

CRUISE EMPLOYMENT REPORT 2023

faststream
recruitment group

#thecruiseemploymentreport

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Welcome



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 specialise in the search, recruitment, and selection of shoreside professionals and professional cruise crew for the global ocean cruise, river cruise and expedition cruise sectors.

We have a dedicated and experienced cruise crewing recruitment team, as well as specialists that work with cruise shoreside professionals and executive search. They work solely on finding you the right candidates who will suit your experience, qualifications, and personality needs. We recruit for some of the world's largest ocean cruise lines, river cruise lines and expedition cruise lines and have a proven track record of recruiting and selecting the right people.

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

www.faststream.com



Welcome from the authors

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.



Martin Bennell

Chief Operating Officer – Faststream Recruitment

Martin is the Chief Operating Officer of Faststream Recruitment. Martin is a recruitment veteran starting his career in the sector in 2000 and is a fellow of the Recruitment and Employment Confederation. He is a familiar face in the Shipping industry and a regular contributor at key events including, Seatrade Cruise Global, CMA Shipping, UK Chamber of Shipping, Posidonia, Singapore Maritime Week, Sea Asia and Nor-Shipping.



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 including the highly successful cruise division. 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 & 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.



Foreword

The cruise sector's landscape has continued to transform over the last year. As consumers have welcomed back the ability to cruise, they are demanding more than ever that cruise lines meet their growing expectations. 2023 is set to be a year with more demands than ever, with increasingly more personalised requirements needing to be met. Consumers will want cruises to be more luxurious and incorporate wellness, with additional options and destinations readily available. Even more so, many want affordable holidays, whilst also requiring that cruise businesses improve their carbon footprints.

The reliance on cruise businesses to meet these ever-increasing demands for cruises is more vital than ever as many continue to try to recover from the financial issues brought on by the pandemic. With the threat of a global recession on the horizon, keeping consumers happy will be a tactic that cruise businesses will want to utilise. Many

will have already started crisis planning, reflecting on the lessons learnt from previous economic downturns.

It is not just consumer demands that need to be met. Employees in the cruise sector have suffered too, with loss of employment, stress, health concerns, and emotional disruptions to name a few.

Many people have been patient, waiting for this recovery to happen and regain some of what they lost in the process. This could mean some significant changes to the cruise profession, from pay and benefits to job seeking and retirement, as well as the future skill pool of the profession.

We look to uncover these changes and reveal what people want from their careers this year. We want to expose the good and bad of the sector, looking at the profession from an employee's point of view.



Methodology

The Cruise Employment Survey 2023 was open for four weeks over January and February 2023. A total of 1,143 cruise professionals took part in the survey, surpassing our 2022 survey responses.

THE SURVEY

The survey was designed for cruise professionals, both shore-side and seagoing crew. The disciplines of the individuals who took part included crewing, executive, HSEQ, human resources (HR), medical, nautical, operations, security, shipyard, technical, deck, engine, galley and hotel and guest services. Participants represented different levels of expertise as well as a variety of skills across river, ocean, and expedition cruise ships.

All respondents answered the survey questions anonymously online using Survey Monkey, an industry-leading survey platform. Respondents were asked 30 questions each and all responses were held in the strictest confidence. No answers were linked to any personal data that could identify an individual.

DATA GATHERING

The survey was promoted using the following activities:

- ◆ Faststream Recruitment website

- ◆ Faststream email communications

- ◆ Faststream social media, including LinkedIn, Twitter and Facebook

DATA ANALYSIS

The responses from the survey were analysed to identify the most important trends and points of interest in the research. Our experts around the world have reviewed the data to ensure it reflects the realities of the local markets as well as global trends.

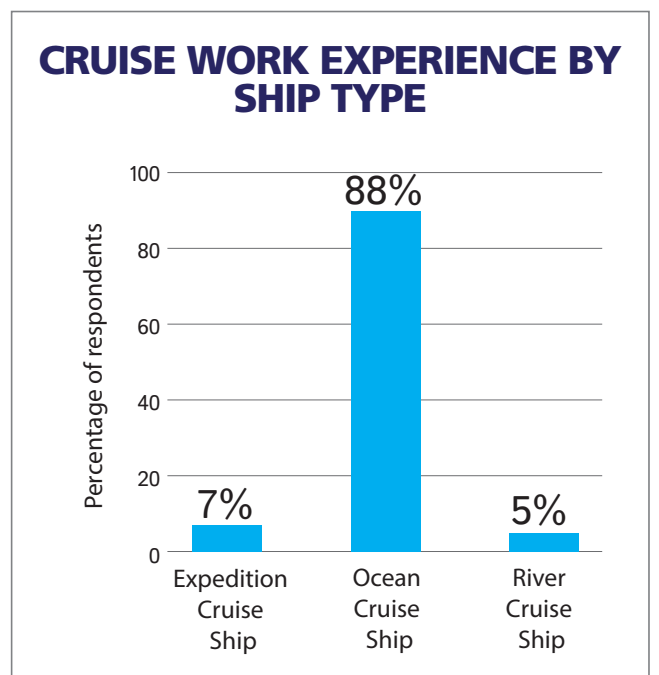
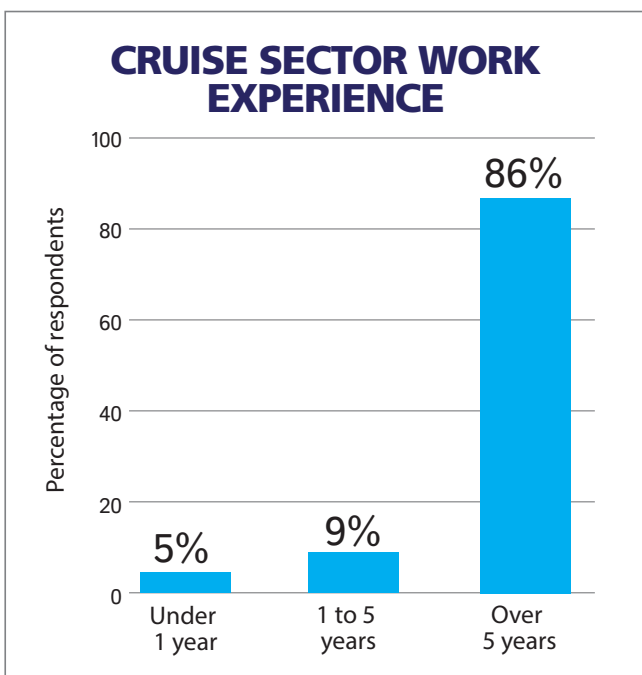
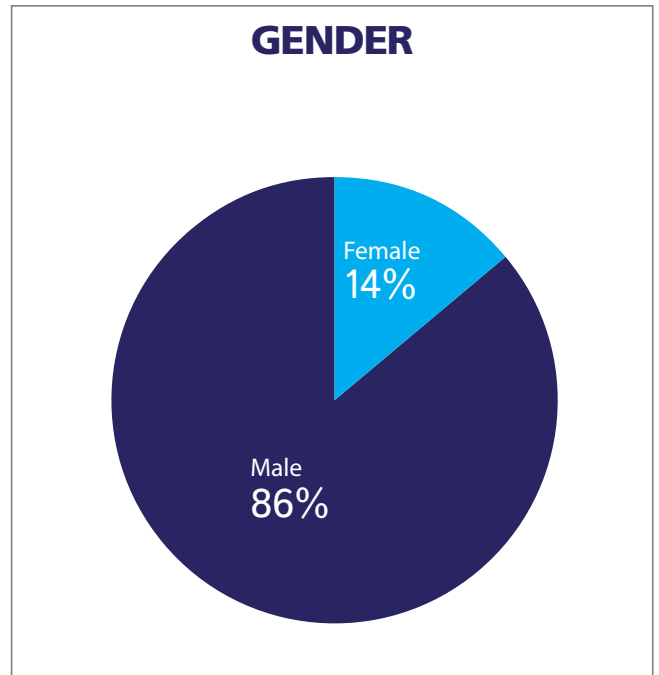
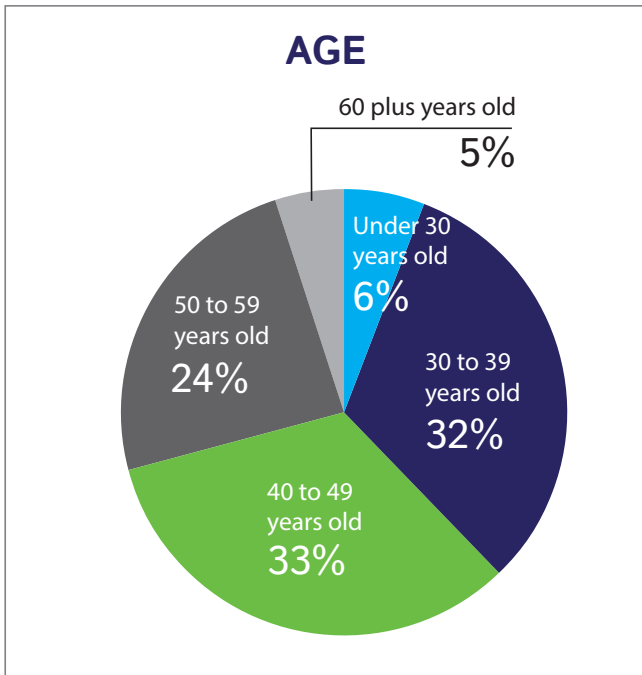
We believe that the combination of the survey's unique scale and reach, as well as our market expertise means that this report delivers a representative view of trends and opportunities in employment and benefits in our sector, right across the world.

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

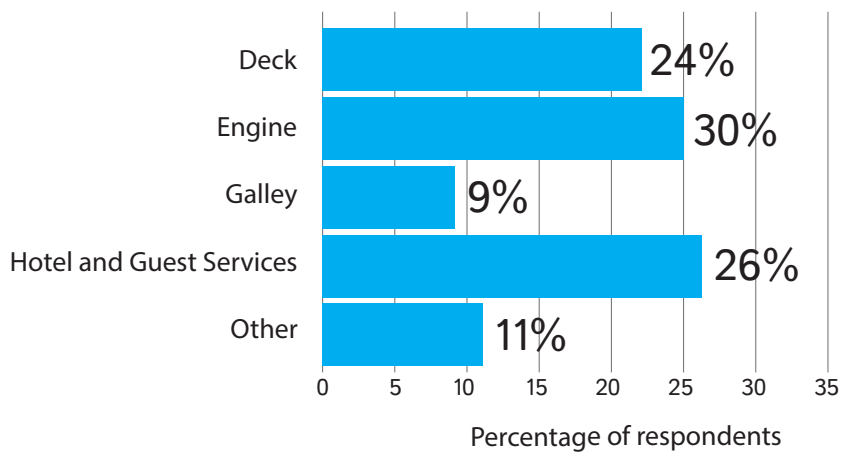


Demographics

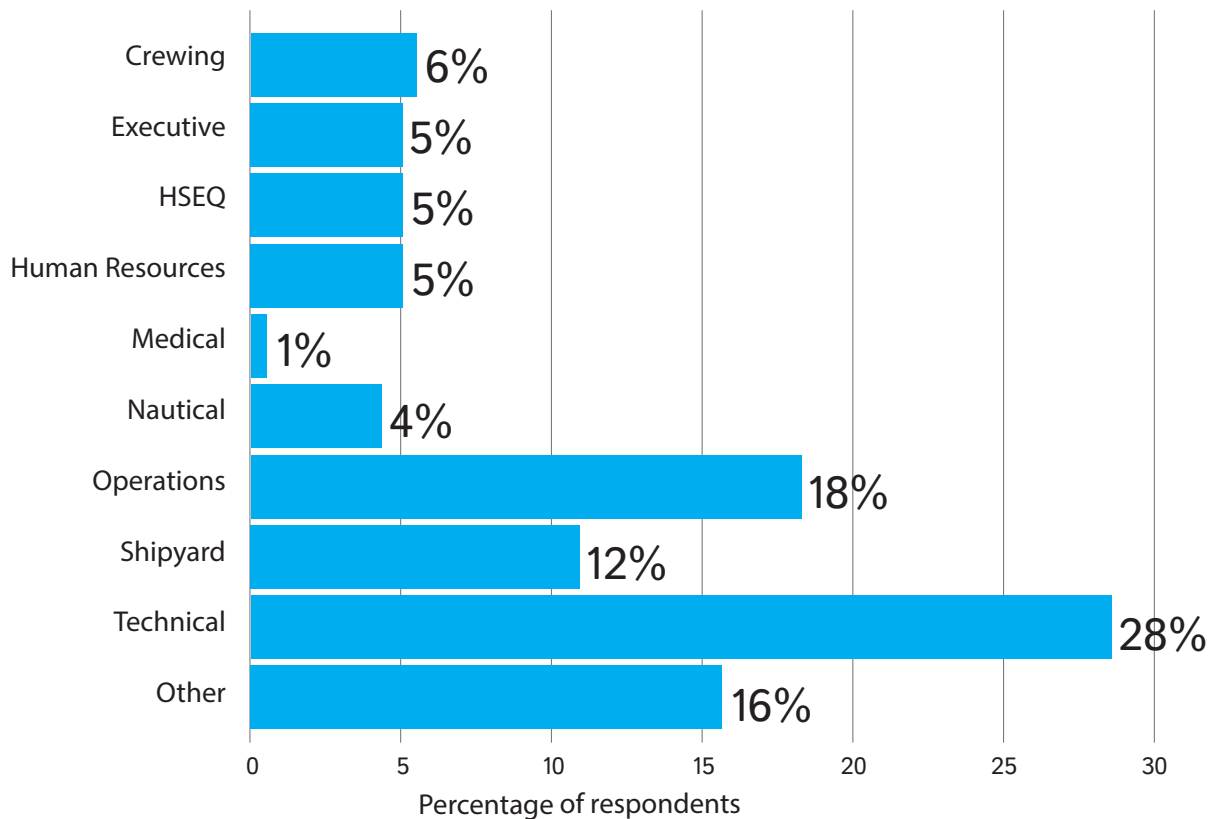
These charts represent the respondents by age, gender, years of experience in the cruise sector and cruise ship type experience.



