

CRUISE EMPLOYMENT REPORT 2022



faststream
recruitment group

#thecruiseemploymentreport

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Welcome



Welcome from Faststream Recruitment

The Faststream Recruitment Group was established in 1999, employs over 100 people and is a global people specialist in shipping and maritime recruitment. We specialise in the search, recruitment and selection of shoreside professionals and professional cruise crew for the global ocean cruise, river cruise and expedition cruise sectors.

Our experienced cruise recruitment teams are dedicated to helping candidates find their dream jobs. They work on helping our partners find the right candidates that will match with the experience, qualifications, and personality needs. We recruit for some of the world's largest ocean cruise lines, river cruise lines and expedition cruise lines and have a proven track record of recruiting and selecting the right people.

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

www.faststream.com



Welcome from the authors

Mark Charman

CEO & Founder of Faststream Recruitment

Mark is the CEO and Founder of Faststream Recruitment and founded the company in 1999. He has a wealth of knowledge and experience in recruiting for the maritime sector globally. As a Fellow of the Recruitment and Employment Confederation, he is a renowned thought leader in specialist recruitment. Mark's involvement as a speaker, panellist and writer provides a head hunters perspective into human factors in the workplace.



Martin Bennell

Managing Director – Faststream Recruitment Europe, Middle East, Africa and the Americas

Martin is the Managing Director of Faststream Recruitment, leading the business operations in the Europe, Middle East, Africa and Americas regions. Martin is a recruitment veteran starting his career in the sector in 2000 and is a fellow of the Recruitment and Employment Confederation. He is a familiar face in the Shipping industry and a regular contributor at key events including, Seatrade Cruise Global, CMA Shipping, UK Chamber of Shipping, Posidonia and Nor-Shipping.



Kelsey Purse

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

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



Foreword

Cruise was one of the most significantly impacted sectors during the pandemic. In a step change from thriving, to surviving and recovering, and now embracing a fast-paced come back, cruise businesses are being pushed to their limits in how they manage their people strategies moving forward.

In this rapidly changing market, leaders and talent acquisition teams are now faced with new people problems. Redundancies and furlough are now largely in the past. Workforce engagement, recruitment, retention, reward, and benefits are now back at the top of the agenda.

This time around, it can't be a case of picking up the old rule book, the pandemic has changed people and what they expect. Now is the time to re-evaluate people strategies – what is still current? What is not? What do people really care about?

Reinventing people strategies is going to take a mix of strategic decision making and research. Being able to create something that solves short term problems will need balancing with the medium and long term business needs. How will we retain people? How can we attract new talent? What can we offer to give ourselves a competitive advantage?

There has been limited coverage of the wider thoughts and feelings of cruise professionals and their views on the sector itself. As a business passionate about the sector coupled with our reach of the people, 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, job security, remuneration, benefits, employee engagement, employment, as well as health and wellbeing. This is the first survey of its kind in the sector, and one that we believe will be important for years to come.

This Cruise Employment Report aims to uncover the good and the bad of the sector, looking at it from an employee's point of view. We wanted to discover where the sector excels, and where it falls short.

It covers areas such as: Is the sector still as attractive as it once was? Do employees feel valued? Who will be seeking a new job? How many lost their jobs over the last two years? What causes the most stress at sea? Are shoreside professionals still working remotely? What type of benefits are employees receiving? What is the future of reward? Are people concerned about their job security? These are just a few of the questions that are so unique to the cruise sector and ones that only the employees themselves will answer.



Methodology

The Cruise Employment Survey 2022 was open for four weeks over March and April 2022. A total of 1,011 cruise professionals took part in the survey.

THE SURVEY

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

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

DATA GATHERING

The survey was promoted using the following activities:

- ◆ Faststream Recruitment website
- ◆ Faststream email communications
- ◆ Faststream social media, including LinkedIn, Twitter and Facebook

DATA ANALYSIS

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

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

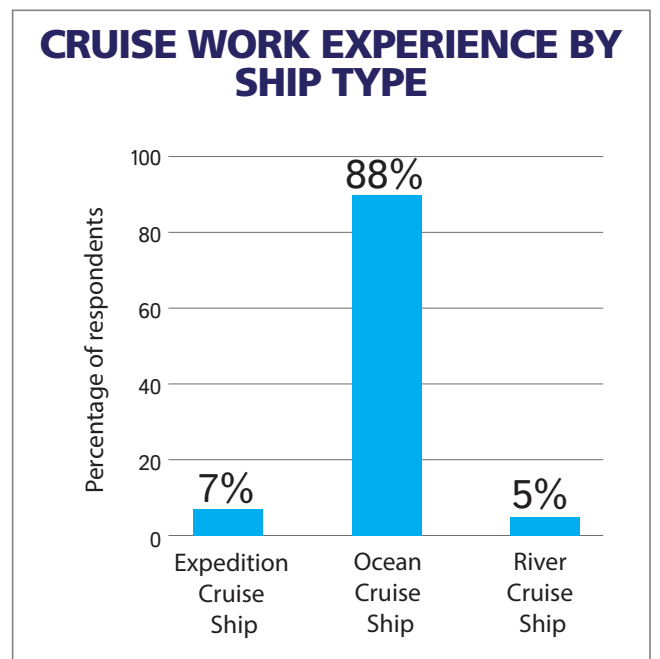
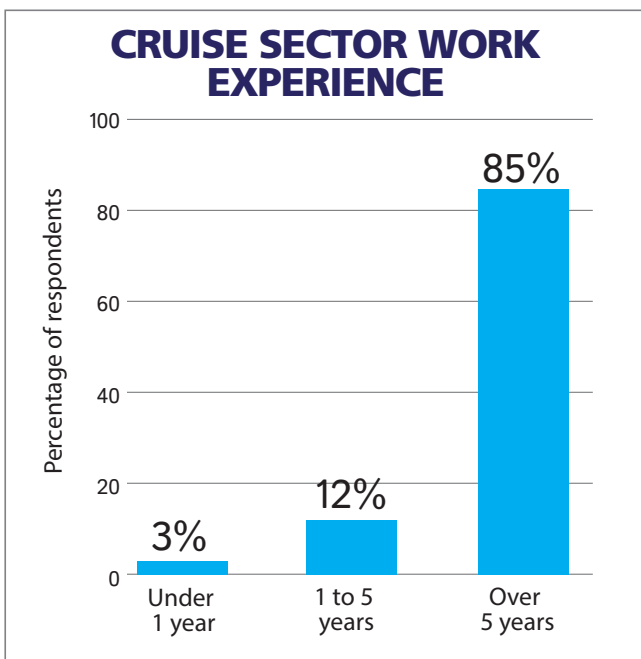
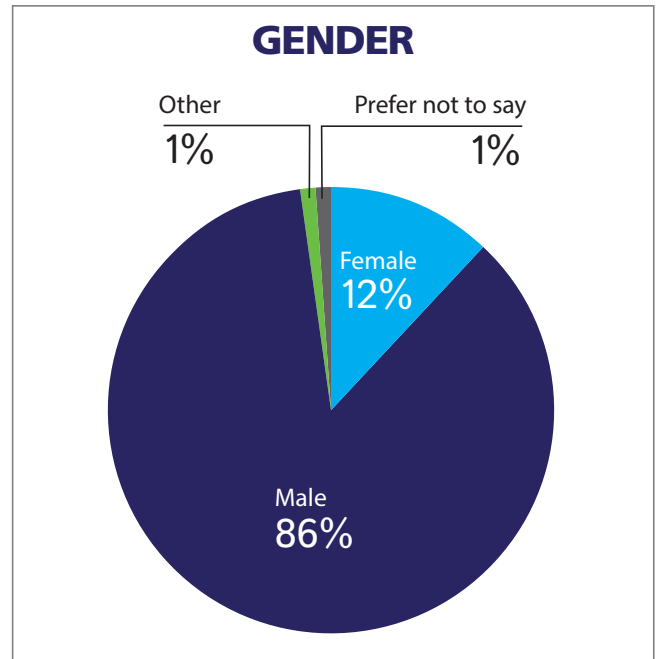
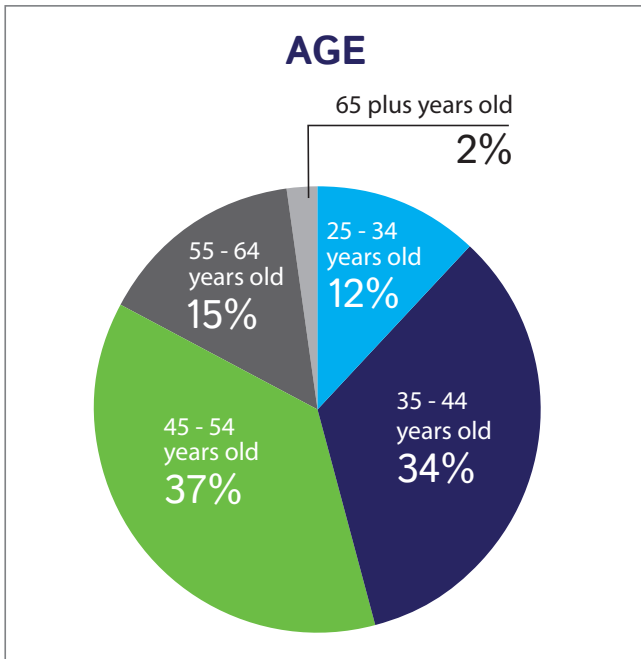
Please note, all quotes from respondents represent their thoughts and views and not those of Faststream Recruitment nor their employees.

