

THE SUPERINTENDENT EMPLOYMENT REPORT 2022



faststream
■■■■■ recruitment group ■

#superintendentemploymentreport

Contents

Welcome from Faststream Recruitment	3
Welcome from the authors	4
Foreword	5
Methodology	6
Demographics and career information	8
Salary and pay rises	12
Benefits and bonus	15
Engagement	18
Retention	21
Travel post-COVID	24
Stress	26
The future	28
Final thoughts	33

Welcome



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.

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.



Jason Nangle

Managing Director – Faststream Recruitment Asia-Pacific

Jason is the Managing Director of Faststream Recruitment Pte, leading the business operations in the Asia-Pacific region in Singapore. Joining the business in 2010, Jason has accumulated a wealth of experience in recruitment and headhunting as well as human capital consulting in the Asia-Pacific, Europe, Middle East and Africa regions. Jason is a familiar face in the shipping industry and attends key events in the Asia-Pacific region including Singapore Maritime Week and Asia Pacific Maritime.



Kelsey Purse

Director of Shipping – Faststream Recruitment Europe, Middle East, Africa, and 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.



Foreword

There has been limited coverage of the wider thoughts and feelings of superintendents. As a business passionate about the maritime sector coupled with our reach of the people working as superintendents, we felt that this year provided a great opportunity to create a unique and extensive global annual survey. We feel it is vital to expose, highlight and establish a new benchmark across several topics including retention, remuneration, benefits, employee engagement, health and wellbeing, travel, and the future of the profession. This is the first survey of its kind in the sector and one that we believe will be important for years to come.

This Superintendent Employment Report aims to uncover the good and the bad of the profession, looking at it from an employee's point of view. We wanted to discover where the maritime sector excels, and where it falls short. It covers areas such as: Do employees feel valued? Who will be seeking a new job? Why will employees stay with their employers? Who is receiving pay rises? Is work-life balance or salary more important? What causes the most stress? Do leaders need to change their style? What type of benefits are employees receiving? These are just a few of the questions that are so unique to superintendents and ones that only they will answer.



Methodology

The Superintendent Survey 2022 was open for four weeks between March and April 2022. A total of 1,178 superintendents took part in the survey.

THE SURVEY

The survey was designed for superintendents across all vessel types, levels of experience and locations.

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 of 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 the superintendent profession, right across the world.

REMUNERATION DATA

All salary information was provided directly from the respondents and has been converted to British pound sterling using the OANDA (www.oanda.com) currency converter. The currency conversions were made in early May 2022. OANDA provides the latest foreign exchange average bid/ask rates compiled from leading market data contributors.

The respondent's salary information was provided in United States Dollar (USD), Singapore Dollar (SGD), the Euro (EUR) and British pound sterling (GBP).

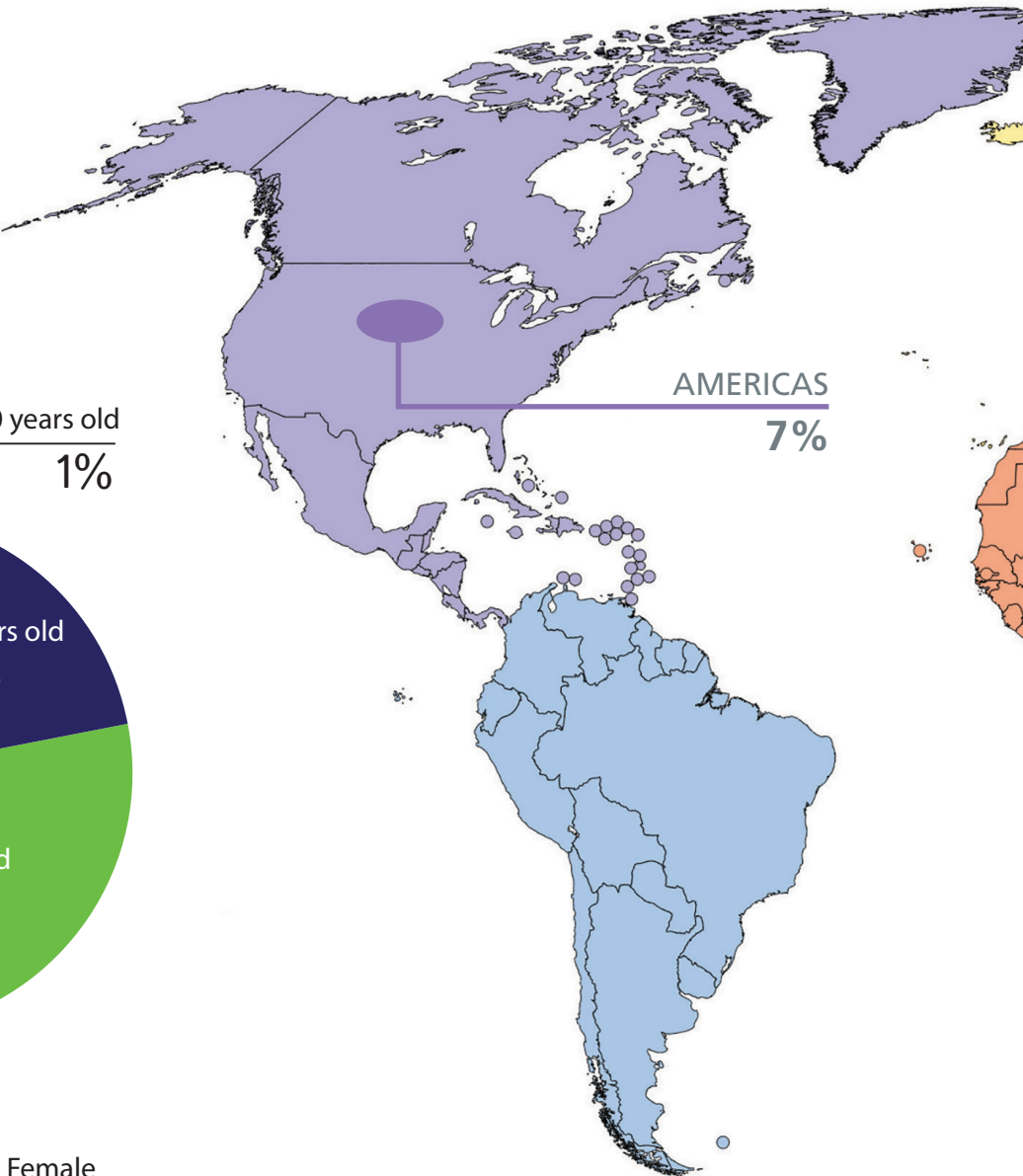
Please note, all quotes from respondents represent their thoughts and views and not those of Faststream Recruitment or their employees.

This report was created internally by the Faststream Recruitment leadership team.

