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**GLOBAL STRATEGY FOR THE IMO
WOMEN IN MARITIME ASSOCIATIONS 2024-2029**

1 The Technical Cooperation Committee approved, at its seventy-third session (TC 73/16) in June 2023, the *Global Strategy for the IMO Women in Maritime Associations 2024-2029*.

2 Subsequently, TC 75 authorized the Secretariat to issue the Global Strategy as a TC circular, with its full text as set out in the annex.

ANNEX

GLOBAL STRATEGY FOR THE IMO WOMEN IN MARITIME ASSOCIATIONS 2024-2029

Executive summary

1 Important strides have been made since the creation, in 1988, of IMO's gender programme. At that time, only a few maritime training institutes opened their doors to female students, and women in the industry, particularly in leadership positions, represented an exception and not the norm.

2 Since then, IMO's Women in Maritime (WIM) programme has helped put in place an institutional framework to incorporate a gender dimension into IMO's policies and procedures, and has deployed a strategic approach towards enhancing the contribution of women as key maritime stakeholders, which has supported access to training and employment opportunities for women in the maritime sector.

3 As part of this institutional framework, IMO facilitated the creation of professional networks to improve gender balance in the shipping industry. These networks, called Women in Maritime Associations (WIMAs), have been established in Africa, Arab States, Asia, the Caribbean, Latin America and the Pacific, covering some 152 countries and dependent territories.

4 The eight regional WIMAs launched through the WIM programme are:

- .1 the Pacific Women In Maritime Association (PacWIMA), set up in Fiji in February 2004 and relaunched in Tonga in April 2016;
- .2 the Network of Professional Women in the Maritime and Port Sectors for West and Central Africa (NPWMP-WCA) – focused mainly on the port sector, launched in Benin in February 2007;
- .3 the Association for Women in the Maritime Sector in Eastern and Southern Africa region (WOMESA) established in Kenya in December 2007;
- .4 the Women in Maritime Association, Asia (WIMA Asia) established in January 2010 and relaunched in Timor-Leste in 2017;
- .5 the Women in Maritime Association, Caribbean (WiMAC) set up in Jamaica in April 2015;
- .6 the Arab Women in Maritime Association (AWIMA), established in Egypt in October 2017;
- .7 the Network of Women of the Maritime Authorities of Latin America (MAMLa), established in Chile in December 2017; and
- .8 the Women in Maritime of West and Central Africa (WIMOWCA) – focused mainly on maritime administrations, established in Ghana in July 2021.

5 Access to these regional maritime associations for women has provided members as professionals with a platform to discuss a number of issues, not just about gender, but also of a technical nature. These associations have been actively working to help dismantle the traditional institutional barriers and cultural stigma faced by women who enter the maritime industry. And although great advances have been made in this field, there is still a lot to be done.

6 Worldwide, women represent only 1.2% of the global seafarer workforce, according to the BIMCO/ICS 2021 Seafarer Workforce Report. Following the first IMO/WISTA International Women in Maritime Survey, it's been reported that women comprise 29% of roles in the maritime industry, and around 20% of the workforce employed by IMO Member States in the sector are women, with only 14% of technical roles being held by women. These figures provide a clear picture of the improvements that are urgently needed to ensure equal participation and representation of women in the maritime sector at all levels.

Goal

7 Equality and the empowerment of women are critical means to a broad end — a development that is environmentally and socially sustainable — as well as vital linchpins for the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. This strategy aims to address Sustainable Development Goal 5, to achieve gender equality and empower all women and girls, through a coordinated approach at the national, regional and global levels to attain the further incorporation of women into the maritime industry, aid in the development of their careers, support their growth into leadership roles, and create a more diverse and inclusive work culture in the maritime sector.

