



# WESS

WORKING ENVIRONMENT  
IN THE SHIPPING SECTOR



# WESS PROJECT FINAL CONFERENCE

ATTRACTIVE, SMART  
AND SUSTAINABLE  
WORKING ENVIRONMENT  
IN THE SHIPPING SECTOR





**#WESSCONFERENCE**



# Keynote Speech



# WESS PROJECT FINAL CONFERENCE

ATTRACTIVE, SMART AND SUSTAINABLE  
WORKING ENVIRONMENT IN THE SHIPPING SECTOR

**MAGDA KOPCZYNSKA**

Director Waterborne Transport,  
DG MOVE, European Commission



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# **Women in Shipping**





# WESS PROJECT FINAL CONFERENCE

ATTRACTIVE, SMART AND SUSTAINABLE  
WORKING ENVIRONMENT IN THE SHIPPING SECTOR



**SUE TERPILOWSKI**  
Owner and managing director of  
Image Line Communications



**DR. KATE PIKE**  
Associate Professor Emeritus at Solent  
University and Director of Field-Research

PANEL 1

**ENHANCING THE PARTICIPATION OF WOMEN IN EU SHIPPING**



**30 NOVEMBER 2022**



**11:30H – 13:00H**



**DE WARANDE  
RUE ZINNER 1  
BRUSSELS**



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Pillar 2

# Enhanced participation of women in European shipping. The opportunity to increase gender balance in the EU maritime sector

Sue Terpilowski (OBE)  
Dr Kate Pike



**ECSCA**  
European Community Shipowners' Associations



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from the European Union

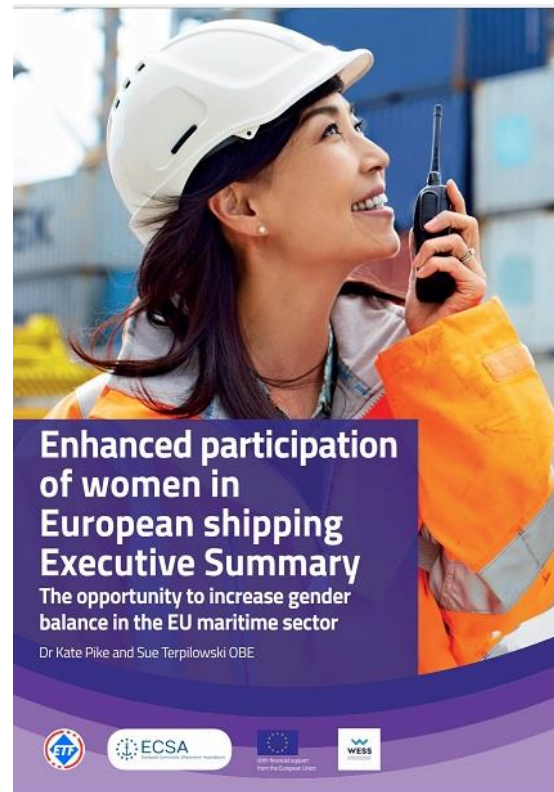




## Project context

- ▶ “The evidence is clear: equality for women means progress for all.” (IMO, 2021)
- ▶ “Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry median”. (Mckinsey, 2015)
- ▶ “There is ample evidence that investing in women is the most effective way to lift communities, companies, and even countries. Countries with more gender equality have better economic growth. Companies with more women leaders perform better”. (IMO, 2019)

# Reports



# Research methods

1. A desktop review of literature examined the extent of research on promoting women in maritime and other industries, and to highlight gaps in current understanding on this topic.

2. Country level statistical audit (EU based), engaged ECSA and ETF members for provision of country level information about maritime significance and gender representation within the industry.

3. An industry-wide survey for men and women at sea or working on shore explored general opinion about industry attractiveness, movement between sectors, retention and best practice.

4. Expert interviews explored opinions collected from a diverse, expert, European, UK and Norwegian stakeholder group about increasing women's participation in maritime.

5. Focus groups to generate discussion and explore three main topic areas. These were Europe-wide and took place with specific groups of women and men from the industry.

# Headline survey findings

Many people starting careers at sea do not spend their whole careers as a seafarer. 48 % of respondents who had worked at sea were not doing so anymore.

People leaving a career at sea primarily did so for family reasons followed by wanting a change or new opportunity.

Travel, closely preceded by financial, were the main reasons given for people choosing a career at sea; whilst challenge, interest and an exciting career were the main reasons for people choosing a shore-based maritime career.

The primary area identified for improving or furthering a career at sea was welfare-based followed by further education and skills. Onshore, education and skills were identified as making the most difference, with welfare areas coming second.

Best practice to increase gender diversity at sea and onshore was associated with equality-related areas such as equal treatment, gender blindness, job and pay equality. There was comparability evident between the sea and shore working environments, as well as the extent to which improvements in equality are required.

Evidence shows that some women feel best practice includes not wanting their achievements to be over-embellished because they are women, or having to be exceptional; they want equal opportunities

# Interview findings

- ▶ Consensus was that ALL sectors in the maritime industry need input to improve gender representation, but in particular this should be focused on senior or leadership roles (sea and shore).
- ▶ The industry can prepare now to attract women into the future workforce where jobs will require specific technical skills and flexible working patterns in shore-based roles.
- ▶ There are generational differences towards gender discrimination and equality with the younger population who are likely to be far more accepting of gender diversity within the workforce.
- ▶ The shipping industry is often referred to as outdated and old fashioned; the industry must modernise its image in order to attract more diversity and the younger generation.
- ▶ More engagement with male industry leaders is required to change how they work on recruitment and retention strategies and represent their companies to attract more women and diversity into the industry
- ▶ Publicly, little is known about the shipping industry, and it is under-estimated and undervalued. Promotion of the industry must include work on raising awareness of its many assets.

*“A world of opportunities”*

# Understanding what contributes to failure of initiatives

- ▶ Lack of funding.
- ▶ Lack of clear communication about the initiative.
- ▶ Lack of publicity for the initiative.
- ▶ The need for more collaboration between initiatives with similar goals.
- ▶ Ensuring political will and support.
- ▶ Less talking and more action.
- ▶ The development of initiatives to achieve change (not just to improve public image).

# Summary findings

15

The majority of interviewee respondents felt that all sectors of the maritime industry needed input to improve gender representation. Leadership positions throughout the industry were in need of the greatest attention.

We cannot only work on increasing the numbers of women in maritime. The industry must also put equal effort and resource into ensuring that they will be entering a safe and attractive working environment.

