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Dissertation Paper:
Diversity in the Shipping Industry

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This paper is a milestone in my academic career. I have been fortunate to learn new concepts through the extended research I had to carry out, in order to assemble and finish the paper effectively.

I would like to express my deepest gratitude to my supervisor, Mrs Helen Iakovaki, who guided me throughout this process, while providing help and support so as to achieve this project. I would also like to thank all my instructors and teachers, who have supported and encouraged me throughout my educational career.

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Table of Contents

Table of Figures

List of Tables

1. Diversity

1.1. Etymology

The term 'Diversity' is highly linked to our standardized everyday behavior and reactions to stimuli observed; consciously and unconsciously. In a general manner 'Diversity' is referred to as:

- the fact of many different types of things or people being included in something; a range of different things or people; or

- the fact that there are many different ideas or opinions about something.[1]

Although, when used in business linguistics the term also integrates the following meaning:

- the fact of there being people of many different groups in society, within an organization, etc. (i.e. *cultural/ethnic diversity*); and

- the fact of there being many different things existing together in a group (i.e. *diversity of possibilities*). [2]

The differences between the 'everyday' meaning and the 'business' meaning is quite similar, however the outmost distinction relied on the fact that the first case discusses a wide spectrum of 8 billion people, whereas the second one refers to microscopic spectrum, that is to say the composition of groups or workforces of an institution/company. Based on Dr. Herman Horn, Chief Diversity Officer in

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[1] Cambridge Dictionary on Diversity, (2020) https://dictionary.cambridge.org/dictionary/english/diversity
[2] Cambridge Dictionary on Diversity, (2020) https://dictionary.cambridge.org/dictionary/english/diversity

Texas University, diversity in the workplace is "the range of ways people differ. […]- the groups we often think of when the term "diversity is used; to include age, religion, disability, veterans, status, sexual orientation along with socio-economic status. I also consider different ideas, values and perspectives as components of diversity.". Proceeding to the explanation of the exact term on diversity in the workplace, while bearing in mind the aforementioned statement it is fair to conclude to the fact that diversity resembles the concept of "varied perspectives and approaches to work that members of different identity groups bring", as stated by D. A. Thomas and R. J. Ely, in a relative 1996 article[3].

To continue, a number of researches that have taken place suggest that the inclusion of diverse groups in the workplace, can lead to economic growth, aid the company expand in the market, but also it is a key-element in leading the company to fruition. Acknowledging the different characteristics and including these diverse groups in a healthy environment, where all employers are treated with equity is, certainly, a challenging issue for all companies, operating in this post-modern era, although an essential one[4].

One specific example of such a research, mainly focused on gender equality, in other words diversity regarding gender, is the one Bloomberg conducted for the years 2000-2013. The results of this study are stated hereby as follows:

[3] D. A. Thomas and R. J. Ely, "Making Differences Matter: A New Paradigm for Managing Diversity, (1996), Harvard Business Review.
[4] S, Mayo, R. Lowe, "What is Diversity", College of Liberal Arts, Center for Multicultural and Gender Studies, Texas State, Bulletin, Issue 1 (2013)

Figure 1 Strength in Diversity, study conducted by Bloomberg[5].

Strength in Diversity
Companies supporting best-in-class gender equality are outperforming

Normalized As Of 12/31/2018 ■Bloomberg Gender-Equality Index ■MSCI All-Country World Index

Source: Bloomberg

The above Figure, analyses the level of corporate governance with regard to "gender governance". As such, women directors are highly linked with positive corporate governance, but also highlights the fact that gender diverse boards are more inclined to make sensible decisions in order to further promote their shareholders' interest.

To conclude, it seems that the Bloomberg Gender-Equality Index, which tracks global companies recognized for their diversity policy, had risen to about 19% in

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[5] C. Mullen, "More Women Directors Means Higher Dividends for Investors", Bloomberg, (2019) Retrieved from: https://www.bloomberg.com/news/articles/2019-09-24/more-women-directors-means-higher-dividends-for-investors

2019, leading us to believe that more companies tend to be diversity prone, throughout the years.

While gender diversity is being demythologized within and across industries, other categories of diversity are still facing bias or some parties' unwillingness to properly cooperate, due to them being accustomed to historic habits or past personal experiences.

It is crucial to specify the term diversity, in order to be clear on the solutions and adjust measures within the company, so as all employees feel included and are treated with equity. On that note, diversity as stated above, is the presence of difference within a given setting (i.e. diversity of species within an ecosystem, etc.). Diversity in the workplace refers to a group and can only be observed in relation to others, as such it should not be used as a term to characterize a candidate or a policy strategy within a company, but it rather needs to be less than euphemism and more a matter of conversation and training. This way co-workers can create a healthy environment for the company and thus increase cooperation and profits.

All in all, people's perception on diversity can be summed up as any characteristic physical or connected to behavior, observed to be different and their reaction to this is based on their conceptual framework which has its roots in past experiences and is also shaped by the idea of; "privileged groups sharing common

characteristics". This idea, provides people with a justification for the bias implemented on "diverse" groups and is mainly a byproduct of history[6].

1.2. Distinctions

The term diversity has been thoroughly discussed throughout the past decade and many Universities as well as organizations have opted to analyse the issue to its core, by providing glossaries and lists to the public that can help simplify and explain every aspect of the issue in discussion.

In order to fully understand the concept behind the term diversity hereby are listed some of the terms, that if explained between and among co-workers, through training sessions and also stated within the Company Policy present the opportunity for everyone to reflect bias or even challenge it when observed. Having said that, the terminology developed throughout the years has the ability to either bring groups together or simply divide them, due to conflict of ideas and expression.

