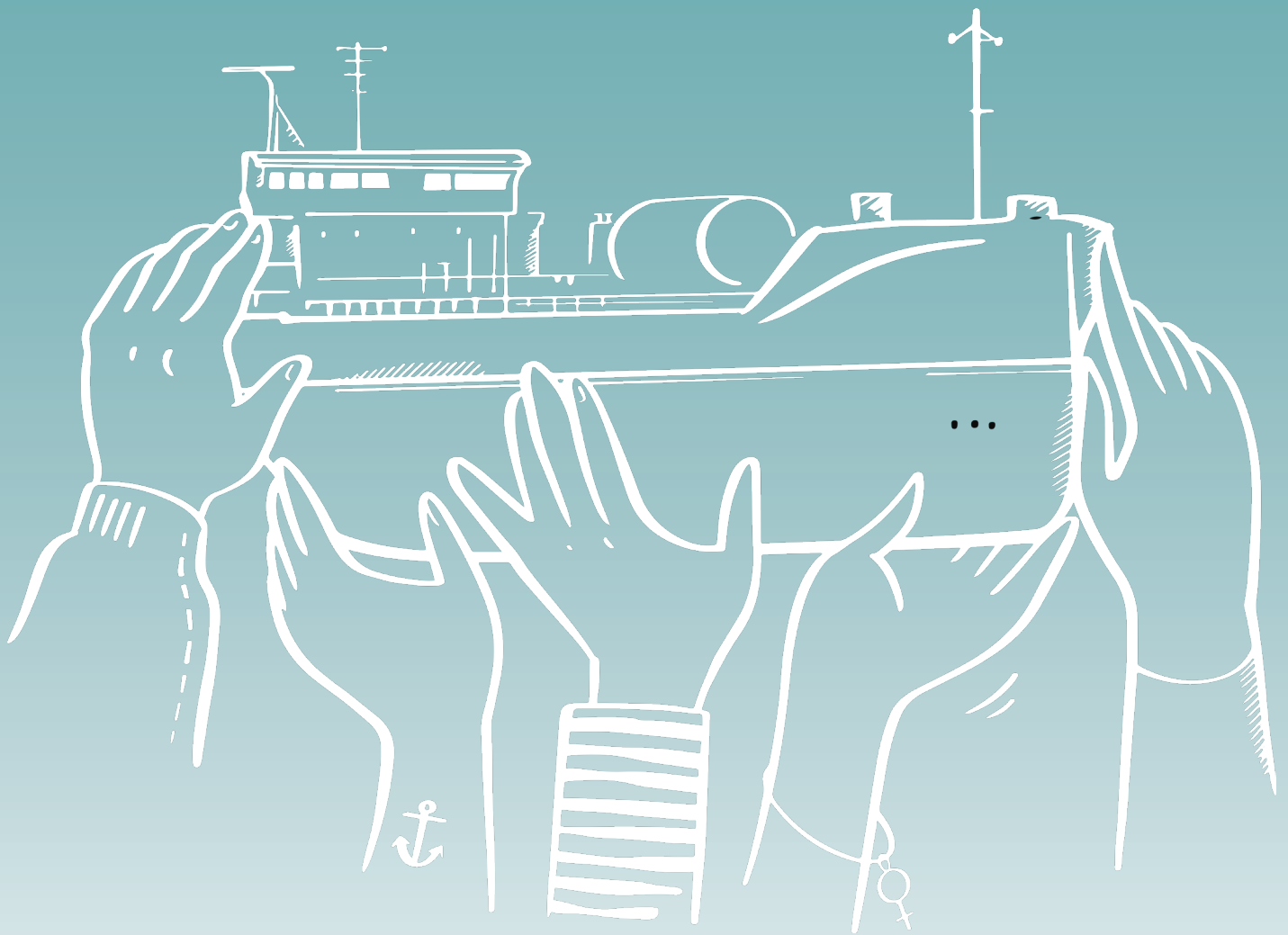


RE-DO

SOCIAL SUSTAINABILITY AT SEA



REDO2 is a project, funded by the Swedish Transport Administration, carried out during 2022-2024 under the leadership of RISE. The project partners are the Swedish Maritime Administration, the Shipowners' Association, the organization MÄN and Chalmers University of Technology.

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SUMMARY

In order for the industry to cope with future supply of skills, shipping needs to be an attractive career choice for more people than today. When we say that shipping is for everyone, it also needs to be experienced that way, and with that comes active work for an inclusive workplace culture. This report describes how Redo2 has developed tools and methods to practically support shipping companies, officers and employees in this direction.

We have chosen to work with the three cornerstones of security, inclusion and motivation as a contribution to a good social work environment. The goal is to create an industry where everyone, regardless of gender or background, feels safe and included.

Developing the social work environment is part of social sustainability and the general work environment work and should therefore have preventive measures at all levels. Workplace culture must be part of the regular work environment work and must be borne by both leaders and employees. To bring about a sustainable change, we need to work with both structures and relationships on board.

The main deliverables consist of tools and methods to promote an inclusive workplace. Leadership training for naval officers at Chalmers is now based on the principles of **psychological safety** and a course for professionals with the same theme has been developed. **Safe Rooms for Conversations** and the **Wheel of Inclusion** are two extensive workshop series with preventive measures to be used at workplace meetings on board. In the same spirit, we have investigated opportunities and challenges with the gamification of method material in the **Challenge Archipelago**. In addition, WISTA Sweden now has a **mentoring program** for female final-year students on naval command and logistics programs and at the Swedish Maritime Administration a **network for women** in operational activities is up and running. The project has also paid attention to the **life puzzle of shipboard parents**, dispelling some myths and highlighting recommendations for the future.

The report summarizes the project's results. The five annexes describe how these results have been worked out together with partners and shipping companies. The method materials are included as appendices to annexes 2-4.

The Redo projects can be found at www.redo-shipping.se



CREATING SOCIAL SUSTAINABILITY AT SEA

In the first Redo project "Enablers and obstacles for women at sea" (2021), various problems related to the approach to make shipping more equal were identified. It gave a clear picture of the challenge of attracting women and examples of reasons why women leave life on board. The study also pointed to the need of looking more closely at other parts of the competence supply process and focus on what promotes social sustainability.

