

GENDER EQUALITY IN SHIPPING INDUSTRY



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Abstract

Throughout the years, there has been a considerable amount of research dedicated to investigating the involvement of women in the maritime sector. The present study focuses its interest on female employees working in the Greek Maritime Industry. The main objective of this research study is to examine the role of women in the Greek maritime sector, concentrating on their experiences, obstacles, and prospects for progress. This objective was pursued by conducting a survey involving a sample of 80 female participants hailing from Greece. The participants who worked in diverse job positions in the maritime sector completed a questionnaire about their demographics, employment functions, training experiences, and mentorship. The survey process revealed that most women do not hold a managerial position (16,3%) which comes in line with the already existing literature focused on gender disparity and the phenomenon of the glass ceiling effect. The report also underlines the importance of specific programs and policies to promote gender equality and inclusion in the maritime sector. A high rate of the participants mentioned that they have not experienced any support within the work environment or any training to improve their skills. Finally, the paper attempts to illustrate the need for a more diverse and prosperous marine sector by expanding training options and mentorship initiatives to encourage women to thrive in their professions.

Keywords: female, gender gap, gender inequality, glass ceiling effect, Greece, maritime industry

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1. The Participation of Females and their Role in the Greek Maritime Industry

The maritime industry holds a crucial position worldwide and serves as a cornerstone of Greece's national economy. Its significance lies in its role in facilitating international trade, as it handles approximately 90% of global trade through sea routes. As a result, the maritime industry presents a diverse range of employment opportunities for individuals, extending beyond the conventional roles of seafarers. The range of career possibilities comprises engagement in ship design and construction, staff training, maritime law, and port management (Aggrey, 2000). At the heart of the maritime industry's workforce dynamics lies the perception that it is predominantly a male-dominated workplace, stemming from historical roots where men played a significant role in its establishment. However, it is essential to acknowledge that both genders have been integral to maritime activities since ancient times. Men inherently possess a predisposition to protect females, a characteristic that is innate in all-male beings. Nevertheless, the evolution of this protective instinct has also led to gender inequity. To address the mentioned gender imbalance, international organizations are striving towards achieving a more effective equilibrium, which represents a positive development for the entire planet. In earlier generations, women's predominant roles were often limited to motherhood and elementary school teaching. Although, societal changes have dismantled the stereotype of 'the little housewife,' and women no longer expect their spouses to be the sole breadwinners. Instead, they actively desire to participate in the labor market (Senbursa, 2020). Yet, overcoming gender bias and misconceptions that the maritime industry is exclusively meant for men is essential to encourage greater female participation in this field. Education and training play a critical role in challenging such perceptions.

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As can be comprehended from the present existing research, it is essential to extend our comprehension and knowledge of women within the maritime industry to be able to further promote their advancement within the field. Thus, the focus of this paper is to analyze the involvement of women in Greece's maritime industry and examine their achievements, and the challenges they face. These may include traditional gender stereotypes, discriminatory practices, lack of mentorship opportunities, and limited access to professional development resources by administering questionnaires to 80 Greek women working in various roles within the maritime sector such as deck and engineering officers, administrative/ office staff, and managerial-level employees. The research aims to identify their representation across different positions, departments, and levels of hierarchy. Through the questionnaires, this study aims to identify the perceptions and experiences of women working in the maritime sector. More specifically, it seeks to understand their motivations for pursuing careers in the industry, the challenges they encounter, and the support systems available to them. Additionally, the research will investigate factors influencing women's career progression, work-life balance, and job satisfaction in the maritime field. Furthermore, the paper pursues to explore the potential benefits of gender diversity in the maritime industry. By comparing the performance and productivity of companies with diverse leadership teams to those with less diverse teams, the study strives to assess the impact of gender balance on overall organizational success and profitability. The importance of this study is in highlighting the gender gap in the workplace, particularly in Greece's maritime sector. Despite studies on gender disparity in the marine sector, there aren't many studies on the subject in Greece. The findings of the present study are expected to fill a gap in the already existing literature by focusing on the Greek population. An earlier collaborative study by Theotokas and Tsalichi (2013) showed that in 2006 from a total number of 16.182 Greek

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seafarers, only 646 were women. Also, it is vitally important to mention that in the same research paper was mentioned that most of the women workers were employed as hotel staff illustrating the inaccessibility of women for better positions. The last data that were included in this specific academic research were collected in 2013 and showed that the percentage of women in the cadets' position ranged from 3,45% to 22% in a period of five years. Additionally, this specific research focused on Greece and included questionnaires provided to male employees to show their perception of the participation of women in the marine industry. Of worth reporting was the fact that a number above 60% of male participants not only believed that women's nature is compatible with the seafaring profession but also mentioned that both sexes have equal chances of success. Another study that examined the case of the involvement of women in the Greek Maritime Industry was the study by Bissias and colleagues (2011) which examines the professional career choices of women entering the maritime field in Greece by pursuing maritime or marine studies degrees. With Greece housing ten merchant marine academies and three universities offering specialized maritime programs, the paper seeks to shed light on the socio-demographic profile of these students. Through a survey conducted over two consecutive academic years (2009-10 and 2010-11) in marine academies and university maritime programs, the study explores the motivations, background, sources of information, and career aspirations of female students in their first year. The research delves into aspects such as social and maritime-related backgrounds, uncovering their reasons for enrolling in these programs and their post-graduation professional goals. Furthermore, the study pays specific attention to the unique characteristics of the female student population, as well as any gender-based disparities observed. This research stands as a notable example within Greek literature concerning the involvement of women in the Greek maritime industry. The study's findings indicate a growing

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presence of women in higher Maritime Education in Greece, comprising 29.4% of students. This suggests progress toward gender equality in this field. Many of these female students (75.8%) come from maritime-tradition hometowns and have ties to current job opportunities in shipping (67.3%). Despite lacking family connections to the industry, a significant majority (67.2%) chose this degree as their first option when enrolling. In terms of career aspirations, many express interests in the shipping sector, particularly in tanker, bulk carrier, coastal shipping, and container industries. The study underscores the evolving dynamics and aspirations of women in Greek maritime education (Bissias et al., 2011). With respect to the present study, this paper will also attempt to give important insights into how women participate in and play a part in Greece's maritime sector as a follow-up to the existing literature. This research initiative will offer further knowledge of the obstacles and possibilities experienced by women in the maritime sector by evaluating the experiences of women who are presently employed in or have made the shift there.

2. Literature Review

2.1 Historical Background

The participation of women in the maritime industry has a long history, although it has been a male-dominated industry for most of the years. Historically, women faced several societal and cultural restrictions that prevented them from pursuing employment in the marine industry. Women did not participate particularly in the marine sector or in general nautical activities over the previous decades and centuries. They had specified duties to do, most of which were tied to housework and raising children. However, there are occasionally some exceptions. It has been reported that in some cases women were able to travel over the waters in the same way that men did such as by being members of the captain's family or in cases where they belonged to

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positions of authority and competence. Nevertheless, given these circumstances, their duties aboard the ship were once again restricted. The only duties they were permitted to perform were navigation and assistance with ship management if there was no one else to take over in the occurrence of the captain's death. In some cases, women could serve as stewardesses, which meant they oversaw cooking, cleaning, and maintaining some financial records. For instance, in the eighteenth century, a merchant captain's wife or daughter would have boarded his ship, frequently becoming a useful (but unofficial) part of the crew by learning to navigate or assisting in crises (MacNeil et al., 2017).

On the contrary, some women desired to experience life at sea for their own reasons—whether they were purely materialistic, based on prestige, or just driven by passion. To achieve this, they even went to the extent of pretending to be male sailors in this way risking their careers as seafarers, if discovered (MacNeil et al., 2017). An example of the above was Hannah Snell in the year 1750, a woman who went to considerable measures to conceal her actual identity, including concealing an abdominal gunshot wound so that her sex could not be revealed out of fear of retaliation (MacNeil et al., 2017). Men had typically held the position since women were seen to be unfit for such duties. Still, regardless of custom, when given the chance, women successfully carried out their responsibilities, sometimes without being noticed or receiving any payment. In fact, women had occasionally contributed significantly to the marine industry's support areas in the past. For instance, some women had significant and difficult positions to manage such as being lighthouse keepers, which frequently necessitated active physical labor requiring them to complete sea rescue missions among others. For example, a woman appearing as a pioneer within the maritime industry was Hannah Thomas, the first recognized American female lighthouse keeper, accepting the job following her husband's death in 1776 (MacNeil et

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al., 2017). However, as time passed by the role of women did not advance significantly until the year 1811 when it was reported that women could only work as nurses when needed. Yet, in 1842, we had the appearance of the first female lighthouse keepers. According to the article "Mothers of the Sea: Female Lighthouse Keepers and Their Image and Role Within Society", the first female lighthouse keepers were a group of Irish nuns in the 19th century, that took care of a lighthouse at Youghal. To be more precise regarding their responsibilities, to be able to complete their tasks as lighthouse keepers, they were using torches to guide passing ships. Additionally, another pioneer mentioned in the literature was Ida Lewis in 1850 who was occupied by the Lime Rock Lighthouse in Rhode Island. She supervised the lighthouse for 39 years and is thought to have saved 18 people from drowning.

