



EMPOWERING WOMEN AND MAINSTREAMING
GENDER EQUALITY IN THE BLUE ECONOMY
EMFAF-2022-PIA-WBE-101112278

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WOMEN IN THE BLUE ECONOMY

D2.5 Collection of Best Practice Information Sheets



WINBLUE - WINBLUE receives funding from the EUROPEAN MARITIME, FISHERIES AND AQUACULTURE FUND (EMFAF) programme, under the grant agreement number 101112278, managed by the EUROPEAN CLIMATE, INFRASTRUCTURE AND ENVIRONMENT EXECUTIVE AGENCY (CINEA).

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Technical References

Deliverable	D2.2 Map of collected good practices and models (initial version)
Work package No. and Title	WP2 SELECT & ASSESS
Task No. and Title	T2.2 - Evidence-based map of implemented good practices and models to mitigate gender gaps
Start Date:	01.05.2025
Revision Date:	25.05.2025
Release Date:	29.05.2025
Deliverable Leader	EUKNOW
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Status (F: final; D: draft; RD: revised draft)	F
Dissemination level	PU
Document ID / File Name	WINBLUE_D2.5
Abstract	This report provides a visual overview and a detailed presentation on the Best Practices to mitigate gender gaps in the Blue Economy that WINBLUE partners have so far collected and mapped.
Title and number of connected deliverables	D2.1 - Executive Handbook for the identification of good practices in the reduction of gender gap D2.2 – Map of collected good practices and models (initial version) D2.3 - Impact assessment of the selected practices including their limits of upscaling and replicability. D2.4 – Map of collected good practices and models on MARINA (final version)
Explain Deliverable Dependency/ Connection	All the deliverable from WP2
Title of connected external documents	See Bibliography

Reference of the document and the link (if available)	See Bibliography
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Objective and Responsibility

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1. Objective and Purpose

This document builds directly from the main outcome of Task T2.1 of WINBLUE Project. T2.1 had produced the deliverable D2.1, an Executive Handbook which set out the criteria to identify good practices that can contribute to Gender Equality (GE) in the Blue Economy. The Executive Handbook was designed to set out a practical methodology for project partners to collect and assess the information they would receive while scouting for good practices to reduce gender gap and contribute to GE in the 5 Blue Economy sectors that WINBLUE investigated.

The current report (also referred to as “Collection of BP”) has the purpose of presenting the final outcomes and the Best Practices selected among the Good practices collected during WINBLUE project, presented in D2.2 and D2.4. This activity is built on the various criteria identified in D2.1 and presents the outcomes of the Multi-Level Analysis (MLA) that’s been carried out on the whole lot of good practices collected. Hence, the 25 best-performing practices have been identified, ranked, highlighted and described in the Information Sheets.

Chapter 3 of this Report will sum up the methodology for the evaluation and ranking of good practices with all the information that’s been used to carry out the MLA and will present the WINBLUE Index. Chapter 4 will present the various Best Practice sheets that report all the information for each Best Practice.

2. Intended audience

This deliverable is intended for the partners of WINBLUE project and for all the stakeholders in the Blue Economy that have an interest in achieving Gender Equality in their organisation. Although WINBLUE Project focuses on five specific sectors of the Blue Economy (Biotechnology, Cutting-Edge Technology, Offshore Renewable Energy, Fisheries, Maritime Tourism), most the good practices here presented have a potential to be transferred and applied to other sectors of the Blue Economy.

Therefore, this Map is intended to be a dissemination tool that industry, SMEs, stakeholders, public authorities, and any other organisation in the Blue Economy can peruse to have a better understanding of how gender equality can be achieved in their sector, and what aspects should be considered when they want to initiate actions to reduce gender gap.

3. WINBLUE methodology for the identification of the Best Practices

3.1 Criteria for the identification of Best Practices

The process for identifying the good practices was grounded in a shared methodological framework developed by the project consortium as described in the “Executive Handbook” (D2.1) guiding all the stages of data collection and evaluation, ensuring consistency across regions and partners. As widely described in D2.2 and D2.4, WINBLUE carries out an identification process based on 4 Basic Criteria:

- a) **Effectiveness:** how the practice reaches its objectives and does indeed contribute to gender equality and brings other.
- b) **Efficiency:** how the practice brings a positive the cost/outcome ratio, with a sound use of the available resources (financial, material, logistics etc.)
- c) **Transferability:** regarding its learning and adaptability potential for other stakeholders that can replicate and/or adopt the practice according to their own context and needs.
- d) **Sustainability:** how its benefits and effects are long-lasting, and other stakeholders can build upon its results.¹

Each of the good practice we identified is connected to one or more of the five main sectors of the Blue Economy WINBLUE has covered: marine biotechnology, cutting-edge technology, maritime and coastal tourism, agriculture and fisheries, offshore renewable energy; as well as it addresses one or more of the five main ‘challenges’ that women have to face in the Blue Economy: gender-based harassment; accession to the Labour Market, gender-based segregation in the workplace (horizontal and/or vertical); absence of a gender perspective; difficulties in Work-Life balance.

¹ (2025) WINBLUE, D2.4 – Map of collected good practices and models on MARINA (Final version)

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Every good practice was then subject to a preliminary evaluation by the partner that collected the information in several ways (either via interview, or desk research). This was followed by a secondary assessment round by EUKNOW and CNR to make sure all the information met the project's methodological standards. The impact assessment will be disclosed in another deliverable (D2.3), the purpose of this report is to present in details the outcome of the systemic a multi-level analysis (MLA) to identify the 25 Best Practices among the various good ones.

3.2 Evaluation and Ranking

Throughout the collection process, project partners have also overseen the practice initial assessment, carried out as soon as all the information about them was collected via interviews, desk research, database enquiry. Once the questionnaire was filled, a brief commentary was included, often accompanied by a partner's opinion on the practice's fit with the analysis criteria and the most positive aspects and/or the weakness of the practice. A second round of assessment was carried out by EUKNOW based on the questionnaires and the commentary provided by project partners.

Based on these rounds of assessment, guided by the principles of Simplicity and Advantage, WUKNOW carried out an evaluation of the four criteria of *Effectiveness, Efficiency, Transferability, Sustainability* (called also Basic Criteria) and the Specific Criterion with a simple rating scale.

Each *Basic Criterion* was rated on a scale from 1 to 5, wherein 1 indicates a Very Low fitness, and 5 a Very High correspondence. Overall, the four Basic Criteria together account for 90% of the total score, (22,5% per BC). An additional *Specific Criterion* is based on the stakeholder's Size, meaning the number of employees/people working on a particular practice. This is because, on average, the larger the stakeholder, the more relevant it is and thus tends to have a larger impact and more externalities will be produced by the practice. The rating of the Specific Criterion is carried out on a scale from 1 to 4, according to the accepted definition of micro, small, medium and large enterprises and companies.² This Specific Criterion accounts for 10% of the total score.

Basic Criteria Rating	Specific Criterion Rating (n. employees)
1 = Very Low	1 = less than 10
2 = Low	2 = 10 - 50
3 = Medium	3 = up to 250
4 = High	4 = more than 250
5 = Very High	

Figure 1 - Rating of Basic and Specific Criteria

² (2003) EU Official Journal L 124, 20/05/2003 Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises (Text with EEA relevance) (notified under document number C(2003) 1422), P. 0036 - 0041

The resulting data has therefore been analysed through a multi-level analysis (MLA) process, with all data inserted into an operational matrix for a standardised evaluation of the score of each good practice. This statistical standardisation is the process of comparing different variables on the same scale. As a result, the value of these diverse variables will be balanced, and each practice will be given a single, aggregated score that can easily be compared with the others.

First, the operational matrix aggregates the ratings of the Basic Criteria, then it will add the value of the Specific Criterion and standardize it, in order to identify the best outcome among different combinations.

The balance between criteria has been obtained by adjusting each criterion point by its weighted coefficient, through the operational formulas that corrected the relative importance of each single criterion. The formulas applied a 0,45 coefficient for each Basic Criterion and a 0,25 coefficient for the Specific Criterion. The difference in weight between the Basic Criteria and the Specific Criteria ensures that practices with a high-impact potential and/or innovative characteristics will be favoured, regardless of the organisation that implements them.

Eventually, MLA allowed the consortium to normalise the various scores and reduce redundancy or other statistical divergences that might have affected the evaluation. Normalization is obtained through feature scaling, with the formula:

$$y = \frac{(x - \text{min. value})}{(\text{max. value} - \text{min. value})} * 100$$

WINBLUE operated the so-called unity-based normalization which made the score of each good practice fall within a range between 0 (lowest possible score) and 100 (best possible score) and thus obtain an intuitive “**Index of Good Practices**”.

The following paragraph illustrates the actual Operating Matrix showing, for each Good Practice:

- a. 4 columns for the different “Basic Criteria Score” of Effectiveness, Efficiency, Transferability, and Sustainability. The sum of these will account for 90% of the final output.
- b. One Column for the “Specific Criteria” (SC), accounting for the 10% of the final output.
- c. Column “TOTAL (Standardised)” adds the standardised sum of BCs and the Special Criterion (10% of the final output).
- d. Column “INDEX” reports the normalized data in a range between 0 (lowest possible score) and 100 (best possible score), which takes into consideration all the criteria and their relative weights³.

3.3 Index of Good Practices

The resulting Index represents a balanced overview of all the elements that have been considered for the assessment.

Good Practice	Effecti.	Effic.	Trans.	Sust.	SC	TOTAL	INDEX
01. BLUE GENERATION Project	3	5	3	4	2	7,25	69,2
02. HELMEPA - She4Sea (HELMEPA)	4	3	4	2	2	6,35	53,8
03. LUKE - Sister in the Arctic Blue	1	2	3	4	1	4,75	26,5

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04. GEOMAR - Information sheet on sexual harassment	2	2	5	5	2	6,80	61,5
05. EU Maritime Network Awareness Campaign	4	5	4	3	1	7,45	72,6
06. Les Elles de l'Océan	5	5	3	4	2	8,15	84,6
07. CMF - Observatory Cap sur l'égalité professionnelle	5	5	2	4	3	7,95	81,2
08. Women at the Helm	1	2	4	4	1	5,20	34,2
09. Activities by WISTA Italy	5	4	2	4	3	7,50	73,5
10. REDMAR II Project	2	2	3	2	2	4,55	23,1
11. JPI Oceans – Training course for women	4	4	2	2	1	5,65	41,9
12. CONISMA - Experience in defining GEPs	4	4	4	4	2	7,70	76,9
13. GEOMAR - Team Gender Equality & Diversity	3	4	4	4	2	7,25	69,2
14. WESS Project – Pillar 2	5	5	4	3	3	8,40	88,9
15. NIB Gender Equality Trainings	5	5	4	3	3	8,40	88,9
16. NIB Gender Data collection and monitoring	4	5	4	5	3	8,85	96,6
17. NIB Work-Life Balance Policy	5	5	4	4	3	8,85	96,6
18. IOW: Come back to Research	3	3	2	3	2	5,45	38,5
19. Via_Mento Ocean	5	4	2	2	2	6,35	53,8
20. Océánicas: la mujer y la Oceanografía	3	5	4	4	2	7,70	76,9
21. LDO anti-harassment trainings	5	5	5	4	2	9,05	100,0
22. Guimatur - Marine tourism and shellfish harvesting	5	5	2	3	2	7,25	69,2
23. Mulleres Salgadas - Training in digital skills	5	5	3	2	2	7,25	69,2
24. ANMuPesca - Asociación Nacional de Mujeres de la Pesca	4	4	3	3	4	7,30	70,1
25. SEREAS: Knitting the historical recovery of seamen	2	4	5	3	1	6,55	57,3
26. FEAP - Empowering Women towards Sustainable Aquaculture	4	5	2	4	3	7,50	73,5
27. Mariscadoras – Empowering women towards sustainable Blue Crab Market	4	4	5	4	1	7,90	80,3
28. ONP - Online training on women's capacity building	5	5	3	3	2	7,70	76,9
29. ITS - Enhancing Women's Capacity in Tourism	4	5	3	4	3	7,95	81,2
30. Hilton Group's Gender and Inclusion Policy	4	5	2	5	4	8,20	85,5
31. PIS srl - Fishing-tourism in Marche region	2	3	2	3	2	5,00	30,8
32. FPP Canarias - Work-Life Balance Policy	4	4	5	4	1	7,90	80,3
33. PLOCAN - Gender-Diversity Champion	4	4	3	3	2	6,80	61,5
34. ASTICAN - Recruitment of women's workforce	3	3	2	3	2	5,45	38,5
35. EAWE - DEI Committee	2	3	4	4	3	6,60	58,1
36. Idéelles	1	3	5	2	2	5,45	38,5
37. Underwater Gardens - Awareness trainings	2	3	5	5	2	7,25	69,2