But what exactly is social sustainability? To describe the orientation with this project, we borrow the following definition from Ledarna, the managers' organization Sweden:

"A socially sustainable society is an equal society where people live a good life with good health and without unfair differences. A high tolerance society where the equal value of people is at the center, requires people who feel trust and confidence in each other and participate in the development of society. The social aspects of sustainability work must always be prioritized both at the individual and community level. It can be in regards to people's living conditions in society, for example health, security, education, justice and the exercise of power, as well as to the opportunities to improve them. In addition to the individual perspective, it is about how these conditions are distributed between people. It can also be about feeling included, regardless of gender, education and income level, social status, ethnic affiliation, religion or other belief, place of residence, sexual orientation, gender identity and expression, age and disability. To ensure social sustainability, important areas include:

Working conditions and human rights. All social sustainability issues are based on basic human rights. We need to strive to respect them, not only in our own workplace but also with our suppliers. It concerns, for example, the right to organize, equal pay for equal work, minimum age for work and not having to be discriminated against or forced to work.

Work environment. The work environment is both physical and psychosocial. According to a survey from the Swedish Work Environment Agency in 2020, every third employed person experiences health problems related to their work. Sifo's report How are Swedish workers doing shows that a third have been on sick leave due to mental illness. As a manager, you have a central role in ensuring a sustainable work environment.

Diversity, equality and inclusion. Taking advantage of people's differences, working for equal rights and opportunities, and creating an inclusive work culture, is a sustainability issue that affects all types of businesses. It's about taking advantage of the benefits of diversity in the workplace and complying with the discrimination law. But the feeling of inclusion is also connected to the level of well-being

among the employees. Working with diversity, equality and inclusion not only benefits your business but also society in the long term.”

The shipping industry is extremely male-dominated and many workplaces are characterized by masculinity norms, and with that comes the risk of exclusionary behavior, where our assumptions and unconscious prejudices make us blind of problematic situations and a feeling that it’s “in the air” and impossible to influence. This makes it difficult to change in the direction of greater equality and social sustainability. The issue is bigger than increasing the proportion of women, it is a problem that generally affects the supply of skills negatively in the long run.

For all minorities there is a risk of exposure. At worst, it can manifest as harassment, abuse, sexual harassment as well as threats and violence, but also be subtler as exclusionary jargon, sexist jokes and master suppression techniques. This affects everyone, even men. Narrow gender norms, lack of equality and exclusionary behavior negatively affect psychological security, which in the long run risks affecting safety on board. When the shipping industry gather around various promotion and prevention efforts, it will have effects on a societal level in the long run as it contributes to safety, social sustainability and reduced segregation in the labor market. Such work contributes to the gender equality policy goals of equal education, equal distribution of power and influence, economic equality, equal health, equal distribution of unpaid domestic and care work and that men’s violence against women must cease.

Today, there is a common opinion in the industry that there are major challenges when it comes to social sustainability. New methods and tools are needed for increased diversity, inclusion and competence-enhancing efforts. We need to work with the three cornerstones of security, inclusion and motivation to ensure a good social work environment for everyone.

Focus areas

When the first Redo project was completed, there were already ideas about a continuation to work further with the following focus areas:

Focus on supporting processes

The survey conducted in the first Redo project revealed that 68% of women began working at sea before the age of 24, and 70% stated that, prior to starting, they were unaware of who to turn to if they experienced harassment, threats, or violence. This suggests that there has been an insufficient level of support for new employees regarding the social work environment on board.

It is something that needs to be implemented in existing processes at each shipping company. How do we ensure that every person, including students on internships, knows who they can turn to if a situation of sexual harassment, abusive discrimination or discrimination should arise?

Focus on psychological security

Anyone who does not feel safe would hesitate to question or speak up, and this impacts the systematic security work. It is partly about the personal security you are entitled to in the workplace, ensuring you don't have to develop your own strategies for safety. It is also about the safety of the ship, where all available skills and information must be utilized to prevent accidents and incidents. What does the connection between gender equality, psychological safety and maritime safety look like and what is needed for leaders to be able to support psychological safety on board?

Focus on a shipping free of violence

The shipping #metoo call and the first Redo project showed that women are exposed to various domination techniques, harassment, sexist jargon, threats and violence. Reactions to such experiences vary; some choose to leave the industry, others stay and fight back, it is also quite common to normalize unwelcome behavior over time. It's a matter of workplace culture and in order for shipping to be perceived as an attractive workplace, shipping companies need to support everyone, both leaders and employees, to contribute to a zero-tolerance culture and to ensure that everyone is involved and takes responsibility. How can we work with existing methods to prevent violence as a means of promoting such a culture?

Focus on supporting women

Experiences of loneliness and lack of support make it more difficult to overcome the obstacles that come in one's way, which in the long run can lead to women leaving the industry. To counteract this, shipping companies and authorities can introduce several supporting structures. How could a women's network or mentoring program for women work?

Focus on work-life balance

A common reason why women choose to go ashore is the difficulty of combining work and family life. One way to keep employees who become parents is increased flexibility during a period of life. For many, it is difficult to adjust schedules, be able to reduce working hours or temporarily switch to a land-based position. How does the regulation for maintaining formal competencies come into play for the onboard employees?

Focus on norm criticism and norm creativity

One way to change workplaces in the direction of a more inclusive culture is to work with the unwritten rules known as norms. Applying norm criticism is not the same as being critical of the norm itself, but identifying where the critical line is between being included or risking being excluded. To increase diversity, we need to become norm-creative and think outside the prevailing framework. Can the method itself become more normatively creative, for example through gamification?

REDOZ – LET’S GO TO WORK

Building on these focus areas, the project adopts a comprehensive and practical approach to developing and testing methods and tools that foster an inclusive workplace culture, one where employees feel safe, valued, and motivated to stay. With all onboard personnel as the target group, the initiative addresses key challenges identified in the initial project. For each identified issue, solution-oriented strategies and objectives were proposed, and in REDO 2, these solutions have now been developed and implemented with main objectives such as:



To describe the relationship between gender equality, psychological safety and maritime safety with the aim of incorporating new knowledge into leadership training for naval officers.