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

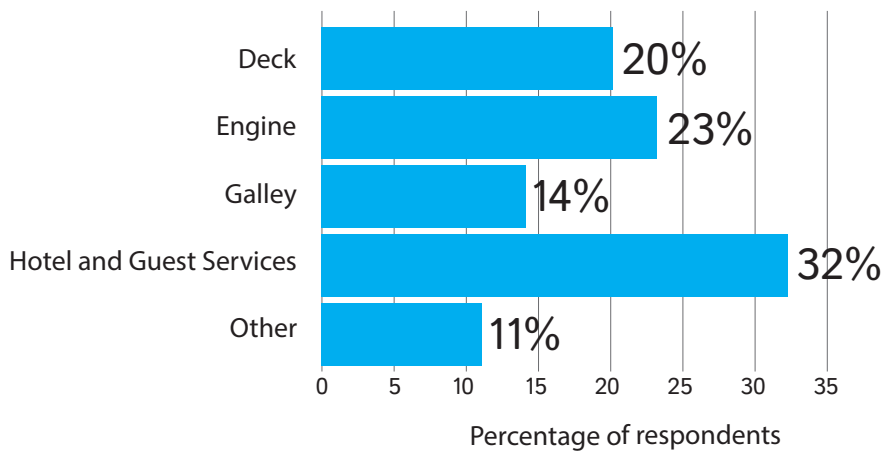


Demographics

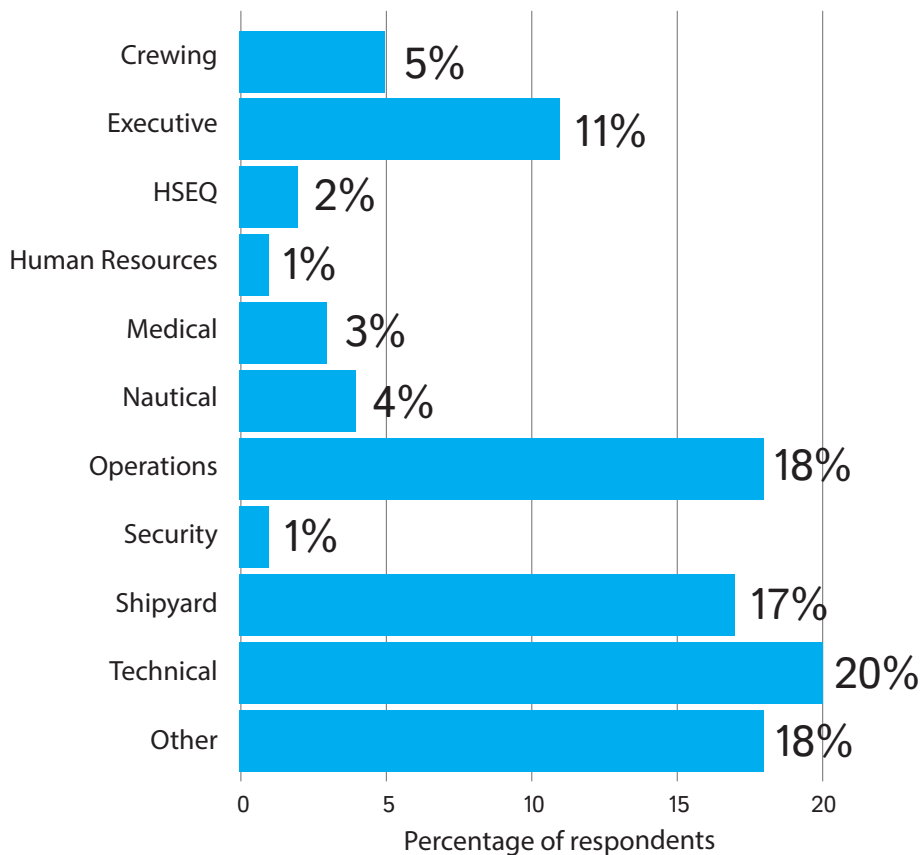
These charts represent the respondents by age, gender, years of experience in the cruise sector and cruise ship type experience.



SEAGOING PROFESSIONALS BY DISCIPLINE



SHORESIDE PROFESSIONAL BY DISCIPLINE



Cruise Shoreside Professionals

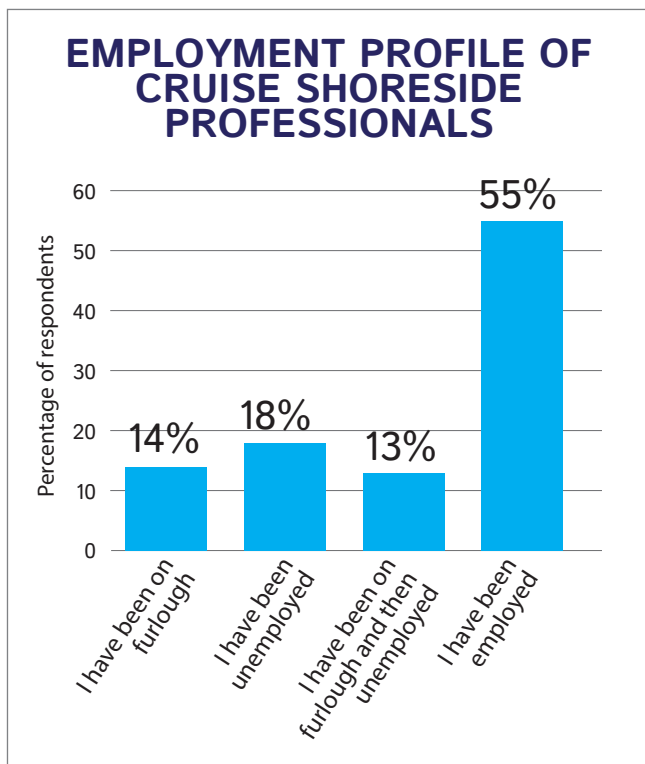


Employment and engagement

The events of the last two years have had a substantial impact on shoreside professionals working in the cruise sector. Before we look to the current and future needs of the people of this diverse sector, we wanted to highlight the impact it has had on employment and engagement levels.

We started by asking “During the last two years, have any of the following applied to you?” The respondents were given the choice between being furloughed, being unemployed, being furloughed then unemployed or being employed.

In total, 31% of shoreside professionals became unemployed in the last two years, versus 55% who maintained active employment. Whilst many would have foreseen a bigger impact than this, it would have had a staggering blow on businesses who would have lost nearly one third of their talented and knowledgeable employees. Not to men-

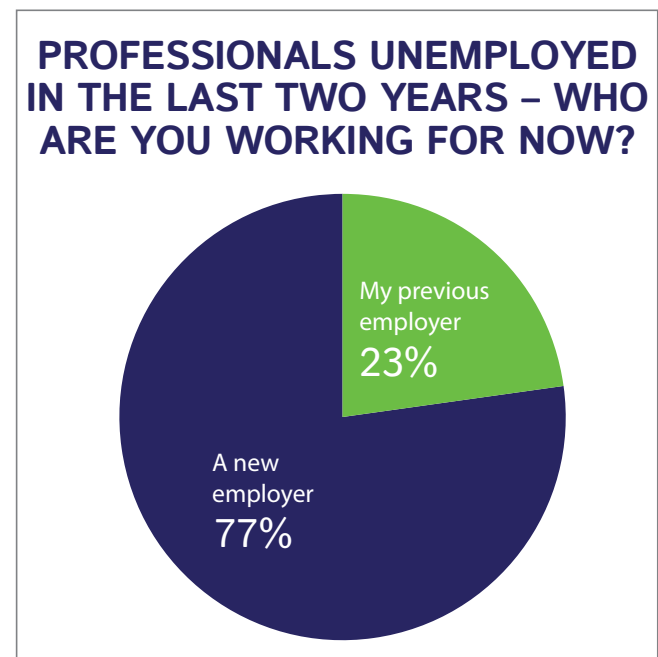


tion the impact on the people who lost their jobs.

Mark Charman says: “Businesses in the cruise sector were under immense pressure in the last two years. Lockdowns, border closures, travel and leisure restrictions have all played a part. Many business leaders have felt they have had no alternative but to cut costs by downsizing their teams during the pandemic through redundancy. Pivoting from a candidate-led market to a time where business operations were deemed impossible, difficult decisions had to be made.”

For the respondents that had been unemployed in the last two years, we wanted to find out who they were working for now. Did they return to their previous employer, or did they start employment with a new business? 23% of shoreside professionals responded that they had returned to their previous employer and 77% had gained employment with a new business.

Martin Bennell comments: “With nearly a quarter of shoreside professionals returning to their previous employer it raises some important points. Employers would have needed, in most cases, to create a severance package for those that they made redundant. This is costly and would have taken time, consideration, consultation, and money. Employers have then gone on to re-employ some of their ex-employees back into their business. Again, another costly exercise in consideration and time, as well as needing to make great decisions on who and what positions to hire for.”



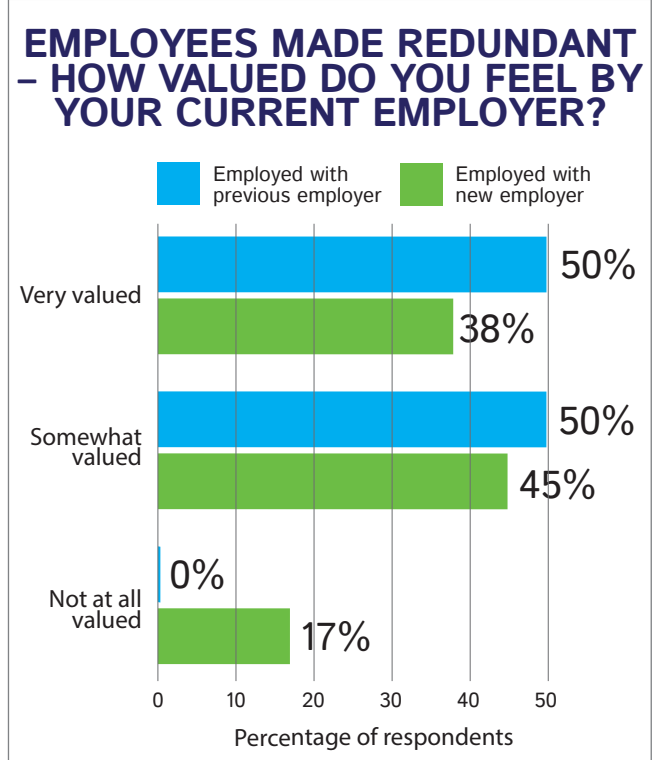
Employment and engagement *continued*

“We must also question the motives of the returning employees. Did they return because they were treated well by their employer when they were made redundant? Or does this show the reality of the market when seeking a new job? Were there no alternative positions in other businesses? Or were they accepting that it wasn’t personal but a business decision?” adds Kelsey Purse.

Coming out of the other side of a crisis takes some strong strategic leadership as well as resilience from both employees and employers. Many employees would have been through highs and lows over the last two years, all facing different experiences based on their own personal circumstances. Work can offer a great relief and something to fall back on in a time of crisis. We wanted to find out from the respondents how valued they feel today by their employers.

What was interesting is how this changed when we looked at their employment circumstances over the last two years. Those who had been furloughed were the least likely to feel very valued at 22%. Those who had been employed through the last two years, unsurprisingly were the most likely to feel valued at 61%. An unexpected finding was that those who had been made redundant and then returned to the previous employer felt more valued than those who had been made redundant and joined a new employer.

Charman questions, *“In a period after one of the biggest crises in modern times, should employers not be making their employees feel more valued than ever? When an employee does not feel valued, it can have a devastating effect on them. People lose interest in their role and the employer they*

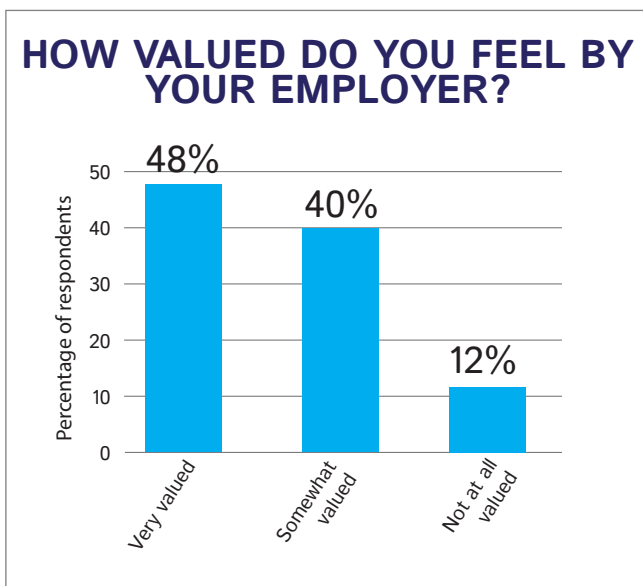


work for. On top of this, there is the risk that in a connected world, employees will be keen to share poor experiences of employee engagement with their networks. Employers who may not be prioritising employee engagement and making their staff feel valued may have a tough time in future recruitment campaigns. One of the key goals of employee engagement is to create advocacy, not animosity.”