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38. WMU and IMO - International Women's Conference	3	4	2	2	2	5,45	38,5
39. IMO Gender Equality Award	4	5	2	3	3	7,05	65,8
40. Women of the Sea Podcast	3	4	5	4	1	7,45	72,6
41. Women in the Ocean Science (WOS)	5	4	3	3	2	7,25	69,2
42. FVG Mare - Navigando	4	5	4	5	3	8,85	96,6
43. IMO-IPER "Women in Port Management" Seminar	5	4	2	5	1	7,45	72,6
44. SUEZ Italy - Achieving an inclusive and shared culture	5	4	3	4	4	8,20	85,5
45. BioNet - Capraia Smart Island	1	1	3	4	1	4,30	18,8
46. Master for maritime resources management (GFCRA)	2	2	5	5	2	6,80	61,5
47. CMA CGM - International Network "She sails"	1	2	3	4	1	4,75	26,5
48. BE BLUE - Career Guidance in the Blue Economy	4	5	4	4	2	8,15	84,6
49. ITF - Women at Sea	1	1	2	2	2	3,20	0,0
50. Stazione Zoologica Anton Dohrn	2	2	3	2	4	5,05	31,6
51. Algae Scope Start up	4	2	4	4	1	6,55	57,3
52. NIB Procedure to report gender-based violence	4	4	4	4	3	7,95	81,2
53. NIB Networking and creation of collaborations	3	5	4	3	3	7,50	73,5
54. Amarturmar	3	4	4	3	2	6,80	61,5
55. O Peirao	5	5	3	3	3	7,95	81,2
56. Porto Garibaldi - Woman apical position in Fisheries	1	2	4	2	3	4,80	27,4
57. NOWA - Network of Women in Aquaculture	3	3	4	4	2	6,80	61,5
58. ENSM - Prevention and reporting policy	1	3	4	3	2	5,45	38,5
59. She4Sea - Port de la Rochelle	1	1	2	2	2	3,20	0,0
60. AIDDA Scholarships	1	1	2	2	2	5,20	34,2
61. Grand Hotel Excelsior	5	4	3	4	4	8,20	85,5
62. The Brewhouse Model	1	2	3	4	2	5,00	30,8
63. Aquatera Atlantico – Flexiworking	4	4	5	4	1	7,90	80,3
64. CETECIMA - Reconciliation of family and work life	5	4	5	4	1	8,35	88,0
65. NAVANTIA - Unified Gender Equality Objectives Programme	4	4	3	4	4	7,75	77,8
67. FIR Malta - Marine renewable energies for female	4	4	3	3	1	6,55	57,3
67. MCST – New GEP	4	4	4	5	3	8,40	88,9
68. Biochica - Empowering Women & Biomass	5	4	4	4	1	7,90	80,3

4. Overview of the Best Practices

4.1 Analysis of the Best Practices

The Best Practices identified by WINBLUE are the following:

Best Practice	Implementing organisation	Country	Sector	Challenge
06. Les Elles de l'Océan	Elles bougent and Cluster Maritime Français	France	Multi-sector	Multi-challenge
07. CMF - Observatory Cap sur l'égalité professionnelle	Cluster Maritime Français	France	Multi-sector	Multi-challenge
12. CONISMA - Experience in defining GEPs	CONISMA	Italy	Multi-sector	Multi-challenge
14. WESS Project – Pillar 2	ECSA - European Community of Shipowners' Association	Belgium	Multi-sector	Multi-challenge
15. NIB Gender Equality Trainings	National Institute of Biology	Slovenia	Multi-sector	Gender Perspective
16. NIB Gender Data collection and monitoring	National Institute of Biology	Slovenia	Biotechnology	Multi-challenge
17. NIB Work-Life Balance Policy	National Institute of Biology	Slovenia	Biotechnology	Work-Life Balance
20. Oceánicas: la mujer y la Oceanografía	Instituto Español de Oceanografía (IEO)	Spain	Cutting-edge technologies	Multi-challenge
21. LDO anti-harassment trainings	Anti-Discrimination Ombudsman (LDO)	Norway	Aquaculture & Fisheries	Gender-based harassment
27. Mariscadoras – Empowering women towards sustainable Blue Crab Market	Mariscadoras srl	Italy	Aquaculture & Fisheries	Multi-challenge
28. ONP - Online training on women's capacity building	Osservatorio Nazionale della Pesca (ONP)	Italy	Aquaculture & Fisheries	Gender Segregation
29. ITS - Enhancing Women's Capacity in Tourism	Institute for Tourism Studies (ITS)	Malta	Marine and coastal tourism	Multi-challenge
30. Hilton Group's Gender and Inclusion Policy	Hilton Group International	Malta	Marine and coastal tourism	Multi-challenge
32. FPP Canarias - Work-Life Balance Policy	Floating Power Plants	Spain	Renewable Energy	Work-Life Balance
42. FVG Mare - Navigando	Cluster FVG Mare	Italy	Multi-sector	Labour Market
44. SUEZ Italy - Achieving an inclusive and shared culture	SUEZ Group Italy	Italy	Multi-sector	Multi-challenge
48. BE BLUE - Career Guidance in the Blue Economy	Team4Excellence	Romania	Multi-sector	Multi-challenge
52. NIB Procedure to report gender-based violence	National Institute of Biology	Slovenia	Biotechnology	Gender-based harassment
55. O Peirao	FEDERACIÓN GALLEGA DE REDEIRAS ARTESÁAS	Spain	Aquaculture & Fisheries	Multi-challenge
61. Grand Hotel Excelsior	Grand Hotel Excelsior, Malta	MT	Marine and coastal tourism	Labour Market
63. Aquatera Atlantico – Flexiworking	AQUATERA	Spain	Renewable Energy	Work-Life Balance

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64. CETECIMA - Reconciliation of family and work life	CETECIMA	Spain	Renewable Energy	Work-Life Balance
65. NAVANTIA - Unified Gender Equality Objectives Programme	NAVANTIA	Spain	Renewable Energy	Multi-challenge
67. MCST – New GEP	Malta Council for Science and Technology	Spain	Cutting-edge Technologies	Multi-challenge
68. Biochica - Empowering Women & Biomass	Biochica Start up	Italy	Cutting-edge Technologies	Multi-challenge

Although the exercise of best practices cannot be considered statistically relevant on a European-wide scale, the work has identified some interesting trends that must be presented to draw an interesting picture.

Among the best practices identified, a significant majority (15 out of 25, 60% of the total) targeted more than one challenge at the same time. In contrast, other areas are represented to a lesser extent. In fact, as evident in Figure 1, practices directed to improving work–life balance count only 4 practices, fewer are the practices targeting only gender-based harassment (2) and women’s participation in the labour market (2), and only 1 best practice focuses solely on the inclusion of a gender perspective in planning and policy. This pattern shows that most initiatives are designed to address several challenges in a broader and more coherent approach, rather than treating them in isolation, just one barrier at a time.



Figure 2 – Distribution of Best Practices by Challenge

A more variegated of where they have been implemented. Italy accounts for the largest number, with 6 practices, followed by Spain with 5. Slovenia and Malta each contribute with 4 practices, while France has 2. Belgium, Denmark, Norway, and Romania are each represented by 1. Obviously this distribution is explained by that most of WINBLUE partners come from Italy, Spain, Malta and Slovenia. It has been easier for the consortium to reach out to stakeholders in their respective countries. Nevertheless, all these countries, including France, have extensive coastlines and strong maritime industries. Consequently, these industries are also deeply involved in international networks, EU-funded initiatives such as regional cooperation platforms and transnational project networks (e.g., Interreg Euro-Med, Atlantic Area, Black Sea Basin Programme).

BP per Country

Country	
Belgium	1
Denmark	1
France	2
Italy	6
Malta	4
Norway	1
Romania	1
Slovenia	4
Spain	5
	25



Figure 3 – Distribution of Best Practices by Country

Initiatives in northern European areas (such as the North Sea or the Arctic Ocean) may be less frequently shared for several reasons. First, northern European countries tend to be already advanced in Gender Equality in most societal sectors, meaning that their culture is more attentive to inclusion and equality from early education. In fact, when most of the Scandinavian Countries (Finland, Sweden, Denmark) and other Countries on the North Sea - such as Germany and the Netherlands – perform better than the EU average in most areas, according to the historical EIGE’s Gender Equality Index data,⁴ sign that attention to diversity and the inclusion of women is already embedded in their mindset. Nevertheless, the Blue Economy is a macro-sector where women struggle to emerge in all countries, and some initiatives covering the northern sea basins are worth mentioning. It is the case of the project Baltic Gender, which operated until 2020.⁵

BP per Sector

Country	
Multi-sector	8
Biotechnology	3
Renewable	4
Aquaculture & Fisheries	4
Marine & Coastal Tourism	3
Cutting-edge technologies	3
	25

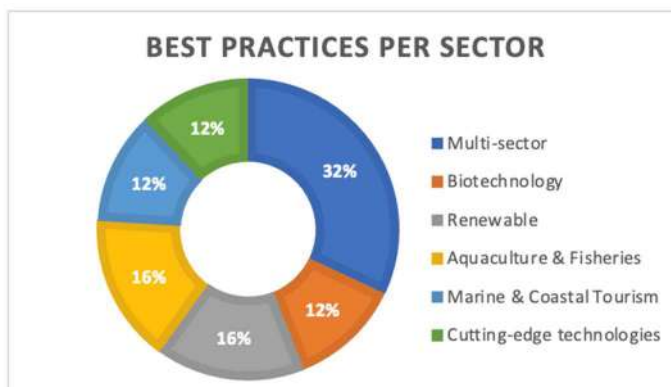


Figure 4 – Distribution of Best Practices by Sector

Finally, when we examine the Best Practices according to the Sector, the largest share (8 out of 25, 32% of the total) are designed to be relevant across multiple sectors. These “multi-sector” initiatives are often broad in scope and application, such as training programmes or awareness campaigns. Eventually, among

⁴ EIGE, Gender Equality Index: <https://eige.europa.eu/gender-equality-index/2024>

⁵ Chiarinotti, Marta and Weber, Ines (2020) *Progress in gender equality: New practices on structural change in marine sciences*. Baltic Gender Coordination Office, Kiel, Germany <https://oceanrep.geomar.de/id/eprint/50878/>

the sector-specific practices, aquaculture and fisheries, as well as offshore renewable energy, are the most prominent (4 practices each). Other sectors (biotechnology, marine tourism, and cutting-edge technologies) follow with 3 practices each.

This relatively balanced may suggest that no single sector dominates the gender equality agenda, every Blue Economy sector is interested in attracting more women to the sector. Even sectors traditionally associated with strong gender imbalances, such as fisheries, renewables, and seafaring, are actively working to improve the situation through skills training, mentorship, and inclusive hiring. Yet, the predominance on multi-sector practices suggests that often the best initiatives are designed for broad application. This flexibility allows them to be adapted to different settings and supports the EU's goal of structural change throughout the entire Blue Economy.

4.2 Main findings and conclusions

The identification and the evaluation of 25 best practices selected among the 68 practices scouted by WINBLUE may spot a light on the evolving landscape of Gender Equality in the Blue Economy. These practices, ranked via Multi-Level Analysis (MLA), appear to yield the most effective and sustainable impacts.

When we look at the Best Practices, the prevalence of **multi-challenge approaches** confirms a significant shift from fragmented or issue-specific interventions to more integrated, systemic approaches. Rather than focusing on isolated gender challenges, most of the best practices demonstrate how organisations should design inclusive and holistic strategies.

The highest-ranking practice is the *anti-harassment training programme* by Norway's Anti-Discrimination Ombudsman (LDO), which achieved an Index score of **100.0**⁶. This initiative exemplifies an effective combination of focused objectives — tackling gender-based harassment in fisheries — with robust institutional commitment (given by the intergovernmental trilogue) and a high transferability potential. Similarly, the *Gender Data Collection and Monitoring* and the *Work-Life Balance Policy* implemented by Slovenia's National Institute of Biology (NIB) both scored **96.6**, reflecting their excellence in sustainability and long-term organisational change, which can be an inspiration to many other research institutes. These cases underscore the importance of institutional embedding—whether through Gender Equality Plans (GEPs) or systematic policy integration—as a decisive factor in achieving impact.

Other initiatives with a very high performance include the *WESS Project – Pillar 2* (Index: **88.9**), *MCST – New GEP* (**88.9**), and *CETECIMA's reconciliation of family and work life policy* (**88.0**). They demonstrate that strong results are attainable across a variety of challenges and sectors when structured around coherent strategic frameworks and long-term visions. This type of practices reflects the importance of mainstreaming diversity, equity, and inclusion through (DEI) principles through structural policies rather than one-off projects.

Other multi-sectoral practices such as *Navigando by Cluster FVGMare* (Index: **96.6**), *Les Elles de l'Océan* (Index: **84.6**), the *Observatory Cap sur l'égalité professionnelle* (**81.2**), and the *BE BLUE*

⁶ [AN] The perfect score is given by the statistical comparison of the normalised total score with the scores of other good practices. It does not mean it is a “perfect practice” as room for improvement and further development is always available.

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Project (84.6) show the good combination of broad relevance, adaptability, and a work of synergy between public institutions and relevant industry stakeholders. In their coordinated effort, they are able to target young demographics or the general public through awareness, training, and mentoring campaigns.

Other sectoral trends highlight the increasing engagement of **aquaculture and fisheries**, represented by five selected practices, such as *Mariscadoras – Empowering Women in the Blue Crab Market (80.3)*, *O Peirao (81.2)*, and *ONP's capacity-building training (76.9)*. These cases demonstrate that it is possible to tackle structural inequalities and stereotypes on conventional gender roles, that traditionally penalise women's labour and limit their access to leadership roles. These actions seem to be more effective when linked to community engagement and local development.

Several cross-cutting features also emerge to draft a series of common elements among these practices.

First and foremost, most of the high-performing cases are the results of institutionalised policies, especially when it comes to formal GEPs or GE policies. Secondly, the presence of an attentive planning built on gender-disaggregated data and internal monitoring systems can reinforce the impact of evidence-based strategies. Data on gender are key elements for detecting inequalities, measuring progress, and refining policies over time, especially through regular internal audits and structured HR reforms.

A significant number of practices include educational and awareness-raising components, especially directed at youth and underrepresented groups. Their potential is delivered better when they leverage digital platforms for outreach, training, and visibility, facilitating a wider dissemination and accessibility, and making GE practices scalable and replicable in different regions.

Finally, the dimension of international collaboration must be acknowledged. Many of these initiatives operate in transnational frameworks, reflecting the interconnected nature of the maritime and blue economy sectors. Cross-border collaboration enhances innovation and allows for the adaptation of successful models to new contexts.

