

# Introduction

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Policies to foster the advancement and empowerment of women have been on the agenda of several international organisations, governmental agencies and non-governmental organisations in the last decades. In particular, the promotion of gender equality has been a goal of the United Nations (UN) and its specialized agencies.

The first programme to promote the advancement of women in the maritime industry was developed by the International Maritime Organization (IMO) in 1988. It was called “Strategy on the Integration of Women in the Maritime Sector” (IWMS) and its main goal was to increase the presence of women in the developing countries’ workforce through education, training and knowledge transfer. The role of training in this programme was fulfilled by educational institutions created by IMO at the World Maritime University (WMU) in Sweden and the International Maritime Law Institute (IMLI) in Malta.

The IMO Strategy was accompanied by several initiatives implemented throughout different regions of the world during the 1990s, which were aimed at creating awareness of the situation faced by maritime women in their careers. The number of female alumni graduating from WMU and IMLI began to increase, and consequently these women began to take up positions as managers, administrators, policy advisers and educators in the maritime field worldwide.

In the year 2000, the UN adopted the Millennium Development Goals (MDGs) which are aimed at encouraging development by improving social and economic conditions in the world’s poorest countries. Among them, MDG3, “promote gender

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equality and empower women”, was adopted, resulting in many specialized agencies of the UN introducing changes within their programmes to comply with this goal. For example, in 2003, the IMO started a process to establish regional support networks for women around the world. As a result, six regional associations for women were created, covering the regions of Africa, Asia, Latin America and the Pacific Islands.

The first phase of IMO’s Programme for the IWMS concluded in 2013. But this was not the conclusion of IMO’s efforts. Instead, this marked the beginning of a new programme that could be described as a merger between the MDG3 and IMO’s response towards strengthening the role of women in the maritime sector. During that same year, IMO released a film entitled “Women at the Helm”, thereby showcasing IMO’s efforts towards promoting a positive change for women in shipping, while highlighting first-hand experiences of women who have succeeded in the industry. IMO then announced its plan to develop a “Global Strategy for Women Seafarers” in order to continue to improve the diversity of seafarers.

In support of these initiatives and to contribute to the efforts of the maritime stakeholders and the international community, WMU hosted the **2nd International Conference Maritime Women: Global Leadership (MWGL 2014)**, from 31 March to 1 April, 2014 in Malmö, Sweden. The Conference was organized in cooperation with IMO, bringing together key leaders and professionals in the maritime sector to highlight successes of gender diversity in the industry, while discussing future initiatives and opportunities for women. The programme of the Conference is available as an Annex of this book. This second conference built on the success of the first Women’s conference that WMU hosted in 2008, entitled “Empowerment of Professional Women in the Maritime World”.

MWGL 2014 brought together 265 participants from 174 countries. Representatives from international governmental and non-governmental organisations, governmental officials, executives, practitioners, academics, researchers and students actively participated in the 2-day conference. It was here, where ideas about global leadership, policy, education career opportunities and sustainability were exchanged through discussions on accomplishments so far and follow-up plans required at the international, national and regional levels and from both the public and private sectors in the maritime industry, who have contributed to the advancement and empowerment of women around the world.

The participants shared their views about the development of a Conference Declaration to call on IMO and its Member States, and the shipping industry, as a whole, to make optimal use of women’s resources in order to facilitate the achievement of the agreed goals regarding employment, career, education and leadership, which in turn will make sustainable development of the maritime sector a reality. The Maritime Women: Global Leadership Declaration is presented in this book after the conclusion.

## **1 Conference Theme: “Maritime Women: Global Leadership”**

MWGL 2014 aligned itself with the need to develop new strategies to strengthen the role of women in the maritime sector and the idea of sharing the experiences of those who had succeeded in their countries and regions. In particular, MWGL 2014 was a call for strong leadership, mentoring and networking opportunities within the sector. MWGL 2014 aimed at strengthening the leadership role of women, while helping them realize opportunities to succeed in the maritime sector. It showcased the achievements of professional maritime women around the globe and across the entire spectrum of maritime activity. It is expected that this will help in establishing networking opportunities for several associations for professional maritime women, in promoting discussions regarding the value of sustained investment in education and training.

