

ShippingCo¹- Case Study

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(1) Pseudonym

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2

Overview

5

Problem Statement

8

Approach and Methodology

13

Matrix of Possible Interventions



Overview



Shipbuilding company, ShippingCo, operates in a highly competitive international environment, employing 200 employees. It is the biggest yacht builder in its sector and recognised as one of the leading specialists yacht manufacturer and operator worldwide.

The company builds high quality, luxury yachts in its shipyard Istanbul, Turkey, one of the centres of the global shipbuilding industry.

Jobs accessible for women

ShippingCo, its partners and subcontractors cover a broad range of types of jobs, of which quite a few could be accessible to women with some intervention in the job design and work organisation (yacht captain, deckhand, control tower, dockmaster, electrician, maintenance, administration, production manager, client specialist, communication...) currently held by men.

The shipbuilding sector plays a very significant role in both the Eurasian and European economies and has high growth potential. The luxury yacht industry is highly competitive and there is little or no governmental intervention in the sector.

The economic turmoil has reorganized the sector which led to companies providing greater focus for niche markets in the luxury yacht realm i.e. sport fishing, cruising yachts.

The relationship between Turkish shipbuilding companies and other industry sectors (steel, marine equipment, ship recycling etc.) in the supply chain is strong. We also observe an expanding tendency in cross-sectoral cooperation between shipbuilding companies and other international manufacturers.

This is partly due to the fact that local equipment manufacturers are not able to supply yacht building companies with high technology components due to the lack of higher end skills.

Thus, the current main challenges for ShippingCo are innovation, globalisation and attracting and retaining talent.

Some on-going initiatives of ShippingCo on which we build the business case:

- **Groundbreaking environment policy: aiming to becoming the most sustainable yacht building company in Eurasia.**
- **Building Healthy and Safe Places initiative: 0 damage to employees and equipment.**



Problem Statement

In Turkey, many studies related to the employment of women have been conducted, from which we observe the following: the participation of women employees in the shipbuilding sector is very low, based on knowledge about the sectoral and occupational gender segregation in Turkey.

Traditionally shipbuilding has been a male dominated sector. Like many other companies ShippingCo also looks for possible avenues through which it can engage and attract the next generation of qualified science, technology, engineering and mathematics (STEM) workers, especially women.

Therefore, keeping, securing and transmitting know-how is of utmost importance for ShippingCo. In addition the company pays special attention to internal skills and knowledge transfer and to future skill requirements. For ShippingCo to respond to its constantly rising market demand, investing in the skills and leadership education of its employees at the lower end of experience and to invest into its talent pipeline, is vital.

Core challenges of ShippingCo in attracting and retaining female talent:

- New skills challenges due to the changing nature of the industry. Emerging market structures require ShippingCo to invest in new managerial skills and attitudes to advance innovation and adaptability.
- The industry has not sufficiently communicated a positive and attractive image as an equal opportunity employer and employer of choice for women. This has led to challenges in career planning and promotion process: attraction of the right talent and promotion of careers in the shipbuilding sector is circumstantial.
- Lack of work-life policies, childcare accessibility and affordability: there is a significant unmet need and demand for child care services in Turkey.
- Women in Turkey face barriers for entering the labour market (gender and societal norms), and particularly difficult challenges when entering STEM education and careers due to gender stereotypes.

- The shipbuilding and naval transport sector is highly globalised, therefore the race for talent is also global.

- Internalization of the maritime labour market. (finding possible candidates outside of the "regular" talent pool and thus enhancing innovation potential).

- Shipbuilding used to be a physically demanding job, however with modern machines, robots and hydraulics, a lot of the work is less strenuous. Accordingly, this perception needs to be updated.

Perceived gaps in favour of attracting and retaining women at all levels in the company and in the supply chain:

- Male dominated culture of the marine industry, formerly heavy physical work.

- Lack of visible strategy and policy in favour of diversifying the workforce (e.g. anti-harassment policies).

- Physical work environment not completely adapted.

- HR tools and cycle not geared towards gender balance, systems and formal structures.