During the post-World War I, many women occupied positions that had historically been filled by males. Furthermore, as the need for ships increased, women filled a further variety of positions in the shipbuilding industry, including crane operators, welders, riveters, fitters, and joiners. At this point, the first female commercial captain emerges, Captain Anna Schetinina, who was authorized in Russia in 1935 (Aggrey, 2000). But women have only recently started to make significant inroads into the vast world of male-dominated enterprise. When there was a lack of men due to the war in 1942, the Secretary of the Navy and the Office of Naval Intelligence allowed women to work there. These women were trained and then sworn in as ensigns (the lowest rank of commissioned naval officers) in the United States Navy. Prior to mid-1943, at the height of the shipbuilding boom, over 65% of the employees of the shipyard on the West Coast of America were women even though these labor-intensive shipbuilding occupations had previously been deemed to be unsuitable for women. Unfortunately, after the war(s), it was deemed necessary to give these occupations back to the males who had served,

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forcing the women to return to their customary, lower-paying employment where their newly acquired technical skills and training were frequently ineffective. Yet, the United States Naval Academy welcomed its first class of female midshipmen in 1976, and it graduated its first 55 female students in 1980. As can be seen, the presence of women in the industry is a growing phenomenon because of networks like the Women's International Shipping & Trading Association (WISTA) and initiatives like the International Maritime Organization's (IMO) program on the Integration of Women in the Maritime Sector (IWMS).

To narrow the gender gap in the marine sector, further initiatives and efforts were needed. Only when the United Nations proclaimed the years 1976–1985 as the Decade for Women, efforts were made to encourage and promote the involvement of women in development for further long-term growth. 1995's Beijing Conference on Women brought women from all walks of life to the attention of the global community. IMO, in its attempts to promote women in the maritime sector, sought-out additional ways and means of promoting women into the senior management level since many women that engaged with the sea field were placed in the food service area and their views could not be heard as they were perceived inferior. Nonetheless, despite the diversity of the work market in today's world, progress has been accomplished. Indeed, in the marine sector, it is obvious that women have lower employment rates when we compare the two sexes' rates. Specifically, it appears that just 2% of the world's seafarer workforce is made up of women, according to a study done by BIMCO in 2021, although, there is a perception that younger women will provide fresh views, information, and ideas to the marine sector. However, women, nowadays, can take on demanding jobs with several obligations and duties. They can also serve on the Board of Directors and decide on important matters, making it clear that they are important to a firm.

2.2 Gender Gap in the Maritime Industry and its implications

In addition to being a fundamental human right, gender equality is also required to obtain the best socioeconomic results. Given the persistence of gender disparities in the political and economic arenas, the topics of gender equality and women's empowerment remain at the top of agendas everywhere. Gender equality, according to the United Nations Organization for Gender Equality and the Empowerment of Women, refers to equal opportunities, rights, and responsibilities for men, women, and children of both sexes. Equal rights, responsibilities, and opportunities for men and women do not rely on whether they are born as men or women (Wang, 2022). This does not mean that women and men must become equal. By being empowered, women are better able to take charge of their own lives, establish their own goals, learn new talents, recognize their existing knowledge and skills, manage their own lives more effectively, have a greater impact, and build autonomy, problem-solve, and self-assurance. The project's goal is to guarantee that people actively engage in economic life across all sectors and levels of activity. There are several policies that help achieve gender equality, including those that provide equal access for men and women to educational and training opportunities. Additionally, they encourage the hiring of women and include their viewpoints in all activities. This will be helpful for determining if the policies implemented have eased the advance of gender equality and women's empowerment in the marine transportation industry (Wang, 2022). To promote gender equality and the empowerment of both men and women, the World Maritime University (WMU) has created and implemented its own policies as documented by several writers and reflected in the university's strategic plans, for women over the years. The Global Maritime University promotes equality and the empowerment of women through education works to end gender discrimination and ensures that women have full and equal access to leadership positions at all

levels of political, economic, and public decision-making. Strategies to recruit and keep women sailors in the marine industry are given particular attention (Kitada, 2015).

2.3 Gender Inequality in the Maritime Industry

The term "gender inequality" refers to the uneven outcomes, opportunities, and treatment that result from gender-based distinctions. This concept emerges from societal institutions, practices, and attitudes that favor one gender over the other. Within the marine sector, gender inequality becomes evident through the scarcity of women in pivotal roles, the barriers to leadership, and variations in compensation and pathways for career advancement. A pertinent theoretical framework should delve into the influence of gender roles and stereotypes on women's perceived competencies in the maritime industry. This dynamic contributes to a division of labor along gender lines and an unequal allocation of opportunities. Female seafarers encounter additional challenges due to both natural and structural factors, whether onshore or aboard ships' origins (Narayanan et al., 2023). These challenges range from the expectation for women to prove their capability for more demanding tasks to stereotypes leading in this way ship-owners to question women's suitability for the nautical sector. Furthermore, women may be denied access to facilities or tools available to male colleagues. On ships, where a predominantly male and often hostile environment prevails, women contend with violence, sexual harassment, bullying, and discrimination (Arulnayagam, 2019).

The lack of female representation automatically fosters gender prejudices that perpetuate unequal opportunities within the maritime sector. This imbalance not only undermines women's status but also erodes public trust in the industry itself. Statistical data underscores the scarcity of women in maritime roles. For instance, the International Transport Workers' Federation indicates that women constitute only 2% of the global marine workforce (Mgeladze et al., 2019).

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Moreover, women's presence in various maritime subfields remains uneven. While they comprise 17-18% of the cruise line industry, women make up just 6% of those working on cargo ships (ILO, n.d.). It is widely recognized that women often fill roles linked to hospitality aboard passenger ships. This contrasts with their underrepresentation in other maritime domains, revealing geographic disparities. For instance, most women at sea come from OECD countries, while a substantial portion originates from Eastern Europe (Mgeladze et al., 2019). These regional trends reflect economic opportunities, local gender dynamics, and historical perceptions of maritime careers.

Despite efforts to enhance gender diversity, the industry still lacks gender balance, especially in leadership positions. Less than one-third of senior and middle-management roles were occupied by women in most countries from 2009 to 2015 (E/2017/66). Notably, the proportion of female seafarers remains scarcely 1% (BIMCO, 2015). Yet, history also illustrates instances of successful women in maritime roles, underscoring the need to attract and retain qualified female employees. Achieving gender parity demands equal educational and professional prospects, alongside deliberate efforts to make these opportunities appealing to underrepresented groups. Ultimately, the maritime sector's health and success hinge on equitable gender participation, necessitating efforts to counter deeply ingrained gender stereotypes (MacNeil et al., 2017). While challenging, transforming societal norms is pivotal for a more inclusive and balanced maritime workforce in the present and future.

2.4 The Glass Ceiling Effect

The concept of the glass ceiling describes invisible barriers that prevent women from progressing to higher positions within organizations or companies. Management consultants Marilyn Loden and Judy Rosener initially proposed the idea of the glass ceiling effect in the late

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1970s (Lahiri et al., 2022) due to their observations and study on gender disparity in the workplace. Women were becoming more prevalent in the economy at this time and excelling in a variety of fields, yet they encountered considerable obstacles when trying to move up the corporate ladder. Although women performed their jobs with skill and devotion, they faced fewer prospects for professional progression than their male counterparts. However, in the early 1990s, academics like Anne Morrison, a well-known organizational psychologist, and authority on problems of gender and diversity, promoted and further investigated how the glass ceiling effect affects women's professional development. Morrison's research delved further into the difficulties and hindrances that women encounter in male-dominated fields like the marine industry. She looked at the underlying reasons for the glass ceiling effect and emphasized the institutional and cultural elements that support gender disparity in the workplace. Anne Morrison focused on the crucial role that organizational culture and leadership play in maintaining the glass ceiling as one of her work's major achievements. She made the case that cultures, and leadership structures dominated by males foster an atmosphere in which women's views and ideas are ignored and discounted. This may result in fewer possibilities for women to advance into leadership positions and take part in decision-making. Morrison's research moreover illuminated the value of sponsorship and mentoring in shattering the glass ceiling. She discovered that women frequently don't have access to powerful mentors and sponsors who can fight for their promotion within corporations. This has an even greater impact on the underrepresentation of women in top leadership roles. Morrison's studies also emphasized how crucial it is to overcome gender stereotypes and unintentional prejudice that affect recruiting and promotion choices. These prejudices have the potential to perpetuate a vicious cycle where women are less likely to be given leadership opportunities owing to preconceived beliefs about

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their qualifications. Morrison's study (1994) illuminated numerous elements that established the existence of the glass ceiling effect. She pointed out preconceptions, gender prejudice, and cultural norms as the main offenders. Because of these prejudices, it is sometimes assumed that women are less qualified for leadership positions or that male leadership styles are more directly related to traits and attributes (Lahiri et al., 2022).

The maritime industry is no exception to the glass ceiling effect. This means that this phenomenon is strongly observed in the specific economic sector as well. Studies have identified factors such as gender bias, lack of mentorship and networking opportunities, and the presence of male-dominated organizational cultures as significant contributors to the glass ceiling effect in maritime careers (Mun Chan, 2019). Overcoming this barrier requires targeted initiatives that challenge existing norms and create an inclusive environment for women to advance professionally. With the aim of reducing and eliminating the glass ceiling phenomenon in the shipping industry, some actions have been carried out. To be more specific, a woman named Sanjam Sahi Gupta, a founding member of the Women's International Shipping and Trading Association in India, launched a fresh project in 2019, named Maritime SheEO. Maritime SheEO is a conceptual framework designed to foster the upcoming generation of female leaders within the maritime realm. This initiative provides an array of services concentrated on substantiating the rationale for diversity. Its overarching objective is to devise strategies that can induce transformative effects across the entire maritime sector, with a special emphasis on fostering diversity and inclusivity (D&I), leadership cultivation, innovation, entrepreneurship, and competitive advantage. This endeavor employs initiatives in diversity and inclusion to identify and rectify subconscious biases, incorporates gender awareness methodologies throughout the program, and facilitates the seamless transition of women from ship-based to onshore positions.