## **2 Keynote Speakers**

The welcoming remarks by Björn Kjerfve, former President of WMU and Conference Chair, María Carolina Romero Lares, Associate Professor of WMU, were followed by the addresses of H.E. Lena Shbeeb, Minister of Transport, Jordan, and Wendy Watson-Wright, Assistant Director General and Executive Secretary, United Nations Educational, Scientific and Cultural Organization (UNESCO)—Intergovernmental Oceanographic Commission (IOC).

These speakers challenged the participants to reflect upon the need to understand women’s perspectives within the maritime sector, to strengthen national competitiveness in the shipping business which can increase employment opportunities for women and men, to remove barriers, preventing women from participating, and to realize that more actions are needed, in order to reach employment gender parity and to ensure that the expertise of women is utilised for the benefit of the maritime world as a whole.

The welcoming remarks were followed by two plenary sessions. Pamela Tansey, Senior Deputy Director of the Technical Co-operation Division of IMO, who chaired the first plenary session, presented the speakers, Rear Admiral Sandra Stosz, Superintendent of the US Coast Guard Academy, and Judith Melin, Director General of the Swedish Coast Guard. Şadan Kaptanoğlu, Vice President of BIMCO, and Managing Director of H.İ. Kaptanoglu Ship Management Company, chaired the second plenary session and presented the speakers, H.E. Ana Irene Delgado, former Ambassador Extraordinary and Plenipotentiary and General Consul of the Republic of Panama to the United Kingdom of Great Britain and Northern Ireland, and Karin Orsel, President of WISTA International, and Vice Chairman of the International Chamber of Shipping (ICS). During these sessions, great emphasis was made on the need to assist developing regions through capacity building in order to contribute towards sustainable development in the maritime field, and on

improving levels of competency through focus on education and knowledge-sharing. Maritime peers were encouraged to act as role models and mentors for maritime women, while the importance of the need to build partnerships for optimum benefits was highlighted.

The last plenary session of MWGL 2014 took place on the second day and focused on “Promoting Diversity”. This session was chaired by Reverend Ken Peters, Director of Justice and Welfare of Seafarers, Mission to Seafarers. In this session, keynote speakers, Julia Lear from the International Labour Organization (ILO), Alison McGarry, Coordinator of Women Transport Workers’ Department at the International Transport Workers’ Federation (ITF), and Geraldine Knatz, representing the International Association of Port and Harbours, spoke about the importance of creating women’s committees within organisations. Here, stress was put on the fact that while the global maritime community is the most diversified, gender inclusion remains virtually non-existent at sea. The speakers noted that even though there is a strong need in the industry, there is also a lack of women in top-level positions. Women leaders are required to put in the extra time and effort to build the professional relationships and networks inside and outside their workplaces that will enable them to break through corporate glass ceilings.

### **3 Conference Workshops and Poster Presentations**

In support of the Conference theme, a series of workshops were organized around five topics—Employment, Policy and Practice; Education for Career Building; Leadership, Mentoring and Networking; Sustainable Development in Shipping; and Regional Perspectives. The first day workshops were dedicated to the first four topics:

- Workshop A: Employment, Policy and Practice;
- Workshop B: Education for Career Building;
- Workshop C: Leadership, Mentoring and Networking; and
- Workshop D: Sustainable Development in Shipping.

The Employment, Policy and Practice Workshop, chaired by Nancy Karigithu, Director General of the Kenya Maritime Authority, focused on the strategic recruitment and empowerment of women, best employment practices, and visibility of women in the workplace. The invited experts addressed policy issues, reporting their research on attitudinal and structural impediments when women work in the maritime industry. From the fishing industry to maritime law firms, many similar issues and concerns were evident across the spectrum, and such challenges need tangible solutions.