Resources need to be invested in raising awareness of the industry in all sectors. This needs to start early (in primary schools) using a fresh, realistic approach that presents a modern industry, showing it to offer **A world of opportunities.**



## Policy Recommendations

- ▶ Companies to take the lead in making change happen. One central hub to signpost to campaigns and initiatives
- ▶ United campaign with ICS on raising the women onboard to 25%
- ▶ Women in management positions target to be set once baseline data is collected
- ▶ PPE appropriate for women
- ▶ All vessels to stock feminine hygiene products
- ▶ Promotion of our Anti-Bully poster and booklet
- ▶ Social dialogue at all levels to promote gender diversity and equality



# Careers campaign

- ▶ Online quiz
  - ▶ In three languages
  - ▶ Land or Sea
  - ▶ Adventurers
  - ▶ Team
  - ▶ Helping others
  - ▶ Technology

## My Maritime Quiz

Provided in three languages and available via desktop and on mobile devices.  
 These quiz helps assess skills, interests, work styles and values to decide and direct towards three possible careers within the shipping industry.  
 There are 72 possible outcomes to this quiz, and many roles may appear across multiple outcomes.

Take the quiz below to help find a career direction in the maritime and shipping industry!

Finde meine maritime Nische?  
 Ready to find out where your maritime home might be?  
 Trouver ma vie maritime?

Quiz designed by [www.eumaritimewomen.com](http://www.eumaritimewomen.com)

[I'm Ready](#) press Enter


Copyright © 2022 EU Maritime Women |  
[team@eumaritimewomen.org](mailto:team@eumaritimewomen.org)

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Take the quiz below to help find a career direction in the maritime and shipping industry!

What language would you like to do this quiz in? \*




**Français**

A



**Deutsch**


B



**English**

C

[Submit](#)

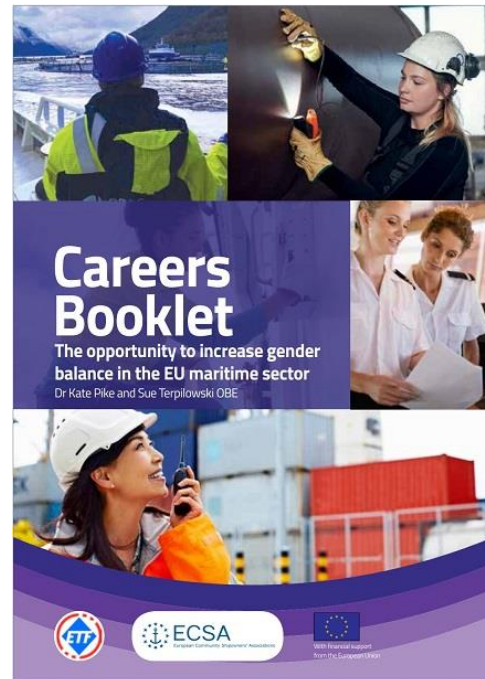


[Powered by Typeform](#)

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[team@eumaritimewomen.org](mailto:team@eumaritimewomen.org)

# Careers booklets

- Careers booklets to accompany Quiz
  - In three languages



# Marketing campaign - animations

<https://youtu.be/V2ZyAQ3N-g0>

YouTube | Image Line Communications  
Careers in Maritime ▾



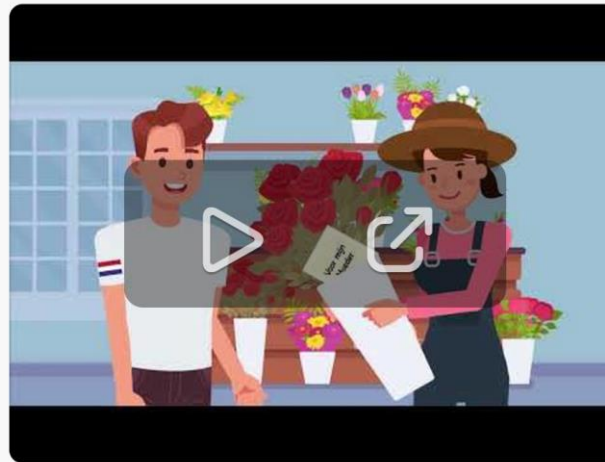
<https://youtu.be/ybPDIK2bamg>

YouTube | Image Line Communications  
Career is Maritime ▾



[https://youtu.be/Aq\\_HDwOQoSI](https://youtu.be/Aq_HDwOQoSI)

YouTube | Image Line Communications  
Careers in Maritime ▾



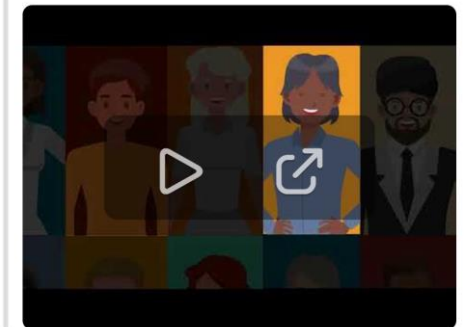
<https://youtu.be/kdCapANBWM4>

YouTube | Image Line Communications  
Careers in Maritime ▾



[https://youtu.be/8EZ\\_OZWw8al](https://youtu.be/8EZ_OZWw8al)

YouTube | Image Line Communications  
Careers in Maritime ▾



Opening images from animations



# Advert/Poster conceptional ideas

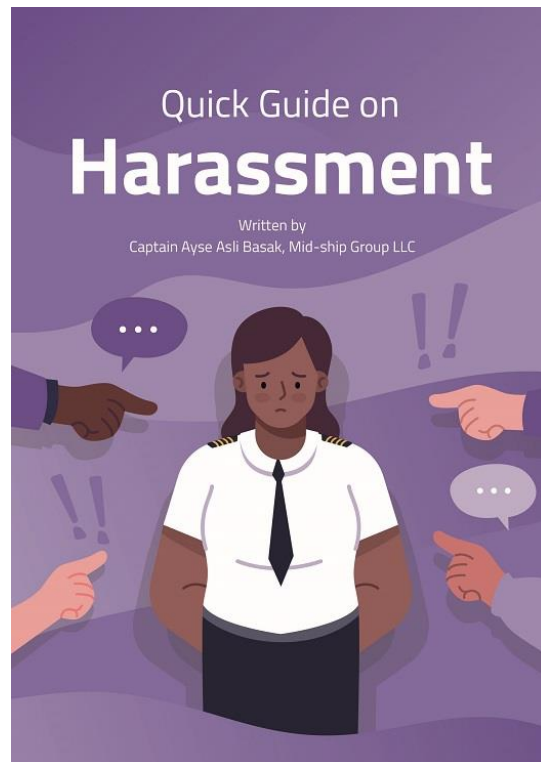


# Advert/Poster conceptional ideas





# Anti Harassment & Bullying Campaign



## Diversity and Inclusion & Anti Bullying & Harassment

### WHAT YOU NEED TO KNOW

Our seafarers have the right to work on board vessels where risks to their health, safety and wellbeing are properly considered and controlled. We are committed to promoting Diversity and Inclusion, which is about ensuring that you feel a sense of belonging to and support from this company, and that your identity (direct and indirect) is represented and valued within our culture. This poster aims to help you understand our policies and guidelines relating to Diversity and Inclusion on the workplace.