To pay attention to which behaviors are desirable and which are unwelcome as well as supporting everyone to contribute to emotional security and responsibility, with the goal to develop educational material adapted to shipping that is based on methods for violence prevention.



To highlight inclusive and exclusive behaviors by implementing educational material, ensuring compliance with legal requirements for systematic and preventive social work environment management.



To implement support structures for women with the aim of starting networks and mentoring programs.



To prevent employees from leaving the industry when starting a family, with the goal to develop various solution proposals for increased flexibility for parents on board.

Method

Our general method is based on the concept of Design Thinking (Carlgren & Glaser, 2020). The main idea in Design Thinking is that many phenomena are of a complex nature and need to be handled in a different way than the phenomena that are simple or complicated. The word complex is often used as a synonym for complicated, but in this case there is a distinct difference between them. In systems thinking and systems research, complexity means that a system’s behavior is unpredictable and with a high degree of uncertainty.

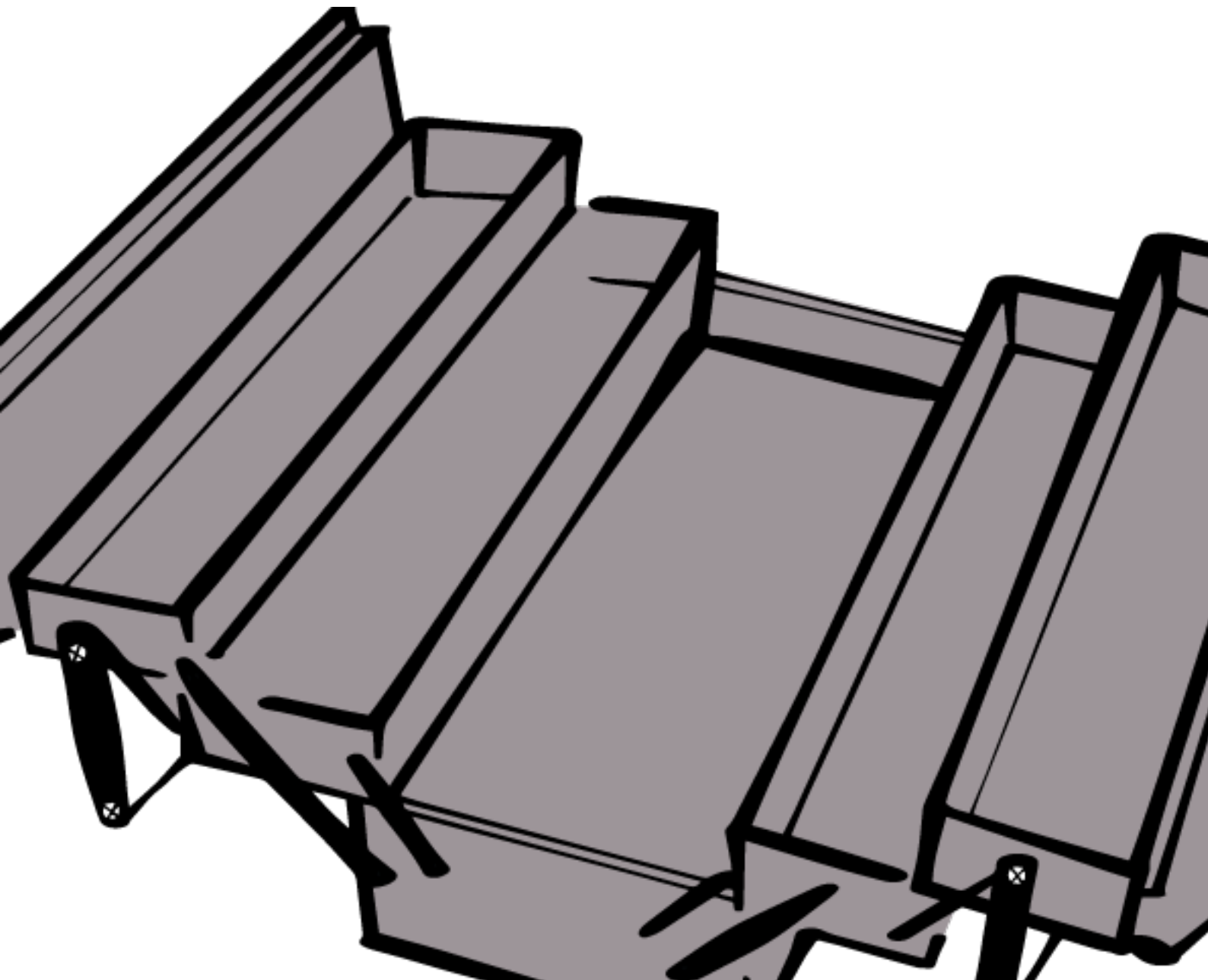
Design Thinking is about 1) understanding users, context and systems with focus on experiences and unspoken needs, 2) finding root causes and alternative problems by synthesizing and shifting perspectives, 3) creating ideas and prototypes as a solution and 4) testing these solutions with users. The design of the results has therefore taken place in iterations and in close collaboration with the target group.



Five shipping companies have provided focus groups, where we were given the opportunity to test, evaluate and adjust ideas along the way. Linked to the project, several degree projects from students at Chalmers have contributed with their knowledge in the challenges surrounding psychological safety.

The following chapters primarily present the project's results in the form of various deliverables. The development process, including the methods used and the setup of focus group evaluations, is detailed in the five appendices.

Redo2 - the workshop is now closing its door and a new door has already opened in the form of the Redo Academy, where some of our results are now being implemented.



PSYCHOLOGICAL SAFETY



PSYCHOLOGICAL SAFETY

Physical, practical and tangible safety and security is not as technical as one might think! This part of the project explores the social aspects of psychological safety; what it means, how it is co-created and also how it can be trained.

