



# Diversity and Inclusion (D&I) Guidance for Pilotage





# Foreword

A diverse and inclusive workforce plays a crucial role in ensuring the long-term sustainability of the maritime industry. Stakeholders recognise the importance of incorporating diverse perspectives and skillsets as a way to build a more resilient sector, as well as ensure safer, more efficient, and environmentally responsible operations.

The International Maritime Pilots' Association (IMPA), is committed to social and corporate responsibility by fostering diversity and inclusion in Pilotage. We go beyond meeting international standards and we strive to demonstrate leadership in this area.

The Diversity and Inclusion (D&I) Guidance for Pilotage was developed to provide our members with essential guidance and best practices for promoting cultural and non-binary diversity within their organisations, focusing on gender inclusion as a first step. Despite collective efforts across the industry, the maritime sector still faces significant disparity. In pilotage specifically, women constitute only 1.7% of our worldwide membership. In order to address this challenge, we encourage our members to foster a workplace environment that not only embraces inclusivity but also provides proactive support for women.

The guidance covers various important topics, starting with the importance of fostering an inclusive work environment, as highlighted in the Maritime Labour Convention 2006, an international treaty that promotes equality, non-discrimination, and fair treatment for all maritime workers. While the implementation of internal policy related to D&I is yet not mandatory, the direction of travel is clear.

Furthermore, we offer a step-by-step approach for developing a D&I Strategy that aligns with the overall objectives of your organisation, including the establishment of measurable goals and targets.

In addition, the document provides practical advice on the actual integration of D&I Principles within your organisation, in line with the agreed Strategy. These recommendations are outlined in the 'Steps to Take' section of the guidance and may involve proactive efforts in recruiting and retaining a diverse workforce, fostering an inclusive workplace culture, providing training on unconscious bias and cultural awareness, and establishing effective channels for reporting and addressing discrimination.

Finally, recognising that D&I is not only a moral imperative – in terms of actively avoiding discriminatory practices, stereotypes, and biases - but also brings tangible benefits to your organisation, we highlight the importance of regularly reviewing internal policies to assess their effectiveness and ensure they stay up to date.



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# Why is D&I important?

Diversity and inclusion are critical to the success of the maritime industry, particularly in the field of maritime pilots. Research shows that having a diverse and inclusive workforce can improve safety, promote innovation, and enhance recruitment efforts.

As the industry faces a growing demand for skilled workers, recruitment efforts that prioritise diversity and inclusion can help attract and retain top talent from a range of backgrounds. This can help address workforce shortages and make the maritime industry a more attractive sector for the new generations.

Furthermore, as the industry faces changing demographics and increasing regulation related to diversity and inclusion, it is essential to adapt and prioritise these issues.

## Safety

A diverse and inclusive workforce can contribute to safety in the maritime industry. According to a study by the International Maritime Organization (IMO), there is a positive correlation between gender diversity and safety culture in the industry. The study found that companies with a higher proportion of women in leadership positions had better safety records and fewer accidents.

## Innovation

Diverse teams are more innovative and better at problem-solving. According to a study by the Boston Consulting Group, companies with more diverse management teams have higher innovation revenue and are more likely to create new products and services.

## Workforce

The maritime industry faces a significant shortage of skilled workers, and diversity and inclusion can help to address this issue. According to the IMO, there is a need for an additional 89,000 seafarers by 2025. By recruiting and retaining individuals from diverse backgrounds, the industry can tap into a broader pool of talent and skills.

## Regulations

The maritime industry is subject to increasing regulation related to diversity and inclusion. For example, the IMO's Strategic Plan for 2018-2023 includes a commitment to promoting gender equality and empowering women in the maritime sector.

## Demographics

The demographics of the workforce are changing, and the industry must adapt. According to a report by ICS and BIMCO the number of women working in the maritime industry has increased by 45% in the past decade. Additionally, the International Transport Forum highlights the industry's need to accommodate changing demographics, including an aging workforce and increasing diversity.

### Reference:

*Boston Consulting Group, "How Diverse Leadership Teams Boost Innovation", 2018*

*ICS and BIMCO, Seafarer Workforce Report, 2021*

*International Maritime Organization and Women's International Shipping & Trading Association, Women in Maritime Survey, 2021*



# Maritime Labour Convention

The Maritime Labour Convention (MLC), 2006 is a vital international treaty adopted by the International Labour Organization (ILO) in 2006. It is commonly referred to as the "seafarers' bill of rights" and serves to establish essential minimum standards for the working and living conditions of seafarers on board ships, irrespective of their nationality. The primary goal of the Convention is to ensure that seafarers have decent working and living conditions, fair employment terms, and access to medical care, welfare, and other social protections while at sea. The MLC outlines detailed requirements in areas such as minimum age, medical fitness, employment agreements, working hours, rest periods, repatriation, and occupational safety and health.

