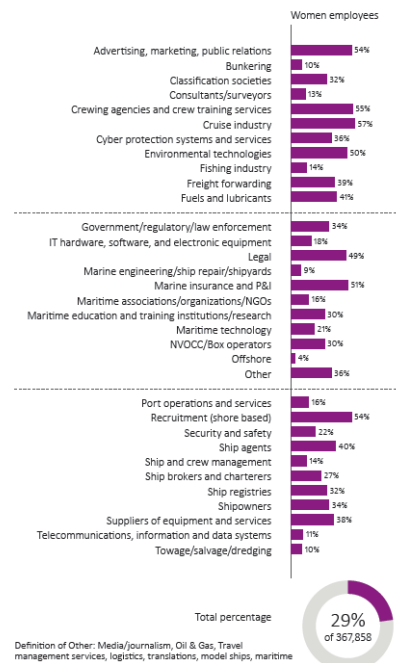
Data is even more alarming in the seafaring workforce, with survey showings that women make up only 1-2% of the global seafaring workforce and hold less than 1% of senior roles. Even more shocking is that around 60% of women have reported experiencing gender-based discrimination, and 25% reported instances of sexual harassment during their careers. It is therefore not surprising that whilst 70% of maritime organizations have gender equality policies, only 40% of women believe that these policies are implemented effectively (Figure 2). A staggering 94% of maritime education and training institutions have female students enrolled, which should be a positive trend. Nevertheless, only 30% of women report having access to mentorship programs or professional networks designed to support their career development, and more than 50% of women find that work-life balance is a significant challenge. Such significant gender disparity as well as the challenges women face in the maritime industry, highlight the need for targeted and urgent

interventions and policies development to support gender equality. However, whilst the statistics are a good indicator of the general status in the industry, it is the author's firm belief that there is still not sufficient research on the issue done. Merely looking at the date of the study i.e. 2021 is enough to conclude that further and more frequent research is needed to keep up with the raising awareness on gender equality in the maritime sector. In fact, diversity in general is unfortunately only at the beginning stage in this sector, and should be looked at more closely. For the purpose of this thesis however, we will concentrate on gender disparity with the hope that once more of these discussions are taking place, the diversity issues will take further steps towards center stage in the maritime industry.

Figure 2
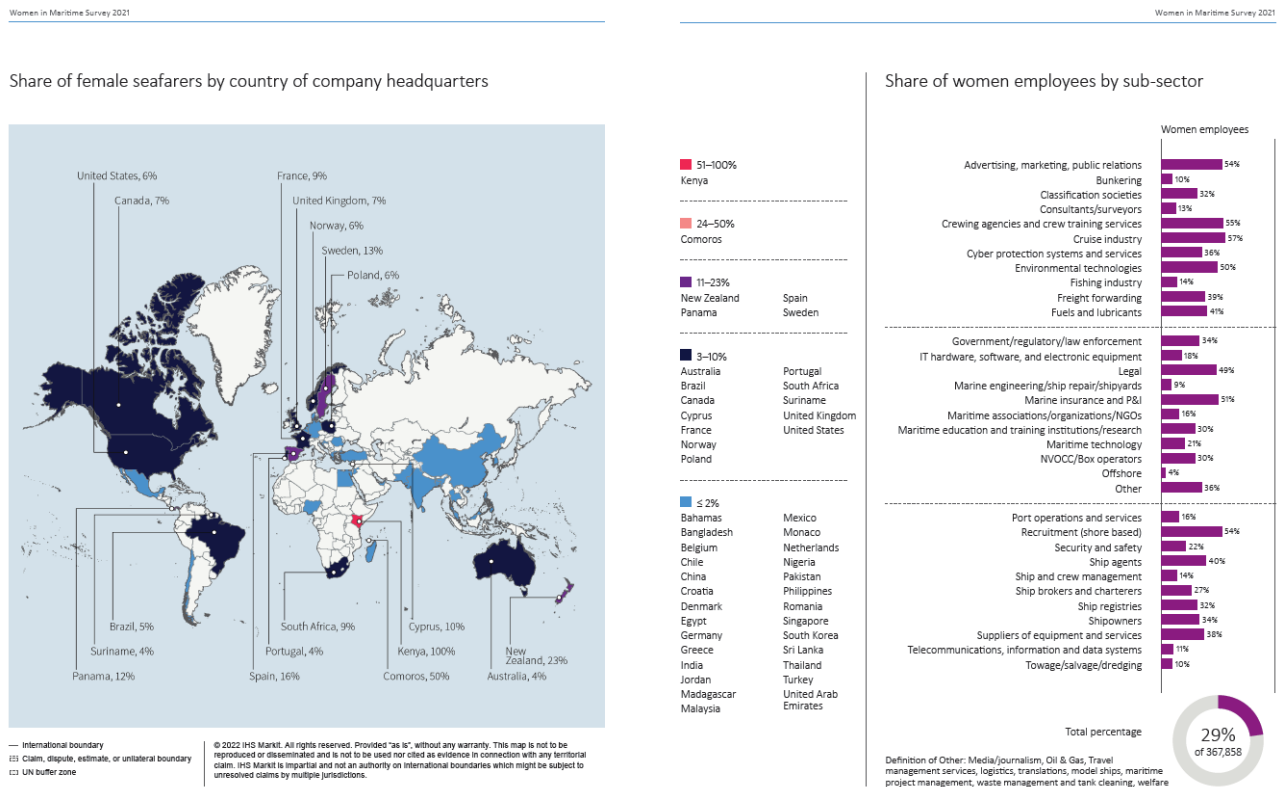
By contrast, The Seafarer Workforce Report, released by Baltic and International Maritime Council (BIMCO) and the International Chamber of Shipping (ICS), highlighted an imminent shortage of STCW certified officers by 2026, predicting the need for an additional 89,510 officers to meet the global demands. STCW stands for Standards of Training, Certification and Watchkeeping, which is an international convention formed in 1978 with aim to standardize maritime code by creating a standard of training for working on commercial vessel, regardless of rank. According to the report, 1.89 million seafarers operate over 74,000 vessels worldwide, but there was already a shortfall of 26,240 officers in 2021. Despite a 10.8% increase in officer supply since 2015, the shortfall continues to exist due to increased demand, averaging 1.4 officers per rank, and due to significant shortages in technically skilled officers, especially at Management Level and in tanker and offshore sectors. Both ICS and BIMCO top levels have emphasized the need to promote maritime careers, enhance education and training, and address post-pandemic concerns to maintain stable and sufficiently skilled personnel for the needs of global maritime trade. The report also addressed diversity, noting

that there was a 45.8% increase in female seafarers since 2015, with 24,059 women now in the workforce. However, echoing the 2021 International Maritime Organization (IMO) survey, female STCW certified seafarers make up only 1.28% of the global seafarer workforce. Moreover, more female ratings can be found on cruise ships and passenger ferries sectors only, while female officers are more evenly distributed across sectors.

Late spring of 2025 will see a fresh report from the WISTA/IMO cooperation survey, which will present data of the 2024 status in the industry. IMO and WISTA are currently preparing to release their 2024 report on Women in the Maritime Industry, which is expected to continue the efforts to promote gender diversity in this traditionally male-dominated sector. Key goals of the report are data collection and analysis, policy recommendations, highlighting best practices, and focusing on sustainable development goals (SDG). The 2024 report will provide updated statistics on women's participation in the maritime workforce across various sectors—shipping, ports, and maritime administration, which will help identify trends and areas that need further support. Based on the findings, actionable strategies for improving female representation in leadership roles and technical positions are likely to be proposed, having in mind the challenges like gender bias, unequal pay, and barriers to entry. Successful initiatives from various maritime organizations towards gender equality and training programs will be highlighted to encourage knowledge sharing and inspiration to the other maritime stakeholders. The report is intended to align with the United Nations Sustainable Development Goal 5 on Gender Equality, by promoting greater female participation in including maritime industry. The report will likely address the gap in women's presence in management and decision-making roles within the maritime industry, providing recommendations on mentorship and training programs to bridge this gap. Issues such as barriers to inclusion and international collaborations are expected to be explored by addressing stereotypes, lack of visibility in technical roles, and the need for workplace adjustments such as maternity policies, work-life balance, etc. This upcoming report will be a crucial tool for enhancing the conversation around diversity in the maritime sector, reinforcing the call for inclusive policies, and helping drive more initiatives that empower women in maritime roles worldwide.

This thesis seeks to address a pivotal question that arises from the above surveys: If there is a high demand for workers in the maritime industry, why are there not more women filling this demand? To explore potential answers, the thesis will delve into historical, regulatory, and operational perspectives on gender dynamics in the maritime sector. The goal is to uncover underlying issues and propose actionable solutions for enhancing gender inclusivity. Understanding the current gender disparity in the maritime industry requires a look back at its historical roots. The next chapter will therefore focus on the historical participation of women in shipping, examining the roles women have historically played in maritime activities, from ancient times through the industrial era to the present day. This analysis will shed light on socio-cultural norms and attitudes that have historically excluded women from seafaring roles. Additionally, the chapter will explore the evolution of women's participation in maritime roles under the influence of societal expectations, stereotypes, and the maritime industry's traditionally male-dominated culture. Key figures and significant milestones will be highlighted to illustrate shifts in societal attitudes and the gradual inclusion of women in various maritime roles. In the literature review section, the thesis will review current legal and policy frameworks by examining international regulations such as those from the International Maritime Organization (IMO) that promote gender equality and diversity. These regulations set the stage for understanding how international bodies influence national policies and industry standards. National gender equality policies in major maritime nations like the USA, UK, and EU member states will also be explored to assess their impact on the maritime

industry. This section will analyze the obligations of maritime companies under relevant laws and the implementation of internal diversity policies, providing a comprehensive view of the regulatory landscape that shapes gender inclusivity in the maritime sector. Before proceeding to the research methodology, the thesis will explore the economic and operational benefits of gender diversity within maritime organizations. This section will discuss how gender diversity can lead to improved decision-making, innovation, and risk management and resilience. Drawing on studies by McKinsey & Company, the Boston Consulting Group (BCG), and others, the thesis will illustrate how diverse teams contribute to better business outcomes, higher profitability, and enhanced organizational performance. The discussion will also highlight the advantages of attracting and retaining top talent through a commitment to diversity, supported by data from surveys such as those conducted by Glassdoor. Chapter 3 will outline the research methods used in this thesis. Data collection methods will include interviews with maritime professionals across various roles and levels of seniority and survey questionnaires targeting legislative and regulatory organizations within the maritime industry. Criteria for selecting interviewees and survey respondents will be outlined, ensuring a diverse and representative sample. The chapter will also describe the data analysis techniques for analyzing qualitative and quantitative data to draw meaningful insights. This methodological approach aims to provide a robust foundation for understanding the current state of gender diversity in the maritime industry. Data presentation and analysis of the results from the collected data will be discussed in Chapter 4. This chapter will identify key themes and insights from interviews with maritime professionals and quantitative data from surveys, highlighting trends, challenges, and opportunities related to gender diversity in the maritime industry. A comparative analysis of findings will also be presented to identify common patterns and unique challenges. This analysis will provide a comprehensive picture of the current landscape and inform the recommendations proposed in the subsequent chapter. Chapter 5 will synthesize the research findings and discuss their interpretations and implications in the context of historical, regulatory, and operational perspectives. This chapter will also contain recommendations and proposals for stakeholders and maritime organizations to enhance gender inclusivity, focusing on practical steps and strategic initiatives. The recommendations will be designed to address the identified barriers and leverage opportunities for creating a more inclusive maritime industry. Finally, the thesis will identify its own limitations and areas for further research to continue advancing gender equality in the maritime sector. By acknowledging these limitations, the thesis aims to pave the way for future studies that can build on its findings and contribute to the ongoing discourse on gender inclusivity. Through a comprehensive exploration of historical, regulatory, and operational factors, this research aspires to contribute to the discourse on gender inclusivity in the maritime industry. By offering insights and recommendations, the thesis aims to support industry sustainability and healthy growth, ultimately paving the way for a more equitable and diverse maritime workforce.

CHAPTER 2:
LITERATURE REVIEW

Traditional research has often downplayed the involvement of women in trade in general, and maritime sector is not an exception. Writings on women roles were mostly limited to peripheral rather than active participation. Nevertheless, there is a refreshing and new evidence showing women in more significant, central roles in trade and shipping, starting from the ancient world. This is the very evidence needed to open the discussion on women representation in shipping. The Society for Classical Studies (SCS) journal discusses ship women, ship owners and merchants who participated in trade in the Red Sea in the late second and early third century CE (180-220 AD). A receipt for grain mentions a woman named Sarapias as a ship owner who managed the cargo logistics, while discovered contract documents evidence a woman leasing a ship for profit and engagement in trade operations. In fact, Roman Emperor Claudius passed a legislation that rewarded women who owned and used ships for grain importation, and the Roman jurist Ulpian recognized both men and women as capable ship business employers. This evidence compels us to re-evaluate the preconceived gender restrictions in ancient maritime trade. Unfortunately, it also points out to the broader issue of gender bias in historiography, and omission of women's roles in the merchant trade by male historians. Women in ancient Egypt and Rome owned ships, actively engaged in trade, and we legally and socially recognized for their participation.

Entering the maritime industry was not easy for women, and the profession was reserved for men only. During the time of sailing, women would try to disguise themselves as men to work on board the ship. If they were daughters of the Captain, they could be involved in some sailing duties but only until their teen year, when they would be old enough to assume traditional womanly roles of the times. At best, wives and daughters could serve as stewards, serving meals, cleaning quarters, and keep inventory records. Fast forward to 1856, Mary Ann Brown Patten (1837-1861) became the first woman captain of an American merchant ship. Mary Ann took control of the vessel at just 19 years of age, while pregnant with her first child and nursing the sick captain, who was her husband. She successfully captained Neptune's Car for 59 days, safely bringing the vessel and its cargo into San Francisco on 15 November 1856. At the time, Mary Ann was thought to be the first woman to command a cargo vessel though she herself claim that her actions were merely "the plain duty of a wife" (Kelley, 2002). Helen Doe's book ''Enterprising women and shipping in the 19th century'' explores other women entrepreneurs who invested in, and often managed, shipping businesses in the late eighteenth and nineteenth centuries. Contrary to the genteel notions of the Victorian society, women could and did manage male businesses. They invested in the expanding shipping industry and actively ran even ''non-feminine businesses'' of shipbuilding. Their endeavors were not without challenges, as they had to run the business, manage a male workforce, deal with customers, and win orders, whilst in cases also being a single parent. Some of these women were Mrs. Frances Barnard and Mrs. Mary Ross that owned and operated shipyards in London and on the Medway, and Eleanor Creesy who wed Captain Josiah Creesy in 1841, and joined him on his voyages as his navigator. Another female hero of the water was Eliza Thorrold, wife of Captain Charles Thorrold. After her husband died in 1893, Eliza became a single parent of five young children and since she knew how to operate their tug, she became a licensed Master. During the difficult times of World War I and World War II, the shipbuilding industry was booming but most of shipbuilding workers were men fighting in the war. As a result, in 1943 USA for example, nearly 65 percent of the workers in the shipyards were women. They took up various positions, received a good pay, and

consistently outperformed men, even in jobs such as welding for example. Unfortunately, once the men returned from the war, it was difficult for many of these women to keep their jobs. It was not until 1974(!), when the first group of women was accepted to attend the US Merchant Marine Academy. Out of the group, Nancy Lynn Wagner became the first woman to obtain an Unlimited Master's License, the highest maritime achievement, allowing her to captain any vessel. Capt Wagner continued her career and became a harbor pilot in San Francisco, bringing large vessels into restricted waterways. To the day, she remains the one and only female harbor pilot in the San Francisco bay.

From the legislative point, it is unfortunate that the very first gender equality employment legislation came to force only 61 years ago, with the USA Equal Pay Act of 1963. The Act required that men and women receive equal pay for equal work, subject to jobs being equal in terms of skill, responsibility, and effort, and provided the work be in the same establishment. United Kingdom followed with their Equal Pay Act of 1970, which mandated equal pay for men and women performing either equal work or work of equal value. This Act was consolidated with other anti-discrimination laws under The Equality Act 2010. Other acts regulated a number of gender issues such as sex discrimination, pregnancy and parental leave, family and medical leave. Title VII of the US Civil Rights Act of 1964 prohibited the employers from discriminating based on gender, race, color, religion, and national origin, whenever hiring, firing, job assignments, promotions, pay, etc. UK Sex Discrimination Act 1975 also prohibited discrimination based on gender or marital status in employment, education, and the provision of goods and services. This title (and similar laws in other countries) also include protection against sexual harassment, and recognize it as a form of gender discrimination. In 1978, Title VII was amended under the USA Pregnancy Discrimination Act, prohibiting discrimination on the basis of pregnancy and childbirth, whilst the Family and Medical Leave Act of 1993 entitled employees to up to 12 weeks of unpaid but job-protected leave per year for family and medical reasons, which included birth and newborn care. Following the steps of the Equal Pay Act of 1970, the Sex Discrimination Act was also integrated into the Equality Act of 2010. In addition to the mentioned legislations, recent decades have seen a positive trend in the number of initiatives in the maritime industry concerning gender diversity, both from international organizations and leading industry ship owning and ship management organizations. Gender equality is one of the fundamental values of the European Union as well. Ever since its' founding, many EU policies and articles call on the equality between genders in all aspects: Articles 2 and 3 of the founding Treaty on European Union (TEU), Articles 21 and 23 of the Charter of Fundamental Rights, and Article 8 of the Treaty on the Functioning of the European Union (TFEU). The Treaty of Lisbon Declaration No. 19 commits to gender equality and so does the EU Economic Growth Policy (Europe 2020), with one of its objectives being to increase women participation on the labor market. Furthermore, the Barcelona targets to facilitate childcare with aim to reconcile the work and private life for both genders. The legally binding Directive 2014/95/EU prioritizes the issues of pay gap and organizational diversity, whilst the non-binding Recommendation 2014/124/EU also tackles the gender pay gap and calls for transparency in the EU action plan 2017-2019. In addition to legislation, the framework for Strategic Engagement for Gender Equality 2016-2019 deals with practicality of EU investment to promote gender equality through attaining the Barcelona targets on childcare, supporting companies' efforts to increase women participation through Diversity Charter platforms, addressing barriers to migrant women's employment, awareness raising, etc. The EU Gender Equality Pact 2011–2020 includes three main EU goals with regard to gender equality: combatting all forms of violence against women, promote better work-life balance, and closing the gender gaps in employment. The European Pillar of Social Rights (EPSR) and the Work-life Balance Directive aim to advance gender employment equality within the EU by addressing systemic barriers and
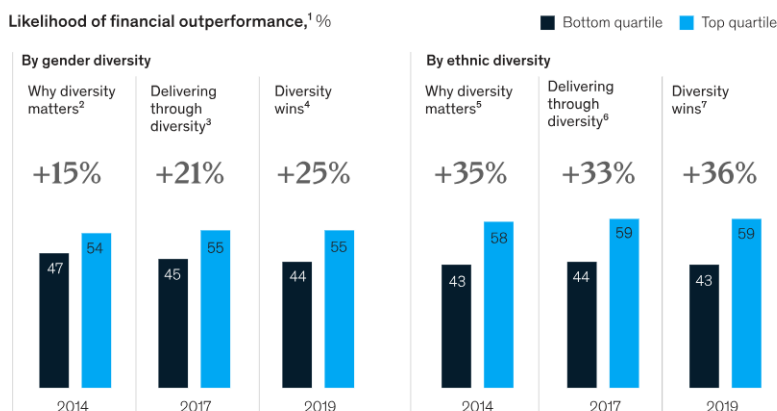
promoting equitable labor market participation. Equal Opportunities and Access to the Labor Market explicitly prioritizes gender equality, recognizing it as foundational to fair labor market participation. Work-life Balance Directive introduces specific legal measures designed to support gender equality in employment through policies on paternity leave, parental leave, improving childcare and long-term care services as discussed above, and removing economic disincentives, like promoting full-time employment and career advancement opportunities for women. Frameworks formed under these EPSR principles assist to materialize its goals. European Social Fund Plus (ESF+) for example, offers funding initiatives that enhance gender equality in the labor market. It focuses on promoting women's labor market participation, improving work-life balance, and addressing gender gaps in employment, pay, and pensions; and the National Strategic Frameworks for Gender Equality requires Member States to develop and implement strategic frameworks for gender equality to access EU Funds.