5. Best Practice Information Sheets

This section includes the Information sheets of the 25 selected 25 Best Practice as designed by EUKNOW, CNR and other project partners. They will be also downloadable from the WINBLUE online community at:

<https://www.marina-platform.eu/registeredarea/onlinelibraries/viewCollection/118>

GOOD PRACTICE

Information Sheet



Les Elled de l'Océan

Organisation: Elles bougent + Cluster Maritime Français

Country: France

Sector: Biotechnology, Fisheries & Aquaculture; Coastal Tourism; Cutting-edge technology; Renewable Energy

Gender aspect: Gender segregation; Labour Market



Practice description

Les Elled de l'Océan was initially conceived as the moment for female young students to share experiences with professionals, mentors, and enthusiasts of the sea. This would help pass on a passion for the seafaring professions, highlight career opportunity and inspire new directions and careers by removing obstacles and prejudices towards women's participation in the marine industry.

The first edition was launched in 2021 and was held online due to restrictions for Covid-19 pandemic. From 2022, a series of real-life events were scheduled in various locations all over France, based on the availability from the members of CMF. The event is structured in a series of information and/or awareness-raising activities organised by the non-profit organization Elles Bougent in collaboration with the industries of CMF.

These activities include, among others, open-day and visit to naval industry, ports, marine research institutions, and training centres; workshops, webinars, and conferences on women's opportunities for blue careers.

In 2023, 29 information activities were organised and around 1,800 young female students attended all the events (visits, workshops, conferences, interactive laboratories). Media coverage and communication activities also included a series of videos collected in a dedicated Youtube channel.

In 2025 the information activities were scheduled throughout different dates, from March to June 2025.





Objectives

The main objective is to inform young girls about the wide variety of technical and scientific careers related to the maritime sector (from cargo transportation to coastal tourism, from offshore renewable energy to maritime defence) and the educational pathways leading to them. Moreover, the event wanted to promote the role of women in the maritime world and deconstruct preconceived ideas, stereotypes and barriers by showing that also women have their place in this sector of activity.



Beneficiaries

Young girls and female students from high schools in many French regions and departments. Mainly from coastal regions but from institutes in any other area of Metropolitan France.



Backgrounds

Elles Bougent is a French volunteering association created in 2006 to attract high school girls and young women students to careers in traditionally male-dominated sectors (STEM, engineering, automotive, rail, cargo shipping, etc.).

Preparation for Les Elles de l'Océan required an intense coordination effort between the staff of Elles Bougent and the partnering schools and organisations. Preparatory works started many months before the actual event: around 4-3 months before, partner organisations had to register their participation and submit their activity proposal, 2-1 month before the event simultaneously with the launch of the communication campaign, schools and other training institutions, Elles Bougent monitored and overviewed the preparation of the various activities by blue economy stakeholders while schools organised attendance and participants' registration.

The activity required an extensive coordination effort with Schools. School staff had to collect the expression of interest from their students. Companies and industry provided location and logistic support.



Outcomes

In 2023 29 information activities were organised and around 1,800 young female students attended all the events, meaning they were informed and became aware of all the career opportunities Blue Economy has to offer.

After 2023, the information activities were reduced in order to maximise the coordination efforts and a better activity planning, vis-à-vis a more reduced participation of students (around 100 a year).



Efficiency

The activity required an extensive coordination effort with Schools. School staff had to collect the expression of interest from their students. Companies and industry provided location and logistic support. This was made possible thanks to the CMF logistic support, and incentives from the French Government.

The practice has allowed Elles Bougent to increase its network and create synergies with other projects..



Transferability & Sustainability

The practice is extremely difficult to sustain, especially for a non-profit organization, since it has to rely on the support of CMF and the French Government.

Elles Bougent has the right expertise to organise this kind of events, but it requires an outstanding effort. The reduction of information activities allowed a better coordination and planning, as well as reducing the overall costs, making the practice more sustainable and easy to replicate in other countries.



GOOD PRACTICE

Information Sheet



Cap sur l'égalité professionnelle dans le Cluster Maritime Français

Organisation: Cluster Maritime Français

Country: France

Sector: Biotechnology, Fisheries & Aquaculture; Coastal Tourism; Cutting-edge technology; Renewable Energy

Gender aspect: Gender segregation; Labour Market; Gender perspective, Sex Harassment



Practice description

Every 3 years, the CMF runs an extensive survey among the French industries in the maritime sector to monitor and evaluate the trends of feminine employment in France. The survey is directed to private and public organisations in the Blue Economy, and it is being carried out by the CMF in conjunction with the consultancy Odyssée Développement.

The 2021 survey, constituting the 3rd edition of the Observatory, brought together the responses of 44 companies in the maritime sector, and produced the following figures*:

- 44 companies employ 74,022 people, including 15,830 women, i.e. 21.4% of the workforce
- For the companies responding, women account for an average of 10% of seagoing jobs and 24% of sedentary jobs.
- By way of comparison, at national level, across all occupational categories, the proportion of women was 48.6% in 2020.
- (25%), company managers (31%)

*The figures presented give qualitative trends collected by CMF but are not statistically representative of the French maritime economy.

The 2024 was launched in the end of 2023, data became available in April 2024. On the occasion of the last Assises of the economy of the sea in Nantes, the French Maritime Cluster and the DGAMPA signed a

partnership agreement aimed at strengthening and relaunching this Observatory to have updated and enriched data, in order to evaluate and analyze over time - from 2023 to 2028 - the evolution of the place of women in the maritime sector and amplify the mobilization of the maritime ecosystem as a whole in favor of more gender diversity.

The Observatory produces a barometer, an expression of the evolution of feminization, diversity, professional equality in 3 segments of the maritime sector:

1. Companies: transport, ports, naval, boating, renewable marine energies, fishing, maritime services
2. Maritime-related administrations
3. Maritime high schools, schools and universities related to the maritime



Objectives

The 'Cap sur l'égalité professionnelle' Observatory was set up in 2015 to measure the number of women in the French maritime industry and changes in their status, and to analyse practices in terms of gender diversity and equality in the workplace. And to analyse practices in terms of gender diversity and professional equality within the maritime industry.



Beneficiaries

Women and every worker in the French Maritime industry, institutions and policymakers all over France.



Background

The French maritime industry is growing. Many of the jobs in the maritime sector are in short supply and culturally not very popular with women. One of the solutions to the shortage of manpower in these professions is therefore to encourage women to apply to work in them, and to promote all those who are already in post.

However, there are still inequalities between men and women in certain professions, which does not encourage women to enter them. Sometimes, it's simply women who put obstacles in their way, thinking, for example, that certain jobs they might like are not for them. It therefore seems necessary to quickly eliminate these inequalities and change the image that women have of certain professions. In order to promote the feminisation of jobs in the maritime industry and

to counter the obstacles, the CMF took action in 2013 by creating a dedicated 'synergy' group called 'Cap sur l'égalité professionnelle Femmes-Hommes' (Focusing on gender equality in the workplace) to implement concrete actions.



Outcomes

Last data (2021) report a tangible increase of women participation in the maritime sector.
In 2014/15 the rate was 14%, in 2016/17 the rate was 16%.
In 2021, the rate was 21%

Side initiatives to support women in the Blue Economy have been started. For example, the creation of information sheets on GE.

Since 2022, the CMF has set up an HR-RSE group with the aim of accelerating the feminisation of the maritime sector through several levers: sharing best practices, removing obstacles and combating sexist and sexual violence.



Efficiency

The Observatory is going to promote the participation of women beyond 30%

It is an example of successful cooperation between NGO's, industry, and education sectors, with the support of the French Government.
It is nation-wide and has a huge reach-out potential.



Transferability & Sustainability

The Observatory required an extensive mobilisation and voluntarily participation of more than 44 stakeholders, companies and industry players all over France.



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GOOD PRACTICE

Information Sheet



Project WEISS Pillar II: Enhancing the participation of women in the shipping sector

Organisation: ECSA (European Community of Shipowners Associations)

Country: Belgium

Sector: Coastal and maritime tourism; Offshore renewable energy

Gender aspect: Gender violence; Labour Market; Gender Segregation; Gender Perspective



Practice description

The project consortium gathered a communication team, a project management team, and a PhD on social studies and created the EU Maritime Women organisation.

The team conducted an extensive research on the issue of women seafarers being under-represented in the industry conducted through a literature review, survey industry, interviews and 3 round table discussions.

The team broke down 25 shipping and seafaring roles and identified ways to make such careers more attractive to young girls and women, resulting in a list of recommendations and a collection of best practices.

The team also identified other challenges and issued guidelines to counter sexual harassment and bullying onboard.

The team created a communication campaign and tools (online quiz, career booklet, visual materials) to promote the shipping sector in schools and dedicated events.



Objectives

The project aimed at increasing the participation of women in the shipping sector (constituting only 2% of the workforce) in order to:

- counter the overall scarcity of workforce in the sector
- support gender-mainstreaming in all the sectors of the shipping industry
- bring in women's point of view in the industry so innovate skills, leadership dynamics and complement management skills.

The project also intended to make the shipping sector be more appealing and attractive to the youth, regardless of their gender



Beneficiaries

Female students (from primary to tertiary education)
Unemployed women
Women already employed in the maritime shipping sector



Background

ECSA is a recognised partner by the EU and can access funding from Social Dialogue Fund (DG EMPL).

In 2019 only 2% in shipping are women, an enhanced participation of women is required, either to bring new workforce in the sector, and because women can contribute with a different point of view to the evolution of the sector.

ECSA and WEISS Project consortium intends to refresh the image of the shipping sector, moving beyond the hard-working stereotypes.

It also acknowledges the contribution and the innovative ideas that women can bring into this traditionally male-dominated sector.

The project ran from 2019 to November 2022.

WEISS project was made possible only through the Social Dialogue Fund and with a 90% co-funding rate.



Outcomes

5 events dedicated only on the participation of women in the maritime sector were held.

The project met all its planned outcomes and produced the following deliverables: Executive Summary; Final Report; a Career Booklet in EN, FR, DE; Multimedia Campaign Material; the Online Survey Find Your Maritime Career.



Efficiency

ECSA is a long-term recognised partner within the Social Dialogue Fund and has worked for long time with DG EMPL and DG MOVE. Institutional relations created the right ground for the project to be approved.

The project success can be explained also by the large network of ECSA and ETF, gathering 21 national shipowner associations and other partners from all over Europe (incl. the UK and Norway). The recommendations and best practices from the project have been disseminated to 21 ECSA's national shipowner associations.

National shipowner associations from countries that are traditionally less sensitive to GE issues seem to be more committed in enhancing women participation.

The European Commission has quoted project WESS on multiple occasions, that would improve visibility of the project and its members.



Transferability & Sustainability

The project allowed the coming together of stakeholders from different sectors, the practice cannot be transferred but it has created the occasion for mutual learning, the transfer of skills and pooling of expertise.

WESS project was made possible only through the Social Dialogue Fund and with a 90% co-funding rate.



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GOOD PRACTICE

Information Sheet



LDO Trainings on sexual Harassment on fishing boats

Organisation: Equality and Anti-Discrimination Ombud

Country: Norway

Sector: Fisheries and aquaculture

Gender aspect: Gender violence/harassment



Practice description

LDO provided a series of trainings to diverse organizations and enterprises. The trainings highlighted how to identify and prevent sexual harassment in the workplace.

The trainings comprised:

- lectures (physical and online coaching sessions with WU and organisation, to maritime authorities, crew and workers, on how to recognise bad behaviour)
- material for training-the-trainers and inspectors.
- sessions dedicated to sexual harassment in different events, + good practices from previous projects in other contexts (to raise awareness)



Objectives

To create a safer space for women employed in the fishing and aquaculture sectors.

To contribute to an increased understanding of what harassment and sexual harassment are, and how it can be prevented and fought.

To educate and prevent inappropriate and harassing conducts in the fishing and aquaculture sectors.



Beneficiaries

All workers in the Norwegian fishing industry, with a particular focus on employers, female workers, as well as minorities, other sexual minorities.



Background

In October 2021 a female worker reported a case of sex harassment on a fishing boat in Norway. This case caused a big scandal on Norwegian media which uncovered other cases and called for a response from the government.

In November 2021, the Norwegian Ministry of Fisheries set a meeting with the fishing industry stakeholders and LDO. The meeting followed the Nordic Model tripartite model of governance, where authorities, employers, and employees), a systematic approach resulting from an active collaboration between national ministry and maritime authorities, labour and anti-discrimination.

LDO provided consultancy about legal and service that should be adopted.

Several actors have then agreed to work together against sexual and gender harassment under the guidance of LDO.



Outcomes

From 2022 to 2024, LDO has conducted 20 training sessions with different audiences, such as trade unions, SMEs, large fishing industry players. Each session took between 20-180min. depending on audience.

Participation was even slightly above the expected levels, and the campaign was highly covered on Norwegian media.



Efficiency

The project was funded mainly through the topic has received a lot of attention in the industry and was highly successful.

Ministry of Fisheries wants to include sex harassment training into the security training for recruitment of workers and the inspectors.

Fishing enterprises have shown more interests in proving their commitment to be labelled as safe space for female workers. Same goes for organisations, and authorities. They made commitment to create better channels to report and assess wrong behaviour.



Transferability & Sustainability

LDO is seen as an organisation active on the field that provides a practical service. Non only as a theoretical organisation.

The practice has generated a great interest in other economic sectors as women and employers in other male-dominated industry sectors are more aware of gender issues.

Greater attention from the law-enforcement and industry towards proper management of sexual harassment reports and the Norwegian government is planning talks with other organisation to transfer the model to the outside.



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GOOD PRACTICE

Information Sheet



Title of the practice: Experience in defining the Gender Equality Plan

Organisation CoNISMa – Consorzio Nazionale Interuniversitario per le Scienze del Mare

Country Italy

Sector Crosscutting, but mainly, Fisheries and aquaculture, and Offshore renewable energy. Promotion and coordination of research and other scientific activities in the field of marine sciences between partner universities

Gender aspect: · Gender violence/harassment · Work-Life Balance · Labour Market (job offering & recruitment, etc) · Gender Segregation (horizontal) · Gender Segregation (vertical) · Gender perspective



Practice description

Workers well-being: First of all the consortium has intervened to put in place measures aiming to reduce the negative impact that the working activities could have on the employees and collaborators personal and family life, granting where necessary, forms of contract par-time and permissions. With this in mind, the internal regulations aimed at introducing Smart Working and Tele Working have been modified. Where necessary and possible, the consortium has allowed employees to work in an agile way (Smart Working) or remotely (Tele Working) facilitating the reconciliation of family and work commitments. In particular, the number of workers who have a notebook and the necessary tools to achieve their work objectives even not in presence has increased significantly.