The Convention applies to all vessels involved in commercial activities, including fishing vessels, and has been ratified by over 90 countries as of 2023.

The International Maritime Labour Convention (MLC), 2006 does not explicitly address diversity and inclusion, but it promotes equal treatment and non-discrimination among seafarers, regardless of their race, colour, sex, religion, political opinion, national extraction, or social origin.

Furthermore, the MLC requires shipowners to provide equal opportunities and treatment in matters related to employment and to ensure that seafarers are not subjected to any form of discrimination. This includes ensuring that seafarers are not discriminated against in recruitment, wages, promotion, training, or working conditions based on their gender, race, religion, or nationality.

## *Maritime Labour Convention 2006 excerpt*

### *Seafarer Employment and Social Rights*

#### *Article IV*

- 1. Every seafarer has the right to a safe and secure workplace that complies with safety standards.*
- 2. Every seafarer has a right to fair terms of employment.*
- 3. Every seafarer has a right to decent working and living conditions on board ship.*
- 4. Every seafarer has a right to health protection, medical care, welfare measures and other forms of social protection.*
- 5. Each Member shall ensure, within the limits of its jurisdiction, that the seafarers' employment and social rights set out in the preceding paragraphs of this Article are fully implemented in accordance with the requirements of this Convention. Unless specified otherwise in the Convention, such implementation may be achieved through national laws or regulations, through applicable collective bargaining agreements or through other measures or in practice.*

#### *Reference:*

*Maritime Labour Convention, 2006 (MLC), Article IV – Seafarers' Employment and Social Rights*



# Maritime Labour Convention

The Maritime Labour Convention (MLC), 2006 is a crucial instrument for promoting equality in the maritime industry. Although the MLC does not explicitly address diversity and inclusion, it does contain provisions that prohibit discrimination based on various factors such as race, sex, religion, and more. The convention requires shipowners to ensure that all seafarers are treated equally in areas of employment and to prevent any form of discrimination. It is vital for the maritime industry to uphold these principles and create a welcoming culture where all individuals can offer their skills and abilities without being subjected to any discrimination.

*Maritime Labour Convention 2006 excerpt*

*Fundamental Rights and Principles*

*Article III*

*Each Member shall satisfy itself that the provisions of its law and regulations respect, in the context of this Convention, the fundamental rights to:*

- 1.(a) freedom of association and the effective recognition of the right to collective bargaining;*
- 2.(b) the elimination of all forms of forced or compulsory labour;*
- 3.(c) the effective abolition of child labour; and*
- 4.(d) the elimination of discrimination in respect of employment and occupation.*

*Maritime Labour Convention 2006 excerpt*

*Regulation 2.2 - Wages*

*1. All seafarers shall be paid for their work regularly and in full in accordance with their employment agreements.*

