

All hands on deck

Securing the maritime future through diversity



October 2025

Lloyd's Register Foundation

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Executive summary

Women have made a significant – but all too often overlooked – contribution to shipping over the past few centuries.

This isn't simply a historical inaccuracy but is something still felt by many women working in the sector today.

Women account for just 19% of the workforce of national maritime authorities in IMO member states and only 16% of the surveyed private sector workforce (excluding seafarers), according to the International Maritime Organization (IMO) and Women's International Shipping & Trading Association (WISTA)'s [Women in Maritime Survey 2024](#). The number drops to 1% when it comes to women at sea.

As a minority group in a male dominated industry, women can face bias, barriers and difficulty in progressing their careers. Vastly underrepresented in the maritime sector, a lack of visible mentors and allies can also hinder progress.

The low representation of women in maritime is particularly worrying, given the industry's need to draw from the widest talent pool possible – including those with caring responsibilities or from traditionally underrepresented backgrounds – if it is to respond well to the current challenges and opportunities including decarbonisation and digitalisation.

This report, which builds on the Lloyd's Register Foundation and Lloyd's Register's [Rewriting Women into Maritime History](#) initiative aims to strengthen the dialogue on how to address the challenge today. By sharing stories from women working in the sector, in different types of roles, in different parts of the world, the report gives real life examples of the barriers faced while also highlighting the range of roles and opportunities women can excel in, if given the opportunity.

Each of the individuals featured in this report share what they think needs to happen to address the current gender imbalance in maritime. They also discuss the role that improved diversity and inclusion can play in securing the future of the industry by broadening the range of skilled professionals working in the sector.

The report, which includes practical recommendations and insights, shows how the sector can help address systemic barriers and create an environment in which talent is not held back by gender.

This latest Rewriting Women into Maritime initiative builds on the landmark London art exhibition SHE_SEES, which was arranged by Lloyd's Register Foundation and leading maritime organisations to promote the campaign at London Shipping Week in 2023.

CREATING A DIVERSE MARITIME SECTOR

Recommendations from individuals who shared their stories

-  Improve visibility of women
-  Embrace and promote allyship
-  Create mentorship programs
-  Adopt gender policies with measurable goals
-  Prepare women for the board
-  Use inclusive language for recruitment
-  Tackle unconscious bias
-  Measure representation throughout organisation
-  Harness innovation to promote inclusion
-  Broaden what it means to be a leader
-  Shake off old traditions
-  Design with inclusivity in mind

Foreword

Mapping maritime contribution

From Ada Lovelace and Marie Curie to Jocelyn Bell Burnell and Margaret Keane, history is full of examples of trailblazing women who transformed their respective fields without receiving sufficient credit – and the maritime industry is no exception. Many people are unaware of the impact that [*Mary Ross*](#) and [*Frances Barnard*](#) had on the shipbuilding sector or the [*dreadnought nurses*](#) had on seafarers working in the UK – not to mention the contributions of modern contemporaries such as [*Barbara Jones*](#), [*Gillian Burns*](#), the team of [*talented women at the LR Ship Emergency Response Service \(SERS\)*](#) and others.

No doubt there are countless stories from other maritime organisations of women playing an instrumental role, both past and present. As our wider Rewriting Women into Maritime History initiative moves into other countries, we see how difficult it is to shine a light on just a small number of women doing incredible work when there are actually so many. Launched in collaboration with leading maritime organisations, Rewriting Women into Maritime History will nevertheless highlight a few examples of the significant – but all too often overlooked – contribution women have made to shipping over the past few centuries and are still making today.

As always, we welcome the prospect of working with other organisations to help bring even more stories to light.

We know there are significant barriers to building a diverse, inclusive and equitable maritime industry. The IMO-WISTA survey highlights several barriers – many of which are echoed by the personal stories shared in this report, including lack of flexible working arrangements, education and training, clear and supportive pathways to leadership and visibility of roles and career options to young people.

Our recruitment practices must also evolve. Job descriptions aren't always written in inclusive language – sometimes placing disproportionate emphasis on the physical and strenuous aspects of maritime vacancies at sea in a way that may put off female candidates. Additionally, unconscious bias can impact how candidates fare at screening stages and in interviews – and this can shape working culture for years to come.

We hope the stories in this report, along with practical recommendations and insights from women and male allies, inspires people to take action and do what they can to promote a more inclusive maritime sector.

Beth Elliot

Director of Strategic Communications, Lloyd's Register Foundation

Introduction

Like many technically-led industries, maritime has historically been male dominated. The prevalent culture is one in which talented women struggle to achieve recognition of their skills on parity with male colleagues and many businesses in the sector are slow to meaningfully undertake the necessary measures to boost diversity and inclusion.

While several individuals and organisations have worked hard to create waves of change, there remains systemic issues that need to be addressed to make the sector truly inclusive.

Many of these challenges are well known and range from low awareness of maritime as a career path for young women and unequal recruitment practices to a lack of gender-disaggregated data and insufficient access to mentors. There is information available about actions that have proven successful in delivering

cultural change in maritime and other transport sectors, but widespread change often takes time – and for many, the pace of progress has felt far too slow.

One of the most powerful ways to influence hearts, minds and business policies is having people tell their stories and the outcomes that they would like to see, based on their personal experiences. This moves the conversation from abstract facts and figures to something specific and experience based. It increases the visibility of women in a variety of roles, as well as male allies who are supportive of their female colleagues, creating role models for future change.

In the coming pages of this *Rewriting Women into Maritime* report, leading maritime industry women and male allies from around the globe share their insights on the measures that must be taken to create a more inclusive maritime sector. The conversations showcase their career experiences and opinions on how the industry can evolve in the short and long term, as well as the barriers to progress and how these can be overcome.

Many of the individuals interviewed for this project have been at the coal face of systemic change and a number have set up organisations that create support structures for marginalised groups, including women of colour. The insights gleaned from these conversations are presented in this report as practical recommendations that can be implemented by anyone who shares a desire to make maritime more diverse in a truly sustainable manner.

Swimming against the tide

Former Celebrity Cruises Chief Officer Elizabeth Marami talks about how she blazed a trail for women of colour in shipping by being resilient and never giving up on her career aspirations.

I chose a career in maritime because it was something a little different from the norm and I knew that not many women, especially my fellow countrywomen in Kenya, would even consider working in shipping. I won a scholarship to study as a cadet in Egypt, where I did encounter gender bias but this only added fuel to my fire of wanting to challenge the status quo and show other women what can be achieved if they put their minds to it.



With the support of another student, Marwa Elshedhar (first female Egyptian Master Mariner), we started to speak out and put across our points of view from a female perspective. I am glad to say we succeeded in changing the narrative at the college for the better and helped ease the path for women following in our footsteps.

Sharing stories

However, when I got my second officer licence in 2014, I just could not get a job at sea whereas my fellow male students all found work. I found this incredibly frustrating and it inspired me to create 'Against the Tide Foundation' which is a digital story telling platform for women to share their maritime career experiences, as I knew I was not the only woman suffering this gender bias.

I managed to get a job as a marine pilot apprentice at Kenya Ports Authority but the career options were limited and I was not using my second officer skills and licence which I had studied hard for. After five years, and with the renewal of my second officer licence looming, I had to go back to class and study again to revalidate my licence. Eventually, after a lot of persistence and spending 11 years working below the level to which I had studied and been trained for, I became a third officer with Mediterranean Shipping Company (MSC) Cruise lines.

Shifting currents

Being the first woman of colour on the bridge was difficult at times as many of my male colleagues were not used to it and did not know how to treat me. However, I have been fortunate enough during my career to have had some great mentors including Captain Kate McCue, who persuaded me to join Royal Caribbean. Under her guidance and tutelage I really blossomed as she saw my potential and I quickly rose through the ranks to become Chief Officer at Celebrity Cruises. Our then CEO at the time, Lisa Lutoff-Perlo, was another inspirational leader who championed women in senior management positions.

I have also had three very supportive male allies too. Captain Costas Nestoroudis was like a father figure to me and other colleagues, giving us the opportunities to succeed. Captain Leonardos (Leo) Palaokrassas was also very encouraging and I felt confident and supported working under him as the highest ranking woman of colour at that time in the company.

Then there was Captain Ioannis Kasimatis who boosted my confidence even more. I



remember listening to him briefing us on a port departure which was quite a tight manoeuvre for our vessel. I thought it would be really interesting to watch him perform this manoeuvre when he suddenly turned to me and said that I would be doing it! I was so thrilled that he was ready to trust me to take this task on.

Having been dejected early on in my career when I initially could not get a job in the role I was qualified for and to have now reached the rank of Chief Officer will, I hope, inspire other women to not give up at the first hurdle.

We need to think of rejection as just a bump in the road and remember that we are not alone. Founding 'Against the Tide Foundation' was my way of showing other women that no matter what happens it is important to keep focused on your goals and ambitions and to never give up. By creating a strong network of women who have faced and overcome similar challenges and prejudices, I wanted to inspire the younger generation. I have lost count of the times that people have told me I would never achieve what I wanted yet I have proved them all wrong. As a newly qualified Master Mariner, I have shown there are no limits to what you can achieve with determination and purpose.

I hope my story and those of the other women who have shared their career milestones will inspire more women to work in maritime as there are so many different career options available. Barriers are slowly coming down and diversity is being embraced by forward-thinking employers. Those that do not change will find that they get left behind as people from different backgrounds, cultures and upbringings will bring fresh perspectives and ideas to the challenges that our industry faces as it transitions to more sustainable solutions.

KEY ACTION FOR THE INDUSTRY

Improve the visibility of women



Investing in measures to improve the visibility of women will prove crucial for boosting diversity as it is an extremely effective way of challenging outdated gender stereotypes. People are far more likely to join sectors, thrive and advance in their careers when they can see role models who look like them.

It is vital that we shine a spotlight on women at all stages of their maritime careers – and particularly women in senior leadership roles, as the 'leaky pipeline' is a well known phenomenon, where women fall through the cracks in the career pathways to leadership roles. The same is true for women seafarers, who account for less than 1% of the workforce of companies surveyed by the IMO and WISTA's Women in Maritime Survey 2024.