1, Continuous training: the consortium provides employees with training courses in the thematic areas of interest (in the past, English language courses have already been provided for those interested, courses for in-depth thematic analysis for the management of European projects, for the procurement code, for accounting management, for the manager and for individual growth). For other employees, researchers and collaborators, the consortium provides training on specific project resources where provided by individual budgets.

This type of training aimed to include both the genders and is aimed at guaranteeing training in those more fragile or discontinuous work areas (also following maternity absences).

2. Balancing of top positions: the consortium, although the members of the Board of Directors are expressly ministerial candidates, has the possibility of proposing a female component for the next candidacies. At the moment the exclusive male presence of the Administrative Council remains fixed. Therefore, the Board is committed to raising awareness among Consortium members in proposing top roles to researchers, of equal professional prestige. In the current 13 Board of Directors there are 14 women out of 35. The situation has therefore changed significantly compared to the years prior to December 2020 (date of formation of the new Board of Directors).

3. Researchers selection: the selection process of researchers is aimed at the most deserving without any discrimination. Taking care to present an increasingly inclusive and balanced picture also in terms of the number of researchers working in Europe, selections in the future will also take into account the need to reach a correct balance between men and women. In many European projects the presence of the preponderant number of women has also been the object of praise and an example for future projects. The researchers and the management with female components also highlighted the correct management of resources.

4. Actions aimed at identifying violence, mobbing: the consortium has been provided with an ethical code since 2017 and in this document the management bodies have expressed their rejection of any form of discrimination, direct or indirect, for reasons of religion, gender, orientation sexual orientation, conscience and personal beliefs, physical appearance and skin colour, language, ethnic or social origins, citizenship, personal and health conditions, pregnancy, age. For these reasons, the position of CoNISMa has already been widely defined, and it intends to prosecute criminally and civilly those who practice any form of discrimination towards others.

CoNISMa aims to implement the actions envisaged by the gender plan, formalizing them as identified above and extending their implementation systematically for a period of three years from 2022 to 2024. At the end of this period, the current situation will be verified. At the end of the three-year period, a new gender plan will be released and adopted, in order to refine and update the planned actions to make the presence of women in the consortium more inclusive. The timing of the evolution of the plan depends on factors external to the organization of the Consortium, such as rectoral and ministerial

appointments of the members of the Directive board, consequently the timing will have a chronological extension which must take into account the duration of the roles already in place.



Objectives

- Workers wellbeing · Balancing of top positions · Selection of researchers
- Actions aimed at identifying violence, mobbing



Beneficiaries

- Consortium employees · Coordinated and continuous collaborators · Trainees and fellows



Background

In recent years the request for greater inclusion of women in work activities and their commitment to taking on crucial roles has been felt as a need to be regulated. The European Parliament therefore wanted a real plan which it summarized in the Resolution of 3 July 2003 with the introduction of the Gender Equality Plan. In compliance with the EU Strategy for Gender Equality 2020-2025, the adoption of this tool has therefore become mandatory for all research institutes wishing to participate in projects financed by the various programs of the European Commission. The work experience triggered by the pandemic at the beginning of 2020 also demonstrated that productivity was not affected by the so-called teleworking, which is why employees were able to choose forms of agile working in agreement with the management and those responsible for the safety who have trained the staff in this regard.

The practice has been in place for many years, but has recently been planned based on the legal and ethical needs that emerged from the public debate and the resulting legislation. The current situation in the institute is as follows: TOTAL NUMBER OF EMPLOYEES: 10 of which 2 men 20.00%, of which women 8 80.00% TOTAL NUMBER OF COORDINATED AND CONTINUOUS COLLABORATORS 27, of which men 11 40.74%, and women 16 59.26% TOTAL NUMBER OF TRAINEES AND FELLOWSHIPS 23, of which men 8 34.78%, and women 15 65.22% As regards the renewal of the governing bodies, currently underway, the Consortium felt it necessary to raise awareness among the institutions responsible for appointing individual representatives to take into consideration the opportunity to increase the female quota.



Outcomes

At the moment, from the point of view of quality of life and employee satisfaction, the expected results have been achieved with the full satisfaction of staff requests compatible with the correct functioning of the organization.

Expected results not yet achieved will certainly be achieved in the coming months.

The added value is on the increased time to dedicate to private life and family, the possibility of greater flexibility in working hours, less time for travelling and improvement of working cohesion thanks to the communication tools organized within the office for the sharing of information and the coordination of working activity.



Efficiency

The organization has not lost the level of productivity, the management of work spaces produced an optimisation, which can also be implemented, and distancing has produced less contingent friction and a widespread well-being of the staff who carry out their tasks regularly and promptly.

Strengthening telephone and hardware equipment were resources necessary to realise it.



Transferability & Sustainability

The practice will be repeated periodically. It will be updated depending on the needs that arise during the practice and on the satisfaction of the work requirements by the staff as well as on the needs of the staff themselves.

The practice could be used by other Consortia or organisation with a similar legal nature. it is poorly suited to being used as a model for other subjects that are structurally different.

GOOD PRACTICE

Information Sheet



Gender Equality Trainings

Organisation: National Institute of Biology (NIB)

Country: Slovenia

Sector: Circular marine (blue) biotechnology

Gender aspect: Trainings



Practice description

Since 2019, the NIB has been organizing a series of soft skills trainings aimed at empowering employees, especially female scientists, and improving effectiveness in the workplace. These trainings cover key areas such as science communication, communication with policy makers, unconscious bias awareness, burnout prevention, teamwork, and ethics and integrity in research. The burnout training included a pre-event emotional state assessment to customize the content.

In addition, NIB management organizes annual training on topics such as time management, leadership, mindfulness, personal well-being, effective teamwork and Excel skills. While previous soft skills trainings were less frequent and focused on academic writing and language courses, the program has been intensified with NIB's involvement in gender equality projects such as CHANGE and WINBLUE.



Objectives

Provide with new soft skills or increase level of soft skills of all employees, especially women.



Beneficiaries

Employees (all genders, all levels of seniority).
Institution organizing soft skills trainings.



Background

The intensification of soft skills training at NIB over the past six years has been driven primarily by the institution's participation in the Horizon 2020 project CHANGE and the subsequent implementation of its Gender Equality Plan (GEP) from 2021. These trainings were included in the GEP as short-term measures and carefully tailored to institutional needs and current challenges. For example, burnout training was introduced in response to increasing concerns about staff wellbeing and loss of productivity, while research ethics training aimed to prevent misconduct. Unconscious bias training, which addresses psychological and physiological aspects, has been particularly well received. It is seen as innovative because it is interactive and inclusive and actively involves participants rather than viewing them as passive observers. Overall, these trainings support gender equality by empowering employees, especially women who often have to balance career and family, and by promoting a more conscious and equitable workplace culture.



Outcomes

- Up to 50% of employees and several external participants took part in the training sessions, and most of them were women. The questionnaire sent out before the burnout training was answered by 107 (68% of all employees). As a result, the institute now offers paid psychotherapeutic counselling to individual employees who need it.
- The development of employees' soft skills and their awareness of issues such as burnout, research integrity and research ethics.



Efficiency

The soft skills trainings organized by NIB have proven to be very beneficial as they have been seen as innovative and appealing by both the trainees and external partners, some of whom have adopted these trainings in their own facilities. This recognition has positioned NIB as a creative and influential partner. The trainings have contributed to a decrease in burnout cases since 2019 and have created mechanisms for professional support, which has brought direct financial benefits to the organization through reduced absenteeism, fewer sick leave replacements and a reduced need for temporary staff.

Resources that were essential to realizing these benefits included financial and project resources, careful planning to ensure relevant and engaging training topics, experienced trainers, suitable premises and strong support from middle and senior management and HR.



Transferability & Sustainability

The practice of soft skills training can and has been replicated in other institutions. Ideally, this training should be offered regularly to both recruit new staff and refresh the knowledge of existing staff. When repeated, training topics need to be tailored to the specific needs and working environment of each organization - for example, issues such as bullying should be covered if relevant. Several project partners and organizations have conducted similar training, especially in contexts where soft skills are not the main focus. This practice has also helped the NIB to expand its network of internal and external stakeholders and foster new collaborations and opportunities for funded projects.



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GOOD PRACTICE

Information Sheet



Gender Data collection and monitoring

Organisation: National Institute of Biology (NIB)

Country: Slovenia

Sector: Circular marine (blue) biotechnology

Gender aspect: Data collection and monitoring



Practice description

As part of the implementation of the Gender Equality Plan (GEP), data is collected as part of the GEP monitoring process. The annual database can be used to review the progress of gender mainstreaming in the different activities or work areas of the NIB and to complement existing actions or develop new actions that can contribute to gender equality.

Although the GEP was created as a result of the activities of the recently completed H2020 project CHANGE – CHAlleNging Gender (In)Equality in Science and Research, a very important internal sustainability activity of the NIB was to ensure a regular monitoring and reporting activity supported by the top organizational management on two levels: (1) ensuring support and staff for the provision of data and (2) ensuring a permanent employment share for the person responsible for the overall data collection, reporting and monitoring.



Objectives

Regular yearly provision of data that will be the basis for providing the overview and analyze trends and timelines of quantitative data



Beneficiaries

Employees (all genders)
Administration
Highest management
Middle management
Internal and external boards and councils
External collaborators from similar sectors



Background

As the EIGE (European Institute for Gender Equality) also notes, there is often a lack of effective monitoring and evaluation tools [in institutions that have adopted the GEP], which undermines the transformative potential of the planned measures.” In fact, monitoring is one of the four mandatory GEP requirements, as stated in Horizon Europe's GEP eligibility criterion. The other three are the requirement that the GEP is an openly accessible document, the provision of dedicated resources for JEP implementation and training.

A series of indicators that can be monitored annually and can be divided into three aspects:

- Quantitative indicators: employment statistics, salaries broken down by gender and type of employee, composition of governing bodies
- Indicators of research excellence: publications, participation in projects (national and international), including the management of project proposals (the indicator therefore also includes the assessment of the proactivity of individual researchers in submitting projects)
- Training courses offered/organized at the NIB and organization of events.



Outcomes

- Established a long-term monitoring that will provide data to support the needs for structural changes and comparison in improvement over time.
- 15% of yearly salary stable and secured for monitoring secured by the highest administration
- 1 person devoted to data collection and monitoring



Efficiency

Establishing a mechanism for data collection and monitoring enables the generation of knowledge and expertise that provides a competitive advantage by enabling the legal entity to join new consortia focused on equal opportunities, equality in research and the bioeconomy.

It gives the legal entity visibility at sectoral or national level and enables it to act as opinion leaders providing evidence-based challenges that drive structural improvements.



Transferability & Sustainability

The practice is repeated internally each year and shared externally with other organizations and sectors as a best practice to improve data collection strategies. Other stakeholders have been inspired in part by it, asking the organization for support in identifying sector-specific indicators and securing stable financial resources for quantitative data monitoring. This practice has expanded the organization's network and collaboration, positioned it as an expert in gender statistics, and allowed it to participate in projects such as WINBLUE, where it contributes its experience in quantitative and qualitative data monitoring. These factors favor both the replication and long-term sustainability of the practice



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GOOD PRACTICE

Information Sheet



Work-Life Balance Policy

Organisation: National Institute of Biology (NIB)

Country: Slovenia

Sector: Circular marine (blue) biotechnology

Gender aspect: Work life balance policy



Practice description

The work-life balance policy at NIB is a comprehensive, constantly evolving framework designed to help employees achieve an effective work-life balance. This includes a brochure and animated video with practical tips on maintaining boundaries, managing work from home and reducing stress in six key areas: work flexibility, job organization, leadership, working smart, setting boundaries, and stress reduction. Key points of the policy include flexible working hours with a mandatory core hours from 9:00 to 14:00, the option to work from home up to three days a week, and a system for recording overtime that can be used as additional vacation or flex time. Employees are granted 20 hours per year for medical appointments without having to take leave, and there are provisions for part-time work related to parenthood.

The policy also covers different types of parental leave (maternity, paternity, parental leave) and special leave for life events such as marriage, birth of a child, bereavement, relocation and emergencies. The policy has been initiated over different periods of time - some measures date back more than a decade, others have been introduced more recently, such as the brochure (2021) and the video (2022) - and is constantly updated to meet the needs of employees. It has been instrumental in NIB being awarded the Socially Responsible Employer Certificate in 2022, with monitoring by designated committee members



Objectives

Raise awareness to ensure and foster work-life balance.



Beneficiaries

Employees (all genders, all levels of seniority).
Institution, implementing work-life balance policies.



Background

The introduction of work-life balance practices at NIB was triggered by several factors, including the evolution of the work environment during the COVID-19 pandemic and institutional restructuring that highlighted the need for a better work-life balance. Some measures, such as the brochure and video, were developed as part of the Horizon 2020 CHANGE project, while others, such as flexible working hours, working from home and overtime management, were introduced independently by NIB.

In addition, legal provisions such as special leave and parental leave are required by Slovenian law and must be implemented by all employers. This practice also serves as a strategic tool to attract new employees by demonstrating NIB's commitment to conducive working conditions.

The policy combines traditional measures (e.g. maternity/paternity leave, working from home) with innovative elements (e.g. video guidance, flexible use of overtime, time for medical appointments) and is thereby innovative in part because it increases employee satisfaction and productivity. This mix of established legal requirements and novel initiatives reflects both compliance with national regulations and proactive organizational efforts to promote wellbeing and work-life integration



Outcomes

- Enabling employees to balance their professional and private lives. Balanced private and professional life can increase the work productivity, thus contributing to better performance and outputs on the institutional level.
- Reduced number of burnouts and reduced risk of absenteeism/quiet quitting.
- Up to 3 additional free days after accumulating extra working hours.
- 20 hours paid absence for medical visits yearly, up to 1 year of parental leave per child.
- 1 set of guidelines developed for employees.
- 1 video to raise awareness on work-life balance.



