

SURVEY ON GENDER EQUALITY IN THE INDIAN MARITIME INDUSTRY



TABLE OF CONTENTS

01

MESSAGES

From DG SHIPPING,
Consulate General of the
Kingdom of Netherlands,
Mumbai and Sanjam Sahi
Gupta (Founder of
Maritime SheEO)

02

INTRODUCTION

Introduction to the survey on
the maritime industry

03

EMPLOYERS' PERSPECTIVE

Insights into management
viewpoints and decision-
making

04

INSIGHTS FROM

ONSHORE EMPLOYEES

Discover firsthand insights
and perspectives from
onshore employees in the
Indian maritime industry

05

INSIGHTS FROM SEAFARERS

Explore perspectives
and experiences shared
by seafarers in the
maritime industry

06

EMPLOYEES' VS EMPLOYERS' PERSPECTIVES

Viewpoints from employees
and employers, highlighting
their respective outlooks and
perspectives

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पत्तन, पोत परिवहन और जलमार्ग मंत्रालय

MINISTRY OF PORTS, SHIPPING AND WATERWAYS

नौवहन महानिदेशालय

Directorate General Of Shipping

Dated: 26.06.2024

**“Women shinning in Indian Mercantile Marine” – An Indian Mercantile Marine
Deliverable**

Globally in September 2015, Governments united behind an ambitious agenda that features 17 new Sustainable Development Goals (SDGs) and 169 targets that aim to end poverty, combat inequalities and promote prosperity while protecting the environment by 2030.

The intersecting crises of COVID-19, the climate emergency, rising economic and political insecurity in the midst of the Russia- Ukraine conflict gender equality and the recent events in the Red Sea makes it evident that we are facing serious challenges globally.

The Sustainable Development Goal 5 – centered on Gender Equality & Goal 8 – Decent work and economic grow point out serious concerns – for instance – “Globally, the labour force participation rate among prime working age women (aged 25-54) stands at 63% compared to 94% among their male counterparts. Further, the global gender pay gap is 23%.

Gender parity is still a challenge – for India ranks 127th in the World Economic Forum global rankings. The report reveals that India has achieved parity in enrolment across all levels of education, a significant achievement, however, the country is falling short in economic participation and opportunity.

In terms of political empowerment, India has made strides with a parity rate of 25.3 percent. Notably, women now represent 15.1 percent of parliamentarians. The pathbreaking legislation of the historic Constitution (106th Amendment) introduced in the new Parliament Complex as the first legislation to be tabled as the Nari Shakti Vandan Adhiniyam (Salutation to Women Power Bill) is a glowing testament to the Nation’s commitment to gender equity and parity.

It is heartening to note that Indian women have always been in the forefront in all spheres of progress and today constitute a share of 48 percent of STEM (Science, Technology, Engineering & Mathematics) graduates. India has made significant progress in promoting gender equality and has a value of 0.490 on the Gender Inequality Index (GII) and the Economic Survey 2022-23 has highlighted the performance of the Government’s policies with key initiatives like Beti Bachao Beti Padhao (BBBP), Mahila Shakti Kendra (MSK), Working women Hostel (WWH), Scheme for Adolescent Girls, Sukanya Samriddhi Yojana.

Shyam
26/06/24

Page 1 of 7

India is in the top 5 (five) maritime nations in terms of trained seafarers. Although Indian seafarers numbers witnessed a growth of employed seafarers from 1.17 lakh in 2014-15 to 2.58 lakh in 2022 -23 (a percentage rise of 121 %) while specifically - the growth of women seafarers from just 345 in 2014-15 to 3327 in 2022-23 (a rise of 909%) – however at present, women have only 0.5 % share in onboard seafarers in India.

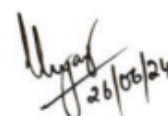
The Maritime India Vision 2030 document focusses on “Building a strong ecosystem for sea farers” – In order to nurture world class seafarers, it is necessary to develop a strong ecosystem encouraging participation of women, developing an effective E-governance and recruitment system to increase ease of access for seafarers and improve transparency.

The Global Example of increasing women participation in Seafarers of Taipei is cited – Taipei has achieved a significant women participation is seafarers through active marketing and implementation of a recruitment mandate. As a result, the share of women seafarers reached over 3.5 % against the global average of about 2 %. The contribution factors are (a) introduction of an act to provide fair opportunities for participation in Maritime Education and training – Gender Equality Education Act 2019 (b) Active usage of media to promote women seafarers through micro movies and press conferences – Marketing and promotion (c) Chinese Taipei shipping companies employ women seafarers as a part of their CSR – Corporate Social Responsibility (d) Specialized Programs of introductions of gender diversity programs to raise awareness and (e) State owned shipping companies are required to recruit female nautical candidates – a recruitment mandate.

The Maritime India Vision 2030 flags launch of ‘Women Seafarer’ program with four prongs (a) Awareness and marketing – increasing awareness regarding women seafarer roles through career counselling/ marketing campaigns and publicizing women seafarer success stories to improve sentiment (b) Incentivization – on Supply side – by leveraging scholarships and promote participation through waving tuition fees and on demand side – by evaluating mandating domestic shipping companies to hire women seafarers (c) by promoting gender sensitization and zero tolerance gender discrimination (d) For seafarers onshore – launching buddy program and counselling support if needed.

Although Women in India have only 0.5 % share in onboard seafarers certain high points are worth celebrating

- On March 6th, 2021, the then Hon’ble Union Minister for Ports, Shipping and Waterways flagged off M.T Swarna Krishna – the first time in World Maritime History that a ship is being sailed by all women officers
- Sailing towards the International Day of Women in Maritime on 18th May 2022 an all women merchant officers fleet commandeered M.T Swarna Godavari.


26/06/24

- Both these voyages demonstrated the Shipping Corporation of India and Government of India's exemplary leadership at the global front and makes all of us proud.
- We respect and applaud pioneering officers like Capt. Radhika Menon, the first female captain of the Indian Merchant Navy. In 2016 she also became the first woman to receive the IMO award for exceptional bravery at sea. Such inspirational stories need to be told – the Nari Shakti Puraskar in 2022, appreciation by Hon'ble Prime Minister in Mann Ki Baat.
- We need to applaud the achievement of Reshma Nilofer as an Indian maritime pilot who currently involves in steering ships from sea to Kolkata & Haldia port.^[1] She became the first Indian as well as one among world's very few female marine pilots after qualifying as a river pilot in 2018 and received Nari Shakti Puraskar Award in 2019 from the President of India.

The Maritime Administration in India has comprehended that they need to go all the way to connect diverse talents and perspectives in fair and inclusive workplaces where the employee feel that they belong (the single hallmark of a diverse, equitable and inclusive workplace – which promotes diversity of thought and a culture of respect, fairness and a strong sense of belonging and ownership – the biggest gainer is the national economy itself and it does transform the world into a better place.

From the Directorate General of Shipping, a pilot training program for Gender Sensitization for the benefit of Management, Faculty & Support staff of Pre- Sea & Post Sea Marine Training Institutes is being further. The DG Shipping has issued order No:1 of 2023 dated 20.01.2023 on "Gender sensitization Training for candidates undergoing Pre-Sea and Post Sea Competency courses"

Elaborating on the basic data and approach strategy adopted by the maritime Administration in India the following details are relevant.

- a) The total number of women seafarers till 15.05.2024 (INDoS Generated) -- 13317
- b) The percentage spilt on Engine side/ Deck side and the rank wise split in percentage.

Year	Distinct Female Seafarers Count	Engineering	Rating (Eng)	Officer (Eng)	Nautical	Rating (Nautical)	Officer (Nautical)
2020	1724	40	2	38	1684	1603	81
2021	1599	104	5	99	1495	1319	176

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26/06/24

2022	3327	145	6	139	3182	2950	232
2023	4770	207	10	197	4563	4218	345
2024	2043	99	3	96	1944	1792	152

c) The growth of women seafarers in the past 10 years

Year	Indos Generated
2013	234
2014	341
2015	340
2016	428
2017	933
2018	1454
2019	1695
2020	526
2021	756
2022	2268
2023	2357
2024	859

d) The number of women sea farers internationally and the % of women Indian Sea farers in the global pool of Seafarers

According to the BIMCO/ICS 2021 Seafarer Workforce Report, women make up less than 1.28% of the global seafarer workforce. In India, the representation of women seafarers in the global maritime industry constituting only 0.7% of the active seafarers.

e) Number of women training cadets - course wise in the past five years - trend analysis - for DNS/ B.Sc Nautical and B.Tech Marine, GME and for ratings

Course wise Details							
Course	2019	2020	2021	2022	2023	2024	Total
Training for General Purpose Ratings	5	1	10	15	39	36	106
B.Sc Nautical Science	31	55	58	84	124	0	352
BE / B-Tech Marine Engineering	28	59	69	65	98	0	319
Graduate Marine Engineering	6	2	2	8	14	7	39
Diploma in Nautical Science	18	22	37	59	107	19	262
Electro Technical Officers	2	2	8	18	29	7	66
Certificate Course in Maritime Catering	0	0	2	0	8	9	19

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f) The total scholarships provided over the past 5 to 7 years from MTT for women seafarers

Sr. No.	Year	No. of Women Seafarers applied for financial support	Financial support to per women student (Amt in Rs.)	Amount funded by MTT (Amt in Rs.)
1	2014-15	45	50,000	22,50,000
2	2015-16	50	50,000	25,00,000
3	2016-17	50	50,000	25,00,000
4	2017-18	51	50,000	25,00,000
5	2018-19	106	50,000	53,00,000
6	2019-20	185	1,00,000	1,85,00,000
7	2020-21	269	1,00,000	2,69,00,000
8	2021-22	367	1,00,000	3,67,00,000
9	2022-23	476	1,00,000	4,76,00,000
10	2023-24	571	1,00,000	5,71,00,000

g) The gender circular issued by DGS and the impact analysis thereof

DGS has issued an order dated 05.07.2022 on Gender Sensitization Training for candidates undergoing pre-sea and Post sea competency courses.

Though the exact data related with various social, economic and administrative parameters are not readily available, based on the limited data of numbers of seafarers, scholarships and disciplines, the impact analysis is as follows:

- There is year on year growth in the number of women seafarers. For the year 2023, the INDoS generated for women seafarers is 2357 which is ten times the number of seafarers a decade ago i.e. in 2013.
- There has been a steady and increasing trend in the enrolment of women cadets in the past five years for various courses like DNS, B.Sc Nautical and B. Tech Marine, GME and for GP Ratings.

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- iii. There has been steady increase in the number of women seafarers applying for and funded by MTT for various scholarships.
- iv. There has been increased awareness and enlightenment about gender sensitivity not only in women seafarers but also their male counterparts. It has got positive impact on safe working environment and safe work places for women seafarers.

The strategy to encourage greater gender representation by way of more women sea farers and more women taking to maritime careers is based on the following action points

Women Seafarer Program: Promoting Gender Inclusion in Maritime Industry

- In line with the Maritime India Vision 2030, the Ministry of Ports, Shipping and Waterways has launched the 'Women Seafarer' program to enhance the participation of Indian women in the global maritime industry through four main strategies:

a) Awareness and Marketing:

- ✓ Increasing awareness about the roles of women seafarers through career counseling, marketing campaigns, and publicizing success stories to positively influence public sentiment.

b) Incentivization:


- ✓ On the supply side, the Ministry offers scholarships and waives tuition fees to promote women's participation.
- ✓ On the demand side, it is evaluating mandates for domestic shipping companies to hire women seafarers.

c) Promoting Gender Sensitization

- ✓ The program emphasizes gender sensitization and enforces a zero-tolerance policy towards gender discrimination.

d) Support for Onshore Seafarers

- ✓ Launching a buddy program and providing counseling support for onshore seafarers to ensure they receive the necessary support and guidance.