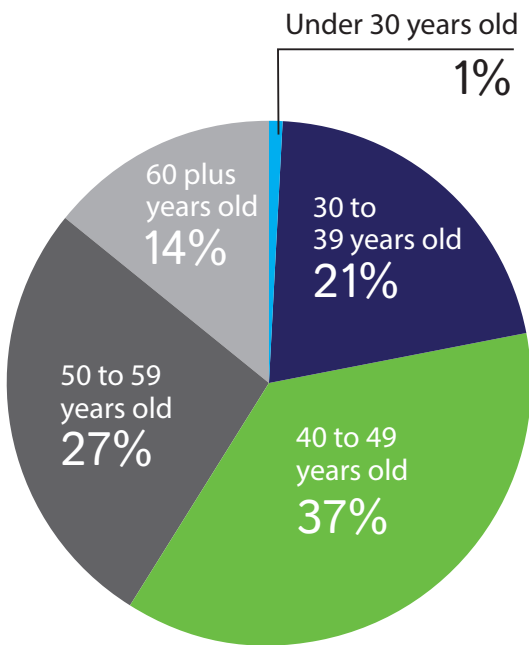


Demographics and career information

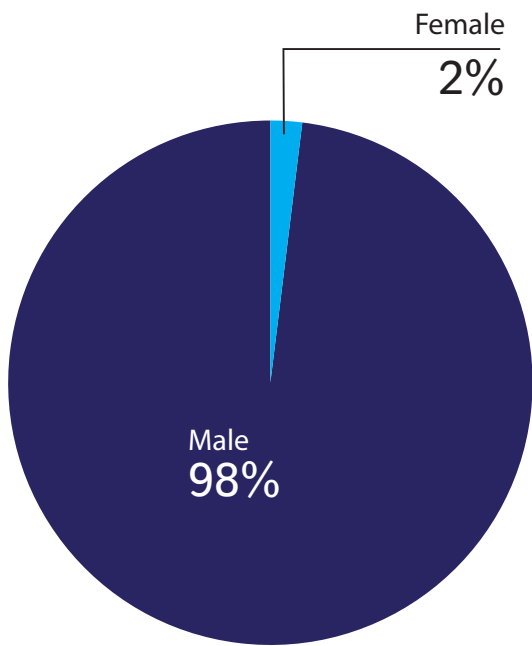
THIS WORLD MAP DEMONSTRATES THE BREAKDOWN OF RESPONDENTS BY REGION

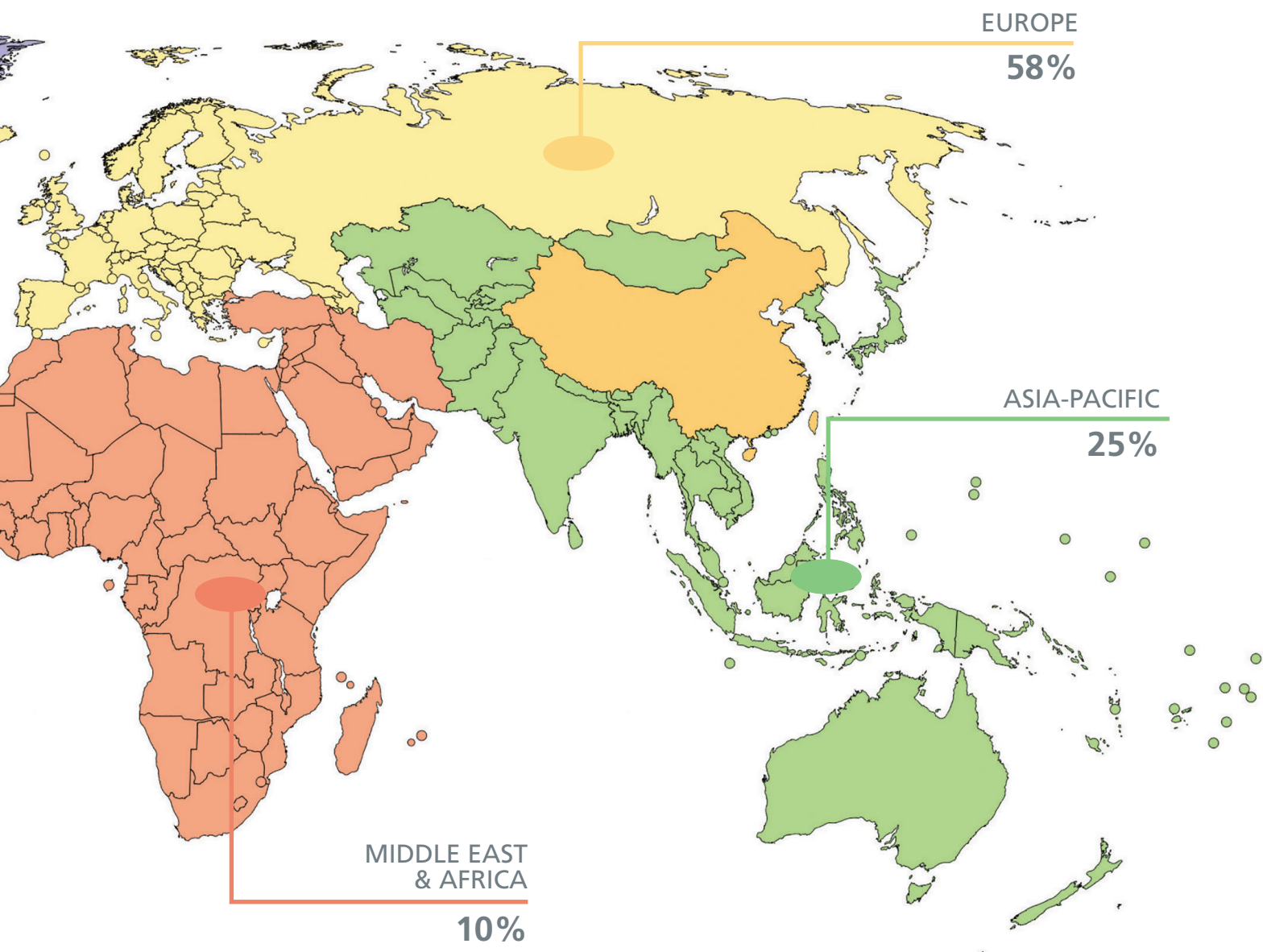


AGE

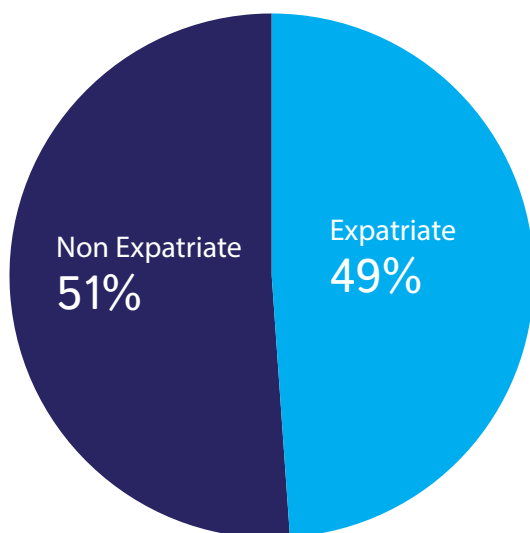


GENDER

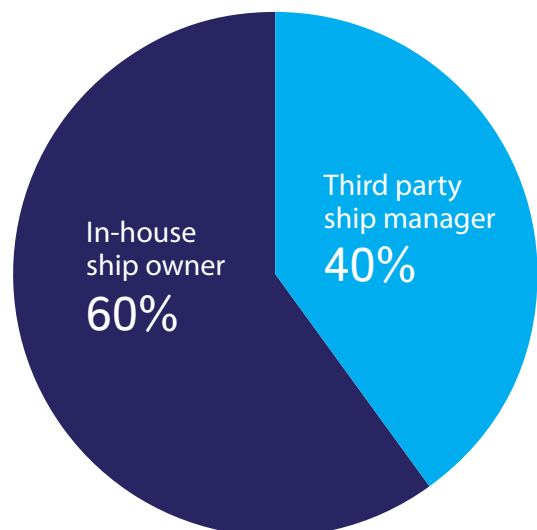




EXPATRIATE STATUS

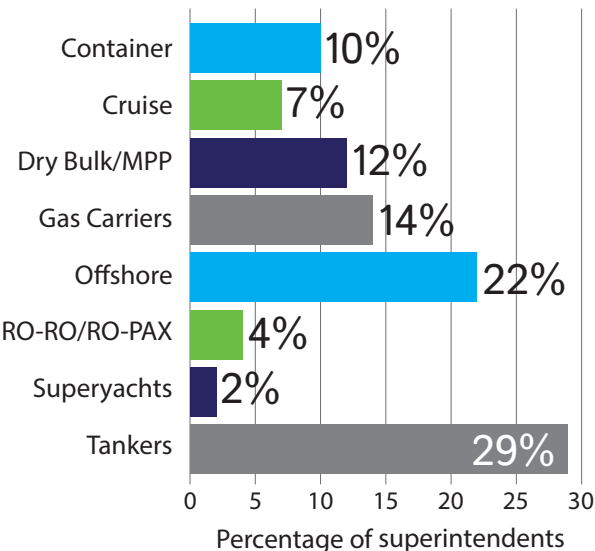


EMPLOYER

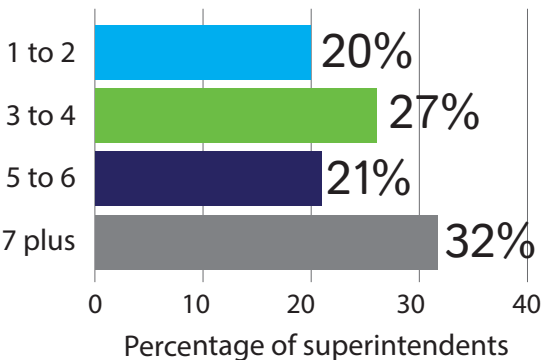


Demographics and career information *continued*

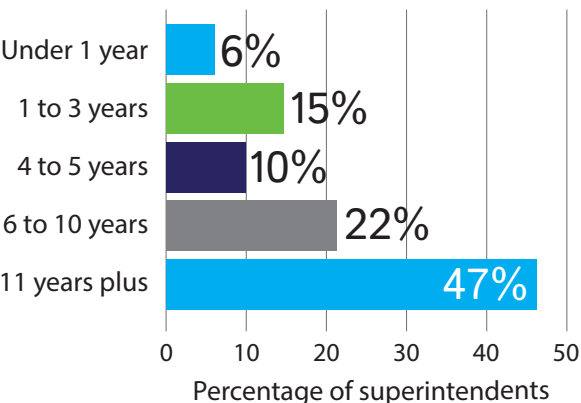
VESSEL TYPE



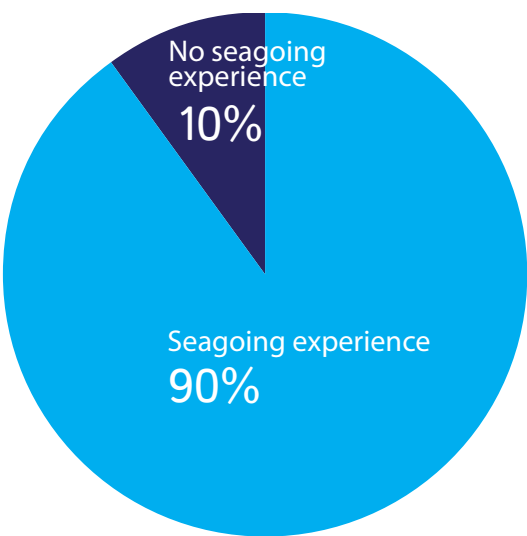
NUMBER OF VESSELS MANAGED BY A SUPERINTENDENT



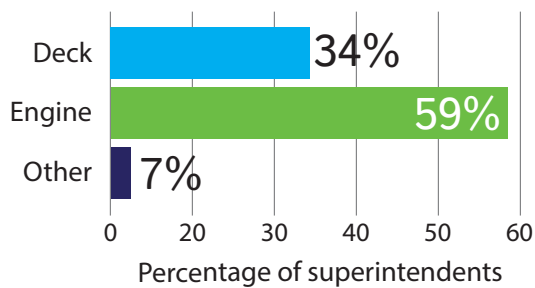
YEARS OF SHORE-BASED EXPERIENCE



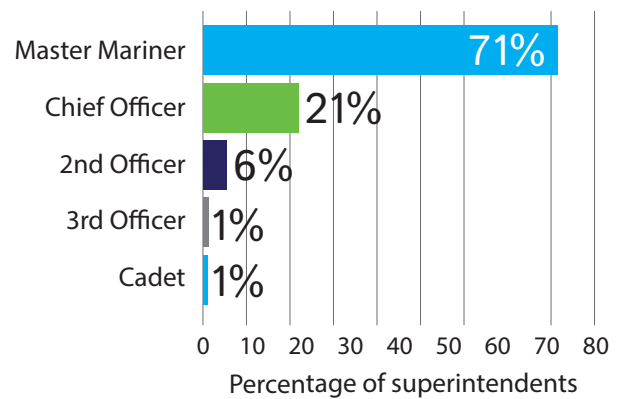
SEAGOING EXPERIENCE



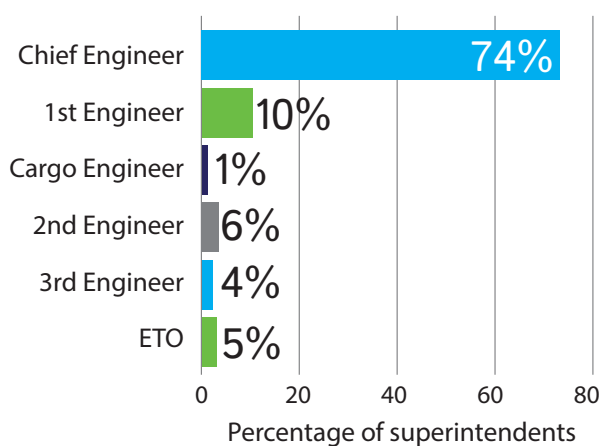
SEAFARER BACKGROUNDS



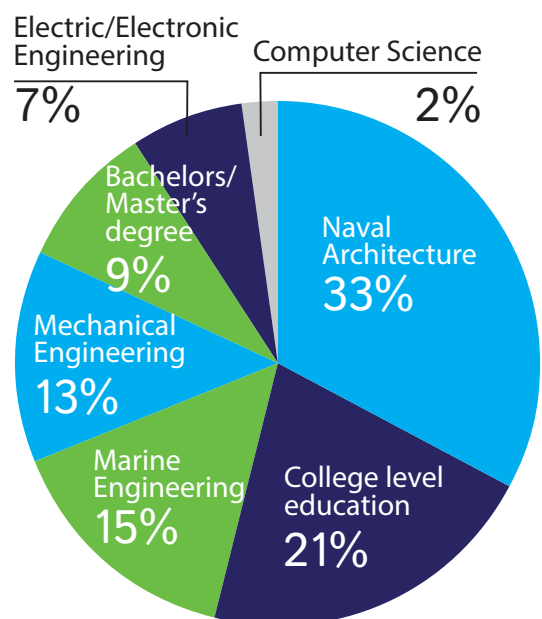
DECK – HIGHEST RANK BEFORE COMING ASHORE



