



International
Chamber of Shipping
Shaping the Future of Shipping

ICS Diversity Tracker



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ICS Diversity Tracker

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The International Chamber of Shipping (ICS) is the global trade association representing national shipowners' associations from Asia, the Americas and Europe and more than 80% of the world merchant fleet.

Established in 1921, ICS is concerned with all aspects of maritime affairs particularly maritime safety, environmental protection, maritime law and employment affairs.

ICS enjoys consultative status with the UN International Maritime Organization (IMO) and International Labour Organization (ILO).



ICS Diversity Tracker



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1. Executive Summary

1.1 Introduction

ICS produced this report to track diversity in shipping following the publication of an International Labour Organization (ILO) paper focussing on the recruitment and retention of seafarers and promotion of opportunities for women seafarers. It came from a request to follow up on two resolutions:

1. Recruitment and retention of seafarers; and
2. Promotion of opportunities for women seafarers.

Section 5 of this report highlights information from the ILO study and section 6 presents the results of an ICS survey on diversity conducted in Autumn 2019. Section 7 outlines key conclusions based on the report and the survey, and gives recommendations for companies looking to build a diverse workforce.

The results predate the Coronavirus (COVID-19) pandemic outbreak and recent concerns relating to the Black Lives Matter movement, but was produced after concerns raised by the “Me Too” campaign.

1.2 Key Findings

Diversity will enable shipping companies to:

- Access a wider talent pool, not just the talent belonging to a particular world view or ethnicity or some other restricting definition;
- Gain insight into the needs and motivations of the wider client and customer base;
- Reflect societies and demographics more accurately;
- Have a broader range of talents and experiences; and
- Become more creative and profitable in a short timescale.

1.3 Recommendations

This report highlights a number of areas for immediate improvement. It is hoped that by the time the next report is produced in three years' time companies will be able to demonstrate corporate diversity and inclusion policies to:

- Actively promote and encourage diversity and inclusion;
- Include measures related to diversity and inclusion in their business plans;
- Specifically focus on diversity and inclusion to ensure it is properly reviewed;
- Place diversity and inclusion as a higher priority for the business;
- Significantly increase numbers of women on board from 7.5% to 12% in the next 3 years and to 25% in 20 years;
- Improve numbers of women seafarers in roles including Masters, Officers, Engineers, Ratings, shore-based management and board level posts;
- Notify manning agencies of corporate diversity and inclusion policy;
- Hold special events to promote diversity and inclusion;
- Celebrate national and religious festivals on board ships and in onshore offices;



- Introduce flexible working patterns;
- Collaborate with organisations promoting diversity;
- Ensure suitable on board accommodation for women seafarers;
- Introduce a childcare policy;
- Publish diversity and inclusion targets;
- Provide opportunities for disabled employees to work either at sea or on shore;
- Provide ergonomically suitable PPE that meets the needs of all seafarers; and
- Involve trade unions or employee groups through agreeing a joint strategy.

Acknowledgements

The report is being used by the recently formed ICS Diversity Panel and the ICS Women in Shipping Panel to consider areas for potential action. ICS thanks members of both these panels for their support in preparing this report.



2. The Value of Diversity

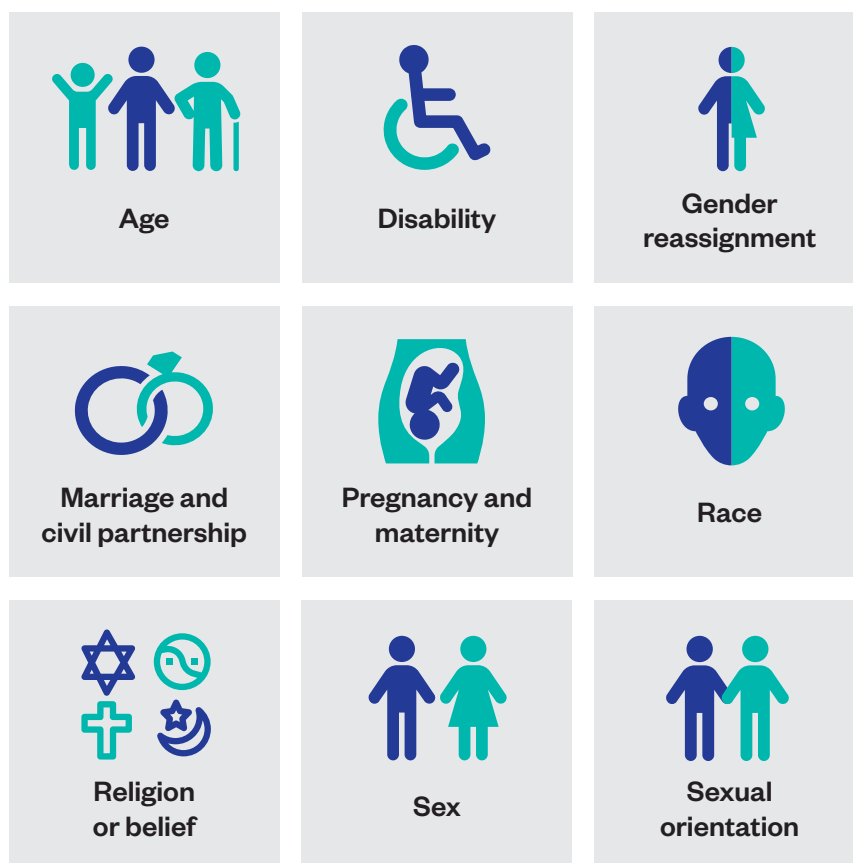


Figure 1: Protected characteristics

Diversity is the existence of variations of different characteristics in a group of people. These could be everything that makes us unique, such as our cognitive skills and personality traits, along with things that shape our identity (e.g. race, age, gender, religion or belief, sexual orientation, cultural background, disability, gender reassignment, marriage and civil partnership, and pregnancy and maternity). All the different characteristics should be considered.

Diversity should be reviewed in a social context to be understood and defined. At work, a person may interact with coworkers of different genders, age groups, faiths, etc. Likewise, when on board seafarers may come from different countries and socio-economic backgrounds with different personalities and physical abilities. Most familiar areas are race and gender, but diversity is significantly more. For a deeper analysis, see the breakdown results for the different types of diversity later in section 6 of this report.

Building a diverse environment enables companies to become equal opportunity employers and prevents discrimination against protected characteristics. It helps companies build their employer brand and supports employee satisfaction and productivity whilst being the right thing to do.

While companies may be legally obliged to be unbiased when hiring and managing employees, it is not mandatory to actively aim to build diverse teams. But there are many benefits of being a diverse company.



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- Reflect societies and demographics more accurately;
- Have a broader range of talents and experiences; and
- Become more creative and profitable in a short timescale.



3. The Value of Inclusion

Inclusion is considered a universal human right. Its aim is to embrace all people irrespective of race, gender, disability, medical or other need. It is about giving equal access and opportunities and getting rid of discrimination and intolerance (removal of barriers). It affects all aspects of public life.

Inclusive design:

- Is about making places that everyone can use, as the way places are designed affects our ability to move, see, hear and communicate effectively; and
- Aims to remove the barriers that create undue effort and separation. It enables everyone to participate equally, confidently and independently in everyday activities.

An inclusive setting works towards providing effective planning and different activities (differentiation) in order to meet individual needs. By doing this companies will be able to attract a broader range of people with different experiences which are more reflective of the wider population.



4. Individual Differences

These differences are less obvious and require the organisation's effort and proactiveness to allow people to thrive. To value diversity it is essential to recognise and value individual differences and to view these as an asset to the organisation.

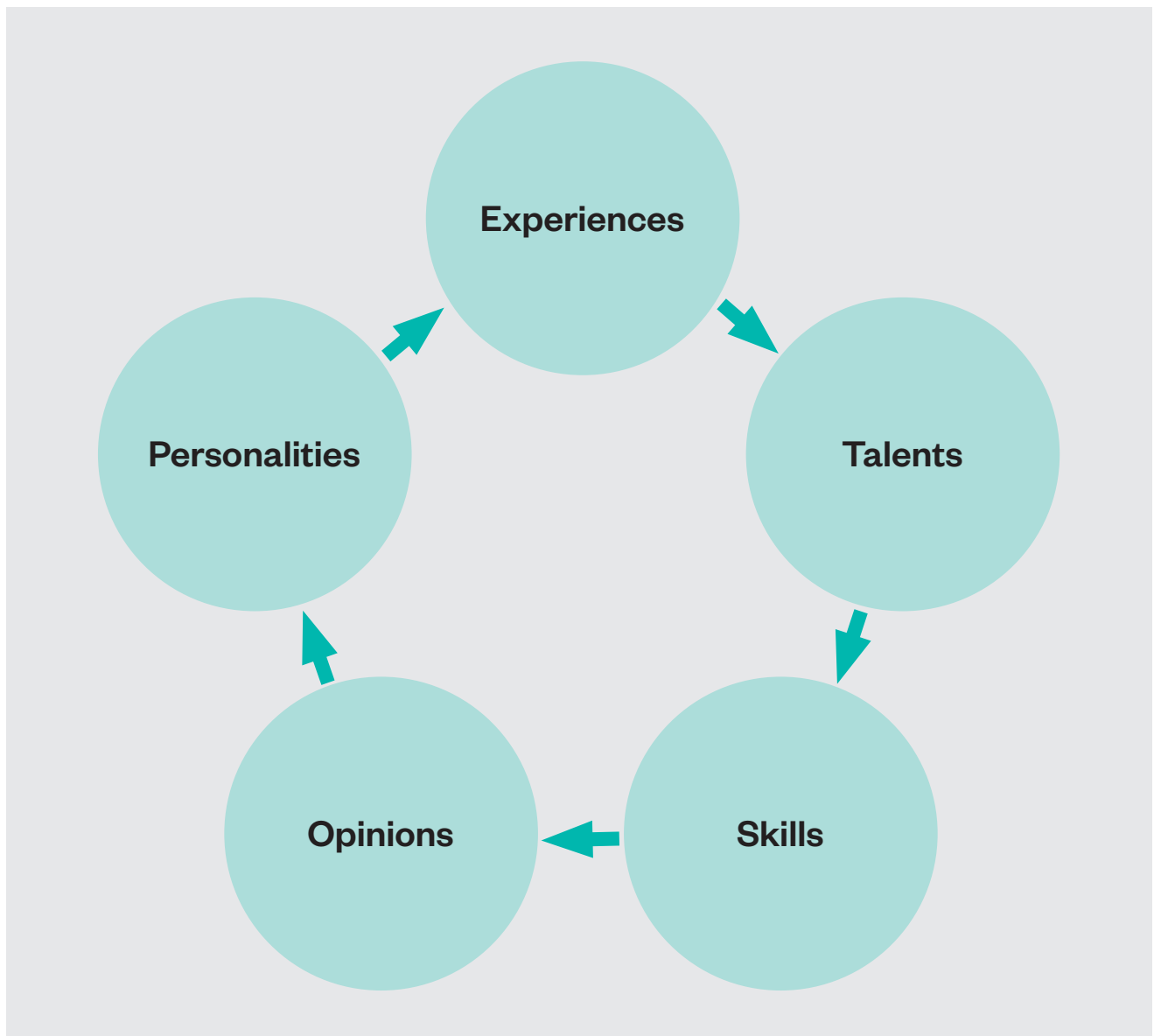


Figure 2: Individual differences



5. The Current Maritime Employment Landscape

5.1 General Overview

Shipping is the engine of global trade, carrying over 90% of world trade in terms of tonnage and enabling the movement of millions of passengers. Suitably qualified seafarers are essential to achieving safe, secure, environmentally sound and efficient shipping.¹ The sustainability of this sector depends on the ability to continue to attract sufficient quality new entrants and retain experienced seafarers, including women seafarers and other under-represented groups. This calls for a creative approach to achieve both meaningful and viable solutions.

The maritime sector is sensitive to global economic trends including global demand for goods and has evolved with structural changes in maritime trade including size and composition of national fleets; new methods of maritime management; characteristics of seafarers' employment; technological advancements; and better regulation.² A recent industry study indicates that there are over 1.6 million seafarers working globally on various ships including tankers, bulk carriers, container ships and passenger ships.³ The International Transport Workers' Federation (ITF) also estimated 300,000–350,000 seafarers are engaged in the cruise ship sector alone,⁴ which may not be reflected in this figure.

A “seafarer”, under the Maritime Labour Convention, 2006, as amended (MLC, 2006) refers to any person employed or engaged or works in any capacity on board a ship to which the convention applies. Seafarers are essential to international trade and the global economy. Seafaring, particularly living and working conditions, differs from other professions.

The sustainability of the maritime sector depends on the availability of suitably qualified seafarers and the ability to attract adequate new entrants.

5.2 Regulatory and Policy Framework

5.2.1 International Labour Organization (ILO)

The ILO sets international labour standards to protect the global seafaring workforce, and member States have a duty to adopt, implement and enforce national laws and regulations to ensure that the fundamental principles and rights at work and ratified Conventions relevant to the maritime sector protect and are applied to all seafarers, considering other international labour standards.

The MLC, 2006:

- Consolidates earlier ILO Conventions and recommendations concerning the maritime sector and provides minimum conditions for decent work. It sets out fundamental rights and principles and seafarers' employment and social rights. It outlines seafarers' rights on almost all aspects of their working and living conditions, including: minimum age, employment agreements, hours of work/rest, payment of wages, paid annual leave, repatriation, on board medical care, recruitment and placement services, accommodation, food and catering, health and safety protection and accident prevention and seafarers' complaint handling; and
- Requires flag State inspections and certification of on board living and working conditions. It also provides for inspection by port States of visiting foreign flag ships. Widespread ratification and implementation has contributed to and continues to improve the conditions of seafarers, to help attract new entrants and retain experienced ones.



These measures ensure equality, dignity and safe working conditions for all workers, as reflected in Sustainable Development Goal (SDG) 8: *Decent work and economic growth*. Gender equality and non-discrimination are also key policy drivers to ensure equal opportunities in the world of work. Social dialogue also plays a key role in this and includes all types of negotiation, consultation and information exchanges between workers, employers and governments on employment issues.

5.2.2 International Maritime Organization (IMO)

The IMO is responsible for safety and security of shipping and prevention of marine and atmospheric pollution by ships. Nearly all IMO Conventions impact the lives of seafarers including STCW, SOLAS and MARPOL. Other IMO Conventions and mandatory codes, and IMO Assembly resolutions and other instruments, also influence conditions of work at sea.

5.3 Port State Control Memoranda of Understanding (PSC MoUs)

Globally, there are nine Port State Control memoranda of understanding (PSC MoUs) regional agreements which comply with IMO and ILO Conventions and contribute to improving living and working conditions of seafarers. They also contribute to an increase in the number and intensity of inspections experienced by seafarers, notably senior officers.

