



EMPOWERING WOMEN AND MAINSTREAMING  
GENDER EQUALITY IN THE BLUE ECONOMY

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WOMEN IN THE BLUE ECONOMY

## D2.2 Map of collected good practices and models on MARINA (initial version)



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### Technical References

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<b>Abstract</b>	This report provides a visual overview and a detailed presentation on the good practices to mitigate gender gaps in the Blue Economy that WINBLUE partners have so far collected and mapped
<b>Title and number of connected deliverables</b>	D2.1 - Executive Handbook for the identification of good practices in the reduction of gender gap D2.4 - Impact assessment of the selected practices including their limits of upscaling and replicability. D2.5 - Map of collected good practices and models on MARINA (final version).
<b>Explain Deliverable Dependency/ Connection</b>	All the deliverable from WP2
<b>Title of connected external documents</b>	See Bibliography

<b>Reference of the document and the link (if available)</b>	See Bibliography
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### Objective and Responsibility

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## 1. Objective and Purpose

This document builds directly from the main outcome of Task T2.1 of WINBLUE Project. In fact, T2.1 produced the deliverable D2.1, an Executive Handbook which **set out the criteria to identify good practices that can contribute to Gender Equality (GE) in the Blue Economy**. The Executive Handbook also set out a practical methodology for project partners to collect and assess the information they would receive from stakeholders in their countries of research.

This report (also referred to as “Map”) has the purpose of presenting the outcomes of the research that has been carried out by the WINBLUE consortium in this first year of the project. The Map will initially present the methodology that has been used to identify a good practice, and how the good practices have been collected and categorised.

Chapter 4 will present the list of the good practices collected so far, divided by sector. They will include basic information about the practice such as the country (or the countries) and the organisation that have implemented the practice, the gender issue addresses, the time frame, and the objective. Each practice will include a description that highlights the background information that led to its adoption, the key elements characterising the practice itself, and show (when possible) the results and the impact it produced. This presentation of the practice and its outcomes has the purpose to provide the European Commission, the WINBLUE partners and other stakeholders a repository to peruse. Some of the good practices listed will be included in a section called “Spotlight” which provides a more detailed description.

Chapter 5 will illustrate the main preliminary findings that WINBLUE has been able to draw from this exercise of good practice identification. The results presented in this chapter will be subject to further analysis and revision as soon as more practices will be identified and collected during the project, leading

to a deeper understanding of the factors that can hinder or boost gender equality in the Blue Economy. Moreover, the chapter will provide a roadmap for WINBLUE partners towards the objective set for the completion of this Work Package.

## 2. Intended audience

This Map is intended for the partners of WINBLUE project and for all the stakeholders in the Blue Economy that have an interest in achieving Gender Equality in their organisation. Although WINBLUE Project focuses on five specific sectors of the Blue Economy (Biotechnology, Cutting-Edge Technology, Offshore Renewable Energy, Fisheries, Maritime Tourism), most the good practices here presented have a potential to be transferred and applied to other sectors of the Blue Economy.

Therefore, this Map is intended to be a dissemination tool that industry, SMEs, stakeholders, public authorities, and any other organisation in the Blue Economy can peruse to have a better understanding of how gender equality can be achieved in their sector, and what aspects should be considered when they want to initiate actions to reduce gender gap.

## 3. Methodology on the collection of good practices for reduction of gender gap

### 3.1 Definitions and criteria for the identification of good practices

WINBLUE's Deliverable D2.1 "Executive Handbook for the identification of good practices in the reduction of gender gap" presented the fundamentals of a theoretical approach to Gender Equality, it highlighted five main challenges that currently prevent the full achievement of Gender Equality in the Blue Economy, and it also presented the essential criteria to identify and describe good and best practices.

A recap of such definitions and concepts is necessary to peruse this Map.

**Gender:** WINBLUE adopted an extensive definition of Gender based on the indications provided by the European Institute for Gender Equality (EIGE).<sup>1</sup> Gender is thus referred as '*the social attributes of, and the opportunities associated with individuals and the relations between them*'. In any case, genders are context/time-specific and changeable, for they are socially constructed and are learned through socialisation processes. EIGE still officially adopts a binary division of gender, and WINBLUE focuses on increasing the participation of women in the Blue Economy. Nevertheless, in the research of good practices contributing to Gender Equality, WINBLUE partner agreed on adopting an extensive approach and thus they decided to take into consideration practises, policies, and actions supporting the inclusion of trans people, non-binary individuals, and any other member of the LGBTQI+ community too.

**Gender mainstreaming:** It is defined as a strategy to achieve a true gender equality and thus creating a level playing field for women and other gender minorities. Gender mainstreaming intends to integrate a gender perspective into the design, implementation, monitoring, and evaluation of policies as well as practices in

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<sup>1</sup> EIGE's definition of gender: <https://eige.europa.eu/gender-mainstreaming/glossary>

social and economic areas.<sup>2</sup> EIGE recognises 3 main approaches to gender mainstreaming that institutions, organisations and stakeholders can adopt:

- A) Sameness approach:** It seeks a strictly gender-neutral policy and is blind to gender differences among individuals. The objective is to include women and other genders they have traditionally been excluded from.
- B) Difference approach:** It recognises the separated gender identities and social attributes and tries to complement the existing different contributions from all genders to aim for a better outcome or decision-making
- C) Transformative approach:** This approach wants to tackle the traditional views and stereotypes on genders and the relations between genders, with the objective of transforming the lifestyle of both men and women by going ‘beyond genders’ in themes such as the work-life balance and the roles of individuals in the society.

Each of these approaches to Gender mainstreaming has its strengths and its liabilities. In fact, they can prove effective on some aspects of gender equality but fall short on other. The general consensus in Gender Studies is that these approaches are not mutually exclusive, but they can be combined and integrated to various degrees in order to reach gender equality.

From these starting points, WINBLUE has then developed a methodology to identify good practices that can tackle gender disparities and/or support gender mainstreaming in the Blue Economy from any of these approaches, as they are all acknowledged as equally valid.

WINBLUE methodology defines ‘**practice**’ as any action, method, project, process, technique, strategy, or development plans that is implemented by any stakeholders. A ‘**good practice**’ is defined as **a practice that produces a positive impact in specific sectors and/or types of organisations**.<sup>3</sup> Yet, in order to carry out a proper assessment of a practice and its impact, 4 basic criteria have been set out. Such criteria, based on EIGE’s guidelines on good practice, are:

- a) **Effectiveness**, as it reaches its objectives and does indeed contribute to gender equality and brings benefits to the beneficiaries and/or the stakeholder that implemented it.
- b) **Efficiency**, as it presents a positive cost/outcome ratio, making good use of the resources used to implement it (funds, expertise, time, material, etc.)
- c) **Transferability, as it shows** a learning potential for other stakeholders that can replicate, innovate, or adapt the practice according to their own context and needs.
- d) **Sustainability**, as produces long-lasting benefits and stakeholders can build upon its outcomes, perhaps integrating it within a wider gender mainstreaming strategy.

When a practice identified by WINBLUE partners does fit with these four criteria, it can be considered as a good practice. The objective of WINBLUE is to collect and assess practices all over Europe and its neighbouring sea basins, to identify the best ones. Therefore, WINBLUE intends to build a repository of ‘**best**

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<sup>2</sup> Ibidem

<sup>3</sup> (2023) D2.1 “Executive Handbook for the identification of good practices in the reduction of gender gap”, p.9

**practices'**, defined as a good practice that has proven successful in all the criteria and is characterised by a high replicability potential so that it can be transferred from one geographic area or region to another, as well as from one sector to another".<sup>4</sup>

When it comes to gender equality, WINBLUE's methodology has identified five macro-areas (called 'challenges') wherein the practices can intervene to produce a practical change:

- 1) **Gender-based harassment and violence**
- 2) **Work-life balance**
- 3) **Gender gaps in the labour market, recruitment, salary**
- 4) **Gender segregation (horizontally/vertically) in companies**
- 5) **Absence of a gender perspective**

A practice can address one or more of these challenges, in the latter case this Deliverable will indicate it as a "multi-challenge" practice.

### 3.2 Collection of Good Practices

Most of the WINBLUE consortium members are involved in the research and identification of good practices for the reduction of gender gaps, in accordance with the criteria and the methodology adopted in the Executive Handbook. For the first year of the project, the consortium set a target of **at least 36** good practices to identify, at the time of writing the number is currently 37, in line with the objective.

The action strategy indicated that WINBLUE partners would focus on identifying existing practices implemented by stakeholders related to the 5 Blue Economy sector at all levels, from operational work to management and decision-making boards. Methodology also suggested project partners would preferably collect good practices from their country or region(s) and/or other regions in which they had collaborations, but no strict geographical limitations were given to the partners. The geographical area of research included EU countries and neighbouring countries sharing relevant water basins.

Hence, WINBLUE developed a questionnaire for the collection of information, structured along 4 sessions:

**1) Stakeholder information; 2) Practice Overview; 3) Background context; 4) Practice evaluation.** The 22 questions of the form were directed to collect information about the stakeholder's size and field activities, how the practice was implemented, the reasons that required that practice to be adopted, the results achieved and how it influenced on the stakeholder's gender policy. Questions were also conceived to highlight the criteria of efficacy, efficiency, sustainability, and transferability of the practice.

Good practice collection was based of four kinds of action: a) **oral interview** with stakeholder's spokespersons and/or managers via telco; b) **written interview** to stakeholder's spokespersons and/or managers with the questionnaire document filled via email; c) **desk research** and/or d) through **project database** in case the spokespersons or the persons in charge of the practice were unavailable and all the data necessary for the inquiry where available via the organisation's websites or other repositories. Around

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<sup>4</sup> Ibidem

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70% of the data collection was done through some direct contact (oral or written interview) with the target organisation.

All the good practices were initially assessed by the project partner that collected the data and eventually they were sent to Euknow for a second round of assessment, this would guarantee a solid check on the fit with the methodology criteria. In a later stage of the project all the practices will be evaluated through a multi-level analysis (MLA) which will compare a series of different variables in an operational matrix for statistical standardisation. This tool will be necessary to proceed with a rating of all the practices in order to identify the best ones. All the practices will eventually be collected in the final version of this Map (D3.3) whereas the 25 best ones will be finally collected in a series of Best Practice Information Sheets by the end of the Project. Details of the good practice's rating are described in Chapter 5 of the "Executive Handbook".