ENGINE – HIGHEST RANK BEFORE COMING ASHORE



NON-SEAGOING BACKGROUND

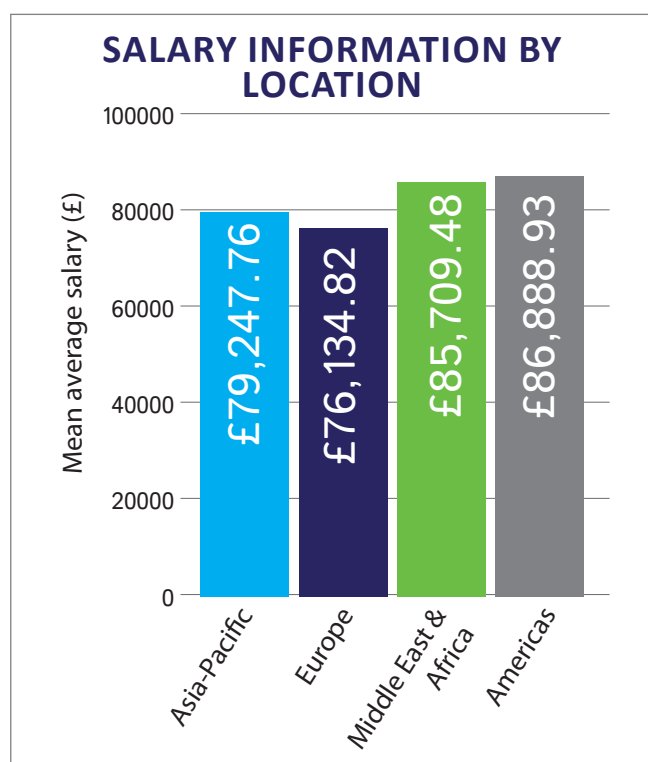


Salary and pay rises

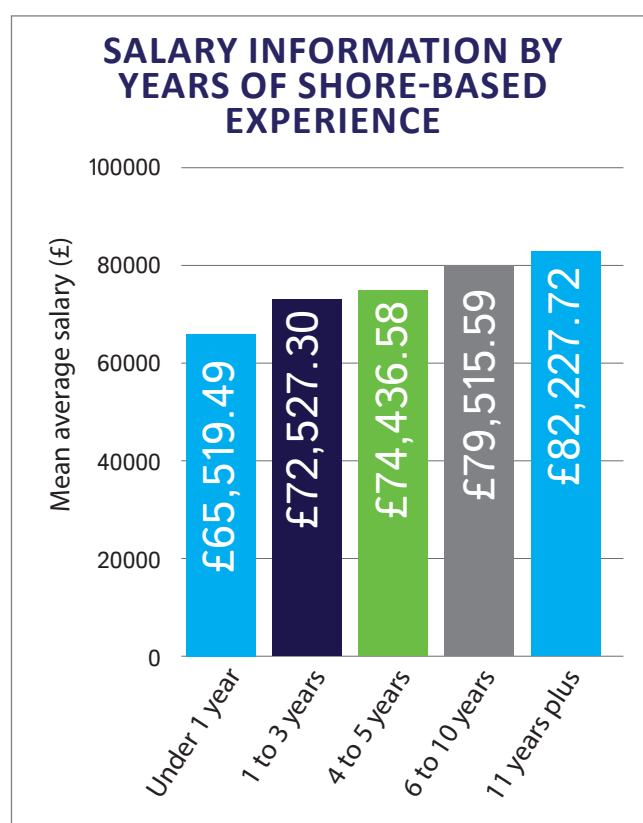
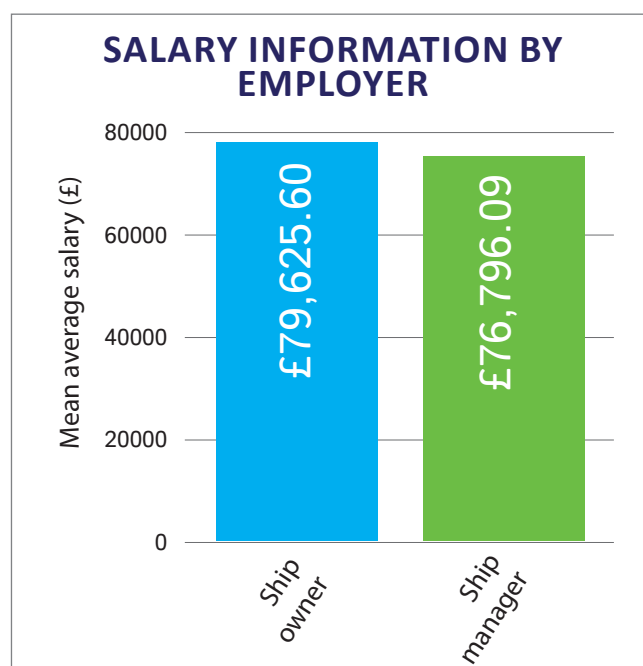
Reward strategies play an important part in the successful attraction, retention, and engagement of the best talent in the market. Getting your compensation structures right can be an advantage in a highly competitive skill short market.

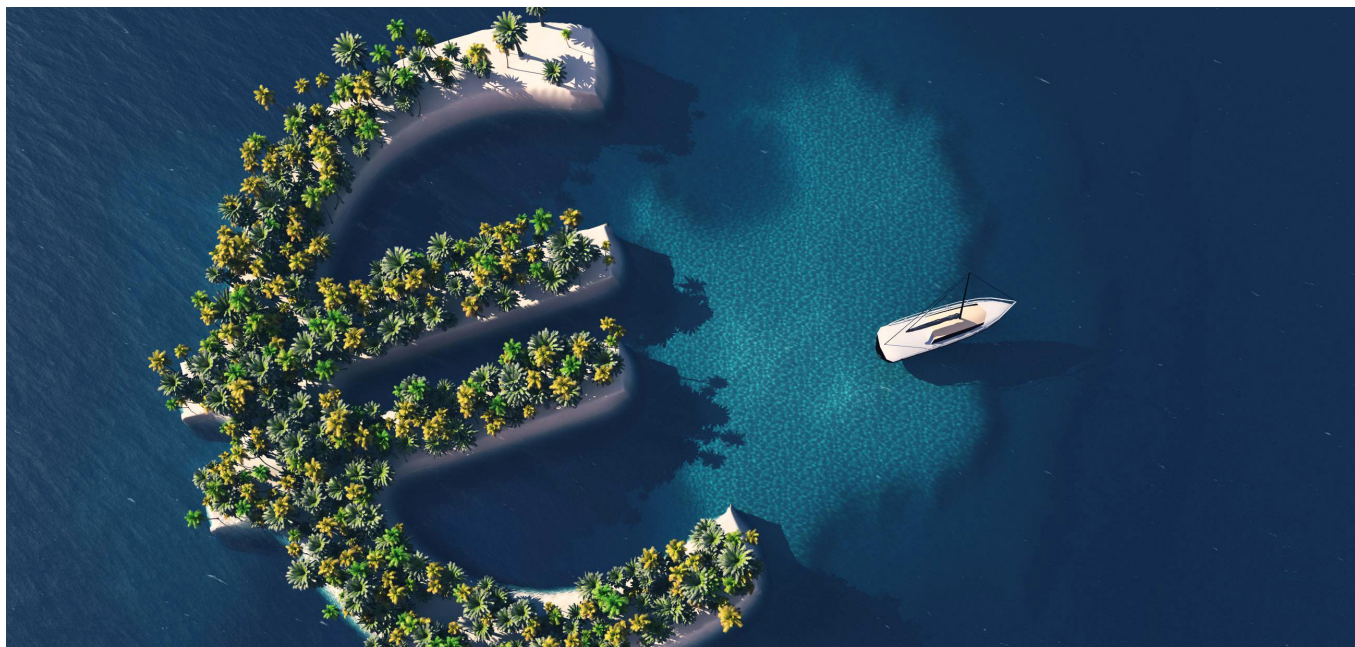
We have created this unique survey of salaries across the market to help you determine how your compensation structures measure up with the wider industry or more specifically your direct competitors.

We asked superintendents to state their total compensation earned last year utilising their chosen currency¹. We found that the mean average² salary of all global respondents was £78,568.64. The interquartile range³ of all global respondents was £61,307.10 to £92,519.28.



Salary information by employer and location		
	Ship owner	Ship manager
Average	£79,625.60	£76,796.09
Asia-Pacific	£79,970.00	£78,904.61
Europe	£76,336.66	£75,811.26
Middle East & Africa	£89,839.98	£76,308.64
Americas	£91,148.87	£78,977.62





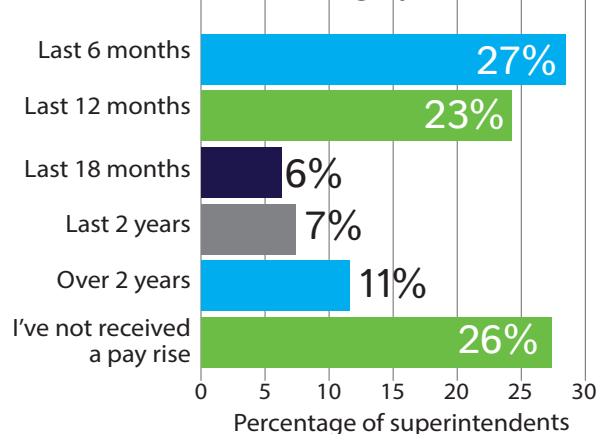
Most employees expect pay rises in their jobs, whether it be in line with their annual review or for hitting targets. Pay rises can play an important role in retaining talent within your business whilst also remaining competitive against your competition. Pay rises have been associated with feelings of value, increased productivity, job satisfaction, commitment, motivation, loyalty as well as happiness at work.

Mark Charman explains: *"We see pay rises being given for a variety of reasons. Sometimes businesses have set timely pay rises that are based on inflation for example. Others use pay rises more sporadically for loyalty, hitting targets, hard work, adding value and because they need to counteroffer to stop losing someone."*

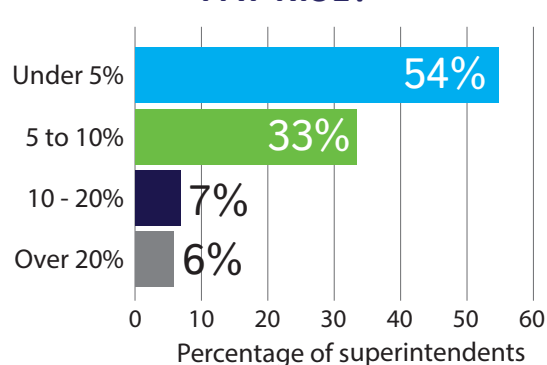
We asked superintendents, "When did you last receive a pay rise?" Overall, 27% had received a pay rise in the last six months, 23% in the last 12 months, 6% in the last 18 months, 7% in the last two years, 11% over two years ago and 26% had not received a pay rise at all.

