

Women in Maritime

Survey 2021

A study of maritime companies and IMO Member States' maritime authorities



Coordinated by



List of abbreviations

BIMCO

Baltic and International Maritime Council

ICS

International Chamber of Shipping

IMLI

IMO International Maritime Law Institute

IMO

International Maritime Organization

NVOCC

Non-vessel operating common carrier

SAR

Search and rescue

TC

Technical Cooperation Committee

WISTA

Women's International Shipping and Trading Association

WMU

World Maritime University

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Welcome message - International Maritime Organization

Striving for improvement

The maritime industry must commit to recognizing, facilitating and supporting contributions of women as key maritime stakeholders

Kitack Lim, IMO Secretary-General

The maritime sector's future lies in the hands of its workforce, tasked with creating a pathway to a sustainable future with a decarbonized and highly digital industry. Our ability to cope with the challenges that this transformation requires hinges on innovative thinking, a resilient attitude and technical skill – qualities that are shared by people of all genders and nationalities. The maritime industry has traditionally been very male-dominated. Although there has been tangible progress made towards diversity, there is much more to be done.

IMO has been working to achieve gender equality in maritime through a number of paths. IMO's Women in Maritime program has been in operation since 1988, delivering on the actions named in its slogan: Training-Visibility-Recognition. IMO has also launched eight Women in Maritime Associations (WIMAs) through its gender and capacity-building programme.

We have continued to prepare women to be future maritime leaders by sponsoring women from developing countries to take part in the Maritime SheEO leadership scheme.

IMO's technical cooperation and global projects incorporate efforts to implement the UN Sustainable Development Goals (SDGs) - including Goal 5: achieve gender equality and empower all women and girls. IMO is wholly committed to helping Member States achieve the UN 2030 Agenda for Sustainable Development and the 17 SDGs. Specifically on empowering women in the maritime community, the IMO Assembly has adopted a resolution urging continuing firm action in the coming years to advance gender equality throughout the maritime sector to reach a barrier-free environment.

By actively empowering women with the requisite skills, maintaining a barrier free working environment, we create truly sustainable systems of gender equality. During my tenure as Secretary-General, I have already seen greater participation and leadership by women at IMO – including as chairs of our committees and sub-committees. I look forward to building on this progress.

Benchmarking the current state of the sector is vital to measure results. The Women in Maritime Survey 2021 shines a spotlight on areas in which IMO Member States and the wider maritime industry are performing well – and, more importantly, those where additional attention, resources and encouragement are needed.

I invite everyone reading this to join IMO in celebrating the International Day for Women in Maritime on 18 May to honor the achievements of the many talented women in our sector. The observance is intended to celebrate women in the industry, promote the recruitment, retention and sustained employment of women in the maritime sector, raise the profile of women in maritime and support work to address the gender imbalance in maritime. IMO Member States are encouraged to organize events on the day to support these aims.

It is only by working together that we can make maritime more welcoming and inclusive. I look forward to building a more diverse tomorrow with you all.



Welcome message - WISTA International

Taking stock

The purpose of this survey is not to shame and criticize, but to inspire and give a basis for action

Despina Panayiotou Theodosiou, WISTA International President

Data is key. It is the knowledge from which we can create positive change.

Hence, the knowledge we have gathered about gender diversity in the maritime industry through this first Women in Maritime Survey 2021 is an important step in our ambition to create holistic gender diversity.

I first need to thank everyone across the industry who took the time to respond to the survey questions and answer honestly and candidly to help us build as detailed a picture as possible of the state of diversity in shipping today.

As a first snapshot, this survey gives telling evidence of how much work still needs to be done.

But it also shows us where there are a few bright spots.

The maritime industry can see for itself which sectors are pushing ahead with diversity, and which are not.

We can see how ship owning companies have a reasonably high level of women in senior management and board positions, but the workboat, bunkering, offshore and dredging companies barely touch double percentage figures across their whole workforce.

The survey underscores previous findings from other organizations about the low number of women at sea – despite the ongoing calamity of a seafarer shortage. At the same time, training companies employ more women than men – showing that the majority of seafarers are men but will be trained in some aspects of their role by women.

But the purpose of this survey, and the ones we will regularly run across the industry, is not to shame and criticize, but to inspire and give a basis for action.

We can see sectors where there are almost no women present, and others where we can see some elements of parity and equal representation. The approach to building diversity in the former will be different from maintaining and improving the ratios in the latter. But we now have the data to help us.

What we want to push for is that this collection of industry data will fuel those who are in a position to create change, to do so.

This is granular data in some respects and will hopefully give people across different but interlocked sectors, sub-sectors, and geographical locations, the inspiration to focus their efforts on creating greater gender diversity.

WISTA International is present and ready to collaborate with all industry stakeholders, in order to create a sustainable, efficient, and safer shipping industry.



Executive summary

Women in Maritime Survey 2021 - industry survey

For this inaugural Women in Maritime Survey 2021, data from companies within the maritime industry, and, separately, from IMO Member States' maritime authorities was gathered during the course of 2021.

Within the industry survey, 500 completed responses were recorded.

Of the segments in which the respondents operate, the largest single category is that of shipowning companies, followed by maritime associations. In the former, women were found to make up some 34% of respondents' workforces. In the latter, it was 16%.

As well as shipowners of all merchant segments, respondents span a vast array of other frontline operational sectors: port operators; cruise; bunkering; and the workboat industries including fishing, offshore, towage, and dredging.

Overall, the share of women employees by sub-sector was 29%.

The survey also asked for the share of how many female seafarers a company employed. At less than 2%, the proportion of women employed as seafarers is small. Within the survey, most female seafarers are employed by the cruise industry.

The women associations of Kenya and Comoros lead

the table for female seafarers. However, those are all female association members. They are followed by cruise companies from New Zealand and Spain. Those make up 10 times the proportion of women seafarers globally.

Companies headquartered in China and the Philippines — which were the biggest employers of seafarers in the survey — had sample sizes of 54,211 and 37,334 on their books, respectively. Of the crew employed by Filipino companies, just 434, or 1.16%, were women. Of the 54,211 crew of the Chinese companies, just 76 — an almost statistically negligible 0.14% — were women. Germany and Denmark, with sample sizes of 10,898 and 21,027 crew respectively, each had around 2%.

Looking at the distribution of the ranks that women work in, 39% of women within the surveyed companies work in mid-management, 28% in technical roles, and 48% in administrative and support roles.

Of the companies that stated that they had a board, the share of female board members was 28%.

Within the C-level positions, of the more than 500 companies that participated, 125 have female CEOs, 127 female chief HR officers, and 109 have female chief financial officers.

The majority of respondents stated that their female workforce was between 25–44 years old, followed by 45–54 year-olds.

Women in Maritime Survey 2021 - IMO Member States survey

The separate IMO Member States survey recorded 45 completed data sets out of the 174 IMO Member States. This number is expandable and highlights the fact that it is important to increase awareness around the involvement of female staff within national maritime authorities and gather hard facts of where within the industry they work.

Within those countries that do collect data on staff in departments and authorities such as the national maritime authority, customs, border control, or representatives to the IMO, women make up around 20% of the workforce.

One exception is the search and rescue department. Here, the share of female staff lies around 10%.

On the other hand, the share of female training staff lies above the average, just shy of 30% and so does the share of female diplomats with 33%.

Both those numbers could confirm the traditional roles for both men and women. While men are being deployed to potentially dangerous situations, women are tasked with educating — potentially also search and rescue staff.

Looking further into the education of maritime staff, the survey asked for the number of World Maritime University as well as IMO International Maritime Law Institute graduates.

Of the 45 Member States that provided data, 33 have produced graduates of the university.

The top three is led by Japan with 200, followed by Republic of Korea with 100, and Sweden with 46.

Of the 33 survey respondents that have said they have produced graduates of the institute, Japan and Republic of Korea again lead the table with 100 graduates respectively. 10% of the Japanese graduates were women, and 2% of the Republic of Korea cohort has been female.

Member States that have seen fewer graduates of their country from the university, fare better in their share of female graduates, with the majority having a share of more than 50%.

Following on from education, the survey also looked at the share of women climbing up higher ranks in maritime authorities.

Currently, 14% of the respondents say that their national maritime authority is being headed up by a woman. This corresponds with the share of women in core roles such as specialist technical and operational ones.

The share of women in support roles such as non-operational technical and administrative roles, and those working in finance divisions and service roles that support key personnel, is nearly double at 35%.

Finally, the survey looked at recruitment and thus, the future workforce. Member States surveyed said to ensure gender equality in the recruitment they used neutral language in job descriptions, tried to ensure pay equality, provided organizational training around bias, or involved a diverse team of people in the interview process.

Introduction

Industry survey analysis

The Women in Maritime Survey 2021 has collated findings from more than 500 companies throughout the maritime industry, with about 60% based in one country and the remaining 40% operating across several geographic business areas.

Of the segments in which the respondents operate, the largest single category is that of shipowning companies, followed by maritime associations. In the former, women were found to make up some 34% of respondents' workforces. In the latter, it was 16%.

Overall, the share of female employees by sub-sector was 29%.

This is perhaps best understood when assessing the lack of women actually working as crew on board vessels in the merchant sector – versus a much larger proportion of shoreside staff. In mid-2020, a report by BIMCO and ICS showed¹ that 1.2% of seafarers are women, although the numbers of female seafarers has increased by 45% compared with findings five years earlier, in 2015. Across respondents, women make up some 2% of their seafaring personnel.