The terms opted to be discussed are stated hereby as follows:

- Diversity in the workplace refers to the differences between employees, such as -but not limited to, sex/gender, race/ ethnicity, age, socio-economic class, religion, language, nationality, education, marital status, etc.

- Gender Diversity within the workplace is the equal treatment and acceptance of both male and female employees in an organization.

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[6] R. Melnick, "WHAT ARE THE TERMS? A LOOK AT KEY TERMS IN THE DIVERSITY AND INCLUSION CONVERSATION", (2016), Yale School of Forestry & Environmental Studies.

- Racial Diversity is the representation of different racial or ethnic groups in the workplace, while Racial Inclusion mostly refers to the achievement of a work environment in which all individuals are treated fairly in spite of the racial characteristics they may bear.
- Equity refers to ensuring that everyone has access to the same opportunities. The difference between equity and equality is based on the fact that the goal of equality is to make sure everyone has the same things in order to be successful, but it also assumes that everyone starts equally as well[7], while to achieve equity may require the implementation of a variety of support systems.

Most of the above terms are widely known and thus used hereby, in order for the readers to gain a better understanding regarding the issue of diversity within the workplace. Bearing in mind that, shipping companies are operating constantly, based on the fact that the main asset of the company are its ships, which are micro-versions of societies with a mission to transport cargo to various destinations, shore-based employees are always alert in case the ship is in need of something. On the same note, seafarers are responsible, not only for the ship, which in this case is also their home, but most importantly for the safe and punctual transportation of the cargo, no matter the circumstances.

The workload that land-based or sea-based personnel has, in the shipping industry is of great importance since it's their responsibility to ensure, not only a safe passage of the cargo from Origin to Destination, but mainly to protect the

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[7] Smiley, Leah. "Equality vs Equity." The Society for Diversity, (2017), www.societyfordiversity.org/equality-vs-equity/

investment, that is to say the ship. This comes from the fact that, if anything was to happen to the ship, losses would be severe for many key-players (such as, but not limited to: seafarers, employees, owners, charterers, etc.), as well as for the environment.

The above, is a brief explanation of the situation that exists within a shipping company and has been stated in order to comprehend the extreme uncertain state, under which shipping companies operate and the level on which employees, as well as employers, are influenced.

In order for the company to operate in a smooth manner and provide for all, it is of the utmost importance that all personnel work in a safe and tranquil environment and feel included within and among different sub-workgroups. This way, every action that includes different workgroups and demands an exact amount of time, can be the product of best-used communication, in order to identify the best solution and create and inclusive culture based on empathy, especially when pressing matters are at hand.

2. Diversity in the Shipping Industry

2.1. Overview

The purpose of this paper is to establish that diversity is a crucial issue for post-modern societies, especially in a microscopic spectrum, that is to say when analysing industries individually. In order to properly establish the difference between modern and post-modern workforce culture precisely the industry which was selected for collecting information is the Shipping Industry. This decision is based on the fact that, the Shipping Industry, as one of the most conservative and male-dominated industries globally, is already making steps to evolve through inclusion of diversified work groups, but diversity has only been a topic in this sector's agenda for the last few years. The International Maritime Organization has done excessive research as to the specific differences between work groups that lead to the adoption of a diversified policy within the shipping sector. However, when bearing the anthropogenic factor in mind, it is understandable that not always is it easy to establish a policy that does not affect anyone within the Company negatively. On that note, it is crucial to observe and mark the key-elements which can aid in the effort to upgrade corporate culture as well as sustain it in levels that provide a healthy work-environment for all members of the staff sea-based or land-based.

This research is focused on finding the deficit between work-groups and corporate culture and/or industry culture that is adding to misinterpretation and imbalance within company and or/industry context. In order to achieve the desirable outcome, this paper is focused on qualitative data for better understanding the aforementioned deficit, in an effort to bridge the gulf between

behavioral differences and culture, through proposed training sessions and personal attitudinal change.

In today's global market, evolution is an essential part of optimal performance and provides the means to achieve innovation through pioneering methods and approaches. Popular opinion states that reformatting the working environment in such a way as employees feel confident and included is a way to increase their day-to-day performance, while contributing in preserving and promoting a healthy work environment for all.

In the spirit of the above, Forbes carried out a survey regarding the issue that diversity and inclusion are a key factor for a Company's innovation strategy. The results are shown in Figure 2 below.

Figure 2 A diverse and inclusive workforce is crucial to encouraging different perspectives and ideas that drive innovation[8].

[8] Forbes, "Global Diversity and Inclusion Fostering Innovation Through a Diverse Workforce", (2011).

FIGURE 1: A diverse and inclusive workforce is crucial to encouraging different perspectives and ideas that drive innovation.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Don't know

48%, 37%, 11%, 3%, 1%
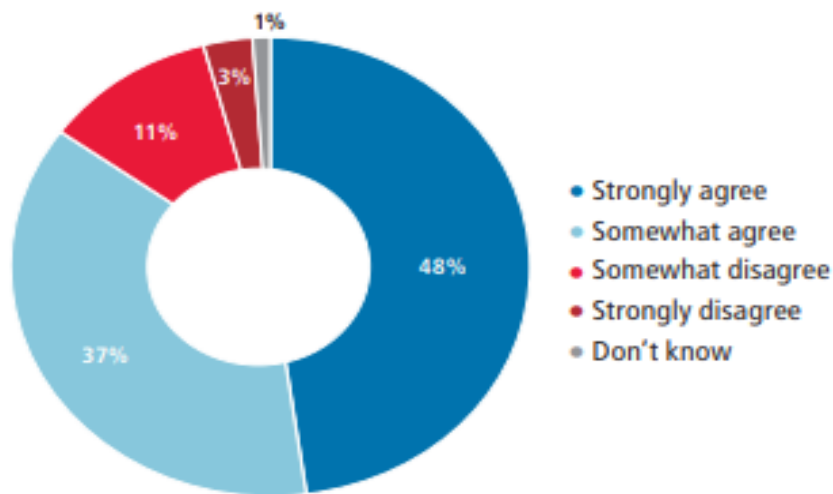
The results state that, a diverse and inclusive workforce can help drive innovation and respondents shared that:

i. they experienced a boost in productivity

ii. got better gender representation in senior management

iii. it ensured that a Company's products and services are respectful of their clients' culture.