Superintendents working for ship owners were more likely to have received a pay rise in the last six to twelve months than those who worked for a ship manager at 59% and 41% respectively. We also found that nearly a third of superintendents working for ship managers had never had a pay rise in their tenure.

WHEN DID YOU LAST RECEIVE A PAY RISE?

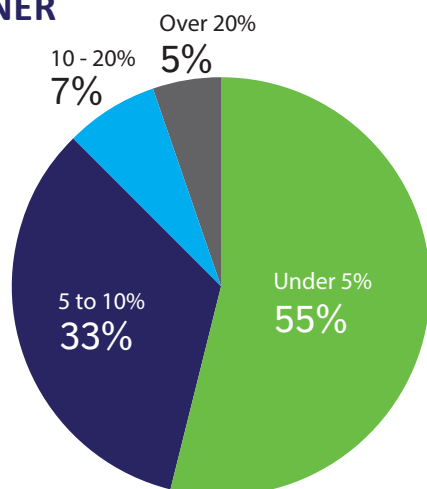


WHAT PERCENTAGE WAS YOUR PAY RISE?



Salary and pay rises *continued*

PAY RISES BY PERCENTAGE – SHIP OWNER

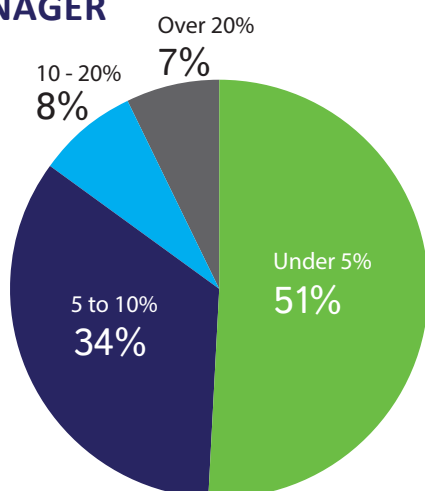


Where in the world superintendents were working also had an impact on when they last received a pay rise. 58% of those working in the Americas region had received a pay rise in the last six to twelve months. Whereas 31% of superintendents working in the Middle East and Africa had not had a pay rise at all.

For those who had received a pay rise, we asked “What percentage was your pay rise?” 54% had received a pay rise of under 5%, 33% had received a pay rise of 5 to 10%, 7% had received a pay rise of 10 to 20% and just 6% had received a pay rise of over 20%.

We found that 15% of superintendents working for ship managers received a pay rise of 10% or more, whereas 12% of superintendents working for ship owners received this size of a pay rise.

PAY RISES BY PERCENTAGE – SHIP MANAGER



Again, where in the world a superintendent was located had an impact on the percentage of the pay rise they received. Those working in the Americas were the most likely to have received a pay rise of 10% or more with 16% receiving this level of a pay rise. Those working in Europe were the most likely to have received a pay rise of less than 5% with 57% of these superintendents answering this way.

¹ Please see methodology for information on how currencies were converted.

² The mean average is the sum of all values divided by the number of values

³ The interquartile range portrays the middle 50% of values when ordered from lowest to highest



**26% OF SUPERINTENDENTS
HAVE NOT RECEIVED A PAY
RISE.**

Benefits and bonus

Employee benefits are an important part of an overall remuneration package. Like an employee's salary, they are vital to any business in the successful retention, as well as the attraction of new employees.

We asked superintendents out of a series of options, what benefits they receive in their current role. It was quite shocking to see that not only were on average 11% of superintendents not receiving any benefits but that in the Middle East and Africa, this went up to 16%.

Charman comments: "What I have found in my many years of recruitment is that employees don't always know what benefits their role includes. It is imperative when working on recruitment campaigns as well as when you are driving employee retention, that the communications about benefits are clear, concise, and shared regularly. A hidden list on a staff noticeboard or omitting benefits from a job advert won't cut it in today's market. Regular communications with your current team are necessary. As is making sure it is at the forefront of your recruitment process. This will produce excellent results in both retention and attraction in the long term."

We interrogated the data further by region to see if there were trends where regions were performing better or worse.

Superintendents working in the Americas region were the most likely to receive an enhanced pension, private medical for themselves and their families, a personal development fund, paid overtime, gym membership and flexi-time.

In the Asia-Pacific region, we found that superintendents working here were the most likely to receive a bonus, enhanced maternity/adoption/paternity benefits and private medical for themselves. However, they were the least likely to be paid overtime or receive an enhanced pension.

Superintendents working in Europe were the most likely to be offered home working at 52%. They were the least likely to be receiving a bonus out of all the regions.

In the Middle East and Africa region, we found that superintendents working here were the most likely to be receiving a company car or a car allowance. They performed the worst on receiving flexi-time, gym membership, a personal development fund or working from home. They were also the most likely to not receive any benefits at all.

Employee benefits – average and by location

Benefits	Average	Asia-Pacific	Europe	Middle East & Africa	Americas
Bonus	62%	72%	57%	60%	69%
Company Car / Car Allowance	31%	25%	30%	52%	38%
Enhanced Maternity / Adoption / Paternity Benefits	8%	9%	8%	7%	8%
Enhanced Pension	22%	9%	27%	17%	33%
Flexi-Time	27%	26%	30%	16%	31%
Gym Membership	11%	10%	12%	6%	13%
No benefits	11%	8%	12%	16%	6%
Paid Overtime	11%	7%	13%	10%	17%
Personal Development Fund	6%	7%	5%	4%	8%
Private Medical – Family	42%	54%	32%	55%	60%
Private Medical – Individual	34%	40%	31%	31%	39%
Working From Home	47%	45%	52%	32%	38%

Benefits and bonus *continued*

We were also interested in establishing any differences between what ship owners and ship managers offer in employee benefit packages. Overall, superintendents working for ship owners were more likely to receive the benefits we specified, and those working for ship managers were more likely to not receive any benefits at all.

Employee benefits – by employer		
Benefits	Ship owner	Ship manager
Bonus	67%	53%
Company Car / Car Allowance	34%	27%
Enhanced Maternity / Adoption / Paternity Benefits	10%	6%
Enhanced Pension	25%	17%
Flexi-Time	30%	24%
Gym Membership	12%	9%
No benefits	9%	15%
Paid Overtime	10%	13%
Personal Development Fund	6%	5%
Private Medical (Family)	43%	40%
Private Medical (Individual)	34%	33%
Working From Home	49%	44%

The desire for more remote and hybrid working has created greater demand for more flexibility in the future. It has also impacted the desires of current and prospective employees in their requirements for extra benefits in their roles. Many traditional benefits such as catered lunches, refreshments, company socials, gym memberships and other office amenities may be becoming outdated. Remote and hybrid workers cannot get the full benefit of these perks and their demands for other value-adding benefits are set to continue to change as working styles mature over time.

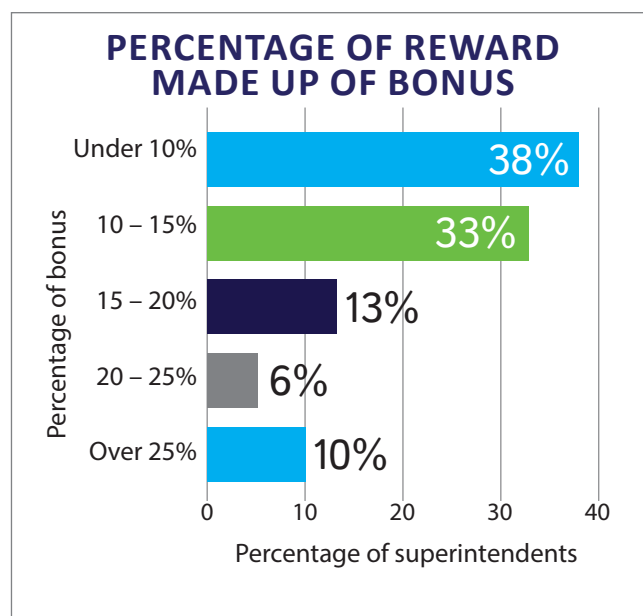
Keeping up to date with current and prospective employees' needs in terms of benefits and pay, could be the difference between maintaining employment retention levels as well as having the ability to secure the best talent in the market.

Charman comments: *"Balancing what different employees need and being transparent will be key."*

Utilising current employees to have conversations about what they see as valuable in a benefits package, instead of making assumptions will be a huge step forward. Ensuring that the benefits an employer offers include ways of improving work-life balance rather than just monetary benefits could be a real distinguisher in the market as an employer of choice."

In our long tenure of working with superintendent job seekers, we have found that an important factor for many is the bonus available as part of their reward package. They want to know how big it is, how they achieve it and when they will receive it.

We found that those superintendents working in the Asia-Pacific region were the most likely to receive a bonus. Overall, superintendents working for ship owners were also more likely to receive a bonus. We wanted to find out from all superintendents who received a bonus what percentage of their reward package was made up of a bonus.



Breaking it down further, we also wanted to see if there were any differences between the vessel types that superintendents manage. 20% of those working with superyachts received a bonus of 25% or more of their salary. 16% of superintendents working with container vessels stated they received a bonus of 25% or more. Those working with gas carriers were the least likely to achieve a bonus of 25% or more.

