DIVERSITY – WOMEN IN MARITIME

A look into female representation in the Australian maritime industry.

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Executive Summary

MIAL's Seafaring Skills Census quantified the concern of industry after it showed that the Australian maritime sector has a projected shortage of 560+ seafarers by 2023.[1] It also highlighted the low level of female representation in roles where seafaring skills are considered essential.

In order to assess the work being done within maritime organisations to address gender diversity, MIAL undertook a further survey focused specifically on that issue. The survey was structured to capture hard data as well as the views and opinions of both employers and employees. The purpose of these surveys was for MIAL to gather information relating to gender diversity in the Australian maritime industry and gain insight into how organisations working within the industry promote diversity.

In total, there were 157 responses from a very broad cross-section of Australia's maritime industry. This comprised of 26 for the HR Manager/Business Owner Survey and 131 for the Employee Survey. As noted above, both quantitative and qualitative data was captured with the qualitative responses providing valuable insights not able to be captured in a quantitative form.

This report identifies that in many areas there is tremendous alignment between companies and employees in recognising the importance of gender diversity and equality in the workplace, as well as in organisational strategy, but there are also areas where there is a disconnect between what companies say they are doing and what employees experience (such as initiatives to promote gender diversity in daily work practices). Some key findings are shown on the following page and also include:

- The number of females in leadership roles within organisations is low overall, particularly in higher level leadership roles;
- Both smaller organisations and larger organisations have higher female representation in their workforce compared to other organisational sizes;
- The defence industry is strong in its employment of females in younger age brackets in both seagoing and shore-based roles, which increases the gender diversity input across the breadth of the maritime industry;
- Without the defence industry, the representation of females within seagoing roles in particular is very low;
- Organisations largely don't incorporate gender diversity strategies in recruitment processes;
- The biggest barriers to entry identified by both employees and organisations is work/life balance and unconscious bias; and
- Gender diversity is considered a barrier to career progression by a minority of respondents.

The independent data and comments obtained across the breadth of the Australian maritime sector contained in this report provides valuable insights against which individual organisations can test their own systems and processes, and from which the sector as a whole can target future initiatives.

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[1] Maritime Industry Australia Ltd, *2018 Seafaring Skills Census Report*, 2019, p. 5.
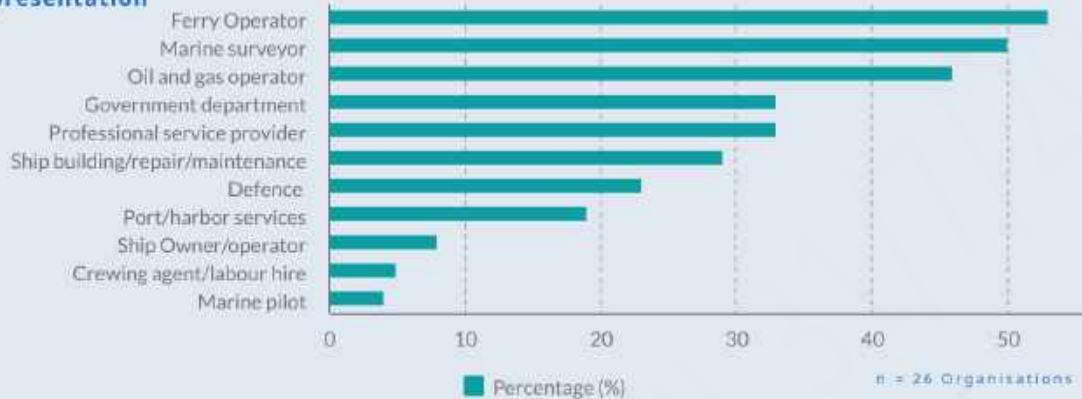
Gender Diversity in the Australian Maritime Industry

Research by MIAL 2019

2 surveys | 157 Responses
26 Organisations | 131 Employees

Sector comparison of median female representation

Ferry Operator
Marine surveyor
Oil and gas operator
Government department
Professional service provider
Ship building/repair/maintenance
Defence
Port/harbor services
Ship Owner/operator
Crewing agent/labour hire
Marine pilot

Percentage (%)

n = 26 Organisations

Organisations say:

69% Diversity is a priority

81% No strategy addressing wage inequality

77% Gender equality is in company policy

38% Gender diversity strategies are included in recruitment

42% Leadership engagement for gender equality is average

Employees say:

43% Initiatives are in place to promote gender diversity

79% Initiatives to promote gender diversity are effective
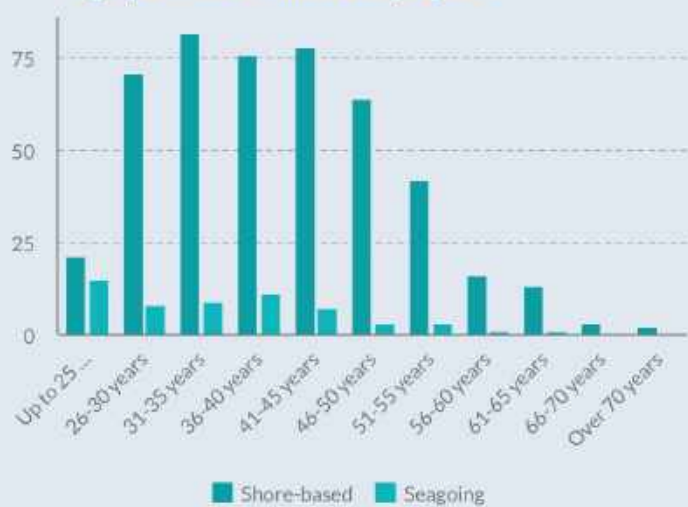
Women in the industry:

29% Ratings Most common seagoing role

34% Finance & Admin Most common shore-based role

Age profiles of female employees*

Up to 25
26-30 years
31-35 years
36-40 years
41-45 years
46-50 years
51-55 years
56-60 years
61-65 years
66-70 years
Over 70 years

Shore-based   Seagoing

*This graph excludes defence personnel

4

Contents

Introduction

MIAL's Seafaring Skills Census (Census) quantified the concern of industry after it showed that the Australian maritime sector has a projected shortage of 560+ seafarers by 2023.[2] It also highlighted the low level of female representation in roles within the industry where experience as a seafarer is required.

The Australian labour market is highly gender-segregated by industry and occupation, a pattern that has persisted over the past two decades.[3] This is true for maritime where only five percent of Australian seafarers captured in the Census were female, with the number of female ex-seafarers working ashore from the Census totalling only three percent.[4]

According to Workplace Gender Equality Agency, in 2018-19 women comprised forty seven percent of all employed persons in Australia.[5] There is therefore an untapped potential for the industry in terms of attracting women to work within the maritime sector. But this is not just a local issue or potential.

Women currently represent only one percent of all seafarers *worldwide*, with the issue being at the forefront of the International Labour Organization (ILO) which recommends action and social dialogue by governments, shipowners and seafarers on this matter.[6] The International Maritime Organization (IMO) also highlights the importance of gender equality in the industry with "Empowering Women in the Maritime Community" as the theme of World Maritime Day in 2019.

Australian businesses in the maritime sector have made great strides in increasing female participation. Many maritime businesses embrace the benefits of gender diversity within the workplace, bringing national productivity and competitiveness, as well as leading to improved financial performance, market share, retention, innovation, safety, group performance, access to talent and productivity for individual businesses.[7] The maritime industry is traditionally a male dominated workforce but anecdotally, workplaces within the maritime industry with greater gender diversity report superior workplace culture.

Methodology

In order to assess the work being done within organisations to address gender diversity, MIAL drafted two sets of questions; the first was directed to HR management (or business owners to account for the small businesses who may not have an HR representative) to gain their perspectives, the second was aimed at employees of organisations to reflect on their perspectives on the steps taken by organisations where they work. The purpose of these surveys was for MIAL to gather information relating to gender diversity in the Australian maritime industry and gain insight into how organisations work within the industry to promote diversity.

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[2] Maritime Industry Australia Ltd, loc. cit.

[3] Workplace Gender Equality Agency, 'Gender segregation in Australia's workforce', 2019, https://www.wgea.gov.au/sites/default/files/documents/18_04_Industrial_segregation.pdf, (accessed 29 November 2019).

[4] Maritime Industry Australia Ltd, op. cit., p. 33.

[5] Workplace Gender Equality Agency, *Gender workplace statistics at a glance 2018-19* [website], https://www.wgea.gov.au/data/fact-sheets/gender-workplace-statistics-at-a-glance, (accessed 29 November 2019).

[6] International Labour Organization, *Note on the Proceedings: Sectoral meeting on the Recruitment and Retention of Seafarers and the Promotion of Opportunities for Women Seafarers*, International Labour Office, Sectoral Policies Department, Geneva, ILO, First Edition, 2019, pp. 3 and 32.

[7] Diversity Council Australia, *Business case - gender* [website], https://www.dca.org.au/topics/gender/business-case-gender, (accessed 7 February 2020).

For both the Employee and HR Manager / Business Owner Surveys, a core set of questions was prepared by MIAL, for answering by all respondents. The aim was to gather information from a diverse range of organisations within different sub-sectors who operate or work within the Australian maritime industry. Quantitative data was sought to review the statistical breakdown, but qualitative data was also sought to provide further insight.

The surveys were launched via an online platform on 29 October 2019 and responses closed on 15 November 2019. The survey was distributed via MIAL's contact list and via LinkedIn. Organisations were encouraged to share the survey links amongst their networks.

In providing this report, analysis of the data from received responses was rounded up or down as appropriate, in order to present information in a digestible manner. Where survey responses were repetitious between questions, responses were grouped. There was also a reasonable volume of qualitative data provided in the commentary accompanying the various data sets that provides insights and further explanations/understanding not able to be captured in a quantitative form.

Note, responses from the HR Manager/Business Owner Survey (Organisation Respondents) are reflected in blue whilst the Employee Survey results are reflected in green throughout the report.

Response Rate and Response Error

In total, there were 157 responses from a cross-section of Australia's maritime industry. This comprised of 26 for the HR Manager/Business Owner Survey and 131 for the Employee Survey.

A majority of sub-sectors in the industry are represented in the data captured.

To improve accuracy in responses, in both surveys questions were linked so that, for example, when an affirmative response was selected to one question, it lead to the next question but where it was negative, that respondent skipped the irrelevant questions relating to the affirmative option. For the HR Manager/Business Owner survey, statistical responses were linked so that there was minimal room for error and minimising contradicting responses from the one respondent, which would have otherwise compromised the data.

Out of 131 respondents for the Employee Survey, four were identified as not being in Australia and therefore their responses were removed from the analysis in this report.