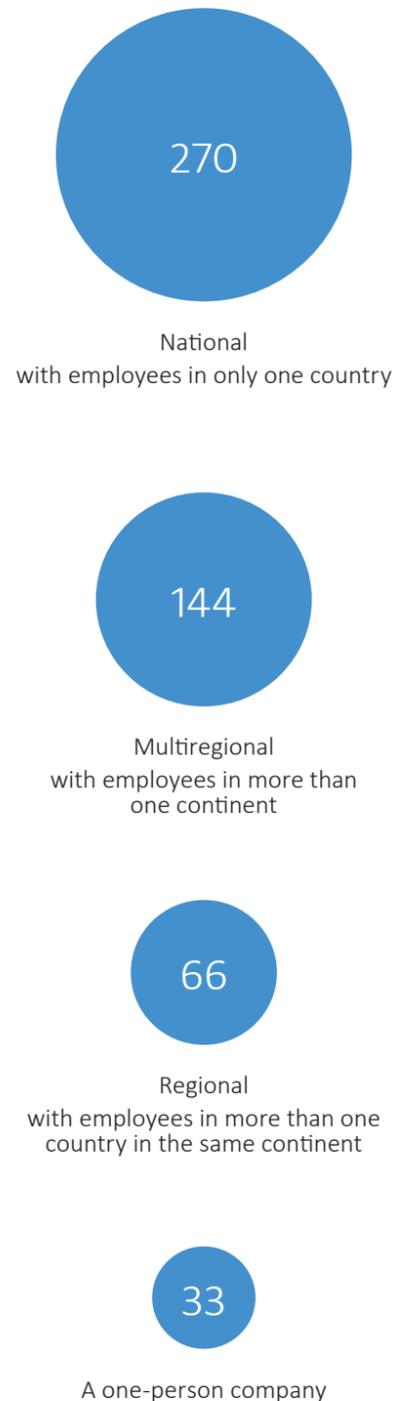
As well as shipowners of all merchant segments, respondents span a vast array of other frontline operational sectors: port operators; cruise; bunkering; and the workboat industries including fishing, offshore, towage, and dredging.

Respondents also span a wide range of the supporting maritime industries. In these business areas, comprising almost entirely shoreside staff, women were much more strongly represented. Some of the biggest employers were the cruise industry, crewing agencies, recruiters, public relations, and insurance, which boasted a female workforce of more than 50%.

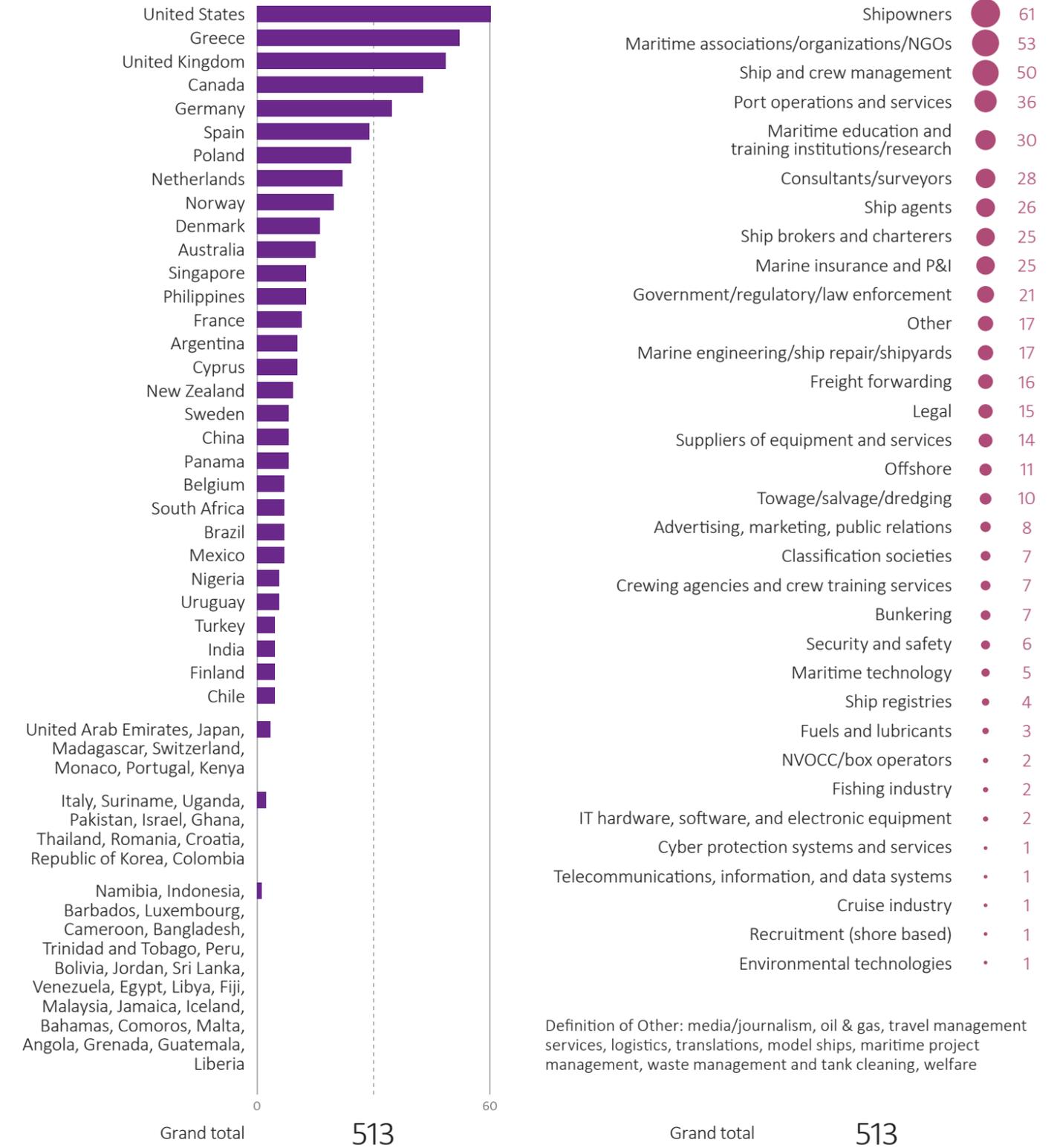
The following pages will offer more detailed discussion of the current role of women in shipping as it stands in 2021, including the ratio of women on company boards, occupying technical positions, and employed at sea.

¹www.bimco.org/news/priority-news/20210728---bimco-ics-seafarer-workforce-report

Is your company/organization



Where is your company headquartered and in which sector does it operate?



Women in maritime and at sea

At less than 2%, the proportion of women employed as seafarers is small. Within the survey, most female seafarers are employed by the cruise industry.

The women associations of Kenya and Comoros lead the table for female seafarers. However, those are all female association members. They are followed by cruise companies from New Zealand and Spain. Those make up 10 times the proportion of women seafarers globally.

When it comes to cruise staff, distinctions must be made. Cruise vessels employ pool lifeguards, chefs, and spa technicians. Huge numbers of women occupy these types of roles.

To gain an understanding of how many women seafarers there are globally, it is instructive to look at where the biggest cohorts come from.

Companies headquartered in China and the Philippines – which were the biggest employers of seafarers in the survey – had sample sizes of 54,211 and 37,334 on their books, respectively. Of the crew employed by Filipino companies, just 434, or 1.16%, were women. Of the 54,211 crew of the Chinese companies, just 76 – an almost statistically negligible 0.14% – were women. Germany and Denmark, with sample sizes of 10,898 and 21,027 crew respectively, each had around 2%.

Between them, respondents from Sweden employed the highest proportion of women seafarers, at 13% – 19, out

of 148 crew members in total. Given the smaller sample size, with seven companies included in the respondents, it is difficult to say whether this would be represented on a national scale.

Data from companies headquartered in the world's biggest flag State, Panama, were similarly inconclusive, with seven respondents employing 111 seafarers, about 11% of whom were women. However, findings from Canada differed. About 9,987 crew members were included in the survey, and of those, 742, or 7%, were women.

Below, in greater detail, the survey's findings are analyzed sector-by-sector.

Many of the surveyed segments do not employ seafarers or engineers, but still provide pivotal services to the maritime industry. Thus, we have distinguished between core roles – directly involving the provision of the service with which the company is concerned – and non-operational, support, and administrative roles.

For example, looking at the towage/salvage/dredging industries, which have among the lowest percentages of women employed overall at just 10%. Of those, 8% of core roles are populated by women.

In the responses from the bunkering industry, of which there were five in total, 10% of the workforce were women, and of those, 9% occupied core roles.

The lowest percentage of women were employed in the surveyed offshore sector, at 4%. Of those, women held 6% of core roles.

When it comes to shoreside industries, women made up a much bigger percentage. In advertising, marketing, and public relations, more than half of the 821 total employees from across seven different organizations identified as women.

In marine insurance, with 25 included, women made up 51% of the workforce.

Perhaps one of the most intriguing findings was that, of the seven companies surveyed in the crewing agencies and crew training segments, more than half of their workforces were women at 55%.

But more interestingly, women occupied 70% of core roles within this group.

In other words, the overwhelming majority of seafarers at the time of the survey remain men; but they are being recruited and trained by women.