## 4. Presentation of good practices

### 4.1 Overview of good practices for the reduction of gender gap

During the first year of the project, WINBLUE partners have conducted an intensive work to reach out stakeholders in their countries and all over Europe. In their research, the stakeholders that have been contacted were research centres in biotechnology, universities, fishing and aquaculture enterprises, port authorities, seafarers' associations, training organisations, etc. These stakeholders were all submitted the questionnaire and provided information on the background that prompted the adoption of a particular practice, how it was implemented and, when measurable, the outcomes and the long-term impact it produced. The consortium has so far collected **37** Good Practices from 34 different organisations all over Europe. The following figure illustrates the geographical distribution of the practices found in each country.

GP per Country		
European Countries	No. of GP	
Belgium		2
Denmark		1
Finland		1
France		3
Germany		5
Greece		2
Italy		6
Malta		2
Norway		2
Slovenia		3
Spain		9
United Kingdom		1



Figure 1. Map of Good Practices identified



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It is important to notice that these figures are not statistically relevant in illustrating a country's commitment to Gender Equality, they simply represent the number of practices found by WINBLUE's consortium members.

As shown in the following figure, shows a geographical map of the countries where the good practice was adopted, the different shade of colour represents the number of good practices that have been found: the darker the shade, the more practices have been identified in that country.

Nevertheless, some of these practices refer to transnational projects including a larger number of stakeholders reunited in consortia, or multinational organisations implementing their policies in a number of countries. The tables and the figures in this paragraph include only the countries where the organisation HQ or the project leader is based. In reality, the area of application of the practices does include even more countries (**Bulgaria, Cyprus, Croatia, Estonia, Ireland, Lithuania, Luxembourg, Bulgaria, the Netherlands, Romania, Sweden, Denmark, Portugal, Tunisia**) and do cover all the European Sea Basins: Mediterranean, Black Sea, North Sea, Baltic Sea, North Atlantic Ocean, Arctic Ocean.

The collected good practices can provide an interesting overview when they are analysed according to the **sector**. In fact, most of the practices identified so far can fall in a *multi-sector* category (14 out of 37, accounting for a 40% share). In fact, when the practice is adopted by a particular stakeholder, it can sometimes overlap with diverse economy sectors. For example, in the case of an organisation that provides training modules on gender equality to boat crews from the fishing industry (fisheries) as well as cruise ships (coastal tourism).

### GP per sector

Partner	No. of GP
Multi-sector	14
Biotechnology	5
Renewable	5
Aquaculture & Fisheries	8
Marine & Coastal Tourism	3
Cutting-edge technologies	2
	37

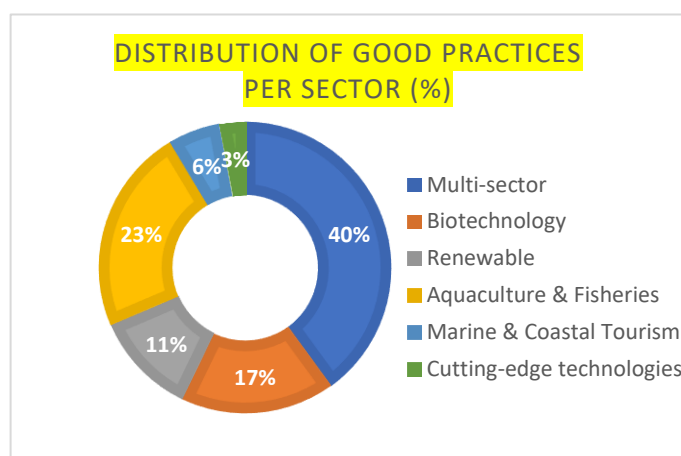


Figure 2. Good practices per sector

Whereas this intersectoral trend is clearly dominating, *Aquaculture and Fisheries* is the second largest sector for good practices: 23% percent (8 practices out of 37). This large share can reveal important information when we consider the sector's specificities. A 2021 study on '*Women in Fisheries*' reveals that women already represent a significant portion of the workforce, yet they often work in underpaid and low-value positions, and they are under-represented in decision-making bodies.<sup>5</sup> In fact, while fisheries remains a male-dominated sector, women play an important role especially in family-size small enterprises by providing logistic or administrative support, or in the maintenance of fishing equipment. Women's work in this sector is hardly

<sup>5</sup> (2021) EP Research Service, "Women in Fisheries" <https://eptionktank.eu/2021/10/15/women-in-fisheries/>

recognised and often unpaid.<sup>6</sup> The number of good practices directed to gender mainstreaming in Fisheries and Aquaculture, the number of skill-development trainings and the creation of fisherwomen's networks may indicate that something is slowly changing: women's contributions is increasingly being acknowledge and women in fisheries are willing to step out of the shadows of their male counterparts.

Another relevant trend is the distribution of good practice according to the **gender challenge** they address. Our research has identified that the majority falls within the category of "multi-challenge" practices, meaning that most of them tend to intervene within a wide range of action, not limited on a particular issue but with a rather holistic view towards gender equality.

In fact, out of 37 good practices 19 (51%) focus on more than one gender challenge, 7 (19% focus on increasing women's presence in the Labour Market, thus in the recruitment phase).

#### GP per challenge

Partner	No. of GP
Gender-based harassment	3
Gender Segregation	3
Labour Market	7
Work-Life Balance	3
Gender Perspective	2
Multi-challenge	19
	37

#### GOOD PRACTICES PER CHALLENGE

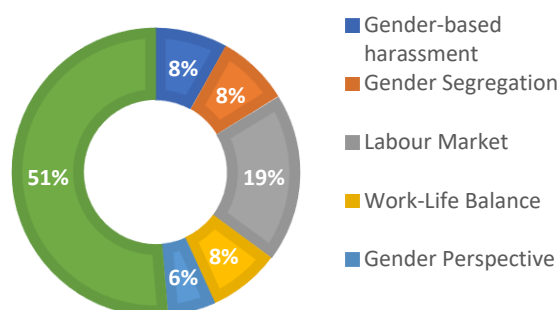


Figure 3. Good practices per gender challenge

## 4.2 List of good practices

Hereby is a list of the 37 practices and projects identified so far. The list is organised by sector and includes several details on the practice itself such as country, implementing organisation, gender challenge, objective, time frame, etc. The list will include a short description of the practice and possibly, its pros and cons. Nevertheless, an in-dept analysis and assessment will be provided on a later stage of the project, when a more exhaustive list of practices will be available.

### 4.2.1 – Multi Sector

#### 1. BLUE GENERATION Project

**Country:** Greece

**Implementing Organisation:** Militos Consulting S.A.

**Challenge:** Labour Market

**Time frame:** 2018-2022

**Objective:** To attract and engage youth, NEET, and women between 15-29 years of age and guide them to pursue a sustainable career in Blue Economy.

<sup>6</sup> Ibidem.

**Description:** The project involves partners from Greece, Spain, Portugal, Bulgaria, and Poland. It organizes info-days and other information activities in high schools, adult education centres, and other local associations to promote Blue Career opportunities. The project also provided information workshops and mentors' talks via the free Blue Career MOOC (Massive Open Online Courses) Platform.

Young women are a target group to which Blue Generation Project has dedicated much attention and female participants to the project are often in the spotlight to discuss their success stories and describe their experiences in a positive way. Such depiction is evident in the videos collected on the project's Youtube channel, and in other information material available on the website. This structured communication aims at making Blue economy more attractive to young women who may thus consider the opportunity of a career in the maritime sector or other related areas.

### 2. She4Sea Project (HELMEPA)

**Country:** Greece

**Implementing Organisation:** Hellenic Marine Environmental Protection Association (HELMEPA) and other partners

**Challenge:** Labour Market

**Time frame:** 2023 – ongoing (until 2025)

**Objective:** Support employability and entrepreneurial skill development for women who want to pursue a career in fisheries, aquaculture, maritime tourism, maritime shipping.

**Description:**

The project includes a series of activities with the aim to attract unemployed women to a Blue Career. It developed a **Competence Framework and Compendium**, based on the results of research on competence needs and the prevailing gender issues that hinder women's career development in maritime sectors. Eventually, the project would launch an **Online VET platform for unemployed women**, available in English and partner languages (Greek, Spanish and Bulgarian). The platform included a **Digital profiling tool for self-assessment** of the participants. This would allow 90 women to assess their skills in three categories: leadership, entrepreneurship and sustainability. Therefore, it would provide the participant women with a personalized account of their competence profile, and they will pass through integrated pilot training sessions to build new soft skills in the three categories with the objective to empower and strengthen their competences and give them the right tools to start a Blue Career.

### 3. Sisters of the Arctic Blue

**Country:** Finland

**Implementing Organisation:** LUKE - Natural Resources Institute of Finland

**Challenge:** Gender Segregation, Labour Market, Gender Perspective

**Time frame:** 2021 - 2024

**Objective:** To create a network of researchers interested in gender issues within the blue sectors, write a report/journal on gaps in this research area, to advance collaborations and research in blue sectors.

**Description:**

The **Project "Sisters in the Arctic Blue" Network (SAB)** aims to establish and expand collaboration among early career and senior social science researchers from academic institutions in the Nordic countries interested in promoting gender research within marine and coastal sectors. The research covers a variety of sectors of the Blue Economy, including fisheries, tourism, mineral extraction, seafaring. The project is

founded by the Nordic Council of Ministers and is coordinated by **Prof. Kristina Svells** and Prof. **Pekka Salmi** from **LUKE - Natural Resources Institute of Finland**. In 2022 SAB Network published a paper on Gender in Nordic Blue Economies focusing on two domains: (1) coastal, maritime, and marine-based activities, livelihoods, and industries; and (2) gender equality and women's participation in the labour market, governance, and decision-making. The paper presents the initial networking results and outlines the future academic research on the subject. The work highlights the potential boost that gender equality and inclusiveness may bring to many Blue Economy sectors and identifies the areas wherein gender studies should improve. The paper is available online:

<https://jukuri.luke.fi/bitstream/handle/10024/552604/temanord2022-561.pdf?sequence=1&isAllowed=y>

### 4. Information sheet on dealing with sexual harassment

**Country:** Germany

**Implementing Organisation:** GEOMAR Helmholtz Centre for Ocean Research Kiel

**Challenge:** Gender-based harassment and violence

**Time frame:** 2016 - Ongoing

**Objective:** Guidelines on how to avoid and deal with sexual harassment cases on research ships

**Description:**

**GEOMAR Helmholtz Centre for Ocean Research** is a public institution founded in the XIX century in Kiel, Germany. Currently it is specialised in a broad spectrum of marine sciences whose research activities involve the organisation of research expedition at sea. These expeditions are characterised by strenuous working conditions and a lack of privacy because a group of people find itself in a limited space, shared rooms, and reduced physical distance. These circumstances increase the possibility of intentional and unintentional sexual harassment. GEOMAR has adopted a zero-tolerance policy towards any form of sexual misconduct. In **2016** its Equal Opportunity Officer issued a leaflet on “**dealing with sexual harassment at GEOMAR**” to keep up to date to legal definitions of sexual harassment adopted by the European Parliament and the **German General Equal Treatment Act (AGG)**. The leaflet was **updated in June 2020** within the context of the activities promoted by Baltic Gender Consortium. This final version is divided into **six sections**: definition of sexualised violence, who can be affected, how to prevent sexual misconduct, how to behave in case of experienced or witnessed sexual misconduct, instructions for the chief scientists and the ship captain on how to deal in case of sexual misconduct is detected and how to deal with German authorities, a list of contacts to whom report any incident.