1. Survey Respondents
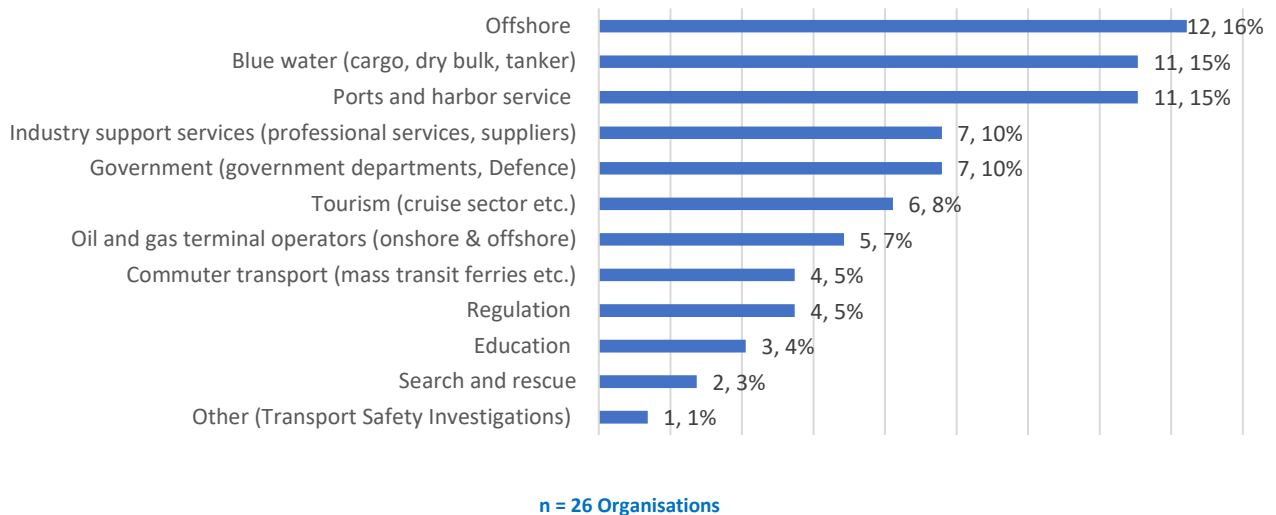
Organisation (HR Manager/Business Owner) Survey

Figure 1: How would you describe your organisation?

Defence, 1, 4%
Marine surveyor, 1, 4%
Marine pilot, 1, 4%
Ship build/repair/ maintenance, 1, 4%
Oil and gas operator, 1, 4%
Port/harbor services, 2, 8%
Professional service provider, 2, 8%
Ship Owner/operator, 9, 34%
Other (Industry Association & Ferry Operator), 2, 8%
Government department, 3, 11%
Crewing agent/manager/labour hire, 3, 11%
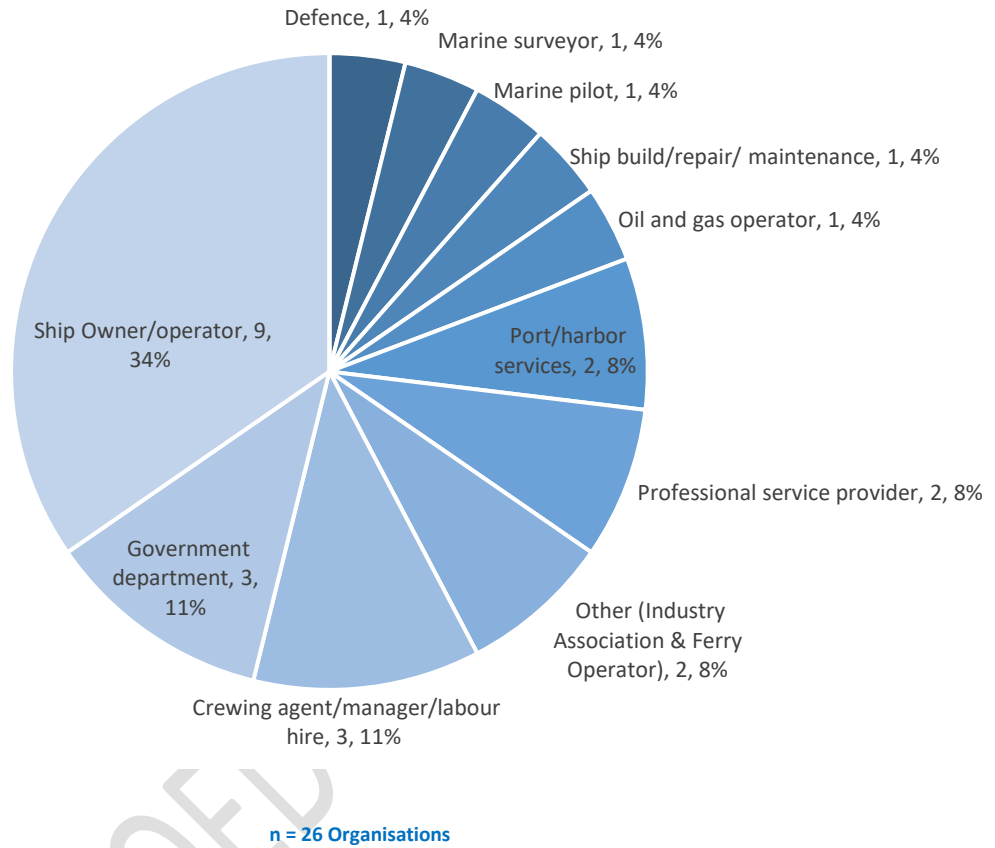
n = 26 Organisations

Note: Organisations were asked to select the most appropriate option; only one category per respondent could be selected.

Organisation Respondents were from a range of sectors per Figure 1, with ship owner/operator reflecting the largest pool of respondents.

Figure 2: Sectors the Organisation Respondents are involved in

Offshore — 12, 16%
Blue water (cargo, dry bulk, tanker) — 11, 15%
Ports and harbor service — 11, 15%
Industry support services (professional services, suppliers) — 7, 10%
Government (government departments, Defence) — 7, 10%
Tourism (cruise sector etc.) — 6, 8%
Oil and gas terminal operators (onshore & offshore) — 5, 7%
Commuter transport (mass transit ferries etc.) — 4, 5%
Regulation — 4, 5%
Education — 3, 4%
Search and rescue — 2, 3%
Other (Transport Safety Investigations) — 1, 1%
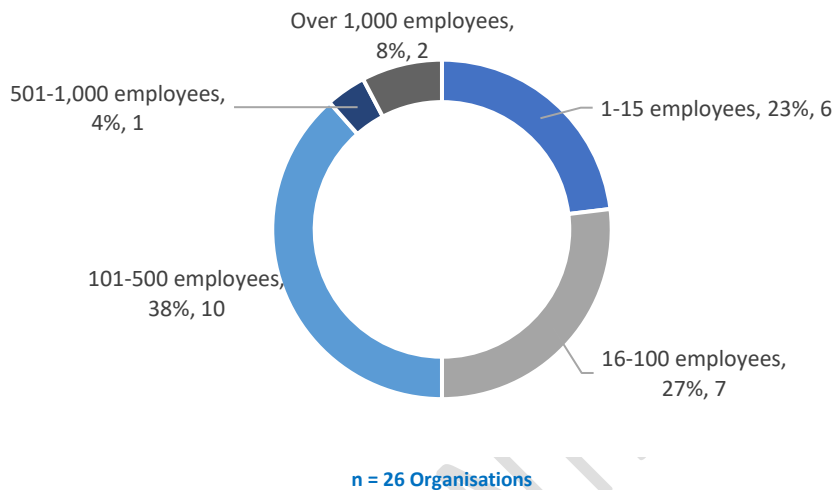
n = 26 Organisations

Note: Organisations could select multiple options.

Note in Figure 2, "offshore" includes oil and gas exploration and extraction, offshore support services, construction and production ancillary services; "ports and harbor service" includes harbour masters, towage, pilotage, dredging; "regulation" includes AMSA, ASTSB, classification society and marine surveyors.

Responses for the Organisation Survey were received from a range of organisational sizes. This enabled a data comparison across a range of organisational sizes.

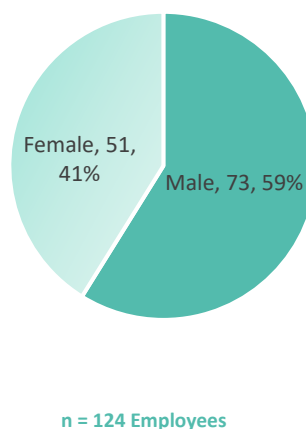## Figure 3: How many people does your organisation currently employ in total in Australia?

Over 1,000 employees, 8%, 2

501-1,000 employees, 4%, 1

1-15 employees, 23%, 6

101-500 employees, 38%, 10

16-100 employees, 27%, 7

n = 26 Organisations

Note: Organisations were asked to include staff they employ directly, excluding indirect employment such as contractors.
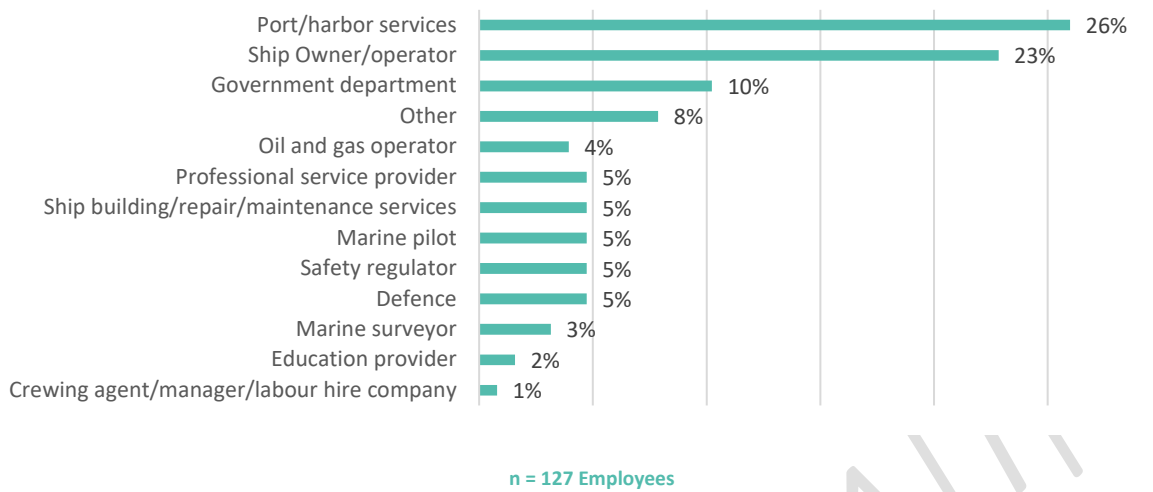
Employee Survey

One hundred and thirty one (131) individuals completed the Employee Survey. One hundred and twenty four (124) Employees disclosed their gender, with a majority being male.

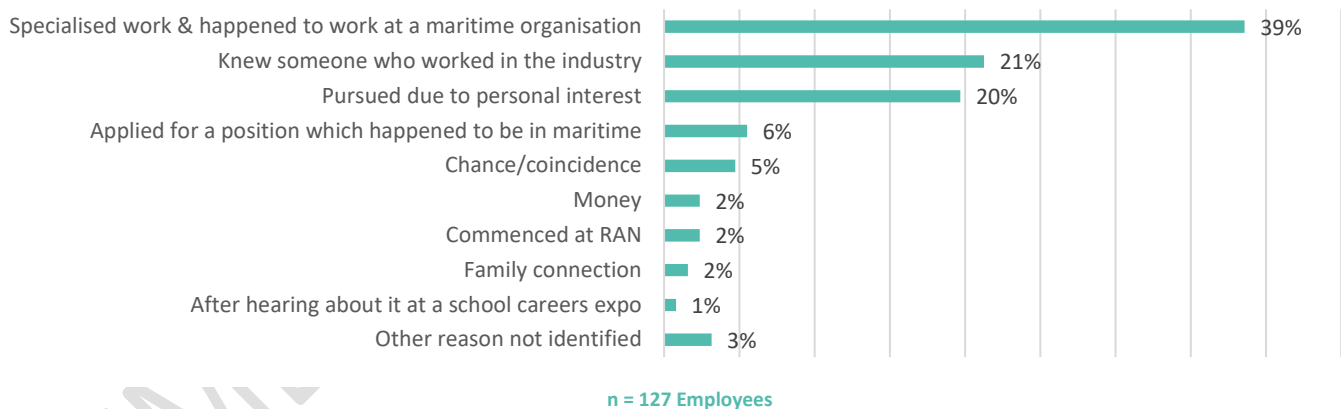## Figure 4: Gender breakdown of Respondents from Employee Survey

Female, 51, 41%

Male, 73, 59%

n = 124 Employees

Figure 5: How would you describe your business or organisation?

