

An aerial, top-down view of the deck of a large container ship. The deck is filled with numerous stacks of intermodal containers in various colors, including red, blue, teal, and orange. A central white crane structure is visible, extending from the bow towards the stern. The ship is moving through dark blue water, with white wake visible on either side. The overall scene is brightly lit, suggesting daytime.

The Superintendent Employment Report 2023

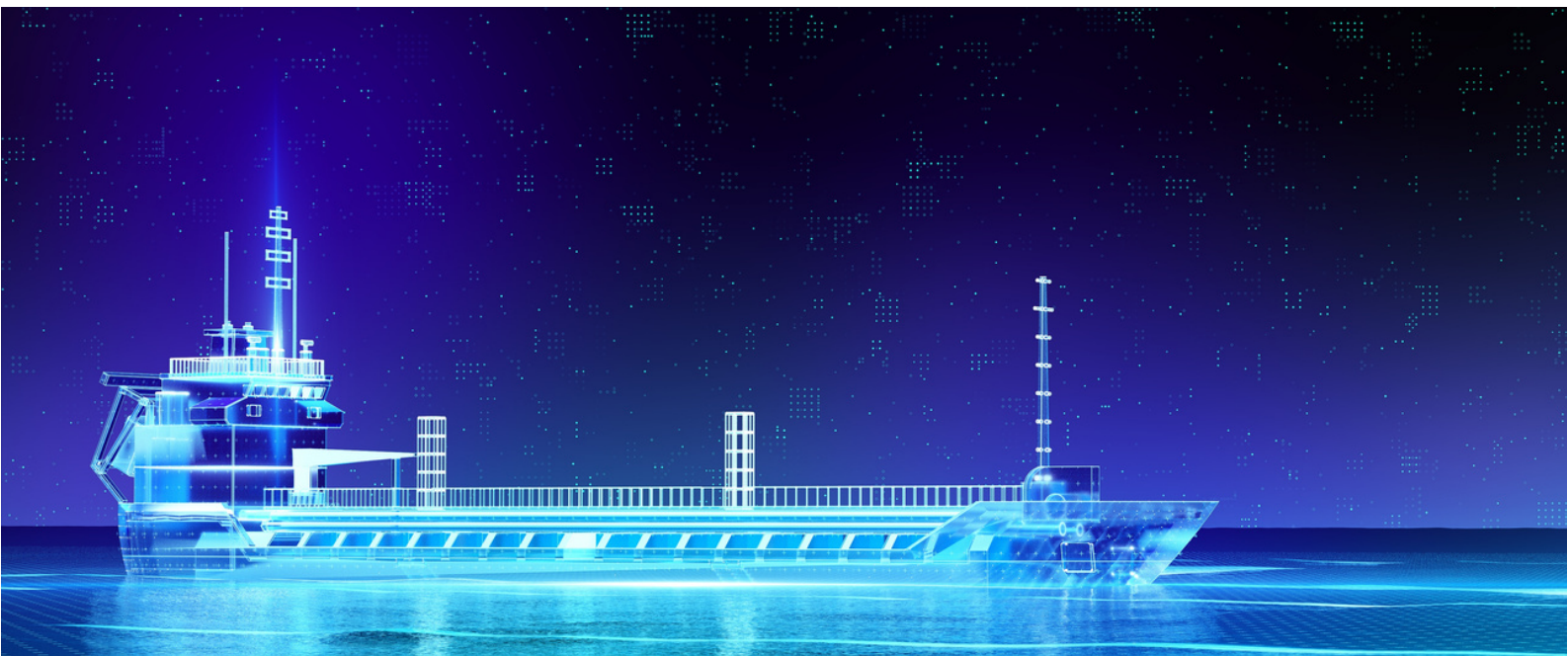
faststream
recruitment group

The Superintendent Employment Report

A report by Faststream Recruitment

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The Superintendent Employment Report

A report by Faststream Recruitment

Welcome from Faststream Recruitment



The Faststream Recruitment Group was established in 1999, employs over 100 people, and is a global people specialist in shipping and maritime recruitment.

We have a dedicated and experienced recruitment team who has a sole focus on working within the ship management space. We work with candidates seeking careers across executive, leadership, technical, operational, and safety management. We partner with businesses including ship owners, ship managers, asset owners, charterers, commodity groups, financial institutions, ports, harbours, and terminal operators to search, select, recruit, and talent map shipping and maritime professionals.

We operate across key maritime locations in Europe, the Middle East & Africa, Asia-Pacific, and the Americas, servicing our customers, both candidates and clients across the world.

For more details, visit www.faststream.com



The Superintendent Employment Report

A report by Faststream Recruitment

Welcome from the Authors

The surveys and report were conducted and produced by Faststream Recruitment.

Mark Charman

CEO & Founder of Faststream Recruitment



Mark is the CEO and Founder of Faststream Recruitment and founded the company in 1999.

He has a wealth of knowledge and experience in recruiting for the maritime sector globally. As a Fellow of the Recruitment and Employment Confederation, he is a renowned thought leader in specialist recruitment.

Mark's involvement as a speaker, panellist and writer provides a head hunters perspective into human factors in the workplace.

Kelsey Purse

Director of Shipping - Faststream Recruitment Europe, Middle East, Africa and the Americas



Kelsey is the Director of Shipping at Faststream Recruitment and oversees the recruitment of crew and shoreside personnel across the maritime sector. Having joined the business in 2010, Kelsey supports shipping and maritime organisations with senior and executive hiring across regions including Europe, the Middle East, Africa, and the Americas. She is a Fellow of the Recruitment and Employment Confederation and speaks, writes and trains regularly on recruitment issues and advises organisations on recruitment and people matters. In addition, she is an Associate of RINA and is an active member of the Women's International Shipping and Trading Association.

Lorenzo Agatiello

Director - Faststream Recruitment Asia-Pacific



Lorenzo is the Director of Faststream Recruitment Pte Ltd, leading the business operations in the Asia-Pacific region in Singapore.

With a recruitment career spanning from 2004, Lorenzo has developed knowledge across a range of industries and sectors. He has established his expert knowledge across national and international permanent and contract recruitment as well as executive search. He prides himself on delivering results-driven recruitment and providing clients with advice on how to adjust their people strategies to market conditions and fluctuations as well as skill shortages.

Executive summary

The Superintendent Employment Report

People strategies across ship management continue to dominate conversations but this year we have seen a notable shift from a need to not just attract new talent but a heightened focus on retaining people.

The strategy to retain talent and further grow teams is placing pressures on salaries, benefits, and working patterns as well as creating a need for businesses to improve work-life balance and reduce stress levels.

Businesses want to understand the candidate trends as well as recognise and deliver against the motivations and career aspirations of their people.

We have created the second superintendent survey to highlight trends across important topics including retention, well-being, advocacy, benefits, bonuses, working styles and pay rises.

Over three-quarters of superintendents shared they had received a pay rise, with a noticeable increase in these being given in the last 12 months. The percentage of pay rises was also on the up and the number of superintendents receiving pay rises of between ten and twenty per cent more than doubled on average.

It paid to change jobs for superintendents. 50% of job movers received a pay rise of over ten per cent versus those who stayed loyal to their employer, with only 18% getting this pay rise.

There was a small increase in the percentage of superintendents earning bonuses this year, but in particular, there was a big uptick in bonuses for superintendents working in the Middle East and Africa region.

Bonuses were in the majority given annually and they were largely based on the superintendent's performance in isolation or their performance and the company's in combination. Less than a quarter of superintendents received a loyalty bonus but four in five said it was an attractive incentive.

Bonuses, working from home and private medical for the individual and their family remained as the top benefits received. Flexi-time and enhanced pensions increased, whilst company car/car allowance decreased.

Over 40% of superintendents said their benefits were never communicated to them. This raises concerns over how they will value them as part of their package if they aren't aware of them.

For those who did receive communications about their benefits, these were most commonly communicated via in-person conversations and emails, during reviews and through an employee benefits platform.

Nearly a third of superintendents said their benefits had been reviewed in the last six months, but 29% said they had never been reviewed. This was more prevalent for superintendents working in Europe.

The top three most desired benefits matched the most received; bonuses, working from home and private medical for the individual and their family.

Working styles continue to be debated and 44% of superintendents said they were working in the office full-time but just 13% wished to work in this way. 48% of superintendents were working in a hybrid style but in reality, 77% wanted to work this way. The majority of hybrid workers were working in the office three or four days per week.

40% of superintendents agreed they would turn down a job that did not offer flexible working hours, and the same percentage said they would turn down a job offer if it did not offer at least one day per week working from home.

Executive summary – continued

The Superintendent Employment Report

Nearly three-quarters of superintendents were planning to change jobs in the next 12 months and over 50% said they had been headhunted in the last six months. Job seeking for superintendents working for a ship manager increased but decreased for those working for a ship owner.

Salaries and benefits were the top motivation for job seeking, whilst work-life balance was the top motivator to stay with an employer. Three-quarters of superintendents agreed that work-life balance was more important to them than salary.

Singapore, Dubai, London, Hamburg, Athens, Copenhagen and Rotterdam were voted as the most attractive maritime hubs by superintendents.

There was a decrease year on year in the number of superintendents who felt very valued by their employer (41% in 2022 to 28% in 2023). Over two-thirds of superintendents said they would recommend their careers to young people, but these sentiments had decreased year on year.

60% of superintendents rated their stress level as high or very high. Workload, leadership style and lack of resources and technology were voted as the top stress factors. In addition one in five superintendents said they were unhappy in their role.



Pay rises

The Superintendent Employment Report

Reward strategies this year have seen a shift in their role from simply attracting talent to retention focused. The expectations of employees for pay rises have increased in line with growing inflation rates and the cost of living. On top of this, there has been an upward trend in superintendents feeling confident in what they are worth in the marketplace, further pushing pay rise conversations up the agenda.

The recency of pay rises increases

77% of superintendents said they had received a pay rise, a small increase from 74% in 2022. 39% had received a pay rise in the last six months, 22% in the last 12 months, 4% in the last 18 months, 5% in the last two years and 7% over two years ago. Notably, in this year's survey, 61% of respondents had received a pay rise in the last 12 months, versus 50% in 2022.

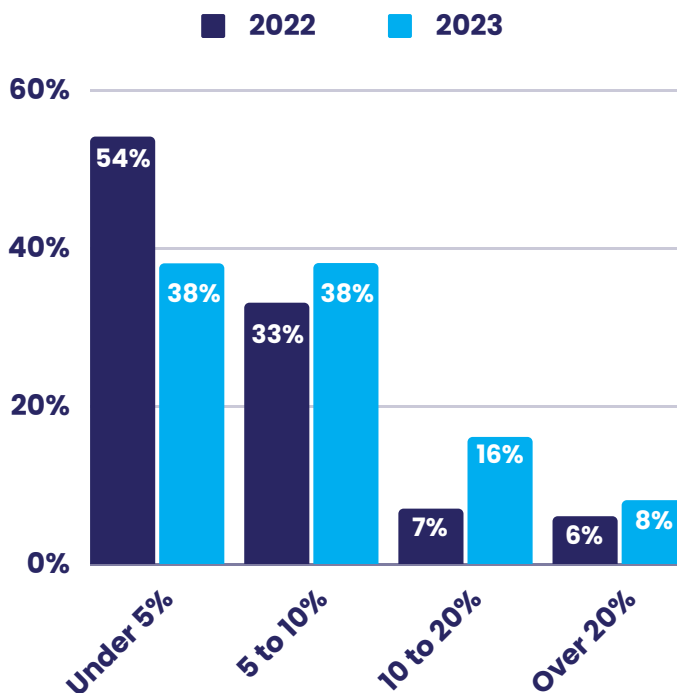
Superintendents working for ship owners were more likely to have had a pay rise in the last six months (42%) versus those working for a ship manager (32%).

When looking at pay rises across the regions, superintendents working in the Middle East and Africa were the most likely not to have received a pay rise (29%), whereas superintendents working in Europe were the most likely to have had a pay rise in the last six months (42%).

The percentage of pay rises is on the up

Year on year the average percentage of pay increases has gone up. The number of superintendents receiving pay rises of 10 to 20% has more than doubled. Pay rises of under 5% have decreased from 54% down to 38%.