5.4 The Global Labour Market

According to ITF's recent collective bargaining agreements, the global supply of seafarers available for service on internationally trading ships is estimated at 1,647,500. Women seafarers comprised 1%.⁵ Crew composition has changed dramatically, with fewer seafarers from traditional maritime countries and an increase in those from developing countries.⁶ National labour markets have increasingly impacted global markets. Recruitment occurs via a global network of shipowners, ship managers, crew managers, labour-supply agencies and Maritime Education and Training (MET) institutions. The five largest suppliers are China, the Philippines, Indonesia, Russia and Ukraine.⁷

Some countries require some nationals to be hired or certain specific positions (e.g. Master) to be filled by nationals on board their flagged ships. National maritime cabotage laws may aim to ensure national flagged ships carry goods, as is the case in Argentina and Algeria.⁸ Other countries stipulate that all or some of the crew are nationals/residents.

Global demand in 2015 for seafarers was approximately 1,545,000 seafarers. Figure 3 shows a higher demand for officers than available. General cargo ships (25%); bulk carriers (19.4%); and offshore vessels (12.4%) required most officers. Those most requiring ratings were general cargo ships (30.1%); bulk carriers (19.9 %); and passenger ships (9.9%). Ship numbers have grown since 2010 requiring more officers (24.1%). However, ratings demand increased by only 1% (see figure 4), predicted change in balance between officer supply and demand from 2.1% to 18.3% by 2025 due to different vessel-specific needs. Liquefied natural gas and liquefied petroleum gas (LNG and LPG) carriers, container ships and passenger ships had the highest demand.⁹

The ILO Global Commission on the Future of Work¹⁰ report examined opportunities arising as the workplace continues to transform. It recommended how to address key challenges ahead and explained how advancement in gender equality, seizing opportunities from technological change and effective social dialogue can promote decent sustainable work.



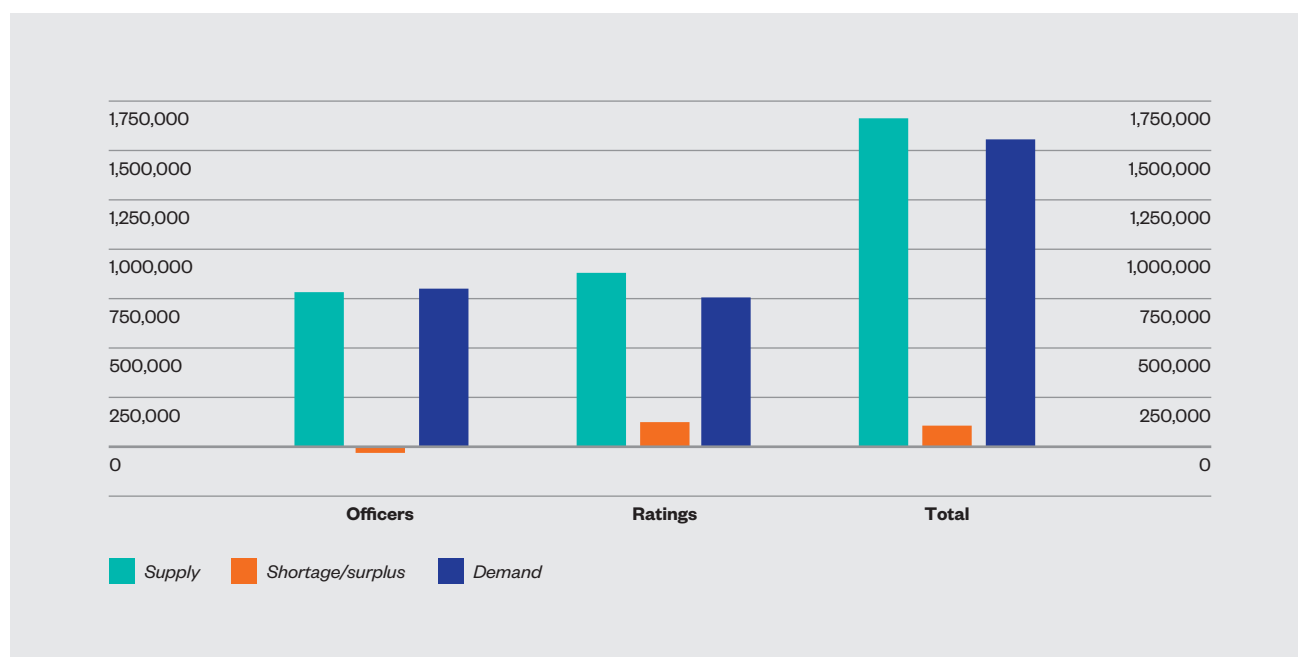


Figure 3: Estimated global supply and demand of seafarers, 2015
(Source: BIMCO/ICS Manpower Report 2015)

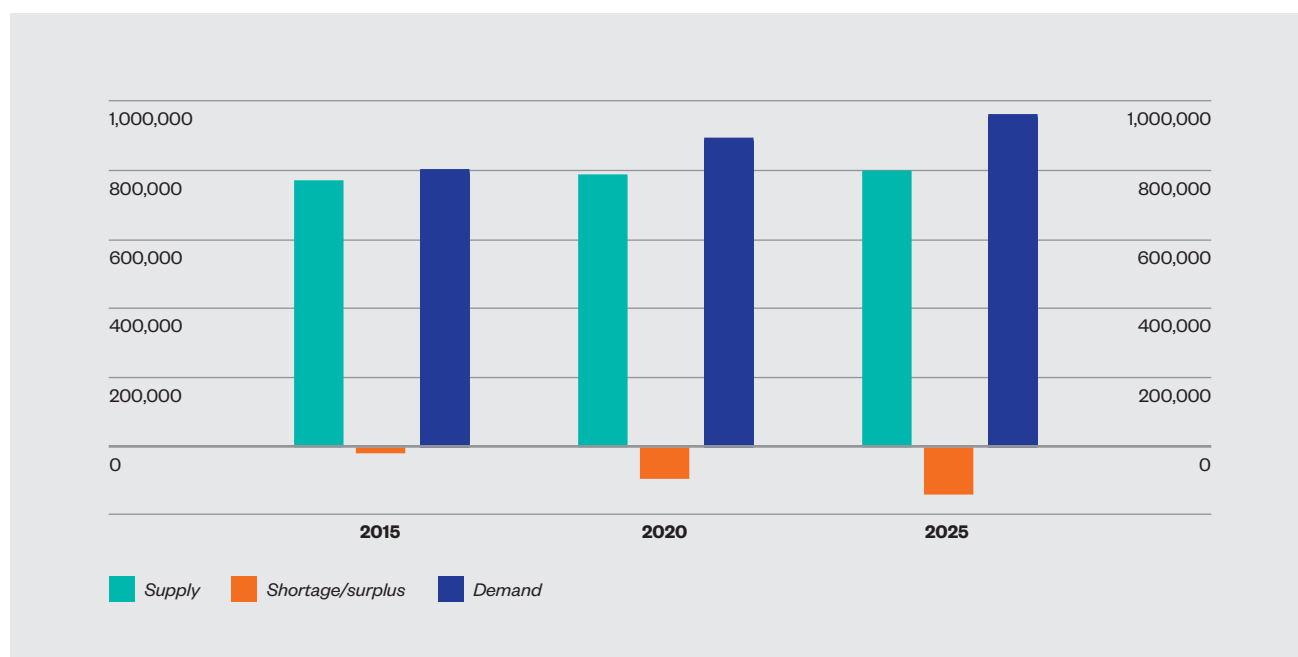


Figure 4: Basic forecast for the supply-demand balance for officers (Source: BIMCO/ICS Manpower Report 2015)

5.5 Recruitment and Retention

Maritime careers have many positive and attractive aspects. However, there are also a number of challenges and issues which may dissuade some new entrants and cause experienced seafarers to leave the seagoing profession. The projected seafarer shortage, particularly of officers, calls for promoting decent work and good practices, addressing problem areas to produce qualified, motivated seafarers. The Seafarers' Happiness Index, 2018 highlighted issues impacting seafarers' happiness¹¹ and influencing recruitment and retention.



Recruitment and training have improved in the last five years, resulting in officers staying longer in their positions, but training numbers must grow significantly to avoid projected officer future shortages. Officer recruitment has reduced from traditional maritime countries in recent years. Attrition rates are high among cadets, and senior officers move into shore-side jobs after an average seven years at sea.¹² Estimated future seafarer shortages highlight a need to address how to attract qualified people and ensure seafarers have satisfying careers.

Regulation 1.4 of the MLC, 2006, contains extensive provisions regulating recruitment and placement of seafarers, but there is inconsistency in law and practice in how such services are regulated and operated. For example, the negative impact of the recruitment and placement services sending replacement crews to abandoned ships, knowing they will face payment problems, should be addressed.

The ILO promotes recruitment practices to protect, respect and fulfil international labour standards and globally-recognised human rights.¹³ In 2014, it launched a Fair Recruitment Initiative to protect workers from fraudulent and abusive recruitment practices which sought to enhance global knowledge on national and international recruitment practices; improve laws, policies and enforcement to promote fair recruitment and business practices; and empower and protect workers.

For the maritime sector, the MLC, 2006 provides extensive provisions on recruitment in Regulation 1.4 and the related standards and guidelines. It ensures seafarers can access an efficient, adequate and accountable system to find employment on board without charge. It also ensures that recruitment and placement services operate in an orderly manner protecting and promoting seafarers' employment rights. Recruitment and placement services must ensure seafarers' employment agreements are in accordance with applicable laws, regulations and collective bargaining agreements. Public and private recruitment and placement services should keep records of qualified seafarers, providing and arranging employment, and informing seafarers of their rights and obligations under the employment agreement. Compliance is key to ensuring seafarers are protected against unfair practices.

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Member States must ensure recruitment and placement agencies: maintain registers of placed seafarers; inform them of their rights and duties under their employment registers; verify seafarers' qualifications and hold correct documents for a specific job. Effective inspection and monitoring systems and judicial procedures to comply with labour-supplying responsibilities and minimum standards promoting fair recruitment practices must also be established.¹⁴

Shipowners must ensure that recruitment and placement services are certified or licensed and regulated. Use of recruitment services from countries that have not ratified the MLC is discouraged.¹⁵ Member States must ensure seafarer recruitment and placement services within their territory operate to a standardised system of licensing or certification and require no fees or other charges for recruitment, placement or employment to be borne at all by the seafarer. Costs of obtaining a national statutory medical certificate, the national seafarer's book, and a passport or similar travel documents (excluding visas) may be borne by the seafarer.¹⁶ Seafarer recruitment and placement services must not use means, mechanisms or lists intended to prevent or deter seafarers gaining employment for which they are qualified.¹⁷ Abusive recruitment practices can lead to labour exploitation. The MLC, 2006 aims to prevent such practices, and registration should reduce instances of:



- Debt bondage (to be able to reimburse recruitment fees);
- Blacklisting, for various reasons such as:
 - Illegal wage deductions;
 - Passport retention;
 - Establishing or joining a trade union;
 - Complaining of unfair treatment, poor working conditions and other concerns; and
 - Being subject to pending disciplinary proceedings;
- Misleading information about the nature and conditions of work.

Seafarers may be reluctant to use the MLC, 2006 complaints mechanisms, fearing limiting future employment opportunities and being labelled “troublemakers”. Instead, complaints are made via channels such as the ITF, trade unions or port chaplains.¹⁸

Career progression, work–life balance, working and living conditions, isolation and loneliness due to long periods on board all influence the longevity of a seafarer’s career at sea. To avoid a seafarer shortage, factors that keep people at sea and issues causing seafarers to leave prematurely must be addressed. In a recent survey, trainee seafarers were expected to spend 10–15 years at sea (corresponding with actual time spent at sea) before transferring to shore-based employment. Factors influencing a seafarer pursuing and remaining in a career at sea include the provision of a safe and secure working environment, decent working and living conditions, internet access, social protection, medical care, fair employment terms, company provided seafarer family support, working on high-tech and usable ships and systems, and long-term career prospects.

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One of the world’s largest shipping lines attributes five factors to its 98% retention rate:

- 1. For all seafarers: training and professional development courses; leadership development, team building, and cultural training for senior crew;*
- 2. Decent on board working conditions;*
- 3. Management/employer communication to crew providing opportunities for feedback;*
- 4. Long-term, stable employment opportunities; and*
- 5. Wages paid on time.*

A Vietnamese study identified why seafarers leave maritime: poor retention management; unfair promotion and unfair organisational culture; low salary and poor working conditions were all cited.¹⁹ If there is a lack of positive organisational culture and/or poor shipboard management and/or poor human resource practices, seafarers are less likely to remain motivated to stay with a company.^{20 21 22 23 24}

Cadets may leave after training, for reasons such as inability to cope with life at sea or training difficulties. Other seafarers leave when career progression slows due to various reasons, such as lack of experience or lack of higher-ranking positions. Seafarers may also choose to leave for personal reasons such as family responsibilities.²⁵

Exemplar shipping companies continuously strive to improve welfare and working conditions, developing retention strategies to prevent or reduce seafarers leaving maritime. These strategies should aim at ensuring job satisfaction by including factors such as: job diversity, salary, career progression, professional and personal development, and a good working environment.²⁶



Research on factors determining seafarer retention emphasises various characteristics: fair recruitment processes, employee-friendly organisational culture and long-term careers.

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5.5.1 Attraction: What Calls a Person to a Career at Sea?

There are many positive and attractive aspects to a maritime career. Seafaring may offer the adventure of being at sea, to travel around the world, good pay, flexibility and long leave periods. Seafarers are also influenced by the working and living conditions provided on board a ship. These may include: social protection and insurance; salaries offered; activities on the ship and, for some, access to the internet on board.²⁷ The prospect of a long and rewarding career at sea with potential for successful transition into a shore-based career could also promote a maritime career.²⁸ Shipping companies can do better if they consider seafarer expectations for career development and future plans.²⁹

Surveyed cadets identified issues such as multicultural interaction, safety, security, workload/stress, discrimination, harassment and loneliness as concerns about going to sea.³⁰ Exposure to the maritime sector tends to be negative, as public attention to seafaring is usually drawn following marine disasters, reports of human trafficking, or incidents of piracy and abandonment of seafarers.³¹ The IMO has continued to promote seafaring as a career, launching various projects aimed specifically to the younger generation and women seafarers. These promote more family-friendly working conditions, hoping to attract more women seafarers; measures which positively benefit all seafarers. The IMO "Go to Sea!"³² campaign launched in November 2008 with ILO and the "Round Table". It recognised a need for a pool of competent and efficient seafarers to meet future demand and aimed to promote seafaring as an attractive career option for young people by highlighting that it could provide a stimulating and rewarding career, both at sea and in maritime as a whole. Activities included establishing and maintaining training institutions, providing support to new and experienced seafarers during education and training, highlighting opportunities for women seafarers, having gender-friendly accommodation on board, media promotion and campaign endorsements. It also encouraged stakeholders to mount campaigns to improve seafarer recruitment.