Category	Percentage
Port/harbor services	26%
Ship Owner/operator	23%
Government department	10%
Other	8%
Oil and gas operator	4%
Professional service provider	5%
Ship building/repair/maintenance services	5%
Marine pilot	5%
Safety regulator	5%
Defence	5%
Marine surveyor	3%
Education provider	2%
Crewing agent/manager/labour hire company	1%

n = 127 Employees

Under 'Other', Respondents noted specifically they were from marine catering services, mining, shipping facilitator, harbor towage and terminal, coatings manufacturer, charterer, ship management company and transport.

Data was also sought from Respondent Employees to understand why they chose to work in the maritime industry with a pattern of responses grouped per below:

Figure 6: Reasons why Respondent Employees are in the maritime industry

Reason	Percentage
Specialised work & happened to work at a maritime organisation	39%
Knew someone who worked in the industry	21%
Pursued due to personal interest	20%
Applied for a position which happened to be in maritime	6%
Chance/coincidence	5%
Money	2%
Commenced at RAN	2%
Family connection	2%
After hearing about it at a school careers expo	1%
Other reason not identified	3%

n = 127 Employees

Employee Respondents were also asked whether they have considered leaving the industry. Fifty two (38%) of Employee Respondents have considered leaving the maritime industry. Of these, 17 (33%) Employee Respondents were female.

2. Workforce Statistics

This section explores data obtained from Organisation Respondents on their total employee numbers, female representation within their workforce, female leadership figures and age breakdown of their workforce. Such statistics were not sought from the Employee Survey.

Female representation

"Australia's maritime activity is as diverse and challenging as anywhere in the world. Our island nation is reliant upon having professional maritime expertise available and to do that we need to ensure that we are drawing from the largest pool to select the best people to employ in the industry."

- Teresa Lloyd, MIAL CEO, 26 September 2019[8]

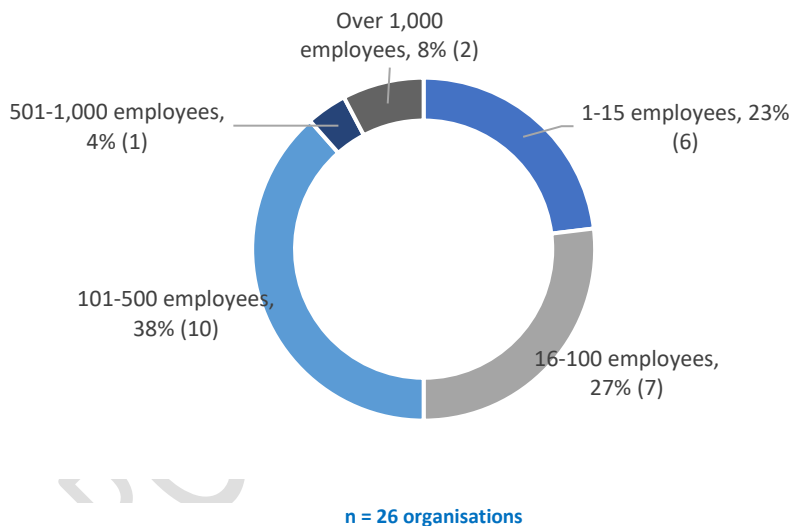**Figure 7: How many people does your organisation currently employ in total in Australia?**

Over 1,000 employees, 8% (2)

501-1,000 employees, 4% (1)

1-15 employees, 23% (6)

101-500 employees, 38% (10)

16-100 employees, 27% (7)

n = 26 organisations

Figure 7 represents the spread of Respondent Organisations per number of employees. For example, only two of the Respondent Organisations have over 1,000 employees.

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[8] Maritime Industry Australia Ltd, 'World Maritime Day – Empowering women in the maritime community', Media Release, 26 September 2019.

Figure 8: Median percentage of females per organisational size

Over 1,000 employees, 34%

1-15 employees, 35%

16-100 employees, 16%

101-500 employees, 19%
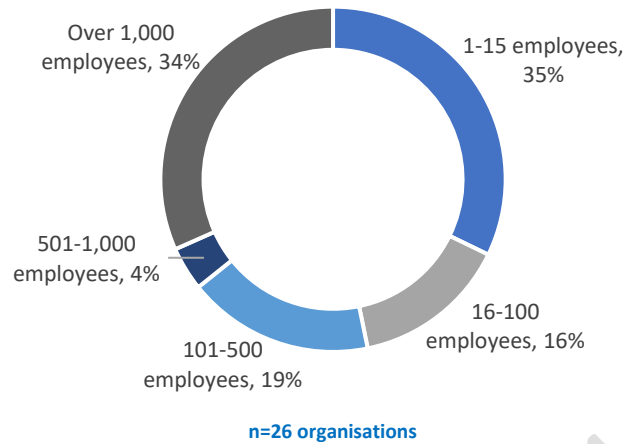
501-1,000 employees, 4%

n=26 organisations

Figure 8 reflects the median percentage of females employed by the Respondent Organisations per organisational size. Note, the median figure of each category was calculated rather than an average to reflect a more accurate sample (noting there were some outliers).[9] Figure 8 shows that the two ends of the scale, that is, smaller organisations with 1-15 employees as well as organisations with over 1,000 employees, have higher representation of female employees in their organisations compared to the other organisational sizes.

Figure 9: Sector comparison of median female representation

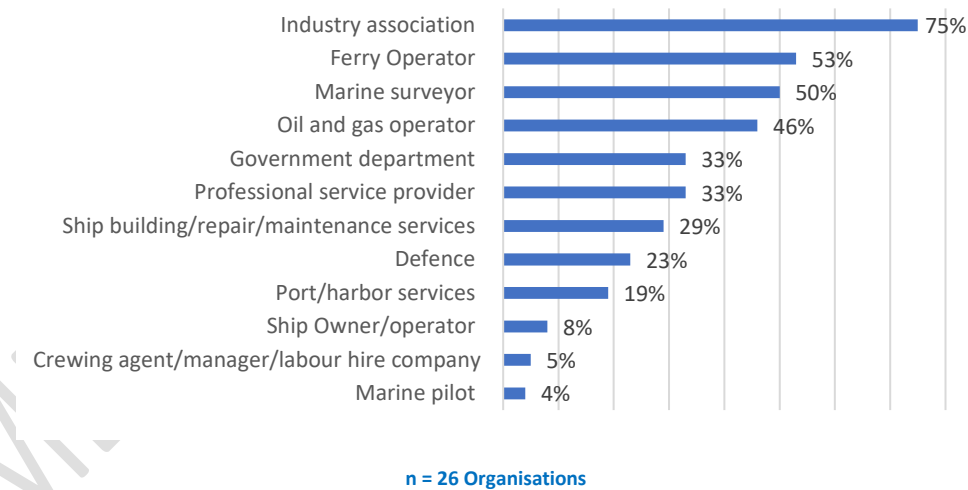| Sector	Percentage
Industry association	75%
Ferry Operator	53%
Marine surveyor	50%
Oil and gas operator	46%
Government department	33%
Professional service provider	33%
Ship building/repair/maintenance services	29%
Defence	23%
Port/harbor services	19%
Ship Owner/operator	8%
Crewing agent/manager/labour hire company	5%
Marine pilot	4%

n = 26 Organisations

Figure 9 also shows the spread of female representation within the sectors identified in the survey. The maritime skills traditionally acquired at sea and required in marine pilotage, seafarers within ship owner/operators and ports and harbour services reflect a lower female cohort, but other sectors such as oil and gas operator and ferry operator reflect higher female representation. This indicates that women are, across various sectors, being employed in some traditionally male-oriented roles, with some sectors progressing towards gender diversity.
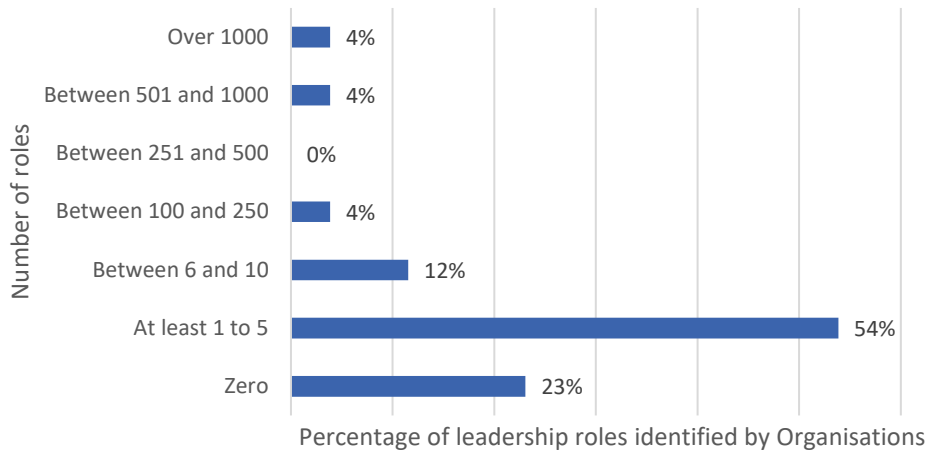
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[9] For example, for the seven organisations who had between 16-100 employees, one organisation had a 48% female representation, while another in this category had only 4% female representation.

Leadership

"I think that over time as more and more women enter the industry and grow their careers in the industry that we will see more women in leadership roles."
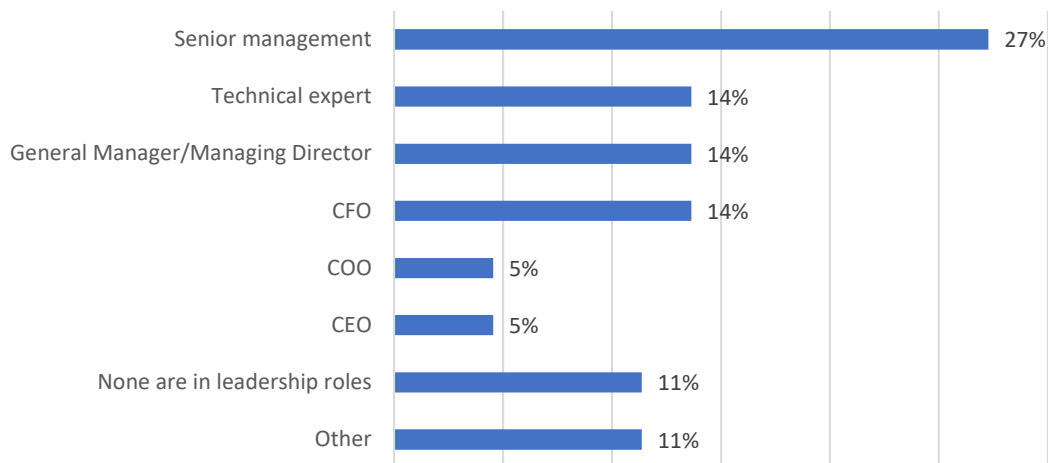
- Respondent from Employee Survey

Figure 10: Number of females in leadership roles

Number of roles (y-axis)

- Over 1000 — 4%
- Between 501 and 1000 — 4%
- Between 251 and 500 — 0%
- Between 100 and 250 — 4%
- Between 6 and 10 — 12%
- At least 1 to 5 — 54%
- Zero — 23%

Percentage of leadership roles identified by Organisations

n = 26 Organisations

The majority of Respondent Organisations identified as having between one and five leadership roles occupied by women. A gap in the statistics is that the 26 Respondent Organisations were not asked how many leadership roles there are in these organisations *in total*, so no comparison could be drawn from that perspective.