Apart from the national legislative bodies, a number of the international organizations also exerted (and continue to exert) efforts to regulate the gender equality in the industry. International Maritime Organization (IMO) for example, has taken steps to promote gender equality within the maritime sector, starting with their Women in Maritime Program launched in 1988 and more recent Gender Equality Strategy. IMO has helped establish eight Women in Maritime Associations (WIMAs) in Africa, Asia, Arab States, Latin America, the Pacific, and the Caribbean. They cover 152 countries, have 490 participants, and provide members with a platform to discuss gender and other issues aimed to lowering institutional barriers and cultural stigma that face the women in the maritime industry. IMO program Women in Maritime is sponsoring women from the developing countries to take part in the SheEO leadership scheme, which a leadership program that aids women develop leadership skills and confidence for managerial positions. Other IMO initiatives are Gender-specific fellowships, the International Day for Women in Maritime, and the IMO Gender Equality Award to start in 2025. In addition to the IMO, the Maritime Labor Convention (MLC) 2006 which is often referred to as the "seafarers' bill of rights", outlines the rights and protection at work for all the seafarers and even though it is not exclusively focused on gender equality, it provides clauses that mandate a fair working environment regardless of gender. Maternity Protection Clause and Non-discrimination Clause are some of the MLC provisions that protect women seafarers' rights. Further important legislations to be mentioned are the USA Jones Act, which ensures seafarers have the right to a safe working environment, thus indirectly supporting gender equality. EU Equal Treatment Directive ensures equal treatment in employment and occupation, again indirectly covering gender equality in the maritime sector, whilst the European Maritime Safety Agency (EMSA) promotes policies as well as practices that support gender equality. One of the international organizations whose mission directly aims to protect and promote women, especially at the management level of maritime industry is WISTA (Women's International Shipping & Trading Association). WISTA was formed in 1974, and it is a global organization that connects female executives from 59 countries around the world. It currently has more than 5100 female professionals from all the sectors of the maritime industry. WISTA International acts as a liaison between National WISTA Associations that provide regional and in-country networking. Through conferences, seminars, surveys, and cooperation with other organizations in the industry, WISTA aims to facilitate relationships within the industry, foster business and skill-building opportunities, and aid in corporate visibility of women in shipping. Apart from the international organizations, many maritime organizations have developed their own diversity and inclusion programs. Companies like Columbia Group, Maersk, and Carnival Corporation have implemented policies and programs to promote diversity within their workforce, including gender equality. Columbia Group, one of the leaders in the industry has gone a step further to make diversity one of its' seven core values and code of conduct. Whilst these

gender employment equality legislations and efforts are essential for fostering inclusive workplaces, they are not sufficient on their own. To ensure the laws are implemented, great efforts are necessary to eliminate discrimination and promote equal opportunities for all genders in the workplace. To assist this process, various resources and governmental agencies are needed. Entities like the Equal Employment Opportunity Commission (EEOC) in the USA and the Equality and Human Rights Commission (EHRC) in the UK have been put in place to enforce gender employment equality laws, and there is a number of legal resources that are available to individuals to file complaints or apply for reimbursement in case they experience discrimination. In addition, however, companies should be required or at the minimum encouraged to develop Corporate Policies promoting gender equality and diversity in general. This will be further discussed in the following chapters.

In addition to the historical and legislative background, research on the economic and operational advantages of gender diversity in the workplace is of great importance for the thesis. This research has grown significantly in recent history and has highlighted various benefits that organizations can leverage through gender diversity. Studies by McKinsey & Company have shown that companies with greater gender diversity on executive teams are more likely to outperform on profitability. For instance, companies in the top quartile for gender diversity were 25% more likely to have above-average profitability compared to companies in the fourth quartile (Figure 3). These findings underscore the direct correlation between gender diversity and financial success. Similarly, a 2020 report by Credit Suisse found that companies with women making up at least 20% of senior management saw better share price performance than those with fewer women in similar roles. This indicates that investors may perceive gender-diverse leadership teams as more competent and resilient, which can enhance a company's market valuation.

Figure 3

Likelihood of financial outperformance,[1] %

Bottom quartile   Top quartile

By gender diversity

Why diversity matters[2]	Delivering through diversity[3]	Diversity wins[4]
+15%	+21%	+25%
47 / 54	45 / 55	44 / 55
2014	2017	2019

By ethnic diversity

Why diversity matters[5]	Delivering through diversity[6]	Diversity wins[7]
+35%	+33%	+36%
43 / 58	44 / 59	43 / 59
2014	2017	2019

[1]Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. [2]n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. [3]n = 991; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US ; EBIT margin 2011–15. [4]n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–18. [5]n = 364; Latin America, UK, and US; EBIT margin 2010–13. [6]n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. [7]n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–18.
Source: Diversity Wins data set

McKinsey & Company

Research by the Boston Consulting Group (BCG) indicates that companies with more diverse management teams have 19% higher revenue due to innovation (Figure 4). Diverse teams are more likely to bring varied perspectives and ideas, fostering innovation. This diverse thinking is crucial in developing new products, entering new markets, and solving complex problems. The presence of women in leadership can thus drive a culture of innovation that translates into tangible financial gains. Moreover, diverse teams tend to make more informed and balanced decisions. A study by

Cloverpop, for example, found that inclusive teams make better business decisions up to 87% of the time (Figure 5). This improved decision-making capability is attributed to the broad range of perspectives and experiences that diverse teams bring to the table. Additionally, research by Gallup shows that gender-diverse teams have a 22% lower turnover rate compared to less diverse teams. This is because gender-diverse workplaces tend to have higher levels of employee engagement and satisfaction, which can lead to reduced turnover and higher overall productivity.
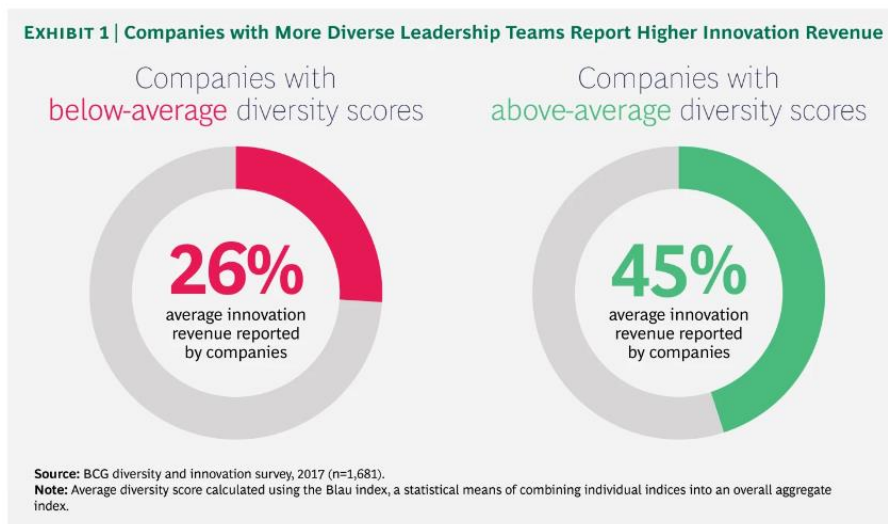
Figure 4

EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue

Companies with below-average diversity scores

26% average innovation revenue reported by companies

Companies with above-average diversity scores

45% average innovation revenue reported by companies

Source: BCG diversity and innovation survey, 2017 (n=1,681).
Note: Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.

Figure 5

Diverse teams make better decisions up to 87% of the time.

Employees in diverse environments feel more included and valued, which enhances their commitment and performance. In turn, companies known for their commitment to diversity are more attractive to top talent. This is supported by a survey performed by Glassdoor, reporting that 67% of job seekers consider workplace diversity an important factor when considering employment opportunities. As the labor market becomes increasingly competitive, the ability to attract and retain diverse talent is a critical advantage. Companies that fail to prioritize diversity may struggle to compete for the best candidates, potentially limiting their growth and innovation capabilities. All this research and these studies support that gender diversity in the workplace is not just a social or

moral issue but also an economic imperative. Companies that effectively embrace gender diversity can unlock a range of benefits, from higher profitability and better financial performance to enhanced innovation and improved operational efficiency. However, the gender gap still persists in the maritime industry. Data in the following chapters will aim to answer why this is the case and provide recommendations towards bridging the gap. By exploring the economic and operational advantages of gender diversity, this thesis will demonstrate how the maritime industry, in particular, can benefit from more inclusive practices and strategies. This examination will provide a comprehensive understanding of the current state of gender diversity in the industry and outline actionable steps to promote a more balanced and equitable workplace. The upcoming 2024 Women in Maritime Report currently under way from IMO/WISTA will provide further data to highlight whether and how much progress has been made by the stakeholders since 2021. At the time of this writing, the Survey is live and will run between September to December 2024. Final report is expected to be published in May 2025. Data gathering will be carried out via two surveys. IMO Members States have been invited by means of a Circular Letter to appoint their Survey Focal Points to collect the required information from different entities within their government, when after they will fill out the Survey. Circular Letter can be found as Appendix 1 of this thesis. Industry Survey will gather the information from companies and non-governmental organizations, whereby the individual or the department that is in charge of Human Resources will be fill out the form. Survey questionnaire can be found as the Appendix 2 of the thesis. Whilst the thesis will not include the results of the 2024 survey, it is still important to note the commitment of the international maritime organizations to closely follow up the developments on gender diversity. Intention of the IMO and WISTA is to continue this process beyond 2024 report or regular three-year periods. Such actions are prompting the governments and non-governmental maritime organizations to be alert on the issue of gender equality and to take steps to make positive change within the period of three years so as to set their own best practices and prove themselves as champions of gender diversity in the industry. Placing a sceptic hat on, the author could argue that some of the companies would strive towards this out of misguided reasons for furthering their own reputation interests and monetary success. Whilst this may be true, the ultimate result will still have a positive outcome on gender diversity and bring us one step closer to inclusive industry.

CHAPTER 3:
DATA AND METHODOLOGY

The research performed for the thesis aimed to provide a comprehensive understanding of gender diversity in the maritime industry, employing a mixed-method approach to capture both the nuanced experiences of individuals and the broader trends within the industry. This approach integrates qualitative methods, such as in-depth interviews, with quantitative methods, such as surveys and statistical analysis. This combination allows for a holistic view of gender diversity issues and their impacts, facilitating the development of informed recommendations for policy and practice. A mixed-method approach is particularly suitable for studying gender diversity in the maritime industry because it allows the researcher to capture both qualitative and quantitative data. Quantitative data provides a broad overview, identifying general trends and correlations, while qualitative data offers detailed insights into individual experiences and contextual factors. This comprehensive understanding is crucial for developing effective strategies to promote gender diversity in the maritime sector.

The integration of qualitative and quantitative methods was evident at various stages of the research process. For example, insights from qualitative interviews have informed the design of survey questions, ensuring they are relevant and comprehensive. Conversely, quantitative data has helped contextualize qualitative findings, identifying whether certain themes are widespread or isolated to specific groups. This iterative process assisted to ensure that the research findings are robust and reliable. The research began with a qualitative phase, involving a series of in-depth interviews with a diverse group of maritime professionals. These participants included men and women from various roles and levels of seniority, as well as stakeholders such as industry leaders, policymakers, and representatives from maritime organizations. During the qualitative phase, the interviews were designed to delve into personal experiences, perceptions of barriers, and facilitators of gender diversity. The interview questions were structured to cover several key areas:

- Participants' thoughts on the current gender diversity status in the industry.
- Specific barriers to gender diversity in sectors such as Chartering, Marine, and Technical.
- The influence of cultural background and historical upbringing on women's career ambitions.
- Recommendations for bridging the gender gap in the aforementioned sectors.
- Reasons for the under-representation of women at top management levels in the industry.

Interviews were performed in one of three ways – in person, over the phone, or via Microsoft Teams. For those that could not be interviewed, a survey sheet was sent either by email or through Google Forms. Google forms were especially useful as they allowed interviewees answer questions easier than a word document, they allowed for anonymous responses, and provided a feature whereby data could be linked directly to a spreadsheet. Sample form can be seen as Figure 6 on the following page.

Figure 6

Title: Gender Diversity in the Maritime Industry: Implications for Industry Sustainability and Development

This PhD Thesis aims to investigate gender diversity in the maritime industry, emphasizing the potential benefits for industry sustainability and development. The proposed research aims to provide actionable insights and strategic recommendations for fostering a more inclusive maritime sector. All information collected will be anonymous with all GDPR and ethical considerations maintained.

efimiatamara@gmail.com Switch accounts

Not shared

What are your thoughts on the current gender diversity status in the industry

Your answer

What are the barriers for gender diversity in certain sectors of the industry such as sea staff, operations, marine, technical

Your answer

Do you believe cultural background and historical upbringing has a negative impact on women's ambitions for a career?

Your answer

Any recommendations for bridging over the gender gap in above sectors

Your answer

What are your thoughts on the reasons that women are under-represented at top management level in the industry

Your answer

Submit   Clear form

Never submit passwords through Google Forms.

The interviews provided rich, detailed insights into the challenges faced by women in the maritime industry and highlighted successful strategies for promoting gender inclusivity. These qualitative data were then analyzed using thematic analysis, identifying common themes, challenges, and best practices related to gender diversity. Based on the insights gained from the qualitative phase, a survey was designed along the same lines. The survey was distributed to a larger sample of maritime professionals to gather quantitative data. Statistical methods, such as regression analysis, were utilized to identify trends and correlations between gender diversity and key performance indicators (KPIs). Factor analysis was also employed to uncover underlying variables affecting perceptions and experiences of gender diversity. Surveys with above questions have been distributed to a sample of maritime companies, international organizations, and legislative bodies, to gather quantitative data on gender diversity, perceived barriers, and the impact of diversity on organizational performance. The survey questions were designed to measure demographic information, attitudes towards gender diversity, experiences of discrimination or support, and the perceived impact of diversity on areas such as team dynamics, job satisfaction, and organizational performance. Statistical methods was then after utilized to analyze survey data, identifying trends and correlations between gender diversity and organizational performance metrics. Techniques such as regression analysis have determined the relationship between gender diversity and key performance indicators (KPIs), while factor analysis have identified the underlying variables that affect perceptions and experiences of gender diversity. Thematic analysis has also been applied to the interview data to identify common themes, challenges, and best practices related to gender diversity in the maritime industry. This involved coding the data to categorize different aspects of participants' experiences and perspectives, then interpreting these codes to uncover patterns and insights. The qualitative analysis provided context and depth to the quantitative findings, highlighting the lived experiences behind the numbers. It is imperative to mention that all research activities adhered to the General Data Protection Regulation (GDPR) to ensure the protection of participants' data. This included obtaining informed consent, ensuring transparency about how data will be used, and implementing measures to secure the data. The confidentiality and anonymity of participants is strictly maintained to protect their privacy. This involved anonymizing interview transcripts and survey responses, securely storing data, and only using aggregated data in reporting to prevent the identification of individuals. Participants were informed about their rights and the measures taken to protect their data before participating in the study.

To assist the research and for the purpose of data comparison, existing case studies and real-world examples from other industries such as Finance and Tech have also been considered. Companies such as Google and Microsoft, representing the tech industry, have implemented robust diversity and inclusion programs, reporting better innovation outcomes and employee performance as a result. In the finance sector, Goldman Sachs has also actively pursued gender diversity in leadership roles, which was linked to improved financial performance and client satisfaction. Despite the clear advantages, many companies face challenges in implementing effective diversity strategies, including unconscious biases and entrenched corporate cultures. The integration of qualitative and quantitative findings occurred through a process of triangulation, which ensured the robustness and reliability of the results. The qualitative data provided context and depth to the quantitative findings, explaining why certain patterns existed. For example, the qualitative interviews revealed personal anecdotes and specific instances of barriers, which were there after supported by the broader trends, identified in the survey data. The combined findings from the mixed-method approach provided a detailed and actionable understanding of gender diversity issues in the maritime industry. This comprehensive understanding facilitated the development of targeted interventions and informed recommendations for policy and practice.

By employing a mixed-method approach, the research not only quantified the state of gender diversity in the maritime industry but also delved into the qualitative aspects that explained why certain patterns existed. This comprehensive understanding led to more effective and nuanced solutions, ultimately facilitating the development of informed recommendations for policy and practice. The mixed-method approach proved to be a valuable tool in capturing the complexity of gender diversity issues and providing a solid foundation for driving meaningful change in the maritime industry. The research identified significant points, which will be discussed in the next chapter. In general, a positive correlation was found between gender diversity and organizational performance, particularly in areas such as innovation, employee satisfaction, and team cohesion. Various barriers for women in the industry were also identified but so were the successful strategies included mentorship programs, flexible working conditions, and initiatives to raise awareness and reduce unconscious bias. Based on the research findings, several recommendations will be made to enhance gender diversity in the maritime industry.

CHAPTER 4:
CONTENTS AND RESULTS

Prior to diving into the outcome of the primary data collection performed specifically for this thesis, the author believes it is beneficial to consider the results of previously conducted case studies on gender diversity in both the maritime industry and other sectors. This approach allows for benchmarking the results of the interviews and surveys conducted for this thesis against data collected from other studies on gender equality in the workplace.

In the previous chapter, we briefly mentioned the steps taken by companies such as Google, Microsoft, and Goldman Sachs to implement strong inclusion and diversity programs. These programs were not deemed necessary by chance; each was preceded by thorough studies aimed at determining what would best serve the organization's interests, sustainability, and competitiveness in their respective markets. Goldman Sachs undertook a comprehensive study that revealed a direct link between gender diversity in leadership roles and increased client satisfaction, which subsequently led to improved financial performance. In response to these findings, Goldman Sachs initiated the "Launch with GS" program, which committed 500 million USD to invest in women-led businesses and investment managers. The initiative was designed to foster female entrepreneurship and leadership within the financial sector. Since the launch of this program, female representation at all levels within Goldman Sachs has increased. By 2020, women constituted nearly 29% of the company's managing directors, highlighting the positive impact of their gender diversity initiatives on both the company's performance and its organizational culture. Microsoft has been consistent in promoting diversity and inclusion through a variety of initiatives. The company has implemented mentorship programs, unconscious bias training, and policies that support work-life balance, which are critical components of their strategy to foster an inclusive workplace. These efforts have yielded positive results, with the proportion of women in their global workforce steadily increasing. By 2020, women made up 29.7% of Microsoft's global workforce. This progress reflects Microsoft's dedication to creating an environment where diversity is valued and supported, contributing to a more innovative and dynamic corporate culture. IKEA's "Diversity & Inclusion" initiative focuses around ensuring equal opportunities for all employees, with a specific focus on increasing the number of women in leadership roles. The initiative includes targeted recruitment efforts, leadership training, and policies that promote a balanced work-life environment. By 2021, IKEA achieved a gender balance in leadership positions, with women comprising 50% of its top management. Similarly, Unilever launched the "Unstereotype" initiative to challenge and eliminate harmful stereotypes in its advertising and workplace practices. Additionally, the company established the "Global Diversity Board" to oversee its gender equality efforts. Unilever's comprehensive approach includes extensive training programs, flexible working arrangements, and supportive parental leave policies. These initiatives have paid off, with the company achieving a 50/50 gender balance in managerial roles globally by 2020. Unilever's success demonstrates how addressing gender stereotypes and promoting inclusive policies can lead to substantial improvements in gender diversity. Another leader in its field, Accenture has committed to achieving a gender-balanced workforce by 2025. The company has implemented various initiatives such as leadership development programs for women, mentorship opportunities, and the creation of an inclusive work environment. As of 2020, women made up 44% of Accenture's workforce. Accenture has received multiple awards for its inclusive culture and has been recognized as one of the best workplaces for women by several organizations. Vodafone's "ReConnect" program is specifically

designed to recruit women who have taken career breaks. The program offers support through flexible working arrangements and policies that ensure equal pay. The "ReConnect" initiative has been successful in hiring and retaining women returning to the workforce, leading to significant improvements in gender diversity across Vodafone's global operations. This program highlights the importance of providing opportunities and support for women re-entering the workforce, which can have a positive impact on overall organizational diversity.

Examining gender equality efforts of big players within the maritime industry provides even more specific context for this thesis. Maersk Line for example, has made significant steps in promoting gender diversity and inclusion. The company established the "Diversity & Inclusion Council" and the "Women in Leadership" program to enhance female representation. These initiatives include flexible working hours and comprehensive parental leave policies, fostering a family-friendly work environment. As a result, Maersk has seen an increase in the number of women in senior roles and onboard their vessels, demonstrating the effectiveness of their diversity initiatives. As discussed in the introductory part of the thesis, the IMO has been actively promoting gender equality through its "Women in Maritime" program, which supports the training and advancement of women in the industry. This program includes scholarships, specialized training programs, and global conferences aimed at highlighting women's contributions to the maritime sector. The "Women in Maritime" initiative has successfully increased the number of women receiving maritime education and training, raising awareness about gender equality issues within the industry. Adjacent to IMO, WISTA offers leadership training, networking opportunities, and advocates for gender diversity across the industry. WISTA's efforts have created a global network of women in the maritime industry, providing them with the necessary tools and support to advance their careers. This network has been instrumental in promoting gender diversity and inclusion within the maritime sector. We will touch up on WISTA a bit later in this chapter when discussing the survey results during the qualitative data collection phase for this thesis. Another major player in the maritime industry, Stena Line has focused on gender equality as part of its broader sustainability and corporate responsibility goals. Company is employing targeted recruitment strategies to attract more women to seafaring roles, and is offering leadership development programs specifically for female employees. These initiatives have resulted in an increased proportion of women in their workforce and senior leadership positions, showcasing Stena Line's commitment to gender diversity. Similarly, the Anglo-Eastern Group has made concerted efforts to improve gender diversity within its operations. The company has implemented policies to support women seafarers, including safety measures, gender-sensitive training, and career development programs. These initiatives have led to an increase in the number of female seafarers employed by Anglo-Eastern, highlighting the positive impact of their diversity efforts on workforce composition.

