



FONASBA MEMBERSHIP SURVEY

YABA – 16th April 2025

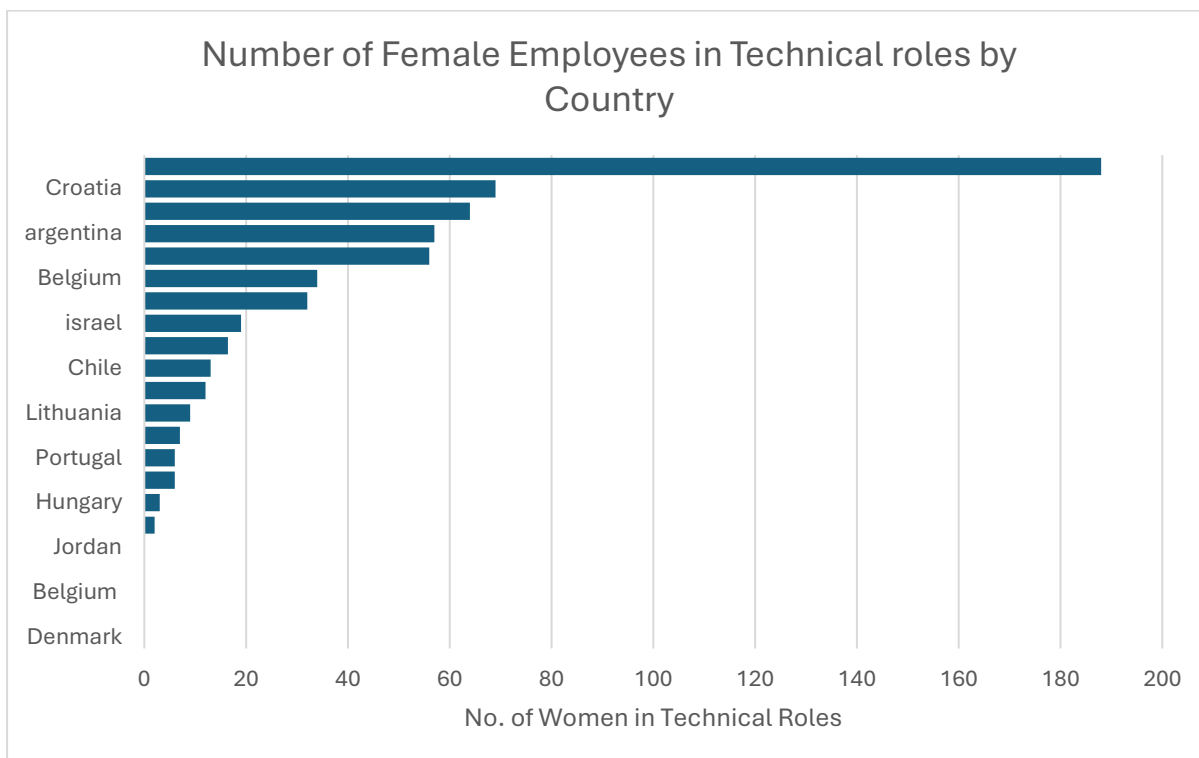
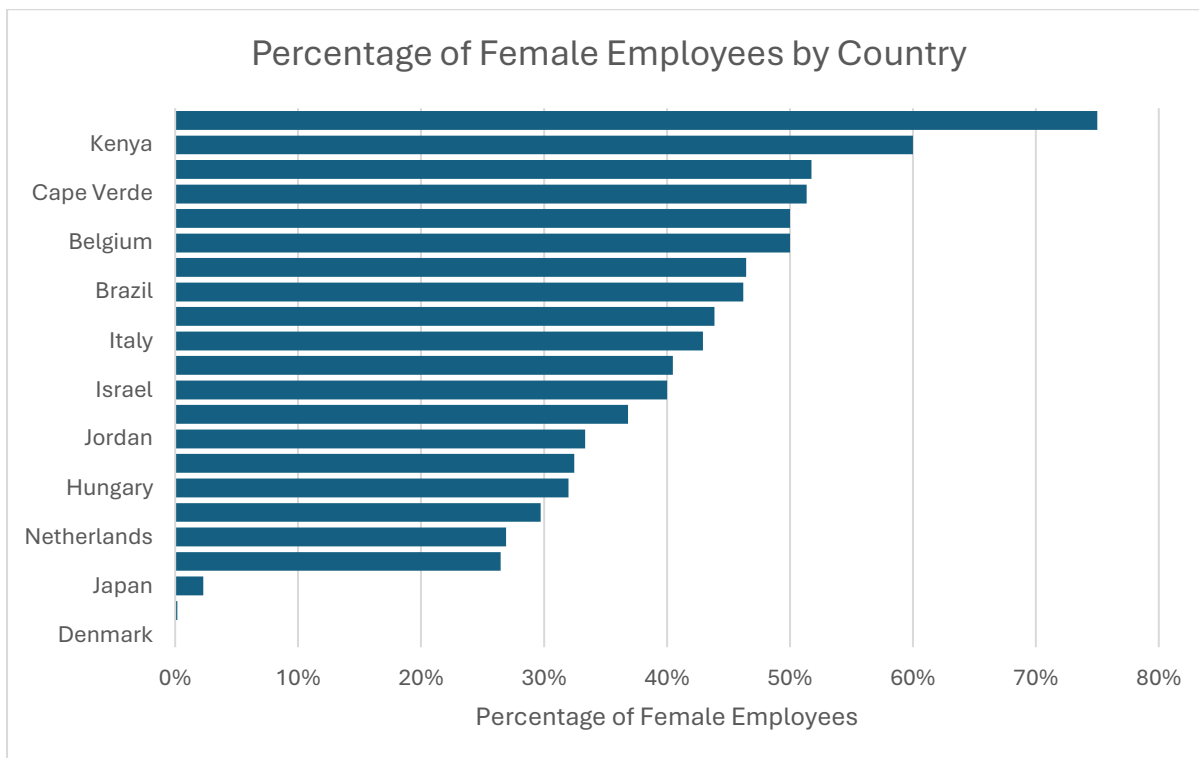
YABA Survey Results – Women's Participation in Operational Roles in the Ship Agency and Ship Broking Sector