Figure 11: Leadership roles occupied by women

- Senior management — 27%
- Technical expert — 14%
- General Manager/Managing Director — 14%
- CFO — 14%
- COO — 5%
- CEO — 5%
- None are in leadership roles — 11%
- Other — 11%

n = 26 Organisations

Note: Organisations could select more than one option. Thirty nine leadership roles were identified, plus five 'other' leadership roles.

Out of the 26 Respondent Organisations in the HR Manager/Business Owner Survey, 44 senior leadership roles were identified as occupied by women. While not a conclusive indication that women are occupying a high number

of leadership roles available within each organisation, it does demonstrate that there are female leaders working in the maritime industry.

Under "Other", leadership roles identified included Chief Officer, Managing Partner/Director, General Counsel, Service Manager, Sales Lead and Ship's Captain. The five organisations who selected the option "None are in leadership roles" were from the following sectors: Ship Owner/Operator, Marine Pilotage and Government Authority.

Note that more generally in Australia, there has been a substantial increase in the proportion of females in the male dominated Manager occupation in Australia's workforce (up from 28.3% in 1998 to 36.18% in 2018).[10] This indicates that gender diversity is a broader issue across the country in workplaces generally, and not just in maritime.
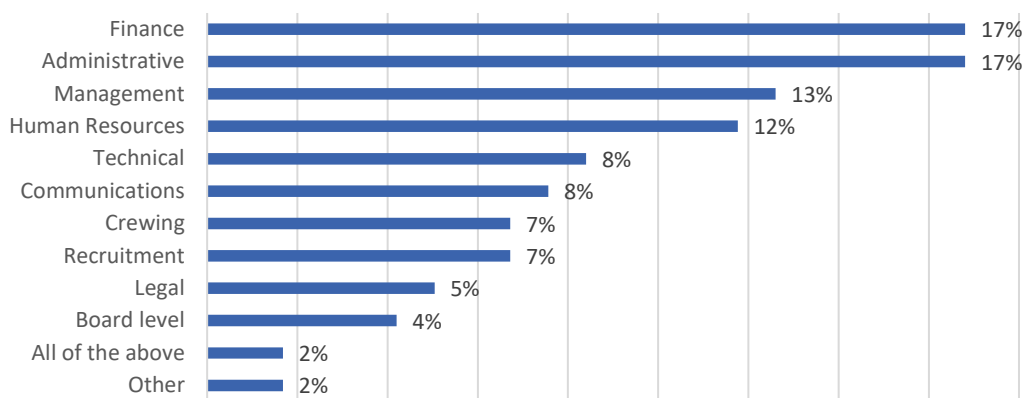
> *"More women in key decision making positions delivers better company performance, greater productivity and greater profitability….the association between women in leadership and business performance is causal. Despite this, on average women remain under-represented in senior management."*
>
> - *Workplace Gender Equality Agency[11]*

Women Employed in Shore-based Roles

All Respondent Organisations said their organisations employ females in shore-based roles. Note, 62% of Respondent Organisations said they employ females in seagoing roles. Where female staff are employed, they generally work in shore-based roles (notwithstanding that some organisations also employ seagoing roles).

Figure 12: Types of shore-based roles in which women are employed

Role	Percentage
Finance	17%
Administrative	17%
Management	13%
Human Resources	12%
Technical	8%
Communications	8%
Crewing	7%
Recruitment	7%
Legal	5%
Board level	4%
All of the above	2%
Other	2%

n = 26 Organisations

**Note: Organisations could select more than one answer.**

The most common shore-based roles women are employed in within maritime businesses are Finance and Administration. This aligns with the gender segregation analysis of Australia's workforce by the Workplace Gender

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[10] Workplace Gender Equality Agency loc. cit., *Gender segregation in Australia's workforce.*

[11] Workplace Gender Equality Agency, *Gender Equity Insights series* [website], https://www.wgea.gov.au/data/wgea-research/gender-equity-insights-series, (accessed 24 June 2020).

Equality Agency which shows that in 2018, 75.6% of female employees were employed in the 'female-dominated' occupation of clerical and administrative occupations.[12] 'Other' roles in the Survey were noted as Customer Service roles and HSEQ. Two Organisation Respondents noted that they employ women in all of the above listed shore-based roles.

Figure 13: Out of the total female employees, how many are in shore-based roles?
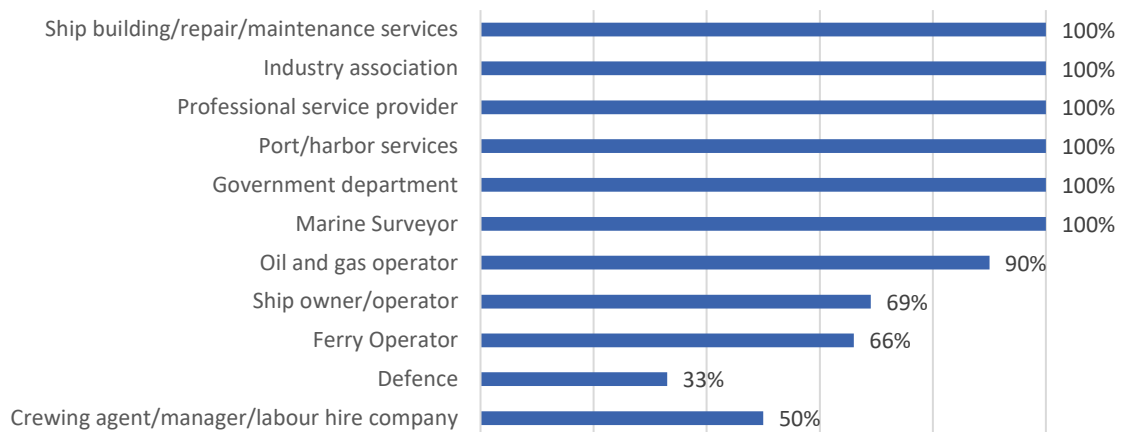
n = 26 Organisations

Note: Median percentage calculated based on each organisation's identified sector.

For the Organisation Respondents who noted they employ women in their business, a follow up question was asked as to how many employ women in shore-based roles.

Each relevant Organisation Respondent was grouped per their sector to identify the number of shore-based roles occupied by women. Figure 13 indicates, for example, that of the total women employed in the Oil and Gas Operator sector, 90% of those women are in shore-based roles. Interestingly, of the total female staff in the Defence sector, only 33% of those females occupy shore-based roles such that a majority of their female employees occupy seagoing roles (refer to Figure 15). Note, the median was calculated to consider the outliers. Also note that some of the sectors above who have 100% shore-based roles occupied by women are unlikely to employ individuals in seagoing roles.

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[12] Workplace Gender Equality Agency, loc. cit. *Gender segregation in Australia's workforce.*

Figure 14: What types of seagoing roles are women in your organisation employed in?

- Master — 10%
- Senior deck officer — 10%
- Senior engineer — 6%
- Junior deck officer — 10%
- Junior engineer — 3%
- Ratings — 29%
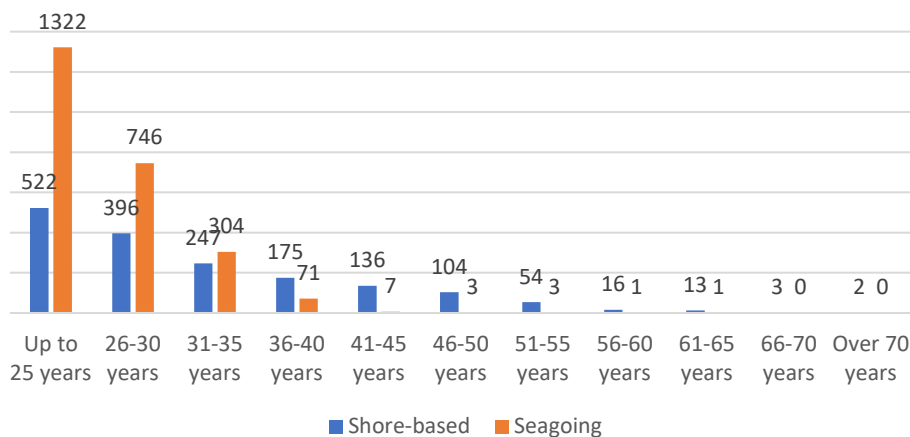- Hotel or guest staff — 10%
- All of the above — 3%
- Other — 19%
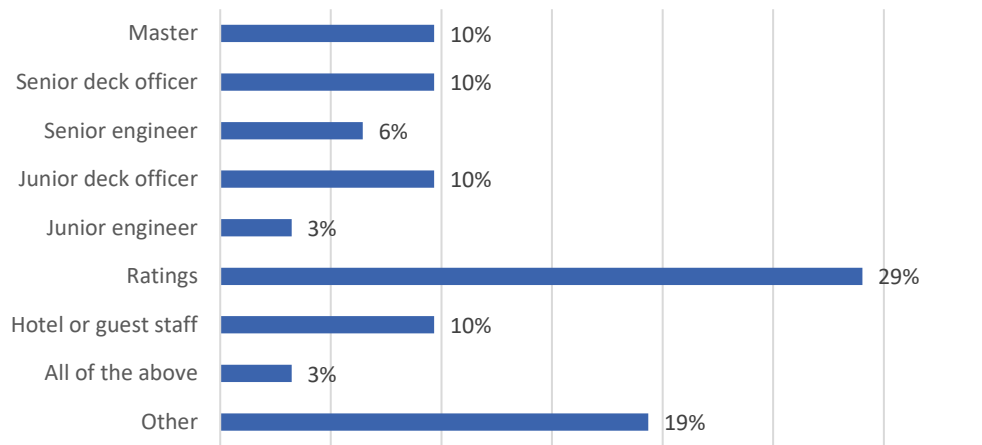
n = 16 Organisations

Note: Organisations could select more than one answer.