Advances in technology in the maritime sector have adapted most data handling to computers and high-speed telecommunications. Most ships have computer monitoring systems or control equipment with higher data transmission capacity. Digitalisation transforms processes and models.³³ Systems are more efficient and sophisticated, and technological developments have eased or replaced some crew work, leading to a gradual decrease in crew required.³⁴

5.6 Digital Technologies

Advances in technology in the maritime sector have adapted most data handling to computers and high-speed telecommunications. Most ships have computer monitoring systems or control equipment with higher data transmission capacity. Digitalisation transforms processes and models.³³ Systems are more efficient and sophisticated, and technological developments have eased or replaced some crew work, leading to a gradual decrease in crew required.³⁴



5.6.1 Automation

Discussion is increasing on future automation on board ships, particularly the regulation of automated ships, its potential impact on employment and the impact of automating tasks rather than jobs. Studies indicate that automation initially replaced manual routine tasks, but is increasingly replacing non-routine tasks. Automation has now completely replaced narrow job profiles that performed low complexity tasks. Automating some tasks and work procedures can reduce human errors and boost productivity.³⁶

IMO has defined a Maritime Autonomous Surface Ship (MASS) as “a ship which, to a varying degree, can operate independently of human interaction.”³⁷ Autonomous shipping is rapidly becoming more of a reality with various projects under way including the Yara Birkeland autonomous container ship. Others include the Chinese Alliance for Unmanned Ships, which plans to launch its first commercial unmanned ship in 2021. MASS can operate with varying levels of human interaction and autonomy will affect how many seafarers need to operate shipboard systems and skills required. Figure 5 shows a vessel can operate at different autonomy levels during a single voyage. A cautious attitude towards automated ships indicates that automated or semi-autonomous vessels will firstly operate over shorter distances and closer to shore with remote support. Technological developments in the international shipping regulatory and legal framework will be affected. Moving to integrated technology and automated functions requires consideration of ship manning and operation. Demand for specialised and highly skilled crews will increase in line with the increased use of digital vessel operating systems.

Ship with automated processes and decision support	Remotely controlled ship with seafarers on board	Remotely controlled ship without seafarers on board	Fully autonomous ship
<ul style="list-style-type: none"> Seafarers are on board to operate and control shipboard systems and functions Some operations may be automated 	<ul style="list-style-type: none"> Ship controlled and operated from another location Seafarers remain on board 	<ul style="list-style-type: none"> The ship is controlled and operated from another location No seafarers on board 	<ul style="list-style-type: none"> The operating system of the ship is able to make decisions and determine actions by itself

Figure 5: Degrees of automation (Source: IMO takes first steps to address autonomous ships, IMO 2018)

5.6.2 Technological Developments, the Environment and Green Jobs

According to the third IMO greenhouse gas (GHG) study, the maritime sector accounts for about 3.1% of global CO₂ emissions. IMO estimates that technological and operational improvements could reduce these by 33% by 2050. Greening closely links to automation and digitalisation with technological innovation driven by considerations such as reducing maritime emissions and environmental sustainability.³⁸ Greening maritime employment would provide continuation of maritime services whilst being more energy and resource efficient. Decent working conditions and attraction and retention of qualified seafarers is proven to reduce maritime accidents and pollution incidents. There is an expected shift of job types to new job profiles. With predicted crew reductions at sea following increased remote management and monitoring of vessels, more jobs are forecast ashore.

5.6.3 The Effects of Technological Advances on Crew Costs and Crew Numbers

The pace of automation and digital technologies is likely to require a review of the perceived seafarer shortage as long-term effects of automated and unmanned ships on employment prospects are unknown. If 1,000 ships are fully automated by 2025, it is reasonable to assume that demand for seafarers may correspondingly reduce by 30,000–50,000 seafarers. It is difficult to predict exactly how technological



developments and automation will affect job losses or job creation. Automation may impact tasks rather than jobs. In comparison the railways sector has automated metro systems which led to substantial changes in staff qualifications and greatly decreased staff costs as automated lines reduce the need for drivers. Operational staff tasks have evolved toward maintenance. Automation can assist in the development of new organisational models, support reskilling and ensure more efficient maintenance and operation. Transition to shore-based jobs, increased demand for higher skilled labour and possible new jobs related to operation and maintenance may be required.^{39 40 41 42}

The ICS study, *Seafarers and Digital Disruption*, considered remote and on board jobs, staff training, cyber security and safeguards for seafarer welfare. Advanced technology on board will require seafarers with technologically advanced skills, in many cases requiring up-skilling or reskilling. Seafarers already have a high level of technological knowledge. 88% of seafarer respondents reported currently using technology, understanding how it works, and assisting others with it. Thus, additional technological upgrades may not be difficult to acquire.^{43 44}

Figure 6 illustrates seafarers' views towards technologies and shows that seafarers see these more as opportunities than threats to their future roles. Over half the seafarers surveyed stated at least one part of their role was automated in the last two years. Additionally, 90% stated automation positively impacted their role. Automation of certain tasks may improve the working lives of seafarers, with some seafaring respondents who participated in a study on autonomous shipping believing that technological developments could potentially improve working conditions at sea.

Automation could reduce physically burdensome activities and dangerous, monotonous, or tedious tasks and reduce excessive working hours and fatigue in addition to work-related injuries and other occupational health and safety concerns. Yet, the use of unmanned ships, robotics and artificial intelligence are seen by many seafarers as the main threats to their future careers. Discussions around automation and technological innovations often revolve around job creation and destruction and the need to reskill. While automation could free seafarers from hazardous, monotonous work and reduce work-related stress and potential injuries, these developments could lead to further reductions in crew size. A human-centred approach to automation could ensure decent jobs and gradual shifting in roles. Reskilling, upskilling and new skills are key to ensuring maritime sustainability. Changes in this field are evolutionary not revolutionary and may lead to certain operational tasks being shifted ashore. Seafarers should be encouraged to understand their role in lifelong learning. E-learning, at sea or ashore, may assist if it does not reduce seafarers' rest hours. It is important to highlight to seafarers that their jobs could evolve due to these changes. Alongside technical training, consideration should be given to providing seafarers with training on the differences between shore-based and sea-based work.

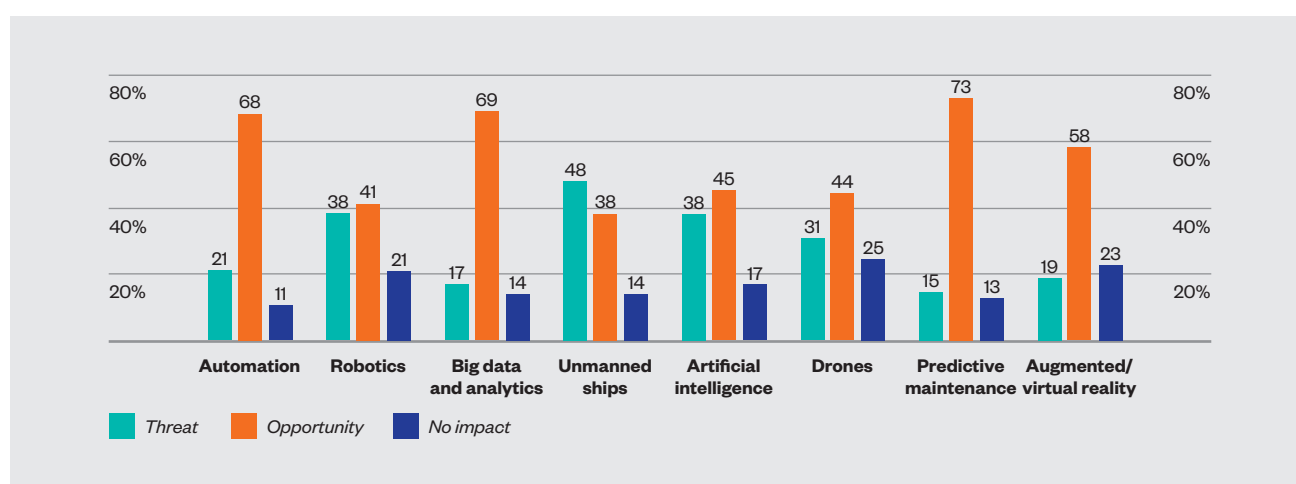


Figure 6: Technologies viewed as a threat or an opportunity by seafarers (Source: Crew Connectivity 2018 Survey Report, 2018, Futureautics Maritime)



5.7 Career Development, Education and Training

The MLC, 2006 mandates both initial and continuous training for seafarers. Regulation 2.8 calls on member States to create national policies to promote opportunities for employment, career and skills development for seafarers living in their territory. Standard A2.8, paragraph 2, encourages member States to facilitate strengthening seafarer competency, qualifications and employment opportunities.

Guideline B2.8 outlines different steps to take to promote the objectives including career development and skills-training agreements with shipowners or shipowner organisations, maintaining a list of qualified seafarers and promoting onshore and offshore opportunities for further training and education.

Maritime recruitment must comply with international and national requirements regarding compulsory training levels associated with every position occupied by a seafarer. Education and training of potential seafarers should be considered in the shortage of certain categories of seafarers, particularly officers. Research has shown that shipping has no major recruitment problem but there are issues related to management level officers and officers qualified to work on chemical tankers, LNG and LPG carriers.⁴⁵

Regulation 1.3 of the MLC, 2006 (training and qualifications) aims to ensure seafarers have the required training and qualifications to conduct duties on board ship. Seafarers cannot work on board unless they have fully completed their training and are certified competent in accordance with IMO mandatory instruments. STCW establishes minimum requirements on training, certification and watchkeeping for seafarers. Certificates are issued to candidates meeting requirements for service, age, medical fitness, training, qualification and examinations.

All seafarers, regardless of sex or gender, need equal access to training and education. This could be achieved through equal opportunity policies specifically relating to women seafarers, the promotion of an equal opportunities culture and increased intake of female trainees.

Technological developments may create a skills gap as seafarers' competences may struggle to evolve in line with advancements. Accidents could increase if seafarers are not trained in the appropriate use of the new technology introduced. It is clear that continuous education and training of seafarers is required to ensure seafarers strengthen their skills and employability, including being "tech-savvy". Training activities should include re-skilling, deskilling or up-skilling of seafarers. "Deskilling" could mean fewer, more qualified workers perform tasks that previously required a highly skilled worker, with processes now automated. Training seafarers in new technologies ensures that they are able to accept new opportunities arising developments continue to progress. Technology and digital training was the second most requested type of training by seafarers after equipment refresher training. Skills identified as those most important for automation were engineering, electrotechnical and in-depth knowledge of IT systems and electronics. All parties should collaborate to assess and evaluate future skills and training requirements.^{46 47 48 49}

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5.7.1 Cadet Berths

The STCW Convention requires seafarer training conducted both at a maritime institute and on board a ship to gain experience. It sets out the minimum approved seagoing service for the different rankings of crew which can vary from 6 to 36 months. The availability of cadet berths on a ship represents an opportunity for providing practical training on board. Further, a resolution urges shipowners, shipping companies and ship managers to provide suitable accommodation for trainees on board ships following a recognition of the lack of adequate accommodation and the barrier it creates to the training and retention of trainees.

Cadets and trainees on ships covered by the MLC, 2006 are considered seafarers. Experience gained from such assignments prepares and qualifies them for duties required by STCW. However, there are not always sufficient berths available.

Various factors impact the availability of cadet berths on ships. Ships may lack the space to accommodate cadets on board, as they are designed with a view to maximising space for cargo and minimising port levies calculated according to the ship's gross tonnage. Other factors include lack of capacity for on board supervision and mentoring, and costs associated with providing cadet berths on board a ship.

Several stakeholders can exert considerable influence in ensuring such berths are provided, including shipowners, who should provide sufficient quality berths, where possible; seafarers' organisations who represent their members interests; METs and governments which approve training programmes.

Where cadet berths are available, trainee working conditions can also be an area of concern. Most cadets are treated well but a few have experienced harsh treatment, hostility from other crew members and exploitation.⁵⁰

Responses in the MET Institutional Survey indicated difficulty for officer trainees and MET institutions in finding berths to complete sea time. For instance, in Australia, demand for cadet berths on vessels was not being met, resulting in a "major bottleneck in the supply of seafarers". This was an issue for MET institutions globally. Some institutions have responded by utilising alternative practices, such as scheduling short training periods on vessels or using alternate forms of simulator training. STCW certificates must also be recognised by other countries.⁵¹

In 2017, the Maritime and Port Authority of Singapore (MPA) introduced "Training Berth Relief Support" for shipping companies to provide cadet training. Further, the MPA, the Skills Future Singapore (SSG) and the Singapore Maritime Officers' Union (SMOU) provided a Tripartite Nautical and Engineering Training Award programme with funding to support Singaporean seafarers become deck and marine engineer officers.^{52 53}

Another approach is investment in training ships. For example, the T/S Piri Reis University is a training ship for Turkish commercial cadets, implemented to mitigate the shortage of cadet berths. With a capacity for 400 cadets, the ship has a training bridge, lecture theatre and classrooms. Cadets also gain practical experience and insight into life at sea. This is funded in a variety of ways including optimising usage by also offering training spaces to other maritime institutions.

Implementation of national legislation or campaigns to support and enable cadet training and opportunities will play a key role in addressing the predicted seafarer shortage. Such campaigns further encourage companies to invest in providing cadet berths on ships.⁵⁴

Where cadet berths are available, trainee working conditions can also be an area of concern. Most cadets are treated well but a few have experienced harsh treatment, hostility from other crew members and exploitation.⁵⁰



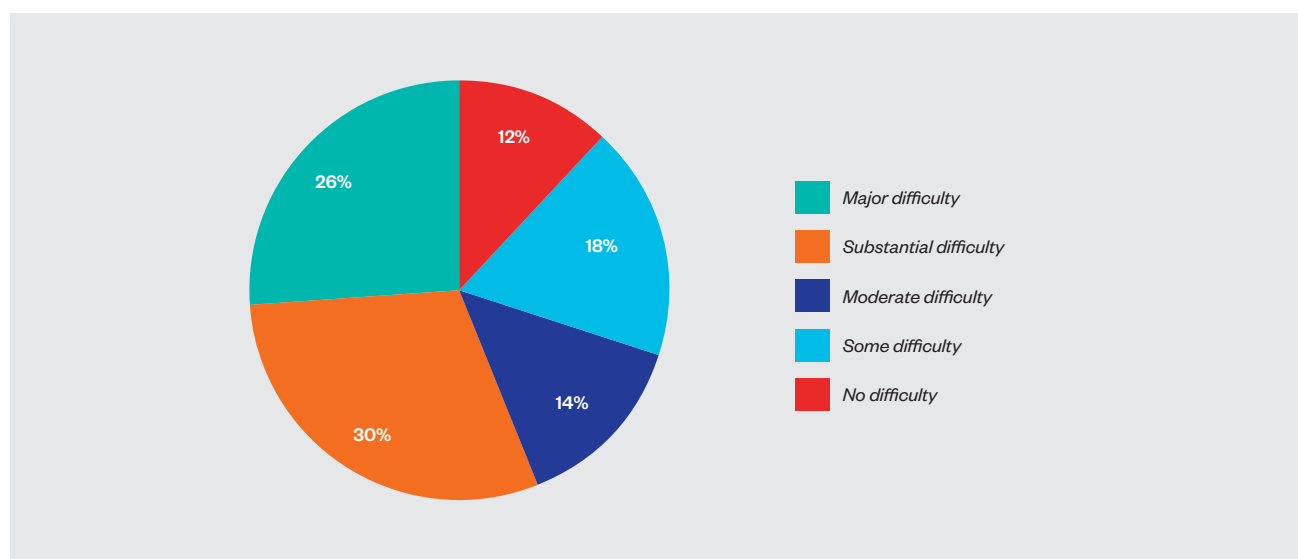


Figure 7: Estimated difficulty for officer trainees to obtain sea time before qualification
(Source: BIMCO/ICS Manpower Report 2015)

5.8 Discrimination during Recruitment

The ILO Discrimination (Employment and Occupation) Convention, 1958 (No. 111) defines discrimination as “any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which can nullify or impair equality of opportunity or treatment in employment or occupation.”