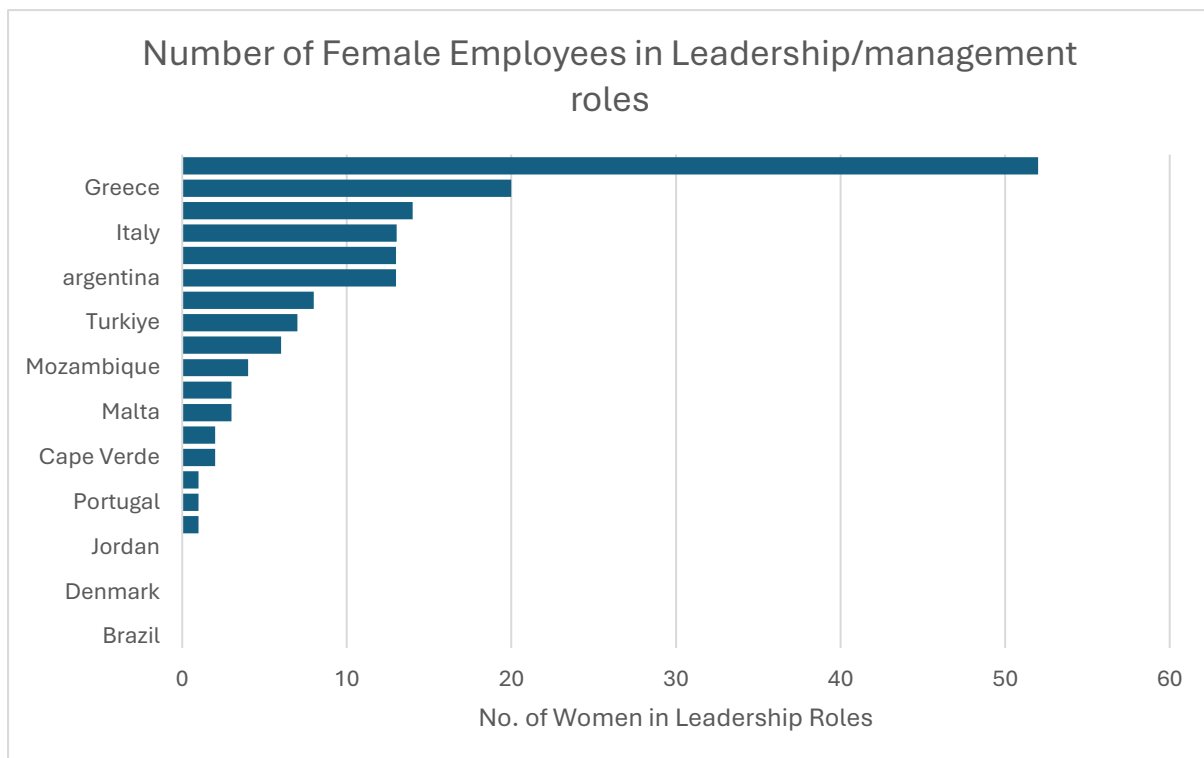
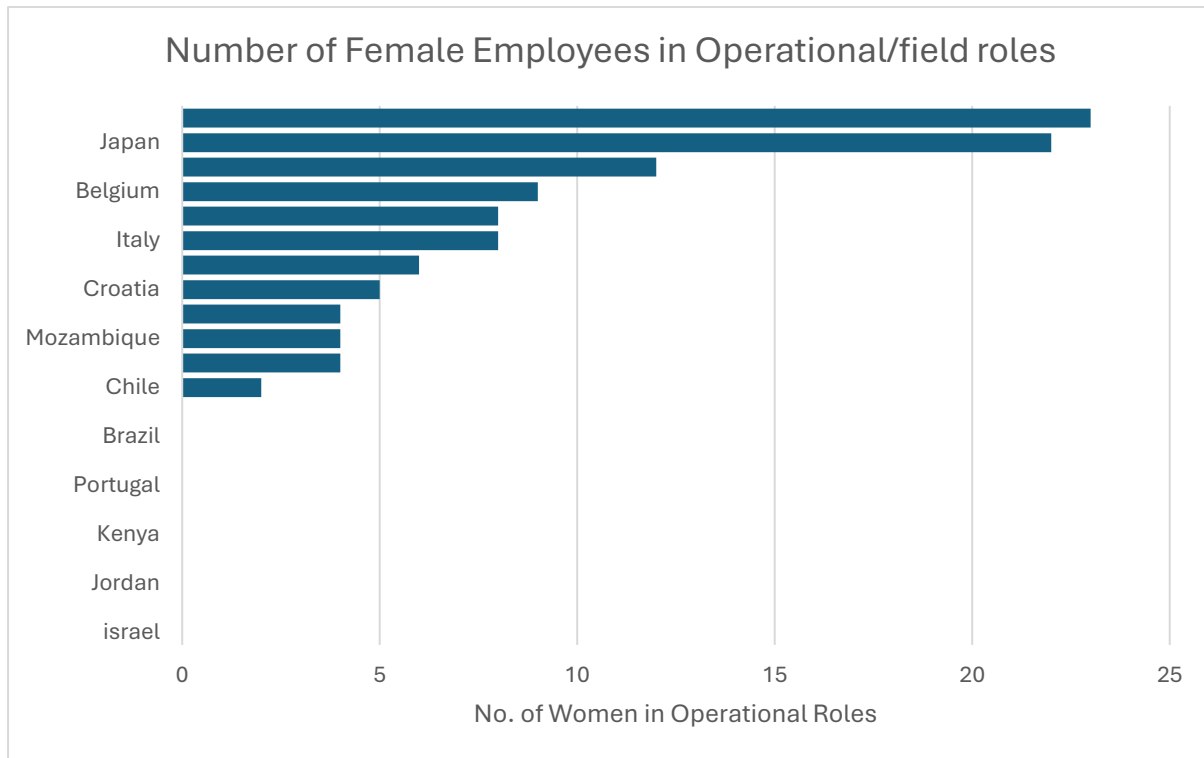
This survey was initiated by one of our YABA 2025 candidates.

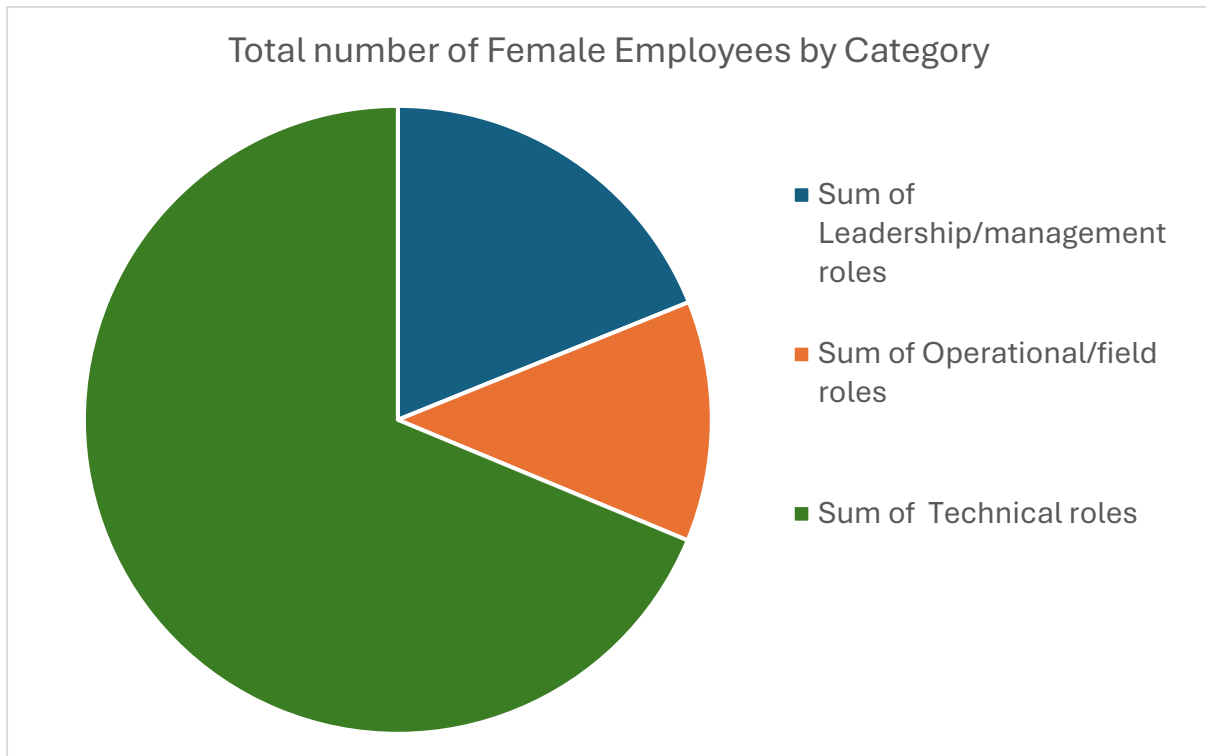
The aim of this initiative was to explore the involvement of women in operational, technical, and leadership roles within the ship agency and ship broking sectors—roles that are at the core of our profession and are often perceived as male-dominated.

While general statistics on gender diversity in the maritime industry are available, there is a clear lack of data focused specifically on the agency sector. This survey sought to address that gap by providing insight into how women are currently participating in hands-on operational functions, and identifying any trends, challenges, or areas for improvement.