The campaign adopts a **blind-eye policy** as it acknowledges that both men and women can be victims of sexual harassments and is up to date with all the most recent definitions of sexual misconducts as stated by EU and German national authorities.

### 5. EU Maritime Women Awareness Campaign

**Country:** UK

**Implementing Organisation:** EU Maritime Women

**Challenge:** Labour Market

**Time frame:** 2019 - ongoing

**Objective:** To raise awareness on the role of women in Blue Economy and shipping sector, to encourage girls to start a career in seafaring and other Blue Economy sectors

**Description:**

EU Maritime Women is the organisation created for the implementation of WESS Project (see Practice n.14), the organisation intends to raise awareness about the importance of women in seashipping and in other areas of the Maritime Industry in Europe and to inform girls on the career opportunities available. The organisation operates mainly through its web platform <https://eumaritimewomen.org>. The website is a rich toolbox containing visual material in different formats, such as: a) a short interactive quiz to indicate the user's most suitable Blue Career; b) a downloadable Career Booklet (in English, German, and French) breaking down 25 shipping and sea-related careers; c) the 'Media Centre' includes pictures and videos of success stories and workshops on women seafarers; d) other campaign ads and downloadable material on how to ensure inclusiveness and anti-harassment measures in the maritime sector.

The organisation, originated from WESS project still operates with its own staff to promote gender equality and the web platform was shortlisted for the Crew Welfare Diversity & Inclusion Award in 2023.

## IN THE SPOTLIGHT

### 6. Les Elles de l'Océan - FRANCE

Implementing Organisation: **Elles bougent and Cluster Maritime Français**

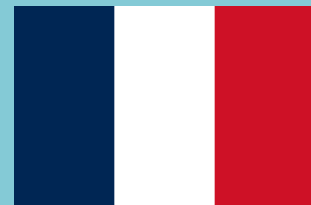
Sector: **Multi-Sector**

Country: **France**

Challenge:

**Labour Market (recruitment), Gender Segregation (horizontal)**

Time frame: **2021 - ongoing**



**Elles Bougent** is a French volunteering association created in 2006 to attract high school girls and young women students to careers in traditionally male-dominated sectors (STEM, engineering, automotive, rail, cargo shipping, etc.). The association has partnerships with enterprises and important industry stakeholders such as Airbus, SNCF, Dassault Aviation, and others, as well as many high schools and adult education centres across the French territory. Launched in 2020 by the **Cluster Maritime Français** in the form of a webinar on the occasion of the World Ocean Day (8 June) to promote the participation of women in all the sector of the maritime industry, the event has grown and changed during the years. In fact, on **8-10 June 2022**, Elles bougent in association with the Cluster Maritime Français organised a new format for Les Elles de l'Océan, under the patronage of the Ministry of the Maritime Affairs and the Ministry of National Education, Youth, and Sport. The initiative had the primary objective to inform young girls about the wide variety of technical and scientific careers related to the maritime sector (from cargo transportation to coastal tourism, from offshore renewable energy to maritime defence) and the educational pathways leading to them. Moreover, the event wanted to promote the role of women in the maritime world and deconstruct preconceived ideas, stereotypes, and barriers by showing that also women have their place in this sector of activity. Preparation required an intense coordination effort between the staff of Elles Bougent and the partnering schools and organisations. Preparatory works started many months before the actual event: around 4-3 months before, partner organisations had to register their participation and submit their activity proposal, 2-1 month before the event simultaneously with the launch of the communication campaign, schools, and other training institutions,

Elles Bougent monitored and overviewed the preparation of the various activities by blue economy stakeholders while schools organised attendance and participants' registration.

The event was structured in a series of information and/or awareness-raising activities which included, among others: open-day and visit to naval industry, ports, marine research institutions, and training centres; workshops, webinars, and conferences on women's opportunities for blue careers, projection of documentaries and films about the importance of the Blue Economy. Les Elles de l'Océan was thus conceived as the moment for female young students to share experiences with professionals, mentors, and enthusiasts of the sea. This would help pass on a passion for the seafaring professions, highlight career opportunity and inspire new directions and careers by removing obstacles and prejudices towards women's participation in the marine industry.

This format continued in 2023 but on a different date, on **23 May**, much closer to the European Maritime Days. The 2023 edition followed the same structure of the previous year: 29 information activities were organised and around 1,800 young female students attended all the events (visits, workshops, conferences, interactive laboratories). This edition received an extensive media coverage and communication activities also included a series of videos (webinars, interviews, presentation of the activities) collected in a dedicated **Youtube channel**.

Source: <https://www.ellesbougent.com/agenda/grands-evenements/les-elles-de-ocean-2023-11/>

### 7. Observatory "Cap sur l'égalité professionnelle Femmes-Hommes"

**Country:** France

**Implementing Organisation:** Cluster Maritime Français (CMF)

**Challenge:** Gender Segregation, Labour Market

**Time frame:** 2015 - Ongoing

**Objective:** To measure the participation of women and promote the recruitment and gender equality in the maritime sector.

**Description:**

Created in 2006, the **French Maritime Cluster (CMF)** brings together stakeholders of all types from the French maritime ecosystem. It is currently made up of nearly 500 entities (companies of all sizes, federations and associations, research centres, schools and training organisations, local authorities, as well as the French Navy). Since 2013, the CMF has taken actions by creating a synergy group called "**Cap sur l'égalité professionnelle Femmes-Hommes**" ("Towards professional equality between women and men") to implement concrete measures for the achievement of gender equality in all the sectors of France's maritime industry. The Observatory was launched in 2015 to measure through surveys the number of women in the maritime sector in France and trends in their numbers. Moreover, it analyses practices in terms of gender diversity and equality in the workplace. Every few years the CMF publishes the results of its studies and surveys and based on those results, it encourages its members to take actions to recruit and integrate women in the maritime sector. The 2024 survey is currently being carried out.

Since 2022, the CMF has set up an HR-RSE group whose objective is to accelerate the feminisation of the maritime sector by sharing best practices, removing obstacles to gender equality, and combating gender-based and sexual violence. Regarding this latter point, CMF has published **8 best practice sheets** containing tips and suggestions to implement actions supporting gender equality in the following sectors: Remuneration; Recruitment; Promotion; Career management; Training; Work-life balance; Working conditions; Communication.

### 8. Women at the Helm

**Country:** Italy

**Implementing Organisation:** Generazione Mare

**Challenge:** Gender violence, gender segregation, gender perspective

**Time frame:** 2023-2024

**Objective:** To measure the participation of women and promote the recruitment and gender equality in the maritime sector.

**Description:**

Generazione Mare is a professional trade association that brings together professionals of the green and blue economy, jurists, managers of companies in the maritime sector, experts and researchers on environmental issues. In 2023 the association launched the project "Women at the Helm: sailing boat trips for women in fragile contexts" to support women victims of violence through a special therapy based on **sailing courses** to inspire women to take back the helm of their own life and to become a leader. Through sailing lessons, participants can learn new skills, increase their self-confidence, and discover a new passion. Sailing, which requires teamwork, responsibility, and attention, allows them to learn to trust themselves and others again, aiding their recovery journey. Beside the **psychological benefits** of this therapy, participants have the chance to discover a new passion, learn new skills, and learn about the importance of sea resources and blue economy, serving as a potential inspiration for a new career.

### 9. Knowledge-sharing and awareness-raising activities by WISTA Italy

**Country:** Italy

**Implementing Organisation:** WISTA Italy

**Challenge:** Work-life balance, Gender perspective, Labour market

**Time frame:** 1994 - ongoing

**Objective:** Promote the role of women, and the principles inclusion and diversity in international shipping trade

**Description:**

WISTA Italy is the Italian branch of the Women International Shipping and Trade Association. The Association is committed to facilitating the exchange of contacts and experiences between members, promoting professional and technical training, encouraging a significant presence of women in decision-making bodies through the organisation of conventions, conferences, debates, seminars, and the drafting of publications in the maritime-port economy sectors. The strategy to pursue these objectives is three-fold: **1) Awareness-raising:** WISTA Italy organises on a regular basis events, conferences, and surveys to monitor the state of the art of women's role in the blue economy; moreover an interview to a woman manager is published every month as part of their communication activities; **2) Training:** to support women in entering the seafaring and cruising professions, WISTA Italy organises seminars, debates, trainings, and meetings for skills transfer on a monthly basis; **3) Advocacy:** WISTA collaborate as a proactive interlocutor with Italian institutions at provincial, regional, national, EU and international level to promote support actions for the development women's role in the maritime industry.

### 10. REDMAR II Project

**Country:** Spain

**Implementing Organisation:** FUNDAMAR Foundation

**Challenge:** Labour Market



**Time frame:** 2019

**Objective:** Promote the participation of women in the fishing and maritime tourism sectors.

**Description:**

FUNDAMAR's project **REDMAR 2** is the follow-up project of the original REDMAR, which was launched in 2013. Both the projects were originated by the need to increase women's participation on fishing and maritime tourism vessels. REDMAR 2 intends to consolidate and expand further the **Redmar network** established since 2013, currently the network includes 20 public and private entities. REDMAR 2 works to raise awareness, create links between stakeholders and support best practices to be applied through workshops, active promotion of women employment on board and network building activities to increase women's employability through the on-line exchange of good practices, in terms of equal opportunities, safety on board and environment. The project has so far held three workshops on: a) strategy to count on more women holding seafarers' certificate and promoting of their employability; b) on-board management of waste; c) Gender perspective in the Prevention of Labors Risks and Safety.

REDMAR has received the support of the **Spanish Ministry for the Ecological Transition** and the approval of the **National Plan for the Gender Equality** in Fisheries and Aquaculture 2021-2027.

### 11. JPI Oceans - Training course for women in the Blue Economy

**Country:** Norway

**Implementing Organisation:** The Research Council of Norway (and other partners)

**Challenge:** Labour Market

**Time frame:** 2018-2024

**Objective:** Increase the skills and the employability potential of women in the Blue Economy

**Description:**

The Research Council of Norway has organised women-dedicated training courses within the context of **JPI Oceans**, the pan-European platform aiming to increase efficiency of research and innovation for sustainably healthy and productive seas and oceans. The objective is to support capacity-building and employability for female students and workers in biotechnology and cutting-edge technologies related to the Blue Economy. The course required a long preparatory phase in which experts mapped, analysed, and developed a capacity-building methodology. The actual trainings last **3 days** and are held in hybrid form, with a combination of online meetings, webinars and in-person training and networking events.