SEAGOING PROFESSIONALS BY DISCIPLINE



SHORESIDE PROFESSIONALS BY DISCIPLINE



Cruise Shoreside Professionals



Pay rises and bonuses



The rising cost of living means many are looking for salary increases in line with growing inflation rates. We sought to gain some insight from shoreside professionals regarding their current remuneration. We asked, “When did you last receive a pay rise?” We found that nearly a third of shoreside cruise professionals had not received a pay rise.

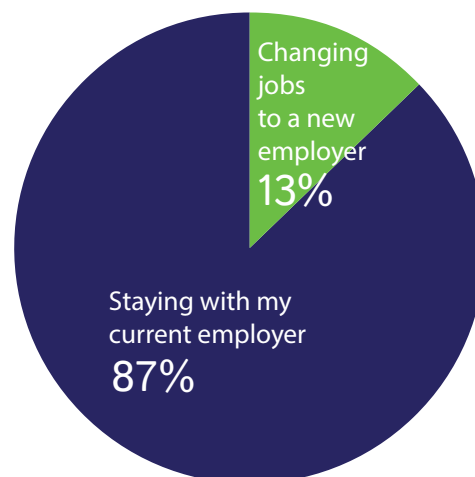
“With the continued threat of further economic downturns, I envisage that those who have not received a pay rise yet will be asking for one very soon,” says Mark Charman.

It is worth noting that of the respondents who had received a pay rise, 87% achieved it by staying with their current employer.

Martin Bennell says: *“These results signal that changing jobs might not be the easiest way to achieve a pay rise anymore. Being loyal and weathering some of the worst times the cruise sector has ever seen has paid off for many cruise professionals through pay rises.”*

Those who had achieved a pay rise, shared when they had last received one. 35% said it was in the last six months,

HOW DID YOU ACHIEVE YOUR PAY RISE?



Pay rises and bonuses *continued*

24% said between six months and two years ago and 9% stated it was over two years ago.



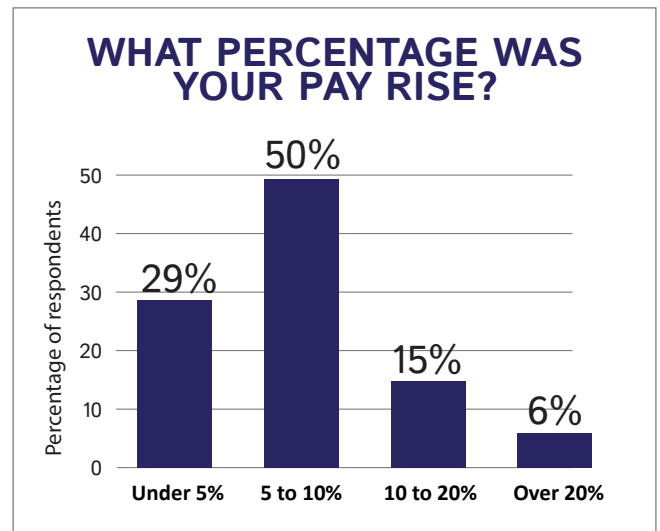
“As expected, the largest number of pay rises have been in the last six months. Whilst many cruise businesses are still facing challenging financial times I think many have seen the need to ensure they keep employees happy and show they value them through increases in compensation packages,” says Bennell.

“

AS EXPECTED, THE LARGEST NUMBER OF PAY RISES HAVE BEEN IN THE LAST SIX MONTHS. WHILST MANY CRUISE BUSINESSES ARE STILL FACING CHALLENGING FINANCIAL TIMES I THINK MANY HAVE SEEN THE NEED TO ENSURE THEY KEEP EMPLOYEES HAPPY AND SHOW THEY VALUE THEM THROUGH INCREASES IN COMPENSATION PACKAGES.

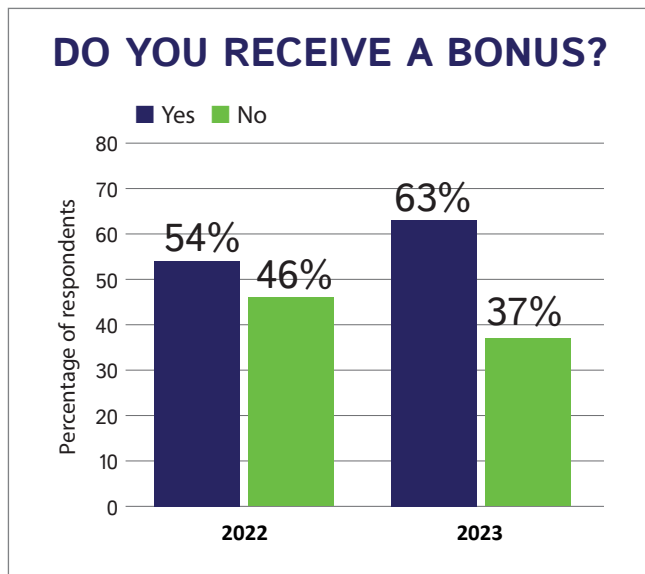
MARTIN BENNELL

The amount of a pay raise that an employee receives can have a profound impact not only on how they perceive their career and their employer but also on their overall quality of life. We asked respondents, “What percentage was your pay rise?” 29% stated under five per cent, 50% had a pay rise of between five and ten per cent, 15% between ten and twenty per cent and only 6% received a pay rise of over twenty per cent. 50% of those working in technical roles received a pay rise of over twenty per cent.



Salaries alone may not suffice to maintain employee motivation, and this is where bonuses can prove to be crucial

in contributing to an employee's overall sense of satisfaction with their compensation package. We asked respondents if they received a bonus. 63% agreed they did, an improvement year on year from 54%.



For those who stated that they receive a bonus, we asked what percentage of their salary their bonus was. Overall, 37% stated it was under ten per cent of their salary, 23% stated it was between ten and fifteen per cent, 19% between fifteen and twenty per cent, 12% said between twenty and twenty-five per cent and just 9% said over twenty-five per cent.

We wanted to uncover how frequently shoreside professionals are receiving bonuses. 84% shared they receive a bonus annually, 11% quarterly and just 5% monthly.

"I think in today's market, bonus amounts are going to receive a lot of attention. If employees fail to achieve a higher salary, bonuses are going to become more and more important. Bonuses can be a great way to motivate, reward and attract employees. However, with the pressure on the cost of living, I must raise the concern that employees could potentially burn themselves out in their desperation to secure their bonus." says Bennell.

71% of respondents agreed that a retention or loyalty bonus was an attractive incentive to stay with their employer. However, when we asked, "Does your employer offer a loyalty or retention bonus?" 71% stated that they did not.



I THINK IN TODAY'S MARKET, BONUS AMOUNTS ARE GOING TO RECEIVE A LOT OF ATTENTION. IF EMPLOYEES FAIL TO ACHIEVE A HIGHER SALARY, BONUSES ARE GOING TO BECOME MORE AND MORE IMPORTANT. BONUSES CAN BE A GREAT WAY TO MOTIVATE, REWARD AND ATTRACT EMPLOYEES. HOWEVER, WITH THE PRESSURE ON THE COST OF LIVING, I MUST RAISE THE CONCERN THAT EMPLOYEES COULD POTENTIALLY BURN THEMSELVES OUT IN THEIR DESPERATION TO SECURE THEIR BONUS.

MARTIN BENNELL

Employee benefits

In line with salary and bonuses, we know that additional benefits can make a significant difference to the remuneration package that an employee receives. In many cases, this can be a deciding factor in choosing between job offers and comparing with their current package.

We asked respondents to share the benefits they received out of a list of options we provided.

Which of these benefits do you receive in your current role?	
Benefit	Percentage received
Company car/car allowance	29%
Concessions on cruise holidays	39%
Enhanced maternity/adoption/paternity benefits	22%
Enhanced pension	30%
Flexi-time	44%
Gym membership	12%
Personal development fund	16%
Private dental care	20%
Private medical - family and individual	39%
Private medical - individual only	16%
Shares	17%
Staff events	31%
Working from home	53%
None of the above	11%
Other*	10%

*Other includes housing allowance, canteen, public transport card, phone, transportation, and development.

Working from home was the most common benefit received (53%), followed by flexi-time (44%), concessions

on cruise holidays (39%), and private medical – family and individual (39%). The least common were personal development funds (16%) and gym memberships (12%). 11% of the respondents we surveyed stated that they received none of these benefits.

“We have seen the benefits that employers offer change over the years, with a re-prioritisation towards a more flexible working approach. The desires of employees have shifted and I think employees want to see benefits that demonstrate their employer cares about them and has thought about their needs,” says Charman.



WE HAVE SEEN THE BENEFITS THAT EMPLOYERS OFFER CHANGE OVER THE YEARS, WITH A RE-PRIORITISATION TOWARDS A MORE FLEXIBLE WORKING APPROACH. THE DESIRES OF EMPLOYEES HAVE SHIFTED AND I THINK EMPLOYEES WANT TO SEE BENEFITS THAT DEMONSTRATE THEIR EMPLOYER CARES ABOUT THEM AND HAS THOUGHT ABOUT THEIR NEEDS.

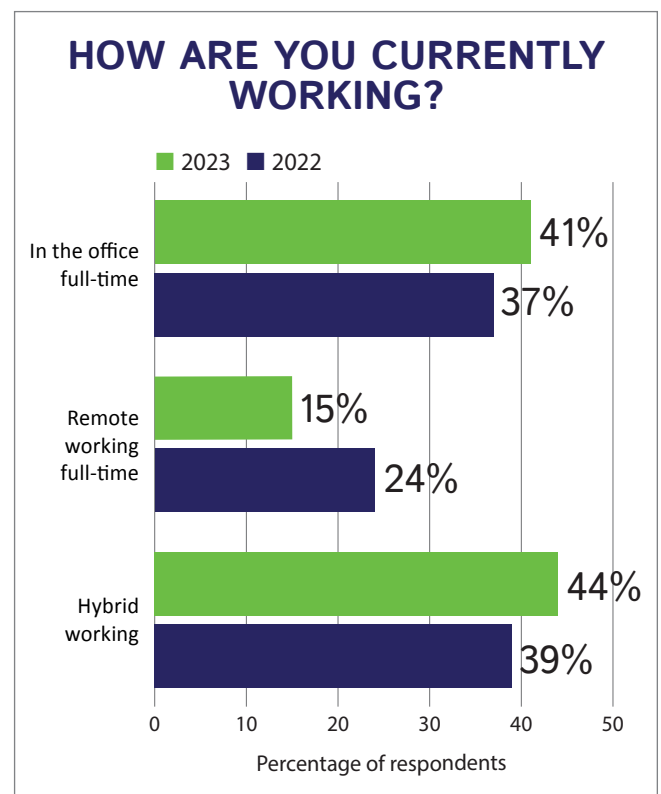
MARK CHARMAN

Working styles



Conversations around working styles have not decreased over the past year, leaving leadership teams with further decisions to make when it comes to how their employees work. Some businesses have continued to innovate further than others by offering more relaxed approaches to working styles, but what impact has this had on the wider cruise sector?

For the second year, we asked, “How are you currently working?” 41% of respondents were working in the office full time, 15% were remote working full time, and 44% were working in a hybrid style of a mix between the office and remote.