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A key area of focus involves the implementation of acceleration programs tailored to enhance leadership skills among women in the maritime and logistics industries. Furthermore, Maritime SheEO collaborates not only with employers but also with organizations such as IMO, to cultivate an environment conducive to the ascent of women into leadership roles (About Us – Maritime SHeEO, n.d.).

2.5 Empowering Women in Leadership: A Path to Progress

In the contemporary business world, there is a shift towards more inclusive and less hierarchical leadership styles (Cable, 2012). This presents an opportunity to utilize participative leadership to increase women's representation in leadership roles within the maritime industry. Participative leadership involves others in decision-making rather than relying on an autocratic approach (Özdemir et al., 2015). Among various leadership styles, participative leadership appears to be well-suited for women working in male-dominated fields like the maritime sector, although women can adapt to other leadership styles as necessary. Promoting participative leadership in shipping companies could result in organizational success and greater inclusion of women in top positions (Özdemir et al., 2015). In the maritime industry, women face numerous obstacles to reaching managerial levels, such as master, chief engineer, chief mate, and first assistant engineer. Achieving these licenses requires extensive sea time, continuous training, licensing upgrades through the United States Coast Guard, and challenging exams. According to the National Maritime Center's statistics, only a very small percentage of female mariners possess the highest available license of Master Unlimited – Any Gross Tons (0.07% of approximately 210,000 credentialed merchant mariners in the United States) (Ryals, 2023). This gender imbalance in the maritime industry is evident in real-world scenarios. For instance, during a recent leadership forum attended by the author at their own company, which operates 24

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drilling rigs, the room was filled with around 100 leaders from the offshore sector, with the author being the sole woman present. To address the underrepresentation of women in leadership roles in the maritime industry, concerted efforts are required to break down barriers, foster diversity, and implement inclusive leadership practices (Ryals, 2023). Embracing participative leadership can be a step towards creating a more equitable work environment, allowing women to have a greater voice and impact in the industry. Additionally, organizations must actively tackle the challenges faced by women seeking to advance to managerial levels, offering support, mentorship, and opportunities for career development. By taking such actions, the maritime industry can strive towards achieving better gender balance and harnessing the full potential of its workforce (Kiser, 2015).

2.6 The role of gender initiatives and regulations

Despite initiatives to support gender equality and diversity, women continue to have a disproportionately low presence in the marine industry. Women make up a minor part of the marine workforce, notably in senior and decision-making positions, according to statistical data (Piñeiro et al., 2020). Diverse gender programs and laws have been established to empower women in the marine industry to solve this issue. This section covers the existing legislative framework and international commitments that work to maintain gender equality and combat discrimination, as well as the difficulties and possibilities in advancing women's leadership in the sector. The statistics on women's employment in the marine sector illustrate the ongoing gender gap (Piñeiro et al., 2020). Furthermore, the Sustainable Development Goals (SDGs) of the United Nations (UN) provide a comprehensive framework for improving gender equality and women's empowerment, with a focus on Goals 4, 5, and 8 that will be further explained below,

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and have a direct bearing on women's participation in maritime and ocean professions (Dpicampaigns, 2023).

SDGs represent a global commitment to address a wide range of social, economic, and environmental challenges to create a more sustainable and equitable world. Among these goals, several are particularly relevant to enhancing gender equality and promoting women's empowerment across various sectors, including maritime and ocean professions.

Notably, Goals 4, 5, and 8 play a pivotal role in shaping the landscape for women's participation and advancement within these fields. SDG 4 focuses on ensuring inclusive and quality education for all, aiming to provide individuals with the knowledge, skills, and abilities necessary for personal and professional growth. In the context of gender equality, this goal directly contributes to breaking down barriers that have historically limited women's access to education and training in maritime and ocean-related disciplines. By ensuring equal educational opportunities, particularly in fields traditionally dominated by men, Goal 4 serves as a foundational step toward cultivating a more diverse and skilled workforce within the maritime sector. Empowering women with education equip them with the competencies needed to pursue careers in maritime professions, thereby dismantling the gendered stereotypes that have hindered progress in the past (Akyeampong, 2019). At the heart of gender equality, SDG 5 explicitly aims to achieve gender parity and eliminate discrimination against women and girls in all spheres of life. In the maritime and ocean context, this goal is especially relevant in dismantling systemic barriers that have prevented women from participating and advancing in these fields. By challenging the gender norms and biases that have traditionally excluded women from leadership roles and technical positions, Goal 5 encourages maritime industries to embrace diversity and provide equal opportunities for both men and women. By promoting equitable representation, fair treatment,

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and access to decision-making, this goal fosters an environment where women can fully contribute to and benefit from maritime and ocean professions. SDG 8 focuses on promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. For women in maritime and ocean professions, this goal translates into addressing the existing gender disparities in employment and compensation (Dpicampaigns, 2023). Historically, women have faced challenges in accessing decent work conditions, fair wages, and opportunities for career advancement within these fields. By advocating for equal pay, safe working conditions, and fair promotion pathways, Goal 8 strives to create an environment where women's contributions are recognized and rewarded on par with their male counterparts. Moreover, nurturing a supportive workplace culture that values diversity enhances overall industry performance and innovation. These objectives place a strong emphasis on gender equality, inclusive and equitable education, good employment opportunities, and economic growth—all of which are essential for promoting women's leadership in the marine industry.

The marine sector has recently witnessed the introduction of gender programs and policies aimed at empowering women and giving equal opportunities to solve the gender gap (Mgelazde et al., 2019). The inclusion of women in the maritime industry is being supported through conventions like the Standards of Training, Certification, and Watchkeeping for Seafarers (STCW 95), which also advocates for their expanded involvement in training and all levels of the business. Additionally, agreements like the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) have a big impact on ensuring women have equal access to social security and job possibilities (Szmyt et al., 2019). The right to equality and freedom from gender-based discrimination are protected by several international agreements,

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such as the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social, and Cultural Rights (Mgelazde et al., 2019). To guarantee equal rights for both male and female seafarers, the Maritime Labour Convention (MLC), 2006, also emphasizes the need of eradicating discrimination regarding employment and vocation. Human rights are guaranteed on land and at sea equally, and there is no place for exceptions to these rules according to the Geneva Declaration on Human Rights at Sea. In the maritime sector, advancing gender equality and women's empowerment is a continuous process that calls for cooperation from several stakeholders. While obstacles remain, the current legal system and international commitments provide a solid base for developing gender inclusiveness in the industry. The marine sector may progress toward a fairer and more varied workforce through gender initiatives, awareness campaigns, and regulatory reforms. Women working in the marine sector will gain from seizing these chances, which will also help the industry thrive and remain sustainable.

3. Methodology

3.1 Participants and Procedure

For the present study, a sample of female participants was recruited and consisted of a target size of 80 participants. Respondents were recruited online via email and social media. All the individuals were informed of the survey by email sent by the researcher. The questionnaire was online, so the email received included a link that could redirect them to the online version of the survey. Individuals were informed about their participation and how this was considered voluntarily. Moreover, they were educated regarding the anonymity of their participation. Regarding the questionnaire, it was carefully designed to include a combination of closed and open-ended questions. This approach enabled the gathering of demographic information,

measurable responses, and personal perspectives from the participants. Following the comprehensive completion of the survey, the data will be securely retained for the study's intended purpose, and once the research is concluded, the data will be appropriately deleted. The methodology of this research involved utilizing one online questionnaire administered through a digital platform. Participants were given access to the questionnaires through an electronic format using Microsoft Forms, which were chosen specifically for the survey's objectives (see Appendix A & B).

3.2 Demographic Questions

Participants were asked to complete a brief demographic questionnaire to provide additional information, including age, gender, and family details such as relationship status to have the profile of the women employees working in the Greek maritime industry at the present time. Via the demographic data of the respondents of the questionnaire, we can assess the degree of inclusion and diversity within the maritime sector. Understanding how women from all backgrounds are represented makes it feasible to address any potential gender inequalities and create plans for fostering inclusiveness (see Appendix B).

3.3 Analysis of the data

In the current research, all gathered data underwent statistical analysis using IBM SPSS. Descriptive statistical analysis was conducted to examine the demographic attributes of the participants, encompassing factors such as age and gender, among other variables.

4. Results

4.1 Sample Characteristics

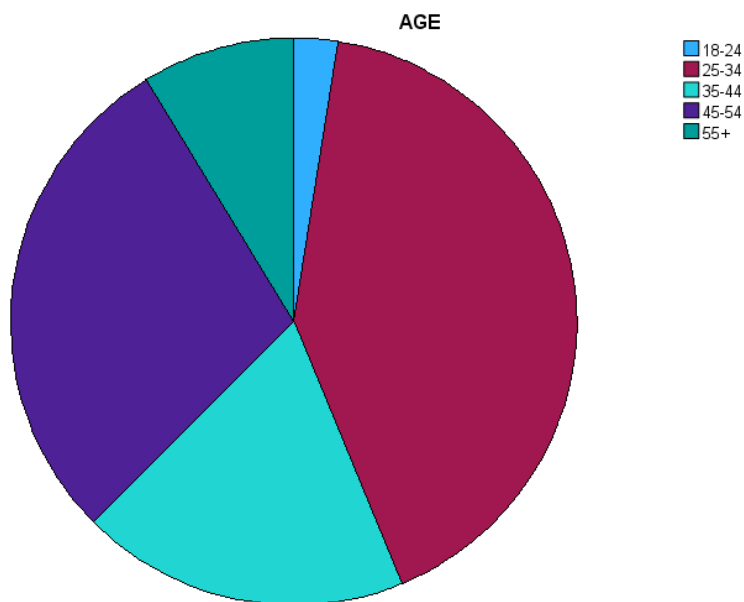
The total sample of the survey consisted of $N = 80$ participants. More specifically, the sample

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entailed only female participants as this was the focus of the study. All demographic questions were classified into categories for the purpose of the analysis (see Appendix B).