In the Education for Career Building Workshop, the chair, Professor Neil Bellefontaine, Acting President of WMU, set the tone for the workshop by highlighting the importance of gaining equal opportunities and access to new knowledge and skills, organisational learning and knowledge transfer. From identifying gaps in how

educational programs are marketed, to showcasing the long-term success of women who experienced an international exchange program as a cadet, this workshop hosted a diverse group of presenters with a myriad of experiences.

The Leadership, Mentoring and Networking Workshop was chaired by Lena Göthberg, Secretary General for the Institute of Shipping Analysis. Focusing on the important roles of mentoring and networking when developing a leader, the audience learned about challenges faced by women seafarers in countries where women are severely under-represented, the influence of women who are present on Boards of Directors, and the presence of second-generation bias towards women in the maritime sector is prevalent.

Chaired by Katharina Stanzel, Managing Director at INTERTANKO, the Sustainable Development in Shipping Workshop focused on the contributions of women to sustainable development in the maritime sector, including maritime safety and security, ports, shipping, and marine environmental management. It included presentations on the contribution of women, career opportunities and training needs regarding Port State Control activities in Africa, the issue of challenges on sustainability and Corporate Social Responsibility, and opportunities for women in the areas of ship technology research and vessels inspections. Finally, a presentation discussed how shore-controlled and monitored vessels offer better conditions to female and male crews.

The second day of the Conference included two Regional Perspectives Workshops, hereby drawing on the last topic of the Conference:

- Workshop A: The Americas & Europe; and
- Workshop B: Asia, Arab States & Africa.

To bring together the key themes of the conference, while maintaining a regional focus, the second day of the Conference included the Regional Perspectives Workshops, divided into two regions: The Americas & Europe; and Asia, Arab States & Africa. This allowed presenters to approach the Conference's core topics from the various regional perspectives.

The Regional Perspectives Workshop for The Americas & Europe was chaired by Minghua Zhao, Assistant Director of the Greenwich Maritime Institute. Focusing on the presence of women in managerial positions in the Latin American region and the need for maritime administrations to develop national plans to integrate women from within, participants learned of statistics showing women's limited access to training and to employment in the Latin American region. Furthermore, presenters assessed the effectiveness of the IMO's "Women In Development" programme in the Caribbean region, stressing the need to unite women as a cohesive force for change and development. Additionally, presenters addressed the loss of women at consecutive career stages in marine engineering sciences and technology in the UK and analysed the gender mainstreaming situation in the maritime transport field in Ukraine.

The Regional Perspectives Workshop for Asia, Arab States & Africa was chaired by Carla S. Limcaoco, President of Women in Maritime Philippines, and Director of PTC Management Corporation. The audience learned of challenges

faced by female officers and stewards on board Chinese vessels, while addressing the need for Maritime Education and Training (MET) institutions to open enrolment possibilities to female students and identifying the need to give full support to governments for the promotion of gender equality and the empowerment of women seafarers. Finally, presenters shared experiences as members of the Association of Women Managers in the Maritime Sector in East and Southern Africa (WOMESA), with emphasis on regional training workshops, mentorship programmes and networking at local, regional and international levels. Participants learned of the importance and meaning of equality in the sector in terms of equal rights, access and opportunities for women and men, eradication of biases and discrimination, and respect for differences, aspirations, concerns and varied human needs.

The response to the call for papers was incredible. However, it was impossible to accommodate all of the interested speakers who had submitted a research paper to MWGL 2014. The Organising Committee decided therefore, to invite speakers to a special poster session that would be available for conference participants between sessions. The session was visited by most participants and facilitated opportunities for furthering both formal and informal modes of discussion, knowledge-sharing and networking amongst participants. The poster session brought together 22 presenters from 13 countries (United Kingdom, Spain, Portugal, Russia, New Zealand, Turkey, Canada, Poland, Ghana, Ecuador, Latvia, Sweden, and Norway) and was an integral feature of MWGL 2014.