26/06/24

✓ **New Initiatives: SAGAR MEY SAMMAN and SAGAR MEY YOG:** -- The Directorate General of Shipping introduced two new initiatives at the Global Maritime India Summit (GMIS) 2023:

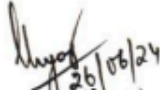
- **SAGAR MEY SAMMAN:** This initiative focuses on recognizing and honoring exemplary contributions in the maritime sector, fostering a culture of excellence and commitment among seafarers.
- **SAGAR MEY YOG:** This program aims to promote holistic well-being and a balanced lifestyle among seafarers, addressing both physical and mental health aspects.

e) These initiatives are part of a broader effort to enhance the stature of Indian seafarers globally and to ensure their well-being and professional growth within the maritime industry. Women are also being encouraged to pursue not only seafaring but also multiple other career opportunities in the maritime domain such as Pilots or Captains, Ports Administrators, Maritime Lawyers, Maritime Educators or Trainers, Harbour Management & Pilotage and as Maritime Surveyors.

Prominent Shipping companies/ RSPSL companies that have signed on Women Sea farers

- i. M/s Carnival Support Services (India) Pvt. Ltd.
- ii. M/s Airborne Recruiting Pvt. Ltd.
- iii. M/s Royal Caribbean Manning India Pvt. Ltd.
- iv. M/s Indus Hospitality Careers & Training Pvt. Ltd.
- v. M/s MSC Crewing Services Pvt. Ltd.
- vi. M/s V. Ships India Pvt. Ltd.
- vii. M/s Rohi Global Services Pvt. Ltd.

The efforts to ensure more effective participation in the Maritime Domain by women is being advocated by the Ministry of Ports, Shipping and Waterways and cooperation is sought from all quarters to ensure achievement of the objectives as enumerated herein above. The efforts towards the study and engagement of Sanjam Sahi Gupta, Founder of Maritime SheEO and the support from the Netherlands consulate is welcomed as an initiative in the right direction.


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FORWARD



Kingdom of the Netherlands

At the global level, the maritime sector, traditionally male-dominated, must take the lead in promoting diversity and breaking down barriers to gender equality, just as other industries are doing. Currently, women make up only 29% of the maritime workforce, with female seafarers at just 2% of the roughly two million seafarers worldwide.

Historically, the maritime sector has been a key economic driver in the Netherlands. In 2022, the sector contributed €25.9 billion, or 3.2% of GDP. The Dutch maritime cluster employs over 305,000 people, representing 3% of the workforce, with 77% male and 23% female workers. The Dutch Maritime Strategy 2015-2025 emphasizes the need for a supportive business climate, investment in human capital, and innovation. The government promotes training for young talent and offers diverse career development opportunities, which enhances job flexibility with roles both at sea and onshore, potentially improving work-life balance and attracting more female workers.

Since the first Maritime SheEO survey in 2019, supported by the Consulate General of the Kingdom of the Netherlands in Mumbai, female participation in the sector has significantly increased and continues on an upward trajectory. The representation of women CEOs has risen impressively from 3.9% in 2019 to 21.4% in 2024, while the adoption of gender-neutral practices has grown from 80% to 92.7%. These achievements underscore the success of various initiatives, with women's participation in the sector poised for even greater growth in the coming years.

I am pleased with the findings of this year's Study on Women in the Maritime Sector in India. The report provides a clear outlook on the current situation, highlighting both the challenges and opportunities women face in various roles within this field. Although interest among women is increasing, challenges persist, particularly in career advancement and workplace inclusivity.

While the adoption of gender equality policies by employers has significantly increased, with adherence to global standards like the UN Women's Empowerment Principles rising from 25% in 2019 to 89.3% in 2024, the findings highlight inconsistencies in practice. This underlines the need for clearer communication and more tailored support mechanisms. The report emphasizes the importance of specific actions to improve working conditions and career opportunities for women in maritime roles, particularly in seafaring, where participation has seen only a slight increase from 89% in 2019 to 89.5% in 2024.

Ultimately, the report shows tangible changes within maritime organizations by highlighting progress in diversity, leadership, and workplace conditions. It highlights the experiences of women in maritime roles, from seafaring to onshore positions, aligning with the Dutch strategy. It serves as a reference point for both India and the Netherlands, offering insights that can guide the maritime industry in enhancing gender inclusivity and addressing sector-specific challenges.

I am hopeful that, together, we can foster a maritime industry that truly embraces diversity, equity, and inclusivity.

Ms. Brigit Gijsbers
Deputy Director-General Civil Aviation and Maritime Affairs
Ministry of Infrastructure and Water management
The Netherlands

A Message from the Founder



In recent years, the Indian maritime industry has witnessed significant advancements in various aspects, yet one pressing issue continues to persist - the glaring gender disparity within its workforce.

Despite the industry's crucial role in the nation's economy and global trade, women remain significantly underrepresented in key maritime roles, both onshore and offshore. With this report, we aim to delve into the challenges faced by women in the Indian maritime sector, analyze the existing gender gaps, and propose strategies to promote gender equality and empower women within this vital industry.

Since 2001, I have been working in the maritime industry. While there have been advances, we still have a long way to go. In 2001, I remember being the only one or one of the 2-3 women present in the room for conferences. While this situation has improved and we have a greater visibility of women at conferences we still have MANELS - all male panels! This, despite having qualified women who can participate.

Companies lament they can't find talented women to hire but clearly there is something more that needs to be done. On one hand we have women who have the qualifications and interest to enter the industry, on the other hand companies constantly need to scout for the right talent to hire.

This is like fitting a jigsaw puzzle pieces together to create a beautiful photograph. Many years back when I lamented about the lack of women in maritime my father shot back "What are you doing about it?".

Each of us has the responsibility to make a change. We need to work together to drive change in this industry. Individually, we might be one drop, but together, we are the ocean!

The first gender equality survey was conducted in 2019. Five years on, I'm pleased to see a significant change in gender equality in the maritime industry. I would like to thank the Netherlands Consulate for its support in carrying out the study, the office of the DG Shipping for extending its support, and all the industry stakeholders who took the time to participate in the survey. Lastly, I'd like to thank my team, who have worked hard to bring out this report.

Sanjam Sahi Gupta
Founder, Maritime SheEO

Chapter 1

INTRODUCTION



Introduction

The maritime industry stands as a cornerstone of global trade and commerce, playing a crucial role in connecting nations and driving economic growth. In recent years, there has been a concerted effort to achieve greater gender equality within this traditionally male-dominated sector.

Acknowledging the significant contributions of women in enhancing diversity and innovation, this study examines the current state of gender equality within the Indian maritime sector. By exploring the perspectives and experiences of employers, onshore employees, and seafarers, this research aims to highlight progress made and identify opportunities for further advancement.

Survey Design and Distribution

This study evaluates gender equality, career opportunities, and working conditions for women in the Indian maritime industry. Three distinct questionnaires were developed using Survey Monkey, tailored to capture insights specific to employers, onshore employees, and seafarers. Each questionnaire comprised a combination of closed-ended and open-ended questions to gather both quantitative data and qualitative perspectives.

Surveys were distributed through multiple channels, including email, direct messages, and social media platforms, leveraging Maritime SheEO's global community within the maritime industry. This approach ensured broad participation and representation across various sectors and roles within the industry.

Participant Demographics

A total of 1,157 participants took part in the survey, categorized as follows:

Employers: 560 respondents

Onshore Employees: 480 respondents

Seafarers: 117 respondents

Chapter 2

EMPLOYERS' PERSPECTIVE



Introduction to Employer's Perspective

Overview

Gender diversity and inclusion are increasingly crucial in the maritime industry, not only as a matter of social justice but also as a strategic imperative for organizational success. Historically male-dominated, the sector now recognizes the unique contributions and untapped potential of women across various roles, from leadership to technical positions.

Employers understand that a diverse workforce enriches decision-making, fosters innovation, and enhances problem-solving capabilities. Studies show that gender diversity correlates with higher productivity, profitability, and improved market positioning. Companies embracing diversity are better poised to attract top talent, boost employee satisfaction, and strengthen competitiveness.

Context

Promoting gender equality aligns with global trends and regulatory frameworks advocating for equal opportunities and bias elimination in workplaces. Forward-thinking organizations that lead in gender diversity enhance their reputation, appeal to stakeholders, and demonstrate social responsibility. In the maritime industry, where complex challenges demand innovative solutions, gender diversity is crucial for driving sustainable growth and performance excellence.

“Diversity is a cornerstone of our organizational culture at Continental Carriers. By embracing and promoting gender equality, we create a workplace that is not only more equitable but also more dynamic and innovative.”



Mr. Vaibhav Vohra, Managing Director, Continental Carriers (P) Ltd

Gender Disparity in Leadership

Data Analysis

Recent data underscores a significant gender gap in top leadership roles within maritime organizations. Male CEOs and Managing Directors outnumber their female counterparts by a ratio of approximately 4:1, with 78.6% being male and 21.4% being female. This disparity highlights systemic issues hindering women's advancement to executive positions.



Implications

The predominance of male leaders poses several challenges:

- **Barrier to Diversity:** Limited female representation at the top hampers efforts to achieve diverse leadership, crucial for fostering inclusive workplace cultures.
- **Impact on Organizational Success:** Diverse leadership teams drive better decision-making and innovation. The lack of female representation may hinder organizational performance and growth potential.
- **Reputation and Attractiveness:** Gender-diverse leadership enhances corporate reputation and attractiveness to stakeholders, influencing talent acquisition and retention.

Strategies for Improvement

To address gender disparity, maritime organizations can implement:

- **Mentorship Programs:** Pairing aspiring female leaders with mentors fosters guidance and networking opportunities crucial for career advancement.
- **Leadership Development Initiatives:** Tailored programs equip women with essential skills and strategies for navigating organizational dynamics and achieving executive roles.
- **Diversity Quotas:** Setting targets for gender representation in leadership roles can accelerate progress towards gender parity.
- **Work-Life Balance Support:** Flexible policies and initiatives like childcare facilities promote retention and career progression for women.

Implementation of Gender Equality Policies

Current Status

Approximately 73.2% of surveyed maritime organizations have implemented gender equality policies that encompass flexible work hours (64.1%), maternity benefits (60.4%), sexual harassment policies (62.3%), and leadership development programs (50.9%). However, 26.8% of organizations still lack such policies, indicating significant room for improvement in fostering gender equality.