Collective intelligence depends on the flow of information. But for information to flow, we need to be and feel socially safe. "Fear is the little death" (Frank Herbert) and if you fear being perceived as ignorant, you do not ask questions. If you fear being perceived as incompetent, you do not admit weaknesses or mistakes, if you fear being perceived as pushy, you do not offer ideas and if you fear being perceived as negative, you do not criticize the status quo.

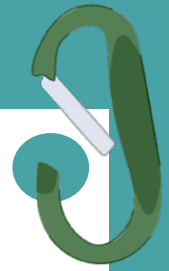
In contrast to the above fear, psychological safety needs to be cultivated. Safe to be included, safe to learn, safe to contribute and safe to challenge the existing. Safety is not absolute and should not be equated with being overly sensitive or easily offended. Social safety is about daring to take social risks. It is a co-creation that requires sensitivity and goodwill from all involved parties. It is something that is created, maintained and repaired over time – not something that is decided, proceduralized or installed.

The concept we work with is psychological safety. Seven separate studies have explored various aspects of psychological safety, contributing to existing literature and deepening our understanding of the phenomenon. Based on this, training in psychological safety has been developed as well as pedagogy to teach this.

The educational approach developed can be summed up as "we teach by the way we live". It is not possible to teach psychological safety unless the teaching is characterized and permeated by the principles of psychological safety. Thus, great effort has been made to translate principles into practices and test these iteratively in teaching.

As in-depth material for teaching and for those who are interested, a series of podcast episodes have been recorded, where the various aspects of psychological safety are explored through in-depth conversations and discussions.

You can only cultivate what you love. If you want to grow your organization, your team, your company, you need to love it. Cultivating psychological safety is to show love.



1.2 Podcast

As a final activity, we have recorded a podcast series in five episodes with the intention of conveying a summary of the knowledge that has emerged in the work package regarding psychological safety.

The Redo podcast "Tystnad, tagning, provtänk" is available in Swedish on Spotify and focuses on what psychological safety is and why it is important. We talk about safety in different situations and contexts, how it is a crucial part of inclusion and learning, and how safety is a prerequisite for being able to both contribute and challenge - all in regards to maritime safety.

In the introductory section "Förbjud tandtråden", we talk about collective stupidity, among other things. But above all, it is a gateway to what psychological safety is for us. But we could be wrong!

In the episode "Döm inte Fredrikarna" we dig deep into why inclusion and safety are so important. We dare to doubt and wonder why Polly wants eggs.

"Släpp fetaosten fri" is about learning safety, being allowed to test and that one can never go wrong by trying. And how did a rebel dolphin end up in this episode?

"Fel på kravspecen" is about how contribution safety enhances diversity and creates collective intelligence.

In the closing episode "Mera slack!" challenge safety and how it makes us grow is discussed. Also about being dumb as a rock, to be in the dark, to have many strings to one's bow and that time is of the utmost importance.

The content of these recorded conversations is considered both as a result in itself and as a supplement to the results section in the appendix. The podcast constitutes in-depth material for studies in the subject.

listen >>



SAFE ROOMS FOR CONVERSATION



SAFE ROOMS FOR CONVERSATION

In order to encourage an inclusive conversation culture on board, we have adapted the methodology material Mentors in violence prevention (MVP) for the shipping industry. The work has mainly taken place during 2022-2023, where Marco Vega from the organization MÄN has visited various ships and lectured, trained and evaluated together with on board participants. Together with the Swedish Maritime Administration, the methodological material “Safe Rooms for Conversation” has been developed and documented. More than 200 employees have attended the lecture and 25 people have attended training in being a conversation moderator. Three people at the Swedish Maritime Administration have taken an in-depth course in order to be able to train more conversation moderators.

MVP is based on three strategies for change; a broad definition of violence, challenging normative gender roles and the importance of being an active bystander. The point of departure is a shared responsibility to move from a culture of silence to a culture of conversation and to begin to see the connection between physical and emotional safety on board a ship.

Four shipping companies have served as a test bed and participated with focus groups to make adaptations to the material. Most shipping companies have found this valuable and put much more time into the project than was initially planned.

The evaluation shows that we are quite unaccustomed to preventive efforts in the social work environment, but that there is great potential in increasing knowledge. Many highlight the power of looking at the concept of violence in a broader definition.

The participating shipping companies are satisfied that knowledge and awareness have increased in the crews and consider Safe Rooms a useful methodological material for the future. The participants feel more prepared to act and think the conversation technique works well.

Before a wider implementation, there are however concerns from both employers and employees. Being a conversation moderator would require that you have a formal role to drive work environment work and that there is enough time to use the method, for example at workplace meetings.





2.1 Introductory Lecture

The lecture targets everyone in shipping and can just as well be carried out for a crew on board as for a management team. It provides a common platform for continued discussions and preventive activities regarding organizational and social work environment work.

Svante Tidholm and Marco Vega from the organization MÄN offer a lecture that gives a broader definition of what violence can be, challenges our notions of female and male and highlights the approach of being an active bystander.

Anyone with a leading position, HR staff and people assigned in the work environment organization as well as trade union representatives can join the lecture.

Anyone who has attended the lecture can then train to become a Conversation Moderator.

For a sneak peak at the lecture in three parts:

Vad är våld?

<https://www.youtube.com/watch?v=htRSzhEQpW1>



Våra idéer om att vara kvinna och man

<https://www.youtube.com/watch?v=JUpMaHB0AqA>



Bli en aktiv åskådare

https://www.youtube.com/watch?v=DCS7_HcOeFw





2.3 Conversation Exercises for an Inclusive Workplace Culture

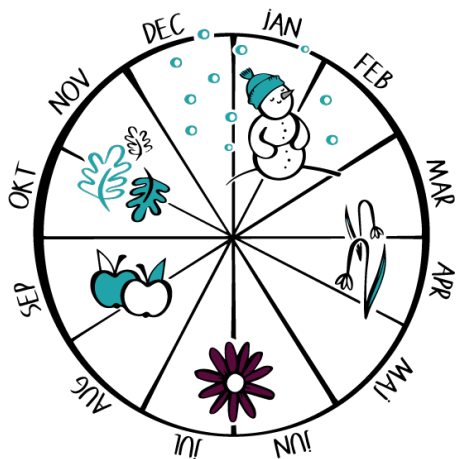
Working with conversation groups is to formally create a space to talk about situations where colleagues could risk being hurt, intimidated, offended, excluded or injured. As support, the conversation moderator has a manual that serves as guidance and inspiration.