## 4 This Volume

This book includes five parts that contain a selection of papers presented at MWGL 2014, beginning with a foreword by Acting President of WMU, Professor Neil Bellefontaine, an introduction by the authors; Lisa L. Froholdt, Erin Williams, and Momoko Kitada. These papers were reviewed by an appointed Scientific Committee. The parts are categorised in reference to the MWGL 2014 workshop themes:

- Part I. Maritime Policy and Women's Advancement;
- Part II. Career Development and Gender Issues;
- Part III. Maritime Education and Research: Impact of Women;
- Part IV. Global Leadership for Maritime Women; and
- Part V. Sustainable Issues in Shipping: Women's Contribution.

**Part I. Maritime Policy and Women's Advancement** Political commitment to combating discrimination and promoting equality in treatment and opportunities at the workplace, is almost universal (ITC-ILO 2009). A number of countries have ratified the ILO conventions such as the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111).

Nevertheless, it was not until the 1980s, when statistics of women's marginalisation in careered positions were highlighted and acknowledged (Evetts 1994). The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was adopted in 1979 by the UN General Assembly. The Convention defines discrimination against women as "... any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field" (UN Women n.d.).

The IMO also developed the Programme for the Integration of Women in the Maritime Sector (IWMS) in 1989, as part of IMO's Integrated Technical Cooperation Programme (ITCP), celebrating its 25th anniversary in 2014. The primary objective of this programme was to encourage the Member States to open the doors of their maritime institutes to women and provide training for women alongside men. The IMO was confident that this would contribute to the high level of competence that the maritime industry demands, at both local and global levels.

The legal provisions to support women to develop their careers were introduced in Europe in the 1970s. The Equal Pay Act 1970 and the Sex Discrimination Act 1975 are well known as such provisions. However, the enforcement mechanism under these Acts is often problematic, as discrimination is not always overt (Shrubsall 1994). The papers in this part highlighted that the shipping industry has been traditionally dominated by men, which accommodates the work culture endorsed by masculine norms and values.

Part I of this book begins with the contribution by Pamela Tansey, who is the Senior Deputy Director, Technical Cooperation Division at the IMO. She lifts the lid on a historic recap of initiatives established and supported by the IMO since 1988, which all seek to strengthen the integration of women in the maritime industry. She rounds off her paper with the inclusion of the MWGL conference at WMU, where, for the first time, participants from all six IMO regional support network for women were present. From workers' perspective, Alison McGarry, who is the Coordinator of the Women Transport Workers' Department, the International Transport Workers' Federation (ITF) describes the ITF Women's Maritime Leadership Programme, and her paper describes how the ITF has supported female transport workers in the maritime sector to develop leadership skills through its own programme, called "Leading change". It provides a structured programme in political and policy contexts, in particular about their unions. Aspasia S. Pastra, Dimitrios N. Koufopoulos, and Ioannis P. Gkliatis inform the analysis of the characteristics of the Board of Directors in their case of the Greek shipping sector. Their paper helps us to understand the current status of the decision-making structures affecting the integration of women in the industry, and rationalise why gender diversity is important for sustainable development in the shipping business. They emphasize that it is the system which matters in the promotion of women in the managerial and leadership positions in the shipping industry. The paper presented by Margarita Dávila Cevallos clearly articulates this problem in the Ecuadorian maritime oil transportation sector. She addresses the mechanism of

male-domination, which affects the employment and promotion of women in the industry. Therefore, it is necessary, she emphasises, to change the organisational structure with the help of policy development, to create a mechanism for integrating women in the maritime sector.