We are committed to ensuring equality, diversity and inclusion among our seafarers and eliminating unfair discrimination. To create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all and where individual differences and the contributions of all staff are recognised and valued.

The Company will always tolerate any form of workplace violence. Workplace violence is considered to be any incident where seafarers are physically or emotionally affected or threatened on board.

It includes but is not limited to: Any type of direct physical contact such as punching, pushing, tripping, spitting or blocking someone's way. Any form of unwanted physical contact, sexual harassment and sexual violence.

#### What is workplace bullying?

Workplace bullying occurs when an individual, or a group of individuals, repeatedly subjecting seafarers to unwanted conduct which is often related to relevant protected characteristics (sex, race, etc.) or of a sexual nature, where the conduct has the purpose or effect of violating the seafarer's dignity or creating an environment that is intimidating, hostile, degrading, humiliating or offensive.

Workplace bullying is typically direct and the victim knows the bullying is occurring. There is often something from the bully's actions that is clear.

Direct bullying includes but is not limited to:

- Behavior is directed at the victim
- The identity of the bully is usually known
- Bullying is repeated to the victim and witnesses
- Generally leaves tangible evidence

#### Are you experiencing bullying, harassment, or being subject to violence?

Get involved! Bullying, harassment and workplace violence will be taken seriously and handled. Please let the Company's Diversity and Inclusion team know if you are a victim.

If you are a victim of workplace bullying, harassment or violence, you will be taken seriously and will be supported. You will be taken seriously and will be supported. You will be taken seriously and will be supported.

You will never be victimised or treated unfairly for raising a complaint.

If the case is substantiated, the Company will act following its Diversity & Inclusion Policy.

Remember that any worker found to have harassed a complainant may be subject to disciplinary action under the Diversity & Inclusion Policy, up to and including termination of employment.

#### If there is a problem

Company D&I Contact Details

#### Company Alternative Contact

© Image Line Communications Limited



#### What Is Indirect Bullying?

Indirect bullying may consist of actions designed to inflict psychological harm on the targeted victim by damaging them.

- Relationships with peers
- Relationships with peers
- Self-esteem

Examples of indirect bullying may include, but are not limited to:

- Spreading rumors or gossip about the victim
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#### What Employees must do

The Company has a zero-tolerance policy and its seafarers need to:

- Not to engage in harassment, bullying or workplace violence
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#### Helplines and Websites:

www.seafarershelp.org

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# Concluding remarks

We need to move implementation as quickly as possible

To make this work it is going to need support by ECSA and ETF members to promote and support the work

This should be seen as the beginning not the end of the work

Regular updates to website, material is needed to keep it relevant



Questions



# **Panel Discussion on Women in Shipping**



**MODERATOR**  
**CRAIG EASON**



**DESPINA PANAYIOTOU THEODOSIOU**  
CEO of Tototheo Maritime,  
Immediate Past President of  
WISTA International



**KARIN ORSEL**  
CEO of MF Shipping Group,  
Vice President of ECSA



**HELENA VIEIRA**  
Coordinator Researcher at  
Universidade de Aveiro, Former  
Director General of Maritime Policy (PT)



**DAVID KERR**  
Member of Cabinet of Commissioner for  
Equality Helena DALLI, Former Maritime  
Policy Officer at EMSA



**SASCHA MEIJER**  
Nautilus executive officer



# **Impact of digitalisation on seafarers**



# WESS PROJECT FINAL CONFERENCE

ATTRACTIVE, SMART AND SUSTAINABLE  
WORKING ENVIRONMENT IN THE SHIPPING SECTOR

**RHIANNON DUCAS-CHEVALIER**  
Senior Advisor at ADS Insight

**ZOFIA LABNO**  
Senior Advisor at ADS Insight

**PANEL 2**

## THE IMPACT OF DIGITALISATION IN THE MARITIME WORKFORCE



30 NOVEMBER 2022



14:45H – 16:15H



DE WARANDE  
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# Investigating the Increased Use of Digitalisation Onboard and Possible Benefits/Improvements to Shipboard Safety and Welfare

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30 November 2022

WESS final conference





# Methodology

Desk research/Literature review

## Surveys

- Individual seafarers – 791 replies
- Stakeholders (mainly companies) – 46 replies

# Profile of respondents (seafarers)

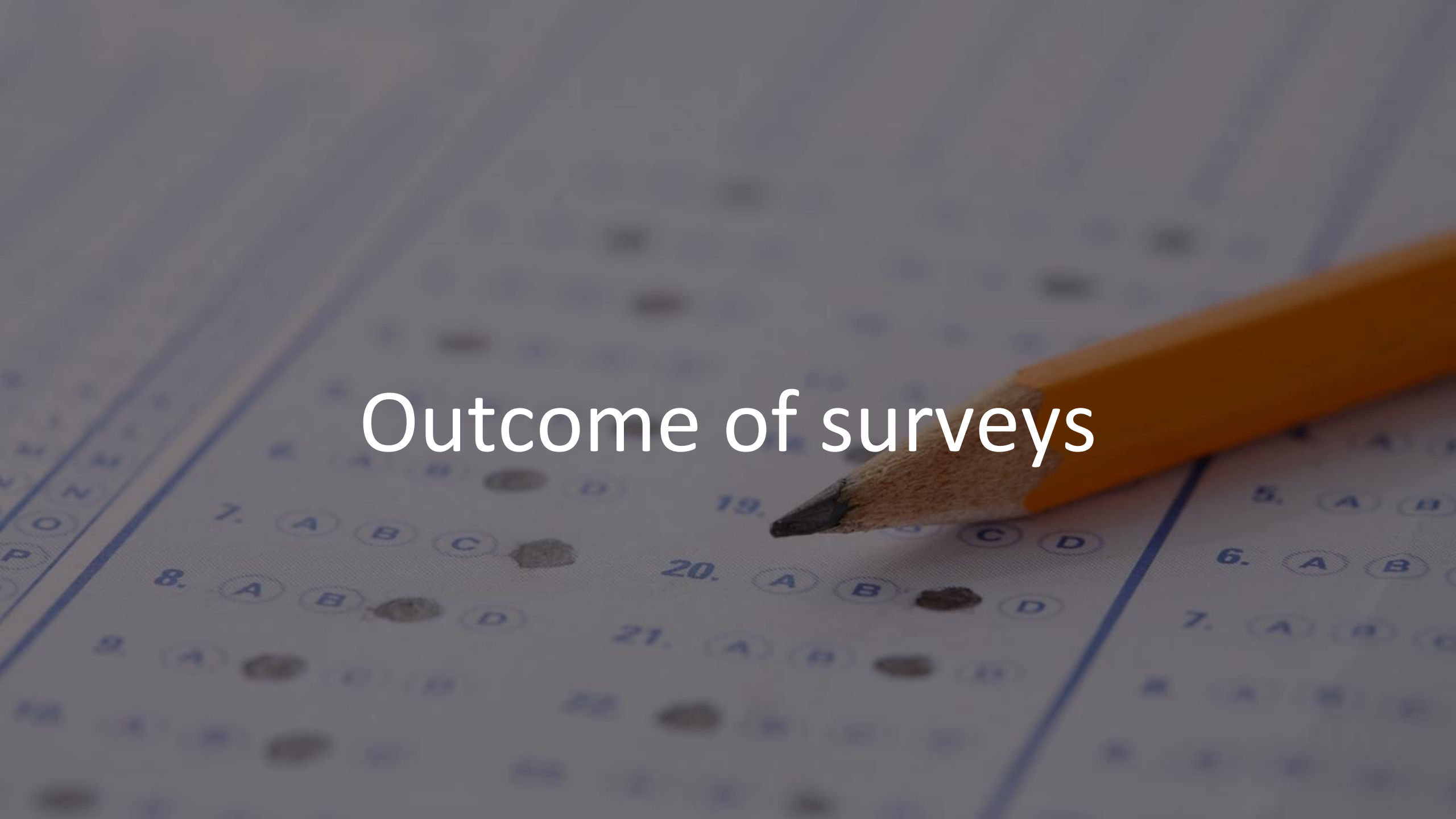
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The “typical” seafarer who responded:

- sound experience working onboard
- of mid-age (around 40 years of age)
- male
- with a relatively high rank
- sails worldwide
- uses a variety of digital tools
- sails on a rather recent ship (less than 15 years old) and is a cruise ship/container ship/tanker

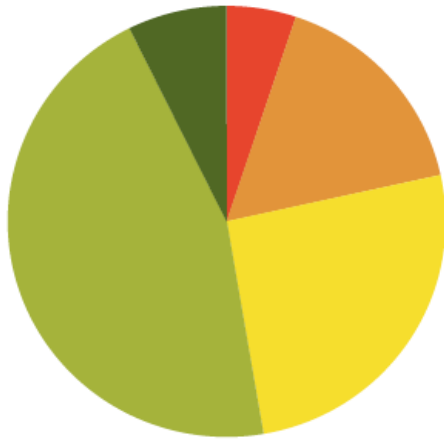


# Outcome of surveys



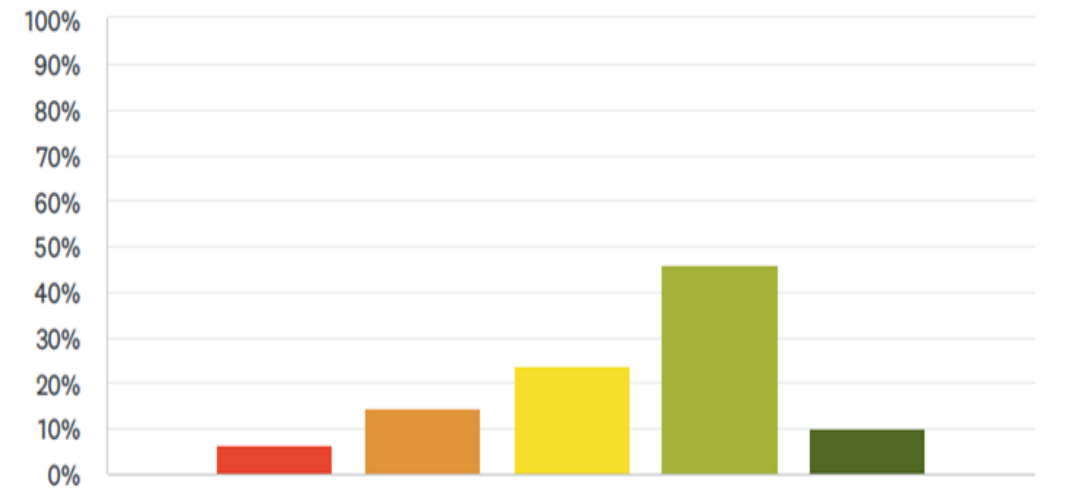
# Seafarers' digital experience and qualifications

*My experience with digital tools is that they are usually user-friendly and work as intended*



Strongly Disagree Disagree Neutral Agree Strongly Agree

*My employer invests sufficiently in training to allow me to use digital tools used onboard*