Although the funding provided by ERA-NET for the training run out, the training has allowed participants to also exchange experiences and competences, and to create links between research and industry, while the consortium is currently working on how to transfer the methodology to other similar initiatives.

### 12. Experience in defining Gender Equality Plans

**Country:** Italy

**Implementing Organisation:** CoNISMa (National Interuniversity Consortium for Marine Sciences)

**Challenge:** Gender harassment, Work-life Balance, Gender Segregation, Labour Market, Gender Perspective

**Time frame:** 2020 - Ongoing

**Objective:** Promotion and coordination of research and other scientific activities in the field of marine sciences between partner universities

**Description:**



Following the inputs from the EU institution and the adoption of the 2020-2025 EU Strategy for Gender Equality, Conisma has updated its GEP as the Covid-19 pandemic triggered the adoption of more flexible work. Hence, the new GEP is strongly oriented towards a **better balance between work and life** for all its employees and collaborators, with a transformative approach. The consortium has adopted measures aiming to reduce the negative impact that work could have on the employees by granting, where necessary, forms of part-time contracts and flexible permissions, has allowed work in a hybrid way (Smart Working) or remotely (Teleworking).

Beside the life-work balance, CONISMA's GEP has adopted innovative approaches to other aspects of gender equality through 1) continuous trainings to all the employees, especially to those in those more fragile or discontinuous work areas (e.g. after maternity leaves); 2) increased female quotas for top positions, in fact the current 13 Board of Directors guarantees at least 14 women out of 35 members. Great attention to Gender Equality is given to the selection of researchers' and the composition of project management teams.

### 13. GEOMAR Team Gender Equality & Diversity (Team GE&D)

**Country:** Germany

**Implementing Organisation:** GEOMAR Helmholtz Centre for Ocean Research Kiel

**Challenge:** Gender Perspective, Gender Segregation

**Time frame:** 2021- ongoing

**Objective:** To accompany the new Gender Equality Plan over its four-year term and promote an atmosphere of respect and fairness, appreciation and belonging, and safety and openness in the workplace.

**Description:**

In 2020 Helmholtz Association issued a **Guideline on Inclusion and Diversity** and in 2021 the **Team GE&D** was created to oversee the implementation of GEOMAR second **GEP (2022-2026)**. Team GE&D has been given the task of advancing the topics in the area of diversity by working closely with other actors in the institution: the **Equal Opportunities Officers (EOOs)**, the **Representative for Disabled Persons (SBV)**, and the **Women's Executive Board (WEB)**. One of the main tasks of the team is to promote an open dialogue between these actors and it works together with the directorate on other structures, such as the Gender Equality Committee (GEC), to support GEOMAR's gender equality and diversity policy. The team has been particularly active on its mission. In 2023 the "Staff for Diversity" network was created with the objective to start an open, transparent, inclusive dialogue on diversity within GEOMAR and with other organisations to give a voice to all minority groups. On the same year GEOMAR has been awarded for the third time the Total E-Quality award, a national certification which is presented each year for exemplary activities in terms of human resource management aimed at providing equal opportunity. GEOMAR has also signed the **Charta der Vielfalt (Diversity Charter)** for diversity in the workplace. The Diversity Charter is a large non-profit association founded in 2010 which currently counts more than 5,000 companies and aims to promote the integration of diversity into Germany's business culture through a series of exchanges and initiatives.

## IN THE SPOTLIGHT

### 14. WESS Project - BELGIUM

Implementing Organisation: **European Community Shipowner's Associations**

**European Transport Workers' Federation**

Sector: **Multi-Sector**

Country: **Belgium**

Challenge:

**Labour Market, Gender Segregation, Gender Harassment, Gender Perspective**

Time frame: **2019 - 2022**



The **European Community Shipowner's Associations (ECSA)** is a Brussels-based umbrella organisation gathering shipowners from Norway and various EU Member States: Belgium, Croatia, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Slovenia, Spain, Sweden. The shipowners associations in ECSA are active in the offshore energy sector, cruising, research, and cargo shipping. In 2019, they launched a 3-year project aimed at increasing the participation of women in the shipping sector, counter the overall scarcity of workforce in the sector, support gender-mainstreaming in all the sectors of the shipping industry, and bring in women's point of view in the industry so innovate skills, leadership dynamics and complement management skills.

The project started in November 2019 and involved a number of tasks:

1. The project consortium gathered a communication team, a project management team, and a PhD on social studies and created EU Maritime Women, an UK-based communication organisation in charge of the independent communication campaign. The **communication campaign** and the tools created (online quiz, career booklet, visual materials) are illustrated in Practice n.5.
2. The team conducted extensive research on the issue of **women seafarers being under-represented** in the industry conducted through a literature review, survey industry, interviews and 3 round table discussions.
3. The team broke down **25 shipping** and seafaring roles and identified ways to make such careers more attractive to young girls and women, resulting in a list of recommendations and a collection of best practices.
4. The team also identified other challenges and issued **guidelines to counter sexual harassment and bullying** onboard. The guidelines have by then adopted by all its members.

The project intended to establish roundtables with stakeholders and partner associations and 5 events dedicated to the participation of women in the marine sector were held. Beneficiaries have new tools to be informed about a profession that is often overlooked, and/or biased by traditional gender stereotypes.

All the entities involved in the project have expanded their network and encountered experts not only from the shipping sector but from academy and social studies. National shipowner associations from countries traditionally less sensitive to GE issues seem to be more committed in enhancing women participation, while in 2024 ECSA nominated **its first female women-president, Mrs. Karin Orsel**.

The project was realised in collaboration with the European Transport Workers' Federation (ETF) and was funded from the Social Dialogue Fund, of which ECSA is an officially recognised partner.

#### 4.2.2 - Bio-Technology

##### 15. National Institute of Biotechnology – Trainings on Gender Equality

**Country:** Slovenia

**Implementing Organisation:** National Institute of Biotechnology

**Challenge:** Work-life balance, Gender Perspective

**Time frame:** 2019 - ongoing

**Objective:** Provide with new soft skills or increase level of soft skills of all employees, especially women

**Description:**

Since 2019, NIB has remodulated and intensified its trainings for all its employees, thanks to the input given by the H2020 project **CHANGE** on Gender Equality and the subsequent review of **NIB's GEP in 2021**. Trainings were included in the GEP and the content of each module was discussed individually and planned taking into account institutional needs and current circumstances. Some of the trainings focused on topics such as: leadership; mindfulness; excel and other IT tools, time management, dealing with burnout, English language but also personal wellbeing, and unconscious bias. Especially these latter topics, indirectly related to gender, received unexpectedly positive feedback from the employees, especially women.

The actual outcome of training activities was better than expected as trainings were attended up to 50% of the employees and several external participants, most of them were women. The questionnaire sent before the burnout training was answered by 107 (68% of all employees). As a result, the institute now provides **paid psychotherapy consultations** to individual employees who need them. The trainings were evaluated positively by participants and by NIB, that noticed a more cohesive working environment, an increased awareness of topics such as burnout, research integrity and research ethics an actual increase in the level of soft skills of the employees, and a better productivity.

##### 16. National Institute of Biotechnology – Gender Data collection and monitoring

**Country:** Slovenia

**Implementing Organisation:** National Institute of Biotechnology

**Challenge:** Gender Segregation, Labour Market

**Time frame:** 2021 - ongoing

**Objective:** Regular yearly provision of data to analyse trends and timelines of quantitative data on Gender Equality

**Description:**

NIB's adoption of its revised GEP in 2021, gave an input to the organisation to update its data collection and monitoring on GE. The **HR team** created a new system to improve the analysis, the planning, the implementation and the tracking of gender equality trends and the training of all staff in this area. The NIB's new GEP aims to prevent and overcome gender inequality and bias and to promote gender equality in science and innovation through institutional and cultural change. It works in **5 thematic areas**: work-life balance, gender perspective in research, gender balance in decision-making, recruitment, measures to prevent gender-based harassment. To improve the implementation of its GEP, NIB has created a detailed gender database that is updated yearly. The database can be used to check progress in gender mainstreaming in the different activities or areas of NIB's work, and to complement existing actions or to develop new actions that can contribute to gender equality.

Collected data are aggregated according to gender and working position, and are organised within a set of indicators that can be categorized into three aspects:

**1) 28 quantitative indicators** that are collected yearly, divided into 3 categories (a) working structure, (b) working arrangements, (c) decision-making committees which include employment statistics, salary,

categorized by gender and type of employee, composition of organizational governance bodies, etc. ; **2) research excellence indicators:** publications, participation in projects (national and international, as a partner or coordinator); **3) trainings** provided/organized at NIB and the organization of events.

## IN THE SPOTLIGHT

### 17. Work-Life Policy - SLOVENIA

Implementing Organisation: **National Institute of Biotechnology (NIB)**

Sector: **Biotechnology**

Country: **Slovenia**

Challenge: **Work-Life Balance**

Time frame: **2021 - ongoing**



In **2021** the NIB has adopted a new Gender Equality Plan which puts work-life balance in the core, leading to many benefits for both the employers and the organisation, such as increase of personal satisfaction, motivation and productivity, and reduction of emotional anxiety and the risk of burnouts. The review of its GEP is the result of different inputs, such as the national regulations on extraordinary leaves and parental leaves, as well as the results from the Horizon 2020 project CHANGE (CHALLENGING Gender inEqualities in science and research). NIB policy consists in different measures established to foster work-life balance, some of them are very traditional, while others are more innovative such as video material, extreme flexibility in working hours and schedule. These measures are divided into **6 categories** and can be summarised as follows:

- **Flexible working hours.** Employees should come to work between 06:00 and 09:00 and can leave at 14.00 earliest, with the timeframe between 09:00 and 14:00 as core hours when all the employees should be operative. Each working day consists of 8 hours of work registered in the daily logger and every extra minute is calculated as extra working time that can be used to either leave earlier or come later to work on another day, while each extra 8 hours can be used as an additional free day.
- **Homeworking:** Employees can work from home on an average of 3 times per week, and at office twice per week.
- **Doctor appointments:** Each employee has **20 hours per year** to be used for doctors' appointments. This way an employee does not need to take extra hours or use his/her holidays to visit the doctor.
- **Part-time working:** The right to part-time work may be granted to one of the parents looking after: a) a child under 3 years of age; b) a child with moderate or serious physical/mental impairment up to 18 years of age; c) at least two children up until completion of the first year of primary education of the youngest child.
- **Parental leaves:**
  1. **Maternity leave** as a rule begins 28 days prior to the anticipated date of birth and amounts to 105 calendar days. The mother must compulsorily make use of 15 days of maternity leave. As an exception the father or guardian is entitled to leave in the case of absence (death of mother or abandonment) or incapacity of the mother.
  2. **Paternity leave** is the right of the father and is not transferrable. The father is entitled to 30 calendar days (plus additional 10 days for the birth of twins or 20 days for triplets).
  3. **Additional parental leave** is intended for further care of the child and is intended for the parent regardless of their sex, who is entitled to childcare leave (130 days each, of which the mother may transfer 100 days to the father so that the father may use 230 days; the father may transfer all 130 days so that the mother may use 260 days). A particular leave is granted also in case of adoption or child fostering.
  4. **Extraordinary leave.** Employee can ask for extraordinary leave in several cases, in case of marriage/death of a relative, worker's relocation, blood donation, etc.