As Elizabeth Marami highlights, networking events that enable women to meet people who have faced similar challenges can act as a form of encouragement, or mentorship in a less official sense.

It is also critical that the women are celebrated not for their gender, but for their accomplishments so that tokenism is avoided. For visibility to be meaningful, this must not be a tick box or reputation management exercise, but rather one that truly celebrates the skills of a diverse workforce.



Barriers are slowly coming down and diversity is being embraced by forward-thinking employers

Diving into diversity

International Maritime Organization Secretary-General Arsenio Dominguez shares his views on the steps that the maritime industry must take to deliver meaningful change on inclusion and the important role that male allies must play in this evolution.



How do you perceive the status of diversity in the maritime industry today? In recent years, do you feel that the gender balance at the IMO and in Member State representation at IMO has changed?

The maritime industry has made significant progress toward enhancing diversity, thanks to concerted efforts by IMO and many others in the sector, though challenges still remain.

The latest data IMO collected in a study in collaboration with WISTA International in 2021 shows that women account for only 29% of the overall workforce in the general maritime industry and 20% of the workforce of national maritime authorities in Member States. The number of female seafarers is even smaller, with just 2% of approximately two million seafarers worldwide being women.

Currently, we are conducting a second one to collect the most recent figures on the number of women in maritime and oceans fields and the positions they occupy. This data will be crucial in understanding where we stand in terms of gender equality in the industry, where we have made progress – and where we have not. The data will be able to guide the development of new programmes and policies that can help increase the participation of women in maritime, while ultimately contributing to a more diverse and inclusive environment in the maritime sector.

In recent years, I have seen a positive change in terms of gender representation within both the IMO Secretariat and among Member States delegations. Initiatives under IMO's gender programme "Women in Maritime" have contributed to this progress by actively promoting opportunities for women.

However, there is still much to be done. Many leadership positions are predominantly held by men, and we need to address structural barriers that prevent equal participation across the sector. We must intensify our efforts, but I am encouraged by the growing awareness of these issues and the commitment of the Member States, the industry and stakeholders to drive meaningful change.

Could you please talk about the diversity changes across the sector you are hoping to drive during your career?

During my time as Secretary-General, one of my priorities is to drive positive change towards a more diverse maritime sector. This, of course, includes a focus on gender equality to achieve a balanced presence of men and women, particularly in leadership roles, through targeted initiatives.



I am also committed to enhancing improvements in regional representation to ensure greater inclusion of voices from developing countries in decision-making processes; and to include youth engagement by attracting the next generation of maritime professionals from diverse backgrounds.

I believe diversity is not only about gender but also about creating space for different perspectives and experiences that reflect the global nature of our industry. If we want to navigate the challenges of decarbonisation, digitalisation, and sustainability, we need everyone at the table.

What challenges do you think we should be focused on overcoming? Feel free to cite different sectors that are facing specific challenges – and any suggested actions that they should take?

One key challenge is ensuring that diversity is viewed not as a “checkbox” but as a value that strengthens the industry. The maritime sector, by its nature, operates globally, and a lack of representation from diverse voices can impede innovation and progress in the whole sector. In technical fields, such as shipbuilding, women and individuals from underrepresented regions face systemic challenges, including limited access to education and training.

To overcome these challenges, we need targeted actions such as capacity-building programs to expand access to maritime education and training for underrepresented groups; and mentorship opportunities that provide role models and clear career pathways. It would be also good to see policy changes in which Governments and companies adopt measurable diversity goals and track progress transparently.



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What would you consider a diversity success story during your time in the industry?

During my time in the industry, I've seen numerous initiatives created and successfully implemented to enhance gender equality and diversity in maritime.

One example is the establishment of eight IMO's Women in Maritime Associations (WIMAs) across different regions. The WIMAs are regional networks that provide women with valuable platforms to connect, share experiences, and access resources. These networks offer professional support and encourage collaboration, which is crucial for addressing the challenges women face in the maritime sector. They have been established in Africa, Arab States, Asia, the Caribbean, Latin America and the Pacific, covering some 152 countries and dependent territories and hundreds of participants.

Additionally, the International Day for Women in Maritime, first marked in 2022, is a significant milestone. Alongside the IMO Gender Equality Award, it highlights women's achievements and promotes global awareness of gender equality in the industry. By dedicating a day to honour women in the field, we aim at raising the profile of women in maritime, while promoting their recruitment, retention and sustained employment in the sector. This celebration is a key opportunity to give visibility for women in maritime and support work to address the current gender imbalance in the sector.

On a personal level, I take pride in witnessing more women rising to senior positions within IMO's Secretariat. This reflects the success of our efforts to create a supportive and inclusive workplace culture. It also serves as a role model for young people entering the industry, showing them that senior leadership positions are achievable regardless of gender.

Could you please tell us about a woman who has inspired you in the course of your career?

There are many women who have inspired me during my career, but I would especially like to highlight the women in the current Senior Management Committee of the IMO Secretariat. I work with them day to day, and they are a true example of leadership. Their dedication, strategic thinking, and ability to drive meaningful change through their respective teams inspire me constantly.

What do you think a good ally should do – and what advice can you give any men who are hoping to be better allies to women in maritime?

In my opinion, a good ally listens, learns, and takes action to remove barriers. It's about using your position and platform to amplify others' voices rather than speaking on their behalf. Allies should challenge stereotypes, advocate for policies that promote equality, and create environments where everyone feels valued and included.

KEY ACTION FOR THE INDUSTRY

Embrace and promote allyship



The maritime industry should consistently demonstrate that improving diversity is an issue for everyone – not just women. Men often serve as de facto gatekeepers for career progress in the sector, making it vital that they do what they can to further the cause of gender equality. Allies should be encouraged to proactively drive results and welcome women into leadership roles, taking on the work of advocating for skilled women in the sector. When possible, men in power should drive systemic change by implementing gender-informed policies.

Male allies – at all levels of their career – are vital to helping to create safe working environments, particularly for women at sea, who report bullying, harassment, discrimination and violence at higher levels than their male counterparts. Having a male colleague step in to support the female seafarer will ensure that the burden of making their work environment safe does not solely rest with the woman herself.

Allyship should be both value-led as well as responsive to the specific situation and needs of individual women. For example, championing a skilled female colleague for speaking opportunities would not only advance her career, but also reduce the likelihood of an all-male panel at an event.

For men in maritime who want to be better allies, I would advise to firstly, be open and educate yourself, so we are able to understand the challenges women face without expecting them to explain it to you. Also, I would advise them to speak up in case they see any case of discrimination or exclusion, even if it's uncomfortable. Finally, I would urge them to take action and do something within their remit. For example, I personally refrain from participating and engaging in panels where there is no female representation, and I have set a policy across the Secretariat to do the same.

Diversity is not a "women's issue" but rather it is a critical industry priority, and we all have a role to play in advancing it.

Tapping into talent

The maritime industry must embrace diversity, equity and inclusion to actively position itself as an attractive career choice for the next generation – particularly young women, writes maritime advocate and trailblazer Nancy Karigithu.

Throughout my career, I've seen how increased diversity could help the maritime industry tackle the challenges it faces today, such as an ageing workforce, disruption from global (geo-political) conflicts or the lingering effects of the COVID-19 pandemic. There is an urgent need to attract fresh talent into the industry and attracting young people from an early age must become a strategic priority to ensure our industry's resilience and adaptability. My own journey shows how effective this type of outreach can be.



As a child, I lived in the Kenyan highlands, and my first experience of the ocean was when an expatriate friend of my father gifted me a large seashell from Mombasa and taught me how to make paper boats. This piqued an intense curiosity about the ocean I had never seen. My love for the sea grew steadily and upon completing my bachelor's degree in law at the University of Nairobi, I returned to Mombasa and never left. Like many, I lacked exposure to the maritime industry's opportunities and saw no immediate connection between my law background and maritime. It wasn't until the Port Authority advertised for a legal officer position that I discovered this career path by a stroke of luck.

Making an impact

I have been able to support governments across Africa in establishing and strengthening maritime administrations and regulatory frameworks. When Kenya's government decided to prioritise its maritime agenda, I stepped into a leadership role, setting up the Kenya Maritime Authority from scratch. I crafted and guided its vision, formed a committed workforce and transformed the country's regulatory landscape, modernising outdated legislation and improving international compliance.

This journey was not without resistance, particularly as a woman in a traditionally male-dominated field. Facing bias and scepticism, I pushed forward with determination. By organising Kenya's first National Maritime Conference and inviting the then IMO Secretary-General to attend, I got the necessary buy-in and collaboration to position the maritime sector as a national priority. From that high-level conference and listening to global experts, the President of Kenya and the decision-makers of the country learned first-hand about the great economic potential that the ocean had to offer our nation.

A State Department for Shipping and Maritime was created and I became the first Principal Secretary for eight years. Today, my work continues as Kenya's Special Envoy and Advisor on Maritime and the Blue Economy to the President of Kenya, giving practical advice on policy and practical initiatives to drive the country's maritime agenda.

Many people with a skill set similar to mine will have remained unaware of the role they could have played in our rewarding industry. This is why I believe that we must work hard to attract younger generations to our sector.

Systems of success

Cultivating curiosity and ambition in children and teenagers by positioning maritime as a viable and exciting career choice could deliver transformative results for our industry. This should include incorporating maritime topics into school programmes as a crucial first step. By incorporating subject matter at lower levels of learning about shipping, logistics, ocean sciences, maritime law and the industry's pivotal role in global trade, we can inspire a generation to see themselves as future maritime leaders. We must also embrace diversity, equity and inclusion (DEI) in the maritime workforce. This is a moral and strategic imperative, as it will drive innovation and creativity while supporting sustainable growth.

In Africa, young girls choose their careers as young as 13 years old, depending on the culture and ecosystem they live within. I am working with educational institutions and government departments in Kenya to introduce maritime study content into the school curriculum and participate in career fairs and other youth forums to encourage and ignite young people's interest in maritime careers. For an industry that is grappling with workforce challenges, these initiatives are essential.