Working styles *continued*

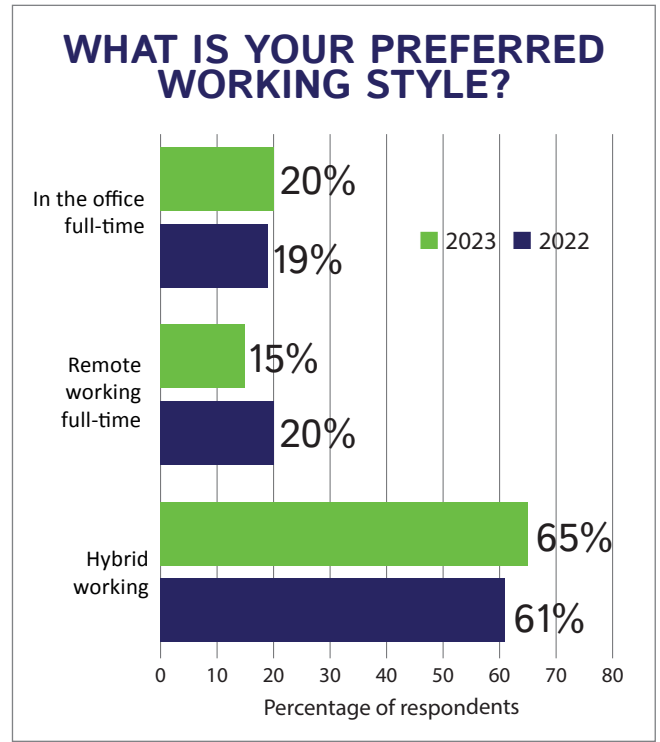
This year more cruise professionals have returned to the office full-time, whereas full-time remote working has declined. Hybrid working has risen and remains the most common working style.

“Since the COVID-19 pandemic, employees have proved they can thrive professionally with a more flexible working style. Hybrid can offer more work-life balance, thus reducing stress levels and increasing performance for some. The balance of working remotely and in the office allows employees to use their remote time to focus without distractions and in turn, use the time in the office for collaboration or in-person meetings,” says Bennell.

For those respondents that are currently working in a hybrid style, the majority (38%) were working in the office three days a week. A noticeable shift from four days in the office since our last survey.

We probed further asking the respondents, “What is your preferred working style?” 65% stated hybrid working, 20% said in the office full time, and 15% responded that they wanted to work remotely full time. A clear disparity between those who want to work in a hybrid style, versus those who are.

For those who desired to work in a hybrid working style, we asked, “How many days would you want to work in the office?” The majority wanted to be in the office three days per week (48%).



“With workforces becoming more diverse, there is increasing pressure on leaders to accommodate those who have different needs or who have expectations when it comes to how and where they work. Innovations in the ability to do a job anywhere in the world have changed the way we work. The concern is that if employers can’t offer people their desired working style, another employer in the market might be able to,” says Charman.



SINCE THE COVID-19 PANDEMIC, EMPLOYEES HAVE PROVED THEY CAN THRIVE PROFESSIONALLY WITH A MORE FLEXIBLE WORKING STYLE. HYBRID CAN OFFER MORE WORK-LIFE BALANCE, THUS REDUCING STRESS LEVELS AND INCREASING PERFORMANCE FOR SOME.

MARTIN BENNELL

Job security and stress



Job security and stress can play a crucial role in the welfare of any individual. With the cruise sector having faced a significant downturn over the past few years, we wanted to delve into what is contributing to stress amongst shoreside cruise professionals this year.

45% of cruise shoreside professionals said they were concerned about their job security, a small decrease year on year from 49%. For respondents that were concerned, we asked, “What has made you most concerned about your job security?” Company financial troubles continue to be the top contributor to concerns with job security and were also the most increasingly common concern (34%). This was followed closely by COVID-19 (32%), and a lack of feedback, reviews, and progression plans (17%).

“Concerns around company financial troubles can provoke elevated levels of stress amongst employees for numerous reasons. Inevitably, company financial troubles can lead to redundancies, cost cutting, the downsizing of teams and even pay decreases. All reasons to make any employee concerned,” says Charman.

With COVID-19 feeling mostly in the past for many other maritime sectors, this does not appear to be the case for the cruise sector. This year, an increased number of respondents were concerned about their job security due to COVID-19 compared to 2022.

“As a sector that depends so much on international travel, the impact of the pandemic has left its mark. Cruise ships can be high-risk environments. As a result, some cruise lines have found it challenging to recover. We have seen several cruise lines go through business restructures, or have reshaped their organisation. Regrettably, it is unsurprising that respondents are concerned about their job security because of COVID-19,” says Charman.

How stressful is it to work in the cruise sector right now? And what contributes to stress in shoreside roles? We asked, “What is the most stressful part of your job?” Work-

Job security and stress *continued*

load came out on top (22%), followed by a lack of work-life balance (19%), leadership style (9%) and deadlines (9%). To note, 22% of respondents said they don't get stressed.

Bennell says: "The workload of an individual 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,"

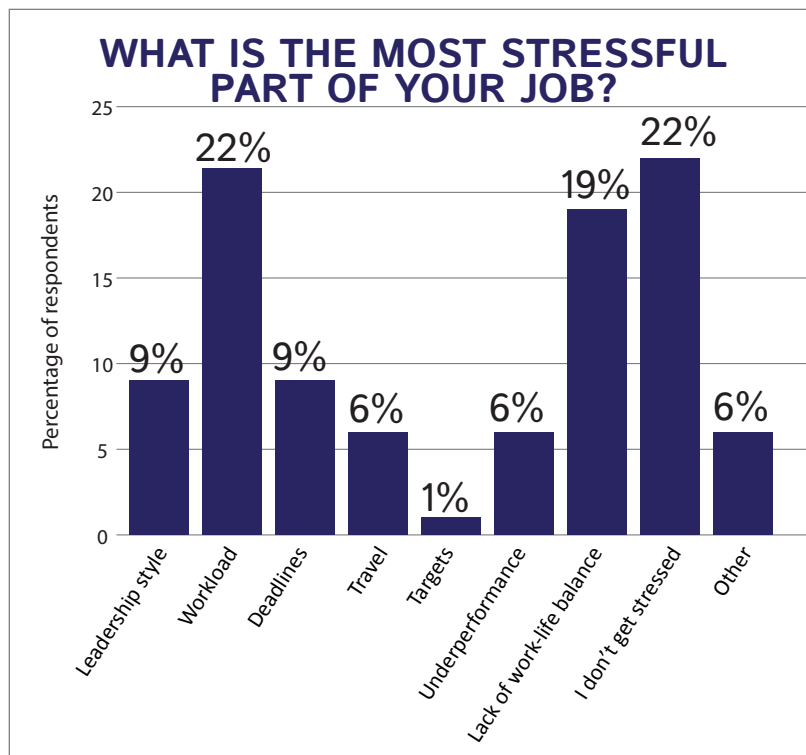
We wanted to hear from the respondents who were feeling stressed in their roles:

◆ The pace of work since re-starting after being on furlough has been relentless including the increasing complexity of legislation and de-carbonisation challenges. **Technical shoreside respondent**

◆ I have transitioned from a sea role to a shoreside role due to starting a family. I was ready to leave my employer, however, the working from home role was presented and this retained me. **Operations shoreside respondent**

◆ Work is overwhelming most of the time. **Technical shoreside respondent**

◆ Diversity targets are affecting the quality of service, where the general hiring is done based on diversity quota, not the "right person for the job". This is causing a lot of issues, extra costs, frustrations in the teams and attrition. **Executive shoreside respondent**



"Employee well-being should be a top priority for any employer. Promoting work-life balance and a healthy working environment is paramount for an employee's health. This paired with a heavy workload can contribute to poor productivity, increased sickness rates amongst teams, and general burnout. If an employee feels like their employer doesn't care about them, they are likely to look for a new job. This can have a detrimental impact on the perception of a business too. Businesses who look after their employees are more likely to be seen as an attractive place to work," says Charman.



I HAVE TRANSITIONED FROM A SEA ROLE TO A SHORESIDE ROLE DUE TO STARTING A FAMILY. I WAS READY TO LEAVE MY EMPLOYER, HOWEVER, THE WORKING FROM HOME ROLE WAS PRESENTED AND THIS RETAINED ME.

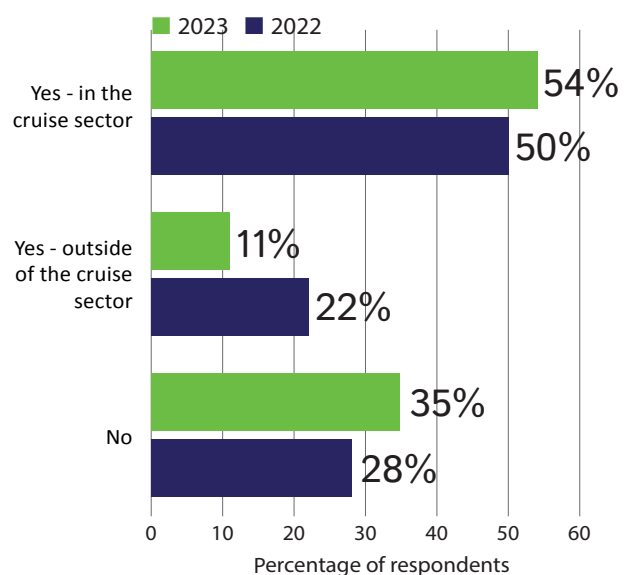
SURVEY RESPONDENT

Retention



Hiring for shoreside positions has continued within the cruise sector, despite concerns around job security and stress among our respondents. We wanted to see how many people will potentially need to be replaced over the next 12 months.

ARE YOU PLANNING ON LOOKING FOR A NEW JOB IN THE NEXT 12 MONTHS?



Retention *continued*

We asked, “Are you planning on looking for a new job in the next 12 months?” 65% agreed that they were. Job seeking has decreased since our survey in 2022 when 78% said they would be looking for a new job. Breaking this down further, 54% of all respondents were planning to look for a job in the cruise sector and 11% were planning to look for a new job outside of the sector, a decrease year on year.

For the 11% planning to leave the cruise sector for a new job, we wanted to know which sector they wanted to transition to. Ship management was the most popular sector (30%), followed by flag registry/classification (20%), outside of maritime (20%), and maritime technology (10%).

For those who were concerned about their job security, 83% agreed they were planning to look for a new job in the next 12 months.

Charman comments: *“It is no surprise that those concerned about their job security will be seeking new employment in the next twelve months, however, it is concerning that 11% of cruise professionals want to leave the sector altogether. If cruise brands want to retain their employees, they need to consider doing more to eliminate the concerns around job security.”*

We asked the respondents who were planning to change jobs in the next 12 months what their biggest motivator to change jobs was. Better salary and benefits (34%), better work-life balance (24%), and career progression (24%) were the top motivators.

What is your biggest motivator to change jobs?	
Job seeking motivation	Percentage of respondents
Better salary and benefits	34%
Better work-life balance	24%
Career progression	24%
Job security	7%
I want to move out of the cruise sector	3%
Not aligned with my cruise company's culture and values	3%
Relationship with leadership	3%
Relocation	2%

Although still a top motivator and a key theme that we have seen across this survey, work-life balance has decreased as a motivator to change jobs year on year. This correlates with the increased number of employees now working in a hybrid working style.

Charman comments: *“Salary and benefits are an incredibly effective way to attract and retain cruise talent. It shows that an employer values the skills, experience, and value an individual brings into their business. Benefits such as bonuses, health care, flexibility and staff incentives support an employee in feeling valued. We are also witnessing more candidates seeking career opportunities that offer career progression. Many people want careers, not just jobs.”*

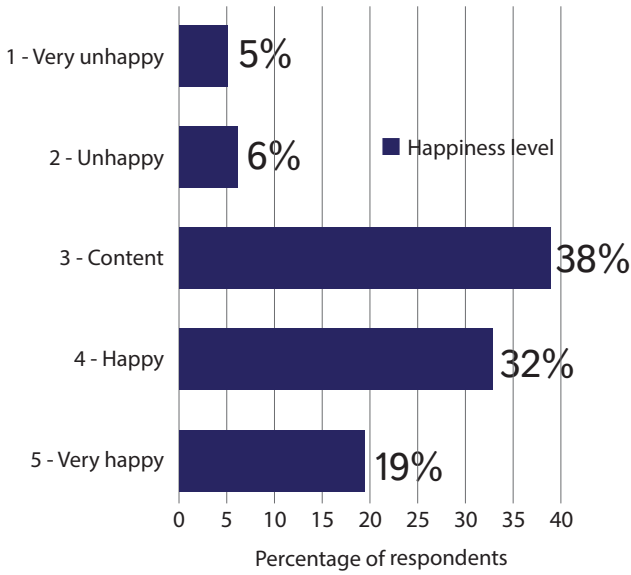
For those who are planning to stay in their current role, we asked what was motivating them to stay. The top motivators were, ‘I love working in the cruise sector’ (35%), ‘salary and benefits’ (19%) and ‘company culture and values’ (18%).

