

Employee retention of female Seafarers

A study for Greenpeace International

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Abstract

Increased recruitment of female seafarers by shipping companies and maritime universities are essential to improve gender balance in the maritime industry. However, focusing on recruitment will remain insufficient if voluntary employee turnover is high. More attention should therefore be given to the retention of female seafarers in order to sufficiently increase their participation in the seafaring labour market. This research was conducted as a project for Greenpeace International's crew management department; the Crew Unit. The research explores internal and external factors behind the voluntary turnover of female seafarers working for Greenpeace International and analyses how the female seafaring career could be supported and hence prolonged. The focus of this research is on the Greenpeace International crew while additional input is obtained from industry representatives and scientific literature from the maritime field. Qualitative research methods were utilized, including oral and written interviews and online questionnaires. The result lead to the following recommendations for supporting and retaining female crew members: (1) facilitate personal and career development, (2) increase communications and flexibility in crewing, and (3) improve onboard culture. Further could be noted that targeted recruitment of females in all ranks and transparency in the recruitment process would additionally stimulate progress towards an increased gender balance onboard the Greenpeace ships.

Language: English

Key words: Female Seafarers, Retention, Human Resource

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1 Introduction

The one-way movement of employees transiting from sea- to land-based occupations within the maritime industry have resulted in a lack of qualified senior rank seafarers (Caesar and Cahoon, 2014; Nguyen, Ghaderi, Caesar, and Cahoon, 2014; Livingstone, Cahoon, and Jiangang, 2015). The Baltic and International Maritime Council reported in 2015 on a shortage of approximately 16 500 deck officers (BIMCO, International Chamber of Shipping, 2015). Simultaneously, The International Transport Workers Federation estimated that a meagre 2% of the world's seafarers, including fishermen and rig workers, are female (International Transport Workers' Federation, 2018). The data indicates that women form an untapped labour resource in an industry where qualified employees are difficult to find.

Some claim that the shortage of senior rank officers could be eased through recruiting more women, however, voluntary employee turnover is high among seafarers and thus would solely increasing recruitment be insufficient. Focus should additionally be on the retention and re-entry of female seafarers in order to increase gender balance in the maritime sector. This development would simultaneously accumulate a greater pool of senior rank seafarers and be economically beneficial (Tansley, 2010, MacNeil and Ghosh, 2016; Albert, Dodeler, and Guy, 2016).

1.1 Background

This research was conducted as an assigned project, commissioned by the Greenpeace International's crew management department. Greenpeace is a non-governmental organization working to conserve the environment and promote peace. The Greenpeace network holds over 2 500 people employed and engage up to 47 000 volunteers around the globe. The organization consists of 26 independent National Regional Offices (NRO). The NRO's are supported by the enabling body Greenpeace International (GPI) which employs over 300 people in seven different departments. GPI facilitates and supports campaigning work; this includes maintaining three vessels available for the NRO's to utilize mainly for publicity, science and non-violent direct actions (GPI, Fleet Utilization Report 2017).

The organizational department GPI Operations manages the three vessels: MY Esperanza, MY Arctic Sunrise, and SY Rainbow Warrior which all are registered as private yachts and sail under Dutch flag. The Crew Unit, within the Operations department of GPI, handles crewing and human resource management of ship crew in accordance with the GPI policies, filling the organizational and technical requirements. The Crew Unit is responsible for maintaining crewing systems, managing recruitment, retention, employment contracts, logistics, and relations to external stakeholders (GPI, Fleet Utilization Report 2017).

The Greenpeace fleet is manned according to international regulations, i.e. The International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), each vessel employs a minimum of 17 crew members at any given time. A standard period onboard, often referred to as one trip, consists of three months of work and grants an equally long paid leave. Crew are hired on definite or indefinite contracts; the definite contracts are often one trip agreements. Around 30% of the crewmembers are employed on a definite contract and 70% on an indefinite contract. National regulations prohibit chains of short-term agreements, crew on definite contracts can thus not be hired for several consecutive short-term contracts. The individual employment contracts are based on a Collective Bargaining Agreement (CBA) set between GPI and the Union Nautilus NL. The rules and regulations that apply to the employment contracts are in line with Dutch labour law and the international Maritime Labour Convention (MLC) (GPI, Fleet Utilization Report 2017).

The crewmembers have varying professional backgrounds, some have experience from commercial shipping, others come from land-based professions. Recruitment is carried out either through open applications via the GPI webpage, via recommendations from other crewmembers, or by suggestions from the NRO's. 123 persons were employed as crewmembers in 2018 out of which 10 were new employees. There are no data on voluntary employee turnover since a significant percent of the crew (30%) works occasionally, one trip at a time. Retention has been measured in number of trips; one trip being equivalent to three months onboard. In 2018 a slight majority, 66 persons out of 124, had been sailing for more than ten trips, as can be seen in Table 1.

Table 1. Crew retention on Greenpeace ships 2018. Number of trips, one trip is equivalent to three months onboard (GPI Fleet Utilization Report 2018).

Number of trips per crewmember. Crew on both definite and indefinite contract, employed 2018.		
One trip is equivalent to 3 three months onboard	Percent	Number
< 2 trips	8%	10
6 to 10 trips	39%	48
> 10 trips	54%	66

The Crew Unit aims to hold a diverse pool of employees, both in regards of nationality and gender, this aim has been stated in the Crew Units job description and by the head of crew department. The Operations Manager Manuel Pinto stated in the Utilization report of 2006: “We should try even more to have a better mix onboard, as near as possible to 50% male and 50% female.” (Pinto 2006; GPI - Utilization Report 2013). Yet, the number of female crewmembers has remained unchanged despite the pronounced intentions to raise gender balance onboard the ships, this becomes evident in Figure 1.

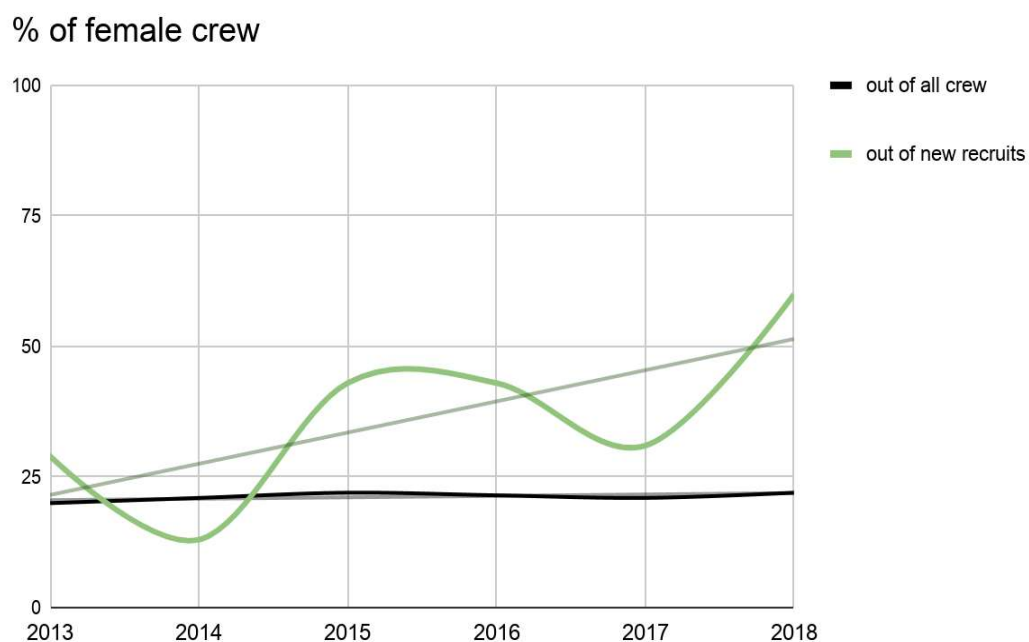


Figure 1. Percentage of female crew members. Percent of women within the crew, compared to the percent of women within the new recruits. Statistics from 2013 to 2018 (GPI Fleet Utilization Report 2013-2018).

The ratio of women onboard has been stable at around 20%, although an average of 37% of the newly recruited crew have been women during the same time period. Figure 1 compares the ratio of female crewmembers out of all crewmembers against the ratio of female crew recruited out of all newly recruited crew. The figure illustrates that the newly employed women only replace the female crewmembers who decide to resign. The ratio of newly employed women is clearly not enough to affect the gender balance onboard.

1.2 Research question

As the previous chapter could confirm is targeted recruitment ineffective unless adequate retention strategies are implemented. The GPI Crew Unit are therefore interested to identify the main barriers hindering long-lasting careers and map out feasible supportive actions to increase employee retention of their female crewmembers. The aim of this study is to gain information, ideas, and input on how to avoid voluntary resignation of female employees working as crew members onboard Greenpeace vessels.

1.3 Delimitation

This research is divided into four parts: a literature review, an external survey, internal oral interviews, and internal written interviews in form of two questionnaires. The literature review includes research on female seafarers during the past ten years and comprises studies from all over the world. Little has been written specifically about the retention of female seafarers and thus studies on retention at sea is here presented together with studies on women at sea. The external part of this research includes online interviews with representatives from three maritime organizations each working to support female seafarers.

The main part of this research is the internal study, which is divided into two parts:

- (1) Oral or email interviews with the crew members onboard MY Esperanza, MY Arctic Sunrise and SY Rainbow Warrior carried out between December 2018 and January 2019.
- (2) Written interviews carried out through two online questionnaires, one answered by the female and one by the male crewmembers who had embarked on any of the Greenpeace vessels during 2018.

The participants in this research are both female and male seafarers from several different countries, each with their own professional background, which enables a wide range of viewpoints.

2 Literature review

The International Labour Organization (ILO), The International Chamber of Shipping (ICS), The Baltic and International Maritime Council, The International Association of Dry Cargo Shipowners (INTERCARGO), The International Association of Independent Tanker Owners (INTERTANKO), and The International Transport Workers Federation collectively reacted to the lack of seafarers in 2008 and launched the program “Go to Sea!”. The campaign aimed to increase the attraction of the maritime profession on an international level and boost enrolment to maritime educations on a national level (Mason, 2008). These attraction efforts did not prevent the lack of senior rank seafarers and BIMCO reported on a shortage of approximately 16 500 deck officers seven years later, in 2015. BIMCON’s report also showed an excess of around 119 000 deck ratings, which indicates that even if the recruitment efforts were successful were companies unable to retain senior rank officers (BIMCO, International Chamber of Shipping, 2015).