*Guideline B2.2.2*

*Article III*

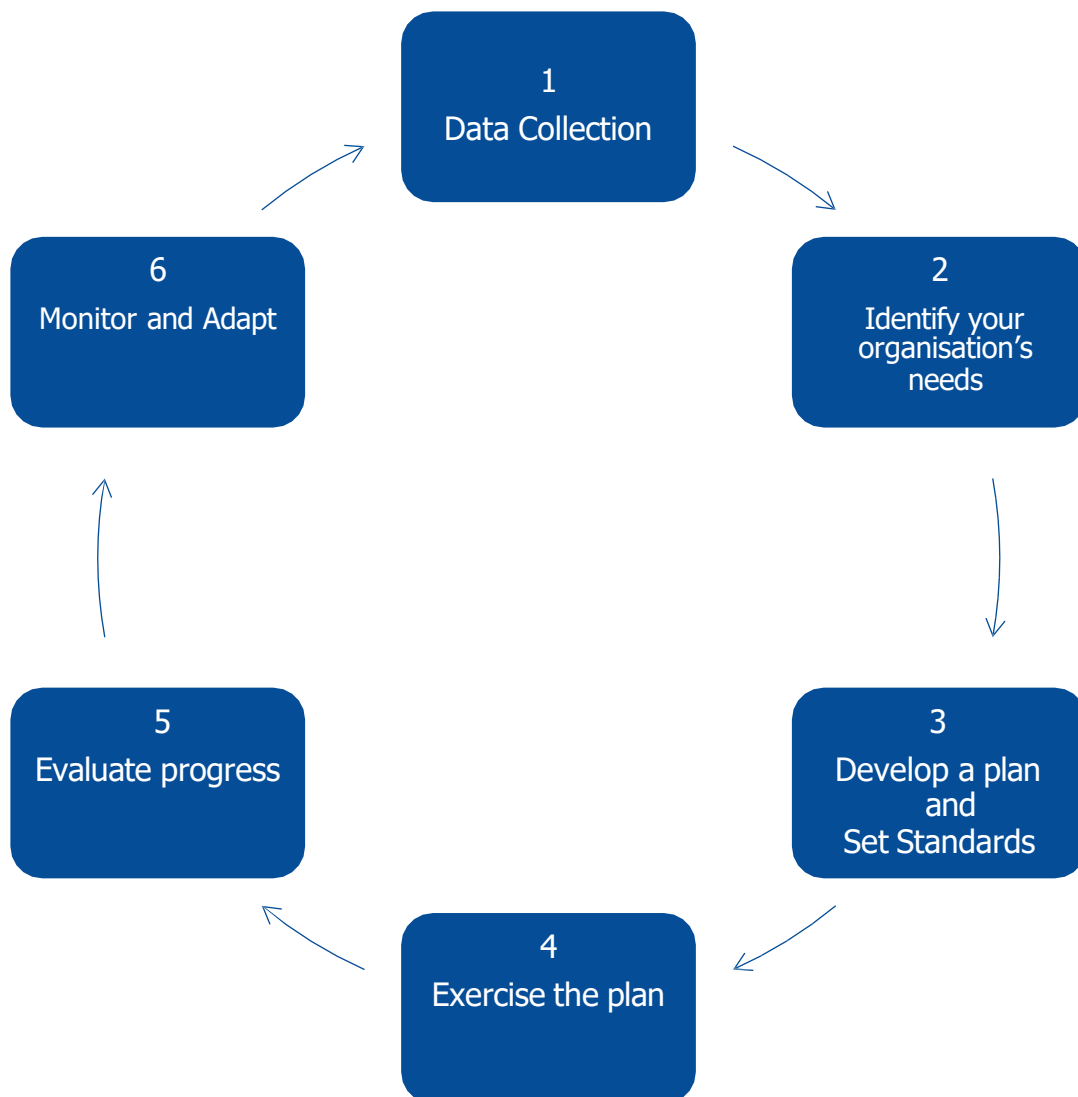
*4. National laws and regulations adopted after consulting the representative shipowners' and seafarers' organisations or, as appropriate, collective agreements should take into account the following principles:*  
*(a) equal remuneration for work of equal value should apply to all seafarers employed on the same ship without discrimination based upon race, colour, sex, religion, political opinion, national extraction or social origin;*

# Develop a D&I Strategy

Developing a thoughtfully constructed strategy for diversity and inclusion is imperative to establish a workplace environment that embraces and values diversity, while providing support and fostering respect. Through the creation and execution of such a plan, organisations can make substantial progress in enhancing gender diversity and achieving a fairer and more harmonious workforce.

To align with the goals set by the International Maritime organisation (IMO) to enhance women's participation in the maritime industry, creating a dedicated diversity and inclusion plan focused around women becomes crucial. This approach enables organisations to not only meet industry standards but also showcases their dedication to cultivating a more inclusive and diverse maritime sector.

By implementing the following steps to craft a strategic plan for D&I, maritime pilots' organisations can actively foster a workplace environment that prioritises inclusivity and a sense of belonging for every employee.



Graphic 1: D&I Strategy Step by Step



# First steps to take

Once you have collected the necessary data and identified the needs of your organisation, the next step is to establish corporate protocols and procedures that are tailored to your organisation's specific needs. Here are some examples of internal protocols to help you begin creating procedures that align with your global strategic plan:

**Promote Diversity:** Promote diversity by actively seeking to recruit and retain individuals from diverse backgrounds, including gender, race, ethnicity, and socio-economic status. Diverse teams are more innovative, productive, and effective in solving problems.

**Eliminate Bias:** Eliminate bias in recruitment and promotion practices by using objective criteria and standardised assessments that focus on skills, experience, and qualifications. Avoid assumptions and stereotypes when evaluating candidates.

**Provide Training:** Provide training to all employees on diversity and inclusion topics, including unconscious bias, cultural awareness, and sensitivity. This training should be ongoing and incorporated into the regular training programs.

**Create an Inclusive Environment:** Create an inclusive environment where all employees feel valued, respected, and supported. Encourage open communication, active listening, and feedback to promote understanding and respect for different perspectives.

**Encourage a feeling of Community:** Foster a sense of belonging by creating opportunities for employees to connect with each other, share experiences, and learn from each other. This could include employee resource groups or other networking events. For instance, IMPA offers its members a communication tool, which allow them to interact with each other, and stay connected. This tool is our intranet, The Community Hub.

**Develop Career Pathways:** Develop career pathways that provide equal opportunities for all employees, regardless of their background or identity. Ensure that employees have access to training, development, and promotion opportunities that align with their career goals.