Age of the Sample

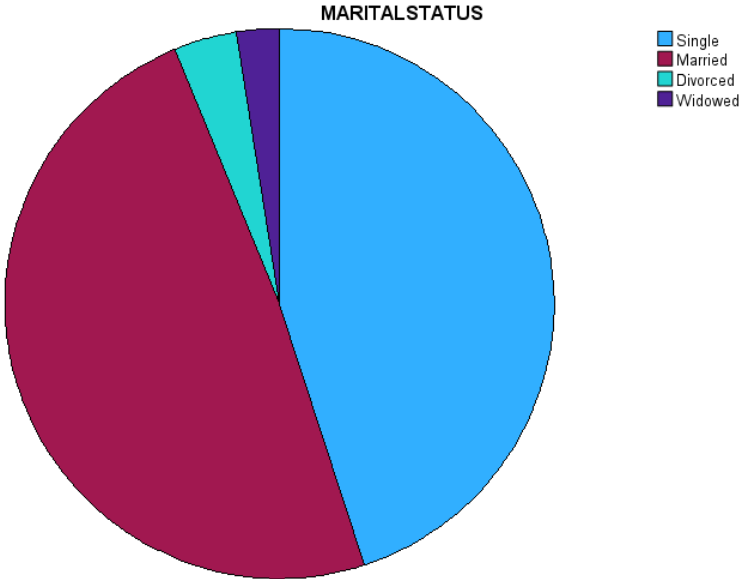
The age of the total sample was sorted into five categories: 18-24 $N = 2$ (2.5%), 25-34 $N = 33$ (41.3%) in which most of the sample belonged, 35-44 $N = 15$ (18.8%), 45-54 $N = 23$ (28.7%), and 55+ $N = 5$ (8.8%).



Marital Status of the Sample

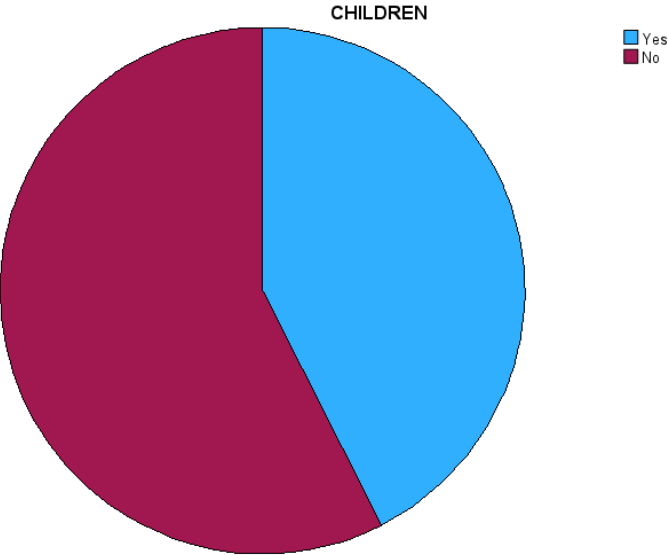
The marital status of the sample was classified into four categories: Single $N = 39$ (48.8%), married $N = 36$ (45%), divorced $N = 3$ (3.8%), and widowed $N = 2$ (2.5%).

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Family Status of the Sample (children)

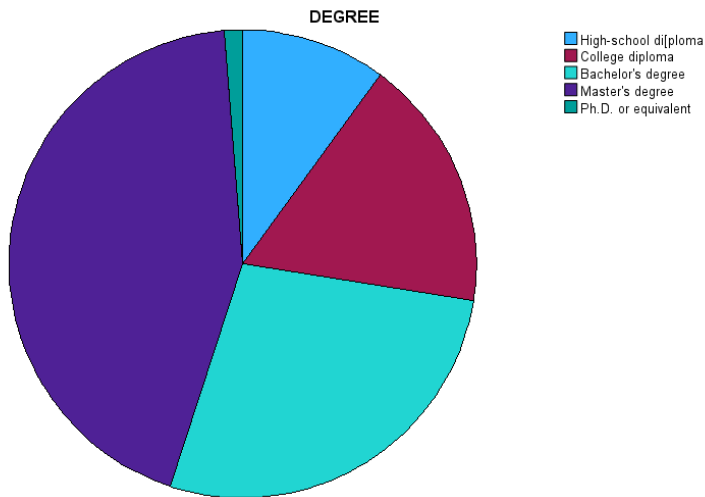
The sample of the survey was split into women that own children $N = 34$ (42.5%) and women that do not own any children $N = 46$ (57.5%).



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Educational Level

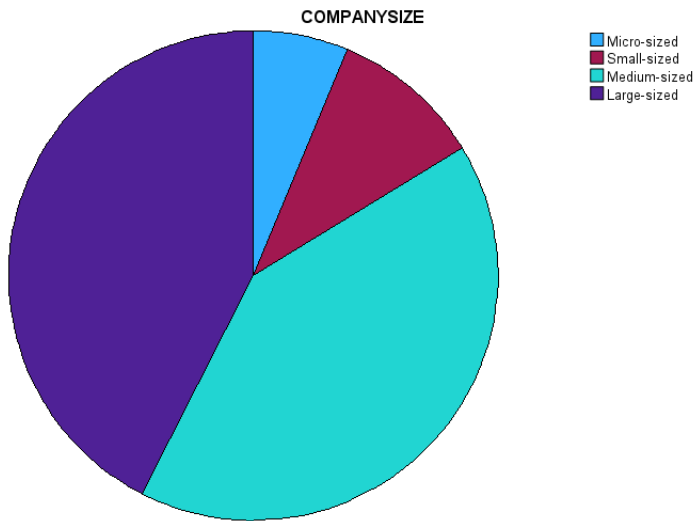
The educational level of the sample was documented by their highest degree acquired; High school diploma $N = 8$ (10%), college diploma $N = 14$ (17.5%), bachelor's degree $N = 22$ (27.5%), master's degree $N = 35$ (43.8%), and Ph.D. or equivalent $N = 1$ (1.3%).



Company Size

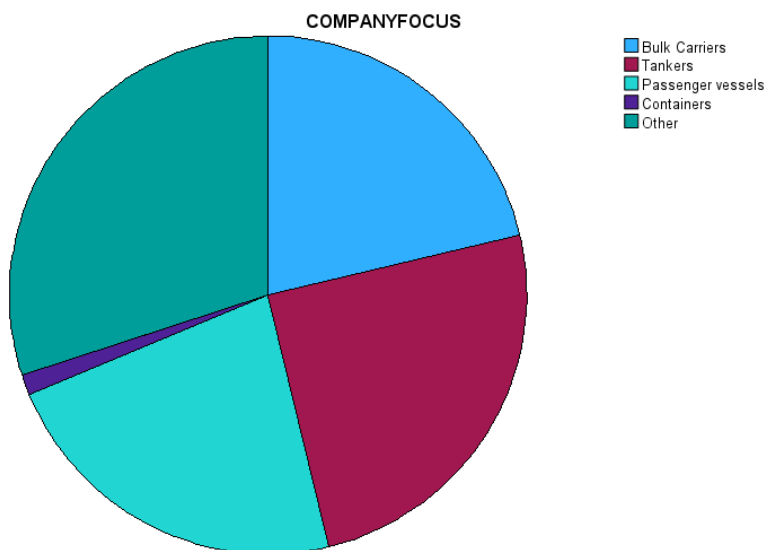
Each participant in the present survey was requested to classify their company size according to the following categories: Micro-sized (less than 10 employees) $N = 5$ (6.3%), small-sized (less than 50 employees) $N = 8$ (10%), medium-sized (less than 250 employees) $N = 33$ (41.3%), and large sized (250 employees or more) $N = 34$ (42.5%).

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Focus of Each Company

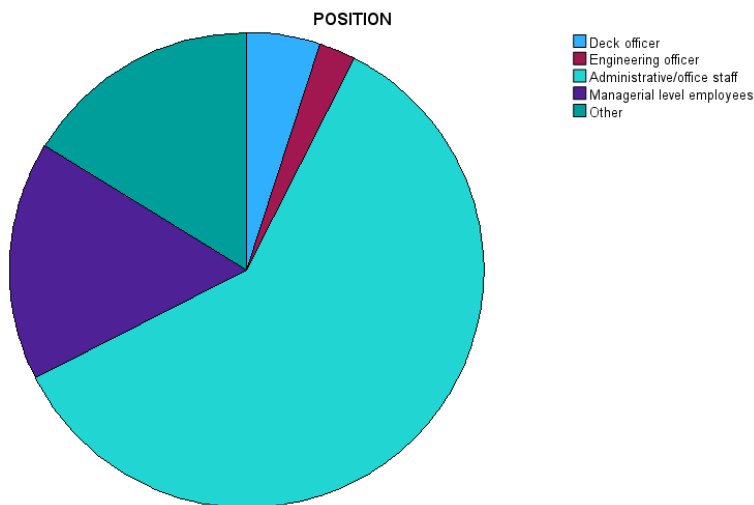
Participants were asked to indicate the focus of the company that they are currently employed in; Bulk Carriers $N = 17$ (21.3%), tankers $N = 20$ (25%), passenger vessels $N = 18$ (22.5%), containers $N = 1$ (1.3%), and other that included mostly a combination of bulk carriers and tankers $N = 24$ (30%).



