

# The Superintendent Employment Report 2025



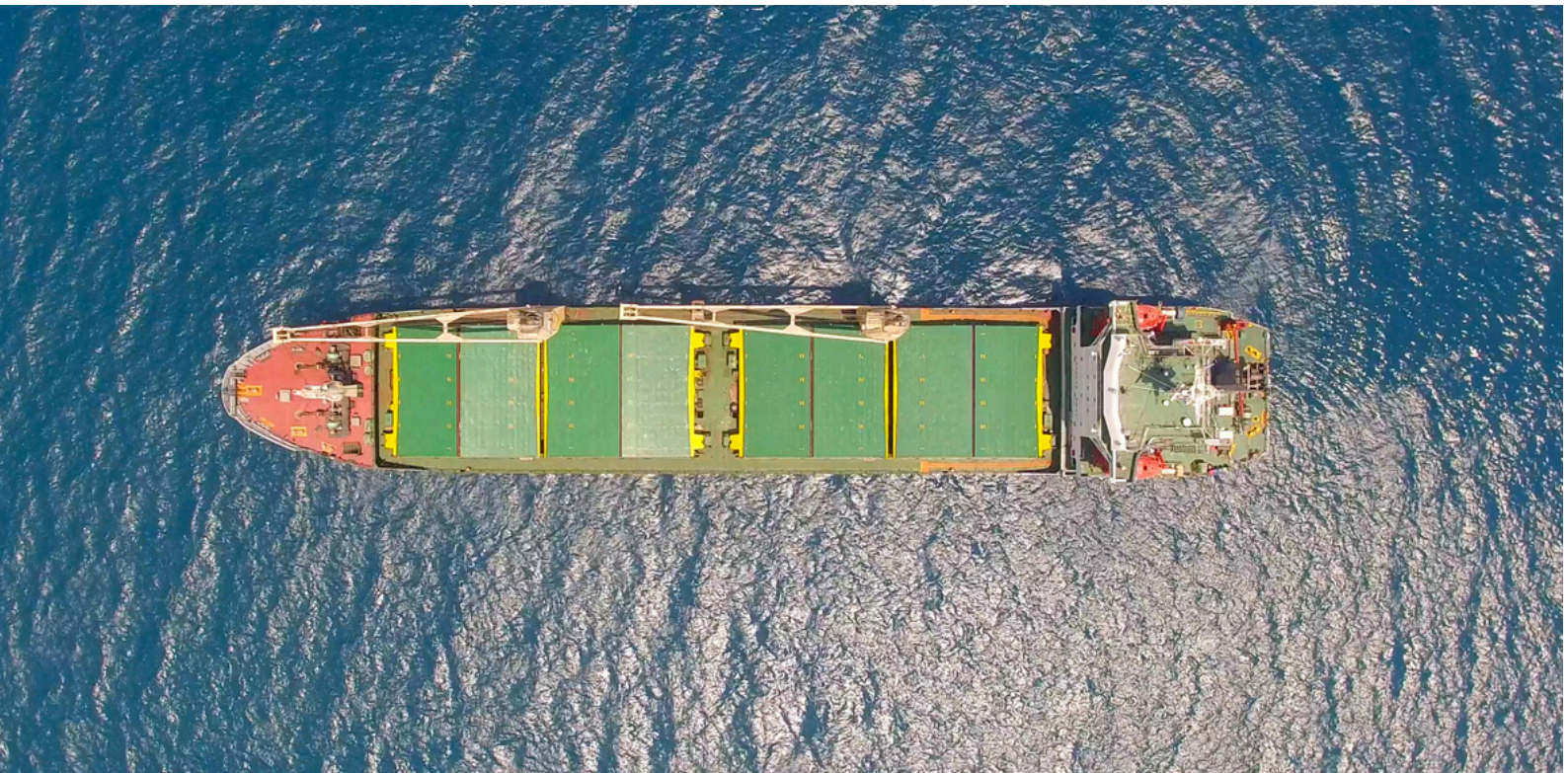


# The Superintendent Employment Report

A report by Faststream Recruitment

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# The Superintendent Employment Report

A report by Faststream Recruitment

Welcome from Faststream Recruitment



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

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

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

For more details, visit [www.faststream.com](http://www.faststream.com)





# The Superintendent Employment Report

## Faststream Workforce Solutions

Faststream delivers global workforce solutions for the maritime and shipping sectors. From executive search and recruitment to RPO (Recruitment Process Outsourcing), international payroll, salary benchmarking, employee background checks and experts on demand. We help businesses solve their most complex workforce challenges.

