

The Superyacht Captain Report 2021

faststream
■■■■■ recruitment group ■■■

#superyachtcaptainreport2021

Contents

Welcome from Faststream Recruitment, Mark Charman and Kelsey Connolly	3
Introduction	4
Job security	5
Retention	7
Reward	8
Crew management	9
New generations of talent	11
Career	13
Stress	15
Conclusion	16

Welcome



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 Federation, he is a renowned thought-leader in specialist recruitment.

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



Kelsey Connolly

Director of Shipping for Faststream Recruitment

Kelsey is Director of Shipping for Faststream Recruitment and oversees the recruitment of crew and shore-based personnel across the maritime sector including the highly successful Superyacht 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.



The Faststream Recruitment Group was established in 1999, employs over 100 people and is a global people specialist in maritime recruitment. Faststream Recruitment operates across three maritime locations in the EMEA,

Asia-Pacific and Americas, servicing their customers, both candidates and clients, across the world.

Faststream Recruitment's specialist Superyacht team is made up of a great mix of backgrounds to ensure they can give the best possible service to their customers. A combination of recruitment experience, Superyacht industry experience, thought leadership, marketing and management skills is putting the Faststream Recruitment Superyacht team ahead of the rest.

Introduction



Yachting is one of the most dynamic and fast-changing sectors of maritime and, the demands placed upon Superyacht Captains have never been greater. Superyachts continue to get bigger, more technologically advanced, and greener. The reliance on these leaders to meet the ever-increasing demands of owners, managers, guests and the crew is more prominent than ever.

Captains represent a pivotal role as the leader of the Superyacht. Whilst the status and prestige of the position is sought after, this is a complex role encompassing all parts of yacht management from the technical and engineering side, to hospitality and leisure, to recruiting and managing the crew and everything in between. Over the last twelve months, the industry has been experiencing one of the biggest challenges of its time: the COVID-19 pandemic. Travel restrictions and social distancing measures have made Superyacht operations considerably more difficult, and people fear contracting the virus. The owners, managers, guests and the crew will have been looking to the Captain for advice, guidance and strong

leadership on how they should manage their way through this challenging time.

We felt it was essential to speak to the Captains themselves to delve deeper into the factors that have impacted them over the last 12 months and their predictions for the future of Superyacht careers.

We have created this unique report to establish and highlight trends from a Superyacht Captain's perspective. We look to uncover changes that we have seen since our previous surveys and explore employment, career, pay and recruitment from the Captain's view, discovering where the industry excels and falls short.

It covers areas such as: What makes a great Captain? Who will be seeking a new Captain role? Are Captains stressed? How should new generations of talent be managed? Is pay still as competitive as it once was? Are people concerned about their job security? These are just a few of the questions that are so unique to the superyacht sector and ones that only the Captains themselves will answer.

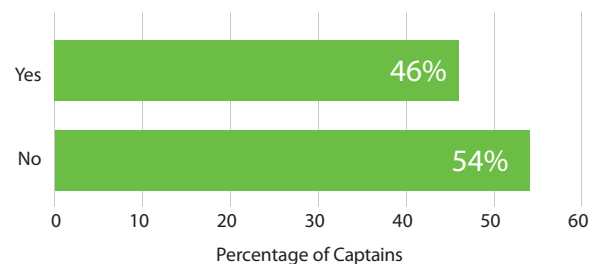
Job security

2020 has not been business as usual in the Superyacht sector and we are still seeing the effects of COVID-19 in early 2021. We wanted to see how the events of the last year have directly impacted how the Captains of the world's largest and most luxurious Superyachts feel about their job security.

We asked Superyacht Captains if they had been concerned about their job security in the last 12 months and 46% agreed that they had. Those who sailed on charter yachts were more concerned than those on private yachts, 50% and 43% respectively.

Kelsey Connolly explained *"This isn't a surprise; the pandemic has made chartering Superyachts more difficult and has cut the 2020 season short. Travel restrictions and social distancing measures have made their impact on this once buoyant industry. We have unfortunately seen some yacht charters being cancelled for entire seasons, many have decided to either refit/dry dock or lay up. Many*

HAVE YOU BEEN CONCERNED ABOUT YOUR JOB SECURITY IN THE LAST 12 MONTHS?



owners are making tough decisions to simply stay in yard until Spring 2021."