Pay rise percentages - 2022 versus 2023



Pay rises – continued

The Superintendent Employment Report

It pays to change jobs

For those who had changed jobs in the last 12 months, 50% of these people had secured pay rises of over 10%. Just 18% of superintendents who stayed loyal to their employer received this level of pay increase.

"This is going to create some concerns over how volatile the market could become. If you know you can achieve a pay rise of over 10% by changing jobs, other factors are going to have to come into play to help keep superintendents loyal," says Mark Charman.

Recency of pay rise by working location 2023

Recency of pay rise	Average	Asia-Pacific	Europe	Middle East & Africa	Americas
Last 6 months	39%	33%	42%	30%	37%
Last 12 months	22%	25%	21%	27%	23%
Last 18 months	4%	3%	4%	2%	11%
Last two years	5%	8%	4%	5%	9%
Over two years	7%	6%	7%	7%	11%
Not received a pay rise	23%	25%	22%	29%	9%

Recency of pay rise by working location 2022

Recency of pay rise	Average	Asia-Pacific	Europe	Middle East & Africa	Americas
Last 6 months	27%	23%	30%	23%	32%
Last 12 months	23%	28%	21%	23%	26%
Last 18 months	6%	4%	6%	6%	7%
Last two years	7%	9%	6%	7%	10%
Over two years	11%	12%	11%	10%	3%
Not received a pay rise	26%	24%	26%	31%	22%

Bonuses

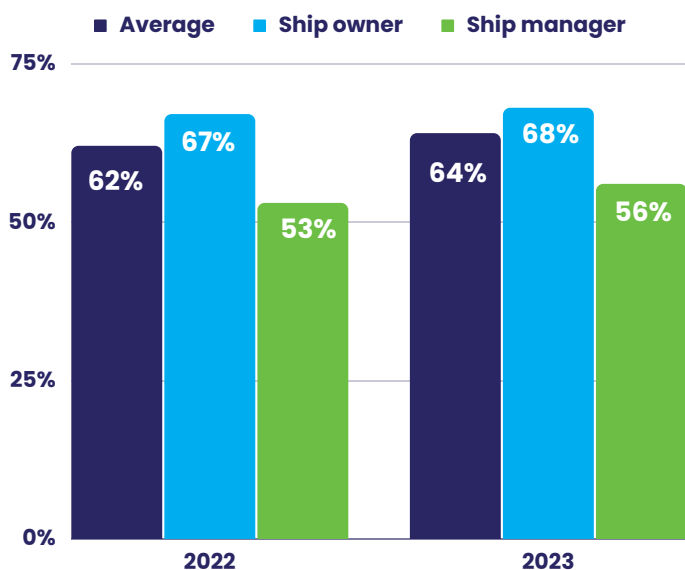
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Bonuses for superintendents have gained a lot of attention in the last 12 months. Some maritime businesses have made changes to their bonus schemes so that they align with their overall business goals. These employers have worked harder to communicate these effectively with superintendents to ensure a mutual understanding of expectations and objectives, whilst also offering an attractive incentive for exceptional work.

Bonuses increase marginally year on year

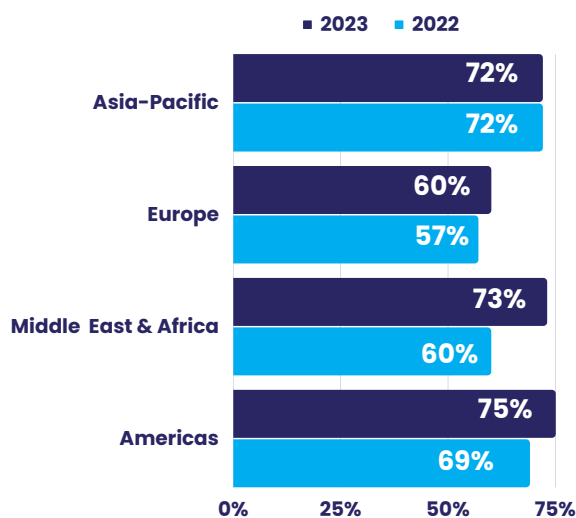
64% of superintendents received a bonus, with the majority (91%) receiving them on an annual basis. The likelihood of receiving a bonus varied between those working for ship owners versus ship managers, with 68% and 56% receiving them respectively.

Percentage of superintendents receiving a bonus 2022 versus 2023



Comparing the data from 2022, all regions apart from the Asia-Pacific have seen the prospect of receiving a bonus increase. This has meant that the Asia-Pacific region has not held its position as the leader in bonuses and has been overtaken by the Americas and the Middle East and Africa regions.

Percentage of superintendents receiving a bonus by working location 2022 versus 2023



Lorenzo Agatiello shares: "With the pressure on overall compensation strategies at the moment, there is increasing scrutiny on the amounts and criteria for achieving bonuses. As superintendents strive for higher compensation packages, bonuses are gaining greater significance."

Bonuses valued at 25% nearly double

Superintendents shared that bigger bonuses were available this year based on a percentage value of their salary. 31% received a bonus of up to ten per cent, 27% ten to fifteen per cent, 14% fifteen to twenty per cent, 9% twenty to twenty-five per cent and 19% over twenty-five per cent.

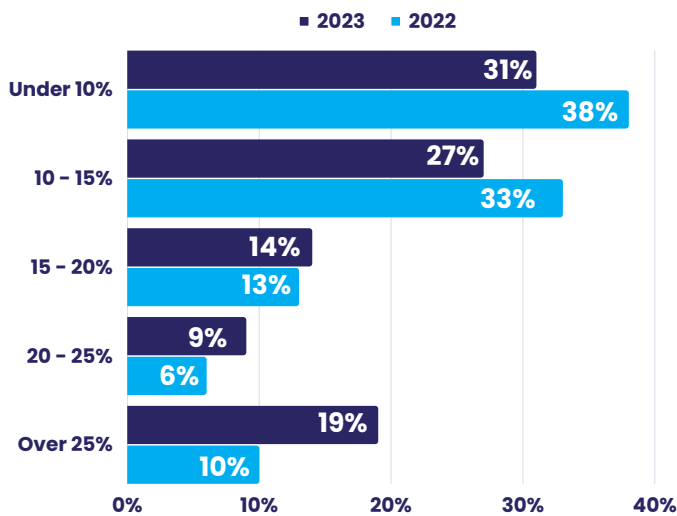
"When businesses have been successful in the last 12 months, we have seen bonuses increase in line with their achievements. Many are using bonuses as retention tools, as well as a way of rewarding employees and demonstrating how valuable they are," says Charman.

“
91% of bonuses are given on an annual basis

Bonuses – continued

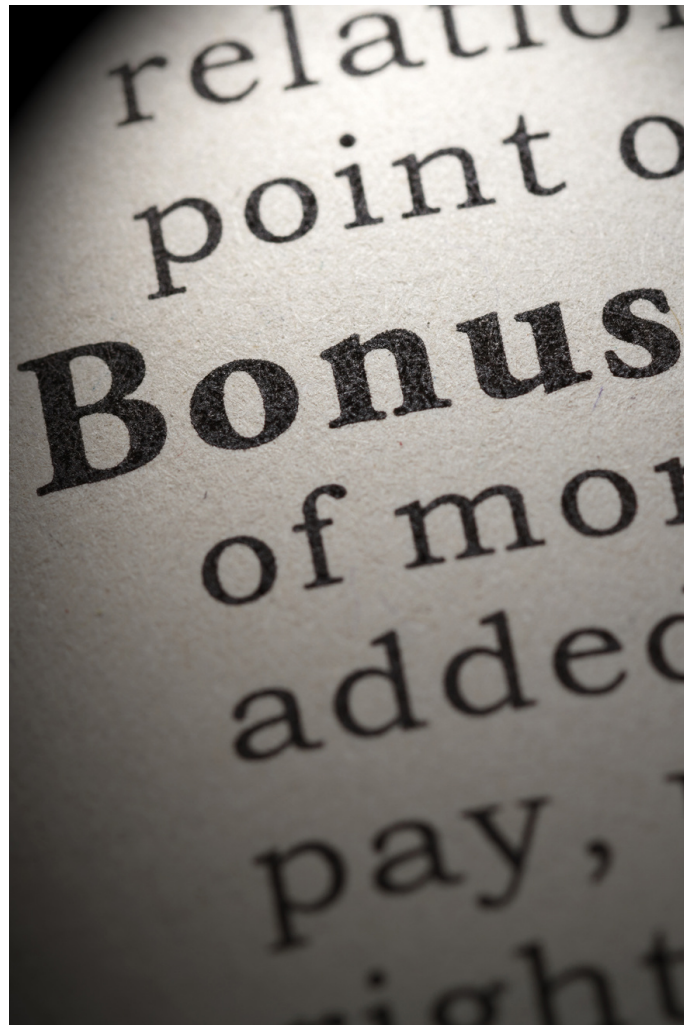
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What is your expected bonus amount? 2022 versus 2023



Breaking it down further, 30% of superintendents working for ship owners were earning bonuses of twenty per cent or more (up from 17% in 2022) and 23% of superintendents working for ship managers were earning bonuses of twenty per cent or more (up from 14% in 2022).

Increased bonus amounts were seen across the regions too, with the highest uptick to over 20% being found in the Middle East and Africa region, where 51% of superintendents are now receiving this level of bonus, an increase from 21% 12 months ago.



Percentage of bonus	Under 10%	10 - 15%	15 - 20%	20 - 25%	Over 25%
Container	19%	40%	17%	2%	22%
Cruise	24%	14%	33%	10%	19%
Dry Bulk/MPP	31%	26%	17%	8%	18%
Gas Carriers	32%	32%	9%	10%	17%
Offshore	37%	26%	9%	10%	18%
RORO/ROPAX	38%	42%	10%	5%	5%
Superyacht	49%	17%	17%	0%	17%
Tankers	26%	23%	16%	12%	23%
Workboats	46%	24%	8%	14%	8%

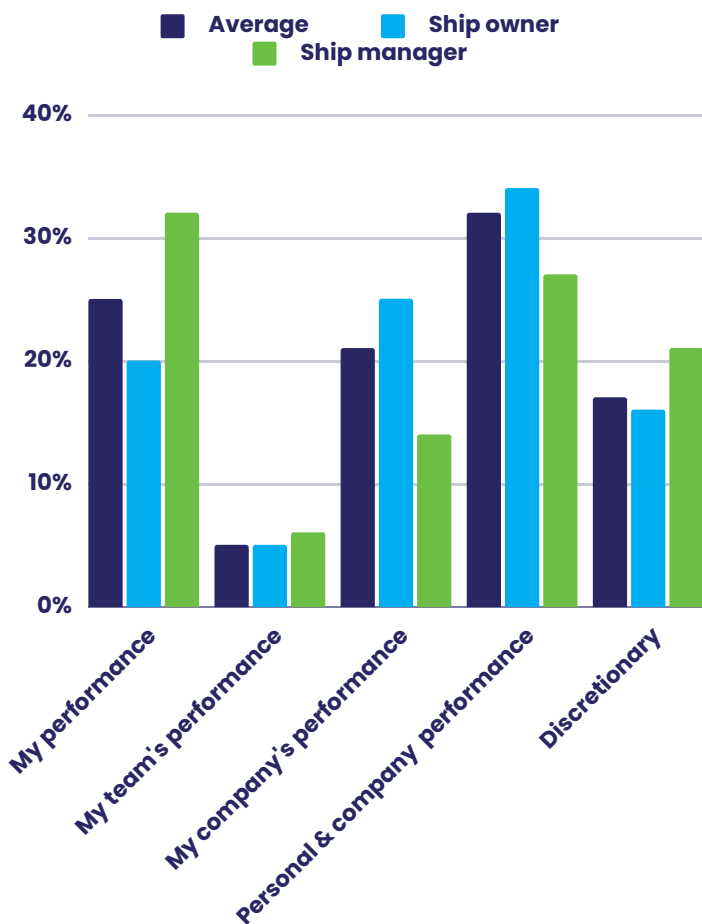
Bonuses – continued

The Superintendent Employment Report

There were differences in bonuses between the vessel types that superintendents manage. Superintendents managing tanker vessel types were the most likely to receive bonuses of twenty-five per cent or more (23%), whilst those working with superyachts were the most likely to receive a bonus of under ten per cent (49%).

