

## Impact Case Study Template

<b>Title of case study</b>	Gender Empowerment and Multi-cultural crew (GEM) research
<b>Author(s)</b>	Dr Kate Pike and Dr Emma Wadsworth
<p><b>1. Summary of the impact (around 100 words)</b></p> <p>State the specific impacts, benefits or contributions claimed in this case study.</p> <p>GEM was conceived with the purpose of informing the maritime industry about gender issues in the sector and building a platform for change. Specifically, the research has led to:</p> <ul style="list-style-type: none"> <li>• Increased representation of women at executive level in InterManager, an industry leading members' organisation.</li> <li>• Better informed strategy and grant award decision-making at Lloyd's Register Foundation (an organisation which promotes safety at sea, and which awarded a total of £34.6m in grants during in 2015/16).</li> <li>• Better informed provision of seafarer welfare services provided by the Merchant Navy Welfare Board across its whole UK operation.</li> </ul> <p>More generally the research has raised awareness of gender issues and acted as a catalyst for change as corroborated by numerous industry leaders.</p>	
<p><b>2. Underpinning Research (around 500 words)</b></p> <p>Explain the research that underpinned the impact, when it was undertaken (<b>must be between 1 January 2000 and 31 December 2020</b>) and by whom (names the key researchers and positions they held at the institution at the time of the research).</p> <p>The Gender, Empowerment and Multicultural Crews (GEM) Project (2015-16) was led by Dr Kate Pike (Associate Professor, 2002-19) with Solent colleagues Prof Minghua Zhao (Director of China Centre (Maritime), Dr Pengfei Zhang (Senior Lecturer, 2015-present) and Emma Broadhurst (Research Assistant 2015-19) and collaborators in China and Nigeria. GEM was funded by the International Transport Workers' Federation Seafarers' Trust, a body which supports organisations that directly provide welfare services to seafarers.</p> <p>GEM aimed to encourage and support women in the workplace and highlight issues related to the welfare of every seafarer (including men and women) and the way they are treated on board. The research used a mixed method, inductive approach, due to the diverse nature and geographical scope of the project. Three key methods were employed: a comprehensive review of secondary data to develop a literature review; surveys of cadets from the UK, Nigeria and China during various stages of their training; and a series of semi-structured stakeholder interviews across the three research countries targeted at different sectors of the industry. Additionally, in the UK, a small focus group was held with female cadets from Warsash Maritime Academy (WMA) to examine the issues raised from their survey data in more depth. Finally, the research was further validated through panel discussions which took place at the GEM Conference held at the ITF Seafarers' Trust in June 2016. In 2017 the GEM project was shortlisted for "Research Project of the Year: Arts, Humanities and Social Sciences" at the Times Higher Education awards.</p> <p>The key findings of GEM are:</p> <ul style="list-style-type: none"> <li>• In order to attract more women into the industry, greater awareness of the shipping industry is required. There is an issue with awareness of maritime careers among children and with the lower inclination of girls to select STEM subjects.</li> </ul>	

- Only 2% of the global seafaring workforce is made up of women, with the majority of those working in the passenger sector (cruise and ferries).
- There are issues in Nigeria and China with women cadets getting the experience (sea time) required to progress in seafaring careers.
- Shipping companies can be unwilling to employ women, for example because of the cost of adapting gender-specific accommodation or due to perceived issues associated with mixing women and men on board.
- Some shipping companies want to increase the number of women that work for them in line with their corporate social responsibility and inclusion policies.
- Being in the minority, the onus is on women seafarers to check their own behaviour and develop awareness of how they come across in the company of men and particularly when working within a multi-cultural crew environment.
- The research highlighted many incidences of abuse and discrimination at sea, which occurs mainly within the lower ranks and younger age demographic. Discrimination and harassment needs to be addressed rather than tolerated. Responsibility lies with shipping companies and senior officers to establish the right on-board environment.
- Senior officers, particularly the Captain, are responsible for the welfare of their crews and need to be equipped with the correct knowledge and skills to adequately address gender-related issues.
- Lack of training and mentoring were frequently mentioned as contributing to the issues surrounding gender and multi-cultural crews.
- Most cadets did not think that the multi-cultural crew environment contributed to gender issues. The issues raised related more to safety than gender discrimination. Language barriers were mentioned, and it was recognised that expectations, hierarchies and tolerances vary across cultures which may affect the perception and treatment of women on board.
- The future role of seafarer may well require more skills that are traditionally associated with females (sometimes referred to as 'soft skills').

### **3. References to the research**

Cite up to six references to key outputs from the research, evidence about the quality of the research and details of any grants that supported the research.

#### **Publications**

3.1 Zhao, M., Zhang, P., Pike, K., & Broadhurst, E. (2017). Chinese women seafarers: A case study of the women cadets in Shanghai. *Marine Policy*, 83, 40-47.

<https://www.sciencedirect.com/science/article/pii/S0308597X17301082>

3.2 Pike, K., Broadhurst, E., Zhao, M., Zhang, P, Kuje, A., & Oluoha, N. (2017). Gender Empowerment and Multi-cultural Crew (GEM) Project Report, ITF Seafarer's Trust.