- ShippingCo marketing oriented towards the male customers and clients, supply chain companies.



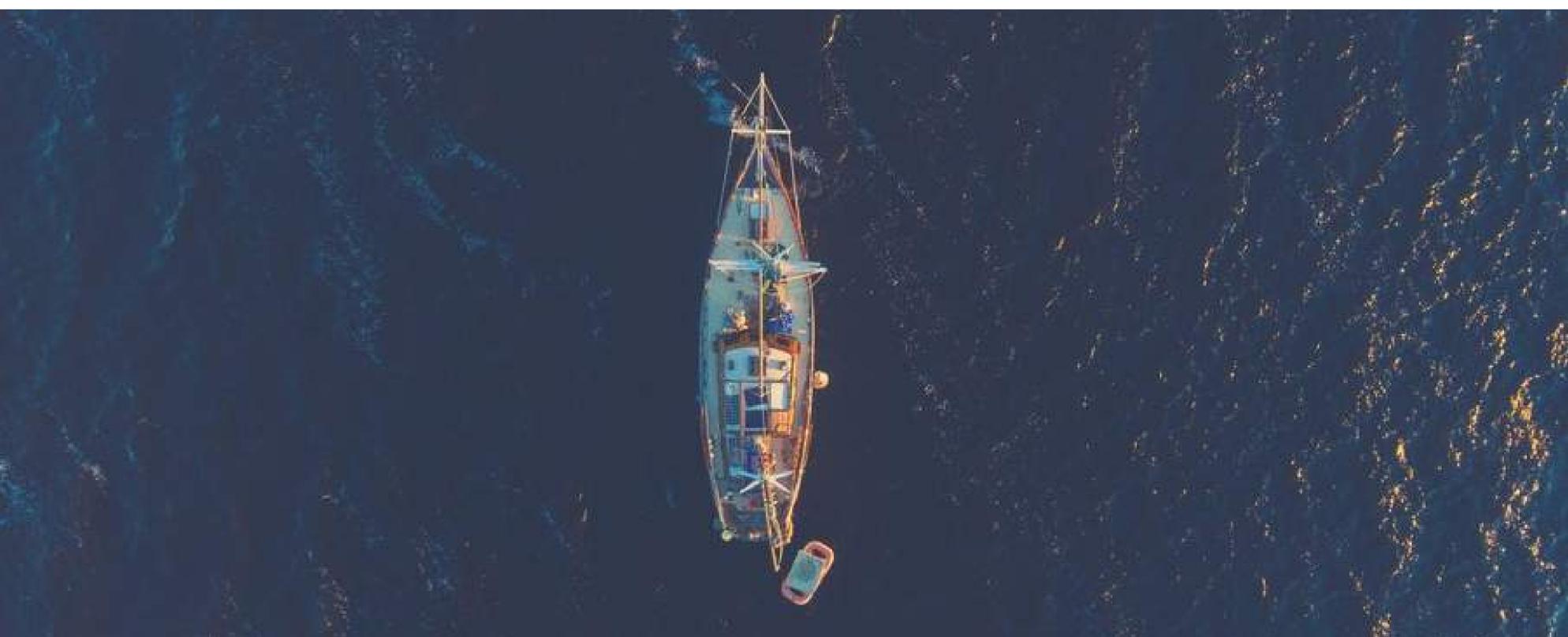
Approach and Methodology

Approach and Methodology for Information
Gathering and Project Delivery

A **short introductory seminar** for leadership staff and/or key managers focused on equal opportunities for men and women, that would provide basic training in the field of equal opportunities, present gender equality as a crucial business strategic issue, sum up relevant Turkish and European legislation, provide examples of good business practice (gender aware employers from comparable business fields/cultures that fulfill the principles of equal opportunities), and emphasize all possible benefits of gender equality at the workplace.

Building the **business case** for convincing senior leadership of the importance of the assessment and interventions. Focus on the following metrics:

- Internal: reduced accidents, prolonged longevity of equipment, reduced absenteeism, increased innovation, reduced turnover of employees, increased performance, productivity and profit and reduced costs.
- External: improved corporate image, become the 1st company from the sector to subscribe to the Women's Empowerment Principles, employer of choice, equal opportunity employer, increased nr. of applications, CSR report etc.