The MLC, 2006, Article III requires member States to satisfy themselves that provisions of their national legislation respect the fundamental principles and rights at work, in particular paragraph (d) “elimination of discrimination in respect of employment and occupation”. Guideline B1.4.1 requests member States operating a public seafarer recruitment and placement service to consider maintaining an arrangement to collect and analyse data on the maritime labour market including data on age or sex for statistical purposes or for use to prevent age and gender discrimination.

Promoting equal opportunities and treatment during recruitment is vital to eliminate gender discrimination. Employment policies should guarantee equal opportunities in recruitment, training, career development, and terms and conditions of employment and benefits.⁵⁵

Labour market discrimination, such as denying access to employment, training, promotion and social security, is also faced by lesbian, gay, bisexual and transgender (LGBT) workers.⁵⁶ Information regarding maritime is not readily available.

5.9 Career Mobility

Continuous education and training which combines practical experience with theoretical training can help seafarers achieve national and international qualifications, supporting and encouraging career advancement. The MLC, 2006 Standard A2.8 instructs countries to consult with shipowner and seafarer organisations to establish clear objectives on vocational guidance, education, training and continuous training. Guideline B2.8.1 calls for further training and education to provide skills development and portable competencies to secure and retain decent work, improve individual employment prospects, and meet changing technological and maritime labour market conditions. Basic and further training equip a seafarer with skills and knowledge to efficiently conduct their duties and qualify for promotions. Seafarers sometimes pay for training and take leave for training.⁵⁷



Training should consider the seafarers' ability to qualify for opportunities both on ships and ashore to ensure they are able to participate in maritime occupations even if they are not working at sea. Creating awareness of the transition from sea to shore-based employment may provide seafarers with the knowledge of a career path within the maritime sector.⁵⁸

5.9.1 Leave, Interruption and Re-entry

Under the MLC, 2006, seafarers are entitled to leave in terms of Regulation 2.4, which includes annual leave and shore leave, to benefit well-being and health. Access to shore facilities and shore leave is vital for the general well-being of seafarers. Nonetheless, many continue to experience difficulties in accessing shore leave and transiting in certain ports and terminals. The inability to travel easily, limitations on essential shore leave and the difficulty in obtaining work because of visa restrictions are disincentives to joining the profession. The Seafarers' Identity Documents Convention (Revised), 2003 (No. 185) has been ratified by 35 countries. It aims to address these factors by facilitating seafarers' shore leave and professional movement. Widespread ratification and implementation by not only flag States and labour supplying States but also port States will improve the lives of seafarers with limited access to shore leave and professional travel. Regulation 4.4 of the MLC, 2006 requires member States to ensure that shore-based welfare facilities, where they exist, are easily accessible.²⁵⁹

Training should consider the seafarers' ability to qualify for opportunities both on ships and ashore to ensure they are able to participate in maritime occupations even if they are not working at sea. Creating awareness of the transition from sea to shore-based employment may provide seafarers with the knowledge of a career path within the maritime sector.⁵⁸

Under Regulation 2.4 of the MLC, 2006, seafarers shall be granted shore leave to benefit their health and well-being consistent with the operational requirements of their positions. Maritime authorities must continue to respect this obligation, without prejudice to the proportionate and specifically adopted measures to minimise risk of any contagion. Access to port-based welfare services should also be ensured, as far as possible, during any pandemic. Compliance with these obligations is currently being facilitated by increased access to personal protective equipment and enhanced knowledge about COVID-19. In a joint statement, the Officers of the ILO STC indicated that: "In recent times, there has been widespread and welcome acknowledgement of the inherent stress, isolation and social pressures seafarers experience."

COVID-19 has exacerbated these problems and adversely impacted the mental and physical well-being of seafarers and their families. It is worrying to hear of port-based welfare services being closed or curtailed due to the current situation, and it is vital for full support to be given to seafarer welfare services."

Interruption to a seafarer's career can be caused by the seafarer's personal choices, economic factors, health concerns, job loss, or family issues, to name a few. This period of interruption can occur at any stage, and more than once, in a seafarer's career. Interruption may either lead to re-entry or a transition to shore-based work, or complete withdrawal from maritime as a whole. Re-entry after a period away from sea may be due to an inability to get used to life ashore, to lack of career opportunities, to finding seafaring to be a preferable lifestyle choice or for economic reasons.

The Seafarers' Pensions Convention, 1946 (No. 71) requires member States to ensure that national laws or regulations establish or secure a scheme to pay pensions to seafarers retiring from sea service. As of 2020 it has only been ratified by 13 countries, including Panama, Norway and Greece, but was not revised by the MLC, 2006 (Article X MLC) and does not have widespread scope of application. The MLC, 2006 requires all State parties to provide all seafarers ordinarily residing in their territory with at least three of nine branches of social security protection, of which old-age pensions might contribute. The right to a pension depends on the seafarer's country of residency law and flag State law of the ship.



5.10 Shore-based Work

Most active seafarers do not plan to remain at sea for the duration of their working lives. Ensuring experience gained at sea can contribute to the maritime community ashore will facilitate smooth transition to work ashore in shipping companies, maritime authorities and other related industry entities. There is uncertainty amongst seafarers about having a successful career at shore after being at sea. Increased information on changing to shore-based employment from a sea-based career would help provide seafarers with clarity on the steps required. Existing training may need to be reformed to create training for seafarers to bridge the ship and shore gap. Transferable skills or qualifications would provide seafarers with competencies to work on shore. It is suggested to include management courses in maritime education.⁶⁰

Transferable skills or qualifications would provide seafarers with competencies to work on shore.

5.11 Life at Sea

On board working and living conditions can influence the length of a seafarer's career at sea. Seafarers sometimes experience long working hours, high levels of stress and fatigue. Drug and alcohol abuse, infectious diseases, violence and harassment are other hazards seafarers occasionally experience. However, many seafarers also report positive experiences whilst at sea. In one study, on a scale of 1 to 10, average seafarer's happiness was rated 6.56 and seafarers highlighted pride in being a seafarer, ability to provide for their family and camaraderie from being on board a ship. Seafarer welfare has become a greater concern as shore leave has reduced. Quick turnover at ports, smaller crews, and long, irregular hours may negatively affect mental, physical and emotional well-being. Guideline B3.1.11 of MLC, 2006 recommends a list of potential on board recreational facilities, including a library, sports equipment or swimming facilities. Connectivity and internet access help to facilitate communication with loved ones.⁶¹

5.12 Occupational Safety and Health (OSH)

This is the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair employee health and well-being, considering the possible impact on surrounding communities and the general environment.⁶² The MLC, 2006, Regulation 4.3, and its accompanying standard and guideline, regulate health and safety protection and accident prevention measures to adopt in national guidelines for seafarer training, including occupational safety and health policies and programmes; inspection, reporting and correcting unsafe conditions on board; and occupational accidents.

Additionally, *Guidelines for implementing the occupational safety and health provisions of the MLC, 2006* provide practical information to flag States to reflect in national laws and other measures to implement

Work on ships, including those carrying dangerous goods, can place seafarers at risk and could be a deterrent to work on board, especially if OSH policies are not in place or are not adequately implemented. Flag States must ensure seafarers on board ships flying their flags have occupational health protection and that on board conditions are safe and hygienic.

Regulation 4.3 (and the related Code of the MLC, 2006) and other relevant provisions. They also emphasise how good management and ship/shore communications are vital for ensuring the ship is safe, and that living and working conditions are decent. This is particularly important when it comes to providing appropriate rest periods, nutrition and accommodation. Work on ships, including those carrying dangerous goods, can place seafarers at risk and could be a deterrent to work on board, especially if OSH policies are not in place or are not adequately implemented. Flag States must ensure seafarers on board ships flying their flags have occupational health protection and that on board conditions are safe and hygienic.



Hours of work and rest are regulated in the MLC, 2006, Standard A2.3. Fatigue amongst seafarers may be caused by excessive hours and reduced crew sizes. Competent authorities should consider minimising or avoiding excessive hours when determining, approving or revising manning levels to ensure sufficient rest and to limit fatigue.⁶³

Shipowners should ensure Masters have adequate support to conduct OSH management on board. Effective implementation of on board safety committees will assist in creating a necessary on board safe working environment.⁶⁴ Under the MLC, 2006, flag States must ensure that the confidentiality of seafarers' data such as medical data is respected when reporting and investigating OSH matters. Shipping companies should put policies in place regarding reproductive health, and facilitate the ability for seafarers to confidentially discuss this on board with medical staff.

Seafarers have a risk of exposure to sexually transmitted diseases and HIV. Health education increases the knowledge of both and helps decrease the risk of exposure. As seafarers spend long periods of time at sea, access to educational materials is limited. However, on board campaigns and online courses would increase awareness of transmission and prevention. Access to contraceptives and condoms for all seafarers will help prevent the spread of sexually transmitted diseases.

Another key health concern is mental health and well-being. Long periods spent at sea, reduced crew numbers, and short port stops, living conditions at sea, limited contact with family or friends, and distance from home can cause feelings of social isolation and, in the worst cases, suicides.⁶⁵

5.13 Medical Examination of Seafarers

The MLC, 2006 and the STCW Convention require seafarers to hold certificates of medical fitness.⁶⁶ Seafarers must undergo pre-sea and periodic medical examinations for their own health and safety, and for the safe operation of the ship. The MLC, 2006 refers to the ILO/World Health Organization (WHO) *Guidelines for Conducting Pre-sea and Periodic Medical Fitness Examinations for Seafarers* (superseded by IMO–ILO *Guidelines on the medical examinations of seafarers*),⁶⁷ which are recommended guidelines to follow when conducting medical fitness examinations of seafarer candidates and serving seafarers.⁶⁸ These provide maritime administrations with an internationally recognised set of criteria for use directly or for framing national standards. They also assist medical practitioners, shipowners, seafarers' representatives, seafarers and other relevant persons in conducting medical fitness examinations. Flag States are actively encouraged to participate in the health screening procedures of seafarers who work on ships flying their flag. The medical practitioner conducting the medical examinations must enjoy full professional independence in exercising their medical judgement.

5.14 Work Gear

All seafarers require work gear that considers their dimensional and physical specifics: boiler suits, harnesses, lifejackets, gloves, shoes, raincoats and parkas should be made to fit, as loose clothing may pose a danger to seafarers. In many cases, the equipment provided fits a generic body type, and is often unsuitably constructed for those whose physical constructs are outside this envelope.

Women seafarers are particularly affected by this, being both of different stature and shape to the generic body type served by most equipment. For women to work efficiently and effectively on board, safety protection equipment and working gear must be constructed properly and designs adjusted to consider physical differences between both sexes. This also includes provision of special equipment required to assist in lifting heavy items.⁶⁹

In many cases, the equipment provided fits a generic body type, and is often unsuitably constructed for those whose physical constructs are outside this envelope.



5.15 Health Concerns

The Women Seafarers' Health and Welfare Survey highlighted health risks and concerns of women seafarers and problems they face accessing medical care. Nearly half the respondents highlighted joint/back pain and anxiety/stress/depression as the biggest health challenges.^{70 71} Women seafarers also face concerns such as risks of women's sexual health, confidential access to a ship's doctor and few opportunities to seek medical advice or treatment ashore.⁷²

Women require access to feminine sanitary items (which could be sold on board) and discreet disposal mechanisms. 40% of female seafarers stated they do not have access to sanitary bins on board ships and toilets should have sanitary disposal bags or bins.⁷³

5.16 Diversity and Discrimination

Workplace discrimination refers to differential treatment based on an individual's personal characteristics rather than their professional qualifications or abilities. The MLC, 2006 encourages member States to consider seafarers working on board a ship with different and distinctive religious, cultural and social backgrounds.⁷⁴

Working in a multicultural environment on board a ship requires seafarers to adapt to different languages and cultural practices. Communication on board any ship is vital for ship and crew safety, since the inability to effectively communicate in emergency situations can put seafarers at risk. Consideration should be given to challenges arising within crews composed of people with varying backgrounds and nationalities. Cultural discrimination – where seafarers may be exposed to unfair labour practices, or unequal treatment in terms of wages or contract terms because of their nationality – can negatively impact on the retention of seafarers. In some circumstances, they may be denied promotional opportunities based on their nationality or ethnic background.⁷⁵

The Gender Empowerment and Multi-cultural Crew (GEM) project highlighted cadets' experiences working on board with multicultural crews. Some commented on the potential difficulty regarding working on a multicultural ship. Others expressed more positive assumptions, with one female interviewee expressing enjoyment at working with mixed crews as she felt encouraged through her training and support. A mix of cultures can broaden horizons and promote tolerance and open-mindedness. Working with colleagues from different countries allows seafarers to expand their personal and professional network. However, isolation was highlighted as a potential consequence of multicultural crews. People of similar backgrounds group together, reducing social interaction; this was felt most by those solely of their nationality on board. Shipping companies should consider the "on board cultural mix to achieve the best working environment." Soft subjects were recommended such as humanities courses for MET curricula to facilitate and promote gender equality and cultural awareness. Raising awareness and promoting social dialogue on issues affecting LGBT seafarers including LGBT-based violence, discrimination, harassment, bullying, sexual violence and rape will help address and find solutions for LGBT seafarers on board ships.^{76 77}

5.17 Violence, Harassment and Bullying

Workplace violence and harassment includes physical, psychological and sexual aspects which can affect the victim's dignity, security, health and well-being. Violence and harassment at work can have physical and emotional consequences. Anxiety, depression and sleep disorders are some effects which negatively impact welfare and job performance. A 2010 survey by Nautilus International found 43% of respondents experienced bullying, harassment or discrimination.⁷⁸