**Information material:** to incentivise work-life balance, NIB has also produced some visual material such a brochure including tips on how maximize efficiency at office or when working from home. NIB has as well produced a video with the main takes about its policy measures. (available at <https://www.youtube.com/watch?v=W4rrPnKLVgs>)

*Source: National Institute of Biotechnology of Slovenia <https://www.nib.si/eng/index.php/research/marine-ecology/8-novice/novice/673-we-have-adopted-the-nib-gender-equality-plan-nib>*

### 18. Come back to Research

**Country:** Germany

**Implementing Organisation:** Leibniz Institute for Baltic Sea Research

**Challenge:** Labour Market, Work-Life Balance

**Time frame:**

**Objective:** Support female marine scientists to return to research project and create better conditions for working mothers

**Description:**

"Come back to research" is a funding scheme to support the return of female marine scientists to their research activities after a career break due to parenting and care of a child (within 5 years from birth), enabling them to continue their work. The funding schemes foresees **three cases eligible for funding**: 1) 3 months (in exceptional cases 6 months) supported by a scholarship of €800/month for finishing the dissertation; 2) 3 months to prepare a manuscript based on the result of the dissertation for the publication in a journal with peer-review-procedure, in this case the financial support is €1480/month; 3) : 6 months to prepare a third-party funding application supported by an amount of €1480/month. In all these cases, the programme also covers the costs of participation in a conference relevant to the respective subject and the object of research.

The examination boards reviews applications twice a year and selection procedure is based on applicants' CV and other case-specific requirements. For the first case, the beginning of the dissertation must not be older than 5 years, the data collection must be completed, and a letter from the supervisor is required. In cases 2 and 3 the requirements to be evaluated include also: a diploma/doctoral certification, work and time schedule, project outline consisting of hypothesis, approach, methodology.

### 19. Via:Mento\_Ocean

**Country:** Germany

**Implementing Organisation:** Christian Albrecht Universität zu Kiel

**Challenge:** Labour Market, Work-Life Balance

**Time frame:** 2013 - 2019

**Objective:** Support female researchers who are continuing their academic career, aiming for a professorship or a permanent senior research scientist position

**Description:**

Via:mento\_Ocean is a **mentoring programme** for **female doctoral** and **post-doctoral researchers** in marine sciences at **CAU Kiel**. The project was launched as an add-on to a larger mentoring scheme called Via:Mento and was developed to address the lack of women in high-ranking positions in the field of Marine Science, subsequent to the general tendency that women would drop off PhDs. CAU Kiel intended to support women to stay in research.

Via:Mento\_Ocean was active for **3 cycles of 21 months each**. The mentoring programme foresaw a number of activities. After a kick-off workshop, the programmes' participants (mentees) were supported in the planning and the implementation of their career steps through an individual mentoring relationship with a professor or senior scientist, (mentor). The matching between mentors and mentorees was based on the beneficiaries' research idea. CAU Kiel personnel also organised other group workshops for all the participants on professorship training, communication, and role of women, as well as other networking events in order to offer the opportunity to acquire interdisciplinary expertise and provide room for exchange among the participants. The practice came to an end in **2019** due to the decision of the university not to renew the funding but it has proven successful among participants who expressed satisfaction in the mentoring activities and whose participation rate increased after the first two cycle. Nevertheless, in 2020 the Via:Mento programme has

evolved with the launch of Via:Mento\_International, which opens up to the participation from other countries and institutions, and has a multidisciplinary approach, with a broader focus, not only on Marine Science.

#### 4.2.3 - Aquaculture and Fisheries

##### IN THE SPOTLIGHT

##### 20 – LDO Anti-harassment trainings - NORWAY

Implementing Organisation: **LDO Likestillings- og diskrimineringsombudet (Equality and Anti-discrimination Ombud)**  
and **Norwegian Ministry for Fisheries.**

Sector: **Fisheries and Aquaculture**

Country: **Norway**

Challenge: **Gender-based violence and sexual harassment**

Time frame: **2022 - ongoing**



In **October 2021** a female worker reported a case of heavy sex harassment on a fishing boat. This news caused a major outrage in public opinion. Further inquiry required an action to contrast other cases of that cases of sexual harassment in the fishing industry. In **November 2021** the Norwegian Ministry for Fisheries set a meeting with the industry stakeholders, trade unions, and the Equality and Anti-discrimination Ombud (LDO). LDO is an independent government agency whose main task is to promote equality and fight against discrimination. LDO is a single-contact point for people that need to report bullying, harassment, discrimination, exclusion, abuse, and violence , and for employers and trade unions with questions on how to prevent discrimination in the workplace.

The meeting took the form of the **triparty model of governance**, a negotiation between authorities, employers, and labour unions that is typical in the decision-making of Scandinavian countries. In **August 2022** the parties signed a 1-year agreement: LDO would start an awareness-raising campaign and trainings on how to prevent and contrast sexual harassment onboard.

Trainings were directed to fishing industry stakeholders and maritime authorities and consisted of different sessions. About 20 training sessions took place, each ranging between 20 and 180 minutes, according to the occasion and the number of participants). These training sessions were structured in different forms, and tailored on the recipient organisation and the type of audience:

- Two sessions were dedicated to **public inspectors** for the safety on workplace, on how what elements to look at and how to recognise elements to assess report cases of sexual harassment.
- Some sessions were conferences to larger audiences (trade union workers, larger companies) which provided awareness on the topic and offered general guidance on contrasting sexual harassment on fishing boats and on workplace.
- Some sessions to smaller groups were *training-the-trainers* classes, that were taught the fundamental strategies to prevent and contrast sexual harassment in order to further spread the teaching within their companies.
- Other sessions were directed to small groups of **employers and managers** in the fishing industry, on the kind of measures enterprises should adopt to prevent sexual harassment and how to effectively manage the cases of harassment that workers might report.
- Others to **employees** in trade unions: they were instructed on the importance of avoiding sexual harassment, and what procedures to follow in such cases.

The 2022 agreement was positively reviewed by the Ministry for Fisheries, that decided to renew the trainings as LDO still receives an increasing number of requests by other companies and blue economy organisations to hold other training sessions from organisations in other sectors (seafarers, cargo, etc.). In 2024 the initiative, relying on public funding, is still ongoing and offers a systematic approach from an active collaboration between national maritime authorities, trade unions and industry stakeholders.

Norwegian Maritime Authority wants to include sex harassment training into the security training for recruitment of workers and the inspectors. Moreover, the Ministry of Fisheries has decided to step up its action towards gender equality in the fishing sector. To achieve this, the Ministry has decided to allocate almost **NOK 2 million** (around €175 772) to 12 projects for 2024 supporting the gender mainstreaming in the sector of aquaculture have been funded and they range on different type of strategies and topics.

*Sources:*

Agreement LDO on trainings to contrast sexual harassment: <https://www.sdir.no/aktuelt/nyheter/signerte-samarbeidsavtale/>

NOK 2mIn investment for GE in Fisheries: [https://weareaquaculture.com/politics/norway-invests-nearly-nok-2-million-for-gender-equality-work-in-the-fishing-industry?utm\\_source=website&utm\\_medium=related-stories](https://weareaquaculture.com/politics/norway-invests-nearly-nok-2-million-for-gender-equality-work-in-the-fishing-industry?utm_source=website&utm_medium=related-stories)

List of projects: <https://www.regjeringen.no/no/aktuelt/2-millioner-kroner-til-likestillingsarbeid-i-fiskerineringen/id3024518/>

### 21. Marine tourism and added value to shellfish harvesting women

**Country:** Spain

**Implementing Organisation:** Guimatur

**Challenge:** Labour Market, Gender Perspective

**Time frame:** 2004 - ongoing

**Objective:** To promote the traditional shellfish harvesting culture of Galicia and to promote and acknowledge the role of women in the sector

**Description:**

The association Guimatur was created as a result of EU's **Project EQUAL**, it is entirely composed by women. The association employees attended training classes on management, tourism, and cultural valorisation techniques before they would develop their business idea of cultural heritage from a women's perspective.

Nowadays, Guimatur intends to give visibility to the way of life of the fishing people in Galicia, especially regarding the role of fisherwomen and women shellfish harvesters. On one hand the initiative promotes the traditional fishing practices as a cultural element, on the other it values gastronomy and the Galician environment as resources for tourism and wealth. Guimatur organises **two tourist tours** in San Tomé-O Serrido and Ribeira de Fefiñáns-Tragove, including a guided visit to a canning factory. At the end of the visit, a small bag made by hand by the net-makers with shells of the different shellfish species of the area is given as well as a guide in Galician, Spanish and English with information about the women shellfish harvesters. As a complement to the visit, a tasting of Albariño wine is also organized.

### 22. Training in digital skills and increasing seawomen self-confidence

**Country:** Spain

**Implementing Organisation:** Mulleres Salgadas

**Challenge:** Labour Market, Gender Segregation

**Time frame:** 2022-2023



**Objective:** to develop digital skills for women in fisheries and promote a change in mentality regarding gender equality in the sector.

**Description:**

The association Mulleres Salgadas was created to promote and support the role of women in the fishing industry in Galicia, Spain. The association detected a lack of digital skills among the female workers in the sector, according to the background research they had little time for skill-building because, beside the long working hours, they were too busy with their families and children to invest other time in lengthy training classes. For that reason, Mulleres Salgadas has developed an intensive course on digital skills dedicated to women that was launched in **2022**. The course included a **2h30min-long lesson once a week for two months**. An element of innovation is that training is provided to women at their workplace, to spare them the inconvenience of travelling to and from the class. Over the months, **5 courses** have been provided and around **180 women** have completed the course.