Project Delivery: Example of possible intervention

Change initiative: Use the opportunity for the shipyard expansion (2018) for a more diverse gender composition of teams. 50 new jobs will be created, and the assignment will aim for 25% minimum women recruits at all levels (white collar and blue collar jobs). The assignment will focus on helping ShippingCo meet this objective. The decision is partly motivated by international supply chain pressure, by lack of skilled local labour from the usual talent-pool due to international competition, a desire to improve health and safety for employees and prolong the lifespan of machinery (ShippingCo's 0 damage HSE policy), improve innovation capacity and image, and to improve the bottom-line.

Collect **baseline data** and identify **Key Performance Indicators (KPIs)**. Here are a couple of examples of indicators to be identified and monitored to measure the success of the initiative and confirm the business case:

Nr of women/men employed across all levels, ratio of women applicants and candidates, average time to fill vacancies, nr of accidents by sex, nr of days off due to sickness by sex, cost associated with job advertisement and recruitment per year, revenue, expenditure equipment, maintenance and machinery, nr of unsolicited business contacts, level of employee satisfaction and engagement, individual performance indicators, employee appraisal formats, team performance indicators and organisational performance indicators etc.

The methodology to collect the data consists of desk-review (internal documents, job advertisements, PR materials etc.), a survey and interviews/focus group discussions with different levels of managers and employees, males and females. **The aim: to get a broader picture of current practices and personal gender awareness, as well as learn about current needs of employees.**

ShippingCo appoints a **Leadership team** responsible for the change initiative, who will receive the reports of the consultants, take strategic decisions on investments, costs, risks, services and communication. Together we will decide on which metrics and KPIs to use to measure the benefits and the costs. Agree in advance on the time-frame for the initiative and set the maximum available budget to achieve the agreed, desired outcomes.

Strategic workshop: Based on the data analyses, present initial findings to the appointed stakeholders of ShippingCo (can be broader than the leadership team e.g. trade union representative, health and safety representative), establish strategic goals and success indicators for the change initiative. This can be done with the help of a scorecard and will result in a Gender Strategy and accordingly a Gender Action Plan containing action items, targets, initiatives, risk mitigation, personal responsibilities and time frame.

Gender and HR cycle audit: Examine the roles required for the new organisation, scan existing and the newly created jobs and roles, which could be performed by women. Identify organisational culture, pinpoint hidden gender bias, counterproductive practices, public image as an employer and as a service provider and manufacturer, marketing and communication (internal, external). Identify barriers of women's access to jobs and leadership positions at ShippingCo. Presentation of findings to the appointed leadership team of ShippingCo.

Optimising HR: Based on the findings and the identified barriers along all the stages of HR management (from job-design, required competences, advertising, selection, on-boarding...) we will advise on the possibilities to optimize the existing HR core processes to achieve the objectives. Rethinking the working times (scheduling) to fit the available, local childcare and elder-care provision. Re-design contracts to allow for flexible work (duration, place, working time).

Leadership skills training:

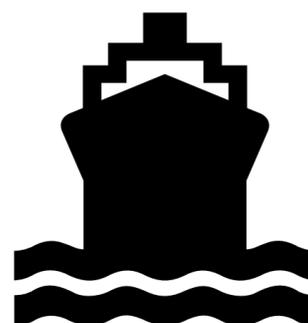
Gender awareness training for middle-managers (line-managers) as shipbuilding is traditionally dominated by male employees and workers, as well as male supervisors and managers, they often lack the necessary skills to manage mixed teams of men and women. Break down gender stereotypes and bias, to improve relationships between supervisors and women workers, empower women workers through training to become supervisors, and change harmful attitudes of hegemonic masculinity. Put in place a mentoring scheme and on the job trainings for mixed teams, and encourage leaders to provide networking opportunities for the women in the company.

Investments, Services and

Supports: In order to anchor the achievements of the assignment, we would propose the following investments to accompany the core change initiative, based on the Intervention Matrix (see Annex 1.) for the ShippingCo Leadership team to choose from.