Percentage of reward made up of bonus by vessel type

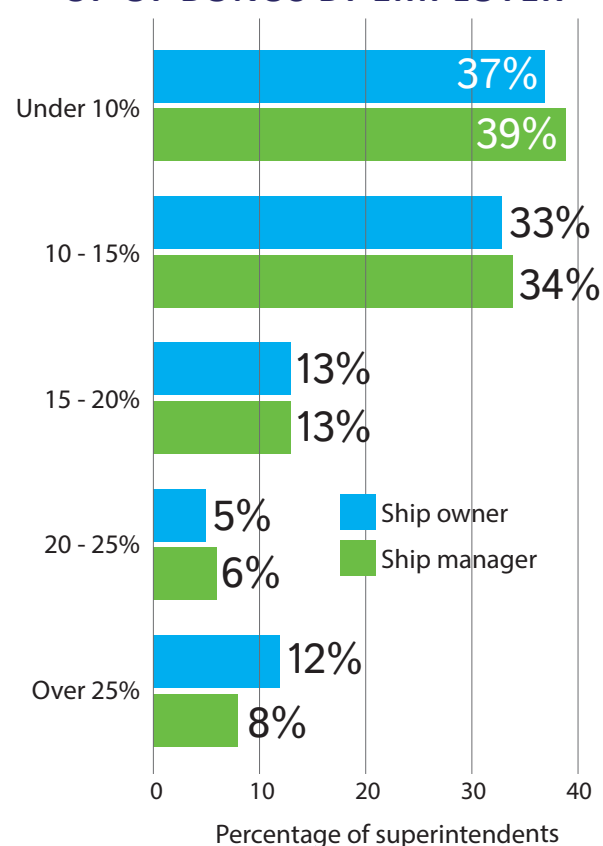
	Container	Cruise	Dry Bulk/ MPP	Gas Carriers	Offshore	RORO/ ROPAX	Superyacht	Tankers
Under 10%	34%	30%	35%	39%	41%	46%	10%	41%
10 – 15%	34%	38%	30%	35%	34%	29%	40%	32%
15 – 20%	10%	15%	14%	14%	13%	17%	30%	11%
20 – 25%	6%	7%	7%	5%	4%	0%	0%	6%
Over 25%	16%	10%	14%	7%	8%	8%	20%	10%

Having seen that more superintendents working for ship owners were receiving a bonus, we also wanted to see if those working for ship owners received a bigger bonus. Whilst it was quite similar across the board, we can see that there is a slight bias to superintendents working for ship owners earning a bonus of over 15% but it is marginal.

Did where in the world a superintendent was working impact the percentage of bonus they were receiving? Those working in the Asia-Pacific region were the most likely to receive a bonus, and they were also the most likely to be earning a bonus of over 20%. Along with superintendents working in the Americas region, they were the least likely to be receiving a bonus of

under 15%. On the other side, we saw those superintendents working in Europe were the least likely to receive a bonus. They were also the most likely to be receiving a bonus of less than 10%.

PERCENTAGE OF REWARD MADE UP OF BONUS BY EMPLOYER



Percentage of bonus by location

	Asia-Pacific	Europe	Middle East & Africa	Americas
Under 10%	30%	43%	39%	30%
10 - 15%	34%	33%	32%	34%
15 - 20%	14%	13%	8%	18%
20 - 25%	7%	3%	5%	12%
Over 25%	15%	8%	16%	6%



BALANCING WHAT DIFFERENT EMPLOYEES NEED AND BEING TRANSPARENT WILL BE KEY. MARK CHARMAN

Engagement

Coming out of the other side of a global pandemic, many employees would have been through a rollercoaster of a time, facing different experiences based on their own personal circumstances. Work can offer a great relief to some in a time of crisis, creating stability and focus. Feeling valued by your employer can be an important part of this and can have an impact on the role work plays in your life. Research has shown that it can create loyalty, aid motivation, increase levels of happiness, impact a person's mental and physical health, and improve employee engagement.

We asked whether superintendents currently felt very valued, somewhat valued, or not at all valued by their employer. Globally, 41% said that they felt very valued, 44% felt somewhat valued and 15% felt not at all valued.

We found that one of the most significant impacts on how valued a superintendent felt was based on the recency and percentage increase of a pay rise. 51% of those who had a pay rise in the last six months felt very valued, whilst only 31% responded this way if their last pay rise was over two years ago. We also saw that 64% of those who received a pay rise of 20% or more felt very valued and just 32% of respondents who received a pay rise of less than 5% felt this way.

Kelsey Purse says: "We can see there is a direct correlation to the recency and size of a pay rise and how valued a superintendent feels. Yet the harsh reality of the last two years is that the pandemic drastically altered the business landscape. Executive boards were

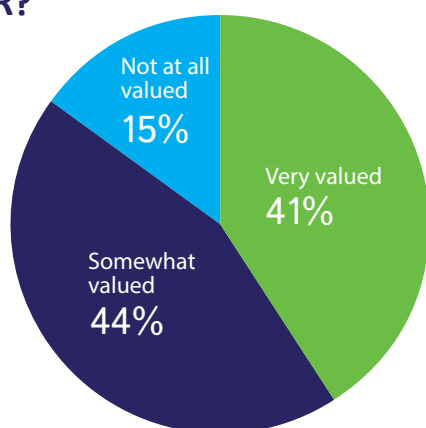
faced with implementing strategies to ensure that their businesses could survive, and cost-saving actions would have been part of that. We have had conversations with businesses that had to implement pay cuts and pause or remove bonuses, they could not consider establishing a consistent and generous system of pay rises. When businesses are faced with unpredictability, keeping the things that you have control over just as they are can feel like the right thing to do."

Employers who are unable to give pay rises to their employees may need to re-think how they can make employees feel valued. It is important to understand that different people are motivated by different things, and this in turn will have an impact on what will make them feel valued. Some people simply need their manager to take the time to provide feedback or congratulate them on a job well done. Others need to see their work more publicly recognised by commending them in a team or company meeting. Whilst many people are, not everyone is just motivated by monetary incentives, and it is important to remember this.

"I think that employers will need to consider for their own employees what impact not feeling valued will have on them. I do question that in a period after one of the biggest crises of modern times, why employers are not making their employees feel more valued than ever? If feeling unvalued translates to people looking for jobs, employers could be facing a mass exit, one they may not have fully prepared for," says Charman.

Jason Nangle adds: "I've always believed that making employees feel valued is key to attracting new talent. If your team feel valued, they are more engaged with you. If they are more engaged with you as an employer, they become advocates. Brushing off employee

HOW VALUED DO YOU CURRENTLY FEEL BY YOUR EMPLOYER?





engagement through how valued employees feel, in my opinion, could be a recipe for a disaster. It is well known that when people feel less valued, they can quickly lose interest in their role and the employer they work for. On top of that, in a connected world, employees are more likely to share poor experiences of employee engagement with their networks and peers. If you aren't prioritising employee engagement and focusing on what it is that makes superintendents feel valued, I think you might face a tough time ahead in future recruitment campaigns."

#superintendentemploymentreport

We wanted to hear from the superintendents who felt not at all valued to gain a unique insight into their thoughts:

◆ In my experience, Japanese companies need to change their working culture. They treat their employees like slaves and expect them to dedicate their lives to work. They don't understand work-life balance and believe that time with your family affects productivity. **Superintendent working in Europe for a ship owner.**

Engagement *continued*

◆ The job of a superintendent is undervalued. Our job seems to consist of everything under the sun with no clear segregation of responsibility. We are expected to be a 24/7 operation with almost no work-life balance. **Superintendent working in Asia-Pacific for a ship manager.**

◆ We are piled up with work from the top down. Over time, whilst unsaid, is expected with no additional compensation. My employer constantly demands more than is in my contract yet when it comes to any request from myself, the contract is king. **Superintendent working in Europe for a ship manager.**

◆ Owners need to start valuing a person based on their overall experience and versatility rather than favouring those who have been at sea. **Superintendent working in the Middle East and Africa for a ship owner.**

◆ The commercial department generates revenue (or so they think). The technical department generates costs (or that is how we are perceived). You figure it out where we end up in senior management's minds (until they need to hire someone competent to run the technical department). **Superintendent working in the Americas for a ship manager.**



I'VE ALWAYS BELIEVED THAT MAKING EMPLOYEES FEEL VALUED IS KEY TO ATTRACTING NEW TALENT. IF YOUR TEAM FEEL VALUED, THEY ARE MORE ENGAGED WITH YOU. IF THEY ARE MORE ENGAGED WITH YOU AS AN EMPLOYER, THEY BECOME ADVOCATES. JASON NANGLE

◆ COVID-19 seems to be an excuse not to show employees a thank you for all their extra work by giving them a pay rise. My company has had the best year (2021) in more than 150 years, and they employ more than 100,000 worldwide and still no room for pay rises. **Superintendent working in Europe for a ship manager.**

Whilst some superintendents did not feel valued, there were many who did. We wanted to hear from these respondents too and what their employers were doing to make them feel this way:

◆ After working for several companies before, it is refreshing with my current company that they let me work the way I love to do. **Superintendent working in the Americas for a ship manager.**

◆ Post-pandemic, I finally think my employer has realised that managing ships is an actual art. **Superintendent working in Asia-Pacific for a ship manager.**

◆ The list of benefits in this survey has opened my eyes to how bad my remuneration package is! However, I do feel valued by my employer because they thank me for my hard work regularly, but that isn't reflected in the rate they pay or the benefits they give me. If I didn't do what I do, it would cost them more than they pay me for sure. **Superintendent working in Europe for a ship manager.**

◆ We have an excellent work culture. Promotion opportunities are limited though. **Superintendent working in Asia-Pacific for a ship owner.**

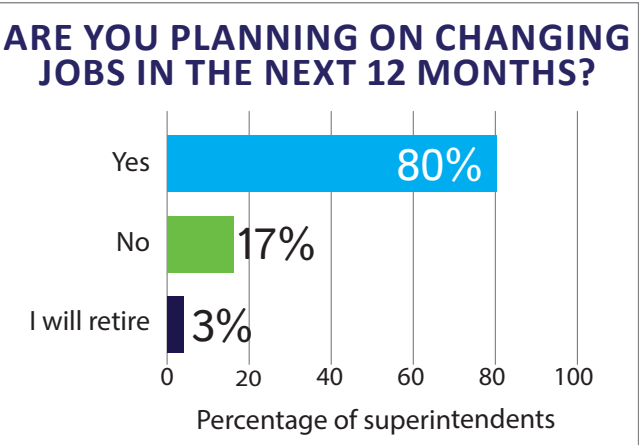
◆ There is a very professional yet friendly work environment in my company. The benefits are great. The more you work abroad the higher your salary and you get back all days in annual leave. The basic salary is already good. I never experienced that in my previous companies in this country and in other countries I worked in. **Superintendent working in Europe for a ship owner.**

◆ With my company we have both good salary and freedom in how we work, therefore work-life balance is also good. They have now also adopted the partial working from home policy - three days in the office and two days at home. **Superintendent working in Europe for a ship owner.**