Where Respondent Organisations indicated that they do employ women in seagoing roles, under 'Other' roles in Figure 14, Organisation Respondents noted females in seagoing roles included Cook, production role and Marine Pilot, with 'no females in seagoing roles' also noted. Ratings are the most common type of seagoing role in which women are employed; this aligns with the findings of the Seafaring Skills Census, with Ratings being the top percentage of female seafarers.[13]

Age Profile

Figure 15: Age brackets for female employees in all Respondent Organisations

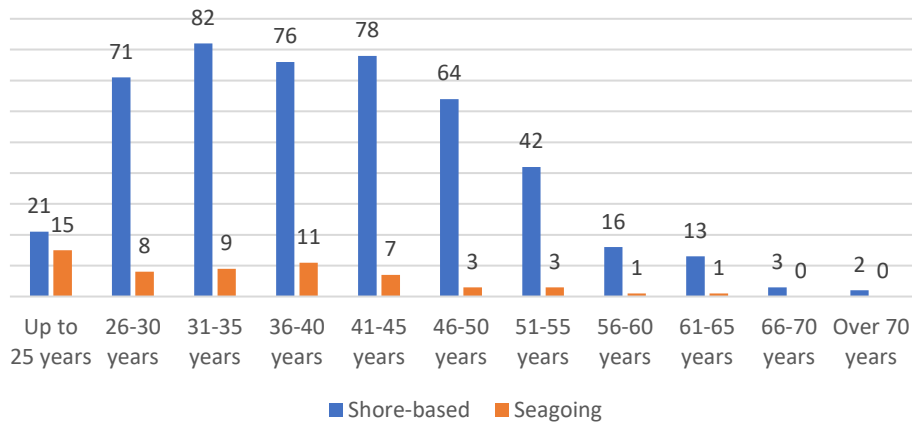| Age bracket	Shore-based	Seagoing
Up to 25 years	522	1322
26-30 years	396	746
31-35 years	247	304
36-40 years	175	71
41-45 years	136	7
46-50 years	104	3
51-55 years	54	3
56-60 years	16	1
61-65 years	13	1
66-70 years	3	0
Over 70 years	2	0

n = 26 Organisations (shore-based figures) and 16 Organisations (seagoing figures)

Note: Figure 15 reflects the total sum of responses from each organisation.

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[13] Maritime Industry Australia Ltd, loc. cit.

Figure 16: Age brackets for female employees excluding Defence sector

Figure 16: Age brackets for female employees excluding Defence sector

Age bracket	Shore-based	Seagoing
Up to 25 years	21	15
26-30 years	71	8
31-35 years	82	9
36-40 years	76	11
41-45 years	78	7
46-50 years	64	3
51-55 years	42	3
56-60 years	16	1
61-65 years	13	1
66-70 years	3	0
Over 70 years	2	0

n = 25 Organisations (shore-based figures) and 15 Organisations (seagoing figures)

Figure 15 reflects that Respondent Organisations have significant representation in the younger age brackets, particularly for seagoing roles. Note, the figures from the Respondent Organisations of the Defence sector was removed from Figure 16 to examine the skew. Figures 15 and 16 reflect that the Defence industry is strong in its employment of females in younger age brackets in seagoing and shore-based roles, which increases the gender diversity input across the breadth of the maritime industry. It also shows that young females are entering the industry via the Defence industry. Comparing this to the Census, there is an aging workforce both at sea and ex-seafarers working ashore, with only 5% female seafarers and 3% female ex-seafarers working ashore.[14]

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[14] Maritime Industry Australia Ltd, loc. cit.

3. Company Strategy and Policy

This section evaluates data in relation to Organisation Respondents' strategy and priority for including gender diversity and equality in organisational policy. It also analyses Employees' perspectives on whether these matters are seen as priorities for their organisations.

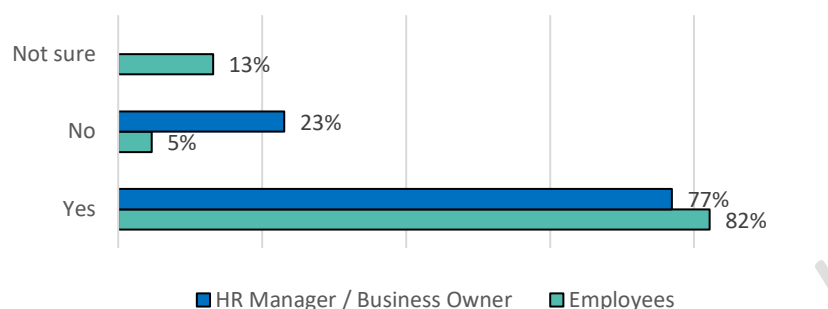**Figure 17: Perspectives on whether diversity is a stated value or priority area of organisational strategy**
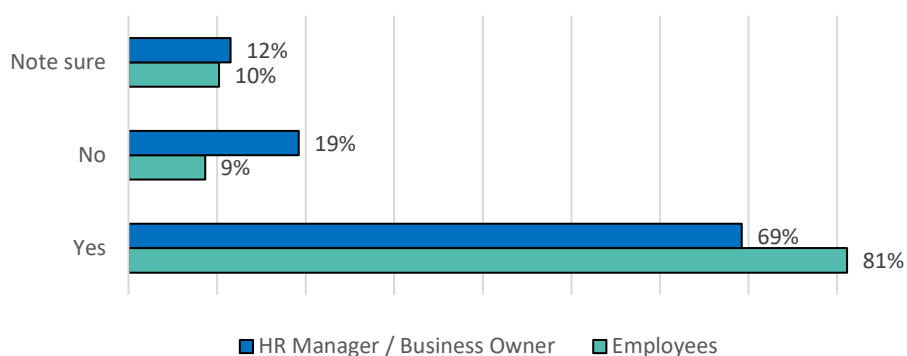
n = 26 Organisations and 127 Employees

The Respondent Organisations who selected 'yes' per Figure 17 were from a variety of organisational sizes, with a majority of those with 101 to 500 employees. All of the Respondent Organisations with over 1000 employees noted that diversity is a priority of their strategy.

Of the Respondent Organisations who selected 'no', diversity is not a value or priority in their organisations' strategies, they highlighted that recruitment is based on merit, they are an equal opportunity employer with no quotas, and their capacity to target and recruit is limited by organisational size; these Respondent Organisations were or of sizes with 1-15 employees or 16-100 employees, which indicates that the smaller organisations may be said to have less of a focus on diversity as part of their strategy. Half of the Respondent Organisations who selected 'no' or 'not sure' were Ship Owner/Operators.

Gender equality

Figure 18: Is there a company policy on gender equality?

HR Manager / Business Owner vs Employees:
- Not sure: Employees 13%
- No: HR Manager / Business Owner 23%, Employees 5%
- Yes: HR Manager / Business Owner 77%, Employees 82%

n = 26 Organisations and 125 Employees

An overwhelming majority of Employees' and Respondent Organisations' perspectives are closely aligned in recognising that their organisations do have a company policy on gender equality in place, as reflected in Figure 18.

Of the 23% of Respondent Organisations which said their organisation does *not* have a policy or strategy in place for gender equality, the top reason for this was because of insufficient resources or expertise, followed by 'it's not a priority'. Another reason noted this policy as being under current development. The Respondent Organisations noted that a Discrimination /Harassment Policy and Recruitment Policy are the most common instruments which reference gender equality.

Twenty four per cent of Employee Respondents said that gender equality is something talked about quite often. Of the Employee Respondents who said their organisation does not have a policy or strategy in place for gender equality, they noted that diversity as a priority area is not evident in actions and they also refer to unconscious bias as an issue.
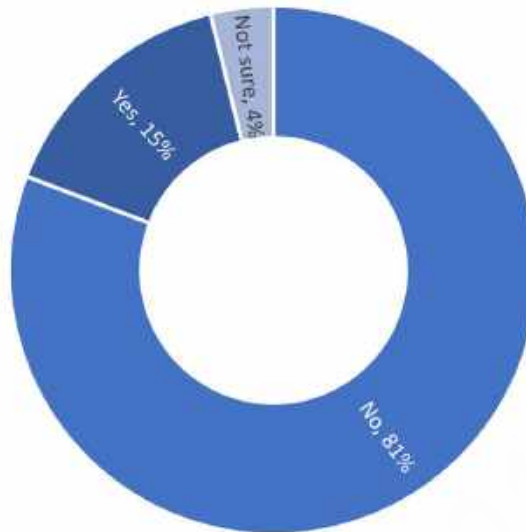
Wage equality

"An organisational commitment to correct like-for-like pay gaps is three times as effective in reducing overall gender pay gaps when combined with a commitment to report pay outcomes to the executive or company board."

- Workplace Gender Equality Agency[15]

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[15] Workplace Gender Equality Agency, loc. cit. *Gender Equity Insights series*.

Figure 19: Does your organisation have a company policy or formal strategy to address wage inequality?


Not sure, 4%
Yes, 15%
No, 81%

n = 26 Organisations

The 15% of Respondent Organisations (at Figure 19) which said they have a policy or formal strategy in place to address wage inequality ranged from a cohort of 1-15 employees to over 1,000 employees, showing that it is not necessarily the larger organisations with typically more resources that have a focus on wage inequality. Of these organisations, their policy/formal strategy includes gender pay equity objectives such as:

- To achieve gender equality and be transparent about salary bands;
- To ensure no gender bias occurs at any point in the remuneration review or performance assessment process; and
- To ensure managers are held accountable for pay equity outcomes.

Figure 20: Has your organisation undertaken pay gap audits?

Yes, 15%
Not sure, 19%
No, 65%
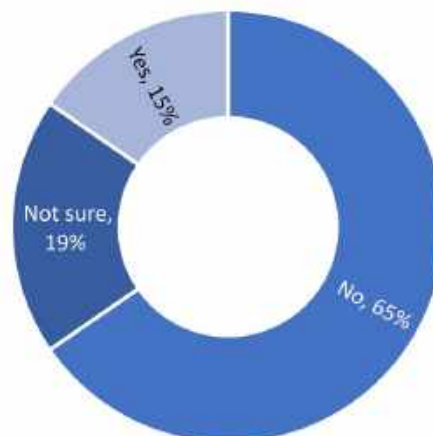
n = 26 Organisations

The 15% of Organisation Respondents (four organisations) who have undertaken pay gap audits were from a Government Department, Oil and Gas Operator, Professional Service Provider and a Ship Owner/Operator. Each

of these Organisation Respondents ranged from organisations who employ 80 through to 3,000 employees, representing that size of the organisation also does not necessarily have an impact on this.

Figure 21: Does your organisation have any targets set for reducing gender pay gap should one be detected?
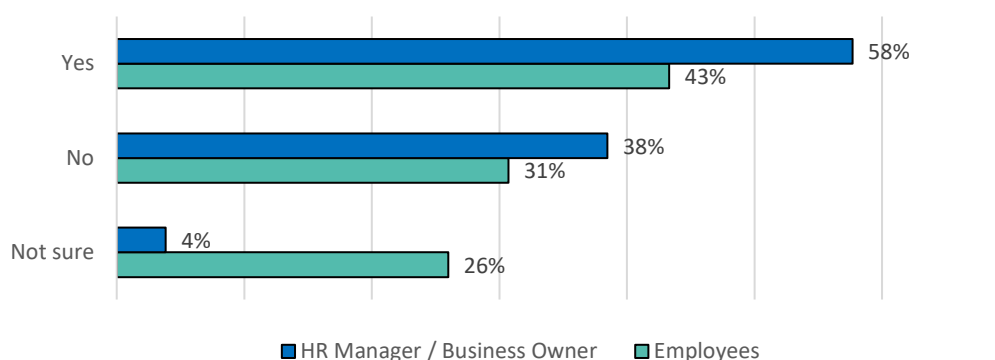
Yes, 12%

Not sure, 27%

No, 62%

n = 26 Organisations

4. Initiatives to Promote Gender Diversity

This section analyses the organisations' commitment to promoting gender diversity and equality by reviewing initiatives, programs, training and flexibility from perspectives of both the Respondent Organisations and Employees.

Figure 22: Are there any initiatives in place to promote diversity in daily work practices?

