



SHE OF THE SEA

**DIVERSITY &
INCLUSION
HANDBOOK**

2020 EDITION

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INTRODUCTION



This Diversity & Inclusion Handbook is an aid to be used to assist with meeting the resolutions. We take a more in depth look at what they can look like for your organisation, how they can be easily implemented and the positive changes that diversity & Inclusion can have on the economic growth of your organisation.

THE PLEDGE

“We are committed to building practices and cultures that actively facilitate, cultivate and celebrate diversity and inclusion, at all levels, throughout our organisation, and our industry”

What does signing the Pledge mean?

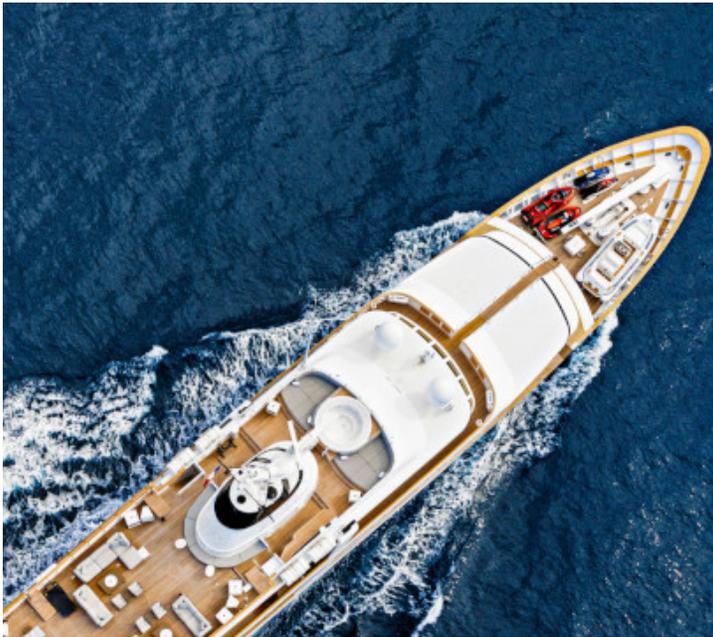
By signing the pledge you're committing to creating and sustaining a diverse work environment, through a series of resolutions that will increase diversity & inclusion at all levels throughout your organisation and the yachting industry. Change doesn't happen over night, but signing the Pledge is a public commitment to start the conversations and begin the process.

This handbook includes examples of how each of the four resolutions can be achieved, along side a checklist to assist with their implementation. Additionally, as we grow you will be able to access to our online diversity forum will enable signatories to discuss diversity and inclusion strategies and develop best practices.



WHO IS THIS FOR?

The pledge can be signed by organisations and vessels making clear their intent to create positive change within their respective organisations, and collectively, across the yachting industry. In addition to this individuals can become Pledge Ambassadors, adding their voice to the global change.



Individual Ambassadors

Individuals from across the yachting industry can raise awareness of the pledge and can encourage their organisations or vessels to sign it. We particularly encourage anyone in a position of senior leadership or influence, such as CEO's, Directors, Managers, Captains, Officers, Chief Stews, Engineers and alike, particularly men, to become champions within their organisations. As champions of change, men can work towards the positive transformation of social norms and can act to hold others accountable and encourage them to join in. Anyone can become an individual Ambassador of the pledge. By doing so, this shows your individual support and will raise awareness in the industry. Become a Pledge Ambassador here,

[BE AN AMBASSADOR](#)