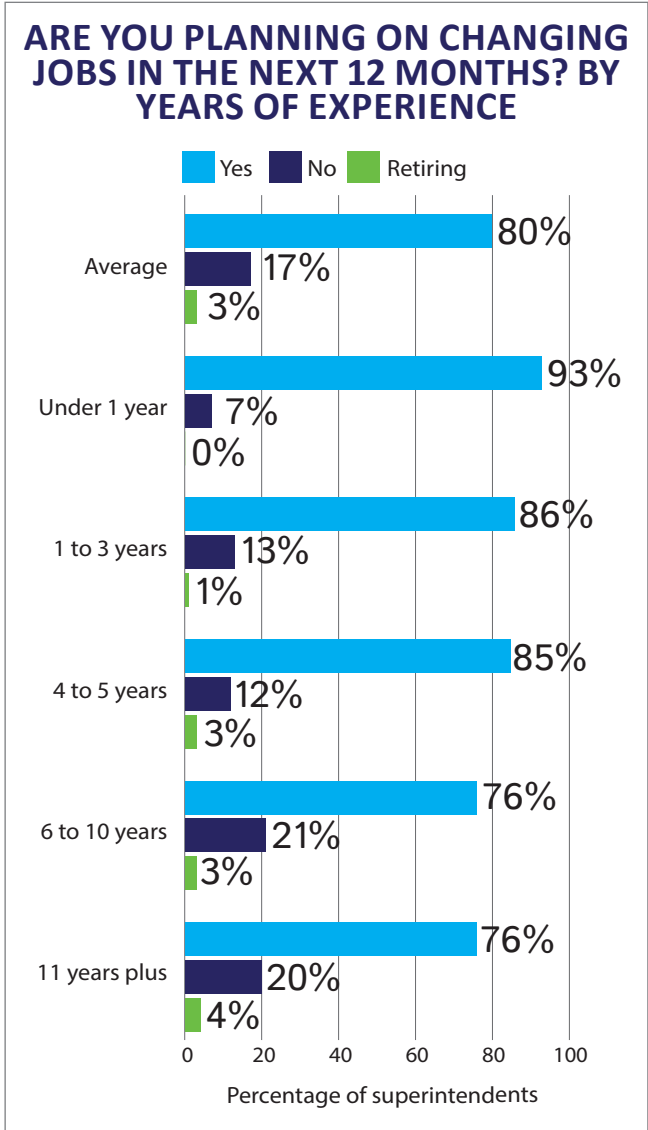
Retention

Retention continues to be a priority focus in people strategies across the market. Whilst many employers are now more focused on planning or actively recruiting for additional growth hires, we wanted to bring some focus to the state of retention for superintendents.

We asked respondents, “Are you planning on looking for a new job in the next 12 months?” A staggering 80% agreed that they were. 17% were staying in their current role and a further 3% indicated that they were retiring. Whilst we have no benchmark to compare, 2022 and 2023 could be a turbulent time.



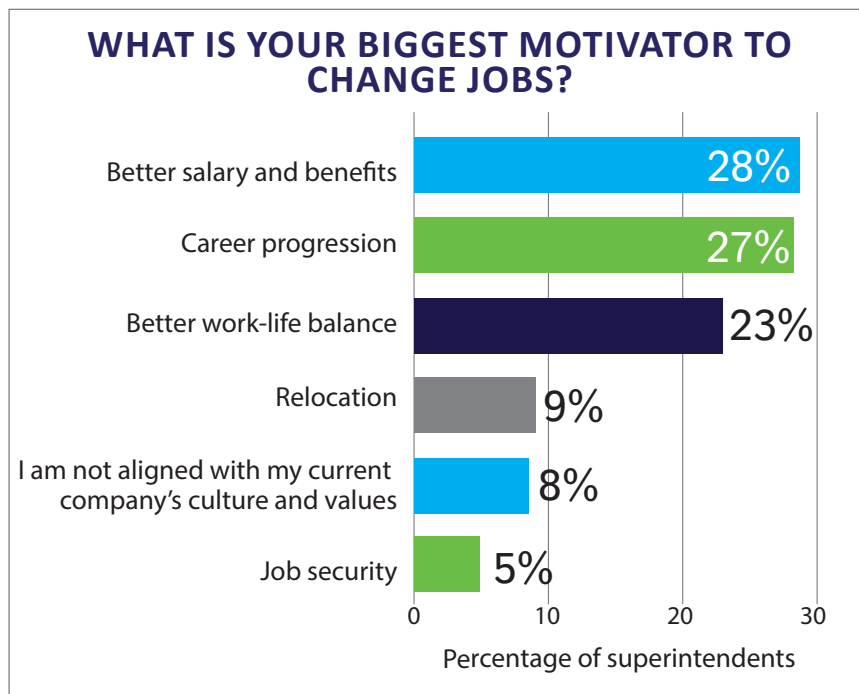
“This is a huge figure and whilst we have seen confidence increase in changing jobs as more people feel optimistic that we are out of the worst of the pandemic, we were not expecting it to be so high. For any business leader, it could be very alarming to consider having to replace four-fifths of your superintendent team over the next 12 months. We must contemplate the reasoning behind it. Several factors will be coming into play. Some employees who are feeling undervalued will believe a job change would be the right move. We have already spoken about the impact that the recession and size of a pay rise are having on people too. On top of that, some employees may still be harbouring bad feelings about how they were treated in the pandemic. Reductions in communication, empathy and progression reviews can all play a part in losing goodwill or even creating bitterness,” says Nangle.



Several factors became evident in the people who were looking to change jobs. A standout trend was how retention increased in line with the number of years of shore-based experience a respondent had. 93% of those with under one year of experience were planning on changing jobs, whereas this declined to 76% for those with six or more years of experience.

Where superintendents were working also impacted their answers. Those working in the Middle East and Africa were the most likely to be planning to change jobs at 91%, whereas those working in the Americas and Europe were the least likely at 74%. We must also highlight that the Americas region had the most superintendents who were planning to retire in the next 12 months at 7%, particularly in North America, where this rose to 9%.

Retention *continued*



employers have also been proactive in addressing that some traditional benefits are no longer working and have amended these to suit a new reality. On top of this, we are seeing the cost of living increase, for example, the fuel, food and gas price crisis across the globe. Whilst employers last year might have been able to rely on a fantastic benefits package to retain and attract talent, we are likely entering a period where money will be everything. In any skill short market there comes a time when money does all the talking. If superintendents are seeing roles in the market that will offer them an exponential pay increase, I can see more employees wanting to change jobs and who might sacrifice flexible working to gain a big pay enhancement,” says Charman.

For those who answered that they would be planning to change jobs, we enquired what the motivation behind this was. The top answer was better salary and benefits (28%), followed by career progression (27%) and better work-life balance (23%).

“I don’t think that anyone would be surprised by the top answers here and our shipping team concurred with these statistics. When we are speaking to superintendents who want to change jobs it is most commonly around money, career progression and better work-life balance. However, we are having more conversations that centre around a company’s culture and values. Something the pandemic has brought to the forefront, perhaps because of people having more time to think about what is important to them, they now want to work for companies that are aligned with their own beliefs. In fact, in a separate global maritime survey we conducted on LinkedIn, 77% of people would not accept a new job from a business that didn’t align with their values,” says Purse.

With salary and benefits being featured at the top globally, we considered why this might be.

“There has been a noticeable shift in the last few months. Benefits such as more flexible working patterns, from remote working options to different start and finish times are now commonplace. Many

We could not ignore that career progression was noted as the second highest rated factor. This will have some bearing on the higher percentage of those with five years or less of shore-based experience looking to change jobs. Career progression is incredibly important to people, particularly those early on in their shore-based careers and this is why a lot of people choose to do what they do.

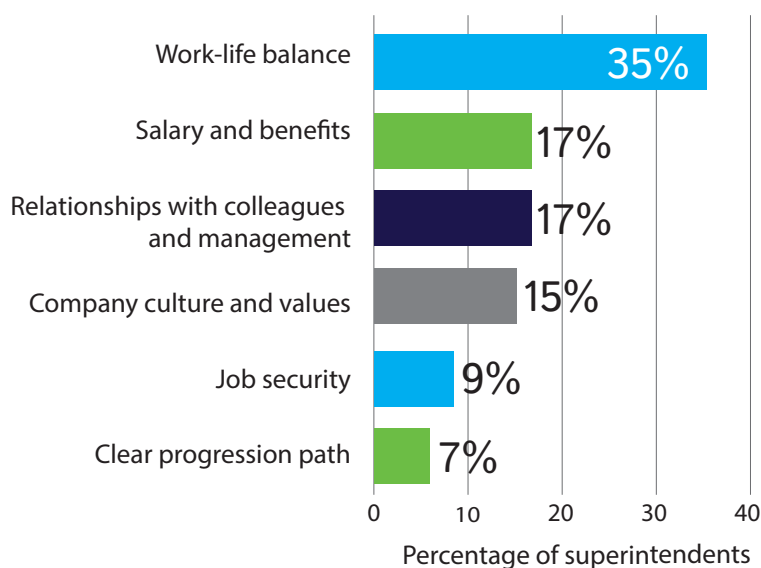
Purse says, *“Gaining a promotion and being offered new challenges is at the heart of why individuals do what they do. If there isn’t a structured career path laid out for them by their employer, with promotion criteria and targets to achieve, why would these ambitious people stay where they are?”*

“Sometimes it can seem easier to change jobs, whether it is for career progression, money, or work-life balance, to secure what you want. This is rather than having what can be perceived as a difficult conversation with your manager about the changes you need. This is when establishing and maintaining open and honest communication with employees is going to be important in retaining people going forward, and helping to keep those employees you want,” adds Charman.

For those who were planning on remaining in their current roles, we asked what their motivation was to



WHAT IS YOUR BIGGEST MOTIVATOR TO STAY IN YOUR CURRENT JOB?



stay. The top three answers were work-life balance (35%), salary and benefits (17%) and relationships with colleagues and management (17%).

We have never conducted a maritime survey where the relationships with colleagues and management have featured in the top three reasons to stay in their role.

“The reality of working as a superintendent is that it can be stressful and there is a lot to do. What no one needs on top of that is to be working with people they don’t like or respect, making the job even harder. I can

see why being around people who you enjoy working with could make you stay in a job. I don’t think employers value social capital as much as they perhaps should. If employees feel like they aren’t simply leaving an employer but are leaving their friends or mentors, they might find it harder to depart. We spend more time with our work colleagues than our family and friends, and I for one value the relationships I have with my team and other directors within the business,” explains Nangle.

We mentioned earlier the importance of a company’s culture and values in recruitment. 15% of superintendents wanted to stay in their job because of this.

Charman says: *“Business leaders have had to work hard to invigorate a collective spirit through the pandemic. Bringing people together remotely and creating online environments where everyone can collaborate, celebrate success, share news, and simply speak with one another has been so important. When competition is tough to secure or retain talent, an employer’s value proposition can be the edge. We hear so much about poisonous work cultures, and not enough about all the great things leaders do to try and create a culture where people are happy, where they can succeed, and can speak up. Having a culture like this is a competitive advantage and it is a reason why many people will stay with you.”*

Travel post-COVID

Travel has been one of the most cited reasons for the spread of the pandemic on a global scale. The lack of travel in the pandemic has affected people in both their personal lives and in their working professions. This in turn has impacted the viability of businesses being able to perform as they once did. The pressure to make travel viable came with increased regulations including PCR testing, face masks, social distancing, and proof of vaccinations to be admitted entrance to some countries, with others maintaining quarantine periods.

The role of a superintendent has traditionally required much travel. In the pandemic crisis where mobility was severely restricted to stop the spread of the virus, many superintendents could no longer travel for ship visits, and many found themselves not even working in an office environment and started a new reality of remote working.