Columbia Shipmanagement (CSM), another leader in the maritime industry, went a step further in its commitment to fostering an inclusive work environment. The company has adopted diversity as one of its core values under their "I CARE" commitment policy. To reinforce this value, CSM has developed a mandatory online course that all existing and new employees must complete to familiarize themselves with the company's diversity policy. This initiative underscores that CSM's commitment to diversity extends beyond gender equality, embracing all forms of inclusivity and diversity. In addition to the online course, CSM launched a female cadet-mentoring program in 2023. This program is designed to support and guide female cadets through their careers in the maritime industry, addressing the gender imbalance by providing mentorship and fostering an environment where women can thrive. Furthermore, CSM has implemented strict equal opportunity and anti-harassment policies, ensuring that all employees are treated fairly and with

respect, regardless of their gender, ethnicity, or background. During an interview with one of CSM's leaders, it was evident how deeply the company management values open and equal opportunity, emphasizing that opportunities within the company are based solely on competency. This meritocratic approach ensures that all employees, regardless of gender or any other factor, have equal chances to succeed and progress within the organization. Despite making significant strides in championing diversity, CSM acknowledges that there is still more work to be done. The company believes that fostering respect and embracing diversity should start early, with higher expectations instilled in young women during their education years. By doing so, CSM hopes to inspire the next generation to pursue careers in the maritime industry and other traditionally male-dominated fields, thereby driving further change and inclusivity in the workplace.

Figure 7: CSM Core Values

Figure 8: CSM Anti-Harassment Policy

Figure 9: CSM Equal Opportunity Policy

During the research for the thesis, one of the most impressive contacts made was with the Department of Merchant Shipping Cyprus (DMS). The DMS has made significant contributions to the thesis, demonstrating its commitment to gender equality, diversity, and inclusion. The department's dedication extends beyond the maritime sector, encompassing broader societal goals. DMS is particularly focused on promoting women's empowerment and ensuring equal opportunities for all, regardless of gender. This approach aligns with the belief that every industry should provide equal opportunities to the 50% of the world population, who are potential applicants, workers, innovators, investors, entrepreneurs, and leaders. Cyprus' National Strategy on Gender Equality 2024-2026 has been disseminated for implementation across all Ministries and Deputy Ministries of the Republic of Cyprus and it falls under the purview of the Commissioner for Gender Equality. Strategy contains a specific action plan on promoting gender equality and the inclusion of women in the maritime sector, which are in line with the United Nations Sustainable Development Goal of gender equality and empowering all women and girls. DMS has also recently designated 18 May as the International Day for Women in Maritime with the aim to highlight the importance of gender equality in Cyprus' maritime sector and to remove the maritime industry stereotype of being male-dominated. Furthermore, Cyprus Shipping Gender Equality Award was initiated in 2024 to recognize individuals, regardless of gender, who have significantly contributed to advancing gender equality and women empowerment in the maritime sector. The Award serves to support women in Cyprus Shipping and as an inspiration for the next generation towards careers in the maritime industry. Additional programs aimed at promoting gender equality in Cyprus shipping are the IMOGENder Network's "Women on Board" Mentorship Program and Annual Scholarships. The mentorship program is dedicated to passing on knowledge and experience to the new generation, particularly female maritime students aiming to introduce them to the maritime sector and their potential within the industry. Ten Annual Scholarships have been approved by the Council of Ministers in memory of Dr. Christiana Kouta who was a founding member of the European Observatory on Femicide (EOF) before her early passing. The scholarships are awarded in fields with limited female representation and blue professions. Announced by the President of Cyprus and implemented by the Office of the Commissioner of Gender Equality in cooperation with the Cyprus State Scholarships Foundation, these scholarships aim to support women pursuing higher education in underrepresented fields. Similarly, school campaigns were developed to introduce students to the shipping sector, maritime studies, and shipping professions. Real-life examples of men and women achieving their goals are presented to inspire and motivate young girls. These initiatives and achievements by the Department of Merchant Shipping Cyprus illustrate a strong commitment to gender diversity and inclusion. Through national strategies, international recognition, mentorship programs, scholarships, and educational campaigns, Cyprus is making significant strides in promoting gender equality in the maritime industry, ensuring a sustainable and inclusive future for all.

All the above case studies across various industries illustrate diverse strategies and successful outcomes in promoting gender equality in the workplace. They emphasize the importance of comprehensive policies, leadership commitment, and continuous efforts to create an inclusive and equitable work environment. By benchmarking the results of the thesis's primary data collection against these case studies, we can gain valuable insights into effective practices and strategies for promoting gender equality in the maritime industry and beyond. Despite significant efforts by major players to achieve gender equality, disparities remain. This naturally poses the question: "Why?" In the following chapter, we will discuss and attempt to answer this complex question. However, before we delve into these deeper analyses, let us turn our attention to the compelling data collected through the interviews and surveys conducted for this thesis.

One of the most intriguing outcomes of the research is the lack of response from several key players. Men from both managerial and supporting role levels were very responsive and eager to share their thoughts and recommendations for enhancing gender equality in the workplace. Women in supporting roles were equally responsive and provided specific and valuable recommendations. However, women in managerial roles were notably less responsive. Even more concerning is that no reply or acknowledgment was received from WISTA, despite numerous attempts by the author to engage with them. As discussed in earlier chapters, WISTA (Women's International Shipping & Trading Association) was formed in 1974 as a global organization that connects female executives from 59 countries around the world. WISTA's goals include facilitating relationships within the industry, fostering business and skill-building opportunities, and aiding in the corporate visibility of women in shipping. Unfortunately, they remained silent when invited to participate in the research for this thesis. It is particularly interesting to note that WISTA's membership consists of female executives, which corresponds to the lack of interest from other survey subjects of the same background/position. This pattern raises a controversial yet critical question: Do women tend to stop advocating for gender equality once they achieve their personal career goals? This observation suggests a potential shift in priorities, where the urgency to address gender disparities may diminish as women ascend to higher positions within their organizations. Such a trend could indicate a broader systemic issue where individual success is not necessarily translating into collective progress.

The data collected from interviews and surveys across various roles within the maritime industry highlights several crucial aspects of gender diversity. The maritime industry is traditionally male-dominated, particularly in operational and technical roles. However, there is growing recognition of the importance of gender diversity and ongoing efforts to enhance it. Data collected from interviews and surveys is a collection of responses from various individuals, both male and female, in different roles within the maritime industry. Below figures reveal several key insights into the distribution of male and female participants by both gender and role in the workforce.

- Gender Breakdown Across the Survey: 78% Male participants and 22% Female participants. This data already indicates a significant gender imbalance, with males comprising a large majority of the workforce surveyed.

- Role Breakdown Across the Survey: 44% Supporting roles (roles that are non-management or assist in operations) and 56% Management roles (decision-making, leadership roles). While the majority of participants overall are in management roles, there is still a sizable portion in supporting roles, indicating a diverse range of functions among survey participants.

Figure 10: Survey Participants by Gender

	1
■ MALE	78%
■ FEMALE	22%

■ MALE ■ FEMALE
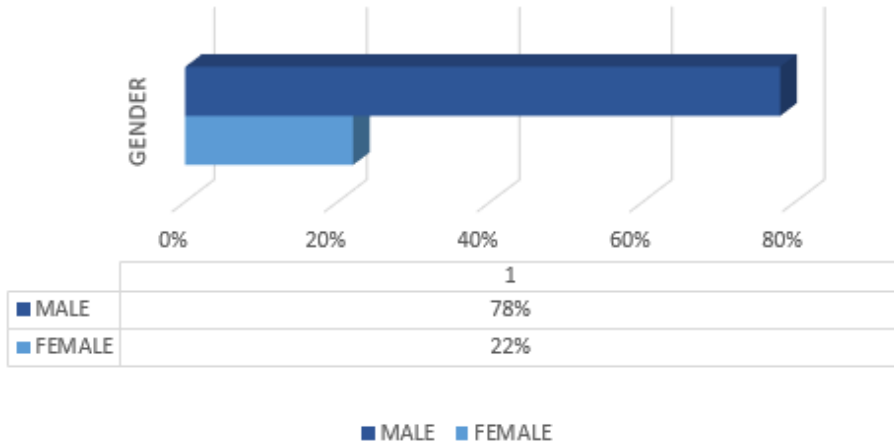
Figure 11: Survey Participants by Role

	1
■ SUPPORT	44%
■ MANAGEMENT	56%

Axis Title

■ SUPPORT ■ MANAGEMENT
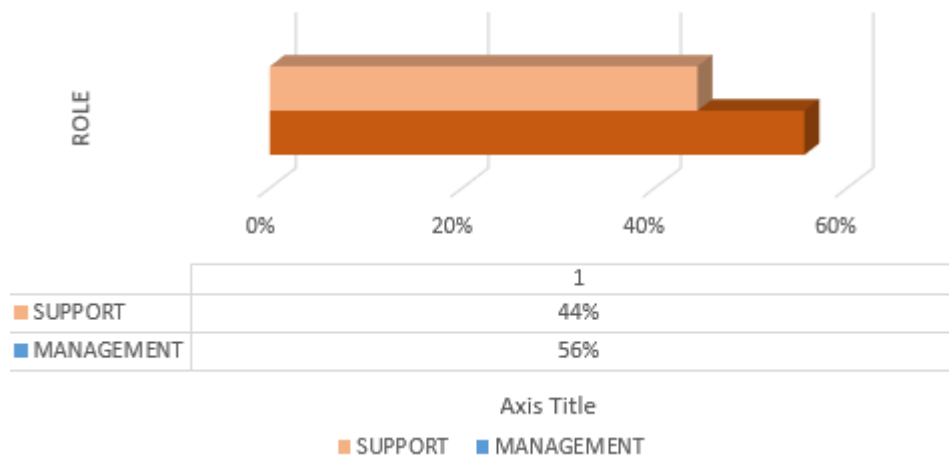
Role Breakdown by Gender:

- Female Participants: 100% of female participants are in supporting roles, 0% of female participants are in management roles. This stark figure shows that women have not achieved any representation in management roles within this survey group, which is a significant indicator of a gender gap in leadership and decision-making positions. The fact that all women are in supporting roles suggests there may be barriers to advancement or a lack of opportunities for women to rise into management.

- Male Participants: 57.14% of male participants are in supporting roles, 8.57% of male participants are in management roles. Among male participants, a significant portion is also

in supporting roles, but there is a notable 28.57% of men in management positions. This indicates that men are more likely to be in leadership roles compared to women, who are absent from such positions altogether.

Figure 12: Female Survey Participants by Role
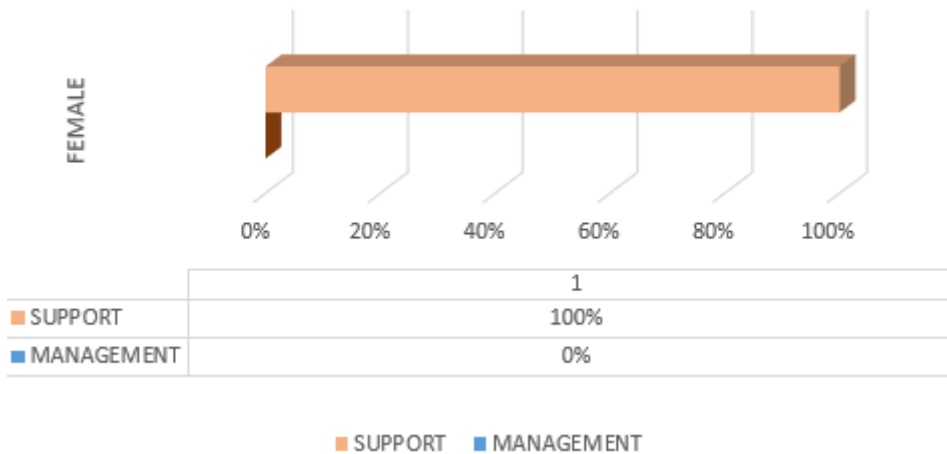
Figure 13: Male Survey Participants by Role
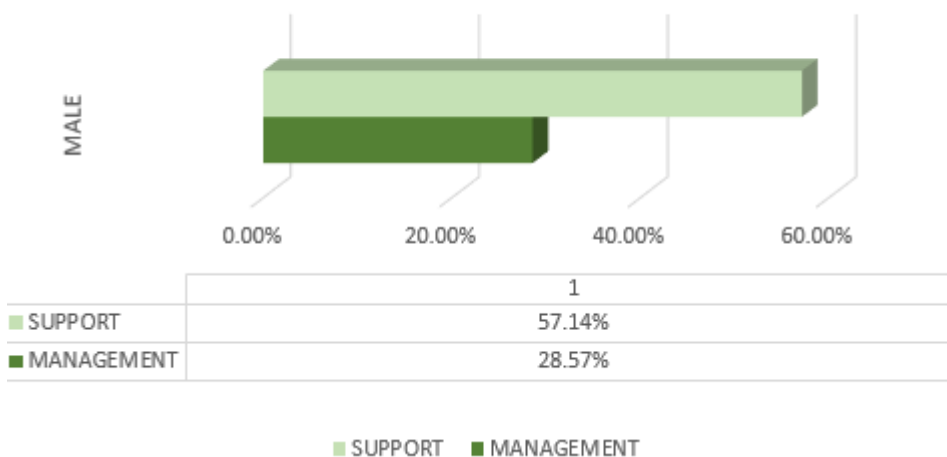
Without even going into the results of the survey, the mere contrast between genders among the participation raises questions. There is a complete absence of women in management roles, which is highly concerning from a gender diversity perspective. This suggests structural barriers such as a lack of opportunities, potential biases in promotion practices, or an organizational culture that does not support female advancement. Men hold the only management positions in this survey, despite

29

also having a significant share of supporting roles. This suggests a disproportionate representation in leadership positions, reinforcing the notion of male dominance in decision-making within the organization or industry. The fact that 100% of women are in supportive roles highlights potential issues like a lack of career development programs for women, possible discrimination in promotion, or an organizational culture that pigeonholes women into non-leadership roles. Initiatives to mentor and prepare women for leadership roles are therefore critical to closing the gender gap. This could involve leadership-training programs specifically designed for women, and gender-inclusive policies to support the advancement of women into management. This includes equal opportunity policies, gender bias training for managers, and a focus on eliminating discrimination in promotion practices. A detailed review of the current hiring and promotion practices should be undertaken to identify potential biases or structural barriers preventing women from advancing into management roles and companies should set measurable diversity goals, especially in leadership roles, to ensure a more balanced gender representation across both supporting and management levels. However, we are getting ahead of ourselves, as all the recommendations will be discussed in detail in the following chapters of the thesis.

The responses collected from the survey covered a range of topics including gender diversity, barriers to diversity, the effect of cultural background, and recommendations for improvement. Data collected shows that there is a consensus that the maritime industry is traditionally male-dominated, especially in operational and technical roles. However, there is also a consensus about recognition of the importance of gender diversity and ongoing efforts to enhance it. Several barriers were identified, including cultural norms, stereotypes, bias; lack of awareness, family responsibilities, and economic disparities. The industry's work environment, characterized by long periods at sea, often conflicts with family responsibilities, discouraging women from pursuing these roles. Cultural background and historical upbringing can influence women's ambitions for a career in both positive and negative ways. In some cultures, rigid gender roles limit women's career prospects, whereas in others, initiatives promoting STEM education among girls have increased female participation in technical maritime roles. Recommendations for improving gender diversity include enforcing equal rights and opportunities, improving work-life balance, creating mentorship programs, fostering inclusive work environments, supporting women's networks and organizations, and raising public awareness. There is a perception that women are underrepresented at the top management level. Some respondents attribute this to historical male dominance, workplace culture, work-life balance challenges, and bias and stereotypes. These insights provide a valuable overview of the current state of gender diversity in the maritime industry and highlight areas for potential improvement. Organizations are increasingly recognizing the importance of gender diversity. They are implementing initiatives such as targeted recruitment, mentorship programs, and leadership development for women. Some companies actively promote STEM (Science, Technology, Engineering, and Mathematics) education among girls to encourage their interest in maritime careers. Traditional gender roles and stereotypes persist in some societies, affecting women's career choices. Breaking these norms is essential for promoting diversity. Respondents highlighted instances of bias and discrimination against women in the workplace. Addressing these issues is crucial for creating an inclusive environment. The demanding nature of maritime jobs, including long periods at sea, can be challenging for women with family responsibilities. Improving work-life balance is essential. Economic disparities can affect women's access to education and career opportunities. Efforts to bridge this gap are essential. It is particularly interesting that, based on the responses collected, responses from male participants—whether in management or supporting roles—tended to be more general. In contrast, female respondents provided specific requests, solutions, and clear perspectives on what needs to be done to achieve gender equality in

the maritime industry. This observation raises the question of whether there is a cyclical issue at play. Men in leadership positions may not fully recognize the exact changes needed for gender equality, whereas women in leadership roles appear to have a clearer understanding of these requirements. This discrepancy could be attributed to the different experiences and challenges faced by men and women in the industry. Women, having navigated through various barriers and biases, might have a more nuanced perspective on the specific actions and policies necessary to foster a more inclusive environment. As barriers to gender diversity, respondents have identified a number of issues, mainly: historical male dominance, rigid gender roles, perceived family responsibilities, economic disparities, unconscious bias and lack of awareness, and influence of cultural background. Based on the survey and interview responses, several clear recommendations have also emerged. These include equal opportunities in recruitment and promotions, flexible work policies, mentorship programs, awareness campaigns, support networks, and active promotion of women for leadership roles. All of these will be more discussed in the following chapter. For now, it should be noted that the data collected provides a detailed overview of the current state of gender diversity in the maritime industry. While there is a consensus on the challenges and the recognition of the need for improvement, addressing these issues requires a comprehensive and sustained approach. The varying levels of engagement and responsiveness from different groups underscore the need for cohesive efforts and continuous advocacy to create a more equitable and inclusive work environment for all. Remember that these insights are based on the survey responses, and individual experiences may vary. Organizations committed to fostering diversity can use these findings as a starting point to create meaningful change. To summarize, here are the key insights and themes based on the survey results:

1. Structural Barriers and Bias

- Male-Dominated Culture: The maritime industry, particularly in technical and operational roles, remains overwhelmingly male. Women account for only about 2% of seafarers, while representation is higher in shore-based roles, but few women advance beyond junior levels.

- Promotion Bias: There is a perception that male decision-makers are more likely to promote other men, often supporting those they perceive as being fully committed to their careers, regardless of family responsibilities. This bias is compounded by cultural stereotypes that associate leadership with masculinity.

- Networking and Exclusion: Informal networks, such as social events (e.g., football or golf tournaments) used by male colleagues to make business deals, often exclude women, limiting their career advancement.

2. Cultural Norms and Stereotypes

- Traditional Gender Roles: From a young age, women are often steered away from careers in seafaring, engineering, and other technical roles, which are seen as "male" professions. Cultural expectations in conservative societies further reinforce these norms, making it difficult for women to break into the maritime industry.

- Work-Life Balance: The maritime lifestyle, especially for seafarers, with its long periods away from home, presents a challenge for women, particularly those who become mothers. Many women step back from their careers after having children, further limiting their representation in senior positions.

3. Challenges at Sea

- Gender Dynamics and Harassment: Female seafarers often face isolation, exclusion, or harassment in predominantly male crews. The traditional belief that women on board are "trouble" persists, leading to reluctance in hiring female seafarers. On tankers and ships with limited shore contact, this isolation is even more pronounced.

- Health and Safety Concerns: Practical concerns, such as the health and safety of pregnant women on board, present another barrier, as shipping companies are cautious about these issues, limiting opportunities for women with family aspirations.

4. Solutions and Strategies

- Early Exposure and Education: Many respondents advocate for early education to challenge gender roles, with suggestions to introduce children to female seafarers and provide role models. Government initiatives, such as work fairs and school visits, can play a crucial role in changing perceptions about maritime careers.

- Inclusive Company Policies: Companies can implement policies such as equal opportunity hiring, flexible working arrangements, and child-care benefits to support women. Some respondents also suggest introducing quotas to ensure female representation in leadership roles, although others caution that competence, not gender, should be the primary factor in promotions.

- Mentorship and Networking: Mentorship and sponsorship programs are seen as essential to supporting women in the maritime industry. Formalizing networking opportunities can help women build the connections they need to advance in their careers.

- Changing Workplace Culture: Diversity training, unbiased promotion practices, and the elimination of stereotypes in recruitment can create a more inclusive environment. Initiatives from organizations like WISTA (Women's International Shipping & Trading Association) were highlighted as positive examples of gender diversity efforts.

5. Male Perspectives

- While some male respondents acknowledge the need for gender diversity and the benefits women bring, others emphasize that competence should remain the top priority, not gender. Some men believe that gender diversity is just one aspect of broader diversity needs and that companies should focus on overall inclusivity.

- Some respondents express skepticism about whether women are interested in maritime careers, attributing low female representation to personal choice rather than structural barriers. However, others highlight the need for proactive efforts to support women's ambitions and break down stereotypes.

6. Progress and Remaining Challenges

Progress is being made in terms of awareness and efforts to increase gender diversity, but the survey indicates that much work remains to be done. The maritime industry must continue to strike a balance between promoting gender equality and addressing the practical challenges of a male-dominated, physically demanding, and family-unfriendly sector. The need for a multi-faceted approach is clear: gender-neutral recruitment, mentorship, workplace cultural shifts, and addressing practical barriers like child care and health concerns for women at sea. In summary, while

there is growing recognition of the importance of gender diversity in the maritime industry, systemic cultural, practical, and institutional barriers still prevent women from fully participating and advancing. There is a clear call for companies and governments to take meaningful action through inclusive policies, education, and mentorship to create a more balanced and equitable workforce.