The manual presents themes with associated exercises, aimed to train participants to view a situation from several different perspectives and explore how everyone can be an active bystander in a safe way. The seven themes available are:

1. Active bystander
2. Violence in Language
3. Culture of Silence
4. Masculinity and femininity
5. Resistance Strategies
6. Intention and Reception
7. Racism

Part of the concept is to create trust in the group, so that everyone feels comfortable sharing thoughts and feelings, making it a norm to express yourself to inform your colleagues. Not everything is about problems, exercises are also about the positive and constructive things that exist in us and between colleagues.

Each theme has three types of exercises. Check-in is a low-threshold startup exercise that gives everyone the opportunity to be heard. Short and slightly longer conversational exercises are then presented. We call this the Big Room. In addition to the exercises dealing with working relationships, there is also exercises for self-reflection and the Small Room is a format for sharing one's own experiences and thoughts based on a given topic. The purpose of self-reflection and sharing personal experiences is to train the ability to empathize and to be an active listener. It's not about having an answer or knowing what to say, but about being receptive to another person's experiences, which is part of an inclusive workplace culture.



WHEEL OF INCLUSION



THE WHEEL OF INCLUSION

Welcome to a fascinating journey towards an improved work environment in the shipping industry! The Wheel of Inclusion and Challenge Archipelago are two innovative tools that focus on social and organizational sustainability. With norm-creative methods and gamification, these initiatives strive to create workplaces where collaboration and leadership flourish. The belief that everyone plays a role in shaping each other's work environment runs throughout the entire project.

Over a period of three years, the Swedish Shipowners' Association, RISE, the Swedish Maritime Administration and several shipping companies have collaborated to develop, test and evaluate these tools, tailored for the unique environment on board ships. Focus groups from five different shipping companies participated actively to ensure that the tools really make a difference over time. The goal was to create tools that can be easily adapted and implemented by all stakeholders in the industry, which in turn contributes to more systematic and successful work environment work.

The Wheel of Inclusion is a comprehensive workshop resource that provides a structured approach to addressing organizational and social work environments in accordance with the Swedish Work Environment Agency's regulation 2015:4. It offers a versatile toolbox of methods and tools that work perfectly onboard and can be used by the entire industry. Challenge Archipelago, a game prototype developed by RISE, explores how gamification can make work environment work more engaging and efficient.

Extra focus has been placed on the role of leadership and crew collaboration, with the intention of creating a work environment where managers and colleagues support each other. During the course of the project, we have studied several onboard focus groups to evaluate and measure changes and benefits from the material used on board. The results have shown that the new tools increase awareness and commitment to social work environment issues, while also improving collaboration and communication within the crew. By further developing and fine-tuning the tools, a more inclusive and sustainable workplace culture has been created within the shipping industry.





3.2 The Wheel of inclusion

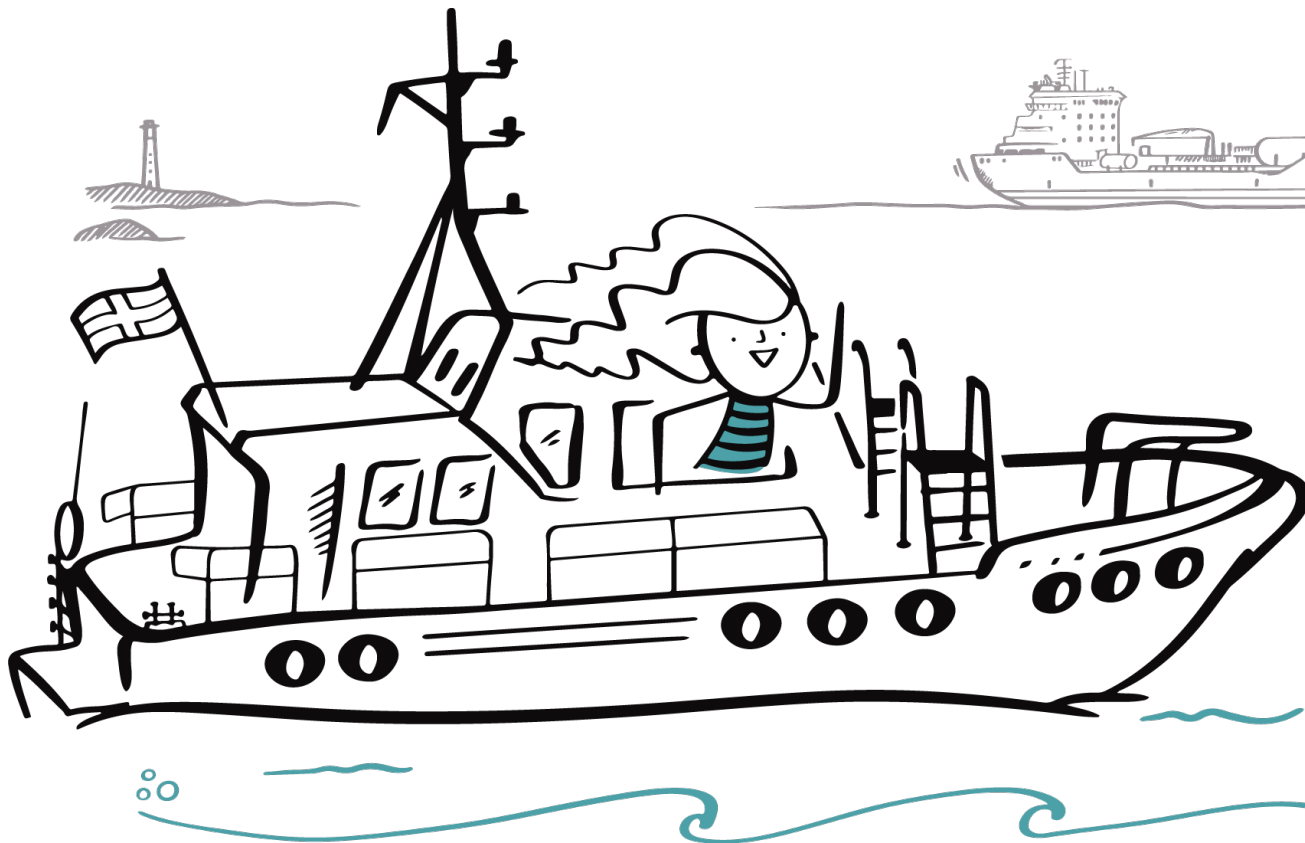
In the same way that we practice and train how to behave in the event of a fire, we can also train to prevent the kind of situations that might lead to unwanted behavior in social interactions. We train by practicing reactions, reflecting and talking about what we encounter in our everyday work environment.