Initial Overview of Survey on Women's Participation in Operational Roles in the Ship Agency and Ship Broking Sector







Survey on Women’s Participation in Operational Roles in the Ship Agency and Ship Broking Sector

The survey was distributed through national associations, with responses requested from active ship agency and ship broking companies. They are however a mix of replies received from both associations and private companies.

Overview – Question 1

“How many employees does your company currently employ?”

We received an encouraging level of participation from across the FONASBA network, covering responses from 21 countries. In total, **over 70 companies and associations** shared data on workforce size, offering a diverse snapshot of our industry’s employment landscape.

Summary of Responses

- The number of employees per company ranged from **3 to over 12,000**, reflecting both small, specialised firms and large-scale organisations.

- Several participants provided data covering the broader national shipping or agency workforce (e.g., Denmark noted over **100,000 industry-wide employees**).
- Some notable workforce sizes:
 - **Brazil:** 11,175 employees (FENAMAR)
 - **Japan:** 12,000 employees (Japan Association of Foreign-Trade Ship Agencies)
 - **Italy:** 585 employees (Federagenti)
 - **Chile:** 185 employees (Asonave)
 - Many European companies reported workforce sizes between 10–100 employees, representative of mid-sized firms.

This initial question helped us establish the scale and variety of companies represented in the survey and will provide a useful basis for understanding the proportional presence of women in various operational roles as detailed in the following questions.

Overview – Question 2 – Female Employment in Relation to Total Workforce

Overall Participation of Women

- Based on the 60+ responses, the number of female employees per company ranges from **0 to 5,162**, with some respondents providing **percentages** instead of exact figures.
- When matched against total staff numbers, we see that **female participation varies significantly across countries and companies**, ranging from **0% to over 60%**.

Key Metrics and Observations by Region

Argentina

- **Organisations/Companies surveyed:** 8
- **Average female representation:** ~32%
- **Comment:** Female representation is relatively consistent, mostly between 25–45%, with one company (MSG SRL) reporting a particularly high share (15 women out of 18 total → **83%**).

Belgium

- **Companies surveyed:** 7
- **Average female representation:** ~ 40%

- **Notable company:** BSV reported 29 women out of 49 (59%) and another response listing 38% women — suggesting strong female presence in operational roles in some firms.

Brazil

- **Total employees:** 11,175
- **Female representation:** ~46%
- **Comment:** A major outlier in volume; Brazil significantly boosts the global average due to the large scale of its reporting member (FENAMAR) and high representation.

Croatia

- **Companies surveyed:** 7
- **Female representation:** ~44%
- **Comment:** Overall, a strong balance in gender diversity across firms, showing good integration of women even in smaller companies.

Denmark

- **Reported data:** Qualitative only — "10–15% women in shipping", and **25% women in their training programme.**
- **Comment:** Indicates a pipeline effort toward improving participation but current representation is still below the overall average.

Greece

- **Companies surveyed:** 2
- **Female representation:** ~52%
- **Comment:** Surprisingly high and encouraging levels of inclusion reported.

Hungary

- **Total employees:** 25
- **Female representation:** 32%

Israel

- **Total employees:** 50
- **Female representation:** 40%

Italy

- **Companies surveyed:** 13

- **Wide range:**
 - Some report **0–3 women**, others report as high as **255 women out of 585 employees (43.5%)**
 - One company reports **60%** of workforce as women.
- **Comment:** Highly varied. While a few companies have little or no female presence, others report strong numbers. This suggests an imbalance that might relate to company size or regional differences.

Japan

- **Range of responses:** Both percentages and totals
- **Notable data:**
 - 239 women in an agency of 1173 (20%)
 - Another agency listed 12,000 employees but did not specify women, while one gave 56 women out of 284 (~20%)
 - One response gave 30%, another 12%
- **Comment:** Japanese firms seem to have structured reporting but lower gender diversity overall, hovering around 20–30%.

Netherlands

- **Companies surveyed:** 8
- **Female representation:** ~26%
- **Comment:** Below average, and fairly consistent across small and mid-size companies.

Other Notables

- **Mozambique:** 72 women out of 272 (26%)
 - **Malta:** 21 women out of 42 (50%)
 - **South Africa:** 3 out of 4 (75%)
 - **Turkey:** Mostly low representation — average under 35%
 - **Jordan & Kenya:** Small firms, 2–3 women out of 5–6 employees → 40–50%
-

Emerging Patterns

1. **Large Employers Show Higher Proportions:** Countries with larger reported company sizes (e.g. Brazil, Greece, Japan) show **higher or more consistent inclusion** of women.
2. **Smaller Firms Have More Variability:** In smaller agencies (under 20 staff), female participation fluctuates significantly, ranging from 0% to over 80%.
3. **Regional Outliers:**
 - **Argentina, Greece, Brazil:** Above-average female participation (~40–50%)
 - **Italy, Japan, Belgium:** Mixed results, wide internal variance
 - **Denmark, Netherlands, Turkey:** Generally, below 30%

Implications for the Sector

- The data reveals a **positive trend** toward gender inclusion in many countries, but also highlights **pockets of disparity**, particularly in regions or companies with smaller scale operations.
- The presence of female representation in training programmes (e.g. Denmark's 25%) is promising and indicates a **pipeline of future female professionals**.
- Some associations may benefit from **targeted support or guidance** to encourage more equitable recruitment and retention strategies.

Overview – Question 3: Female Employment by Role Category

Although the data received is partially incomplete and some responses are qualitative or general, we can still identify clear trends in **which departments women are working in**, and where they are **underrepresented**.

Key Role Categories Identified

Based on the answers, roles were grouped into **broad categories**:

Administration Admin, accounting, finance, disbursement

Operations Ship/port operations, traffic, logistics

Documentation Bills of lading, clearance paperwork, manifests

Customer-facing Customer care, public relations, liaison roles

Leadership Managerial, executive, senior decision-makers

Regional & Role-Based Observations

◆ Argentina

- Some detailed input: one company broke down 8 in disbursement, 9 in admin, 2 in documentation, 1 in operations.
- Another response listed roles in documentation, admin, traffic, and operations.
- **Observation:** Women are **well-represented in administration and disbursement roles**, with **some presence in operations**, suggesting gradual integration into core operational functions.

◆ Belgium

- Sparse role-based data; BSC reported 2 in accounting, BSV mentioned 3 in customer care.
- One entry listed “1” without specifying a category.
- **Observation:** Female roles mostly limited to **supporting functions**; no reported leadership or heavy operational involvement.

◆ Brazil

- FENAMAR marked as “N/A.”
- **Observation:** Despite the high number of women reported overall (over 5,000), no breakdown was given—this limits deeper analysis for Brazil.

◆ Croatia

- ASBAC: 1 in operations, 4 in finance.
- GATE EXPRESS: 2 (not specified).
- Other entries are blank or general.
- **Observation:** Some presence in **operations and finance**, but roles largely undefined.

◆ Denmark

- Reported as “N/A.” Previous answer noted 10–15% of employees are female.
- **Observation:** No role-specific data limits insight.

◆ Greece

- One company reported 54 women, but no breakdown by department.
 - **Observation:** Quantity is notable, but **lack of role-specific data** prevents functional analysis.
- ♦ **Hungary**
- 8 women: assumed to be broadly distributed.
 - **Observation:** Specific roles not defined.
- ♦ **Israel**
- No role-level data provided.
- ♦ **Italy**
- Several responses indicate **1–3 women**, often in **admin and operations**.
 - One agency notes “**none**” employed.
 - One detailed response: 1 in operations and 1 in administration.
 - **Observation:** Wide variation across companies; in some, women are **absent or present only in admin roles**, while others report modest involvement in operations.
- ♦ **Japan**
- One entry lists 50 women, but most responses do not specify roles.
 - **Observation:** Some indication of volume, but **functional roles remain unclear**.
- ♦ **Kenya**
- 3 women in varied roles: admin/accounting, assistant exec officer, PR.
 - **Observation:** Broad functional spread in a small agency.
- ♦ **Mozambique**
- Clear split: 4 in ship operations, 64 in admin, 4 in management.
 - **Observation:** Strong **administrative majority**, but **notable presence** in both operations and leadership.
- ♦ **Netherlands**
- Sparse input, but at least 5 women noted in one company.
 - 3 entries list 3 women each without specifying roles.
 - **Observation:** Limited visibility into role allocation.