The consultants could also accompany ShippingCo in the planning and implementation of the chosen interventions in addition to the original assignment.

This new shipyard is 60 minutes from Istanbul, and the company could put in place transportation services (bus, carpool) for the women employees. ShippingCo could provide alternative or emergency childcare services (nannies, vouchers, playroom) or building an internal child-care center. Employees with eldercare responsibilities could also benefit from teleworking or alternative, flexible schedules, and could benefit from vouchers or allowances. Explore public-private partnership with the local municipality or civil society actors in providing care services..



MATRIX OF POSSIBLE INTERVENTIONS

SKILLS

MINIMUM

- Establish or update the competency framework to identify required skills and competencies and skills gaps, linked to the performance management framework and due diligence in equal opportunities
- Networking and mentoring opportunities and schemes (support to address issues of women's self-confidence and social expectations)
- Formation of employee resource groups i.e. shipbuilder women engineers
- Career exploration programs and plans

EMPLOYMENT

MINIMUM

- Selection and recruitment processes: providing priority for women in new recruitment
- Upgrade and re-design HR cycle from advertising, identifying talent pool, language and platforms of job-ads, selection criteria and process (targets), employment contracts, on-boarding and exit interviews
- Clearly defined job descriptions and functions based on desired competencies
- Gender audit selection process (anonymous, competencies, tests, interview panel...)

LEADERSHIP

MINIMUM

- Change in managerial attitudes and practices (unwritten rules of ShippingCo)
- Participation and capacity building in anti-discrimination mechanisms
- Fixing targets for the corporate governance compliance (nr. of women in senior leadership and board)

MATRIX OF POSSIBLE INTERVENTIONS

SKILLS

MEDIUM

- Providing skills development and training opportunities for women employees
- Training seminars for middle managers to handle gender bias
- Participation in the International Girls Day (open doors) campaign
- Portraits of Role Model Women working in the shipbuilding industry

EMPLOYMENT

MEDIUM

- Update -job-design
- Up-date work-organisation (time, duration, place and form)
- Setting up of Schedule Based Working (defined weekly schedule, which incorporates quality, workplace standards and continuous improvements)

LEADERSHIP

MEDIUM

- Planning of outreach marketing campaigns in strong focus on authentic marketing, brand recommendation
- Sponsorship programme
- Communication trainings to drive internal exchange

MATRIX OF POSSIBLE INTERVENTIONS

SKILLS

- MAXIMUM
- ShippingCo's partnership with the Istanbul Technical University Marine and Mechanical Engineering Faculty (curriculum development, apprenticeship schemes, women graduates quota, organisations of shipyard visits)

EMPLOYMENT

- MAXIMUM
- Adaptation of the physical work environment
 - Purchase of new equipment suitable for women
 - Formalised workplace policies and strategies
 - Childcare facilities or services
 - Elder-care facilities or services
 - Family-friendly working arrangements
 - Family friendly measures (emergency childcare, nannies, ...)

LEADERSHIP

- MAXIMUM
- Application of agile/smart principles through training and restructuring
 - Corporate Social Responsibility Plan and reporting
 - Gender Strategy and according Gender Action Plan linked to the gender audit's outcomes (action items, targets, initiatives, personal responsibilities and time frame)

MATRIX OF POSSIBLE INTERVENTIONS

SKILLS

SUPPLY
CHAIN

- Networking opportunities with women-owned businesses and subcontractors
- Skills identification and exchange programmes with suppliers

EMPLOYMENT

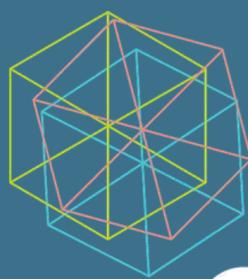
SUPPLY
CHAIN

- Consider the level of commitment to women's employment when contracting with engineering/design companies or service teams

LEADERSHIP

SUPPLY
CHAIN

- Fix targets for subcontracting either women led business or companies employing and supporting women (mechanics, office supplies, food, services and other goods)



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