In the beginning, Mulleres Salgadas received funding from the Pontevedra provincial council, whereas other city councils supported the initiative for a few more months. One particular aspect that the association has noted is that attending the class has not just increased the digital literacy of participants, but it has positively affected their self-esteem and increased their confidence both in their works and private lives.

### 23. ANMuPesca - Asociación Nacional de Mujeres de la Pesca

**Country:** Spain

**Implementing Organisation:** Asociación Nacional de Mujeres de la Pesca

**Challenge:** Labour Market, Gender Perspective

**Time frame:** 2016 - ongoing

**Objective:** Defend the economic and professional interests of members and women who work in activities linked to fishing, shellfish, aquaculture and activities or services linked to these activities

**Description:**

ANMUPESCA is an umbrella-organisation that brings together **35 associations** of women working in the fishing sector from various regions of Spain. The association is the result of the conjunction of specific sub-sectors where women have already been traditionally present, withing larger male-dominated industry, the merging of small associative movements in different regions has allowed the association to become more influent and thus set more ambitious, objectives for its members. Its activities are oriented to defend and promote the women's professional role in other areas of fisheries too. Among its main tasks, ANMUPESCA: 1) monitors the situation of female workers and proposes guidance and solutions to the problems detected; 2) gives visibility to women's role and raises awareness on the so-called "**female management model**", trying to bring in new perspectives and approaches to local and global topics such as trade, fight against climate change, local governance; 3) provides companies and SMEs with specific knowledge and expertise areas as shellfish harvesting, gear production.

### 24. SEREAS: Knitting the historical recovery of seawomen

**Country:** Spain

**Implementing Organisation:** FUNDAMAR and FUNPROMAR

**Challenge:** Gender Perspective

**Time frame:** 2017 - ongoing



**Objective:** Safeguard the memory of women workers in the marine sector and narrate their history from a gender perspective,

**Description:**

The role of women has traditionally been fundamental in sectors such as the transformation of fishing, aquaculture, auxiliary activities of fishing and shellfish farming in Galicia and other regions of Spain there is a lack of studies that reflect their true contribution in the sector. **Project Sereas** intends to explore the present and the past of the female workforce and those who developed different and active roles in the fishing sector, often as small businesswomen in small family-led undertakings. SEREAS carries out a number of activities: a) it collects and analyses historical references of women's work in the marine-industrial sector in Galicia; b) provides research tools for an original study, with a gender perspective; c) investigate and disseminates historical female figures who have developed key roles as businesswomen in the industry, often by breaking down barriers; d) disseminates the results of these investigations in accessible formats adapted to social networks and other communication channels, serving as an inspiration for future generations. Research was carried out by consulting archive documents but also through direct contact with many women who openly shared their stories. Their interviews were recorded and are available on the project's website.

## IN THE SPOTLIGHT

### 25. Empowering Women Towards Sustainable Aquaculture

#### - BELGIUM

Implementing Organisations: **Federation of European Aquaculture Producers**

**General Fisheries Commission for the Mediterranean (GFSM)**

**Food and Agriculture Organisation (FAO)**

Sector: **Aquaculture and Fisheries**

Country: **Belgium**

Challenge: **Gender Segregation**

Time frame: **2022 - ongoing**



The **Federation of European Aquaculture Producers (FEAP)** is a Brussels-based umbrella organisation that gathers other national associations in the sector of aquaculture and fish farming. Since **2022**, FEAP has launched an intensive on-field training programme for women under 40, already employed in aquaculture, or doing research in the field. The objective is providing them with new skills and competences to advance in their career, promote the role of women in aquaculture, and create new opportunities for cultural exchanges. The initial idea was developed by FAO, in the framework of promoting SDG's agenda, whereas FEAP and GFSM provided support in the organisation and the logistics.

The first edition of the training was held in Tunisia in 2022, year of the young entrepreneurs, and saw the participation of 22 participants from different countries (including Tunisian women), in 2023 it was held in **Greece**. The last edition included a 8-day on-field trip for 13 U40 women, from **11 until 18 June 2023**. The training included several activities such as **visits to aquafarms** (hatcheries, on-lands farms, research centres), **theory training** (lectures, presentations, meeting with experts), and other **cultural activities**, such as the visits to local archaeological sites. At the end of their 8 days, participants were given an attendance certificate.

The initiative received very positive feedback from the participants as they were reportedly able to deepen their knowledge of aquaculture technologies and further develop their skills in all the areas: from breeding to hatching, and farming. They are confident that these skills can help them advance in their careers and/or specialise in new areas. Furthermore, beneficiaries were able to extend their networks and access new perspectives from the dialogue with women from different countries. For example, **APROMAR**, the Spanish organisation of aquaculture farmers was

able to develop further collaborations with **HAPO**, its Greek counterpart.

The organisation of the training required indeed a large mobilisation of resources to plan the mobilities: participants who only had to cover for their travel costs, while accommodation and bus transfers to the hotel and the visit sites was paid for by the organisers. This required them to find sponsorships too.

The 2024 edition will be held in Spain, with the collaboration of APROMAR as the initiative is being consolidated.

### 26. EMPOWERING WOMEN TOWARDS SUSTAINABLE BLUE CRABS MARKET AND BIODIVERSITY CONSERVATION

**Country:** Italy

**Implementing Organisation:** Mariscadoras Srl Società Benefit

**Challenge:** Gender Segregation, Gender Perspective

**Time frame:** 2020 - ongoing

**Objective:** To provide new skills and experiences to women in aquaculture

**Description:**

Mariscadoras is a start-up founded in **2020** by **5 young women** under the age of 40, already employed in the sector, with the aim to provide innovation in the blue economy, focused on the commercialisation of blue crab, an alien species whose population growth in the Adriatic Sea is a threat to local biodiversity. Founded solely by women, the small enterprise has adopted a business model that places women at the core and covers includes specific sub-sectors: a) women are in charge of the coordination of the supply chain with other fishers and SMEs in aquaculture; b) women are the backbone of the transformation process; c) valorisation of fish residues and potential R&D activities are implemented in close collaboration with women researchers of research centres (**CNR Napoli**) and other SMEs and Start-ups (e.g. **Biochica SRL**). This "**woman-based business model**" has proven successful as the company is growing, while the implementation of gender perspective has been renewed in the new action plan in 2024, aiming to create a collaboration network with other research centres and start-up where women are the main contact point.

### 27. Online training on women's capacity building and empowerment in the fishing sector

**Country:** Italy

**Implementing Organisation:** ONP - Osservatorio Nazionale della Pesca (National fisheries Observatory)

**Challenge:** Gender Segregation, Labour Market

**Time frame:** 2024

**Objective:** To promote women's participation to support their professional growth and empower their micro-entrepreneurship skills.

**Description:**

The ONP started an **online course** to meet the need to increase the participation and the contribution of women in the fishing sector. The course was held every Monday **from February to April 2024** and was organised in ten modules, lasting 2 hours each (15:00-17:00). The course was directed to 20 girl students and women already working in fisheries. In the months before the course, ONP analysed and mapped the presence/lack of skills of women in the fishing industry in order to design a solid curriculum. Eventually it organised two workshops to present and promote the application of participants through a social media campaign. The distance-learning method was chosen to encourage the participation of women from all the regions in Italy.

The long-term results of the project are a) fostering the recognition of women in the fishing industry; b) provide participants' general notions of business management, "know how, and expertise; c) improving women's competitiveness on the market; d) creating a nationwide network of Women in Fisheries to support the exchange of experience and knowledge among female professionals in the sector. The course was concluded in April and, at present, the ONP is to consider whether to start a second edition once more feedback will be collected, and the impact will be evaluated.

### 4.2.4 - Marine & Coastal Tourism

#### 28. Enhancing Women's Capacity in Tourism and Hospitality

**Country:** Malta

**Implementing Organisation:** Institute of Tourism Studies

**Challenge:** Labour Market, Gender Perspective

**Time frame:** 1987 - ongoing

**Objective:** To encourage and facilitate women's pursuit of advanced education and continuing professional development (CPD)

**Description:**

Since its establishment in 1987, the ITS has always been committed to fostering gender equality and empowering women, signalling a transformative shift in the cultural and professional dynamics of Malta.

The institutes organises outreach activities within the framework of its **Quality Assurance Manual**. These activities that are directed to female students and workers, minorities, and other students regardless of their gender. Many of them are focused on raising awareness of the existing enabling conditions for women to become entrepreneurs and creators of innovative services and products in the Maltese hospitality sector.

ITS organises ad hoc conferences to promote women's leadership, economic empowerment, and participation in community-based tourism development, both in the public and private sectors. Ad hoc teachings are also provided on new innovative digital tourism platforms and technological solutions working towards women's empowerment in the sector. The activation of cross-mentoring programs and employee-led resource groups among public and private stakeholders is underway, aiming to provide guidance and support for women at various stages of their careers for a **continuous professional development (CPD)**.

#### 29. Hilton Group's Gender and Inclusion Policy (GE&I Policy)

**Country:** Malta

**Implementing Organisation:** Hilton Group Malta

**Challenge:** Sexual harassment, Gender Segregation, Gender Perspective

**Time frame:** 2010's - ongoing

**Objective:** Improving quality of life and career development of female workers, Raising awareness about diversity in the staff

**Description:**

During the years, Hilton Group in Malta has been working to keep up with the global standards in Gender Equality and Diversity Policies, focusing on the wellbeing of its workers, in particular women and minorities. In this regard, Hilton Malta has developed a **Leadership Development Programme** which involves numerous courses targeting development of workers at different levels, such as management, planning,

communication. These courses take up to 30 participants every year and classes must have a 50% female participation quota.

Beside this Leadership Programme, Hilton Malta's GE&I Policy includes a number of initiatives to support the individual development of women and minorities: **a) coaching programme for women with a stumbling block** (e.g. when they do not feel ready to take up the responsibility because they cannot give up time with their family) where beneficiaries are paired with another woman who has the same role to guide her in the onboarding; **b) Annual women leader international conference** bringing together all the women in leadership positions within the Hilton Group; **c) diversity awareness trainings**, to bring in the workplace a perspective of diversity, especially with regards to LGBTQ+ people, people with disabilities, and minorities.