On average, it was most common to see superintendents receiving their bonus based on a balance between personal and company performance (32%) and personal performance only (25%). This slightly differed when looking at employer type, with 25% of those working for a ship owner and 14% of superintendents working for a ship manager receiving their bonus based entirely on the company's performance. On the other side, more superintendents working for ship managers said their bonus was entirely discretionary (21%) versus 16% of superintendents working for ship owners.

What is your bonus based on?



"I think that over the next 12 months, we will see a decline in discretionary bonuses and a more unified approach through balancing bonuses between personal and company performance. This is going to help motivate superintendents to work towards the business goals but also get rewarded against their individual performance," shares Charman.

Loyalty bonuses are attractive but less than a quarter are receiving them

With retention being a focus for employers, we asked superintendents if they were offered a financial incentive or loyalty bonus directly linked to their length of service with their employer. Just 24% agreed that they did. However, 84% thought it was an attractive incentive.

Kelsey Purse comments: *"Loyalty bonuses or financial incentives are a nice touch and I have seen them used with some success. It is a direct way to reward loyalty behaviour. However, if we saw signing on bonuses, as we do in some commercial roles, become more common this could directly counteract any initiatives to increase the tenure of employees through loyalty bonuses."*

The percentage of employers who offered superintendents a financial incentive or loyalty bonus directly linked to their length of service



The percentage of superintendents who think a financial incentive or loyalty bonus was an attractive incentive



Benefits

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The unique set of benefits and rewards you offer are a key part of your employer value proposition and can set you apart in the marketplace. We explored what superintendents were receiving now and what they would prioritise in their next role.

No change to top benefits

Bonus (64%), working from home (45%), and private medical for individual and family (40%) have all remained as the top benefits received. However, working from home on average has decreased year on year (47% versus 45%) indicating that there has been a slow reintroduction of more office-based working. Flexi-time has increased year on year, highlighting employers' desires to improve work-life balance for superintendents, as well as an improvement in enhanced pensions year on year.

"The rising life expectancy means retirement is likely to be longer than before, coupled with the rise in the cost of living, I'm not surprised that savvy human resources leaders are improving their offering and creating more attractive packages," says Agatiello.



Employee Benefits	2022	2023
Annual Wage Supplement (AWS)	Not asked	32%
Bonus	62%	64%
Company Car/Car Allowance	31%	29%
Enhanced Maternity/Adoption/Paternity Benefits	8%	10%
Enhanced Pension/Provident Fund	22%	28%
Flexi-Time	27%	29%
Gym Membership	11%	14%
Housing Allowance	Not asked	12%
Paid Overtime	11%	10%
Personal Development Fund	6%	5%
Private Medical - Family and Individual	42%	40%
Private Medical - Individual only	34%	22%
Working from home	47%	45%
None of the above	11%	12%
Other	Not asked	9%

Benefits – continued

The Superintendent Employment Report

44% of superintendents have never had their benefits communicated to them

How well are employers communicating benefits? We asked superintendents how often their employers communicated the benefits that they received. On average 5% said monthly, 8% said quarterly, 43% said annually and 44% said never.

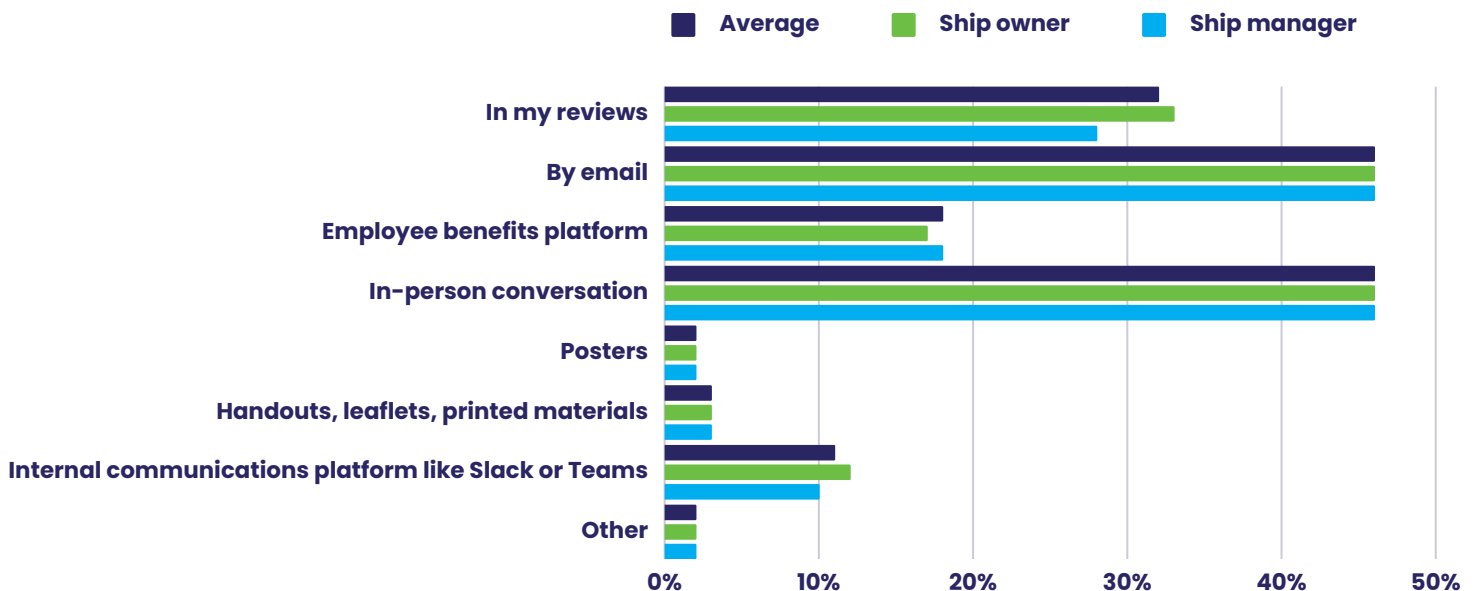
Charman comments: *“These results confirm that some superintendents don’t know all the benefits their role includes. 44% said their employer never communicated their benefits. Regular communications about benefit schemes and how to access them are a must today. If superintendents don’t know about them, they can’t value them as part of their package and may seek a new role for a benefit they already get.”*

For those who did receive communications about their employee benefits, they were most commonly communicated via in-person conversations and emails (both 46%), in their reviews (32%) and through their employer’s employee benefits platform (18%).

29% of superintendents have never had their employee benefits reviewed

We wanted to establish the regularity that superintendents were having their employees reviewed too. On average, 32% had their benefits reviewed in the last six months, 27% in the last 12 months, 5% in the last 24 months, 7% over 24 months ago and 29% had never had their benefits reviewed.

How are your employee benefits communicated to you? Please select all that apply.



Europe fared the worst in reviewing benefits with 32% of superintendents working in this region never having their benefits reviewed. However, for those working in the Americas region, 43% had their benefits reviewed in the last six months.

Bonuses are the most desired benefit

Superintendents indicated their top three desired benefits from a list. Unsurprisingly bonuses came out on top, followed by working from home (35%) and private medical – individual and family (34%). As these desired benefits match exactly with the top three benefits received, it shows that many employers are doing a good job of prioritising offering the benefits that mean the most to superintendents.

Please choose the top three most desired benefits in your next job

Top desired benefits	%
Bonus	59%
Working from home	35%
Private Medical – Individual & Family	34%
Annual Wage Supplement (AWS)	32%
Flexi-Time	23%
Company Car/Car Allowance	21%

Working styles

The Superintendent Employment Report

It appears the 'office versus home' working debate will not end soon. We continue to have conversations with our clients who want to know what other businesses are doing. Superintendents are equally as keen to understand what a potential employer's policy on working styles is.

We asked superintendents how they were currently working. 44% said in the office full time, 8% were working remotely full time and 48% were working in a hybrid style between the office and remotely.

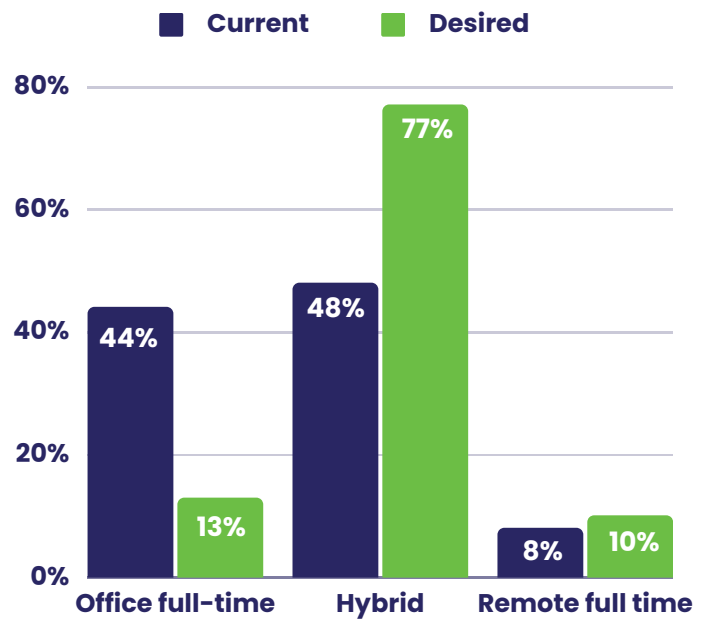
Purse says: "Some businesses have been very successful in implementing hybrid working and are reaping the benefits of their employees being more productive, using their time wisely at home and in the office to complete certain tasks. On the other side, some businesses continue to struggle with hybrid and remote working. Whether you want to call it productivity paranoia, micromanagement or helicopter management, some people find it difficult to trust their employees to get on with the job remotely. Whilst I understand the principles behind people wanting to work from home, I can't help but think that if you are being constantly checked on, is it any better than being in the office?"



Hybrid working is the most desired working style

We asked superintendents what working style they preferred. 13% preferred working in the office full-time, 10% preferred working remotely full-time and 77% preferred working in a hybrid style.

Current versus desired working styles



When you look at how people are working versus their preferred working style, we can see disparities. Whilst over two-fifths are currently working in the office full time, in reality, only just over one in ten want to work this way. Hybrid working is highly sought after but with over three-quarters wanting to work this way, not all are achieving it. We do see, however, more of a parity between those who are remotely working full-time and those who want to work this way.

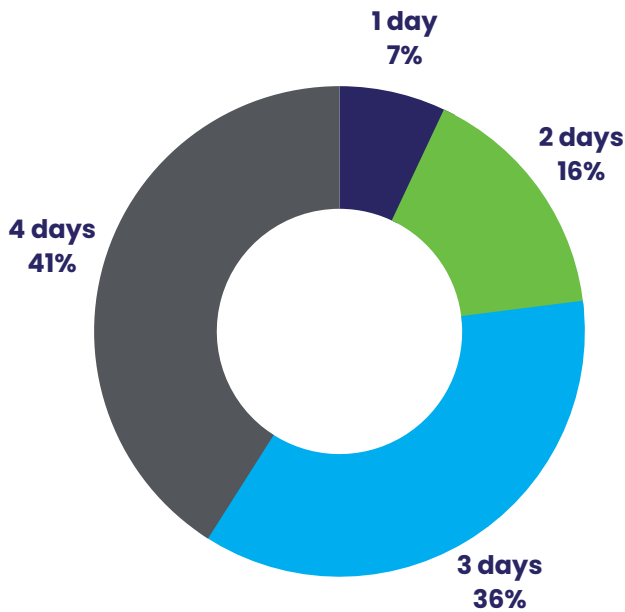
Charman says: "The ongoing concern for employers is that if they can't provide an employee with their desired working style, another employer in this market is likely to be able to. It isn't just retention in its purest form that employers might need to worry about. Dysfunctional retention is also an issue. If employees stay and underperform because their needs are not met, it may mean you have reluctant stayers who could cause more issues amongst projects and the rest of the team."