♦ **South Africa**

- All 3 women reported, but no roles specified.

♦ **Turkey**

- Several entries: 2–4 women.
 - One company mentions 2 women in ship broking roles.
 - **Observation:** Some **technical/operational representation** is emerging.
-

📌 **Key Takeaways**

✓ **1. Administration Dominates**

- Most of the reported roles are concentrated in **administrative and support functions** such as accounting, finance, and documentation.
- This reflects the **traditional gender division** in maritime support services.

✓ **2. Some Entry Into Operations**

- A few respondents (e.g., Argentina, Croatia, Mozambique, Italy) report women in **core operational departments**, but numbers remain low.
- These cases show **progress toward diversification** in historically male-dominated roles.

✓ **3. Sparse Leadership Representation**

- Very few responses indicated women in **managerial or senior executive roles**.
- Only Mozambique explicitly listed 4 women in managerial positions.
- Suggests a **continued gap in leadership inclusion**.

✓ **4. Data Gaps Are Significant**

- Many entries left this question blank or incomplete.
 - Some countries with high total female numbers (e.g., Brazil, Japan) didn't provide role-level data, reducing insight into **functional integration**.
-

🗨️ **Preliminary Conclusions (across Q1–Q3)**

- **Representation:** Women are **present in large numbers** in many agencies globally (Brazil, Argentina, Greece), but **role distribution** is still skewed toward traditional support areas.

- **Progress:** There are **pockets of operational involvement**, signalling progress, especially in regions like Argentina, Italy, and Mozambique.
- **Challenges:**
 - **Leadership and technical roles** remain underrepresented.
 - **Incomplete data reporting** undermines comprehensive benchmarking.

Overview – Q3 – Specific Role Focus: "How many of these women are employed in **technical roles** (e.g., vessel operations, port logistics, documentation control, etc.)?"

This lens allows us to examine **the degree to which women are participating in the core, technical, and operational functions** of the maritime industry—traditionally male-dominated areas that are crucial to achieving gender parity in the sector.

STRUCTURE OF ANALYSIS

- ◆ 1. Global Snapshot
 - ◆ 2. Regional Deep Dive & Trends
 - ◆ 3. Cross-Question Comparison (Q1–Q3)
 - ◆ 4. Conclusions
-

◆ 1. Global Snapshot: Women in Technical Roles

Region	Reported Women in Technical Roles	Comments
Argentina	57+	High volume; several companies with 10+ in ops/logistics/doc control
Belgium	~34 (incl. 18 from Federation, 11 from BSV)	Better than expected; includes ship agent functions and documentation
Brazil	N/A	No technical-role data reported despite high female employment overall

Region	Reported Women in Technical Roles	Comments
Croatia	~69	Strong technical presence across several associations
Chile	13	Strong for the region
Greece	56	High participation; notable documentation roles
Italy	~19 (plus 40% from one unclear entry)	Mostly small numbers per association, but some engagement in ops
Japan	~258 (based on detailed breakdown)	High numbers, mostly in documentation control and port logistics
Mozambique	64	High presence in technical/admin functions
Netherlands	10+	Includes port agency, documentation, havenlogistiek
Turkey	6+	Chartering, logistics—notably low overall
Malta, Lithuania	Malta 12, Lithuania 9	Relatively high, considering country size
South Africa	2	Low but present

♦ 2. 🌍 Regional Deep Dive & Trends

AR Argentina

- Several agencies report strong numbers (13, 14, 21 women) in technical roles like **operations, disbursement, and documentation**.
- MSG SRL listed "operations" without specifying a count.
- **Conclusion:** Among the most inclusive countries for women in technical maritime roles.

BE Belgium

- Belgian Shipping Federation: 18
- BSV: 11 and 4.5%

- Others list low or no female technical roles.
 - **Conclusion:** While not across the board, **some associations show moderate inclusion** in technical departments.
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BR Brazil

- Marked "NA" – despite reporting 5,162 women employees.
 - **Conclusion:** The biggest data gap. Possibly indicates **administrative clustering** of female workforce.
-

HR Croatia

- High engagement: 39 (ASBA), 13 (UPAH), 5–7 in other associations.
 - Technical roles clearly defined.
 - **Conclusion:** One of the stronger countries in the region for women in vessel ops/port roles.
-

JP Japan

- 181 women listed in one response; broken down as:
 - Documentation Control: 50
 - Port Logistics: 15
 - Shipping Agent: 5
 - Others: 169
 - **Conclusion:** Japan shows the **highest numerical engagement** in technical categories, especially documentation control.
-

GR Greece

- 56 women reported in technical roles across associations.
 - No detailed role breakdown, but significant presence.
 - **Conclusion:** High volume, suggesting growing integration into operational aspects.
-

IT Italy

- Numbers per agency are low (1–3), with exceptions:
 - One reports “TWO” in technical roles.
 - One entry says “40%” women in technical roles—unclear if accurate.
 - **Conclusion:** Limited participation; still largely confined to administrative support functions.
-

MZ Mozambique

- 64 women reported in **ship operations, admin, and managerial roles**.
 - Among the **strongest African performers** in terms of technical inclusion.
-

NL Netherlands

- Responses included roles like **port agency, documentation, havenlogistiek**.
 - Total ~10+ women.
 - **Conclusion:** Modest but relevant participation in operational departments.
-

TR Turkey

- Mostly low representation.
 - A few mentions of women in **chartering and logistics**.
 - Several entries marked as “0”.
 - **Conclusion:** Still emerging; strong gender segmentation remains.
-

LT, MT Lithuania & Malta

- Lithuania: 9
 - Malta: 12
 - **Conclusion:** Small but meaningful numbers; women present in technical departments.
-

Overview – QUESTION 3 (Continued Analysis by Role)

A. Operational/Field Roles

These roles involve **direct interaction with ships, port terminals, and real-time maritime logistics**, and represent key indicators of gender inclusion in hands-on, often male-dominated environments.

Highlights:

- **Netherlands** is a top performer: 29+ women, including roles such as full coordination of port calls, cargo ops, and crew handling.
- **Japan**: At least 22 women in operations; roles include **terminal planning and vessel operations**.
- **Argentina**: 8+ confirmed across multiple companies, with some handling **supervision of port calls and cargoes**.
- **Greece**: 12 women; numbers suggest growing presence in direct port/ship liaison roles.
- **Hungary, Chile, Croatia**: Small numbers, but notable given size of national maritime sectors.

Noteworthy Gaps:

- **Brazil**: No data submitted.
- **Italy & Turkey**: Only isolated presence despite size of industry.
- **South Africa & Malta**: No reported field operations roles for women.
- **Israel, Lithuania**: 0 in this category.

B. Leadership/Management Roles

Leadership roles are vital to measure **influence and decision-making power** within the maritime industry.

Highlights:

- **Japan**: At least 57 women in leadership roles (team leads, department heads). A standout country.
- **Greece**: 20 total – high representation in leadership, especially compared to field ops.
- **Croatia**: 15+ leaders across 5 associations; distributed across orgs.
- **Argentina**: 13+ women in managerial roles (esp. operations managers).

- **Netherlands:** 16 women in management, spread across multiple organizations.
- **Chile:** 8 women—high for Latin America.
- **Turkey:** 9+ in leadership, incl. department managers and logistics heads.