Yes — HR Manager / Business Owner: 58%, Employees: 43%
No — HR Manager / Business Owner: 38%, Employees: 31%
Not sure — HR Manager / Business Owner: 4%, Employees: 26%

■ HR Manager / Business Owner ■ Employees

n = 26 Organisations and 127 Employees

The 58% (15) of Organisation Respondents who said there are initiatives in place to promote diversity at Figure 22 were from a variety of sectors, namely Crewing Agent/Manager/Labour Hire Company, Government Department, Ship Owner/Operator, Defence, Professional Service Provider and Port/Harbor Services. These Respondent Organisations were a variety of sizes, showing that organisational size does not necessarily have an impact on whether an organisation focuses on gender diversity initiatives. Employee Respondents were somewhat aligned with their understanding, with the main difference being more Employees are 'not sure' of whether such initiatives are in place compared to Organisation Respondents. This is not surprising given that HR and business owners are usually the ones pursuing these types of initiatives.

> *A survey, Change at Work, by the Diversity Council last year found only one in four diversity programs was meeting its intended goals….That's because many, including mentoring and unconscious bias training, were not well structured, and failed to follow change management principles or set clear goals.*
>
> *- Article from The Australian Business Review[16]*

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[16] C. Fox (2020) 'Gender, race and the corporate balance sheet', *The Australian Business Review*, 17 June 2020, https://www.theaustralian.com.au/business/the-deal-magazine/gender-race-and-the-corporate-balance-sheet/news-story/40dca5a1dec1ecc41804a2e66defe1b1, (accessed 24 June 2020).

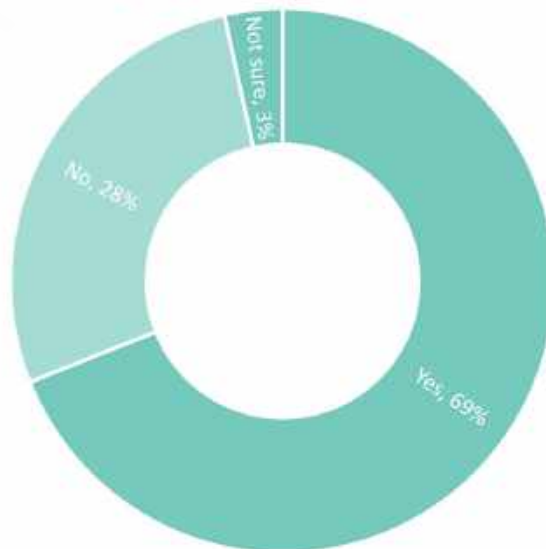## Figure 23: What initiatives / programs are in place to promote or increase diversity?

Initiative	HR Manager / Business Owner	Employees
Policy on parental leave and return to work	19%	20%
Flexible working patterns	21%	18%
Special events to promote diversity and inclusion	10%	16%
Training / Workshops / Seminars	14%	16%
Mentoring programs	10%	9%
Publish diversity and inclusion targets	3%	8%
Collaboration with organisations promoting diversity	10%	7%
All of the above	2%	5%
Other		1%

■ HR Manager / Business Owner ■ Employees

n = 15 Organisations and 58 Employees

Note, respondents could select more than one option.

Figure 23 shows that Organisation Respondents and Employee Respondents are mostly aligned as to their understanding of the initiatives and programs in place (and/or available) that promote or increase diversity at their organisations. Of the 44% of Employee Respondents who said initiatives are in place, 'Other' was noted as development of a diversity and inclusion policy and introduction of gender quotas.

Four Respondent Organisations selected 'Other' and noted that these initiatives were not applicable given they have a majority female staff already, small organisational size impacts this, and they do not have many female candidates who apply. This indicates that the industry or roles advertised may not be attractive to women in the first place or there may be other barriers, not that organisations don't want to employ them. It was noted that the use of recruitment services did not make a difference in terms of receiving female applicants for jobs.

Figure 24: Have employees participated in such initatives?

Not sure, 3%

No, 28%

Yes, 69%

79% of employees (n=57) said that these initiatives are effective.

n = 58 Employees

Although a majority of Respondent Employees have noted that they have participated in such initiatives to promote or increase diversity at Figure 24, there is still a question to be asked about why 28% said they haven't.
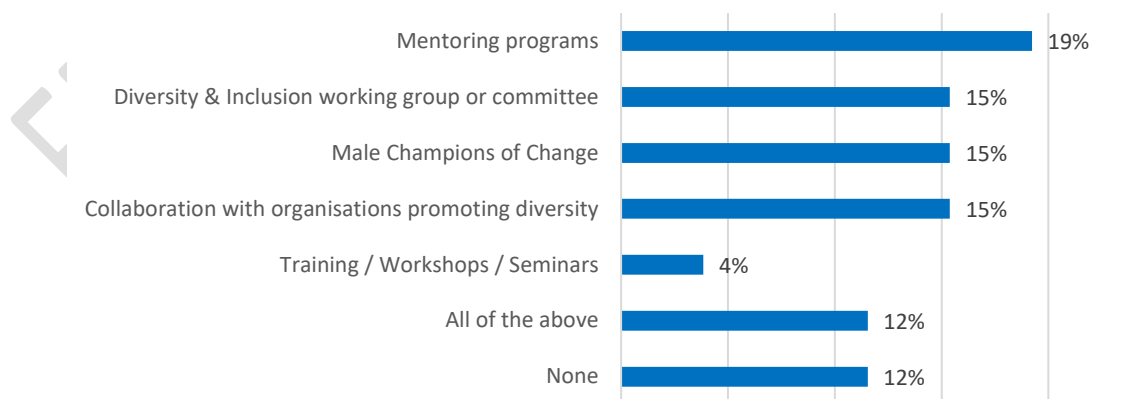
Employee Respondents were asked to consider what their organisation could do better to promote/increase diversity from their perspective. Around 28% of 112 Employees who responded to this question noted that their organisation is already doing enough to promote or increase gender diversity, and some also noted that focus should be on the person with the requisite competency and skills, rather than a focus on gender. However, of the Employee Respondents who provided qualitative responses to this question, the following patterns emerged from 50% of the 112 respondents, demonstrating that some organisations have more work to do:

- Increase training and encourage discussion, understanding and benefit of gender diversity;
- Advertise and promote the industry for women, for example to high school students;
- Actively promote diversity objectives throughout the organisation and with contractors;
- Employ more women in technical/specialist roles, particularly where they are qualified and require further mentoring or experience;
- Develop policy positions and implement these in the organisation, set up working groups and actively demonstrate the values of an organisation on the ground, not just refer to the policy on paper.

This suggests that more needs to be done to educate and promote internal values and gender diversity as a concept, including its benefits, to increase gender diversity and inclusion within organisations. Other Employee views expressed that appointment to a role should be based on competency and availability, not because of diversity targets (which depends on who actually applies for positions as many, the number of male candidates outweighs female candidates).

Some Employee Respondents also noted that unions have low involvement in promoting gender diversity balance and the legacy of a male dominated workforce is still present; more needs to be done to break this stigma. Other Employee suggestions were to educate men from different cultural backgrounds on acceptable ways of communicating with women in Australia and to also consider targeted training on unconscious bias, buddy systems for new female entrants and including gender diversity and unconscious bias in induction procedures.

Figure 25: What additional initiatives or programs do you think could promote/increase diversity in your organisation?

Initiative	Percentage
Mentoring programs	19%
Diversity & Inclusion working group or committee	15%
Male Champions of Change	15%
Collaboration with organisations promoting diversity	15%
Training / Workshops / Seminars	4%
All of the above	12%
None	12%

n = 15 Organisations (who noted they do currently have initiatives in place)

Note: Organisations could select more than one option.

Figure 26: Is training conducted to recognise, resolve and prevent bullying, harassment and/or discrimination in the workplace?

HR Manager/Business Owner ■ **Employee**
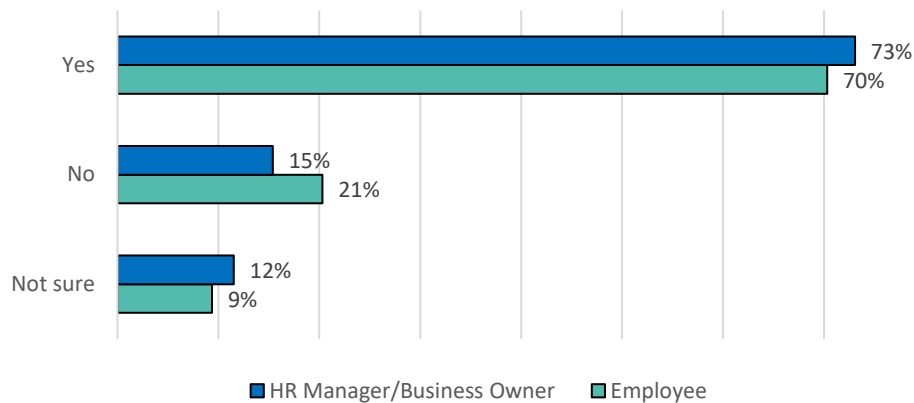
n = 26 Organisations and 125 Employees

The Employee Respondents and Organisation Respondents presented similar results in respect of training per Figure 26, with a clear majority (minimum 70%) noting that training for bullying, harassment and discrimination is rolled out at their organisation.

For the four Organisation Respondents (15%) that said training wasn't rolled out, it was noted that small organisational size impacts the need to conduct training (i.e. with small numbers it is not necessary), the policy is relied on and/or enforced instead, or that it was just not necessary in general. A majority of these organisations were small businesses (under 15 employees) with fairly balanced female representation.

Seventy three per cent (19) of the 26 Organisation Respondents noted that their training for bullying, harassment and discrimination is rolled out across the *entire* workforce.

As to whether organisations engage third party providers to deliver training or other initiatives, out of 15 Organisations who responded to this question, a majority (60%) of Organisation Respondents said no, with 27% saying they do, and 13% unsure.

Figure 27: How does your organisation conduct training to recognise, resolve and prevent bullying, harassment and/or discrimination?
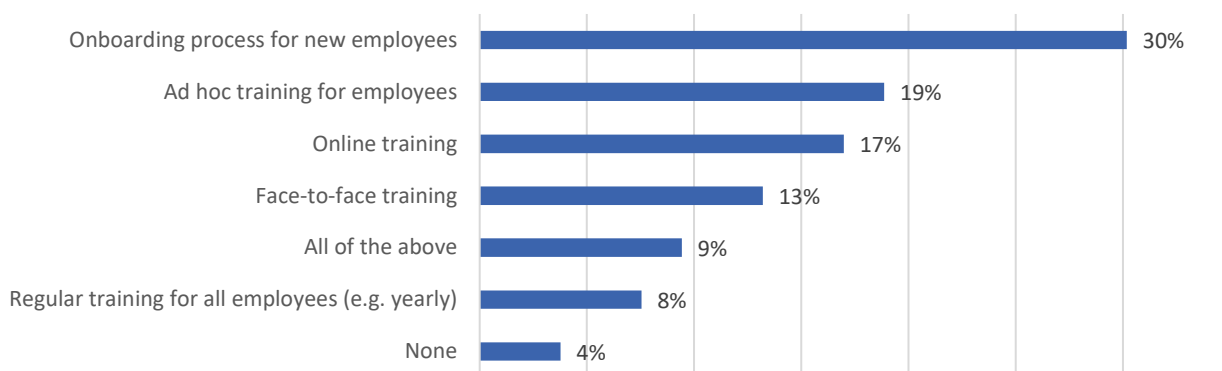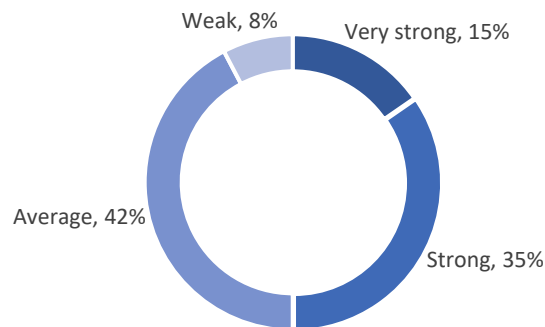

n = 26 Organisations

Figure 28: Does your organisation monitor diversity and inclusion strategies for effectiveness?