What is your biggest motivator to stay in your job?	
Motivator to stay in current job	Percentage of respondents
I love working in the cruise sector	35%
Salary and benefits	19%
Company culture and values	18%
Work-life balance	13%
Clear progression path	6%
Relationship with colleagues and leadership	6%
Job security	3%

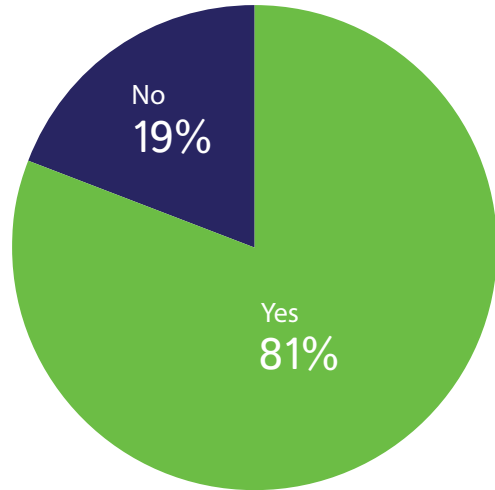
Studies have shown that being happy at work comes with several benefits. People are more likely to be productive, and collaborative and can create better relationships with customers and their colleagues. We asked respondents to rate how happy they felt from one to five, with one meaning very unhappy and five meaning very happy. Overall, 51% felt very happy or happy and just 11% felt very unhappy or unhappy.

Being happy at work is important but so is the feeling that you can develop in your career. This survey has proved how important it is to candidates and can be a key driver in job

HOW HAPPY DO YOU FEEL IN YOUR JOB?



DO YOU FEEL YOU HAVE SCOPE IN YOUR ROLE TO PROGRESS IN YOUR CAREER?

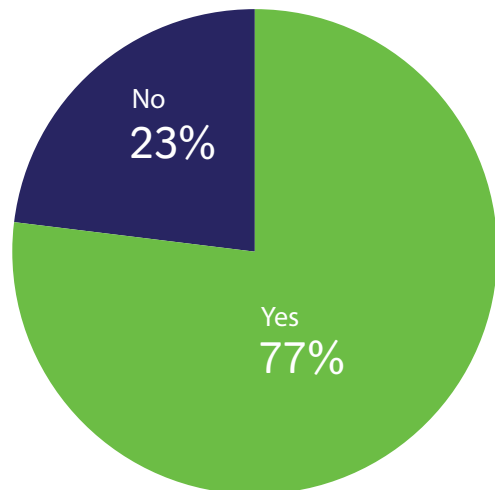


seeking. We asked respondents if they felt they had scope in their role to progress in their careers. 81% agreed that they did.

“When you have scope in your role to progress, it can mean learning new skills, taking on more responsibility and helping you grow professionally. If you want career growth and your current role and employer offer this, it can help to keep you loyal. It also eliminates feelings of boredom or stagnation that can drive some people to look for something else more fulfilling,” says Bennell.

Employers want their employees to feel motivated each day at work. It is no surprise that motivated employees are not only more productive but also produce a better quality of work. They tend to take less time off and have a more positive impact on their colleagues around them. We asked respondents if they felt motivated to work to their full potential each day. 77% agreed that they did.

DO YOU FEEL MOTIVATED TO WORK TO YOUR FULL POTENTIAL EACH DAY?



Employer factors



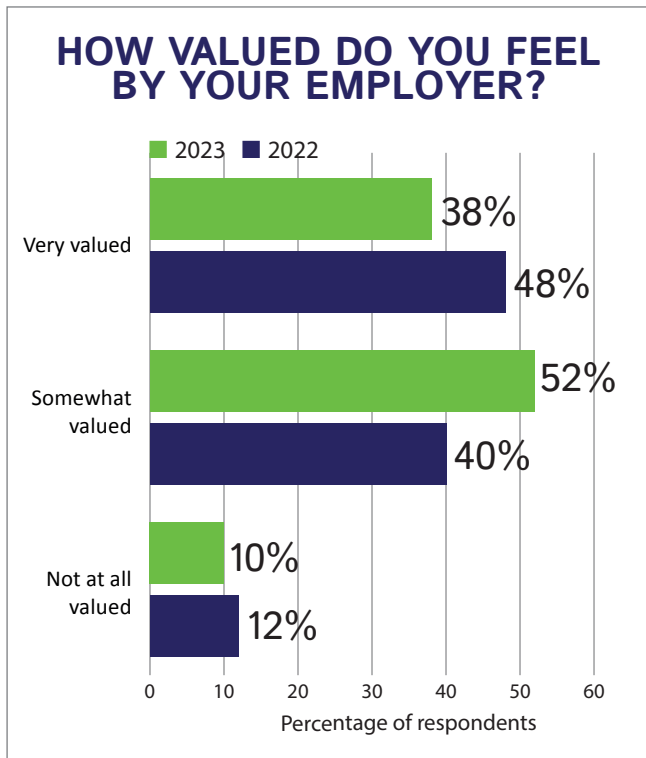
Understanding the motivations for why someone may change jobs or what is most important to them when it comes to what an employer can offer, will be essential for recruitment drives in 2023 and beyond.

We asked respondents to share the top three most important benefits to them in their next job. Bonus came out on top (69%), followed by working from home (45%) and private medical – family and individual (31%).

What would be the top three most important benefits in your next job?	
Benefit	Percentage of respondents
Bonus	69%
Working from home	45%
Private medical - family and individual	31%
Flexi-time	27%
Enhanced pension	26%
Shares	26%
Company car/car allowance	20%
Personal development fund	18%
Concessions on cruise holidays	11%
Private dental care	9%
Private medical - individual only	5%
Enhanced maternity/adoption/paternity benefits	2%
Staff events	2%
Gym membership	0%

“Bonus is a leading theme when it comes to what employees are demanding from employers in their current and future jobs. Employers will need to consider this when planning their recruitment strategies and establishing reward and incentive packages for current and future employees,” says Charman.

How valued an individual feels within a business can have an impact on how they view their employer. This pertains heavily to the retention and overall job satisfaction. We asked respondents for a consecutive year, “How valued do you feel by your employer?” We saw a decrease in the



number of respondents feeling ‘very valued’ this year from 48% in 2022, down to 38% this year. 52% said they felt somewhat valued and 10% felt not at all valued.

With over half of the shoreside respondents only feeling ‘somewhat valued’ we wanted to see which cruise lines they perceive to be the most attractive to work for. This can have a direct impact on an employer’s reputation within the sector.

Which cruise line do you perceive to be the most attractive to work for? Top 10	
Disney Cruise Line	18%
Carnival Cruise Line	11%
MSC Cruises	8%
Royal Caribbean	8%
Ritz Carlton Yacht Collection	7%
Viking	6%
Virgin Voyages	6%
TUI Cruises	5%
Hapag Lloyd	4%
Princess Cruises	4%

Disney Cruise Line (18%), Carnival Cruise Line (11%), Royal Caribbean (8%) and MSC Cruises (8%) led the way in being perceived as the most attractive cruise lines to work for. We hear from candidates that Royal Caribbean is known for being the best-paying cruise line in the industry and as we have seen, that reward is a key factor when it comes to employee engagement.

When we asked respondents if they worked for the cruise line they chose, only 9% agreed that they did.



BONUS IS A LEADING THEME WHEN IT COMES TO WHAT EMPLOYEES ARE DEMANDING FROM EMPLOYERS IN THEIR CURRENT AND FUTURE JOBS.

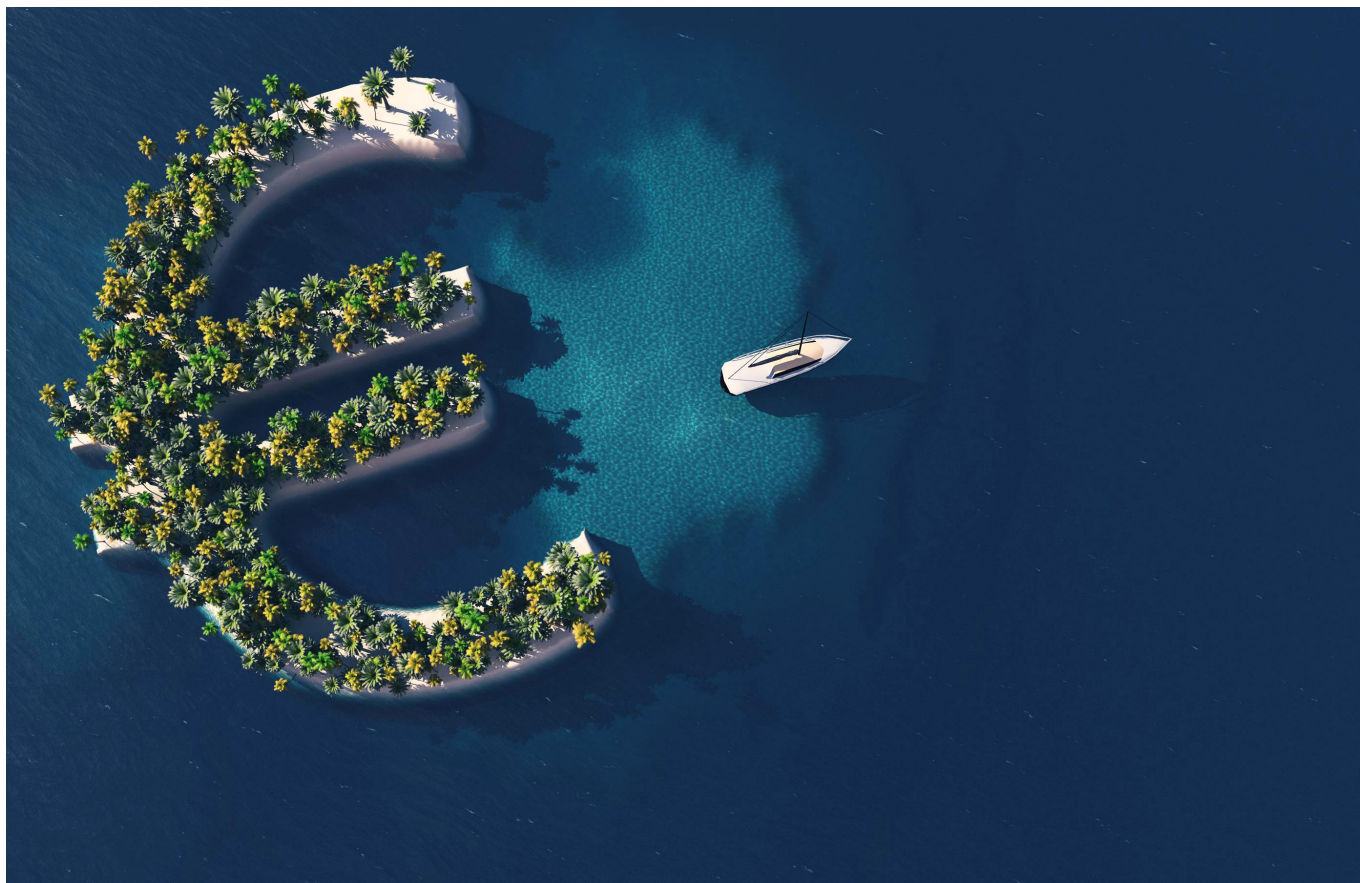
MARK CHARMAN

#thecruiseemploymentreport

Cruise Seagoing Professionals



Pay rises and bonuses

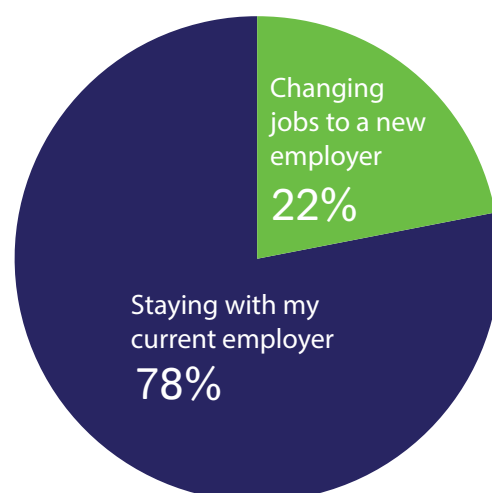


With the global pressure on salaries, we wanted to focus part of the survey on reward. We asked seagoing professionals “When did you last receive a pay rise?” Overall, 28% responded that they had not received a pay rise. We found that 33% of respondents working in hotel and guest services and 32% in the galley had not received a pay rise.