Research performed for this thesis is not without its limitations. These limitations can influence its findings and applications and therefore, need to be taken into consideration carefully. Some of the key limitation encountered are discussed below and relate to gender identity, cultural differences, Western bias, and ''woke culture''. Traditional gender equality research often focuses on binary gender distinctions, neglecting the experiences of non-binary and transgender individuals. This lack of inclusivity can result in an incomplete understanding of workplace dynamics and gender inequality. Researchers must expand their frameworks to include diverse gender identities to capture the full spectrum of experiences and challenges. Accurately capturing data on diverse gender identities is difficult, and this particular study lacks appropriate categories or questions to identify non-binary and transgender respondents, leading to underrepresentation or misrepresentation. Moreover, gender identity intersects with other factors like race, sexuality, and socioeconomic status. Failing to account for these intersections can oversimplify the complexities of workplace gender equality. An intersectional approach would therefore be crucial to understanding how multiple identities shape experiences and outcomes in the workplace. It should also be taken into account that gender roles and norms vary significantly across cultures, influencing the manifestation of gender inequality and the effectiveness of interventions. Research conducted in one cultural context may not be applicable in another, limiting the generalizability of findings. Researchers need to adopt culturally sensitive approaches that account for these variations to develop more globally relevant insights. Countries have different legal frameworks and policies regarding gender equality, which influence workplace dynamics. Research that does not consider these legal and policy differences may provide limited or misleading insights. A thorough understanding of local legal and policy contexts is essential for accurate and relevant research outcomes. Diverse research methodologies and metrics across countries can complicate comparisons and the drawing of global conclusions. Standardizing certain aspects of research design while allowing for cultural nuances can help address this challenge and enhance the comparability of findings. During the research for this thesis, we have focused predominantly on Western cultures. This can result in a biased understanding of gender equality issues. Western perspectives and experiences are not universally applicable, and this bias can lead to an incomplete global picture, neglecting important issues in non-Western contexts. Further research needs to be done on a broader scope to include a variety of cultural contexts to develop a more comprehensive understanding of gender equality. Conclusions drawn from research focused on Western workplaces may be inaccurately generalized to other cultural settings. Social norms, economic conditions, and legal environments differ significantly across the globe, affecting workplace gender dynamics. Avoiding overgeneralization requires careful consideration of these differences and the development of context-specific insights. Finally, solutions effective in Western contexts might not be suitable or effective in non-Western settings. Ignoring local contexts can hinder the development of culturally appropriate and effective interventions. Further research should collaborate with local experts and stakeholders to identify and implement solutions that are tailored to specific cultural and socio-economic environments. Finally, whilst the term "woke culture" often evokes strong reactions, research framed within or against this context may be polarized, with findings being either accepted uncritically or dismissed based on ideological leanings. This polarization can hinder objective assessment of the data and impede meaningful dialogue. Researchers might struggle to present findings in a neutral manner that avoids triggering these biases, which can ultimately affect

the credibility and acceptance of the research. The language and concepts associated with woke culture can be polarizing. Terms like "privilege" or "systemic bias" might alienate some audiences. This can limit the reach and impact of the research, as its perceived association with a particular ideology may overshadow its empirical findings. Consequently, the research is limited by careful choice of language and framing to ensure broader applicability and acceptance. The intense scrutiny and potential backlash associated with woke culture have admittedly prompted author's self-censorship when writing this thesis. This resulted in underreporting and omitting some of respondents' perspectives to avoid controversy. To address above limitations, the research must adopt a more inclusive, intersectional, and culturally sensitive approach, which would include expanding research frameworks to include diverse gender identities and considering the intersections of gender with other social categories, whilst the methodologies need to include cross-cultural factor to ensure data collection is inclusive and representative. By addressing these limitations, research can become more robust, relevant, and impactful, and as such can contribute more for achieving gender equality globally.

CHAPTER 5:
DISCUSSION

The maritime industry has long been regarded as a cornerstone of global trade and economic activity. It has also earned an ill reputation of being historically dominated by men. The maritime industry has long been characterized by a male-dominated workforce, driven by cultural norms and stereotypes that have entrenched gender imbalance. Traditionally, maritime roles have been perceived as male-dominated, contributing to the underrepresentation of women. Historical barriers have perpetuated this trend, reinforcing the notion that maritime careers are unsuitable for women and thus dissuading them from pursuing these roles. This longstanding gender imbalance persists still today across various maritime sectors, including seafaring, ship engineering, and port operations. Historically, women's roles in maritime activities have been undervalued. Ancient records from the Red Sea indicate that women were involved as ship owners and operators, and Roman legislation recognized their trade contributions. Despite such historical evidence however, women in maritime roles have often been marginalized, with notable exceptions of a few important historical figures, such as Mary Ann Brown Patten who captained an American merchant ship in 1856, or women entrepreneurs managing shipping businesses in the 18th and 19th centuries.

Legislative progress has been made over the decades, beginning with the Equal Pay Act of 1963 in the USA and the UK's Equal Pay Act of 1970. The European Union has also implemented frameworks like the Strategic Engagement for Gender Equality and the European Pillar of Social Rights to promote gender equality. International Conventions such as Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) is an international treaty that requires member states to eliminate discrimination against women in all areas, including employment. It mandates equal pay, maternity leave, and other workplace protections. Despite these legislations, gender inequality in employment persists. Women often earn less than men for similar roles, even with equal pay laws in place, whilst gender biases and stereotypes can hinder the effectiveness of legislation. Despite the legislation advancements, gender diversity remains limited, especially in maritime roles. Women remain underrepresented in leadership and high-paying sectors. These disparities are stark. Women remain underrepresented in seafaring and senior maritime roles, with data from sources such as the International Maritime Organization (IMO) highlighting their limited presence. Women often face gender-based discrimination and have restricted access to mentorship opportunities. Historical data, like that from the Seafarer Workforce Report, underscores the urgent need for greater diversity to address a predicted shortage of STCW-certified officers. Such barriers contribute to the industry's gender imbalance, despite the significant efforts to rectify this. From the legislative point, it would therefore be beneficial to updating and strengthen the existing laws so that any loopholes could be closed and emerging issues addressed. Some countries and companies already do implement similar steps, such as gender quotas and affirmative action policies to ensure that women are represented in leadership and decision-making positions. For example, Norway requires that 40% of board members in public limited companies be women, and policies in countries like the USA encourage or even mandate taking positive steps to increase the representation of women and minorities in areas of employment, education, and business where they have been historically excluded. These measures help address the earlier discussed historical exclusions and promote gender balance. Such gender equality legislation in the maritime industry would help to address the unique challenges faced by women and other underrepresented genders

in this traditionally male-dominated field. Equal opportunities in employment, protection from discrimination and harassment, and promoting a more inclusive workplace culture would therefore be essential. It is especially important to exert all the efforts to combat sexual harassment and discrimination in maritime industry, as some of the isolated working condition such as working on board the vessel for example, can exacerbate these issues. Indeed, many maritime companies have already implemented strict anti-harassment policies and mandatory training for all employees in this respect. Previously discussed Columbia Shipmanagement also have an open reporting system, whereby employees can anonymously and safely express any concerns, negative experiences, or policy breached to the top management. Establishing such confidential and effective reporting mechanisms for incidents of harassment and discrimination is mandatory for the employees to be able to express any kind of discrimination or harassment, including but not limited to gender related.

Gender diversity in the maritime industry varies significantly across different geographic shipping centers due to cultural, socio-economic, and political factors. It is therefore, crucial not to generalize the barriers women face in this sector, as they differ based on location, industry segment, and the level of development within a region. It is essential to recognize the local and regional contexts that influence progress. By acknowledging the diverse challenges women face worldwide, the industry can create tailored solutions that support the unique needs of women in different maritime centers. In Europe and North America for example, many shipping centers have taken progressive steps towards gender equality in maritime roles. The barriers here tend to be related more to breaking cultural stereotypes and achieving better work-life balance due to long voyages. The shipping centers in Asia, such as Singapore, Hong Kong, and Japan, have an uneven progress with gender diversity with some regions are embracing inclusion more rapidly, while others lag due to deeply rooted societal and cultural gender norms. In many Asian countries, women face significant barriers in accessing training, advancement, and senior roles due to traditional expectations of gender. Moreover, women face more scrutiny and pressure when working in male-dominated environments, particularly on ships. Safety and discrimination concerns also persist. The Middle East and Africa's maritime sectors are even more complex. In regions like the Gulf, societal restrictions and conservative norms mean fewer women are represented in maritime, especially in seafaring roles. However, initiatives in places like Egypt, South Africa, and Nigeria aim to improve women's participation in the maritime economy, including ports and logistics. Main barriers here are cultural and religious restrictions, which significantly limit women's opportunities in seafaring and technical roles. Societal expectations in these areas are discouraging women from frontline operational roles. Finally, Latin American countries like Brazil, Panama, and Mexico, have increased efforts towards women's presence in maritime sector, particularly in administrative, logistics, and port management roles. However, the seafaring side of the industry still sees low female participation, partly due to lack of training opportunities and traditional gender roles. This is a reflection of the patriarchal societal norms that still restrict the entry of women into technical and leadership roles. Moreover, training and development programs are often inaccessible to women in these areas, and cultural expectations regarding family responsibilities prevent many from pursuing demanding maritime careers. Here is a closer look at current situation, efforts, and challenges in major maritime centers:

1. Singapore

Traditionally a male-dominated sector, the maritime industry faces challenges in balancing gender representation. However, Singapore, as a global maritime hub, has been actively promoting diversity and inclusion within the industry, recognizing its importance for innovation and

sustainability. The Maritime and Port Authority of Singapore (MPA) has played a major role in gender diversity initiatives by providing scholarships and training programs, which encourage women to enter the industry, particularly in technical and leadership roles. Leading Singapore maritime companies such as PSA International, Sembcorp Marine, and others, have implemented diversity policies that focus on recruitment strategies to attract more women into the workforce, offering mentorship programs, flexible working arrangements, and equal opportunities for career advancement. Furthermore, universities and polytechnics are also making efforts to increase female enrollment in maritime courses, with targeted outreach and scholarships. Finally, Singapore is part of the IMO "Women in Maritime" initiative and has established regional networks to provide support and development opportunities for women in the in this field. Despite these efforts, obstacles persist in form of cultural barriers and workplace inclusivity. The perception of the maritime industry as physically demanding and requiring long periods away from home deter some women from pursuing careers in the field. There is also a need for more gender-sensitive workplace policies, such as better work-life balance, onboard safety measures for women, and support for career growth in leadership roles. Nevertheless, the future of gender diversity in Singapore maritime industry looks promising, and through collective efforts from the government, industry stakeholders, and educational institutions, there is a gradually transformation of the maritime landscape.

2. London

As a major center for global shipping, trade, and maritime law, London has been actively working on improving gender inclusivity and equal representation. UK government has took steps in promoting diversity in the workforce in general, also including the maritime sector. Launched in 2019, the Maritime 2050 strategy outlines a long-term vision for UK maritime industry, including improving gender balance. WISTA UK has also been influential in promoting gender diversity. It provides a platform for women in maritime, where they can connect, support each other and share their experiences. Moreover, WISTA actively advocates for increased female participation and leadership by offering education, advocacy, and mentorship programs. One of the leading maritime organizations, Maritime UK, launched the "Diversity in Maritime" program, with aim to foster gender diversity and support underrepresented groups. The program includes various initiatives, such as ''Women in Maritime Network'' that focuses on increasing the number of women in the maritime industry, offering networking, mentoring, and training opportunities. Another initiative of Maritime UK, ''Women in Maritime Charter" encourages companies to undertake specific actions that promote gender diversity, such as setting measurable goals regarding female representation in leadership roles and supporting the professional development of women in maritime. Other leading shipping and maritime companies based in London have taken steps to improve gender diversity by adopting policies that promote equality. Many are introducing flexible working conditions, mentorship schemes, and equal pay practices to attract and retain women in the industry. One of most prominent maritime organizations not only in London, but in the maritime world as well, Lloyd's Register, has been proactive in its diversity initiatives. It promotes equal opportunities and focuses on recruiting and developing female talent in both technical and leadership roles. Despite all these significant efforts, maritime careers are still not attractive to women, as they are often perceived as physically demanding and male-oriented. This poses a challenge for women, particularly those with family responsibilities and there is therefore, need for more flexible and inclusive policies to address this. While there has been some progress in entry-level roles, women remain significantly underrepresented in senior leadership positions within the maritime industry.

London's role as a global maritime hub, combined with strong government and industry support for gender diversity, indicates that progress will continue. This in turn is expected to strengthen its position as a leader in global shipping while promoting greater gender diversity.

3. NORWAY

Norway is another prominent maritime nation that has taken significant steps to promote gender diversity within the industry. Norway has a long history in shipping, offshore energy, and marine services positions it as a leader in the global maritime sector. In recent years, Norway has been actively addressing the gender imbalance in the industry through several governmental policies and organizations. Norwegian government promotes equality through policies that support gender diversity, particularly in leadership roles. These efforts are part of broader national policies for improving gender equality in the workforce, regardless of the sector. The Equality and Anti-Discrimination Act for example, mandates the employers to take action on improving gender equality in both public and private sectors. Another organization is the Norwegian Shipowners' Association (NSA) who has been proactive in promoting gender diversity in the maritime sector. It has worked closely with other industry stakeholders to ensure women have greater representation in the industry. The NSA also collaborates on initiatives that aim to increase the number of women in technical, operational, and leadership roles within the maritime industry. Maritimt Forum and WISTA Norway are other industry organizations that foster dialogue and action around gender diversity. The Maritimt organizes events, discussions, and mentorship opportunities specifically for women to connect and grow their careers in maritime, whilst WISTA Norway plays an important role in connecting women in the maritime industry. From the educational point, Norwegian universities and maritime training institutions have made efforts to encourage women to pursue maritime studies and careers in the sector with maritime education programs designed to be more inclusive, providing scholarships and outreach initiatives to attract more women to fields like naval engineering, marine technology, and ship management. Norwegian University of Science and Technology (NTNU) is one of the leading institutions for maritime education and has actively supported efforts to boost female enrollment in technical programs related to the maritime industry. Many of Norway's leading maritime companies are also making efforts to improve gender diversity. These include major shipping companies like DNB, Kongsberg, and Wilhelmsen, who have all introduced diversity policies that focus on recruiting more women, offering mentorship opportunities, and providing flexible work arrangements to retain female employees. It is clear that Norwegian companies started increasingly recognizing the importance of having diverse teams, especially in technical and leadership roles for innovation and problem solving. Unfortunately, despite Norway's progressive stance on gender equality, old challenged still loom the maritime sector corner. Cultural perceptions of the industry as male-oriented, particularly in physically demanding roles at sea or offshore, persists, and women remain underrepresented in senior leadership positions. Retention is another issue, as work-life balance, long periods away from home, and other lifestyle factors often make it difficult for women to sustain long-term careers in seafaring roles. Norway's national commitment to gender equality is impressing though and in the coming years, we can expect creation of even more pathways for women to enter technical and leadership roles, helped by strong government support, proactive industry initiatives, and a culture of gender equality.

4. SOUTH KOREA

South Korea is one of the world's leading maritime nations. It has a strong shipbuilding industry, shipping, and global trade. However, the maritime industry struggles with gender diversity, as this sector has historically been male-dominated in the area. Nevertheless, South Korea has begun recognizing the importance of gender diversity in the recent years, and is striving to meet growing global expectations for inclusivity. While not as developed as in some Western nations, gender diversity policies have started to gain traction within South Korea's maritime industry. The South Korean government has made steps towards promoting gender equality across various sectors, including maritime. South Korea's broader national efforts to address gender inequality, such as the Act on Gender Equality in Employment, have helped create a more conducive environment for promoting female participation in traditionally male-dominated fields like maritime. Ministry of Oceans and Fisheries has shown support for gender diversity by promoting women's participation in maritime-related programs, leadership development initiatives, and education, though these efforts are not considered aggressive enough to draw women into the industry in larger numbers.
In the meantime, a number of maritime institutions in South Korea have also started to promote gender diversity in their enrollment strategies. Korea Maritime and Ocean University (KMOU) and Korea Institute of Maritime and Fisheries Technology (KIMFT) for example, have seen increased numbers of female students, even though these numbers are still minor in seafaring and technical programs. Scholarships and incentives are offered by some institutions as an incentive to increase this participation in maritime studies, particularly fields as marine engineering, logistics, and naval architecture. From the corporate perspective, Korean Shipowners' Association (KSA) has recognized the need for greater diversity in the industry, especially in leadership roles, however no concrete initiatives were developed to focus solely on gender diversity. The inclusion of women in decision-making processes is still limited in this area with few women in top leadership positions. Achieving significant representation of women in executive roles in South Korea remains a long-term goal, however progress is being made. Some South Korean maritime companies have begun recognizing the importance of gender diversity and are implementing diversity policies within their organizations. Major shipbuilding firms like Hyundai Heavy Industries (HHI) and Samsung Heavy Industries (SHI) have started to introduce programs aimed at recruiting and retaining more women in technical and engineering roles. In additions, some companies are initiating mentorship programs to support women entering the industry and to provide guidance on career progression. These programs will help women develop leadership skills and break through barriers that exist in the sector. One of the reasons for more intense movements towards gender inclusivity can be attributed to the pressure South Korea feels in lieu of global initiatives to promote gender diversity in shipping. As a member of the (IMO) South Korea has committed to IMO initiatives aimed at promoting diversity, such as previously mentioned Women in Maritime program. This push from the IMO is encouraging South Korea to make more concerted efforts in this area, especially as international trade partners and organizations increasingly prioritize diversity. As South Korea plays a critical role in the global maritime industry, international best practices and gender diversity standards will likely influence domestic policies and corporate strategies further, which could lead to more gender-balanced recruitment, especially as the country continues to compete on the global stage. Korean chapter of WISTA has therefore, been actively working to support and promote women in the maritime industry focusing on mentorship, networking, and advocacy. The growing number of female students in maritime education is an encouraging sign. This influx of talent could lead to greater gender diversity in the workforce, particularly if companies continue to implement mentorship and leadership development programs. Moreover, there are more women in office-based maritime roles, such as logistics and ship management, though they remain

underrepresented in seafaring and technical roles. In fact, the ratio of women working on ships or in technical maritime positions is low compared to other sectors of the economy. Challenges are many. South Korea's maritime industry is still heavily influenced by traditional gender roles and social norms, which often discourage women from pursuing careers in male-dominated industries like maritime, especially as the country has been slow to adopt inclusive workplace policies that support women, such as flexible working arrangements, maternity leave, and career development opportunities. There is also a lack of women-specific facilities on ships, making it more challenging for women to take on seafaring roles. On the other end of the vicious cycle, the limited number of women in leadership and technical positions means that younger women entering the industry have fewer role models to look up to, which in turn affects both recruitment and retention, as women may feel isolated or unsupported in their career progression. In summary, while gender diversity in South Korea's maritime industry still has a long way to go, there are positive developments on the horizon. The government's efforts, educational initiatives, and growing corporate recognition of the need for diversity will help drive change, though continued focus on breaking down cultural barriers and providing support for women in seafaring and leadership roles is necessary.

5. USA

Maritime industry in the United States encompasses sectors like shipping, shipbuilding, port operations, and offshore energy. , has begun implementing efforts to attract and retain more women in various roles. This has been a growing topic of discussion and the U.S. government has made strides toward promoting gender diversity in maritime-related careers through various initiatives and policies. Organizations like the U.S. Maritime Administration (MARAD) and U.S. Coast Guard (USCG) have recognized the need to encourage more women to join the industry and have introduced measures to support gender equality. MARAD for example, has developed scholarships, outreach, and efforts aimed at improving workforce diversity, and highlighting the career opportunities available in the maritime industry. Another prominent organization, Military Sealift Command (MSC), responsible for providing the U.S. Navy with ships and logistics, has made efforts to encourage women to join the ranks, both in civilian and military roles. As mentioned in earlier chapters, there have been some notable improvements in recent years with Katherine Sweeney became the first female president of the American Maritime Partnership (AMP), a coalition of the U.S. maritime industry. Women are also beginning to lead in various maritime companies and organizations, which reflects positive steps towards bridging one of the biggest barriers to gender diversity in the U.S. maritime industry, being the underrepresentation of women in leadership roles. Other industry organizations and networks have also emerged to support gender diversity in the U.S. maritime industry, organizations such as Women Offshore and WISTA USA. These groups aim to empower women through mentorship, networking opportunities, advocacy, and leadership development. Women Offshore is dedicated to supporting women working on vessels and in offshore industries by providing resources, career development programs, and a network of women across the maritime and energy sectors to help female professionals advance in their careers. Similarly to other parts of the world, WISTA has a strong presence in the U.S., advocating for increased female representation in maritime leadership. In addition, maritime academies and training institutions across the U.S. have been instrumental in promoting gender diversity by encouraging more women to enroll in maritime programs. Though women still represent a minority in these programs, U.S. Merchant Marine Academy (USMMA) and other state maritime academies, are seeing growing numbers of female cadets. USMMA has concentrated its efforts to promoting an inclusive environment and improving the experience for female cadets, which also includes addressing issues related to harassment and gender equality in training and at sea. At the same

time, other maritime academies have begun offering targeted scholarships and conducting outreach programs to attract women into fields like naval architecture, marine engineering, and ship operations. Industry giants such as Maersk Line Limited, American Bureau of Shipping (ABS, and Crowley Maritime, all started adopting diversity and inclusion (D&I) policies. Crowley Maritime is promoting gender diversity by creating leadership roles for women and offering flexible work arrangements, mentorship, and diversity training programs. The company has also set specific diversity goals to increase the representation of women in technical and operational roles. From the maritime classification society side, the ABS emphasizes the importance of diversity in technical and engineering fields and supports women in STEM (Science, Technology, Engineering, and Mathematics) roles within the maritime industry. These maritime companies recognize that fostering a more diverse workforce, including gender diversity, leads to better decision-making and innovation, and together with IMO, support the global efforts towards increasing gender diversity in the maritime sector. IMO's work has influenced U.S. efforts to introduce gender-friendly policies and programs within government and industry, further encouraging a more inclusive workforce in the maritime sector. U.S. however, is not a stranger to the same challenges other maritime centers face, mainly the perception of maritime roles being physically demanding, with long periods away from home, especially at sea. History of male domination in the industry also creates barriers for women in terms of advancement, acceptance, and work-life balance in the U.S. Women are thus still significantly underrepresented in seafaring positions, which are often viewed as the core of the maritime industry. Only a small percentage of seafarers are women, and many face challenges related to safety, lack of appropriate facilities, and discrimination onboard ships. Workplace harassment and safety issues, particularly aboard vessels, have been major concerns. Cases of harassment at sea have gained media attention in the U.S. and beyond, prompting discussions about the need for better protective policies, stronger enforcement of safety regulations, and better reporting mechanisms to ensure women's safety and well-being in the maritime sector. Retaining women in the maritime workforce is a challenge, especially as career progression often requires long periods at sea or in remote locations. Work-life balance, family responsibilities, and a lack of flexible policies can make it difficult for women to sustain long-term careers in the industry. Efforts are being made to shift the maritime industry's culture to be more inclusive, particularly at sea. Companies are beginning to introduce policies that address harassment and improve work-life balance, making the maritime industry more attractive to women. More initiatives aimed at developing women into leadership roles are expected in the coming years. This includes mentorship programs, leadership training, and networking opportunities that specifically target women in the maritime sector. With a growing number of women enrolling in maritime academies and training programs, the channel for female talent in the U.S. maritime sector is improving and it is expected that female representation in and leadership roles will increase in the coming years. U.S. needs to continue the efforts in this respect, maintaining the support from government agencies, industry organizations, and educational institutions, which are essential to ensure that more women enter and thrive in this sector.