Truly improving diversity in maritime means thinking beyond traditional markers. Geographical diversity is a critical dimension,



We must rebrand the maritime profession as modern, impactful and vital to global survival and sustainability.

considering that different sections of the maritime workforce are invariably impacted by geopolitical tensions. We must activate untapped potential – over 60% of the population in Africa is under the age of 25, which presents a significant talent pool for our industry.

We must invest in educational partnerships to attract and train this young workforce.





The historical commitment of the industry to train cadets has waned in recent years and the financial burden of training has shifted to individuals – many of whom face the difficult choice between pursuing education and meeting basic needs for their families. Governments, shipping companies, crewing managers and training providers must collaborate to encourage and develop diverse talent across our sector.

Breaking down barriers

Maritime education must be made accessible to all sections of society. Designing programmes that introduce students to the various subjects, providing hands-on experience and connecting classrooms with real-world applications should be a priority. By embedding maritime topics into science, technology, engineering and mathematics (STEM), geography and environmental studies, we can ignite interest at a critical age.

Another critical step is to dismantle longstanding stereotypes and misconceptions that discourage individuals from pursuing maritime careers. Outdated perceptions that the work is physically

KEY ACTION FOR THE INDUSTRY

Make maritime more accessible in the school curriculum



Maritime faces a significant and growing need to attract and retain young talent. As an industry, we need to throw our support behind any efforts to promote the sector to young people so that the next generation can learn about the diverse opportunities and be inspired to become future leaders and innovators within maritime, as Nancy Karigithu writes.

Some approaches towards achieving this could be stronger collaboration with schools, as well as developing practical learning programs, engaging youth at career fairs, investing in educational alliances, providing scholarships and bursaries and facilitating internships.

Efforts to attract young people must extend beyond the traditional image of seafaring roles. The modern maritime industry encompasses a vast spectrum of professions, including: highly skilled technical positions in naval architecture, marine engineering, and digital systems; specialised legal roles in maritime law and international regulations; and increasingly important sustainability-focused roles in environmental management and green technology development. Emphasising the integration of cutting-edge technology, automation, and digital platforms in contemporary maritime operations can particularly appeal to digitally native young people.

Other ways to appeal to digital natives could include the gamification of information about maritime and the use of social media platforms aimed at young people to initiate conversations about the sector.

demanding or low status continue to persist, overshadowing the exciting technological, logistical and innovative aspects of our sector.

We must rebrand the maritime profession as modern, impactful and vital to global survival and sustainability. We can inspire young minds and show them the benefits of maritime. By actively engaging young people through education, outreach and partnerships, we can secure a resilient and diverse workforce for the future of the maritime industry.

Showcasing career diversity in maritime

When most people think of the maritime industry, they imagine ship captains navigating vast ships across the oceans or crews working on deck. But the truth is, the maritime world offers far more than life at sea, says Tabitha Logan, Director of Projects at Cetus Marine.

As global trade, sustainability, and technological innovation continue to reshape maritime, new roles are emerging in the sector that demand a wide range of skills and talents. Whether you're drawn to STEM, strategy, sustainability, or ships



themselves, the maritime industry presents a sea of possibilities for people from all backgrounds. It's an industry where you can grow and change. My own career is an example as I started off working on the legal side but I have been able to pivot into commercial and project management roles that interested me.

Most people seem to get into maritime either because they have family ties or purely by chance. Mine was the latter as I was looking for a position with a legal firm, having recently moved to Hong Kong, and I got a job at Clyde and Co which just happened to specialise in maritime law.

I knew nothing about maritime or salvage law at that time but started working with one of the partners on the dry desk. I really enjoyed the work, which I found much more interesting than my previous legal roles in conveyancing and probate law.

Supportive bosses and colleagues

I feel really lucky as I have worked with some amazing people like ex-Master Marine John Wilson who had spent many years at sea so I learnt a lot from him. He had some really exciting stories to tell about his trips around the world, while his enthusiasm and passion for the industry really rubbed off on me.

Throughout my career I have been encouraged to try different things thanks to many supportive colleagues and bosses. For instance, when I wanted to get more involved in ship operations, I received some amazing support from colleagues. I loved the challenge of ensuring vessels got to their destinations safely, alongside the opportunity to understand the important role our industry plays in the global supply chain. Similarly, when I wanted to get into chartering, colleagues and mentors gave invaluable advice on what I had to do to achieve that aim.

Having their encouragement was very empowering and I think being in a company which has a very inclusive culture and where employees are encouraged to speak up is so important. Equally, if staff can see a clear career path for themselves with a leadership succession plan in place, then they are more likely to stay with that company than move on. I have been with Cetus Maritime for ten years now as I believe in the company and see value in what we're doing.



Most people are starting to realise that diversity in maritime is a good thing

In the deep end

Shipping is also about building relationships and as a woman it can be difficult to break into these male dominated inner circles. When I first started out in shipping, I was invited by my bosses to a big networking event and I thought that I would just hang onto their coattails and be introduced to contacts they knew but instead they told me that I had to meet at least ten people, get their business cards and report back on what I'd learnt. This forced me to be bold and go up and introduce myself to people which helped me build my own network. On the whole, I have found both men and women in the industry to be very receptive and happy to share their knowledge and experience.

Most people are starting to realise that diversity in maritime is a good thing whether that means gender, age or nationality. We do need to see more women and a greater spread of ethnicities at C-suite level and there are still some pockets that could have greater diversity, such as the broking and charter sectors, but generally things are moving in the right direction.

There is no doubt the industry has got a big job to do in encouraging more young people into maritime. It needs to start by going into schools and educating children on the diverse nature of job roles that the industry has to offer. We need to inspire young people to see the opportunities on offer from engineering, finance, legal and insurance to helping the industry de-carbonise using the latest technology and digital systems. Offering more internships and greater job flexibility would also encourage more young people to consider maritime as a potential career option.

Right now, we're in one of the most exciting eras of change in shipping and I hope we can encourage more people from as wide a range of backgrounds and experiences as possible to come join us and help create a more sustainable future for maritime.

KEY ACTION FOR THE INDUSTRY

Create mentorship programs



As Tabitha Logan points out, building a network of connections in the sector can play a key role in ensuring women confidently advance up the career ladder and enter new roles within maritime. Mentoring is a proven means of leveraging existing networks, building confidence and transferring knowledge to people at early stages of their careers.

In male-dominated working environments such as maritime, having male mentors champion women can be an effective way to break through glass ceilings, while women mentors not only validate experiences but have unique insight into what was the most effective way to engender a desired result.

While informal mentoring is commonplace, maritime would particularly benefit from structured mentoring programmes. These would ensure that both mentors and mentees benefit from intentional and effective interactions and develop skills that will make them great leaders over the course of their careers. Furthermore such systems are scalable, making them more sustainable in the long term.

The data also shows the role mentorship plays in improving business performance. A [study of Fortune 500 companies by MentorcliQ](#) found businesses with mentoring programs had profits that were 18% better than average, while those without mentoring programs had profits that were 45% worse than average.

Ensuring men are mentored by women – particularly at early stages of their career – can also play a role in broadening the view of what good leadership looks like. There is also an important role for reverse mentoring – where people at the beginning of their careers mentor the senior team – which the [executive coach Patrice Gordon](#) describes as an antidote to the “trap of stale thinking, blind spots and policies that could alienate under-represented groups”.

A Supportive Employer Makes All the Difference

Anglo Eastern Chief Officer Ruchi Suri says having an inclusive workplace benefits everyone.

I've been working for Anglo Eastern since 2010, and it's great to see how the company has implemented numerous initiatives over the years to ensure women feel accepted and welcomed.

When I first started, I often felt the need to prove my competence to earn the trust of male colleagues. The maritime industry was not particularly diverse at the time, with few women working on commercial vessels, so it wasn't always easy being the only woman onboard, but it shaped the person I am today.

Positive policies

Anglo-Eastern promotes and supports women seafarers and helps prepare them for life



onboard through its Anglo-Eastern Women of Seas (AWOS) programme. This includes pre-joining briefings, vessel accommodation preparations, medicines, onboard grievance handling, and hotline access to the shoreside wellbeing team and professional counsellors.

It also includes a monthly AWOS Connect with women onboard initiative, which provides a platform for the reporting of unethical activities, alongside an internal committee formed to address women's concerns and a women officer leadership team to act as mentors for female cadets and trainees.

The company has a zero-tolerance culture with clear policies on bullying and all forms of discrimination. There are strict anti-harassment practices in place with comprehensive gender sensitisation training for all officers and crew. These measures have been introduced to normalise conversations around women's rights and safety on board. The shoreside wellbeing and onboard leadership teams regularly connect to discuss diversity, equity and inclusion (DEI) goals, the challenges, if any, and the implementation of guidelines on psychological safety, and grievance handling. Some of the ships also have CCTV installed in common areas for added security.

As a part of AWOS Connect, women at sea and onshore can also keep in touch through a WhatsApp group to share information and experiences.

Improving gender diversity

These changes are making an impact. The target set by Anglo-Eastern was to increase the proportion of women seafarers by 1% in 2025. The actual number of women has nearly doubled—from 189 in 2022 to 370 by the end of 2024 (0.9% increase), which is encouraging progress.

Anglo Eastern's Maritime Academy (AEMA) continues to actively support DEI initiatives with career fairs and education establishment visits to promote gender balance within shipping. This has helped grow the number of applications from female students from 348 in 2022 to 811 in 2024, with 95 new female graduates in 2024 alone.

In addition, the Career Care program, offered by Anglo-Eastern, creates opportunities for women seafarers to advance into leadership roles and explore internal mobility options.

Making the industry more viable for women

While there has been significant progress, the maritime industry as a whole needs to do more to attract female talent. This requires a shift in perception that maritime careers are exclusively for men. It is crucial to highlight the diverse career paths the industry offers and the potential for rapid advancement for individuals who are driven and dedicated.

Furthermore, we must spotlight the maritime sector's indispensable role in global trade and introduce scholarship programmes aimed at inspiring youngsters from economically disadvantaged backgrounds to view shipping as a viable and rewarding career option. By fostering inclusivity and accessibility, the industry can unlock untapped potential and thrive in a more diverse and equitable future.