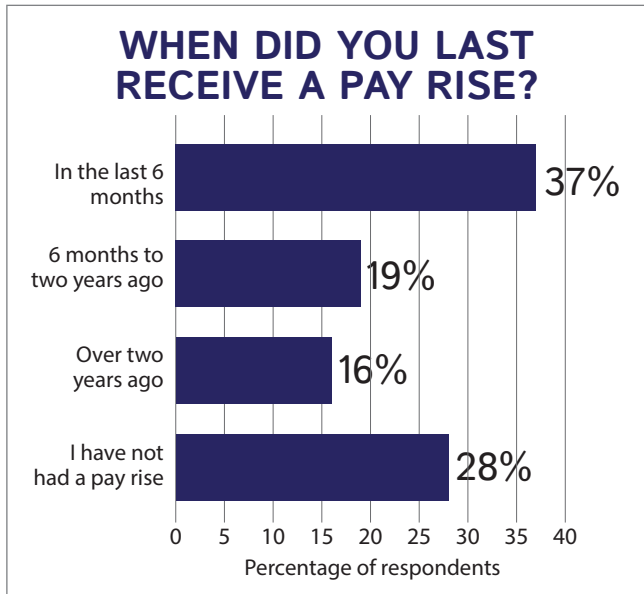
“When pay stays the same, it can have a detrimental impact on people. As inflation and the cost of living goes up, and pay doesn’t keep up, it impacts people’s quality of life. This can lead to increased stress levels as well as cause feelings of being unvalued,” says Bennell.

The majority of those who did achieve a pay rise did so by staying with their employer, rather than changing jobs.

HOW DID YOU ACHIEVE YOUR PAY RISE?



Pay rises and bonuses *continued*



For those who did receive a pay rise, whether with their employer or due to a job move, we asked when they received this. 37% said it was in the last six months, 19% between six months and two years ago and 16% stated it was over two years ago.

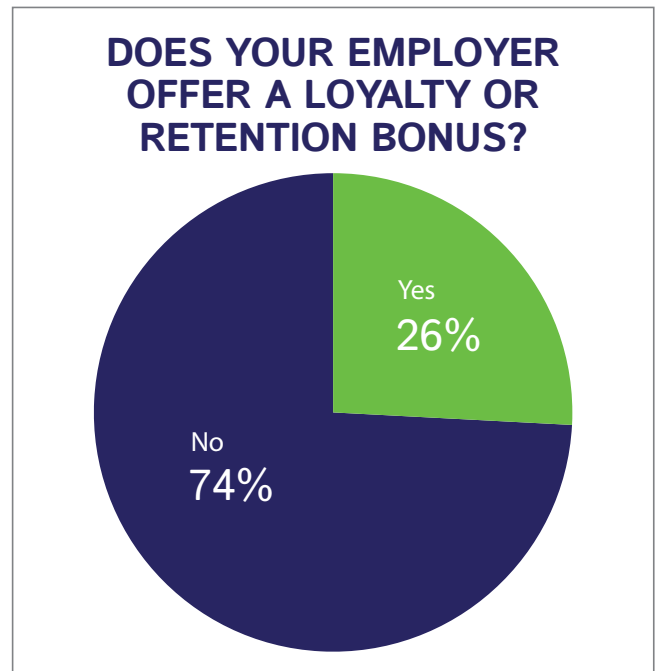
Charman says: *“There were no surprises here. You can see the lack of pay rises during the worst part of the pandemic. The majority of pay rises were in the last six months and over two years ago.”*

The percentage of a pay rise can make a big difference to the recipient. We asked seagoing professionals what percentage of their salary their pay rise was. Overall, 54% had a pay rise of under five per cent, 29% received a five to ten per cent pay rise, 10% received a ten to twenty per cent pay rise and just 7% received a pay rise of over twenty per cent. Those working in the galley department were the most likely to get a pay rise of 10% or more at 58% whilst those working in the deck department were the least likely at 35%.

“Inflation and the price of goods have been going up and often not in line with the percentage of pay rises. Seagoing professionals don’t just want pay increases to match the uptick in the cost of living. Many want pay rises to ultimately improve their lives and advance their opportunity to better things,” comments Bennell.

Bonuses can have a significant impact on retention and candidate attraction. We first asked respondents whether

they felt a retention or loyalty bonus was an attractive incentive to stay with their employer. Could this financial incentive be the answer to retention issues? 72% agreed that it was. However, only 26% of respondents said their employer offered this.

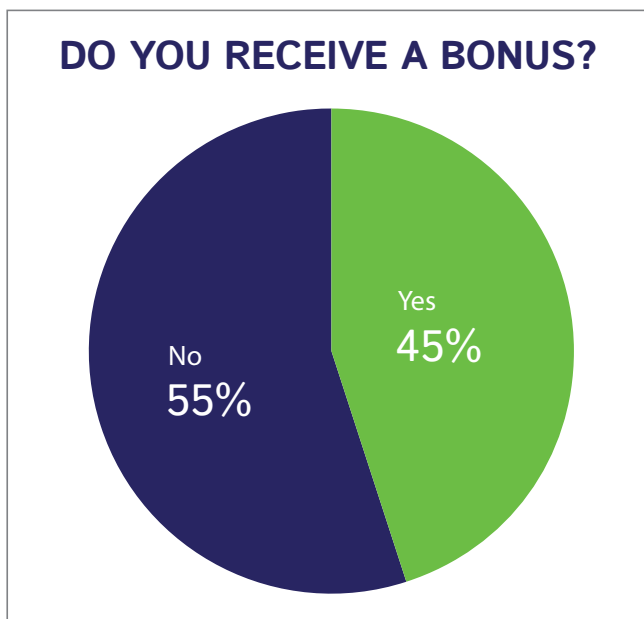


WHEN PAY STAYS THE SAME, IT CAN HAVE A DETRIMENTAL IMPACT ON PEOPLE. AS INFLATION AND THE COST OF LIVING GOES UP, AND PAY DOESN'T KEEP UP, IT IMPACTS PEOPLE'S QUALITY OF LIFE.

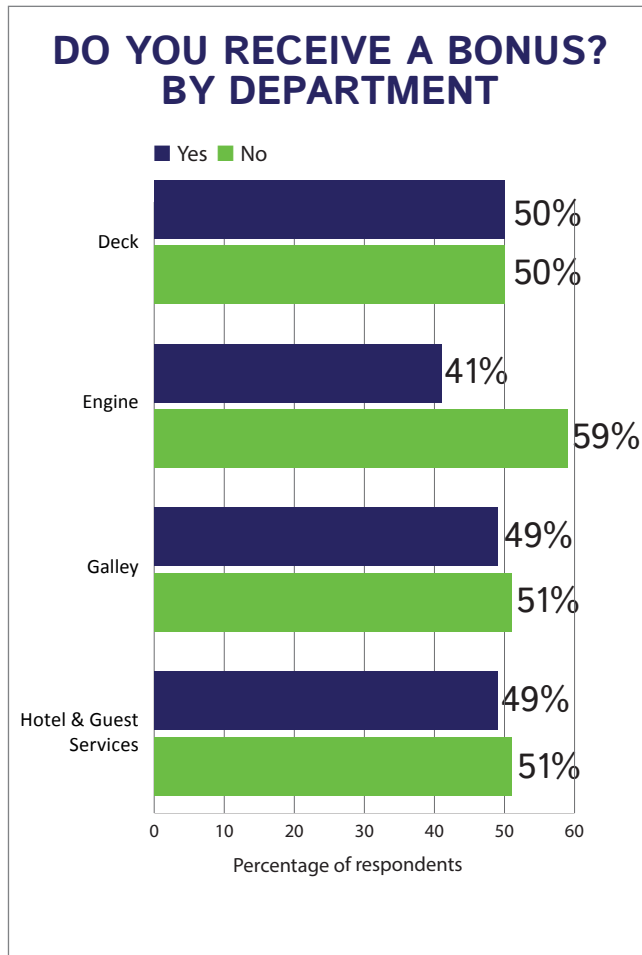
MARTIN BENNELL

Charman explains: “Retention or loyalty bonuses come with some great benefits to consider. Employees can feel more valued for their continued commitment to their employer when they are incentivised with these bonuses. They can also be attractive if the bonus is significant enough to offset the potential pay increase, which they might be able to achieve by leaving for another opportunity. They can also create a sense of loyalty to their employer, potentially meaning they will go above and beyond in their work through better productivity. I don't think these types of financial incentives alone will be the answer to retention issues but they might be a step in the right direction.”

We wanted to find out if seagoing professionals received any type of bonus in their job. 45% agreed that they did, a small increase from 41% when we asked in 2022.



“Bonuses, particularly performance-related, have historically been an effective way for cruise businesses to increase the potential earning of employees in a way that is economic and cost-effective,” says Bennell.



We wanted to find out from respondents who received a bonus how frequently they received it. Overall, 16% said monthly, 6% said quarterly, 9% said per rotation and 69% said annually.

How much of a bonus an employee receives is also important. We asked respondents, “What is your expected bonus amount (percentage of salary)?” 39% said under ten per cent, 20% said ten to fifteen per cent, 14% said fifteen to twenty per cent, 7% said twenty to twenty-five per cent and 20% said over twenty-five per cent. For those working in hotel and guest services, we found that 32% of these respondents were earning bonuses of twenty-five per cent or more, which we attribute to employers trying to drive the right behaviours in customer satisfaction.

Employee benefits and rotations



Just like pay rises and bonuses, employee benefits can have a significant impact on a remuneration package. Employee benefits can be vital to any cruise business in the successful retention, as well as the attraction of new employees. We asked respondents out of a series of options, what benefits they receive in their current role.

Benefits received	
Employee benefit	Percentage received
Access to leisure facilities onboard	68%
Business travel for long-haul flights	14%
Enhanced maternity/adoption/paternity benefits	6%
Paid study leave	13%
Pension	26%
Private medical - family and individual	17%
Private medical - individual only	30%
Recreational time whilst on rotation	11%
Spouse carriage	32%
Wi-Fi	54%
None of the above	12%
Other benefits	9%

Whilst this is an extensive list, it could prove useful to employers when considering their overall benefits packages. Other benefits mentioned included family travel, drinks allowances, free cruises, single occupancy cabin, shares and free laundry.

We wanted to note that we had seen an improvement year on year in the number of respondents saying they received none of these benefits from 23% in 2022 down to 12% in 2023.

The most common benefits were 'access to leisure facilities on board' (68%), 'wi-fi' (54%) and 'spouse carriage' (32%) and the number of respondents who received these had all increased year on year. The least common benefits were 'enhanced maternity/adoption/paternity benefits' (6%), 'recreational time whilst on rotation' (11%) and paid study leave (13%).

Bennell says: "I'm still shocked that 12% responded that they received none of these benefits. However, I must

add that in my many years of recruitment is that employees don't always know what benefits their role includes. Employers must find a way to share the benefits an employee receives both regularly and in a way that is clear and concise. It isn't just important for current employees. Making the benefits you offer a key part of your attraction strategies will pay dividends in making you stand out as an employer of choice."

We continue to have conversations with our clients who want to know what rotations other cruise businesses are offering. Candidates are equally as keen to understand what a potential employer's rotation patterns are.

We asked respondents, "What rotation pattern do you follow?" We can see that rotations vary greatly between different departments. Whilst 12 weeks/12 weeks off (3/3) was the most common for those working in the deck and

engine departments, four months on/two months off was more common for those working in the galley and hotel and guest services departments. We must note that 'other' rotations were selected by 15% of the respondents. The most common were two months on/two months off and four weeks on/two weeks off

"Rotations have become a differentiator between cruise lines. Particularly for the higher ranks, there are now expectations on what they will be offered. The most popular request is to receive time for time but we are also seeing more demand for payment even whilst they are at home. Although employees can enjoy higher monthly payments when they are at sea, many say it is difficult to manage their finances when they do not receive a salary when they are at home. Being paid whilst off the ship also gives employees a feeling of job security rather than feeling they are working from contract to contract," says Charman.