For those who were currently working in a hybrid style, the majority (77%) were working in the office three or four days per week versus just 23% who were working in the office one or two days a week.

Working styles – continued

The Superintendent Employment Report

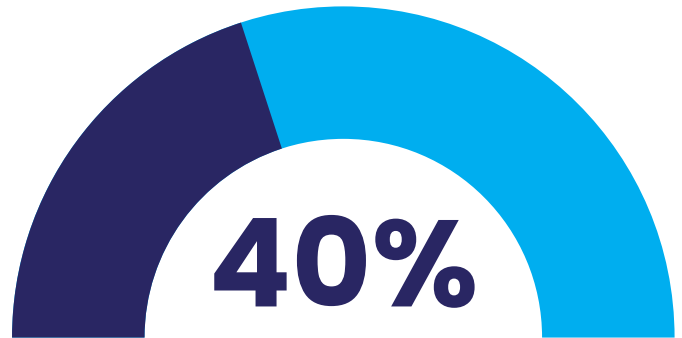
Hybrid workers – how many days do you work in the office each week?



"We see many cities busy and thriving from Tuesday to Thursday with a decline in footfall on Mondays and Fridays. For workplaces, this could be an opportunity to ensure that collaborative work, celebrations, and staff events happen on these three days when everyone is together. However, we must consider what happens on the remaining days and whether employers are willing to effectively have an active office for only three days a week. We have already seen some employers creating rules around not working from home on both a Monday and a Friday to ensure an even spread of employees in the office at all times. The cynic in me may also consider 'long weekends' a way to counteract less competitive annual leave entitlement too," says Charman.

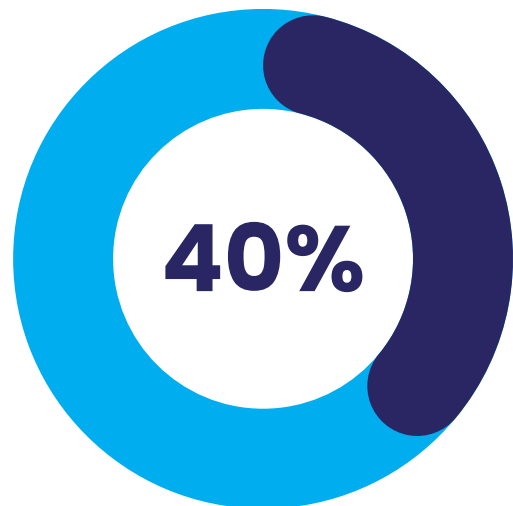
Could working styles be the difference between a job offer acceptance or not? There will be some impact. 40% of superintendents said they would turn down a job offer if it did not offer flexible hours. This rose to 45% of superintendents working in Europe. Superintendents working in the Middle East and Africa were less phased by this and only 26% said they would reject the job offer.

Percentage of superintendents who would turn down a job offer if it did not offer flexible working



Again, we found that 40% of superintendents would reject a job offer if it did not include at least one day per week of remote working. We saw superintendents in Europe being the most likely to turn down the job offer (46%) as well as the younger age groups being put off. 44% of under 30s and 46% of 30 to 39 year olds said they would turn a job offer down if there was not at least one day of remote work available.

Percentage of superintendents who would turn down a job offer if it did not offer at least one day per week of remote working



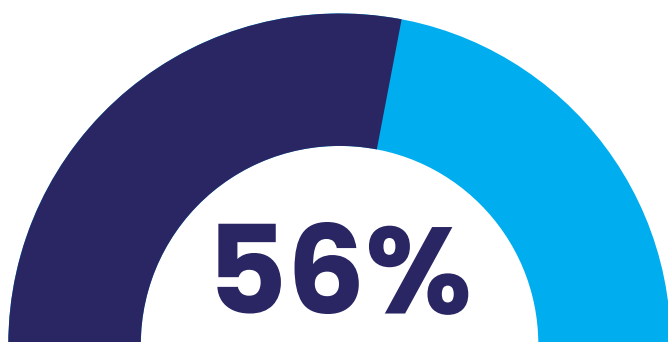
Retention

The Superintendent Employment Report

With the noticeable shift in plans to retain rather than just attract, job-seeking sentiments are going to be very important to employers. Not only are we in a period where the market is dominantly candidate-led, but we have also seen high rates of headhunting. The market is very active and 56% of superintendents said they had been headhunted in the last six months.

"Whilst your employees might not be in an active job search, headhunting with interesting and lucrative job offers on offer can turn even the most passive candidates' heads. If you aren't looking for a job, you might not be aware of what else is on offer in the marketplace. Headhunting can provide intel on how much you are worth and even what other career progression opportunities could be available." Agatiello says.

Percentage of superintendents who have been headhunted in the last six months

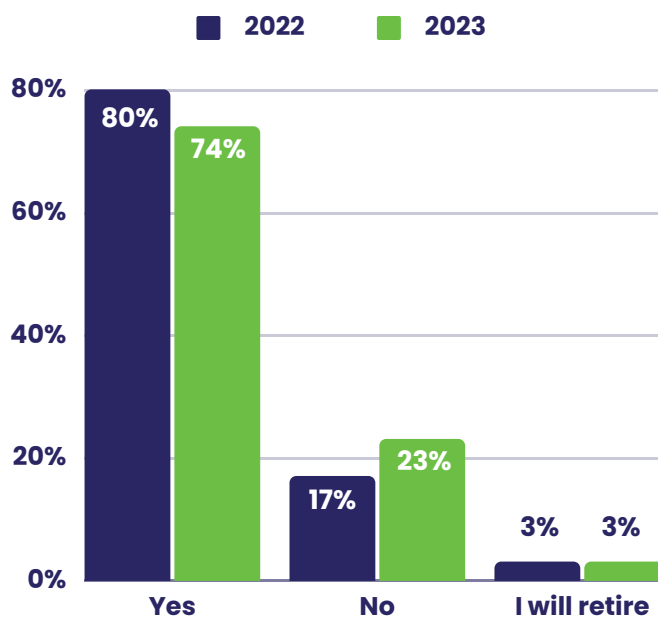


Retention levels rise marginally

We saw a small reduction in job-seeking sentiments from superintendents. This year 74% agreed they were planning on seeking a new job in the next 12 months, versus 80% last year. Retirement plans remained at 3%.

Purse shares: *"Job-seeking sentiments remain high but unsurprisingly with the confidence we see in superintendents. Whether it is asking for pay rises, improved benefits, and career progression with their current employers or demanding more from recruitment processes and job offers, candidates are confident in their worth and are not shy in asking for what they want."*

Are you planning on looking for a new job in the next 12 months? 2022 versus 2023



Succession planning is still needed

As an indicator of the sentiment to change jobs versus the realities, we found that 16% of superintendents who took part in the survey had been with their employer for less than one year. We did find that the largest group of respondents to the survey (32%) had been with their employer for one to three years. This equates to nearly half of superintendents (48%) being with their employer for less than three years. Food for thought in succession planning and recruitment drives for the future.

"Employers may want to start or continue reporting on the tenure of their employees and identify points where they see their superintendents are likely to leave. Being aware of average tenures can help to create incentives at different points in their employment, as well as scheduling conversations and check-ins to see how superintendents are feeling in their roles. Prevention of resignation, in the long run, is going to be more productive than counteroffers or having to panic recruit," says Charman.

Retention – continued

The Superintendent Employment Report

Is the grass greener or is it astroturf?

71% of superintendents who had been with their employer for less than one year were still planning to change jobs over the next 12 months. 77% of those who had been with their employer for one to three years were also planning on job seeking.

“In a market where employers want to retain talent and focus on increasing their talent headcount, I imagine these signs of job change regret are concerning,” says Purse.

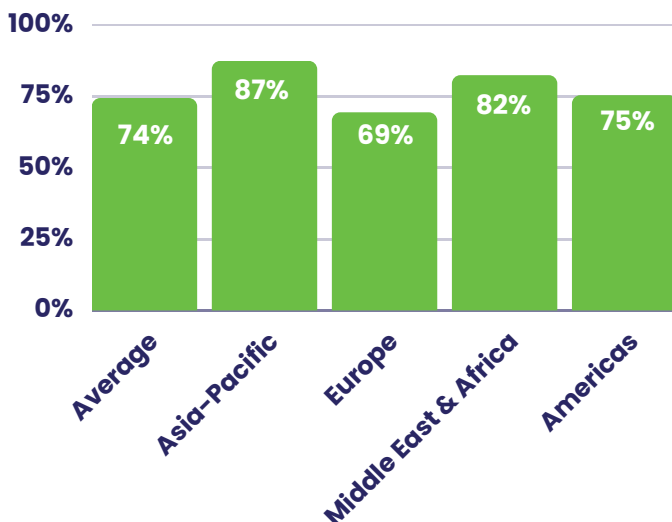
Job-seeking superintendents who work for ship managers increases

Whilst the overall average of job seeking decreased year on year, we saw that for superintendents working for ship owners the likelihood of them planning to stay with their employer increased from 21% to 29%. However, the trend for superintendents working for ship managers to job seek increased from 84% to 86%.

Asia-Pacific becomes the most mobile employment market

In a step change from 2022 where the Middle East and Africa had the most mobile employment market (91% of superintendents were job seeking), this year the Asia-Pacific region has taken the top spot. 87% of superintendents working in this region were planning on finding a new job. We must also highlight that the Americas region remains the location where the most superintendents with retirement plans in the next 12 months are, at 7% (the same percentage as last year).

Job-seeking levels by region



Pay rises and bonuses in reality are not creating outright retention rates

If your strategy to retain superintendents is focused solely on compensation packages, the realities might not be what you want to hear.

78% of superintendents who had not received a pay rise were planning to seek a new job. Job-seeking levels decreased marginally to 76% if they had a pay rise over 12 months ago and again a small decrease was seen when pay rises were given in the last 12 months at 71%.

Looking at pay increase percentages was quite alarming. 71% of superintendents who received a pay rise of under 10% were planning to change jobs. Unbelievably, the likelihood of job-seeking increased for superintendents who had received a pay rise of 10% or more with 79% planning to make a move.

Analysing job seeking based on bonuses showed that whilst 77% of those who did not receive a bonus were planning to seek a new job, this only decreased to 72% for those who did. Loyalty bonuses had hardly any impact either. 72% of superintendents who received a loyalty bonus were planning to job seek but this only increased to 78% for those who did not.

Charman says: *“I’ve asked myself this question multiple times over the last few months, ‘are people just not as loyal as they once were?’ Do we have to face the reality that we are in a time when people will have multiple jobs with multiple employers throughout their careers? How will we as employers deal with this as a new reality and can we reverse the change?”*

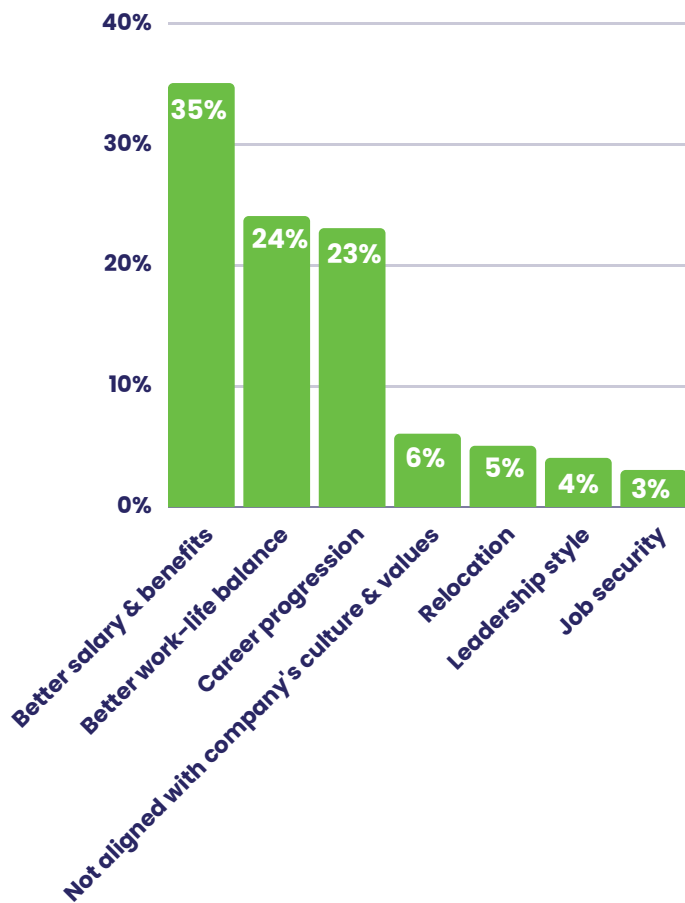
Retention – continued

The Superintendent Employment Report

But salary and benefits were still cited as the top reason to job seek

Better salaries and benefits (35%), better work-life balance (24%) and career progression (23%) topped the job-seeking motivations. These matched the top three from last year.