**Part II. Career Development and Gender Issues** The recent study on career mobility and development by the European Community Shipowners' Association (ECSA) and the European Transport Workers' Federation (ETF) (2013), concluded that seafarer career path options are the same today as they were in 2005. The study pointed to a range of barriers for career development, such as lack of information about jobs, lack of funding for further studies, and the argument that shore jobs often demand re-location. This in turn involves a large expense for individual seafarers. Re-locations also entail a string of challenges that are stressful for seafarers, such as difficulties in culture transition to other national cultures (Hofstede 2001) or other corporate cultures (Adler 2002) ashore that are different from those at sea. The study showed that seafarers often experience a lack of recognition from their new colleagues ashore.

Furthermore, the ECSA and ETF study argued that the lack of broadband connections is still a problem in the industry. This not only hinders a seafarer from sustaining relations with family and friends, which can be especially important for mother-child relationships, but also hampers distance learning, which is one way to enhance career mobility and development. More effort and funding is necessary for activities that seek to push career mobility and development towards enabling all maritime professionals, including women. Such activities are gradually taking place and they can enhance the employability of women in the maritime industry at a time when there is a global shortage of seafarers and competence needs<sup>1</sup> have changed (Froholdt 2011).<sup>2</sup> Policies and programmes can also facilitate career development for women, as one of the papers in this part informs.

Chapters from Part II include the paper by Bev Mackenzie, who presents a study of women's participation in STEM (Science, Technology, Engineering and Mathematics). She cites a range of reasons for low participation and those issues that circle the challenges involved in sustaining a career at sea and a family ashore. Claudia Grant and Vivette Grant, provide a Caribbean perspective, based on a study of women who have been promoted to senior leadership positions in the Caribbean and the impact of IMO WID programmes in this development. The paper by Ayşe Aslı Başak presents the role of Turkish women seafarers, whose presence is challenged by cultural barriers. Finally, this part includes the paper by Momoko Kitada, who presents a study of how seafaring mothers have balanced their work life with their family life. She provides cases where the seafarers had to draw on trusted persons to assist in the child upbringing in order to sustain their career at sea.

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<sup>1</sup> See Part V. Sustainability issues in shipping.

<sup>2</sup> See also KNOW-ME project under the EU Framework programme 7, <http://www.know-me.org/>.



**Part III. Maritime Education and Research: Impact of Women** The European history of women's education dates back to the nineteenth century when middle- and upper-class boys had long been accepted and expected to participate in education as a natural part of preparation for adulthood. Feminists had to fight for securing acceptance of women's right to work and to receive an education and the first Education Act (Forster Act 1870) in Britain, made education compulsory for all children aged between five and ten (Skelton 1993).

The campaign of 'education for all' was the first real step for women to have access to an education, and it has been argued that compulsory education helped working-class girls to be equipped to support a patriarchal system from the domestic sphere. Such an 'ideology of domesticity' contributed to what is understood as the 'good woman', and societal norms of the 'perfect wife and mother'.

When science was first introduced to a curriculum, girls were not allowed to study the subject, although they later were permitted to attend classes. However, the focus was on certain scientific principles applicable for domestic contexts, such as evaporation for drying clothes (Sharpe 1976). Encouraging women to develop their careers in a STEM field is considered to be a key for global leadership today. U.S. President Barack Obama announced the launch of the "Change the Education" initiative on 16 September, 2010.

Maritime Education and Training (MET) is not an exception in this context. It has been overwhelmingly dominated by male pupils, teachers, and practitioners of Maritime Sciences. Maritime Sciences, particularly nautical science and marine engineering, are packaged and presented to appeal to boys, and not to girls. Finally, 'scientific' and 'engineering' thinking seemingly embodies an intrinsically masculine world view.