6. Philippines

Philippines have a long-standing tradition of seafaring. Its maritime industry plays a crucial role in the global shipping sector, as the country is one of the world's largest suppliers of seafarers. Nevertheless, despite the industry's economic importance to the country, gender diversity in Philippines remains a significant challenge, with women underrepresented in many key roles, particularly at sea. Efforts are underway to improve gender inclusion however, it is not yet certain that the changes are happening fast enough. The Philippines are a major source of maritime labor,

and as such, it is under the influence of the international standards and programs that promote gender diversity, such as the earlier discussed IMO's Women in Maritime. As part of this program, the IMO has promoted the Global Maritime Women Conference, which has been attended by female leaders from the Philippines, helping to create awareness about the need for gender inclusion. This global framework has in turn encouraged local initiatives to support women in the industry to align with global diversity standards. The Philippine government has therefore began focusing more on gender diversity in the maritime sector through its maritime authorities. The Maritime Industry Authority (MARINA), which is responsible for the regulation of maritime affairs, has been supporting gender equality programs and initiatives aimed at encouraging more women to join the industry. Government scholarship programs in maritime education have been extended to encourage women to pursue careers in the maritime sector, and the Philippine Merchant Marine Academy (PMMA) and other maritime schools have increasingly enrolled women in various maritime programs, especially in marine engineering and navigation. As a result, the PMMA and John B. Lacson Foundation Maritime University have seen some increase in the number of female students, even in technical disciplines and navigation. Another important organization is the Women in Maritime Philippines (WIMAPHIL), a local chapter of WISTA. It is one of the leading organizations advocating for gender diversity in the Philippine maritime industry and it serves as a platform for women to engage and network in various aspects of the maritime sector. WIMAPHIL works to promote gender inclusion through scholarships, training programs, and outreach initiatives, and has contributed to increase awareness of women's contributions to the maritime industry and to promote policies that support gender equality. It organizes seminars, leadership development programs, and mentorship initiatives, and promotes awareness campaigns aimed at changing the perception that the maritime industry is only for men. Many manning agencies, responsible for deploying Filipino seafarers have started to create specific programs for women. Companies like Anglo-Eastern Crew Management and NYK-FIL Ship Management offer training and opportunities for women to serve on international ships, and have introduced gender diversity initiatives aimed at providing support for women seafarers. Filipino women are benefiting from the international maritime community increased focus on gender diversity, as the Philippines are being encouraged by international partners to improve the gender balance, especially as they are one of the leading centers for providing seafaring work force. IMO and WISTA continue their pressure on local groups and government agencies, which is expected to bring about more improvements in all aspects of maritime operations. Despite the positive steps, the number of female seafarers in the Philippines remains low, and women still face significant challenges when working at sea. Many of these challenges are a result of the industry's long-standing gender biases and logistical barriers, such as workplace culture, facilities for women, and career progression. The industry and particularly the seafaring roles are still seen as a male-dominated profession and women unfortunately often face stereotypes, gender discrimination, and harassment. The lack of adequate facilities and accommodations for female seafarers on board the ships is another significant barrier. Ships are often not designed with women in mind, thus leading to concerns over ones safety and comfort. Moreover, women in maritime, especially at sea, often face difficulties in advancing to senior positions. Whilst it is somewhat easy to attract and increase numbers of women in entry-level positions, their representation in leadership roles remains limited, both onshore and at sea. Due to above reasons, the representation of women at sea remains low. Changing cultural perceptions of gender roles in the industry will take time, but progress is being made through awareness campaigns, mentorship, and role model visibility. The increasing presence of women in maritime schools, shore-based positions, and advocacy groups is gradually helping to reshape societal attitudes toward women in maritime careers. Shore based sector of the industry in Philippines is faring somewhat better. More women are beginning to find roles in shore-based

positions, including shipping management, logistics, maritime law, and education. These roles provide women with opportunities to contribute to the industry while avoiding some of the barriers associated with life at sea. Nevertheless, women are still underrepresented in senior leadership roles and more efforts are needed to support women in advancing their careers to the highest levels. This is partly because of the work-life balance, as women face a common issue of balancing the demands of a maritime career with family responsibilities. Rather than excluding the women from these roles, however, policies that are more flexible and family-friendly should be applied to attract and retain female talent in the sector. By continuing to build on similar efforts, the maritime industry in the Philippines can continue its slow but steady progress toward greater gender diversity. This in turn will help maintain country's competitiveness as one of the largest manning pools of seafarers globally.

7. GREECE

Gender diversity in the maritime industry in many countries has historically been limited, and Greece is not an exception. In recent years there has been a growing awareness and a ''push'' towards more gender inclusion in the Greek industry, however men still predominantly occupy the maritime roles in both seafaring and shore-based positions. Historical cultural perceptions in Greece often see men as more suited for the physically demanding and remote works in any industry, and women were traditionally discouraged from entering such fields. This is why the maritime industry, and seafaring in particular, has historically been viewed as a ''male'' profession in Greece. In fact, despite Greece's reputation of prominence in global maritime activities, Greek women represent a very small percentage of seafarers and professionals in shipping. While there are female leaders in administrative and managerial positions, the number of women working as ship officers, engineers, or captains remains low. Such a limited visibility of women role models in maritime careers and the lack of clear pathways for women to enter the industry have also contributed to the low numbers. In Greek society, the family responsibilities disproportionately fall on women and this has been one of the main barriers for women to build careers in any industry, but particularly in maritime and seafaring due to difficulty to balance work with the family responsibilities. Maritime academies and institutions thus historically had fewer female students as many women do not even consider a maritime career. Greek maritime academies have therefore, begun encouraging more women to enroll, and there is an increasing number of initiatives to create more inclusive environments within these institutions. Moreover, programs are developed to raise awareness about the variety of roles available within the industry, both onshore and at sea, aimed to attract more women. There have been several other initiatives aimed at promoting gender diversity in Greece. Shipping companies and organizations are increasingly recognizing the importance of inclusivity and have started developing policies promoting equal opportunities, work-life balance, and programs to encourage women to join the sector. Organizations such as WISTA have played a significant role also in Greece by offering mentorships, support and networking opportunities for women looking to advance their careers. In addition, national and international regulations, including the IMO ones, have led to stronger commitments from Greek maritime companies to improve the gender balance. Successful female leaders in Greece's maritime sectors are relatively rare, however this number is increasing. These women often hold senior management positions in shipping companies or maritime organizations and serve as role models for younger women interested in maritime careers. Nevertheless, cultural shifts take time, and efforts should be sustained to raise awareness about the opportunities for women in maritime roles. This will be the key to further promote gender diversity in Greece's maritime industry, together with improved mentorship and support networks, increased representation, and increased focus on work-like balance. Expanding mentorship programs and

professional support networks should be developed for women and flexible working conditions and family-friendly policies should be implemented. Encouraging more women into technical and leadership positions will inspire future generations to consider maritime careers, which will be essential in attracting more women to the industry, especially in seafaring roles. Overall, however, even with some progress being made, gender diversity in Greece's maritime industry remains an area with significant room for improvement. To effect substantial and sustainable change, all stakeholders – government, industry, and educational institutions need to exert efforts to promote greater inclusion of women in the maritime sector.

As discussed in previous chapters, this thesis employed a mixed-method approach to provide a comprehensive analysis of gender diversity in the maritime sector. Qualitative interviews with maritime professionals and stakeholders offered in-depth insights into the barriers and successful strategies for promoting gender inclusivity. Quantitative surveys have revealed broader trends and correlations between gender diversity and organizational performance. Key findings from the research concluded that there is a number of barriers to gender diversity in maritime sector: persistent cultural norms, stereotypes, and challenges related to work-life balance are some of the major obstacles. Women face significant difficulties, such as the long periods required at sea, which often conflict with family responsibilities. Economic disparities and unconscious bias further exacerbate these issues. It is particularly interesting that, based on the data collected, responses from male participants—whether in management or supporting roles—tended to be more general. In contrast, female respondents provided specific requests, solutions, and clear perspectives on what needs to be done to achieve gender equality in the maritime industry. This observation raises the question of whether there is a cyclical issue at play. Men in leadership positions may not fully recognize the exact changes needed for gender equality, whereas women in leadership roles appear to have a clearer understanding of these requirements. This discrepancy could be attributed to the different experiences and challenges faced by men and women in the industry. Women, having navigated through various barriers and biases, might have a more nuanced perspective on the specific actions and policies necessary to foster a more inclusive environment. However, the current underrepresentation of women in leadership roles perpetuates this gap in awareness and action. Without sufficient female representation at the decision-making level, the industry may continue to overlook or inadequately address the precise changes needed to promote gender equality. This creates a vicious cycle: to make significant and effective changes towards gender equality, there must be more women in leadership positions. Yet, achieving this increase in female leadership requires the implementation of targeted steps to foster an environment conducive to women's advancement. Addressing this conundrum requires a multifaceted approach. First, there must be a concerted effort to identify and remove the barriers that prevent women from rising to leadership positions. This includes addressing implicit biases, providing mentorship and sponsorship programs, ensuring equal access to professional development opportunities, and creating a workplace culture that values diversity and inclusion. Moreover, policy changes at the organizational and industry levels are essential. These could include setting gender diversity targets, implementing transparent recruitment and promotion processes, and offering flexible working arrangements to support work-life balance. Additionally, raising awareness and educating all employees about the importance of gender equality can help in fostering a more inclusive mindset across the industry. To sustain these efforts and ensure continuous progress, it is crucial to establish mechanisms for monitoring and evaluating the impact of gender equality initiatives. Regular assessments can help in identifying gaps, measuring progress, and making necessary adjustments to strategies and policies. Achieving gender equality in employment is a critical component of broader diversity goals, but it is not automatically guaranteed by reaching diversity in general. Diversity encompasses a range of factors

including race, ethnicity, age, disability, and more, in addition to gender. While increasing overall diversity can help create a more inclusive environment, specific efforts and policies are often needed to address gender disparities directly. To achieve gender equality in employment, it is important to focus on targeted measures that go beyond simply achieving overall diversity. Here is a more detailed exploration of the key elements needed:

Equal Pay for Equal Work

- Regularly conducting pay audits to identify and rectify any gender pay gaps.
- Creating transparent salary bands and criteria for promotions to minimize pay disparities.
- Providing training and resources to support employees in negotiating fair compensation.

Addressing Biases

- Implement regular unconscious bias training for all employees, especially those involved in hiring and promotions.
- Develop standardized hiring and evaluation processes to ensure consistency and fairness.
- Use diverse panels to review candidates and make hiring decisions, which can reduce individual bias.

Family-Friendly Policies

- Offering equitable parental leave for all parents, regardless of gender, and ensuring adequate compensation.
- Providing options for flexible hours, remote work, and job sharing to accommodate various personal needs.
- Implementing policies that support employees who are caregivers, such as backup childcare or eldercare services.

Support for Career Development

- Establishing mentorship and sponsorship programs to guide and advocate for women in their careers.
- Offering training and development programs specifically designed to prepare women for leadership roles.
- Creating networking events and professional development opportunities that encourage women's participation and visibility.

Inclusive Culture and Practices

- Enforcing a zero-tolerance policy for sexual harassment and discrimination, and providing clear channels for reporting and addressing complaints.
- Supporting ERGs for women and other underrepresented groups to foster community and advocacy within the organization.
- Continuously assessing workplace culture and practices to identify and address areas where gender equality might still be lacking.

Legal and Policy Frameworks

- Adhering to equal opportunity and anti-discrimination laws.
- Advocating for broader societal changes and policies that support gender equality beyond the workplace.

In essence, while increased diversity can contribute to gender equality, specific actions and a commitment to addressing gender-specific issues are essential to fully achieve gender equality in the workplace. By focusing on these areas, organizations can better address the specific barriers women face and work towards genuine gender equality in employment. While diversity efforts contribute to a more inclusive environment, targeted actions are crucial to ensuring that gender equality is fully realized. While the current underrepresentation of women in leadership positions in the maritime industry presents a significant challenge, it also highlights the need for strategic and targeted actions to break the cycle. By increasing female representation at the leadership level and implementing comprehensive measures to support women's advancement, the industry can move towards achieving true gender equality. This, in turn, will create a more inclusive and dynamic environment, benefiting not only women but also the industry as a whole.

The Department of Merchant Shipping Cyprus (DMS) exemplifies proactive efforts to improve gender equality in the maritime industry. Initiatives such as the designation of 18 May as the International Day for Women in Maritime, the Cyprus Shipping Gender Equality Award, and the IMOGENder Network's mentorship programs and scholarships reflect a strong commitment to gender inclusivity. These efforts aim to challenge stereotypes, support women in maritime careers, and inspire future generations. Case studies across various industries demonstrate that comprehensive policies, leadership commitment, and continuous efforts are vital in promoting gender equality. For instance, initiatives in transportation sectors and other traditionally male-dominated fields have highlighted effective practices and strategies. In 2011, 25 transportation organizations from the United States Department of Transportation, met to discuss some of the reasons why women are underrepresented in this sector. The meeting was populated by women who drove trucks and buses, operated ships, trains and pipelines, built roads and bridges, and repaired aircraft. This, the first National Dialogue focused on Women in Blue Collar Transportation Careers, underlined some of the reasons why women are in not demand and underrepresented in these sectors. However, the lack of engagement from female executives, particularly those affiliated with an organization as WISTA that champions women's advancement in the maritime industry highlights a potential disconnect. This disconnect may suggest that while individual achievements are celebrated, there is a missed opportunity for leveraging these successes to drive broader systemic change. Moreover, this phenomenon might be attributed to several factors. One of these is the perceived achievement of goals. Once women reach higher managerial positions, they might feel that the major hurdles of gender discrimination have been overcome, leading to a decreased sense of urgency to advocate for others. Resource allocation is another factor, as with high-ranking positions come increased responsibilities and time constraints, which may limit the ability of these women to engage in advocacy activities. There also may be underlying cultures within organizations that do not encourage or support continuous advocacy from those at the top, focusing instead on operational and strategic responsibilities. As a result, there might be insufficient incentives for female executives to engage in gender equality advocacy once they have achieved personal success. Finally, there is also a risk of controversy. Female executives might avoid involvement in gender advocacy to ''steer clear'' of potential controversy or backlash within their professional

environments. Sheryl Sandberg's " Lean In: Women, Work, and the Will to Lead'' emphasizes the importance of women advocating for themselves, taking risks, and achieving their professional goals. Her book paints a picture of gender inequality in leadership, with women occupying just 20% of parliamentary seats globally and 18 of the Fortune 500 CEO positions. There is therefore a dire need for women to work together and create networks of support, regardless of whether they have achieved their personal professional goals.

Research consistently shows that gender diversity can yield significant economic and operational benefits. Studies by McKinsey & Company and Credit Suisse reveal that companies with diverse leadership teams often outperform their peers financially and are more innovative. Diverse teams tend to make better decisions, have lower turnover rates, and attract top talent. These findings underscore that gender diversity should be viewed not just as a social issue but as a critical business imperative.

Talent Attraction and Retention - Gender diversity significantly enhances an organization's ability to attract and retain talent. Diverse workplaces are often seen as more inclusive and equitable, making them attractive to a broader talent pool. Potential employees, particularly those from underrepresented groups, are more likely to join and stay with organizations where they see a commitment to diversity. This inclusivity can reduce recruitment costs and turnover rates, creating a more stable and motivated workforce.

Customer Relations and Attractiveness - A diverse workforce can positively impact customer relations and market attractiveness. Employees from various backgrounds can offer insights into different customer segments, leading to more tailored and effective marketing strategies. This diversity in perspective helps in understanding and meeting the needs of a diverse customer base, fostering stronger customer loyalty and expanding market reach. Companies that reflect the diversity of their customer base are often seen as more relatable and trustworthy.

Improved Risk and Safety Management - In maritime operations, gender diversity can contribute to improved risk and safety management. Diverse teams bring a range of experiences and perspectives, which can enhance problem identification and risk assessment. Women, in particular, have been found to approach risk differently, often more cautiously, which can complement the risk strategies typically employed in male-dominated teams. This balanced approach can lead to more comprehensive safety protocols and better crisis management.

Enhanced Innovation and Problem-Solving - Diverse teams are known for fostering innovation and effective problem solving. The variety of perspectives in gender-diverse teams encourages creative thinking and the challenging of conventional approaches. This diversity of thought can lead to more innovative solutions and improvements in processes. Research has shown that inclusive teams are better at brainstorming, leading to a higher rate of idea generation and successful implementation.

Organizational Resilience and Adaptability - Gender diversity enhances organizational resilience and adaptability, particularly in rapidly changing industries. Organizations with diverse leadership are better equipped to navigate uncertainty and adapt to new challenges. The varied experiences and viewpoints within such teams facilitate quicker and more effective responses to market changes and disruptions. This adaptability is crucial in maintaining competitive advantage and ensuring long-term success.

<u>Better Communication and Team Dynamics</u> - Gender diversity positively affects communication and team dynamics within maritime organizations. Mixed-gender teams often exhibit improved communication patterns and a greater emphasis on collaboration. Women are frequently noted for their communication skills and ability to foster inclusive discussions, which can lead to more cohesive team dynamics. This collaborative environment can enhance overall team performance and satisfaction.

<u>Enhanced Crew Well-being and Morale</u> - Implementing gender-inclusive policies can significantly impact crew well-being and morale. A gender-diverse environment often promotes a culture of respect and support, which is essential for crew members' mental and emotional health. Recognizing and addressing the unique challenges faced by different genders can lead to more supportive policies and practices, improving overall job satisfaction and crew retention.

<u>Positive Impact on Company Reputation</u> - Gender diversity positively influences a company's reputation and stakeholder relationships. Customers, investors, and partners often view companies known for their commitment to diversity more favorably. This positive perception can lead to increased business opportunities and partnerships, as well as greater trust and loyalty from stakeholders. A strong reputation for diversity can also enhance a company's brand and market positioning.

<u>Long-term Industry Sustainability</u> - Promoting gender diversity is crucial for the long-term sustainability of the maritime sector. Diverse teams are more innovative and adaptive, essential traits for addressing the evolving challenges of the industry. By fostering an inclusive culture, maritime organizations can ensure they remain competitive and resilient in the face of changing environmental, economic, and social conditions. Gender diversity is not just a moral imperative, but also a strategic advantage that contributes to the overall sustainability of the industry.

Studies across various industries illustrate diverse strategies and successful outcomes in promoting gender equality in the workplace. They emphasize the importance of comprehensive policies, leadership commitment, and continuous efforts to create an inclusive and equitable work environment. By benchmarking the results of thesis's primary data collection against these case studies, valuable insights were gained into effective practices and strategies for promoting gender equality in the maritime industry and beyond. We can see that there is a lot of effort made with major players to achieve the gender equality. Nevertheless, the disparity remains. This naturally poses the question ''Why'', raising questions about the effectiveness of current efforts. Despite the clear advantages, many companies face challenges in implementing effective diversity strategies, including unconscious biases and entrenched corporate cultures. Companies often face challenges in implementing diversity strategies due to unconscious biases and entrenched corporate cultures. Merely increasing gender diversity is not enough; fostering an inclusive culture where diverse employees feel valued and can thrive is crucial. This includes mentorship programs, flexible working conditions, and addressing pay disparities. Increasing gender diversity alone is insufficient; fostering an inclusive culture where diverse employees feel valued and can thrive is crucial. This includes mentorship programs, flexible working conditions, and addressing pay disparities. Moreover, organizations need to set measurable goals and hold leadership accountable for progress in diversity initiatives. Regular monitoring and transparent reporting are essential for sustaining improvements. Setting measurable goals and holding leadership accountable for diversity progress are essential for sustaining improvements. Regular monitoring and transparent reporting are necessary to track

progress and make necessary adjustments. However, before all of above, it is necessary to have a clear understanding of what the barriers for gender equality in shipping are. So what are the actual reasons the women are underrepresented in this industry?