Efficiency

The main benefit of implementing work-life balance policies at NIB is an increase in employee well-being and job satisfaction, which directly contributes to higher productivity, as evidenced by a higher number of project proposals submitted. In order to realize these benefits, various resources were required, including financial funding (partly from projects), dedicated time from HR and staff, experience in implementing measures, secondary research on best practices and a time recording system to monitor working hours and overtime. Strong support from senior management and the establishment of a committee to oversee the Socially Responsible Employer Certificate and monitor work-life balance activities on an annual basis were also critical.



Transferability & Sustainability

The practice of work-life balance and its measures can also be applied in other institutions, but they must be adapted to the respective sector and organizational culture, as the working environment is the key to successful implementation. While it is not yet confirmed whether others have replicated the practice, the work-life balance video shared on YouTube has raised awareness and is appreciated for promoting a better work-life balance. In addition, this practice has helped NIB to expand its networks and collaborations by leveraging its expertise in work-life balance to participate in projects and various networks.



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Information Sheet



OCEÁNICAS: LA MUJER Y LA OCEANOGRAFÍA **OCÉANICAS: WOMEN AND OCEANOGRAPHY**

Organisation: Instituto Español de Oceanografía – CSIC
(Spanish Institute of Oceanography - Spanish National Research Council)

Country: Spain

Sector: Marine research

Gender aspects: Work-Life Balance, Gender Segregation (horizontal), Gender perspective



Practice description

The project highlights the lives and struggles of pioneering women oceanographers and, by disseminating the work of current women oceanographers, offers invaluable content for the promotion of scientific careers, especially for girls. It contributes to making the careers of current and past women scientists visible as a reference for girls and teenagers who wish to study science, technology, engineering and mathematics, and to stimulating scientific vocations.



Objectives

- To highlight the contribution of women to science, marine technologies and the professions related to the sea, in the past and nowadays.
- To generate scientific vocations among young students so that they have scientific role models without gender bias, counteracting stereotypes and prejudices.



Beneficiaries

Pupils and students in general, pre-school, primary school and higher education. + Teachers and the general public.



Background

There is a great lack of information about the work of female marine scientists and women pioneers in oceanography, most of them are unknown to the general public. Since 2016, the Spanish Institute of Oceanography is committed to supporting the International Day of Women and Girls in Science (11 February) by carrying out events and activities to advocate for gender equality. OCEANICAS started in 2016 on an impromptu basis and has been repeated annually with the reading of statements calling for women's and girls' access and participation in education, training, science and technology, and the promotion of women's equal access to full employment at all levels and decent work.



Outcomes

We believe this is as successful initiative since the speakers reportedly travel to an important number of schools in Asturias (meaning many schools apply), including rural ones, and because many schoolteachers have applied to set up talks and activities in their school again.

- The website has registered some 500,000 visits.
- 5.000 people follow Océánicas on Facebook.
- The Océánicas Twitter social network has 4,000 followers.
- Instagram account: 2,500 followers.
- Publication "Océánicas: Pioneers of Oceanography" 7,000 copies.
- 200,000 views of the Océánicas videos.
- 10,000 downloads of the e-book.
- Océánicas competition: participation of about 200 pupils.
- Printing of the Océánicas coupon has a direct impact on the street of 5.5 million coupons.
- 11 February Day. Face-to-face participation of 2,000 people.
- Oceanic Streets ("Calles oceánicas"). A park in Madrid was named after an oceanic pioneer.

- Great impact of the project in the media (recommendation of the day of "Ahora que leo" an initiative of La Sexta and Atresmedia (TV) to promote reading.)
- Project selected as an innovative practice by FECYT (Spanish Foundation for Science and Technology) in the 2020 catalogue.
- Publications of the biographies of Jimena Quirós and Carmen Aldecoa in prestigious media such as The Conversation and National Geographic.
- The content and activities of Oceánicas have been used for different campaigns by entities and organisations such as SINC or the Ministry of Science and Innovation.
- Awards: for the best SUSTAINABILITY ACTIONS 2022 which was presented in October 2022 at the Reina Sofía Museum and the Proa Award presented by the Maritime Cluster in the 'Social Responsibility' category in 2022.
- CSIC Prize for Outreach and Citizen Science, Outreach Projects category



Efficiency

Resources necessary to carry out this initiative: funding from IEO-CSIC in the form of human capital, staff involved in the project, and the communication Unit of the organisation; funding from FECYT in different calls for proposals; collaboration with other entities, such as ONCE, city councils, schools, institutes, embassies, etc.



Transferability

This initiative concerns only the public sector, but Marine Institutes from other countries could easily draw inspiration from it and replicate it. The project is being requested by different forums, conferences, congresses, etc., for the speakers to participate and to showcase its experience and results.



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GOOD PRACTICE

Information Sheet



Mariscadoras – Empowering women towards sustainable Blue Crab market and biodiversity conservation

Organisation: Mariscadoras srl

Country: Italy

Sector : Fisheries & Aquaculture

Gender aspect: Gender Segregation



Practice description

The SME is composed of only 5 women under 40 years old to bring innovation to the blue economy, with a specific business focus on blue crab commercialization.

The business model carried out is currently based on the women dimension and includes specific sub-sectors of businesses:

- supply chain managed by the women in close collaboration with fishermen and SMEs operating in the aquaculture sector, (aquafarms, on-lands farms)
- transformation process managed by women of SMEs in close collaboration with other fishing industry
- valorization of fish residues and potential R&D activities are implemented in close collaboration with women researchers of research centres (CNR Napoli) and other SMEs and Start-ups.

The principal area where Mariscadoras is active is along the Adriatic sea.



Objectives

- Promoting the role of women in aquaculture;
- Providing new skills and experiences from/to women under 40 already employed in aquaculture and respective market;
- Cultural exchange opportunities to collaborate and share business models suitable for women .



Beneficiaries

Beneficiaries are women under 40yo, already employed in aquaculture, or doing research in the field and market sector.



Background

The start-up was launched by 5 young women (U40) already employed in the sector, with the aim to provide innovation in the blue economy, focused on the blue crab commercialization.

MARISCADORAS developed a women-based business model based on innovative ideas for blue economy growth. The business model concerns the blue crab market in the framework of promoting its sustainable exploitation. Their business was launched in 2021 and placed in Italy.



Outcomes

Since its creation in 2022, Mariscadoras has grown in terms of skills and visibility and phasing growth during 2023 when blue crabs became a threat to local biodiversity. In 2023 the start-up was recognised as a pilot model.

After starting activities, Mariscadoras launched a set of marketing activities national that international level. The success of the events led the company to assist in organising the several awards during the 2023 national editions.

The new action plan of the company is foreseen in 2024, with the involvement of other research centres and start up where women represent the core of the business.

The new business model of the start-up has affected the local market and outlined a new pathway to establish the business in the blue economy, especially in the aquaculture and biotechnology sectors.

The women co-founders were able to deepen their knowledge of several aspects of the specific blue economy chain. They further developed their skills in all aspects of the area, from blue crab supply to relations to be established with other sea operators, technology and industrial processes, commercialization, company management, marketing, and market challenges. Most of the new skills have been strengthened by using the "learning by doing" approach and can help them advance in their careers and/or specialise in new areas.

The women co-founders were able to extend their networks and access new international perspectives from the dialogue with women from different countries (e.g. mediterranean level, Balkans regions, developing collaboration with several counterpart)



Efficiency

The women co-founders have different skills (from engineering bachelor to marine biology PhD) with different study backgrounds. this interdisciplinary approach lets to be more prepared to overcome several challenges of the market, as well as stereotypes and prejudice often met in the blueeconomy sector.

MARISCADORAS managed to further promote the importance of SDG's and advance its business model on the local markets, including the safeguarding of the local biodiversity. The company obtained more global visibility and experienced better cooperation among its collaborations with other associations.

MARISCADORAS started as a private start up and all costs were covered by the co-founders: creation of start-up, marketing launch, and travels.



Transferability & Sustainability

The action started in 2022, and the growth of the start-up is in progress.

It's foreseen that their business, based on a woman-based approach, will be strengthened. The woman business model has been considered very good by other stakeholders, especially by other young women students involved in STEM studies (i.e., marine biology, engineering, and biotechnology applied to the sea sector).

Women co-founders were able to find new partners for their projects, twinning, and exchange opportunities with international partners. Currently, MARISCADORAS is working in close collaboration with Napoli and Biochica for the implementation of specific projects focused on the sustainability conditions of the blue economy chains (i.e., blue crabs).



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GOOD PRACTICE

Information Sheet



Title of the practice: Training course “Creazione di capacità empowerment delle donne nel settore della pesca”

Organisation Osservatorio Nazionale della Pesca (ONP) - Federpesca
National fisheries Observatory

Country. Italy

Sector Fishery

Gender aspect Work-Life Balance, Labour Market (job offering & recruitment, e Gender perspective

Practice description

The training course is organised in ten online modules.

Each module lasts two hours and occurs every Monday from 3:00 pm to 5:00 pm on Zoom platform. As of 07/03/2024 the ONP provided four lessons.

Regarding the steps necessary to realise this course, the ONP participated in EMFF (European Maritime Fisheries Fund) tender.

Then the ONP organised two workshops to present and promote the training course.

Thanks to a social media campaign, interested women working in the fisheries sector applied the course. The training course started on February 12th, 2024 and ends on April 22nd 2024



Objectives

Improving life and work quality for female workers, supporting women’s contribution into company and raising awareness about gender issues among the participants.

In general, this training course aims at promoting women’s participation in order to make them professionally grow and empower their micro-entrepreneurship skills.



Beneficiaries

Female students, female applicants, female workers, trade union.



Background

Given of the lack of sufficient national legislation which protects women's work in the fisheries sector, the ONP embraced the mission of vocational training to strengthen women's role in the family fishing enterprises and fill the gender equality gap in the sector. Given the lack of training courses in Italy for women working in the fisheries sector, the ONP decided to implement this course.

The distance learning has been chosen as training model to encourage the participation of women - since they are located in several regions of Italy - and to foster knowledge and network building.

For these two reasons the project can be considered innovative.



Outcomes

- Having mapped the presence and skills of women in the fishing industry;
- Having fostered the advancement of a cultural, legal and social process for the recognition of the role of women working in the fishing industry;
- Having fostered the process of women's self-determination, empowering them to recognise and value their work;
- Having created a nationwide network of Women in Fisheries to support the exchange of experience and knowledge among female professionals in the sector;
- Having improved one's business operations and market competitiveness through the opportunities provided by a FLAG (Fisheries local action group);
- Having increased the "know how" and personal and professional skills of women of fisheries to optimise work timelines and improve the quality of life of women and their families;
- Having provided general notions of management and marketing to the women targeted by the project in order to support their personal, cultural, and professional growth to improve the business performance of their enterprises;
- To provide a distance counselling model geared to the needs and practices of Women in Fisheries.





Efficiency

20 participants that received a certification at the end of the course. The benefit value for the ONP consists in having increased its visibility at 90 % also thanks to social media activity and press releases on national online newspapers.

Thanks to training course, the ONP has become a reference point for women of the sector and for their work activity (+50%). As well as a stepping stone for women who would like undertake an activity in the fisheries sector (+60%). Total budget: 148.310,59 € . The majority of the budget has been used for trainers and researches to realise surveys and studies as well project activities.

Strong collaboration and team work among ONP staff and researches, in order to successfully implement the project. Continuous monitoring and attention by ONP on the needs of women working in fisheries sector, which has been detected through various communication channels.

Transferability & Sustainability

As the training course was still ongoing at the time of the interview, the ONP was still evaluating the possibility to repeat the course including the improvements measured. The practice allowed the organisation to expand its networks and collaboration especially with fishing operators and fishing organisations



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GOOD PRACTICE

Information Sheet



Title of the practice

Enhancing Women's Capacity in Tourism and Hospitality

Organisation: INSTITUTE FOR TOURISM STUDIES

Country: MALTA

Sector: HIGHER EDUCATION - TOURISM

Gender aspect: Enhancing Women's Capacity in Tourism and Hospitality



Practice description

The outreach activities aim to empower women in tourism and hospitality by highlighting opportunities, promoting leadership, and supporting innovation. An Equal Opportunities Policy ensures gender equality within the sector. Conferences, specialized training on digital tourism, and cross-mentoring programs are organized to strengthen women's roles and career development in both public and private sectors.



Objectives

The advancement of women in Malta's tourism and hospitality sector is being supported through key initiatives such as new gender equality regulations, financial incentives for women-focused projects, and collaborative partnerships. Awareness campaigns and targeted programs aim to address professional and wage disparities, ensuring equal career opportunities. These efforts are essential for fostering inclusivity and supporting the sustainable growth of the industry



Beneficiaries

- *Female Students:* Encouraged to explore leadership roles in tourism, a sector comprising 27.1% of Malta's GDP.
- *Female Applicants:* Promoted into managerial roles, with emphasis on gender diversity in leadership.
- *Female Workers:* Supported in professional growth with a focus on equal opportunities.
- *Minorities:* Offered opportunities and support to ensure inclusive workforce participation.
- *All Workers:* Advocacy for fair, gender-neutral employment practices.
- *Municipalities & Local Entities:* Collaboration with local authorities to boost community development and tourism



Background

In Malta, various initiatives have been launched to enhance women's roles in the tourism and hospitality sector. These include gender equality regulations, financial support for women-focused projects, and business partnerships that promote inclusivity. Awareness campaigns are also being implemented to highlight the importance of women's participation, helping to reduce professional and salary disparities and ensure equal career opportunities. These actions support a more balanced workforce and contribute to the sector's sustainable growth.