### **Permanent Recruitment – Your talent focus for the future – Search, recruitment & selection**



Our permanent recruitment solution connects you with motivated maritime professionals who want to grow with your business long term. With competition for top talent at an all-time high, our service helps you secure employees and improve retention.

### **Contract Recruitment – Your flexible approach to recruitment – Projects & outsourcing**



Our contract recruitment solution focuses on offering you a flexible approach to solving workforce or skill shortages, outsourcing work, or projects. Our contractor management and payroll solutions aid compliance, cutting costs, speeding up hiring, and improving contractor retention.

### **Executive Search – Your leaders for today and tomorrow – Discreet, personal and straightforward**



Faststream Executive Search recruits senior executives and directors across the global Maritime & Shipping sectors. Leveraging deep industry knowledge and a trusted network, we discreetly identify and secure exceptional leaders others can't reach. Our tailored, results-driven approach is built on understanding, accuracy, specialism, and continuous dialogue.

### **Recruitment Process Outsourcing (RPO) & Project Recruitment – Your bespoke solution for growth, projects & change**



Our RPO transforms how maritime and shipping businesses hire. Acting as an extension of your team, we manage all or part of your recruitment with innovation, expertise, and precision. Our tailored approach enhances your employer brand, strengthens talent acquisition, and delivers lasting results.

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We create bespoke salary surveys and benchmarking reports tailored to your specific business needs. Our reports show how your pay and benefits compare to those of your industry peers or direct competitors. Get accurate, up-to-date data by role, seniority, or location to support confident compensation decisions.

### **Employer of Record and International Payroll Solutions – Your access to regional expertise & a global network – Compliance, regulation and digital tools**



Managing a global workforce is simple with our Employer of Record (EOR) and International Payroll Services. We handle contracts, benefits, compliance, and multi-country payrolls while you retain full operational control. Enjoy seamless global hiring with accurate payments and total peace of mind.

### **Experts on Demand – A flexible solution for maritime businesses that need expertise, now**



Experts on Demand gives you fast access to pre-vetted specialist talent without long-term commitments. We handle the matching, onboarding, compliance, and oversight while you focus on outcomes. Flexible and fully managed, it combines consultancy depth with contractor agility.

### **Employee Background Checks – Hiring with confidence, backed by compliance**



We provide tailored background checks for maritime recruitment, validating identity, criminal record, education, employment, and qualifications. These checks help you hire with confidence, aiding compliance, safety, and workforce quality.

**Explore our full range of solutions here**





# The Superintendent Employment Report

A report by Faststream Recruitment

## 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 headhunter's perspective into human factors in the workplace.



**Lorenzo Agatiello**  
*Director of Faststream Recruitment Asia-Pacific*

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

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



**Sebastian Zuliani**  
*Director of Faststream Recruitment EMEA and Americas*

Sebastian is the Director of Shipping at Faststream Recruitment, covering our Europe, Middle East, Africa, and Americas operations. Sebastian has gained extensive knowledge in recruitment and the shipping and maritime sectors since he joined the business in 2008.

Sebastian leads and develops the shore-based technical teams. He is passionate about people and takes great pride in developing his teams and building relationships with both clients and candidates to aid their success.

# Executive summary

## The Superintendent Employment Report

The Superintendent Employment Report 2025 provides an in-depth analysis of the employment landscape for superintendents worldwide, with insights drawn from over 1,000 professionals across all major maritime regions.

### Pay and Rewards

Pay rises remain widespread, with 80% of superintendents reporting an increase. However, most uplifts remain modest, particularly for those staying with their current employer. Bonuses have grown in importance, with more superintendents expecting higher and more frequent performance-related rewards. Benefits packages are evolving, with comprehensive medical cover and the Annual Wage Supplement becoming increasingly common, though communication about benefits remains inconsistent.

### Working Styles

Hybrid working continues to dominate, though there are signs of renewed acceptance of office-based roles. Flexibility is still valued, but fewer superintendents now see it as a non-negotiable condition of employment.