Government initiatives by the Director General of Shipping in India and the Maritime Union of India (MUI) have helped promote the industry to the younger generation. In my case, I was extremely honoured to be awarded a Second Mate Certificate of Competency at just 22, the youngest Indian lady officer to achieve this. This was presented to me by the Indian Government's Director General of Shipping. By 2020, I took another step forward by passing the Chief Mate examination.

I'm currently a Chief Officer with Fednav, operating bulk carriers trading on the Great Lakes and worldwide. Fednav has fostered an inclusive workplace and is very supportive of women working on their vessels. My next goal is to win promotion to the rank of Master and command an Anglo Eastern vessel.

Role Model

My mother was my main role model, as from a young age I was aware she had a senior leadership role working for the Indian government, where she was in charge of a large team of men. She taught me that good leadership is all about knowledge, skills, competence and authority, which has nothing to do with gender.

I take being a positive role model and mentor to younger women coming through the ranks very seriously, as I know it can have an important impact on their career choices and direction. I offer advice on how they can create a respectful onboard environment for themselves and maintain harmonious relationships with their colleagues.

Male colleagues can help too by being supportive of women by calling out any gender bias or discrimination if they notice it. They can also help to create a respectful environment where all people are treated as equals irrespective of their gender.

KEY ACTION FOR THE INDUSTRY

Adopt gender policies with measurable goals

Gender-based policies are one of the most effective means of driving change as these offer a structured route to success. Businesses implementing such policies should put in place measurable targets that are reported on transparently in order to truly boost progress. These targets can guide the investment of energy, time and financial resources and are the best way to deliver meaningful results.

Not only does having targets shape organisational culture, but the accountability they introduce ensures companies move from theory to meaningful action. Furthermore, trackable goals provide a framework where barriers are identified at early stages, and the lessons learned can be easily disseminated.

Policies and goals should be regularly reviewed and updated so that they remain relevant to the operating landscape and also the needs of the current workforce.

Some progress is underway, with the [*IMO WISTA Women in Maritime Survey*](#) showing the number of organisations stating they have specific quantitative measures for increasing diversity rose to 67 in 2024 from 59 in 2021. Despite this, some 157 organisations reported having no gender equality policy in recruitment and promotion, demonstrating the importance of further progress. These policies will need to be devised to tackle systemic barriers – individuals with good intentions can certainly make a difference, but longstanding change must outlast people switching roles or moving companies.

A Brighter Future

When I look back on my fifteen years at Anglo Eastern, I see that the industry has come a long way in being more inclusive for women. There is still more that can be done, but we are moving in the right direction. This trend needs to continue to ensure we move in an upward trajectory and don't let complacency set in.



From logistics pioneer to industry changemaker

Driving the future of logistics requires a commitment to innovation, inclusion, and mentorship, writes Vizilog Asia founder and supply chain and digital transformation leader Vicky Koo, who is actively shaping the next generation of women in logistics.

As Global Chair of Women in Logistics and Transport (WiLAT), I've championed inclusive leadership, mentoring women and advocating for greater visibility in logistics. My focus has always been on making logistics and maritime smarter and more sustainable and accessible to the next generation of talent.



My career in logistics did not begin in the most conventional way, I failed to find a job on board a vessel when I graduated from school. Rather than walking away from the industry, I pivoted, starting in bulk ship management, which gave me my first exposure to global trade and supply chain operations. From there, I moved into containerised freight, where I saw first hand how logistics could be more than just moving goods from one place to another and was, in fact, a strategic function.

When I joined Levi's, logistics as a formal role didn't exist in fashion. I was initially hired as a shipping manager, responsible for documentation and vessel bookings. However, I saw an opportunity to do more, integrating shipping, customs clearance, trucking, and distribution into a single, streamlined system. Managing sourcing across 40 countries, I focused on reducing lead times and improving efficiency. Levi's supported my transition from shipping manager to logistics manager, the first such title in the fashion industry.

After this process reengineering project at Levi's, I transitioned from consumer goods logistics to commodity supply chain management, an experience that brought me closer to the maritime side of the industry. Shipping in bulk is very different from container logistics. At OxyChem, vessel space and cost were highly sensitive to market demand, directly affecting pricing and requiring strong relationships with shipowners and knowledge of port operations.

At the time, women in bulk shipping were rare. I gained key knowledge at a ship chartering company and through the Shipbroker programme, learning from captains about weather challenges and risks. These experiences helped OxyChem break the norm by hiring a woman for the role, which was a defining moment that reinforced my belief that breaking barriers creates opportunities for others. That mindset has shaped how I approach logistics, innovation, and leadership to this day.

Championing Inclusion and Capacity Building

Throughout my career, I've seen how talent, not gender, should define success. That's why, as Global Chair of WiLAT, I've dedicated my time to mentoring and creating pathways for the next generation through a global platform supporting women in the industry.

At WiLAT, I work with aspiring professionals to develop real-world skills that help them advance not just through traditional training



My goal is to see women not just present in logistics but leading it

but by emphasising visibility, confidence, and leadership presence. Women are often told to wait their turn. I encourage them to step up, build networks, speak with confidence, and take on moderator roles to build visibility.

However, I don't believe in box-ticking diversity initiatives. Many organisations push for a 30% gender quota, but I challenge that approach. We conducted a survey among women in logistics, asking if they supported the implementation of a 30% quota in their companies. The response was unanimous: they wanted recognition based on skills, not quotas. Inclusion should be about merit, capability, and leadership, not meeting a percentage target. Instead of quotas, we need to focus on mentorship, skill-building, and fostering environments where women can succeed based on their abilities.

True change comes from giving people the tools to grow. My goal is to see women not just present in logistics but leading it.

It's an ambition that fits with the logistics industry more broadly, which has always been about adaptability, whether responding to industry shifts, embracing technology, or creating space for new voices. My career has been defined by innovation, and I believe the industry thrives when we challenge outdated practices and push for smarter, more inclusive ways of working.

My work continues through WiLAT, digitisation projects, and leadership development, ensuring that the next generation of women in logistics has the tools and opportunities to succeed. But progress doesn't happen in isolation. Instead, it's built through shared knowledge, collaboration, and a commitment to rewriting the narrative.

As part of the She Sees: Rewriting Women into Maritime History project, I will continue to commit to mentoring. I would also like to compile a book that documents the stories of successful women in maritime and logistics. I hope this can inspire future generations and showcase the impact women have had on the industry, ensuring their contributions are recognised and remembered. For many aspiring professionals,

KEY ACTION FOR THE INDUSTRY

Prepare women for board roles



If maritime is to be truly inclusive, women must be visible at all levels of seniority across organisations in the sector. Unfortunately, the majority of women in maritime can be found in administrative and support roles, holding 30% of these positions in the industry according to the [*IMO-WISTA Women in Maritime Survey 2024*](#). This indicates that women are either leaving the workforce instead of progressing into senior positions – or that such opportunities are just not made available to them.

Women in leadership roles not only serve as role models, but actively influence company culture and can push back against unconscious bias on the part of their male colleagues. To be effective leaders, women must be supported in learning the skills and attributes they need to progress in their careers and take on maritime board-level roles, with specific targeted training to address any gaps in the specific skills being a board member requires, including strategic business management and corporate governance.

Businesses can also make use of resources provided by the likes of [*WB Directors*](#), which provides women with one-to-one guidance and CV support tailored to achieving board-level roles.

Quotas – while not universally popular, including among our expert contributors – could also prove a necessary bridging measure as the industry establishes a more diverse foundation. The potential effectiveness of quotas has been [*demonstrated by Harvard University researchers*](#), who found that Italy's introduction of a mandated gender quota for corporate boards in 2011 resulted in women's board representation growing from 5% to 36% by 2019.

this book could serve as a guide to entering and thriving in the industry, offering insight into career paths, mentorship, and the realities of maritime and logistics.

I'll continue supporting women in logistics and advocate for more global support for WiLAT. After a decade of volunteer work, we now need the resources to sustain and grow our platform.

Breaking down barriers

Tackling systemic challenges and removing barriers to diversity can boost the future of maritime and benefit all sections of society, says Port of Seattle Commissioner Sam Cho.

Maritime isn't always thought of as being at the forefront of innovation, relative to other sectors such as technology and energy. Perhaps relatedly, our industry also lags behind those sectors when it comes to diversity. There is, however, a notable difference between the perception of maritime, what is actually taking place in our sector and our industry's true potential.

I believe maritime isn't deliberately preventing more diverse representation, but is more homogenous than some industries because of longstanding traditions and the fact that roles often pass through families. This can mean a perpetuation of the sector's existing gender

and racial make up, but is already changing. Each senior woman or person of colour rising up the ranks demonstrates the value diverse perspectives can bring and encourages underrepresented groups to view these positions as realistically attainable.

I know first-hand the impact seeing someone who looks like you in a senior position has on your mentality and what you believe you can achieve. In the early stages of my career, I was lucky enough to work with Gary Locke, who was the former US Secretary of Commerce under President Obama and US Ambassador to China. As someone beginning my career in the international trade and commerce space, I was hugely inspired by Gary, who was also an Asian American and elected politician working in commerce.

We must put in a concerted effort to raise awareness of maritime and demonstrate that it's an exciting industry that is ripe for disruption. That will require mentors and role models, including women and people of colour, who are able to support the next generation.

Establishing culture

We need people who are not afraid to challenge existing norms. I have been particularly inspired by Denise Turner Roth, who was my boss during my time spent working in the Obama administration. She grew up in a disadvantaged community and rose up the ranks to become a presidentially appointed agency head of the General Services Administration (GSA), which manages the functioning of the federal government, handling procurement and contracting. Denise brought in a culture at the GSA that championed minority communities and small businesses – many of which are run by immigrants and women – and had a really positive impact.

Another part of the puzzle when it comes to improving diversity is men speaking out when they see inappropriate or exclusionary practices in our industry. Above my desk, I have a memo written by the executive director here in Seattle in 1970 on appropriate feminine attire, which advises women against wearing pantsuits to work. I keep this memo in my office as a reminder of how far we've come from such viewpoints, as well as a warning of the dangers of complacency if we are to properly build an inclusive industry that welcomes people from all sections of society.