Maritime organizations are now encouraging shipping companies to renew their retention strategies and fight the trend of short careers at sea (Caesar and Cahoon, 2014; Livingstone, Cahoon and Jiangang, 2015; Albert, Emmanuel and Guy, 2016). The one-way movement of employees transiting from sea- to land-based occupations has also become of interest for researchers and universities. Studies indicate that the lack of qualified officers originates from an increased voluntary termination of employee contracts caused both by unattractive working conditions at sea as well as alluring employment options ashore (Caesar, Cahoon and Fei, 2013; Nguyen, Ghaderi, Livingstone, Caesar and Cahoon, 2014; Livingstone, Cahoon and Jiangang, 2015).

2.1 Retention

Employee turnover is commonly presented as the percentage of employees leaving an organization in one year, either voluntary or involuntary. Employee retention describes the same phenomena reversely, by measuring the number of employees staying employed during a certain time period (Niharika, 2015).

A certain degree of employee turnover is inevitable; however, it should be avoided as retaining staff in general means retaining assets of knowledge (Singh and Sharma, 2015). Low employee retention will additionally increase costs of recruitment and onboarding, and effect profits as a result of temporary decreased productivity (Lobell, 2018).

Involuntary turnover refers to employers' decisions to end employment, while voluntary turnover figures rise when employees decide to resign. Voluntary employee resignation or turnover has been explained as a process, as steps on a path, an action initialized by a shock, or a result of a long-term planning (Morrell, Loan-Clarke and Wilkinson, 2001; Lee, Gerhart, Weller, and Trevor, 2008). There are numerous theories on how to avoid voluntary turnover, aiming to explain how organizations can motivate and gain loyalty from their employees (Mee, 2018).

The three buzzwords: *selection*, *training*, and *compensation* were used by Frederick Winslow Taylor (Mee, 2018) in the late 1800s who together with other researchers commenced the development of what we today call human resource management or HRM (Mee, 2018).

The well-established human resource theory; *Maslow's Hierarchy of Needs* is considered one of the first theories on employee psychology. Maslow described a pyramid where each of five steps symbolized an intrinsic need that motivates employees; physiological, safety, belonging, self-worth, and actualization (Maslow, 1943; Kermally, 1999). Another major philosophy on employee psychology is Herzberg's Two-Factor Theory. Herzberg's theory describes how a missing hygiene-factors, such as proper facilities de-motivates employees while motivational factors, like monetary rewards empowers employees (Cambridge University Press, 2019). Human resource has from Taylor's Maslow's, and Hertzberg's ideas developed into a nexus of theories on employee satisfaction and motivation, aiming to increase job contentment, productivity and employee retention.

Clearly, there is no one-solution for improved retention, as the book *Meeting the Job Challenges of Non-profit Leaders: A Field book on Strategies and Actions* underlines. The book is written by Lobell, Sikka, and Menon (2018) and describes the challenges faced by non-profit organizations, it concludes that either work or non-work-related individual factors based on; values, preferences, and circumstances contribute to voluntary turnover of employees. The above statement implicates that the driving factors behind resignation are highly individual and thus, knowing what each employee finds motivating is the key to retaining them.

2.1.1 Retention at sea

The lack of senior rank seafarers has, as earlier mentioned, been described as an issue of global concern by several institutions such as the Japan's International Transport Institute and The Nippon Foundation. BIMCO's Manpower Report of 2015 further stated that recruitment and retention efforts are not enough to cover the forecasted demand of deck officers (BIMCO, 2015; JITI and The Nippon Foundation, 2013).

Short sea-careers is evidently a global issue (Gekara, 2009; Haka, 2011; Caesar et al., 2013; Nguyen et al., 2014, Caesar et al., 2014) and interviews done with aspiring deck cadets showed that students expect their future career at sea to last from 10 to 15 years (Albert, Dodeler, and Guy, 2016). Several other studies confirm that seafarers often leave within the first 10 years at sea (Shiptalk, 2008; Ljung, 2010, C.F. Livingstone, 2015; Albert, 2016).

Shipping companies have compensated for the high voluntary employee turnover by increasing recruitment of seafarers, especially from less developed countries (LDC) where salaries are considered competitive (Ceyhun, 2010). However, a study done in Asia on 214 seafarers indicated that motivation is not only dependent on monetary rewards, instead welfare and opportunities are more significant for employment loyalty. This implicates that neither raising salaries or utilizing LDC workforce will solve retention issues long-term, given that working conditions are continuously poor (Chaur-Luh and Yan-Wei, 2017).

Even if the lack of manpower could temporarily be fixed by increased recruitment, would high employee turnovers add to recruitment expenses as it accumulates extra costs for training, certification and onboarding (Jeanes, Knights, and Martin, 2011; Chaur-Luh and Yan-Wei, 2017). There are other downsides to low retention, as it has been linked to lessen performance and motivation, along with declining attitudes towards safety (Berg, 2013). Experienced crew face a lower risk for mistakes, a crucial asset at sea when human errors are the main cause of accidents (Rothblum, 2000; O'Neil, 2002; Koldemir, 2005; Berg, 2013; Bhattacharya and Yogendra, 2015). Based on the above, it is fair to say that employee retention is a competitive advantage and employers should pay greater attention to the retention of current employees rather than finding replacements.

As earlier mentioned, have several researchers investigated the retention issues faced by the maritime industry; Honoré (2010) underlined the external factors that affect career decisions, such as the urge to build a family and better job opportunities ashore. De Silva, Stanton, and Stanton (2011) found that long-term career prospects together with, fair recruitment processes, better relationship with external institutions and improved organizational culture would increase retention of seafarers in the Indian shipping industry. Other researchers have argued for proactive human resource management and improved organizational culture (Kundu, Malhan, and Kumar, 2007; Ljung, 2010; Choon, Caesar, and Fei, 2014; Caesar, Cahoon, and Fei, 2015).

Further, a comprehensive literature review done by Livingstone, Stephen and Jiangang (2015) described eight main aspects that contribute to job dissatisfaction among seafarers, as listed: (1) lack of career opportunity, (2) bad working conditions, (3) non-functioning work-life balance, (4) short-term contracts, (5) lack of attachment due to multicultural crew, (6) poor parental support, (7) unfair pay and, (8) unequal benefits, all of which increase voluntary employee turnover (Livingstone, Stephen and Jiangang 2015). Livingstone, Stephen and Jiangang's (2015) study was published in the Maritime University, Journal of Maritime Affairs, and is one of the most comprehensive literature reviews on the subjects currently published.

2.2 Gender

This research is focused on the women at sea, this chapter presents a short introduction to gender theory. In sociology, the term *gender* is used to describe feminine, masculine, or neutral characteristics. *Sex* on the other hand is the biological term that describes what is anatomically either female or male. *Gender identity* can correlate with or differ from the assigned sex at birth (European Institute for Gender Equality, 2018). Gender will, in this study, refer to gender identity.

Western societies traditionally view gender as binary; split into masculine and feminine, other cultures have even described three or more genders. Yet, the importance of division by gender is clear as no found civilization have fully discarded the concept of gender (Sanderson, 2018). There are several theories about the cause of gender differences, even as the recognition of gender is universal.

From a biological point of view have physical attributes created a natural division between male hunters and female caretakers. From a socio-biological standpoint is behaviour inheritable, driven by natural selection. Gender differences can also be explained sociologically; because of taught behaviour, reinforced by our social surroundings (Acker, 2006; Fine, 2017). Gender differences and its implications on society are commonly accepted and women are segregated from men especially in the labour market (Acker, 2006). The maritime industry is unfortunately a prime example of when perceptions, based on physical differences and socially constructed gender roles leads to the exclusion of women.

2.2.1 Gender at work

Stereotypes affect how we view ourselves and the world around us, it helps us categorise and make sense of our surroundings. Stereotypes affect our perceptions already at early age, children quickly learn what is considered masculine versus feminine professions, these perceptions are one of the drivers behind the gender segregated labour market (Acker, 2006).

The phrase *hegemonic masculinity* has been used to explain the masculine work culture in male dominated workplaces that prevent the integration of women and contribute to gender segregation in the labour market (Neferiti and Walker, 2011). The word hegemony stems from ancient Greek where it stood for political supremacy and the phrase is used to describe the legitimacy of masculine superiority (Oxford University, 2019).

Wright (2016) claimed that the relation between individuals and the social context have an influence on how women are treated at work; this is referred to as *habitus*. Habitus was used even by Aristotle; however, it was Pierre Bourdieu who turned the concept into a recognised term in sociology. The term has, along with other concepts also been used to explain the segregation and interaction between men and women in the labour market (Acer, 2006; Wright, 2016).

A study done on women in the USA police force confirmed that stereotypical gender roles, hegemonic masculinity and habitus limit the female police officers in their careers (Cordner and Cordner, 2011). There are, however, ways to confront hegemonic work cultures, change stereotypes and affect habitus in order to increase female presence in male dominated occupations.

An effective measure was identified in a recent study done on British women in engineering (Dulini, 2018); a system of peer support and role models was used to successfully overcome stigma, attract, and retain more women in the male dominated profession.

2.3 Females at sea

The International Maritime Organization (IMO) launched the program Women in Development in 1989. The program is now called *The Program on the Integration of women in the Maritime Sector* and aims to facilitate access to high-level technical training for women in shipping.

The IMO is still actively working to increase female presence in the maritime sector and e.g. announced that the theme of the World Maritime Day 2019 is ‘Empowering Women in the Maritime Community’ (International Maritime Organization, 2018). But despite ongoing efforts women are highly underrepresented at sea. The European Maritime Safety Agency (EMSA) concluded that only 2.17% of the registered masters and officers in the EU were women in 2016 (EMSA, June, 2018) and the International Transport Workers Federation (ITF) estimated in 2018 that a meagre 2% of the world’s seafarers, including fishermen and rig workers, are female (ITF, 2018).