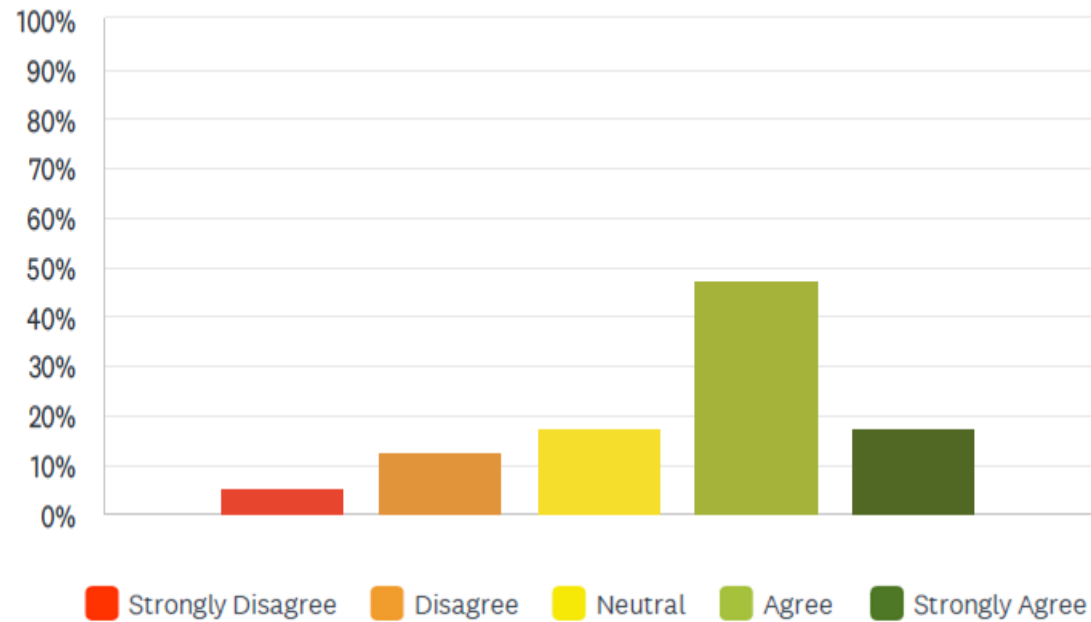


Strongly Disagree Disagree Neutral Agree Strongly Agree

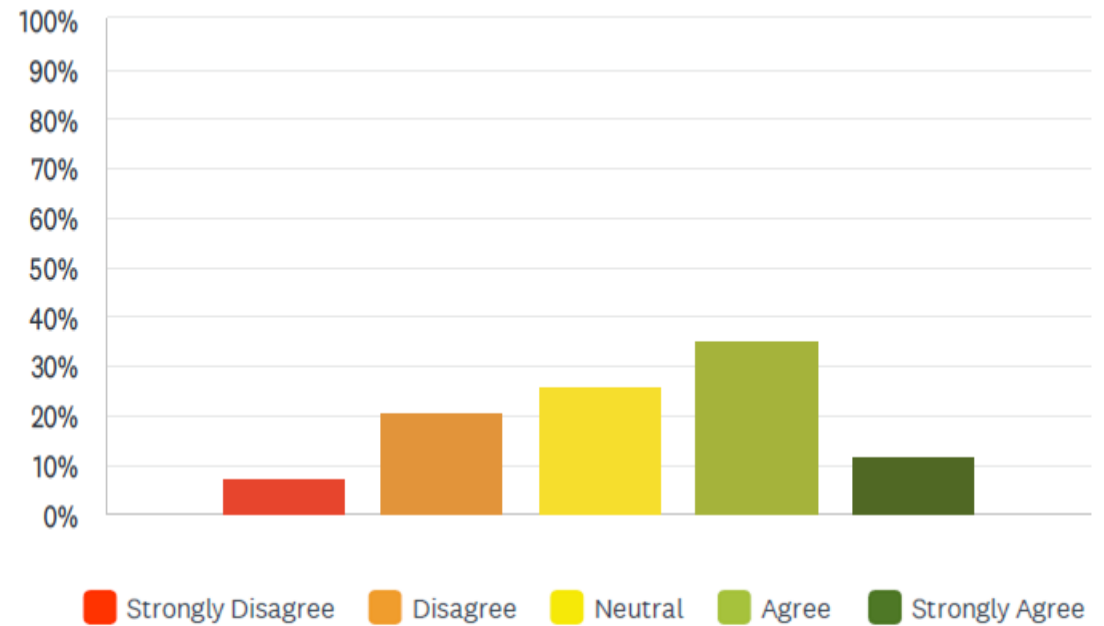
# Reduced administrative burden and better time management

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*Digital tools have reduced the time I need to carry out tasks*



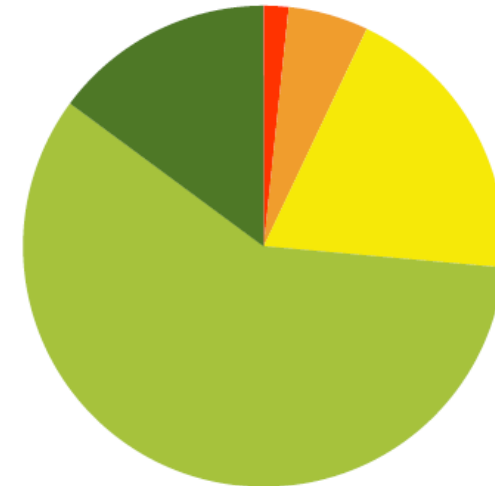
*Digital tools allow me to have more rest time/time for personal use*



# Increased personal safety and trust

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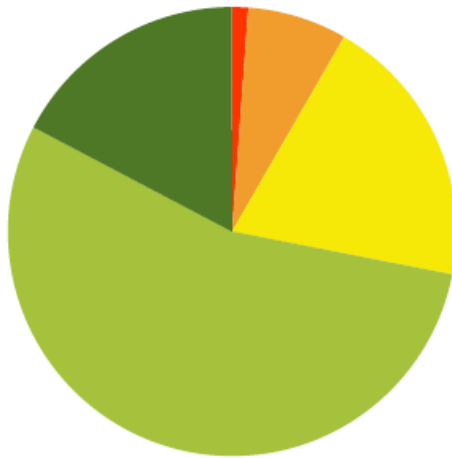
*Digital tools improve my personal safety on-board when fulfilling my duties*



Strongly Disagree Disagree Neutral Agree Strongly Agree

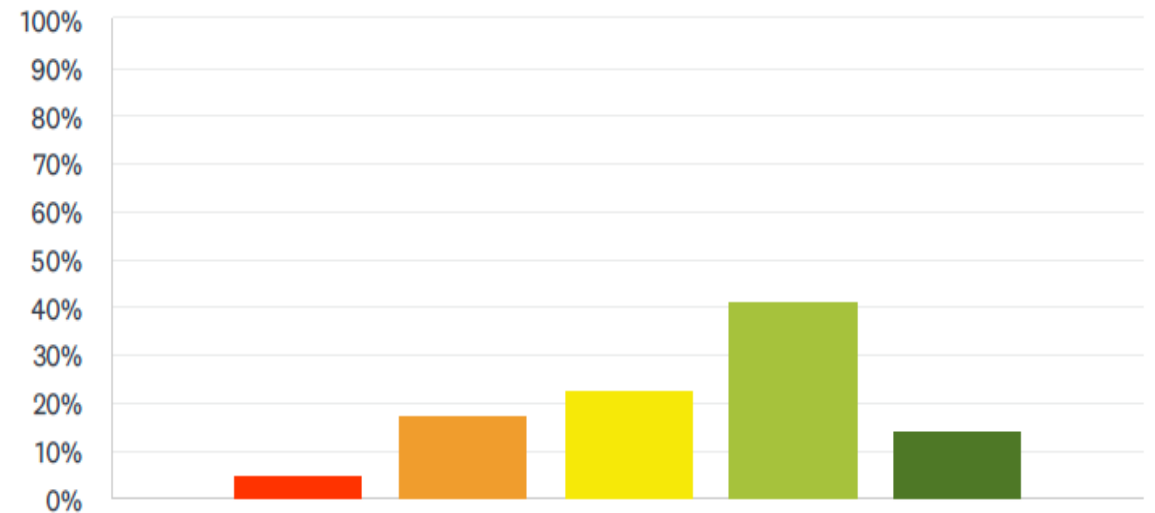
# Looking to the future

*I am concerned about new risks created by the digitalisation of work tools*



Strongly Disagree Disagree Neutral Agree Strongly Agree

*I believe that digitalisation will lead to a reduction in ship crew size*



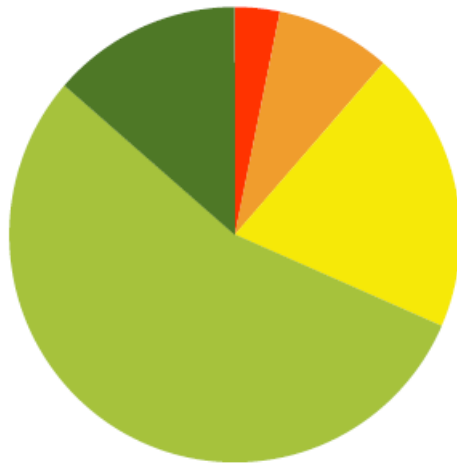
Strongly Disagree Disagree Neutral Agree Strongly Agree