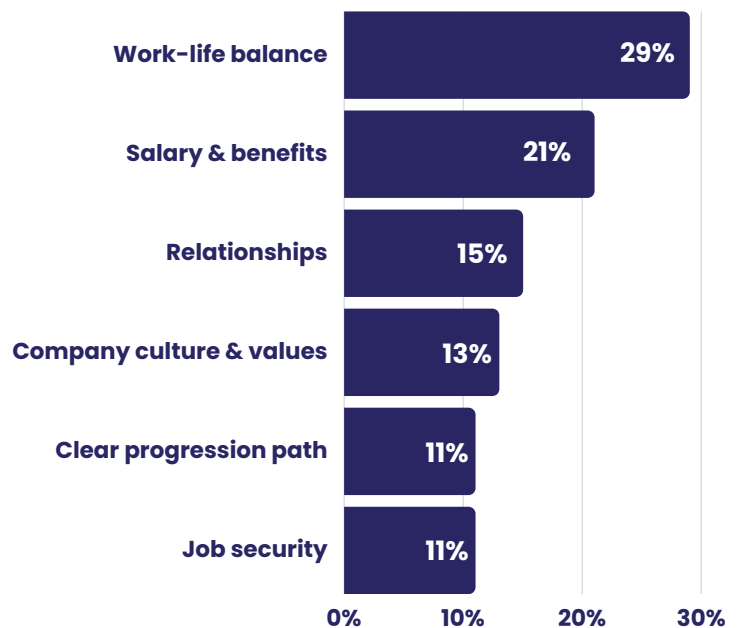
Superintendent job-seeking motivations



Work-life balance aids retention

With so many employers keen to understand what could help retain their people, we asked those who were not job-seeking what their top motivation was to stay with their employer. The top three included work-life balance (29%), salaries and benefits (21%) and relationships with colleagues and leadership (15%).

Top motivations to stay with their employer



"If work-life balance is a driver of retention we could see even more effort put into making employees feel they can enjoy their free time with personal and family commitments. I don't want to miss the importance of relationships in the workplace. Getting on with your manager and peers can make work so much more enjoyable and is linked to loyalty," shares Agatiello.

You can sense the importance of work-life balance to superintendents from the opinions shared on what was more important between work-life balance and salary. 75% of superintendents rated work-life balance above salary, although this has decreased slightly from 78% year on year.

What do superintendents think work-life balance is? Flexible working hours, sufficient annual leave/holiday entitlement, remote working and no contact whilst on annual leave/holiday were all cited as factors. When we looked at the different age groups and regions these factors remained the same.

Purse says: *"This is great news for employers. If broadly all generations agree on what work-life balance is, then it gives a real sense of changes and improvements that can be made moving forward."*

Retention – continued

The Superintendent Employment Report

Singapore and Dubai are neck and neck in the attraction stakes








We asked superintendents where they thought the most attractive maritime hubs were. Singapore, Dubai, London, Hamburg, Athens, Copenhagen and Rotterdam came out at the top.

Charman says: *“In our global maritime surveys over the last five years, Singapore has come out on top as the most attractive maritime hub. It has maintained its position as it has continued to invest heavily and stay focused and true to its vision of the future of maritime. It has never stopped promoting a strong maritime brand throughout the country and globally wide. The attraction of top maritime businesses to the hub has created a maritime-ready workforce, where building careers in these businesses has become aspirational but also achievable.”*

Dubai has risen in popularity over the last 24 months. Just like Singapore, Dubai has focused more attention on investing itself as a maritime hub and is increasingly attracting international shipping lines, maritime businesses and maritime-related service providers.

“Its strategic location, robust infrastructure, favourable business environment and diverse offerings in terms of leisure and career opportunities are making Dubai stand out as one of the most attractive maritime hubs. It will be interesting to see whether this hub can maintain or even increase its attractiveness in the next few years,” shares Purse.

The most attractive maritime hubs

	1. Singapore	14%
	2. Dubai	13%
	3. Hamburg	11%
	3. London	11%
	4. Athens	8%
	5. Copenhagen	7%
	5. Rotterdam	7%



Employee engagement and advocacy

The Superintendent Employment Report

Employee engagement can play a crucial role in driving employee advocacy. If employees feel valued, they are more likely to be advocates for their employer as well as for their profession. Feeling valued by your employer can also impact not only employee engagement levels but also have a significant impact on employees' well-being.

Fewer superintendents feel very valued this year

Globally, 28% of superintendents felt very valued (down from 41%), 56% felt somewhat valued (up from 44%) and 16% felt not at all valued (up from 15%).

How valued do you feel by your employer? 2022 versus 2023

	2022	2023
Very valued	41%	28%
Somewhat valued	44%	56%
Not at all valued	15%	16%

Superintendents who felt very valued were less likely to job seek

88% of superintendents who felt not at all valued were planning to seek a new job. Whereas for those who felt very valued, this reduced to 64%, signalling the importance of making people feel valued at work.

"Just implementing verbal praise and thanking people for their work can have a positive impact on how valued people feel. Making that little bit more effort could pay dividends in making people loyal and boosting their engagement with you," says Agatiello.



We asked superintendents to leave commentary about how valued they felt too:

- My company is happy to take my knowledge of new builds without providing any additional reward, benefit or promotion. **Superintendent working in Europe for a ship manager**
- For best performance, the employer needs to be ready to arrange the best salary and a good lifestyle for the employee. Motivated employees are always more efficient than unmotivated. **Superintendent working in the Asia-Pacific for a ship manager**
- Employers need to realise working remotely on rotation is not just working continuously. **Superintendent working in the Americas for a ship manager**
- Better work/personal life balance and a clear view of further personal development and growth are required to make me feel valued. **Superintendent working in the Middle East and Africa for a ship owner**
- I feel undervalued, and not recognised, management doesn't always understand the future consequences. **Superintendent working in Europe for a ship owner**
- I feel like a member of a family in my current company. **Superintendent working in Europe for a ship manager**
- Having a boss who wants to develop me, not tell me that I need to stay in my lane like he does would be great. **Superintendent working in the Americas for a ship manager**
- I feel valued, there is a good balance, and management is always monitoring our workload. **Superintendent working in Europe for a ship manager**
- Companies grow with happy employees. Happy employees succeed. It is the bosses who make the employees unhappy. **Superintendent working in Europe for a ship manager**

Employee engagement and advocacy – continued

The Superintendent Employment Report

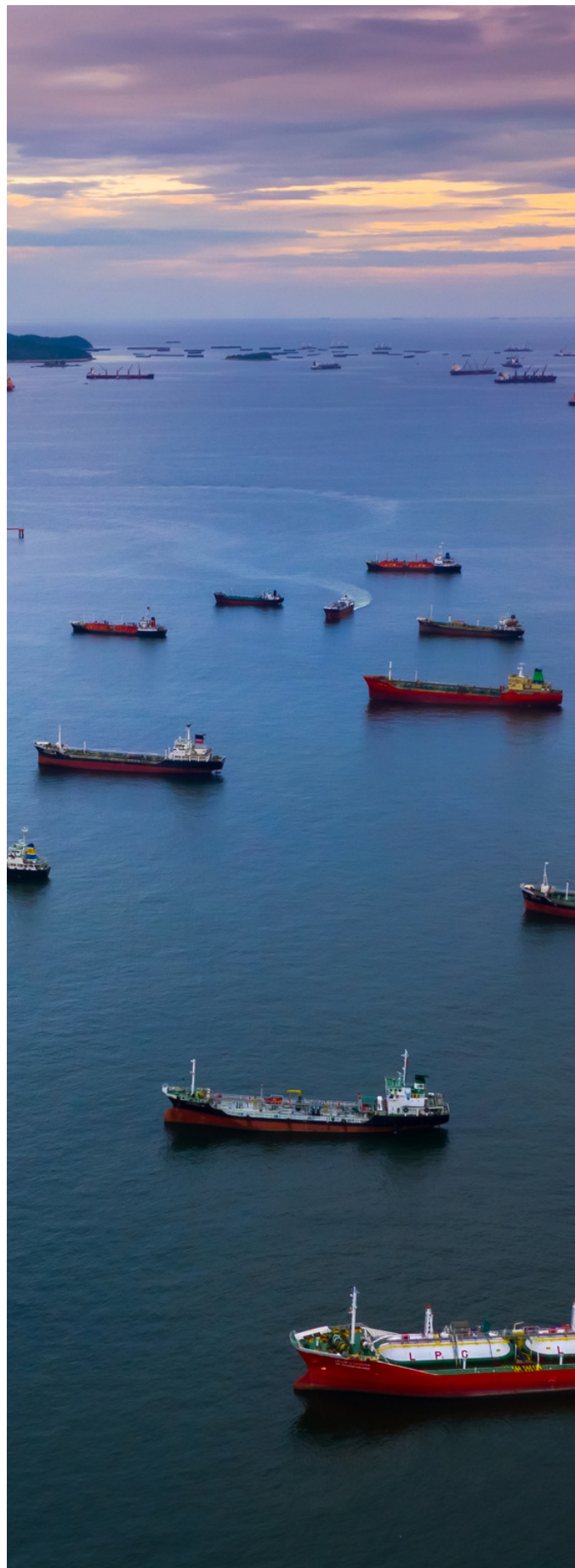
The current and future attractiveness of a profession can be impacted by the advocacy of those already doing the job. With new generations being spoiled for choice in terms of what they can do as a career, we need advocacy for the superintendent profession to help keep it an attractive career.

We asked superintendents if they would recommend their careers to young people. 71% agreed that they would, a decrease from 75% last year.

“In a world embodied by choice, career options are nearly limitless for young people. The Institute for the Future (ITF) predicts that 85% of the jobs in 2030 have yet to be created. Not only is maritime competing against alternative sectors and professions today but also potential new jobs we don’t even know about yet,” shares Charman.

We asked superintendents to leave their commentary on why they would or would not recommend their career:

- It is a great career path for young people. Once you are a qualified mariner, there is always a job ashore in many different positions. **Superintendent working in Europe for a ship owner**
- The work is inspiring and if you choose the right employer it is rewarding. **Superintendent working in Europe for a ship manager**
- This job can command a decent salary and it allows you to travel and broaden your horizons. **Superintendent working in Asia-Pacific for a ship owner**
- There is too much paperwork nowadays. The focus is on paperwork and not on running vessels. **Superintendent working in Europe for a ship manager**
- I think the superintendent career is good for seeing the world and having a great life experience. However, I think if young people are doing it for the money, they may be better off looking at a different industry. The days of the maritime industry paying big money seem to be over. **Superintendent working in the Middle East and Africa for a ship owner**
- I love what I do, so I would recommend it. It does need commitment and loyalty to be successful though. **Superintendent working in Europe for a ship manager**



Stress and well-being

The Superintendent Employment Report

By prioritising the well-being of employees, ship owners and ship managers can position themselves as desirable places to work. Creating a work environment that promotes work-life balance and one that emphasises a commitment to employee health is crucial for their employee's mental and physical well-being. We have already shared how work-life balance can act as a retention tool. This approach can give businesses a competitive advantage and make them more appealing to potential employees.

Superintendents face unique stressors that can differ from those who solely work at sea or in other maritime shoreside roles. The stress factors for superintendents stem from both the operational aspects of ships and ship visits, as well as internal factors like office politics and leadership styles.

We asked superintendents to rate their stress levels from one (not at all stressed) to five (very stressed). 60% of superintendents rated their stress level at four or five.