A variety of role models

Alongside increasing representation, advertising the diverse roles that exist within maritime can also boost our industry and talent pool. There's





We need people who are not afraid to challenge existing norms

sometimes a perception that working in maritime involves very strenuous physical labour, when in fact there is such a wide range of roles available, encompassing everything from technical specialists to communications professionals.

We have leading women within our team at the Port of Seattle, including our Managing Director for Maritime, Stephanie Jones Stebbins, who is responsible for directing strategic and daily operations and has deep experience across both policy and operational issues in our industry. Our Senior Director of Environment and Sustainability, Sandra Kilroy, has dedicated over three decades to protecting, restoring, and championing the environment and leads a diverse team to ensure we deliver on our commitments around decarbonisation, waste reduction, habitat restoration, water quality management, noise management, sustainable infrastructure, and resiliency planning.

These are very technical roles that require sophisticated knowledge of our sector. The fact that these senior women occupy these positions will hopefully not only advertise that maritime is an industry where women can rise through the ranks, but also demonstrate the diverse nature of roles that exist in our sector.

Recognising that young people don't always get to fully experience the innovation in our sector, we also set up our [Youth Maritime Career Launch \(YMCL\)](#), which is a three-month internship for youth to gain paid work experience in a maritime company. I'm proud to say that we have also increased our investment in our [Youth Maritime Accelerator Program \(YMAP\)](#), from \$2.1 to \$4.1 million – and we are seeing this eight-week training initiative make a real impact. In fact, a young woman who graduated from our YMCL initiative now works as a crew member aboard a schooner vessel. She is also an educator for high school students, acting as an ambassador for our sector. Across 2024, more than 50 young people took part in YMAP and YMCL, with 94% of these black, indigenous, and people of colour (BIPOC) and 26% women.

KEY ACTION FOR THE INDUSTRY

Use inclusive language for recruitment



Women are less likely to apply for roles where they do not meet a very high percentage of the application criteria. This makes the use of welcoming and inclusive language particularly important in job descriptions if organisations want to attract new talent and meet diversity targets. While there certainly might be roles that necessitate advertising the 'strenuous manual labour' involved, recruiters must consider whether the emphasis on this is proportionate and whether the physical requirements could be quantified in order to avoid unnecessarily narrowing the talent pool.

Relatedly, maritime needs to communicate the fact that the industry offers a truly broad series of roles including those that are office based and on par with other land-based sectors. Someone working in HR, chartering or in a law firm is unlikely to be expected to take on significant manual labour but is still very much an important part of the maritime industry.

As Port of Seattle Commissioner Sam Cho reminds readers, the diversity of maritime roles means the industry offers far more than strenuous physical labour and encompasses everything from technical specialists to communications professionals. With job application language that demonstrates this, which means using [gender-neutral terms](#) that avoid stereotypes or discrimination, the industry can significantly boost representation.

Delivering benefits

Greater representation can prove self-perpetuating and – when combined with the promotion of diverse roles and male allies speaking out – everyone stands to benefit. As a Commissioner in Seattle who is of South Korean descent, I'm fairly certain that my heritage played a part in us successfully agreeing to a green corridor initiative with the Port of Busan. That's an example of the type of benefits we offer if we continue to make progress in building diverse teams and establishing new partnerships and opportunities for innovation internationally. A more diverse industry will deliver new skills and perspectives to power maritime's future.

Finding purpose and breaking bias

Cristina Aleixendri Muñoz, co-founder and Deputy CEO of bound4blue, is an aeronautical engineer on a mission to drive change – both in the maritime industry's journey to decarbonisation and in the visibility of women in STEM. She shares her path, the challenges she's faced, and why representation matters.

I'm an aeronautical engineer by training, but at heart, I've always just been an engineer – driven by the desire to improve the world by solving real problems. Engineering gave me the tools to do just that, to turn ideas into real-world solutions that make a difference.



That mindset led me to explore different sectors until I came across shipping. I quickly realised that wind propulsion – particularly through suction sails – offered a powerful, practical way to reduce emissions and cut fuel costs.

The more I learned, the clearer it became: the airplane wings I'd studied for years weren't so different from those sails. The physics was familiar. The challenge was new. And the opportunity to make a difference was too big to ignore. That's when I knew I had found my place.

Changing perceptions

In 2014, I co-founded bound4blue with the aim of delivering automated wind propulsion systems to help shipowners cut fuel costs and emissions. At the time, there was a lot of scepticism. Wind propulsion was often seen as a thing of the past, not a future-proof technology. Many believed that alternative fuels would solve everything, overlooking the time, cost, and infrastructure needed to scale them.

But for us, it was clear: we already had an abundant, free, and immediate energy source – the wind – and the technology to harness it efficiently.

Perceptions didn't change overnight. But with each installation, we built evidence – not just of the technology, but of its real-world results. Gradually, wind propulsion went from being seen as idealistic to being recognised as a serious, proven solution.

Facing bias and pushing past it

Building a company in shipping meant tackling a different kind of challenge – one rooted in perception, not technology.

Some of the toughest obstacles came from unspoken assumptions about who "belongs." As a woman in a male-dominated industry, I've encountered sexism – usually not out of malice, but from ingrained, often unconscious biases. Shipping is global, and with that comes a mix of cultural perspectives. These biases are rarely intentional, but they're real – and change starts with acknowledging them.

I've come to realise that sexism isn't limited to shipping – it's everywhere. But I'll admit, I've faced it more often here than in other situations. For example, I remember visiting a supplier's warehouse with my co-founder José Miguel. Despite us both being there, the technical questions went straight to him. He had to step aside for the conversation to shift. The same thing happened with an investor: after I



Girls need to see that careers in engineering, technology, and shipping are not only possible – but purposeful and exciting

presented everything, he still wanted to speak with José. These moments aren't unique to shipping; they reflect broader societal norms that we need to challenge.

The importance of visibility and role models

To truly shift these societal norms, we need more visibility and representation. I remember reading about how young children draw firefighters as women – but as they grow older, stereotypes kick in: firefighters become men, nurses become women. These ideas are reinforced by a lack of female role models in many industries.

That's why visibility matters. Girls need to see that careers in engineering, technology, and shipping are not only possible – but purposeful and exciting. Role models, mentorship, and inclusive environments can make a huge difference. I was lucky. I had a maths teacher who was a computer engineer. She saw how much I enjoyed maths and physics and took the time to show me what I could do with those skills. She encouraged me to follow my true calling and not let stereotypes dictate my choices – and it made all the difference.

Now, even though I'm busy helping run bound4blue, I try to give back by visiting schools and talking to students about my journey. If I can inspire even one girl to see herself in this world, it's worth it.

A future full of opportunity

Shipping is such a dynamic industry, and it really has everything that will appeal to the younger generation – its international scale, the vital role it plays in global trade and the fact that the industry is going through seismic changes in

KEY ACTION FOR THE INDUSTRY

Tackle bias



Ingrained values that remain unquestioned and unchallenged can often lead to unconscious bias, as Cristina Aleixendri Muñoz's experiences highlight. This in turn leads to biased judgments and actions that can hold women back in male-dominated industries and create barriers impacting career progression and their sense of belonging. Unconscious biases can also negatively affect neurodivergent employees through misinterpretations of communication, social interactions, and sensory sensitivities.

Data underlines this reality, with Deloitte's 2019 State of inclusion report, which surveyed 3,000 individuals in the United States from organizations with 1,000 or more employees, finding that 68% of people believe bias has a negative effect on their productivity. Meanwhile, tackling bias can improve empathy, which 88% of employees believe improves efficiency and 83% say it can drive increased revenue according to EY.

For the maritime industry, acknowledging and actively addressing this issue is fundamental to achieving a truly inclusive and diverse workforce. This commitment must translate into concrete actions, beginning with a thorough and honest assessment of existing cultural norms and deeply held assumptions.

By raising awareness and providing practical tools and strategies, the industry can empower its workforce to recognise and mitigate the impact of these unconscious biases, paving the way for a more equitable and inclusive future in maritime.

terms of decarbonisation. But we need to show young people – especially girls – what's possible.

That doesn't just mean roles in engineering. There are huge opportunities in finance, software, data science, and beyond. The sector is evolving fast, and it needs fresh perspectives.

I recently spoke to a recruit who turned down a higher-paid role in another industry to join us. He said he wanted his work to mean something – to create solutions that help society. I share that same passion, and I hope more people will be inspired to follow that path.

Why diversity makes business sense

Sakura Kuma, Senior Advisor at MOL, outlines how the maritime industry, which spans all nationalities and cultures across the globe, could more effectively make use of its innate diversity.

Shipping is a truly international business and I was drawn to a career in the industry as the result of the opportunity it offered to deal with different nationalities and cultures.

However, while maritime offers this innate diversity, it's not always been the case that people from different backgrounds have been empowered to fully realise their potential.



With a smarter approach, maritime could more effectively engage a broader cross-section of society and deliver improved business results.

Understanding the current picture can help us move to a better way of working.

Challenging gender myths

Over 20 some years ago, at the early stages of my career I was based in a male-dominated organisation with a conservative culture, but was also given a lot of opportunities to progress my career.

Quite frankly, expectations from my colleagues were very low due to my gender, yet I surpassed them every time. I was very fearless in my willingness to do my best and succeed.

This eventually led to me being sent as chief representative to NYK's Los Angeles terminal and I remember on my first day in post my new US colleagues could not believe that the Tokyo office had 'sent a girl' as I was the first female representative that NYK had ever sent there. Yet I have never considered my gender to be a barrier in business, as I believe that it only becomes one if you accept other peoples' perspectives. Opportunities and obstacles always come in a package, which is why I have been trying to focus on the areas where I can make a difference and avoid what I can't change, such as people's preconceived notions. You know what is funny about those blinkered perceptions? They swing as they recognise your success.

After Los Angeles, I was seconded to go and work at the Yokohama port which at that time was going through a major development backed by funding from the central Japanese government. My role was to market and sell the port to major shipping lines and grow the business to help justify the huge costs of the development work.