# Conclusion: digital tools are a positive development

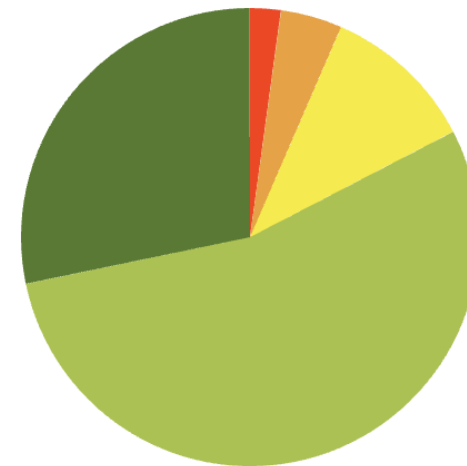
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*Seafarers*



Strongly Disagree Disagree Neutral Agree Strongly Agree

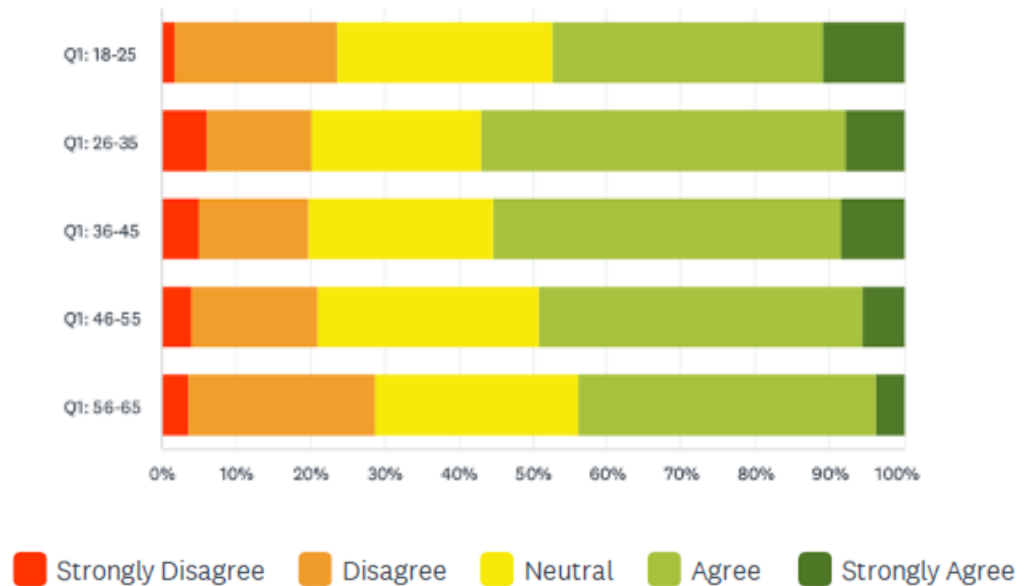
*Stakeholders*



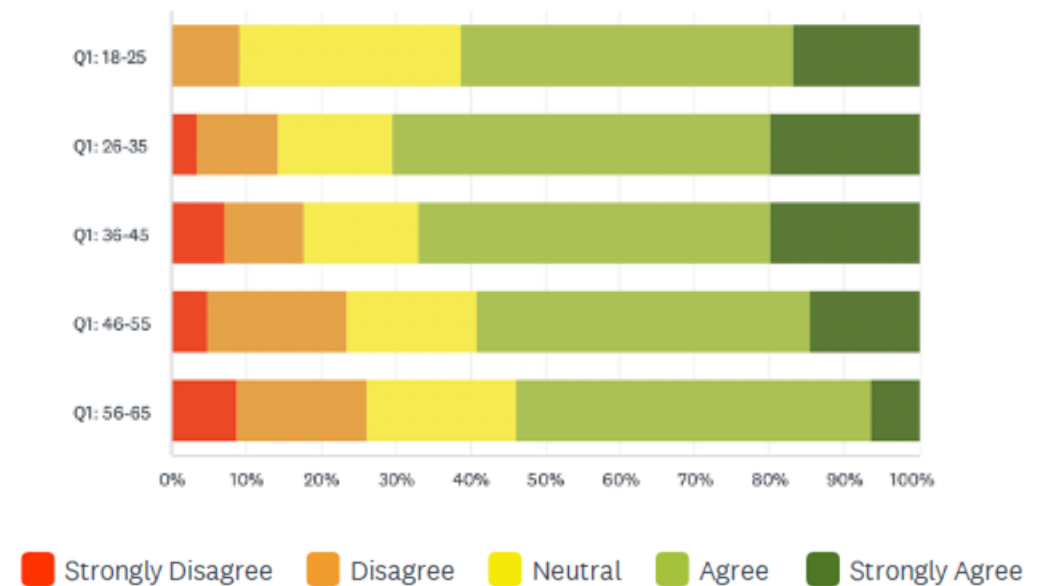
Strongly Disagree Disagree Neutral Agree Strongly Agree