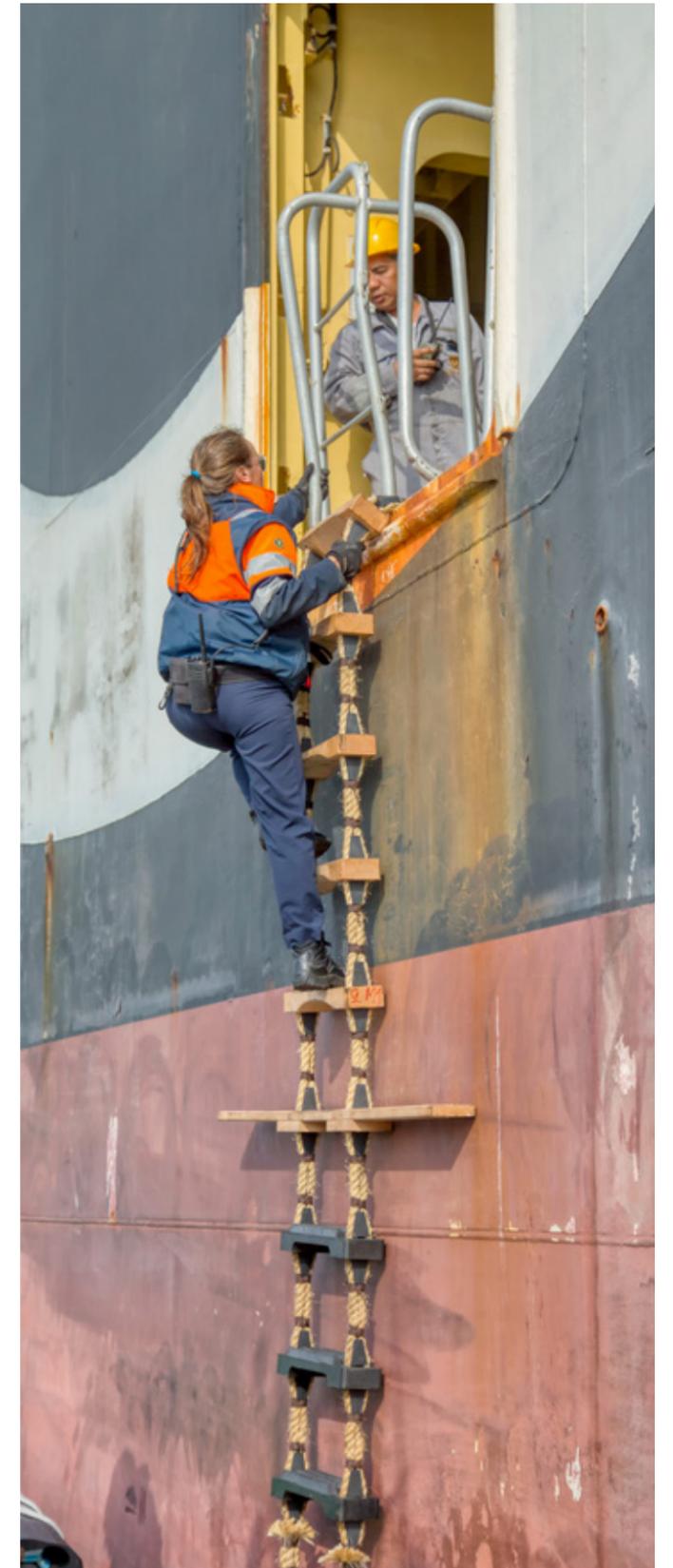
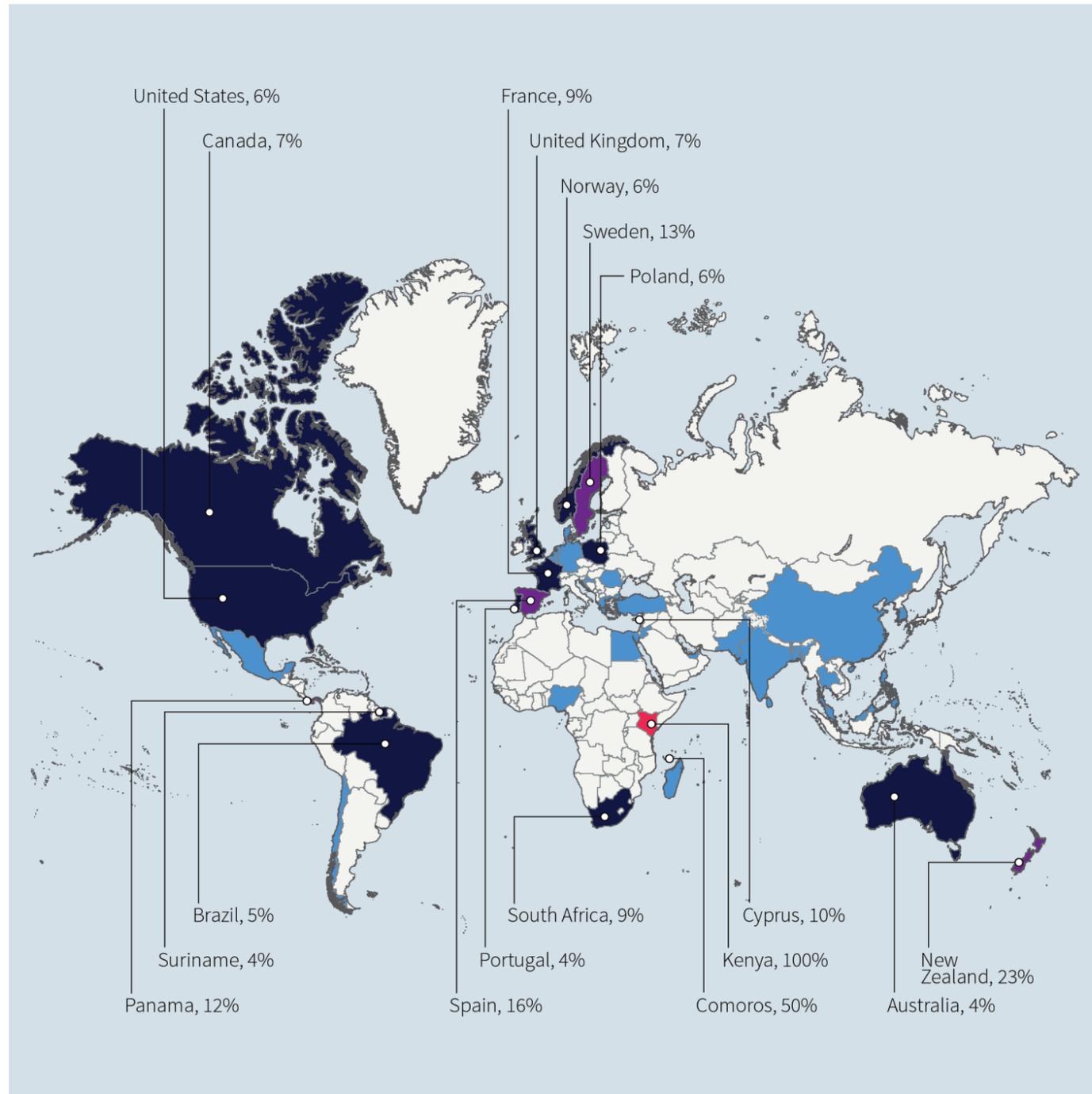


Photo credit: IMO

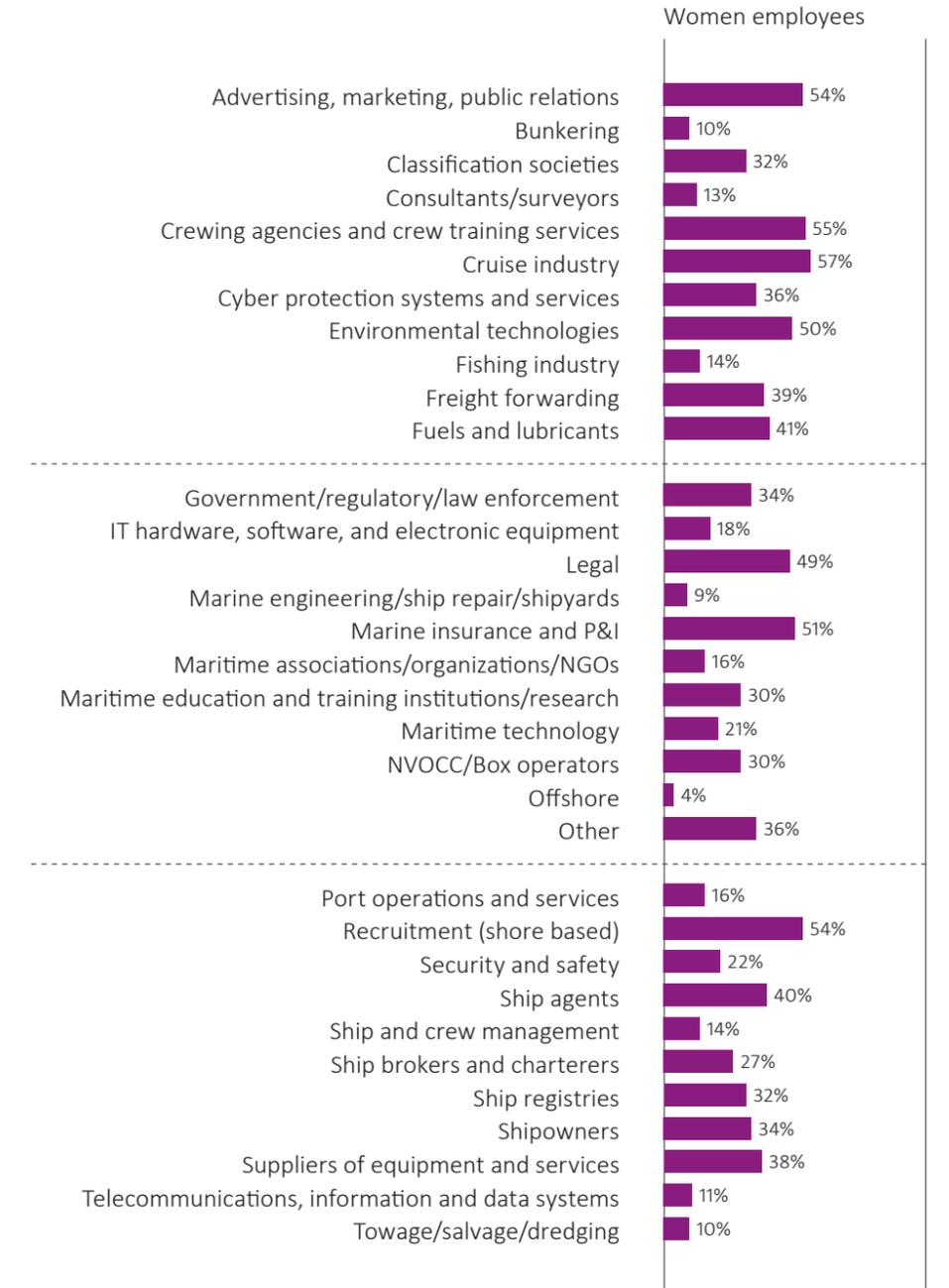
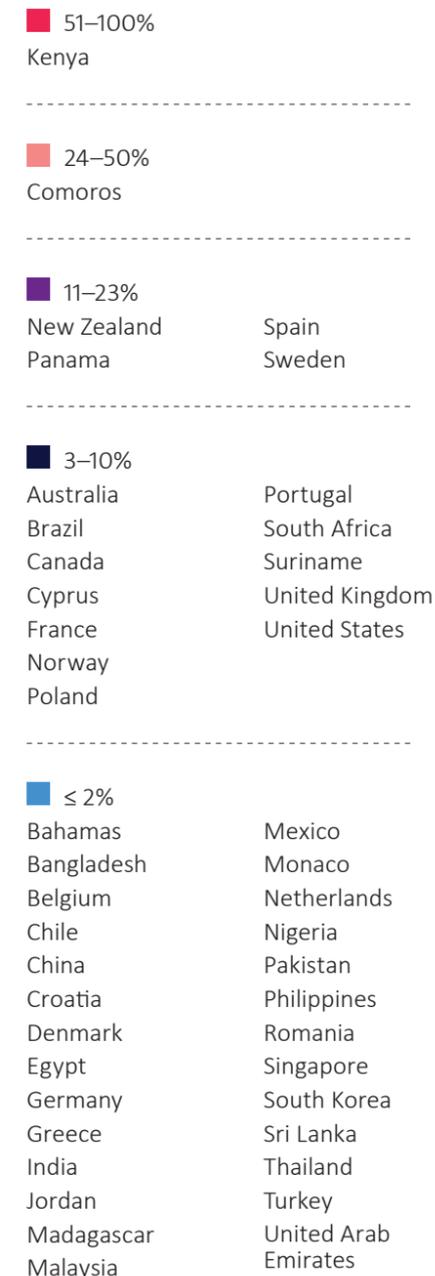
Share of female seafarers by country of company headquarters