The separation between men and women in the labour market is often described as both horizontal and vertical. Men and women are vertically segregated by shipping segment in the maritime industry; female crewmembers are more frequently found on passenger vessels while they are rare in the engine departments of cargo ships. Most female seafarers are employed on cruise ships, where 17-18% of the global workforce is represented by women (Barbare, 2014). The horizontal segregation of employees in the shipping industry divides women and men by rank. According to statistics from HR Consulting, Spinnaker Global women are filling only 7% of the management positions within the maritime sector (including shore-based occupations) and they represent a meagre 0.17% of maritime executive leadership teams (HR Consulting from Spinnaker Global Ltd, 2017).

It is often said that women are hindered by ‘the glass ceiling’ and this artificial wall is considered the main cause of the gender pay-gap (Woodward, 2011). There is unfortunately a lack of statistics on the gender pay-gap from the global maritime sector, but the difference in average gross hourly wage between men and women in the maritime sector in the UK is over 45%, according to statistics from the Maritime HR Association (HR Consulting, 2017).

2.3.1 Recruitment of women at sea

The low participation of women in transport has been analysed by the International Labour Office (ILO) who published a paper in 2013 aiming to enhance opportunities and optimize policies for increased gender-balance. The ILO identified structural and cultural boundaries that create labour stereotypes and leads to work related discrimination towards women (Turnbull, 2013; ILO, 2018).

The United Nations Conference on Trade and Development identified three levels where efforts are required in order to allocate proper measures to increase gender equality in the trade sector (UNCTAD, 2018):

- (1) Educational level - Introducing management training in maritime academies allowing seamen to shift between onshore and offshore work.
- (2) Organizational level - Enforcing gender neutral employment and promotion practices.
- (3) Institutional and national level - Monitoring compliance with policies such as Codes of Conduct, as well as to strengthen network and enhance partnerships with organizations, inspire and promote through mentorship and community building.

2.3.2 Studies on women at sea

The seafaring profession is traditionally seen as masculine and the few women that choose a maritime career often end up surrounded by myths and presumptions (Kitada, 2010; MacNeil, 2017; Dragomir et. al., 2018). Gou and Lian (2012) found that shipping managers in Taiwan view the employment of female seafarers as more troublesome than it is worth, and the managers often anticipated problematic sexual relations between female crewmembers and their male co-workers.

Theotokas and Tsalichi (2013) commenced a study on 163 Greek ship officers and revealed an interesting paradox; a majority of the requested male officers were not willing to accept a female superior, at the same time, the vast majority of the officers who had worked with female superiors had positive experiences from that work relation. Popescu and Varsami (2010) explained that women are seen by shipping managers as physically unsuitable at sea, however, several studies (Theotokas and Tsalichi, 2013; Westerberg, 2018; Dragomir and Surugiu, 2018; Dragmir et. al., 2018) have confirmed that today's technologically advanced work methods no longer require physical strength and the idea of incapable women is thus outdated.

The academic literature on women at sea reveals that gender discrimination continues to affect recruitment as well as promotion of women in the maritime industry (Mitroussi and Notteboom, 2015; Jo, 2010; Dragmir et. al., 2018). Some shipping companies still refuse to take on female training-cadets and women are thus left in a limbo between education and employment, unable to pursue a career at sea (Bhirugnath-Bhookhun and Kitada, 2017). Dragomir, et al. (2018) explained that shipping companies are hesitant to employ women because they are considered an economical burden or because the vessels lack facilities such as toilets, cabins or work wear suitable for gender mixed crews. Both Guo and Liang (2012) and Theotokas and Tsalichi (2013) describe how women are believed to come with a 'sell-by' date, expected to have short sea careers or career interruptions due to childbirth or family obligations.

There are major differences between nations in how female seafarers are treated according to The International Association of Maritime Universities (IAMU) Research Project; Gender Equality and Cultural Awareness in Maritime Education and Training (2017). For example; women are not allowed access to a maritime education in Saudi Arabia and partly in Vietnam, women often denied onboard cadetship in China, Taiwan, Korea and Japan. While women often are encouraged and supported by maritime education and training (MET) institutions in countries like Australia, India, the Philippines, Ghana, Canada, USA, and in most European countries. (IAMU, 2017.)

However, commitments made by international bodies such as the UN and the IMO indicate a newfound willingness to increase gender balance at sea and companies are found exploring the benefits of gender diverse crews. The major shipping company Maersk discovered a connection between company image, female crew and investor value.

Their discovery encouraged the Danish company to invest in and encourage female crew (Turnbull, 2013). The benefits of women onboard is, however, not limited to company image. Several studies (Bryngelson, Bacchus, Herizman and Fritzell, 2011; Dragomir and Surugiu, 2013; Kitada, 2013; Dragomir et. al., 2018) suggest that crew welfare, productivity, and reduced stress is positively correlated to the ratio of women onboard.

2.3.3 Barriers for the retention of female seafarers

Adequate statistics on the retention of female seafarers do not exist, and there are no indications that women leave their seafaring career in an earlier stage than their male co-workers. However, several qualitative studies (IMO, 2011; Turnbull, 2013; Acejo and Abila, 2016) show that women more intensively experience issues at sea compared to their male co-workers and it is therefore often presumed that women resign earlier than men. The term ‘gender intensified’ is re-occurring in the published literature about women at sea (Turnbull, 2013), and occupational issues are explained to affect female seafarers in a higher extent than their male co-workers.

The global movement #MeToo revealed cases of sexual harassments in several occupational groups around the globe and reached the maritime community in 2018. The initiative of the Swedish Wigur, Fransson and Svensson lead to over 500 reports by women who had been sexually harassed at sea (Bergman, 2018). Theotokas and Tsalichi (2013) identified that occupational traits, such as isolation from the rest of society and the rigid hierarchical environment intensifies the exposed situation for women at sea enabling sexual harassment to occur unnoticed at sea. Preventive measures are fortunately being taken, e.g. the IMO is pushing its member states to implement policies aiming to avoid unwanted sexual invitations and physical sexual harassment to continue to occur in the maritime industry (Thomas, 2004; Hjerpe, 2018). The IMO initiatives include mandatory separate facilities for women and men, and a ban on having only one woman onboard at any given time (IMO, 2011). Unbeneficial onboard culture is considered one of the main reasons behind the low ratio of women at sea. Mitroussi & Notteboom (2015) claim that prejudices, military-like structures and discrimination have kept women away from the seafaring sector. Likewise, Kitada (2013) describes how masculine jargon and traditions are common traits of the male dominated work cultures and that these traits discourage women to pursue careers in such fields. Kitada further refers to *hegemonic masculinity* as a main driver for poor onboard culture, allowing discrimination and abuse to go on unquestioned. (Kitada, 2013.)

The women who pursue a career at sea are, according to Kitada, Williams and Froholdt (2015) as well as Acejo and Abila (2016), responding to their situation by taking on a masculine work-identity i.e. undoing gender through changes in behaviour and appearance. Acejo and Abila (2016) found that female seafarers not only adjust at sea, the women are struggling to re-enter a socially expected feminine role as they return home, and their finding is supported by previous studies (Aggrey, 2000; Walter, 2011).

Hanna Snell cut her hair and embarked as a male sailor for the British Navy in 1743. Several other examples of female seafarers and pirates who have sailed disguised as men can be found, e.g. Mary Lacy, Mary Anne Talbot, Anne Bonny or Mary Read. (Creighton and Norling, 1996.) Today's female sailors may not take such radical measures, nevertheless, female seafarers are deliberately 'de-sexualizing', hiding female attributes in order to gain acceptance (Kitada, Williams and Froholdt, 2015; Acejo and Abila, 2016; Hjerpe, 2018). Studies (Dragomir and Surugiu, 2013; Turnbull, 2013) have indicated that women generally feel a need to prove themselves in higher extent than their male co-workers, which correlates to the earlier explained adaptive strategies embraced to gain acceptance. Lack of recognition by managers and a strive for approval may externalize in over-performance, which in turn can be linked to a job-focused approach to life.

A study on female maritime managers in Eastern and Southern Africa found that a majority (67%) of the researched group of 45 female managers in the maritime industry perceived no or bad work-life balances (Bhirugnath-Bhookhun and Kitada, 2017) and researchers such as Hakim (2006, 2016) have shown that women in male dominated areas often are work-focused. Despite the above, it is generally assumed that a good work-life balance is crucial for women to be content with their careers (Bostock, 2014).

The ITF published a report in 2013 in which the female career cycle was analysed. The analyse described a stage of career interruption, which the author of the ITF report connected to motherhood and family obligations (Turnbull, 2013). This period, of job interruption due to family reasons, has also been described by other authors (Barbare, 2014; Bhirugnath-Bhookhun and Kitada, 2017), indicating that family obligations is an assumed barrier for women aiming to pursue a career at sea. Conformingly; the majority of female students in Constanta Maritime University who participated in a survey believe that family is the most likely reason for them to resign from seafaring in the future (Dragomir and Surugiu, 2013).

Similar findings have been obtained in a study done on female students in maritime academies in Sweden and Poland (Olsson and Elfsten, 2016). There is however no quantitative data on why or even if female seafarers end up leaving in an earlier stage than their male co-workers specifically due to family obligations or children and the issue of balancing work with family is not limited to female employees. Several studies (Thomas, 2003; Graveson, Barnett, Gatfield, Pvergaard and Pekcan, 2006; Livingstone, Stephen and Jiangang, 2015) on seafarers in general have concluded that family obligations are one of the main causes for the voluntary resignation of seafarers of both sexes.

A valid point is brought forward by Hakim (2016), who argued that not all women are family focused, and that not all men are work focused, policies should thus be unisexual and equally beneficial despite of gender. As previously disclosed would all seafarers benefit from improved employment flexibility, better parental benefits as well as shorter periods at sea or the possibility to shift between land-based and sea-based jobs.

2.3.4 Summary of the reviewed literature

The seafaring career is perceived as unattractive for women due to bad working conditions, lack of career opportunity, poor onboard culture, and incapability to balance work with family life. The same factors are listed as reasons behind the low retention rate of male seafarers (Graveson, Barnett, Gatfield, Overgaard and Pekcan, 2006; Caesar, Cahoon and Fei, 2013; Nguyen, Ghaderi, Caesar and Cahoon, 2014; Kamegomi and Ruggunan, 2017) studies. This finding implicates that, although many issues are gender intensified, are men and women facing the same struggles in their careers at sea and would thus benefit from the same improved human resource practices.