What rotation pattern do you follow?					
	All respondents	Deck	Engine	Galley	Hotel & Guest Services
10 weeks on/10 weeks off	12%	18%	21%	0%	1%
12 weeks on/12 weeks off (3/3)	27%	43%	46%	2%	4%
4 months on/2 months off (4/2)	30%	22%	14%	47%	49%
3 months on/2 months off (3/2)	3%	2%	5%	4%	3%
6 months on/2 months off (6/2)	13%	5%	7%	33%	22%
Other	15%	10%	7%	14%	21%



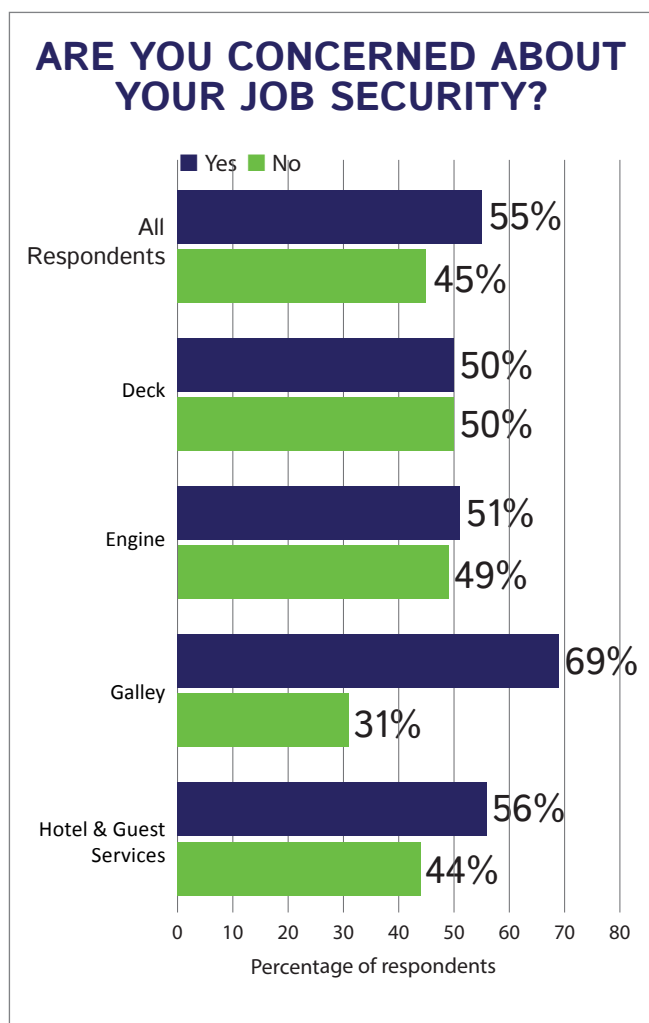
ROTATIONS HAVE BECOME A DIFFERENTIATOR BETWEEN CRUISE LINES. PARTICULARLY FOR THE HIGHER RANKS, THERE ARE NOW EXPECTATIONS ON WHAT THEY WILL BE OFFERED. THE MOST POPULAR REQUEST IS TO RECEIVE TIME FOR TIME BUT WE ARE ALSO SEEING MORE DEMAND FOR PAYMENT EVEN WHILST THEY ARE AT HOME.

MARK CHARMAN

#thecruiseemploymentreport

Job security and stress

We asked respondents, “Are you concerned about your job security?” 55% agreed that they were, a decrease from 66% in our survey last year. Those working in the galley department were the most concerned at 69%, whilst those working in the deck department were the least at 50%.



Why are over half of cruise seagoing professionals still concerned about their jobs when the cruise sector has made a good recovery? We asked respondents to choose a reason. This year, the top three answers were lack of feedback, reviews, and progression plans (25%), relationship with leadership team (19%) and COVID-19 (16%).

What has made you most concerned about your job security?	
Reason	Percentage
Lack of feedback, reviews, progression plan	25%
Relationship with leadership team	19%
COVID-19	16%
Company financial troubles	15%
Other reason	14%
Demand for cruises	11%

Bennell says: “I feel that the answers from the respondents are signalling a lack of communication. If regular progression reviews are embedded, it is a great opportunity to set expectations and goals, boost communication and transparency and two-way feedback between employer and employee alike. This can also be linked to relationships with leadership. If employees don’t see regular communication or reviews happening, they may feel like they aren’t getting the communication they need from their leadership team. A lack of communication can create stress and anxiety, plus other problems that can impact an employee’s mental and physical health.”

We must note that 14% of respondents chose ‘Other’ as why they were concerned about their job security. There was a variety of answers, including inflation, age, seasonality, contract work, the threat of another pandemic as well as one citing, they didn’t believe a job for life was guaranteed any more.

We also wanted to find out what was the most stressful part of a seagoing cruise professional’s job. The top three answers were staff shortages creating extra workload (31%), being away from home (12%) and working hours (11%). However, we must also note that 23% said they did not get stressed.

Retention

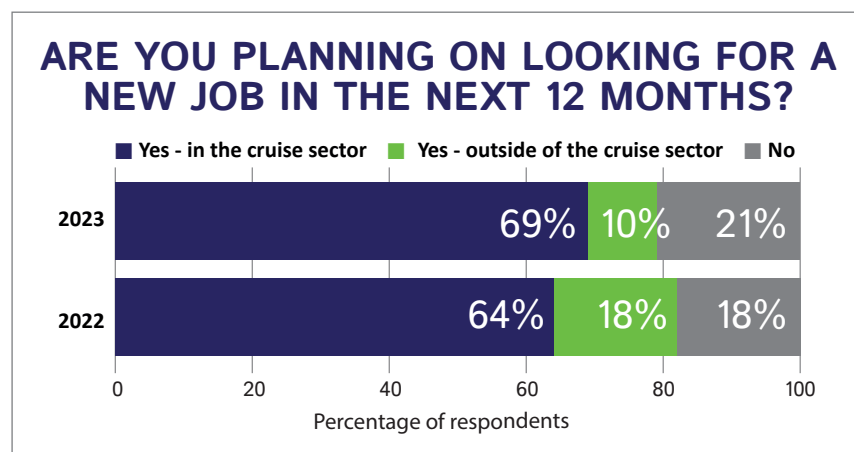


As job insecurity levels remain high year on year, what impact does this have on the cruise seagoing recruitment market? Retention has once again become a priority for cruise businesses in their people strategies. With more cruise professionals employed, has this impacted their desire to change jobs or stay put?

We asked seagoing professionals whether they were planning on changing jobs in the next 12 months. 79% agreed that they were, a small decrease from 82% year on year. Notably, fewer respondents were looking for a new job outside of the cruise sector this year.

Job seeking was highest for respondents working in the deck and galley departments, at 81% and 80% respectively and lowest in the engine departments at 77% .

When we looked at the data further, we found that 60% of those planning to look for a new job were concerned about their job security. 27% of those planning on seeking a new job did not feel valued by their employer. We also found that 30% of those planning to look for a new job had not received a pay rise.



For those seeking a role outside of the cruise sector, the most popular sectors were superyacht (17%), ship management (16%) and outside of maritime (12%).

Focusing on those who plan to change jobs, we wanted to understand their motivation for the job move. The top answers were better salary and benefits (48%), career progression (18%) and better work-life balance (17%). This was also reflected when we compared the different departments too.

Retention *continued*

What is your biggest motivator to change jobs?

Motivation	Percentage of respondents
Better salary and benefits	48%
Career progression	18%
Better work-life balance	17%
Job security	5%
Relationship with leadership	4%
I want to move out of the cruise sector	3%
Not aligned with my cruise company's culture and values	3%
Relocation	2%

"You can see the impact salary and benefits are having on people. They want more – more money and more benefits. Amid the pandemic, seagoing professionals were more understanding that cuts needed to be made and they sacrificed salaries and benefits for the good of their cruise line. I don't see this goodwill holding out for much longer. They will want to see their pay increase, and many will expect it to reach inflation and cost of living levels. I predict that 2023 will be a year with more remuneration crisis talks than ever before," says Charman.

We have already mentioned in the job security section the impact regular communication can have on employees. We see again in job seeking that respondents are looking for career progression. If they are not receiving regular feedback, reviews, or progression plans, it could be easy to see why many are planning to change jobs.

"It can sometimes feel harder to ask your employer for what you want than simply change jobs, especially if you don't feel that you have the channels open to you to do so. Establishing and maintaining open and honest communication about progression opportunities and what employees need to do to succeed is going to be so important to retaining people moving forward," says Bennell.

For the group of respondents who were planning on remaining in their current roles, we asked what their motivation was to stay. Whilst the top reason to stay

matched the top reason to seek another job (better salary and benefits), we can see other motivators came into play when staying with their employer. 15% cited their love for the cruise sector, 15% also cited their work-life balance and 13% said it was the company culture and values that made them stay.

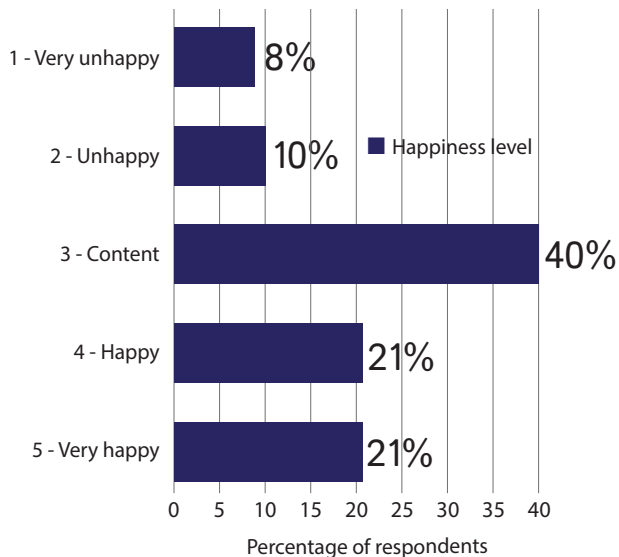
Charman says: *"When an employee believes in an employer's values and culture, they can feel more involved and part of something. When people feel like this, they tend to become more loyal. I think that cruise lines are already on to this, and we are seeing more job adverts that include a cruise line's values right from the candidate attraction stage. Savvy human resources leaders and talent acquisition teams will know that culture is important, not only for their business but for the employees too. When values misalign, it can create a disconnect between the employer and the employee. Shared values also help to create positive work environments. When employees' values match those of their employer they are more likely to be satisfied and fulfilled in their job and contribute more meaningfully. It makes it more likely that employees will be bought into an employer's goals and priorities too, fostering a sense of shared purpose and commitment. Having values that align with your employer is important for both personal satisfaction and the success of the business,"*

What is your biggest motivator to stay in your current job?

Motivation	Percentage of respondents
Salary and benefits	31%
I love working in the cruise sector	15%
Work-life balance	15%
Company culture and values	13%
Relationship with colleagues and leadership	10%
Clear progression path	8%
Job security	8%

We wanted to uncover the happiness levels of seagoing professionals in the cruise sector. We asked them to rate their happiness level in their job from one, meaning very unhappy, up to five, meaning very happy. Overall, 18% of respondents felt very unhappy or unhappy, whilst 42% felt very happy or happy.

HOW HAPPY DO YOU FEEL IN YOUR JOB?



"I think that all business owners and leaders want their employees to be happy at work. When people are happy in their jobs, they tend to be more productive and motivated. They want to do their best for their employer. It can also help to create better relationships in teams if the majority are happy and it creates a positive work environment for all," says Bennell.

We asked respondents if they felt they had scope in their role to progress in their careers. 82% agreed that they did.

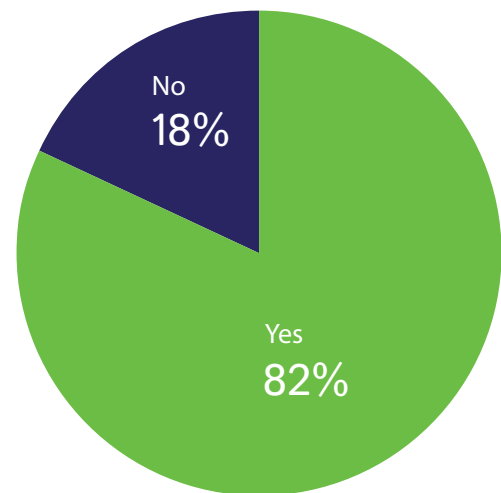


WHEN PEOPLE ARE HAPPY IN THEIR JOBS, THEY TEND TO BE MORE PRODUCTIVE AND MOTIVATED. THEY WANT TO DO THEIR BEST FOR THEIR EMPLOYER.

MARTIN BENNELL

#thecruiseemploymentreport

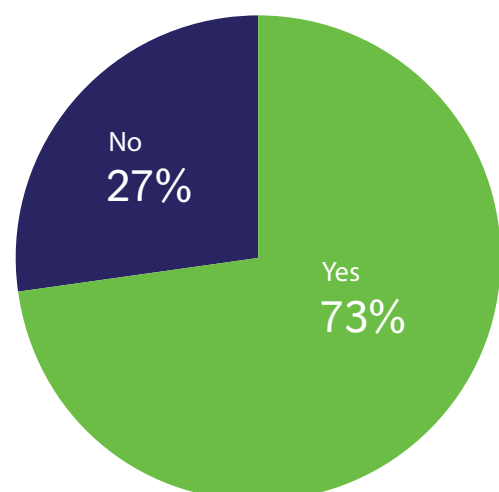
DO YOU FEEL YOU HAVE SCOPE IN YOUR ROLE TO PROGRESS IN YOUR CAREER?



Those working in the galley and hotel and guest services departments were the most likely to agree with this statement at 88% and 87% respectively.

For our final question in this section, we asked respondents if they felt motivated to work to their full potential each day. 73% agreed that they did.

DO YOU FEEL MOTIVATED TO WORK TO YOUR FULL POTENTIAL EACH DAY?



Employer factors



Understanding why job seekers want to change jobs, what they are looking for in their next career move as well as what they want to see from their employers is all going to be crucial in recruitment in 2023.