Having stated the above, it is of the utmost importance for every employee, along with the employers to fully understand the different characteristics that each one bears and accept them in such a way as to not insult or make anyone within the workplace feel uncomfortable.

Eliminating racial discrimination within the workplace and promoting equity is a key element of the ILO (International Labour Organization) since 1919, as it

affects millions of workers across the world.[9] The workplace is a strategic point, not only to observe, but also to address racial discrimination, since companies are realizing that employing a diverse group can enhance their adaptability to the industry and growth, while satisfying legal and ethical obligations and develop a competitive advantage in the process.

For instance, focusing on a specific company we can observe that approximately 42% of its global shore-based personnel are Female, while 40% of them have an Executive role and 31 women are employed as seafarers.

To continue, quickly scanning through the maritime industry it is observed that sea-based professions are highly male-dominated, since only 1-2% of the 1.25 million seafarers in the world, are women. More specifically 94% of female seafarers are employed in the cruise industry. Bearing the above into consideration gender discrimination still seems to be an issue within the maritime sector, but efforts are being made.

Integrating women in the maritime sector has been an issue for quite a few years, especially since 1976 to 1985, a defining decade for the inclusion of women in the maritime sector, as it was declared as United Nations Decade for Women. Since then International Organizations, such as -but not limited to, the International Maritime Organization (IMO) and Women's International Shipping and Trading Association (WISTA), in order to aid the industry to support women

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[9] International Labour Organization, "Promoting Equity-Ethnic diversity in the workplace: a step-by-step guide", Office; International Labour Standards Department; Governance and Tripartism Department - Geneva: ILO, 2014.

internationally and achieve representation, so as to keep up with the expectations of the twenty-first century.

However, a high rate of racial diversity is observed when it comes to seafarers, since major suppliers are the Philippines, Indonesia, China, Russia, Turkey, etc.

Figure 3 Percentage of all officers and rating from major seafarer suppliers.[10]

Seafarer Supplier	All officers (%)	All ratings (%)
Phillipines	12,39	21,86
Indonesia	3,84	8,26
China	8,47	5,81
Russia	5,37	4,13
Turkey	5,03	4,03
India	4,87	3,56
USA	4,77	3,26
Japan	4,66	1,48
Korea	2,35	0,85
Canada	1,13	1,22
Malaysia	1,05	1,03
APEC total	44,03	44,9
World total	100	100

[10] International Journal of New Trends in Arts, Sports & Science Education, "SEAFARERS MARKET", 2012, volume 1, issue 3, https://bib.irb.hr/datoteka/582444.Seafarers_Market_IJTASE.pdf

Figure 4 Chart of major seafarer supplier countries in the world.[11]
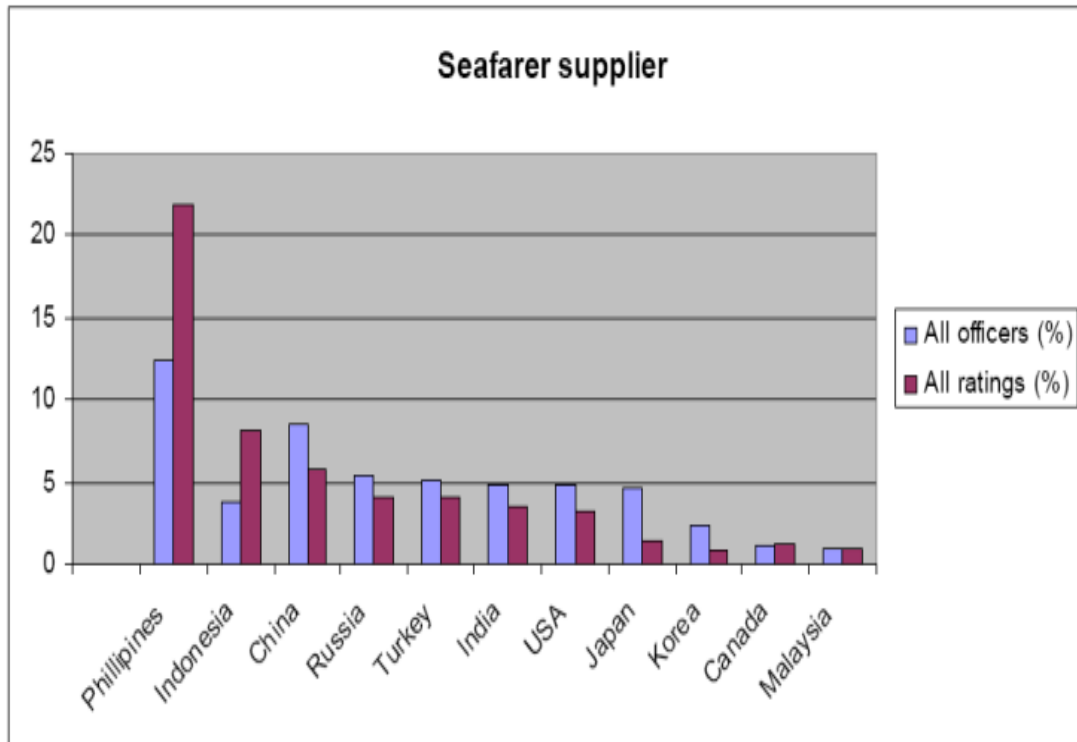
Workplace diversity may have been achieved when referring to racial diversity, but addressing racial discrimination is essential in order for diversity to be promoted and ensured.