Amendments to the MLC, 2006 protecting seafarers against harassment and bullying entered into force in January 2019. Member States should ensure that the implications of harassment and bullying for health and safety are considered. The guideline also recognises the latest version of the ICS and ITF *Guidance on eliminating shipboard harassment and bullying*.⁷⁹



Responses to violence may include “innovative and anti-discrimination and OSH legislation, collective agreements and voluntary initiatives” at all levels. These could include zero-tolerance policies and implementing policies and routines on preventative and corrective measures against violence and harassment. Gender-based direct and indirect discrimination reduces female labour force participation, placing women at a disadvantage in employment and subject to discrimination based on social responsibilities assigned due to gender stereotyping. Women’s roles are often considered supplementary and not inclusive, e.g. in management posts.^{80 81 82}

Gender-based violence is violence that is directed at an individual based on his or her biological sex or gender identity. It includes physical, sexual, verbal, emotional and psychological abuse, threats, coercion, and economic or educational deprivation, whether occurring in public or private life. Gender-based violence is an issue faced by people all over the world. Women are disproportionately harmed by gender-based violence. It is more likely to occur in male-dominated workplaces and/or if there is an unequal power relationship between the sexes.^{83 84}

Violence may also occur against people not following socially accepted gender roles and can be committed by or against both sexes, e.g. violence against non-gender-conforming persons or LGBT community members. Gender sensitisation can reduce stereotypes and encourage changed behaviour towards others.^{85 86 87}

Sexual harassment is offensive, embarrassing, intimidating, humiliating unwelcome or uninvited behaviour of a sexual nature. According to UN standards and national laws, any unwelcome sexual advance, request for sexual favour, verbal or physical conduct, gesture of a sexual nature, or any other sexual behaviour that might reasonably be expected or perceived to cause someone offence or humiliation falls within this definition. Though male seafarers may be victims of sexual harassment, most reported cases relate to women seafarers. Over 18% of women seafarers stated they were sexually harassed on ships. It is a key issue for women seafarers on board cargo ships, who are cautious to protect themselves and lock their cabin doors to prevent intrusion from other crew members. Five out of nine female cadets interviewed reported being subject to or witnessing sexual harassment at sea, e.g. verbal abuse, inappropriate behaviour and innuendos.^{88 89 90}

Sexually harassed women seafarers are often reluctant to complain for fear of social and personal implications such as further harassment or isolation, or job loss. Increased knowledge and use of policies are needed, allowing complainants to report such cases without fear of negative consequences. Increased reporting will help gauge the scope of the issue and enable discussions. Sexual harassment can impede women entering and/or staying in work. Previous studies indicated sexual harassment on board ships was intended to signify that a ship is not an appropriate workplace for women. Women seafarers may leave a ship and sometimes a career at sea due to workplace violence and harassment.⁹¹

Policies to eliminate sexual harassment can be conveyed through pre-boarding training or on board safety meetings. Development and dissemination by shipowners of zero-tolerance policies against sexual harassment could also be followed with positive action to prevent sexual harassment and effective disciplinary action. States are key in preventing sexual harassment by developing national anti-harassment legislation for ships flying their flag. For example, the Norwegian Equality and Anti-discrimination Act of 2018 extends protection against discrimination and sexual harassment to all Norwegian ships.

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There must be zero tolerance to harassment and bullying, including sexual harassment. Governments should proactively work to eliminate harassment and bullying. The 2016 MLC, 2006 amendments include a reference to the ICS/ITF *Guidance on eliminating shipboard harassment and bullying*.⁹²



Operationalisation of the guidance and practical implementation can help change shipboard cultures and develop a working environment where all seafarers are treated with dignity and respect. Effective policies and timely response to complaints about harassment and bullying would make the industry more attractive to potential seafarers. Means to effectively address harassment and bullying could include an independent hotline or reporting process, sensitisation and diversity training for cadets, trainees and seafarers, and potential amendments to relevant ILO instruments.

5.18 Equal Opportunities and Treatment of Seafarers, including Women Seafarers

Preventing discrimination in employment and occupation, as one of the ILO's fundamental principles and rights at work, should be treated holistically and address diversity. All seafarers regardless of race, colour, sex, religion, political opinion, national extraction, social origin, nationality, gender and sexual orientation have the right to equal opportunities and treatment.

5.18.1 Women Seafarers: Promotion of Opportunities for Women Seafarers

The number of women in maritime remains low, although it has increased over the last decade. There is limited recent data and disaggregated data (by vessel, nationality or position) on employment.

Figure 8 shows data estimating the number of women seafarers. An estimate suggests 16,500 women seafarers (excluding those in non-marine operational roles). However, this does not include all women working in the cruise ship sector defined as seafarers under the MLC, 2006. ITF estimates 28–30% of cruise workers are women seafarers.⁹³

The ILO promotes opportunities to obtain decent work in conditions of freedom, equity, security and human dignity. Gender equality is key and is a policy driver. Access to equal opportunity is a human right. By using standards and other tools, the ILO aspires to end discrimination against women at work and to ensure equal educational opportunities for girls. Promoting women's employment in maritime and raising awareness of issues faced by women seafarers is in line with UN Sustainable Development Goal (SDG) 5: *Achieve gender equality and empower all women and girls*.⁹⁴

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	Number of women seafarers in the sample	Percentage of the seafarers in the sample by rank (%)
Officers	540	0.7
Officer trainees	734	6.9
Ratings	306	0.4
Rating trainees	7	0.4
Total	1,587	1.0
Total population of seafarers = 164,550		

Figure 8: Women seafarers (Source: BIMCO/ICS Manpower Report 2015)



Various international labour standards highlight the importance of such issues, such as: the Equal Remuneration Convention, 1951 (100); the Workers with Family Responsibilities Convention, 1981 (No. 156); and the Maternity Protection Convention, 2000 (183). Relevant declarations also include the ILO Declaration on Social Justice for a Fair Globalization.

Collecting data and research about women seafarers could provide an insight into how to effectively create opportunities for women seafarers. To attract women to a career at sea, the particular challenges that women may face when living and working on a vessel should be addressed, including overt abuse, covert discrimination and systemic barriers.

A survey of female maritime students and graduates on career choice as a seafarer showed 52.38% of women seafarers linked their participation to potential income. Career advancement was the driving force for 38.09%, whilst 9.53% were motivated by family tradition or encouragement.⁹⁵

5.18.2 The Career Cycle of Women Seafarers

MET institutions are the major entry point for women seafarers. Consideration should be given to ensuring that seafarers' educational and training programmes are better marketed to attract more women. Encouraging participation in more programmes, offering more cadet berths or apprentice placements to women seafarers would help more women to join maritime. Cadets experiencing international exchange programmes tend to be successful in their long-term careers. In 2015, women represented 6.9% of global officer trainees; a positive upward trend which indicates a likely future increase. In a survey of 75 MET institutions, 24 reported no female students; one indicated 40% were women, another said women were 25% of officer and 5% of rating trainees. Some MET institutions have lifted bans on training women. In 2000, Shanghai Maritime University began enrolling female cadets, but remained the only Chinese maritime course for women until 2016.^{96 97 98}

MET institutions have taken initiatives such as curriculum revision to improve student awareness on gender and cultural issues, to provide all students with equal opportunities and to increase women in leadership positions. Further, exposing students to senior maritime figures through alumni networks allows them to see the opportunities available. Although more institutions now include women trainees, the number of women employed as seafarers has not improved correspondingly, as some shipping companies are still reluctant to allow them on board.^{99 100}

Employers may hesitate to employ female cadets or qualified seafarers believing they will not stay long due to assumptions that they will prematurely leave for childbearing and caring responsibilities. This is invalid as male seafarers also abandon life at sea, making retention an issue for all seafarers.^{101 102}

Workplace training and awareness raising challenges stereotypes and transforms workplace cultures, particularly in male-dominated industries such as maritime. Mentoring programmes can promote inclusion and change workplace culture.¹⁰³ Negative biases can be addressed by further training for gender sensitisation; identifying industry role models; and ensuring equal treatment of seafarers during education and training.

5.18.3 Motivation to Go to Sea

Encouragement, support and adequate resources enable women to pursue shipping careers.¹⁰⁴ This includes integrating women into maritime through mainstream programmes and gender-specific support and training. More women will consider maritime if decent working conditions and mechanisms to enable career development are present. Women often face barriers impacting career progression and promotion related to perceptions of women's roles and capacities, and created by management structures and institutions, organisations and company structures uncondusive to their advancement.¹⁰⁵



5.18.4 How Women Fit into the Male Culture of Seafaring

Women seafarers may use gender-identity management to handle and sometimes avoid confrontation on ships. Such strategies can cause women to adopt behaviours or alter appearances, such as their clothing or hair styles, to a style usually associated with a masculine identity. They frequently report having to work harder to prove themselves or seek acceptance and be seen as capable to perform their job.¹⁰⁶

Gender-based occupational segregation often sees women seafarers in hotel and catering roles. Creating awareness of other seafaring roles is key in promoting access to other positions. Additionally, women seafarers often face doubts over their abilities and competences to perform physically demanding tasks, despite technological developments leading to less physical labour for all seafarers, as automated systems replace tasks previously deemed physically strenuous.¹⁰⁷

Historically, having women seafarers on board was considered bad luck. Whilst much of the thinking has moved on, some shipping companies still perceive that having women on board is more trouble than it is worth.

Historically, having women seafarers on board was considered bad luck. Whilst much of the thinking has moved on, some shipping companies still perceive that having women on board is more trouble than it is worth. These attitudes have a corresponding effect on women seafarers' employment prospects, as the recruitment process is often conducted by men holding this negative stereotype. Changing perceptions will continue to encourage and provide more access for women in maritime.

5.18.5 Support for Women at Sea

Studies suggest women seafarers would fare better in their careers with knowledge of and access to women leaders in shipping. Mentoring is key in developing a seafarer's career. Exposure to serving women seafarers may help trainees entering maritime and provide networking opportunities.^{108 109}

Increased international, regional, and national associations or networks of women seafarers have created valuable discussion platforms for issues affecting women seafarers. They provide networking opportunities, disseminate experiences, and provide support services to women and underrepresented groups. They can also attract diversity through promoting career opportunities. Promoting women in leadership roles in maritime further enhances gender equality and empowerment of women seafarers. Maritime unions also support women seafarers to engage in discussing challenges faced. A blanket approach to combat discrimination of women seafarers is unrealistic due to notable differences in the lives of women on board, types of ships, cultures and different trading patterns.

Publications, job advertisements and other information produced by shipowners and others are not always adapted to attract both women and men seafarers. One of the biggest challenges is ensuring diversity in the hiring of seafarers. In many cases, women graduate with excellent results from METs but see their job applications being turned down. Good practices include producing guidelines on equal employment opportunities. An annual index on gender equality (e.g. of companies with more than 50 employees) could be established; if the index fell below a particular threshold an awareness-raising programme could be triggered.

Mandatory pregnancy testing, within the pre-employment medical examination of seafarers, is a concern for many women seafarers. Some countries have equality and anti-discrimination legislation prohibiting employers from asking a worker or a potential worker if she is pregnant or other questions considered discriminatory. Under such legislation mandatory pregnancy testing is prohibited. Other Members' legislation requires pregnancy testing in accordance with national law; however, this information is not released to the employer. Mandatory pregnancy testing must not discriminate against women as this would violate the Discrimination (Employment and Occupation) Convention, 1958 (No. 111) and the Maternity Protection Convention, 2000 (No. 183). However, maternity protection also falls within the shipowner's duty of care and is a legitimate concern for seafarer safety. The ILO/IMO *Guidelines on the medical examinations of seafarers*¹¹⁰ contains guidance in respect of pregnancy.



5.18.6 Maternity

The MLC, 2006, Standard A4.5 notes situations may be exacerbated for those being the only woman on board and that having more than one woman on board could help. Companies could mainstream gender acceptance and respect for women seafarers' rights through gender-sensitivity training and education for leaders.¹¹¹

Discussion regarding the pregnancy of women seafarers yields a variety of responses¹¹². In some instances, pregnant women and those returning from paternity, maternity or parental leave experienced harassment from co-workers, subordinates or superiors.¹¹³ To increase the retention of women seafarers, Maersk introduced new maternity benefits in 2016, including a global guaranteed minimum of 18 weeks' maternity leave on full pay, subject to local workforce regulations; a "Return to Work" programme giving women a smoother transition back to work through working fewer hours a year post childbirth or adoption at full contractual pay; and a week's paternity leave.

Access to maternity protection and measures enabling balancing work and family responsibilities promote gender equality. Pregnancy and maternity protection can provide some job security, such as: job access; wage and benefits maintenance during maternity leave; and removing the fear of dismissal. Additionally, maternity protection and childcare provisions enable all seafarers to have families and remain in work. These factors closely link to reentering the workforce and include not being downgraded from a certain post, flexible working arrangements and having full opportunities for training.¹¹⁴

5.19 Loneliness and Isolation, and Social Media and Internet Connectivity

The MLC, 2006 recommends that seafarers are provided with reasonable access to ship-to-shore telephone communications, email and internet facilities either at no cost to seafarers where practicable, or at a reasonable charge. Services are often provided for crew on ships to access communications services such as email from their cabins; however, in the bulk and general cargo sectors, crews generally access services from the bridge. Globally, seafarers spent on average US\$229 per month on communications.^{115 116}

For some seafarers, access to more improved connectivity can influence working at sea; on board access is significant in young seafarers' career decisions. In a survey, 61% of seafarers indicated access to crew communications services "most of the time"; 75% stated connectivity affected choice of employer; and 92 % stated it influenced them strongly or very strongly. Some seafarers would prefer the provision of limited internet access rather than nothing. Unreliable connectivity, access restrictions, blocked sites and monitored access can cause seafarers uncertainty and frustration. Providing satisfactory levels of internet connectivity can strongly improve mental well-being, help maintain social bonds with family, allow for better integration upon the return home and can reduce emotional stress and isolation.^{117 118 119 120}

The use of personal health monitoring devices by seafarers promotes a more active lifestyle and health awareness while at sea.¹²¹

Loneliness and isolation are serious issues for seafarers and may be why some leave seafaring and why young people may not choose careers at sea. Reduced crewing of vessels, increased working time, stress, long periods at sea and other factors, including language and cultural barriers, contribute to increased isolation and may affect living conditions and mental health issues. Social media and internet connectivity, provided by shipowners at no or reasonable cost, may assist these issues and is particularly important to attract young seafarers. However unlimited access could also cause lower levels of social interaction on board so social interaction and on board community culture should also be encouraged.

Awareness-raising of mental health issues is necessary. Some seafarers fear losing their jobs if requesting assistance. Seafarers should have access to independent, confidential helplines and professional counselling to tackle such issues. Seafarer welfare services in ports help counter isolation, and networking among young seafarers, at sea and ashore, should be encouraged.