We started by asking respondents what the top three most important benefits would be to them in their next job. Overall, 69% said bonus, 55% said pension and 48% said private medical for themselves and their family. These were the top three benefits across all departments too.

Charman explains: *“All of these factors indicate the need for long-term security. We’ve noticed since the beginning of the COVID-19 pandemic that candidates are asking more questions about healthcare. I think that people have reprioritised the health and well-being of themselves and their families and want to ensure in the future they have the best care available to them. The rising life expectan-*

cy means retirement is likely to be longer than before. Seagoing professionals will be planning and wanting to take control of their financial futures as early as possible,”

What would be the top three most important benefits in your next job?	
Benefit	Percentage of respondents
Bonus	69%
Pension	55%
Private medical - family and individual	48%
Business travel for long-haul flights	30%
Wi-Fi	24%
Spouse carriage	17%
Access to leisure facilities onboard	13%
Paid study leave	9%
Private medical - individual only	9%
Recreational time whilst on rotation	8%
Enhanced maternity/adoption/paternity benefits	6%

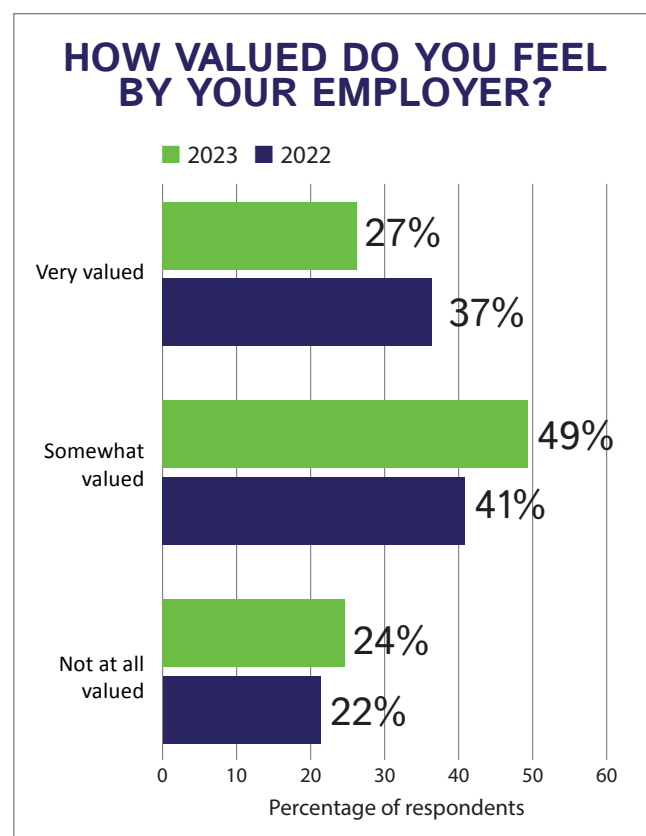
We wanted to find out from the respondents, what the top three areas they felt their cruise line could improve upon were from a list of 16 options. The top answer was performance bonus at 41%. With 55% of seagoing professionals not receiving a bonus, we can understand why they may have chosen this. The second top answer was pension at 39%, this was the top answer in 2022. The third top answer was career progression opportunities – seagoing (promotion opportunities) at 37%.

“Our survey this year has highlighted the need for more feedback, reviews, and progression plans. For many, moving forward, securing promotions, and being offered new challenges are at the heart of why they do what they do. Take this off the table and employers could be in danger of losing key staff who have looked elsewhere for these opportunities instead,” comments Bennell.

Please choose the top three areas you feel your current employer could improve upon		
	2022	2023
Performance bonus	30%	41%
Pension	35%	39%
Career progression - seagoing (promotion opportunities)	23%	37%
Wi-Fi	30%	23%
Job stability	20%	22%
Rotations	33%	22%
Leadership	19%	20%
Healthcare	16%	18%
Career progression - shoreside	7%	13%
Training standards	7%	11%
Vessel technology	4%	10%
Diversity of workforce	4%	8%
Leisure - gym/satellite TV	4%	4%
Vessels	4%	4%
Environmental responsibility	3%	3%
Safety standards	5%	2%
None of the above	2%	4%

How valued someone feels at work can have an impact on their loyalty to their employer as well as their job satisfaction. For the second year, we asked seagoing profes-

sionals how valued they felt by their employers. 27% felt very valued, down from 37% in 2022, 49% felt somewhat valued, up from 41% in 2022 and 24% felt not at all valued, an increase from 22% year on year.



We asked respondents to leave some commentary with their answers:

- ◆ We are considered family members by our company. **Seagoing professional working in the hotel and guest services department who feels very valued**
- ◆ Lip service. Say we work hard and are doing a great job etc. but are not given what we actually need which is extra personnel to facilitate what the operation requires so that the workload is not so demanding. **Seagoing professional working in the deck department who feels somewhat valued**
- ◆ My company doesn't take into consideration the cost of living, and pay rises are below standard. Always making excuses and not considering the mental health of its crew onboard. **Seagoing professional working in the engine department who feels not at all valued**

Employer factors *continued*

- ◆ If you stay or not, the employer doesn't care. **Seagoing professional working in the deck department who feels not at all valued**
- ◆ I have been with my employer for nine years without a change in my position, with low to no benefits and very bad living conditions such as food and cabin. **Seagoing professional working in the hotel and guest services department who feels not at all valued**
- ◆ The office personnel have changed so much since COVID started that none of them really know who is onboard except for the DPA and Superintendent. **Seagoing professional working in the deck department who feels not at all valued**
- ◆ There are aspects of the company, which are very good, like care packages and how they look after you in an emergency. However, they fail on paternity leave (non-existent) and rotations. **Seagoing professional working in the engine department who feels somewhat valued**
- ◆ Onboard leadership is not "authentic", and they do not genuinely care for people. Communication is poor at best. **Seagoing professional working in the deck department who feels not at all valued**
- ◆ I feel very much respected and valued by my current employer. If I leave the cruise sector it will be for a similar position in a resort in the Caribbean, Canary Islands or Maldives. **Seagoing professional working in the hotel and guest services department who feels very valued**

With competition for the best talent fierce, we wanted to find out which cruise line seagoing professionals perceived to be the most attractive to work for. Respondents were only able to make one choice out of a large number of ocean, river and expedition cruise lines. The top three were Virgin Voyages (13%), Viking (10%) and Royal Caribbean (9%).

Virgin Voyages has a fun brand image perception, yet is considerably smaller than other cruise lines featured in the top 10. Backed by an inspirational leader, Richard Branson, he is often quoted with sentiments such as: "Customers do not come first. Employees come first. If you take good care of your employees, they will take care of the customers."

We wonder whether this type of declaration has had an impact on the brand landing the top position in the most attractive cruise lines to work for.

Which cruise line do you perceive to be the most attractive to work for? Top 10

Cruise line	Percentage
Virgin Voyages	13%
Viking	10%
Royal Caribbean	9%
Disney Cruise Line	8%
Ritz Carlton Yacht Collection	6%
Norwegian Cruise Line	5%
Carnival Cruise Line	4%
Holland America Line	4%
Seabourn Cruise Lines	4%
Crystal Cruise Line	3%

When we asked respondents if they worked for the cruise line they had chosen, only 29% agreed that they did.



I HAVE BEEN WITH MY EMPLOYER FOR NINE YEARS WITHOUT A CHANGE IN MY POSITION, WITH LOW TO NO BENEFITS AND VERY BAD LIVING CONDITIONS SUCH AS FOOD AND CABIN.

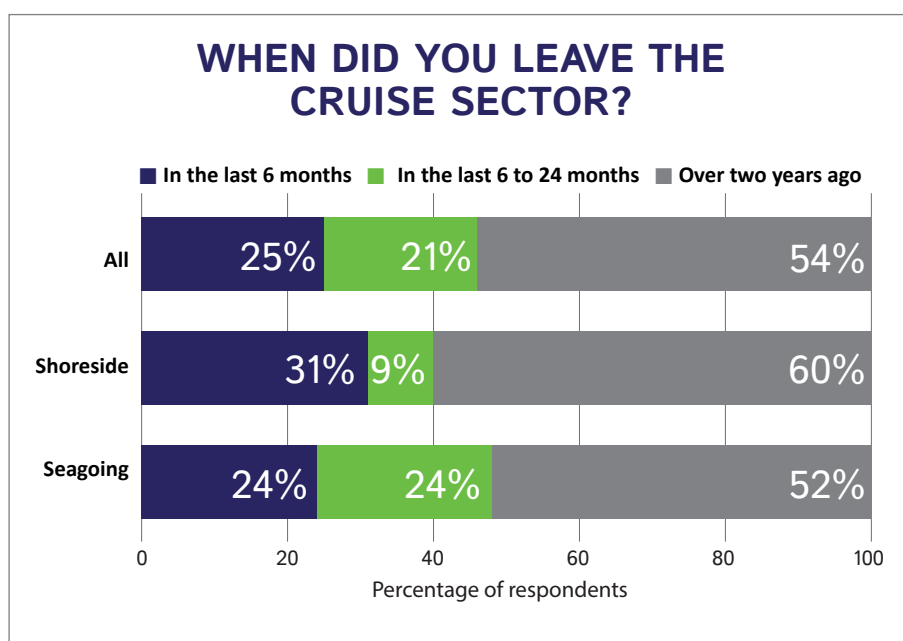
SURVEY RESPONDENT

Former cruise seagoing and shoreside professionals

We wanted to share some insights from the former cruise professionals who took part in our survey. These respondents only answered questions relating to their former careers and what their plans were for the future.

We asked former cruise professionals when they left the cruise sector. 25% had left in the last six months, 21% in the last six to twenty-four months and 54% left over two years ago.

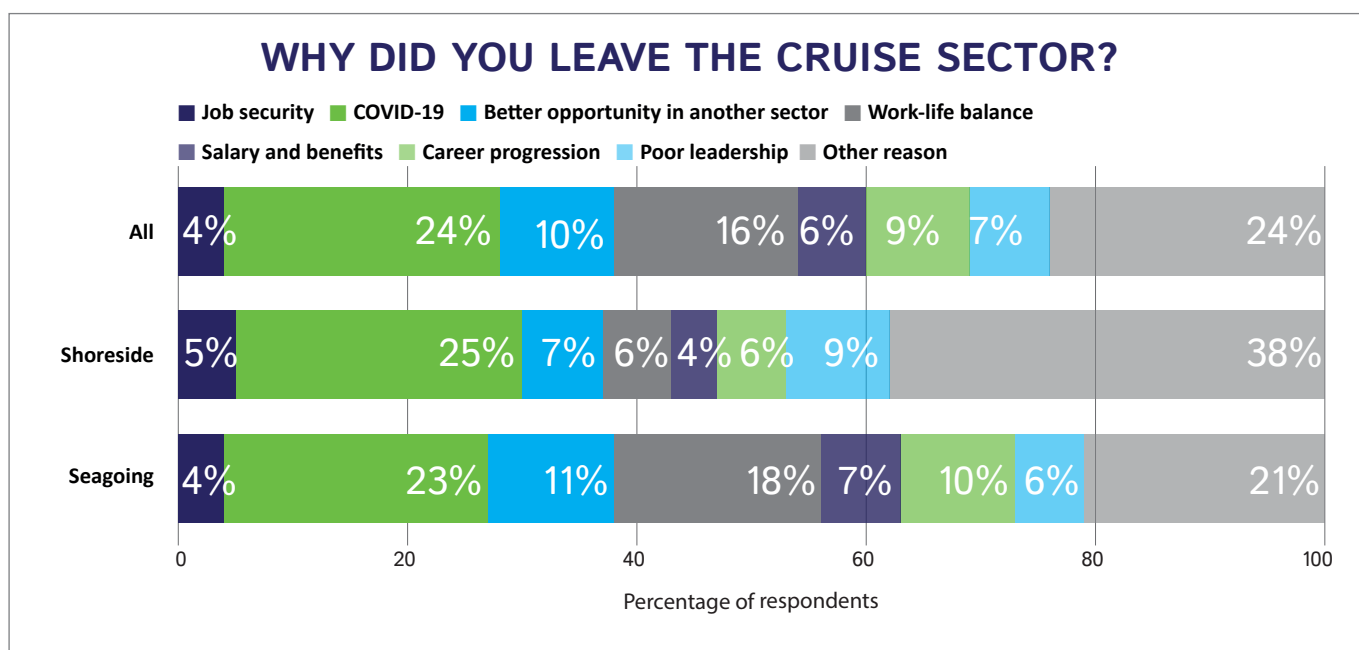
We wanted to find out the specific reason why these respondents left the cruise sector and gave them seven options, plus the ability to provide another reason.



The top reason overall was COVID-19 (24%), followed by work-life balance (16%) and a better opportunity in another sector (10%). For those that chose 'Other reason' (24%), these comprised of answers including that they didn't want to have the COVID-19 vaccination, medical reasons, retirement, family issues and because they lost their job.