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Position of Each Participant Within the Industry

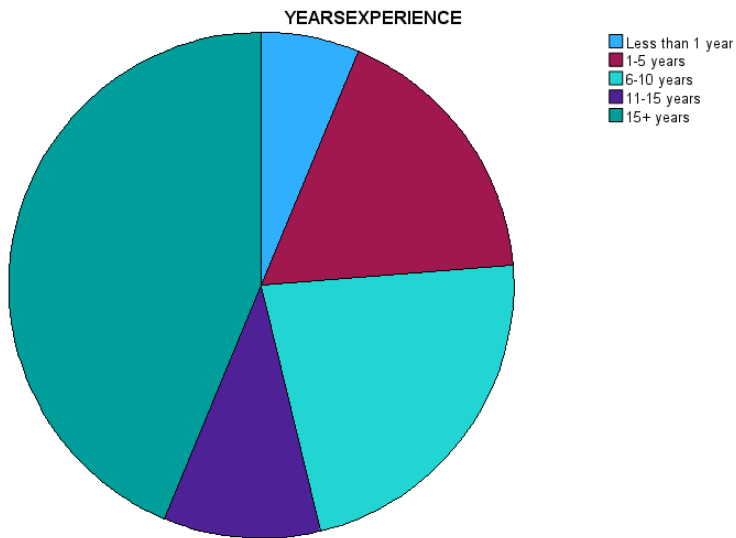
The participants of the present sample were invited to specify their current position within the industry; Deck officer $N = 4$ (5%), engineering officer $N = 2$ (2.5%), administrative/office staff $N = 48$ (60%), managerial level employees (e.g., maritime executives/managers, marine operations managers) $N = 13$ (16.3%), and other $N = 13$ (16.3%).



Years of Experience

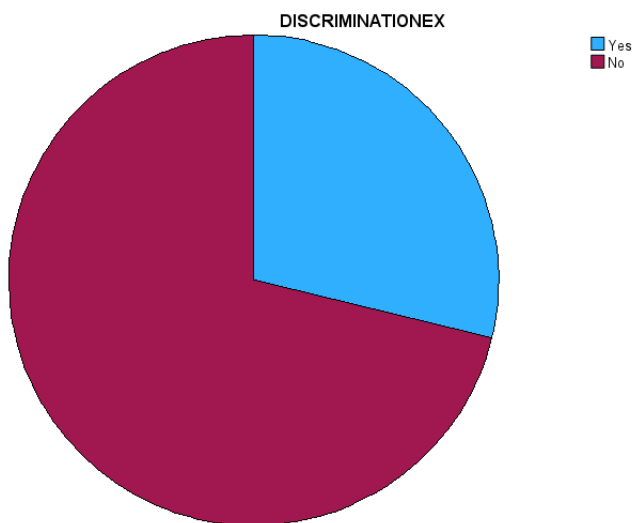
The sample of the survey was categorized into groups depending on their years of experience; Less than 1 year $N = 5$ (6.3%), 1-5 years $N = 14$ (17.5%), 6-10 years $N = 18$ (22.5%), 11-15 years $N = 8$ (10%), and more than 15 years $N = 35$ (43.8%) where most of the sample belonged to.

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Exposure to Gender-based Discrimination within the Workplace

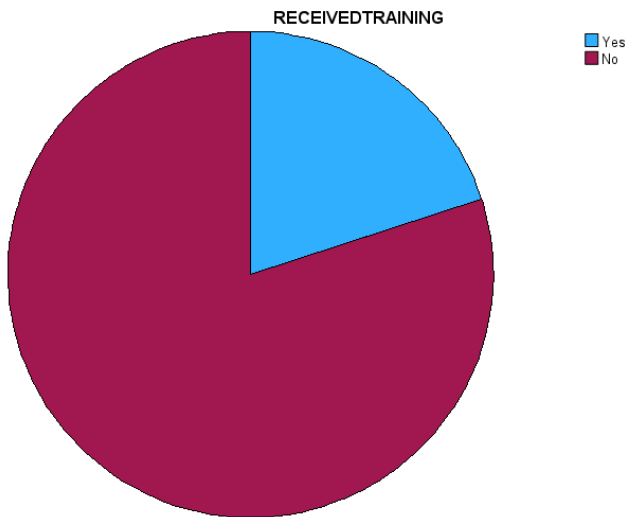
The survey's participants were asked to self-disclose if they have encountered any gender-based discrimination within their workplace. They were split into two categories; women that have been exposed to gender-based discrimination $N = 23$ (28.7%) and women that have not been exposed to any gender-based discrimination at all $N = 57$ (71.3%).



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Training Received Regarding Gender Equality and Diversity

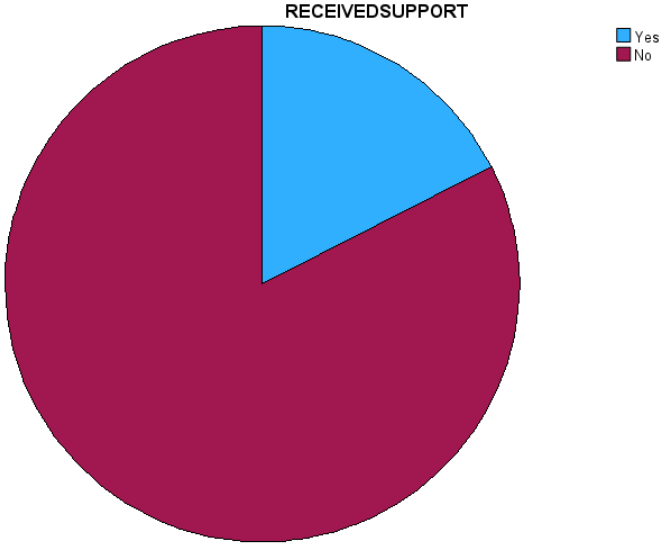
The participants were asked to reveal whether they have received any training regarding gender equality and diversity. They were categorized into two groups; Women that have received training $N = 16$ (20%) and women that have not received any training $N = 64$ (80%).



Support Acquired from the Workplace Regarding Gender Equality

The participants were classified into two groups regarding the support received concerning gender equality. The first group was of women that received support from their workplace related to gender equality $N = 14$ (17.5%) and the second group consisted of women that have not received any support from their workplace $N = 66$ (82.5%).

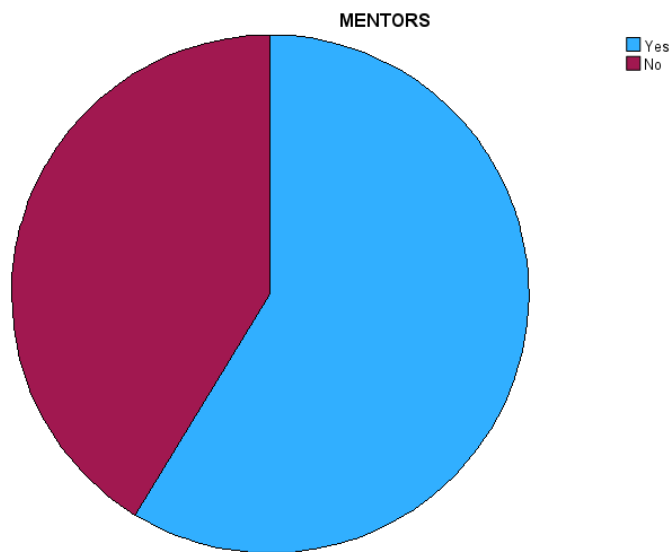
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Female Mentors/Role Models within the Maritime Industry

The sample of the survey was asked to reveal whether they had any female mentors/role models within the maritime industry. Again, the sample was split into two categories; women who had female mentors/role models $N = 47$ (58.8%) and women that did not have any female mentors/role models $N = 33$ (41.3%).

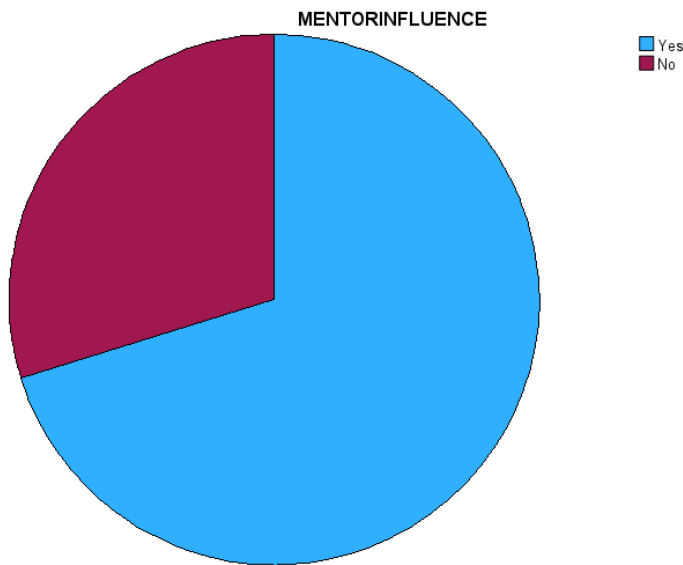
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Female Mentors/Role Models Influence upon the Participants' Career

The group that previously stated that they did have female mentors/role models, inside the maritime industry, was requested to further disclose whether their careers were influenced by their mentors/models. The group again was divided into two subcategories; Women whose career was influenced by their mentors/models $N = 33$ (41.3%) and women whose career was not influenced $N = 14$ (17.5%).