Part III includes the paper by Chen Qi that reveals the excellent performance of female cadets at the Massachusetts Maritime Academy and how their international exchange programme between United States and China, helped women to widen job opportunities in the maritime labour market. Her paper suggests that a wider opportunity and exposure to an international experience should be encouraged to students, particularly females, for successful career development. Maria Boström Cars and Cecilia Österman analyse the index of gender equality and investigate eight MET institutions in Finland, Norway, Sweden, and the Philippines. Their paper identified the need for a strategic gender awareness approach into MET institutions. Furthermore, the domination of males is noted not only in the field of maritime education, but also within maritime research. Rozane Valente Marins and Juliana Berninger da Costa present their study on women's contribution to the Oceanography Science in Brazil. They evaluate how gender equality in research and education of Oceanography Science has been developed by the social policies in Brazil. The role of education in order to change the status quo for women in the maritime industry, is discussed by Wilson Thoya Baya. His paper further advocates that the global maritime community should work together to support women's integration in the maritime sector.

**Part IV. Global Leadership for Maritime Women** Today, Brazil, Russia, India and China, the so-called BRIC countries, top the charts with women comprising 26 % of senior managers, with the G7 countries following at 18 % (Thornton 2012).

It is seemingly still difficult to battle global gender-based discrimination in leadership selection. However, the increasing amount of mergers and strategic partnerships, and the global stretch of the maritime sector, continues to bring people together from different organisations and national cultures. Research shows that in general, companies are seeing the benefit of managing diversity, and of how this can enhance potential benefits and costs for an organisation (Kochan et al. 2003; Triandis et al. 1994). In a maritime context, if women are more included as part of a diverse maritime workforce, there is a larger talent pool available for filling leadership and managerial positions, and this is undoubtedly an advantage in today's highly competitive market.

There are tools available that can be installed to empower women; one of which is the use of quotas. Often, for temporary purposes, quotas may increase the number of women to specific senior leadership positions (ILO 2004; Deloitte 2011; Thornton 2012). However, it cannot stand alone. Successful gender integration in managerial positions is the responsibility of a company's Human Resource Department. If not fully anchored in top management and managers throughout the organisation, gender diversity will suffer.

There must be both commitment and tangible action plans from management that aim to create opportunities for women, where they can gain both experience and visibility in positions that actually foster advancement. Another commitment is to provide effective mentoring for women in their career development. Last but not least, is the necessity for management to send a strong message to all employees, that it does not permit gender-stereotype behaviour. These actions will contribute to battle the reasons for the glass ceiling, and this is also discussed in the papers.

The Part IV on Global Leadership for Maritime Women includes papers by Annie Wouters, Olga Delgado Ortega, Kjell Ivar Øvergård, and Veronica Henden, and Pinar Özdemir and Taner Albayrak. Wouters highlights disparities between women entering the Antwerp law program and the number of women partners in Antwerp, and discusses strategies for women to overcome perceptions and break through the proverbial glass ceiling. Next, Ortega, Øvergård, and Henden compare the self-assessment of leadership skills between men and women, suggesting that women's consistent poor self-promotion and lack of confidence in their own leadership skills, may affect their inclusion in maritime careers. Finally, Özdemir and Albayrak discuss the often over-looked topic of second-generation gender bias and suggest a model based on mentorship and participative leadership to help overcome this.

**Part V. Sustainable Issues in Shipping: Women's Contribution** Despite the fact that there is only a 2 % increase of women employed on board ships between 2005 and 2010, and predominantly on cruise ships, women are becoming an increasingly larger portion of the shore-side employees in the global maritime cluster (BIMCO and ISF 2010; Theotokas et al. 2014). It is positive that there is an increase, and it is important that this increase can be pushed forward from a holistic point of view as part of the overall task of ensuring sustainable development in the shipping industry.

The importance of ensuring an overall sustainable development of the shipping industry is high on the agenda, partly due to the financial crisis, but also in part due to the economic growth in developing countries. A sustainable industry involves the challenge of ensuring social welfare, environmental protection, economic growth and strengthening the competitiveness of the industry. Being as global an industry as shipping is, special care is needed from policy makers, researchers, educational institutions, and industry, in order to ensure career development and employability for maritime professionals, when seeking to ensure a sustainable maritime industry.

