



DanishShipping



Action plan for
women in shipping

We need more women in shipping – but how?

It can be difficult to know where to start and what to do to attract and retain more women.

That is why we have created this action plan, which hopefully will inspire you and help you to get started. It is important that we succeed in this task, which is why we at Danish Shipping want to support you in the work involved.

The action plan gives you good advice on everything from targets to the number of women in the organisation, what measures need to be taken as an organisation, in terms of recruitment and branding the industry, and how to develop human resource policies that include women.

The action plan provides an overview of what activities you can undertake in order to succeed in achieving the goals you set, while at the same time allowing you to create a time frame that is appropriate for the company.

It is up to each organisation to decide the framework for the company's objectives, time horizon, specific activities and allocation of responsibilities. This plan is therefore neither exhaustive nor tailor-made, but can be used across organisations and sectors to kick-start efforts.

We hope that you will benefit from using this tool in your work to recruit and retain more women in the maritime industry.

Yours faithfully
Anne W. Trolle



Targets for gender balance

Medio 2020	Primo 2021	Medio 2021	Primo 2022
<p>Gender balance - focus point and action</p>			
<p>Management should take the lead The management of the company puts gender diversity on the agenda by setting targets for the growth in the number/proportion of female employees in the company.</p>			
<p>Targets for gender balance Put gender diversity on the agenda by setting targets for the growth in the percentage of female employees in the company. Insert your own target as a percentage in the boxes below.</p> <p>Targets: Aim for a gender diversity of at least <input type="text"/> % female employees in the whole company.</p> <p>Divide the target between employee groups such as: Seafarers: <input type="text"/> % Land-based employees: <input type="text"/> % Management: <input type="text"/> % Board members: <input type="text"/> %</p>			
<p>Assess management on the development of gender diversity in relation to the target figures set, and on the implementation of actions from the action plan.</p>			
<p>Evaluate the targets each year and report to the board.</p>			
<p>Make gender diversity a permanent agenda item for the regular management meetings.</p> <p>Follow the progress of fixed impact points such as retention, recruitment and employee well-being.</p>			
<p>Assess the individual manager for his/her contribution to a gender-balanced company, with regard to recruitment, developing talent and retention.</p> <p>Ensure that evaluation of the management's contribution to a gender-balanced company is included in employee well-being surveys.</p>			
<p>Be aware of bias, values, language and actions. Send the entire management on courses on bias, mastery techniques, gender balance and so on, and talk about the "blind spots" on a regular basis.</p>			
		<p>Deadline</p>	<p>Responsible</p>

Targets for gender balance continued

Medio 2020	Primo 2021	Medio 2021	Primo 2022
Gender balance - focus point and action			
<p>Make the unequal gender balance visible, and inform employees about working with gender diversity by talking about why gender balance is important to the company, using parameters such as resources, knowledge and revenue.</p>			
<p>Talk about gender diversity at staff meetings.</p>			
<p>Make the gender distribution visible to everyone, either physically or virtually.</p>			



Medio
2020

Primo
2021

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2021

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2022

Branding - focus point and action

Deadline

Responsible

The company's public image is attractive to both men and women

Make the company's image attractive and inclusive for both men and women, including on the website and on SoMe.

Create a physical working environment both at sea and on land that is appealing and inclusive for both sexes.

Make sure that work clothes are designed for both sexes.

Use role models of both sexes when portraying the company as a gender-diverse workplace.

Get involved in places where women gather around the maritime industry.

The recruitment process

Medio
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Primo
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2022

The recruitment process - focus point and action

Deadline

Responsible

Advertise jobs openly and with the widest possible personal profile. Write the job advertisements in a language that is addressed to both sexes.

Make sure that the job advertisements make it clear which professional skills are required.

Ensure that an appointing committee always comprises both sexes.

Be sure to select both male and female applicants for interview.

Give all candidates the same amount of interview time.

Talk together before and during the process about the different biases which may exist in relation to assessing female candidates.

Use alternative recruitment pools - for example, engineering training for a job as a superintendent.

Developing careers and talents

Medio 2020	Primo 2021	Medio 2021	Primo 2022
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Developing careers and talents - focus point and action	Deadline	Responsible
<p>Make sure that there are equal opportunities for both sexes for career development and professional sparring.</p> <p>For example, by:</p> <ul style="list-style-type: none"> • having role models of both sexes at all levels • creating career opportunities that are attractive to both sexes • training central employees in what unconscious bias is and the effect this has • having a systematic focus on career development for both men and women. 		
<p>Present a career plan at recruitment or on-boarding interviews that shows how a career can develop in the company.</p> <p>For example, show how a maritime job can become a land-based job and vice versa.</p>		
<p>Offer performance feedback, and focus on employees being seen and recognised.</p>		
<p>Make sure you ask about work-life balance through employee interviews, and indicate that it is important that employees have time for family life.</p>		
<p>Hold career interviews with employees to ensure that employees' ambitions for careers are supported, and offer the right form of talent development.</p>		
<p>Emphasise a broader spectrum of qualifications, e.g. creativity and relational skills.</p>		
<p>Offer skilled employees a mentor with specific focus on developing talent and career paths.</p>		
<p>Ensure a good on-boarding process for both land-based jobs and jobs at sea.</p> <p>Make land-based career opportunities visible to those starting work at sea.</p>		
<p>Give female employees the opportunity to spar with other female colleagues, or to participate in women's networks.</p>		

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HR policies - focus point and action

Deadline

Responsible

Ensure you have a good maternity/paternity policy, for example by:

- keeping in close contact with employees who are on maternity/paternity or parental leave
- remembering to invite them to social or professionally-relevant events and seminars
- encouraging men and women to take maternity/paternity or parental leave on an equal footing.

Make sure there is equal pay between genders - ensure that imbalances are corrected.

Incorporate initiatives on gender balance and gender equality in HR policies such as target numbers, mentoring opportunities, talent and career opportunities, etc.

Ensure that HR policies reflect that:

- the company has clear goals for gender diversity
- the company provides equal career opportunities and pay
- there is a link between the company's values and the employees whom the company rewards
- both men and women are encouraged to seek leadership positions, new challenges and greater areas of responsibility
- employees of both sexes are guaranteed maternity or paternity leave, including links to the company and return to work after maternity or paternity leave.

Conflict management

Medio
2020

Primo
2021

Medio
2021

Primo
2022

Conflict management - focus point and action

Deadline

Responsible

Create a working environment where well-being in the workplace is discussed.

Introduce and highlight zero tolerance for bullying and harassment through both words and actions.

- Express this approach in both oral and written terms, and describe the company's commitment to eradicating harassment and bullying
- Create clear guidelines for conflict management
- Be sure to act consistently when conflicts arise
- Enable incidents - both at sea and on land - to be reported to a neutral body
- Follow up and talk with employees about incidents that occur.