The Wheel of Inclusion is a workshop series with 12 blocks that provide both structure and content for a systematic approach to working with the social work environment in a workplace. Each workshop has a defined theme and combines recorded lectures and exercises.

The workshop series is based on the legislation on discrimination and touches on topics such as behavior and jargon in the workplace, norms and culture of silence, master suppression techniques and counter-strategies and how to act as an employee. Participants get to work with dilemmas and scenarios as a starting point for discussions.

With the Wheel of Inclusion shipping companies get a whole toolbox of exercises and methods for preventive work in terms of social work environment. The exercises are easy and come with clear instructions.

SUPPORT
STRUCTURES
FOR WOMEN AT SEA



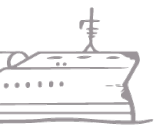
SUPPORT STRUCTURES FOR WOMEN AT SEA

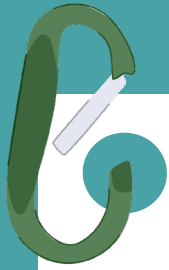
In this project, one work package specifically focused on women as the target group. Part of the work for social sustainability in shipping workplaces is to recognize and alleviate the minority stress that women may experience. Straight across the Swedish labor market, young women are the most exposed group in terms of harassment, violations and sexual harassment. Therefore, we have focused on supporting initiatives for new students, those transitioning to working life on board, and professionals in a small minority. The consistent theme has been investing in preventive measures.

Being part of a minority at the workplace entails being extra scrutinized. Many women experience the pressure to perform more and better than their male colleagues in order to be accepted and respected. As a woman, you are expected to adapt to the prevailing workplace culture, which in shipping is characterized by masculinity norms.

Minority stress is a collective name for invisible structures that affect and constitute extra stress for minorities in everyday life. These structures create inequality, neglect and perpetuate prejudice, both in society and in individual encounters between people. The concept puts a light on the fact that whenever you stand out from prevailing norm, you are subjected to the risk of experiencing things like discrimination, marginalization, violations, violence and threats of violence, harassment and micro aggressions. Even if you haven't had any bad experiences yourself, knowing what others in the same minority group have been exposed to, can create minority stress. Feeling anxiety before new meetings and situations creates psychosocial stress, which is the essence of minority stress. Micro aggressions are different from premeditated harassment and attacks and are often described as brief and subtle degrading behaviors that can be expressed through words, actions or attitudes (RFSL).

This work package has mapped target group needs, tested and evaluated different support structures that can be used preventively to alleviate minority stress in women in shipping.





Maritime Women

While working together with the students at the Maritime Academy, the need for a platform where they "could talk about everything" emerged. Inspired by the Facebook group Railway Women, the project created a Facebook group with a similar structure.

The group targets women (female and non-binary) who study, work or have retired from shipping. The group started in October 2022 and since then, everything from job tips and descriptions of sea life to perceived problems and suggestions on how to deal with it has been discussed. Today, the group consists of no less than 533 maritime women.



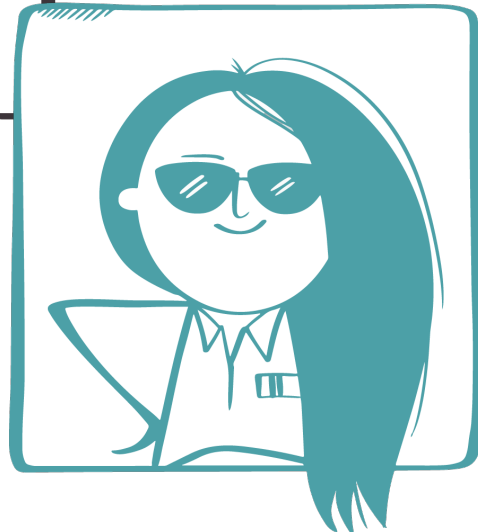
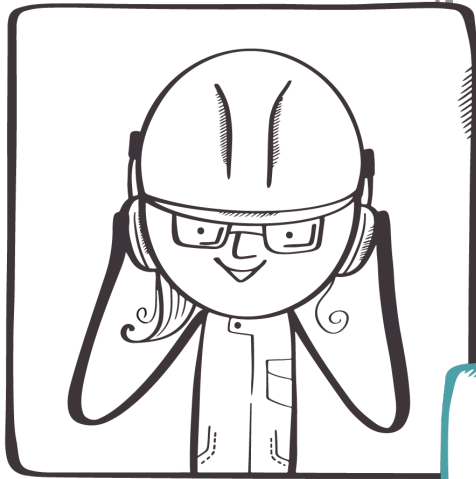
REDO for practise

In light of what emerged from the female students, the program council at Chalmers decided to make a special effort for the students going on their first internship.

During two days, students got to work with the social work environment, where the project was responsible for the first day. Marco Vega from the organization MÄN gave a lecture together with Frida Rhedin from Viking Supply Ships, who linked the content to the reality on board the icebreakers. The students were then divided into groups based on gender for a question and answer session. Cajsa Jersler Fransson from the Swedish Maritime Administration participated together with WISTA in the women's group and Marco Vega together with teachers at Chalmers in the men's group. The response from the students was over all good, but there were some questions marks about the point of dividing them into groups based on gender.