The IMO has worked to ensure a global standard through the STCW 95 Convention and following amendments. However, it is observed that there is ‘fast tracking’ of MET programmes. Research shows that it is not the lack of seafarers that is behind the fast tracking, but more the quality of the training (Li and Wonham 1999; Leggate 2004). A range of research projects with the European Union (EU) have contributed to strengthen quality training by focusing on maritime competencies and investigating how this can be developed through publically available e-learning courses, and e-portals with information on how career path development can be planned for the individual maritime professionals. Many IMO Member States have also instigated promotion campaign activities in order to attract both the younger generation and professionals from other industries. These projects and activities point out that educational needs have evolved in the industry, which is in line with other studies that point to the global nature and complexity of the industry, that calls for new educational competencies in the areas of logistics, economics and management (Leong et al. 2009; Froholdt 2011). A recent EU project concluded that MET is still predominantly tailored for seafaring, and not aligned to current or future needs, or professionals that come from other industries, seeking employment in the maritime industry.<sup>3</sup> The study also concluded that MET is demarcated from the industry and there are large differences between maritime educational institutions.

A sustainable approach involves activities that include women in maritime clusters; locally, nationally, regionally and globally. It is equally important that women take an active part in developing Human Resource Development Plans for IMO Member States and maritime clusters. This can be achieved through transnational partnerships that can provide potential students complementary and cohesive educational offerings that are aligned to industry needs (Froholdt and Kragesand Hansen 2011).<sup>4</sup>

This part includes a paper by Pengfei Zhang and Minghua Zhao, who have analysed important issues related to the training and recruitment of female seafarers in China. Colin J. Stevenson follows with a paper where he questions the low number of women in the shipping industry at times when there is a critical shortage of seafarers in general. Marlene Calderón, Diana Illing, Ingrid Schipperen, and Pedro Antão, also contribute with a paper on how new technologies, developed through the EU-funded SAFEPEC project on innovative risk-based tools for ship safety inspection, can help increase job opportunities for women in the future.

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<sup>3</sup> See also KNOW-ME project under the EU Framework programme 7, <http://www.know-me.org/>.

<sup>4</sup> See also KNOW-ME project under the EU Framework programme 7, <http://www.know-me.org/>.

In conclusion, the aim of this book is to highlight the value of women's leadership in the maritime sector, and to attract attention to the necessary actions needed in order to enhance gender equality and empower more women. The themes—policy, career, education/research, leadership and sustainability—are just five areas of gender equality issues that were the focus of this book. However, it is the hope that this, together with the Maritime Women: Global Leadership Declaration, can contribute to the work of the IMO and all of those women and men in the sector who continue to strive towards the goals of the UN Conference on Sustainable Development (Rio+20)<sup>5</sup> and the Open Working Group on Sustainable Development Goals,<sup>6</sup> in relation to gender issues. As stated by Roberta Clarke, Regional Director for Asia-Pacific for UN Women, “*gender equality is a societal responsibility and requires the involvement, actions, commitment and will of everyone for it to become a lived reality for all*”.<sup>7</sup> As will be evident to the reader, the contributing authors to this volume offer their share of commitment to these goals.

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<sup>5</sup> See also UN Conference on Sustainable Development Rio+20, <http://www.uncsd2012.org/>.

<sup>6</sup> See also Open Working Group on Sustainable Development Goals, <http://sustainabledevelopment.un.org/owg.html>.

<sup>7</sup> This statement was delivered by Roberta Clarke, Regional Director for Asia-Pacific for UN Women at the seventh Official Plenary of the Third International conference on SIDS, <http://t.ymlp265.net/yjuqiauhmhwalaeubafawu/click.php>.

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