! Noteworthy Gaps:

- **Brazil:** Again, no data.
- **Belgium:** 6 women in leadership—modest given European context.
- **Italy:** Mostly isolated (1–3 per entry); one response says 2% in management.
- **South Africa:** Only 3 women in leadership.
- **Japan (JAFSA):** 0 leaders reported despite high technical roles.

← 3. CONCLUSIONS & INSIGHTS

✓ What's Working

- **Japan, Argentina, Netherlands, Greece:** These countries are successfully integrating women into both operational and leadership roles.
- **Croatia and Chile:** Women are rising into leadership even where field participation is lower.

⚠ Areas of Concern

- **Brazil's** complete absence in role-specific data is a serious blind spot, especially considering its large maritime workforce.
- **Belgium, South Africa, Italy:** Women are clustered more in admin or mid-level roles, with weak presence in operations and leadership.
- **Field Roles Lag Behind:** Most countries show **lower participation in hands-on operational positions**, indicating that **maritime culture and safety perceptions may still limit gender integration at the dockside level**.

✚ Implications for Gender Equity Strategy

- **Field and technical inclusion** should be emphasized alongside leadership training.
- Programs should focus on:
 - **Mentorship pipelines** for field → leadership roles
 - **Operational safety and inclusion programs** targeting port environments

- **Data transparency** (especially for Brazil and other low-reporting countries)

Overview – Question 4 Open answer

While not all participants responded, the qualitative data provided offers a **valuable window into cultural attitudes, HR strategies, and persistent barriers** regarding women's roles in maritime operations. We identified 6 dominant **themes** in the responses.

◆ 1. Commitment to Gender Equity – But Still a Long Way to Go

A few organizations highlighted **intentional efforts** toward balancing gender representation:

- **AR Argentina – Centro de Navegacion:**

"We have increased women ratio but still a lot to do on managerial level... targeting 4 of 8 middle-level roles to be women."

- **JP Japan – JAFSA/Foreign-Trade Agencies:**

"We appointed our first female branch manager... we aim to further expand opportunities for women to succeed."

- **NL Netherlands – VRC:**

"We have a good mix of men and women at all levels."

"Wages are at the same level regardless of gender."

Observation: While the tone is positive, most still describe **early-stage progress**, with **middle and top management** remaining difficult for women to access.

◆ 2. Cultural or Structural Barriers Persist

Some respondents were **candid about challenges**, especially regarding motherhood, expectations, and work-life balance:

- **IT Italy – Anonymous:**

"If you are a woman and you have children, no way to be promoted... you're just parked somewhere, no matter how good you are."

- **NL Netherlands – VRC:**

"24/7 shifts become a problem when [women] get older with children and a partner that does not take that for granted."

- **KE Kenya:**

“Few women are given managerial or operational jobs in shipping lines/agents offices.”

- **TR Turkey – Logistics Manager:**

“Women can handle sales, operation, management roles, but not port handling or forklift-type jobs.”

Observation: Gender stereotypes and assumptions about family roles **continue to limit advancement**—especially in operational or leadership tracks.

◆ 3. Recognition of Women’s Strengths in the Workplace

A few entries explicitly noted **positive perceptions of women’s work ethic**:

- **TR Turkey – Turkish Shipbrokers Association:**

“Women tend to be more disciplined in daily tasks and able to take initiatives.”

- **AR Argentina – MSG SRL:**

“The activity of women in shipping is as important as in coordination, contact with customers and ports.”

Observation: Positive attitudes are emerging, especially in regions where women's presence in operations is becoming normalized.

◆ 4. Family-Owned and Smaller Firms Show Greater Openness

- **IT Italy – Federagenti (Family Business):**

“Our company has always been open to women in key roles, but the general environment is still quite cold about women in leadership.”

Observation: Family-run businesses or local firms may offer more **tailored flexibility and opportunity**, even as the wider culture resists change.

◆ 5. Supportive Benefits or Flex Policies (Rare, But Emerging)

- **CL Chile – Asonave:**

“Free time benefits, participation in children's activities, payment for nursery.”

Observation: Chile stands out with **formal family-support benefits**—a likely driver of retention, yet still rare among responses.

◆ 6. Lack of Data, Silence, or Ambiguity

- Many associations (Belgium, Croatia, Israel, Malta, etc.) either:
 - Left the section **blank**, or
 - Responded with **non-specific** or **irrelevant** comments (e.g., numeric code “5”, “NIL”, or “handled by other MSC companies”).

Observation: This silence suggests a **lack of structured policy**, or that **gender is still not an active part of HR strategy** in many associations.

← FINAL INSIGHTS

Strengths Identified

Growing awareness and first female appointments

Recognition of women's operational competence

Early signs of pay equality and gender-neutral hiring

Isolated examples of family-supportive benefits

Challenges Remaining

Cultural resistance to women in leadership, especially with children

Stereotypes around “physical work” and limitations in port-based roles

Lack of formal policies in most associations (especially for career progression)

Operational schedules (24/7) still clash with work-life balance for women

✓ RECOMMENDATIONS FOR INDUSTRY BODIES

1. **Track and report gender-disaggregated data annually** – especially on roles, retention, and promotions.
2. **Introduce targeted leadership programs** for mid-career women.
3. **Normalize flexible work policies** (rotations, hybrid ops, childcare support).
4. **Create mentorship pipelines** with women in operational/technical roles as visible models.
5. **Incentivize family-run firms and SMEs** to share success stories and good practices.

SURVEY RAW DATA BELOW

Survey Questions

1. How many employees does your company currently employ?

COUNTRY	COMPANY NAME	How many employees does your company currently employ? Please insert a number.
Argentina	Log-In Mercosur	12
Argentina	Centro de Navegacion	35
Argentina	Centro de Navegacion	52
Argentina	Agencia Maritima Nabsa s.a.	86
Argentina	Agencia Maritima Dulce S.A.	42
Argentina	Centro de Navegacion Argentina	100
Argentina	Oceanway S.A.	40
Argentina - Buenos Aires	Mercosur shuttle group srl	18
Belgium	Euro Nordic Agencies Belgium nv	12
Belgium	Promar agencies	9
Belgium	Boeckmans	45
Belgium	BBC Chartering Belgium nv	3
Belgium	FONASBA company	30
Belgium	Ocean Network Express	49
Belgium	BSV	200
Brazil	Data collected among 602 companies of the sector	11175
Cape Verde	NAVEX CV	74
Chile	Ian Taylor Chile S.A.	185
Croatia	Jadroagent International Shipping and Freight Agency Inc	130
Croatia	Gate Express d.o.o.	3
Croatia	UPAH	28
Croatia	Adriatikagent Ltd, branch office Rijeka	13
Croatia	Liburnia maritime agency	20
Croatia	TPG Agent	4
Croatia	CMA CGM Croatia	14
		The shipping industry we are a part of employs in excess of 100.000 persons
Denmark	N/A only DSPO is replying	
Greece	Venieris maritime sm sa	39
Greece	COSCO shipping lines (Greece S.A.)	189
Hungary	Plimsoll	25
Israel	coral maritime services ltd	50
Italy	FONASBA company	20
Italy	Union shipping SRL	
Italy	A.galli & Figlio	10
Italy	Iss-tositti Srl	28
Italy	Adriatic Sea service srl	3
Italy	Eletta srl	3