Organisations

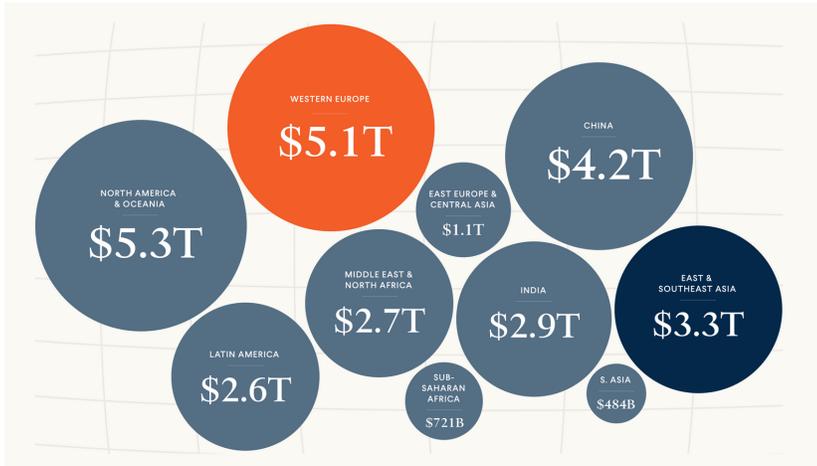
We particularly encourage organisations that are directly involved with the yachting industry, from banks, law firms, insurance companies and shipbuilders through to yacht management, agents and crew agencies to sign the Pledge. These organisations are in the ideal position to promote equality in the yachting industry. Whether its increasing diverse hiring and promoting from within, creating diverse advertising and promotional material, selecting a speaker for a conference, or referring a crew member to a yacht owner or Captain.

We welcome the support of all organisations that might not be in a position to directly influence the initiative but can still show their support to the industry.

These organisations might include, aviation, provisioning companies, marina services, not for profits and community groups or anyone that is involved in or shares business with the industry.

A CASE FOR DIVERSITY

Closing the diversity gap in the workforce could add a staggering \$28 trillion to the global GDP



With consistent studies and reports now giving us clear economic proof that diverse teams perform better we as an industry are now perfectly positioned to take advantage of this. Fundamental change takes time, which is why it is important that we heed the advice of global industries leading the way in diversity and inclusions strategies for growth.

Goldman Sachs Chief Executive David Solomon recently released a statement;

“So starting on July 1st in the US and Europe, we’re not going to take a company public unless there’s at least one diverse board candidate with a focus on women”

We understand that diversity is important and we also need to ensure that this includes under represented groups across various criteria including, gender, race, ethnicity, sexual orientation or gender identity. Which means not just adding a diverse board member before a company goes public but actually insuring that companies as a whole have a diverse workforce at all levels, which is beneficial to all stakeholders.

She of the Sea started opening the conversation in the yachting industry on gender diversity as a starting point. We understand the conversation of diversity and inclusion is a much larger and we look forward to having these important discussions as industry that is accepting the benefits that diversity and inclusion as a whole brings to the table.



\$28 Trillion

Of additional annual GDP in 2025 in the full-potential scenario of bridging the gender gap... equivalent to the combined US and China economies today.

Source: McKinsey Global Institute

GLOBAL SHIFT

Industry's around the world are taking advantage of the benefits of having a diverse team, here we take a look of some of the initiatives that driving global change and economic growth.

The shipping industry has the UK's Women in Maritime Taskforce, which brings together sector leaders to identify practical steps to increase the number of women in maritime, and in senior roles in shipping, ports, services and engineering.



Gender equality is setting a course for infinite potential with an opportunity for ALL to succeed.

Captain KateMcCue

Have you heard of Captain Kate McCue? She became the first American woman to captain a cruise ship in 2015. She is an IMO champion. "To everyone in shipping – you are missing out on a huge talent pool if you don't recognise and empower women in the workplace. Join our Day of the Seafarer campaign and get on board with gender equality at sea," said IMO Secretary-General Kitack Lim.

Aviation have the International Air Transport Association 25by2025 - a global initiative to change the gender balance within the aviation industry 25by2025 is a voluntary campaign for IATA member airlines to improve female representation in the industry by 25%, or up to a minimum of 25% by 2025. The 25by2025 campaign is an initial step to making the aviation industry more gender balanced.



Women in the Law UK launched a charter for firms committed to gender diversity. It recognises barristers' chambers, law firms and legal businesses that are actively trying to bridge the gender gap in the legal profession and actively promoting employee wellbeing.

SIGNING THE PLEDGE



By signing the Pledge, you are committing to implementing the 4 key resolutions within your organisation. Wide spread adoption of these resolutions across all sector swill make a genuine difference to gender diversity within the yachting industry and help ensure that we make the most of the global pool of talent in a competitive economy.