There was also a noticeable difference between Captains who led yachts under 50m versus those who led yachts of over 50m. For those on smaller yachts of up to 50m, 54% were concerned about their job security whereas those



Job security *continued*

who were Captains of yachts over 50m were more positive and only 39% cited concerns.

Yet, what was positive is that Superyacht Captains are more confident in their roles than they were in 2017. At this time, 52% were concerned about their job security. Whilst the pandemic has certainly made its mark, as an overall projection of job security, this seems to be on the increase for Superyacht Captains and we are delighted to share this trend.

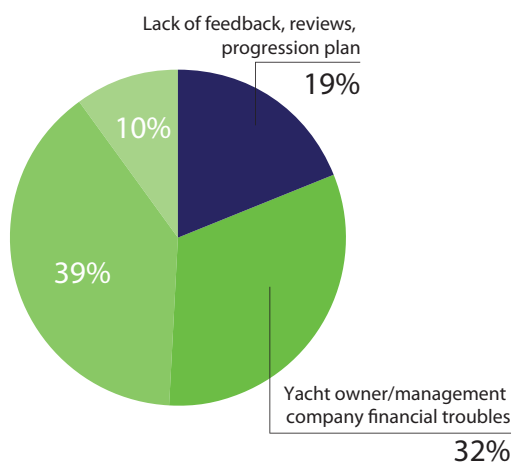
We continued by asking what exactly was making Captains feel concerned about their job security. It was no surprise that COVID-19 was noted as the top concern at 39%. We asked for more detail from the survey respondents:

◆ “COVID-19 and lockdowns are significantly reducing travel and charter opportunities changing the owner’s view on the whole industry. May this situation improve sooner rather than later.” **Captain, 50 – 90m Charter Yacht**

◆ “I’m always wary. So much is expected from you and if you do not perform, you are always worried that you could be replaced. Management particularly likes to throw Captains under the bus for their poor judgement calls.” **Captain, 30 – 50m Charter Yacht**

◆ “Restrictions of movement across borders and the financial downturn in the yachting industry with many

WHAT IS MAKING YOU MOST CONCERNED ABOUT YOUR JOB SECURITY?



COVID-19 AND LOCKDOWNS ARE SIGNIFICANTLY REDUCING TRAVEL AND CHARTER OPPORTUNITIES CHANGING THE OWNER’S VIEW ON THE WHOLE INDUSTRY. MAY THIS SITUATION IMPROVE SOONER RATHER THAN LATER.

CAPTAIN, 50 – 90M CHARTER YACHT

owners tightening their purse strings and the lack of crew movement between jobs.” **Captain, 30 – 50m, Private Yacht**

◆ “I am beginning to find it harder to tolerate new yacht owners. Typically, I do not think they truly understand just how much effort and time goes into maintaining the daily appearances and functionality of a Superyacht. This is especially true of smaller boats purporting to be 40-50m in terms of expectations minus the crew to sustain that.” **Captain, under 30m Charter Yacht**

19% of Captains noted their job insecurity stemmed from the lack of feedback, reviews and progressions plans.

“In a period where the COVID-19 crisis is breeding uncertainty and emotional disruption, yacht owners and management companies need to communicate to create clarity, set expectations, build resilience and catalyse positive change. Employees become concerned about their job security when they are not receiving feedback. Although many yacht owners and management companies have learnt that their yacht cannot survive without a knowledgeable, engaged and aware crew, clearly many are still not hitting the mark.” said Connolly.

Retention

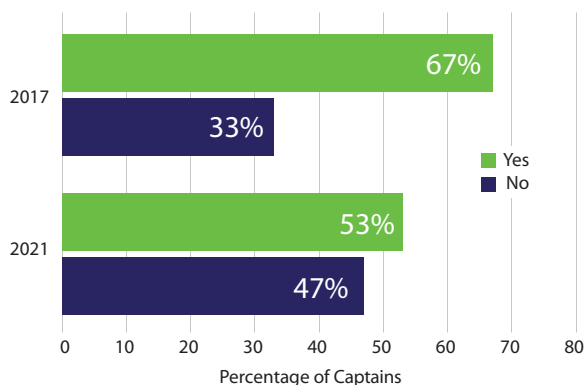
If job insecurity is present, what impact does this have on the Superyacht recruitment market? We asked Captains in the next 12 months whether they would change jobs. Over half of the Captains who took part in the survey agreed that they would. Yet, in comparison to our survey in 2017, where 67% were seeking a new job, this has noticeably decreased over the last four years down to 53%.