Workload is the biggest stress factor

We asked what their top three stress factors were at work. These included: leadership style, workload, deadlines, targets, travel, underperformance, lack of resources/technology, co-workers, lack of work-life balance and we also provided the option that they did not get stressed.

'Workload' come out on top as the highest contributor of stress (48%), followed by 'leadership style' (35%) and 'lack of resources/technology' (30%).

"The workload of a superintendent can have a direct impact on work-life balance as it can be challenging to meet work deadlines at the same time as keeping a healthy personal life. A heavy workload can contribute to poor productivity, increased sickness rates amongst teams, and general burnout," says Purse.

It isn't just work in isolation that is going to impact employees' stress levels. The prevalence of negative news that focuses on economic uncertainty, the rising cost of living, climate change and social instability worldwide adds to the overall feelings of stress for many.

Charman says: *"Employers should consider proactively addressing the contributors of stress and take action to make superintendent working environments less stressful. It is important to prioritise prevention rather than relying solely on finding a cure for stress-related issues. From looking at workloads, leadership styles, the resources and technology available and implementing more incentives to regain the balance for their employees in terms of work and their personal life. If employees' mental health is being impacted by stress, leaders are going to need more resources available to them. This is where investment in prevention is going to pay off in the long run."*

We asked superintendents to leave commentary about their stress levels and stress contributors:

- Where the leader takes glory for the achieved goal and the worker quickly gets blamed for targets missed, without support from the leader in both cases increases stress levels and feelings of demotivation. **Superintendent working in the Middle East and Africa for a ship manager**
- Disorganisation is the main cause of stress in my job. **Superintendent working in Europe for a ship manager**
- Seeing the boss do work for others because they are incapable brings morale down for those who can perform. **Superintendent working in the Americas for a ship owner**
- The ever-increasing reliance on KPIs and data to measure items that are out of the control of a ship manager, yet are used as a yardstick to performance. Too many people with no sea-going experience are leading companies without a clue as to what is required. **Superintendent working in Europe for a ship manager**
- Excessive stress kicks in because a superintendent is expected to be available 24X7 all year which seriously affects his/her mental and emotional health and personal life. **Superintendent working in Asia Pacific for a ship owner**

Stress and well-being – continued

The Superintendent Employment Report

- There is no work material, no security equipment, lack of computer equipment in the work area or no internet, lack of radio transmitters or cell phone signal, etc. Lack of transportation and eating facilities in operational work areas. There is also improvisation and orders that put security at risk. **Superintendent working in the Americas for a ship owner**
- New regulations, procedures, requirements, etc. all lead to increased stress on the job. **Superintendent working in Asia Pacific for a ship manager**
- As in every other domain and work, the right manager makes the working environment either a place where you can flourish or not. **Superintendent working in the Asia Pacific for a ship manager**
- We need a leadership team which is more empathetic and not one to use blame culture. **Superintendent working in Asia Pacific for a ship manager**
- I think in ship management the majority of critical tasks fall upon the desk of the superintendent, this can be good if you are operating in the leadership style of providing the superintendent full autonomy, however, it can have a negative impact if being micro-managed. **Superintendent working in the Middle East and Africa for a ship manager**

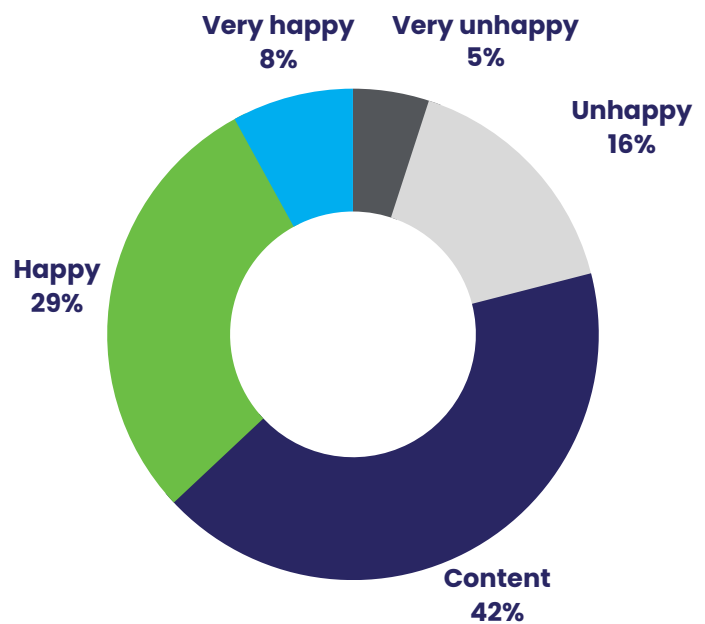
1 in 5 superintendents are unhappy in their roles

Most employers want their employees to be happy at work. Happy employees tend to be more loyal, productive and motivated. 37% of superintendents said they felt very happy or happy in their role, 42% felt content and 21% felt very unhappy or unhappy.

The happiest superintendents at work were those working in the Middle East and Africa region (53% said they were happy or very happy). The most unhappy superintendents were working in the Asia-Pacific region (24% said they were very unhappy or unhappy).

“Have you asked your superintendents how happy they are in their roles lately? And based on their answers what you could do to make them happier? The benefits can be significant when more employees are happy. Whether it be from creating more positive relationships and job satisfaction to becoming employee advocates. They say our homes are normally our number one happy place, let’s try to make work our people’s second happy place, somewhere they want to be in the long term,” says Purse.

How happy do you currently feel at work?



Final thoughts and recommendations

The Superintendent Employment Report

As the hiring marketplace for superintendents as well as the ability to retain them becomes increasingly competitive, people strategies will remain important. Attracting new generations has been talked about in detail over the last five years, but the switch to how businesses can retain them in the future is going to become more prevalent.

Maritime businesses may wish to re-evaluate some of their talent strategies and so, we have produced a selection of recommendations to consider, including:

Create an employee benefits communication plan and implement it

A renewed focus on not just the benefits you offer but how they are communicated and how often could make a significant impact on the value superintendents place on their overall package.

- Research employees on what would be the most effective ways to communicate employee benefits.
- Decide on how often employee benefits will be shared with superintendents. We recommend it at least twice a year.
- Overcommunicate the employee benefits available and how people can access them.
- Ensure employee benefits communications are done so through multiple channels so they are not missed.
- During reviews check that employees understand the benefits they receive and communicate them again where necessary.
- Ask for feedback on how employee benefits can be communicated better.

Embed a renewed focus on improving work-life balance and reducing stress levels

Take time to acknowledge and discuss stress and work-life balance factors with your people.

- Empower your employees to have more flexibility over their start and end times of work as well as the workplace location.
- Implement more resources to aid managers and leaders in connecting employees to the help that they need.
- Invest in leadership training to ensure current styles are reflective of what people want today.
- Ask your team what would improve their work-life balance and try to select at least one that you can make improvements to.

Create competitive compensation packages but do not rely on for retention in silos

Ensuring your compensation packages are competitive is a useful exercise but as the results from this survey show, do not rely on them in silos as a retention tool.

- Create a pay rise criteria and implement increases in line with what would be available with a new employer.
- Be careful with aggressive counteroffers that may create salary disparities within the same or similar roles. This can cause conflict internally if compensation packages are discussed.
- Benchmark compensation internally, comparing the same or similar roles to level out pay discrepancies regularly.

Final thoughts and recommendations – *continued*

The Superintendent Employment Report

- Invest in a bespoke compensation intelligence report to benchmark your current packages with your direct competitors and seek external advice on your future reward strategies.
- Start sharing annual total reward statements encompassing both past and potential future earnings.

Start or continue monitoring average tenure durations

Understanding and using the data in average tenures of your people could be a good way to help you with succession planning and timings of recruitment drives.

- Start or continue monitoring the tenure of employees and identify points where they are more likely to leave (you will need to factor in notice periods here too).
- Create incentives at points in tenures where employees may become more vulnerable to leaving the business.
- Schedule regular conversations and check-ins to see how superintendents are feeling in their roles.
- Don't negate reviews, even with employees who have been with you for a long time. They can be a great source to understand the plans of your people.

In our second year of creating this survey, we would first like to say a huge thank you to all the superintendents who took part. We would also like to say thank you to our clients who gave us some fantastic feedback on our first survey and have helped us to develop new questions and topics this year.

We hope you enjoyed the report, and we welcome feedback on the findings.

Mark, Kelsey and Lorenzo



Methodology

The Superintendent Employment Report

The Superintendent Survey 2023 was conducted over a five-week period from April to May 2023. A total of 1,022 superintendents participated in the survey.

Survey design

The survey was designed to include superintendents from all vessel types, experience levels, and geographical locations. Respondents were able to answer the survey questions anonymously online using Survey Monkey, a widely recognised survey platform. Each respondent was asked to complete 30 questions, and all responses were treated with the utmost confidentiality. No personal data that could identify individuals was associated with the answers.

Data collection

The survey was promoted through several channels, including the Faststream Recruitment website, email communications, and social media platforms such as LinkedIn, Twitter, and Facebook.

Data analysis

The collected survey responses were thoroughly analysed to identify significant trends and points of interest in the research. We also utilised our findings from our Superintendent Employment Survey 2022 to highlight trends and reflections from the past 12 months.

Our team of experts from around the world reviewed the data to ensure that it accurately reflected both local market realities and global trends.

We believe that this report provides a comprehensive and representative view of employment and benefits trends and opportunities in the superintendent profession worldwide, thanks to the survey's extensive scale, reach, and our market expertise.

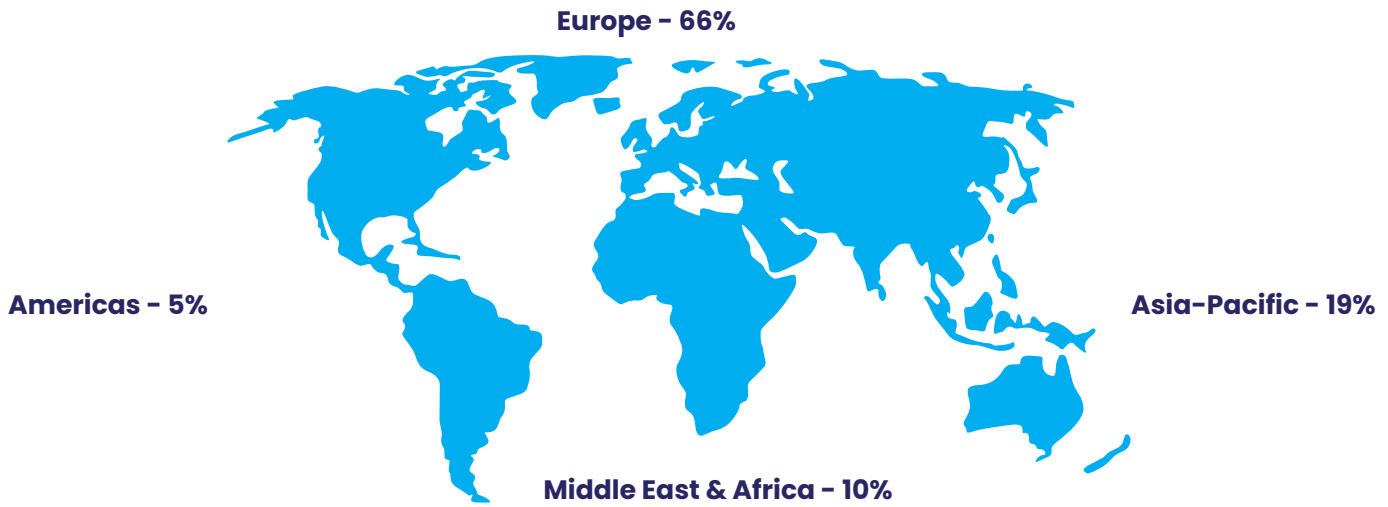
Please note, all quotes from respondents represent their thoughts and views and not those of Faststream Recruitment or their employees.

This report was created internally by Faststream Recruitment.