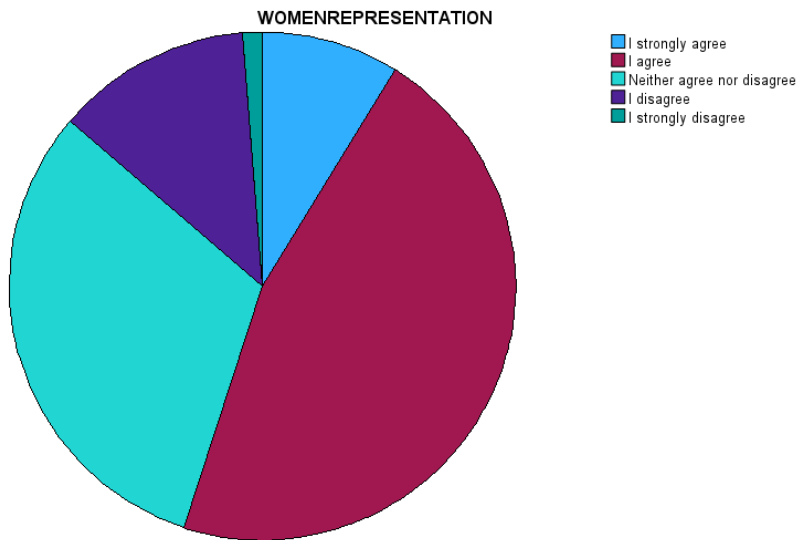
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Perceptions Regarding the Underrepresentation of Women in the Maritime Industry

The sample was asked to rate on a 5-Likert scale how much they agree or did not agree on the perception that women are underrepresented in the maritime industry. Thus, regarding their answer, they were divided into 5 categories; I strongly agree $N = 7$ (8.8%), I agree $N = 37$ (46.3%), Neither agree nor disagree $N = 25$ (31.3%), I disagree $N = 10$ (12.5%), and I strongly disagree $N = 1$ (1.3%).

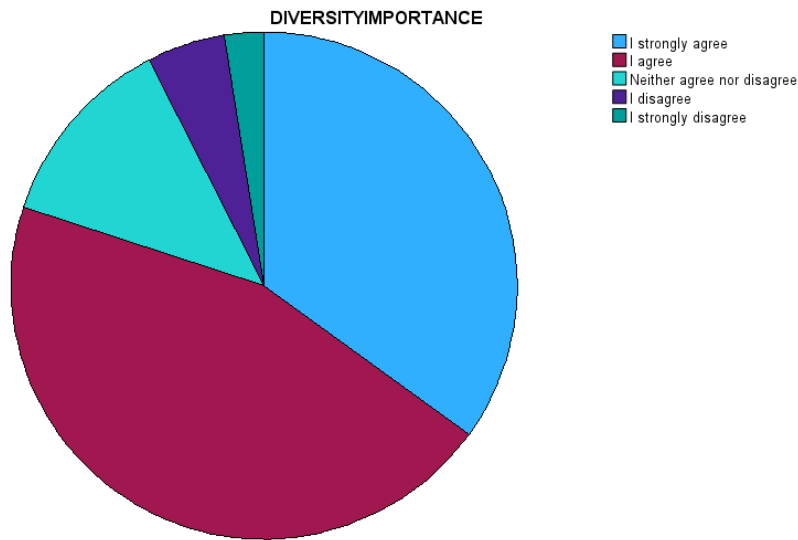
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Importance of Including Gender Diversity in the Maritime Industry

The sample of the current study was examined on their perceptions regarding the significance of gender diversity inclusion within the maritime industry. The examination took place with a 5-Likert scale ranging from I strongly agree to I strongly disagree placing each participant in one of the following 5 groups; I strongly agree $N = 28$ (35%), I agree $N = 36$ (45%), neither agree nor disagree $N = 10$ (12.5%), I disagree $N = 4$ (5%), and I strongly disagree $N = 2$ (2.5%).

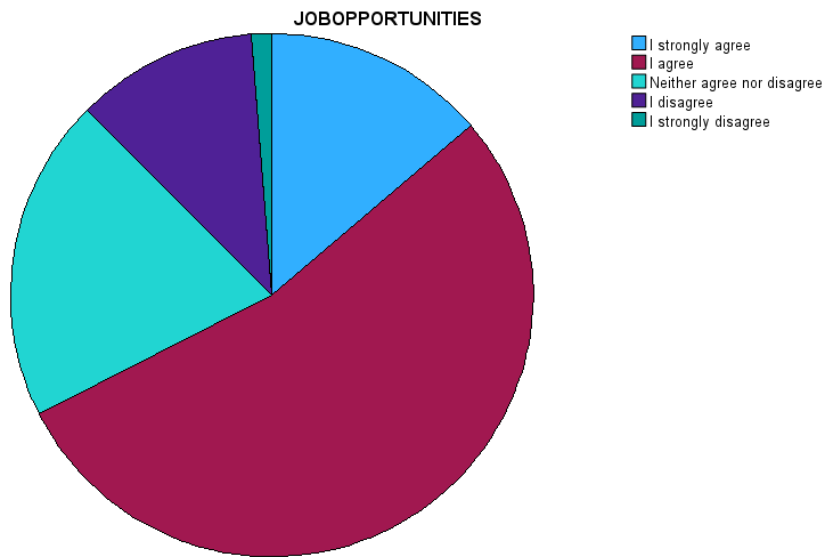
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Perception Related to Fewer Job Opportunities Being Offered to Female Employees

The participants in the current research were surveyed to gauge their views related to fewer job opportunities being offered to female employees. This subject involved the use of a 5-Likert scale, where participants could indicate their level of agreement or disagreement. The results were categorized into five groups based on their responses; $N = 11$ (13.8%) strongly agreed, $N = 43$ (53.8%) agreed, $N = 16$ (20%) neither agreed nor disagreed, $N = 9$ (11.3%) disagreed, and $N = 1$ (1.3%) strongly disagreed.

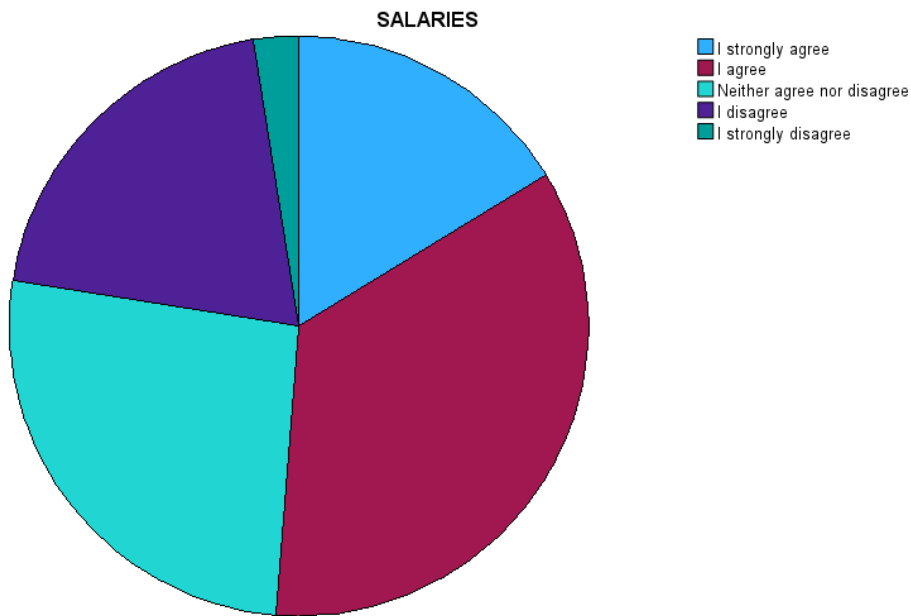
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Perception Signifying that Women Employees Earn Lower Salaries Compared to Men

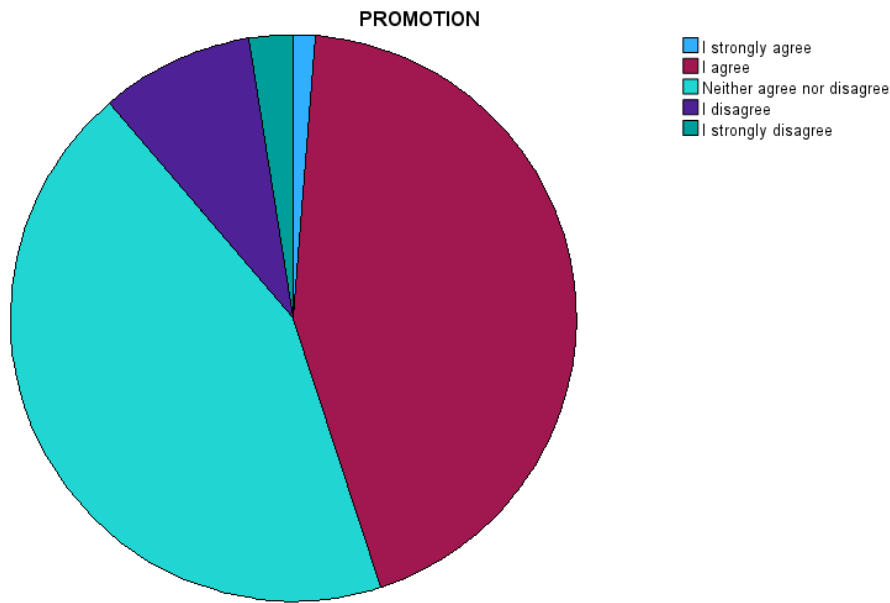
In the current investigation, the focus was on the perceptions of the participants regarding the issue of women employees earning lower salaries compared to men in the maritime industry. The examination involved the use of a 5-Likert scale, which allowed the participants to indicate their level of agreement or disagreement with the statement. The participants' responses were then categorized into five groups: $N = 13$ (16.3%) strongly agreed, $N = 28$ (35%) agreed, $N = 21$ (26.3%) neither agreed nor disagreed, $N = 16$ (20%) disagreed, and $N = 2$ (2.5%) strongly disagreed.