“Changing jobs during a pandemic is much more difficult for several reasons. Global mobility restricts it, there may be fewer attractive opportunities available, there is the risk of uncertainty about the future, job security with a new employer, and not forgetting the practicalities of remote recruitment processes. I can see why there has been a decrease since 2017 and why many have decided to sit tight and find their safe port in a storm,” remarked Mark Charman.

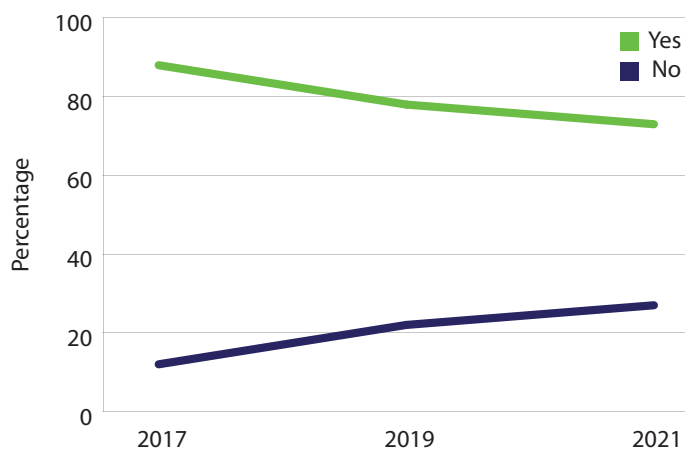
48% would be seeking a new Superyacht Captain role, whilst 3% were looking for a new shore-based role in the Superyacht industry and just 2% were pursuing a shore-based role unrelated to Superyachts. The remaining 47% were not seeking a new role. What was interesting is that there were no Captains who participated in our survey that were planning on retiring in the next 12 months.

We continued by asking how long they expected their career onboard a Superyacht to continue. 73% agreed that their career would continue onboard a Superyacht for over five years. What we are seeing is a downward trend

ARE YOU PLANNING ON CHANGING JOBS IN THE NEXT 12 MONTHS?



DO YOU EXPECT YOUR CAREER IN SUPERYACHTS TO CONTINUE OVER FIVE YEARS?



in career longevity as a Captain. In 2017 88% of Captains expected their career to last over five years, in 2019 it decreased to 78% and in 2021 this has continued in this downward curve to 73%

Charman commented *“Yacht owners and management companies will need to consider looking deeply into their actual people. Retention rates of Captains will need to be thought out differently, taking into consideration those who will leave to Captain a new yacht as well as those who do not expect to be a Superyacht Captain in five years.”*

The maritime sector as a whole has seen a downward trend in career longevity at sea and Superyachts appears to be no different. As new generations join the industry, new expectations, needs and wants are appearing.

“A job for life just might not be realistic anymore.” says Charman.

“

A JOB FOR LIFE JUST MIGHT NOT BE REALISTIC ANYMORE.

MARK CHARMAN

Reward



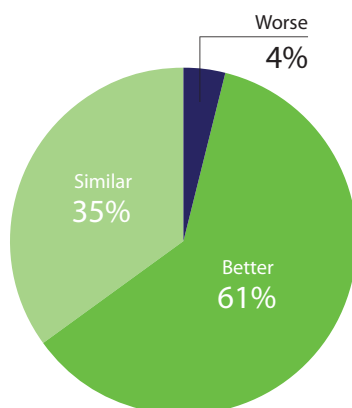
The Superyacht industry has been well renowned for its tax-free salaries and highly competitive pay scales. We wanted to find out whether the Captains themselves felt this was the case. We asked the survey respondents across the maritime industry, how does Superyacht Captain pay compare to similar positions in other sectors? 61% agreed that they felt it was better, with only 4% considering it to be worse.

"Working on Superyachts could be very attractive to talent in other parts of the maritime industry when considering pay. The question we need to ask is if the sector will attract the right people for the life on a Superyacht through pay alone?" pondered Connolly.

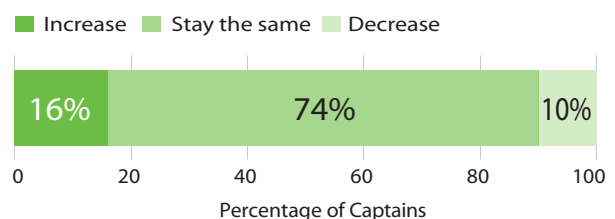
Considering the impact that the pandemic has had on the Superyacht industry, as well as the potential aftermath implications, we asked over the next two years whether they foresaw Superyacht Captain pay to increase, stay the same or decrease. 74% believed it would stay the same.