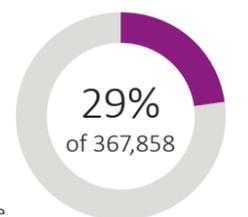
— International boundary
 ⚠️ Claim, dispute, estimate, or unilateral boundary
 🌐 UN buffer zone

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Share of women employees by sub-sector



Definition of Other: Media/journalism, Oil & Gas, Travel management services, logistics, translations, model ships, maritime project management, waste management and tank cleaning, welfare



Source: IHS Markit

Women in mid-management, core and support roles

39% of women within the surveyed companies work in mid-management, 28% in technical core roles, and 48% in administrative and support roles.

An illustrative example is in surveying, where we find the same proportion of women board members exists in surveying as those who are employed in core roles in that sector with 44%.

We find also that the women training crews (crewing agencies and crew training, 70% of core roles), also had a comparatively higher share of board positions at 31%.

In shore-based recruitment, 89% of non-operational, support, and administrative roles were held by women — double the number occupying core roles, at 40%. 17% of board members were women.

In port operations and services, women occupied 12% of core roles, and 35% of support roles; 18% of board members in this segment were women.

For shipbrokers and charterers, women occupied 58% of support roles, and 26% core roles – and 18% made it to the boardroom.

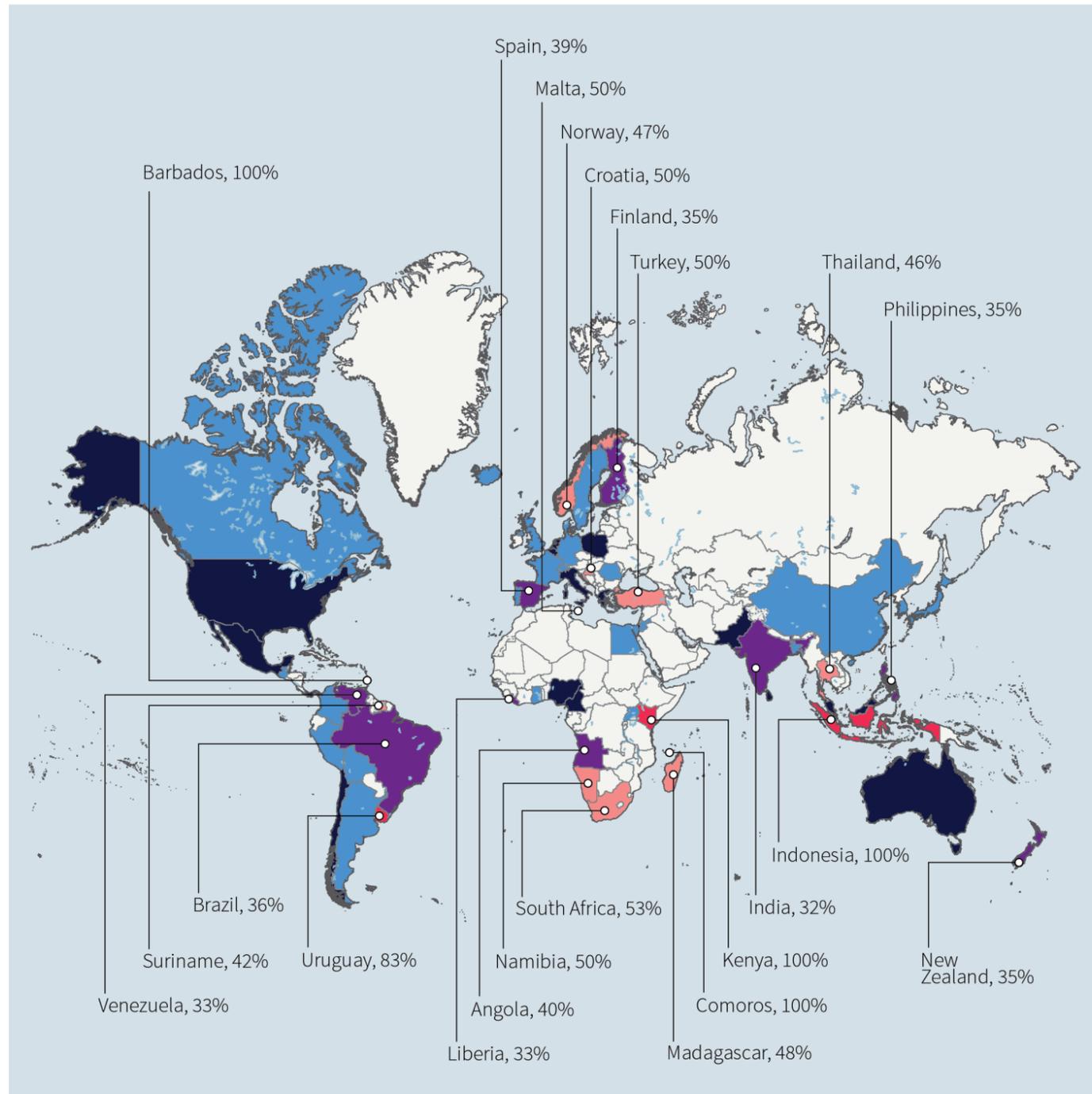
This does not appear to be the case in every instance, however. Offshore does not seem like a welcoming segment for women in general, with 23% in administrative roles, 6% in core roles, and 17% in the C-level.

On the other end of the scale, maritime associations and NGOs at first appear to be conscientious employers for women who made up 55% of employees; 54% of middle-management roles; 45% of core roles; and 68% of support roles.

Share of women in mid-management, core and support roles by sub-sector in comparison



Share of women on boards by country of company headquarters

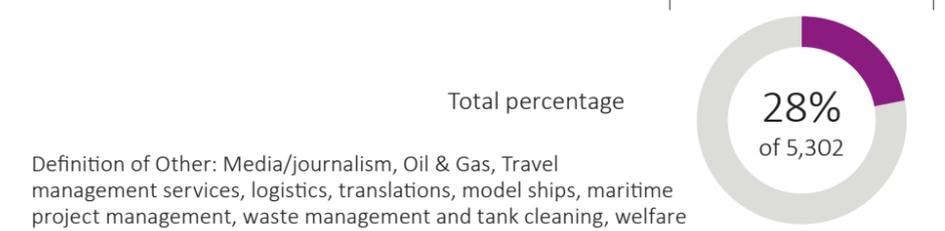
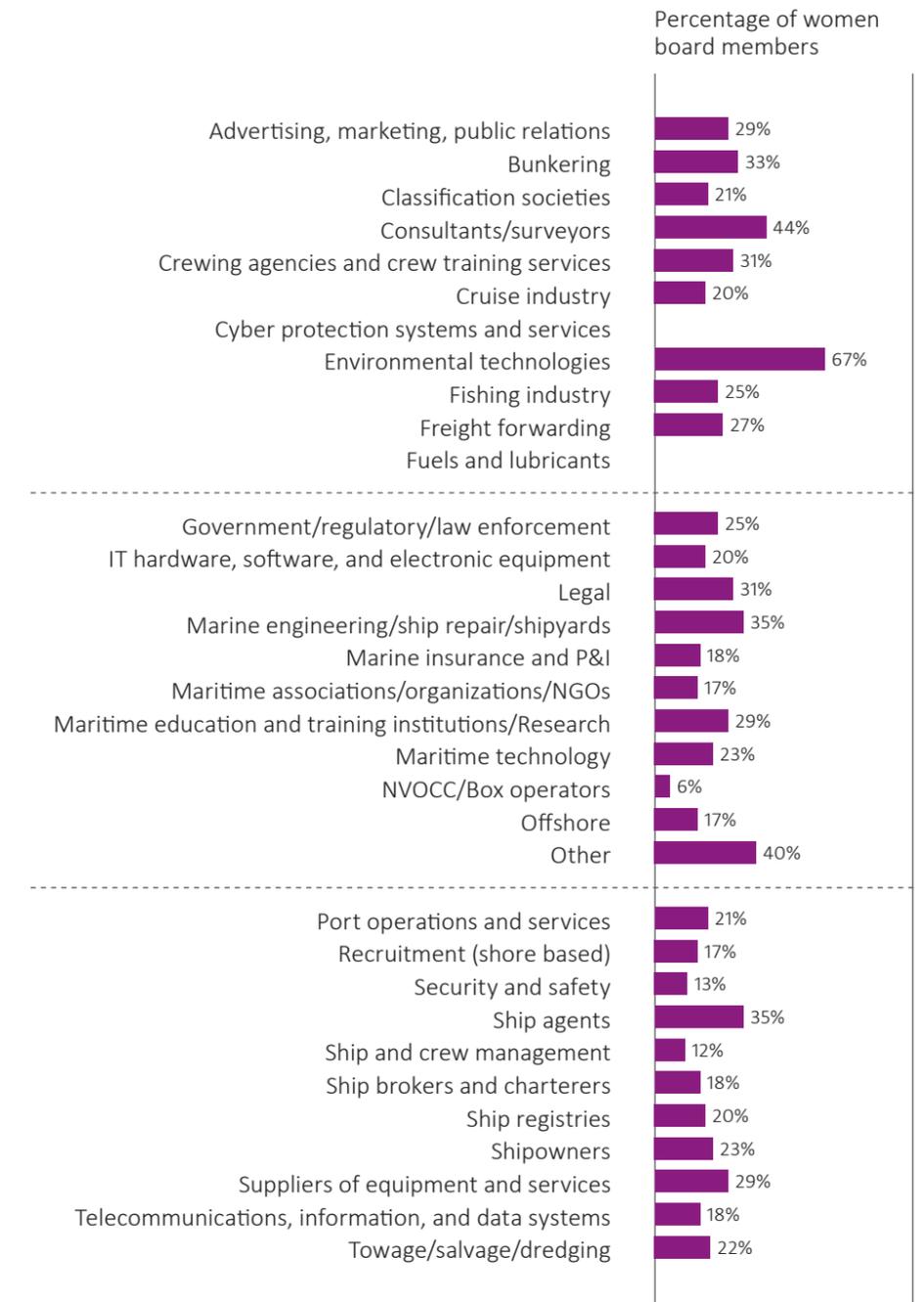