Outcomes

In the medium to long term, fostering a more inclusive business environment in tourism and hospitality is projected to spur economic growth by tapping into the full potential of the female workforce. Greater female participation enhances innovation, efficiency, and equity across all levels of employment, contributing to more sustainable and balanced economic development.



Efficiency

The Institute of Tourism Studies (ITS) enhances its international reputation through a strong commitment to excellence and inclusiveness in higher education. This attracts global interest and reflects its diverse learning environment. With a graduate employability rate of over 90% in 2021 and 2022, ITS demonstrates the real-world relevance of its programs. Beyond benefiting students, ITS contributes skilled and adaptable professionals to the tourism and hospitality sector, supporting industry growth and resilience. Overall, ITS's inclusive educational model strengthens both individual career success and the broader industry's innovation and sustainability.



Transferability & Sustainability

The described practice is repeatable and can benefit from the insights gained through its initial implementation. However, successful replication depends on the specific context, particularly the role and significance of the tourism industry within a region's economy. Since the impact of tourism varies geographically and socio-economically, strategies must be adapted accordingly. Additionally, the accessibility of careers in tourism for women plays a critical role; factors such as existing policies, workplace culture, and societal attitudes toward female inclusion need to be considered. In regions where tourism is not yet seen as a viable or attractive sector for women, further efforts may be required to drive cultural change and promote gender diversity.



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GOOD PRACTICE

Information Sheet



Gender Equality and Diversity Policy

Organisation: Hilton Malta

Country: Malta

Sector : Coastal and maritime tourism

Gender aspect:

- Gender violence/ harassment
- Gender Segregation (horizontal)
- Gender Segregation (vertical)
- Gender Perspective



Practice description

- Leadership Development
- Diversity and Inclusion



Objectives

- Improving career development of female workers
- Raising awareness about diversity with staff

Beneficiaries

- 
- Female workers - today Hilton Malta has more than 50% of its management team that are female.
 - Minorities
 - Workers regardless of gender


Background



The practices were developed as a result of a number of circumstances:

1. Hilton Malta being part of Hilton Group, which is an international organisation, and the Hilton Group having social goals.
2. Hilton Malta want to be a leader in the local market as an employer
3. The diversity agenda is high in the local context and therefore Hilton Malta want to ensure they are inclusive employers.

Outcomes

- 
- Reaching gender quotas of females in leadership positions.
 - Every year there are 30 participants to the various leadership development programmes
 - Also, every year 5-6 females avail of the coaching opportunity

Efficiency

- Hilton Malta is ranked as top hospitality company in Europe and given most awards
- No additional resources except time and commitment from the management was needed

Transferability & Sustainability

- The practice can be repeated, and if it would it would not be different, because it works the way it is and it is delivering results.
- Its collaboration with a wider stakeholders' network has been possible and mutually desirable. Particularly within civil society.



GOOD PRACTICE

Information Sheet



WORK-LIFE BALANCE

FLOATING POWER PLANT



Organisation: FLOATING POWER PLANT CANARIAS

Country: Spain

Sector: OFFSHORE RENEWABLE ENERGIES

Gender aspects: Work-Life Balance



Practice description

Measures put in place for all employees, regardless of gender:

- Flexible working hours between 07.00h and 18.00h.
- Employees are allowed to work from home, although in normal circumstances, it is expected 4 days working in the office.
- Right to take time off with pay if your child under the age of 14 living in your home gets sick. This right is limited to the first day of sickness though.
- Time to go to the doctor (Visiting the doctor or dentist can be counted as company time if it is placed at the beginning or the end of a workday – maximum two hours)
- Possibility of teleworking to care for family members



Objectives

The main objective is to improve the quality of life for workers, both men and women



Beneficiaries

The main beneficiaries are the employees, who directly benefit from the implemented measures, improving their personal and professional well-being.



Background

Promoting work-life balance is a key element of FPP's organizational culture. It is considered a good practice that not only enhances employee satisfaction but also contributes to a healthier and more productive work environment. At FPP, maintaining a balance between personal and professional life is part of our core values. One concrete example of this commitment is the Professional Development Review (MUS in Danish), which is conducted annually with all employees. This review serves as a space where staff can openly express suggestions or concerns regarding their working conditions, including work-life balance and any other aspects that impact their daily work. Such practices are not yet widespread in countries like Spain, but are more common in places like Denmark, where fostering work-life balance is a regular part of workplace policies. Encouraging and implementing these types of practices could lead to improved quality of life for workers and should be considered by other organizations aiming to support employee well-being.



Outcomes

The aim is to achieve a better work-life balance for employees. The actual outcomes observed are increased employee satisfaction and an improved work environment, as employees perceive a greater level of trust from their employers in their ability to maintain this balance. This creates a win-win scenario



Efficiency

The goal is to create a work environment grounded in mutual trust, which contributes to reducing employee stress, increasing overall happiness, and ultimately enhancing efficiency and productivity



Transferability & Sustainability

It is integrated into the employee handbook and is consistently practiced within the company. This measure directly impacts the personal and professional well-being of employees, though it does not affect relationships with external collaborators



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GOOD PRACTICE

Information Sheet



Navigando

Organisation: Cluster FVG Mare

Country: Italy

Sector: Biotechnology; Cutting-edge Technologies

Gender aspect: Labour Market



Practice description

The team of FVG Mare organizes meetings with classes and students from all school grade in the region of Friuli-Venezia Giulia to bring students closer to STEM and maritime professions.

The programme is structured in 3 parts according to the type of school:

- Primary School: practical laboratories with simple tools to explain buoyancy and the basics of hydrodynamics; basic concepts of ship building (e.g. naming parts of a boat). The laboratory uses simple tools such as water tanks, buoyant, small ship models. Students acquire a general knowledge of the functions of naval ships and the different types of ships in relation to the cargo transported.

- Middle School "What ship do you make?": Workshop experience for understanding the concepts design of a hull. It introduces general physics concepts that guide the design of a ship: the students try building a model ship, according to the cargo transported and choose the most suitable hull shape for advancing at sea. positioning of cargo and the concept of stability, testing them with the teaching aids provided. They learn to read construction plans, grapple with technical drawings and develop construction manual skills.

In November/December, staff from FVG Mare has an interactive class with the students. Between January and April, under the supervision of teachers, pupils build a buoyant model ship that must be tested with different cargos. In May, a concluding competition will give students the opportunity to verify, with the support of disseminators from the CNR, the trim, stability and resistance hydrodynamics of the constructed model ships.



- Secondary Schools «Let's go underwater»: a learning-by-doing experience guided by by the CNR Institute of Marine Engineering which involves the construction by students of a small marine drone (autonomous surface vehicle) and the acquisition of piloting skills in a real environment.

At the end of the activity, students are involved in a drone skills competition.

Through the course, students acquire general knowledge of marine robotics, its uses and functions, about control systems and sensors, electronics and ergonomics, and about the construction, programming and piloting of drones; they also learn about the physical concepts of buoyancy, displacement, stability/axis, and resistance to motion. Finally, the realisation of drones enables the acquisition of a greater ability to use working tools and measuring instruments.



Objectives

Orientation to marine professions for middle and high schools
Bringing students closer to STEM, new tech, and equal opportunities



Beneficiaries

Students from primary, middle and secondary schools; teachers and families as well as secondary (in secondary workshops)



Background

The cluster of maritime industries and research FVG Mare wanted to create an orientation programme to contrast the lack of workforce and specialists in maritime professions. Thus, with the help of CNR Engineers and other members of the clusters they developed these teaching models that are intended to raise interest in young students in STEM and maritime careers.



Outcomes

Since 2018 the programme has been extremely successful. So far, the programme has reached out around 6500 and it has kept growing. In the first year, activities involved 180 students from primary schools, 170 from middle schools, 100 from secondary schools. In 2024, the numbers rose to 750 students in primary schools, 500 in middle schools, 150 in secondary. Although data on gender have not been collected, the cluster estimates that 50% students in primary and middle schools are girls, whereas 10% among secondary school students.



Efficiency

The programme is extremely efficient, as it's carried out by a very small team and a few consultants from CNR. The programme has received very good feedbacks from teachers in schools and other members of the clusters have expressed their satisfaction, renovating the programme every year since 2018. NAVIGANDO was mentioned as a Good Practice at the EMD in Burgas.



Transferability & Sustainability

The programme receives regional funding for the FVG Mare cluster and the Blue Tech project (finances part of the high school practice) for 2024/25. CNR has already started a similar activity in the region of Liguria, whereas Lazio Region is considering starting it in its territory.



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Information Sheet



Title of the practice: Process for achieving an inclusive and shared culture

Organisation Suez Italy

Country Italy

Sector Cross-cutting sector

Gender aspect: · Gender violence/harassment · Work-Life Balance · Labour Market (job offering & recruitment, etc) · Gender Segregation (horizontal) · Gender Segregation (vertical) · Gender perspective



Practice description

The good practice lists the various initiatives undertaken by Suez in terms of gender equality, inclusiveness, and sustainability, which have resulted in two corporate certifications and synergies with local entities. places in the company.

The process started already in 2021 and is still ongoing.

In September 2024, the gender equality certification was obtained.



Objectives

Training and information interventions, workshops, and webinars on discrimination and gender violence. Interventions aimed at preventing discrimination in interpersonal relationships between colleagues and colleagues.

This process began in 2021 with the definition and signing of "The Manifesto of Non-Hostile Words", a document dealing with language inclusion, received by the entire organisation.

In the same period, Suez established the "DONNE IN INGEGNERIA" network with the participation of other organisations and various professionals to promote women's choice of continuing studies/professional paths in the STEM field within primary and secondary schools. In addition to these meetings, in

collaboration with other network companies, Suez organises webinars relating to stereotypes and gender violence and how an organisation should manage them.

In this direction, Suez has established a private channel through which staff can report any discrimination or discomfort using boxes installed in various places in the company. If a report occurs, the organisation has designed a procedure to manage it. In addition to this channel, a section of the Business Unit deals with managing legal aspects such as corruption, competition, ethics, etc.

Suez has obtained two certifications: a certification on corporate social responsibility to guarantee a decent minimum wage and another on gender equality. According to a group survey administered in November 2024, there has been an improvement in the working climate with respect to discrimination and an appreciation with respect to this process, which is also expressed in the request to organise further similar activities.

Concerning recruitment, the organisation adopts a meritocratic criterion independent of gender issues. For training, the organisation uses tools through which it is possible to manage its training needs; the HR unit, in agreement with management, at the end of the process, draws up training plans both individually (for the development of specific/technical skills) and collectively (for the well-being of staff, for example on mental health or parenting).

It is also ensured that genders are equally represented among the speakers of the panel of round tables, events, conferences or other events, including scientific events.

Corporate welfare adopts various measures: birth bonus, flexible entry (from 8 to 10) to encourage work-life balance, solidarity holiday bank, post-maternity support, and contractual flexibility (request for a change in the post-maternity contract method). The company has also joined the #Riparto call (state funding for promoting initiatives aimed at facilitating mothers' return to work, encouraging birth rates and work-life balance). After the certification, there was an increase in gender balance in the positions affected by the company, but steps forward still need to be taken. This certification helps to set valuable and measurable objectives over time that the Steering Committee has the task of carrying forward, as defined in the two-year plan, which includes a series of interventions connected to gender equality. Another interesting initiative is the one carried out with the social cooperative ALBORAN, from Peschiera Borromeo, with which Suez has been collaborating since 2023 thanks to an art. 14 agreement. One of the latest collaboration projects was a workshop at their headquarters, which saw the creation of the "Inclusion Manifesto", or a Manifesto with four guiding points on being an inclusive organisation. This

manifesto will be public soon. Another crucial activity concerns corporate volunteering, which consists of collaboration with local associations; among the most relevant is the Aquilone Rosso Foundation, aiming to put people in contact to make interventions useful to society.



Beneficiaries

Employees, organisation, territory .



Background

Perception of the usefulness of such initiatives by the staff, who show interest in organising further activities, is the reason that prompted, led and encouraged the implementation of such practice.

The practice is innovative because the theme is increasingly central. Especially in our company, whose core business is focused on the environment, sustainability cannot only be environmental but it must also include the social dimension, promoting gender equality, inclusion and non-discrimination. This helps companies not only to strengthen their ethical identity but also to be more competitive.



Outcomes

Increase and maintain employee balance, inclusion and well-being.



Efficiency

Increased market competitiveness is the benefit/added value for the company. Some of the initiatives were implemented through the use of funds from public tenders and/or financed by the company. The network had to commit in terms of person-time. .



Transferability & Sustainability

The practice can be replicated with continuous improvement.

All the associations involved and the other companies of the network have taken inspiration from this practice.

The practice allowed the organisation to expand its networks and collaborate with other players.

GOOD PRACTICE

Information Sheet



BE BLUE - Career Guidance in the Blue Economy

Organisation Team 4 Excellence

Country Romania

Sector Blue economy

Gender aspect Female professional development



Practice description

The practice include three main types of activities:

1) Career Map - Development of a roadmap for career paths and descriptions of 100+ jobs for students to plan their moves..

2) Online training – The project designed course is for two categories of personnel: learners/ prospective employees, to gain an understanding of the blue economy job sectors, and for career counsellors, to enhance their professional toolbox with instruments for career guidance.

3) Mentoring – Guide for Mentors and e-Mentoring Guide, Career Guide, 100 Jobs cards, 100 Blue career – details info available at <https://trainingclub.eu/beblue/>



Objectives

To let know women and other interested people what are their career options in the blue economy sectors, skills needed, existing jobs, employers, and how to get to them.

To provide better opportunities for self-training and raising the qualification to improve market employability.



Beneficiaries

- VET learners aged 14-19 years with interest in planning their careers in the blue economy, with a focus on female learners.
- VET teachers/mentors and schools.