"When pay becomes static, it can become harder to retain and attract new people. It may become appealing for Superyacht Captains to look at other options that may be able to offer more competitive pay. This will come down to the individual and what they prioritise in their role. Yacht owners and management companies who are working hard to look after their employees in a time where pay may need to remain static will have the most success at retaining their best talent. Concentrating on communication, relationship building, well-being leadership and recognition could help yacht owners and management companies weather out a period like this better than others who fail to do so." suggested Connolly.

ACROSS THE MARITIME INDUSTRY, HOW DOES SUPERYACHT CAPTAIN PAY COMPARE TO SIMILAR POSITIONS IN OTHER SECTORS?



OVER THE NEXT TWO YEARS, DO YOU THINK PAY FOR SUPERYACHT CAPTAINS WILL:



Crew Management

Managing, motivating, recruiting and retaining the crew is a huge part of a Captain's role. We wanted to find out if Captains were finding it difficult to retain their employees for three years or more. 68% agreed that they were. In fact, those who were working on charter yachts were finding it tougher than those who were working on private yachts, 73% and 65% respectively. The Captains were quick to explain the issues they were facing with retention:

◆ "The grass is always greener on other yachts." **Captain, 90m plus Charter Yacht**

◆ "New crew move around a lot more than the "old days". This is true for some departments more than others."

Captain, 50 – 90m Private Yacht

◆ "People move around for all sorts of reasons, some reasonable, some somewhat delusional. We have good owners, a good programme, training etc. but people can often not see the bigger picture. Or there might be someone above them that they perceive to be blocking their progress." **Captain, 50 – 90m Private Yacht**

Yet others saw the crew moving around as a natural part of the Superyacht working life:

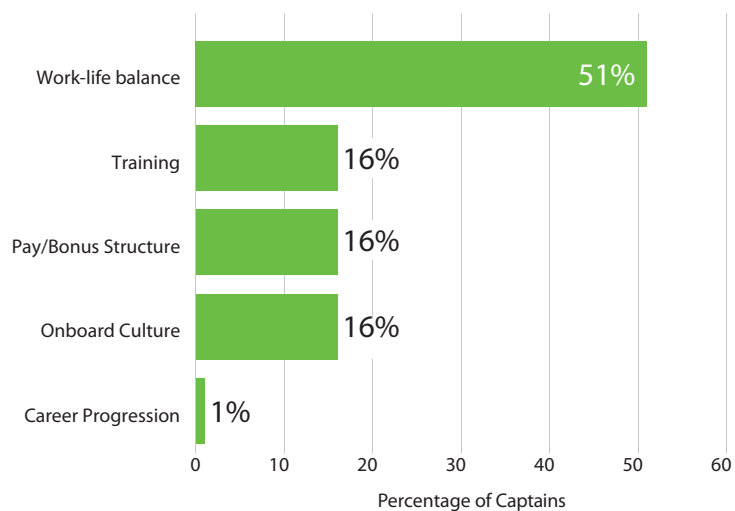
◆ "Younger people seek and need change to gain experience and a broader view of life. Older more qualified people need stability with family or are looking for roots somewhere." **Captain, 30 – 50m Charter Yacht**

◆ "Moving around the world and looking for new challenges is part of the industry. Despite whether someone is just looking for a job, if you want to grow up you need to move on." **Captain, 50 – 90m Private Yacht**

◆ "Personally, I aim for one to three years of longevity for juniors and three to five years for seniors. I wouldn't keep a deckhand for more than three years for example, while being unable to keep the seniors long enough, hinders the effort of establishing the culture you want." **Captain, 50 – 90m Private Yacht**

So, if retaining the crew is difficult, we wanted to find out if there was anything they could do to improve life onboard.

IF YOU IMPROVED ONE OF THESE AREAS FOR YOUR CREW, WHICH ONE WOULD HAVE THE MOST POSITIVE IMPACT?



We asked, out of five factors: training, pay/bonus structure, work-life balance, career progression and onboard culture, if you improved one of these areas for your crew, which one would have the most positive impact.