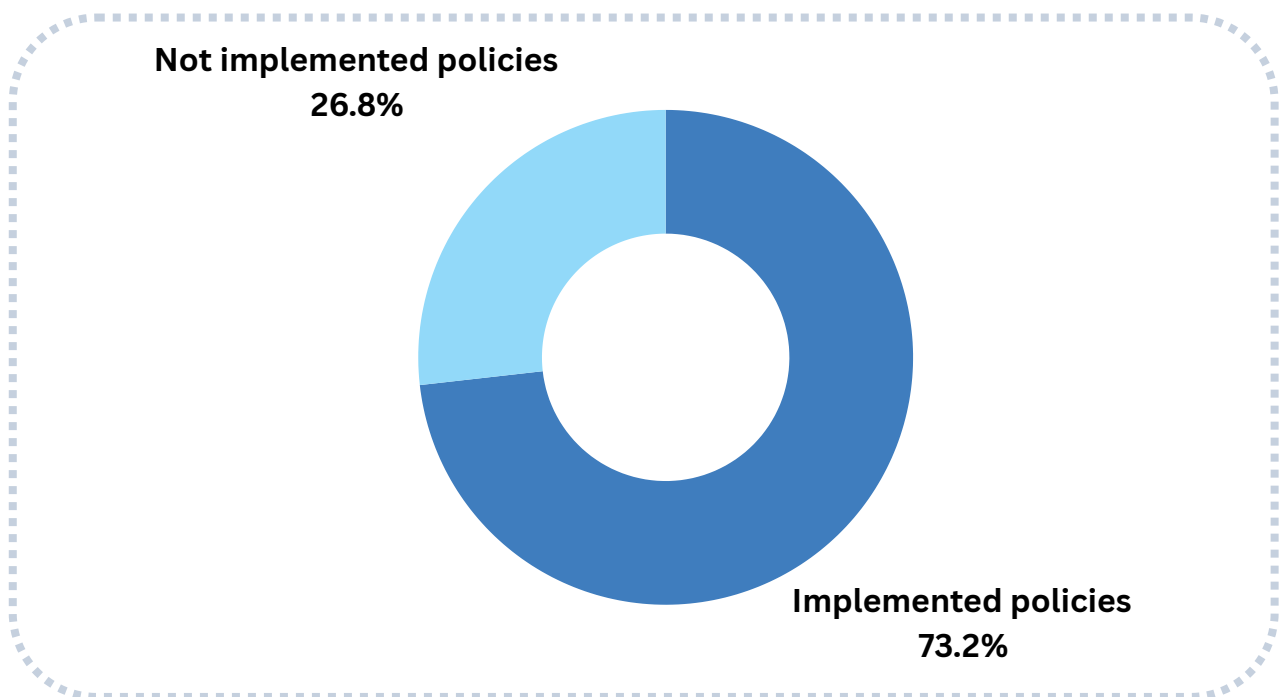


Figure 1: Surveyed maritime organisations that have implemented gender equality policies

Benefits

Implementing gender equality policies offers several benefits:

- **Enhanced Organizational Performance:** Diverse workplaces drive innovation and productivity, enhancing decision-making and profitability.
- **Reputation and Competitiveness:** Inclusive organizations attract top talent and gain stakeholder trust, bolstering market competitiveness.
- **Fairness and Equal Opportunities:** Policies ensure fair access to career advancement, fostering employee morale and engagement.

Implementation of Gender Equality Policies

Recommendations

For organizations that have not yet implemented gender equality policies, it is imperative to take proactive steps to develop and enforce comprehensive strategies. The following recommendations can help in addressing gender biases and promoting diversity and inclusion:

- **Develop Comprehensive Gender Equality Strategies:** Organizations should start by conducting a thorough assessment of their current practices and policies related to gender equality. Based on this assessment, they should develop comprehensive strategies that outline clear goals, actions, and timelines for promoting gender diversity and inclusivity.
- **Address Gender Bias:** To mitigate gender biases, organizations should implement training programs that raise awareness about unconscious biases and their impact on decision-making. Regular workshops and training sessions can help employees at all levels understand and combat gender stereotypes, fostering a more inclusive work culture.
- **Promote Diversity in Hiring and Promotions:** Organizations should review and revise their recruitment and promotion processes to ensure they are free from gender biases. This includes adopting gender-neutral job descriptions, implementing blind recruitment techniques, and setting diversity targets for hiring and promotions. Encouraging diverse candidate pools and using structured interviews can also help in making fairer hiring decisions.
- **Support Work-Life Balance:** Providing support for work-life balance is crucial for retaining talented women in the workforce. Organizations should offer flexible working arrangements, such as remote work options and flexible hours. Additionally, providing on-site childcare facilities, parental leave policies, and programs that support the return to work after maternity leave can help in retaining and advancing female employees.

By implementing these recommendations and integrating robust policies to support women in the maritime sector, organizations can bridge the gap in gender equality, ensuring that all employees have the opportunity to succeed and contribute to their fullest potential. This not only enhances organizational performance and reputation but also fosters a more equitable and inclusive industry.

CASE STUDY

Anglo-Eastern's Best Practices in Diversity and Inclusion ANGLO-EASTERN

Anglo-Eastern prioritizes diversity and inclusion, led by committed leadership and comprehensive policies. The "WE Care" initiative supports over 60 well-being programs.

At Anglo-Eastern Maritime Academy, a merit-based selection promotes diversity, with a 10% female student ratio. The company values diversity across its global network and ensures an inclusive environment through mentorship and awareness campaigns.

The Anglo-Eastern Women of Seas (AWOS) initiative supports 204 active women seafarers, providing continuous support and addressing industry barriers. A recent survey showed strong diversity (75.6%), inclusion (73%), and belonging (73.4%), with ongoing feedback mechanisms ensuring continuous improvement. In the shore HR team, 43% are women, and in senior management, 6% are women, though data on BAME (Black, Asian and minority ethnic) and LGBTQ+ representation is not tracked. The company remains committed to refining its practices to foster an even more inclusive and equitable workplace.



Adherence to the UN Women's Empowerment Principles (WEP)

Current Practices

The maritime industry has shown a commendable commitment to gender equality, with approximately 89% of the surveyed companies claiming adherence to the UN Women's Empowerment Principles (WEPs). These principles serve as a framework for promoting gender equality and empowering women in the workplace, encompassing areas such as leadership, business conduct, and community engagement. The high adherence rate among maritime companies underscores a strong industry-wide commitment to fostering inclusivity and supporting women's advancement within the sector.



Figure 2: Organisations that claim adherence to the UN WEPs

Strategic Advantages

Adhering to the UN WEPs offers numerous strategic advantages to maritime organizations:

- 1. Enhanced Reputation:** Companies that uphold the WEPs enhance their reputation as socially responsible and inclusive employers. A strong commitment to gender equality not only resonates positively with stakeholders, including employees, customers, and investors, but also strengthens the organization's brand image as a leader in diversity and inclusion.
- 2. Attraction of Top Talent:** In today's competitive labor market, talented individuals increasingly seek employers with strong values of diversity and equality. Adherence to the WEPs helps organizations attract and retain top talent, particularly women and individuals who value workplace inclusivity and opportunities for career advancement.
- 3. Business Growth and Innovation:** Diverse teams, including gender-diverse teams, are known to foster innovation and drive business success. By embracing gender equality principles, maritime companies unlock the full potential of their workforce, benefiting from a wider range of perspectives, ideas, and talents that contribute to sustainable growth and competitiveness.

Adherence to the UN Women's Empowerment Principles (WEP)

Areas for Improvement

Despite the high adherence rate, approximately 10.7% of maritime companies do not currently follow the best practices outlined by the WEPs. This indicates potential areas for improvement in aligning organizational policies and practices with international standards for gender equality. Organizations falling short in adherence may consider reviewing their current practices and identifying gaps where additional efforts are needed to fully embrace the principles of gender equality and empowerment.

Future Steps

To further advance gender equality practices, maritime companies can take the following future steps:

1. Review and Update Policies: Conduct a thorough review of existing policies and practices to ensure alignment with the WEPs. This includes policies related to recruitment, retention, career development, and workplace culture that promote equal opportunities for women.

2. Training and Awareness Programs: Implement training programs to educate employees and leadership on the importance of gender equality and the benefits of diverse teams. Awareness initiatives can help foster a culture of inclusion and challenge unconscious biases that may hinder gender parity in the workplace.

3. Set Goals and Metrics: Establish measurable goals and metrics to track progress towards gender equality objectives. Setting targets for increasing female representation in leadership roles, monitoring pay equity, and measuring employee satisfaction can help drive accountability and continuous improvement.

4. Collaborate and Share Best Practices: Engage in industry collaborations and partnerships to share best practices and learn from peers. Collaboration can accelerate progress towards gender equality goals by leveraging collective knowledge and resources within the maritime sector.

By leveraging their adherence to the UN Women's Empowerment Principles, maritime organizations can not only strengthen their internal practices but also contribute to broader societal goals of gender equality and empowerment. Embracing diversity and inclusivity not only benefits individual organizations but also fosters a more equitable and sustainable maritime industry as a whole.

Gender-Neutral Job Practices

Current Status

Gender-neutral job practices are increasingly becoming the norm within the maritime industry. This proactive approach is crucial in promoting equal opportunities and dismantling gender stereotypes that may limit diversity and inclusion within the workforce. By adopting gender-neutral job descriptions and hiring practices, maritime companies create a level playing field where candidates are evaluated based solely on their skills, qualifications, and potential contributions, irrespective of gender.

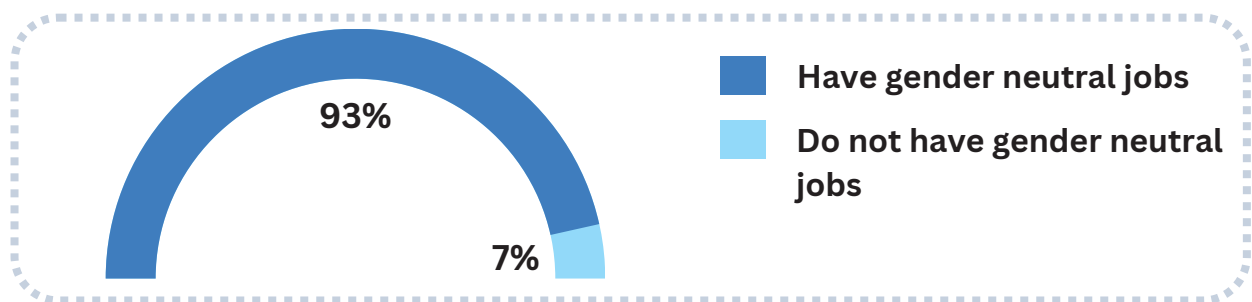


Figure 3: Organisations that ensure all job listings are gender neutral

Areas for Improvement

While the majority of maritime organizations have embraced gender-neutral job practices, approximately 7.3% of companies still do not have gender-neutral job listings. This gap indicates potential areas for improvement in ensuring fairness and inclusivity throughout the recruitment process. Job descriptions that inadvertently include gender-specific language or requirements can perpetuate unconscious biases and limit the pool of qualified candidates from diverse backgrounds.

Recommendations

To enhance gender-neutral job practices and promote a more inclusive workplace culture, maritime organizations can consider the following recommendations:

1. Review and Revise Job Descriptions: Conduct a thorough review of all job descriptions to identify and eliminate any language, requirements, or qualifications that may unintentionally perpetuate gender bias. Ensure that job descriptions focus on essential job-related criteria and skills necessary for success in the role.

2. Implement Gender-Neutral Language: Use inclusive language that appeals to a diverse range of candidates. Avoid gendered pronouns or terms that may imply a preference for a specific gender, such as "he" or "she," and instead use neutral terms like "they" or rephrase sentences to focus on skills and qualifications.

Gender-Neutral Job Practices

3. Training and Awareness Programs: Provide training to hiring managers, recruiters, and HR professionals on the importance of gender-neutral job practices and unconscious bias mitigation. Awareness programs can help stakeholders understand how language and biases impact recruitment decisions and empower them to make more inclusive hiring choices.

4. Regular Audits and Feedback: Establish regular audits of job listings and recruitment processes to monitor adherence to gender-neutral practices. Solicit feedback from candidates and employees to identify areas where improvements can be made to enhance fairness and inclusivity in recruitment and hiring.

5. Promote Diversity and Inclusion: Actively promote diversity and inclusion initiatives within the organization. Showcase successful case studies of diverse hires and highlight the benefits of a gender-neutral approach in attracting top talent and fostering innovation.

By adopting and reinforcing gender-neutral job practices, maritime organizations can create more inclusive workplaces that attract a diverse range of qualified candidates. This not only enhances organizational reputation and competitiveness but also contributes to broader efforts to promote gender equality within the maritime industry. Embracing diversity in recruitment practices ultimately leads to a workforce that reflects the varied perspectives, talents, and experiences necessary for sustainable growth and success in the global marketplace.