REDO for practice is a part of the training that will continue in 2024 with shorter workshops. The project contributes with a workshop on jargon at the workplace.

POLICY LAB: WORK LIFE BALANCE FOR ONBOARD PARENTS



POLICY LAB: WORK LIFE BALANCE FOR ONBOARD PARENTS

Shipping, the backbone of the Swedish transport system, faces challenges in attracting future personnel. In the fifth work package, a policy lab has mapped obstacles and opportunities with the aim of creating a more attractive, modern work culture that enables a balance between parenthood and work.

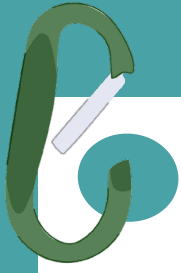
Together with participants from authorities, academic institutions, trade unions and shipping companies, the policy lab conducted four workshops with the aim to explore, analyze and propose solutions and changes that would facilitate parenthood in today's shipping industry.

The scope was limited to ships under Swedish flag where Swedish law is applicable and parents have the right to take parental leave according to the Parental Leave Act if the child lives in ESS and is part of the social security system.

The lab could display that shipping companies have a great opportunity to secure future supply of skills by creating inclusive workplaces with supporting structures. Contrary to common belief, relatively little time at sea is required to maintain authorizations under current laws and regulations.

To minimize collegial friction and increase collegial empathy, every employer needs to work on a workplace culture that encourages equal parenting, where structured agreements and substitute pools around parental leave are in place. The key to this lies primarily with the labor market partners.

The lab identified key success factors as taking an active stance on gender norms, where role models inspire and normalize active parenting, along with supporting returners to the industry through assistance and certificate renewal. The conclusion and hope for the future is that facilitation of the combination of parenthood and a life at sea, would reduce the number of people who go ashore.



5.1 Conclusions and Recommendations

Alternative duties and placement of working hours

Several of the problems identified are of a practical nature, i.e. it is difficult to be away from home for a longer period, or to stay home caring for a sick child on a short notice. Examples of how to facilitate continued service during the early childhood could be shorter period on board and if possible, administrative services on land. Another suggestion was to enable the exchange or sharing of professional roles for a period of time.

Structure for replacement for planned parental leave and care of a sick child (VAB)

When shipping companies have structured resources in their staffing, parental leave is made possible without a guilty conscience towards home and the employer. In this way, loyalty conflicts with colleagues are avoided. An individual employer has the opportunity to arrange suitable structures if it is prioritized strategically. It could be within the own organization, together within the industry or together with other industries.

Active work with norms

If unconditional parental leave is to be possible, permissive collegial norms regarding parenthood need to be in place. A prerequisite for active parenting is partly based on a structured staffing system, but also on collegial compassion. The lab identifies commanders and informal leaders as important in this process.

Collective agreement for parental leave

Currently, employees on Swedish-flagged ships have the same parental leave rights as land-based employees. Working with collective agreements allows for better planning and organization of parental leave. However, the right to parental leave cannot be dismissed. The lab identified that collective agreements as well as organization and structure around parental leave, especially temporary parental leave, can both counteract and contribute to (an increased and thus more) equal parental leave.

Facilitation of a return to on board duty

The lab identified the absence of support in returning to the industry after a period of parental leave. It is important to have shorter reconciliations or check-ins with the workplace during a longer absence, in order to maintain competence and a feeling of community with the workplace. The employer might sometimes be able to carry the cost of education necessary for eligibility, if the employee is not. Upon reviewing the current eligibility requirements, we find that they align with parental leave, should both the employer and employee wish to utilize it.

Discussion

There is a common thread that runs from the shipping's metoo call in 2017 until today, and that is the difficulty of reaching out directly to shipboard employees with information, knowledge and preventive measures regarding the social work environment. Metoo received a lot of attention and the industry has been working together on these issues ever since. Over the years, it has become clear that they are about much more than women as a collective group being vulnerable, it applies to everyone, in all workplaces and they are about more than sexual harassment. There is insight into the importance of a safe working environment for everyone and how it is connected to safety on board. Creating a positive social work environment is an integral part of work environment efforts, and to comply with legislation, active measures and preventive actions must be implemented. In shipping, this presents a significant logistical challenge due to the nature of the industry, but it is something that must be addressed. When this project began, the goal was to engage directly with the crew members on board and meet them face to face.

Since we have had several committed shipping partners in the project, we can really see the importance of dedicated resources and that it is about relationships between people; to build trust and be a role model. The tools and methods developed in the project are the result of a very good collaboration.

It is our belief that Swedish shipping has the ambition to offer attractive workplaces for all, but there are many outdated traditions and gender norms that need to be changed for this to become a reality. As we shift from a reactive approach to dealing with 'issues that happens onboard' to a more proactive strategy, both perseverance and patience are required. Among the experiences and lessons learned in Redo2, one key insight is that to hold a lecture or workshop for the entire crew, multiple sessions are needed because the crew works on rotating shifts, and not everyone can participate at the same time. We understand the desire for digital, more flexible training options. However, it often turns out that these become something people simply 'tick off,' and the desired impact is not achieved.

Implementation of the results

This project presents ready-to-go results; products that can be implemented in different organizations and companies.

The mentoring program is offered to final-year students on the naval officer and international logistics programs. Mentors are recruited within the WISTA Sweden network, which now takes over responsibility for running the program with Angela Jenhed from Stena AB as program manager.

The network for women in operational activities at the Swedish Maritime Administration goes from being a project activity to becoming part of the line operations with HR as responsible.

The leadership course for naval officers at Chalmers continues to be based on the principles of psychological safety.

To facilitate the implementation phase, a new project (Redo Academy) was started. Within the framework of that project, the trainings that were developed in REDO2 can be found together with additional supplementary courses that were needed in the target group.