Priorities

8 IMO aims to further leverage the potential of the IMO WIMAS, as well as utilize partnerships with institutions and organizations such as the World Maritime University (WMU), the IMO International Maritime Law Institute (IMLI), UN Women, the Women's International Shipping and Trading Association (WISTA International) and the IMOGENder network, to achieve the following strategic objectives:

- .1 support Member States' needs in developing national policies and legislation improving the inclusion of women in the maritime sector at all levels and in all fields;
- .2 increase the visibility of women in the maritime sector, particularly in leadership roles, on board and ashore, and as subject matter experts;
- .3 aid in the promotion of a diverse and inclusive maritime work culture, free of harassment and discrimination, and promote awareness of and advocate for both ship and shore-based careers for women;
- .4 foster the sharing of knowledge of individuals acquired through training opportunities offered by the Organization to the Associations at large; in order to grow capacity;
- .5 explore alternative sources of funding to support the work and mission of the Associations, and work collaboratively at the regional and global level, not only with other WIMAs, but also by approaching similar associations in other sectors beyond maritime, such as aviation and allied sectors, women and gender equality ministers, labour ministers;
- .6 encourage the addition of diversity, equity, and inclusion matters into the agenda of wider transport sector meetings and more specific maritime sector meetings, at the national, regional and global levels;
- .7 advocate for the collection of accurate disaggregated data on women employed in maritime administrations and other governmental positions, to allow for accurate results in the IMO/WISTA Women in Maritime Survey, which takes place every three years.

Implementation of the Strategy

9 The time frame for the implementation of this strategy would be six years, in line with the Strategic Plan of the Organization.

10 Whenever possible, regional WIMAs' strategic plans should be aligned with the current Global Strategy. Furthermore, in order to ensure accountability and transparency, WIMAs should endeavour to monitor and evaluate their strategies, outcomes and key performance indicators (KPIs) periodically, so as to ensure continual development.

11 To ensure effectiveness, a robust review process will be conducted biennially to monitor and evaluate the progress made in achieving the Strategy's original seven objectives. This review process will also provide a platform for stakeholders to share their insights and suggestions for improvements, and will be aligned with the Strategic Plan of the Organization, allowing for the incorporation of new objectives or adjustments, if necessary, to keep the Strategy in line with evolving global maritime priorities and to ensure the most effective support for women in the maritime industry.

12 In addition to the biennial review process, 2024 will be considered a base year to monitor KPIs, to assist in the evaluation and measurement of the achievement of the Strategy's objectives. The base year will serve as a reference point for assessing progress and identifying trends over the six-year implementation period. Moreover, to ensure effective evaluation targets will be defined at a later stage, in collaboration with relevant stakeholders, providing specific, quantifiable goals to track the strategy's success in promoting gender equality and the empowerment of women within the maritime sector, ensuring transparency and accountability.

Action plan: objectives, impact, activities/measures, time frame

Strategic objective 1: Support Member States' needs in developing national policies and legislation improving the inclusion of women in the maritime sector at all levels and in all fields.

Output	Expected impact	Activity/Measure	Time frame
1.1 National policies and legislation promoting the employment of women in maritime professions	Better integration of women in a variety of maritime fields and at all levels of the maritime sector	-Advocate for the development of legislation/policies promoting the integration and advancement of women in the maritime sector	Ongoing
1.2 Prevention of policies hindering the integration of women in any maritime fields/sectors	Better integration of women in a variety of maritime fields and at all levels of the maritime sector	-Identify policies hindering the integration and advancement of women in the maritime sector	Ongoing
1.3 Integration of best practices from other sectors beyond maritime	Learn lessons from other sectors and identify any improvement for women in the general labour market	-Follow national legislation in all sectors promoting gender equality -Foster the integration of best practices from other sectors into maritime	
Key performance indicators: # of gender-sensitive legislation/policies ¹ in the maritime sector introduced at national level. # of documents submitted to IMO committees by Member States containing proposals originating in collaboration with the IMO WIMAs.			

¹ Gender-sensitive legislation/policies are those which do not discriminate against women and men and specifically promote gender equality and the empowerment of women.

Strategic objective 2: Increase the visibility of women in the maritime sector, particularly in leadership roles, on board and ashore, and as subject matter experts.