# Cross-check per age

*Digital tools are usually user-friendly and work as intended*



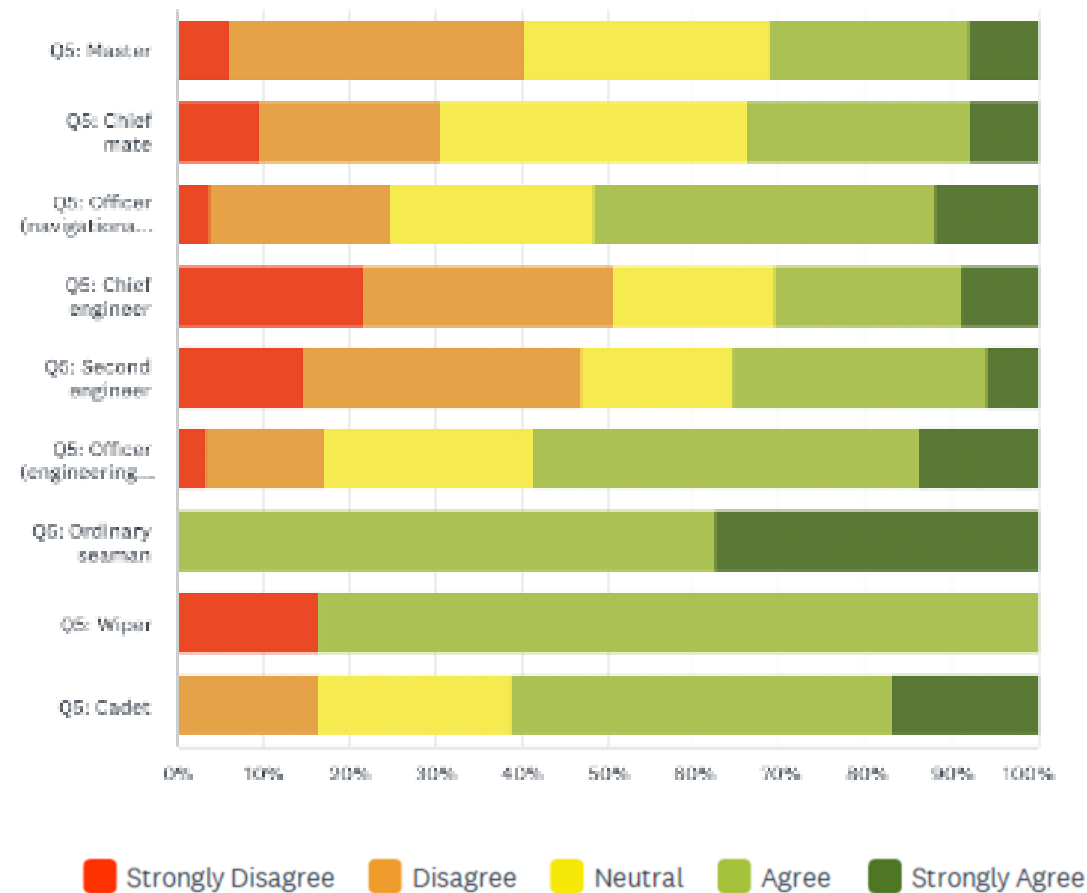
*Digital tools have reduced the time I need to carry out tasks*



# Cross-check per rank

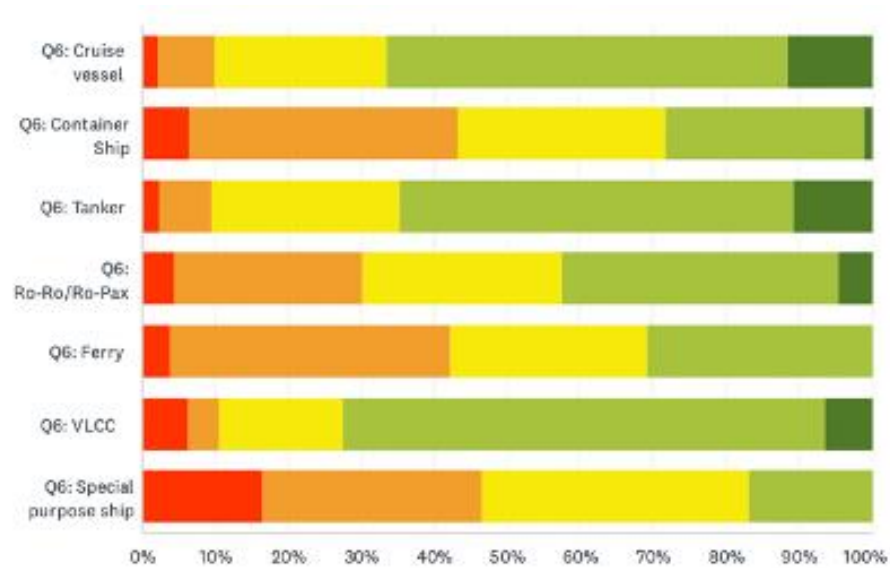
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*Digital tools allow me to have more rest time/time for personal use*



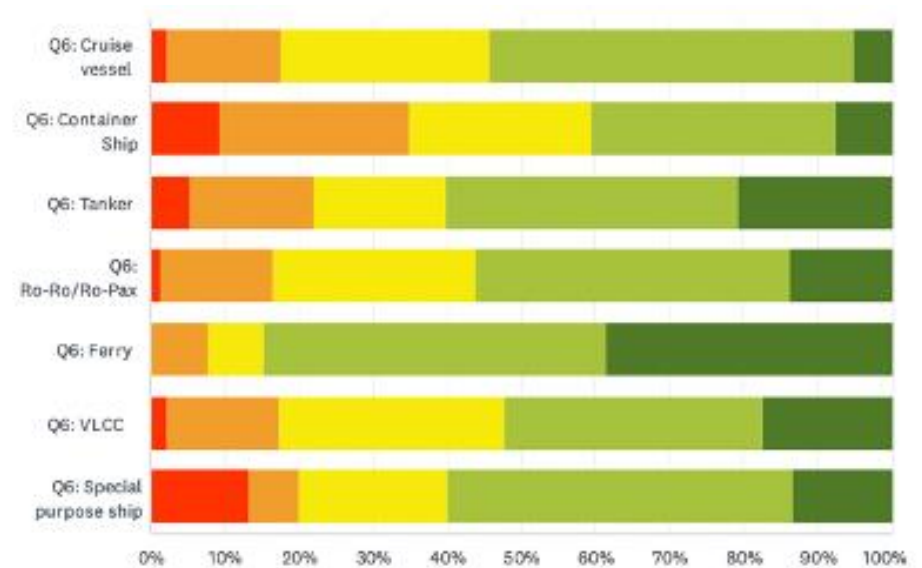
# Cross-check per type of ship sailed

*Digital tools are usually user-friendly and work as intended*



Strongly Disagree Disagree Neutral Agree Strongly Agree

*I believe that digitalisation will lead to a reduction in ship crew size*



Strongly Disagree Disagree Neutral Agree Strongly Agree

# Open-ended questions

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# Biggest benefit of increased digitalisation on-board

---

problems crew member reduction Remote inspections aspect equipment increase safety  
recorded None results workload resources Reduce workload administration training thus  
efficiency lot use digital tools ship system Less paper work increased  
Less paper use became easier improve things crew solve faster keep  
tasks benefits digital tools control REST TIME process  
better positive time seafarer work work load reduce  
properly safety wellbeing less provided will stress easier operation  
tools ECDIS save time Less paperwork faster work user friendly  
job accuracy onboard access save see safe help information data board reliable  
Less time decreased make long efficient guest rest PAPER WORK communication  
Less time spent due need