During my time at Yokohama port I enjoyed establishing and enhancing business relationships with partners including APM terminals (Maersk's terminal brand). I felt I gained their respect for my fair deal-making approach and tough negotiation.

More than lip service

While I don't believe that navigating life expecting to be discriminated against is helpful, it is also important that we acknowledge some realities within our industry.



Hiring people is an investment for the future and it is self-perpetuating

For instance, many companies pay lip service to diversity but only ever make space for one or two women on their boards. Even then, the roles of these female directors do not tend to be central to the company's core strategies so their influence is limited.

Ensuring there is sufficient room for women in senior leadership positions and that they are empowered to drive the strategic direction of the business will deliver powerful results for maritime.

Fortunately, I found a rare opportunity to do just this during my next career move, when I was invited to be CEO at APM Terminals Japan. However, yet again I was operating in a male-dominated environment, often being the only female at major events with over 200 people in attendance.

Broadening opportunities

It's because of these formative experiences that I understand the importance of choosing people from different backgrounds when recruiting to my team.

Having been a pioneer in my different roles, I am determined to give other people from diverse backgrounds the same opportunities to grow and develop and become leaders in their own right. This is a shout out to other CEOs and people who are responsible for talent development, hiring and offering opportunities for growth. In the words of Nike's commercial, JUST DO IT!

We are fundamentally the same if you strip away race, religion, culture and language, as we are all human with the same basic needs.

Empowering individuals and boosting maritime

I'm committed to supporting the SHE_SEES project by becoming a mentor. I will encourage and empower individuals starting out on their career journeys as I did 25 years ago. I will allow them to grow, make mistakes and learn from them

KEY ACTION FOR THE INDUSTRY

Measure representation throughout the organisation

To achieve a more diverse and inclusive maritime sector, there's more to be done than simply attracting a greater number of female employees. Companies can accelerate progress by tracking and measuring diversity and inclusion (D&I) metrics throughout their organisations, as pointed out by Sakura Kuma.

These metrics can result in a wide range of benefits, from better accountability, to identifying gaps, tracking progress, driving systemic change, enhancing decision making, improving talent attraction and retention, and building trust and engagement. Quantifying and analysing D&I also provides a crucial lens through which companies can assess their current efforts, track the effectiveness of diversity initiatives, and cultivate a more equitable and inclusive workplace.

Where progress falls short, data can provide evidence to prompt a change in course and, likewise, prevent complacency. This data-driven approach keeps D&I at the forefront of priorities and provides a clear agenda for continuous improvement. Collecting this data at an industry-wide level underlines the need for change, with [*DSG's Annual DEI in Maritime Review 2024*](#) finding that "female representation at different levels of seniority suggests that the pace of change in terms of promotions and leadership roles has stalled".

as success does not necessarily happen from the outset. Learning from your failures is one of the best ways to grow. It's this approach that can ensure a broader pool of talent plays an active role in driving the future success of our industry.

Hiring people is an investment for the future and it is self-perpetuating as the ones who are successful will become role models and mentors for those around them. We need more diversity in shipping as this will generate different ideas and approaches to help solve some of the major challenges which the industry is facing like decarbonisation and digitalisation. These issues will only be solved through collaboration, respect and inclusion.



Breaking down gender barriers to trade

Encouraging the younger generation and in particular young women to choose a career in the global supply chain will help keep it resilient, fair and transparent, says Maria Bolotnikov trade facilitation consultant at UN Trade and Development (UNCTAD).

International trade offers growing opportunities to young people – including women like myself – that are really passionate about fostering sustainable growth. I have been working at UNCTAD for one and a half years, helping countries reduce barriers to international trade and improve the efficiency of global commerce. Trade facilitation, ports and maritime transport are completely interconnected and interdependent. Efficiency across all three ensures the smooth running of global supply chains.



I've been so lucky with my team at UNCTAD because I've been taken at face value for the skills I bring. I've never had any issues gender-wise or because of my age. Instead, my supervisors have got the best out of me by assigning me tasks which best suit my particular style of working. However, sadly my experience tends to be the exception rather than the rule.

During a panel discussion on gender equality in supply chains at the inaugural UN Global Supply Chain Forum in 2024, Gilbert Hounbo, Director General of the International Labour Organisation (ILO), stated that an estimated one in five people work in some capacity within the global supply chain and of that number 40% are women. While this is an encouraging statistic, most are more likely to be employed on temporary contracts and in lower skilled roles than their male counterparts with only a small minority achieving management roles.

Certain sectors of the industry only have a very low percentage of female workers. For example, in 2023 the average percentage of women employed in ports was only 18 percent according to a report by the National Union of Rail, Maritime and Transport Workers (RMT).

Women are typically also under represented during discussions at maritime conferences so much so that when there is an all female panel it really makes the news. A recent example of that was the UNCTAD 2024 Global Supply Chain Forum.

Creating opportunity

At UNCTAD, we are trying to redress that balance by working with the national trade facilitation committees within each country and encouraging them to have gender subcommittees and gender groups to help promote greater gender diversity and equality.

In addition, approximately 16% of the global population are classified as youths (aged between 15–24) and of that number nearly 90% are from developing countries where youth unemployment has traditionally been high. So, as a young person myself, I am passionate about promoting the excellent career opportunities for the younger generation in the global supply chain. With the push for international digital trade solutions, there is a rising demand for young tech-savvy people to take up roles as customs specialists, trade policy analysts, e-commerce experts, and blockchain developers.



The career opportunities are numerous and this is what really excites and motivates me

But if you don't want to work behind a desk then you can work in the field, where you'll interact with customs officers, port managers, and local traders. Imagine, for instance, standing at a border in Nepal, negotiating solutions for faster customs clearance, or helping a group of women entrepreneurs in West Africa export their first shipment of organic cocoa to Europe.

International connection

The career opportunities are numerous and this is what really excites and motivates me. I have always had an interest in international trade and especially to help make it more inclusive. During the first UN Global Supply Chain Forum, which is a project I am immensely proud to have been involved in, there was a session on the younger generation and what they can bring to supply chains and what supply chains can offer them. There are a myriad of positions available to young people from customs brokers, longshore workers, data analysts, legal advisors, insurers and charterers to name a few. I was really encouraged by the optimism and energy that was very palpable in the room. There was a freshness of thought from these young people so much so that we actually came away with some recommendations at the end of that session which UNCTAD is currently working on.

There are so many inspiring stories of young people making a difference in trade facilitation. Take for example Tadiwanashe Mutibura who was the winner of the first UNCTAD supply chain innovation challenge with her idea for supplying solar powered locker sized booths to speed up cross border checks of small-scale goods. This innovation will help speed up the whole customs clearance process and ensure that female cross-border traders who carry 70% of these small trade items like fruit and vegetables do not feel discriminated against. Other projects included digitalising ports in Vanuatu, creating solar powered shipping containers and ways

KEY ACTION FOR THE INDUSTRY

Harness innovation that promotes inclusion



Innovation holds immense potential to foster environments of greater inclusion and diversity. Organisations can develop solutions that cater to a wider range of needs, empower underrepresented groups, and cultivate a more equitable and representative industry landscape.

Effective use of technology can support hybrid working schedules, allowing women to combine careers with childcare responsibilities. This is particularly valuable given an [*International Workplace Group \(IWG\) study*](#) survey found nearly three-quarters of women (72%) would look for a new job if their employer ended hybrid working.

Meanwhile, online training can support a broader pool of talent when it comes to developing new skills – which can also support the Just Transition, ensuring a wide talent pool is playing a role in securing good quality jobs that drive the sustainable maritime future.

New ventures can also drive innovation. By actively supporting entrepreneurs and startups from underrepresented groups, industries can tap into a wealth of untapped talent and foster the development of more inclusive solutions.

to help decarbonise both the maritime and logistics sectors.

Making a difference

Tadiwanashe is just one of the enterprising young women who are passionate about the growth potential of developing countries and the impact it can have on those economies and daily lives of all the people involved. This is what inspires me! This, and knowing that I can be a part of something which is making a difference to the lives of people – and in particular to those undervalued and overlooked women who may have faced discrimination, inequality and unfairness all because of their gender.

Happily we are starting to see some positive changes but we must not let complacency set in but continue to demonstrate that diversity, equity and inclusion is good for global trade, good for domestic economies and good for people.

Recipe for success

Being authentic in your professional and personal lives is the key to achieving your dreams, says Su Yin Anand, Partner, IBM Singapore.

Women used to think that to be successful in business they had to be like their male counterparts to show they had the grit and tenacity to cope in a fiercely competitive environment.

Thankfully this way of thinking has become outmoded and women can be themselves and achieve their own career goals without conforming to male stereotypes. But this requires awareness that there is another way to achieve success – and this is something that I have really put the effort into building.



Create and Grab Opportunities

When I was forging my career as a maritime lawyer in Hong Kong, there were few women role models and I noticed that all the shipping events I attended were dominated by older caucasian men with very little to inspire the younger generation. So, along with Tabitha Logan, I co-founded the not-for-profit Young Professionals in Shipping Network (YPSN) to provide an informal forum for young professionals to network and interact with their peers. This grew to over 900 members with regular seminars, networking events and talks to bring together all sectors of the industry. At first it was quite Hong Kong centric but over time it has grown to include members from around the globe. The decision to form YPSN was pivotal in my career as it gave me the platform to elevate my voice and build my personal brand.

One of the aims of YPSN was to try to make shipping an attractive career option for the younger generation and demonstrate that it was not a sunset industry but a relevant industry very driven by the advances in new technology. This focus on tech led us to co-founding The Captain's Table, a maritime platform showcasing digital innovations by startups to help improve efficiencies in ship operations. Tabitha and I saw the wave of technology advancement coming at us, and again, we grabbed hold of the opportunity to create something new.

Be Courageous

In my 20 years as a working adult, I have pivoted four times. From a maritime lawyer and partner in a law firm, to the leader of commercial freight and aluminium teams, and now as technology consultant with IBM, advising business leaders on how to leverage technology to support the strategic transformation of their businesses. These pivots were possible because my pursuit of personal growth outweighed my fear of change. As a result, I had the courage to operate outside of my comfort zone. The choices I made in my career also led to the opportunity to join the board of Hafnia as an independent non-executive director, and be invited as a senior advisor to the Global Centre for Maritime Decarbonisation.