It is also clear that gender discrimination must come to an end and women should be considered an asset in the maritime labour force, once these conditions are met along with proper human resource management will women and men strive in the maritime world. Perhaps could the change towards equality be reached through so called ‘wave-makers’ showing by example that women belong in the maritime field? (Acker 2006; Dragomir and Surugiu, 2013; Bostock, 2014; Acejo and Abila, 2016; Olsson and Elfsten, 2016).

2.4 Industry interviews

In addition to the reviewed literature, I decided to contact representatives from maritime organizations to gain an updated industry perspective. I asked the organizations to share their view on how female seafarers could be supported and hence prolonged. Three representatives from three separate maritime organizations: The International Transport Workers' Federation (ITF), Women Offshore and The International Women Seafarers Foundation (IWSF) replied and gave their view on the situation for women at sea.

2.4.1 International Transport Workers Federation

The International Transport Workers Federation (ITF) are campaigning for worker's rights with 670 trade unions, in 140 countries, representing 19.7 million workers in the transport sector. Gender balance has been of importance to the ITF's Seafarers Union and most of their affiliates have women delegations.

The assistant secretary of ITF UK, Mr. Barcellona explained how the ITF union primary focus on recruitment, aiming to give women *access* to a career at sea. Regarding employee retention; the ITF have identified that poor work-life balance and isolation onboard together with better opportunities on shore and planned short-term careers at sea are the main reasons behind voluntary employee turnover, regardless of gender. Concerning female sailors, Mr. Barcellona could only assume that maternity leave is the main factor blocking a life-long career.

The ITF had also noticed, while observing the ferry industry, that the rotation of one month of work and one month of leave is optimal for sailors to retain a good work-life balance. Mr. Barcellona also shared a success story from the cruise industry: parents employed by the same company had been allowed to alternate work rotation and could better cope with family responsibilities through flexible working arrangements.

2.4.2 Women Offshore

Women Offshore is an online platform connecting female maritime professionals, allowing the women to share experiences, and enable mentoring relationships.

Mrs. Cedenó, founder of the organization, advocate clustering women on vessels, in order to create a natural support. After being introduced to the topic of this research, Mrs. Cedenó was laughing; *“Where do we start, women will not stay unless there are no other women onboard, but someone has to be the first.”*

Mrs. Cedenó is convinced that combining motherhood and seafaring is fully possible and believes in mentorship and sharing experiences. Women Offshore published a survey in 2018 where the responses from 105 female maritime workers were presented. The result showed that a significant number of female seafarers (29%) were unaware of their rights to maternity leave, and that only 31% of the women seafarer were offered parental benefits by current or most recent employer. Thus, Women Offshore recommends maternal benefits and proper information of such.

Still, not all women want to have children and there are other aspects of the female seafaring career that could be improved. Mrs. Cedenó underlined the importance of belonging, and that female workwear and sanitation products should be a natural part of the working environment.

2.4.3 International Women Seafarers Foundation

The International Women Seafarers Foundation (IWSF) is an organization promoting and supporting female seafarers in their career. The IWSF is working for gender balance through protecting rights, raising awareness and arranging trainings for female seafarers.

Founding member of the IWSF Captain Menon clarified that drive and passion must win over feelings of isolation and exploration for women to keep sailing. Captain Menon continued by describing how women at sea are perceived as a liability rather than a resource. Family or childbirth seems to be the obvious answer to why women leave the sea, however, it is rather a matter of career stagnation and lack of both interests and investments in women by seafaring companies. The IWSF points out that the progress towards gender balance in the maritime industry is sluggish, and that it is still a question of employing rather than retaining. Captain Menon is convinced that once females are recognized as assets any other issues faced by women at sea will find its solution, including the retention of women.

3 Methods

This study aims to gain a broad perspective on how to increase the employee retention specifically for the female crew. Thus, qualitative research methods were utilised and the results are meant to support the forming of better HR practice. Generalization, statistics and graphs are used to visualise the results; however, the focus should be on the range of answers rather than on the average perceptions. The methods used include oral interviews and two written questionnaires. The background research; the literature review and the interviews with the industry organizations along with my personal experience as a crewmember was utilized to form this research. Table 2 visualises the research chronology.

The research was commenced in December 2018, starting with one-to-one and group discussions with Greenpeace crew. The decision to commence the research with crew interviews was based on the wish to reach out to as many crewmembers as possible. The barrier to reply to crew-questionnaires sent by the Crew Unit was, according to past experiences, higher for male long-term employees. I therefore aimed to contact these crewmembers in person, while onboard, ensuring that I gained a wide range of perspectives. I also aimed to introduce the crew to the topic of gender-balance and encourage them to participate in the later sent out questionnaire.

Table 2. Chronology of questionnaires and crew interviews.

Date	Event	Responses
2018 November	Email interviews with representatives from organizations working in the maritime field	3
2018 December	One-to-one and group interviews with crew onboard the <i>Esperanza</i>	18
2019 January	One-to-one and group interviews with Crew onboard the <i>Arctic Sunrise</i>	10
2019 January	Email correspondence with crew onboard the <i>Rainbow Warrior</i> : received answers from group discussions carried out onboard	5
2019 February	Email correspondence one-to-one with crew	2
2019 February	Questionnaire sent to the female crew employed 2018	16
2019 February	Questionnaire sent to the male crew employed 2018	27

Some of the crew were more willing to open up in the one-to-one interviews, while others got engaged through the sharing of experiences and opinions in the group discussions. Added to these two types of interviews were the online questionnaires, which allowed crew on leave to participate, the questionnaires also enabled crew to be anonymous in their answers.

The results are, as mentioned, presented in tables, the frequency and ranking of the responses are sometimes stated and sometimes not. The reason behind this is the irrelevance of generalisations and looking at averages. It is insignificant to know exactly how many women who asked for e.g. one trip contracts, instead the idea of allowing career flexibility is, in this research, the valuable outcome. Nevertheless, clear trends are highlighted and the most crucial areas where the Crew Unit will need to improve are underlined.

3.1.1 Interviews

The interviews were held with employees from all ranks, either in person or over email, both in private and in group. The aim was to reach out to as many crewmembers as possible and especially to those less likely to respond to the later questionnaire. My position as a female co-worker may have influenced the answers, yet it also enabled a friendly and close discussion with crewmembers from all ranks and in all departments.

The first interview was recorded but this initial procedure was later discarded to allow a more free-spoken atmosphere. The employees were for the most part eager to discuss the topic of gender balance, their answers were written down and by the end of the process analysed and grouped. The answers naturally warried between the respondents, yet, some themes were reoccurring. These themes are presented under different headlines in the following chapter; 4.1 Internal Interviews.

3.1.2 Questionnaire

A questionnaire with 23 questions was sent to the female crewmembers and the questions regarded the women's own careers within Greenpeace and their perception of the female seafarer's career in general. Another questionnaire was sent to the male crewmembers, focusing on their view on women at sea and their perception of the situation for female crewmembers working for Greenpeace.

Both questionnaires were written in line with the BOSS-strategy, standing for brief, objective, simple and specific. The Crew Unit requested an added question on how to improve recruitment, which was included in both questionnaires.

The aim of the survey was to gain a variation of answers based on different perceptions rather than on their interpretations of the question. Therefore, many questions overlapped, and most questions were open ended, seeking qualitative data. Both questionnaires were created using an online survey-tool and a link to the forms were sent out by the Crew Unit to the employees together with an email explaining the survey and its purpose. The questionnaires were sent to the crew of 2018 which was composed of 89 men and 18 women.

4 Result and interpretation

The material gathered by the end of the research period included:

- (1) Interviews and comments from 35 GPI crewmembers discussing women at sea.
- (2) Questionnaire answers from 16 female GPI crewmembers.
- (3) Questionnaire answers from 27 male GPI crewmembers.

The interview and questionnaire results were rephrased, coded, and analysed by looking at common variables, trends, and profiles. The final step implicated an out-zoom; comparing data from the interviews and the two questionnaires and looking at the results from a broader perspective. The trends and themes are displayed as separate chapters in this paper.

4.1 Internal Interviews

The interviews and comments from the 35 GPI crewmembers gave an overview of the general perception of Greenpeace as an employer, as well as the crewmembers view on females at sea. This study will not further investigate from where the different standpoint emanates, it is however worth noting that the interviewed group is diverse regarding both age and nationality, which is mirrored in the responses. There are indications that previous employment and time spent in the organization affected attitudes towards the workplace in the following manner:

- Newly hired crew with a commercial background generally praised their workplace and the Crew Unit. They believed that women mainly leave due to external factors.
- Newly hired crew with a non-commercial background were eager to find solutions to the issues faced by women onboard and found both internal and external factors to the low retention of female seafarers.
- Long-term employees were more likely to claim that internal factors had driven female employees away. They generally expressed a lack of trust and communication between crew and management.

The above stated division between answers may correlate with a change in the composition of the entire GPI Operations Unit including the Crew Unit, a few years back. The division between crew with and without a commercial background indicate that the situation onboard Greenpeace vessels, generally is better than in the commercial fleet, or that crew with commercial background is less likely to criticise their employee.

4.1.1 Discussions about gender

Most of the interviewed men claimed that socialization is the root to gender differences, affecting what is expected of women and thus constraining women's career decisions, they collectively said that women are as capable to pursue a career at sea as men are. Yet, the structural functional theory was supported by some of the male crewmembers, convinced that gender difference stems from biological differences and affects career preferences.

One male stated “...*it is a tough job and women are not suited to work at sea.*”. Two others of the interviewed men agreed that women are not suitable, physically or mentally for ‘male-jobs’ such as seafaring. Nevertheless, each of these men pointed out exceptions to their generalization and shared good experiences from working with women.

The female crew had a more uniformed approach to gender differences, they all supported the gender conflict theory. The women frequently explained how society is made by men and ruled by men, and that women therefore are constrained by expectations and social norms. The women talked about wavemakers, who show by example that i.e. motherhood while at sea is possible.