We asked the respondents to leave some comments about why they left the cruise sector:

◆ It is a good job in many ways, but I found the sector to be wanting as follows: developing personnel, subtle bullying, double standards, and use of



Former cruise seagoing and shoreside professionals *continued*

the HR role to protect senior management onboard. Huge disparities in pay and benefits dependent upon nationality and date of joining.

- ◆ The industry was unstable, and I needed security for my family's future.

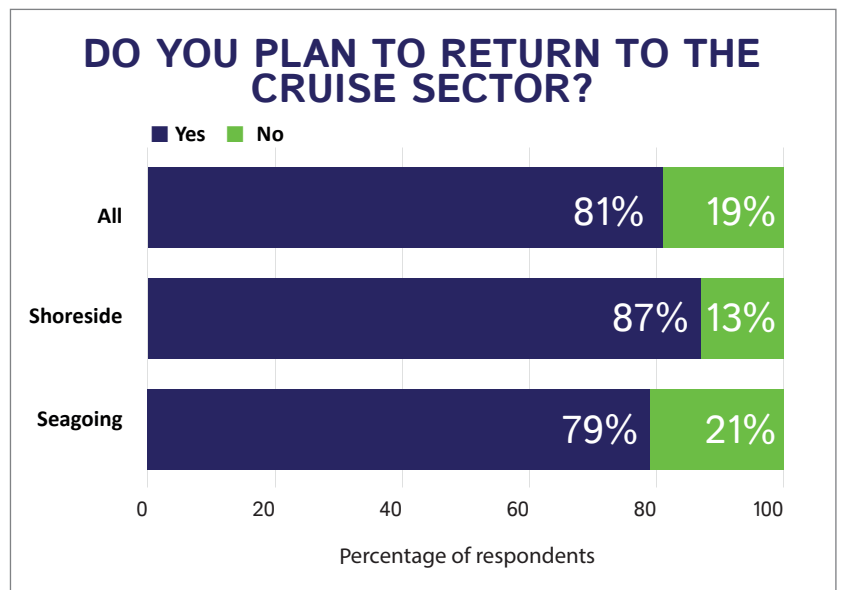
- ◆ I find the cruise sector a little discriminating against people of an older age.

- ◆ I would return to the cruise industry if salary and benefits reflected the actual working hours compared to working on the land. Salary must be increased in line with the true cost of living with more realistic pensions. Compensation level must not be compared to the pay or pensions of other low-paying cruise lines, the entire industry must move up to modern standards to attract quality professionals.

- ◆ The modern cruise industry is being run by bureaucrats that not only establish a further bureaucracy to the existing one to justify 'compliance' but also inherit a similar attitude and expect it from senior onboard management. In addition, key roles in the company's offices are being filled up by non-skilled ex Captains and Chief Engineers resulting in a toxic environment where non-sound and experienced key persons are overriding their capacity and disrespecting experienced sea-going professionals while trying to justify their existence. The environment created by such setups

becomes disappointing and frustrating for professionals that respect themselves.

We wanted to find out how many of these former cruise professionals were planning to return to the sector. Positively, overall 81% agreed that they were.



To understand what the talent pool for experienced cruise professionals will be like over the next two years, we asked the respondents when they planned to return to the cruise sector. 79% said in the next six months, 11% said in the next 12 months, 7% said in one to two years and the final 3% said in two years plus time.



I WOULD RETURN TO THE CRUISE INDUSTRY IF SALARY AND BENEFITS REFLECTED THE ACTUAL WORKING HOURS COMPARED TO WORKING ON THE LAND. SALARY MUST BE INCREASED IN LINE WITH THE TRUE COST OF LIVING WITH MORE REALISTIC PENSIONS.

SURVEY RESPONDENT

The future

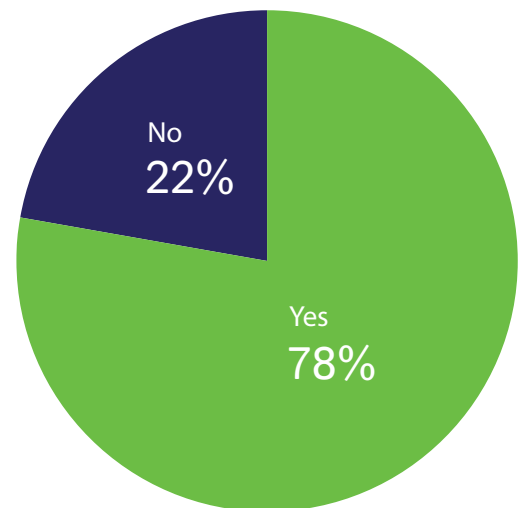
With 79% of former cruise professionals expecting to return over the next six months, there is the potential it will have a big impact on the future recruitment marketplace. With more talent to choose from than in the last two years, cruise lines could have more choices than ever.

We asked the respondents what they thought the employment market would be like for cruise professionals in the next five years. 56% thought there would be a shortage of experienced cruise professionals, up from 52% last year. 35% thought there would be a shortage of all levels of cruise professionals, again up from last year (33%) and just 9% thought there would be too many, a decrease from 15% in 2022.

For the second year, we asked cruise professionals whether they would advise young people to join the sector. 78% agreed that they would, a slight decrease from 80% last year.

We asked the respondents to leave some commentary on their answers. The first part of this commentary is from

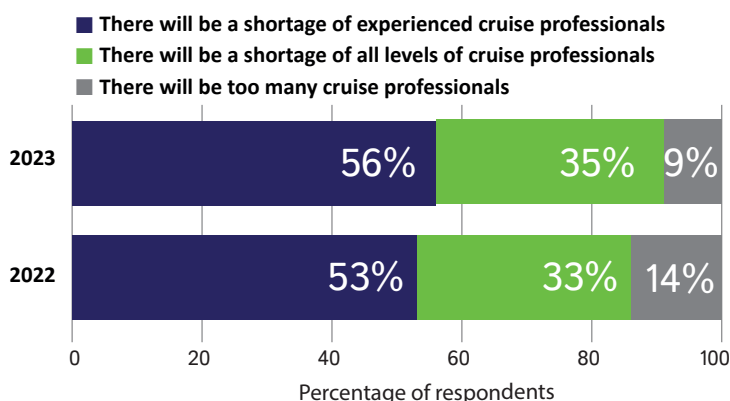
WOULD YOU ADVISE YOUNG PEOPLE TO JOIN THE CRUISE SECTOR?



those who would advise young people to join the cruise sector:

- ◆ Great work and leisure balance, you can meet new friends and see new places and cultures etc.
- ◆ The industry is a nice way to start a career but for a lifetime career, the companies need to step up to keep young people in the industry in seasonal positions.

WHAT DO YOU THINK THE EMPLOYMENT MARKET FOR CRUISE PROFESSIONALS WILL BE LIKE IN FIVE YEARS?



- ◆ Great career for young people to grow skills and work relationships with different nationalities.
- ◆ I tell young people that it is a great way to travel if you get the right company. I am also sure to tell them that it is very hard work.
- ◆ It's a lesson in life. You learn how to work under pressure and meet different people.

The following commentary is from respondents who would not advise young people to join the cruise sector:

- ◆ The ship becomes a floating prison. It's not worth it to work in the cruise business.

The future factors *continued*

- ◆ There is no future in the cruise industry. The glory days are gone and you are not even a number, just someone there to do the job.
- ◆ The cruise industry is going down and is not suitable for young technical people.
- ◆ There are better opportunities outside the cruise sector.
- ◆ I believe the job is completely different now from when I started and the sacrifices made do not match the experience.
- ◆ Young people should study and build a family before going to sea.

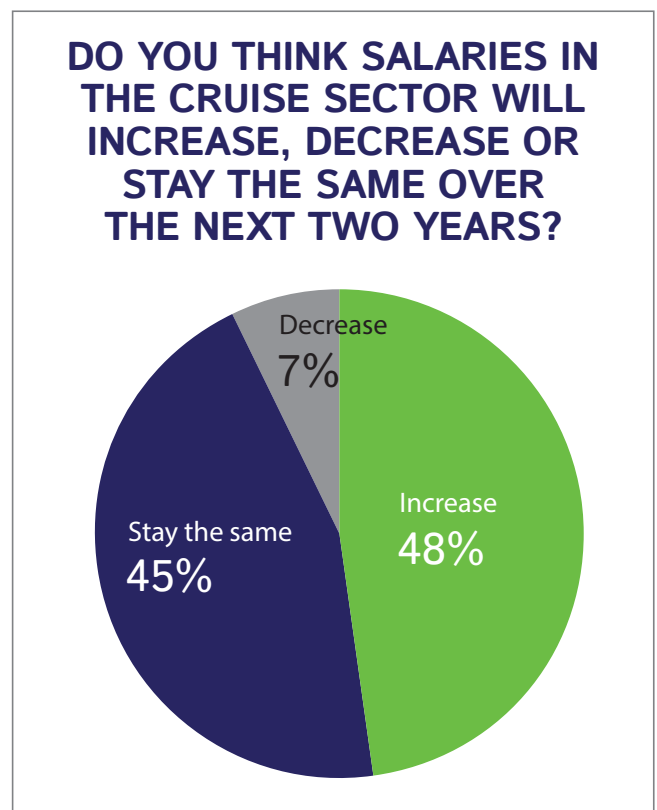
Whilst it was great to hear so many cruise professionals advocating that young people join the cruise sector, the reality of being able to attract them, particularly to seagoing roles may bring a range of challenges.

Bennell says: “Gen Z (born between 1997 and 2012) are already in our workforces and the next generation to join them will be Generation Alpha (born between 2010 and 2025). We will need to factor in that these are both digitally native generations and are adapting to new technology faster than anyone before them. It is estimated that 65% of Generation Alphas will work in jobs that don’t even exist today. These two generations are more diverse and care about employers doing the right thing. They are socially minded and are fighting for social change, racial equity and protecting the environment.”

“We also must consider how they consume information. Attention has become the new currency. It is considered that younger generations have shorter attention spans, or perhaps more accurately they have more mediums to attract their attention. When you think of mobile phones, email, social media, YouTube, and Instagram Reels for example, you can see how easy it is to create content for attraction strategies but how it will be so much harder to hold attention moving forward. The world is continually changing, and as other sectors develop and prosper, there are more career options than ever available. With AI technology such as ChatGPT out in the market, the media is starting to share

and question the continued validity of some job roles. I think cruise businesses will need to spend a lot of time thinking about new attraction strategies,” adds Charman.

We know that reward is going to have a significant impact this year but we wanted to find out if respondents thought salaries in the cruise sector would increase, decrease or stay the same over the next two years. 7% thought salaries would decrease, 45% thought they would stay the same, and 48% believed they would increase.



“With nearly 32% of shoreside professionals and 28% of seagoing professionals not receiving a pay rise over the last few years, I cannot imagine pay rises not happening this year. The increase in demand for salary surveys and benchmarking reports to help determine how compensation structures measure up shows that there is some strategic decision-making happening on new salary scales. Like many sectors, 2023 looks to be the year with more remuneration crisis talks than ever before.” Concludes Charman.

Final thoughts

The last 12 months in the cruise sector have felt increasingly optimistic. From both a business and personal perspective, we have enjoyed the opportunity to see cruise ships sailing again, with minimum restrictions in place.

Experiencing a time with so little travel has highlighted the importance of the cruise sector to individuals. From exploring new places and cultures to attending cruise events, travel has opened up so many possibilities once again. We hope that this reminder is what helps to ensure that the cruise sector can weather the economic downturn better than it has ever done before.

This report has highlighted many trends and we endeavour to help to contribute ideas and thoughts on what cruise businesses might consider in their people strategies this year.

The next 12 months will be an important time for cruise recruitment, and we consider:

- ◆ Will job security increase or will it continue to trouble the sector?
- ◆ Can cruise businesses offer employees their most valued benefits like bonuses, pensions and private medical care?
- ◆ Will we see more progression opportunities become more readily available?
- ◆ Can all cruise businesses offer their shoreside employees hybrid working?

- ◆ What impact will technology like AI have on job roles moving forward?
- ◆ Will the 79% of former cruise professionals expecting to return over the next six months find employment?
- ◆ What impact will new generations have on candidate attraction strategies?
- ◆ Who will change jobs this year?

We are pleased we have been able to create this second Cruise Survey. We would like to say a huge thank you to everyone who has taken part in these two surveys. We also want to thank everyone who provided feedback on our first survey last year.

It has been a pleasure to create this year's report. We feel privileged that so many people working in the cruise sector trust us with their thoughts and feelings, and we can share trends and key findings with the wider cruise community.

We hope that you have found this year's report as interesting and enjoyable as it was to research, analyse and produce.

Mark, Martin and Kelsey



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