“While women were being employed in softer work roles like tally, crane drivers etc and ancillary functions, we wanted to bring them in the mainstream of shipping activity so they could be inspectors or wharfingers.”



Captain Dinesh Gautama, Sr. President, Sarjak Container Lines

HR Training and Awareness

Current Status

The majority of maritime organizations have demonstrated a high level of awareness regarding the importance of ensuring gender-neutral job practices within their HR departments. Approximately 94.6% of surveyed companies have HR departments that are aware of this requirement, indicating a strong commitment to promoting gender equality in recruitment processes. This awareness is crucial for fostering an inclusive workplace culture where all candidates, regardless of gender, have equal opportunities to succeed based on their skills and qualifications.



Challenges

Despite the significant majority being aware of gender-neutral job practices, approximately 5.5% of maritime organizations still have HR departments that are not fully aware of this requirement. This gap suggests a need for enhanced awareness and training initiatives within these organizations. Lack of awareness among HR professionals can lead to inadvertent biases in recruitment processes, potentially limiting the diversity and inclusivity of the workforce.

Recommendations

To strengthen HR practices and ensure consistent implementation of gender-neutral hiring practices, maritime organizations can consider the following recommendations:

1. Training Programs: Develop and implement comprehensive training programs for HR professionals focused on gender-neutral job practices, unconscious bias awareness, and inclusive recruitment strategies. Training sessions should cover topics such as inclusive language in job descriptions, standardized interview practices, and evaluating candidates based on merit rather than perceived gender norms.

2. Resources and Guidelines: Provide HR teams with resources, guidelines, and tools to support the implementation of gender-neutral hiring practices effectively. This includes templates for gender-neutral job descriptions, checklists for bias-free recruitment, and access to case studies or best practices from within the industry.

HR Training and Awareness

3. Continuous Education: Foster a culture of continuous learning and education within HR departments by offering regular updates on best practices, legal requirements, and emerging trends in diversity and inclusion. Encourage HR professionals to participate in industry conferences, webinars, and workshops focused on gender equality and inclusive recruitment strategies.

4. Monitoring and Feedback Mechanisms: Establish mechanisms for monitoring adherence to gender-neutral hiring practices and solicit feedback from candidates and hiring managers. Regularly review recruitment metrics, such as gender representation in applicant pools and hiring outcomes, to identify areas for improvement and measure progress over time.

5. Leadership Commitment: Ensure that senior leadership actively supports and prioritizes gender equality initiatives within the organization. Leadership commitment plays a pivotal role in driving cultural change and ensuring that HR practices align with broader diversity and inclusion goals.

By prioritizing HR awareness and training initiatives, maritime organizations can create environments that empower employees of all genders to thrive and contribute to their fullest potential. Enhancing awareness of gender-neutral job practices not only strengthens recruitment processes but also cultivates a workplace culture that values diversity, fosters innovation, and supports sustainable business growth. Continued investment in HR education and resources reinforces the organization's commitment to building a more inclusive maritime industry for future generations.



Mrs. HK Joshi, Former CMD Shipping Corporation of India (first woman CMD at SCI)

“Participation of women in maritime has grown in the last 5 years. However, the numbers need to get more impressive than what they currently are to bring the change for addressing the gender related issues.”

”

Perception of Women Applicants

Current Perception

In the context of maritime organizations, perceptions of women applicants vary among respondents, reflecting both positive and challenging aspects of gender diversity in recruitment:

- **Neutral Perception:** The largest proportion of respondents (39%) perceive the number of women applicants as neutral. This suggests a perception of balanced or average representation of women in job applications within the maritime sector.
- **Positive Perception:** Respondents who perceive the number of applicants as good or excellent (40%) indicates a positive recognition of gender diversity among applicants, highlighting efforts to attract and engage women in the recruitment process.
- **Challenges:** Smaller proportions of respondents perceive the number of women applicants as fair (15%) or poor (6%), indicating areas where improvements can be made to attract more women to apply for job opportunities in maritime organizations.

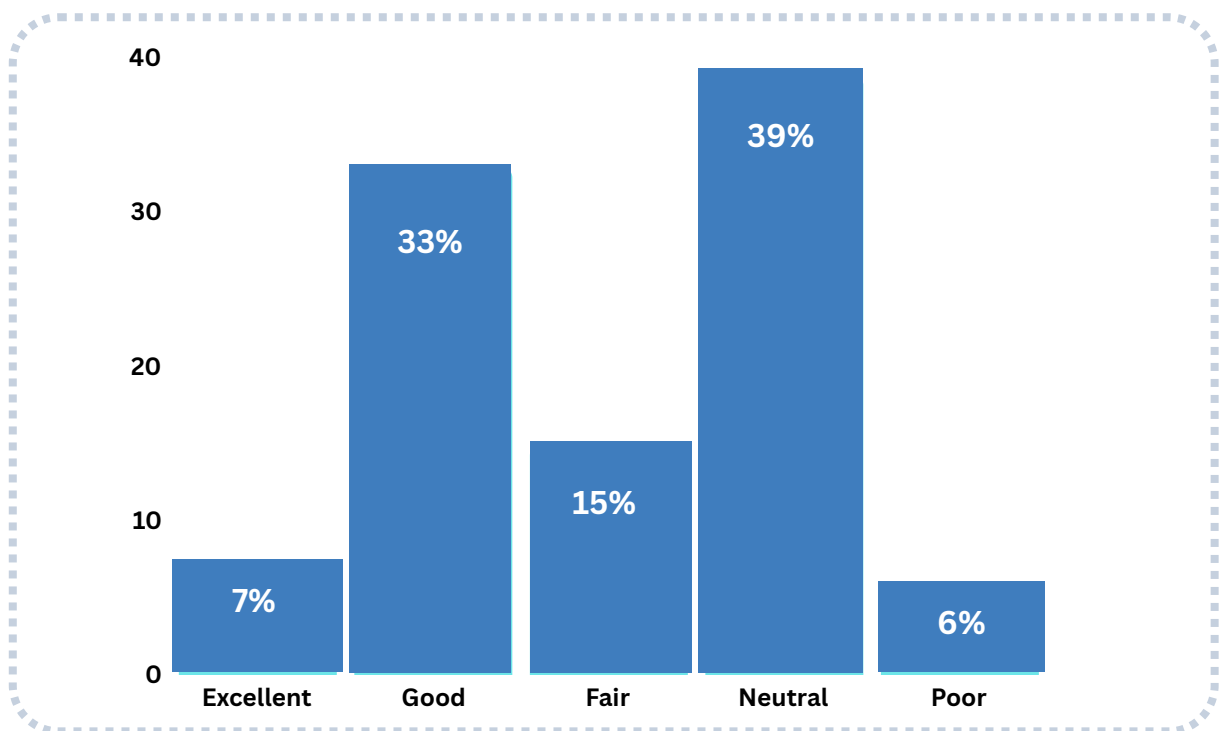


Figure 4: Perceptions of women applicants on aspects of gender diversity in recruitment

Perception of Women Applicants

Areas for Improvement

To address perceptions and enhance gender diversity in recruitment processes within the maritime industry, organizations can focus on the following areas for improvement:

1. Enhanced Outreach and Recruitment Strategies: Develop targeted outreach programs and recruitment strategies to attract a diverse pool of women candidates. Utilize platforms and networks that specifically reach out to women in maritime-related fields, emphasizing career opportunities and organizational inclusivity.

2. Promotion of Gender Diversity Initiatives: Increase visibility and promotion of gender diversity initiatives within the organization. Highlight successful case studies of women employees and their contributions to showcase career advancement opportunities and inclusive workplace cultures.

3. Bias-Free Recruitment Practices: Implement bias-free recruitment practices, including gender-neutral job descriptions, standardized interview processes, and diverse interview panels. Training recruiters and hiring managers on unconscious bias mitigation techniques can ensure fair evaluation of all candidates based on merit.

4. Measurement and Accountability: Regularly review data on gender representation in applicant pools and hiring decisions to identify areas needing improved and tracked effectiveness of diversity initiatives.

Recommendations

Organizations can implement the following recommendations to foster an inclusive and equitable recruitment environment:

- **Education and Awareness:** Educate employees and stakeholders about the benefits of gender diversity and the importance of creating inclusive recruitment practices. Foster a culture where diversity is celebrated and recognized as a driver of innovation and organizational success.
- **Partnerships and Collaboration:** Collaborate with industry associations, educational institutions, and community organizations to expand outreach efforts and cultivate a pipeline of diverse talent.

Perception of Women Applicants

- **Continuous Improvement:** Commit to continuous improvement by regularly reviewing and updating recruitment strategies based on feedback and evolving industry best practices. Seek input from women employees and external stakeholders to ensure that recruitment practices reflect their needs and experiences.

By adopting these recommendations and prioritizing gender diversity in recruitment, maritime organizations can strengthen their competitive advantage, foster inclusive workplace cultures, and drive sustainable growth through a diverse and talented workforce. Embracing diversity in recruitment practices not only enhances organizational reputation but also positions the industry as a leader in gender equality and social responsibility.

CASE STUDY

Seaspan's Best Diversity Practices in the Maritime Industry

Seaspan Corporation, a leader in maritime logistics, has implemented a series of proactive diversity and inclusion initiatives aimed at fostering a more equitable workplace environment. Committed to eliminating gender disparity, Seaspan hires all qualified women cadets annually. Anticipating roles in semi-autonomous ships and decarbonization, the company positions women seafarers to capitalize on emerging opportunities in maritime technology.

Employee Resource Groups and the "Seaspan Queens" WhatsApp group foster community and support among women seafarers. The company also showcases women seafarers in advertisements and social media platforms, highlighting their contributions. Quarterly meetings, a bursary program, and other wellness initiatives support women seafarers' professional and personal growth.

Training sessions raise awareness and mitigate biases in decision-making and workplace interactions, while diversity and inclusion training programs embed these principles throughout the organization. The Leadership Navigator Program supports the development of leadership skills among women and other underrepresented groups, promoting career advancement and leadership diversity.

Challenges in Integrating Women

Current Challenges

In the maritime industry, while a substantial majority of organizations report no specific obstacles to integrating women into their workforce, significant percentages encounter challenges in various stages:

- **Recruiting:** Approximately 17% of maritime companies face difficulties in recruiting women. This suggests barriers in attracting qualified women candidates to apply for positions within the industry.
- **Retaining:** About 15% of organizations struggle with retaining women employees once they are hired. Retention challenges indicate potential issues related to workplace culture, career development opportunities, and support systems for women.
- **Promoting:** Challenges in promoting women are reported by 9.43% of surveyed companies. This points to barriers in advancing women to higher levels of leadership and decision-making roles within maritime organizations.

Implications

These challenges underscore persistent barriers to achieving gender diversity and inclusion within the maritime industry. The implications include:

- **Limitations on Talent Pool:** Difficulty in recruiting women restricts the industry from accessing a broader talent pool, potentially hindering innovation and competitiveness.
- **Retention Concerns:** Challenges in retaining women indicate potential dissatisfaction or lack of support structures within organizations, leading to higher turnover rates among female employees.
- **Leadership Representation:** Lower promotion rates for women may contribute to a lack of gender diversity in senior management and decision-making positions, limiting diverse perspectives and leadership styles.