Demographics

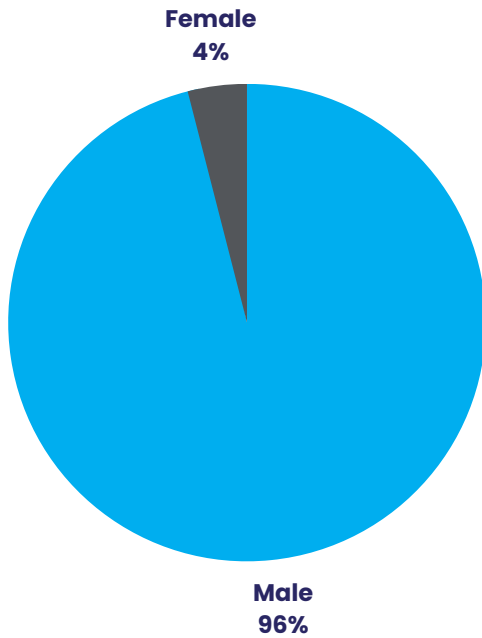
The Superintendent Employment Report

This world map demonstrates the breakdown of respondents by working location

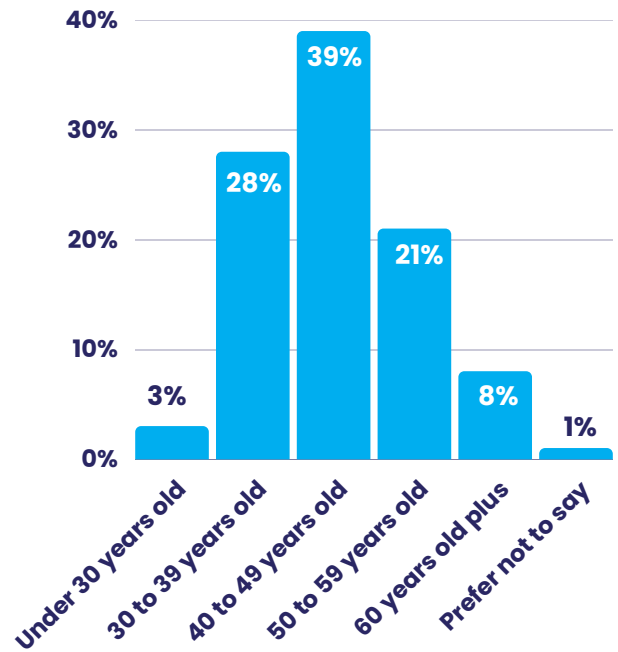


These charts illustrate the gender and age of respondents

Gender



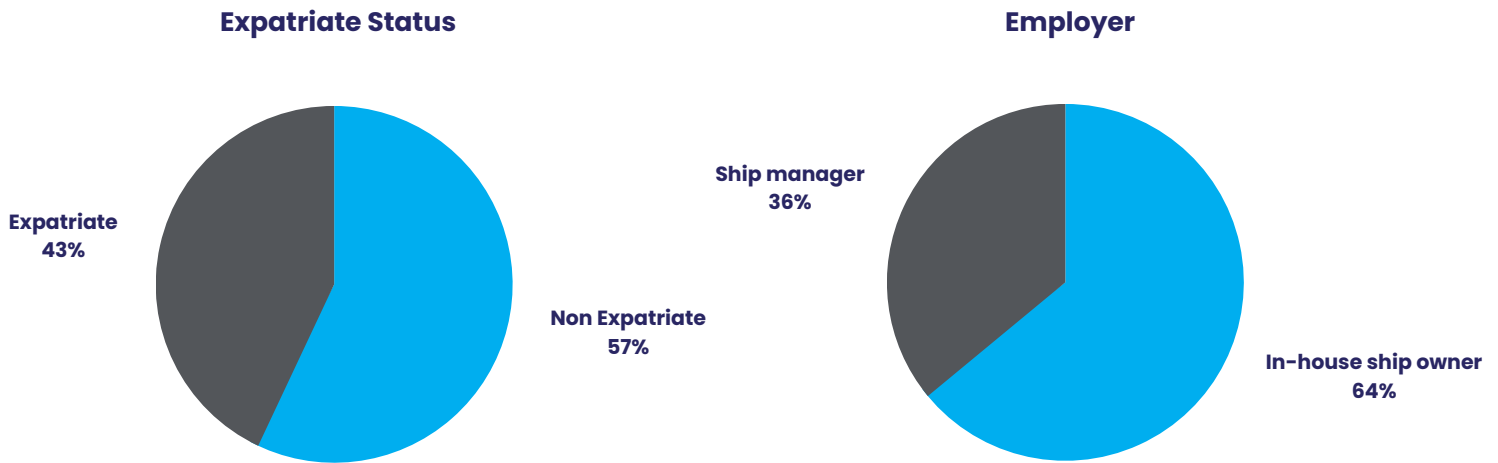
Age



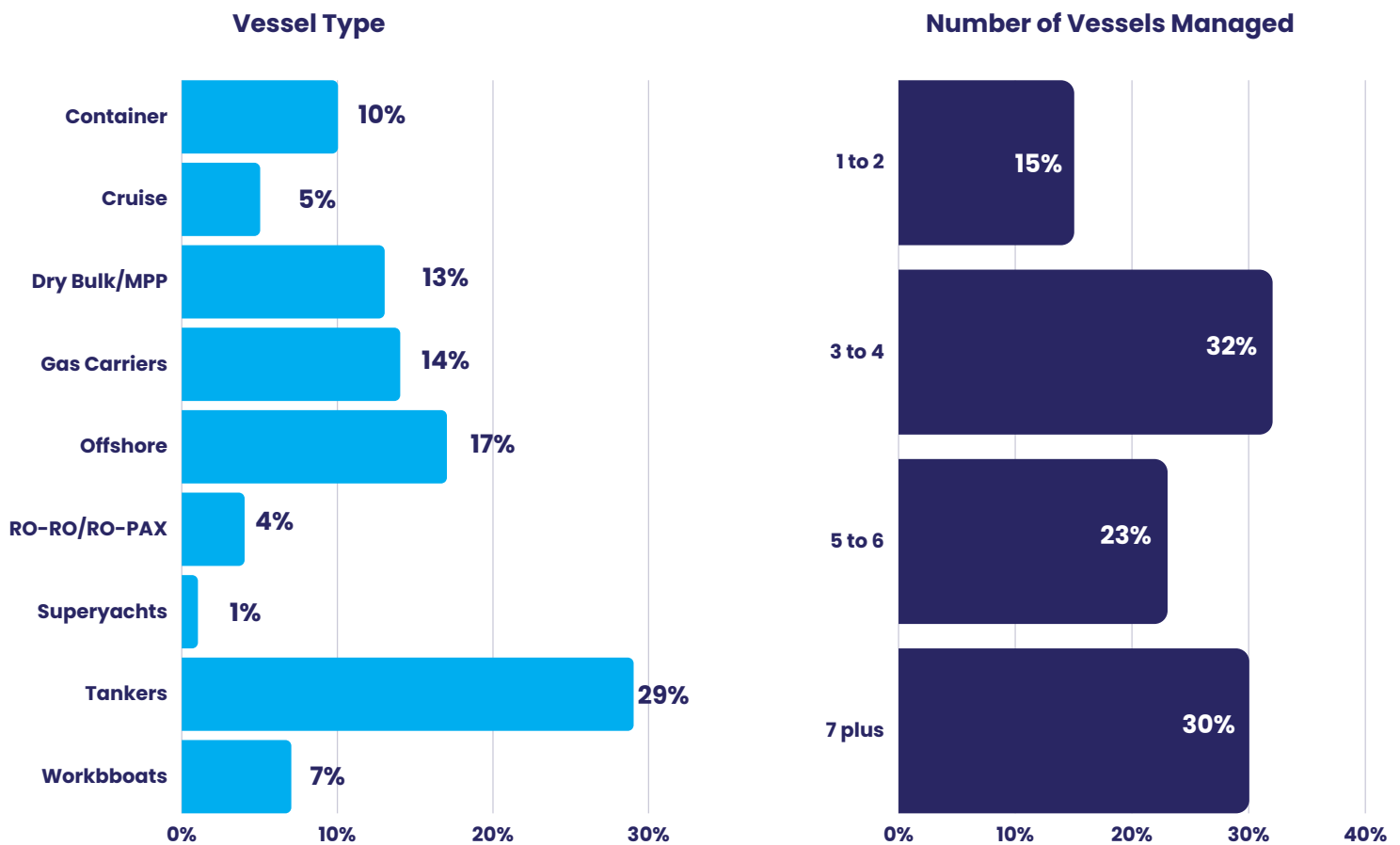
Demographics – continued

The Superintendent Employment Report

These charts illustrate the expatriate status and employer of survey participants



These charts illustrate the vessel type and number of vessels managed of survey participants

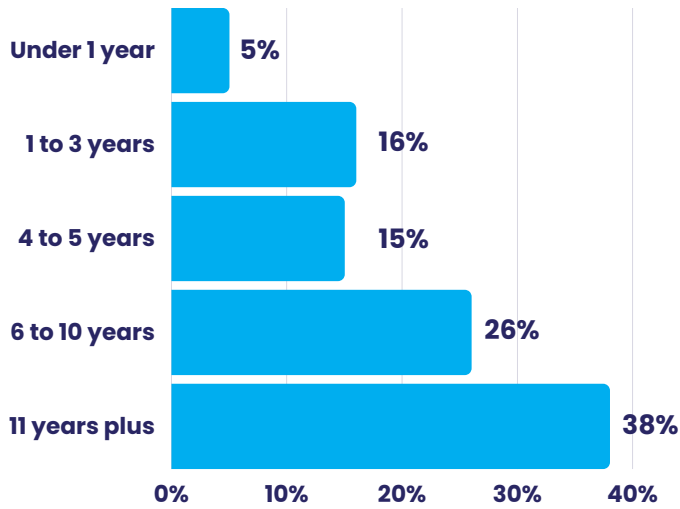


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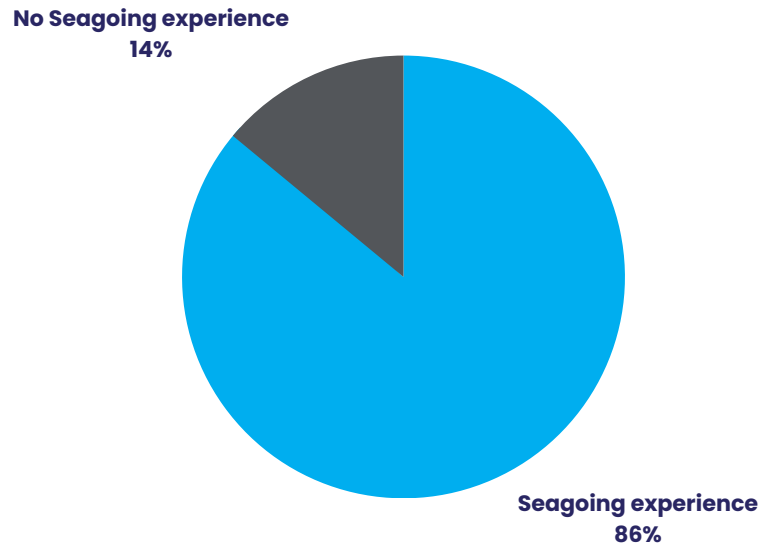
The Superintendent Employment Report

These charts illustrate the years of shore-based experience and seagoing experience