### 30. Fishing-tourism and ichthyic-tourism in Marche region.

**Country:** Italy

**Implementing Organisation:** Partners in Service srl – PMI INNOVATIVA

**Challenge:** Work-life Balance, Gender Perspective

**Time frame:** 2019 - ongoing

**Objective:** Diversification of fishery activities with Fishing-tourism and ichthyic-tourism in Marche region

**Description:**

Fishing tourism represent an opportunity for tourists to discover the long tradition and culture of maritime activities along the small coastal communities in the Adriatic Sea, learn about the importance of the environment, and taste local fish, often just caught and cooked on the spot. To promote this kind of tourism in a sustainable manner the Italian Region of Marche has created, since **2019**, the quality mark “**In Blu Turismo Sostenibile in Adriatico**”, which gathers many small fishing enterprises organising a number of activities to let tourism discover traditional food and customs. The consortium values the contribution of women who are directly involved in its activities: many of these enterprises are family-led business where women have important roles in the decision-making, they work as guides in boat trips, and help in the organisation of events such as city-fairs and traditional fish tasting, where they provide logistic support and provide explanations to tourists about the local fishing traditions and highlight the historical role of women in coastal communities in the region.

## 4.2.5 - Offshore Renewable Energy

### 31. Work-Life Balance Policy

**Country:** Denmark

**Implementing Organisation:** Floating Power Plants A/S (FPP) Canarias

**Challenge:** Work-Life Balance

**Time frame:**

**Objective:** Improving life quality for all workers, regardless of their gender

**Description:**

Floating Power Plant is a **Danish-based company** of offshore power plants with a site for power production from offshore wind and waves in the Canary Islands. The company has introduced a specific work-life policy that is common in Denmark and in the UK but not that spread in southern European countries like Spain. The policy aims at creating a better work environment and increasing employees' satisfaction. FPP's policy implements a set of measures allowing a great degree of flexibility to all the employees, with no distinction

on gender, as everyone is perceived as equal and as an equal contributor to the family tasks. The measures include **flexible working hours** between 07.00h and 18.00h (with a cap of regular 8h/day); at least **1 working day from home** and 4 other days in the office but exceptions can be made if necessary, for example, if a family member needs special care; one day paid leave in case a child under the age of 14 is sick at home; FPP allows two hours of paid working time (at the beginning or at the end of the day) to the employees who need a doctor's visit.

Moreover, a forum of dialogue between employees and managers called **Professional Development Review (MUS in Danish)** is held once a year. In that occasion all workers they can raise any suggestion or concern to enhance the work-life balance and any other issue that affects their daily work.

## IN THE SPOTLIGHT

### 32. Gender and Diversity Champion - SPAIN

Implementing Organisation: Oceanic Platform of the Canary Islands (PLOCAN)

Sector: **Offshore Renewable Energy**

Country: **Spain**

Challenge: **Gender Perspective, Labour Market, Gender Segregation, Work-Life Balance, Gender Perspective**

Time frame: **2022 - ongoing**



In the process of developing its latest gender equality plan in PLOCAN took inspiration from the **GRIPP project** (Grounding Responsible Research and Innovation Practices in research Performing organizations) and introduced a position to advocate for **Gender equality and Diversity Representation** within the company (along with other four RRI Champions).

From 2022 the main objective of the Gender Equality Champion is to promote gender equality and create an inclusive and equitable work environment by supporting the implementation of gender equality interventions and acting as an agent of change in the institution's decision-making process. This role encompasses many responsibilities as the Champion offers:

- **Single Point of Contact** for all gender-related matters, both internally and externally. This includes addressing inquiries, concerns, and promoting dialogue on gender equality.
- **Guidance and Support:** to PLOCAN employees regarding gender equality. Usually, the Champion offers support to others in understanding policies, addressing biases, or promoting inclusivity within the company and in outside collaborations.
- **Action and Coordination:** the Champion actively supports, leads, and coordinates gender equality initiatives, from training programs to awareness campaigns and workshops.
- **Engagement with stakeholders,** including industry partners, government bodies, civil society organizations, women's groups, and the media.
- **Strategic Planning and Monitoring:** the Champion develops an annual action plan, outlining specific activities, milestones, and key performance indicators related to gender equality. They are also in charge of regular monitoring to ensure that each gender equality issue is addressed effectively, and progress is tracked. This allows decision-making bodies to adjust strategies as necessary

The Gender and Diversity Champion collaborates closely with HR leaders, line managers, and other departments to implement effective gender equality strategies. The figure of the Champion presents many elements of innovation, as the role requires a Proactive Approach to gender-related issues, based on the prevention of gender discrimination before issues and the creation of an inclusive environment. Beyond mere policy compliance, the champion actively promotes gender equality education and awareness throughout the organization, fostering a culture of equality. Moreover, this figure serves as a role model and is meant to provide example of good leadership and management, demonstrating unwavering commitment to Gender Equality.

The introduction of this role was indeed facilitated by some factors such as a strong commitment to Gender Equality by the top management, by an open organisational culture, the willingness of employees to participate in training and other informative activities, the collaboration with external experts to acquire the necessary expertise, and by investing adequate financial resources.

This practice has already brought some results: internal surveys have revealed that the work environment is perceived better, and productivity has increased. The introduction of the Gender Equality Champion has led to the training of 40 employees (52.5% women) in GE, and it has facilitated the expansion of the research line dedicated to social responsibility projects.

Finally, PLOCAN has been able to expand its collaboration networks to other EU projects related to Gender Equality (WINBLUE, WINBIG, ATHENAS) and to other stakeholders, especially local SMEs, in organizing collaborative workshops on gender-related topics with various stakeholders, specifically small and medium-sized enterprises (SMEs). These workshops will serve also as valuable opportunities to share knowledge, exchange ideas, and enhance the adoption of best practices in the renewable energy sector, as well as cutting-edge technology for the safeguard of marine environment.

### 33. Recruitment of women's workforce in a male-dominated sector

**Country:** Spain

**Implementing Organisation:** ASTICAN Shipyard - Astilleros Canarios S.A.

**Challenge:** Gender Segregation, Labour Market

**Time frame:** 2021 - 2024

**Objective:** To create an effective gender balance in the workforce and provide career plans for women in a traditionally male-dominated industry

**Description:**

ASTICAN is a private Canary-based **ship repair yard** specialised in reparation, maintenance, and conversion of vessel, structures, marine renewable energy devices and offshore units. Following the latest requirements set by the Spanish laws, the company is committed in achieving a true balance in gender composition in its workforce (currently 130 employees). In order to do so, the company focuses on **gender-aware recruitment**, conduct visits to universities, and hosts visits from schools and universities to showcase the career opportunities in ship repair. The recruitment campaigns, with vacancies advertised on more than 20 job research websites, incentivise the introduction of female interns and apprentice in traditionally male-dominated departments. Additionally, Astican holds **gender equality training**, and analyses potential causes of the gender pay gap. In particular, the 2024 salary review has reduced the gender pay gap by designing an objective salary structure. Finally, the GEP adopted in 2021 includes paid leaves for medical reasons and foresees annual medical check-ups focused on breast and prostate cancer to the staff.

### 34. EAWE's Diversity, Equity, and Inclusion Committee

**Country:** Germany

**Implementing Organisation:** European Academy of Wind Energy (EAWE)

**Challenge:** Gender Segregation – Gender Perspective

**Time frame:** ongoing

**Objective:** To increase diversity, inclusion and equity in wind energy science, on inland and offshore plants

### Description:

The **European Academy of Wind Energy (EAWE)** is committed in increasing gender diversity in wind energy science, in fact the last Gender Report highlighted that only 21% of the wind energy industry is composed by women. To address this problem, EAWE has created a **Gender Diversity, Equity, and Inclusion (DEI) Committee**. The DEI Committee is in charge of different tasks to achieve its objective: a) collecting data on gender and diversity to draw a precise picture of the current situation in order to design strategies for the future; b) adopt a gender-neutral language in communication and vacancy advertisings; c) increase visibility of under-represented groups by ensuring an increase diversity of speakers in official events to serve as role models and to provide a diverse perspective; d) organising periodically webinars on gender equality and diversity. Especially on this latter point, EAWE is actively collaborating and/or looking for further collaborations with similar organisations and projects, namely the **FLOATECH Project**, where EAWE collaborated in a Webinar called Women4Wind, and **WINDCLUSION ALLIANCE**, an organisation advocating for DEI in Wind Energy industry.

### 35. Idéelles

**Country:** France

**Implementing Organisation:** BW Ideol

**Challenge:** Gender Harassment, Labour Market, Gender Segregation, Work-life Balance

**Time frame:** 2022 - ongoing

**Objective:** To increase diversity, inclusion and equity in wind energy science, on inland and offshore plants

### Description:

In 2022, the offshore wind plants company BW Ideol launched IDÉELLES, a **network of women** within the company, based on the voluntary participation. The company counts 20 women out of 70 employees, half of these women participate to the network. Idéelles consists of a **working group** that meets once a month, each meeting lasts around 1.5 hours during working hours, and it is the forum where promotion campaigns and other actions are decided. These actions are various, ranging from presentations in secondary schools and recruitment forums, to synergies with other initiatives, such as the Association 'Elles bougent' and the participation in competitions.

Members of the network also organise a lunch once a month on a chosen theme (e.g. time management, women's emancipation, fight against sexism). The aim of these lunches is to get to know each other better and develop mutual support and solidarity between the participants.

### 4.2.6 - Cutting-edge technologies

### 32. Labour, Sexual & Gender harassment training

**Country:** Spain

**Implementing Organisation:** Underwater Gardens International

**Challenge:** Gender Harassment

**Time frame:** 2023

**Objective:** To share knowledge, techniques, and tools that foster the development of skills, changes in attitudes, and behaviour for a better work environment



**Description:**

Underwater Gardens International is a company formed by a **multidisciplinary network** of professionals and experts committed to creating innovative solution for **science-based marine regeneration** and adaptation and mitigation to climate change in the ocean. In **December 2023** the company hosted an online training for all the employees on identifying and mitigating sexual and gender-based harassment at the workplace. The **4-hour training** included real examples of the most common situations, how to create boundaries, and what to do in case one witnessed or experiences cases of discrimination and harassment based on sex and gender. The training promotes inclusiveness, empathy, and communication skills. Participation to the training was on a voluntary basis and 16 workers attended (7 men and 9 women) out of ca. 40 members. It is expected that the training may have started a change in the participants' culture and attitude both in the workplace and in their daily lives.

**IN THE SPOTLIGHT****37. Oceánicas: la Mujer y la Oceanografía - SPAIN**

Implementing Organisation: IEO (Instituto Español de Oceanografía)

CSIS (Spanish National Research Council)

Sector: **Cutting-edge technologies**

Country: **Spain**

Challenge: **Gender Perspective, Job Segregation**

Time frame: **2018 - 2024**



Since 2015, when the UN declared **11 February** as the 'International Day of Women and Girls in Science', the Spanish Institute of Oceanography have been committed to supporting and celebrating such a day by carrying out events and activities to advocate for gender equality and to spread information about the work of women marine scientists and women pioneers in oceanography, most of whom are unknown to the general public.