Background

The project consortium, comprising organizations from Romania, Turkey, and Spain, was driven to initiate this project due to the lack of transparency regarding the skills and qualifications required in the blue economy labor market. Additionally, limited labor mobility among "blue professionals" has been a persistent challenge for workers across Europe. Based on insights gathered through interviews with key stakeholders in the blue economy, the partners concluded that enhancing the transparency of required competencies in relevant sectors is a practical, attainable, and effective approach to addressing labor market inefficiencies.



Outcomes

- 116 job cards integrated in the Blue career path platform presents all blue career jobs, their description, and average salary and creates links among related jobs.
- 300+ VET learners visited the Blue Career Map and accessed job cards available for each sector of the Blue Economy.
- 88 VET learners expressed expectations from mentoring in blue industry.
- 37 VET teachers, trainers and mentors qualified to guide young mentees.
- 37 mentor profiles, being role models for the new generation.
- 60 VET learners planned their 10-year careers and identified their SMART career goals.
- Developed a Comprehensive Manual for VET Teachers, Trainers, Career Counsellors, Learners and Professionals.



Efficiency

The efficiency of the best practice lies in the opportunities provided to enhance the qualifications of both female and male students, thereby improving their employability in blue economy sectors. This efficiency is demonstrated through the project results, which involved over 600 participants who showed increased interest in and knowledge of various aspects of blue career opportunities and/or gained qualifications that will support their improved employment prospects in the labor market.



Specific benefits for the target groups:

- Options for transnational cooperation of students and VET's teachers/mentors.
- Obtaining new knowledge on how to operate with on-line applications for training.
- Learning how to improve learning structure, including presentations, pictures/graphs, cards, videos, link to additional materials, etc.

More information for the practice: <https://trainingclub.eu/beblue/>



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GOOD PRACTICE

Information Sheet



Procedure to report gender-based violence/harassment

Organisation: National Institute of Biology (NIB)

Country: Slovenia

Sector: Circular marine (blue) biotechnology

Gender aspect: Gender violence/harassment



Practice description

The NIB has two main reporting options: an official procedure under the Code of practice for the protection of workers from suffering at work and reporting to trade union representatives.

The official procedure involves a committee made up of members appointed by both the employer and the victim. Complaints can be submitted by victims or authorized representatives. With the victim's consent, informal mediation may be attempted prior to a formal investigation. The committee must begin its investigation within five days, interview the parties involved and collect evidence. It supports the victim, guarantees confidentiality and recommends measures and sanctions within 15 days, which the employer must implement immediately.

The sanctions against the perpetrators range from warnings to dismissal. There are also legal measures such as transfer to another job, paid leave for rehabilitation and compensation for victims. The employer can also demand compensation from the perpetrators. False accusations are punished with sanctions.

Trade union representatives provide both formal reporting channels - initiating the official procedure - and informal support through confidential discussions, providing victims with a trusted resource without necessarily triggering formal action.

This comprehensive framework ensures that cases are dealt with in a timely, confidential and fair manner, protecting victims and holding perpetrators to account.



Objectives

Establishment of official and unofficial procedure for reporting gender-based violence of harassment cases.



Beneficiaries

Employees (all genders, all levels of seniority).



Background

The practice was developed to provide a clear procedure for investigating cases of sexual harassment and gender-based violence and to ensure that victims know how to act and that employees know that such behavior has consequences. This procedure guarantees immediate support for victims and prevents them from feeling abandoned. The policy was developed by NIB's HR department, approved by senior management and introduced in December 2012.

While the official reporting procedure is traditional, the option for informal discussions with union representatives is seen as partly innovative.



Outcomes

- Prevention of sexual harassment and gender-based violence.
- Improving the working environment.
- Protection of victims of sexual harassment and gender-based violence.
- Introduction of clear and detailed procedures on how to handle cases of sexual harassment and gender-based violence.
- The working environment has improved as employees know that they can receive full support from the employer in cases of sexual harassment and gender-based violence.



Efficiency

The practice improved the working environment by establishing a reporting mechanism for sexual harassment and gender-based violence, which has a positive impact on the mental health and productivity of employees and leads to higher productivity of the institution. Resources required included collaboration between HR and legal departments in drafting the policy, funding to cover committee members' hours, dedicated staff for the investigation committee and a trusted union representative. A key factor in the success was the clear and understandable language of the rules and regulations, making the reporting process and sanctions easy to follow.



Transferability & Sustainability

The practice can and has been repeated in other institutions. However, the reporting procedure should be tailored to the structure of the institution in question. The informal procedure depends on the presence of a trade union representative or other trusted member of staff who can provide support. The set of rules describing the procedure is an internal document that is not publicly available but can be shared on request. It is not known whether other stakeholders have requested the policy or replicated the practice.

There is also no information on whether this practice has helped to expand the organization's networks or collaborations.



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GOOD PRACTICE

Information Sheet

O PEIRAO



Organisation. O PEIRAO. FEDERACIÓN GALLEGA DE REDEIRAS ARTESÁS

<https://www.redeirasdegalicia.org/es>

Country. Galicia-Spain

Sector. Fisheries and aquaculture

Gender aspect: Work life balance; labour market, gender segregation, gender perspective and Gender violence/harassment.

Practice description



In November 2002, due to the Prestige oil accident, the sector had to stop its fishing and shellfish activities. Netmakers realized that they were practically the only sea collective that did not receive financial aid from Galician government. Networkers from different locations joined to visualize the group and achieve its promotion by the Depart of Fisheries and Maritime Affairs of Xunta de Galicia. They shared experiences, interests and objectives during meetings organized by the Galician Administration, uniting the associations of netters and creating others on the Galician coast. through official documents. These 1st associations established in the "Federation of Artisanal Netmakers". They received courses from nautical schools and the university to obtain their professionalization "Certificate of professionalism : Confection and maintenance of fishing nets and gears". Then they registered as autonomous workers in the Social Marine Institute (ISM), which served to recognize the group.

Objectives



Regulate at national level the profession of designing and making fishing nets and gears. Improve economic and working conditions of Galician networkers. Search for new employment alternatives. Achieve recognition of professional contingencies derived from the work. Eliminate the existing wage gap between subsectors dedicated to manufacture and conservation of fishing nets. Make the work of the Galician networkers visible at the national level. Guarantee generational change. Collaborate between associations. Improve the port infrastructure used by Galician networkers to avoid working outdoors or in unhealthy warehouses and conditions.



Beneficiaries

All women who work in the maritime-fishing sector, in particular, women netmakers. In general, their families and the social environment so they can know these and other activities related to the sea.

In addition, the fisheries and aquaculture sector, since without these qualified workers they would not be able to go out to fish due to the design, manufacturing and good condition of the fishing nets and gears is essential to carry out their work.

Tourist sector, students and society that benefits from these organized visits.



Background

The reason that led the implementation of the practice was the Prestige accident, since by stopping the sector activity, the netmakers were non-existent for the system. Therefore, the need arose to be recognized and claim rights and economical aids.

The practice is very innovative; Netmakers carry out completely artisanal work. Today they are trained to design tools, nets, gears, and traps from the beginning. They have opened to aquaculture, which also needs this type of utensils, and are looking for sustainable alternatives to adapt. They are part of the blue economy, since they are also dedicated to recycling.

They have opened themselves to new opportunities and innovation within their profession, so they have valued by disseminating and promoting their work. For this reason, they organize workshops for schoolchildren, tourists and the society where they show the tools they use; the fishing gears, traps and nets; how to perform sustainable fishing; traditions and the cultural heritage.

Moreover, they carry out artisanal work with the brand "Artesanía de Galicia" as one more step towards diversification and adaptation to the market. They selectively collect plastics and nets from the sea, separate the lead they sell for recycling. They also collect different objects such as corks, which they then use in their crafts to make ornaments and jewellery.



Outcomes

Ensure the visualization, professionalization, and recognition of the occupational diseases of networkers.

Make equal their profession with the rest of the fishing sector, including the "reducing coefficient" due to professional activity for retirement.

Open new opportunities to female sea workers

Get to know a part of the Galician coast and everything it provides.

The care of the marine environment and the organisms that live there.

Understand the historical role of sea women in the development of industrial activities linked to the sea as well as in the blue economy and dignify their role.

Commitment of the Congress of Deputies and the Parliament of Galicia to improve the socio-labour conditions of the networkers.

Commitment of the competent administrations to implement a specific labour inspection program for Galician networks.

Complaint of networkers labour situation before the European Parliament.



Outcomes

Improvement of sectoral and business professional training of Galician women. Creation of the Federation of Artisanal Netmakers as a non-profit organisation. Promotion of associations among the group of networkers, including those from other autonomous communities (Basque Country, Asturias).



Efficiency

The added value for the beneficiaries was the professionalization of 342 women networkers, qualification, and registration in the ISM. The possibility of dedicating themselves to other tasks related to their profession, such as transmitting knowledge and making artisanal products with recycled material from the sea. The pride of women netmakers regarding their jobs and their role contributing to the blue economy. Empowerment of these women that feel satisfied about seafood sustainability, sea protection and development of the economy and it is maintained over time. Beneficiaries, women who have dedicated their lives to work in the marine sector have been professionalized. They feel satisfaction and pride and can diversify their activities obtaining economic income in times of scarce work as netmakers. Their empowerment, tenacity and work have given importance to this group that now enjoys a series of advantages in the economic field, job security, retirement... Another important added value is the relationships among networkers, not only in Spain, but also in other countries. Netmakers received counselling and support through Galician Government that financed courses for training and learning. Then, they advanced due to own and private funds for expenses derived for their training. The success of this practice has been the empowerment of seawomen, their implication and hard work. The visibility of this group gradually increased their self-esteem and confidence to show society their profession with pride.



Transferability & Sustainability

This activity should be repeated in other places where these fishing communities that repair nets are not considered from a professional point of view. This initiative allows us to see the reality since without the role of these working women fishing would not exist. It must be adapted to local conditions where it is to be implemented.

This group of netmakers did not exist as such and was the worst organized in the scenario of the workers of the sea. There were already shellfish fishermen's associations and other groups organized.

Due to that, they have been a light and an indispensable influence for other netmakers communities that try to create similar organizations.



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GOOD PRACTICE

Information Sheet



Title of the practice **A Multinational Hospitality Model**

Organisation: Grand Hotel Excelsior – La Valletta

Country: Malta

Sector: Coastal and Maritime tourism

Gender aspect: Labour market hôtellerie



Practice description

Enhancement of human resources policy of the hotel's management that emphasizes diversity and teamwork, employing individuals from various backgrounds and from 30 nationalities.



Objectives

Effective improvement of the life quality of female workers and enhanced carrier opportunities for them



Beneficiaries

Female staff of the Grand Hotel Excelsior



Background

The Grand Hotel Excelsior in Malta has demonstrated a long-standing commitment to women's professional empowerment and workplace inclusivity. Since the early 2010s, the hotel has implemented key initiatives to promote gender equality and diversity. It was the first hotel in Malta to receive the Equality Mark certification in 2012, recognizing its non-discriminatory policies. In 2013, it earned the Tourism Diversity Employer Award for exemplary diversity management. Additionally, with a workforce representing over 30 nationalities, the hotel fosters a multicultural and inclusive environment that benefits both staff and guests.



Outcomes

A more effective gender equality has created more employment opportunities, higher professional standards and more presence of women in apical positions and executive roles..



Efficiency

Enhanced inclusiveness' capacity building of internal staff of human resources which has received upgraded trainings on gender equity and on the potential benefits of fostering women's carrier which would lead to a higher professionalism level of the hotel's staff.



Transferability & Sustainability

This gender-focused business model can be successfully replicated across other hotels. While its implementation in Malta could follow the existing framework, adaptations may be necessary when applied in other countries. Such adjustments should take into account the local cultural context and labor regulations, which may require minor modifications or more substantial changes to ensure effectiveness and compliance.



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Information Sheet



Flexi working

Organisation: Aquatera Atlántico
Country: Spain
Sector: Blue energy
Gender aspect: work-life balance



Practice description

The practical description of flexi working with the provided text refers to two key aspects of work flexibility:

- **Work location flexibility:** This means that employees have the option to choose where to work, whether at the office, from home, or other suitable locations. This option allows them to tailor their work environment to their personal and professional needs, enhancing comfort and productivity.
- **Flexi time:** This refers to flexibility in working hours. Employees have the opportunity to adjust their workday by choosing when to start and finish, as long as the required total hours are met or the established objectives are achieved. This allows them to better balance their work and personal responsibilities, promoting greater satisfaction and well-being.

Together, these measures provide employees with more control over their time and work space, contributing to increased motivation and efficiency.



Objectives

Aquatera offers its employees the opportunity to arrange flexible working hours. This initiative is designed to allow employees to work at times that best suit their individual circumstances, while ensuring that Aquatera's high standards are consistently met. The objective is to provide a balanced work environment where employees can effectively manage their personal and professional lives, without compromising on performance or quality. This flexibility fosters a culture of trust and productivity, benefiting both employees and the company.



Beneficiaries

The primary beneficiaries of this flexible working arrangement are the employees.



Background

Aquatera's commitment to flexible working and equality is rooted in its inclusive policies across locations. Aquatera UK office has a long-established flexible working policy and a strong focus on equality, ensuring that employees have the freedom to manage their work-life balance effectively while being supported in a diverse and fair environment. Similarly, Aquatera Atlántico in Spain has implemented a specific equality plan tailored to its local staff, while also aligning with the broader procedures and protocols set by our headquarters. This dual approach ensures consistency across the organization, promoting an equitable and flexible work environment for all employees.



Outcomes

The outcomes of implementing the flexible working practice at Aquatera have been very positive. The majority of employees benefit from this flexibility, allowing them to adjust their workday to their personal needs without compromising quality or productivity. This flexibility has proven to improve employee satisfaction and overall well-being by reducing stress and enabling a better work-life balance. Additionally, the impact on efficiency has been notable, as employees can organize themselves more effectively, which in turn contributes to higher motivation and engagement with the company. This practice also helps with talent retention, as it provides employees with greater autonomy and control over their working time. Overall, the results indicate that flexible working not only benefits employees but also has a positive impact on the company's performance and results.