Lack of Awareness - Perhaps the biggest reason why there are not more women in the maritime sector is simply a lack of knowledge that it is an available career path. If women do not have family members already in the industry or know of someone who works at sea, it could easily be an option that passes under the radar. Many people also do not even consider the maritime industry because it does not result from the traditional four-year college route. The lasting stigma that the maritime industry is for men only is likely deterring women from joining the workforce, even though this idea is only a relic from the past. Because women do not know that the industry is becoming more populated by women, they don't consider it as a viable career path or too out of the ordinary. Solution to this could be providing scholarships and specialized training programs for women interested in maritime careers, or developing programs focused on gender diversity and inclusion. Creating mentorship programs and networking opportunities would also be helpful, to support women in advancing their careers in the maritime industry. Research and advocacy play a critical role in promoting gender equality in maritime as well. Studies like the current thesis can be valuable to inform policy makers on the status of gender equality in the maritime sector, and raise awareness about gender discrimination as well as the importance of equality. Data collected could further be used to launch campaigns to challenge stereotypes and highlight the benefits of gender diversity. Advocacy Organizations like the International Transport Workers' Federation (ITF) for example, can add weight by advocating for gender equality and women's rights in the maritime industry, and so can industry-wide collaborations to promote gender diversity initiatives. In addition to the lack of awareness, cultural and societal norms that perpetuate gender biases and stereotypes should be analyzed carefully since they are hindering women's entry and advancement in the maritime industry.

Historical Male Dominance - Another barrier is the historical male dominance in the industry that has been drenched in in cultural norms and stereotypes reinforcing this gender imbalance. Traditional perceptions of maritime roles as "male" jobs contribute to the underrepresentation of women. Historical and cultural factors that reinforce male dominance in maritime roles can create lasting obstacles for women seeking to enter or progress in the field. In some cultures, rigid gender roles severely limit women's career prospects. These societal expectations can discourage women from entering maritime careers or create significant barriers to their advancement. These constraints are often reinforced by cultural beliefs that view maritime jobs as inappropriate for women, thereby perpetuating gender disparities within the industry. In societies with rigid gender norms, women face significant barriers to entering and advancing in the maritime industry. These norms can limit educational and professional opportunities for women from an early age.

Family Responsibilities - It is a fact that the maritime industry's unique work environment, characterized by long periods at sea, often conflicts with family responsibilities. This issue disproportionately affects women, who are more likely to shoulder family responsibilities, thereby discouraging them from pursuing or staying in maritime roles. The unique demands of maritime careers, such as extended periods at sea, often clash with family responsibilities. This issue disproportionately affects women, who typically bear a larger share of family and caregiving duties. The demanding nature of maritime work can thus deter women from pursuing or remaining in these careers, further entrenching gender imbalances, which is perpetuated by the economic barriers as

well. Women in some regions may have less access to education and career opportunities due to economic constraints, further limiting their ability to enter and progress within the industry.

Economic constraints - Women in some regions may have less access to education and career opportunities due to economic constraints, further limiting their ability to enter and progress within the industry. Economic constraints also play a significant role in limiting women's participation in the maritime industry. In some regions, women may have less access to education and career opportunities due to economic barriers. These disparities inhibit their ability to enter and advance in maritime careers, perpetuating gender imbalances.

Unconscious Bias - Stereotypes and biases within the workplace can hinder women's advancement. This includes assumptions about women's capabilities and commitment to maritime roles, which can affect hiring, promotions, and pay. Unconscious biases within the workplace can hinder women's advancement. Stereotypes about women's capabilities and commitment to maritime roles affect hiring, promotions, and pay. These biases contribute to an environment where women face obstacles in achieving equitable treatment and advancement. In her book "What Works", Iris Bohnet introduces behavioral design as a solution to address unconscious bias. Her research highlights how systematic changes can improve gender equality and performance at low cost and high speed. Bohnet maintains that traditional approaches such as de-biasing individuals and diversity training programs have been costly and complex with limited success, and proposes the behavioral design as a new approach that can make a significant impact. She stresses the research-based solutions to be applied in classroom and businesses, which could be achieved at a lower cost and higher speed.
Unconscious bias connects to the lack of awareness from both genders, since ignorance can prevent the implementation of effective diversity initiatives, allowing biases to persist.

The research underscores the progress and ongoing challenges in promoting gender equality within the maritime industry. Although notable initiatives and legislative efforts have made strides toward inclusivity, significant gaps and barriers remain. Addressing these issues requires a more inclusive and intersectional approach, with targeted strategies and policies to enhance gender diversity. By addressing the identified barriers and proposing actionable solutions, the research aims to support a more equitable and sustainable maritime workforce. Future research should continue to explore and address these challenges to advance gender equality in the maritime sector and beyond. Based on the survey and interview responses, several recommendations emerge to enhance gender diversity in the maritime industry:

Equal Opportunities - Organizations should ensure that recruitment, promotions, and pay practices are equitable. This includes actively addressing any biases in these processes to promote fair treatment for all employees. Organizations should ensure equitable practices in recruitment, promotions, and pay. Addressing biases and promoting fair treatment are essential steps toward achieving gender equality.

Flexible Work Policies - Implementing flexible work arrangements can help accommodate family needs and promote work-life balance. This is particularly important in the maritime industry, where long periods at sea can be a significant barrier. Implementing flexible work arrangements, such as adjustable schedules and remote work options, can help accommodate family needs and improve work-life balance, especially in the maritime industry where long periods at sea can be a significant barrier.

Mentorship and Role Models - Establishing mentorship programs can provide support and guidance for women in the industry. Visible role models who have successfully navigated the industry can also inspire and motivate aspiring women. Establishing mentorship programs and promoting visible role models who have succeeded in maritime careers can provide guidance and inspiration for women entering the industry.

Awareness Campaigns - Raising awareness about the benefits of gender diversity within the maritime community and beyond can help shift perceptions and encourage more inclusive practices. Raising awareness about the benefits of gender diversity within the maritime community and beyond can help shift perceptions and encourage more inclusive practices.

Support Networks - Creating networks or affinity groups for women can provide a platform for sharing experiences, offering support, and fostering professional development. Creating networks or affinity groups for women provides platforms for sharing experiences, offering support, and fostering professional development.

Leadership Representation - Actively promoting women to leadership roles and addressing biases that hinder their advancement is crucial. Organizations should implement strategies to increase female representation at the top management levels. While progress has been made, women remain underrepresented in top management positions. Companies should actively promote women to leadership roles and address any biases that hinder their advancement. Promoting women to leadership roles and addressing biases that hinder their advancement is crucial. Strategies to increase female representation at top management levels are needed to drive systemic change.

From the earlier discussion, it is clear that gender diverse teams and companies benefit from making better decisions, lower turnover rates, attracting top talent, and increasing their client attractiveness. So what do non-diverse companies, especially those lacking gender diversity, risk by not taking positive steps towards more inclusive strategies? One of the serious consequences for non-diverse companies is increasing scrutiny from regulatory bodies. Many regions have implemented or are considering gender diversity quotas and reporting requirements. Failure to comply can result in legal penalties, fines, and sanctions. Moreover, lawsuits related to gender discrimination can arise, leading to costly legal battles and settlements. In maritime hubs, where international regulations may apply, non-compliance with diversity standards can affect operational licenses and trade agreements, further complicating legal standing and operational continuity. Apart from the legislative and regulatory violations, company's reputation and its attractiveness to stakeholders can be severely affected. It is self-explanatory that any company's reputation is crucial in maintaining relationships with customers, investors, and partners. A lack of gender diversity can be perceived as a sign of outdated practices and resistance to social progress. This perception can deter customers who prioritize ethical consumption and investors looking for socially responsible investments. In maritime hubs, where global interactions are frequent, reputation damage can lead to reduced business opportunities and strained international partnerships, as diversity increasingly becomes a benchmark for modern, forward-thinking organizations. Non-diverse companies may therefore struggle to compete in the employment market and attract top talent, especially from younger generations, as they often seek employers committed to diversity and inclusion. Non-diverse companies may struggle to attract and retain these individuals, leading to a talent deficit. This shortage can result in higher recruitment costs and longer vacancy periods. For maritime hubs,

which require a diverse skill set to navigate complex global trade and logistics, a lack of gender diversity can mean missing-out on the innovative ideas and approaches that could enhance competitiveness and efficiency in operations. Continuing down the chain of disadvantages, the gender diversity is closely linked to employee satisfaction as it fosters an inclusive and supportive work environment. Non-diverse companies may experience higher levels of dissatisfaction among employees, particularly those from underrepresented groups. This dissatisfaction often translates into higher turnover rates, increasing recruitment and training costs. In maritime hubs, high turnover can disrupt operations, lead to a loss of institutional knowledge, and weaken team cohesion, all of which are critical for maintaining smooth and efficient maritime operations. Without employee loyalty and lack of new quality talent, it would be difficult for non-diverse teams to bring varied perspectives and experiences, which are the main drivers of creativity and innovation. Companies lacking gender diversity may experience a homogeneity of ideas, leading to stagnation. This stagnation can hinder the development of new products, services, and processes, making it difficult to stay ahead of competitors. In the dynamic environment of maritime hubs, where innovation can lead to significant operational improvements and cost savings, the lack of gender diversity can result in missed opportunities and an inability to adapt to industry advancements. Consequently, these companies stop evolving, and lose the adaptability that is crucial for survival and growth. Companies with gender-diverse teams are better equipped to understand and respond to changes in the market, customer preferences, and regulatory environments. Non-diverse companies may struggle with rigid thinking and slower decision-making processes, impeding their ability to adapt. In maritime hubs, where rapid changes in trade policies, environmental regulations, and technological advancements are common, a lack of adaptability can result in operational inefficiencies and reduced market share. If the above is not sufficient to scare every business reader of this thesis, there is also an issue of a hostile work environment, impeding collaboration and productivity due to cultural resistance and unconscious bias within non-diverse companies. Such biases can also lead to poor decision-making, as homogeneous groups may be more prone to groupthink and less likely to challenge existing assumptions. In maritime hubs, where teamwork and cross-cultural interactions are essential, cultural resistance and bias can weaken team dynamics and hinder international collaborations, ultimately affecting the company's global standing and effectiveness.

From the earlier discussion, it is clear that gender-diverse teams and companies benefit from making better decisions, lowering turnover rates, attracting top talent, and increasing their client attractiveness. However, non-diverse companies, especially those lacking gender diversity, risk significant negative consequences by not adopting inclusive strategies. Non-diverse companies face increasing scrutiny from regulatory bodies. Many regions have implemented or are considering gender diversity quotas and reporting requirements. Non-compliance can lead to legal penalties, fines, and sanctions. Moreover, gender discrimination lawsuits can arise, leading to costly legal battles and settlements. In maritime hubs, where international regulations often apply, failing to meet diversity standards can affect operational licenses and trade agreements, complicating legal standing and operational continuity. Furthermore, a company's reputation is crucial in maintaining relationships with customers, investors, and partners. Lack of gender diversity can be perceived as a sign of outdated practices and resistance to social progress. This perception can deter customers who prioritize ethical consumption and investors looking for socially responsible investments. In maritime hubs, where global interactions are frequent, reputation damage can lead to reduced business opportunities and strained international partnerships. Diversity increasingly becomes a benchmark for modern, forward-thinking organizations, and non-diverse companies may struggle to compete in the market and attract top talent. Non-diverse companies also often struggle to

attract and retain top talent, especially from younger generations who seek employers committed to diversity and inclusion. This can lead to a talent deficit, resulting in higher recruitment costs and longer vacancy periods. For maritime hubs, which require a diverse skill set to navigate complex global trade and logistics, a lack of gender diversity can mean missing out on innovative ideas and approaches that could enhance competitiveness and operational efficiency. Gender diversity is closely linked to employee satisfaction as it fosters an inclusive and supportive work environment. Non-diverse companies may experience higher levels of dissatisfaction among employees, particularly those from underrepresented groups. This dissatisfaction often translates into higher turnover rates, increasing recruitment and training costs. In maritime hubs, high turnover can disrupt operations, lead to a loss of institutional knowledge, and weaken team cohesion, all of which are critical for maintaining smooth and efficient maritime operations. Diverse teams bring varied perspectives and experiences, which are the main drivers of creativity and innovation. Companies lacking gender diversity may experience a homogeneity of ideas, leading to stagnation. This stagnation can hinder the development of new products, services, and processes, making it difficult to stay ahead of competitors. In the dynamic environment of maritime hubs, where innovation can lead to significant operational improvements and cost savings, the lack of gender diversity can result in missed opportunities and an inability to adapt to industry advancements. Companies with gender-diverse teams are better equipped to understand and respond to changes in the market, customer preferences, and regulatory environments. Non-diverse companies may struggle with rigid thinking and slower decision-making processes, impeding their ability to adapt. In maritime hubs, where rapid changes in trade policies, environmental regulations, and technological advancements are common, a lack of adaptability can result in operational inefficiencies and reduced market share. Finally, non-diverse company environment can often lead to a hostile work environment, impeding collaboration and productivity due to cultural resistance and unconscious bias. Such biases can also lead to poor decision-making, as homogeneous groups may be more prone to groupthink and less likely to challenge existing assumptions. In maritime hubs, where teamwork and cross-cultural interactions are essential, cultural resistance and bias can weaken team dynamics and hinder international collaborations, ultimately affecting the company's global standing and effectiveness.

Figure 14: Risks to Non-Diverse Companies

Despite these significant risks, change is possible. For maritime companies committed to breaking the cycle of non-diversity, a structured approach to evaluating and implementing change is essential. The author has developed a questionnaire template as a starting point for this evaluation. This questionnaire can be adapted and revised depending on the individual needs of each company. The questionnaire aims to assess the status of gender representation by role, identify pay disparities, examine career progression patterns, and evaluate work-life balance challenges, and review company policies and initiatives. It also seeks to understand perceptions and attitudes on gender issues within company culture. By gathering this information, an organization can develop insights into its strengths and weaknesses regarding gender equality strategies. The answers will highlight areas needing the most change and those requiring the most urgent attention. Questions such as what is the current gender representation across different roles and levels within the organization; are there any noticeable pay disparities between male and female employees; how do career progression patterns differ between male and female employees; what work-life balance challenges do employees face, and how do these differ by gender; what policies and initiatives are currently in place to support gender diversity and inclusion; etc. By answering these questions, organizations can identify critical areas for improvement and develop targeted strategies to foster a more inclusive and equitable workplace. This proactive approach not only mitigates the risks associated with a lack of gender diversity but also positions the company as a leader in promoting diversity and inclusion within the maritime industry.

Once the company gaps and needs are identified in respect of the gender inclusivity, tailored strategies need to be developed to bridge these gaps and foster the inclusivity moving forwards. As discussed throughout the thesis, gender inclusivity is a crucial aspect of creating a balanced and progressive work environment, particularly in traditionally male-dominated sectors like the maritime industry. Developing tailored strategies on gender inclusivity therefore, involves a comprehensive approach, one that integrates education, regulatory frameworks, awareness campaigns, industry collaborations, and supportive organizational policies. Below are some practical recommendations to enhance gender diversity and inclusion.

Education and Training Programs

Education and training are foundational to promoting gender diversity. Collaborating with schools and universities to promote STEM education among girls can encourage participation in science, technology, engineering, and math. Providing resources and support to help girls succeed in these fields can create a pipeline of female talent for the maritime industry. Organizing industry visits, workshops, and career talks for students can inspire young women to consider maritime careers and provide hands-on experiences. Comprehensive programs focused on gender diversity and inclusion should cover leadership skills, negotiation tactics, and conflict resolution. Specific training that addresses the unique challenges women face in the maritime industry, such as gender bias and work-life balance, is essential. Providing practical tools and strategies to overcome these barriers can empower women to navigate and succeed in their careers. Additionally, mentorship and leadership development programs tailored for women can foster professional growth and prepare them for senior roles within the industry.

Legislative and Regulatory Interventions

Robust legislative and regulatory frameworks are necessary to institutionalize gender equality. Advocating for policies that mandate equal pay, anti-discrimination laws, and regulations,

ensuring safe and supportive work environments for women can drive significant change. Engaging with policymakers and regulatory bodies to highlight the economic and social benefits of gender diversity can help in the formulation and implementation of these policies. Furthermore, regular reviews and updates of these frameworks are crucial to address evolving challenges and ensure sustained progress.

Leadership Commitment and Accountability

Top leadership in maritime organizations must commit to gender diversity. Establishing accountability mechanisms, such as diversity targets and regular reporting, ensures that leadership remains focused on these goals. Recognizing and rewarding leaders who make significant strides in promoting gender diversity can reinforce this commitment and motivate others to follow suit.

Awareness Campaigns

Launching multifaceted awareness campaigns is vital to challenge gender stereotypes and highlight the benefits of gender diversity. Utilizing platforms such as social media, industry conferences, and educational institutions can amplify the message. Highlighting success stories of women in maritime roles can inspire and motivate others, demonstrating that a maritime career is both viable and rewarding for women. These campaigns should also aim to educate the broader industry on the importance of gender inclusivity and its positive impact on organizational performance. Recognizing outstanding women through industry awards and accolades can celebrate their impact and promote gender diversity. These recognitions can also raise awareness and encourage more women to pursue maritime careers.

Advocacy and Industry-wide Collaborations

Collaboration among key stakeholders in the maritime industry, including maritime organizations, educational institutions, and advocacy groups, is essential for creating a unified approach to gender diversity. Establishing forums for regular dialogue and collaboration can facilitate the development and implementation of gender diversity initiatives. This collective effort can lead to the sharing of best practices, resources, and strategies, ensuring a more inclusive industry-wide culture.

Inclusive Organizational Culture

Promoting an inclusive organizational culture that values diversity and equality is critical. Implementing policies and practices that foster an inclusive workplace, such as flexible working arrangements and zero-tolerance policies for harassment, ensures that all employees, regardless of gender, feel valued and supported. Regular training on unconscious bias and diversity can help build a more inclusive workplace and encourage employees to support diversity initiatives.

Figure 15: Questionnaire Template

Questionnaire to Identify Gender Diversity Level

Form description

Gender Representation by Role: Are there specific areas where one gender is significantly underrepresented?

Short-answer text

Pay Disparities: Investigate whether there are gender-based pay gaps. Are there disparities even after accounting for factors as experience, education, and job responsibilities?

Short-answer text

Career Progression: Are women advancing to higher positions at a similar rate as men? Identify any barriers to career progression. Are there patterns related to gender, family responsibilities, or workplace culture?

Short-answer text

Work-Life Balance Challenges: Delve into the impact of long sea voyages on work-life balance. How does this affect women's participation in the industry?

Short-answer text

Company Policies and Initiatives: Assess the effectiveness of gender diversity initiatives. Which programs have yielded positive results?

Short-answer text

Perceptions and Attitudes: Analyse qualitative responses related to perceptions of gender diversity. Are there common themes or misconceptions?

Short-answer text

Intersectionality: Consider intersectional factors such as ethnicity, age, and nationality. How do these intersect with gender in the industry? Are there unique challenges faced by women from different backgrounds?

Short-answer text

Best Practices and Success Stories: Research success stories from companies that have made significant strides in promoting gender diversity. Identify best practices that can be adopted industry-wide.

Short-answer text

Best Practices for Recruitment and Retention

Adopting best practices for recruiting and retaining a diverse workforce is essential. Unbiased recruitment processes, such as blind resume screening and diverse interview panels, can help eliminate gender bias. Targeted retention strategies, such as career development programs and family-friendly policies, support women in their careers and help reduce attrition. Offering internships to female students interested in maritime fields can provide hands-on experience and create a pipeline of future talent.

Work-Life Balance and Flexibility

Providing flexible work arrangements, remote work options, and part-time opportunities can help women balance work and family responsibilities. Enhancing parental leave policies to support both mothers and fathers promotes a family-friendly workplace culture. These measures can improve job satisfaction and retention, demonstrating the organization's commitment to supporting employees' diverse needs.

Mentorship and Sponsorship

Formal mentorship programs where experienced professionals guide women in their careers can provide valuable advice, share experiences, and offer networking opportunities. Encouraging senior leaders to actively sponsor women by advocating for their advancement can open doors, recommend promotions, and provide visibility. These relationships help women navigate their careers and overcome challenges, accelerating their career progression.

Data Collection and Accountability

Establishing mechanisms for monitoring, measuring, and reviewing progress towards gender diversity goals is crucial. Setting clear metrics and targets, and regularly tracking progress, can help identify areas for improvement and adjust strategies accordingly. Publishing diversity reports and sharing best practices promotes transparency and accountability, encouraging continuous improvement and learning from successful initiatives.

