



**DIVERSITY
IN MARITIME**

GUIDANCE FOR RECRUITERS

Why we should care that diversity is welcomed
when recruiting for the maritime sector,
and what we can do about it.

@MUKDiversity

@MaritimeUK



**MARITIME
UK**



Foreword

Welcome to this recruitment guideline, created to support diversity in our maritime sector.

This recruitment guideline has been developed by Maritime UK's Women in Maritime Network, and intends to highlight the ways in which basic assumptions and unconscious biases affect the ways in which jobs are advertised, as well as the easy steps that can be taken to create a more conscious recruitment process. The document uses gender bias as the key example, as this is an area in which extensive research and information has become available over the past few years. While focused on gender however, neutrality is beneficial in the recruitment across many diversity groups. The document ultimately aims to initiate a thought-process around recruitment that leads to increased awareness about diverse recruitment in the maritime sector.

According to research, advertising a job with gender-neutral language fills a position 14 days faster than those with a feminine or masculine bias, and also attracts a more diverse pool of applicants (Women in Recruitment, 2018). Further, both men and women are found to be less likely to apply to a job that is described using language biased against their gender.

No industry, or indeed country, can reach its full potential if only recruiting from a fraction

of the talent on offer. Moral imperatives aside, research clearly indicates that companies with diverse workforces outperform those that are less diverse, both financially, and in terms of innovation. There is therefore a clear business case for companies and organisations within the maritime sector to act. The future is incredibly exciting, and the potential opportunities and rewards are vast. We would encourage companies to actively use and engage with this resource. With your help, we can make sure that our sector embraces talent from everywhere.

This booklet is only one small element of the significant work being undertaken across our sector to help create the maritime industry of the future. An industry in which we can all be proud, and where everyone, regardless of race, gender, or any other characteristic may feel welcome and thrive.

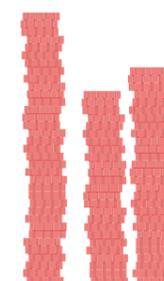
We would like to thank the following for their significant contributions to this document: Professor Averil MacDonald, Maritime UK's Women in Maritime Network and Recruitment Subgroup, the Institute of Chartered Shipbrokers, the Department for Transport, and all members of Maritime UK.



95%
of all UK trade



220,100
jobs directly supported



\$3 trillion
by 2030



Read more:

womeninrecruitment.org/article/writing-gender-neutral-job-ads-23.aspx

Introduction

The UK maritime sector facilitates 95% of all UK trade and is larger than the automotive and aerospace transport industries combined. The UK maritime sector also directly supports 220,100 jobs. While hugely valuable to the UK economy, the sector is predicting a skills and labour shortage compounded by an ageing workforce, poor perception of jobs in the sector, and a lack of diversity especially in relation to gender and BAME.

Studies highlight that diversity is a key driver of innovation, and is a critical component of global success (Forbes, 2020). As an island nation with a rich maritime heritage, it is essential for future success that the UK sector is able to draw from the full pool of talent when recruiting. A lack of diversity caused by real or perceived barriers limits the number of people entering the sector, and hampers maritime innovation and growth.

But the future is bright; the global 'blue economy' is expected to be worth over \$3trillion by 2030. There has never been a better time to join the maritime sector, or more important to embrace the full breadth of talent on offer.

forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/#2ec9b0a2c4a6

Why diversity matters

Making the case to Senior Management



The moral imperative

Companies should be working to create more diversity in their organisations, not only because it makes business sense, but because it is the right thing to do.



A diverse workforce delivers greater productivity

Companies in the top quartile for gender diversity outperform their competitors by 15% and those in the top quartile for ethnic diversity outperform their competitors by 35% ((McKinsey, 2015). Furthermore, when employers believe their organisation is committed to and supportive of diversity, their ability to innovate increases by 83% (Deloitte, 2013).