Efficiency

The implementation of the flexible working practice has had a significant impact on Aquatera's efficiency. By allowing employees to adjust their working hours according to their personal needs, there has been an increase in productivity and better time management. This flexibility not only improves employee well-being but also optimizes the use of time and resources, resulting in more effective performance. The result is a more motivated and engaged workforce, able to maintain high-quality standards without the pressure of rigid schedules. Additionally, the ability to adjust working hours allows for better coordination and a reduction in downtime, improving the workflow throughout the organization. Together, this practice benefits both employees and the company, achieving greater efficiency at all levels.



Transferability & Sustainability

The flexibility in working hours and the focus on employee well-being at Aquatera are not only integral to the company's culture but also highly transferable and sustainable. This practice can be easily adapted to other organizations and regions, promoting a healthy work-life balance across different sectors. Its sustainability lies in the long-term benefits it offers, such as improved employee satisfaction, reduced turnover, and enhanced productivity, all of which contribute to the continued success and growth of the company. By fostering a supportive and flexible work environment, Aquatera ensures that these practices can endure and thrive over time.



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Reconciliation of family and work life

Organisation: Centro Tecnológico de Ciencias Marinas (CETECIMA)

Country: Spain

Sector: Blue Economy

Gender aspect: work-life balance



Practice description

The company provides a flexible work schedule and remote work options to help employees manage health or family-related matters. When an employee needs to work from home due to personal, health, or family issues, they can request to modify their schedule or work remotely. Additionally, all Fridays are designated as work-from-home days, allowing employees the flexibility to handle personal tasks such as dealing with administrative matters or attending healthcare appointments. This practice supports a healthy work-life balance, ensuring that employees can meet both their professional and personal responsibilities effectively.



Objectives

The main objective of the practice is to allow a healthy work-life balance for workers, hence improving their quality of life.



Beneficiaries

The primary beneficiaries of this practice are the employees, who gain greater control over their work schedules and environments.



Background

The COVID-19 pandemic played a pivotal role in promoting and solidifying the option of working from home, especially in situations involving health-related concerns. The shift to remote work during the pandemic demonstrated its effectiveness and necessity, leading to the formal adoption of this practice as a flexible solution for employees facing health challenges or other personal circumstances. This experience not only reinforced the value of remote work but also highlighted its potential to support employee well-being while maintaining productivity.



Outcomes

The implementation of the work-life balance practice has had very positive effects on several key aspects of the company. Firstly, it has contributed to a notable increase in employee satisfaction, reaching 60%, reflecting a work environment that is more flexible and understanding of their personal needs. Additionally, there has been an increase in the median employee tenure, suggesting better talent retention, possibly due to the improvement in work-life balance provided by the practice. Another important aspect is that all employees have, at some point, requested schedule modifications or the option to work from home, showing the high demand for these flexible measures and the value employees place on the working conditions offered.



Efficiency

The implementation of the work-life balance practice has significantly contributed to the efficiency of the company. By offering flexible work arrangements, the company has seen a tangible impact on its workforce. One of the key benefits has been a total headcount growth of 2 employees, who were attracted by the work-life balance benefits offered. This growth reflects the appeal of a supportive and flexible work environment that meets the needs of both current and potential employees. Moreover, the company has maintained an impressive 89% female workforce, a notable achievement that can be attributed to the ability to balance work with personal and family-related responsibilities. This flexibility has proven to be essential for retaining talented employees, especially women, who may otherwise struggle to manage the demands of both work and family life. Overall, these outcomes demonstrate how the practice not only enhances employee well-being and job satisfaction but also boosts the company's efficiency by attracting and retaining top talent. The ability to offer a balance between professional and personal life has become a strategic advantage, ensuring sustained growth and a productive, engaged workforce.



Transferability & Sustainability

The work-life balance practice implemented at the company demonstrates significant potential for transferability and sustainability. The ability to offer flexible working hours and remote work options can be adapted and implemented in a variety of organizations, particularly those seeking to improve employee well-being and retention. This practice promotes a healthier work-life balance, which can enhance overall job satisfaction, reduce turnover, and foster a more engaged workforce. However, so far, no other stakeholders have replicated this practice that we are aware of. Despite this, the success within the company suggests that it could be easily transferable to other sectors or regions, with the potential to improve both employee outcomes and organizational performance. The sustainability of this practice is rooted in its long-term benefits. By prioritizing employee health and family needs, the company fosters a culture of trust and support, which helps to retain talent and increase productivity over time. As work environments continue to evolve, the flexibility offered by this practice will remain a valuable asset, adaptable to the changing needs of the workforce and the business landscape.



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Unified Gender Equality Objectives Programme

Organisation: **NAVANTIA SA SME**
Country: **Spain**



Sector: Naval sector & Energy sector

Gender aspect: **violence/harassment, Work-Life Balance, Labour Market (job offering & recruitment, etc), Gender Segregation (horizontal and vertical), Gender perspective.**



Practice description

One of the main challenges in advancing gender equality within organisations is the fragmentation of initiatives across departments and areas, which hinders the ability to assess their collective impact. The Unified Gender Equality Objectives Programme addresses this issue by integrating all gender-related practices into a single, cohesive framework. This programme aims to standardise gender equality actions across the organisation, allowing for consistent monitoring and evaluation of their applicability, effectiveness, and efficiency. By aligning efforts and setting shared objectives, the programme facilitates internal coordination, promotes accountability, and enhances the organisation's capacity to achieve meaningful and measurable progress in gender equality.



Objectives

The main objective of this practice is to unify all the company's gender equality initiatives to promote the improvement of quality of life, recruitment process, professional development, and company's culture evolution.



Beneficiaries

The main beneficiaries are students, applicants, and workers regardless of their genders.



Background

This practice is not only prompted by new national regulation but also to unify efforts. This objectives program was developed within the framework of the Gender Equality Plan. Navantia and trade unions reached an agreement to develop every measure.



Outcomes

The implementation of the Unified Gender Equality Objectives Programme enabled inclusive participation across the company, allowing any employee to engage in one or more of the initiatives. This inclusive approach fostered a stronger sense of ownership and commitment to gender equality goals across all levels of the organisation.

Key outcomes include:

- **Inclusive access:** All staff members had the opportunity to participate in the programme's initiatives, regardless of department or role.
- **Improved understanding of gender issues:** A dedicated training course on gender equality was delivered to all staff, strengthening awareness and sensitivity throughout the organisation.
- **Executive-level representation:** The target of 25% women in executive positions was successfully achieved, supported by targeted measures such as blind CV screening and the Female Role-Model Programme.
- **Health promotion with a gender perspective:** 89% of employees participated in gender-aware health and well-being initiatives.
- **External recognition:**
 - The company received the Empowering Women Talent Award 2024, acknowledging its commitment to promoting female talent.
 - It joined the European Network for Workplace Health Promotion, reinforcing its dedication to employee well-being with a gender-inclusive approach.

These outcomes reflect substantial progress not only in measurable representation, but also in fostering a more inclusive organisational culture and raising overall awareness and engagement with gender equality principles.



Efficiency

The implementation of the Unified Gender Equality Objectives Programme has generated significant benefits for both the company and its sector, enhancing its reputation as a socially responsible and inclusive organisation. The increased gender diversity, particularly the rise of women in decision-making and creative roles, has driven creativity, innovation, and openness. Additionally, it has improved employee well-being by reducing the duration of sick leaves, such as those related to mental health issues, which decreased by 10%. The key to the programme's success lies in the proper allocation of resources, without the need for high budgets, and factors such as employee consultation and participation, management commitment, and the establishment of clear KPIs to monitor progress and ensure accountability. These elements were crucial in achieving sustainable and tangible results, both socially and organisationally.



Transferability and Sustainability

The practice will be repeated in the context of updating the equality plan, ensuring its continuity and adaptation to the organization's evolving needs. Improvements will focus on the introduction of new Key Performance Indicators (KPIs) to better report on the efficiency of the measures. In addition, Navantia shares gender-based health practices with all contractors, and, as far as is known, several companies have begun to implement some of these practices. Recruitment practices, in collaboration with various universities, have allowed the network to expand, thereby strengthening the inclusion of diverse talent within the organisation. This practice not only has a positive internal impact but can also be replicated by other companies in the sector, contributing to the creation of a more inclusive and equitable work environment.



Consiglio Nazionale delle Ricerche



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Information Sheet



MCST – New GEP

Organisation: MCST – The Malta Council for Science and Technology

Country: Malta

Sector : Cross-cutting technologies

Gender aspect: Gender-based harassment; Work-Life Balance; Labour Market; Gender Segregation; Gender Perspective



Practice description

The new GEP 2022-2026 is based on 3 Pillars:

Work-life Balance and Organisational Culture: Introduction of a teleworking policy for all staff – up to 60%.

Gender Equality in Recruitment and Career Progression: 1. Ensuring mixed representation of genders in interviewing panels. The MCST will ensure that recruitment panels are made up of at least three or more panel members and will include both males and females. 2. To provide a better opportunity for career progression. The MCST has decided that employees availing themselves of parental leave, shall continue to accumulate their service in grade in their favour.

Integrating the gender dimension: To be more inclusive on the basis of gender through the use of gender sensitive communication. The Gender Equality Working Group will be providing tailored made training on the use and application of gender sensitive communication to its present staff members which shall focus on the importance, applicability and use of gender-sensitive communication. Newly recruited staff from 2022 onwards, shall also start receiving this training as part of their induction programme. Furthermore, all official HR documentation and correspondence shall be communicated in a gender-neutral language.





Objectives

Creating a work-life balance and organisational culture, allowing gender-balance and equality for all employment levels, Integration of Gender Dimension into Research and Teaching Content, Measures against Gender-based Violence



Beneficiaries

Female Applicants; Female Workers; Minorities; Workers regardless of their genders



Background

This Gender Equality Plan (GEP) was developed for The Malta Council for Science and Technology (MCST) based on an analysis of an internal gender audit, meetings with stakeholders involved in the GEP implementation, as well as a review of the MCST's current policies and procedures.



Outcomes

Recruitment panels made of at least of 3 or more members with accurate gender balance, enhancing furtherly equality, diversity and inclusion in the recruitment and selection progress as well as in the carrier's progression.

It includes the following areas of intervention:

1. Work-life balance and organisational culture
2. Gender balance in Leadership and Decision Making
3. Integration of Gender Dimension into Research and teaching Content
4. Integration of Gender Dimension into Research and teaching Content
5. Measures against Gender-based Violence including Sexual Harassment

Results:

Employees availing in parental leave, shall continue to accumulate their service in grade in their favour, enhancing the career progression within the MCST.

Improvement of gender sensitive communication, instead of "he" and "she", will be preferable used they/them, ensuring that also non-binary persons are not excluded.



Efficiency

Ensuring that women are appropriately represented in key roles and decision-making structures in R&I (minimum 40%)

Increased consensus on the relevance of GEPs and the need to be developed in each relevant public and private structure.



Transferability & Sustainability

The practice can be repeated maintaining the same scheme – there is the interest of introducing a national certification scheme for the Gender Equality Plans to be developed and awarded by the respective competent Ministry in charge of gender equality.

There is a genuine interest in promoting female apical positions and careers , including new occupation opportunities that are being activated in the digital economy.

The MCST has been working with in-kind resources on developing comprehensive joined-up approaches and coordinated measures with other public entities which fund/undertake R&I activities.



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Empowering Women & Biomass to Reboot the Blue Economy

Organisation: BIOCHICA Start up

Country: ITALY

Sector : Biotechnology

Gender aspect: Labour Market; Gender Perspective



Practice description

- "BIOCHICA, is a women-led startup, transforms marine waste into bioactive polymers, proving gender-driven biotech fuels blue economy innovation."
- "Using solvent-free green chemistry, BIOCHICA converts blue crab biomass into chitin and chitosan, cutting CO₂ and boosting local value chains."
- 3. "Backed by EU research networks, BIOCHICA's patented protocols are scaling up through Horizon Europe projects and commercial deals."
- 4. With WINBLUE, BIOCHICA is also training women, creating a replicable framework for gender equity in marine biotech.



Objectives

- Promote women-led innovation in marine biotech and R&D
- Convert marine biomass into high-value, sustainable biopolymers
- Replace 30% of petrochemical inputs by 2030 with BBPs - Bio-Based Materials
- Reduce 120 tons of CO₂ emissions annually through green chemistry
- Scale up a replicable, gender-inclusive circular blue economy model



Beneficiaries

- Women scientists, entrepreneurs, and STEM professionals
- Coastal communities engaged in circular blue economy value chains
- Cosmetic, nutraceutical, and biomaterial industries
- Research institutions and biotech innovation networks
- EU stakeholders promoting gender equity and sustainability



Background

- BIOCHICA was born from the ENABLING H2020 project in 2020
- Founded to address gender gaps in STEM and blue economy
- Supported by Bio4Dreams incubator and EU funding (WINBLUE, Horizon)
- Responds to urgent needs: marine waste valorisation and CO₂ reduction
- Builds a flexible, inclusive work model to foster women-led innovation



Outcomes

- 120 t/year CO₂ cut via solvent-free marine biopolymer extraction
- Pre-commercial deals with 3 EU companies in biotech sectors
- ongoing women trained through WINBLUE workshops and coaching
- Replication of BIOCHICA's model in Horizon Europe projects



Efficiency

- High-yield, solvent-free extraction process with >45% chitin output
- 120 t/year CO₂ reduction aligned with EU climate goals
- Access to €1M+ follow-on investment through early industry deals though the support offered by Incubator (B4Ds)
- Strong ROI via circular value chains using local marine biomass



Transferability & Sustainability

- Scalable model adaptable to other EU coastal and insular regions
- Efficient Protocols for biomaterial production and biotech upscaling
- Cross-sector partnerships fostering long-term economic resilience
- Policy alignment with EU Green Deal and Gender Equality Strategy



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