### Retention and Mobility

Retention challenges are intensifying. Four in five superintendents plan to seek a new role within the next 12 months, and the majority are willing to relocate internationally. Salary and benefits remain the strongest motivator for both leaving and staying, though challenge and connection to colleagues also play important roles.

### Engagement and Advocacy

Engagement levels remain fragile: 40% report improvement, but recognition and development opportunities continue to lag. While 73% would recommend the profession to young people, nearly a third would not, raising concerns about the long-term attractiveness of the role.

### Stress and Well-being

Superintendents continue to face high stress levels, with workload, leadership style, and poor work-life balance being key contributors. While most describe themselves as “content,” only a small minority feel genuinely fulfilled, pointing to opportunities for employers to improve well-being and job satisfaction.

The findings show a profession that is highly mobile, reward-driven, and under pressure, yet still proud of its contribution to the industry. For employers, strategic approaches to pay, benefits, recognition, and well-being will be central to attracting and retaining the next generation of superintendents.





# Pay rises

## The Superintendent Employment Report

Reward strategies in 2025 have moved beyond being purely tools for attraction; they are now central to retention and long-term workforce planning. With rising inflation and the cost of living driving higher employee expectations for pay, organisations can no longer afford to take a reactive stance.

Strategic compensation is becoming essential, with a growing number of superintendents confident in their market value and prepared to initiate pay rise conversations. Employers are recognising the need to proactively shape reward frameworks that balance competitiveness, fairness, and sustainability.

### The recency of pay rises falls

80% of superintendents reported receiving a pay rise, up slightly from 77% in 2023. However, the timing of these increases has shifted. While fewer received a recent uplift (36% within the last six months, compared to 39% in 2023), more are seeing adjustments over a longer horizon (29% within the last 12 months, versus 22% in 2023).

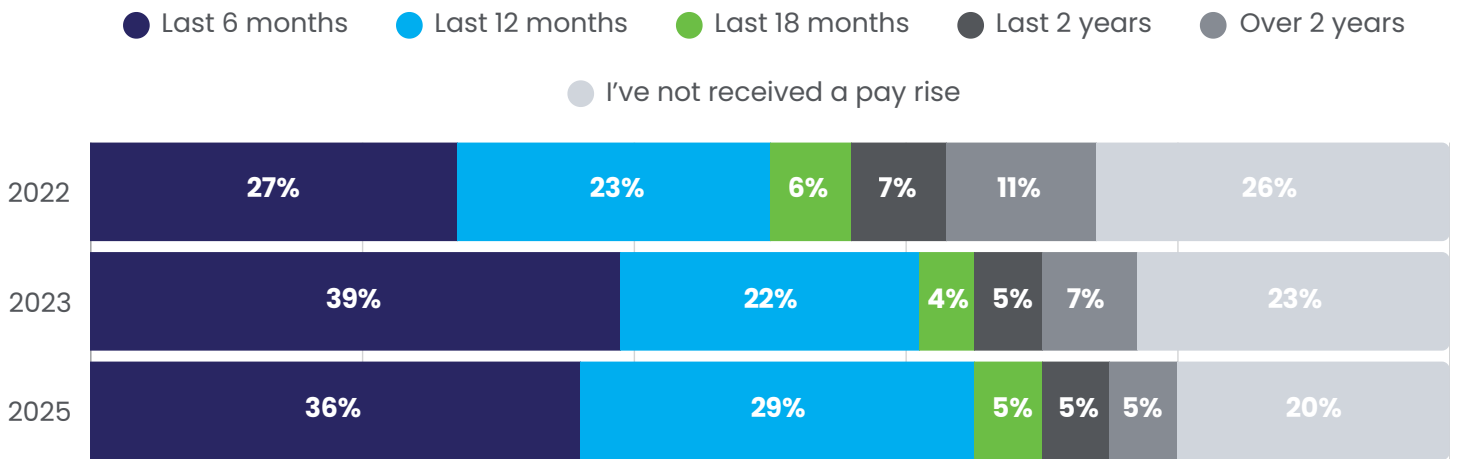
This suggests that while employers remain responsive to compensation pressures, there is a growing move towards spreading increases over time rather than implementing them reactively.