Work-life balance was the top answer from Captains at 51%, but we question whether this is something that can be realistically improved despite the desire to want to? The nature of working on a Superyacht means that the crew are going to spend significant periods away from their friends and families. Some of the survey respondents explained their answer choice to this question:

◆ "I think that is very important that crew members have a stable life at home and enough time to spend with family. The crew who have these conditions are more focused and concentrate on the job itself." **Captain, 50 – 90m Charter Yacht**

◆ "I have found keeping crew motivated on a day-to-day basis involves scheduling proper downtime and days off. We are a very busy yacht, with the owners and family all living in the same city as the yacht for winters and so we get called on with no notice almost daily. By structuring proper days off for the crew this has boosted productivity, happiness and longevity." **Captain, 30 to 50m Private Yacht**

Crew Management *continued*

People have also prioritised their loved ones during the pandemic and Captains seem to recognise this. We received some comments on this topic:

◆ “COVID-19 restrictions have emphasised how much everybody misses friends and family when you have no social life.” **Captain, 30 to 50m Charter Yacht**

◆ “My crew are asking more and more for rotations, this has increased during the pandemic.” **Captain, 30 to 50m Private Yacht**

Onboard culture, training and pay all came in as the second most popular answer. In direct contrast, when we surveyed the crew in another survey in 2019, culture was rated as the lowest priority as part of their role on a Superyacht. We wanted to find out why Captains felt it was so important:

◆ “I think creating an open and respectful environment with a duty of care provided by the Captain, Owner and Management company is very important.” **Captain, 30 – 50m Charter Yacht**

◆ “Yachting is more a way of life than a job. Working well with each other is the most important thing onboard. If the world’s best Chef and Stewardess don’t get along, everything else is wasted.” **Captain 30 – 50m Private Yacht**

“Different people will have different priorities about what they want from a role. Managing the differences between what the Captain wants to change or improve versus what the crew want is a balancing act and will test people’s leadership skills.” said Charman.



I THINK THAT IS VERY IMPORTANT THAT CREW MEMBERS HAVE A STABLE LIFE AT HOME AND ENOUGH TIME TO SPEND WITH FAMILY. THE CREW WHO HAVE THESE CONDITIONS ARE MORE FOCUSED AND CONCENTRATE ON THE JOB ITSELF. CAPTAIN, 50 – 90M CHARTER YACHT

New generations of talent

New generations of talent are entering the Superyacht industry and will one day be required to Captain the world's Superyachts. We wanted to find out how Captains felt new generations of talent viewed the industry based on the amount of time they would plan to spend in it as part of their career. 28% believed new generations saw it as a short-term career (up to three years), 53% believed they saw it as a medium-term career (three to five years) and only 19% believed they saw it as a long-term career (10 years plus).

"The biggest concern is that if the views of new generations match with the Captains, we are going to lack experienced crew members with over ten years of experience in the future. Whilst this will fit with the profile of junior crew members, we may see a skill gap widening over the next few years in the more senior positions. The number of Superyachts is increasing, rather than declining and we have to question where the experienced talent will come from in the future," Connolly explained.

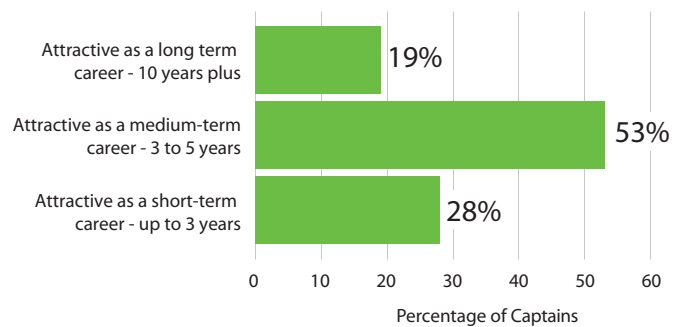
If there is a need to try and retain new generations for longer, it will be imperative that Captains know how to manage and lead these people. We wanted to find out how confident Captains were in their skillset to lead a new generation of talent with potentially different needs than past generations. Captains were very confident and 95% identified that they believed they had the right skills.

"New generations have the potential to enter the workplace and question the norm. Many will seek a different style of leadership to generations of the past. The issue is how Captains can manage this going forward, along with balancing the needs and wants of older, established crew members." suggests Connolly.