The 2020 publication of "The Seafarers Happiness Index", by The Mission to Seafarers, bears concerning evidence of racial discrimination, coming from accounts of racism experienced while at sea, raised by the seafarers[12]. The troubling aspect of this case, other than the actual bias felt by the victim, is that

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[11] International Journal of New Trends in Arts, Sports & Science Education, "SEAFARERS MARKET", 2012, volume 1, issue 3, https://bib.irb.hr/datoteka/582444.Seafarers_Market_IJTASE.pdf
[12] The Mission to Seafarers, P&I insurer the Shipowners' Club, "Seafarers Happiness Index - Quarter 1 / 2020: Special COVID-19 Edition", (2020), https://www.happyatsea.org/wp-content/uploads/2020/05/SHI-Q1-2020-Covid-19-FINAL.pdf

reports show seafarers did not feel they had the opportunity to formally complain or as for support. [13]

Of course, the above example consists of many factors. To be more specific, the imposed measures concerning the COVID-19 pandemic has forced many seafarers to remain onboard, away from their families and home, and thus being agitated. Other incidents of racism have been reported by seafarers. For example, Filipino seafarers faced difficulties directly connected with the outbreak of the virus, at dock, when some operators were afraid to come near them or asked them to go away. [14]

It seems now, that the pandemic has attributed to the identification of many such cases, which are not only part of a racist culture, but can also affect this line of business, due to feelings of fear and having to take quick actions in order to be done that can easily lead to miscommunication or omission.

The above are vibrant examples of the circumstances, under which seafarers are obliged to operate, due to current events. Although, cases of discrimination and harassment have been reported over the years, especially from female seafarers[15].

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[13] ISWAN, "Latest Seafarers Happiness Index shows decrease in positivity and satisfaction among seafarers", (2020), https://www.seafarerswelfare.org/news/2020/latest-seafarers-happiness-index-shows-decrease-in-positivity-and-satisfaction-among-seafarers

[14] Hellenic Shipping News, "Filipino seafarers face discrimination. Anxiety amid Covid-19 pandemic", 2020, https://www.hellenicshippingnews.com/filipino-seafarers-face-discrimination-anxiety-amid-covid-19-pandemic/

[15] Nautilus International, "The seafarer who would not be silenced – going public on shipboard sexual harassment", (2019), https://www.nautilusint.org/en/news-insight/telegraph/the-seafarer-who-would-not-be-silenced--going-public-on-shipboard-sexual-harassment/

Considering that seafarers are the key element of the maritime industry globally, it is essential that they are protected by their companies, as well as to be able to report all sorts of abuse, in order to create a healthy environment for every employee. This practice can only be achieved through the adoption of a discrimination-free workplace culture and various ethical barriers supported and promoted by the Company's Policy.

3. Company Policy Enhancement

Significant developments have taken place within the maritime industry since the 1990's, in order to address newly introduced issues and enhance productivity, while keeping up with change. In this regard, it is of the essence to take under consideration changes that derive from the societal development in perceptions and adjust the Human Resource Management, as well as the Company's culture, so as they harmonize with the multiculturalism of the crews and shore-based personnel. This is mainly based on the fact that, safety in shipping is a by-product of the people who manage the operation and the ship's journey, thus effective cooperation shall be a given, in order to achieve optimal results[16].

Workplace diversity includes any dimension that can be used to differentiate employees from each other and distinguish the elements and qualities in which they differ from each other, either if those dimensions are visible or not; i.e. race, colour, gender, sexual orientation, etc. The above are crucial factors when managing workgroups, due to the different qualities that employees possess define the way in which people are influenced by these characteristics as well ats, the way in which they interact and achieve business tasks.

More specifically, when analyzing the maritime industry, it is observed that the Company's shore-based and sea-based personnel is the most fluctuating part of the operational costs and thus the choice to include multicultural crew and

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[16] I. Papanicolopulu, "Gender and the Law of the Sea", (2019), pp. 300-312

personnel started as a strategy to avoid high cost in low-priced periods[17]. Although this may be the case, a proper management of this strategic choice is critical, in order to address the multinational crew and personnel challenges that may arise. This can only be achieved through the modification and implementation of a multicultural policy, which aims to include all personnel and create a healthy work environment, focused on cooperation and coordination of strategic and operational decisions aboard and ashore.

Adding to that, a multicultural policy basis not only on employing people from diverse backgrounds, but also developing in-house mechanisms in order to manage the company's workforce effectively. The risks of poor human resources management within culturally diverse workplaces are of the essence and can derive from linguistics use or even disproportionate cultural representation among personnel, thus creating a significant imbalance in employee relationships.[18]

This is the main reason to deviate from traditional human resources techniques and adjust the Company's policy, as well as its culture, to modern management methodology focused on inclusion and providing a healthy work environment for all personnel, thus achieving attitudinal change between and among employees from different backgrounds.