Not sure 13%

No 27%

Yes 60%
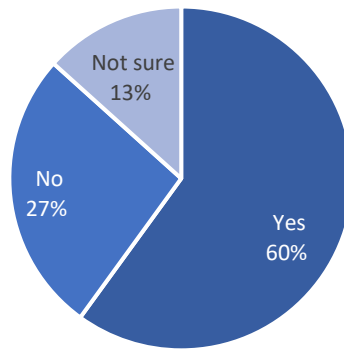
n = 15 Organisations

Per Figure 28, of the Organisation Respondents who do have diversity and inclusion strategies, 60% (nine Organisations) noted they monitor such strategies and are from the following sectors with a range of organisational sizes (based on employee numbers): Government Department, Oil and Gas Operator, Crewing agent/manager/labour hire company, Defence, Ship Owner/Operator and Port/Harbour Services. This shows that some organisations see the benefit in monitoring such initiatives and priorities with diversity.

Figure 29: In your opinion, what is the extent of leadership engagement for gender equality in your organisation?

Weak, 8%

Very strong, 15%

Average, 42%

Strong, 35%

n = 26 Organisations

For half of the Organisation Respondents it was noted that leadership engagement for gender equality at their organisation is either strong or very strong (50%). The 15% (four organisations) who said it was very strong are from Port/Harbor Services, Oil and Gas Operator, Ship Owner/Operator and Industry Association sectors. Further data would need to be obtained to determine the reasons why 42% of organisations said the leadership engagement on this is average and 8% said it was weak.
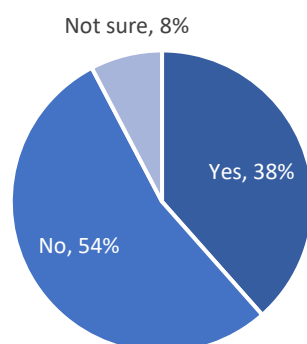
5. Recruitment

This section analyses how Respondent Organisations focus on strategies to attract women in their recruitment processes, as well as in scholarships or cadetships. Employees were not asked their perspective on this.

"The Maritime Industry needs to have a coordinated approach to improving not only gender diversity, but general diversity to improve our industry's image and outcomes. Diversity makes business sense, but organisations can't just approach this issue alone"

- Respondent from Employee Survey

Figure 30: Does your organisation have gender diversity strategies in its recruitment process, particularly for women in maritime?
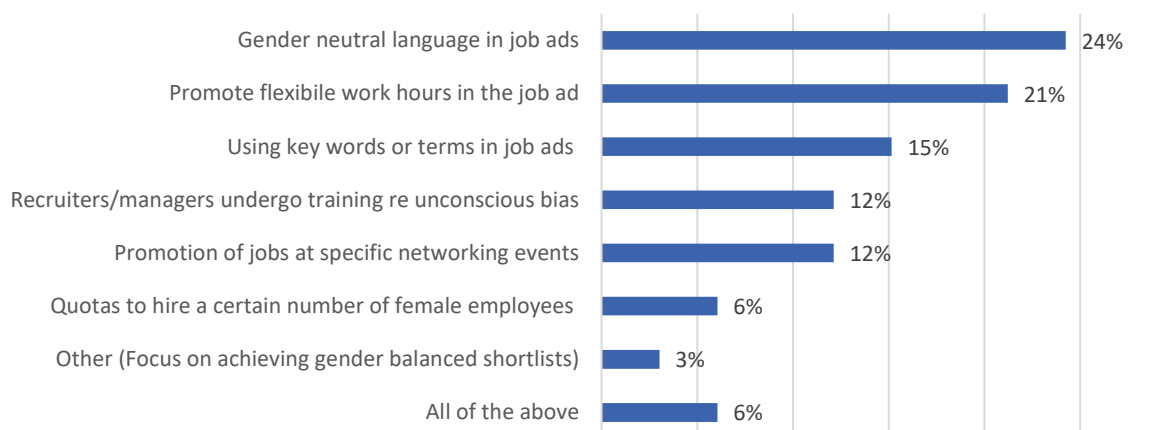

Not sure, 8%
Yes, 38%
No, 54%

n = 26 Organisations

More than half of the Organisation Respondents (14 organisations; 54%) per Figure 30 said they do not have a diversity strategy in their recruitment process. Of the ten organisations (38%) which said they do, they range from Crewing agent/manager/labour hire company, Government Department, Oil and Gas Operator, Defence, Ship Owner/Operator and Port/Harbor Services sectors. The results here demonstrate that there is room for improvement with internal recruitment processes in focusing on diversifying the workforce throughout the recruitment phase.

"As an Indigenous woman working in HR, this is something I am very interested in. It is important that there are opportunities for all, regardless of background. It is important that the conversation takes place, between all people."

- Respondent from Employee Survey

Figure 31: What type of diversity strategies have been implemented in the recruitment process?

Strategy	Percentage
Gender neutral language in job ads	24%
Promote flexibile work hours in the job ad	21%
Using key words or terms in job ads	15%
Recruiters/managers undergo training re unconscious bias	12%
Promotion of jobs at specific networking events	12%
Quotas to hire a certain number of female employees	6%
Other (Focus on achieving gender balanced shortlists)	3%
All of the above	6%

n = 10 Organisations

Note: Respondent Organisations could select more than one option. Only those ten organisations who said they have diversity strategies in place per the previous question responded to this question.

Of the ten Respondent Organisations (38%) who said they implement gender diversity strategies in their recruitment processes, eight (80%) say these measures have been effective. For the 54% of Respondent Organisations who said they do not have diversity strategies in place in their recruitment process, Respondents were invited to provide qualitative responses. The reasons articulated were:

- Not relevant/not necessary and focus is on the most qualified and experienced candidate available;
- Small size of the organisation means formal strategies are not currently necessary;
- Lack of available internal resources;
- Informal strategies are relied upon to engage with women through their network and via organisations such as WISTA; and
- Given the market has a higher percentage of males (generally there are little, if any, eligible female candidates) and given the current economic climate, a diversity strategy has not been a strong focus.

"To reiterate, close your eyes. Choose on merit, but also recognise that women may (or may not) need a boost, due to historical suppression."

- Respondent from Employee Survey

Figure 32: How many scholarships, cadetships or graduate programs are offered specifically for women at the organisation?
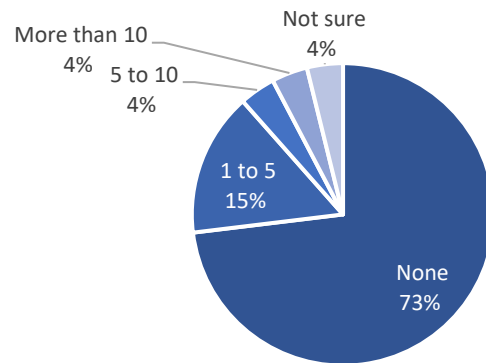
n = 26 Organisations

A majority of Organisation Respondents (73% or 19 organisations) do not offer scholarships, cadetships or graduate programs specifically for women. Of the six Organisations that do, two employ between 1-15 employees, and the remainder were of organisational sizes ranging between 101-500 employees and over 1,000 employees. Organisational size therefore does not seem to have an impact on whether such scholarships are offered.
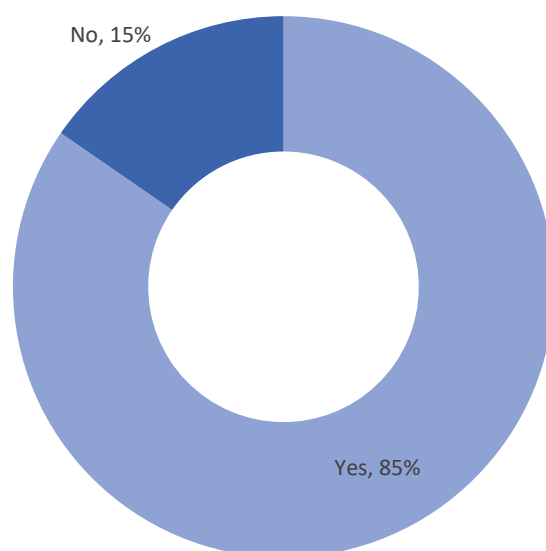
6. Culture

This section explores the culture of organisations from perspectives of the Organisations.

"There is a cultural difference between how gender diversity and equity are discussed from our head office … compared to current Australian standards. Our business needs to put more effort into progressing Australia further from its current position, rather than waiting for less female friendly cultures to catch up."

- Respondent from Employee Survey

No, 15%

Yes, 85%

n = 26 Organisations

Of the minority Organisation Respondents (four out of 26, or 15%) which indicated that in their view, their organisation's workplace culture does *not* embrace diversity and inclusion of women, they were from sectors of Marine Surveyor, Ship Owner/Operator and Port/Harbor Services, with a majority having between 16-100 employees and one between 501-1,000 employees.
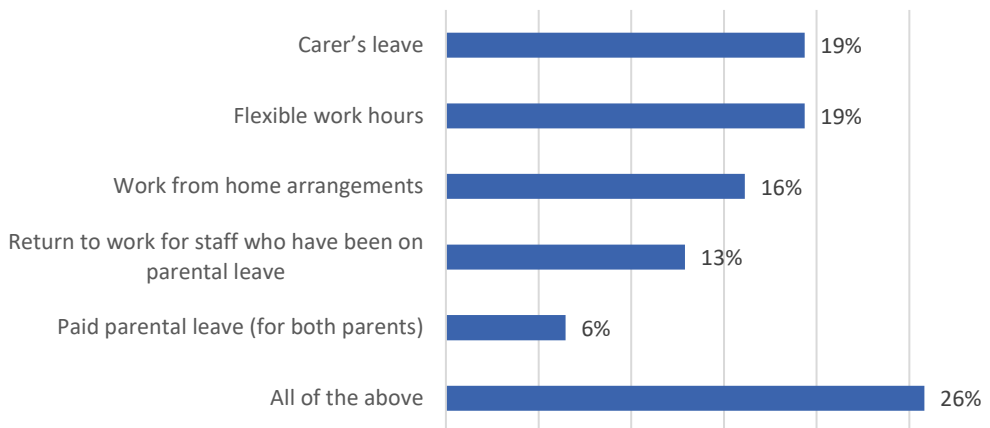
Figure 34: Does your organisation employ measures to ensure diversity in daily work practices?

Not sure, 19%

Yes, 54%

No, 27%
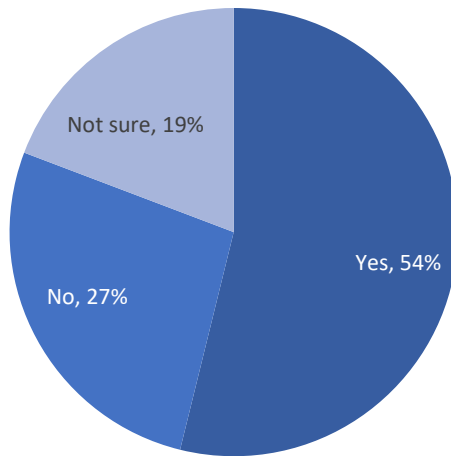
n = 26 Organisations

A majority of Organisation Respondents noted their organisation employs measures to ensure diversity in daily work practices (per Figure 34). For those that said they do not, it was noted via qualitative responses that it is not relevant with a majority female organisation, it's not a priority nor is it necessary, diversity is promoted but it is difficult to ensure and there are difficulties with resourcing, funding and systems necessary to enact this.