# Negative impacts of increased digitalisation on-board

---

connections lead loss psychological also job one stress programs training  
onboard PSYCHOLOGICAL WELLBEING control Crew  
impact People become use much digital  
negative impact user will shore work  
working properly system malfunction digital tools requiring  
increased even reduce seaman time keeping less information  
digital board None missing workload knowledge tools bridge  
psychological wellbeing tend ship machine computers possible additional  
overwhelmed overload contact paper increase stress given knowing digital tool Double



## How to alleviate risks in the future

---

systems security ship Better training board Balance  
SEAFERS DIGITAL TOOLS human  
BETTER TRAINING SEAFERS opinion  
IMPROVED VERSION DIGITAL time better  
miss incidents officer digital tools reporting near miss use NA  
tools onboard training proper training risk  
near miss incidents crew incidents officer concerned  
DIGITAL TOOLS BETTER technology  
VERSION DIGITAL TOOLS seafarers  
TOOLS BETTER TRAINING experience  
TRAINING SEAFERS DIGITAL development  
equipment crews board digital well user schools will Think  
knowledge future provided software LESS TOOLS BETTER TRAINING education

# Effects of an increased use of digital tools during Covid-19 (e.g. remote inspections)

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also cases takes much positive impact due neutral allowed negative impact  
MAKING time technology digital lots work health. But negativity unwinding (shore  
digital tools importantly regards health. But safety effect especially importantly  
board Majority positive crew since Yes yet Positive company  
negative side Positive effect increased workload  
remote inspections positive effect especially  
inspection especially importantly regards increased  
regards health. But negativity less negativity unwinding (shore leave effect send  
tools required will may use normal yes positive effect papers overall depending  
remote safe impact believe results wellbeing Well external onboard really reduce  
less contact ship positive effect safety workload go

# Conclusions

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- Increased digitalisation a positive development
- BUT attention to be given to number of elements to reap all the benefits
- Positive elements:
  - Better efficiency, more complex tasks
  - Increased personal safety
  - Feeling of being qualified to operate tools
- Negative elements/to be improved:
  - Does not allow much more rest time
  - Concern over new risks
  - More training needed

# Recommendations

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Ensure all tools are suited for on-board use, by **involving seafarers in the decision-making process**, ideally at the stage of tool development and calibration

Give special attention to **user-friendliness of tools** (prefer those with built-in familiarization training modules)

**Avoid double tasking/** reporting (paperwork + digital procedure) by decreasing, wherever possible, traditional paperwork

Ensure continuous updated **training to re-skill/up-skill crew**

Be mindful of differences in level of familiarity with digital tools on board and **adapt training consequently** to avoid some seafarers are left behind

Be **cautious of over-reliance/trust in digital tools**, especially in younger generations of seafarers, and stress importance of human cross-check and oversight

# Recommendations

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Ensure **new risks created by increased use of digital tools are appropriately taken into consideration**, and reassure/inform seafarers of measures taken to minimise risks (e.g. training, manual override protocols)

Carefully **consider the burden of responsibility when digital tools result in a shift of tasks from ship to shore**. Responsibility should follow the task.

Be mindful of isolation of crew members - **give opportunity for crews to socialise** (if they so want)

**Remote inspections** - only to be used when physical inspections are not possible

Ensure advances in digitalization also provide benefits for seafarers e.g. **improves possibility to communicate with family and friends**



# Thank you!

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# **Panel Discussion on the Impact of digitalisation on seafarers**



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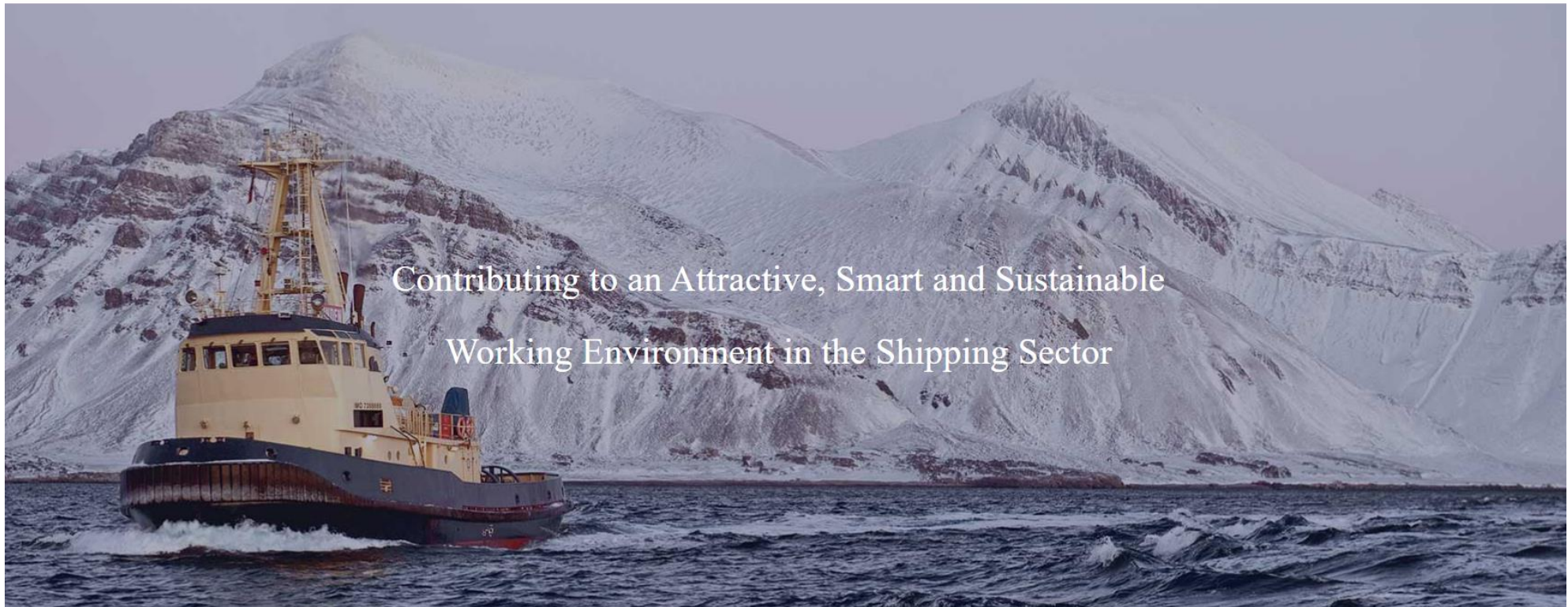


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