#### **Funding**

Gender, Empowerment and Multi-cultural Crew (GEM), ITF Seafarers' Trust, £70,000, 2015-16.

List of GEM publications and press articles:

<https://www.solent.ac.uk/research-innovation-enterprise/rie-at-solent/projects-and-awards/gem-project/dissemination>

#### **4. Details of the Impact (around 750 words)**

This section should explain the nature and extent of the impact, the nature of the beneficiaries and how the research led or contributed to this. Include dates.

GEM was conceived with the purpose of informing the industry about gender issues in the maritime sector and building a platform for change. Research participants were drawn from various levels, roles and organisations across the UK, Nigeria and China so there is naturally wide engagement with stakeholders. This engagement has led to impact both on policy/practice and on awareness/attitudes within the industry.

##### **Impact on industry policy and practice**

InterManager, an association of major ship and crew managers from around the world representing over 5,000 vessels and over 250,000 seafarers, took on board the GEM findings with impact on its own management structure:

“Within InterManager, the most visible impact of GEM has been to increase female representation in our management structures. In particular we have encouraged senior female managers to consider being part of our highest body, the Executive Committee. We are very happy to confirm that two female executives are now part of the 14 strong Executive Committee of InterManager. Our position in the industry means this move is providing a leading example for our members. We are now discussing further steps to deliver on the responsibilities highlighted by the GEM project. The GEM conclusions definitely showed the importance of many, many issues and shamed us to action.”

Capt. Kuba Szymanski, Secretary General, InterManager [5.1]

GEM has informed the way Lloyd’s Register Foundation (LRF) carries out its work to improve the safety of life and property at sea. In 2015/16 LRF awarded grants of £34.6 million for research to drive the industry forward. All its funding programmes are evidence-based and, according to Dr Olivia Swift of LRF, GEM “provides one of the few existing sources on the gender-related issues in maritime on which we can base our planning in this space [and] helped raise awareness among maritime funders/industry of the value and insights to be gained from qualitative/mixed methods research” [5.2].

The Merchant Navy Welfare Board (MNWB) is a charity promoting the provision of welfare services to merchant seafarers and their dependents in the UK. MNWB has made the GEM findings essential reading across their 16 Port Welfare Committees which cover ports around the UK. The gender issues highlighted by GEM were made a specific item in the remit of the MNWB Serving Seafarers Working Group. To promote the issues highlighted by GEM internally and with external stakeholders, everyone at MNWB included the “women in maritime” logo in their email signatures [5.3].

Tom Storey, a Solent alumnus, came into contact with the GEM research as an undergraduate. He went on to work at Shell and the GEM findings have informed his role in Shell’s efforts to promote gender issues and build a discussion platform. Previously this was only open to Women but based on GEM findings, Shell has now opened this up to men too, recognising that men are key stakeholders and change agents in the move to encourage women in maritime [5.4].

##### **Impact on awareness and attitudes in the industry**

GEM has provided a focal point for gender issues in the industry. Before GEM, it was easy for the industry to overlook women’s perspectives as such voices were isolated and disjointed. GEM systematically brought these voices together and created a platform where women could be heard:

“As someone embedded in the seafarer labour and welfare policy and practice community, I can report that the GEM project is routinely cited in relation to ‘women in shipping’ debates and initiatives, providing evidence and legitimacy in support of these. And it has been an

important part of furthering awareness of the issues facing women seafarers and those of minority nationalities onboard ships.”

Olivia Swift, Lloyd’s Register Foundation [5.2]

Of course, attention to gender issues has been growing more generally across many industries and around the world but the shipping industry is known for being conservative in many ways and GEM has helped to jolt the industry into action:

“GEM provided extremely important results showing that we in the shipping industry are absolutely no different from other industries, from the world around us. This might sound strange, but it was very important as frequently we tend to think about ourselves as “special” / “different” and your results show that we are actually NOT. GEM has been a wakeup call to the industry transformed the industry’s approach to diversity.”

Capt. Kuba Szymanski, Secretary General, InterManager [5.1]

GEM has not only investigated and highlighted the issues faced by women in the industry, it has also provided a way forward. For the Merchant Navy Welfare Board, GEM has provided “the factual evidence upon which we can advance the cause and profile of women at sea” [5.3]. The Maritime Charities Group has used the GEM findings as the basis of a framework to analyse and address challenges around seafarer training and welfare.

#### **5. Sources to corroborate the impact (indicative maximum of ten references)**

Cite up to 10 pieces of evidence to verify the above impact claims. These could be reports, reviews, web-links, media, statements from users/beneficiaries, or details of users/beneficiaries who can provide such a statement.

5.1 Letter from Capt. Kuba Szymanski, Secretary General, InterManager, October 2019

5.2 Letter from Dr Olivia Swift, Lloyd’s Register Foundation, November 2019

5.3 Letter from Peter Tomlin, Chief Executive, Merchant Navy Welfare Board, November 2019

5.4 Letter from Tom Storey, Shell, November 2019

5.5 Letter from Valerie Coleman, Maritime Charities Group, November 2019