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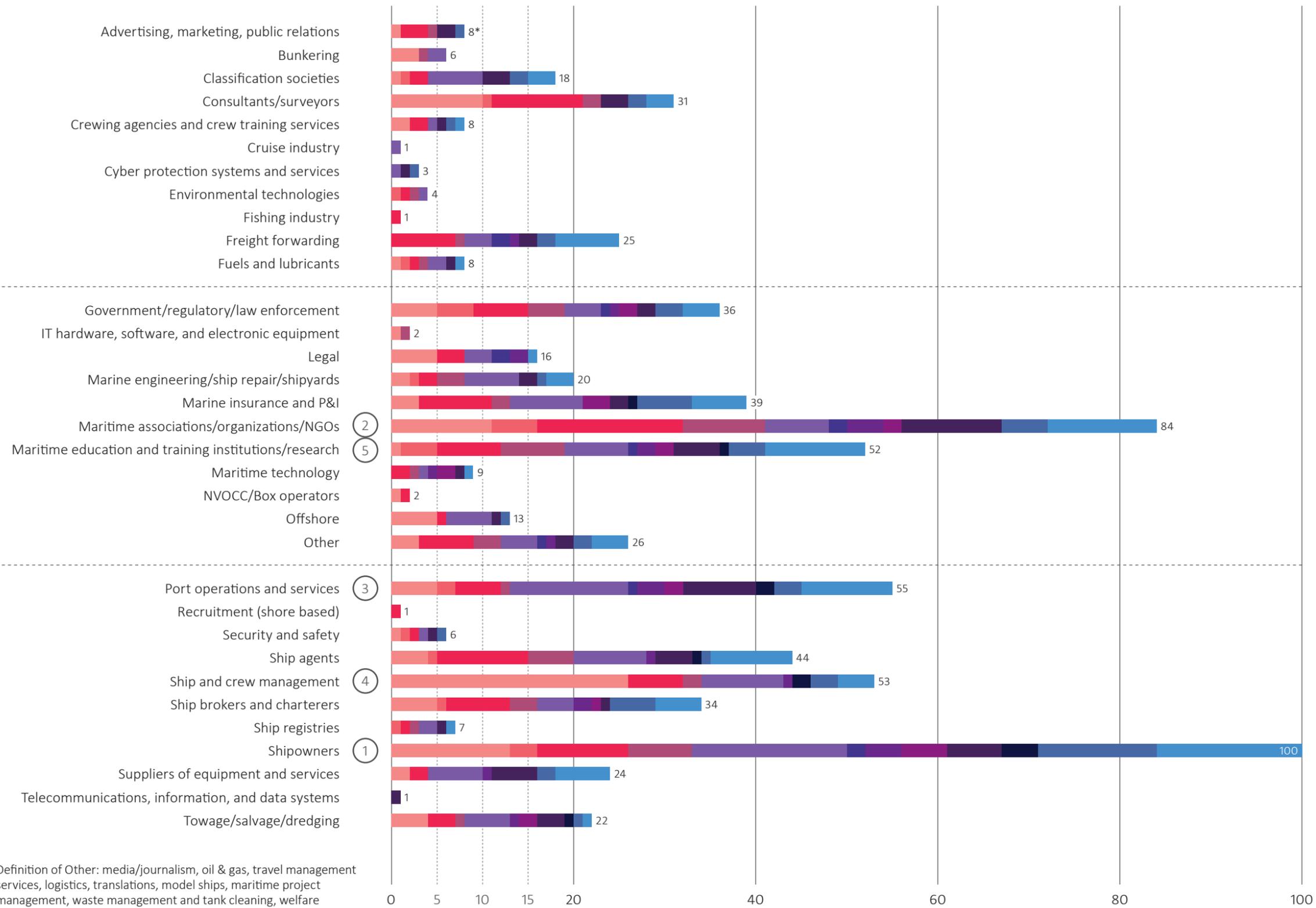
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Share of women on boards by sub-sector

81–100%	Indonesia
Barbados	Kenya
Comoros	Uruguay
41–60%	Norway
Croatia	South Africa
Madagascar	Suriname
Malta	Thailand
Namibia	Turkey
31–40%	Liberia
Angola	New Zealand
Brazil	Philippines
Finland	Spain
India	Venezuela
21–30%	Malaysia
Australia	Mexico
Belgium	Netherlands
Cameroon	Nigeria
Chile	Pakistan
Fiji	Panama
Greece	Poland
Grenada	Sri Lanka
Israel	United States
Italy	
≤ 20%	Japan
Argentina	Jordan
Bahamas	Luxembourg
Bangladesh	Monaco
Bolivia	Peru
Canada	Portugal
China	Romania
Colombia	Singapore
Cyprus	South Korea
Denmark	Sweden
Egypt	Switzerland
France	Trinidad and Tobago
Germany	Uganda
Ghana	United Arab Emirates
Guatemala	United Kingdom
Iceland	
Jamaica	



Share of women C-level employees by sub-sector



Definition of Other: media/journalism, oil & gas, travel management services, logistics, translations, model ships, maritime project management, waste management and tank cleaning, welfare

List of Top 5

- ① Shipowners
- ② Maritime associations/organizations/NGOs
- ③ Port operations and services
- ④ Ship and crew management
- ⑤ Maritime education and training institutions/research

* Total C-level employees by sub-sector

- 115 None of the above
- 27 Technical director
- 125 CEO/managing director/president
- 57 Executive director
- 127 Chief human resources officer/human resources director
- 12 Chief diversity officer
- 25 Chief strategy officer/strategy director
- 21 Chief governance officer/governance director
- 69 Chief marketing officer/marketing director
- 12 Chief information officer/IT director
- 60 Chief operating officer/operations director
- 109 Chief financial officer/finance director

759 Grand total

Promoting women in maritime

The survey results show that 44% of respondent employers have a formal policy in place to promote gender equality. There may be a few more, as 8% of respondents were unsure if such a policy existed.

The most radical measure is the use of quotas. A total of 17 respondents, in all, said that their organization had taken this measure.

The most popular measure was that of using gender-neutral language in job descriptions. It is a zero-cost policy, with nothing needing to be changed internally or operationally.

On the other hand, more tangible progress lies in ensuring pay equality, which does require changes at the operational level. In total, more than 200 companies say they ensure pay equality among employees.

A total of 59 respondents said that they have specific qualitative measures in place for increasing diversity.

Providing organizational training around bias was rarer. In all, about half as many companies provided this as initiatives in place to ensure pay equality.

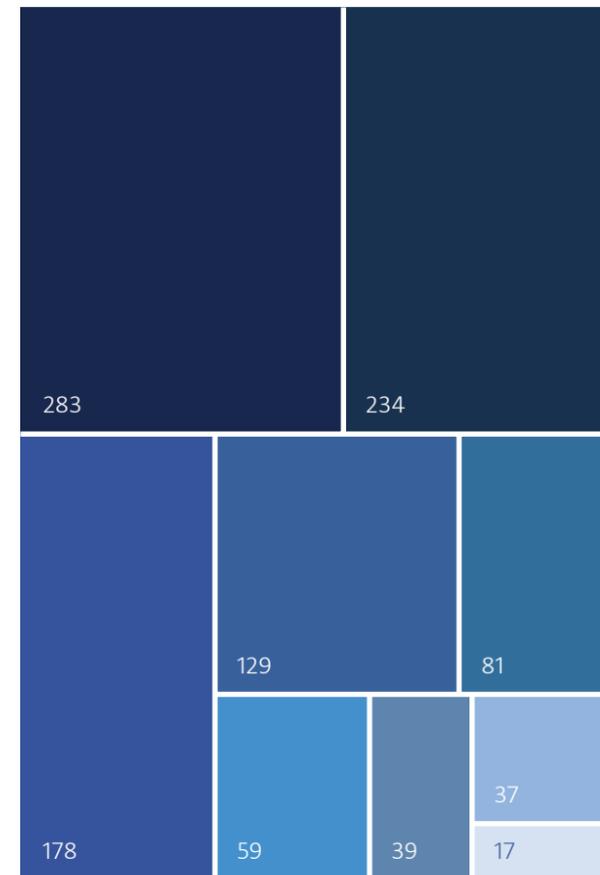
The age of the women employees was another factor considered in the survey.