**Emphasise Safety:** Emphasise safety as a core value and prioritise safety in all aspects of the work. This includes promoting a culture of safety that encourages reporting and addressing safety concerns, regardless of rank or position.

**Monitor Progress:** Monitor progress and measure the effectiveness of diversity and inclusion initiatives regularly. Use metrics such as employee turnover, promotions, and employee satisfaction to identify areas for improvement and make necessary adjustments.

**Engage with Stakeholders:** Engage with stakeholders and the broader community to promote diversity and inclusion in the industry. Seek feedback and input from these groups to ensure that initiatives are aligned with their needs and expectations.



# Corporate Responsibility

Every organisation has a responsibility to consider the social and environmental impact of their operations in society. By implementing effective diversity and inclusion policies and best practices, organisations can demonstrate their commitment to being socially responsible and accountable to stakeholders, including the global community of maritime pilots. Enforcing these best practices as part of your D&I strategic plan can help to create a workplace environment that is inclusive, supportive, and respectful of diversity. This can not only attract and retain a diverse range of talented employees, but also improve safety and efficiency, resulting in a positive impact on both the organisation and society as a whole.

## ✓ Develop a diversity and inclusion policy

Create a policy that outlines your organisation's commitment to diversity and inclusion in recruitment, selection, and retention of employees.

## ✓ Provide diversity and inclusion training

Offer training sessions to help employees understand the importance of diversity and inclusion in the workplace.

## ✓ Ensure job advertisements are inclusive

Make sure that job advertisements do not contain any discriminatory language and are designed to attract a diverse range of candidates.

## ✓ Ensure selection processes are fair

Review selection processes to ensure that they are fair and unbiased.

## ✓ Encourage diversity in recruitment

Encourage a diverse range of candidates to apply for positions by actively recruiting from underrepresented groups.

## ✓ Foster a supportive workplace culture

Foster a workplace culture that supports diversity and inclusion, where all employees are treated with respect and dignity.

## ✓ Celebrate cultural differences

Celebrate cultural differences and provide opportunities for collaboration and knowledge sharing.

## ✓ Provide mentorship and leadership opportunities

Provide mentorship and leadership opportunities to employees from diverse backgrounds.

## ✓ Monitor diversity and inclusion efforts

Regularly monitor the effectiveness of diversity and inclusion initiatives and make necessary changes to improve outcomes.

### Reference:

ICS Secretariat, *Diversity & Inclusion Toolkit for Shipping, first edition 2023*

Lisa Loloma Froholdt, *Corporate Social Responsibility in the Maritime Industry, World Maritime University*

# Try to Avoid

This passage highlights several important points to consider when it comes to promoting diversity and inclusion for female maritime pilots. These include avoiding assumptions about women's interests and capabilities, valuing their experiences and contributions, using alternative recruitment methods, addressing work-life balance, fostering a culture of respect and inclusivity, tailoring mentoring and professional development programs to their needs, and viewing diversity and inclusion as a benefit to everyone rather than a box-ticking exercise.

## x Assuming the lack the ability to perform a job

Don't assume that women are not interested or capable of becoming maritime pilots. This type of thinking perpetuates the myth that the maritime industry is a male-dominated industry.

## x Underestimating women's contribution to the industry

Don't overlook the experiences of female maritime pilots or dismiss their contributions. Women have been working in maritime pilotage for many years, and their experiences and expertise are valuable.

## x Traditional Recruitment Technics

Don't rely on traditional recruitment methods, which may not reach women who are interested in maritime pilotage. Consider alternative recruitment methods, such as reaching out to women's organisations and educational institutions.

## x Overlooking the importance of a work-life balance

Don't overlook the importance of work-life balance for female maritime pilots. Issues related to maternity leave can disproportionately affect women and must be addressed.

## x Harassment and Discrimination

Don't tolerate or condone any harassment or discrimination against female maritime pilots. It is important to create a culture of respect and inclusivity in the maritime industry.

## x One size fits all

Don't assume that one size fits all when it comes to mentoring and professional development for female maritime pilots. Listen to their needs and tailor programs accordingly.

## x Ticking the box

Don't view diversity and inclusion as a box-ticking exercise. Creating a diverse and inclusive maritime industry benefits everyone, not just women.

In conclusion, promoting diversity and inclusion in the maritime industry is crucial for its growth and success. It is important to challenge assumptions about women's abilities and interests in maritime pilotage, recognize and value their contributions, and actively seek out and recruit women through alternative methods.

Additionally, addressing issues related to work-life balance, harassment and discrimination, and providing tailored mentoring and professional development opportunities are key steps towards creating a culture of respect and inclusivity.

Remember it is essential to recognize the benefits that a diverse and inclusive maritime industry can bring to everyone involved in our global community.

### Reference:

*ICS Secretariat, Diversity & Inclusion Toolkit for Shipping, first edition 2023*

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