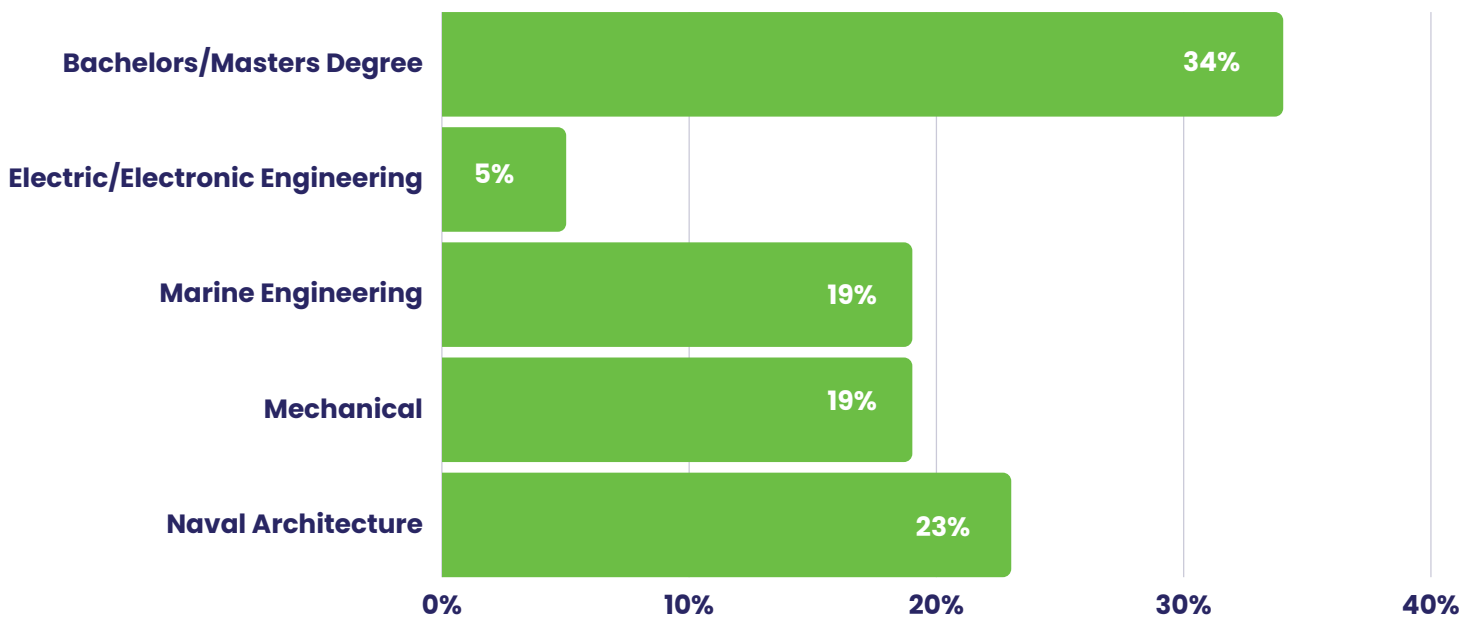
Years of shore-based experience



Seagoing experience



Non- Seagoing background

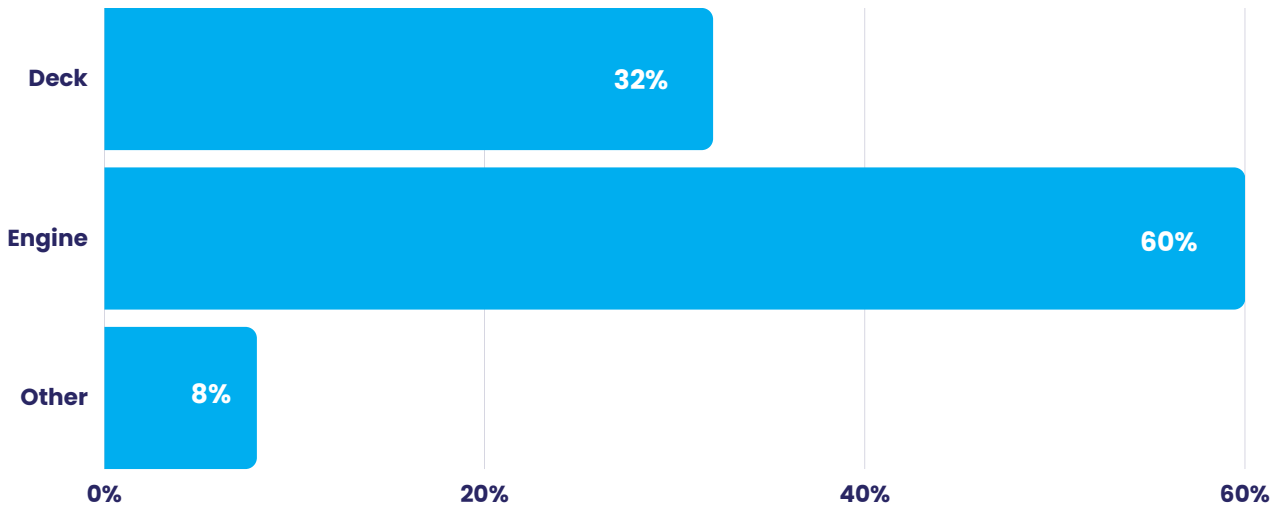


Demographics - continued

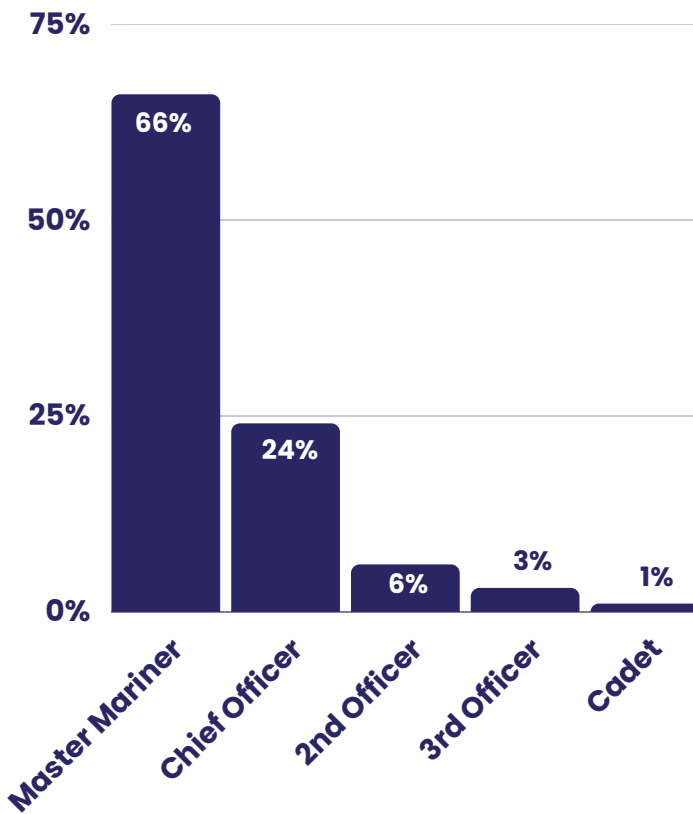
The Superintendent Employment Report

These charts illustrate seafarer backgrounds

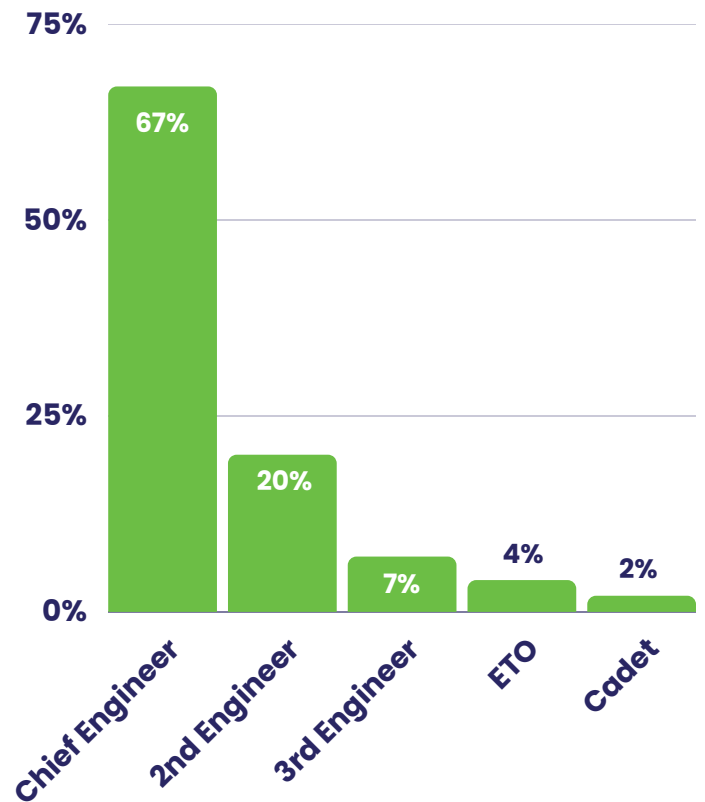
Seafarer backgrounds

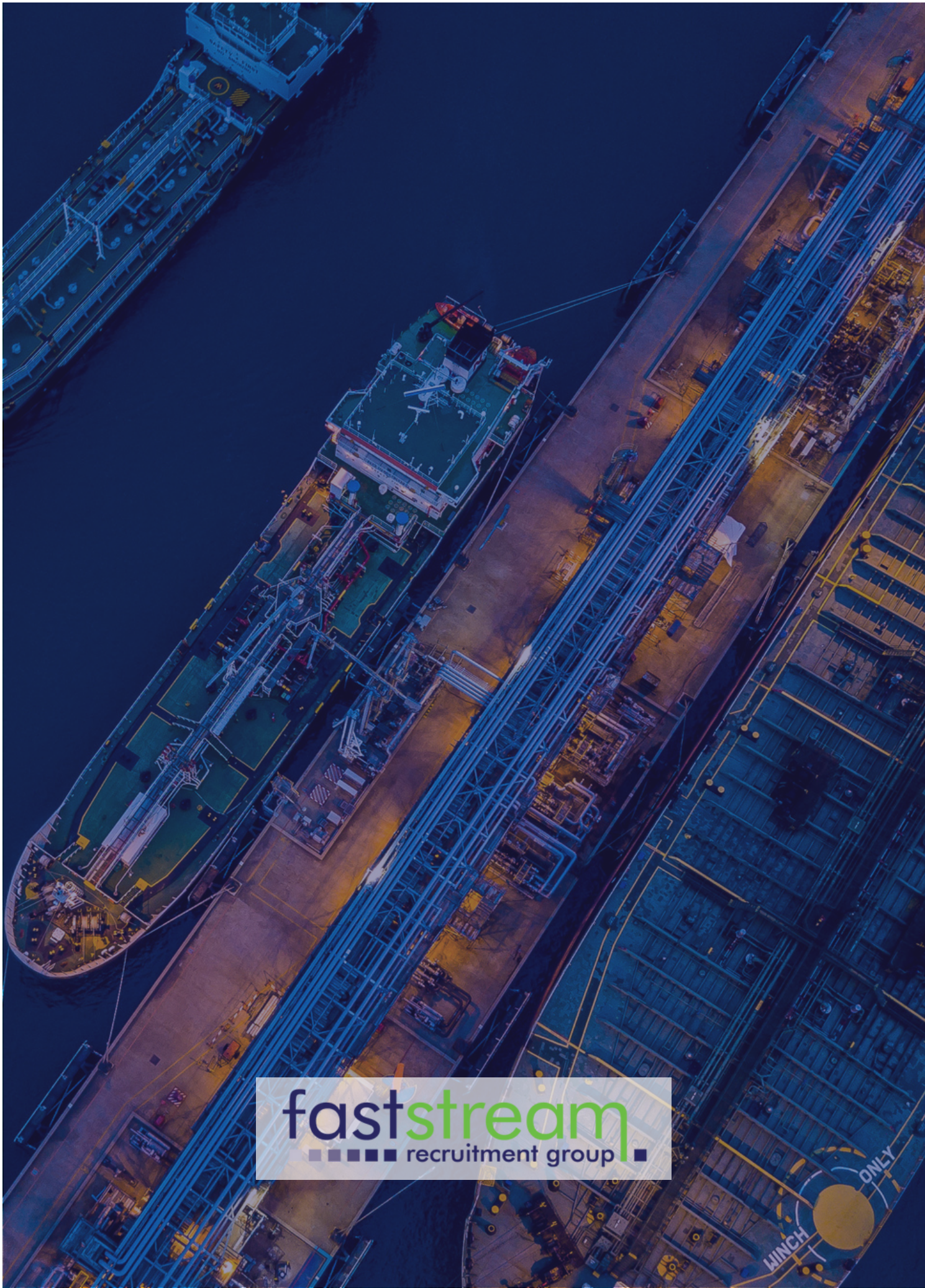


Deck - Highest rank before coming ashore



Engine - Highest rank before coming ashore





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