## Figure 35: What type of measures does your organisation employ to ensure diversity in daily work practices?

Measure	Percentage
Carer's leave	19%
Flexible work hours	19%
Work from home arrangements	16%
Return to work for staff who have been on parental leave	13%
Paid parental leave (for both parents)	6%
All of the above	26%

n = 14 Organisations.

Fourteen organisations provided responses to this question based on their affirmative response to the previous question.

It is acknowledged that for employees working at sea, some measures may not be possible (e.g. working from home). No other measures were identified by the Respondents beyond Figure 35.

Figure 36: Have these measures been effective?
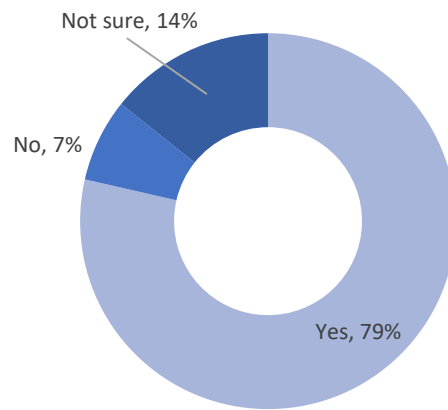
Not sure, 14%

No, 7%

Yes, 79%

n = 14 Organisations.

Fourteen organisations provided responses to this question based on their affirmative response to the previous questions.

A vast majority of Organisation Respondents consider the measures listed in Figure 35 to be effective. Of the one Respondent who said these measures have *not* been effective, they noted that the measures do not address underlying drivers on lack of gender diversity, including cultural considerations, lack of available female candidates and management attitudes.

7. Barriers to entry in the industry

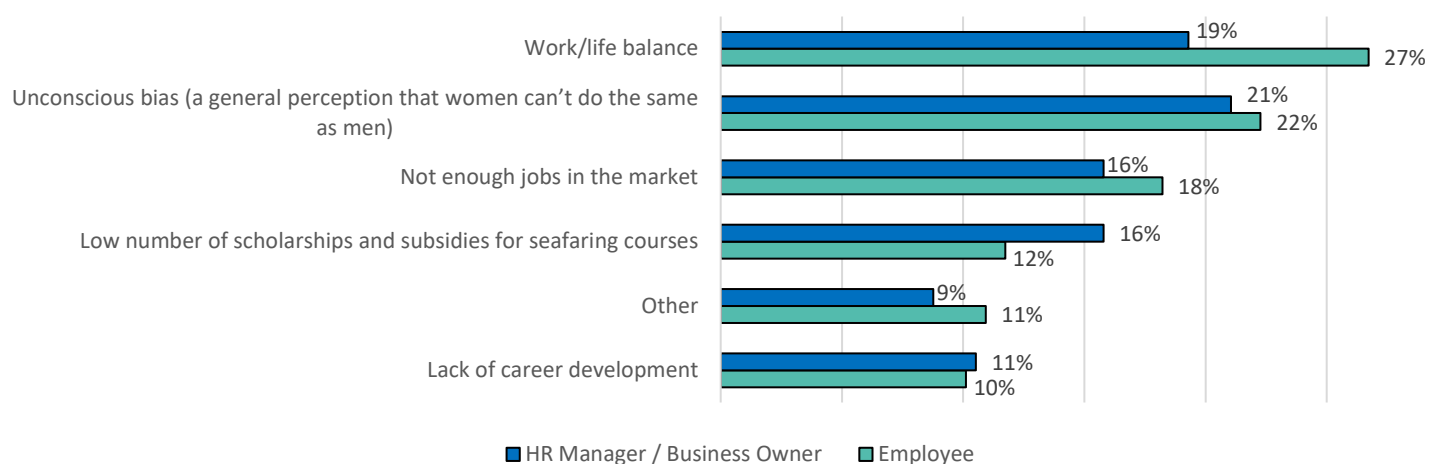*This section explores perspectives on barriers to entry into the industry.*

"Operating, commanding and preparing our modern high tech Navy for the full spectrum of contingency operations demands a modern team-based workforce that leverages the full contribution of every member - regardless of race, gender or religion.

Some of our traditional settings, behaviours and practices have acted as barriers which prevented women from reaching their potential.

Removing these barriers inherently increases Navy's ability to leverage the full potential of our entire workforce - maximising our capability to defend Australia and our national interests."

- RADM Mark Hammond, AM, RAN, Deputy Chief of Navy, 02 July 2020

Figure 37: Biggest barriers to entry for females into the maritime industry

Barrier	HR Manager / Business Owner	Employee
Work/life balance	19%	27%
Unconscious bias (a general perception that women can't do the same as men)	21%	22%
Not enough jobs in the market	16%	18%
Low number of scholarships and subsidies for seafaring courses	16%	12%
Other	9%	11%
Lack of career development	11%	10%

Note, respondents could select more than one option.

Unconscious bias[17] and work/life balance were the most common barriers identified for barriers to entry for females into the maritime industry by both Employee Respondents and Organisation Respondents (per Figure 37). Five Organisation Respondents noted that all of the listed options were barriers for women and in response to 'Other' barriers to entry, Organisation Respondents noted that lack of knowledge and a lack of promotion of maritime careers in early years (schools) targeted at women creates a barrier, as well as the fact that there are not many female applicants with shipping experience. Being an industry that lacks appeal to many women was also noted.

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[17] An example of unconscious bias included in the survey was 'a general perception that women can't do the same as men'. Per Australian National University, *Unconscious bias*, 2015, cited in Australian Public Service Commission, *Unconscious bias*, 2018, [website] https://www.apsc.gov.au/unconscious-bias (accessed 23 June 2020),*"unconscious or hidden bias…[is]…'a normal human prejudice' about people or groups of people. It happens automatically and is triggered by our making quick assessments of people and situations based on our own background, culture and personal experiences. Often people refer to 'first impressions' and intuitions about others, which are ways of expressing unconscious bias. Unconscious bias is considered to be outside our control though we can take steps to mitigate its effects".*

From an Employee perspective, 'Other' barriers noted by Employee Respondents were a lack of awareness as a career option (most prevalent), discomfort of working in a largely male-dominated environment, perception of barriers being in place, life at sea is not attractive, and it presents a choice between career and family.

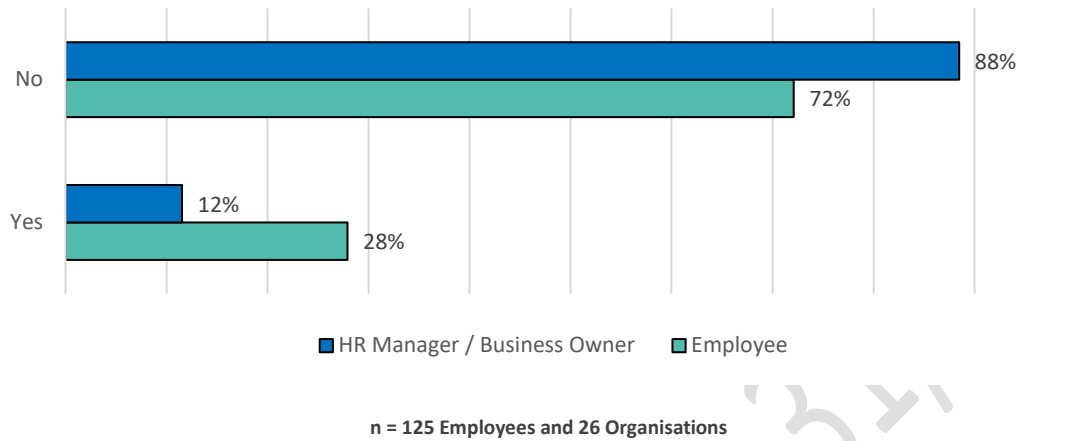**Figure 38: Perspectives on whether diversity is a barrier to employee progression**

HR Manager / Business Owner ■ **Employee**

n = 125 Employees and 26 Organisations

Figure 38 shows that Employees and Organisations are mostly aligned as to whether diversity is a barrier to progression (e.g. for some roles, men are more likely to obtain a position over women), with a vast majority noting gender is *not* a barrier. However, a substantial percentage of Employee Respondents, 28%, still believe that gender is a barrier to progression. These Employees were from industries including Port/Harbour Services, Professional Service Provider, Ship Owner/Operator and Government Department, and a majority of those respondents were female.

Figure 39: In your opinion, are there different barriers for women working at sea compared to women working other roles?
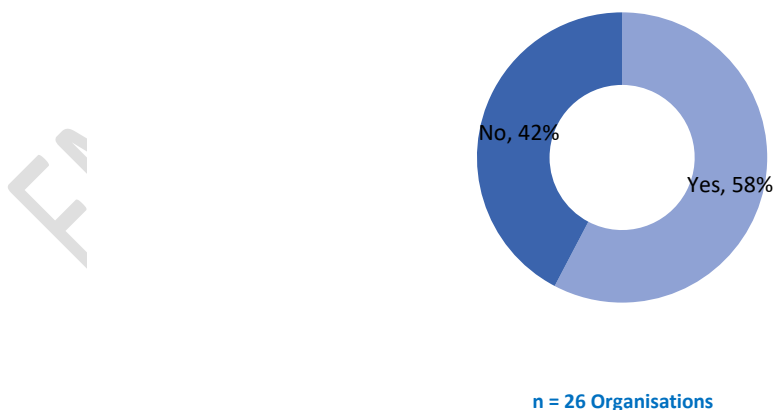
n = 26 Organisations

Interestingly, a substantial percentage of Organisation Respondents noted that working at sea versus working in other roles do not present different barriers for women. For the Organisation Respondents, the following patterns of qualitative responses were noted in respect of why there *are* different barriers ('yes' responses):

34

- The maritime industry is traditionally very male dominated;
- Work life balance, family / social challenges, onboard facilities and long swings;
- For international shipping challenges with cultural differences and the slow pace of change, but less so in domestic shipping;
- Perception that women aren't suited to the lifestyle or job requirements; and
- Historic bias against women at sea.

Acknowledgements

MIAL wishes to thank all the organisation representatives and individuals who took the time to complete the surveys. Their input has provided constructive data and outlooks from their different perspectives that have contributed to the compilation of the Diversity – Women in Maritime report.

MIAL also acknowledges the contributions made by MIAL members in highlighting their interest in exploring and addressing the gender imbalance and the opportunity this presents, as well as those who provided feedback into the preparation of the survey questions. MIAL also thanks its members and other organisations who have provided photos for inclusion throughout the report.

The independent data and comments obtained across the breadth of the Australian maritime sector contained in this report provides valuable insights and MIAL looks forward to supporting and exploring ways in which the industry can improve on the breadth of gender diversity in the Australian maritime industry from here.

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Workplace Gender Equality Agency, *Gender workplace statistics at a glance 2018-19* [website]*,* https://www.wgea.gov.au/data/fact-sheets/gender-workplace-statistics-at-a-glance, (accessed 29 November 2019).