Retention and reputation

Creating a working environment where people feel they can be themselves, are included and valued will translate to a higher retention rate across the board, for both staff and management. The more welcome someone feels, the more likely they are to stay. A rich and diverse workforce will send positive signals to the local community, and an enhanced reputation will attract greater numbers of applicants in a potential recruitment process.



Read more:

mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf



Group-think curbs creativity

A team made up of the same kind of people feel they get along and communicate well because they have an intuitive understanding of each other. This, however, means that members of the team are less likely to challenge each other, as the ideas they produce will be largely similar. This effect is called 'group-think', and makes the team less creative. Expanding diversity in the workplace is a way to interject fresh ideas into an otherwise stagnant environment, and incorporates new perspectives which encourage a nuanced approach to problem solving. Engineering the recruitment process to attract a more diverse workforce has many benefits and creates a more productive business.

Recruiting and retaining women and increasing diversity in the workplace has significant benefits to business productivity and creativity.

Executive buy-in is a necessity



As an executive, your interest should be running your organisation in the best way possible.

Writing words on a piece of paper does not make a culture; having leaders commit to change by embodying new ideas will. A shift in the industry cannot be expected without engaging those at the top level.

Creating environments where people of all races, genders, ages, sexualities, religions, socio-economic backgrounds and abilities feel they can bring their true selves to work is fundamental to good business. Feeling a sense of belonging will empower your employees, and empowered employees will ensure the maritime sector of tomorrow is a better place than today.



Maritime does not just have one face – the sector needs to embrace diversity and inclusion in order to reflect the true range of talent participating across the board. There is no quick-fix to solve the issues facing the maritime sector and its industries as a whole, but by taking some simple steps you can impact the composition of the future maritime workforce, and ultimately achieve a healthier bottom line.



Diverse recruitment



You can't appoint the best person for the job if they don't apply

Embracing diversity and inclusion strategies is crucial to ensuring that the talent pipeline meets current and future skills needs. Diversifying interview panels and using gender neutral language in job applications will ensure candidates are less likely to come from a limited demographic. Thinking actively and creatively about where a position is advertised may also have a significant impact on the array of applicants. Similarly, acknowledging that recruitment is a two-way process, by asking what your employees need and adapting accordingly, may be key to attracting the kind of candidates you want.



How do you ensure that the best person applies for a job?

It is often assumed that the employment market is a "seller's market", where simply having a great job on offer will ensure a large number of qualified candidates. It has been seen, however, that recruitment in certain sectors, such as maritime, tends to attract an overwhelming majority of male applicants. It is self-evident that ignoring the talents of half the population, even if by omission, means trawling lower levels of mediocrity to recruit people for necessary positions. An awareness of language, values and motivators is key in creating a wider appeal in the recruitment process.



Examples of "feminine" words include:

Careful, committed, communal, connected, considerate, cooperative, dependable, empathic, honest, interpersonal, interdependent, kind, loyal, modest, nurturing, people-focused, pleasant, polite, quiet, responsible, sensitive, supporting, sympathetic, trustworthy, understanding, warm.



Examples of "masculine" words include:

Active, adventurous, ambitious, analytical, assertive, connected, autonomous, challenging, competent, confident, courageous, decisive, determined, dominant, forceful, impulsive, independent, individual, intellectual, leader, logical, merit, objective, opinionated, outspoken, persistent, principled, superior, self-confident, self-sufficient, self-reliant, talent.



Values – the dangers of 'salary negotiable'

Not everyone is driven by money. Acknowledging that job applicants have different motivations ensures that the way an advertisement is created does not exclude applicants with other than financial motivations. For some, and this is typically more common among female applicants, the desire to 'make a difference' is more important than the salary listed. While not the main motivator however, the salary listed is often helpful in positioning the job, and for the applicant to determine whether the role is appropriate. Therefore, when a job advert indicates "salary negotiable", many candidates, also predominantly female, do not engage in the worry that they may not do well in a negotiation. Women are widely known to ask for lower salaries, and a clearly stated salary range allows all candidates, regardless of motivations, to accurately position the role and what level the role is at.