IN A PERIOD AFTER ONE OF THE BIGGEST CRISES IN MODERN TIMES, SHOULD EMPLOYERS NOT BE MAKING THEIR EMPLOYEES FEEL MORE VALUED THAN EVER?

MARK CHARMAN



Working styles

The debate on working styles, and the future role of the office continues to be a hot topic in the cruise sector, as well as the wider maritime industry. The pandemic forced many leadership teams to move away from the traditional office first approach, and instead take up new ways of working. As we move into a time where COVID-19 becomes an endemic for some regions, what impact has this had on the working styles of cruise shoreside professionals?

We asked, "How are you currently working?" 36% of respondents were working in the office full time, 24% were remote working full time and 40% were working in a hybrid style between the office and remote.

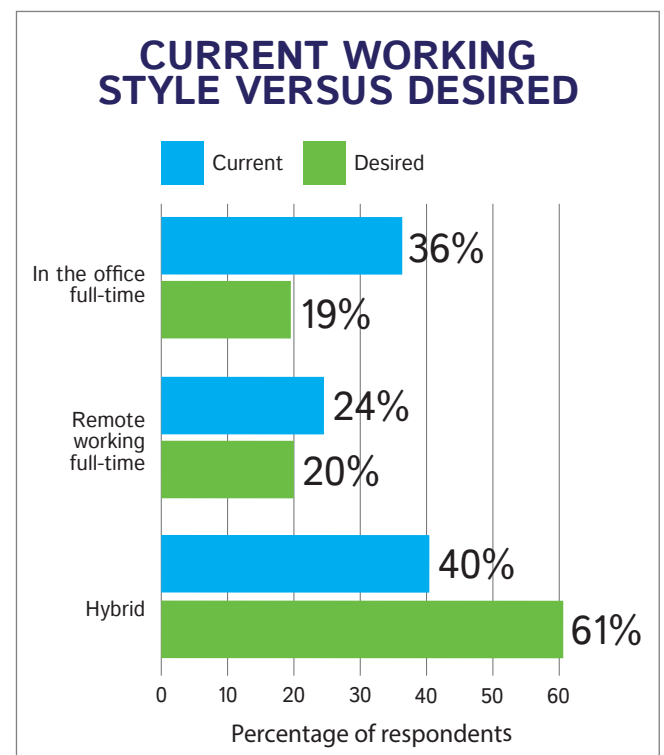
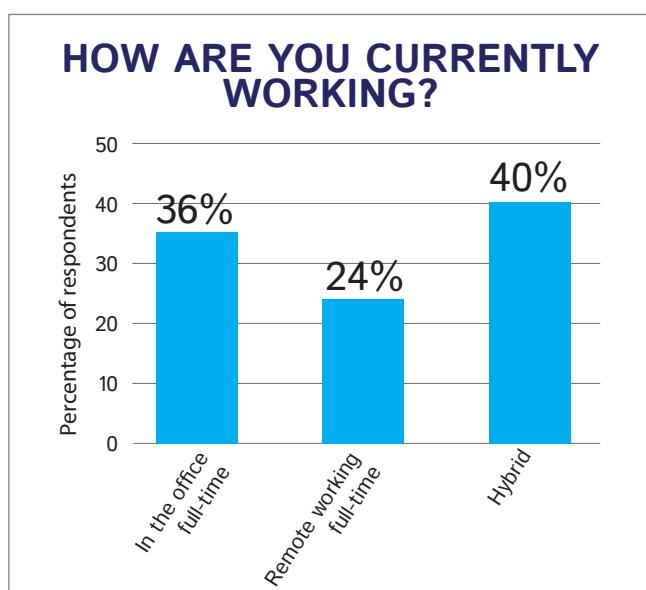
For those who were working in a hybrid style, 20% were working in the office one day per week, 21% two days a week, 25% three days a week and 34% four days a week.

Leaders have not had it easy deciding on what working styles to offer employees. Whilst progressive and inclusive employers may have asked their teams how they want to work in the future, we asked the respondents to provide an overview of the market, illustrating the current working style versus the desired working style.

Hybrid stands out as the most favoured working style, whilst working in the office the least popular choice. Yet, when we analysed the data further, we found there were no

female respondents who desired to work in the office full time, female respondents wanted to work remotely (41%) or in a hybrid style (59%).

"There have been some interesting debates in the press and the sector about the impact the pandemic has had on workplace fairness. When everyone was in the same situation and working remotely due to local restrictions, arguably work became fairer. Yet, we have still seen disparity. From those who have professional home office setups to those working from an armchair, as well those who had to home school or who are caregivers. Leaders have had to become more understanding about the assorted circumstances and the associated difficulties facing individual workers," says Bennell.



Working styles *continued*



Purse adds, “Many employees have wanted to continue in a remote working style or even make a move to a more hybrid setup. This adds to the debate in fairness in the workplace moving forward. If your physical presence in the office is favoured by your leadership team, those who thrive in the office and prefer doing so may have the advantage. Those who want to spend more time working remotely, may however, become the forgotten. How will leaders balance this fairness model so that their people can prosper in their work and career aspirations in their favoured working style? If females desire a more remote or hybrid style of working and are in the office less than their male counterparts, what will happen when promotions or more senior opportunities become available? Will those in the office on a more frequent basis be considered because they are there, or can leaders ensure fairness no matter where an employee wants to work?”

For those who wanted to work in a hybrid style, we asked, “How many days a week would you want to work in the office?”

Hybrid workers – Current versus desired days in the office

	Current	Desired
1	20%	13%
2	21%	35%
3	25%	38%
4	34%	14%

What we can see is that the majority of those who want to work in a hybrid style, still want to be in the office two to three days per week (73%). This signals that there is still a strong desire to be embedded in the office culture and have a good mix of time between the two working styles.

“I’ve seen in my own business many employees prosper from the flexibility and empowerment that levels of remote working can bring. Yet, we have also seen junior and younger members of the team find it difficult to work from home and crave the normality of office working. Collaboration and relationship building is important in all roles and an integral part of the cruise sector. I believe that nothing beats an in-person meeting, collaborating in the same room and establishing relationships with your colleagues. I feel so much can be missed when we aren’t together. Sometimes it can be difficult to get your personality, opinions, and thoughts across via video. However, I also understand that many employees need that time where they are focused on the job at hand and can be productive in different ways by working remotely,” says Charman.

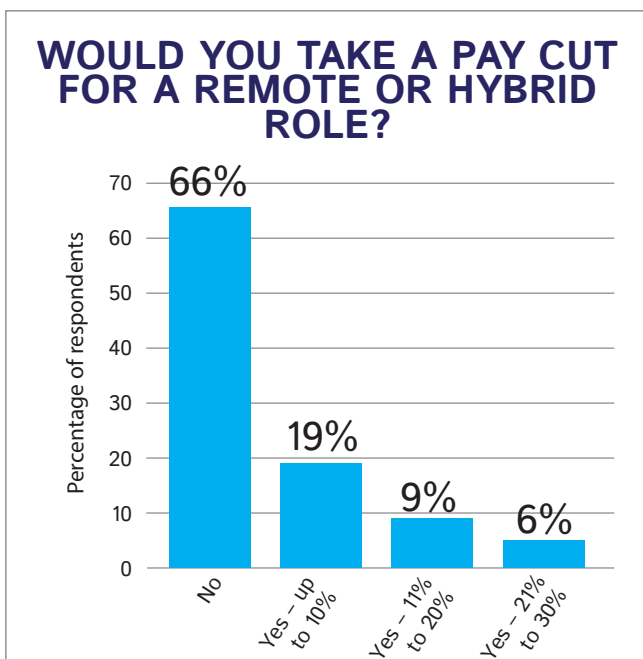
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61% WANT TO WORK IN A HYBRID STYLE.

Remuneration and benefits

Remuneration and benefit packages in the cruise sector for shoreside professionals have been closely examined over the last two years, as the pressure on costs and overheads has become more demanding. Working styles have played their part and leaders have had to consider how new remote and hybrid styles of working will play in their ongoing pay strategies. Brought to the forefront by many leading technology businesses, broadly, we have seen three pay strategy types considered:

- ◆ Pay based on employer location
- ◆ Pay based on employee location
- ◆ Pay based on the national median



66% WOULD NOT TAKE A PAY CUT FOR A REMOTE ROLE.

There are pros and cons to implementing a different pay strategy for remote and hybrid workers. The reality of our research was clear on remote and hybrid working pay strategies. 66% of respondents would not take a pay cut for a role they could do remotely. The benefit of remote or hybrid working does not outweigh the more competitive salary of an office-based role.

We continued in this section on reward and asked respondents, “Do you see reward in the cruise sector increasing, decreasing, or staying the same over the next two years?” 65% saw reward decreasing (25%) or staying the same (40%). Just 35% of respondents believed it would increase.

“If this is the reality and employers in the cruise sector are genuinely unable to increase salaries, how will they retain people and how will they attract new employees as the sector recovers and heads into a full recovery? We believe one of the key features will be a re-focus on employee benefits,” says Charman.

We asked shoreside professionals out of a series of options, what benefits they receive in their current role. Whilst there were some similarities, there were some bigger winners across the sub-disciplines.

What was quite shocking that out of all shoreside respondents, 10% said they received no benefits out of the list we produced. Reduced or zero benefits can impact retention and candidate attraction.

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*

Remuneration and benefits *continued*

Employee benefits of a select group of disciplines from the survey						
Benefit	All	Executive	Technical	Operations	Shipyard	Crewing
Bonus	54%	75%	52%	55%	52%	43%
Company Car/Car Allowance	31%	25%	33%	23%	35%	71%
Concessions on Cruise holidays	27%	38%	30%	32%	13%	14%
Enhanced Maternity/Adoption/ Paternity Benefits	9%	13%	19%	5%	9%	0%
Enhanced Pension	24%	25%	22%	27%	13%	29%
Flexi-Time	28%	31%	26%	18%	35%	29%
Gym Membership	11%	19%	7%	14%	4%	29%
Mobile Phone/Laptop	74%	81%	85%	64%	74%	71%
Personal Development Fund	5%	6%	7%	9%	0%	0%
Private Dental Care	16%	19%	11%	27%	4%	14%
Private Medical (Individual)	34%	56%	37%	32%	26%	14%
Private Medical (Family)	25%	25%	30%	32%	22%	0%
Shares	19%	38%	15%	18%	9%	43%
Staff Events	17%	38%	11%	23%	4%	0%
Subscriptions	5%	19%	4%	5%	4%	0%
Working From Home	42%	57%	41%	27%	48%	14%
None of the above	10%	0%	0%	9%	13%	14%

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."

A key topic for this year will be the balance of pay and the re-prioritisation that employees are giving to benefits. The desire for more remote and hybrid working has created greater demand for more flexibility in the future. It has also impacted the desires from current and prospective employees in their requirements of extra benefits in their roles.