Output	Expected impact	Activity/Measure	Time frame
2.1 Increased number of women participating in national, regional, and international forums ²	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making	-Advocate for equal participation in meeting attendance	Ongoing
2.2 Greater visibility of women as subject matter experts in maritime events, as well as diversity of viewpoints in maritime forums	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making	-Promotion of the IMO/WISTA Maritime Speakers Bureau to ensure the diversity of maritime events -Advocate for diversity of speakers at national, regional, and international events - Encourage the establishment of an expert forum within the WIMAs and advocate for their involvement in seminars/workshops, whenever appropriate	Ongoing
2.3 Increased awareness of maritime professions for women	A new generation of women will be aware of the benefits of a career in maritime	- Organize school visits and other awareness-raising events - Partnership with Adopt a Ship programme - Advocate for the inclusion of "ocean and maritime studies" in all levels of education	Ongoing
Key performance indicators % of female participants in high-level meetings, conferences, workshops, etc. organized or co-organized by IMO WIMAs % of female speakers at national, regional, and global maritime conferences/symposiums. # events (virtual and in-person) organized by IMO WIMAs promoting the further integration of women in the maritime sector. # of visits to schools and institutions of higher learning and awareness sessions organized by IMO WIMAs about maritime careers. % of female students graduating from maritime training institutions.			

² National, regional, and international forums refer to high-level meetings, conferences, workshops and symposiums in the maritime sphere.

Strategic objective 3: Aid in the promotion of a diverse and inclusive maritime work culture, free of harassment and discrimination, and promote awareness of and advocate for both ship and shore-based careers for women.

Output	Expected impact	Activity/Measure	Time frame
3.1 Sensitization of maritime administrations and ports in matters of diversity and inclusion	Maritime work culture free of harassment and discrimination	- Provide assistance to IMO in the implementation of gender-related training modules for maritime administrations	2023-2024
3.2 Improved retention of women in the maritime sector	Combat the "leaky pipeline" effect in the maritime sector	- Promote a diverse and inclusive maritime work culture - Ensure the use of gender-neutral language - Promote the adoption of flexible work policies wherever possible	Ongoing
3.3 Improved recruitment of women in the maritime sector	Increase in number of women employed in the maritime sector	- Offer WIMA representatives for hiring panels, to ensure panel diversity - Encourage recruitment based on transferable skills and not only past experience - Advocate for the elimination of unconscious bias in recruitment	Ongoing
3.4 Recognition of WIMA member's work on SDG 5 by employers	Allocation of time and resources to SDG 5 within WIMA member's day-to-day work	- Advocate for the recognition by employers of work done in the context of national and regional WIMAs to advance SDG 5 - Recognize/celebrate employers' advances in the path towards gender parity	
3.5 Increased inclusivity in workplaces within the maritime industry	Creation of an inclusive environment, with the adequate tools needed in offices and on the field	- Advocate for innovation and manufacturing of women-friendly safety equipment in the industry - Advocate for adequate access to sanitary provision (toilets and sanitary disposal) in ports, shipyards, and other such locations	
Key performance indicators: <i># of policies and measures within Maritime Administrations that enable an inclusive and diverse work culture.</i>			

Strategic objective 4: Foster the sharing of knowledge of individuals acquired through training opportunities offered by the Organization to the Associations at large, to grow capacity.

Output	Expected impact	Activity/Measure	Time frame
4.1 Expansion of capacity-building opportunities within WIMAs	Capacity-building that does not end with the person trained	- Organize online or in-person events where beneficiaries of IMO fellowships share knowledge they have acquired	Ongoing
4.2. Empowerment of younger generations of women	Increase in career advancement opportunities for women	- Develop guidance for mentors that ensure good communication, commitment, and clarity - Identify possible senior mentors and offer mentorship opportunities to junior members	2023-2024
4.3 Sensitization of available training opportunities for WIMA members	Better access to training opportunities offered by IMO and other training institutions	- WIMA Presidents/Governing Council/Permanent Secretariat to communicate to the wider membership the available training opportunities through/supported by IMO and any other institutions offering training programmes relevant to the maritime sector	Ongoing
Key performance indicators: <i># of knowledge sharing events within the WIMA network.</i>			

Strategic objective 5: Explore alternative sources of funding to support the work and mission of the Associations, and work collaboratively in the regional and global level, not only with other WIMAs, but also by approaching similar associations in other sectors beyond maritime, such as aviation and allied sectors, women and gender equality ministers, labour ministers).