Charman says: *“Mobility or rather the lack of was one of the biggest challenges ship owners and ship managers faced during the pandemic and we saw it drive recruitment activity. With many borders closed, complexities with travel, and with projects needing boots on the ground and the critical people needed were in local and regional lockdowns, there was some clever thinking taking place. To keep businesses moving, we*

saw many hiring managers seek “in-country” flexible employment solutions. We had not experienced a time where so many short-term contracts were offered to those who were either in the country or in close enough proximity that they could travel to the ship.”

Today, now that many COVID-19 travel restrictions have been reduced or eradicated, we wanted to see moving forward how superintendents felt about travel in their role. We wanted respondents to have freedom in their answers and they were able to leave their own commentary. The answers were wide and varied from those who felt stressed and uncomfortable by the prospect, whilst some felt it was completely unnecessary and others who were happy and eager to start travelling within their role again.



We heard from respondents who were more optimistic about travel in their role going forward:

◆ I feel safe. I am fully vaccinated and so are most other people. **Superintendent working in the Middle East and Africa for a ship owner.**

◆ I have no problem with it, I have always travelled even during the pandemic peak, and I continue to travel without problems. **Superintendent working in Europe for a ship owner.**

◆ I'm relaxed about it. I'm vaccinated and there are fewer restrictions. We just need to get on with the job now. **Superintendent working in Asia-Pacific for a ship manager.**

◆ I am glad travelling is back as an option. However, now is a good opportunity to evaluate whether all travelling is necessary. **Superintendent working in Europe for a ship owner.**

◆ COVID is becoming an endemic and we must learn to work with it. Taking the recommended safety measures should mean we all feel safe travelling. **Superintendent working in the Americas for a ship owner.**

◆ I'm feeling great that I can continue to travel without so many restrictions in place. **Superintendent working in Europe for a ship manager.**

Many of those who were positive about travel mentioned that it was because they were now vaccinated and that they felt restrictions had been reduced significantly. The debate continues whether vaccinations should be mandatory for all. We have seen some governments and industry bodies quickly introduce mandates whilst others still believe it is a personal choice.

We also wanted to share the comments from those who had more negative feelings about travel:

◆ The job in general needs less travel and more pure ship management. **Superintendent working in Asia-Pacific for a ship owner.**

◆ I don't think travel is needed at all anymore. We need to embrace new technology and trust people. **Superintendent working in the Middle East and Africa for a ship owner.**

◆ I was feeling much better about travelling but the Omicron variant is so contagious I'm now feeling stressed that I will get it and be stuck in another country away from my wife. **Superintendent working in Europe for a ship owner.**

◆ I just find it too difficult, and it is tiring. Everything takes longer than it used to, too much waiting around. **Superintendent working in Asia-Pacific for a ship manager.**

◆ The pandemic has shown just how little travel for this job is required. It is time to start re-thinking how we do our jobs. We should use the pandemic as a learning opportunity and make changes accordingly. **Superintendent working in the Middle East and Africa for a ship owner.**

◆ I'd rather avoid it going forward. There are too many potential problems, especially being stuck somewhere you don't want to be. Zoom has been a worthy substitute and I am keen to keep it this way. **Superintendent working in the Americas for a ship manager.**

Like with many things at work, when employees have different needs and wants, employers are going to find it tough to balance travel for those who are happy to do it and those that are not.

Nangle says: *"We can see from the responses that some superintendents continued travelling all through the pandemic and they don't see a problem with it going forward. Others have not enjoyed travelling and have found alternate ways to do things because they have had no other choice. Humans can be creatures of habit and if many have got used to not travelling, there might need to be some very persuasive arguments to get them back out there again."*

Stress

The stresses of a superintendent have the potential to be very different to someone who works just at sea or who just works in an office or remote setting. For superintendents, stress factors can be coming from both the operation of the ships and ship visits as well as internal factors such as office politics. Arguably, other factors such as the vessel type or the number of vessels managed could impact stress. Whether you work for a ship owner, or a ship manager might also make a difference, or even where you are working in the world.

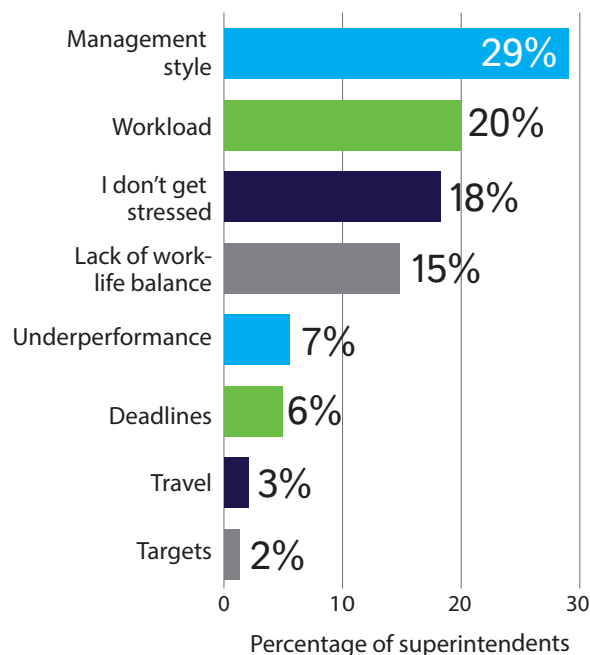
Stress has the potential to impact a superintendent's mental health and overall happiness in their work. This in turn can have a significant impact on whether someone wants to stay in their current job or leave, as well as how engaged they are with their employer and their future goals. Mental health has never been more openly talked about than it is today. The noticeable shift in attitude towards mental health over the last 10 years, plus the impact the pandemic has had on people means it no longer has such a prominent stigma attached to it. Social media and the daily coverage in mainstream media have played a huge part in this. We felt that this gave us an opportunity to be able to ask superintendents about stress and receive honest feedback from respondents and pinpoint any areas of concern. This in turn should prove useful for employers to identify areas that they may be able to adjust or make changes to and lower levels of stress where necessary.

We asked out of a group of factors what made superintendents feel the most stressed at work; management style, workload, deadlines, travel, targets, underperformance, lack of work-life balance or they could indicate if they did not get stressed.

The top stress factors were management style (29%), workload (20%) and lack of work-life balance (15%). It is worth mentioning that nearly a fifth said that they did not get stressed.

"Management style was not a surprise as the top stress factor. We need to remember that before the pandemic most superintendents were either working in the office or were out on ship visits, meaning they were very visible to their managers and other employees. As an employer or manager, it is quite easy to have a good idea of what your teams are doing

WHAT MAKES YOU FEEL THE MOST STRESSED AT WORK?



on a day-to-day basis simply because you or another manager is in the same location as your team. We then must start factoring in when this visibility was not possible. The pandemic and associated restrictions meant that many superintendents could not go into the office, let alone travel and were now working from home. Remote working removes this visibility that managers are used to, and it can create a need to know what your teams are doing every minute of the day creating micromanagement. On top of that many leaders have found it difficult and ineffective to lead and communicate electronically," says Nangle.

Purse adds, "The conversations we have with superintendents who are considering a job move is many

want to remain working remotely at least on a part-time basis. Employers who might be forcing them back into the office to regain more control over the visibility of what they are doing or requesting that they travel much more frequently could be creating stress for superintendents. If you believe you are doing a great job at home and now find working in the office difficult or inconvenient, being told you can't work in your preferred style might feel unfair, and that your manager does not trust you."

We heard from the respondents who rated management style as their top stress factor:

- ◆ People join organisations but leave bad bosses... always remember that. **Superintendent working in Europe for a ship manager.**
- ◆ I hate this micromanagement style that is only getting worse. I've been employed to do a job, please just let me get on with it. Every time I must explain what I am working on, means less time doing the work and eats into my personal time. **Superintendent working in the Middle East and Africa for a ship owner.**
- ◆ There is a lack of clear decisions made by management making our jobs impossible. There are also way too many meetings that have no real agenda and thus no conclusions or proper actions. Feels like such a waste of time. **Superintendent working in Asia-Pacific for a ship manager.**
- ◆ I often feel like management in our business is against us rather than there to support us. They seem to lack the basics of what leaders are there to do. I do not feel inspired by our management team, I feel criticised and watched. **Superintendent working for a ship owner in the Americas.**
- ◆ There is a repetitive style of management, copying from one project to the next without management looking to make improvements from one project to another. The same mistakes are being made time and time again. **Superintendent working for a ship owner in Asia-Pacific.**
- ◆ I am experiencing the wrong management style for me. There are too many inexperienced people in top management positions who just don't understand

our job. **Superintendent working in Europe for a ship manager.**

With workload being the second most rated stress factor, we wanted to hear from these respondents too:

- ◆ The constant meetings and continually having to work on multiple large-scale projects at the same time is just too much. I have little time to seriously look at maintenance improvement. **Superintendent working in Asia-Pacific for a ship owner.**
- ◆ I am doing the workload of two people – they never replaced the person who left. My workload is far too high. New legislation needs to be put in place to prevent calls out of hours if the time on these is not going to be compensated with time off or extra pay. **Superintendent working in Europe for a ship owner.**
- ◆ The unexpected events that happen in the night, and the calls to myself about them severely interrupt my family life. Work-life balance is a joke in this job. **Superintendent working in the Americas for a ship manager.**
- ◆ The workload for superintendents is increasing all the time. Whilst rules, regulations and safety campaigns are important, no one thinks about how these impact people and their workload. We have less and less time in our normal working days and it is becoming a common practice to work overtime for no additional reward. **Superintendent working in Europe for a ship owner.**



**PEOPLE JOIN ORGANISATIONS
BUT LEAVE BAD BOSSES...
ALWAYS REMEMBER THAT.
SUPERINTENDENT WORKING IN EUROPE
FOR A SHIP MANAGER.**

The future



For the final chapter of the Superintendent Employment Report, we wanted to look toward the future and the perception that superintendents have on factors including career referral, ship to shore careers and leadership style.

It has been highly publicised that the pandemic has made a significant impact on people's wants and needs in their personal lives as well as their

careers. Has the pandemic made superintendents advocates of their profession or are many harbouring animosity and regret? We asked respondents, "Would you recommend your career to young people?" 75% of superintendents agreed that they would, with a quarter responding that they would not.

The future of the superintendent profession is dependent on enticing young people and ensuring the maritime sector remains attractive for a long-term career. Simply introducing the profession of a superintendent might not be enough, making sure that there are superintendents who are happy to actively promote

it will be an important way to attract new generations of talent in the future.

“It is mission critical that as a sector we maintain advocacy for this profession. Let’s make sure young people have a passion for careers that involve the sea by providing a strong value proposition. We cannot let skill shortages create a bust for ship owners and ship managers in the future,” says Charman.