What skills are required to manage these new generations? Captains highlighted a variety of technical to people skills. Possessing the right people skills is fundamental to the success of leadership, having the ability to relate to others no matter what generation, culture or industry they are from is key today. There were many soft skills expressed by Captains as important to leading new generations of talent. The survey respondents shared their thoughts:

- ◆ "Direction, adaptability, being current, diligence, attention to detail, to be personable, respect from the

HOW DO YOU THINK NEW GENERATIONS OF TALENT VIEW THE SUPERYACHT SECTOR?



crew, communication skills and being a good leader."

Captain, 50 to 90m Charter Yacht

- ◆ "You need social skills and to be open-minded to other mentalities and cultures." **Captain, 50 – 90m Private Yacht**

- ◆ "You need to be open to new ideas, and be able to listen to suggestions, ideas from the younger generation. Have an open and frank discussion regarding ideas put forward." **Captain, 90m plus Private Yacht**

- ◆ "It is necessary to have a passion for your work, to pass your knowledge to the new generation and patience."

Captain, 90m plus Private Yacht



YOU NEED TO BE OPEN TO NEW IDEAS, AND BE ABLE TO LISTEN TO SUGGESTIONS, IDEAS FROM THE YOUNGER GENERATION. HAVE AN OPEN AND FRANK DISCUSSION REGARDING IDEAS PUT FORWARD.

CAPTAIN, 90M PLUS PRIVATE YACHT

New generations of talent *continued*

◆ “We can all improve our skills in leadership. Yachting is about exceeding expectations at every opportunity, whilst developing and empowering the crew on the way. We should focus on the small stuff, and the big stuff will take care of itself. Once you get to be a Captain we all essentially have similar skills, it’s all about relationships and trust. That changes the programme from good to great, for guests and crew.” **Captain, 50 to 90m Private Yacht**

◆ “More open-minded on what crew need to be happy and healthy, so they are still productive.” **Captain, 30 – 50m Private Yacht**

◆ “Great managerial skills and leadership, knowledge about the needs of the new generation and flexibility.” **Captain, 50 – 90m Charter Yacht**

It is not only new generations of talent considering working on a Superyacht. We have seen over the last five years an increase in talent from other maritime sectors becoming attracted to the Superyacht sector, particularly cruise professionals. This has intensified during the pandemic where cruise ships have not been able to operate and we have unfortunately seen a shocking number of job losses. Some cruise professionals have been able to transition into the world of Superyachts but sadly there is still an oversupply of these candidates. On this topic, we wanted to find out how Superyacht Captains felt about hiring talent from other maritime sectors. The majority were very positive, whilst others were more influenced by the person rather than their sector

experience. A small group had not had good experiences in the past and were not keen to try it again. They shared their thoughts:

◆ “Talent from the cruise ship industry is definitely a good option; as they know hard work.” **Captain, 50 – 90m Charter Yacht**

◆ “We find it difficult to make them understand how different a yacht operates, compared with their previous jobs.” **Captain, 30 – 50m Private Yacht**

◆ “I have seen great talent coming from the commercial side of the industry. Although image is important, some of the work ethic that commercial crew members have shown me is inspiring to some of my other yacht crew.” **Captain, 90m plus Private Yacht**

◆ “It is not necessary as currently there are many skilled yacht crew looking for work. In my experience, only a small percentage of those coming from other maritime sectors (especially the forces) adapt well to the yachting world. It is rather like hiring a truck driver to be a chauffeur.” **Captain, 50 – 90m Charter Yacht**

◆ “I am open to it – I sometimes feel they bring more professionalism.” **Captain, 30 – 50m Private Yacht**

◆ “I’ve done so in the past and would say 50/50 on them acclimatising to yachts. I found engineers to be the ones that made the change more smoothly.” **Captain, 30 – 50m Charter Yacht**



IT IS NOT NECESSARY AS CURRENTLY THERE ARE MANY SKILLED YACHT CREW LOOKING FOR WORK. IN MY EXPERIENCE, ONLY A SMALL PERCENTAGE OF THOSE COMING FROM OTHER MARITIME SECTORS (ESPECIALLY THE FORCES) ADAPT WELL TO THE YACHTING WORLD. IT IS RATHER LIKE HIRING A TRUCK DRIVER TO BE A CHAUFFEUR.” **CAPTAIN, 50 – 90M CHARTER YACHT**

Career

JOB PRIORITIES ALL CAPTAINS



What matters most to Superyacht Captains in their own careers? We asked out of five factors to rank from the most important to the least: pay/bonus, work-life balance, being a great leader, retaining talented crew and onboard culture.