Figure 16: Targeted Strategies for non-gender diverse companies

| Legislative and Regulatory Interventions |
| Education and Training Programs |
| Leadership Commitment and Accountability |
| Awareness Campaigns |
| Advocacy and Industry-wide Collaborations |
| Inclusive Organizational Culture |
| Best Practices for Recruitment and Retention |
| Work-Life Balance and Felxibility |
| Mentorship and Sponsorship |
| Data Collection and Accountability |

Tailoring gender inclusivity strategies to the unique contexts and challenges of individual organizations is essential for fostering a truly inclusive environment in the maritime industry. Each organization has distinct operational, cultural, and structural characteristics that influence the implementation and effectiveness of diversity initiatives. By adopting a combination of tailored strategies, the maritime industry can achieve greater inclusivity and equity, driving innovation, collaboration, and sustained growth. Gender inclusivity not only benefits individual organizations but also contributes to the overall advancement and competitiveness of the sector. Through concerted efforts and commitment to these strategies, the maritime industry can pave the way for a more diverse and dynamic future. Nevertheless, despite notable progress from the early years of women involvement in shipping, significant challenges remain in achieving gender equality in the maritime industry. Understanding and addressing these challenges is critical for the continued advancement of women in this sector. Traditional gender roles and cultural perceptions for example, can significantly hinder women's participation and advancement in the maritime industry. In many regions, deeply ingrained societal norms dictate specific roles and expectations for men and women, often viewing maritime careers as unsuitable for women. These cultural barriers can manifest in workplace biases, lack of support for women's professional growth, and limited acceptance of women in leadership roles. Overcoming these barriers requires a shift in societal attitudes through sustained awareness campaigns and education initiatives that challenge stereotypes and highlight the contributions of women in the industry. Another challenge is the demanding nature of maritime jobs, characterized by long hours, extensive travel, and periods away from home, can make it difficult for individuals to balance work and family responsibilities. This challenge is particularly acute for women, who often bear a disproportionate share of caregiving responsibilities. Flexible work arrangements, enhanced parental leave policies, and supportive workplace cultures are essential to help women manage these dual responsibilities. Organizations must prioritize work-life balance as a core component of their diversity strategies to retain talented women in the industry. Moreover, retaining women in the maritime industry remains a challenge due to factors such as workplace culture, career progression opportunities, and the lack of role

models and mentors. Women may leave the industry if they perceive limited opportunities for advancement or experience an unsupportive work environment. Addressing these issues requires comprehensive retention strategies, including mentorship programs, career development initiatives, and efforts to create an inclusive organizational culture that values and supports diversity. In view of these challenges, future efforts should be exerted to enhance gender inclusivity in the maritime industry:

1. Strengthening Existing Legislation and Enforcement Mechanisms - Robust legislative frameworks are crucial for promoting gender equality. Strengthening existing laws and enhancing enforcement mechanisms can ensure that organizations comply with gender diversity and anti-discrimination policies. Regular reviews and updates of these laws are necessary to address emerging challenges and ensure they remain effective.

2. Fostering an Inclusive Industry Culture - Continuous advocacy, training, and support for women in maritime are essential for fostering an inclusive industry culture. Organizations should implement regular training on unconscious bias, diversity, and inclusion to sensitize employees and promote a supportive work environment. Advocacy efforts should focus on raising awareness about the benefits of gender diversity and challenging traditional gender norms.

3. 2030 Agenda for Sustainable Development (SDG 5: Gender Equality) - Aligning industry initiatives with the 2030 Agenda for Sustainable Development, particularly SDG 5 on gender equality, can drive significant progress. The global commitment to gender equality emphasizes the importance of addressing structural barriers, promoting equitable sharing of caregiving responsibilities, and eliminating discrimination and violence against women and girls. By integrating these principles into their policies, organizations can create a supportive environment that enables women to engage in and advance within the maritime industry.

The European Pillar of Social Rights (EPSR) and its associated directives offer a relevant example. These initiatives align with the 2030 Agenda and aim to mainstream gender perspectives in all policies. The EPSR and the Work-life Balance Directive, supported by the European Social Fund Plus (ESF+), promote policies that improve work-life balance, enhance parental leave for both parents, and invest in childcare and long-term care services. These efforts help to mitigate the gender pay gap by reducing career interruptions and ensuring continuous employment for women. By creating a comprehensive framework for sustainable and inclusive economic growth, these initiatives contribute significantly to advancing gender employment equality. Tailoring gender inclusivity recommendations to the unique contexts and challenges of each organization is crucial for success in the maritime industry. By implementing a combination of these strategies, the industry can create a more inclusive and equitable environment for all. Addressing cultural barriers, enhancing work-life balance, and improving retention efforts are key to overcoming the existing challenges. Aligning industry initiatives with global frameworks such as the 2030 Agenda for Sustainable Development further reinforces the commitment to gender equality. Through concerted efforts and continuous advocacy, the maritime industry can foster a diverse and dynamic future, driving innovation, collaboration, and sustained growth.

CHAPTER 6:
CONCLUSIONS

Addressing gender inequality in the maritime industry is a complex yet essential endeavor for fostering a more inclusive and competitive sector. Women have historically played important yet overlooked roles in maritime history, and only in recent decades have their contributions gained recognition and formalization within the industry. While the maritime industry has made strides in embracing gender diversity, it remains one of the most male-dominated sectors globally. Ongoing challenges include overcoming gender biases, ensuring safety and support for women at sea, and providing mentorship and leadership opportunities for women in both operational and managerial roles. As the industry modernizes and confronts new challenges, such as environmental sustainability and technological innovation, the inclusion of women is increasingly seen as not just a matter of fairness but also as essential to the industry's future competitiveness and innovation. The path ahead requires continuous efforts from industry leaders, governments, and international organizations to foster an inclusive maritime workforce where women can thrive at all levels. This thesis aimed to comprehensively examine the barriers to gender diversity, the benefits of inclusive workplaces, and the strategic initiatives necessary to promote gender equality in maritime organizations. Thesis explored the historical context, regulatory frameworks, and the contemporary barriers faced by women. Through a comprehensive examination of both qualitative and quantitative data, significant insights have been uncovered regarding the benefits and challenges associated with enhancing gender inclusivity within this traditionally male-dominated sector.

The findings reveal that despite the maritime industry's critical role in the global economy, it continues to struggle with significant gender disparities. Historical biases, socio-cultural norms, and entrenched stereotypes have long hindered women's participation in various maritime roles, from seafaring to ship management and port operations. However, the research also highlights that there are substantial benefits to be gained from fostering a more inclusive workforce. These benefits include improved operational performance, increased innovation, enhanced decision-making, and greater talent attraction and retention. The mixed-method research approach, combining literature reviews, case studies, qualitative interviews, and quantitative surveys, has provided a foundation for understanding the complex landscape of gender diversity in the maritime industry. Key themes identified include the economic and operational advantages of gender diversity, the significant barriers that women face in the industry, and the successful strategies implemented by leading organizations to promote inclusivity. Research for the thesis unveiled that traditional gender roles and unconscious biases significantly hinder women's participation and advancement in the maritime industry. In stark contrast to these biases are the results of the case studies, which show that increasing female representation in leadership roles is not only a matter of equity but also enhances organizational performance. Companies with diverse leadership teams have demonstrated better decision-making and innovation outcomes. Moreover, the benefits of gender diversity extend beyond ethical considerations. Inclusive workplaces are associated with increased talent attraction, improved operational performance, and enhanced reputation. These factors collectively contribute to the sustainability and competitiveness of maritime organizations. Based on the research findings, several strategic recommendations have been proposed to enhance gender diversity in the maritime sector. These include establishing mentorship and sponsorship programs to support women's career advancement, conducting regular training sessions to raise

awareness and mitigate unconscious biases, developing and enforcing robust policies that promote equal opportunities and prevent discrimination and harassment, and ensuring commitment from top leadership to drive and sustain gender diversity initiatives. Flexible policies that support work-life balance, such as parental leave and childcare services, should also be introduced as they are crucial for creating an environment where women can thrive. Implementing such policies can mitigate the career interruptions that disproportionately affect women.

The thesis research contributes valuable insights into the dynamics of gender diversity within the maritime industry and offers practical recommendations for fostering a more inclusive and competitive sector. By addressing the identified barriers and leveraging the opportunities, the maritime industry can move towards a more sustainable and equitable future, benefiting not only the organizations but also the broader global economy. Strengthening existing legislation and enforcement mechanisms can ensure compliance with gender diversity and anti-discrimination policies. Regular reviews and updates of these laws are necessary to address emerging challenges. In addition, companies must adopt comprehensive diversity strategies and regularly monitor and evaluate their progress. This includes continuous advocacy, training on unconscious bias, and fostering a supportive work environment. Aligning industry initiatives with global frameworks, such as the 2030 Agenda for Sustainable Development (particularly SDG 5 on gender equality), can drive significant progress. This alignment emphasizes the importance of addressing structural barriers and promoting equitable sharing of responsibilities.

The thesis also acknowledges its limitations, particularly the challenges of capturing the experiences of non-binary and transgender individuals and the Western-centric focus of the research. The study primarily focused on binary gender perspectives and may not fully capture the experiences of non-binary and transgender individuals. In addition, variations in cultural norms and legal frameworks can affect the applicability of the findings, and focus on Western perspectives may limit the understanding of gender diversity issues in non-Western contexts. Culturally sensitive research approaches are necessary to account for these differences. Finally, navigating the polarization associated with "woke culture" requires careful presentation to ensure objective assessment and broader acceptance of the research findings. Future studies should therefore, adopt a more inclusive and culturally diverse approach to provide a more comprehensive understanding of gender dynamics across different contexts.

The maritime industry stands at a critical juncture where embracing gender diversity is not only a moral imperative but also a strategic necessity. By addressing cultural barriers, implementing supportive policies, and fostering inclusive workplaces, the industry can unlock significant benefits in terms of talent attraction, operational performance, and sustainability. Continuous efforts and advocacy are essential to achieving true gender equality, driving innovation, and ensuring the long-term competitiveness of the maritime sector. In the words of Gloria Steinem, "A gender-equal society would be one where the word 'gender' does not exist: where everyone can be themselves". It is disappointing and hard to believe that Microsoft Word highlighted ''themselves'' as grammatically incorrect, and instead recommended revision to ''himself or herself''. We are still far from genuine change it seems.

APPENDIX I

![IMO INTERNATIONAL MARITIME ORGANIZATION logo]

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Circular Letter No.4842/Add.1*
17 May 2024

To: All IMO Members
           United Nations and specialized agencies
           Intergovernmental organizations
           Non-governmental organizations in consultative status with IMO

Subject: **IMO and WISTA International Women in Maritime Survey 2024**

1   Following the comments received from Member States regarding improvements to the questionnaires of the IMO/WISTA International Women in Maritime Survey 2024, the annexes to this circular letter outline the finalized questionnaires for the 2024 iteration of the Survey which will be running from 2 September to 31 December of this year.

2   In order to ensure the timely collection of the necessary data, Member States are requested to appoint a Survey Focal Point, who will be tasked with collecting the required information from the different entities/departments within their government and filling out the Survey once it is officially launched. Survey Focal Points will also be invited to dedicated information briefings and drop-in consultation sessions to assist in completing the Survey. Member States are not expected to reply to this circular letter with the Survey answers, as the Survey will be conducted through a dedicated website, the address of which will be communicated in due time. Please note also that the comment boxes in the annexes are for illustrative purposes only.

3   Survey Focal Points should be identified through the completion of the below form, no later than **Friday, 21 June 2024**: https://forms.gle/mA3fGjehtCkXYpSx5

4   Any queries regarding the Women in Maritime Survey 2024 should be addressed to the following email address: WIMSurvey@imo.org.

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* This Circular letter was reissued on 20 August 2024 to reflect the amended the structure of both survey questionnaires, in line with the online version of the survey

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![IMO NAVIGATING THE FUTURE: SAFETY FIRST! logo]

ANNEX 1

IMO/WISTA INTERNATIONAL WOMEN IN MARITIME SURVEY 2024 – MEMBER STATE QUESTIONS

This first global survey was conducted by the International Maritime Organization (IMO) and the Women's International Shipping & Trading Association (WISTA International) in 2021, with the purpose of obtaining baseline data on the number of women in maritime and oceans fields and the positions they occupied. As planned, this survey is being conducted once again, three years later, to support implementation of the United Nations Sustainable Development Goals (SDGs) by having comparable data that will assist us in creating programmes and proposing policies that will increase the participation of women in maritime. This helps in promoting a more diverse and inclusive environment in our sector. A report containing the aggregate numbers will be available to all interested parties in 2025 via the IMO and WISTA International websites.

How will we handle the information you provide?

The data gathered will be handled on a strictly confidential basis and this includes data on the identity of the respondents or their Member State.

How will we use the information that identifies the respondent or their Member State?

We will collect information that identifies you and your Member State to process your survey submission and ensure duplicated entries are not counted in the report. All data will be anonymised and aggregated to produce a report that meets the objective outlined above. Your personal information will not be included in the report (data from your country and region will be used as part of our analysis). Your personal identifiable data will be disclosed on a need-to-know basis among the teams responsible for this survey at IMO, WISTA International and the supporting survey team at Intent Communications Ltd. It will not be disclosed to any other person or for any other reason than the purpose of this survey. All information submitted may be publicly referenced if needed.

You can access Intent Communications' full privacy policy here.

Survey FAQs:

How many sections are there, how long will this survey take me to complete, does progress save automatically?

This IMO Member State survey consists of eight sections that have compulsory questions. It should take you about 20-30 minutes to complete if you have all the data ready for input. We recommend that you gather the information before you start the survey. Data inputted may not save automatically on your form, so if you will not be completing the survey in one sitting, we recommend signing in to a google account which will allow you to save your progress.

What should I do if the survey asks a question I cannot answer or I need to give you more information?

If any of the questions do not apply to the situation in your country, please select "Does not apply" and add any further commentary in the text boxes provided. If you do not have the relevant information, you can tick the "We do not have this information" box. If you have additional comments or clarifications for any of the questions, please use the box after each question or the general comments box at the end of the survey.

Who should be taking this survey?
This survey should be completed only once by each Member States' appointed focal point. If you have a federal government, please provide answers on a federal level. For the purposes of this survey, Member State includes dependent territory.

How long do I have to complete this survey?
The survey will be open until 31 December 2024. This is a survey that requires the collection of data to complete, and therefore you can save the survey and return to it at any time. If you have signed in to a google account, the survey automatically saves until you have finalized the survey by clicking "Done". Please note, once the survey is submitted no further changes can be made. Participation in this survey is voluntary and you may choose to withdraw your participation at any time by emailing WIMSurvey@imo.org.

Where can I get assistance about content or technical issues?
If you have any problems completing this survey, please contact WIMSurvey@imo.org and let us know what the issue is and provide details for the preferred manner and time to contact you.

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Section 1 – Participant information
This section gathers information about the IMO Member State and participation in this and previous surveys.

Q1. What is the name of your Member State:
Please note: the name of your Member State will only be used internally for survey results verification and data deduplication purposes and will not be used in any other way.

If you are completing the survey as a representative of an Associated Member, please specify here:

[ ]

Q2. Enter your email address:
Please note: your email address will only be used internally for survey results verification purposes and data deduplication and will not be used in any other way.

Q3. Did your Member State participate in the 2021 Women in Maritime Survey?
- ☐ Yes
- ☐ No
- ☐ We do not have this information

Q4. Please confirm that the data to be provided was collected between 2021 and 2024.
- Yes (please continue the survey)
- No (your data is not relevant for this survey)

If you wish to add a comment please write it here *(500 characters max)*

[ ]

Section 2 – Representation at IMO

This section will focus on gender-related data about your Member State presence at IMO

Q5. Please provide the (approximate) number of people working in Maritime External Affairs/Maritime Diplomacy in your government, excluding Permanent Representatives and Members of Permanent Missions to IMO

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Q6. Please provide the number of Members of Permanent Missions to IMO, including Permanent Representatives from your Member State

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- ☐ Does not apply
- ☐ We do not have this information
- ☐ We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Q7: Please provide the number of delegates who represented your Member State during the following IMO meetings in 2023:

Assembly:
Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Council:
Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Maritime Safety Committee:
Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Marine Environment Protection Committee:
Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Legal Committee:
Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Technical Cooperation Committee:

Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Facilitation Committee:
Total number of people including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Section 3 – Maritime administration information
We understand that maritime administrations may differ from country to country, so please answer the questions with the information most appropriate to you. Any context for this data or other useful information can be provided in the comment boxes.

Q8. What is the gender of the Minister responsible for maritime (transport, oceans, etc) in your Member State?
- Male
- Female
- Other
- We do not have this information

Q9. What is the gender of the Head of your maritime administration?
- Male
- Female
- Other
- We do not have this information

Q10. Please provide the number of people employed in your maritime administration
For the purposes of this survey, maritime administration is defined as the national agency or combined national agencies responsible for ensuring the safety of ships, the protection of life and property at sea and the marine environment, and compliance with applicable national laws and regulations. (an estimate is acceptable)

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Q11 Please provide the number of people employed in management roles in your maritime administration (an estimate is acceptable)

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Q12. Please provide the number of people employed in core maritime roles* in your maritime administration (an estimate is acceptable)
*Core-maritime roles: Refer to key personnel and professionals; specialist technical staff; staff in operation roles, excluding management roles.

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Q13. Please provide the number of people employed in maritime support functions* in your maritime administration (an estimate is acceptable)
*Maritime support function: Refer here to non-operational technical and administrative roles; those working in finance divisions; those in-service roles that support professional staff/key personnel.

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Q14. Please provide the (approximate) number of people employed in your maritime border control and law enforcement agencies (for example: maritime police, coast guard, customs, etc.)* (an estimate is acceptable)
*Should these maritime border control and law enforcement agencies be considered as part of the maritime administrations mentioned in the previous question, please specify so in the comment box below, to avoid data duplication.

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here (Please enter data in numerical values e.g. 20)

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here (Please enter data in numerical values e.g. 20)

Q15. Please provide the number of people working in search and rescue (SAR) in your Member State (this would include coast guard)* (an estimate is acceptable)
*Should SAR professionals be considered as part of the maritime border control and law enforcement agencies addressed in the question above, please specify so in the comment box below, to avoid data duplication.

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here (Please enter data in numerical values e.g. 20)

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here (Please enter data in numerical values e.g. 20)

If you wish to add a comment please write it here (500 characters max)

Q16. Please provide the number of people working in the government-owned ports and terminals in your Member State (an estimate is acceptable)

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Q17. Please provide the number of officials responsible for Port State inspections (MOU) in your Member State (an estimate is acceptable)

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

<u>Section 4 – Age breakdown of the maritime administration workforce</u>
This section is gathering information about the age-demographics of your workforce.

Q18. Within your maritime administration, which age range represents the largest number of women (an estimate is acceptable)

- Does not apply - no women employed
- 18 – 24
- 25 – 34
- 35 - 44
- 45 – 54
- 55+ years
- We do not have this information

Q19. Within your maritime administration, which age range represents the second largest number of women (an estimate is acceptable)

- Does not apply - *all women employed are accounted for in previous question*
- 18 – 24
- 25 – 34
- 35-44
- 45 – 54
- 55+ years
- We do not have this information

If you wish to add a comment please write it here *(500 characters max)*

<u>Section 5 – Training and gender data</u>
This section only applies if your Member State has government run training institutes or academies. If your Member State does not offer these facilities, please tick 'does not apply'.

Q20. Does your Member State have government run training institutes or academies?

- Yes
- No[1]
- We do not have this information[1]

Q21. Please provide the total number of people working in maritime academies (government-run national academies for seafarers only)

Total number of people employed including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

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[1]   If either "No" or "We do not have this information" is selected, user will skip section 5 and go to Gender Equality Policies section.

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of people in senior leadership roles including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women only in senior leadership roles
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Q22. Please provide the total number of people who graduated from national academies for seafarers in 2023

Total number of people who graduated including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women graduates only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Q23. Please provide the total number of people who graduated from maritime-related university degrees in 2023 (Naval architecture, maritime law, marine engineering, oceanography, etc.)

Total number of people who graduated including women
- Does not apply
- We do not have this information
- We know the number of people - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

Total number of women graduates only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Q24. Have your national seafarer academies implemented any of the following initiatives to achieve greater gender equality?

- Does not apply
- Gender quotas (% of enrolment for women)
- Mentorship programmes for female students
- Gender-specific scholarships/fellowships/bursaries
- Other (please specify):
- All education is free
- We do not have this information
- Other (please provide information)

If Other, please provide details of the initiatives

If you wish to add a comment please write it here *(500 characters max)*

Q25. Does your Member State have a training ship for seafarer training?
- Yes
- No
- We do not have this information

If yes, does the ship have suitable facilities for women?
- Yes
- No
- We do not have this information

If you wish to add a comment please write it here *(500 characters max)*

Section 6 - Gender Equality Policies
Please input data about any legislative or policy efforts your government or administration has put in place to encourage gender equality in your workforce.

Q26. Does your government have legislation in place which promotes gender equality?