The majority of respondents stated that their female workforce was between 25-44 years old, followed by 45-54 year-olds.

For shipowners, the largest group of respondents, the survey finds that of the women in this segment, seven companies had an average age distribution of 45 and over, versus a veritable surge of 44-and-unders (54).

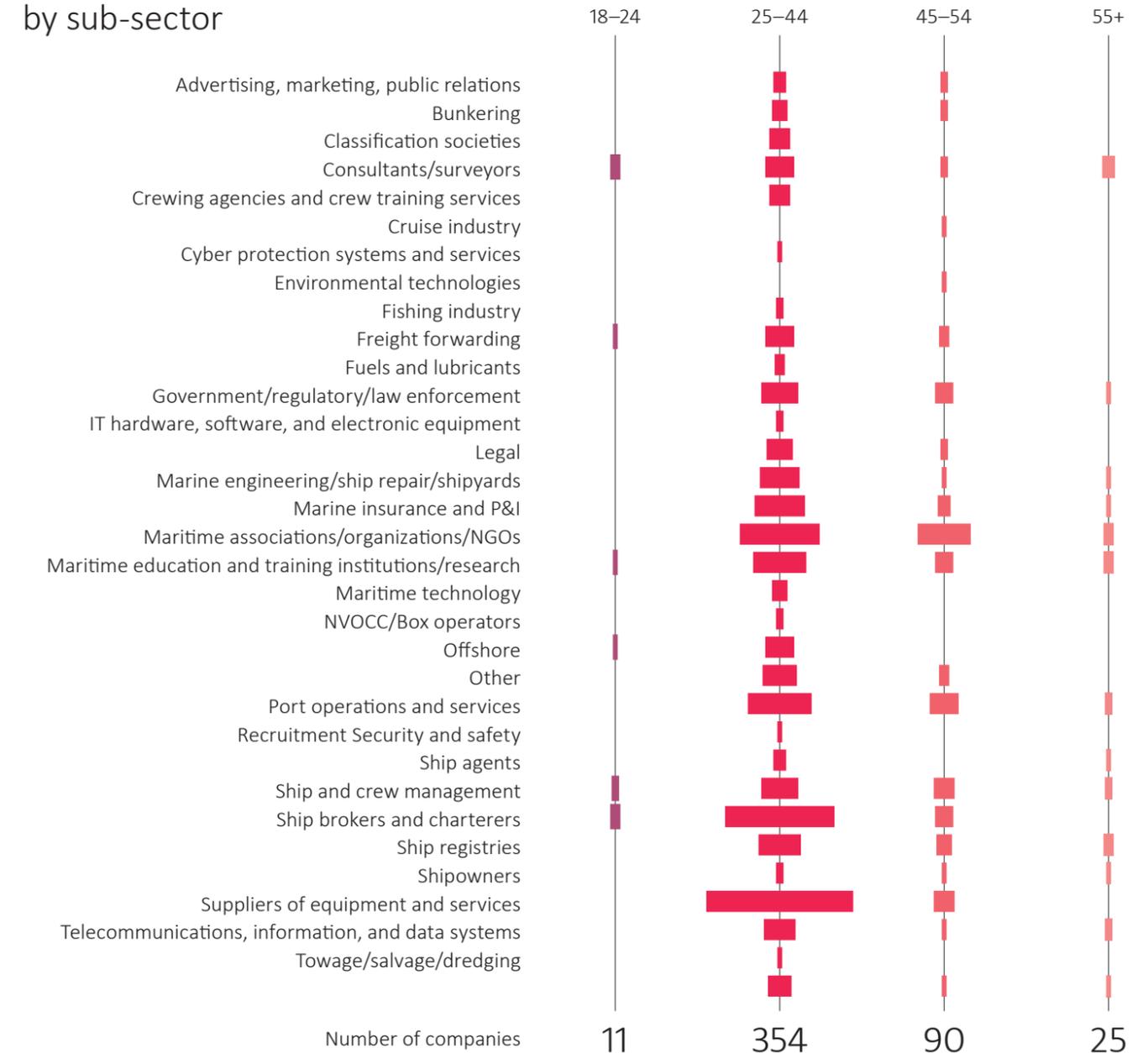
Ship and crew management, which, as noted on page 14, had a generally small proportion of women in very high-powered positions, had 45-years-and-overs, and there are 40 companies where the average age of female employees was between 25 and 44.

How does your company/organization address gender equality in your recruitment and promotion processes?



- Use neutral language in job descriptions
- Ensure pay equality
- Involve a diverse team of people in the interview process
- There is no policy for gender equality in recruitment and promotion processes
- Provide organizational training around bias
- Have specific quantitative measures for increasing diversity
- Anonymous job applications
- I do not know
- Use of gender quotas

Age distribution of women by sub-sector



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



Conclusion and outlook

In the maritime sphere there is a major disparity between the number of women working at sea and on shore.

The survey has done nothing to dispel the general understanding that women make up just 2% of seafarers globally.

There is a growing shortage of seafarers, and it is shipping that cannot afford to exclude half of humanity from the labor pool, and must therefore find a way to make a career in maritime an attractive option for women and girls.

The survey has found that women, disproportionately prevalent in maritime training for example, are the ones teaching male cadets the ropes in the first instance.

The customer-facing maritime industries, cruise, and passenger, present the biggest opportunities for women seafarers, and they are home to a small number of women captains and a disproportionate number of the women crew, compared with other seafaring professions.

It certainly seems that more women are entering the shipping industry today than they did before – but that there are some countries where this is still very unlikely.

We have identified that a pipeline exists between the core roles and C-level positions, and that there is a willingness among some companies to consider women for both, and that one is often correlated with the other.

Women are underrepresented in both capacities, but are clearly capable of matching men in these positions, where they are given the opportunity to do so.

If the industry is to be taken as a whole, however, many maritime companies seem to be offering a way-in for women, at least where the shoreside sectors are concerned.

The results present evidence that many organizations are actively working to redress gender imbalances, either through improving pay equality, or, for a small number of more radical companies, introducing quotas.

The survey also looked at some industries that are not inclusive to women. More encouragingly, however, it seems that those segments of the industry are showing signs of improvement.

Crucially, if the results of our survey are anything to go by, going to sea is no prerequisite for a woman to apply her talents and enjoy a successful career in maritime.

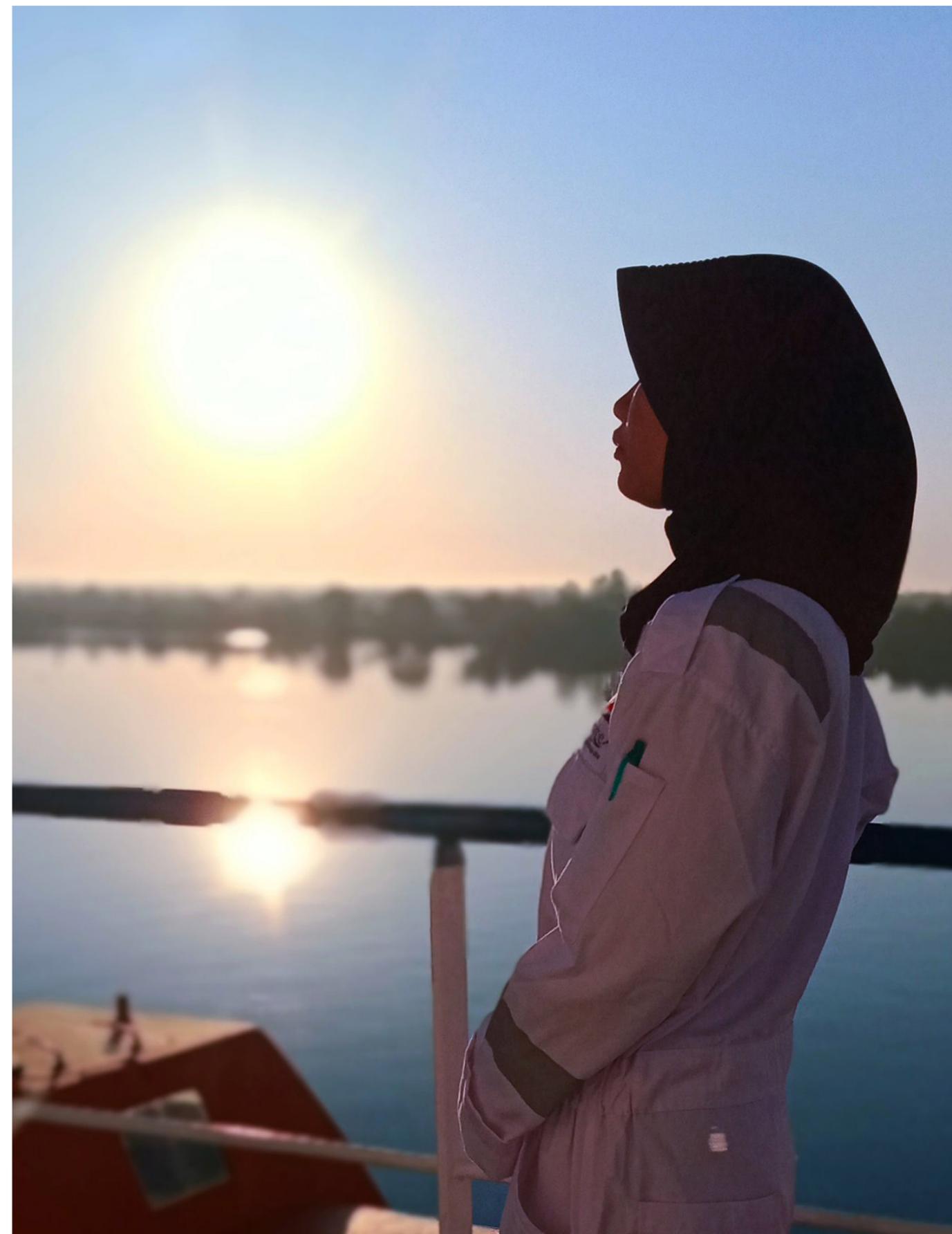


Photo credit: IMO



Introduction

IMO Member States survey analysis

For this inaugural Women in Maritime Survey 2021, data from the Member States' maritime authorities was gathered during 2021.