From REDO2 to REDO Academy

Inclusive leadership. The course highlights the importance of psychological safety and inclusion for everyone on board and how to counter culture of silence and unwelcome behavior. Beginning with self-awareness, the focus shifts to various models of group development to better understand the perspectives and behaviors of others. Communication plays a key role in leadership, and practical tools are provided for handling challenging conversations when necessary. The pedagogy emphasizes dialogue with participants, using conversation as the core element. Reflection exercises, scenarios, and role plays are utilized to foster co-learning. The course is provided by Fredrik Forsman at Chalmers, physically on site in Gothenburg and comprises 36 hours divided into three occasions. Homework corresponding to 12-15 hours is expected between course sessions.

Safe Rooms for Conversation. The introductory lecture is in full swing and is consistently much appreciated by participants. It is an easily digested way of approaching difficult questions and the lecturers master the ability to mix laughter and seriousness, inspire and call for reflection. Participants gain increased knowledge about what leads to violations and harassment in the workplace, but also how to prevent it from happening. This lecture is a resource for shipping companies and other organizations to work preventively and structured with OSA according to AFS 2015:4. If you then decide to work with Safe Rooms as a method, there is an option to attend the conversation moderator training with the associated manual. Lecture and course are provided by Marco Vega and Svante Tidholm at MÄN.

Introduction to the Wheel of Inclusion is an orientation around change work for equality, diversity and inclusion, based on how the organization works and how the project can contribute. Content and scope are tailored in collaboration with representatives from the respective shipping company / organization. The method material itself is provided digitally by the Swedish Shipowners' Association.

Conclusions

In order for shipping to be for everyone, those who lead various operations need to realize the value of preventive work regarding the organizational and social work environment and have a stated objective regarding this.

Launching preventive work in an organization requires dedicated resources, time for planning and a clear connection to the work environment organization.

Today, many onboard officers request more support for conflict management and would probably appreciate tools and methodological materials that prevent conflicts. Having the teaching of leadership in naval officer training based on the principles of psychological safety is a good example of how to work formatively. When we consider safety as socially constructed and see the importance of creating psychological safety in a group, it leads to people becoming better at communicating, which reduces conflict.

We have experienced that on board officers need support in managing interpersonal relationships; they request checklists, call HR or refer to support on land. It does not necessarily apply to everyone, but there are feelings of inadequacy and frustration here and there. However, conflicts and poorly functioning relationships between people do not lend themselves to being answered or resolved by a checklist. These issues require deep competence that is developed through education, reflection and systematic and intentional culture change. Here, the Wheel of Inclusion has good potential to become an accessible and supportive tool on board.

Creating an inclusive workplace culture is a long-term process of change without end, because a culture constantly needs to be actively maintained. Leadership is an important part and so is employeeship. Digital courses completed individually can certainly impact knowledge, but when it comes to working with attitudes, values, and behavior, the impact is greater when meeting in person. To maintain and develop the workplace culture, it needs to become part of the regular work environment work and be carried by more people than just the leaders.

Organizational conditions and structures are part of the framework for a workplace culture. With regard to the conditions for parents employed on board, there are no major obstacles at policy level, but the obstacles that exist are based in the strong norms that prevail around gender and parenthood. The employer's task is to ensure that, as far as possible, there are no preconceived notions that govern policy and practice at organizational level. There are significant challenges and opportunities surrounding the structures needed to replace employees who are unable to be on board, such as during parental leave. If there is the will to do so, the social partners have the mandate to develop sustainable solutions, both practically and through new types of agreements.

Overall recommendations and suggestions for continued work

In the REDO projects, we work for social sustainability and for a good social work environment. We do it in various ways with different tools and methods. Well aware that this is a big task, we have started where it was most needed, out on the ships. We've met with crews and worked iteratively to make tools work for them. As the crews gained increased knowledge and a greater awareness, a demand to work more on an organizational level has emerged among our shipping company partners. To achieve a long-term and sustainable change, we see that a structured culture change is required that is implemented at all levels, as well as organizational change management where methods and support are adapted to the needs of the business. When we now plan our continued work in what is called Redo3, we see that future activities need to create practical and long-term conditions for gender equality, diversity and inclusion issues to be deeply integrated into shipping organizations. We intend to continuously move forward with activities that create:

Structure and support for change

Redo3 will offer a structure and free support through continuous follow-ups in a process for change work regarding work that will still need to be carried out, for example through upcoming EU directives on salary transparency and requirements for sustainability reporting. Shipping companies want to be able to measure gender equality, follow up and evaluate implemented efforts and be able to show their customers what they are doing in this area. The trainings carried out within the REDO Academy will be supplemented by activities that strengthen the implementation of lessons learned in daily work. This ensures that knowledge does not stop at the individual level but is also translated into learning at the organizational level. How education contributes to change work is an area to continue exploring.

Continued efforts adapted to the needs of the target group

We have designed the tools (Wheel of Inclusion and Safe Rooms for Conversation) in REDO 2 for Swedish crews. In reality, a crew often consists of people from different cultures, but simply translating the methodology material into English is not enough. We also need to put it in context for different cultures and that could be achieved through collaboration with the World Maritime University (WMU).

Co-learning and exchange of experience

The project will offer opportunities for joint learning with other stakeholders in shipping. Through exchange of experience between organizations with both similar and different challenges, learning is strengthened and new contacts are created for continued cooperation. Interest in the REDO projects from other countries is growing, and given that shipping is inherently international, REDO needs to expand its reach within the Nordic region, the Baltic Sea area, and the EU.

The Redo concept and methods for social innovation could be used for other industries and spread as a model linked to Policy Area Education in the Baltic Sea Strategy (EUBSR).

Join us on an exciting journey at sea!

Dive beneath the surface to explore social sustainability onboard, looking beyond first impressions and what meets the eye.

We've measured the temperature, felt the currents, and navigated past seemingly impossible obstacles. In REDOZ, we've captured valuable insights and gained a deep understanding of the importance of both a reliable safety line and a dynamic diving partner.

A heartfelt thanks to all the wise, dedicated, and curious souls who've contributed in countless ways.



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