4.1.2 Why have women resigned from Greenpeace?

Despite lack of objectivity, the way the employees perceive their workplace is critical for organizational development (Lobell, 2018). The Greenpeace crewmembers were therefore asked why they believe women resign from their jobs onboard Greenpeace ships.

Is this really the case? The problem is in recruitment not in retention. This was the most common initial answer to the question: Why do women leave the Greenpeace ships? However, after this first reaction the interviewed crew could recall incidents where female crew had decided to step ashore due to other reasons. Table 3 shows the assumed personal and organizational decisions that had led to female crew members resigning from their job onboard Greenpeace vessels.

Table 3. Interview answers, reasons women have resigned. Responses rephrased, grouped and not ranked by frequencies.

Why have women decided to leave their job onboard GP vessels?
Discrimination in employment or promotion
Inflexible working arrangements
Lack of crew management system
Lack of job security
Planned termination of sea career
Career stagnation
Wish to raise children
Personal arguments with management
Family responsibilities or partner
Other jobs or education
Biological hindrance, women are not suitable at sea

The two most frequently mentioned internal causes of voluntary termination of contracts were discrimination in recruitment or promotion and separation from partner by vessel, or job rotation due to inflexible working arrangements. Table 3 shows the entire spectra of causes; some crew members had several ideas while others contributed with fewer or no reasons.

The perception that previous management have been unsupportive for women onboard was common among long-time (>7 years) employees of both sexes. A three respondents claimed that favouritism or nepotism was occurring in employment, leading to discrimination of both men and women. However, the restructuring of the Crew Unit provided hope for the future, and long-time respondents were pleased to already have seen a positive change in crew management.

4.1.3 Perceptions of women at sea

Most of the interviewed crewmembers wished for a gender balanced crew through targeted recruitment, while some claimed that affirmative action is the only way to increase female presence onboard, a few crewmembers argued that change will come naturally in supportive environments. One comment deviated from the common responses “*Evolution is preferred over revolution, as society changes so will the labour market.*”.

The men were diverse in their view on *how* to increase gender balance, but homogeneous in their attitudes towards *why* the organisation should increase the ratio of women onboard. The men talked about improved working environment, for example: one male Chief Engineer explained how male crewmembers with a past in commercial shipping have a strong culture of hierarchy that sometimes results in bad behaviour towards lower ranks, creating an unbeneficial working environment. Employing female, especially engineers, would create a better dynamic in the engine room and had been working in the past. This comment was confirmed by other crew members. The Chief Engineer did not accept the explanation that competent female engineers are hard to find, instead he argued that investing resources in female engine cadets would pay off in the long run.

4.1.1 Motherhood

None of the women claimed that they would stop sailing due to motherhood. Yet, the women often asked for clarity about parental benefits and possibilities to combine seafaring with family life. Two of the women onboard have children of 3 years or younger, these women mentioned in the interviews how flexibility and communication would support their work-life balance. The fathers onboard spoke about; flexible contracts, job security, additional health benefits, and the possibility for temporary land-based jobs.

4.1.2 Facilities

The interviewed Greenpeace crewmembers were satisfied with arrangements for recreation and overall onboard facilities on all three vessels. This result stands in contrast to the results from previous studies on retention at sea in general, bad facilities is often considered one of the driving factors behind voluntary resignation at sea.

The possibility to communicate with home was pointed out as important by crewmembers with children and communicational arrangements, mainly over the Internet, where praised. The Greenpeace vessels were considered superior commercial vessels in this regard. Neither woman nor men mentioned difficulties to get hygiene products, appropriate working clothes, or expressed any issues with privacy onboard.

4.1.3 Values

The working environment appeared negativity affected by frictions between crewmembers standing on contrasting value-grounds. A significant part of the crew ($n = 7$) described how their co-workers lacked respect of 'Greenpeace values' and conflicts between crew with different opinions and values had occurred. The Captain's role in creating an inclusive atmosphere in order to improve crew relations onboard was underlined.

4.1.4 Culture

Women from all three vessels had experienced, what they described as unintended discrimination, including the use of disrespectful jargon, or being underestimated, or talked down to. These women were mostly found in lower ranks onboard and with a non-commercial background.

One of the women explained her view of the situation in the following way “The *male crew’s efforts to be polite are perceived as undermining to women, although they often have good intentions.*” Conformingly, some of the men found it hard to know how to act around the female crew, as one male crewmember commented: “*If I see someone, man or woman, struggling to carry something I will help them. Yet, some of the women get angry and accuse me of being sexist, while I’m just trying to be nice.*”.

Several female crew members expressed a wish to learn more, and thus become more respected, especially in the deck department. This finding can be connected to a basic need for self-actualization¹, it may also be enhanced by the wish to prove oneself as a woman in a male dominant job. It is worth noting that the women in the deck department are also the women who often lack a commercial background and thus have less experience from seafaring.

The crew pointed out that women should be given equal opportunity. The chances to develop skills is dependent on the onboard managers and the bosun and chief mates holds key positions in the deck department, where most female crew are found. Situations were brought up were some of the onboard managers had directly or indirectly, consciously or unconsciously discriminated female crew members and not provided equal opportunity.

Several crewmembers argued that it is not Greenpeace mandate to educated female seafarers or work for gender balance, instead should the recruitment focus solely on skilled crew. The occurrence of positive discrimination was mentioned by five crewmembers, and both men and women talked about how unfair employment and recruitment negatively affected the onboard culture. Nearly all the interviewed women had heard that they were hired based on their gender rather than on their skills. This had been either directly communicated by co-workers or indirectly in comments or casual conversations. The problem with tokenism² seemed to correlate with the fact that women, in general, were redundant to affirmative action and stressed the importance of employing skilled crewmembers.

¹ See Maslow's Hierarchy of Needs used to explain behavioral motivation, talking about the fundametal needs: physiological, safety, belonging and love, social needs or esteem, and self-actualization.

² Tokenism refers to the status of (in this case) women as a token, hired only to increase and indicate gender balance and thus improve organizational image.

4.1.5 Retention

"Retention is overrated!" this was a comment from one male crewmember, claiming that low employee turnover creates stagnation whereas a healthy rotation of staff accumulates skills. Further he explained that women have a drive for career development, they will therefore leave unchallenging workplaces.

Indeed, when asked what the female crew wanted more of, women with a non-commercial background requested mentorship, training and development, while women with commercial background talked about career progress, information on work rotations, and better employee benefits. However, most of the female crew members asked for clarity in employment and spoke positively about permanent contracts. Being treated as a person without other obligations in life, available at any time was perceived as de-motivating and job insecurity was said to have driven skilful crewmembers, of both sexes, away. All comments on how to support women are summarized in Table 4, and it becomes evident that the male and female perceptions are much alike.

Table 4. Interview answers, how to support female crew. Question: 'How can Greenpeace support female crewmembers?'

Comments from male crew on how to support women.	Comments from female crew on how to support women.
Flexible working arrangements.	Flexible working arrangements.
Gender and equality training and workshops for all crewmembers.	Educate onboard leaders in people management.
Invest in and educate women.	Invest in and educate women.
Communicated employment intentions.	Communicate employment intentions.
Better parental benefits.	Clear information regarding parental benefits.
Policies to prevent discrimination and harassment.	Transparency in the hiring processes to avoid competition and tokenism.
Allow children onboard.	Mentorship.

The interviews initialised further discussions and it became evident that the crew appreciated being listened to. Both male and female crewmembers came back weeks after initial interview, having thought about the survey and come up with ideas on how to increase gender balance in all ranks and in all departments onboard. These ideas included: advertisement in nautical schools, investing in long-term training of female engineers, and utilizing the networks of the current crewmembers to find employee candidates.

4.2 Questionnaire

After completed interviews were a questionnaire sent to the women, this was answered by 16 out of 18 female crewmembers, equalling an 89% response rate. A parallel questionnaire was sent to 89, and answered by 26 male crewmembers, equalling a 29% response rate. The average time spent in the organization for the women replying to the survey was 5 years and for the men 13 years. 69% of the men had more than one year of experience in the commercial or naval fleet prior to Greenpeace, while 25% of the female respondents had sailed commercially for more than one year before joining the GPI vessels.

4.2.1 Perceptions of work-life balance

Balancing work with private life has been mentioned in previous studies (Hakim, 2013; Kitada, 2008; Turnbull, 2013) as a main barrier for women to pursue long careers at sea. The Greenpeace female and male crewmembers assessed the difficulties of having a partner or a fulfilling social life in more or less the same way. However, the women saw it as significantly easier to have a good work life balance in comparison to their male co-workers. These answers are displayed in Table 5 and the areas where men and women differ significantly in their views are marked red versus green. Six of the women stated that having a fulfilling social life or good work-life balance would be easy, while none of the men described the same. Nevertheless, the most common answer was *fairly hard* to how the crew perceived it having a partner, a fulfilling social or a good work life balance. Although improved work-life balance cannot be considered an area specifically relevant for retaining seafaring women, it is still an area in need of attention.

Table 5. Female and male crew, perceptions of work-life balance. Continuing the sentence: I think that having a: partner, fulfilling social life, good work-life balance is... given the options: impossible, hard, fairly hard, fairly easy, easy, no idea.

	Being a female crew member having ... is...			Being a male crew member having ... is...		
	Partner	Fulfilling social life	Good work-life balance	Partner	Fulfilling social life	Good work-life balance
Impossible	0%	6%	0%	0%	4%	7%
Hard	41%	11%	0%	40%	15%	15%
Fairly hard	35%	27%	44%	48%	59%	48%
Fairly easy	18%	33%	44%	7%	22%	30%
Easy	6%	22%	11%	4%	0%	0%

The questionnaire results also indicated that being a mother to a child between 1-5-year-old is seen either as impossible or hard by both men and women. It should also be noted that none of the total 42 respondents thought that being a mother to a 1-12-year-old child while at sea would be easy or fairly easy. The male and female crew perceived motherhood while at sea in the same way, as is illustrated in Table 6 where the most frequent answers are marked red.