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Perception Related to the Formation of Efforts to Promote Gender Diversity and Inclusion in the Maritime Industry

The sample was requested to answer and rate their beliefs on a 5-Likert scale upon the formation of efforts to promote gender diversity and inclusion in the maritime industry. The 5-Likert scale ranged from I strongly agree to I strongly disagree dividing this way the participants into the 5 categories; I strongly agree $N = 1$ (1.3%), I agree $N = 35$ (43.8), Neither agree nor disagree $N = 35$ (43.8), I disagree $N = 7$ (8.8%), and I strongly disagree $N = 2$ (2.5).



5. Discussion

Findings from the analysis of the questionnaires administered to women in the maritime industry reveal significant insights into the involvement of women in this sector. The first notable result is that most women surveyed (16,3%) do not currently hold managerial positions. This indicates the phenomenon of underrepresentation of women in leadership roles within the maritime industry, suggesting the presence of barriers hindering their career progression which comes in line with Wu and colleagues (2017). The results of the questionnaire on the topic of the underrepresentation of women in managerial positions come in line with the already existing literature focused on the glass ceiling effect (Foong Mun Chan, 2019). Additionally, the data highlight a concerning lack of training opportunities for women in the maritime sector. Only 20% of respondents reported that they have participated in training seminars. This shortage of professional development opportunities may be a contributing factor to the limited number of women pursuing career advancement within the industry. Access to training programs and

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seminars is vitally important for women employees in the Maritime Industry for them to acquire new skills related to the industry (Horck, 2010). By staying updated with the latest trends and best practices women would have the opportunity to compete for higher-level positions. Training programs frequently provide important networking opportunities for women, allowing them to meet professionals and potential mentors. Such connections may provide women with vital guidance and support. Mentorship from experienced business experts may be extremely beneficial in encouraging and assisting women to achieve their dream goals. The connection between seminars and mentors gives us the opportunity to mention another troubling tendency. We refer to the absence of mentors in the current years. A significant part of the sample revealed that they did not have mentors (41.3%), although, mentorship programs may play an important role in fostering and assisting young professionals, especially women, to achieve their career objectives. However, figures show that a sizable proportion of women lack this critical support structure, which may have an influence on their career advancement and work happiness (Dragomir et al., 2018). In addition, half of those who do have mentors mentioned that their mentors had little effect on their job well-being. This shows that there may be a need to improve the effectiveness of mentorship programs or to develop more organized mentorship opportunities geared to the unique problems that women in the Maritime sector face. Another concerning finding is the low percentage (17%) of women respondents who feel sufficiently supported within the maritime industry. This shows that there may be a shortage of inclusive and supportive work cultures that cater to female employees' interests and objectives. Only by addressing this issue would have the opportunity to attract and retain more women in the specific industry. The only way to encourage female employees to be part of the maritime industry and thrive in it is by cultivating an inclusive workplace atmosphere. To sum up, these findings

highlight the urgent need for concentrated attempts to enhance gender diversity and inclusion in the maritime industry (Uribe-Bohorquez et al., 2018). Initiatives should prioritize equitable chances for women to pursue leadership roles, as well as efficient programs for development and training and the establishment of supporting mentorship networks. All in all, the maritime industry needs more workforce to be effective. According to research, diverse teams result in better decision-making, more innovation, and higher organizational performance. As a result, it is critical for industry stakeholders, such as employers, politicians, and maritime groups, to take tangible steps to solve the issues revealed in this study (Uribe-Bohorquez et al., 2018).

6. Limitations and Directions for Future Research

There is no doubt that every research entails its own limitations that need to be considered for future investigation. In relation to the present study, the research was focused on Greek employees which means that there is a limitation related to cultural and geographical factors. The fact that this study is not fully applicable to other nations, gives other students the opportunity to examine other cultures' perspectives on the topic of female involvement in the maritime industry. In addition, the sample size consisted of 80 participants which is considered as a generally small size that may not fully represent the entire population working in the current industry. While this sample provides valuable insights into our research objectives, it is important to acknowledge the significance of sample size in research methodology. Ideally, a larger sample size could enhance the statistical robustness and generalizability of our findings. However, given the challenges in obtaining a larger sample within the context of this study, it is believed that the insights gained from our 80 participants still contribute meaningfully to the understanding of the experiences of Greek women in the maritime industry. In terms of the

reliability of our findings, measures to assure consistency and stability were taken. This involves assessing the internal consistency of replies to comparable survey questions. Furthermore, the instrument that was created for the purpose of the survey was formed with care to reduce bias and to be able to guarantee that questions are straightforward and objective. Additionally, it is vitally important to mention a further restriction associated with this research, which is the lack of a comparison group. More specifically, the present study targeted only women employees, a fact that seems to be challenging as it cannot offer the chance to determine if these obstacles are unique or common across both sexes and how differently they can be perceived by the opposite gender. Ultimately, centering on the existing limitations and recommendations would provide upcoming researchers with a foundation to deepen our understanding of women's involvement in the maritime industry.

7. Ethical Consideration

Several ethical issues were considered while conducting this research on the engagement of women in the Greek maritime sector to protect the welfare and rights of the participants as well as the integrity of the study. Prior to taking part in the study, all respondents were given a thorough explanation of the study's objective, procedures, and potential risks and benefits. They were given an informed consent describing in detail their rights regarding their participation and highlighting how this was fully voluntary. To protect the participant's privacy and confidentiality, all data acquired throughout the study was kept anonymous. For the sake of anonymity, respondents did not provide their names, and every personal identifying information such as age or family status was deleted. In this current research, participants were given autonomy as all the respondents had the opportunity to withdraw at any point without facing any consequences. Another point that must be mentioned is the fact that all the data collected during

the questionnaire process were presented in an accurate way without being misrepresented. With compliance with any regulation, this research aimed to provide the readers with fresh insight into the topic of the gender gap and the participation of females in the Maritime Industry.

8. Conclusion

The current study's focus was a comprehensive analysis of the extent to which women are involved in the Greek maritime industry, casting compelling light on the intricate web of challenges they face in a domain conquered by a male presence. The research intended to determine the number of gender-related challenges and restrictions that women face when attempting to forge their pathways in this historically male-dominated economic sector. Surprisingly, the extensive survey procedure revealed a stark reality; despite recent progress toward gender inclusiveness, major gender discrepancies exist inside the bounds of this profession. These data-driven gender gaps are persuasive evidence that the maritime industry has, yet, to entirely overcome past gender prejudices and impediments. The history of women's engagement in the marine industry reveals ingrained gender inequities and barriers that have persisted over time. While there have been a few outliers throughout history, the dominant cultural standards have historically limited women to tightly defined jobs, such as stewardesses or lighthouse keepers. This historical context highlights the strongly ingrained gender stereotypes that have generally limited women's opportunities in the marine profession. Even the first ventures of women into marine jobs were defined by the era's peculiar circumstances. Following World War I, there was a lack of male labor, which provided women with a brief opportunity to work on shipbuilding projects. However, this brief window of opportunity was quickly closed, as many women were forced to return to lower-paying jobs after the war's aftermath had stabilized. This historical precedent emphasizes the ephemeral nature of gender parity gained during

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extraordinary circumstances, as well as the industry's propensity to revert to traditional standards after acute problems have passed. In summation, the study's emphasis on women's participation in the Greek maritime industry reveals the continuance of gender gaps despite progress. This context underscores the need of resolving deeply ingrained gender inequities and creating an atmosphere in which women's contributions are recognized and respected, eventually generating a more equitable and profitable marine sector.

In recent years, initiatives such as the Women's International Shipping & Trading Association (WISTA) and the International Maritime Organization's (IMO) program on the Integration of Women in the Maritime Sector (IWMS) have been launched to promote gender equality in the maritime sector. Despite advancements, women continue to be underrepresented in the sector, accounting for only 2% of the worldwide seafarer workforce, according to a recent BIMCO report. The current paper highlighted the fact that gender equality is a fundamental human right and is critical for getting the best socioeconomic outcomes. The objective is to guarantee that men and women have equal opportunities, rights, and responsibilities in all sectors of society. The study emphasizes the importance of gender equality policies, such as equal access to education and training opportunities and the inclusion of women's viewpoints in decision-making. In addition, it is important to mention the impact of World Maritime University, which is listed as an institution that actively supports gender equality and women's empowerment via education and leadership opportunities. Overall, the present academic research emphasizes the need of closing the gender gap in the marine industry to create a more inclusive and equal workforce. The present paper analyzed the term gender inequality in the marine sector, focusing on women's underrepresentation in critical positions and the obstacles they confront in leadership roles. Women face barriers connected to gender norms and preconceptions, resulting in an

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unequal distribution of opportunities. According to statistics, women make up a modest fraction of the worldwide maritime workforce, with stronger participation in some locations and industries. Efforts are being made to promote gender equality and empower women in the sector, but more effort is required to attain gender parity and establish an inclusive workforce. Greater female involvement is required for the marine industry's performance and expansion, and initiatives to challenge cultural norms and promote equal chances are critical for a more diversified and capable workforce. Additionally, the present paper discussed the glass ceiling effect, a phenomenon that refers to unseen hurdles which prevent women from moving forward in organizations. Marilyn Loden and Judy Rosener pioneered it in the late 1970s, and Anne Morrison expanded on it afterward. This tendency is visible in the maritime sector, where women have limited access to leadership and decision-making positions. Gender prejudice, a lack of mentoring, and male-dominated corporate cultures are all factors that contribute to the glass ceiling effect. To overcome this obstacle, concerted actions to establish an inclusive atmosphere for women to succeed professionally are required.