Many traditional benefits such as catered lunches, refreshments, company socials, gym memberships and other office amenities are becoming outdated. Remote and hybrid workers cannot get the full benefit of these perks and their demands for other value-adding benefits is 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 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 around 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."*



65% TO DO NOT SEE REWARD INCREASING OVER THE NEXT TWO YEARS.

Job security

49% of cruise shoreside professionals were concerned about their job security. What was interesting was the impact that their employment status over the last two years had on this answer. The most likely to be concerned were those who had been unemployed in the last two years and the least likely were those who remained in employment.



We must consider that as a sector, cruise was one of, if not the hardest hit sectors in the pandemic. We would predict that employees in other sectors would feel a similar way. In fact, in a recent survey of superyacht captains, we found that 46% had been concerned about job security in the last 12 months.

We continued by asking what exactly was making them feel concerned about their job security. At the top was company financial troubles (31%), followed by lack of feedback, reviews, progression plans (24%) and COVID-19 (21%).

“This is the first time in a maritime survey that we have seen professionals be concerned about their job security primarily because of their employer’s financial troubles. However, across the globe we are seeing businesses and employees alike facing the after-effects that a global pandemic can have. Whilst businesses and employees are both striving to recuperate the losses in this time, the magnitude is not going to be fixed overnight. 65% of shoreside employees are predicting that reward will not increase over the next two years. Yet if they see other costs in their lives increasing, for example the fuel, food and gas price crisis

across the globe, they are going to have concerns about the viability of their sector, their employer and their own job in the long term,” says Purse.

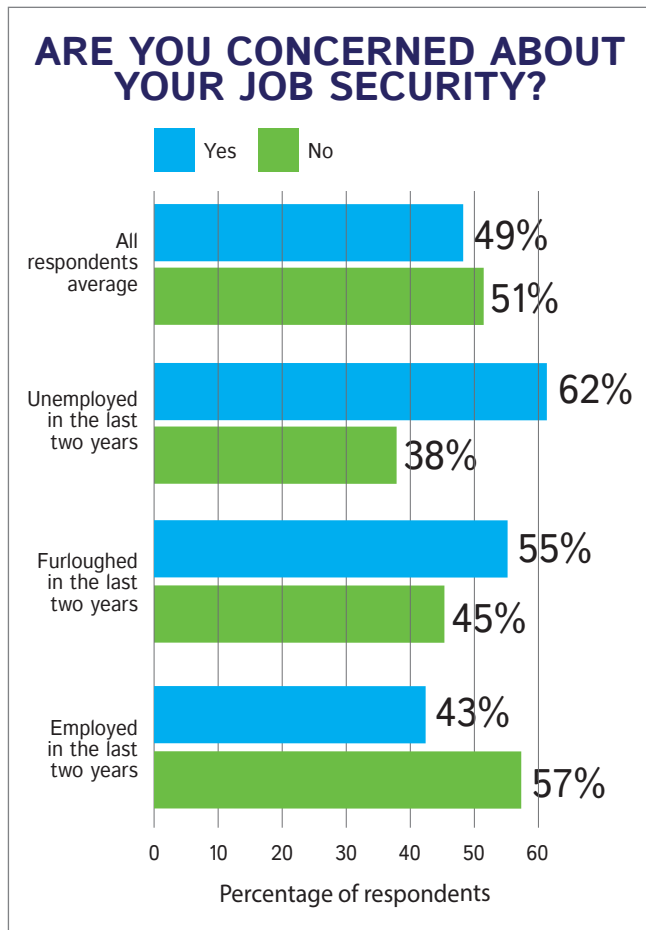
24% of respondents were concerned about their job security because of the ‘lack of feedback, reviews and progression plans’.

Charman adds: *“People become concerned about their job security when they aren’t receiving the feedback or performance reviews they are used to or expect. Business leaders, managers and HR face the challenge of being pulled in different directions, with a focus on how to recover and*

“

49% ARE CONCERNED ABOUT THEIR JOB SECURITY.

Job security *continued*



prosper. Performance evaluations can take up a lot of time and focus for everyone involved. Many people are simply wary of performance reviews and will do anything to avoid them. Pair this with the stress that many people are experiencing, and it could be very easy to decide to postpone until another day."

For those who are performing well and exceeding their objectives, not evaluating their performance collaboratively could be one of the worst things you can do. When good or even great performance is not recognised, celebrated, or rewarded, it can make employees feel despondent. In the worst-case scenarios where they feel they have failed to receive the recognition and opportunities they deserve; it can lead to staff turnover.

On the other side, if you have employees who are not performing well, ignoring the situation could be bad for all parties. If poor performance is not identified and talked about rationally, employees who need support or better direction can end up struggling and performance decreases further.

An unfortunate outcome of abandoning performance evaluations is the loss of communication and stability that regular feedback enables. Consistent feedback keeps employees on track and working towards agreed goals, and it also helps them feel a sense of connection which is critical.



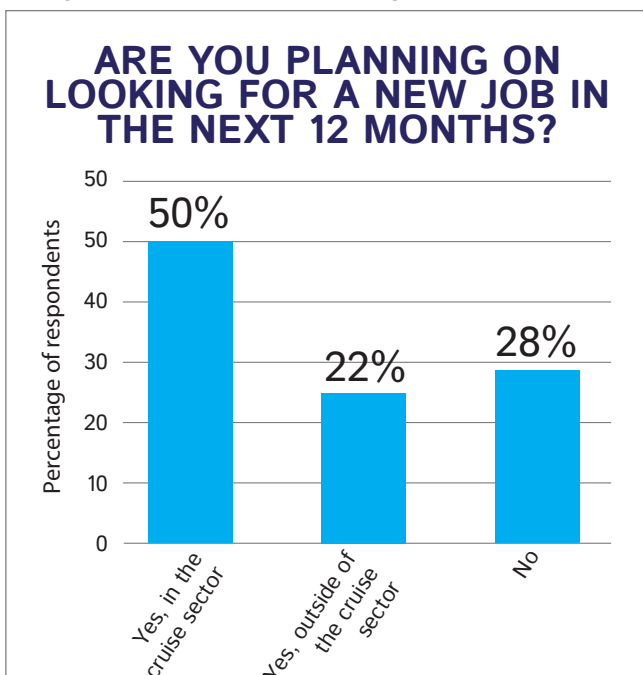
PEOPLE BECOME CONCERNED ABOUT THEIR JOB SECURITY WHEN THEY AREN'T RECEIVING THE FEEDBACK OR PERFORMANCE REVIEWS THEY ARE USED TO OR EXPECT. MARK CHARMAN

Retention

As the cruise sector emerges into brighter times many employers will be working on hiring plans and will need to rebuild their teams to meet business goals. Hiring back stronger than before the pandemic is at the forefront of the recruitment conversations we are having.

With many cruise businesses looking to restore and expand their teams, we wanted to find out how many employees they would also need to replace over the next 12 months. We asked respondents, “Are you planning on looking for a new job in the next 12 months?” 72% agreed that they were. Breaking that down, 50% of all respondents were planning on looking for a new job in the cruise sector and an additional 22% of respondents were planning on looking for a new job outside of the sector. For those who responded that they did not feel valued by their employer, 79% said they were planning on looking for a new job. In addition, for those who were concerned about their job security, 82% said they were planning on looking for a new job.

“For any business leader, it can be concerning to consider having to replace over two thirds of your staff over the next



12 months, on top of the additional ‘growth’ hires you might be looking to make. Yet, we must contemplate the reasoning behind it. Several factors are coming into play here. The market is busier, and the number of opportunities are rising. We cannot ignore that employees who are feeling undervalued believe that a job change would be the right move. Some employees might be harbouring bad feelings about how they were treated in the pandemic. What is most concerning to us, as a business working in the cruise sector is that we could potentially lose 22% of cruise shoreside talent over the 12 months to the wider maritime industry or even lose them from the broader industry for good,” says Bennell.

For those planning to change jobs, we enquired what the motivation was behind this. The top answers from respondents was they wanted better work-life balance (28%), followed by better salary and benefits (26%) and career progression (22%).

Charman explains: *“There were no surprises here. Our specialist cruise recruitment team concurred with these statistics and they portrayed the daily conversations they have with job seekers about their motivations to change jobs. I’ve said it before, and I’ll say it again. There are only two reasons why people change jobs; something changed, or something didn’t.”*

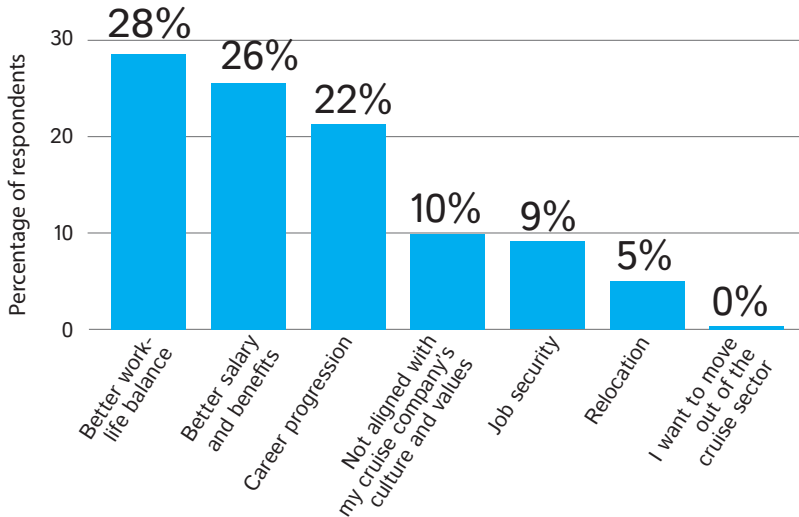
It has been widespread in the media as well as in our own insights that the COVID-19 pandemic has changed people and what they want out of their work and their personal lives. Shoreside professionals in the cruise sector appear no different.

“Some people have become more ambitious, and want to progress further, faster and be rewarded for doing so. Others might want to take a step back and focus on their family and their other personal interests. Sometimes it can seem easier to change jobs to secure what you want rather than having what can be perceived as a difficult conversation with your employer about the changes you need. Establishing, improving, or maintaining open and honest communications with employees, I think, could really make a difference in the next 12 months, helping to avoid a mass exit,” says Purse.

For those who were planning on remaining in their current roles, we asked what their motivation was to stay. Salary and benefits were rated at the top (35%), followed by work-life balance (24%) and their love for the cruise sector (18%). It is worth highlighting that not one respondent said they were

Retention *continued*

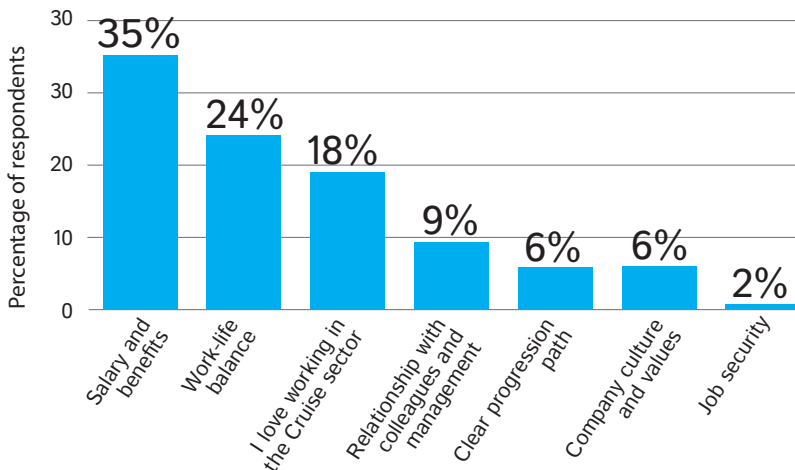
WHAT IS YOUR BIGGEST MOTIVATION TO CHANGE JOBS IN THE NEXT 12 MONTHS?



changing jobs with the primary motivation of not wanting to work in the cruise sector any longer. Yet 18% of those planning to stay in their current role was due to their love of the sector.