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[17] I. Theotokas, "Manning strategies in Greek-owned shipping and the role of outsourcing", (2005).
[18] Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, Unit 2. Retrieved from:
http://scholarworks.gvsu.edu/orpc/vol2/iss1/8

Therefore, managing diverse work environments has been under the microscope for Human Resources departments, so as to improve a Company's productivity and credibility when it comes to its reputation.

Further to that, it is well known that plenty of organizations in the past, operated under the assumption that creating a uniform workforce, where all employees thought and acted alike would result as beneficiary for the Company's operation, whereas today, managers opt to create a more diverse workforce in order to utilize a greater array of knowledge, skills and abilities found in diverse work environments. Indeed, it is essential to achieve higher productivity and performance, but when responsible for the creating and preservation of a healthy work environment one shall be aware of several issues that can have an impact to this effort. For example, it is important to include and penetrate within the Company's policy the concept of equal opportunity for all employees, as well as treating everyone fairly in all aspects of employment. This can be achieved through integrating regulations within the Company's policy (such as; Equal Employment Opportunity (EEO) regulation, The Equal Pay Act of 1963 (EPA), etc.) and providing training for all employees in order to destigmatize and explain certain objectives presented by legislation and policies[19].

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[19] C. D.E. Buckingham, "A CASE STUDY EXPLORING THE IMPACT OF MANAGING WORKPLACEDIVERSITY ON DIVERSITY AWARENESS ANDEMPLOYEE JOB SATISFACTION", (2010).

3.1. Linguistics Approach

This chapter focuses on the language barriers as a cause of miscommunication in multinational teams, but does also, provide solutions for improving of the existing policy within the Company, from a linguistics perspective, in order to increase the Company's overall work performance.

As it is widely known, the language mainly used within the Maritime Industry, on-board and ashore, is English[20]. Of course, the English language in not the mother tongue of all the employees occupied in the Shipping Industry. This view of second language communication brings to the table the issue of whether one expresses oneself as desired or the comprehension of one's words is mistaken.

However, the language used is not the only factor that leads to disruptive effects within a group or a community. More specifically, it is quite essential to observe the exact language barriers in terms of their manifestation, when concerning minimum knowledge sharing or power-authority issues[21].

A Company's key component is to acquire the best mix of skills for its workforce, since human capital and cultural diversity can influence productivity and increase profits. In order for a diverse workforce to be able to operate smoothly in a healthy environment, effective communication is crucial.

Linguistic diversity within the workplace is thought to be the key in promoting inclusion among different workgroups and individuals. This, is based on the

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[20] E. TORES, "LANGUAGE BARRIERS AND MISCOMMUNICATION AS A CAUSE OF MARITIME ACCIDENTS", (2002), Thesis, MERCHANT MARINE ACADEMY OF MACEDONIA
[21] E. TORES, "LANGUAGE BARRIERS AND MISCOMMUNICATION AS A CAUSE OF MARITIME ACCIDENTS", (2002), Thesis, MERCHANT MARINE ACADEMY OF MACEDONIA

principles of diversity and its terminology, that is to say communicating regardless of the differences observed in; race, ethnicity, gender, language, etc. and attempting to communicate in such a way as to respect cultural diversity. This method of communication, extends to all employees, seafarers and onshore personnel, in order to ensure smooth cooperation between and among all workgroups. It is well understood that the landscape of linguistics is a main part of a deeper social context in which differences emerge from workgroups including individuals from various cultures and thus the solution stands in being able to fill the gaps observed in the workplace through the employee's empathy and understanding, but also through training courses.

Previous studies have shown that, several linguistics challenges in the international workplace derive from and are related to language competence[22]. Bearing that in mind, it is essential to assess employees' linguistic competences and enhance their understanding through training courses focused on bridging over language ideologies and, thus, avoid social exclusion due to miscommunication.

To conclude, it is important to understand that all countries have different degrees of linguistic diversity and different ways to managing it. Managing linguistic diversity in the workplace is a key element for enhancing communication between and among workgroups. This is especially important when referring to the Maritime Sector since the official language is English, but the market is comprised

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[22] D. Lønsmann, "Linguistic diversity in the international workplace: Language ideologies and processes of exclusion", Multilingua, (2014), 33(1-2), pp. 89-116

by people of different cultural and language backgrounds[23]. As such employees should be trained, as to fully comprehend Maritime English. For example, Companies can distribute a tailor-made bilingual dictionary, intertwined with the Company's employees cultural background.

Of course, linguistics diversity applies to the Company's external communication when aiming to attract candidates for undertaking a role within the Company.

3.2.   Job Advertisements: The Paradigm

In line with the previous chapter, a key task undertaken by human resources management, highly linked with linguistics used in the work environment, is recruiting and selecting participants for a specific position within the workplace. Of course, in order to come to the selection of a specific participant, one must first attract the target group appropriate for the Company's needs. This suggests that actions must be made in order to fill job vacancies, with the most popular one being job advertisements. But how does this ensure the attraction of diverse candidates and the promotion of an inclusive culture on behalf of the company?