Italy	Spedamar srl	3
Italy	S.P.A. Srl	3
Italy	Margest srl	3
Italy	FONASBA company	120 more or less
Italy	fin01	21
Italy	Yang Ming (Italy) spa	70
Italy	Msc italia spa	585
Japan	Kuribayashi & Co., Ltd.	284 **As of March 31, 2024
Japan	Wilhelmsen Port Services Japan Co., Ltd.	30
Japan	Japan association of foreign-trade ship agencies	448
Japan	SANKYU INC.	12,000
Japan	Suzuyo&Co.,Ltd.	1173
Jordan	Jordan Shipping Association	6
Kenya	Kenya Ships Agents association	5
Lithuania	Limarko maritime agency uab	28
Malta	Sullivan Shipping Agencies Ltd	42
Mozambique	Manica Freight Services (Moçamçambique) S.A>	272
Netherlands	VRC	45
Netherlands	Fairway/Maripro/BMA/Gans	32
Netherlands	Euro Nordic	75
Netherlands	Broekman Shipping BV	15
Netherlands	Sea-Cargo Agencies BV	6
Netherlands	Boeckmans Nederland b.v.	5
Netherlands	BMA	4
Netherlands	BMA	4
South Africa	Peter Besnard	4
Turkiye	Beyaz Shipping Ltd. Sti.	15
Turkiye	Supramar shipping Ltd.	10
Turkiye	Diler holding- esm den. Ve tic. A.s.	As ESM Shipping total 10
Turkiye	Anka Chart Brokerage	6
Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat	11

2. How many of your employees are women?

COUNTRY	COMPANY NAME	How many of your employees are women?
Argentina	Log-In Mercosur	4
Argentina	Centro de Navegacion	18
Argentina	Centro de Navegacion	23
Argentina	Agencia Maritima nabsa s.a.	20
Argentina	Agencia Maritima Dulce S.A.	12
Argentina	Centro de navegacion Argentina	15

Argentina	Oceanway S.A.	18
Argentina - Buenos Aires	Mercosur shuttle group srl	15
Belgium	Euro Nordic Agencies Belgium nv	2
Belgium	Promar agencies	3
Belgium	Boeckmans	22
Belgium	BBC Chartering Belgium nv	1
Belgium	FONASBA company	17
Belgium	Ocean Network Express	29
Belgium	BSV	38%
Brazil	Data collected among 602 companies of the sector	5162
Cape Verde	NAVEX CV	38
Chile	Ian Taylor Chile S.A.	55
Croatia	Jadroagent International Shipping and Freight Agency Inc	45
Croatia	Gate express d.o.o.	2
Croatia	UPAH	17
Croatia	Adriatikagent Ltd, branch office Rijeka	7
Croatia	liburnia maritime agency	11
Croatia	TPG agent	2
Croatia	CMA CGM Croatia	9
		For Danish Shipbrokers and Port Operators, the percentage of female shipping people is between 10-15%. For DSPO's own shipping education which graduate 40 persons per year, the percentage of females is approx. 25%
Denmark	N/A only DSPO is replying	
Greece	Venieris Maritime SM SA	21
Greece	COSCO shipping lines (Greece S.A.)	97
Hungary	Plimsoll	8
Israel	coral maritime services ltd	20
Italy	FONASBA company	2
Italy	Union shipping srl	1
Italy	A.galli & Figlio	3
Italy	Iss-tositti srl	6
Italy	Adriatic Sea service srl	3
Italy	Eletta srl	2
Italy	Spedamar srl	2
Italy	S.P.A. Srl	presently none
Italy	Margest srl	0
Italy	FONASBA company	60%
Italy	fin01	7
Italy	Yang Ming (Italy) spa	40
Italy	Msc italia spa	255
Japan	Kuribayashi & Co.,Ltd.	56
Japan	Wilhelmsen Port Services Japan Co., Ltd.	16
Japan	Japan association of foreign-trade ship agencies	30%
Japan	SANKYU INC.	12%
Japan	Suzuyo&Co.,Ltd.	239
Jordan	Jordan Shipping Association	2

Kenya	Kenya ships agents association	3
Lithuania	Limarko maritime agency uab	13
Malta	Sullivan Shipping Agencies Ltd	21
Mozambique	Manica Freight Services (Moçamçambique) S.A>	72
Netherlands	VRC	7
Netherlands	Fairway/Maripro/BMA/Gans	10
Netherlands	Euro Nordic	20
Netherlands	Broekman Shipping BV	3
Netherlands	Sea-Cargo Agencies BV	3
Netherlands	Boeckmans Nederland b.v.	3
Netherlands	BMA	3
Netherlands	BMA	3
South Africa	Peter besnard	3
Turkiye	Beyaz Shipping Ltd. Sti.	2
Turkiye	Supramar shipping ltd.	4
Turkiye	Diler holding- esm den. Ve tic. A.s.	6
Turkiye	Anka Chart Brokerage	2
Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat	3

3. How many of these women are employed in the following categories?

		How many of these women are employed in the following categories? (Please enter a number for each category as applicable.)
COUNTRY	COMPANY NAME	
Argentina	Log-In Mercosur	1
Argentina	Centro de Navegacion	
Argentina	Centro de Navegacon	
Argentina	Agencia Maritima nabsa s.a.	Disbursement dept: 8 - administration dept: 9 - documentation dept: 2 - operations dept: 1
Argentina	Agencia Maritima Dulce S.A.	5
Argentina	Centro de navegacion Argentina	
Argentina	Oceanway S.A.	
Argentina - Buenos Aires	Mercosur shuttle group srl	Documentations - administration - traffic manager - operations
Belgium	Euro Nordic Agencies Belgium nv	Accounting Department - 2
Belgium	Promar agencies	
Belgium	Boeckmans	
belgium	BBC Chartering Belgium nv	1
Belgium	FONASBA company	
Belgium	Ocean Network Express	Customer Care Agents = 3
Belgium	BSV	
Brazil	Data collected among 602 companies of the sector	NA
Cape Verde	NAVEX CV	
Chile	Ian Taylor Chile S.A.	
Croatia	Jadroagent International Shipping and Freight Agency Inc	
Croatia	Gate express d.o.o.	2

Croatia	UPAH	
Croatia	Adriatikagent Ltd, branch office Rijeka	
Croatia	liburnia maritime agency	operations - 1, finance 4
Croatia	TPG agent	2
Croatia	CMA CGM Croatia	
Denmark	N/A only DSPO is replying	N/A
Greece	Venieris Maritime SM SA	
Greece	COSCO shipping lines (Greece S.A.)	54
Hungary	Plimsoll	8
Israel	coral maritime services ltd	
Italy	FONASBA company	2
Italy	Union shipping srl	1
Italy	A.galli & Figlio	3
Italy	Iss-tositti srl	
Italy	Adriatic Sea service srl	
Italy	Eletta srl	One in operations department and one in administration department
Italy	Spedamar srl	2
Italy	S.P.A. Srl	0
Italy	Margest srl	0
Italy	FONASBA company	
Italy	fin01	
Italy	Yang Ming (Italy) spa	
Italy	Msc italia spa	
Japan	Kuribayashi & Co.,Ltd.	
Japan	Wilhelmsen Port Services Japan Co., Ltd.	
Japan	Japan association of foreign-trade ship agencies	50
Japan	SANKYU INC.	
Japan	SuzuYo&Co.,Ltd.	
Jordan	Jordan Shipping Association	
Kenya	Kenya ships agents association	1. Administrator/accountant, assistant executive officer, public relations
Lithuania	Limarko maritime agency uab	9
Malta	Sullivan Shipping Agencies ltd	
Mozambique	Manica Freight Services (Moçamçambique) S.A>	Ship operations (4), Admin (64), Managerial (4),
Netherlands	VRC	5
Netherlands	Fairway/Maripro/BMA/Gans	
Netherlands	Euro Nordic	
Netherlands	Broekman Shipping BV	
Netherlands	Sea-Cargo Agencies BV	
Netherlands	Boeckmans Nederland b.v.	
Netherlands	BMA	3
Netherlands	BMA	3
South Africa	Peter besnard	3
Turkiye	Beyaz Shipping Ltd. Sti.	
Turkiye	Supramar shipping ltd.	4
Turkiye	Diler holding- esm den. Ve tic. A.s.	
Turkiye	Anka Chart Brokerage	2

Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat	2
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- **Technical roles** (e.g., vessel operations, port logistics, documentation control, etc.):

COUNTRY	COMPANY NAME	Technical roles (e.g., vessel operations, port logistics, documentation control, etc.). (Please enter a number)
Argentina	Log-In Mercosur	2
Argentina	Centro de Navegacion	14
Argentina	Centro de Navegacion	21
Argentina	Agencia Maritima nabsa s.a.	3
Argentina	Agencia Maritima Dulce S.A.	3
Argentina	Centro de navegacion Argentina	1
Argentina	Oceanway S.A.	13
Argentina - Buenos Aires	Mercosur shuttle group srl	Operations
Belgium	Euro Nordic Agencies Belgium nv	0
Belgium	Promar agencies	1
Belgium	Boeckmans	18
belgium	BBC Chartering Belgium nv	0
Belgium	FONASBA company	4
Belgium	Ocean Network Express	11
Belgium	BSV	4,5%
Brazil	Data collected among 602 companies of the sector	NA
Cape Verde	NAVEX CV	32
Chile	Ian Taylor Chile S.A.	13
Croatia	Jadroagent International Shipping and Freight Agency Inc	39
Croatia	Gate express d.o.o.	2
Croatia	UPAH	13
Croatia	Adriaticagent Ltd, branch office Rijeka	5
Croatia	liburnia maritime agency	1
Croatia	TPG agent	2
Croatia	CMA CGM Croatia	7
Denmark	N/A only DSPO is replying	N/A
Greece	Venieris Maritime SM SA	14
Greece	COSCO shipping lines (Greece S.A.)	42
Hungary	Plimsoll	3
Israel	coral maritime services ltd	19
Italy	FONASBA company	1
Italy	Union shipping srl	1
Italy	A.galli & Figlio	1
Italy	Iss-tositti srl	3
Italy	Adriatic Sea service srl	1
Italy	Eletta srl	Two
Italy	Spedamar srl	2
Italy	S.P.A. Srl	0
Italy	Margest srl	0
Italy	FONASBA company	40%

Italy	fin01		2
Italy	Yang Ming (Italy) spa		5
Italy	Msc italia spa		0
Japan	Kuribayashi & Co.,Ltd.		7
Japan	Wilhelmsen Port Services Japan Co., Ltd.		0
Japan	Japan association of foreign-trade ship agencies	documentation control	
Japan	SANKYU INC.		181
		shipping agent: 5, port logistics: 15, documentation control 50, others: 169	
Japan	Suzuyo&Co.,Ltd.		
Jordan	Jordan Shipping Association		
Kenya	Kenya ships agents association	N/A member association	
Lithuania	Limarko maritime agency uab		9
Malta	Sullivan Shipping Agencies ltd		12
Mozambique	Manica Freight Services (Moçamçambique) S.A>		64
		havenlogistiek, documentatiebeheer	
Netherlands	VRC		
Netherlands	Fairway/Maripro/BMA/Gans		0
Netherlands	Euro Nordic		
Netherlands	Broekman Shipping BV	Port agency	
Netherlands	Sea-Cargo Agencies BV		3
Netherlands	Boeckmans Nederland b.v.		1
Netherlands	BMA		3
Netherlands	BMA		3
South Africa	Peter besnard		2
Turkiye	Beyaz Shipping Ltd. Sti.		0
Turkiye	Supramar shipping ltd.	Chartering	
Turkiye	Diler holding- esm den. Ve tic. A.s.		4
Turkiye	Anka Chart Brokerage		0
Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat		2

- **Operational/field roles** (e.g., attending vessels, supervising port calls, liaising directly with port authorities or ship crews):

COUNTRY	COMPANY NAME	Operational/field roles (e.g., attending vessels, supervising port calls, liaising directly with port authorities or ship crews). (Please enter a number)
Argentina	Log-In Mercosur	
Argentina	Centro de Navegacion	
Argentina	Centro de Navegacon	1
Argentina	Agencia Maritima nabsa s.a.	1

Argentina	Agencia Marítima Dulce S.A.	1
Argentina	Centro de navegacion Argentina	3
Argentina	Oceanway S.A.	2
Argentina - Buenos Aires	Mercosur shuttle group srl	supervising port calls and cargoes
Belgium	Euro Nordic Agencies Belgium nv	0
Belgium	Promar agencies	1
Belgium	Boeckmans	2
Belgium	BBC Chartering Belgium nv	0
Belgium	FONASBA company	6
Belgium	Ocean Network Express	N/A for our organisation
Belgium	BSV	N/A
Brazil	Data collected among 602 companies of the sector	NA
Cape Verde	NAVEX CV	4
Chile	Ian Taylor Chile S.A.	2
Croatia	Jadroagent International Shipping and Freight Agency Inc	3
Croatia	Gate express d.o.o.	2
Croatia	UPAH	0
Croatia	Adriatikagent Ltd, branch office Rijeka	0
Croatia	liburnia maritime agency	0
Croatia	TPG agent	0
Croatia	CMA CGM Croatia	0
Denmark	N/A only DSPO is replying	N/A
Greece	Venieris Maritime SM SA	0
Greece	COSCO shipping lines (Greece S.A.)	12
Hungary	Plimsoll	4
Israel	coral maritime services ltd	0
Italy	FONASBA company	0
Italy	Union shipping srl	1
Italy	A.galli & Figlio	1
Italy	Iss-tositti srl	2
Italy	Adriatic Sea service srl	1
Italy	Eletta srl	One
Italy	Spedamar srl	2
Italy	S.P.A. Srl	0
Italy	Margest srl	0
Italy	FONASBA company	0%
Italy	fin01	0
Italy	Yang Ming (Italy) spa	0
Italy	Msc italia spa	1
Japan	Kuribayashi & Co.,Ltd.	7
Japan	Wilhelmsen Port Services Japan Co., Ltd.	12
Japan	Japan association of foreign-trade ship agencies	planning, operating of terminal
Japan	SANKYU INC.	3
Japan	SuzuYo&Co.,Ltd.	0
Jordan	Jordan Shipping Association	
Kenya	Kenya ships agents association	N/A
Lithuania	Limarko maritime agency uab	0

Malta	Sullivan Shipping Agencies Ltd	0
Mozambique	Manica Freight Services (Moçamçambique) S.A>	4
Netherlands	VRC	2
Netherlands	Fairway/Maripro/BMA/Gans	1
Netherlands	Euro Nordic	13
Netherlands	Broekman Shipping BV	Attending vessels as port agent for full coordination, entry the port, cargo ops at terminals, crew&spares handling
Netherlands	Sea-Cargo Agencies BV	3
Netherlands	Boeckmans Nederland b.v.	1
Netherlands	BMA	3
Netherlands	BMA	3
South Africa	Peter besnard	0
Turkiye	Beyaz Shipping Ltd. Sti.	1
Turkiye	Supramar shipping ltd.	Attending vessels whenever necessary
Turkiye	Diler holding- esm den. Ve tic. A.s.	4
Turkiye	Anka Chart Brokerage	0
Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat	1

- **Leadership/management roles** (e.g., team leads, department heads, operations managers):

COUNTRY	COMPANY NAME	Leadership/management roles (e.g., team leads, department heads, operations managers). (Please enter a number)
Argentina	Log-In Mercosur	1
Argentina	Centro de Navegacion	3
Argentina	Centro de Navegacon	1
Argentina	Agencia Maritima nabsa s.a.	4
Argentina	Agencia Marítima Dulce S.A.	1
Argentina	Centro de navegacion Argentina	1
Argentina	Oceanway S.A.	2
Argentina - Buenos Aires	Mercosur shuttle group srl	operations managers
Belgium	Euro Nordic Agencies Belgium nv	0
Belgium	Promar agencies	0
Belgium	Boeckmans	2
Belgium	BBC Chartering Belgium nv	1
Belgium	FONASBA company	3
Belgium	Ocean Network Express	
Belgium	BSV	4,5%
Brazil	Data collected among 602 companies of the sector	NA
Cape Verde	NAVEX CV	2
Chile	Ian Taylor Chile S.A.	8
Croatia	Jadroagent International Shipping and Freight Agency Inc	3
Croatia	Gate express d.o.o.	1
Croatia	UPAH	4