Table 6. Female and male crew members' perception of motherhood at sea. Continuing the sentence: I think that being a seafaring mother to a 1-5 years old child, 6-12 years old child is. With the options: impossible, hard, fairly hard, fairly easy, easy, no idea.

Answer from your perspective: I think that being a seafaring <u>mother</u> to a ...				
	1–5 years old child	6–12 years old child is	1–5 years old child is	6–12 years old child is
	Answers from the male crew		Answers from the female crew	
Impossible	37%	19%	40%	13%
Hard	30%	48%	33%	44%
Fairly hard	11%	11%	7%	25%
Fairly easy	0%	0%	0%	0%
Easy	0%	0%	0%	0%
No idea	22%	22%	20%	20%

Comparing how the men looked at fatherhood while at sea to how they looked at motherhood while at sea showcases the perceptions about mothers. Being a father to a 1-5-year-old child while at sea was perceived as impossible by 11% of the men, while motherhood to a 1-5-year-old child while at sea was seen as impossible by 37% of the men. Any other significant differences in the male crew's perception of motherhood versus fatherhood does not occur, as can be seen in Table 7.

Table 7. Male crew, perception of fatherhood verses motherhood. Continuing the sentence: I think that having a: 1-5 years old child, 6-12 years old child while at sea is... With the options: impossible, hard, fairly hard, fairly easy, easy, no idea.

	Being a seafaring father to a		Being a seafaring mother to a	
	1–5 years old child is	6–12 years old child is	1–5 years old child is	6–12 years old child is
Impossible	11%	11%	37%	19%
Hard	59%	41%	30%	48%
Fairly hard	19%	37%	11%	11%
Fairly easy	4%	0%	0%	0%
Easy	0%	4%	0%	0%
No idea	7%	7%	22%	22%

4.2.2 Job satisfaction

The female crewmembers were asked to mark the five most important factors to a good seafaring career out of fifteen options, the options given were based on the result from the background research. The following five aspects were marked by more than half of the women as important: personal development, co-worker relations, onboard culture, responsibility and trust, and organizational values.

The women were then requested to state which of these factors, if any, that Greenpeace, as an employer should improve on. The following five aspects topped the list of factors to improve: office communication and support, onboard managers, personal development, organizational management, and onboard culture. Table 8 compares the responses from the first and second question and found in the top of the list of important factors and in the list of factors to improve were: personal development and onboard culture. The result implement that development and culture is considered both important and should be improved.

It should also be noted that 37.5% of the women stated that excitement and fun is important while none of them thought that Greenpeace as a maritime employer should improve in that aspect.

Table 8 Female crew, perceptions on a good seafaring career. Answers ranked.

Important aspects of a career at sea	Career aspects that GPI should improve
Personal development 75 %	Onboard managers 56.3 %
Co-worker relations 75 %	Office communication and support 56.3 %
Onboard culture 68.8 %	Personal development 43.8 %
Responsibility and trust 62.5 %	Organizational management 43.8%
Organizational values 62.5 %	Onboard culture 43.8 %
Exciting job 37.5 %	Career growth 37.5 %
Office communication and support 25 %	Flexible working arrangements 37.5 %
Pay and benefits 18.8 %	Co-worker relations 34.3 %
Work-life balance 18.8 %	Organizational values 31.3 %
Flexible working arrangements 18.8 %	Pay and benefits 31.3 %
Recognition and appreciation 12.5%	Work-life balance 31.3 %
Onboard managers 12.5 %	Recognition and appreciation 25 %
Organizational management 12.5%	Onboard facilities 18.7 %
Career growth 6.3 %	Excitement and fun 0 %
Onboard facilities 6.3 %	

4.2.3 Communication

Office communication and support was said by 56.3 % of the responding women to be an area where Greenpeace should improve, additionally it was seen by 25% of the women as an important aspect to a good career at sea, as is made visible in Table 8. The women stated that they (16 out of 16) had received the information of which week they would sign on less than a month in advance of their previous embarkation. The communication of embarkation/disembarkation intentions was clearly not of satisfactory for the female crew. When asked to state their satisfaction with information received from the office and whether they felt able to plan their free time as they preferred, the average answer was 2 on a scale from 1 - not satisfied to 5 – satisfied. Figure 2 illustrates the result and Table 9 states the statistics of the responses.

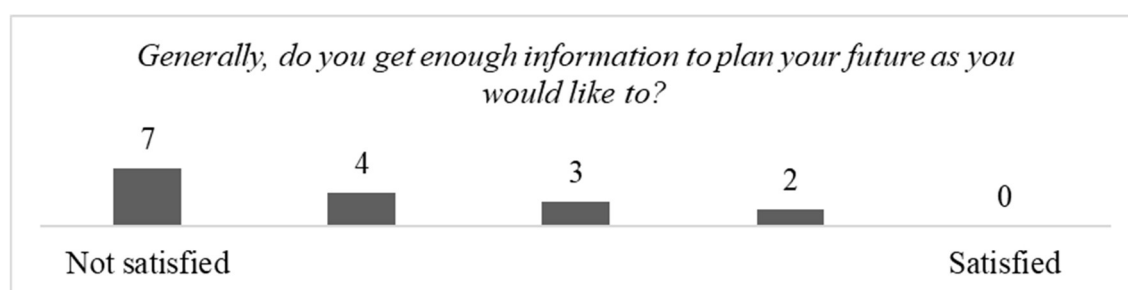


Figure 2. Female crew members satisfaction with information received. Answers to the question “Generally, do you get enough information to plan your future as you would like to?” on a scale from 1 not satisfied to 5 satisfied. Total number responses: 16.

Table 9 Result from the question “Generally, do you get enough information to plan your future as you would like to?” on a scale from 1 not satisfied to 5 satisfied.

Number of Items	16	Scale: 1=Unsatisfied, 5=Satisfied	Responses: n = 16
Arithmetic Mean	2.0		
Median	2.5	1	7
Mode	1	2	4
Range	4	3	3
Variance	0.13	4	2
Standard Deviation	0.34	5	0

4.2.4 Expectations

Most (13; 87%) of the female crewmembers planned on pursuing a longer or equally as long career onboard now as what they had when they embarked a Greenpeace vessel for the first time. Figure 3 illustrates the positive trend in career plans, the arrows in the figure represent each respondent, their initial career plans and their current plans, fifteen women answered to this question.

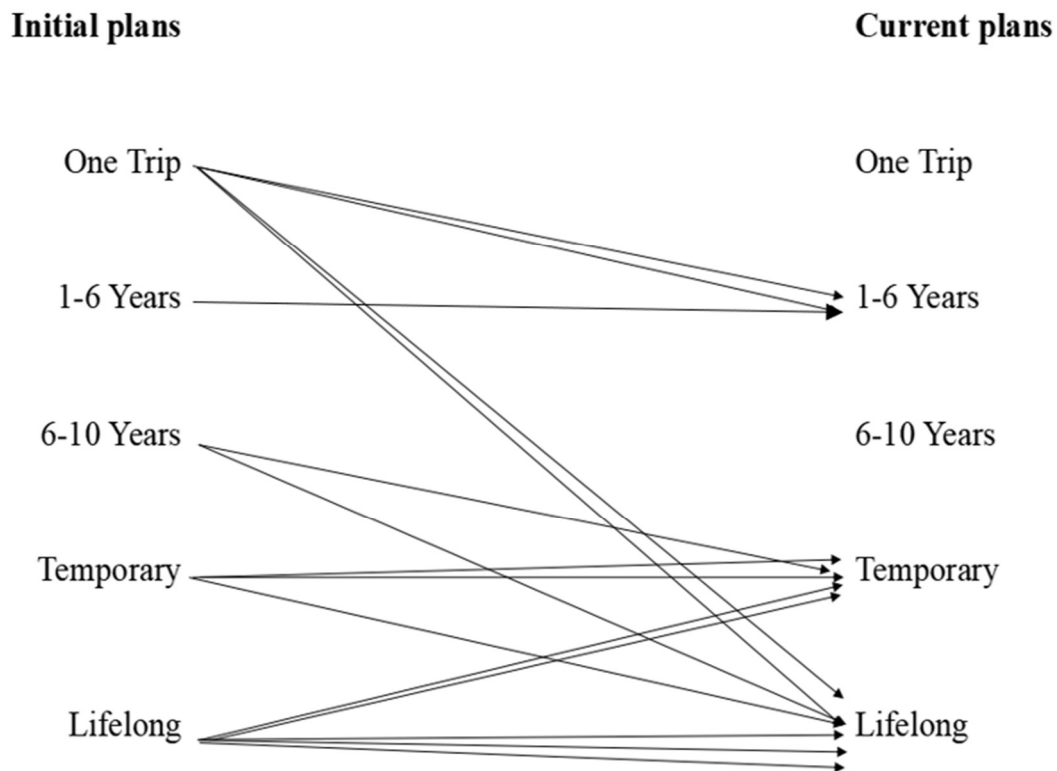


Figure 3. Career prospects for the female crewmembers. Each arrow represents one of the responding female crewmembers, her initial intention when first signing on a Greenpeace vessel and her current career plan. 15 women answered to the question.

Additionally; twelve of the sixteen women could see themselves working onboard the Greenpeace vessels in one year from now, ten of them planned to sail for Greenpeace also in ten years from now. Most women, (13; 81%) had thought of quitting at some point, and the thought of leaving was commonly (7; 43%) initialized by poor onboard culture; co-workers being disrespectful and/or lacking what the respondents called: *Greenpeace values*.

4.2.5 Causes of voluntary termination

The women were asked the question: “What is most likely to make you quit sailing for GPI?”, the question was asked two times given two sets of options: one with external, pull-factors: *Family responsibilities, Studies, Children, Better job offers, Partner, Hobbies, Job task, Social life, Socio-cultural pressure, Better paid job* and one with internal, push-factors: *Harassment or bullying, Career stagnation, Lack of job security, Onboard culture, Onboard management, Stress, Salary, Work facilities*. The responses are listed in Table 9 according to frequency. Family responsibility is the most common pull factor, followed by children and studies. The most likely push factor was harassment or bullying, followed by career stagnation.

Table 10. Female crew, most likely reasons to quit. Answers to the question: What is most likely to make you quit sailing for Greenpeace? Given two sets of options, nine external and nine internal.