Based on the 68% of Captains who had been finding it difficult to retain talent for more than three years, it was no surprise that they ranked this as their top priority.

"A moderate level of turnover can be good for any business; new people bring fresh and original ideas. However, as a business leader myself, I can see why Captains rank this at the top. Retaining talent brings many benefits to any business. Retention brings experience in not only the technical and occupational ability but also the experience of how to treat guests. Without help from recruiters, hiring can be laborious and time-consuming," explained Charman.

What is noticeable from the responses from Captains is that they don't prioritise work-life balance for themselves like they do with their crew.

"Captains are very experienced individuals and they have spent many years getting to grips with the sacrifices that working on a Superyacht brings between their home and work life. I would suggest that the satisfaction from the work plus the competitive rates of pay help to balance this out as an overall package. We can see that their second priority is pay and bonus. Simply put, they know what they have signed up for," said Charman.

We wanted to find out from the Captains themselves what they believed it takes to be a Captain of a modern-day Superyacht. It was clear from the answers that Superyacht

Captains need a lot of skills to be successful in their roles. From soft skills such as patience, empathy and communication, to technical experience and regulatory knowledge. We heard from the Captains themselves:

◆ "First and foremost, the need to be humble and accept that no matter what ticket you have and how long you have done the job, there is still plenty of room for improvement. I think having experience in other industries and specifically in modern management techniques which are often lacking on yachts." **Captain, 30 – 50m Private Yacht**

◆ "Charisma, competence, courage and most importantly a well selected and trusted senior management team." **Captain, 50 – 90m Chart Yacht**

◆ "Technical experience, interpersonal skills, high levels of organisation, communication, pragmatism, kindness, patience and resilience." **Captain 30 – 50m Private Yacht**

◆ "Ability, experience, understanding, budget management, diplomacy and knowledge." **Captain, 50 – 90m Charter Yacht**

◆ "Captain, father, mother, confident, doctor, rock, understanding ear, hard but fair." **Captain, 50 – 90m Charter Yacht**

In 2017, we asked crew members whether they thought their Captain was a good leader and what key skills and behaviours they thought made a great Captain. 72% believed their Captain to be a good leader and they provided their thoughts on the key attributes that warranted this positive answer. Many saw good Captains being strong

Career continued

leaders, who led by example. Others saw communication and empathy as top qualities. Valuing their team and having lots of experience was also mentioned numerous times.

"Captains appear to have got to grips with the skills they need and the behaviours they should use as a leader that also match the needs of the crew themselves. Keeping up to date with the balance of the requirements of the job along with the needs of the crew is a winning formula and we are delighted to see the Superyacht industry doing such an exemplary job of this." said Charman.

We continued by asking if they would choose a Superyacht Captain career again if they had the chance. 87% agreed that they would. We followed on by asking whether they would advise young people to start a career in Superyachts? This time 85% agreed.

We were particularly interested in hearing why 15% of Superyacht Captains would not recommend the career to young people, they provided their thoughts:

◆ "Our industry is great, but I would advise young people to explore life before entering the Superyacht 'Bubble'." **Captain, 50 – 90m Private Yacht**

◆ "I wouldn't recommend it to the majority of young people. Superyachts should not be advertised as a glamorous escapist lifestyle. It is a lot of hard work and this needs to be reflected more accurately in promoting training courses." **Captain, 30 – 50m Charter Yacht**

◆ "I feel that the salaries in yachting have been stagnant for 10 - 15 years now. The entry-level salary is still the

same as it was when I started my career, despite inflation etc. It was a lot more lucrative in the past and now the 'freedom' with closer salary banding with shore-side employment is more of a draw." **Captain, 30 – 50m Charter Yacht**

For the 85% that would recommend we wanted to hear why they were so positive:

◆ "It pays well, the destinations are usually quite nice and it is relatively clean and safe compared to other sectors of the maritime industry." **Captain, 50 – 90m Private Yacht**

◆ "I can only say that the Superyacht industry is great to work in. Of course, it's not easy but it does give to people through many great moments and some great friendships. I highly recommend it." **Captain, 30m Private Yacht**

◆ "I would personally recommend but a long-term career in yachting will only suit a certain character of person. They have to understand that they are not going to lead a normal life. This has changed a great deal in recent years with the increase of rotational positions but unfortunately, this does not usually apply to all ranks." **Captain, 50 – 90m Charter Yacht**