Human communication research has made an effort to explain gender-based language and its importance when trying to attract gender-groups[24]. For instance, results indicate that job-advertisements targeted towards employing males often use more masculine wording (words associated with male stereotypes, such as;

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[23] P. Yanaprasart, "Managing Language Diversity in the Workplace: Between 'One Language Fits All' and 'Multilingual Model in Action", Universal Journal of Management, 4(3), (2016), pp. 91-107.
[24] N. A. Palomares, "Explaining Gender-Based Language Use: Effects of Gender Identity Salience on References to Emotion and Tentative Language in Intra- and Intergroup Contexts", Human Communication Research 34 (2008) 263–286, (2008), International Communication Association.

strong, competitive, leader, etc.), while the same is true for job advertisements targeted towards employing females (words such as, support, understand, etc.). Institutional-level mechanisms, such as posting of job advertisements on websites or print press, has a high impact to the company's personnel, as well as the general public's opinion of the company. Since, the material is publicly available and vulnerable to public opinion, the wording used in order to attract candidates for a specific job should be chosen wisely, in order to avoid any form of discrimination against any groups of persons. Of course, sometimes this procedure is disregarded and the context tends to reinforce certain stereotypes, formed throughout history. This omission, poses a great risk of a less obvious than overt racism, though nevertheless a discrimination by a larger entity towards a specific gender and/or racial group and is known as institutional or systemic racism.[25]

The current analysis is focused on decoding the form in which language is used in job advertisements in order to identify the impact that language has, as a variable, on gender discrimination.

More specifically, when trying to attract candidates for a job at sea or in the Merchant Navy, wording used in job advertisements such as the ones that follow can be easily misunderstood as institutional racism, even if that's not the case.

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[25] E. Gutiérrez-Rodríguez, "Sensing dispossession: Women and gender studies between institutional racism and migration control policies in the neoliberal university", (2015), Elsevier,

JOB DESCRIPTION

Are you a wannabe sea dog? Do you want to spend your professional life aboard a boat? Are you looking for an alternative to joining
Well then, you're in the right place.

Merchant navy officers are employed by commercial shipping companies to work on all kinds of seagoing vessels, such as cruise liners, cargo ships, tankers and hovercraft.

These guys typically adopt a deck officer or engineering officer role in a team leading capacity. However, they also do their fair share of hands-on practical work.

As a deck officer, you will be responsible for navigating the ship using state-of-the-art radar and GPS systems, monitoring weather reports, listening to broadcasts   and using on-board communication systems to liaise with other crew members.

Furthermore, you will oversee the operational responsibilities of your crew, such as the loading of cargo and the use of machinery. Consequently, you will also be responsible for making sure everyone complies with rigorous health and safety policies.

Finally, you will have a range of administrative and managerial duties, such as maintaining the ship's log (kind of like Captain Kirk), training junior staff and monitoring budgets.

As an engineering officer, you will lead of team of on-board marine engineers who are responsible for maintaining the ship's machinery, making repairs and overseeing the operation of propulsion, fuel and waste systems. You will also conduct inspections on a regular basis to make sure everything on the ship is functioning effectively (or, indeed, "shipshape").

Adding to that, it is essential to refer to the photographs of seafarers used in various job advertisements websites. To be more specific, these photographs

mainly illustrate men onboard[26], thus staying true to preconceptions regarding the gender/type of people who work in the shipping industry, although women started contributing in the maritime industry since the 19th century[27].

To continue, job descriptions regarding Merchant Navy jobs often use words such as steward, seaman, etc., thus creating the impression that these jobs mainly target male candidates.

Rooted in this rationale, examples of such wording in job advertisements are presented below;

Job Description

Urgent required in Merchant Navy Shipping Company Jobs

required urgently in shipping companies as general steward, oilers, trainee seaman's, able seaman's, motor man, we required G.P ratting fresher's, saloon ratting fresher's, deck cadets, engine cadets,trainee marine engineers,ETO we provide RPSL companies, we are having urgent vacancies for Indian CDC, Liberian CDC, panama CDC holders fresher's and experienced seaman's can apply all placements are available with service charges only contact.

Job description

Opening for Ordinary Seaman, Wiper & General Steward for merchant Navy
Type of Ship- Container Ship
GRT- 10000 Above
Salary- $300
Joining port- Singapore
Joining within 15- 20 days

Job description

We are hiring Able Seaman(AB) for Tanker Vessel demolition / ship recycle / ship Breaking. The GTR is 25000 & above. The work location is Brazil.

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[26]https://www.google.com/search?q=seafarers&sxsrf=ALeKk02wHns-367akfnd81W5oduvLsWSLw:1596120954791&source=lnms&tbm=isch&sa=X&ved=2ahUKEwjP_5z0nfXqAhUHzqQKHapFBhsQ_AUoAXoECA4QAw&biw=1051&bih=934
[27] H. A. Aggrey, "Women in the maritime industry : a review of female participation and their role in Maritime Education and Training in the 21st century", (2000), World Maritime University Dissertations, 383.

The linguistic approach used in the above Figures is focused on a particular social identity of a male candidate, justified by the fact that the content of the wording used is masculine, that is to say directly related to male gender.

This particular practice, presents an obstacle for female candidates, since company employees' lack of awareness or practical obstacles, lead to identification and promotion of a specific profile for seafarers associated with the tradition of shipping, historically being a male dominated industry.

However, these obstacles can be overcome and inclusion can be achieved through the adoption of policies and the promotion of an inclusive culture adopted by the Company, in order to protect and safeguard the rights and identity of female seafarers[28] and employees.

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[28] P. Mukherjee, "7 Main Reasons There Are Fewer Women Seafarers In the Maritime Industry", Life At Sea, Marine Insight, (2019).

3.3. Training: Managing Diverse Workgroups

Creating a diverse workforce is the first step, towards achieving optimal performance within the workplace, but when it comes to managing these workgroups, one should take under consideration a range of variables. The notion that increased diversity can -automatically- result to high performance is misleading. More specifically, creating diversity without a coherent background on how to manage it, can most likely cause more problems than usual and thus decrease the positive effects of diversity within the Company.