Respect is essential

It is important to be authentic and to really listen to and collaborate with your colleagues and peers. A lot of people make the mistake of assuming that they should have all the answers but in reality a successful person listens to different points of view and reflects on them



before making any major decisions. Leadership is not about being liked, but about being respected, and creating trust. The first step is to make people feel heard.

That said, I have been fortunate in my varied career to have had very supportive male sponsors. This has equipped me with the perspective to ignore gender (or ethnic) prejudice and focus on delivering outcomes. In my legal career, Andrew Horton, Andrew Chan and Rory Macfarlane were very supportive bosses and sponsors; I owe a large part of success in my legal career to them. In maritime commercial, the list is long, but I will also always be grateful to Mikael Skov, CEO of Hafnia and Andreas Sohmen-Pao, Chairman of the Hafnia board, for providing me with the opportunity to join Hafnia's board, when they did.

Be Bold

Being bold and not being afraid to change your mind is also important. Take time to reflect on priorities and what really matters. I could have chosen to remain as a partner at Ince & Co where I was the youngest Asian woman to be made a partner but I wanted to test myself in the commercial arena of shipping so joined South32, a mining and metals company, where I was their head of shipping and general manager of their aluminium sales and derivatives division.

Everyone has their own version of what success looks like to them so we shouldn't judge people based on our own definition of success. Although I do not think I have faced discrimination due to my race or gender there have been instances when I was younger when I felt that my opinions

KEY ACTION FOR THE INDUSTRY

Broaden what it means to be a leader



To foster a truly inclusive industry where diverse talents can flourish, it is important to broaden our understanding of what constitutes effective leadership, and not simply mimic historically male-dominated leadership styles.

For example, leadership is not solely about strategic vision and decisiveness – it is about understanding and connecting with people. Empathy and emotional intelligence are crucial drivers of team cohesion and individual well-being. Leaders who prioritise nurturing the potential of their team members through guidance, support, and the provision of growth opportunities play a vital role in organisational sustainability. Further, leaders who demonstrate adaptability and flexibility are better equipped to navigate ambiguity and steer their organisations towards success.

In short, effective leadership is not a monolithic entity – there are a wide range of styles. By actively working to broaden the definition of leadership, organisations can unlock a wealth of untapped potential. Encouraging women to take on mentoring roles can also contribute to raising the profile of diverse leadership styles and help with fostering environments where these are not only accepted but celebrated, empowering women to lead authentically.

were dismissed by older men as if they were not as valid due to my age.

In the past I have also experienced difficulty breaking into conversations where there are older men present as they tend to dominate the narrative. I think a lot of it is down to confidence where men tend to be happier to speak out a lot more than women but thankfully that is definitely changing. My advice to the younger generation and particularly to young women is to be your authentic self both in your life and in business, and find ways to make your voice heard because it matters

Diversity enriches decision making and enhances problem solving. More companies need to embrace the multi-faceted nature of a diverse workforce to create truly positive and engaged teams.

Navigating systemic change

Maritime must evolve its culture to be more inclusive to women, writes Dr Zhiwei Zhao, maritime researcher and advocate for crew health and safety.

Maritime needs a diverse workforce that allows women to excel. Historically, our industry has been male-dominated with systems, facilities and cultures tailored primarily to men. While this is understandable in a historical context, attracting and retaining more women in the industry will futureproof the sector – but requires a shift in perspective and practice. To address diversity, the industry must acknowledge and address the barriers women face, such as workplaces designed without their needs in mind or cultural norms that unintentionally exclude them.

Conducting systematic research into issues, including employment patterns, training opportunities, promoting systems and workplace cultures, can provide valuable insights not just for women but for everyone. Such research can help identify areas where change is needed and how policies and practices can be revised to create a more inclusive environment – and will benefit everyone.



I am proud that some of my research, which includes the three-year [*MARTHA*](#) project on seafarer fatigue and subsequent focus on the impact of the COVID-19 pandemic on seafarers, has informed some of the decisions at IMO. Out of the 22 specific areas of the [*Standards of Training, Certification, and Watchkeeping for Seafarers*](#) (STCW Convention) to be reviewed, mental health and addressing training requirements have been deemed a priority. This has brought to the forefront that ship operators need to understand that their crew's working conditions and work patterns at sea can affect overall health and safety. While these are positive movements in the right direction, more needs to be done.

Crew focus

Ensuring that seafarers of any gender are well taken care of is a personal matter to me given that my cousin went to sea about 20 years ago and I was worried about the experiences he would face. In fact, seafarers' employment conditions and welfare were the focus of my PhD at Cardiff University's Seafarers International Research Centre (SIRC) – a move that has fundamentally shaped my career. Not only did it allow me to disseminate knowledge to our industry on how to improve the occupational health and safety condition of crew members, but it also introduced me to Professor Helen Sampson, Director of SIRC. Her passion for seafarer wellbeing is admirable and really inspired me to dig deep into this topic.

Seafarers and their employers often consider fatigue as 'part of the job' as the harsh environment at sea requires their constant attention – impacting their physical and mental well-being. By combining insights from other industries with a focus on maritime challenges, my colleagues and I worked to identify the causes of fatigue in seafarers and recommend preventive measures including a fatigue risk management system (FRMS), training and fatigue prediction models in the Martha project.

Our recent work comparing the fatigue levels of the maritime workforce during and after the COVID-19 pandemic found that seafarer exhaustion levels, based on the data, were now higher than during the pandemic. This was attributed not only to needing to address any maintenance delayed by the pandemic but also increased inspections from various regulatory bodies such as port state control, governments and companies. Seafarers needed to prepare for these inspections in addition to daily work and were also under pressure to make sure that the vessel passed – resulting in heavier workload and longer working hours. Additionally, salaries



returned to pre-pandemic levels as crew travel resumed, but workloads remained at a high.

Embracing change

There are steps that can be taken to improve seafarer wellbeing and safety. Fatigue can lead to costly accidents that can also cause reputational damage to the organisation. I am glad that we are already seeing many shipping companies review their internal processes and management policies to support staff.

On an industry-wide level, transparency between governments, regulatory bodies and industry is key. Clear communication and considerate implementation (i.e. onboard inspections) are essential to avoid increased workloads leading to more stress and anxiety among crews. The digitalisation of repetitive and mundane tasks allows sea-going and shore-based staff to focus on important tasks but requires an updated training system to upskill staff. The industry should not be afraid of change but should welcome the opportunity to evolve, particularly if the changes being implemented are backed by data and thorough research.

Looking to the future

We have already seen progress, including advancements in technology which have reduced the reliance on manual labour in our industry and made it more accessible to women. Employment in research, communication, data analysis, and machine operations aligns with the skills that women often excel, highlighting the potential for greater female participation.

Encouraging women to choose and remain in a career in maritime requires practical support from government, industry organisations and shipping companies. This includes diversified training, inclusive systems and mentorship programmes. Here too, we need to drive a change in our thinking and culture so that the industry recognises women's potential and contribution to maritime. I believe it is important

KEY ACTION FOR THE INDUSTRY

Design with inclusivity in mind



For greater diversity in maritime to be achieved, there needs to be a concerted effort to address the unique challenges faced by women, particularly concerning their mental and physical well-being.

A fundamental aspect of this involves personal protective equipment (PPE). Many women in the past have faced the experience of being issued with ill-fitting PPE, which has traditionally been designed for the male physique. This can present significant safety hazards, such as excess fabric can become entangled in machinery.

Beyond physical risk, ill-fitting uniforms can also reduce a worker's comfort, mobility, and overall sense of professionalism and belonging. A [CHIRP Maritime report](#) revealed that women who are unable to find properly fitting and comfortable PPE are less likely to wear it consistently, putting themselves at increased risk of injury. Here, this issue becomes not just a matter of equitable treatment but a critical element in workplace safety.

Modernising or retrofitting vessels with women's needs in mind is also important in creating a more welcoming and functional environment. Enhanced privacy in accommodation, considerations for pregnancy and maternity, and separate and adequate sanitary facilities are all key considerations. Having holistic health and medical support that address the specific concerns of women, including reproductive health services, specialised medical professionals, mental health support, and even the potential for hybrid working arrangements, are also important aspects that should be taken into account.

that women support women, but also that the maritime industry supports women to progress in their careers.

Upon my return to China from the UK, I formed the Seafarer Research Centre at Dalian Maritime University to continue my research on seafarer health and safety. I hope that other researchers – including women researchers – will join me so that our findings will contribute to long-term systemic change by addressing real-world issues. Together we can improve seafarer lives.

Breaking barriers and building bridges

Securing the future of maritime requires a bold approach that embraces change and harnesses inclusion and innovation to break down barriers, writes maritime law and international trade expert Amanda Hastings.

The maritime industry is evolving, but its future depends on inclusion and innovation – both of which require a willingness to embrace change. I say this based on my own experience, where stepping out of my comfort zone has defined my career. From relocating to Singapore for my first dry bulk role with Western Bulk to navigating the operational core of shipping, taking risks has shaped how I approach my work. These challenges made me a better lawyer and a more complete professional.



Breaking into maritime law wasn't easy. Without connections in a field that often feels closed off, I relied on persistence to find my way in. That's why, today, I'm focused on driving change, mentoring others, advocating for more rights, and demystifying shipping for the next generation. My journey has shown me the power of challenging outdated norms to create a forward-thinking maritime sector.

Breaking through barriers

Maritime can feel insular, with opportunities often hinging on connections rather than qualifications. It took persistence to secure my breakthrough role at Holman Fenwick Willan (HFW), where my German language skills and understanding of shipping opened the door. It was a gateway into the industry, helping me connect with people and build the foundation of my career. Shipping can be a difficult field to access, but that experience taught me how important it is to seize the right opportunities when they come along. The experience also taught me the value of inclusion and shaped my commitment to making maritime law more accessible for others.