5.20 Abandonment

The 2014 MLC amendments introduced a financial security certificate for cases of abandonment and have positively impacted upon timely resolution of such cases. However, problems persist, particularly for countries that have not ratified the MLC, 2006. If the shipowner does not arrange for or meet repatriation costs, the flag State is primarily responsible for repatriating seafarers. If it fails to do so expediently, the port State or State of nationality may arrange and facilitate repatriation. Enhanced expedited communication and cooperation between all stakeholders is crucial. Other good practices are the designation and publication of contact details and establishing port welfare committees.

5.21 Criminalisation

Seafarers may risk criminalisation, particularly following maritime disasters, incidents or accidents at sea or while in port. Some have been criminalised on suspicion of participation in maritime crime despite being unaware of such illegal activities. They may face detention for long periods of time and lack of compensation. This is exacerbated by various factors including language and cultural barriers, local legal systems and insufficient knowledge of criminal proceedings and legal recourse, and which negatively impacts seafarers and their families and the attractiveness of the shipping industry. Seafarers must have fair treatment including access to legal services, appropriate consular protection and due process.

Awareness-raising of mental health issues is necessary. Some seafarers fear losing their jobs if requesting assistance. Seafarers should have access to independent, confidential helplines and professional counselling to tackle such issues. Seafarer welfare services in ports help counter isolation, and networking among young seafarers, at sea and ashore, should be encouraged.

5.22 Shore Leave

Global access to shore leave and shore facilities is key to attracting young seafarers, vital for seafarer well-being and part of the appeal of the profession. However, seafarers continue to experience difficulties due to security restrictions and visa requirements. Quick turnaround times and strict schedules can limit seafarers exercising these rights. Seafarers, particularly new hires, cadets and trainees, also face difficulties in obtaining visas to transit through certain ports and terminals.

5.23 Recommendations for Future Action by Shipowners' and Seafarers' Organisations

Shipowners and seafarers should:

- Consider widely disseminating guidance, including ICS–ITF publications, concerning bullying and harassment, seafarers' welfare and other issues in English and other languages;
- Market opportunities at sea and ashore for women to ensure their perspective is included in policies and discussions on promotion of opportunities for women seafarers;
- Identify role models and establish mentoring and networking programmes for women seafarers and groups vulnerable to discrimination, provide training to deconstruct misconceptions, highlight gender equalities and establish policies of zero tolerance on bullying and harassment;



- Consider establishing a working group to identify the best way forward to provide seafarers with an independent counselling network available to seafarers who may develop mental health issues, anxiety or symptoms of depression; and
- Consider cooperating in promoting provision of qualifying sea time for seafarers under training via collective bargaining agreements or other appropriate means.

Shipowners should:

- Ensure recruitment and placement agencies operate in accordance with MLC, 2006 requirements;
- Ensure seafarers are provided with sufficient recreational facilities, internet connectivity at no or reasonable cost, rest time, shore leave and annual leave in accordance with the MLC, 2006, to help avoid social isolation and enhance health, including mental health;
- Provide opportunities and facilities for all cadets and trainees to serve upon their vessels and liaise with METs to coordinate the timing of going on board and academic schedules to optimise them;
- Provide safe, gender-friendly working environments, appropriate PPE, access to sanitary items and hygiene products and discreet disposal mechanisms, and zero tolerance measures to harassment and bullying including sexual harassment; and
- Ensure pregnancy testing for women seafarers is in line with ILO Convention 111.



6. ICS Diversity Survey Results

Around 300 people initiated access to the survey. However, following a verification process some entries were deleted for the following reasons:

- Duplicate entries;
- Deliberately invalid responses; or
- Only answered questions on size of company, type of ship and number of employees and none of the diversity questions. The respondent may not have meaningfully been able to answer the questions or may have clicked the questionnaire out of curiosity.

240 questionnaires were valid, and this report focuses on these responses.

Various methods were used to try to encourage corporate participation:

- Requests to national associations to ask their members to participate;
- Requests to other NGOs, e.g. WISTA, IMEC and Intermanager for members to participate;
- Flyers at events during London Shipping Week; and
- A number of press articles.

6.1 Demographics

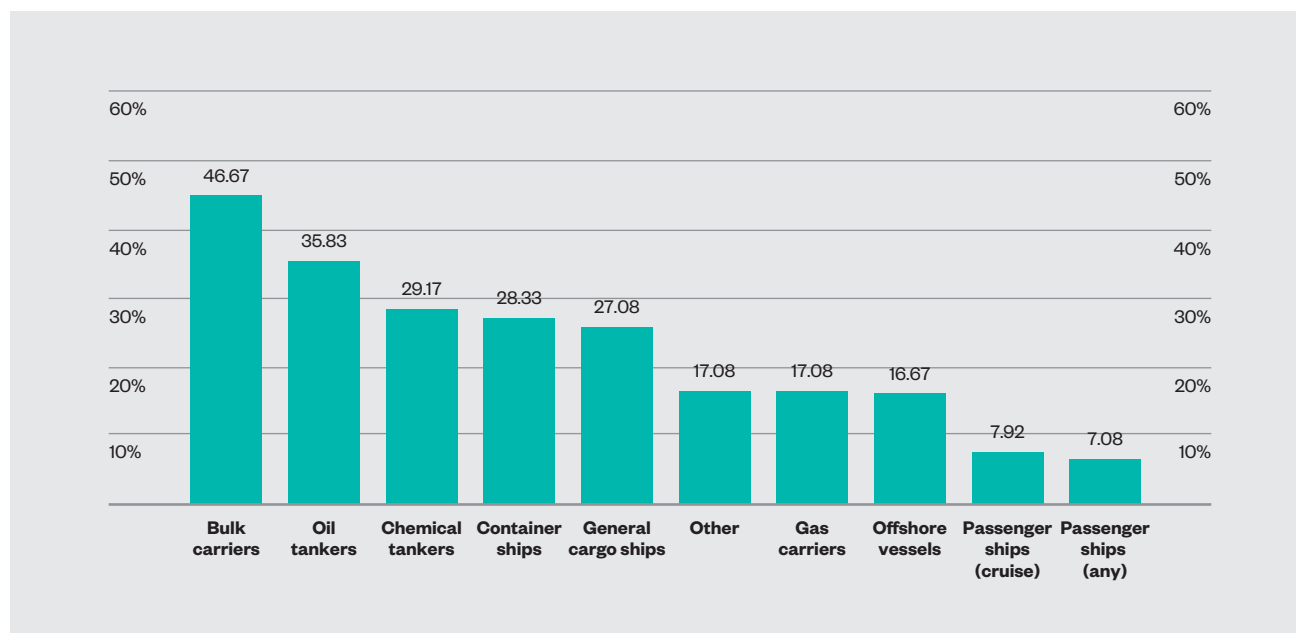
Type of company – 240 respondents



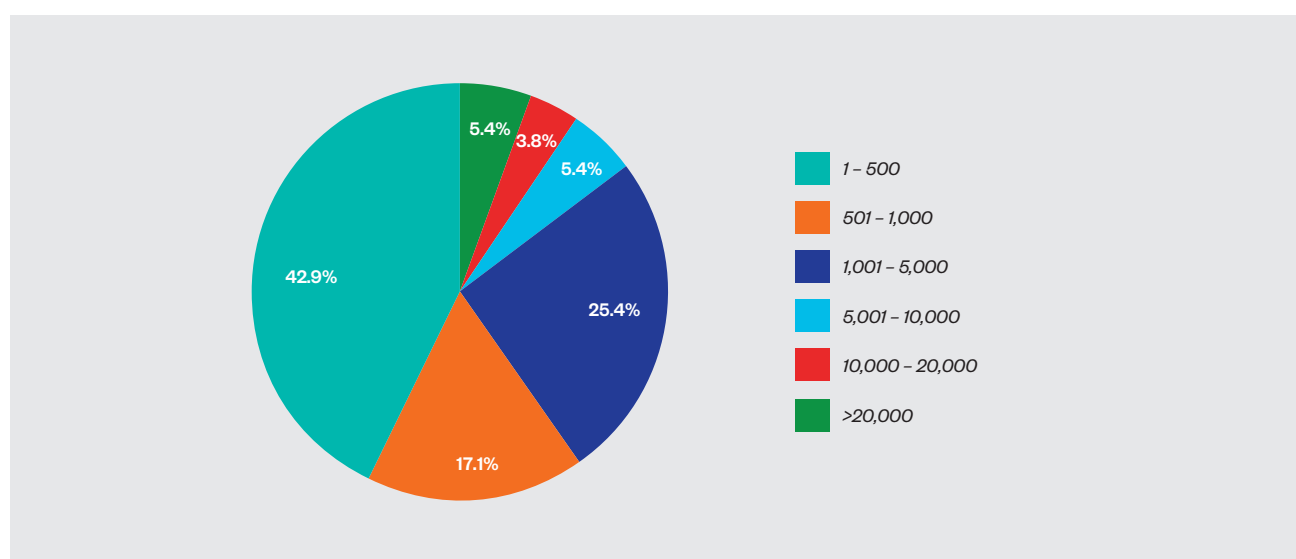
The total percentages exceed 100 as some companies covered both sectors or had an additional function within the broader business.



Vessel type – 240 respondents



Size of organisation in terms of seafarer numbers – 240 respondents

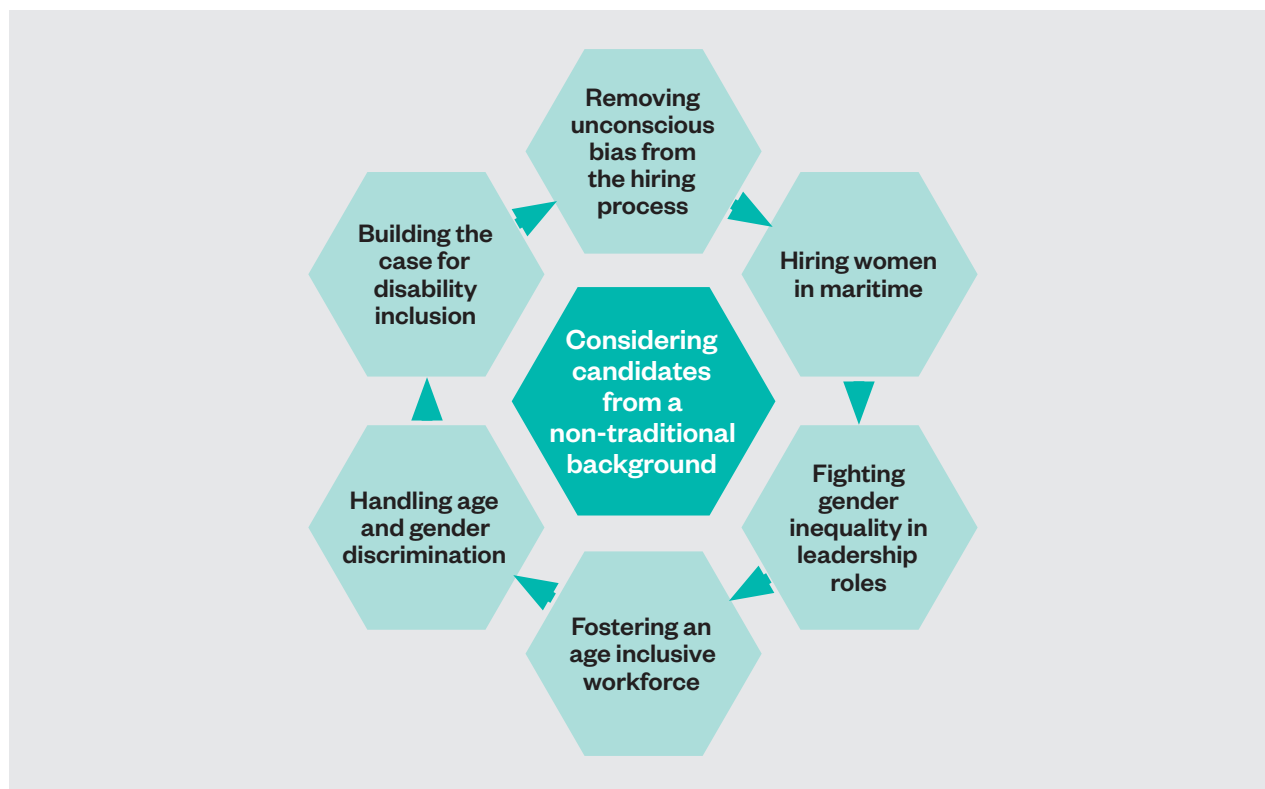


This would equate to a median number of seafarers as at least 706,609 represented by the respondents.

6.2 Diversity and Inclusion

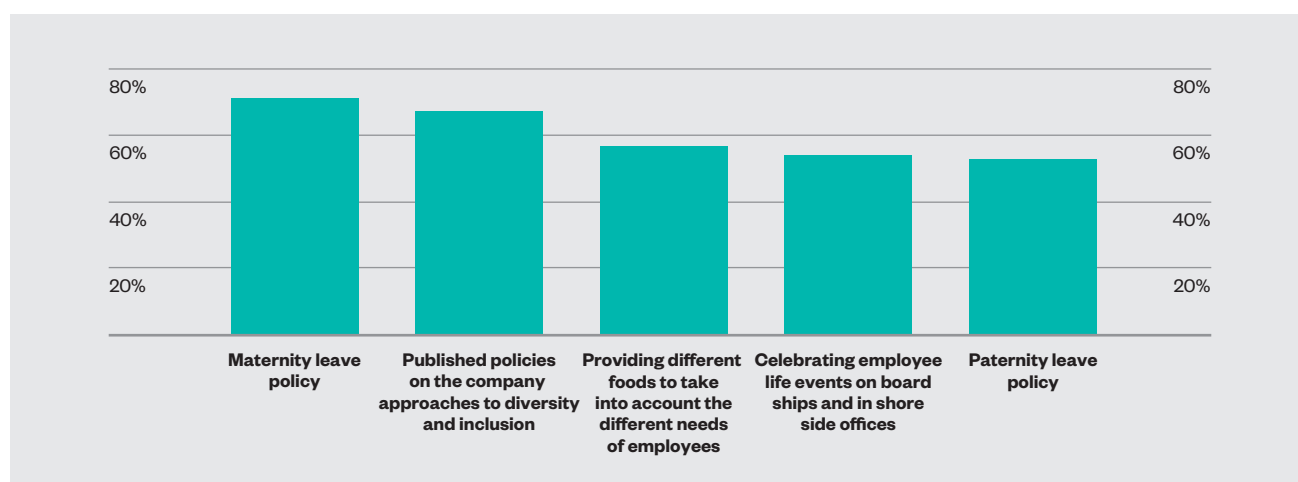
Workplace diversity also links with discrimination. Bias and discriminatory employment practices exclude people with specific characteristics, making it difficult for companies to achieve and maintain diversity, which is why many companies take action. Diversity and inclusion are distinct terms; diverse employees do not automatically form an inclusive workplace where every employee is valued and can thrive. To achieve both, companies may design corporate anti-discrimination policies and ensure all candidates and employees have equal opportunities irrespective of their protected characteristics. The table overleaf shows how diversity can tackle discrimination and achieve and maintain variety.