Challenges in Integrating Women

Recommendations

To address these challenges and foster a more inclusive and equitable workplace culture, maritime companies can consider the following recommendations:

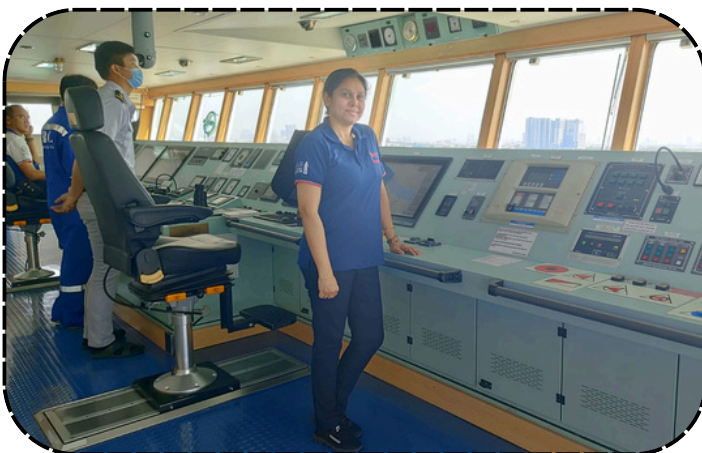
1. Bias Awareness and Training: Implement mandatory training programs for all employees, especially managers and leaders, on unconscious bias, diversity, and inclusion. Raise awareness about the benefits of gender diversity and equip staff with tools to mitigate biases in recruitment, retention, and promotion processes.

2. Supportive Policies and Practices: Develop and implement supportive policies that address the unique needs of women in the maritime industry. This includes flexible work arrangements, parental leave policies, mentoring programs, and career development initiatives tailored to women's professional growth.

3. Diverse Leadership Representation: Establish diversity quotas or goals for leadership positions and hold leadership accountable for achieving them. Encourage women's participation in leadership training programs and provide opportunities for mentorship and sponsorship to prepare them for senior roles.

4. Culture of Inclusion: Foster a culture of inclusion where all employees feel valued and respected. Create forums for open dialogue on gender diversity issues and encourage feedback from women employees to identify and address barriers to their advancement.

By implementing targeted interventions to address these challenges, maritime companies can create an environment where women are supported, valued, and empowered to contribute their full potential.



Business Performance and Gender Diversity

Positive Correlation

An overwhelming majority of respondents, constituting 87%, believe that increased participation of women in maritime organizations leads to better business performance. This consensus highlights the perceived value of gender diversity as a critical factor in driving organizational success within the industry.

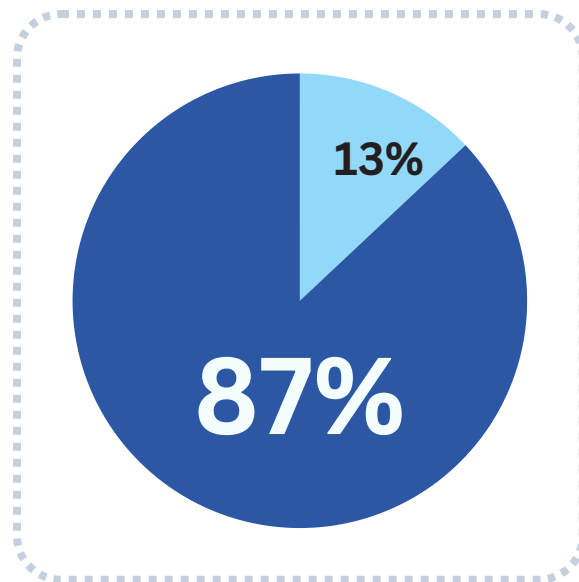


Figure 5: Organisations that believe increased participation of women in organisations lead to better performance

Implications

The widespread belief in the positive correlation between gender diversity and business performance has several significant implications for maritime organizations:

- **Enhanced Innovation and Decision-Making:** Gender diversity brings diverse perspectives, insights, and approaches to problem-solving and decision-making processes. This diversity of thought fosters innovation and creativity within teams and enables organizations to adapt more effectively to market changes and challenges.
- **Improved Organizational Competitiveness:** By leveraging the talents, skills, and experiences of women, maritime companies can enhance their competitiveness in the global marketplace. A diverse workforce enables organizations to better understand and meet the needs of diverse customer bases, driving business growth and sustainability.
- **Talent Attraction and Retention:** Organizations that prioritize gender diversity are more attractive to top talent, including both men and women seeking inclusive workplaces that value diversity.

CASE STUDY

Synergy Marine: Innovating Safety and Inclusion for Female Seafarers



Headquartered in Singapore, Synergy Marine Group is a leading ship management company managing over 540 vessels and employing more than 21,000 seafarers. Known for its through-life asset management and custom-designed partnership strategies, Synergy focuses on crew wellbeing, digitalization, and environmental responsibility. Key services include ship management, technical management, crew management, dry docking, advanced simulation and training, and compliance with environmental regulations. Their commitment to sustainability is reflected in their 2024 Sustainability Report, alignment with UN SDGs, and a commitment to zero-emission shipping.

In a significant move towards enhancing safety and inclusivity, Synergy Marine Group rolled out tailor-made Personal Protective Equipment (PPE) for its female seafarers on over 60 vessels. Designed in collaboration with female seafarers and maritime safety experts, the new Hercules Safety PPE ensures maximum comfort and versatility. Despite progress, gender disparities persist in leadership within shore-based maritime organizations, with over three-fourths of CEO/MD roles held by men. Synergy addresses these disparities by implementing inclusive policies, fostering supportive environments, and providing opportunities for women to advance into leadership positions. This effort aims to benefit from diverse perspectives, enhanced decision-making, and a more equitable workplace culture.



Chapter 3

INSIGHTS FROM ONSHORE EMPLOYEES



Insights from Onshore Employees

Experience and Work Duration

The maritime industry stands as a dynamic ecosystem, shaped by a diverse workforce comprising both seasoned professionals and newcomers. A substantial majority of respondents are experienced (10+ years), reflecting a stable and potentially mature segment pivotal for organizational continuity and leadership roles. Conversely, a significant number of newer entrants (<6 years) indicate a continuous influx of fresh talent and innovative perspectives into maritime organizations.

This blend of experience levels presents strategic advantages. Seasoned professionals bring invaluable industry knowledge, leadership acumen, and a deep understanding of maritime operations, crucial for mentoring younger colleagues and steering organizational strategies. In contrast, newer employees inject vitality, technological prowess, and contemporary insights that are vital for navigating the industry's evolving landscape.

Perceptions regarding job accessibility for women within the maritime industry reflect a nuanced landscape influenced by industry dynamics, organizational culture, and individual qualifications. The survey reveals that 41.7% of female respondents find it easy or very easy to secure employment in maritime roles, indicating positive trends in gender inclusivity and job market opportunities. Conversely, 22.9% perceive job acquisition as difficult or very difficult, underscoring persistent challenges and barriers that women encounter in advancing their careers within the sector.

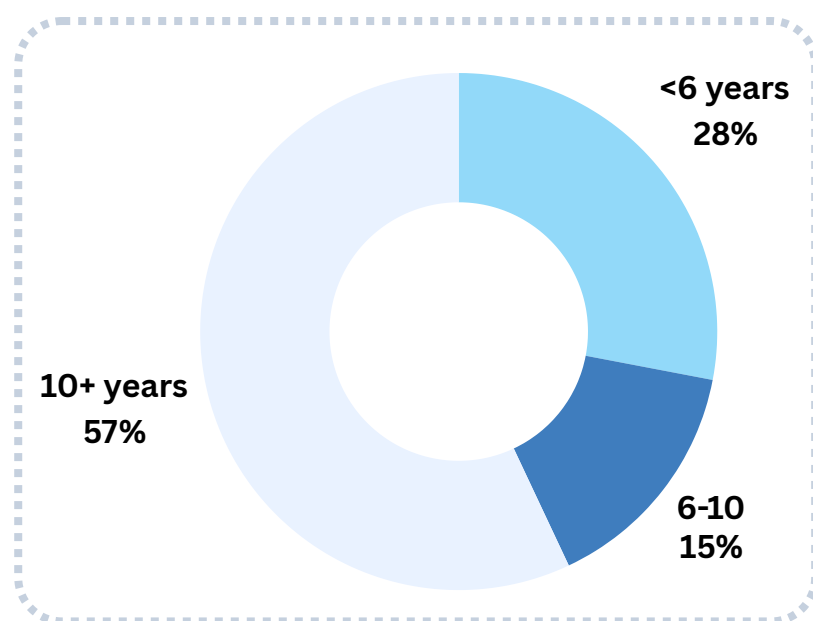


Figure 6: Onshore employees' experience in the sector

Employer Perspectives on Hiring Women in Shore-Based Positions

Employer perspectives on hiring women in shore-based maritime positions reveal underlying biases and misconceptions that impact workforce diversity and inclusivity. Additionally, challenges in recruitment and retention are cited by smaller but significant percentages of employers.

These findings highlight entrenched gender stereotypes and biases within hiring practices, necessitating targeted interventions to dismantle misconceptions and promote gender equality. Initiatives such as diversity and inclusion training for hiring managers, implementation of transparent recruitment processes, and establishment of supportive policies are critical to creating an environment where women feel valued, respected, and empowered to succeed in shore-based roles.

By fostering inclusive hiring practices and supportive work cultures, maritime organizations can harness the full potential of diverse talent pools. Empowering women through mentorship programs and initiatives, and opportunities for career advancement not only enhances organizational performance but also strengthens industry reputation and attractiveness as an employer of choice.