I was able to demonstrate this within my next role, at the UK P&I Club, where I was given the freedom to collaborate with the London Shipping Law Centre (LSLC) and its Young Maritime Professionals (YMP) group to create the Young Maritime Professionals' Trends in Maritime Claims series. This annual event provided junior claims handlers with their first opportunities to present their ideas and connect with leaders across the industry. Mentorship has also been central to my efforts, from guiding trainees to supporting mid-career professionals.

Lessons from Singapore

Moving to Singapore in 2019 was one of the biggest decisions of my career. Leaving behind a life I loved in London for a role with Western Bulk pushed me to explore the commercial side of shipping and step far outside my comfort zone. It was a steep learning curve, but it gave me a holistic understanding of the industry that transformed how I approach my work.

Singapore brought me closer to the operational realities of shipping, exposing me to shipowners, operators, and the business decisions that drive the sector. The industry in London is more heavily focused on law and insurance, whereas in Singapore, you are at the sharp end, working



The career opportunities are numerous and this is what really excites and motivates me

directly with owners, operators, and suppliers. When problems arise, it's not uncommon to handle them in person, and the fast-paced environment demands quick, practical solutions.

Relocating also meant adapting to a new culture and addressing some of the industry's outdated attitudes around gender. Joining the Singapore branch of Women's International Shipping & Trading Association (WISTA) gave me the chance to connect with others working to build more inclusive workplaces and challenge existing dynamics. It became an important way to advocate for change and foster collaboration within the sector. As one of the organisers for the 2026 WISTA AGM and Conference, I am keen to extend this platform to other individuals that share this collaborative ethos so that we can build stronger networks of support within our sector.

My time in Singapore has also taught me that growth comes from discomfort. It's a lesson that continues to inform how I approach challenges, advocate for change, and mentor the next generation of professionals.

Driving change

The maritime industry is one of the oldest in the world and sometimes as an industry we cling to our established traditions. However, I've always believed that progress comes from embracing new ideas, which is why I'm committed to demystifying our industry and making it more accessible to the next generation.

This ethos is why I've long advocated for systemic changes like shared parental leave, which I see as critical to building a more equitable industry. These steps aren't just about fairness but about retaining talent and ensuring everyone can thrive, regardless of their circumstances.

KEY ACTION FOR THE INDUSTRY

Shake off outdated traditions



Maritime has many longstanding traditions and – like many industries – is at a critical juncture where the comfort of established ways of working must be weighed against the imperative of modernisation.

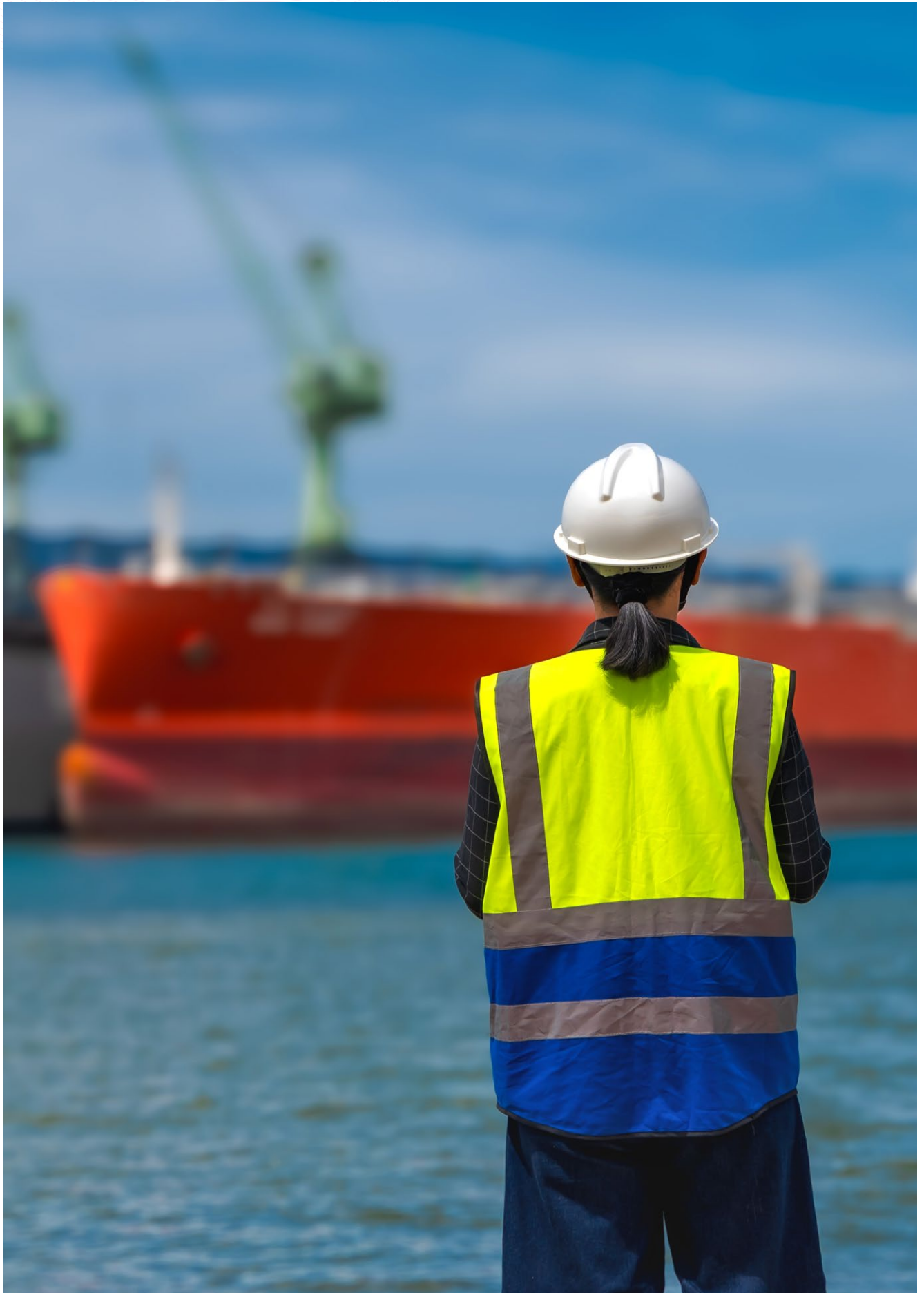
Traditions in themselves are not an innate problem. Indeed, in many respects, time-tested methods contribute to safety, reliability, and operational efficiency within a complex and often hazardous environment. Despite this, vigilance is required to ensure traditions do not become exclusionary.

Maritime's ability to adapt suggests that the industry is not inherently resistant to change. Rather, the challenge lies in directing the industry's innovative spirit towards shifting long-standing cultural and social norms, specifically with the goal of fostering greater diversity and inclusion. One exclusionary tradition is the idea that women aren't physically strong enough for certain roles, which is a simplistic generalisation that also doesn't take into account the huge range of skills necessary at sea. With 8000,000 seafarers needed for the Just Transition, according to research from the [Maritime Just Transition Taskforce](#), recruiting, training and retaining women will be key.

As Amanda Hastings notes, embracing a new way of thinking has the potential to not only drive progress, but also to create a more accessible and prosperous industry for the next generation.

Mentorship and education have also been central to my approach, whether that's informal guidance or structured initiatives. I believe that by sharing knowledge and opening doors, we can make this field less daunting and more accessible to new voices.

Progress takes time, but every step we take towards a more inclusive, forward-thinking maritime sector lays the foundation for the next generation to succeed. We can only build a better tomorrow if we are willing to admit that there is room for improvement on the actions we take today. I think that striving for continuous improvement is the best way to position us so that our success is truly sustainable.



Bold action to break down barriers

This report has showcased a diverse range of maritime voices from across the globe with a variety of experiences that have shaped their careers. However, there's a clear consensus that change is overdue for the maritime sector. The transition to a more diverse and inclusive industry is imperative to meeting the challenges the industry faces.

This does, however, invite further questions: what change do we want to see? Why is change proving slow? How do we convert good intentions and positive dialogue into meaningful, measurable action?

In some instances, our expert contributors have posed solutions that are already well established – and some are working well, such as effective mentoring. Given the slow pace of change however, we need to face up to the reality that more needs to be done.

The recommendations in this report, taken from the stories participants have shared give us some indication of positive steps which can be taken. Many of these are echoed in the recent [IMO-WISTA Women in Maritime Survey 2024](#), showing that we are closer than ever to reaching an industry consensus. The IMO-WISTA report calls for a series of important measures, including greater investment in mentoring, training, and networking; mainstreaming gender in national and international policy; and stronger recruitment for women, especially in leadership roles.

There is clear evidence that greater gender diversity drives business performance, with [research from management consultancy McKinsey](#) revealing that companies in the top quartile for board-level gender diversity are 27% more likely to outperform financially than those in the bottom quartile. Similarly, a [study by MIT Sloan Management Review](#) found that gender diversity on boards can enhance innovation and creativity.

As noted in Diversity Study Group's Annual [DEI in Maritime Review](#), improved representation will prove particularly key in maritime when it comes to tackling "challenges that we face in terms of technology, environmental regulations, decarbonisation and the need to innovate". This review also stresses the importance of a "broad range of talent, both at sea and ashore, to solve these challenges and for organisations to remain competitive."

The good news is we've seen what genuine progress can deliver within other transportation industries. The aviation sector, for instance, led by the [International Air Transport Association \(IATA\)](#), has taken steps to standardise training and utilise technology to reduce physical demands. The adoption of inclusive recruitment language, strong anti-harassment policies, and the tracking of diversity data have also driven progress in the sector. In other traditionally male-dominated industries, such as automotive, committing to career re-entry programmes has played an important role. For example, General Motors, which has achieved [board-level gender parity](#), created its Take 2 initiative to offer experienced professionals seeking to re-enter the workforce a path to full-time employment.

Ultimately, meaningful change will only occur through a united effort across maritime, whether that's devising and implementing bold solutions, or breaking down barriers to progress.

We encourage you to harness the insights and ambitions outlined in this report to help build a more diverse industry, capable of effectively meeting the challenges of today – and creating a more inclusive tomorrow.



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