Diversity and Inclusion 110 respondents		
	Yes %	Significant opportunity to improve at a more strategic and possibly board level
Does your company actively promote and encourage diversity and inclusion? (e.g. does it have a diversity programme?)	52.5	✓
Does your company's business plan include measures to enhance diversity and inclusion?	50	✓

Most common measures taken relating to diversity – 110 respondents

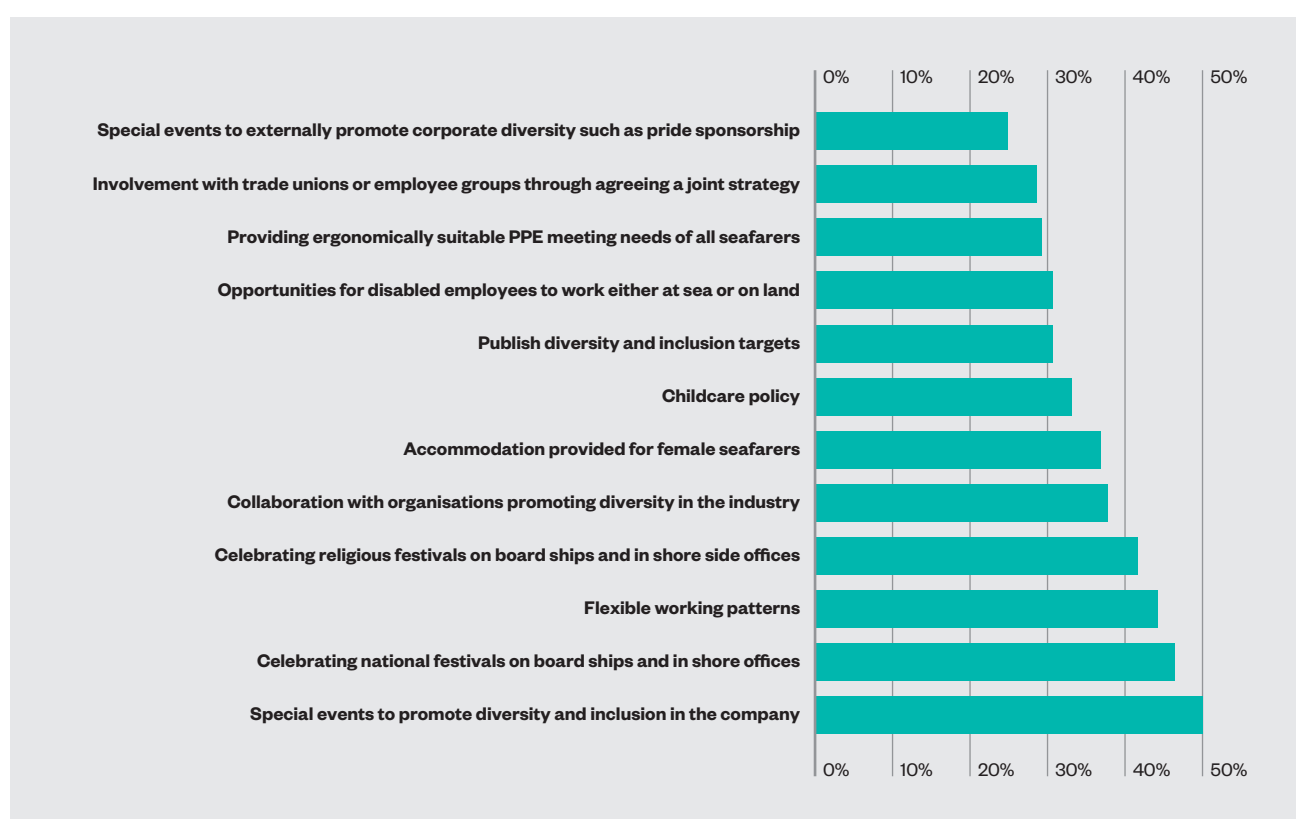


Whilst it is encouraging that many companies have a maternity leave policy it is important to know what these actually involve and whether companies actively encourage or discourage serving seafarers from sailing once pregnant.

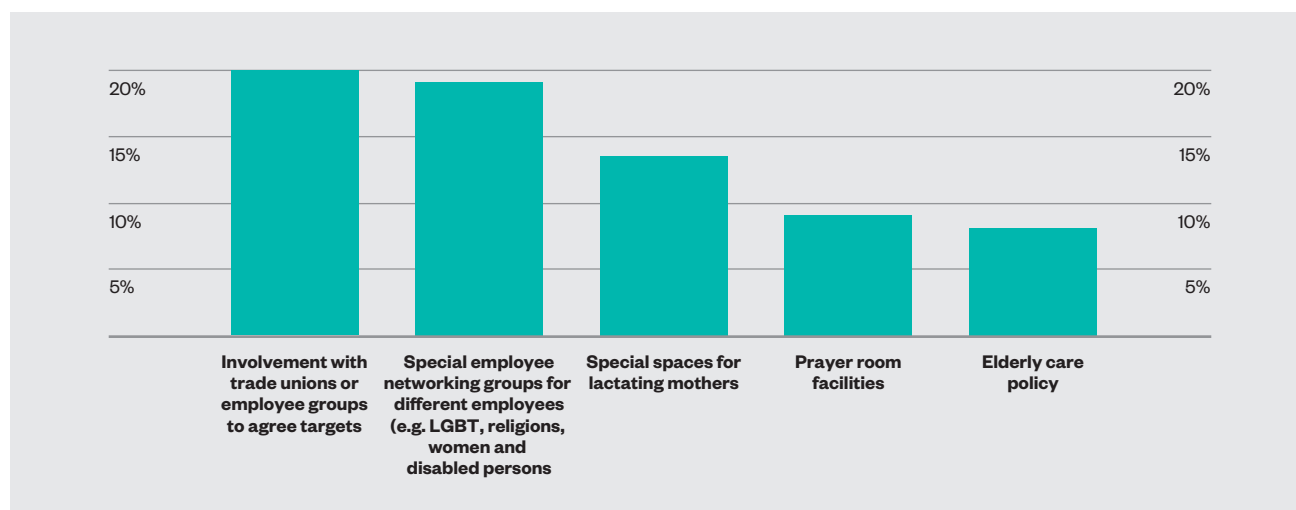
It is also encouraging that a relatively high number of companies have published policies on diversity and inclusion, however it would be useful to understand their content and whether they are limited to certain areas or if they consider diversity in a broad way.

Although just over half the companies said they provide different foods to consider the different needs of employees, this is of concern as it is one of the requirements of the MLC 2006. More work needs to be done to draw this to the attention of shipowners.

Measures taken by some companies but which could easily be adopted – 110 respondents



Least common measures taken relating to Diversity – 110 respondents



All of the other initiatives could be taken up by more companies if they wish to enhance their approaches to diversity and inclusion and a toolkit for the industry highlighting the different options available could thus be of value.

Why do companies currently not include diversity and inclusion matters? 215 respondents		
	%	Significant opportunity to improve
We partly cover HR matters in the report, including diversity and inclusion, but do not focus on it separately	61.40	✓
Never considered doing so	20.93	✓
Diversity and inclusion is not considered to be a high enough priority	16.74	✓
We focus on financial matters	6.51	

There is clearly an opportunity to encourage more companies to strategically place diversity into their board level discussions.

Gender on board 215 respondents		
	%	Significant opportunity to improve
Men	92.5	
Women	7.5	✓

Women seafarer employment by role 215 respondents		
	%	Significant opportunity to improve
Junior deck officers	58.91	
Hotel or guest staff	34.65	✓
Ratings	33.66	✓
Senior deck officers	33.66	✓
Junior engineers	33.1	✓
Masters	19.31	✓
Senior engineers	17.82	✓



59% of companies employ female seafarers as junior deck officers and it is hoped that more will progress to Master level. There are clearly still opportunities for women to increase gender balance in engineering roles on board. However, linking this data with information in the questions below also suggests that some women may move into shoreside technical roles.

Does your company employ women in shore-based roles? 202 respondents	
	%
Yes	97.52
No	2.48

Whilst not surprising, it is encouraging to see that nearly 40% of respondents said they had women in technical roles and 32% stated that they had women in board level roles.

What types of roles do you have in shore-based offices? 194 respondents		
	% of companies employing women in these roles	Significant opportunity to improve
Administrative	87.11	
Crewing	78.35	
Human resources	75.26	
Finance	74.74	
Operations	63.4	
Commercial	55.67	✓
Legal	52.58	✓
Senior management	51.03	✓
Communications	39.69	✓
Technical	39.69	✓
Board level	31.96	✓
Other (please specify)	8.76	

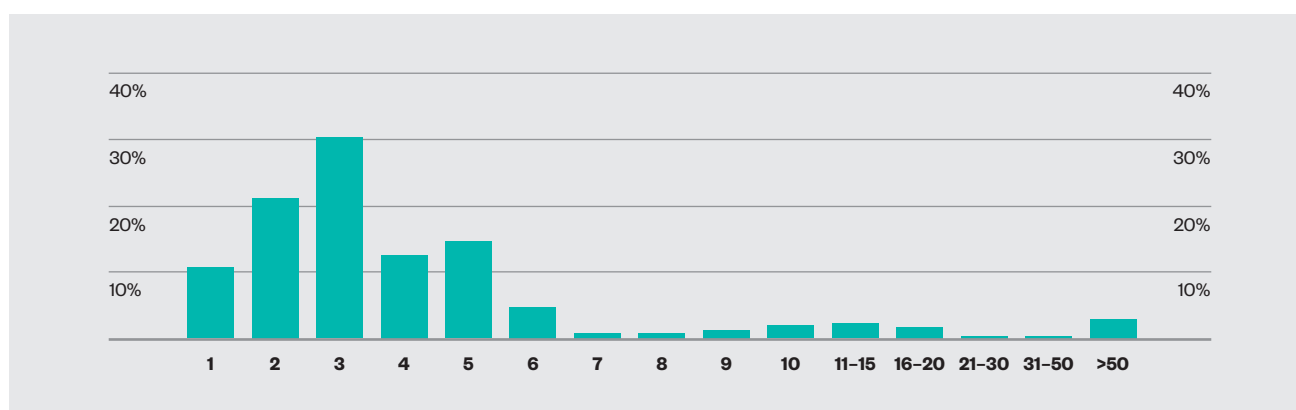


Does your company operate ships with mixed nationality crews?

197 respondees

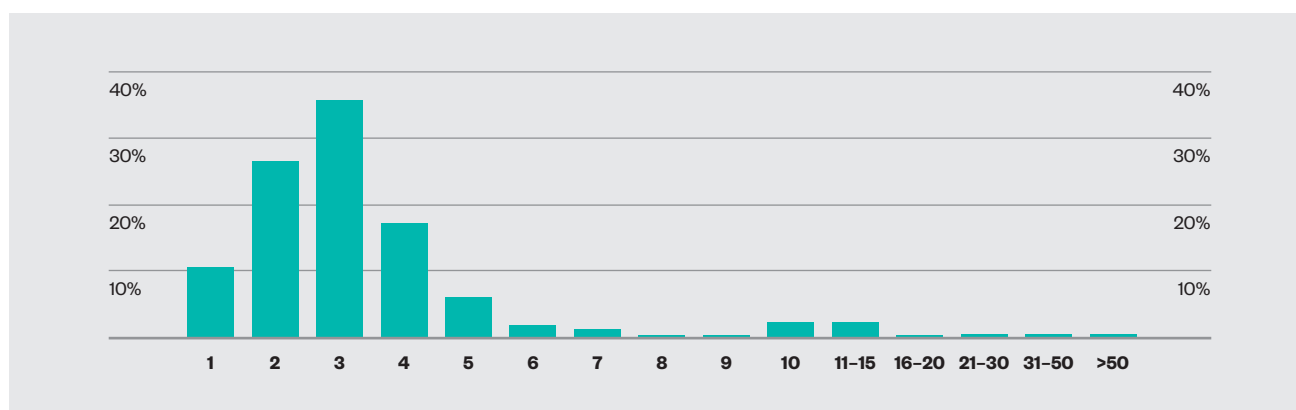
	%
Yes	89.34
No	10.66

How many nationalities (on average) serve on board a particular ship? – 195 respondees

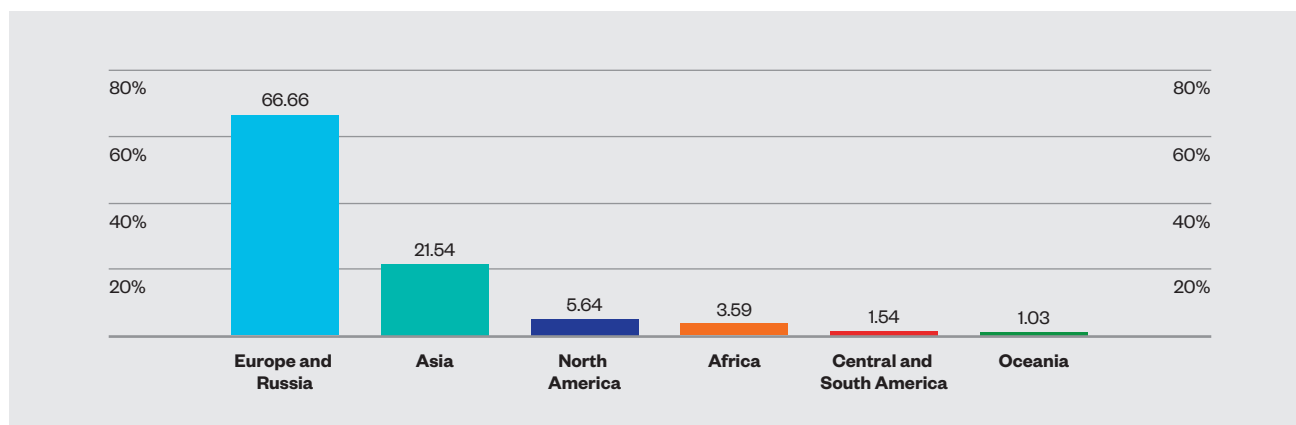


How many languages might be spoken on board a ship on average?