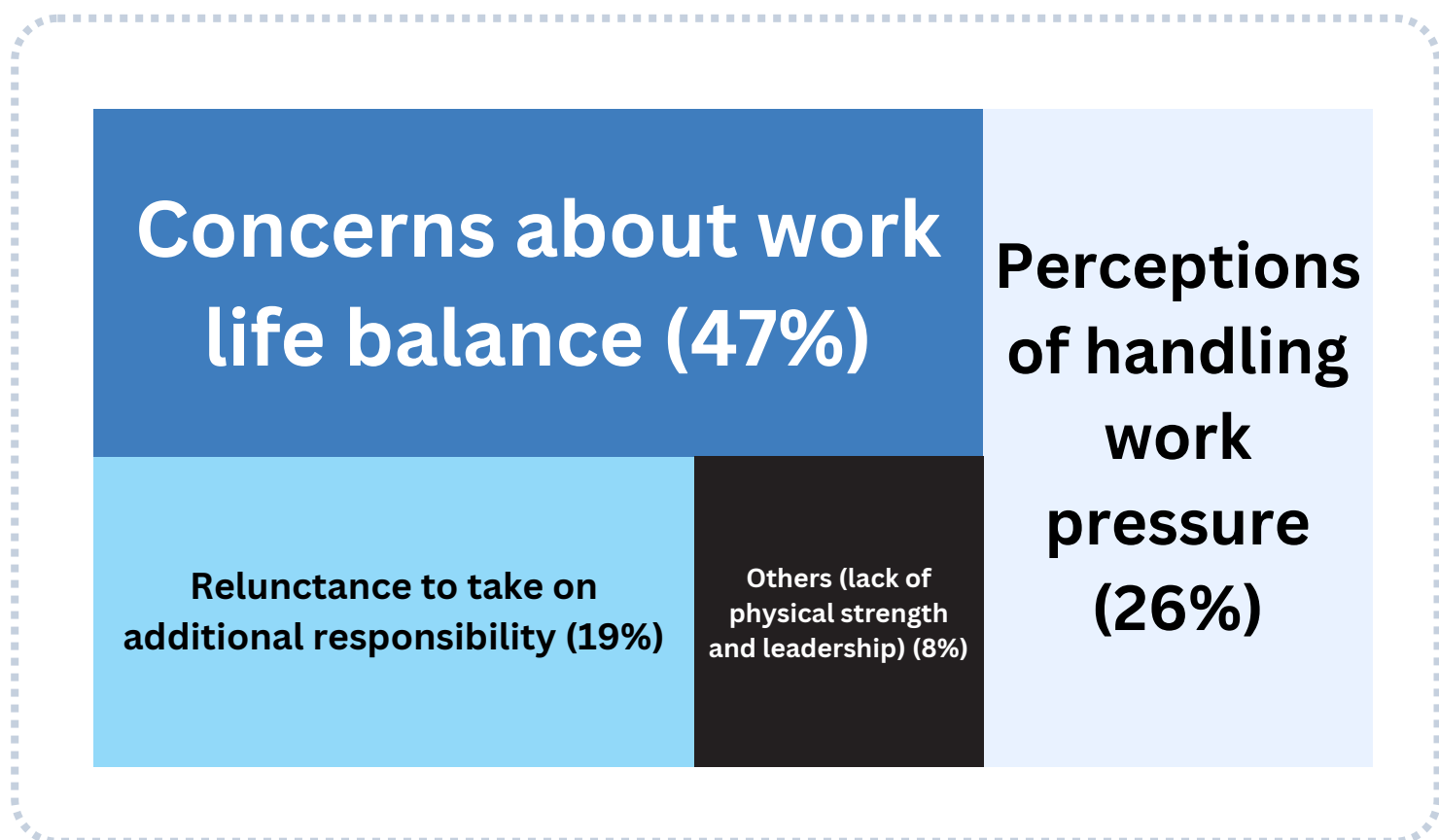


Figure 7: Challenges faced by employers in hiring women onshore employees

Assessment of Working Conditions on Shore

The assessment of working conditions onshore provides crucial insights into employee satisfaction, organizational support, and areas for improvement within the maritime industry. Survey findings indicate a predominantly positive sentiment among respondents, reflecting satisfaction with safety protocols, workplace amenities, and job security provisions offered by maritime employers.

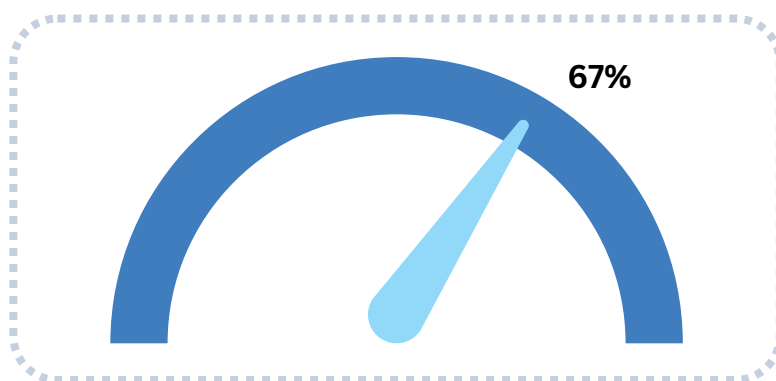


Figure 8: Percentage of women who consider working conditions as good

Strategic initiatives aimed at improving working conditions encompass various facets of workplace culture and support systems.

50%

employees suggest **regular training programs**

52%

employees want **flexible working hours**

31%

employees talk about **health benefits**

Improving Working Conditions

The examination of challenges faced by onshore employees in career progression and equal pay opportunities reveals persistent gender disparities within the maritime industry. According to survey data, 41.7% of respondents report encountering challenges related to gender in their career advancement or equal pay opportunities. These challenges include biases in promotion decisions, disparities in pay scales between genders, and limited access to leadership roles for women.

Conversely, 43.8% of respondents indicate not facing such challenges, indicating varied experiences and perceptions among women employees in the maritime sector. The remaining 14.6% express uncertainty, highlighting the complexity of addressing gender-related disparities and ensuring equitable opportunities for all employees.

CASE STUDY

Mrs. H.K. Joshi: A Trailblazer's Journey in Indian Industry



Mrs. HK Joshi began her career as a lecturer at Delhi University at 21, quickly transitioning from academia to the government sector. She spent 31 years in the Oil and Gas industry before entering the shipping industry in 2015.

Mrs. Joshi made history as the first woman Director of Finance at the Navratna Board of the Shipping Corporation of India Ltd. (SCI).

Despite facing numerous setbacks, her determination to learn, adapt, and succeed was unwavering. A pivotal achievement came in her first year when SCI reported a profit after three years of losses. Mrs. Joshi looks forward to seeing her records surpassed by future leaders and will wholeheartedly salute if one of them is a woman. Her journey stands as an inspiration, demonstrating that with determination and hard work, one can overcome any obstacle and achieve greatness.

Inclusivity and Supportiveness of Work Culture

Responses regarding the inclusivity of work culture towards women in shore-based maritime positions reveal a diverse spectrum of perspectives among respondents. While 17.4% perceive the work culture as extremely inclusive and 30.4% as almost inclusive, a notable percentage (15.2%) consider it not inclusive. This variation in perceptions underscores the need for continuous efforts to enhance inclusivity, address biases, and cultivate a supportive environment that values diversity and empowers all employees.

Initiatives such as mentorship programs, leadership accelerators, flexible work policies, and networking opportunities play pivotal roles in fostering a more inclusive workplace. By amplifying women's voices, advocating for systemic change, and promoting representation in leadership positions, maritime organizations can create an environment where diversity thrives, innovation flourishes, and employees feel valued and respected.

Career Transitions from Sea to Shore

The survey data provides valuable insights into the motivations and challenges faced by female seafarers transitioning from sea to shore-based positions within the maritime industry. Better career opportunities onshore is a primary reason for making this transition, underscoring the allure of professional advancement and growth in shore-based roles. Significant proportions highlighted challenges such as lack of support from colleagues and the company, mental harassment, and difficulties in maintaining work-life balance as compelling reasons for seeking employment onshore.

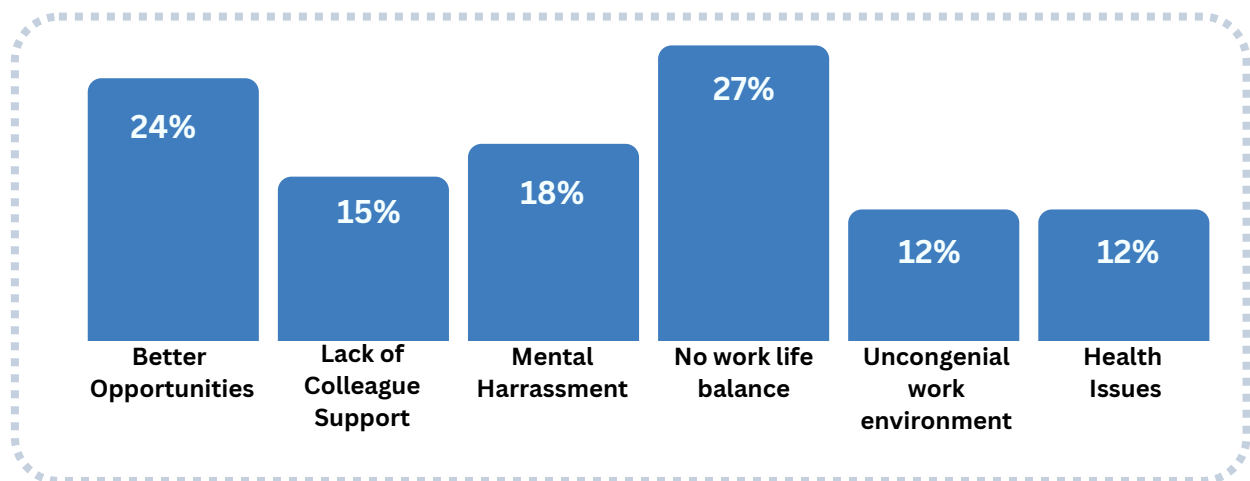


Figure 9: Reasons for onshore employees exit from sector



Chapter 4

INSIGHTS FROM SEAFARERS



Insights from Seafarers

Experience Levels and Career Dynamics

The data from 117 women who sail provides a comprehensive snapshot of experience levels and career dynamics within the maritime industry. A significant trend highlighted is the influx of newcomers, underscoring a growing interest among women in maritime careers, reflecting efforts to diversify and expand the talent pool within seafaring roles.

Seafarers, who have been sailing for more than 10 years, indicate robust retention of experienced professionals. This demographic represents a vital segment of the workforce, bringing extensive knowledge, skills, and leadership capabilities accrued over years at sea.

Mid-career stages show comparatively lower representation, suggesting potential challenges in career progression or retention during these critical phases. Respondents who have not yet started sailing indicate a preparatory phase or involvement in shore-based roles with aspirations to transition to seafaring positions.

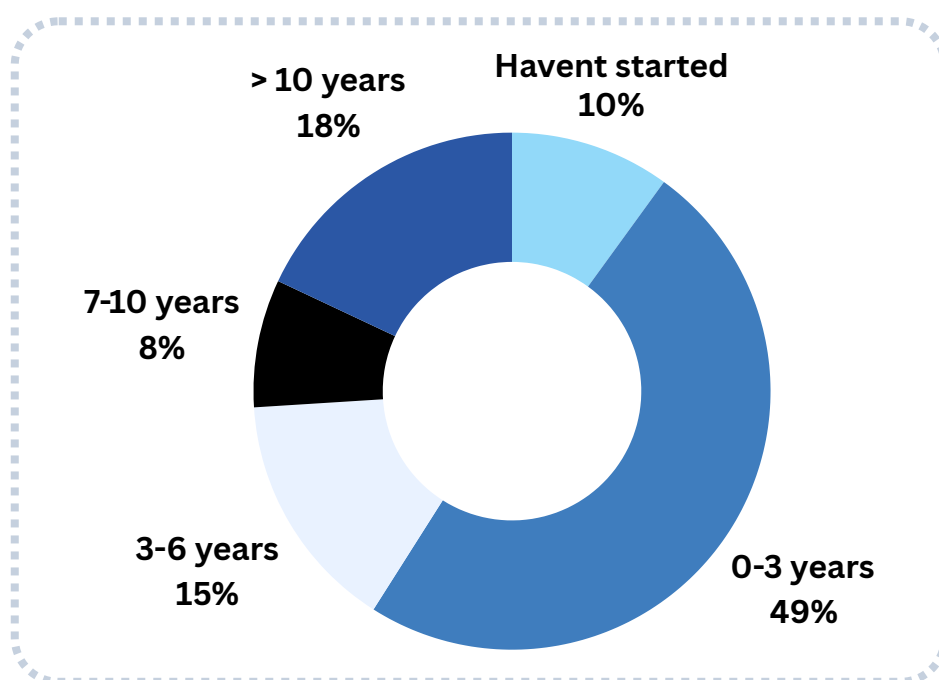


Figure 10: Seafarer experience by years

Employment Engagement and Career Paths

The survey underscores strong engagement among female seafarers in maritime careers, reflecting a commitment to maritime professions despite inherent challenges and underscores the resilience and dedication of women in the industry.

Respondents that have transitioned to shore-based jobs indicate career progression opportunities within the maritime sector. They also have access to shore-based roles aligned with their professional growth aspirations.

A small portion of the women are not currently working or are homemakers, reflecting varied career paths and life choices among women who have navigated or are preparing to navigate seafaring roles. These career trajectories illustrate the diverse pathways available within the maritime industry and highlight the sector's evolving landscape in terms of career opportunities and professional mobility for women.