Oceánicas started in 2018 and highlights the lives of pioneering women oceanographers and, by disseminating the work of current women oceanographers, intends to promote scientific careers, especially for girl, and scientific gender roles without any gender bias, stereotypes, and prejudices. The initiative is directed to the general public, but especially to students of any gender and age, from primary schools to university. It includes multiple contents and resources in different formats:

- **Exhibitions** with audio-visual material and digital interactive content (QR codes, augmented reality experiences).
- The publication of the **book 'Oceánicas: Pioneers of the Oceanography'**
- **Initiatives for schools and youth** including competitions, Surveys, interactive workshops with primary and secondary schools, as well as a particular workshop delivered to disadvantaged groups, in agreement with the Spanish National Organisation of Blind People.
- **Development of teaching units** for schools on marine subjects.
- **Digital presence:** accounts on social media and a website where, among other information, the book Oceánicas is available for download in different languages.

The project, with its objectives of highlighting the contribution of women oceanographers and creating an understanding of gender issues in marine research and marine-related professions, has yielded promising results. In terms of digital presence, the website has registered around 500,000 visits, while social media accounts have reached around 11,500 followers altogether. The Book Oceánicas has sold around 7,000 copies and it has been downloaded more than 10,000 times. Along with these results, the project has also reached a prominent visibility on local and national medias, whereas about 200 pupils have participated in the competitions related to the project.



Moreover, it has received acknowledgements on a national level: the project was selected as an innovative practice by the **FECYT (Spanish Foundation for Science and Technology)** in 2020, it was awarded the CSIC Prize for Outreach and Citizen Science, in the 'Outreach Projects' category, and was nominated among the Best Sustainability Actions, the Proa Award presented by the Maritime Cluster in the 'Social Responsibility' category in 2022.

The project represented for the IEO also the occasion for connections and collaborations several other entities: schools, local authorities, national and international institutions, ONCE (the Spanish National Organisation of Blind People). The project, funded by IEO-CSIC and supported by FECYT grants is supposed to end in November 2024, yet the organisers are trying to give the project a new momentum and through the "Acción Educativa Exterior" (External Education Action) of the Spanish Ministry of Education and the collaboration with the Spanish Agency of International Cooperation for Development as similar initiatives providing visibility to the current and past works of women scientists can be a reference for girls who wish to start a career in science, technology, and other STEM subjects.

## 5. Conclusions

### 5.1 Main findings

From the initial collection of Good Practices, are 6 main strategies that emerge and can deliver tangible results or, at least, inspire change and openness towards Gender Equality.

#### 1. Effective GEP and Work-Life Policies

In many cases, Gender Equality Plans consist in promising yet vague statements on committing to achieving gender balance in the workforce, and the same applies to their guidelines on Work-Life policies. Nevertheless, when companies are able to invest the necessary resources to design effective GEP and Work-Life Policies, they can become true gamechangers. To have a real impact, GEPs and Work-Life Policies should present elements such as a high degree of details, with measurable objectives, a precise roadmap and a list of actions, and include quantifiable KPIs and Milestones.

These practices usually fall withing the *Sameness and/or Transformative approach*: all workers are treated equally as they are perceived as equally contributors to the stability and functioning of the family unit. Flexibility and a progressive vision towards societal roles can create a working environment where the workload can be more bearable, and workers can deal better with work and family duties. Workers can be more satisfied, motivated, more loyal to the company, and that has a positive impact on productivity and the company's image.

#### 2. Gender & Diversity Representatives

These practices can be implemented by different entities within the company: sometimes can be a committee, a team, sometimes a single individual with a background in HR, other times can be an employee with dedication or involved in the Trade Union. In any case, the introduction of an entity that stands the interests and the needs can be beneficial for the organisation by adopting a *Difference Approach* and therefore bring in a new perspective in the decision-making. In fact, this kind of practices has an added value because the G&D Representative will not only stand for the interests of women, but also for LGBTQ+ people, people with disabilities, ethnic minorities, and any other under-represented group.

This can help establish a frictionless and friendly work environment, where all workers can develop a sense of belonging, and the contributions from different points of view can bring innovative ideas and create new

opportunities. Nevertheless, this kind of practices requires the management team to be open to dialogue, and a good degree of adaptability for the organisation to embrace change.

### 3. Awareness campaigns and trainings

These kind of practices can be framed either in the *Sameness and/or the Transformative Approach*, based on the scope and the target of the activities. In fact, these initiatives help foster a cultural shift, promoting inclusivity and building a sense of community within the company, where all employees feel valued and respected regardless of gender. Training programmes can raise awareness about unconscious biases that may exist in the workplace, helping employees recognise and challenge them in their daily interactions and decision-making processes. At the same time, these initiatives can shape employee's sensitivity and stimulate mutual dialogue and understanding among employees. Many benefits can derive from these activities as they are an effective tool to prevent discrimination, breaking gender stereotypes, and finally bringing up a broader range of perspectives and experiences, driving creativity and innovation.

### 4. Information events to highlight career opportunities

Whereas the first three sets of practices are directed mainly (but not exclusively) to people already employed in the company, this type of practices focuses more on the recruitment phase, which is also extremely important to keep the Blue Economy sectors vital and to make sure that new workforce will be more balanced in the future. The objective is create a level-playing field and remove societal bias and other obstacles that may prevent women to access other economy sectors, in a perspective of sameness. In fact, info days, open door days, and other events highlighting career opportunities can raise awareness among women about the diverse range of career paths available in the blue economy, including fields traditionally dominated by men, such as maritime transport, fisheries, and offshore engineering. Their aim is to inspire other women to pursue similar career paths, by showcasing success stories of women, and to show that people can achieve the high results and performances regardless of their genders.

### 5. Women's Networks & Management Models

The creation of professional women's associations in blue sectors and professional networks represents another way for women and other under-represented groups to push for a change in male-dominated sectors. This kind of network can bring women's empowerment in many dimensions. First of all, women can connect with peers, mentors, and potential collaborators, expanding their professional networks and access to opportunities. Moreover, these platforms provide a space to amplify their voices, take on leadership roles and participate decision-making processes. Through this kind of associations women can also create a sense of community, share their skills and knowledge, develop their capacity building, and promote women's participation in the blue economy. Finally, women's associations can be effective tools to advocate for gender-responsive policies, address gender-based disparities, and promote gender-oriented initiatives. Although these networks present similar objectives and visions, they may differ in their action strategy: some advocate more according to a Transformative Approach, other push more towards a Difference Approach.

### 6. Valorisation of Women's contributions

Women often engage in informal or unpaid work within the blue economy, this kind of contributions are evident especially in the sectors of artisanal fishing, or farming, but also in science, where the role of female scientists has often been overlooked. Acknowledging and valuing these contributions helps challenge

D2.2 Map of collected good practices and models on MARINA (initial version)

traditional gender roles and promotes equality by recognising the historical value and the economic worth of women's labour and how they helped in advancing maritime science and technologies. Initiatives such as exhibitions, conferences, and gender-based studies not only recognise the importance of women's roles but also work towards dismantling barriers and promoting a more inclusive and equitable society.

Each one of the six mentioned categories include diverse practices that present notable differences in terms of scope, target, objective, and impact. Nevertheless, it is possible to cross them with the three approaches to Gender Equality identified by EIGE (Sameness, Transformative, Difference)

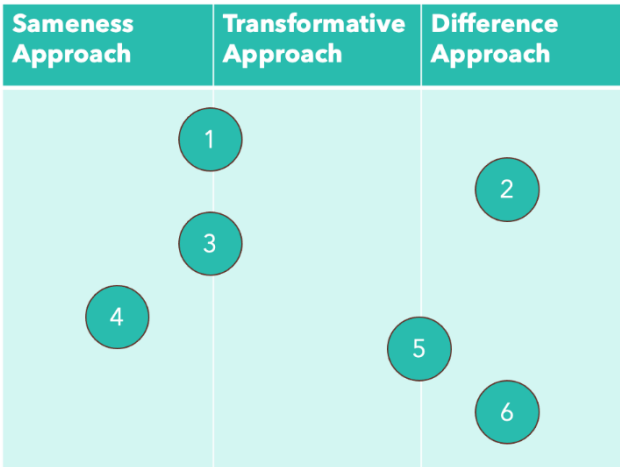


Figure 4. Categories of Good Practices and their theoretical approaches

5.2 Next Steps

WINBLUE project has set the objective of identifying and assessing at least 50 good practices. In order to carry out a far-reaching and deep analysis, the consortium has decided to set the ambitious operational target of 75 good practices to identify by the end of month 20, in order to conduct a thorough assessment. The consortium roadmap foresaw two mid-term targets: 36 practices for the period M6-12 and 39 practices for the period M13-20.

Each partner was assigned a target which was decided in accordance with their capacity and the number of person/months they can provide for WP2, this was to keep balance in the task division, to ensure that best practices from all partner regions are represented in this project, and that all partners commit and practically collaborate in the collection process.

At present, 37 good practices have been identified and its data have been collected, in line with the internal mid-term target of 36. As the first mid-term target was achieved, from May 2024 (M13) project partners will be involved in the second phase of their scouting work and 39 new practices are supposed to be identified. The following figure reports the amount of person/month each partner must provide for the task and the number of practices they are supposed to identify.

In parallel, the work on assessing the impact, the scalability and the replicability of the selected good practices has started in M8 and it is currently in its preliminary phase. Assessment of the practices will be based on the initial evaluation of the project partner that has found the practice, another round of evaluation will be carried out by CNR and Euknow, and eventually discussed with the other partners in their periodic meetings. These

## D2.2 Map of collected good practices and models on MARINA (initial version)

steps are meant to provide an objective assessment of each practice and to assign a scoring to each single practice, as described in Chapter 5 of the Executive Handbook (D2.1).

Partner	Country of the Partner	Person / Month	Number of good Practices collected		
			M6-12	M13-20	Total (target)
CNR	IT	3,00	5	4	9
UNISI	IT	1,00	2	2	4
BCC	IT	2,00	3	3	6
NIB	SI	2,00	2	3	5
ISDI	MT	2,00	3	3	6
EUKNOW	BE	13,00	7	8	15
PLOCAN	ES	2,00	3	3	6
ACA	FR	2,00	3	3	6
CLR	FR	-	0	0	0
GIJON	ES	-	0	0	0
ASSO	IT	2,00	3	3	6
AL	MT	0,50	1	1	2
ANFACO	ES	1,50	2	3	5
VEDA	BG	1,50	2	3	5
<b>Total (target)</b>			<b>36</b>	<b>39</b>	<b>75</b>

Figure 5. Distribution of collection of good practices

More results will be provided at a later stage and presented in the next deliverables as the process of good practice collection advances for it will present a more complete picture of the various practices for gender equalities that have been implemented across Europe.

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