THE 4 KEY RESOLUTIONS



To commit to these resolutions and become a signatory sign the Pledge here, **SIGN THE PLEDGE** or continue reading to find out how they can be implemented

These resolutions are easily implemented across all sectors of the industry, and are discussed in more detail in the following pages;

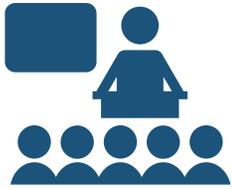
1 Assign a senior sponsor to monitor performance in respect to the pledge, actively supporting and promoting adherence to the pledge and its resolutions. In doing this, sponsors lead from the front and make it clear that supporting equality in the workplace is the responsibility of all leaders and managers.

2 Report and Monitor. Capturing diversity data is important for establishing a baseline and measuring progress. It ensures the ability to measure strategic impact while creating accountability.

3 Hiring and Placement. Each organisation is committing to ensuring it conducts fair recruitment processes by taking active steps such as using balanced shortlists, refining the way roles are advertised or having a specialist diversity recruiter advise them,

4 Visual Representation. Adopting a more active balance and representation in marketing materials, branding and marketing activities. Ensuring voices are equally represented at events, on panels and advisory boards.

ASSIGN A SPONSOR



Assigning a senior sponsor within your organisations to monitor your performance in respect of the pledge and actively support and promote adherence to the pledge and its resolutions

A diversity sponsor within the organisation has an important role to play in demonstrating the change they want to see in the organisation. Diversity Sponsors take action to: Open doors, conversations and open minds to create a diverse culture.



Appoint a member of the senior leadership/management committee team accountable for gender equality.

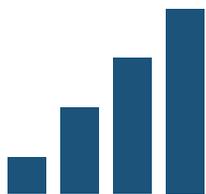


Organisations are encouraged to publish details of the senior leader who is accountable for gender equality and publish relevant targets and action plans to support the transparency and accountability needed to drive change.



Depending on the size of the organisation, in addition to the accountable member of the senior leadership team, it may be appropriate where possible and practicable, to identify a team of senior leaders responsible for driving the work forward, and to nominate other senior champions responsible and accountable for other areas of equality, diversity and inclusion

REPORT & MONITOR



Capturing diversity data is important for organisations and the industry as a whole. It allows a baseline to be established against which to measure in future years.

We aim to begin by collecting a gender base line with the intention to expand the scope of the annual report each year. The data needed to establish a baseline is not extensive and is achieved by recording the following;

- Recording the number of all genders at Senior and all other levels throughout the company. Directors, Partners, Board Members, Managers, Assistants, Apprentices, etc
- Statistics of roles in regards to genders within the organisation
- Record the genders of employees promoted from within the organisation
- Recording the gender of all hired externally
- Size of organisation
- Geographic location of employees
- Gender specific retention rates
- Placement gender statistics for each department if a crew agency or fleet management

We have made it very easy to submit the basic data needed by She of the Sea.

This data will be collated into an annual report, as a Pledge signatory you will receive this at no cost to your organisation.

We would encourage organisations to publish their own diversity metrics/report annually

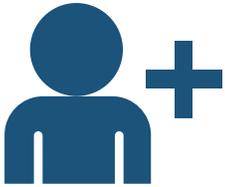
You may also wish to include workforce diversity data across race, age, gender, disability, religion and belief, sexual orientation, care responsibilities and socio-economic background for a more comprehensive diversity report that is not only based on gender.

Privacy

We understand that privacy is paramount in addition to collecting and reporting data; organisations will be encouraged to publish a summary of their data. Pledge signatories will be able to submit their data to us directly through our online survey, which will then be collated with all other signatories to create an annual report. Your organisation's data will not be published individually but rather as a collective to give a baseline of the industry's progress.

Organisations must ensure that they comply with data protection legislation. This means that data must not be published in a way that allows the identification of any individual.

HIRING AND PLACEMENT

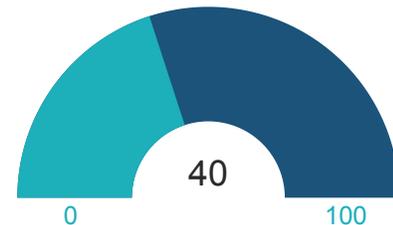


Maximising the potential of your talent. We know that without the best people we cannot continue to deliver to a high performing industry. It is in our best interest and our responsibility to cultivate a work culture where all individuals are given equal opportunities, and support to advance their careers.



After getting a clear idea of your organisations diversity ratios you can then look into specific departments, functions and seniority levels to identify your main areas for improvement. This is also applicable for those organisations involved in crew placement or fleet management. How many female chief officers have you put forward for jobs lately? Male stewards? People of colour?