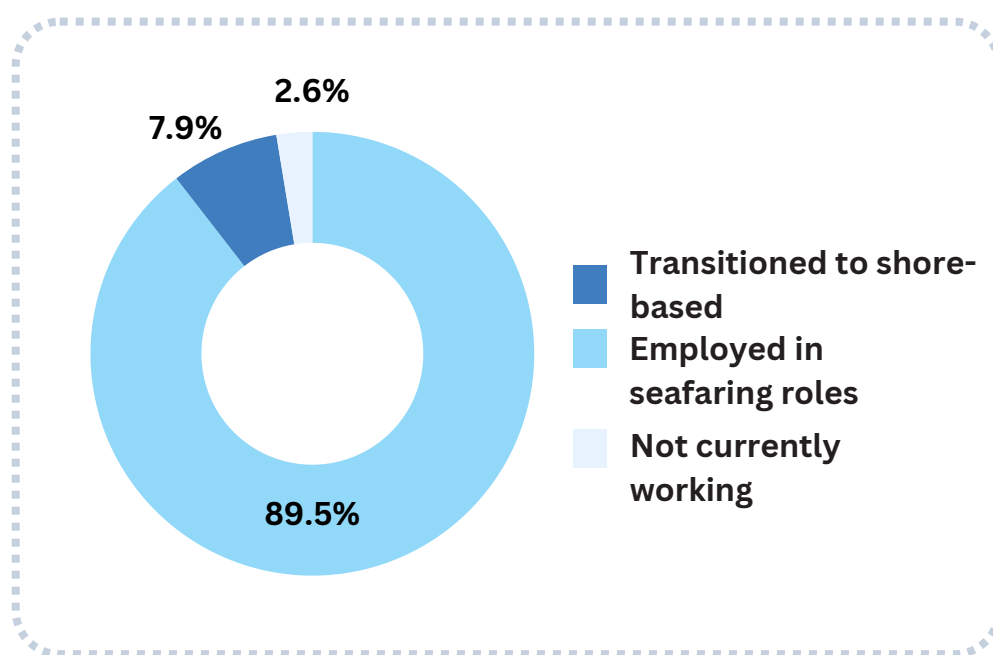


Figure 11: Current engagement of women in the sector

Job Market Perceptions and Challenges

Finding employment as a seafarer presents significant challenges, as indicated by survey responses. A majority of respondents find the job market difficult, showing the competitive nature of job acquisition within the maritime sector, reflecting barriers that seafarers—especially women—face in securing new opportunities at sea. Those who perceive the job easy highlight the need for targeted support mechanisms, including career counseling, networking opportunities, and skill development programs, to facilitate smoother job transitions and enhance employment prospects for female seafarers.

Working Conditions at Sea

Working conditions at sea for female seafarers receive mixed reviews, reflecting varied perceptions among respondents. Areas for potential enhancement include safety protocols, accommodation standards, workload management, and access to recreational facilities onboard vessels. Addressing these concerns is crucial to promoting a supportive and conducive work environment that prioritizes the health, safety, and welfare of women working at sea.

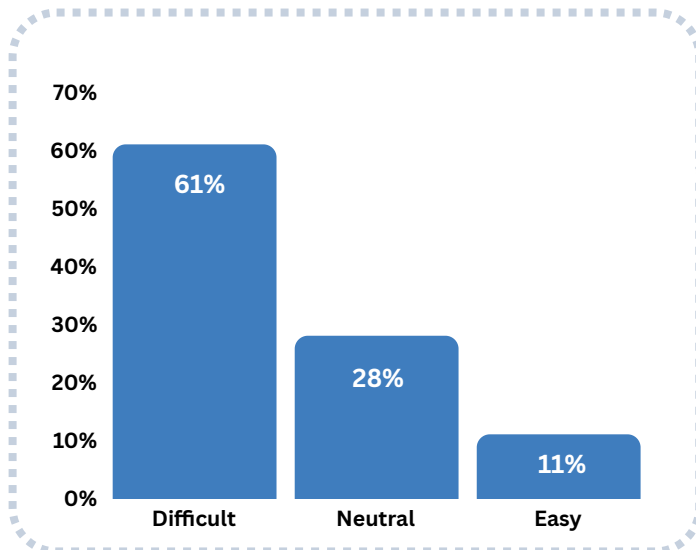


Figure 12: Seafarers view on the job market

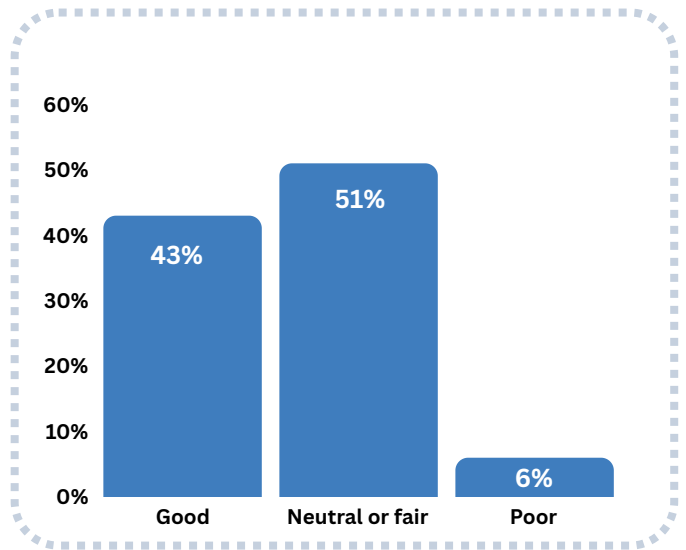
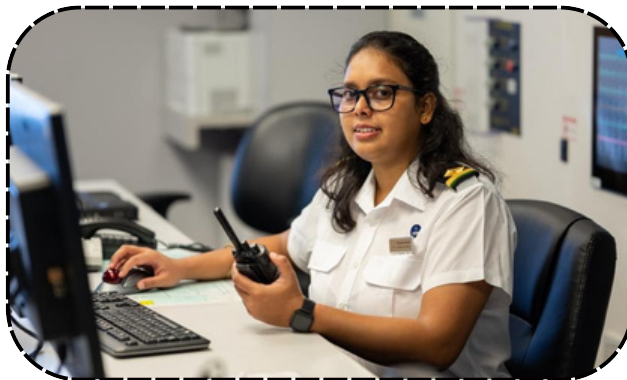


Figure 13: Seafarers view on the working condition



CASE STUDY

Conquering the Seas – The Journey of Bhagyashree Ogale



Bhagyashree Ogale pursued Marine Engineering at Tolani Maritime Institute, earning scholarships for her academic excellence. In 2014, she became the first lady officer to clear the MEO Class 4 examination and progressed to the rank of First Engineer. In 2023, she cleared her Class 1 exams, marking another significant achievement.

Despite facing skepticism and judgment from her peers, Bhagyashree joined Teekay Tankers, often as the sole woman onboard. She navigated the uncertainty and reluctance of her male colleagues and led an all-male team as a First Engineer. Bhagyashree's journey is a testament to the power of resilience, hard work, and continuous learning in overcoming gender barriers.

Perspectives and Gender Stereotypes

Survey responses reveal significant discrepancies between seafarers' perceptions and employer beliefs regarding the hiring and capabilities of women in maritime roles. Women believe they are able to balance work and family, challenging misconceptions that hinder gender diversity in seafaring professions. Similarly, some responses emphasize the physical capabilities of women in maritime roles.



Figure 14: Seafarers perspective on gender stereotypes

Challenges in Career Progression and Equal Opportunities

The survey data indicates mixed sentiments regarding opportunities for career advancement compared to male counterparts in the maritime industry. Respondents who are neutral reflect uncertainties and concerns regarding gender disparities and advancement opportunities within seafaring professions.

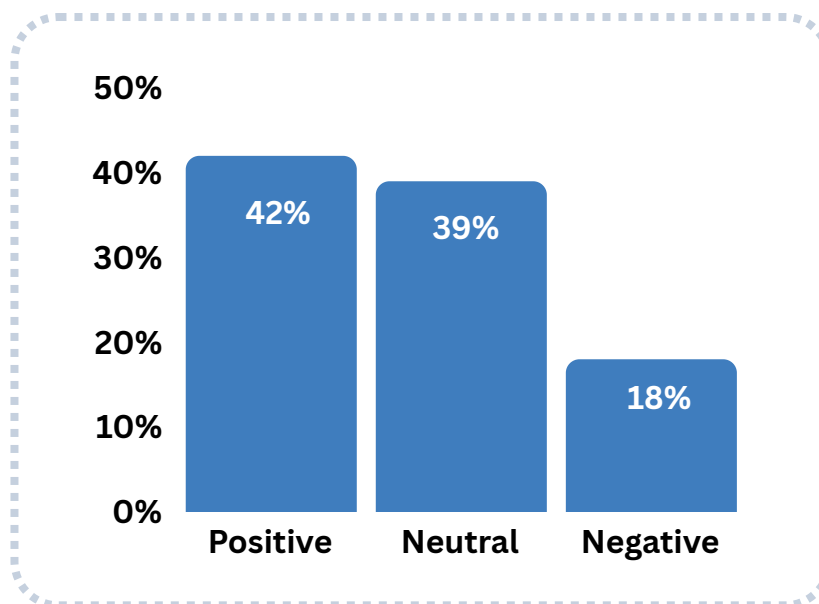


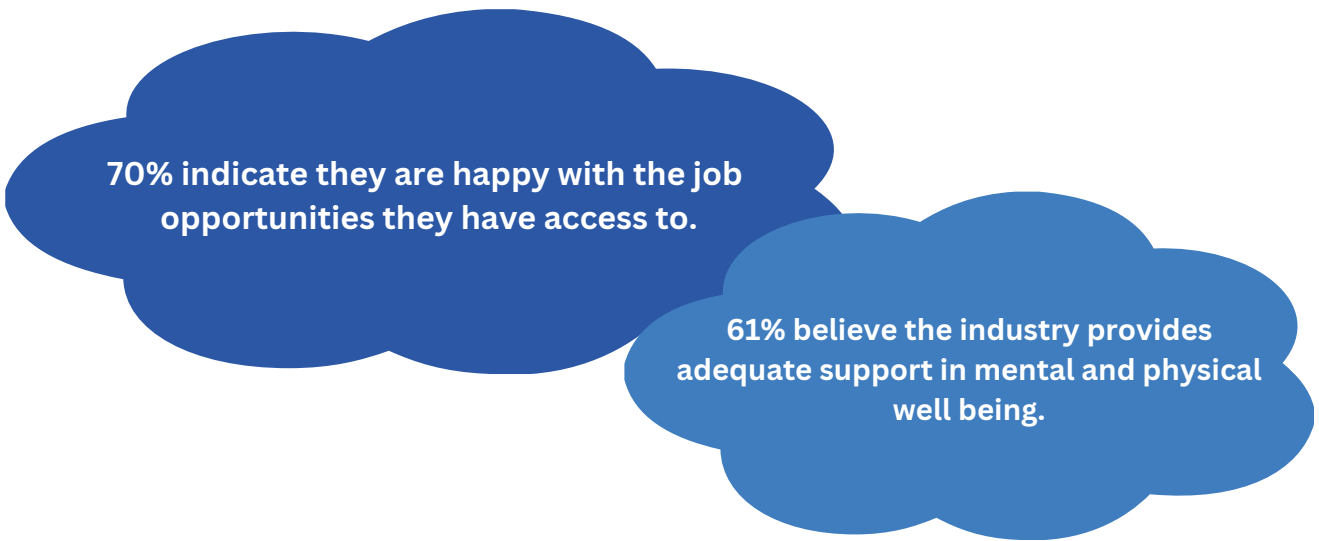
Figure 15: Seafarers' sentiments regarding female career advancements compared to male counterparts

Training and Professional Development

Respondents were happy with the opportunities they have access to, highlighting positive strides in supporting the career growth and skill enhancement of female seafarers, essential for maintaining competence and adapting to evolving industry requirements. However, a lack of adequate access or adequacy in training initiatives indicates areas for improvement in ensuring equitable opportunities for all women in the maritime industry.