“As we see more of Generation Z (those born between 1997 and 2012) enter our workforces, we will see the motivations of whether to stay in jobs or leave them change too. This generation want fulfilling lives, progression in their careers, being remunerated accordingly but having the time to explore other interests too. By 2029, it is estimated that 72% of our workforce will be made up of Generation Z and Millennials. We must act now to ensure that what we offer as employers matches with these growing generations in our teams,” explains Bennell.

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



Charman adds, *“It is noteworthy to share a new generation that 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 have had to contend with from social distancing and vaccines to significant revolution (economic, political, and social) means that this generation could be different than 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.”*



18% WILL NOT CHANGE JOBS BECAUSE OF THEIR LOVE FOR THE CRUISE SECTOR.

For our final question, we asked all respondents what was the most important to them between salary and work-life balance. 75% agreed that work-life balance was the most important.

“When people are looking for a positive work-life balance – this does not mean that they don’t want to work hard, rather they don’t want it to negatively affect their home life overall,” says Purse.

Cruise Seagoing Professionals



Employment and engagement

With cruise operations unviable due to the restrictions the COVID-19 pandemic presented, we wanted to understand how this had impacted seagoing cruise professionals. We started by asking, “During the last two years, have any of the following applied to you?” The respondents were given the choice between being furloughed, being unemployed, being furloughed then unemployed or being employed.

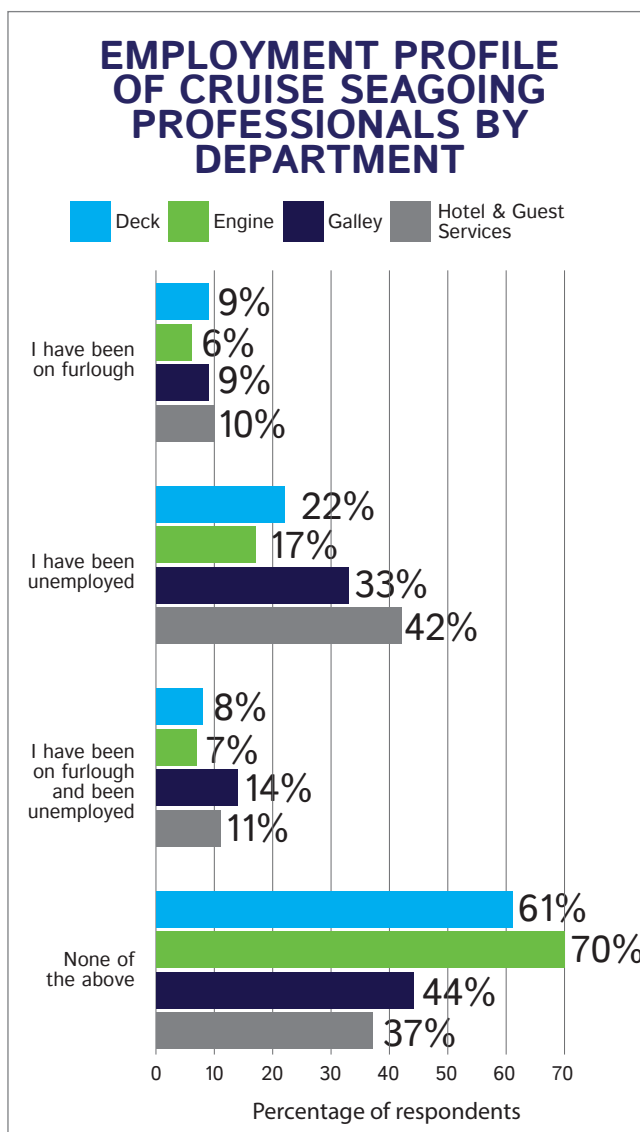
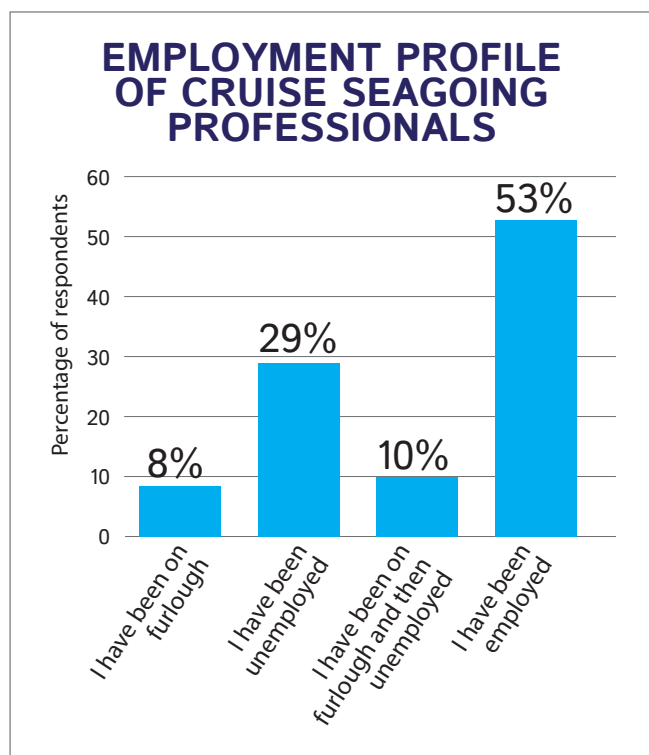
Overall, 39% of seagoing professionals became unemployed in the last two years, compared to 53% who maintained active employment. We delved deeper into seagoing professionals by their job department to see who was the least and most affected by unemployment.

Those working in the deck and engine departments were the least likely to be affected by unemployment, with 31% and 24% answering this way respectively. Those working in hotel and guest services were the most likely to be affected by unemployment, at 53%.

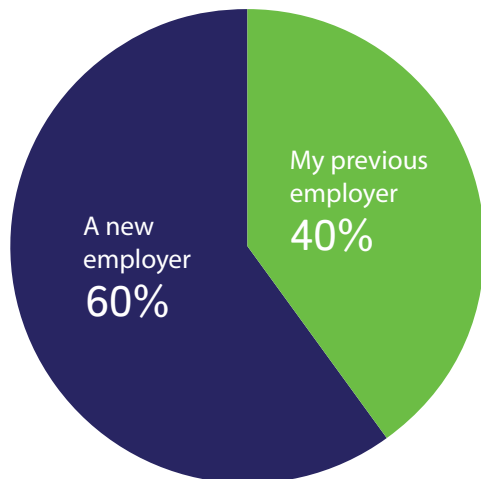
Purse says, “When cruise operations at sea became unviable, many positions were simply not required. If there are no guests, the people required to work in hotel and guest services diminishes, so too in the galley. On the other side, the vessels must continue to be maintained and so deck

and engine professionals were still needed to ensure the proper upkeep and safety of the vessel wherever it was berthed.”

For the respondents that had been unemployed in the last two years, we wanted to find out who they were working



SEAGOING PROFESSIONALS UNEMPLOYED IN THE LAST TWO YEARS – WHO ARE YOU WORKING FOR NOW?



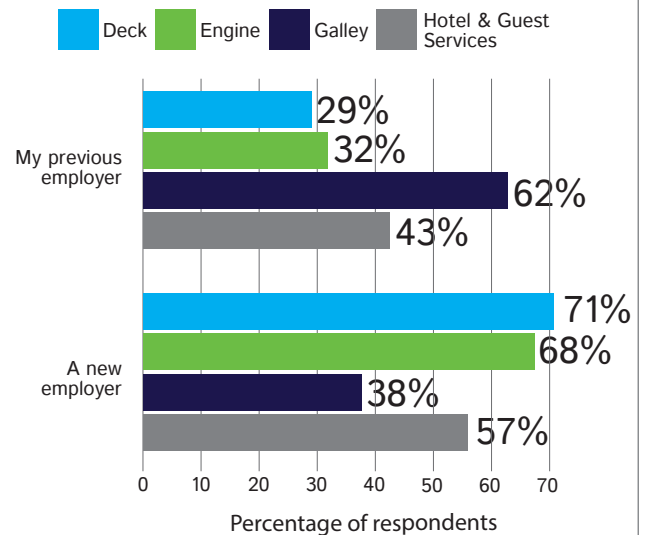
for now. Did they return to their previous employer, or did they start a new job with a new business? 40% of seagoing professionals responded that they had returned to their previous employer and 60% had gained employment with a new business.

“It is staggering that 40% of seagoing professionals have returned to their previous employers. However, humans can be creatures of habit and sometimes it is simply easier to go with ‘what you know’. I wonder if therefore many seagoing professionals have returned to their previous employer because they know what they are returning to. They might have been very happy before they lost their employment. They may have good memories of the guests and understand their needs. They might be so familiar with the vessel; it feels like a second home. For whatever reason they are returning, I see this as a real benefit to the employer. Having trained employees, aligned with their values and culture, who understand the vessel and their guests is going to be a competitive advantage,” comments Purse.

We broke the data down further to see if the department they worked in had any effect on this answer. Those working in the deck department were the most likely to start employment with a new employer and those working in the galley department were the most likely to return to their previous employer.

Being valued by your employer can be important to employees. Studies have shown that it can increase levels of happiness at

PROFESSIONALS UNEMPLOYED IN THE LAST TWO YEARS BY DEPARTMENT – WHO ARE YOU WORKING FOR NOW?



work, aid motivation, improve engagement and it can also impact a person’s physical and mental health for the better. We asked whether respondents currently felt very valued, somewhat valued, or not at all valued by their employer. 37% agreed that they felt very valued.

We can see that those who work in the galley department are the most likely to feel very valued, whilst those working in the engine department were the most likely to not feel valued at all.

With so many seagoing professionals returning to their previous employer, we wanted to see how this impacted their answer with regards to how valued they felt. Those returning to their previous employer were less likely to feel not at all valued than those who had joined a new employer.