Managing expectations

An important factor of the recruitment process is creating realistic expectations of the role advertised. Being overly specific about requirements for an applicant's prior experiences risks putting off ideal candidates, as the role is seen as overly demanding from the outset. Women have traditionally been conditioned to value modesty over boastfulness. An implication of boastfulness within an advert may therefore make certain candidates uncomfortable. Sentences such as "We will consider exceptional applicants as soon as relevant positions become available" are unlikely to attract many female applicants.



The importance of motivation

While 'Generation Y' and 'Millennials' are terms frequently used by the media to describe certain age-groups, little attention is paid to the rationale behind these labels, and the ways in which this knowledge could be useful to recruiters. Sociological research shows that we are influenced by the world into which we are born and brought up. People born within the same generation are therefore often found to have similar values and motivations that will affect what they find attractive and motivating in their lives. Understanding these shared values and how to employ them in the recruitment process can therefore be helpful when attempting to engage a particular audience.

Current leaders at senior levels are likely to be representatives of different generations than those an organisation are attempting to recruit at lower levels of seniority. It is important to acknowledge that these groups have different values and motivations than those of their potential employers and recruiters. If an advertisement aims to attract a wide range of applicants, it is important to have an understanding of what motivates its target audience.

What do they want?



The best advertisements should make a job sound enticing and enable the applicant to easily envisage themselves in the role, as well as belonging in the working environment.



These advertisements typically include:

- A defined salary range
- A balance between feminine and masculine words
- References to personal attributes as well as skills and qualifications
- Realistic requirements of prior experience
- Statements about what the employer is offering, beyond salary
- An evocation of an environment that invites belonging



The worst adverts tend to make potential applicants exclude themselves as they contain certain warning-signs, such as:

- Open salary negotiation
- Expectations of already achieved training, qualifications and experience, implying no flexibility
- Too many demands
- Requires the applicant to be immodest or boastful
- Provides no evidence that the applicant will benefit in terms of training and careers development
- Provides no information about additional benefits

Where to go from here?



Additional resources and points of contact that may be of use in the continued work to increase diversity within your organisation, and in the maritime sector as a whole:

Recruitment tools and resources

Women in Maritime Interview Pool:

More diverse interview panels and those with specific training for recruitment bias are more likely to recruit a diverse workforce. Access to best practice in this area and crucially the ability to create interview panels that are gender balanced is available through the Women in Maritime Interview Pool which loans maritime women to companies.

Diversity in Maritime Toolkit:

Online resources on best practice, internal policies, recruitment, retention and other areas of interest to achieving greater diversity in the workplace are being collated in this online toolkit.

Gender Bias Decoder:

A free online tool that identifies gendered words in e-mails, job descriptions and other texts.

Supporting networks

Diversity in Maritime Taskforce and supporting networks:

The Diversity in Maritime Taskforce has been established to ensure the increased and continued diversification of the maritime workforce. The Taskforce is supported by a number of Networks and Subgroups focused on specific issues. All are welcome to participate.

Diversity in Maritime Events:

Events and professional development opportunities are frequently put on through the Diversity in Maritime Taskforce in collaboration with different networks. The events are open to all.

Careers resources

Maritime Careers:

There are many routes into a career in maritime and a suite of resources are available; from free careers events, visits to schools by industry ambassadors and online materials for parents and teachers.

Maritime and Me:

A campaign funded by the Department for Transport, featuring case studies of women in a diversity of roles from across the maritime sector.



Read more:

maritimeuk.org/ programmes/people/ diversity-maritime/ women-maritime/ interview-pool	maritimeuk.org/ programmes/people/ diversity-maritime
maritimeuk.org/ programmes/people/ diversity-maritime/ women-maritime/toolkits	maritimeuk.org/ events/events
totaljobs.com/insidejob/ gender-bias-decoder	maritimecareers.uk
	maritimeuk.org/careers/ maritime-and-me





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