Output	Expected impact	Activity/Measure	Time frame
5.1 Identification of new sources of funding and new partnerships for in-kind support	New funding or services in kind to support the work of the WIMAs	- Identify possible national, regional, and global partners within the maritime sector - Establish partnerships with WISTA International and its national chapters - Reach out to private sector allies to explore possible collaboration efforts	2023-2024

Output	Expected impact	Activity/Measure	Time frame
5.2. Identification of national, regional, and global partners outside the maritime sector	New funding or services in kind to support the work of the WIMAs	- Reach out to women's associations in other sectors, national Ministries of Women, IGOs, NGOs, etc.	2023-2024
5.3 Identification of new partnerships with national training institutions	New training opportunities for WIMA members	- Approach national training institutions within their countries to establish new partnerships, with the objective of accessing training opportunities offered by those institutions	2023-2025
5.4 Formal recognition of national WIMA chapters from respective national governments	Better access to support from national governments	- WIMAs to seek official recognition from their national transport ministries (or equivalent) to ensure top-down commitment to their activities	Ongoing
Key performance indicators: # of partnerships established to support the work of the WIMAs.			

Strategic objective 6: Encourage the addition of diversity, equity, and inclusion matters into the agenda of wider transport sector meetings and more specific maritime sector meetings, at the national, regional and global level.

Output	Expected impact	Activity/Measure	Time frame
6.1 High-level stakeholder involvement in gender matters	Increase in commitment towards matters of diversity, equity, and inclusion	- Identify diversity allies at the high level of Maritime Administrations and Transport Ministries (men and women)	Ongoing
6.2. Inclusion of gender matters into the agenda of sector meetings	Increase in commitment towards matters of diversity, equity, and inclusion	- Request the inclusion of regional WIMAs in high-level maritime sector meetings	Ongoing
Key performance indicators: Participation of regional WIMAs in high-level maritime sector meetings. # of high-level meetings with matters of diversity, equity, and inclusion in their agendas. # of participants of regional WIMAs in high-level maritime sector meetings.			

Strategic objective 7: Advocate for the collection of accurate disaggregated data on women employed in maritime administrations and other governmental positions, to allow for accurate results in the IMO/WISTA Women in Maritime Survey, which takes place every three years.

Output	Expected impact	Activity/Measure	Time frame
7.1 Prevention of data gaps in 2024 IMO/WISTA Women in Maritime Survey	Accurate reporting in IMO/WISTA Women in Maritime Survey 2024	- Review the data reported in the 2021 IMO/WISTA Women in Maritime Survey submitted by Member States and identify gaps.	2023

Output	Expected impact	Activity/Measure	Time frame
7.2. Collection of accurate disaggregated data regarding women employed in maritime administrations and other governmental posts	Accurate reporting in IMO/WISTA Women in Maritime Survey 2024	- Encourage the collection of missing disaggregated data regarding women employed in maritime administrations and other governmental posts - Liaise with HRS departments to ensure the collection of missing data	2023-2024
Key performance indicators: # of Member States, NGOs and IGOs completing the IMO/WISTA Women in Maritime Survey 2024. # of private sector companies completing the IMO/WISTA Women in Maritime Survey 2024.			

IMO support

13 In order to collaborate with the IMO WIMAs in the implementation of this strategy, the Organization is committed to:

- .1 providing WIMA members with access to UN Women training courses on:
 - .1 "gender concepts to get started";
 - .2 "women's leadership and decision-making"; and
 - .3 "gender equality in the world of work";
- .2 creating a platform where WIMA members can collaborate, bounce ideas and exchange best practices; and
- .3 continuing to expand the education and training opportunities for women in developing countries, as well as look for further collaboration opportunities with maritime training institutions for in-kind support.