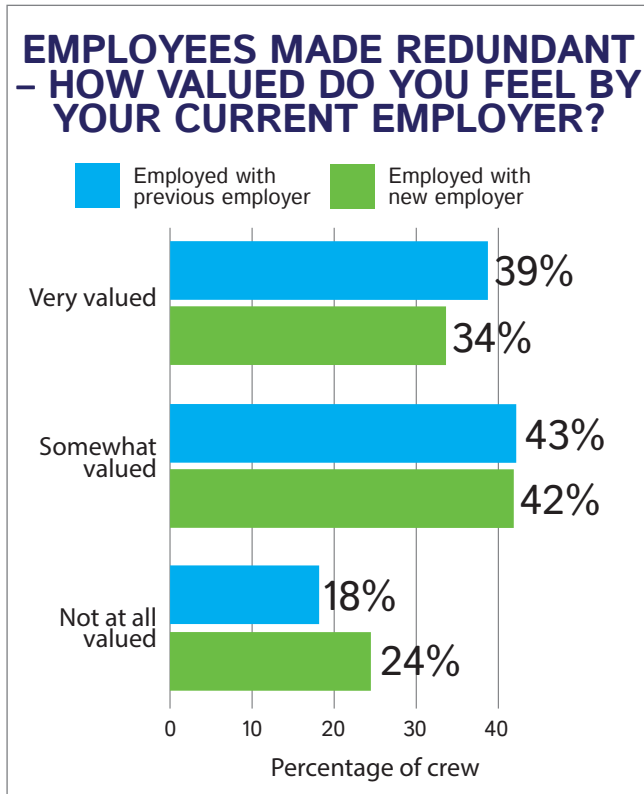
We heard from the respondents who indicated they felt not at all valued:

- ◆ My company make a great effort to present a climate of inclusiveness but, they pay little regard to seagoing crew other than cogs in the wheels of the corporate machine.

Respondent working in the deck department

- ◆ Overloaded, overworked, and undervalued. My role means I am expected to take full responsibility and accountability for the operation, maintenance, and environ-

Employment and engagement *continued*



mental compliance of the entire vessel. Yet hotel officers are treated as superior and given bonuses, benefits, and privileges as they are revenue generating. **Respondent working in the engine department**

◆ My salary has not changed in years, not even for inflation and I get no pension. The working hours are not followed, and you are forced to put false ones down. **Respondent working in the hotel and guest services department**



IT IS STAGGERING THAT 40% OF SEAGOING PROFESSIONALS HAVE RETURNED TO THEIR PREVIOUS EMPLOYERS. HOWEVER, HUMANS CAN BE CREATURES OF HABIT AND SOMETIMES IT IS SIMPLY EASIER TO GO WITH 'WHAT YOU KNOW'. KELSEY PURSE

◆ On a cruise ship as an officer, you now just feel like a number when instead, a few years ago we used to be held in high esteem and importance on board. **Respondent working in the engine department**

◆ The company will take the pat on the back for your hard work. At the end of the day, we all feel replaceable. **Respondent working in the galley department**

◆ In the medical department we are treated differently to other crew members and feel undervalued and over worked. **Respondent working in the medical department**

Whilst some seagoing professionals 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:

◆ My work is highly recognised and well appreciated. **Respondent working in the medical department**

◆ During the pandemic, my employer paid me my full salary as well as my annual bonus. I couldn't have asked for more from them. **Respondent working in the engine department**

◆ My employer has been reviewing our performance and have then provided us with learning and growth opportunities in our careers. **Respondent working in the hotel and guest services department**

◆ My employer has always been open and honest. This makes me feel like I am being treated fairly and am valued. **Respondent working in the galley department**

Stress at sea

The stresses of working at sea have the potential to be very different to those who work shoreside and in an office or remote setting. Stress has the potential to impact a person's mental health and overall happiness in their job. In the last decade there has been a noticeable shift in conversations about mental health. The once taboo subject no longer has such a prominent stigma attached to it, thanks to the emergence of social media and the growing coverage in mainstream media. We felt this gave us an opportunity to ask about stress and be able to get real and honest feedback from respondents and find out areas of concern.

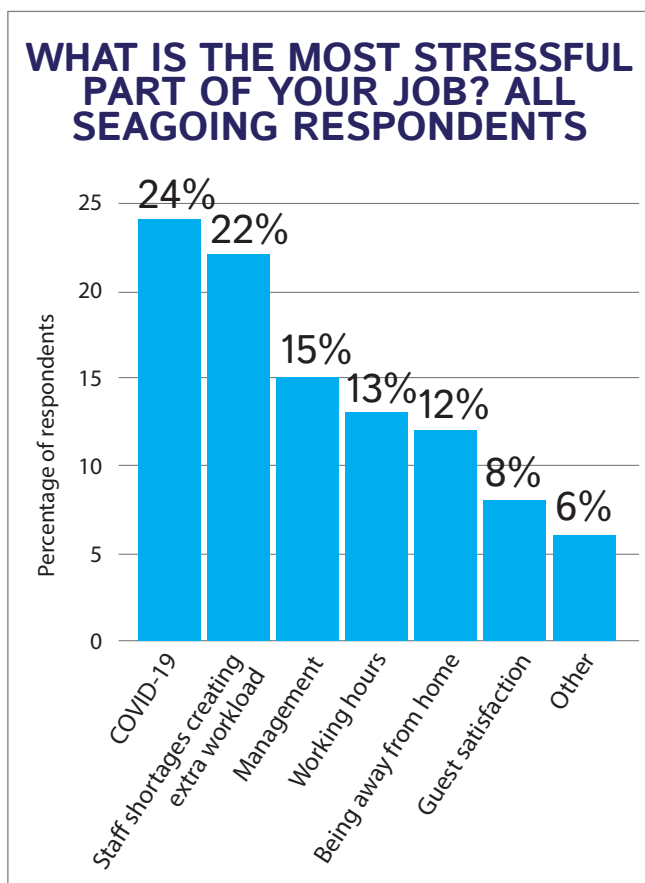
We asked out of a group of factors what made seagoing professionals feel the most stressed at work; guest satisfaction, management, working hours, staff shortages creating extra workload, COVID-19, being away from home or they could leave their own commentary.

The top answers were COVID-19 (24%), staff shortages creating extra workload (22%) and management (15%).

We also wanted to break this down and see what the stress points were for different departments onboard. Whilst those working in the engine, galley and hotel and guest services departments agreed that the two top stress factors were COVID-19 and the staff shortages creating extra workload, those working in the deck department said it was management and the working hours that created the most stress for them.

We wanted to hear from the deck crew about why these two factors were causing them the most stress:

- ◆ Additional regulations, environmental issues, manning issues due to COVID. This all amounts to additional workload and working hours.
- ◆ The cruise sector has been crucified by cheap labour and COVID-19. We are expected to do more for less money, and there is no joy left. We feel like prisoners, trapped onboard for months until we return home, and then we are asked to return to the ship early.
- ◆ Working as hard as we do every day is very stressful for the mind and body.



COVID-19 IS CAUSING THE MOST STRESS.

Stress at sea *continued*



The pandemic has made people rethink their personal and working lives. Many reprioritised their family and friendship relationships. Being away from home is difficult for most people and trying to create new relationships with colleagues onboard to deepen teamwork and a cohesive work environment is a top priority for many. We heard from the respondents who rated their top stress factor as being away from home:

◆ With COVID-19 my family could not come onboard or visit in port. Eventually the company arranged it so that

families could travel in a guest cabin but with additional cost (cost for cabin and taxes etc.). Having young children it has been a blessing for them to come to stay for a week during my time onboard but with the COVID-19 restrictions it was very hard to be away from the family and an additional strain on my wife. **Respondent working in the deck department**

◆ COVID-19 has been extremely stressful with my employment status uncertainty and restrictions on personal freedom. It has not been as easy to socialise

or to meet up with friends or family. **Respondent working in the engine department**

◆ Cruise lines should start shortening contracts and allow people to be at home more often, in return they will get a more motivated crew. **Respondent working in the hotel and guest services department**

What is the most stressful part of your job? By department

	Deck	Engine	Galley	Hotel & Guest Services
COVID-19	17%	27%	22%	27%
Staff shortages creating extra workload	17%	20%	19%	26%
Management	20%	15%	15%	11%
Working hours	18%	11%	12%	10%
Being away from home	16%	17%	12%	9%
Guest satisfaction	2%	4%	14%	13%
Other	10%	6%	6%	4%

Remuneration and benefits

Salary and benefits have and will continue to play a big part in the recruitment and retention of employees. We asked respondents, “Do you see reward in the cruise sector increasing, decreasing, or staying the same over the next two years?” 67% saw reward staying the same or decreasing. Just 33% believed it would increase.

“This could be a tough time for seagoing professionals if this is the reality. With 39% having already spent time unemployed with no income coming in, and now facing the prospect of not seeing an increase in their salary, potentially benefits will play a more important part of remuneration packages for the next two years,” says Charman.

Benefit packages can play an important role in the overall attractiveness of a position within a business. They can be great ways to retain employees for the long term and benefit them in their personal lives, especially when they include things like pensions, bonuses, and good rotations.

To gain a reality of the broad cruise sector, we asked seagoing professionals out of a series of options, what benefits they received in their current role.

The most common benefits overall included access to leisure facilities onboard (45%), bonus (41%), Wi-Fi (41%) and private medical – individual (27%). The least common

benefits were enhanced maternity/paternity/adoption leave (4%), paid study leave (10%), private medical – family (12%) and business travel for long haul flights (13%).

Purse comments: *“The standout benefit, or lack of, was Wi-Fi. I could not believe that over 50% of seagoing professionals still do not have access to Wi-Fi. We know of huge investments that have been made to install communication*



67% DO NOT BELIEVE REWARD WILL INCREASE IN THE NEXT TWO YEARS.

Which of these benefits do you receive in your current role?

	All seagoing respondents average	Deck	Engine	Galley	Hotel & Guest Services
Access to leisure facilities onboard	45%	56%	44%	28%	41%
Bonus	41%	41%	44%	40%	41%
Business travel for long haul flights	13%	16%	14%	12%	12%
Enhanced Maternity/Adoption/Paternity Benefits	4%	5%	2%	5%	3%
No benefits	23%	15%	17%	31%	28%
Paid study leave	10%	16%	18%	3%	4%
Pension	25%	35%	35%	17%	19%
Private Medical (Family)	12%	17%	13%	13%	9%
Private Medical (Individual)	27%	27%	25%	25%	29%
Recreational time whilst on rotation	16%	16%	14%	15%	17%
Spouse carriage	23%	41%	28%	11%	17%
Wi-Fi	41%	44%	36%	39%	41%

Remuneration and benefits *continued*

infrastructures onboard cruise ships. Wi-Fi can be the only source of communication for some employees to remain connected with their friends and family at home. Connection is integral to us as humans and influences our ability to interact with others and to build relationships.”

“Whilst having access to Wi-Fi has become nearly regarded as a human right, I can see some negatives to allowing employees unlimited access to it. If at the end of a working day all the team head back to their rooms to speak with people back home, watch movies or catch up on social media, it could impact some of the social time that can be so important to building bonds within teams. Without Wi-Fi or reduced access to, could arguably, make employees spend more time together, talking, getting to know one another, and building relationships,” adds Bennell.

We wanted to find out from the respondents, what the top three areas they felt their cruise line could improve upon from a list of 18 options. The top answer was pension at 35%. The average percentage of respondents who received a pension was 25% so we could see why this was flagged.