Besides, the text refers to the modern business world which is shifting toward more inclusive and participatory leadership styles, which provides a chance to enhance women's presence in marine leadership positions. Participatory leadership, which involves others in decision-making, appears to be well-suited for women in male-dominated sectors like shipping. The maritime industry now has a considerable gender gap in executive roles. Organizations may build a more egalitarian work environment by encouraging participatory leadership and tearing down barriers, allowing women to have a larger voice and effect. Support, mentorship, and professional development opportunities for women are critical to attaining improved gender balance and unleashing the full potential of the marine sector. Despite what is mentioned before,

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is crucial to refer to the fact that many initiatives and policies have been established to address this issue and promote gender equality. The Sustainable Development Goals of the United Nations underlined the need for gender equality and inclusive education in the marine industry. STCW 95 and CEDAW, for example, strive to enhance women's involvement in the sector and oppose discrimination. Equal treatment for male and female sailors is often emphasized in human rights statements. While issues remain, the legislative system serves as a basis for gender equality.

Subsequently, the study delved deeper into the analysis of the results derived from the comprehensive questionnaire process. This meticulous examination sheds light on several crucial facets related to women's participation in the maritime industry. Firstly, the data starkly illustrated the prevailing dearth of women in managerial roles within the sector. A significant majority of respondents candidly acknowledge their inability to access leadership positions, attributing this shortfall to the overarching underrepresentation of women in decision-making roles. This observation seamlessly aligns with the insights garnered from the meticulous literature review, further underscoring the enduring challenge of gender disparity in key maritime leadership roles. This lamentable underrepresentation, particularly in roles that influence strategic decisions, has the potential to curtail the sector's ability to harness a diverse range of perspectives and tap into the talent pool of adept female professionals, thereby potentially hampering the holistic performance of maritime enterprises. Furthermore, the survey's revelations shine a spotlight on another worrisome issue – the conspicuous absence of accessible training opportunities specifically tailored for women within the maritime domain. An alarmingly small percentage of the surveyed participants reported having been granted access to training seminars directly related to their maritime professions, an evident lack of robust and

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tailored professional development that could significantly impede women's prospects for career advancement and professional growth within the maritime sector. This realization underscores the need for proactive measures to bridge this gap and ensure that women are provided with ample chances to enhance their skills and competencies, thereby fortifying their positions within the industry. Equally concerning is the finding that, despite some instances of encouragement to pursue maritime careers, a substantial majority of the surveyed women lack mentors – vital guiding figures that play an instrumental role in shaping career trajectories. Even among those fortunate enough to have had mentors, a notable fraction reported that the impact on their career progression had been minimal. These results serve as a poignant reminder of the pressing urgency to confront gender disparities head-on and institute concrete measures aimed at promoting inclusivity and parity within the maritime sector. The necessity to create an environment that not only acknowledges these disparities but also actively strives to eliminate them emerges as a critical priority. In response, it becomes crucial to craft a more egalitarian maritime landscape, one that actively addresses the prevailing disparities in training and mentorship opportunities. Efforts to bolster training options and to instate mentorship initiatives can potentially serve as catalytic forces in leveling the playing field and ensuring that women's talents and potential are fully realized within the maritime industry. In a broader context, this study reinforces the overarching importance of establishing gender equality and uplifting women's participation within the maritime sector. Beyond mere ethical considerations, these pursuits hold the key to cultivating a workforce that thrives on diversity and embraces inclusivity. Despite the persistent challenges and roadblocks, various initiatives, policy changes, and international commitments provide a robust foundation for progress. By endorsing the principles of participatory leadership, dismantling existing barriers, and providing unswerving

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support and mentorship, the maritime industry possesses the latent capacity to propel more women toward excellence in any role they choose to pursue within the sector. The adoption of such gender equality principles signifies not only an equitable industry but also a prosperous future where women's capabilities and potential are fully harnessed and authentically realized. The study's conclusions may also guide practices and policies that advance gender equality in the workplace, not just in the maritime sector but also in other industries. This scholarly paper will probably be used as a starting point for future investigations on gender disparities in the workplace in Greece and other nations. Overall, the results of this research can help to promote gender equality and workplace diversity, which can result in a more welcoming and effective workplace.

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10. Appendix A

Informed Consent

My name is Stella Angelidaki, and I am a postgraduate student in the department of Maritime Studies at the University of Piraeus. I am currently pursuing a Master's Programme in Sustainability and Quality in the Maritime Industry, which I am finding to be a highly rewarded experience. As a student in this programme, I have been learning about the challenges and opportunities related to the maritime industry. In the context of my studies, I would really like to invite you to participate in a brief questionnaire I have designed.

The purpose of this questionnaire is to gather information and insights on the experiences of women working in the maritime industry, including their perceptions of barriers and opportunities for women in this field. Your participation would be invaluable in helping me to gain a more comprehensive understanding of the issues facing women in the maritime industry, and in developing recommendations to promote greater gender diversity and equity.

Participation in this questionnaire is completely voluntary and anonymous and should take no more than 10 minutes to complete. Your responses will be kept confidential and used only for the purposes of my research. Should you have any questions or concerns about this research, do not hesitate to contact me at stell_aggel@outlook.com.gr.

The benefit of this project is that the final result of the research will probably help us to explore and analyse the experiences of women in the industry and to identify the barriers and

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opportunities that impact their participation. The thesis also aims to provide recommendations and strategies to promote greater diversity and equity in the maritime industry.

Here is the link in order to participate in the survey: <https://forms.office.com/r/aSGtHffS4M>

11. Appendix B

Questionnaire

1) What is the name of the company you currently work for?

2) What is your age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55 and above

3) What is your marital status?

- Single
- Married
- Divorced
- Widowed

4) Do you have children?

- Yes
- No

5) What is your highest level of education completed?

- High school

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- College diploma
 - Bachelor's degree
 - Master's degree
 - Ph.D. or equivalent
- 6) What is the size of the company you currently work for?
- Micro-sized (less than 10 employees)
 - Small-sized (less than 50 employees)
 - Medium-sized (less than 250 employees)
 - Large-sized (250 employees or more)
- 7) What is the main focus of the company you are currently employed in?
- Bulk Carriers
 - Tankers
 - Passenger Vessels
 - Containers
- 8) What is your current position in the maritime industry?
- Deck Officer
 - Engineering Officer
 - Ratings (e.g., seafarer, cook)
 - Administrative/Office Staff

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- Managerial Level Employees (e.g., maritime executives/managers, marine operations managers)

9) Whichever is your answer, please specify the title of your position.

10) How long have you been working in the maritime industry?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years
- Personal Experiences

11) Have you ever experienced any gender-based discrimination in your workplace?

- Yes
- No

If yes, please specify your answer.

12) Have you ever received any training related to gender equality and diversity in your workplace?

- Yes
- No

If yes, please specify your answer.

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13) Have you ever received any support from your workplace related to gender diversity?

- Yes
- No

If yes, please specify your answer.

14) Have you had any female mentors or role models in the maritime industry?

- Yes
- No

If yes, please answer the following question:

15) Have these role models influenced your career?

- Yes
- No

16) In what ways have these role models influenced your career?

- They have shown me that gender should not be a barrier to success in the maritime industry.
- They have helped to raise awareness about the challenges faced by women in the maritime industry.
- They have shown me the importance of advocating for women's rights and equal opportunities in the maritime industry.

Perceptions of the Industry

17) Women are underrepresented in the maritime industry?

- I strongly agree
- I agree
- Neither agree nor disagree
- I disagree
- I strongly disagree

18) It is important to have gender diversity in the maritime industry.

- I strongly agree
- I agree
- Neither agree nor disagree
- I disagree
- I strongly disagree

19) Female employees in the Maritime Industry are offered fewer job opportunities.

- I strongly agree
- I agree
- Neither agree nor disagree
- I disagree
- I strongly disagree

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20) Women employees earn lower salaries compared to men within the same field.

- I strongly agree
- I agree
- Neither agree nor disagree
- I disagree
- I strongly disagree

21) The Maritime Industry is making efforts to promote gender diversity and inclusion.

- I strongly agree
- I agree
- Neither agree nor disagree
- I disagree
- I strongly disagree

22) In your opinion, what are the main benefits of having gender diversity in the maritime industry?

- Increased innovation and creativity
- Improved problem-solving and decision-making
- Increased productivity and efficiency
- Enhanced company reputation and brand image
- Other

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23) In your opinion, what are the biggest challenges for women working in the maritime industry?

- Lack of female role models and mentors
- Limited access to training and professional development opportunities
- Difficulty in balancing family and personal life with a career at sea
- Unequal pay and benefits compared to male counterparts
- Other

24) What do you think maritime companies and organizations can do to better support the participation of women in the industry?

- Implement policies and programs that promote gender equality and work-life balance
- Increase visibility and recognition of successful women in the industry
- Provide education and training opportunities for women
- Address gender-based discrimination and harassment in the workplace
- Other

25) Which of the following skills that women bring to the maritime industry is the most important in your opinion?

- Strong interpersonal and communication skills
- A unique perspective on problem-solving and decision-making
- Highly adaptable
- Emotional Intelligence

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- Other