That being said, human resources management in shipping can either be an in-house function or assigned to a third party (outsourcing), specifically contracted to provide a service (such as, training, staffing, pay and benefits, etc.), traditionally carried out within the Company and which is focused on coordinating multiple workgroups towards obtaining a competitive advantage, in addition to optimal performance.

In any case, this strategic decision must be well advised and correspond to the Company's needs, in an effort to encourage a heterogeneous environment, through promoting open communication and creating strategies to address challenges that may occur.

The Table 1 below, suggests some techniques which can prove to be useful when used for managing diverse workgroups within a Company.

Table 1 Techniques for managing diverse groups within the workplace. [29]

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[29] E. Dyson, "MANAGING DIVERSITY IN THE WORKPLACE".

Company Operation	
1. Prioritize Communication	Scheduled meetings between subgroups, in order to ensure effective communication amongst employees. This is designed so as to overcome language and cultural barriers and achieve better communication within the workplace. Managing these elements can help cultivate diversity awareness within the workplace.
2. Treat employees as individuals	This focuses on avoiding discrimination by encouraging employees to not make assumptions about co-workers from different backgrounds. Treating every employee as an individual and respecting their personality rather than rushing to attribute characteristics, which may or may not identify with their backgrounds can cause misunderstandings.
	Promoting diverse workgroups within the Company can create a healthy environment and increase

3. Encourage interaction (working in diverse workgroups)	communication between employees, even when from different departments.
4. Hiring	Recruiting and hiring individuals from a variety of backgrounds is crucial for creating and sustaining diversity within the workplace. On that note, when conducting interviews managers should be trained about which questions are appropriate and last, but not least, it is important to select candidates based on their suitability for the position.
Company Policy	
1. Establishing documentation and procedures	Creating handbooks which include code of conduct, specifically outlining Company's policy regarding diversity policy, non-discrimination policy, employment conditions, disciplinary actions, termination, etc.
2. Zero-tolerance policy	Creating a healthy environment is mainly based on appropriate behavior and respect towards co-workers. Establishing schemes for safe

	reporting of inappropriate behaviors and misconduct can help reduce such incidents. (i.e. formal complaint policy, even if anonymous).
Training	
1. Sensitivity Training	Understanding different cultures and adjusting perspectives about people from different backgrounds, as well as communicating and resolving conflicts properly and prove to be an asset for the Company's personnel and thus its productivity.
2. Diversity Training	Being informed about and reviewing internal policies regarding current employer-related and diversity laws can be of great importance for a Company, especially if it has an international presence, as Shipping Companies do.

All in all, diversity workforce management may be a challenging topic, but encouraging and promoting the inclusion of policies and behavior towards overcoming discrimination is a way to evolve in this constantly changing global environment. Shipping Companies can thus achieve and manage diversity workforce in order to gain a competitive advantage in terms of innovation and

advancement, through creating a healthy work environment and recruiting talents from a variety of backgrounds.[30]

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[30] C. Cassell, "Managing Diversity", The Experience of Managing, (1999), pp. 86-94.

4. Sustainability

4.1. Literature Review

The principles of sustainability can be implemented within an organisation by adopting its concept in Human Resources Management (HR), through best practices and training courses used to sensitize all personnel. Several researches have identified diversity and inclusion as an innovative measure of increased internal productivity[31]. More specifically, a recent McKinsey study has found that gender diverse companies have 15% higher degree of outperforming competitors, while racially diverse companies have 35% higher degree to do better[32].

Bearing the above in mind, encouraging the continuous efforts to support diversity in the long term, as well as sustaining its advantages to the Company's productivity and smooth operation, is an essential challenge for organizations worldwide.

Nowadays, building a diversified workforce is a key priority in the workplace, but sustaining diversity and inclusion strategies is a measure that should be supported by the entire Company. Prioritizing employees and enhancing the Company's policy towards creating a healthy work environment for all employees is the baseline for implementing an effective Human Resources Management policy within the Company. In a recent Gartner survey, diversity and inclusion is a talent management priority for CEOs, although most diversity initiatives are

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[31] Forbes, "Global Diversity and Inclusion: Fostering Innovation Through a Diverse Workforce", (2011).
[32] V. Hunt, D. Layton and S. Prince, "Why diversity matters", (2015), https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters#

reported to be ineffective. More explicitly, the survey reports that more than 800 CEOs have signed the CEO Action Pledge for Diversity and Inclusion, while only 36% of them have reported that their organization has proven effective at building diverse workforce. The study also reveals that 80% of these organizations rate themselves as ineffective regarding the development and implementation of diverse and inclusive leadership[33].

Companies which enact sustainable diversity and inclusion strategies can achieve optimal performance, since employers tend to be more productive. For example, "a 20% increase in organizational inclusion, translates into a 6.2% increase in the job-effort, a 5% increase in employees' intent to stay with the organization and a nearly 3% increase in individual employee performance", as stated by Gartner[34].

Table 2 below, describes some key elements of diversity initiatives and reviews approaches used in organizations, so as to seek benefits that diversity, inclusion and equity can bring, while outlining techniques and measures for improving the Company's work environment.

Table 2 Sustainable Diversity and Inclusion Strategies[35].

Sustainable Diversity and Inclusion Strategies	
Inclusive Leadership	Endorsing tailor-made training opportunities for different organizational leadership levels, so as

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[33] Gartner, "Gartner Says Diversity and Inclusion Are the No. 1 Talent Management Priority for CEOs; Most D&I Initiatives Ineffective", (2019).