Please choose the top three areas you feel your cruise line could improve upon

Pension	35%
Rotations	33%
Wi-Fi	30%
Performance bonus	30%
Career progression - seagoing (promotion opportunities)	23%
Job stability	20%
Management	19%
Healthcare	16%
All of them	10%
Training standards	7%
Career progression - shoreside	7%
Safety standards	5%
Vessels	4%
Vessel Technology	4%
Diversity of workforce	4%
Leisure - gym/satellite TV	4%
Environmental responsibility	3%
None of the above	2%

As with any working person, a pension is usually seen as an essential way to save for the future and enable you to retire in the way you want to.

Charman comments: “Rising life expectancy means retirement is likely to be longer than ever before. Seagoing professionals will be planning and wanting to take control of their financial futures as early as possible. Investing in crucial staff benefits such as pensions could help in retaining their brightest and best crew, as well as attracting them in the first place. This seems an area where employers could differentiate themselves in the market.”

The second most popular choice was rotations at 33%. We heard from some of the respondents on what the impact of poor rotations was:

- ◆ Rotations aren’t like they used to be. There never seems to be an exact plan anymore and it is making many of us feel very insecure about our futures. **Respondent working in the deck department**
- ◆ Rotations seem to have got worse – this prevents me from being able to commit long term to my employer. **Respondent working in the engine department**
- ◆ Our rotations feel inhuman. We are exhausted by the end. I worry about the service we can give our guests when we get this tired, we all worry about making mistakes. **Respondent working in the hotel and guest services department**
- ◆ Being valued by my employer is shown in three ways: good salary, reasonable rotations and respecting the set working hours. **Respondent working in the deck department**

We also wanted to highlight that more respondents believed their cruise line needed to do more in career progression for seagoing opportunities rather than shoreside at 23% and 7% respectively.

“Securing promotions and being offered new challenges is at the heart of why many individuals do what they do, especially for those working at sea. Take away a structured career path with clear and specific roles, promotion criteria and benefits, and there will be a danger of losing these ambitious people to businesses who can offer it. A career at sea is hierarchical and people know they should be working their way up through the ranks,” says Purse.

Job security

66% of survey respondents were concerned about their job security. When we analysed the data further, we found those working in the galley and deck departments were the most concerned with 77% and 70% agreeing respectively.



Not only did the department that a respondent work in impact their response to this question, but so did their employment status over the last two years. 71% of those who had become unemployed over the last two years were concerned about their job security.

Charman says: *“Unemployment can have a huge impact on a person’s mental health. It can have a knock-on effect on their confidence and their belief in themselves. The pandemic made people lose jobs in many cases, not because of their performance, motivation, or work ethic, but simply down to operations being unviable. However, unemployment feels personal, no matter the reason and I think the statistic of 71% of those who became unemployed being concerned about their job security just shows the impact it can have.”*

We wanted to find out if there were any common factors contributing to the respondents’ concerns about their job security. We asked them to pick the top factor out of five choices, COVID-19, lack of feedback, reviews, progression plan, company financial troubles, demand for cruises or they could leave the own comments.

Are you concerned about your job security?					
	All seagoing respondents average	Deck	Engine	Galley	Hotel & Guest Services
Yes	66%	70%	57%	77%	67%
No	34%	30%	43%	23%	33%

Job security *continued*



66% ARE CONCERNED ABOUT THEIR JOB SECURITY.

The top answer was COVID-19 at 36%. We wanted to hear from these respondents:

◆ COVID-19 revealed how quickly crew could be laid off in large numbers. It felt we had little rights or protection in real terms. **Respondent working in the deck department**

◆ COVID stopped operations for nearly two years. If a pandemic can close the world for such an extended period, I feel like you must prepare for the worse. **Respondent working in the galley department**

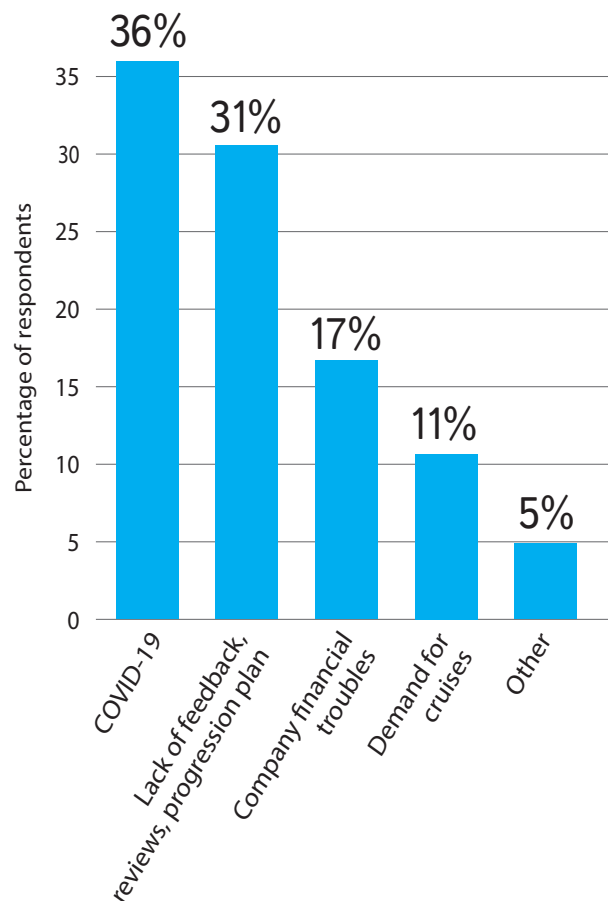
◆ COVID-19 plays a huge role in the demand for cruises, and anything can change at any time, like cancelling the season. **Respondent working in the hotel and guest services department**

The second top answer was 'lack of feedback, progression plans, feedback'. We heard from the respondents who picked this choice:

◆ It is important that your immediate supervisor talks about your future. You need to hear feedback on your weaknesses, as well as your strengths or none of us can improve and progress. They must lead and set out examples. **Respondent working in the hotel and guest services department**

◆ I've had no feedback on progression within my role since I have returned despite previously receiving good appraisals

WHAT HAS MADE YOU MOST CONCERNED ABOUT YOUR JOB SECURITY?



consistently. It is frustrating not knowing where my employer sees my future going with them. **Respondent working in the deck department**

◆ I've found the same in all the cruise lines I've worked for. The most important thing is what your passport says, not your ability or loyalty. **Respondent working in the engine department**

Retention

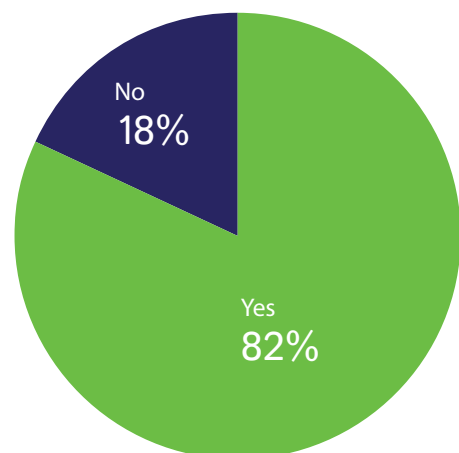


With levels of job insecurity high, what impact does this have on the cruise seagoing recruitment market? We asked respondents in the next 12 months whether they planned on changing jobs. A staggering 82% said that they would.

Bennell says: *"We were initially surprised by this. We would have thought that those who were employed would not be active in a new job search and would see their employment as a safe port in a storm. However, when you combine this with current job insecurity levels, it perhaps is not quite so surprising that many may feel they need a backup plan, just in case."*

Whilst we have no benchmark to compare, 2022 and 2023 could be a turbulent time. 64% of all seagoing respondents

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



Retention *continued*

said they would look for a new job within the cruise sector, but a further 18% said they would look for a new job outside of the sector in the next 12 months. Of those looking for a new job outside of cruise, 25% would be looking for a new job outside of maritime completely and 23% would be looking for a new job in the superyacht sector.

“I described in our 2021 Superyacht Captain Report that we had seen an increase in interest from cruise professionals to join the superyacht sector. This intensified when cruise ships were not able to operate. Many superyacht captains were very positive about hiring ex-cruise professionals and commented on their great work ethic, professionalism and in particular engineers who have been able to make smooth transitions from one sector to another,” says Purse.

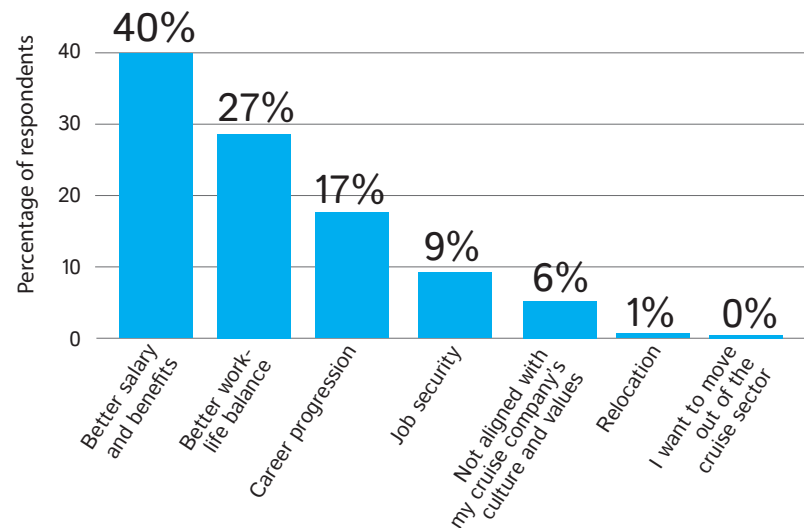
We wanted to find out what the motivation to look for a new job was from the 82% of respondents who had answered in this way. The top answer was better salary and benefits at 40%, followed by better work-life balance at 27% and career progression at 17%.

For the small group of respondents who were planning on remaining in their current roles, we asked what their motivation was to stay. We can see that the top reason to stay in their current job matches with the top reason to leave, salary and benefits.

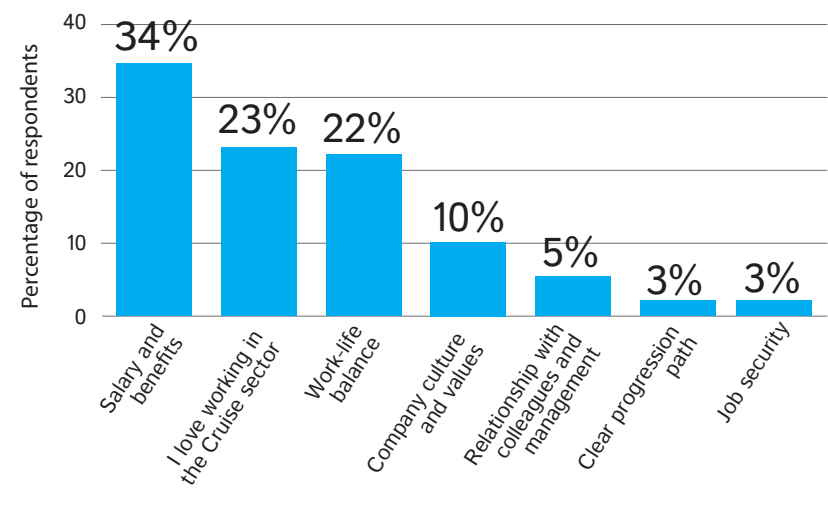
Bennell says: *“Getting salary and benefits packages right is clear to see. It will help attract people to your cruise line and it will also help to retain them. If there was going to be anything for cruise businesses to focus on in the next 12 months, I would say it was this. If salaries cannot go up, then benefit packages could be the differentiator.”*

10% of respondents who were planning on staying in their current role flagged their alignment with their cruise line’s culture and values.