- Yes (please give information below)
- No (If there are any proposals to enact such legislation in the next three years, please specify below)
- We do not have this information

If Yes, please specify the legislation *(500 characters max)*
If No, but there are any proposals to enact such legislation in the next three years, please specify below *(500 characters max)*

If you wish to add a comment please write it here *(500 characters max)*

Q27. How does your government address gender equality in recruitment and promotion processes? *Select all that apply*

- There is no policy for gender equality in recruitment and promotion processes
- Anonymised assessment of job applications
- Ensure pay equality for the same positions
- Have specific quantitative measures for increasing diversity (gender equality monitoring at all stages of recruitment and promotion processes)
- Involve a diverse team of people in the interview process
- Provide organizational training around gender bias
- Use neutral or female-friendly language in job descriptions
- Use of gender quotas
- We do not have this information
- Other (please specify below):

If Other, please specify *(500 characters max)*

If you wish to add a comment please write it here *(500 characters max)*

Q28. Has your maritime administration developed other policies/initiatives to address gender equality? *Select all that apply*

- ☐ No other policies / initiatives are in place
- ☐ Breastfeeding spaces
- ☐ Childcare facilities
- ☐ Designated gender/diversity focal point
- ☐ Flexible working arrangements
- ☐ Gender/diversity training
- ☐ Gender sensitization campaigns
- ☐ Mentorships schemes
- ☐ Paid parental leave
- ☐ Sexual harassment policy
- ☐ Time away for breastfeeding/bottle-feeding
- ☐ We do not have this information
- ☐ Other (please specify below):

If Other, please specify *(500 characters max)*

If you wish to add a comment please write it here *(500 characters max)*

Section 7: Associations and networking
This section gathers information about any women-specific associations or networks facilitated by your Member State.

Q29. Does your Member State have networks or associations for women employed in the maritime, port or fishing sectors?

- ☐ Yes (please clarify below)
- ☐ No
- ☐ We do not have this information

If Yes, please specify *(500 characters max)*

If you wish to add a comment please write it here *(500 characters max)*

Q30. Has your Member State established an IMO Women in Maritime Association (WIMA) national chapter belonging to one of the eight IMO WIMAs?

- ☐ Yes (please select below)
- ☐ No
- ☐ We do not have this information

If Yes, please select all that apply
- Yes, Pacific Women In Maritime Association (PacWIMA)
- Yes, Network of Professional Women in the Maritime and Port Sectors for West and Central Africa (NPWMP-WCA)
- Yes, Association for Women in the Maritime Sector in Eastern and Southern Africa region (WOMESA)
- Yes, Women in Maritime Association, Asia (WIMA Asia)
- Yes, Women in Maritime Association, Caribbean (WiMAC)
- Yes, Arab Women in Maritime Association (AWIMA)
- Yes, Network of Women of the Maritime Authorities of Latin America (MAMLa)
- Yes, Women in Maritime of West and Central Africa (WIMOWCA)

Q31. If your Member State is interested in establishing an IMO WIMA national chapter, please indicate so below

- ☐ Yes
- ☐ No
- ☐ We do not have this information

Section 8: Feedback on this report

Q32. Do you have any comments on the survey in general?
- ☐ Yes
- ☐ No

If you wish to add a comment about the survey, please write it here *(1000 characters max)*

[ ]

Q33. Would you like to receive a copy of the report when it is published?

- ☐ Yes
- ☐ No

Thank you for completing our survey and helping us obtain comparable data that will assist us in creating programmes and proposing policies that will increase the participation of women in maritime. If you have any questions regarding the survey, please contact us at **WIMSurvey@imo.org**

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78

APPENDIX II

WOMEN IN MARITIME SURVEY 2024 – INDUSTRY QUESTIONS

QUESTIONS ADDRESSED TO COMPANIES, NON-GOVERNMENTAL AND INTERGOVERNMENTAL ORGANIZATIONS, AND PRIVATE MARITIME TRAINING INSTITUTES/ACADEMIES

The first global Women in Maritime Survey was conducted by the International Maritime Organization (IMO) and the Women's International Shipping & Trading Association (WISTA International) in 2021, with the purpose of obtaining baseline data on the number of women in maritime and oceans fields and the positions they occupied. As planned, this Survey is being conducted once again, three years later, to support implementation of the United Nations Sustainable Development Goals (SDGs) by having comparable data that will assist us in creating programmes and proposing policies that will increase the participation of women in maritime. This helps in promoting a more diverse and inclusive environment in our sector. A report containing the aggregate numbers will be available to all interested parties via the IMO and WISTA International websites.

How will we handle the information you provide?

The data gathered will be handled on a strictly confidential basis and this includes data on the identity of the respondents or their company/organization.

How will we use the information that identifies the respondent or their company/organization?

We will collect information that identifies you and your company/organization to process your survey submission and ensure duplicated entries are not counted in the report. All data will be anonymised and aggregated to produce a report that meets the objective outlined above. Your personal information will not be included in the report. Your personal identifiable data will be disclosed on a need-to-know basis among the teams responsible for this survey at IMO, WISTA International and the supporting survey team at Intent Communications Ltd. It will not be disclosed to any other person or for any other reason than the purpose of this survey. All information submitted may be publicly referenced if needed.

You can access our full privacy policy here.

Survey FAQs:

Who should be taking this survey?

This survey should be completed by the Human Resources department of the company/organization or a person with access to the employment data of the company, to gather accurate information. If you do not have such access, kindly forward this survey to the responsible person/department in your company/organization. This survey should be completed only once by each company/organization.

What happens if more than one person from my organisation takes this survey?

Whenever possible, the company's Human Resources department or a person with access to the employment data should complete the survey. In the case of two responses, we will reach out to both responders to confirm which data set should be considered.

How many sections are there, how long will this survey take me to complete, does progress save automatically?

This survey consists of six (6) sections that have compulsory questions. It should take you about 20-30 minutes to complete if you have all the data ready for input. We recommend that you gather the information before you start the survey. Data inputted may not save automatically on your form so if you will not be completing the survey in one sitting, we recommend signing in to a google account so that you can save your progress.

What should I do if the survey asks a question I cannot answer or I need to give you more information?

If any of the questions do not apply to the situation in your company/organization, please select 'Does not apply' and add any further commentary in the text boxes provided. If you do not have the relevant information, you can tick the "We do not have this information" box. If you have additional comments or clarifications for any of the questions, please use the box after each question or the general comments box at the end of the survey.

How long do I have to complete this survey?

The survey will be open until 23.59 GMT 31 December 2024. This is a survey that requires the collection of data to complete and, if you sign in with a Google account before filling it out, you can save the survey and return to it at any time. Once you have finalized the survey, you can submit it by clicking 'Done'. Please note, once the survey is submitted no further changes can be made. Participation in this survey is voluntary and you may choose to withdraw your participation at any time by emailing WIMSurvey@imo.org.

Where can I get assistance about content or technical issues?

If you have any problems completing this survey, please contact WIMSurvey@imo.org and let us know what the issue is and provide details for the preferred manner and time to contact you.

Section 1 – Company/Organization Information
This section gathers information about the company/organization and participation in this and previous surveys.

Q1. Company/Organization name
Please note the name of your company/organization *will only be used internally for survey results verification and data deduplication purposes and will not be used in any other way.*

Q2. Enter your email address
Please note your email address will only be used internally for survey results verification purposes and data deduplication and will not be used in any other way.

[ ]

Q3. Is your company/organization:

- Multiregional (with employees in more than one continent)
- Regional (with employees in more than one country in the same continent)
- National (with employees in only one country)
- A one-person company/sole trader
- Other, please specify below

If Other, please specify (500 characters max)

[ ]

Q4. Where is your headquarters/main office based?
If you have a maritime head office that is different to your main corporate head office please clarify this in the comment box.

- [Select from drop down list]

If you wish to add a comment please write it here *(500 characters max)*

[ ]

Q5. Please select all the countries where your company/organization has employees

- [Select from drop down list]

Q6. What is the *main* activity of your company/organization?
For the avoidance of any doubt, in case the employer is not solely maritime-focused or a shipping company, answers should be based on professionals and staff spending more than 50% of their time on maritime-related business

- Classification Societies
- Consultants/surveyors
- Cruise Industry
- Government/Regulatory/Law Enforcement
- Port Operations & Services
- Towage/Salvage/Dredging
- Legal
- Marine Insurance and P&I
- Financial Institution/Bank
- Ship Brokers and Charterers
- Ship Agents
- Ship Registries
- Suppliers of Equipment and Services
- Maritime Technology
- Marine Engineering/Ship Repair/ Shipyards
- Shipowners

3

- Offshore
- Ship and Crew Management
- Maritime Education and Training Institutions/maritime universities/ seafarer academies/Research institutes
- Maritime Associations/Organizations/NGOs
- Marine Leisure
- Fishing Industry
- Freight Forwarding
- NVOCC/Box operator
- Advertising, Marketing, Public Relations
- Crewing Agencies and Crew Training Services
- Cyber Protection Systems and Services
- Environmental Technologies
- ESG and decarbonization services
- Medical Services
- Weather Intelligence Services
- Telecommunications, Information and Data Systems
- IT hardware, software and/or electronic equipment (including programming and AI)
- Bunkering
- Security & Safety
- Fuels & Lubricants
- Recruitment (shore based)

If Other, please specify (500 characters max)

Q7. Please confirm that the data to be provided was collected between 2021 and 2024.

- Yes (please continue the survey)
- No (your data is not relevant for this survey)

Section 2 – Workforce data
This section will focus on data about employees at your company/organization.

Q8. Please provide the number of people employed in your company/organization

Total number of people employed including women *(Please enter data in numerical values e.g. 20)*

[   ]

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women – please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[   ]

If you wish to add a comment please write it here *(500 characters max)*

[   ]

Q9. Please provide information about your Board of Directors or senior decision makers (as defined by your company/organization)

Total number of senior decision makers including women *(Please enter data in numerical values e.g. 20)*

[   ]

Total number of senior decision makers women only

- Does not apply
- We do not have this information
- We know the number of women – please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[   ]

If you wish to add a comment please write it here *(500 characters max)*

[   ]

1

Q10. Are any of the following C-suite/senior management levels in your company/organization occupied by women? (Select all that apply)

- Does not apply – No C-suite/senior management levels occupied by women
- Chief Executive Officer (CEO)/Managing Director/President or similar
- Chief Financial Officer (CFO)/Finance Director or similar
- Chief Operating Officer (COO)/Operations Director or similar
- Chief Information Officer (CIO)/IT Director or similar
- Chief Marketing/Sales Officer (CMO)/Marketing Director or similar
- Chief Governance Officer (CGO)/Governance Director or similar
- Chief Strategy Officer (CSO)/Strategy Director or similar
- Chief Diversity Officer (CDO) or similar
- Chief Security Officer/HSEQ or similar
- Chief Human Resources Officer (CHRO)/Human Resources Director or similar
- Executive Director
- Technical Director
- Chartering Director/Manager
- Chancellor/Dean (for training institutes)
- Head of Department (for training institutes)
- Other (please specify below)

If Other, please specify (500 characters max)

If multiple people hold any of these positions (e.g. there are multiple CEOs), please specify which roles and the number of people in the role.

If you wish to add additional comment please write it here *(500 characters max)*

Q11. Please provide the number of people employed in middle level management roles within your company/organization (as defined by your company/organization)

Total number of people in mid-level management roles including women *(Please enter data in numerical values e.g. 20)*

Total number of women in mid-level management only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

2

Q12. Please provide information on the number of people employed in core roles* as defined by your company/organization (an estimate is acceptable)

*Core roles: Refer here to key personnel and professionals; specialist technical staff; staff in operation roles.

Total number of people employed including women (*Please enter data in numerical values e.g. 20*)

[ ]

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[ ]

Q13. Please provide information on the number of people employed in support functions* as defined by your company/organization (an estimate is acceptable)

*Support functions: Refer here to non-operational roles; administrative roles; those in-service roles that support professional staff/key personnel.

Total number of people employed including women (Please enter data in numerical values e.g. 20)

[ ]

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[ ]

If you wish to add a comment please write it here *(500 characters max)*

[ ]

Q14. Within your company/organization, which age range represents the largest number of women (an estimate is acceptable)

- Does not apply - no women at the company/organization
- 18 – 24
- 25 – 34
- 35-44
- 45 – 54
- 55+ years

Q15. Within your company/organization, which age range represents the second largest number of women (an estimate is acceptable)

3

- Does not apply - no women at the company/organization
- Does not apply - all women accounted for in previous question
- 18 – 24
- 25 – 34
- 35-44
- 45 – 54
- 55+ years

If you wish to add a comment please write it here *(500 characters max)*

Q16. Do you operate vessels or employ active seafarers?

- Yes
- No[1]

Q17. Please provide the number of active seafarers you employ:

Total number of active seafarers employed including women *(Please enter data in numerical values e.g. 20)*

Total number of women seafarers only

- Does not apply - we do not currently have any women seafarers employed
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

If you wish to add a comment please write it here *(500 characters max)*

Q18. Do you provide any of the following to your active seafarers? *Select all that apply*

- Flexible service contracts
- Family planning options (such as maternity leave or sea-shore rotation programmes)
- Female sanitary products onboard
- Adequately fitted Personal Protective Equipment for all personnel
- Designated women's changing rooms/bathrooms onboard
- Training for sea-going personnel on gender/diversity/inclusion
- Equal access to on-the-job training onboard
- Policies to address sexual abuse and sexual harassment onboard
- Access to WiFi .(If yes, please confirm below if WiFi is free to access)
- We do not have this information
- We do not provide any of these options

---

[1] If "No" is selected, user will skip Q17 - Q25 and go to the gender equality section.

4

If your seafarers have access to WiFi, please confirm whether it is free to use.

- Wi-Fi is free to use
- Wi-Fi is not free to use

If you wish to add a comment please write it here *(500 characters max)*

Q19. What country do the majority of your seafarers come from?

- [Select from drop down list]

Q20. What country do the majority of your women seafarers come from? (If you do not currently have any women seafarers employed select 'Does not apply' from the list)

- [Select from drop down list] - including 'Does not apply' option

Q21. What types of ships does your company operate? *Select all that apply*

- Does not apply - we do not operate any ships
- Passenger ship
- Fishing vessel
- Nuclear ship
- Bulk carrier
- Oil tanker
- General cargo ship
- High-speed craft
- Mobile offshore drilling unit
- Special purpose ship (SPS)

Q22. Which of these vessel types are the majority of your women seafarers employed/serving on? (tick list- including not applicable)

- Does not apply - we do not currently have any women seafarers employed
- Passenger ship
- Fishing vessel
- Nuclear ship
- Bulk carrier
- Oil tanker
- General cargo ship
- High-speed craft
- Mobile offshore drilling unit
- Special purpose ship (SPS)

Q23. On which of these vessel types are the second largest group of your women seafarers employed/serving on? (tick list- including not applicable)

- Does not apply - we do not currently have any women seafarers employed
- Does not apply - all women seafarers were accounted for in previous question
- Passenger ship
- Fishing vessel
- Nuclear ship
- Bulk carrier
- Oil tanker

5

- General cargo ship
- High-speed craft
- Mobile offshore drilling unit
- Special purpose ship (SPS)

If you wish to add a comment please write it here *(500 characters max)*

Q24. What rank do the majority of your women seafarers hold?

- Does not apply - we do not currently have any women seafarers employed
- Master
- Chief Officer
- Second Officer
- Third Officer
- Deck Cadets
- Chief Engine Officer
- Second Engineer Officer
- Engine Cadet
- Cook
- Stewart
- Non-officer ratings in Deck, Engine, or other department (bosun, welder, fitter, able bodied seafarer, ordinary seafarer, etc.)

Q25. What rank do the second largest group of women seafarers hold?

- Does not apply - we do not currently have any women seafarers employed
- Does not apply - all women seafarers were accounted for in previous question
- Master
- Chief Officer
- Second Officer
- Third Officer
- Deck Cadets
- Chief Engine Officer
- Second Engineer Officer
- Engine Cadet
- Cook
- Stewart
- Non-officer ratings in Deck, Engine, or other department (bosun, welder, fitter, able bodied seafarer, ordinary seafarer, etc.)

Section 3 – Gender equality policies

Please input data about any legislative or policy efforts your company/organization has put in place to encourage gender equality in your workforce.

Q26. Does your company/organization have a formal policy that promotes gender equality?

- Yes
- No
- We do not have this information

If yes, is this policy easily available to employees and stakeholders of the company?

- Yes
- No

6

- We do not have this information

If you wish to add a comment please write it here *(500 characters max)*

Q27. How does your company/organization address gender equality in the recruitment and promotion processes? *Select all that apply*

- Does not apply - There is no policy for gender equality in recruitment and promotion processes
- Use of neutral or women-friendly language in job descriptions
- Anonymised assessment of job applications
- Provide organizational training around gender bias
- Involve a diverse team of people in the interview process
- Have specific quantitative measures for increasing diversity (gender equality monitoring at all stages of recruitment and promotion processes)
- Ensure pay equality for the same positions in a company
- Use of gender quotas
- We do not have this information
- Other (please specify):

If Other, please specify *(500 characters max)*

If you wish to add a comment please write it here *(500 characters max)*

Q28. Has your company/organization developed other policies to address gender equality? *Select all that apply*

- No other policies / initiatives are in place
- Paid parental leave
- Time away for breastfeeding/bottle-feeding
- Childcare facilities
- Breastfeeding spaces
- Gender/diversity training
- Flexible working arrangements
- Mentorships schemes
- Sexual harassment policy
- Designated gender/diversity focal point
- Gender sensitization campaigns
- We do not have this information
- Other (please specify):

If Other, please specify *(500 characters max)*

If you wish to add a comment please write it here *(500 characters max)*

Section 4 – Associations and networking

7

This section gathers information about any women-specific associations or networks facilitated by your company/organization.

Q29. Are the employees in your company/organization registered in any networks/associations for women employed in the maritime, port or fishing sectors?

- Yes (please specify below)
- No
- We do not have this information

If Yes, please specify *(500 characters max)*

[   ]

Section 5 – Optional: Data from educational institutions
This section needs to be filled out by Maritime Education and Training Institutions/maritime universities/ seafarer academies/Research institutes only.

Q30. Earlier in this survey (Q6), Did you select the main activity of your organisation as Maritime Education and Training Institutions/maritime universities/ seafarer academies/Research institutes?

- Yes
- No[2]

Q31. Please provide the number of senior faculty (e.g. full professor, associate professor, *senior* lecturer) in your maritime academy/ maritime department of your university (an estimate is acceptable)

Total number of senior faculty including women *(Please enter data in numerical values e.g. 20)*

[   ]

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[   ]

If you wish to add a comment please write it here *(500 characters max)*

[   ]

Q32. Please provide the number of junior faculty (e.g. lecturer, part-time lecturer) in your maritime academy/ maritime department of your university (an estimate is acceptable)

Total number of junior faculty including women *(Please enter data in numerical values e.g. 20)*

---

[2]   If no is selected, user will skip Q31 - Q39 and go to the feedback section.

```
[   ]
```

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

```
[   ]
```

If you wish to add a comment please write it here *(500 characters max)*

```
[   ]
```

Q33. Does your educational, research or training institute provide courses for seafarers?

- Yes
- No[3]

Q34. Please provide the number of students in seafaring courses in 2023 (an estimate is acceptable)

Total number of students in seafaring courses including women *(Please enter data in numerical values e.g. 20)*

```
[   ]
```

Total number of women only
- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

```
[   ]
```

If you wish to add a comment please write it here *(500 characters max)*

```
[   ]
```

Q35. Please provide the number of students who have completed a 12-month onboard training (an estimate is acceptable)

Total number of students including women *(Please enter data in numerical values e.g. 20)*

```
[   ]
```

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

---

[3]   If "No" is selected, user will skip Q34 - Q36 and be taken to Q37.

[ ]

If you wish to add a comment please write it here *(500 characters max)*

[ ]

Q36. Does your company have a training ship for seafarer training?

- Yes (please specify type of ship below)
- No

If yes, please specify type of ship (e.g. shared vessel, chartered ship etc) – 500 characters max

[ ]

 If yes, does the ship have suitable facilities for women

- Yes
- No
- We do not have this information

If you wish to add a comment please write it here *(500 characters max)*

[ ]

Q37. Does your educational, research or training institute provide courses for non-seafaring maritime professionals?

- Yes
- No[4]

Q38. Please provide the number of students in non-seagoing nautical/ maritime-related degrees? (e.g. logistics, law, economics) in 2023 (an estimate is acceptable)
Please don't include any details on Science, Technology, Engineering, Maths (STEM) degrees as this is accounted for in a separate question.

Total number of students in nautical/maritime studies including women (Please enter data in numerical values e.g. 20)

[ ]

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[ ]

If you wish to add a comment please write it here *(500 characters max)*

[ ]

---

[4]   If "No" is selected, user will skip Q38 - Q39 and go to the feedback section.

10

Q39. Please provide the number of non-seafaring students in Science, Technology, Engineering, Maths (STEM) degrees, including naval architecture in 2023 (an estimate is acceptable). *(If you do not offer STEM degrees, please enter 0)*

Total number of non-seafaring students including women (Please enter data in numerical values e.g. 20)

[   ]

Total number of women only

- Does not apply
- We do not have this information
- We know the number of women - please enter below

Enter number here *(Please enter data in numerical values e.g. 20)*

[   ]

If you wish to add a comment please write it here *(500 characters max)*

[   ]

Section 6: Feedback on this report

Q40. Do you have any comments on the survey in general? (1,000 characters max)

[   ]

Q41. Would you like to receive a copy of the report when it is published?

- Yes
- No

Thank you for completing our survey and helping us obtain comparable data that will assist us in creating programmes and proposing policies that will increase the participation of women in maritime. If you have any questions regarding the survey, please contact us at WIMsurvey@imo.org.

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