Croatia	Adriatikagent Ltd, branch office Rijeka	2
Croatia	Liburnia maritime agency	1
Croatia	TPG agent	0
Croatia	CMA CGM Croatia	2
Denmark	N/A only DSPO is replying	N/A
Greece	Venieris Maritime SM SA	7
Greece	COSCO shipping lines (Greece S.A.)	13
Hungary	Plimsoll	1
Israel	coral maritime services ltd	1
Italy	FONASBA company	0
Italy	Union shipping srl	
Italy	A.galli & Figlio	1
Italy	Iss-tositti srl	1
Italy	Adriatic Sea service srl	1
Italy	Eletta srl	One
Italy	Spedamar srl	2
Italy	S.P.A. Srl	0
Italy	Margest srl	0
Italy	FONASBA company	2%
Italy	fin01	3
Italy	Yang Ming (Italy) spa	2
Italy	Msc italia spa	3
Japan	Kuribayashi & Co.,Ltd.	0
Japan	Wilhelmsen Port Services Japan Co., Ltd.	1
Japan	Japan association of foreign-trade ship agencies	team leads, 5
Japan	SANKYU INC.	31
Japan	SuzuYo&Co.,Ltd.	20
Jordan	Jordan Shipping Association	
Kenya	Kenya ships agents association	N/A
Lithuania	Limarko maritime agency uab	2
Malta	Sullivan Shipping Agencies ltd	3
Mozambique	Manica Freight Services (Moçamçambique) S.A>	4
Netherlands	VRC	2
Netherlands	Fairway/Maripro/BMA/Gans	3
Netherlands	Euro Nordic	3
Netherlands	Broekman Shipping BV	2
Netherlands	Sea-Cargo Agencies BV	1
Netherlands	Boeckmans Nederland b.v.	1
Netherlands	BMA	2
Netherlands	BMA	2
South Africa	Peter Besnard	3
Turkiye	Beyaz Shipping Ltd. Sti.	1
Turkiye	Supramar shipping ltd.	2 department managers
Turkiye	Diler holding- esm den. Ve tic. A.s.	2
Turkiye	Anka Chart Brokerage	2
Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat	2

4. **(Optional)** Please feel free to share any comments, observations, or best practices from your organisation related to the recruitment, retention, or promotion of women in operational roles.

		Please feel free to share any comments, observations, or best practices from your organisation related to the recruitment, retention, or promotion of women in operational roles.
COUNTRY	COMPANY NAME	
Argentina	Log-In Mercosur	
Argentina	Centro de Navegacion	
Argentina	Centro de Navegacon	The idea is to have a balance representation based on performance and skills. We have increased women ratio but still lot to do on managerial level. HRD work to develop skills in medium levels, target 4/8 are women.
Argentina	Agencia Maritima nabsa s.a.	
Argentina	Agencia Marítima Dulce S.A.	We have 5 women are part of our Adm team.
Argentina	Centro de navegacion Argentina	
Argentina	Oceanway S.A.	
Argentina - Buenos Aires	Mercosur shuttle group srl	The activity of women in shipping is as important as in the coordination of calls and loading, contact with the customers and the port.
Belgium	Euro Nordic Agencies Belgium nv	
Belgium	Promar agencies	
Belgium	Boeckmans	
Belgium	BBC Chartering Belgium nv	
Belgium	FONASBA company	
Belgium	Ocean Network Express	5
Belgium	BSV	
Brazil	Data collected among 602 companies of the sector	These numbers are based on a recent survey on which the questions 7 to 10 were not covered. On the other hand, we have the number of female workers by age group: <18 = 204; 18-24 = 1.264; 25-29 = 1.044; 30-39 = 1.486; 40-49 = 896; 50-64 = 257; 65 = 11
Cape Verde	NAVEX CV	
Chile	Ian Taylor Chile S.A.	free time benefits, free time to participate in children's activities, payment for a nursery
Croatia	Jadroagent International Shipping and Freight Agency Inc	
Croatia	Gate express d.o.o.	
Croatia	UPAH	
Croatia	Adriatikagent Ltd, branch office Rijeka	
Croatia	liburnia maritime agency	
Croatia	TPG agent	
Croatia	CMA CGM Croatia	
Denmark	N/A only DSPO is replying	
Greece	Venieris Maritime SM SA	

Greece	COSCO shipping lines (Greece S.A.)	
Hungary	Plimsoll	
Israel	coral maritime services ltd	
Italy	FONASBA company	
		I am a ship agent for my company, i have been in operational roles for 20 years, to work in our field you need passion and above all a lot of determination
Italy	Union shipping srl	
Italy	A.galli & Figlio	
Italy	Iss-tositti srl	
Italy	Adriatic Sea service srl	
Italy	Eletta srl	
		our company (family business) has always been very open to women in key role but the general environment is still quite cold in accepting female figures in leading position
Italy	Spedamar srl	
Italy	S.P.A. Srl	0
Italy	Margest srl	NIL
		If you are a woman, and you have children, no way to be promoted to leadership/management level. You are just parked somewhere, no matter how good you are.
Italy	FONASBA company	
Italy	fin01	
Italy	Yang Ming (Italy) spa	
		Our role as the Agency for the shipowner we represent is commercial in nature and is more related to the cargo and the relationship with the client, while the activities of crew management and ship planning and vessel routing here requested are handled by other MSC companies and impact our company in a residual manner.
Italy	Msc italia spa	
Japan	Kuribayashi & Co.,Ltd.	
Japan	Wilhelmsen Port Services Japan Co., Ltd.	
	Japan association of foreign-trade ship agencies	
Japan		We are a company primarily engaged in on-site operations, and the proportion of agency business in our total sales is minimal. In forwarding operations, which do not involve on-site work, the number of female employees has been increasing year by year, and this year, we appointed our first female branch manager. Going forward, we aim to further expand opportunities for women to succeed.
Japan	SANKYU INC.	
Japan	Suzuho&Co.,Ltd.	
Jordan	Jordan Shipping Association	
Kenya	Kenya ships agents association	In shipping lines/agents' offices, few women are given managerial and or operation jobs.

Lithuania	Limarko maritime agency uab	
Malta	Sullivan Shipping Agencies Ltd	
Mozambique	Manica Freight Services (Moçamçambique) S.A>	
Netherlands	VRC	
Netherlands	Fairway/Maripro/BMA/Gans	
Netherlands	Euro Nordic	
Netherlands	Broekman Shipping BV	24/7 is often the problem when they get older with children and a partner that does not take that for granted
Netherlands	Sea-Cargo Agencies BV	We have a good mix of men and women on all levels
Netherlands	Boeckmans Nederland b.v.	No difference in gender, wages also on same level.
Netherlands	BMA	
Netherlands	BMA	
South Africa	Peter Besnard	As the shipping association in South Africa our female staff engage telephonically with the port managers on a daily basis.
Turkiye	Beyaz Shipping Ltd. Sti.	
Turkiye	Supramar shipping Ltd.	Women tend to be much more disciplined in daily regular tasks and also able to take initiatives
Turkiye	Diler holding- esm den. Ve tic. A.s.	
Turkiye	Anka Chart Brokerage	
Turkiye	Hs lojistik uluslararası nakliyat ihracat ithalat	Woman has physical, restrictions, but woman can handle sales, operation, management roles, but woman cannot handle port handling, forklift driver, type of jobs