The purpose of the 2021 survey is to obtain baseline data on the number of women in maritime and ocean fields and the positions they occupy.

The survey was initiated after IMO Member States asked for data to be collated through the Technical Cooperation Committee, sixty-ninth session (TC 69) in June 2019. Further to this, a circular letter was sent out to Member States to encourage them to participate in the survey.

In total, 67 out of the 174 IMO Member States filled in the survey, with 45 providing complete sets of data. This number is expandable and highlights the fact that it is important to increase awareness around the involvement of female staff within national maritime authorities and collect tangible data.

Some Member States were unable to fill in the survey owing to the COVID-19 pandemic.

Others do not currently hold the information asked within the survey.

It is therefore hoped that when the survey is repeated in 2024, these issues will not apply and this first analysis will help define which data needs to be collected by all Member States.

The intention is to repeat the survey every three years. This will support the implementation of the United Nations Sustainable Development Goals by having comparable data that will assist all stakeholders in creating programs and proposing policies that will increase the participation of women within the maritime industry. It is envisaged that this will help promote a more diverse and inclusive environment in the maritime sector.

Together with IMO decision to annually mark the 18 May as the International Day for Women in Maritime, this survey will help gather data on the female workforce. The work toward gender equality, including the fostering of a safe environment for women in the maritime sector, remains incomplete.

Women in maritime authorities

While all respondents have information on the gender split of their staff within their national maritime administration, some respondents do not collate data on the female workforce within the authority or for other departments, such as for customs, border control, diplomats, representatives to the IMO, in search and rescue (SAR), or ports.

Of those, some cite security purposes as a reason to withhold data, while others can only provide estimates.

Most of the female workforce is in the age range between 25 and 44 years, with only Cyprus, Grenada, the United States, St Vincent and the Grenadines, and Nigeria having an on-average older female workforce between 45 and 55 years. Guatemala and the United Republic of Tanzania have a younger female workforce, on average between 18 and 24 years.

Within those countries that do collect data on the above-mentioned departments and authorities, women make up about 20% of the workforce.

One exception is the SAR department. Here, the share of female staff lies about 10%.

On the other hand, the share of female training staff lies above the average, just shy of 30% and so does the share of female diplomats with 33%.

Both those numbers could confirm the traditional roles for men and women. While men are being deployed to potentially dangerous situations within SAR operations, women are tasked with educating staff – potentially also SAR staff. They therefore possess the knowledge of how to do said operations.

On the other hand, the United Republic of Tanzania and Nigeria state that SAR operations are not yet being enforced by law and their departments are only being set up.



Women in maritime education

Looking further into the education of maritime staff, the survey asked for the number of World Maritime University (WMU) as well as IMO International Maritime Law Institute (IMLI) graduates.

WMU in Malmö, Sweden, is IMO’s center of excellence for postgraduate maritime education. WMU’s mission is to build global capacity and promote sustainable development.

Today, WMU graduates from across the globe are shaping the maritime and ocean sectors. WMU alumni hold positions of prominence around the world in ministries, as directors of shipping companies and ports, as heads of maritime academies and naval organizations, and many represent their home countries at IMO and other international organizations.

Of the 45 Member States that provided data, 33 have produced graduates of the university. The top three Member States are Japan with 200 graduates, followed by the Republic of Korea with 100, and Sweden with 46.

However, while 15% of Japanese graduates were female, 2% of the Republic of Korea graduates were women. All Swedish graduates were men — as were those of eight other countries.

Founded five years after WMU, in 1988, IMLI, based in Malta, wants to enhance capacity-building in all Member States, particularly developing States, to contribute to the fulfilment of the IMO objectives.

It is thereby promoting safe, environmentally sound,

efficient, and sustainable shipping through cooperation.

Bearing in mind that Member States need to have appropriate legal infrastructure incorporating the provisions of the international instruments into national law, IMLI also offers unique training and guided practice in the techniques of maritime legislation drafting.

Through intensive courses and practical exercises, IMLI students are exposed to the modus operandi and methods of implementation of IMO conventions into national law.

It is of note that IMLI includes in its statute a requirement that 50% of its places be reserved for suitably qualified women.

They are adequately trained to develop the relevant primary legislation such as codes, statutes, as well as the necessary subsidiary legislation such as regulations and rules for their application into domestic legislation.

Of the 33 survey respondents that have said they have produced graduates of the institute, Japan and the Republic of Korea again lead the table with 100 graduates each.

About 10% of the Japanese graduates were women, while 2% of the Republic of Korea cohort was female.

Member States with fewer graduates of their country from the university fare better in their share of female graduates, with the majority having more than 50% female graduates.



Women in mid-management, core, and support roles within maritime administrations

Following on from education, the survey also looked at the share of women climbing up higher ranks in maritime authorities.

Currently, six of the respondents say that their national maritime authority is being headed by a woman.

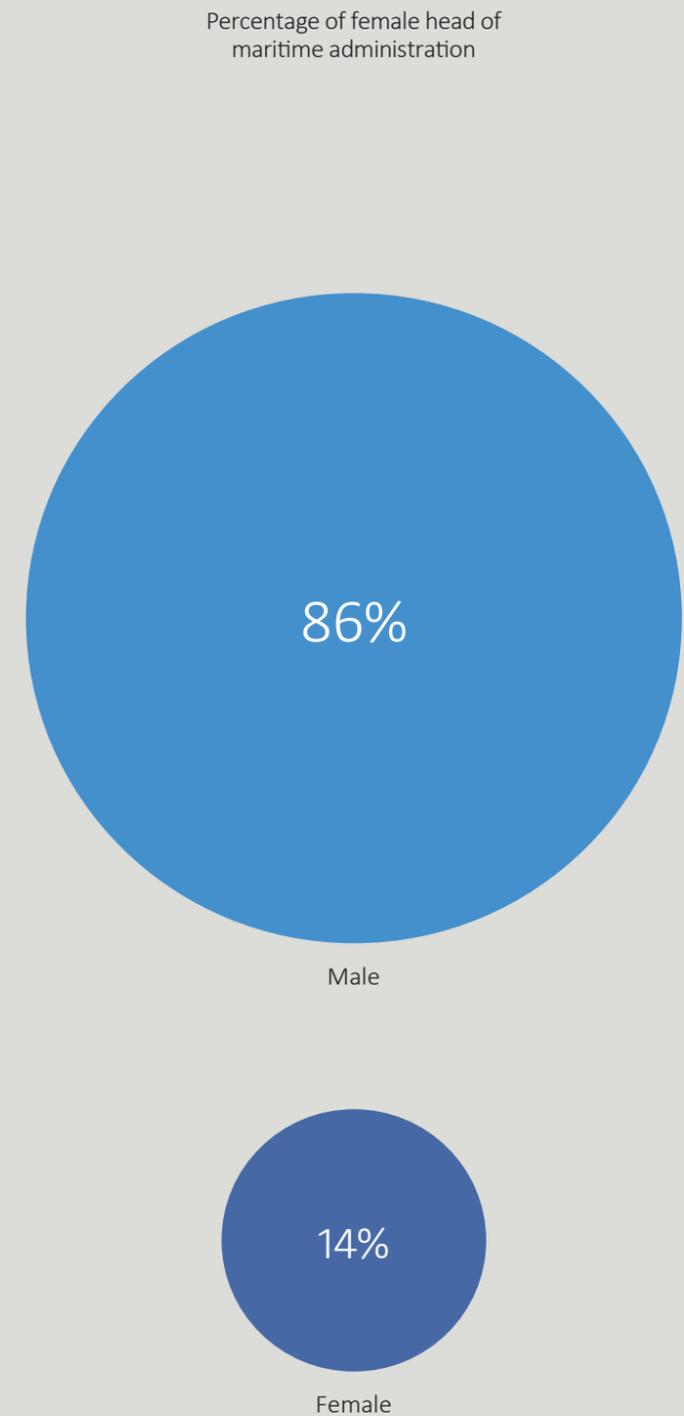
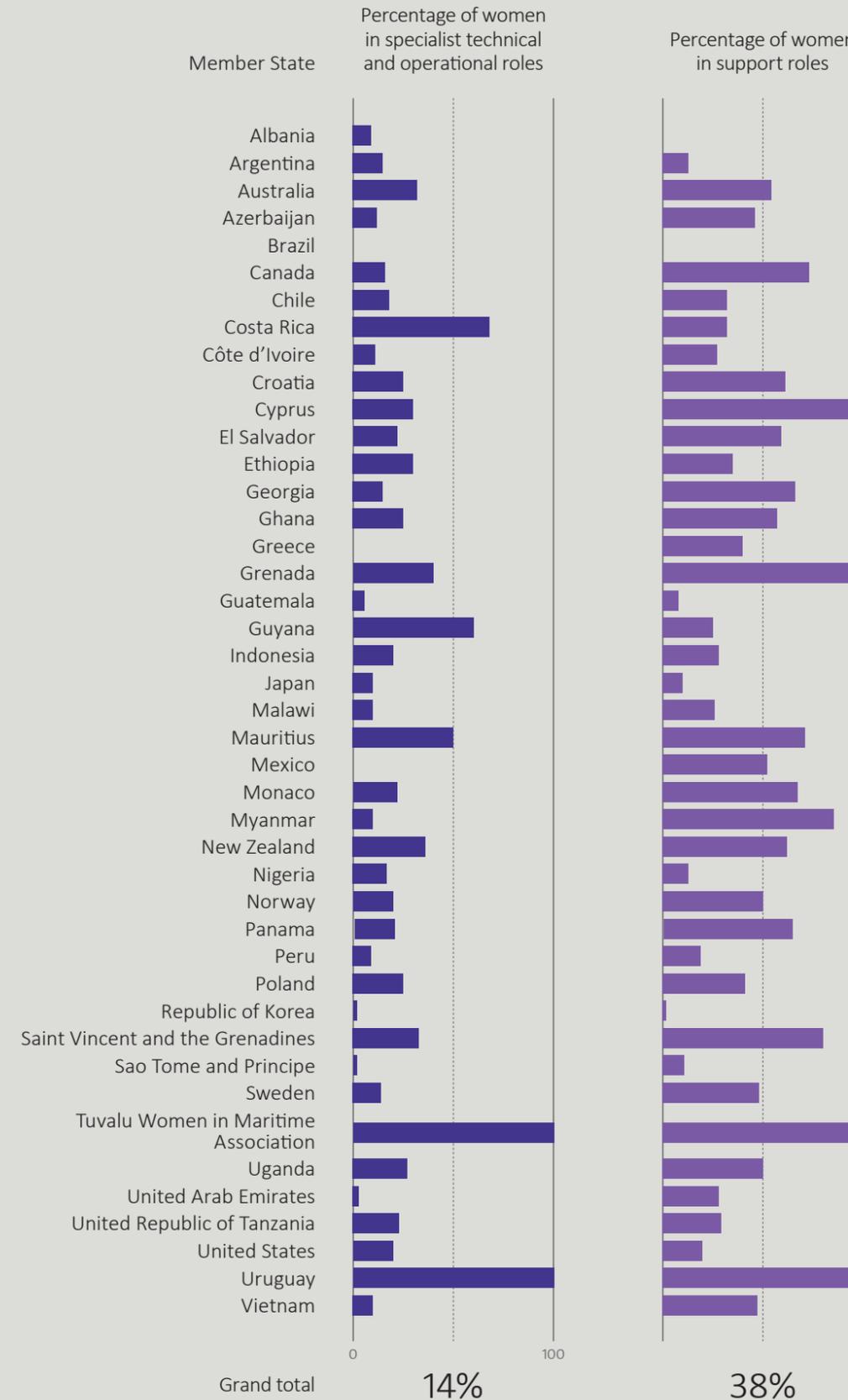
The share of women in core roles averaged across the 45 respondents, such as specialist technical and operational ones, is 14%.