External, pull factors	Internal, push factors
Family responsibilities 33,3%	Harassment or bullying 31,3%
Studies 20 %	Career stagnation 25%
Children 20%	Lack of job security 12,5%
Better job offers 13,3%	Onboard culture 12,5%
Partner 13,3%	Onboard management 6,1%
Hobbies 0%	Job task 0%
Social life 0%	Stress 0%
Socio-cultural pressure 0%	Salary 0%
Better paid job 0%	Work facilities 0%

The women were asked to say if the previously stated external or internal reason to quit is more likely to occur. External reason was stated by 44% as more likely, internal reason stated by 31% as more likely, and 25% thought that the options were equally likely.

4.2.6 Comments on the causes of voluntary termination

The men were asked in an open-ended question to state what they perceived as the main reason to why women would leave their jobs onboard the Greenpeace vessels. The women were approached in a slightly different manner asked to state what is most likely to entice them away in the upcoming five years. Table 10 showcases the entire range of responses, rephrased and grouped.

Table 11. Female and male crew, why women decide to quit. Open ended question to the men: Why do you think women stop sailing for Greenpeace? Open ended question to the women: What is most likely to, or already did, entice you away during the next five years? Answers rephrased, some reoccurring.

Answers from the men	Answers from the women
Women should not stop sailing	Uncertainty
Nepotism and sexism	Stagnation
Motherhood	Love
Sexist environment onboard	No pension option
Harassment or bullying	Discrimination
Family	Development and accomplishment
Co-workers lacking GP values and/or respect for women	Studies
The same reason men leave	More respectful work environment
Outnumbered	Other job with long-term contract
Career opportunity	Family
The same reason men leave	Pregnancy
Career development ashore	Partner that wants children
GP is improving in creating a good environment for women	A job in the NRO or office
Pregnancy	Life situation
Personal preference	

4.2.7 Improved employee retention

The aim of this study was not solely to investigate why women leave but to gather input from crew on how to better support the women onboard. The male respondents thought that job security and clarity in scheduling would prolong careers for both men and women. The most common suggestion on how to specifically retain women was to improve onboard culture. Table 11 ranks and compares the most frequent answers from the male crew on how to retain specifically women and how to retain crew in general.

Table 12. Male crew, ideas for improved retention. Answers to the open-ended questions How can employee retention be improved, in general? and How can employee retention be improved for women? Total of 26 responses, rephrased, grouped.

How can employee retention be improved?	
In general	For women
Job security and clarity	Improve onboard culture
Respect and recognition by employer	Flexible working arrangements and re-joining
Improve onboard culture	Education and development
Better recruitment	Better recruitment
Improved communication.	Job security
Flexible working arrangements	Policies for maternity leave
Increase benefits, pensions and pay	Increase benefits, pensions and pay
Increase campaign involvement	Improve work-facilities

The suggestions female crew gave on how to prolong careers can be grouped into three main categories: (1) Development: career counselling and trainings in masculine areas. (2) Work-life balance: improving benefits such as pensions, maternity leave and flexible working arrangements and clearer communication. (3) Onboard culture: diversity and inclusion trainings, assigning persons of trust onboard and improved leadership of senior rank crewmembers.

4.2.8 Work-life balance

Work-life balance may imply different things to different individuals, in this case, the women could individually define and evaluate their work-life balance. For female employees on definite contract is the connection between work-life balance and information clear: 5 out of 6 females on definite contract requested information about embarkation/disembarkation and visa requirements in advance, as can be seen in Table 12. Women on other than definite contracts tended to be more content with the current situation regarding their work-life balance.

Table 13. Female crew, ideas for improved work-life balance. Answers to the open-ended question What would improve your work-life balance? 16 responses rephrased, grouped and divided by type of contract that the women were on at that time.

What would improve your work-life balance?	Number of responses divided by type of contract		
	Definite	Indefinite	No contract
Rephrased answers			
Information regarding on/off signing and visa requirements in better time.	5	3	1
Able to sail with partner.	0	1	0
Flexible, individual working agreements.	0	1	0
Allow children and better maternity leave	0	0	1
No answer or content with their current situation.	0	4	0

4.2.9 Onboard culture

Four of the sixteen women commented that they were happy with the onboard culture, the rest of the female respondents mentioned either bullying, indirect or subtle discrimination and sexism, lack of values, lack of acceptance for LGBT persons, hostile jargon or inappropriate joking. The male respondents reported to have experienced or seen harassment, bullying or discrimination onboard during the past year in a significantly higher extent than the women i.e. 92% compared to 62%, see Figure 4.

Most of the male respondents thought that the onboard culture could be improved, understanding and respect was mentioned as missing and a possible cause to voluntary turnover of females. Gender awareness and integrity trainings were requested by both men and women. Additional intensive introduction trainings for new crewmembers were suggested to improve the onboard culture and ease transition onto the Greenpeace ships. More gender balance onboard was brought up by the men as a solution for improved onboard culture, so was taking in persons from ashore to help improve co-worker relations.

At least once during the past year onboard as a GP crew member I have experienced myself or seen...	Men	Women
Neither	8%	38%
Harassment	38%	25%
Bullying	69%	50%
Discrimination	46%	50%

Figure 4. Harassments, discrimination or bullying onboard. Answers to the question ‘Have you seen or experienced harassments, discrimination or bullying during the last year onboard Greenpeace vessels?’ Responses from 26 male crew members and 16 female crewmembers.

4.2.10 Perceptions of gender balance

24 out of 26, or 92% of the male respondents answered yes to the question ‘Is there a need for more women onboard?’. The men pointed out that gender balance increases wellbeing, improves performance of job task, and that gender balance resembles Greenpeace values.

None of the respondents held a negative attitude towards increasing the number of women onboard. However, two of them underlined that balance should only be reached through vacancies and equal opportunity. Women were overall more restricted in their approach towards gender balance. Although none of the women argued against an increase of gender balance, some found it important to point out the need for skills in recruitment. Some women were satisfied that this type of research was conducted while others argued against any differentiation between male and female crew members under any circumstances.

4.2.11 Recruitment

The respondents were asked to shift focus from retention to recruitment, and ideas on how the Crew Unit could increase and improve their recruitment of women were obtained. The following list summarizes the answers:

- Utilizing existing female crew to promote jobs by creating women crew communities, gathering annually and reaching out to new employees.
- Targeted recruitment in ranks other than volunteer-deckhands.
- Internal recruitment through encouraging and supporting education and career development.
- Equal opportunity in the employment process and by managers onboard. Increased transparency, clarity and zero discrimination in recruitment.
- Pre-joining training and familiarization of the job, in order to ease onboarding.
- Increase attractiveness by offering pensions, job security and flexibility: with half-time or five-year contracts.
- Include organizational values as requirements for employment.
- Train new crew in diversity and respect.
- Approach nautical schools and maritime organizations in recruiting purposes.
- Advertise in maritime magazines.
- Outline and communicate clear recruitment and retention strategies.

It was noted that qualified women are hard to find in the maritime industry thus, investing in career progress, education and internal recruitment was recommended. Supporting re-entry and re-validation of certificates was also suggested. Both women and men described how the evaluations are improperly implemented but also how they should be utilised for better crewing decisions.

5 Critical examination and discussion

5.1 Limitations and further aspects

English is the working language onboard the vessels and was used in this survey, the level of language skills differs among the respondents. Two respondents commented in the questionnaire that they could not understand the wording of one question and there is no guarantee that more misunderstandings have not occurred in the written surveys.

Further should the following aspects be noted: the number of respondents will make any generalization difficult. Additionally, the male respondents who decided to participate in this study are, assumingly, more interested in the subject of gender balance than the ones deciding not to participate. However, generalizations are not required as the aim of this research was to seek ideas of improving the situation. The aim can be considered accomplished, the respondents were eager to share their thoughts and their recommendations on how to retain women can, through this report, be forwarded to the Crew Unit.

A study done by Grey (2011) on women in male dominated workplaces should be mentioned for future research. Grey found that non-heterosexual women are treated differently from heterosexual women in masculine workplaces and claims that studies would benefit from differentiation of sexuality. This research divided crew by gender and not by sexuality due to the limited number of crewmembers. For a similar survey done in a bigger context would it be interesting to explore if Grey's theory applies to the maritime industry.

Respondents view surveys either as an intimate conversation, citizen referendum, a form filling exercise, a test, or subterfuge (Ejlertsson, 1996; 2005). It is unknown how the Greenpeace crew viewed their participation in this study. The crew hopefully saw it as a chance to improve their workplace and the results will hopefully lead to the same.

5.2 Conclusions

Both gender diversity and low employee turnover is considered a competitive advantage in the shipping industry. Thus, aiming to increase employee retention and especially focusing on female employees should be prioritised by shipping organizations. Yet, based on interviews with representatives from the ILO, Women Offshore and the International Women Seafarers Foundation, is the maritime industry focused on the recruitment rather than the retention of female seafarers. Therefore, concrete guidelines on how to best support and prolong the female seafarer career are missing (Turnbull, 2013; C.F. Livingstone, 2015 and Marie-Noëlle and Albert, 2016). Studies, including this one, indicate that men and women at sea face similar struggles in their careers and would thus benefit from similar retention efforts. The above stated does not undermine the fact that gender discrimination occurs and that women at sea often experience issues more intensively due to sociocultural expectations and their exposed position as a minority onboard (Momondo, 2013; Bhattacharya, 2015, Dragomir, 2018).

When looking at the female crew onboard Greenpeace vessels we can see a positive trend in career plans. Most female crewmembers had decided to extend their onboard career further than they had planned when initially embarked as Greenpeace crew. Additionally, the majority (10) of the women currently sailing as crewmembers saw themselves continuing doing so in a decade from now. This indicates that although the organization is struggling with the retention of their female crew are women, at least currently onboard, deciding to extend their onboard career. Planned termination of the career is thus a major aspect in employee retention. However, things could be improved, and retention of the female crew could further be developed. This research found three main areas of improvement, recommended for the Crew Unit to further explore and better. These include onboard culture, career and personal development, and communication and flexibility employment.