We wanted to provide insight directly from the superintendents on why they would recommend their career:

◆ This job provides a lot of personal satisfaction. I’ve had to study and work hard and make a lot of personal sacrifices to get where I am, but I feel it has been worth it. **Superintendent working in Europe for a ship manager.**

◆ I think starting as young as possible in this profession is advantageous. There is always so much going on, you can never get bored. It is a great job for learning and developing, plus the pay is reasonable too. **Superintendent working in Asia-Pacific for a ship owner.**



**WE ALL MUST ENCOURAGE
YOUNG PEOPLE TO CONSIDER
CAREERS IN SHIPPING – IT
IS THE PRIMARY WAY OF
TRANSPORTING GOODS –
WE NEED GREAT PEOPLE
TO CONTINUE IT FORWARD.**

**SUPERINTENDENT WORKING IN THE
AMERICAS FOR A SHIP OWNER.**

◆ I’ve worked with so many different people from a variety of backgrounds – I don’t think there are many jobs where you get this type of experience. There are also always lots of opportunities internally and externally, so you never need to be worried about being out of work. **Superintendent working in the Middle East and Africa for a ship manager.**

◆ We all must encourage young people to consider careers in shipping – it is the primary way of transporting goods – we need great people to continue it forward. **Superintendent working in the Americas for a ship owner.**

It is also important to understand why a quarter of superintendents would not recommend their career:

◆ If you want work-life balance and your family is important to you, this is not the job for you. **Superintendent working in Europe for a ship owner.**

◆ This job is unsuitable for new generations, I honestly don’t think they could hack the hours that we do. Generation Z doesn’t want to work past 5pm. **Superintendent working in Asia-Pacific for a ship manager.**

◆ You would need to be desperate to do this job. Most of the young people that become superintendents are from middle-class backgrounds and sooner or later they leave shipping for a sexier industry, like tech. **Superintendent working in Europe for a ship manager.**

◆ Younger generations simply don’t want to work hard. They don’t have the grit to do this job. **Superintendent working in the Americas for a ship owner.**

There was a lot of commentary from respondents that didn’t believe that younger generations wanted to work hard and who would not be able to cope with the hours and workload.

Purse says: *“Any new generation is going to have their own unique set of characteristics. The future generation’s needs and wants will alter as the world does. I’m not so sure it is about not wanting to work hard though. Generation Z does want, however, fulfilling work that has a real sense of purpose. A passion for the environment is becoming popular amongst this group. They also want blended lives between home and work.*

The future *continued*

The values of a business and its stance on diversity and inclusion are more important to this generation than any we have seen before. By 2029 it is estimated that 72% of our workforce will be made up of Generation Z and Millennials. We must think about how the superintendent profession might have to be adapted to facilitate these people and keep it attractive.”

“I think it is also important to highlight an additional generation outside of Generation Z and Millennials. This generation has evolved over the last two years – ‘Generation C’ – a term coined by Bruce Clark and Paige NeJame. This is a generation that we will see for the long term and a generation with the potential to have a great impact on retention and hiring in the future. C is for COVID, C is for Carbon and C is for Climate. The experiences that this generation has had to contend with from social distancing and vaccines to significant revolution (economic, political, and social) mean that they could be different from any other we have seen before. I think an additional ‘C’ will be Choice. This generation will have more choices than ever before about their careers, they will be confident

in demanding what they need and what they think is right will be prevalent,” adds Charman.

Looking at what background superintendents come from will also be important for the future. Should we continue to see the majority coming from seafaring backgrounds or should we see more from other maritime disciplines or even those who have transferrable skills from other sectors? We asked respondents, “Do you think maritime businesses are doing enough to progress people working at sea to move ashore?” 62% said that they did not. What was interesting in the commentary is that some felt that maritime businesses should not be doing more to move people ashore. We heard from those who said no:

◆ Shoreside pay needs to increase to lure people in. I have interviewed for numerous jobs, and the reality is that you make more money at sea and spend much less time working. On land, you start having to pay more for fuel, food, etc. I just left a land job that I wanted to try out, and between the long drive and less time at home with my family, it was a hard pill to



swallow knowing that the quality time spent with my family was better when I was working at sea. **Superintendent working in Europe for a ship owner.**

- ◆ They need to work on more of an incentive to come ashore. **Superintendent working in the Americas for a ship manager.**
- ◆ I don't think companies value seafarers' work properly. **Superintendent working in Europe for a ship manager.**
- ◆ It isn't realistic to expect or encourage more seafarers to come ashore – more people are required at sea, and we need them to stay there until retirement. This is a real-life case of 'robbing Peter to pay Paul' – it isn't a sustainable strategy. **Superintendent working in the Middle East and Africa for a ship owner.**
- ◆ Unfortunately, maritime businesses are being flooded by individuals who feel 'threatened' by the expertise of seagoing personnel thus seafarers are not motivated to come ashore. **Superintendent working in Asia-Pacific for a ship manager.**

"Whilst it might seem like the natural move to work ashore after spending time at sea and achieving the highest rank you can, many seafarers don't want to do this and don't want to be encouraged to do so. We see this, particularly in those who are in the top ranks, whose earning potential is great and who are happy with their rotations. These are generally the people that shore-based teams are most attracted to hire. Yet, we see more of the younger, less experienced seafarers aspiring more quickly than ever to move ashore. Many cite struggling with being away from

home, their families and friends and rate work-life balance over money," says Nangle.

Purse adds: *"During the pandemic, we saw a fleeting trend where superintendents returned to jobs at sea. Due to the skill shortages of seafarers, impacted by long rotations, leave due and mobility issues, superintendents were motivated to return to the sea for a couple of reasons. One reason was purely down to money. There were some lucrative tax-free packages available to experienced ex-seafarers. The second, although found in the minority, these superintendents felt it was their duty to return to the sea to not only ensure that the goods the world needed in the crisis would not be interrupted but also to ensure that other seafarers could also travel home to their families."*

After a turbulent two years, we wanted to see how this had impacted superintendents and their desire for leadership styles moving forward. We asked, "Has the pandemic changed the way you expect to be led by your business leaders?" 71% agreed that it had. We heard from these respondents:

- ◆ We have all proved that working from home can be a beneficial solution to make work-life balance more achievable in this job. What we need now are leaders who can trust us to get on with it and learn to lead their team remotely and communicate without having to hold online meetings every day. **Superintendent working in Europe for a ship manager.**
- ◆ People's expectations of their employers, particularly concerning work-life balance have changed. Some, especially those who have doubled efforts during the lockdowns and successfully managed to



WE MUST ALL BE PREPARED TO COMPETE HARDER FOR TALENT GOING FORWARD. WE COULD ALL EMERGE WITH NEW SKILLS, NEW PERSPECTIVES, AND MORE SUCCESS. MARK CHARMAN

The future *continued*

keep the wheels from falling off whilst working from home, may feel aggrieved that their employers are happy to return to pre-covid ways of working. **Superintendent working in the Americas for a ship manager.**

◆ The pandemic has influenced a change in the way of working, of how I see things and solving problems from another angle. But there are still many obstacles that Directors and Managers do not want to accept. The lack of safety equipment, the work environment is not adequate, and the lack of recognition of merit and effort are details that discourage the employee. **Superintendent working in the Middle East and Africa for a ship manager.**

◆ The new flexible working hours, more remote working away from the office, and the decline in physical interaction with colleagues and stakeholders require revamping the way the management operates from top to bottom. The situation is dynamic and evolving and we cannot say it is in its maturity yet, in fact, if we say it has reached maturity then it becomes obsolete and needs a change. **Superintendent working in Europe for a ship owner.**

There was a lot of commentary about superintendents wanting to keep their work-life more balanced. Many felt that leaders needed to understand the working styles that different employees required.

Nangle says: *"Whilst remote working is popular, and many are experiencing benefits from it I would like to*

put another side to this. Leadership must consider the people who want to work in the office too. If you have gone into the office because you want face to face time with people, but you end up spending your time on endless zoom calls and meetings because some people are at home, I can imagine that these people are not happy with their situation."

In our 2021 Senior Maritime Executive Report, we shared that 78% of senior executives also believed that employees expected to be led differently. So, employees and employers agree with each other, but the reality doesn't quite seem to be adding up.

"Whilst the fundamentals of leadership are to guide and inspire, we would be unwise to think that employees, leadership skills and work have not changed at all. Employees are having more impact on what leaders do and how they do it. Many feel more empowered from remote working and it is making many feel more confident to speak up and ask for something different from their leadership team. Leaders are having a tough time managing different needs and wants, but no one ever said it was easy at the top. There is potential that leaders that don't listen or who don't act are going to be in a more vulnerable situation. Employees may look elsewhere for a business that can facilitate their needs. We must all be prepared to compete harder for talent going forward. We could all emerge with new skills, new perspectives, and more success." says Charman.



UNFORTUNATELY, MARITIME BUSINESSES ARE BEING FLOODED BY INDIVIDUALS WHO FEEL 'THREATENED' BY THE EXPERTISE OF SEAGOING PERSONNEL THUS SEAFARERS ARE NOT MOTIVATED TO COME ASHORE. SUPERINTENDENT WORKING IN ASIA-PACIFIC FOR A SHIP MANAGER

Final thoughts



People strategies will be at the top of the agenda for many businesses this year. Powering out the other side of the pandemic with the right employees will be paramount to thriving over the next year.

We have spoken a lot through this report about the factors impacting superintendents. We have all learnt lessons about life and business, we've been taught what is important to us and what is not. Moving forward it will be integral to not assume that people are the same as they once were. Their feelings, preferences and ambitions may have changed, and business leaders need to be prepared for this.

As a business operating in the maritime sector, we eagerly anticipate how the recruitment landscape will change over the next 12 months. We consider:

- ◆ Will we really see 80% of superintendents change jobs over the next 12 months?
- ◆ Can pay rises be a sustainable way to ensure employees feel valued?
- ◆ Will company culture become even more important as part of retaining people in the future?
- ◆ How will employers remain competitive in a skill short market?
- ◆ Will travel return to normal levels?
- ◆ Are seafarers still the future of the superintendent profession?

- ◆ Will leaders adjust their skills and style to facilitate the new needs and wants of their employees?
- ◆ How can the profession remain attractive to new generations of talent?

In our first year of creating this survey, we firstly want to say a big thank you to all the superintendents who have taken part this year. We feel honoured to be able to produce and share this report with the maritime community. We have been overwhelmed by the response and support that we have received. We take our responsibility very seriously to share the thoughts, feelings, and realities people face with the wider sector.

We hope that you have found this report as thought-provoking and interesting, as it was to research, analyse and create.

We welcome feedback on our findings. If you would like to share your thoughts, or if you have ideas for future surveys, please contact us directly or email marketing@faststream.com

Mark, Jason, and Kelsey



faststream
recruitment group

#superintendentemploymentreport

WINCH