The share of women in support roles such as non-operational technical and administrative roles; those working in finance divisions and service roles that support key personnel is nearly double at 35%.

It should be noted that the distinction between core and support roles, however, does not reflect the seniority of roles.

It does, on the other hand, show how many women currently work in technical roles, which, traditionally, are being seen as a man's job.

As mentioned, this number is significantly lower than the number of women in non-technical and administrative roles at 14%.



Promoting women in maritime authorities

Finally, the survey looked at recruitment and thus, the future workforce.

Of the 45 responding Member States, Guyana, Monaco, Myanmar, and Nigeria do not have any governmental legislation that promotes gender equality.

While this does not only pertain to the maritime industry, those four States also have no measures to ensure gender equality is enshrined into the recruitment and promotion processes of their national maritime authorities.

The survey asked about use of possible measures, for example, using neutral language in job descriptions, which together with trying to ensure pay equality are among the highest-ranked measures, providing organizational training around bias, or involving a diverse team of people in the interview process.

Interestingly, the only other country that did not say that it has any such measures in place is Norway.

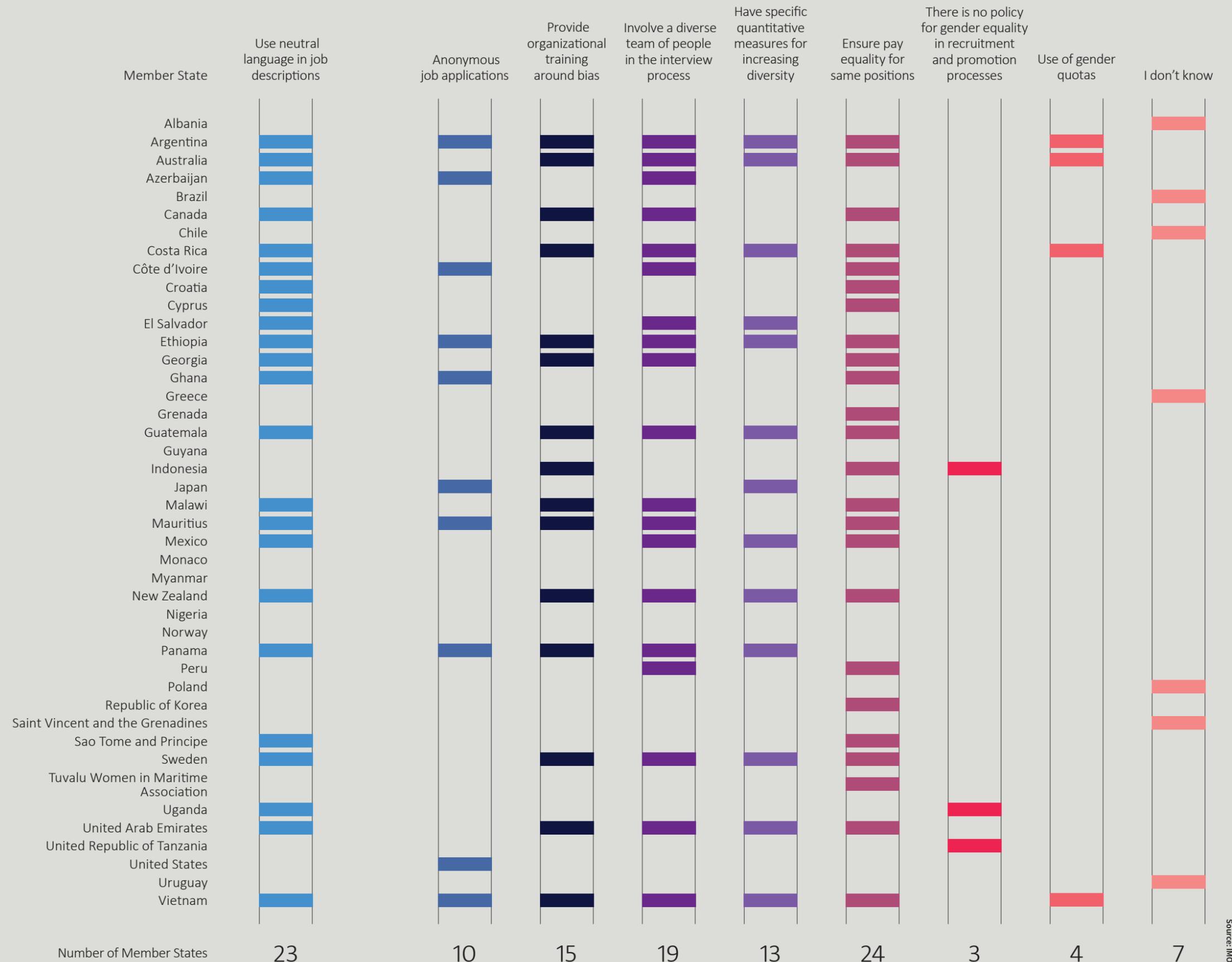
Nonetheless, as Norway is in the top third of respondents that have higher shares of women working in its national maritime administration and across the surveyed departments and authorities an average share of 40% for its female workforce.

However, it should be noted that both of these questions were optional ones.

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Conclusion and outlook

Women make up one fifth of the workforce of the surveyed maritime authorities and agencies of the Member States. If this were to be representative of the remainder of the IMO Member States' authorities, this share needs to be improved to ensure the equal participation of women in the maritime industry.

A higher response rate would help validate – or disprove – this finding. Member States must be encouraged to start collecting relevant data on female participation ahead of the follow-up survey in 2024.

Of the 45 Member States who provided data, 41 have already introduced measures to ensure gender equality within their recruitment and promotion process. Some of these measures do not involve any financial resources, such as the neutral use of language in job applications or having a diverse interview panel.

At the same time, half of the responding Member States said they ensure pay equality for positions, which is an important step for retention of staff in the maritime industry.

More work also needs to be done to encourage women to enter into technical roles within the maritime industry. The survey data found that 14% of staff in those core roles are female – a long way away from a balanced gender split.

The maritime industry needs to be made attractive to women throughout their career stages – with clear opportunities to develop from junior positions to leading figures within the industry.

A study done by consultancy KPMG³ among 3,000 professional women has shown that “86% of women report when they see more women in leadership, they are encouraged they can get there themselves. 83% of working women know the steps they take in business today will help set the stage for future generations of women in business. And 76% of working women plan to personally take active steps to help other women advance in their careers.”

This clearly shows that given the opportunity, women can and want to make a change to develop an inclusive and equitable maritime industry.

³ www.home.kpmg/content/dam/kpmg/ph/pdf/ThoughtLeadershipPublications/KPMGWomensLeadershipStudy.pdf

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Report authors

Ines Nastali

Content Management Principal, Maritime & Trade, IHS Markit/S&P Global

Charlie Bartlett

Freelance journalist

Survey authors

Ashlee Williams

VP, R&A, Data and Technical Design, Maritime & Trade, IHS Markit/S&P Global

Sheraer Abrahams

Events Principal, Maritime & Trade, IHS Markit/S&P Global

Contact

International Maritime Organization - Women in Maritime Programme

womeninmaritime@imo.org

Women's International Shipping and Trading Association

wista@wistainternational.com

IHS Markit Customer Care

CustomerCare@ihsmarkit.com

Americas: +1 800 IHS CARE (+1 800 447 2273)

Europe, Middle East, and Africa: +44 (0) 1344 328 300

Asia and the Pacific Rim: +604 291 3600

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