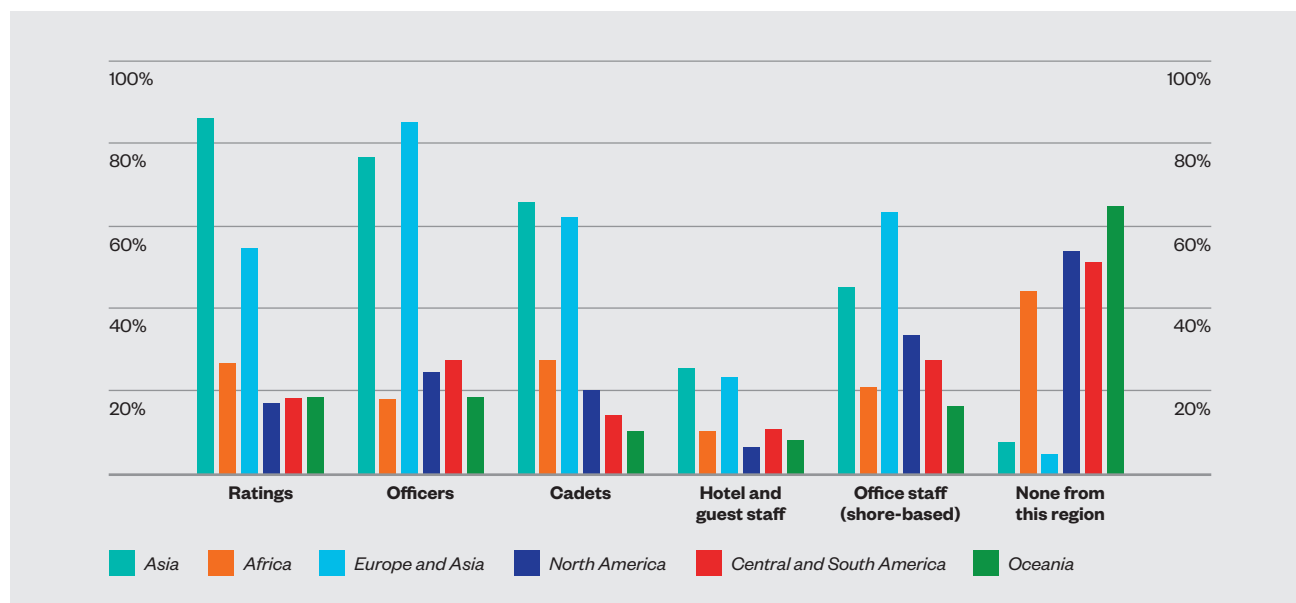
(not the working languages of the ship) – 195 respondees



What region is your primary company headquarters located in? – 195 respondees



Where companies say their seafarers come from and the roles they perform – 179 respondents



These statistics seem to reflect the general global pool, although it is noticeable that a higher number of responses came from Europe and Russia than perhaps their populations of seafarers indicated in the last BIMCO/ICS Manpower Report.

6.3 Health Related

	Yes %	No %	Respondees	Opportunity for further work
Does your company have a policy to enable staff who have been injured or who are no longer fit to work on board a vessel to work in another role in the organisation?	50.54	49.46	179	✓
Does your company have a policy related to the recruitment of persons with disabilities?	34.07	65.93	182	✓
Does your company have a policy to enable people with a medical restriction on their medical certificate to work on board ships?	40.45	59.55	178	✓
Do you have a policy specifically covering mental health?	44.38	55.62	178	✓
Does your company have some form of wellness programme?	71.91	28.09	178	See below*

*This shows that despite many companies investing in wellness programmes these clearly differ in content and scope. It would be worth investigating the different approaches used and how companies define wellness. There is certainly more work to be done to enhance health and wellness. If the industry is to meet the challenges it is likely to encounter in future years with a leaner workforce at sea, it is important to ensure those who are working at sea are fit for duty and can be supported by those ashore. Wellness and mental wellbeing have been a major concern in recent years and makes it all the more important that this area is addressed more in the future.

By utilising the knowledge of ex-seafarers who are no longer be able to work at sea for medical reasons, a new talent pool could be available to remotely support seafarers from their home locations.

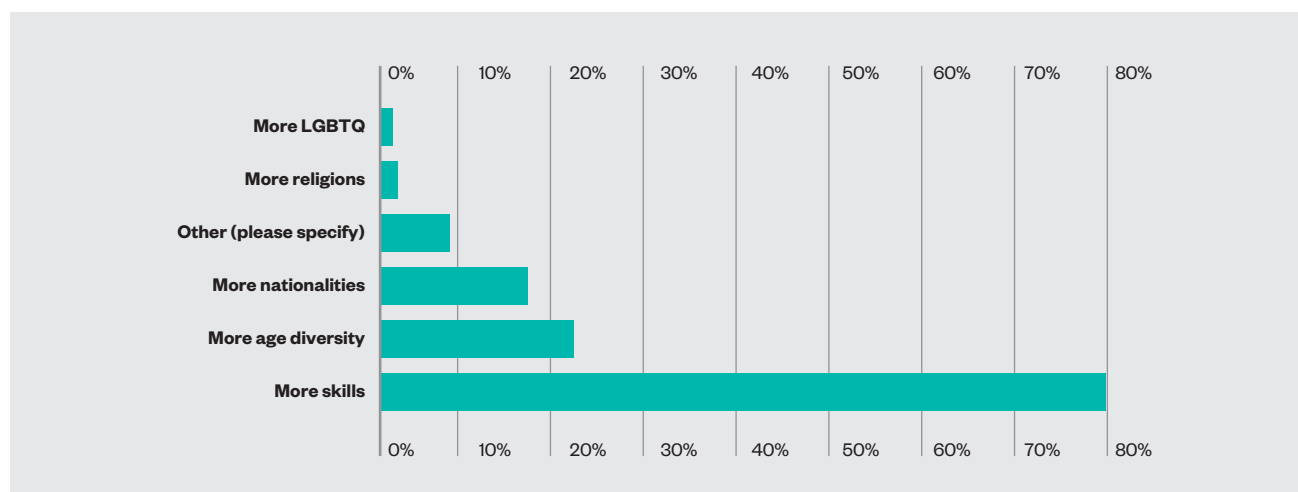


6.4 Recruitment, Selection and Promotion

Recruitment and Selection Responses	Yes %	Responsees
Does your company use manning agents to recruit seafarers?	86.0	178
Are the manning agencies that your company uses aware of your company diversion and inclusion policy?	75.8	149
Does your company try to appoint to next level positions internally (both marine and shore-based)?	93.8	176

When would your company recruit externally?	Yes %	Responsees
To fill a role that cannot be filled internally	76.14	176
To find a competence not available internally	65.91	176
To increase diversity	16.48	176

Recruitment and retention priorities – 176 responsees



These answers suggest that although some companies talk about their diversity policies, in reality the primary drivers in recruitment, selection and promotion are skill-based and, where possible, companies will try to recruit from within. This means that, unless there is a concerted effort by the industry to actively look outside the current pool of staff, little will change.

Whilst there is some recognition of a need to recruit more women, this is low compared to the current demographic imbalance. There appears to have been minimal focus on considering the recruitment, retention and development of black and ethnic minority employees. This is an area all companies will need to focus on going forward.

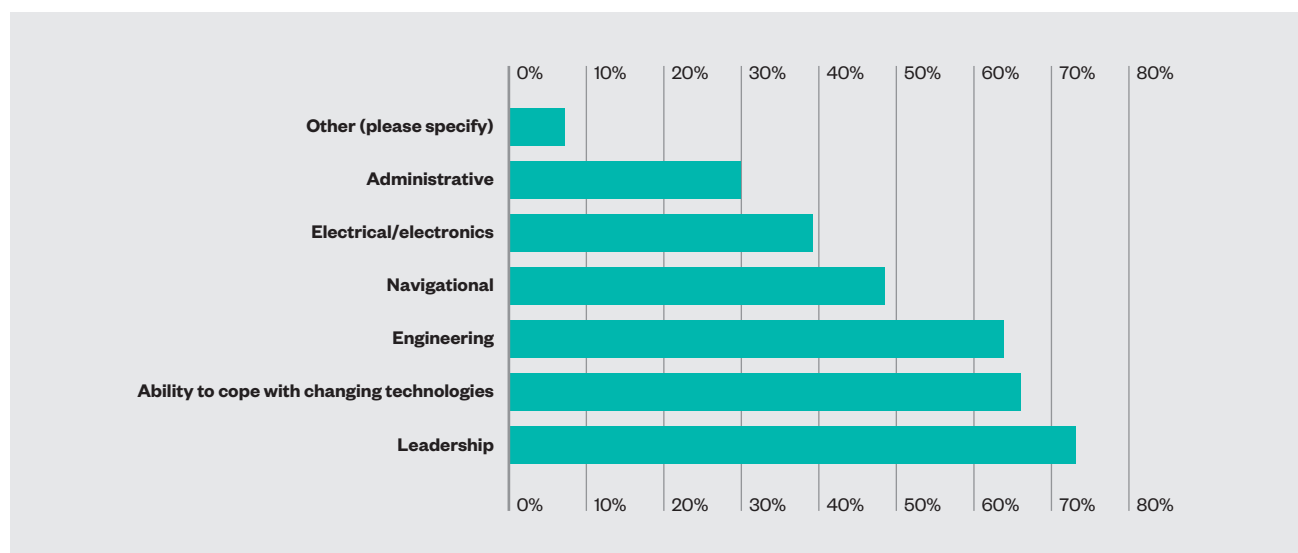
Likewise, with seafarers becoming older it is encouraging that some companies recognise they need to do more to balance the age profile, but much more work needs to be done in this regard.



Other areas of enhancing diversity do not appear to be on the radar of shipping companies in the same way that they might be for shore-based enterprises.

It is interesting to see that leadership skills are most sought. It may be worth considering whether such qualities may be available if companies consider a broader pool of workers than they have in the past.

Company skill requirements – 97 respondees



6.5 Follow Up

Would your company be willing to be contacted for further information? 171 respondees	
	%
Yes	36.26
No	63.74

About a third of companies participating expressed a willingness to be contacted if we want to find out more about how they approach diversity and inclusion.



7. Conclusions

There is a plethora of areas with the potential for immediate improvement highlighted earlier in this report. ICS expects that, when the next report is produced, there are considerable improvements in the following areas, and that companies demonstrate the following.

Corporate diversity and inclusion policies to:

- Actively promote and encourage diversity and inclusion;
- Include measures related to diversity and inclusion in their business plans;
- Specifically focus on diversity and inclusion to ensure it is properly reviewed;
- Place diversity and inclusion as a higher priority for the business;
- Significantly increase the number of women on board from 7.5% to 12% within the next three years and to 25% within 20 years; and
- Improve the numbers of women on board serving in the following roles:

At Sea	Ashore
Masters	Commercial
Junior deck officers	Legal
Senior deck officers	Senior management
Junior engineers	Communications
Senior engineers	Technical
Ratings	Board level
Hotel and guest staff	



Health related policies to:

- Enable staff who have been injured or who are no longer fit to work on board a vessel to work in another role within the organisation;
- Assist with the recruitment of persons with disabilities;
- Enable people with medical restrictions to serve on board;
- Specifically cover mental health;
- Consider introducing a wellness programme; and
- Establish a working group to identify how best to provide seafarers with an independent counselling network available to seafarers with mental health issues, anxiety, or symptoms of depression.

Modified recruitment, selection and promotion processes by:

- Working with manning agents to ensure they understand the importance of diversity within the organisation and so that they can help to identify suitable candidates;
- Notifying manning agencies of corporate diversity and inclusion policy;
- Considering external recruitment for next level positions both at sea and ashore and not only when an internal candidate cannot be identified;
- Using specific recruitment tools to identify leadership potential, e.g. assessment centres;
- Assessing and understanding of the importance of technological change and promoting aptitude for working in an environment of change; and
- Working with universities and colleges to identify engineering students.

Increased adoption of the following measures:

- Special events to promote diversity and inclusion in and outside the company, e.g. pride sponsorship;
- Celebrating national festivals on board ships and in shore offices;
- Flexible working patterns;
- Celebrating religious festivals on board ships and in shoreside offices;
- Collaboration with organisations promoting diversity in the industry;
- Suitable on board accommodation provided for female seafarers;
- Childcare policy;
- Publish diversity and inclusion targets;
- Opportunities for disabled employees to work either at sea or on land;
- Providing ergonomically suitable PPE meeting needs of all seafarers; and
- Involving trade unions or employee groups through agreeing a joint strategy.



Substantially increased actions taken related to diversity by:

- Involving trade unions or employee groups to agree targets;
- Establishing dedicated employee networking and support groups, e.g. LGBT, religion;
- Providing spaces dedicated for lactating mothers;
- Providing prayer room facilities;
- Considering introduction of an elderly care policy;
- Reviewing corporate data on black and ethnic minority (BAME) employees and setting targets/goals to address areas of bias, or under representation;
- Widely disseminating guidance, including ICS–ITF publications, concerning bullying and harassment, seafarers' welfare and other issues in English and other languages;
- Appropriately marketing opportunities at sea and ashore to women to ensure their perspective is included in policies and discussions on promotion of opportunities for women seafarers;
- Identifying role models and establishing mentoring and networking programmes for women seafarers and groups vulnerable to discrimination, providing training to deconstruct misconceptions, highlighting gender equalities and establishing policies of zero tolerance on bullying and harassment;
- Cooperating in providing qualifying sea time for seafarers under training via collective bargaining agreements or other appropriate means;
- Ensuring recruitment and placement agencies adhere to MLC, 2006 requirements;
- Ensuring seafarers have sufficient recreational facilities, internet connectivity at no or reasonable cost, rest time, shore leave and annual leave in accordance with the MLC, 2006, to help avoid social isolation and enhance health, including mental health;
- Providing opportunities and facilities for all cadets and trainees to serve on board and liaise with METs to coordinate on board placement timing and academic schedules;
- Providing safe gender-friendly working environments, including appropriate PPE access to sanitary items and hygiene products and discreet disposal mechanisms, zero tolerance measures to harassment and bullying including sexual harassment; and
- Ensuring pregnancy testing for women seafarers is in line with ILO Convention 111.

Diversity enables shipping companies to:

- Access a wider talent pool, not just the talent belonging to a particular world view or ethnicity or some other restricting definition;
- Gain insight into needs and motivations of the wider client and customer base;
- Reflect societies and demographics more accurately;
- Have a broader range of talents and experiences; and
- Become more creative and profitable in a short timescale.



Researchers have shown diversity makes a company more effective, successful and profitable. However, achieving full diversity and inclusion is far more difficult than sometimes anticipated.

Rotterdam School of Management (RSM) research suggests that, despite a genuine will by most major organisations to implement productive diversity strategies, few, if any, achieve something effective. Many fail to align diversity practices with organisational goals. Despite good intent towards achieving diversity, the daily harsh realities of running a company, keeping customers satisfied, selling and delivering a product or service can undermine progress. There is often a mismatch between how companies design diversity policies and implementation. Something looking good on paper often falls apart in practice. The following four clear steps towards making workplace diversity a reality are all able to be applied within shipping:

Four steps to a diverse workplace

1. Clearly identify what to achieve. Only by understanding the ultimate goal can shipping companies possibly succeed.
2. Do not copy and paste. Every company is unique, so must every diversity initiative be. Every programme must consider specific corporate culture and context to be effective.
3. Good design is key but good implementation is vital. Few diversity initiatives survive contact with operational management.
4. Win 'hearts and minds.' Successful initiatives resolve "Why should I do this?". However, benefits of workplace diversity are clearly attractive and challenges must be addressed.



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