If the organisation has an almost even ratio overall but female representation plummets at senior leadership roles then the overall figures won't tell the complete story.

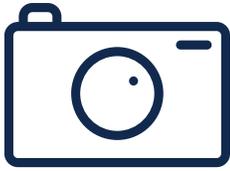


Active steps towards ensuring a fair recruitment process include:

- Using a balanced shortlist for all placements, promotions and hires
- Employing a diversity specialist recruiter or executive search firms to help fill roles
- Refining the way job advertisements are worded to become gender/ ethnicity / race neutral.
- Introducing targets for female representation at senior management and board levels
- Blind screening of candidates. Excluding gender, race, and age from resumes. Consider blind interviews/assessments to keep unconscious bias out.
- Changing recruitment practices so senior level appointments rely less (if at all) on informal networks to identify potential applicants

Blind recruitment refers to the practice of removing information from applications, which may suggest personal characteristics of the applicant. Instead focus is placed on assessing skills, personal abilities and an applicant's future potential. Blind recruitment attempts to make the recruitment process more objective and reduce the impact of bias. A glass ceiling for women is a problem across many sectors – nearly three quarters of FTSE 100 companies and 90% of FTSE250 companies have no female executive directors at all. This can be in some cases eliminated using the above methods.

VISUAL REPRESENTATION



The power of visibility and role models cannot be ignored. Signatories commit to adopting a more active gender balance in marketing materials and branding. This includes increasing the visual representation of women in under represented jobs such as Captains, Engineers, Boat Builders, Brokers and alike.

It has been proven that people are inspired to pursue alternative careers when they see others like them do it. When 'minorities' see themselves represented in these roles they find it easier to imagine themselves in those roles and are more likely to put themselves forward. In addition, when they see 'themselves' in leadership positions they are more likely to speak up for themselves.



It's important to work specifically on making role models visible. Organisations can look at creating a gender and ethnicity balance in images they show on their website, on social media, and in the company magazine. But it is also key to go beyond that. Check if you have balance in both internal and external speakers, presenters, trainers and forum members. This includes showing males as stewards and not always being represented as deckhands/Officers and Captains.

Active steps toward inclusive visual representation:

- When creating any marketing material ensuring there is a balanced representation in the roles present
- Diverse visually representing all in Leadership roles; CEOs, Captains, Officers, Ship builders, Engineers
- Ensuring that all voices are equally represented at conferences and events





OUR COMMITMENT

It is important that we publicly recognise the work of the organisations that have signed the Pledge to create change within our industry. This includes partnering with external organisations to help influence a wider social change that extends beyond yachting. Upon signing the pledge, signatories have our commitment to deliver the following.



Annual Yachting Diversity & Inclusion Report

Collating metrics and best practices submitted by signatories into a comprehensive annual report



Best Practice Networking events

Signatories and Ambassadors are encouraged to join our Diversity & Inclusion round table events. Here we share best practices, challenges & collaborate



She of the Sea Feature

Your organisation will have a full-page feature on the She of the Sea website. This is a searchable 'preferred service provider' database allowing our network to search for the organisations actively supporting their careers



Promotion

Your commitment will be promoted and included in She of the Sea's rapidly expanding social media network yachting press, email marketing and circulation as we promote the Pledge within the industry



Events & Awards

To publicly showcase the organisations that have signed the pledge and committed to the resolutions. Awards to publicly recognise the organisations within the industry that have improved the most

SIGN THE PLEDGE HERE



PLEDGE RESOLUTIONS CHECKLIST

- Pledge sponsor within Senior level of management Assigned
- An overt commitment to Diversity & Inclusion expressed at all levels of management, including at the CEO and executive management level
- Equality and diversity more generally, are accepted as business imperatives (e.g. in the same way as safety).
- The organisation will contribute data to the annual report on key diversity metrics
- The organisation will celebrate and promote the commitment made by themselves and She of the Sea within their network, online platforms and social media outlets
- The organisation has reviewed, created and where necessary, amended, policies and processes to encourage equality, including those relating to: recruitment and selection, talent identification.
- The organisation has reviewed, marketing materials and media presence to ensure that all demographics are equally represented within roles and positions