Healthcare and Mental Well-being Support

Survey findings reveal mixed perceptions regarding the adequacy of healthcare and mental well-being support for female seafarers within the maritime industry. There are potential gaps in healthcare provisions and mental health resources onboard vessels. Addressing these concerns necessitates enhancing healthcare infrastructure, expanding access to medical services, and implementing comprehensive mental health support programs tailored to the unique challenges faced by women working at sea. Promoting a culture of well-being and prioritizing the physical and mental health of seafarers are essential for fostering a safe, supportive, and sustainable work environment in maritime professions.



70% indicate they are happy with the job opportunities they have access to.

61% believe the industry provides adequate support in mental and physical well being.

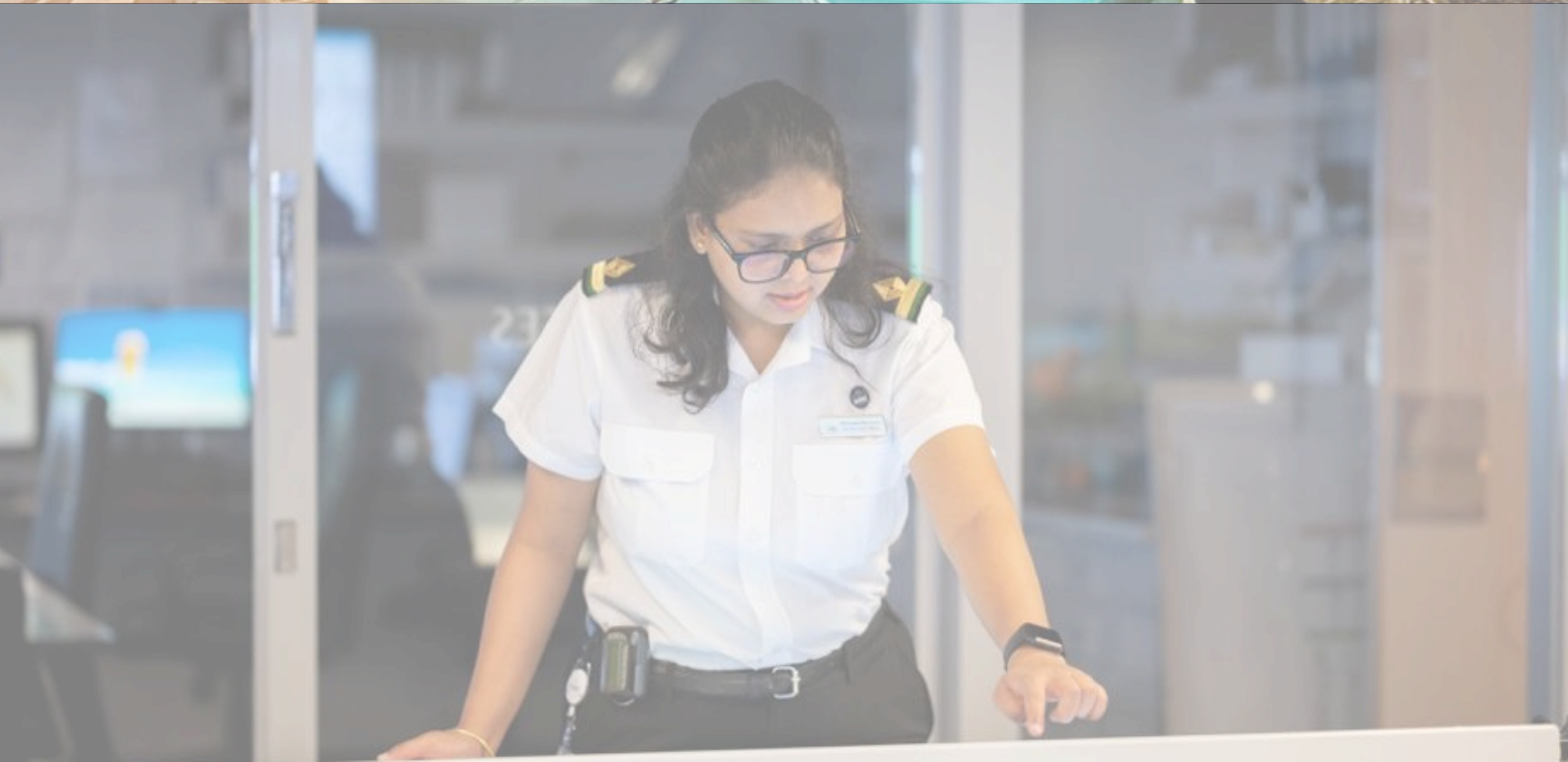
Effectiveness of Diversity and Inclusion Policies

Perceptions of workplace diversity and inclusion (D&I) policies vary: 55.3% find them somewhat effective, 29% very effective, 15.8% not effective, and 7.9% report no such policies. These results highlight the need to reassess and enhance D&I initiatives, especially for female seafarers. Strengthening organizational commitment, promoting inclusive leadership, and fostering respect and equality are crucial for advancing gender equity and creating supportive work environments.

Chapter 5

EMPLOYEES' vs

EMPLOYERS' PERSPECTIVES



Policies

While there is broad alignment on the importance of policies addressing maternity support and workplace safety, varying perceptions of their effectiveness among seafarers highlight opportunities for employers to enhance policy implementation through clearer communication, tailored support, and increased engagement.

EMPLOYERS	EMPLOYEES
<ol style="list-style-type: none">1. Majority have established formal gender equality policies, underscoring a commitment to creating equitable workplaces2. An overwhelming majority adhere to UN WEPs, indicating alignment with international standards for promoting gender diversity and empowerment3. Specific policies tailored for women include provisions such as flexible working hours, maternity benefits and robust sexual harassment policies	<ol style="list-style-type: none">1. Significant portion acknowledges the presence of such policies and perceive them as effective to some degree, responses vary widely regarding their perceived effectiveness2. A notable majority find these policies somewhat effective, suggesting room for improvement3. Some believe these policies are effective, indicating that while the framework exists, there may be challenges in translating policy intentions into tangible benefits for seafarers4. A small proportion are not ineffective, signaling potential gaps in addressing the specific needs and experiences of seafarers

There is alignment on the significance of policies addressing issues like maternity support and workplace safety.

However, the variation in perceived effectiveness among seafarers suggests opportunities for employers to enhance policy implementation, perhaps through clearer communication, tailored support mechanisms, or increased engagement with seafaring employees to better understand and address their unique challenges and needs.

Recruitment and Gender Neutrality

Despite strong commitments to gender-neutral hiring practices, ongoing challenges and barriers persist for women in maritime careers, with varying perceptions revealing deep-seated stereotypes and biases that continue to influence their employment experiences.

EMPLOYERS

1. Employers **have strong policies** aimed at ensuring all job postings are gender-neutral.
2. A significant **majority affirm that their organization maintains gender-neutral job descriptions**, reflecting a proactive approach to equal opportunity hiring.
3. Most of them **indicate that their HR departments are aware** of the importance of gender neutrality in job advertisements.
4. While a **substantial portion report neutral to good application rates**, challenges remain in attracting a consistently high number of female applicants across all job announcements.

EMPLOYEES

1. Half of onshore employees are **neutral about securing employment**.
2. A **significant minorities perceive finding a job as difficult**, suggesting barriers that hinder women's entry or advancement within maritime roles.
3. Dynamics of seafarers **reflect the diverse career trajectories women experience within maritime**, illustrating the industry's adaptability to accommodate varying career paths.

While employers demonstrate a strong commitment to gender-neutral practices and awareness, the perspectives from onshore women and seafarers highlight ongoing challenges in achieving full gender equality.

Progress has been made in promoting gender diversity and inclusivity, but challenges and barriers persist for women applicants and employees.

Onshore employees and seafarers reveal deep-seated stereotypes and biases that continue to shape perceptions about women's capabilities and suitability for maritime careers.

Challenges in Integrating Women into Maritime Roles

Employers and onshore employees generally perceive positive working conditions and efforts towards inclusivity within shore-based maritime roles, yet ongoing challenges in fostering inclusive cultures and addressing discriminatory practices persist, particularly in recruitment, retention, and career advancement for women.

EMPLOYERS	EMPLOYEES
<div><div>1. While more than half employers report no specific obstacles, a notable minority encounter difficulties in key stages of employment.</div><div>2. 17% face challenges in recruiting women, indicating potential barriers in attracting female candidates to maritime positions.</div><div>3. Additionally, some also cite retention issues, suggesting ongoing efforts are needed to ensure women remain engaged and supported in their careers.</div><div>4. Almost 10% of them identify challenges in promoting women within their organizations, indicating potential disparities in career advancement opportunities.</div></div>	<div><div>1. Onshore employees reveal deep-seated perceptions and barriers.</div><div>2. Employees cite perceived inability of women to balance work and family responsibilities, concerns over women's ability to handle work pressure and lack of physical strength as challenges.</div><div>3. Most seafarers find it difficult to secure new employment, reflecting competitive and challenging conditions in the maritime job market.</div><div>4. Seafarers transition from sea to shore-based jobs to maintain work-life balance, and over concerns over mental harassment.</div></div>

Employers and onshore employees generally perceive positive working conditions and efforts towards inclusivity within shore-based maritime roles, challenges remain, particularly in fostering inclusive cultures and addressing discriminatory practices.

Seafarers' experiences highlight the importance of ongoing improvements in working conditions at sea, including efforts to enhance safety, combat harassment, and support mental well-being.

Representation of leadership

Despite efforts to increase gender diversity in leadership within shore-based maritime organizations, significant disparities persist, with over three-fourths of CEO/MD roles held by men. Addressing these disparities requires a continued commitment to inclusive policies, supportive environments, and opportunities for women to advance into leadership positions.

EMPLOYERS

Employers predominantly report **male representation at the highest leadership levels** within shore-based maritime organizations, with **more than three-fourth of their CEO/MDs are male.**

EMPLOYEES

While a significant majority acknowledge a **moderate amount of representation**, a notable proportion **believes there is none at all.**

While strides have been made to increase gender diversity in leadership within shore-based maritime organizations, significant disparities persist.

Addressing these disparities requires ongoing commitment from employers to implement inclusive policies, foster supportive environments, and provide opportunities for women to excel and advance into leadership positions. By closing the gender gap in leadership, maritime organizations can benefit from diverse perspectives, enhanced decision-making, and a more equitable workplace culture that promotes long-term sustainability and success.



“Women choose the maritime sector out of immense passion. It is not just a ‘job’ for them but an opportunity to experience the world. Their contribution to the sector will have immense impact.”

Dr. (Mrs.) Malini V Shankar, IAS (Retd), Vice Chancellor, Indian Maritime University

2019 vs 2024

Employers' Perspective	2019	2024	Change
Female Representation in CEO Positions	3.9%	21.4%	Significant increase
Board Level Representation	17.6% held by women	Limited improvement	Persistent challenge
Adherence to UN WEPs	25%	89.3%	Substantial increase
Adoption of Gender-Neutral Job Practices	80%	92.7%	Significant increase
Policy Implementation on Gender Equality	86%	73.2%	Decrease with more targeted policies
Challenges in Integrating Women	Higher in recruiting and retaining, lower in promoting	Lower recruiting and retaining, higher in promoting	Evolving challenges
Employees' Perspective	2019	2024	Change
Women Employed in Seafaring Roles	89%	89.5%	Negligible Increase
Transition to Shore-Based Jobs	9%	7.9%	Slight decrease
Women's Career Duration	0-3 years: 33% 10+ years: 20%	0-3 years: 48.7% 10+ years: 18%	Fewer professionals, more newcomers
Perceptions of Job Market	71% find it difficult	60.1% find it difficult	Slight increase in optimism