[34] M. Baker, "3 Steps to Sustainable Diversity and Inclusion Strategies", (2019), https://www.gartner.com/smarterwithgartner/3-steps-sustainable-diversity-inclusion-strategies/

[35] A. T. Zippel, "How Managers Can Sustain Diverse and Inclusive Workplaces", (2020)

	to cultivate attitudes and actions that support diversity and inclusion should be a standardized procedure within the Company. Effective diversity and inclusion training can aid employees to self-reflect and develop a new perspective, in order to achieve attitudinal change and avoid unconscious or otherwise bias and stereotype that affect productivity and communication within the Company.
Maintaining Inclusivity	Developing a healthy and functional environment for every employee can be achieved through a variety of measures. For example, stating within the Company's policy the promotion of equal opportunity and pay, or even creating a disability-friendly work environment. To continue, facilitating employees by providing flexible work hours and scheduling can prove to be very important for achieving work-life balance.

	Last but not least, an essential measure that raises awareness, as well as promotes diversity and can be used to avoid internal miscommunication or problems between employees is; mentoring (provided by the HR department).
Company Culture	Employee-centric approach is an effective way to understand diversity, but also to design and promote a relevant diversity and inclusion strategy, customized to the Company's needs.
Company Policy	Developing a Diversity and Inclusivity Index provides organizations with the opportunity to keep track of their progress regarding these issues, identify problems and challenges that may occur and resolve them. Testing the initiatives taken by the Company's leadership regarding Diversity and Inclusion can help in the creation of a healthy work environment by focusing on issue,

	such as-but not limited to- fair treatment, decision-making, trustworthiness, diversity, etc. so as to develop new mechanisms or adjust the existing.

Diversity training is a key element for smooth operation within the workplace and was invented in the 1960's and 1970's, focusing on "sensitivity trainings" against discrimination lawsuits. Diversity training is a way reduce widespread predujism and promote inclusion between intergroup relations, while also encompasses a wide range of activities and is a process highly coinciding with experiential training methods[36].

To conclude, attracting and retaining top talent is highly linked to the level of diversity and inclusion within the Company's workforce and as global competition tends to increase overtime, one should consider the "basic formula for diversity" as a global strategy, towards achieving higher productivity and a healthy work environment[37].

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[36] E. L. Paluck, "Diversity Training and Intergroup Contact: A Call to Action Research", Journal of Social Issues, Vol. 62, No. 3, 2006, pp. 577—595.
[37] Forbes, "Global Diversity and Inclusion Fostering Innovation Through a Diverse Workforce", (2011).

5. Discussion

Diversity in the workplace refers to an organization that employs people from different backgrounds, that is to say individuals of varying gender, race/ethnicity, age, sexual orientation, along with other attributes. Having said that implementing diversity initiatives can give access to a wider talent pool without some restricting definition of a particular world-view or ethnicity.

However, building a diversified workforce does not guarantee higher productivity or smooth operation within the organization on its own and research finds that achieving it in practice has proven more difficult than anticipated. The reasons behind this is that there is often a mismatch between designing diversity policies and actually implementing them, while aligning diversity policies with organizational goals is also a challenge[38].

Identifying the benefits that diversity has can facilitate the process of creating policies and internal processes in order to implement diversity initiatives in the most effective way. This way, challenges and boundaries that may-or may not-occur can be resolved in an appropriate way, with regard to the Company's policy. To conclude, valuing diversity and inclusion as a strategic means can amplify the organization's competitive advantage, along with enhancing its effectiveness[39]. This way, managing diversity can be proven to have positive outcomes for the

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[38] M. Shemla, "Why Workplace Diversity Is So Important, And Why It's So Hard To Achieve", (2018).
[39] T. H. Cox and S. Blake, "Managing Cultural Diversity: Implications for Organizational Competitiveness", (1991), The Executive, 5, 45-56.

employees and the organization's atmosphere, as well as its productivity, thus transforming the "Managing Diversity" mindset to "Managing for Diversity"[40].

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[40] C. I. Chavez, J. Y Weisinger, "BEYOND DIVERSITY TRAINING: A SOCIAL INFUSION FOR CULTURAL INCLUSION", HUMAN RESOURCE MANAGEMENT, pp 331-349.

6. Conclusion

The purpose of this paper is highly linked with raising diversity awareness within the workplace, as well as providing solutions for challenges that may occur by how an organization manages workplace diversity and employee job satisfaction, as well as highlight the importance of its existence within an industry which operates in a global market.

In that spirit, the issue of diversity and inclusion of individuals from different backgrounds, in today's global market, is necessary to drive innovation by developing new strategies towards obtaining a competitive advantage. In order for companies to be successful there is a need to ensure that the environment within which new ideas are cultivated and developed is a healthy one and respects the differences between employees. This way, not only does the Company operate in a smooth and coherent manner, but also multiple voices can encourage out-of-the-box thinking and foster creativity, thus increasing the Company's productivity. Nowadays, Companies no longer view diversity initiatives as separate from other business practices, especially in the Shipping Industry where the human factor is what drives and stimulates the business. Internally, Companies are struggling with developing strategies in order to defend the fundamental rights of minorities and/or individuals from different backgrounds that they employ, due to the complexity of the issue. However, embracing and promoting diversity initiatives has shown to contribute to innovation, while studies show that there is a negative relationship between a lack of diversity and productivity (Richard, Murthi, Ismail, 2007, p. 1214), since diversity promotes creativity and improves decision-making effectiveness.

All in all, diversity in the workplace can increase the competitive advantage of a Company, especially when referring to the Shipping Industry since it operates in the international market and individuals from different cultural backgrounds with linguistics differences find employment in it. However, it is essential to develop internal mechanisms in order to manage diversity and promote inclusion within the Company and among its workgroups, in line with the Company's personnel and the market's needs.

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