WHAT IS YOUR BIGGEST MOTIVATOR TO CHANGE JOBS?



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



Bennell adds: *“We are seeing more and more that employees want to share values with their employers. An employer’s values set the tone for their culture and identify what they care about. If employees share the same values, it helps the employer achieve their core mission. Culture and values are a key part of an employer’s value proposition and can be powerful in attracting more employees who share these values, increase the sense of belonging, as well as help to deter potential employees who don’t.”*

The future of the cruise sector



For the final chapter of the Cruise Employment Report, we wanted to find out the views and feelings of both shoreside and seagoing professionals about the future of the cruise sector, if there would be any changes in the recruitment market and if they would recommend their career to a new generation.

We asked both shoreside and seagoing professionals, what they envisaged the employment market will be like in five years. Overall, 53% believed that there will be a shortage of experienced cruise talent. 33% thought that there would be a shortage of all levels of cruise professionals. Just 14% thought there would be too many cruise professionals.

Charman says: *“Over 85% of cruise professionals now believe the sector will be facing a shortage of talent in the next five years, despite the difficult time the sector has faced through the pandemic. If this is true, cruise businesses will need to be acting now. It is mission critical that the cruise sector ensures it maintains a strong value proposition for young people going forward. Let’s make sure young people love the sea. We aren’t there just yet, but more cruise businesses are starting to hire more proactively. Gen Z want blended lives between work and their home life, they want fulfilling work. It is our job as members of this sector to make this a reality. We cannot let skill shortages create another bust for the cruise sector in the future.”*

We continued and asked the respondents whether they would recommend their career to young people. We were delighted that 80% said that they would. With such a large majority recommending the career, we wanted to hear why 20% wouldn’t. This provides an opportunity for cruise businesses to see if there is anything they can do to change this way of thinking in the future. The most common feedback from seagoing professionals was that their salaries had stagnated in recent years, and many were unhappy with how long the rotations were.

The future of the cruise sector *continued*

“This is a great opportunity for employers to take another look at long-standing employees and the reward they are receiving. If costs need to stay stable, could rotations be more flexible for example? Or could another value-adding benefit be considered?” asks Purse.

Those in shoreside positions mentioned being forced into the office when they would rather spend time focusing on their work at home, as well as a few who commented on the disparity of benefits that they see in different roles in their business.

Purse adds: *“The remote work debate continues, and I don’t see the end of it just yet. Employers need to find a way to balance both the business needs as well as their employees’ needs in the long term.”*

“I predicted at the start of 2021 that businesses operating in the maritime sector would favour a hybrid model. Enabling employee’s flexibility in their work but still aiding collaboration, teamwork and learning and development. I must highlight though that morale and well-being must be paid closer attention in 2022 and beyond, as well as ensuring that leaders have the skills and training to lead their teams success-

fully in these established working styles,” says Charman.

We wanted to find out directly from the respondents about why they would recommend their career:

- ◆ I have had a great experience in the cruise sector. I have received excellent training and my employer has allowed me to have paid study leave so I can progress to a chief engineer license and position. **Respondent working in the engine department**

- ◆ It is a great career and a wonderful industry. I would recommend it to everyone, regardless of age. **Respondent working in the hotel and guest services department**

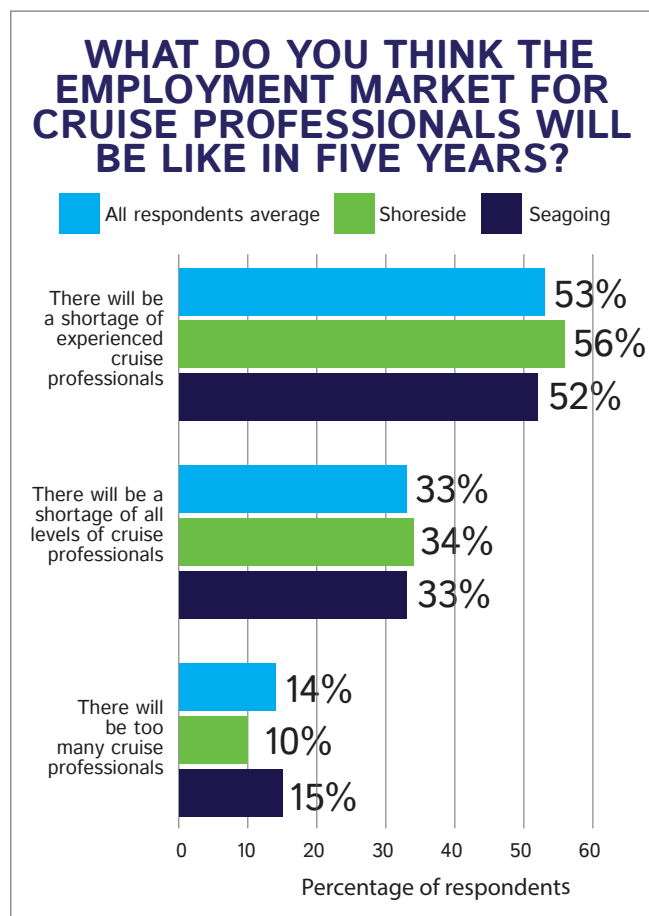
- ◆ I believe we need a breath of fresh air in this industry, especially at the top. We need people ready to take the sector into the 21st century. I feel at times we are still doing business as if it were the 1970s: manual processes and the lack of real digital solutions, at least in my area of activity, is becoming a real burden. **Respondent working in an executive position**

- ◆ It is an amazing life and work experience. You get to meet so many people from different cultures and religions. In most jobs you probably wouldn’t get this opportunity. I think it enriches your view of the world. **Respondent working in the deck department**

- ◆ The cruise sector is dynamic and chock-a-block full of opportunities, both shoreside and onboard. **Respondent working in a shoreside training position**

- ◆ It is a rare opportunity for young people to develop their work skills as per the international standards with regards to safety, hygiene, and environmental working practices. It also enables you to work with diversified teams that will help enhance confidence levels. **Respondent working in the hotel and guest services department**

- ◆ There is a great opportunity to save money for your future on cruise ships. Board, lodgings, and travel are provided, and the money is earned free of tax. **Respondent working in the engine department**



Final thoughts

The people in the cruise sector worked diligently and with pure resilience to survive the pandemic. We have learnt lessons about life and business, many of us have been taught by the crisis what is important to us as individuals as well what is and will be vital for the cruise sector going forward.

We consider:

- ◆ Will we really see 81% of people in the sector changing jobs this year?
- ◆ How will cruise businesses compete for talent if reward does not increase?
- ◆ How can the sector ensure it remains attractive to new generations of talent?
- ◆ Will benefit packages change and will more feedback be taken from employees on prioritisation?
- ◆ Will all employees eventually return to the office, or is hybrid working here to stay?
- ◆ What impact will new generations have on employer culture and values?

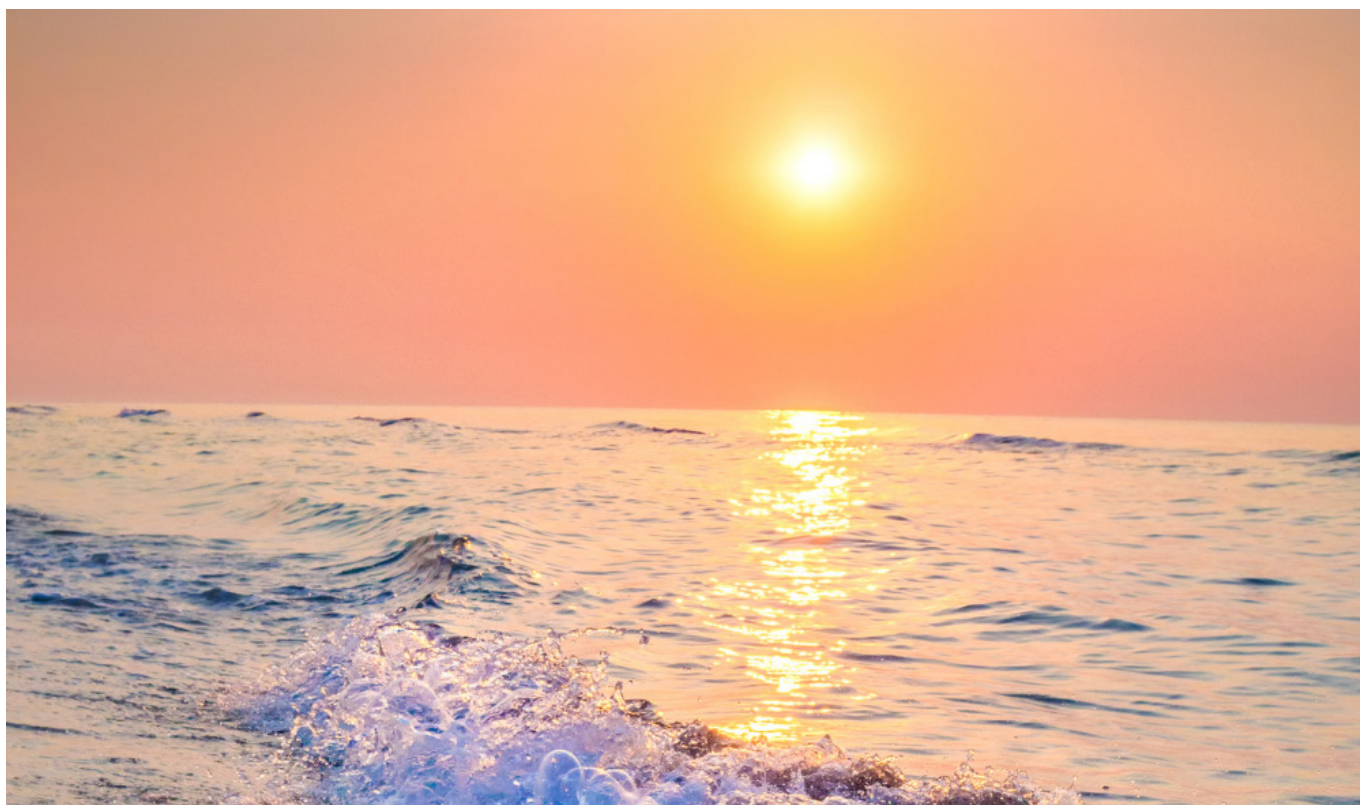
- ◆ Who will make up the predicted shortfall of talent in the sector?
- ◆ When will job security levels rise?

In our first year of creating this survey, we firstly want to say a huge thank you to the people who have taken part this year. We feel privileged to be able to create and share this report with the cruise community. We have been astounded by the response and support and we take our responsibility very seriously to share the thoughts, feelings, and realities that people face, as well as the wider sector.

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

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

Mark, Martin, and Kelsey





faststream
recruitment group

#thecruiseemploymentreport