5.2.1 Onboard culture

Unfortunately, harassments and bullying are occurring also onboard the Greenpeace ships. 62% of the responding female crew and 92% of the responding male crew stated to have experienced or seen harassments, bullying or discrimination during the past year onboard the Greenpeace vessels.

According to Kitada (2018) are female seafarers adapting to the onboard culture, they are thus more likely to accept inappropriate behaviour, which could explain the difference of experienced or seen inadequacies between the male and female respondents. Conformingly, several female crew members expressed, in the oral interviews, a need to toughen up onboard and fit in. One woman commented on the onboard culture in the following way: “Sentences like: Don't be a pussy! should be forbidden.” The need to toughen up, fit in and prove their belonging may be the driver behind the expressed wish for development and skills.

The interview women had heard comments implying that they were hired or promoted based on their gender. The perception that women are recruited as tokens or that positive discrimination occurred in recruitment was common also among the male crew. This is found as one of the aspects that may cause a bad onboard culture and tension between crewmembers.

5.2.2 Personal development

The notion that women desire professional and personal development can be found in several parts of the internal study. Women working as deckhands described how training and development would increase self-confidence and thus increase job performance and job satisfaction. While female employees in managerial ranks described how lack of challenge or career stagnation would push them to start looking for other jobs. This finding is supported by most of the human resource literature as well as in seafarer specific studies.

The need to develop is clearly connected to job satisfaction, it can also be connected to the onboard culture and the women's need to become respected in their professions. Evaluations of job performance and support in career development was mentioned by both men and women as an area in need of improvement. Investing in both onboard mentorship and creating a culture that enables career development would benefit the job satisfaction among crew as well as the performance and productivity.

5.2.3 Flexibility and communication

According to the responding Greenpeace crew, their work-life balance would be bettered by long-term planning and clear communication of work rotations from the Crew Unit. Increased flexibility and communication will positively affect the work-life balance for crewmembers, which is considered one of the main reasons for low retention at sea. Enabling flexibility, such as the possibility to spend more time ashore, working at the office at periods, allowing permanent one-trip-per-year contracts, and by allowing partners to sail on the same vessel or in the same rotation was mentioned as concrete solutions for better job satisfaction.

The crew is composed of individuals from all over the world, with different ambitions, and in different life stages. The importance of listening and aiming to understand each crewmember should be stressed. Communication can clearly be improved; all of the women had received the information of which week their previous embarkation was planned less than a month in advanced. Added, communication is two-way concept, not only better information, but a better understanding of the career intentions of the crew would improve job satisfaction among the employees. It is also evident that either work or non-work-related individual factors based on; values, preferences, and circumstances influence the decision to resign, thus knowing what each employee finds motivating is the key to retaining them.

5.3 Summary

This research aimed to find solutions on how to prolong the career for women working onboard Greenpeace International's vessels. The result has shown that the Crew Unit should facilitate career development, allow flexibility along with better communication in crewing and improve the onboard culture in order to positively influence job satisfaction for the women working onboard Greenpeace International's vessels. Further should be mentioned that the interviewed crew requested targeted recruitment of females in all ranks and departments, as well as transparency in the recruitment process. There are clearly several reasons to why women decide to resign from an onboard career. It is also clear that the current female crew onboard Greenpeace vessels have decided to sail longer than they originally planned, indicating that the Crew Unit is on the right track. It would now be recommended for the Crew Unit to commence exit interviews and properly follow up if, when and why these women decide to resign.

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Appendix 1 - Online questionnaire sent to the male crew

2019-06-17

Retention of female crew members

Retention of female crew members

This is anonymous, please answer honestly from your perspective.

Background

1. For how long have you been a GP crew member?

2. Did you work at sea before GP, if so where and for how long?

Work-life balance

3. Do you think that being a male crew member and having ...

Tick all that apply.

	Impossible	Hard	Fairly hard	Fairly easy	Easy
a partner is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a 1-5 years old kid is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a 6-12 years old kid is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a fulfilling social life is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a good work-life balance is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Do you think that being a female crew member and having ...

Tick all that apply.

	Impossible	Hard	Fairly hard	Fairly easy	Easy
a partner is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a 1-5 years old kid is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a 6-12 years old kid is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a fulfilling social life is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a good work-life balance is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Onboard culture

5. At least once during the past year onboard as a GP crew member I have experienced myself or seen

Tick all that apply.

- ☐ Harassment
- ☐ Bullying
- ☐ Discrimination
- ☐ Neither
- ☐ Other: _____

2019-06-17

Retention of female crew members

6. How could the onboard culture improve?

Employment in general

Please answer on how to improve the situation for both female and male crew.

7. How could Greenpeace improve employment of crew?

8. What could Greenpeace do better to keep crew?

Skip to question 9.

Employment of women

9. Why do you think women stop sailing for Greenpeace?

10. How could Greenpeace improve employment of female crew?

11. What could Greenpeace do better to keep female crew?

2019-06-17

Retention of female crew members

12. Is there a need for more women onboard and why or why not?

Feedback, comments and ideas!

13. Thank you for answering. Any final thoughts?

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Appendix 2 - Online questionnaire sent to the female crew.

2019-06-19

Employee survey

Employee survey

This is anonymous, please answer honestly from your own perspective

Long-lasting careers

Better retention would benefit the organisation as a whole. Focusing on women crewmembers would additionally improve gender balance.

1. What could GP do better to keep women crew longer?

Background

2. For how long have you been, were you a GP crew member?

3. Did you work at sea before GP and if so, where and for how long?

4. With which intentions did you start working onboard for GP?

Mark only one oval.

- ☐ To make it a life-long career
- ☐ To sail temporary - in periods through life
- ☐ To sail for 6-10 years
- ☐ To sail for 3-5 years
- ☐ To sail for 1-2 years
- ☐ To sail one trip

5. What is your current intentions?

Mark only one oval.

- ☐ To make it a life-long career
- ☐ To sail temporary - in periods through life
- ☐ To sail for 6-10 years
- ☐ To sail for 3-5 years
- ☐ To sail for 1-2
- ☐ To sail one more trip
- ☐ Not sailing again

2019-06-19

Employee survey

Job security

Job security refers to knowing enough about if and when you will be working.

6. What type of contract do you have?

Mark only one oval.

- ☐ Definite contract
- ☐ Indefinite contract
- ☐ Other

7. Before your last trip, when did you know which week you would sign on?

Mark only one oval.

- ☐ 3 months in advance
- ☐ 2 months in advance
- ☐ 1 month in advanced
- ☐ Less than one month in advance

8. Generally, do you get enough information to plan your future as you would like to?

Mark only one oval.

	1	2	3	4	5	
Not satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Satisfied

A great workplace

What is your perception of a great workplace?

9. Mark the 5 most important aspects of a seafaring career

Tick all that apply.

- ☐ Personal development
- ☐ Responsibility and trust
- ☐ Exciting job
- ☐ Career growth
- ☐ Coworker relations
- ☐ Onboard managers
- ☐ Organisational management
- ☒ Flexible working arrangements
- ☐ Onboard culture
- ☐ Organisational values
- ☐ Pay and benefits
- ☐ Work-life balance
- ☐ Onboard facilities
- ☐ Recognition and appreciation
- ☐ Office communication and support
- ☐ Other: _____

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Employee survey

10. Mark every aspect that GP should improve?*Tick all that apply.*

- ☐ Personal development
- ☐ Excitement and fun
- ☐ Career growth
- ☐ Coworker relations
- ☐ Onboard managers
- ☐ Flexible working arrangements
- ☐ Organisational management
- ☐ Onboard culture
- ☐ Organisational values
- ☐ Pay and benefits
- ☐ Work-life balance
- ☐ Onboard facilities
- ☐ Recognition and appreciation
- ☐ Office communication and support
- ☐ Other: _____

Work-life balance**11. Answer from your perspective as a female crew member: I think that having ...***Tick all that apply.*

	Impossible	Hard	Fairly hard	Fairly easy	Easy	No idea
a partner is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a 1-5 years old kid is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a 6-12 years old kid is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a fulfilling social life is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a good work-life balance is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What would improve your work-life balance?

Reasons to quit

Answer from your perspective. Both questions require one answer. Note: 'most likely', unless it already made you quit.

2019-06-19

Employee survey

13. What internal reason is most likely to make you quit sailing for GP?*Mark only one oval.*

- ☐ Career stagnation
- ☐ Onboard management
- ☐ Organisational management
- ☐ Work facilities
- ☐ Salary
- ☐ Job tasks
- ☐ Harassment or bullying
- ☐ Stress
- ☐ Onboard culture
- ☐ Job security

14. What external reason is most likely to make you quit sailing for GP?*Mark only one oval.*

- ☐ Other job offer
- ☐ Social life
- ☐ Partner
- ☐ Children
- ☐ Studies
- ☐ Hobbies
- ☐ Family responsibilities
- ☐ Sociocultural pressure
- ☐ Better paid job

15. Which one of the previous answers are more likely to happen?*Mark only one oval.*

- ☐ First
- ☐ Second
- ☐ Equally likely

Workplace

If you are not working onboard anymore, think about the time while you were.

16. Have you ever thought of leaving your job onboard GP vessels?*Mark only one oval.*

- ☐ Never
- ☐ At least once
- ☐ Sometimes
- ☐ Regularly, at least monthly

2019-06-19

Employee survey

17. If you ever thought of quitting, what caused that thought?

18. Are you looking for other jobs?

Mark only one oval.

- ☐ Actively
- ☐ Inactively
- ☐ Occasionally
- ☐ Seldomly
- ☐ No
- ☐ Already have another job.

Onboard culture

19. At least once during the past year as a GP crew member I have experienced myself or seen

Tick all that apply.

- ☐ Harassment
- ☐ Bullying
- ☐ Discrimination
- ☐ Neither
- ☐ Other: _____

20. Any comment on the onboard culture:

Future career

21. In one year from now, where do you see yourself?

22. In five years from now, where do you see yourself?

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Employee survey

23. What is most likely to, or already did, entice you away during the next five years?

24. What would keep you working as a GP crew member during the next five years?

Employing women

25. How could the organisation improve employment of women crew?

Retaining women

26. How could the organisation support and keep women crew members?

27. Any other comments, input or suggestions on improvements?

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Employee survey