◆ "Being at sea is a great career. The problem is the ease of entry and the pay. The crew are paid a ridiculous wage which attracts all the wrong sorts of people. The pay should be low whilst they go through training. Alcohol and drugs should be banned completely from the industry. The only people you would then attract would be the people who want a career as opposed to a party." **Captain, 30 – 50m Private Yacht**



I WOULDN'T RECOMMEND IT TO THE MAJORITY OF YOUNG PEOPLE. SUPERYACHTS SHOULD NOT BE ADVERTISED AS A GLAMOROUS ESCAPIST LIFESTYLE. IT IS A LOT OF HARD WORK AND THIS NEEDS TO BE REFLECTED MORE ACCURATELY IN PROMOTING TRAINING COURSES. CAPTAIN, 30 – 50M CHARTER YACHT

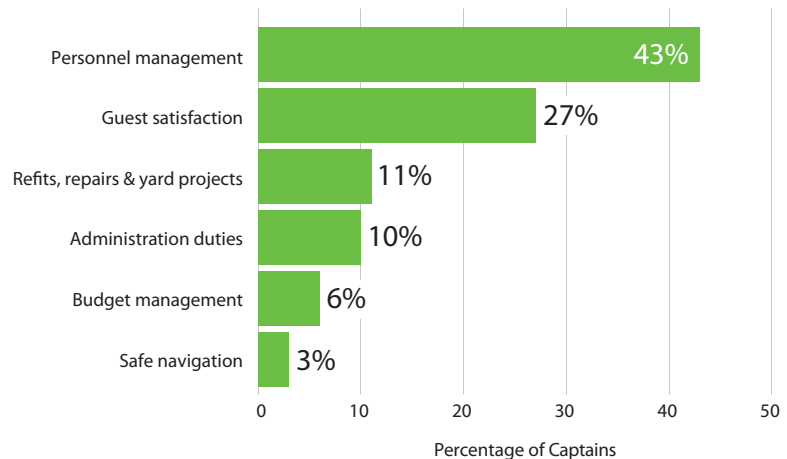
Stress

Being a leader of any type of business could be deemed to be stressful, but how stressed do Captains feel in their role? We asked the respondents to rate their stress from one to five, one being low stress and five being very stressed. The average answer was three – moderately stressed. We pressed further to find out what was the most stressful part of their job out of six factors: personnel management, budget management, refits, repairs and yard projects, safe navigation, guest satisfaction and administration duties.

Captains of charter yachts were finding administration duties more stressful than those working on private yachts which is understandable with the number of charters they will need to administer through. Those on smaller yachts of under 50m were finding personnel management more difficult than those who were on larger yachts of over 50m.

Personnel management and guest satisfaction were the two clear most stressful parts of the job and most interestingly were both people factors. These types of factors are always going to present more complexity than other aspects of work due to the differences between every person.

WHAT IS THE MOST STRESSFUL PART OF YOUR JOB?



"I think it is getting harder and harder to manage people. We have new generations, old generations, different cultures, different expectations and different needs all wrapped up into one workplace. Captains have a tough job of trying to retain key staff, whilst motivating others, being a great leader and dealing with more difficult employees. Doing all this whilst also trying to keep the more technical parts of the yacht operating and providing top guest satisfaction is not an easy job!" said Connolly.



Conclusion

2020 has been a unique year for the Superyacht industry. The announcement of the COVID-19 vaccine has brought some optimism to the market and yacht owners and management companies will already be planning on how they can get back to normal.

As a business operating in the Superyacht industry, we eagerly anticipate what the impact of the vaccine will bring to help grow the industry back to its former glory. The pandemic has taught many of us lessons in life, leadership and business, and we are sure to see the repercussions of it for some time still to come. We consider:

- ◆ How will the industry help to improve work-life balance?
- ◆ What impact will the pandemic have on the attractiveness of the working life on a Superyacht?
- ◆ Will job searching continue to decrease?

- ◆ How will Captains retain talent for more than three years?
- ◆ Will job security continue to grow?
- ◆ How many ex-cruise professionals will we see transition to Superyachts?
- ◆ What impact will new generations of talent have on the industry?
- ◆ Will people factors continue to be the most stressful part of the job?

It has been our privilege to share the thoughts and feelings of Captains and we would like to say a huge thank you to everyone who took part. We are pleased we have been able to create and share this with the Superyacht community and we hope the insights have been interesting and thought-provoking.

Mark and Kelsey