*“For businesses, this reflects a more measured, and arguably more strategic, approach to reward planning, balancing retention needs with financial sustainability.”*

“  
80% of superintendents reported receiving a pay rise



### Recency of pay rises 2022 to 2025



# Pay rises – Continued

## The Superintendent Employment Report

### How pay rises differ across regions

Across the regions, the Americas and Asia-Pacific report the highest share of recent uplifts, with 38% and 37% of superintendents, respectively, receiving a pay rise in the last six months. Europe and the Middle East & Africa show a slower pace, with just under a third reporting an increase over the same timeframe. Notably, the Middle East & Africa have the largest proportion of respondents who have not received a pay rise at all (24%), compared with only 15% in the Americas. This points to uneven reward strategies globally, with more conservative approaches evident in Europe and the Middle East & Africa.



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**49% of superintendents who changed jobs achieved a pay rise of over 10%**

### The size of the prize

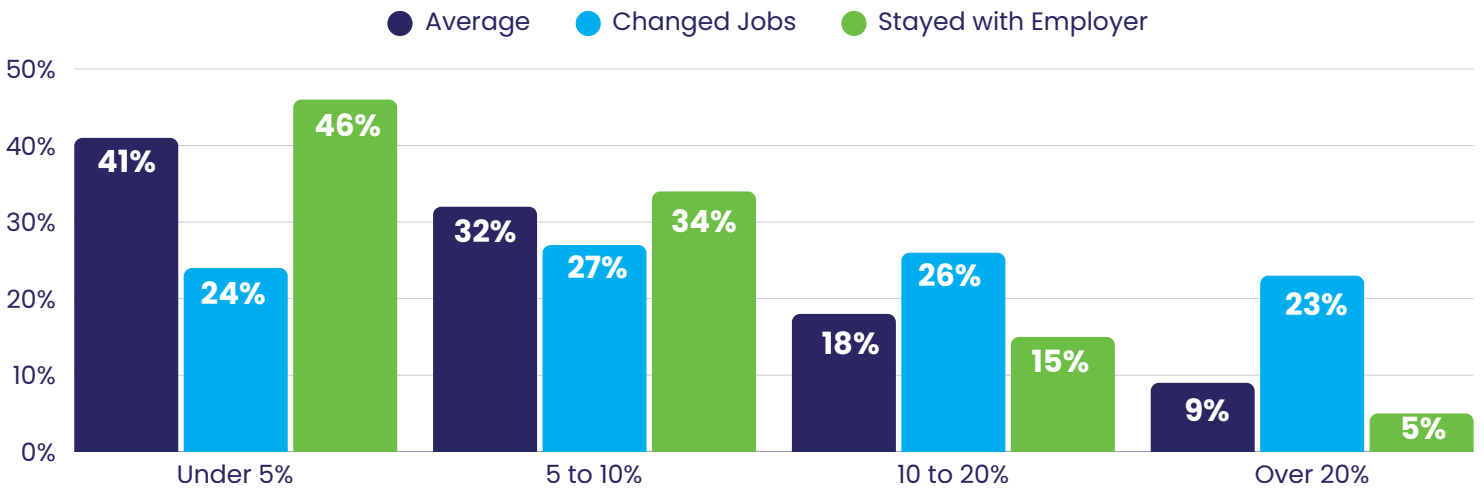
The most common pay increases for superintendents in 2025 fell into the lower ranges, with 41% receiving less than 5% and a further 32% securing between 5–10%. Pay rises above 20% were rare and typically linked to individuals moving to a new employer rather than being rewarded in their current role.

A clear distinction emerges between those who remained with their employer and those who changed jobs. Among the former, nearly half (48%) received only a sub-5% increase, underscoring a cautious approach to internal salary progression.

In contrast, career movers saw more substantial uplifts: 49% of superintendents who changed jobs achieved a rise of over 10%, with the most common increase falling into the 5–10% range.

This highlights that while internal pay reviews remain modest, significant salary growth is often tied to mobility in the market rather than loyalty to a current employer.

### Pay rise percentages





# Bonuses

## The Superintendent Employment Report

When it comes to total reward, pay rises only tell half the story. Bonuses remain a powerful tool for motivating superintendents, rewarding loyalty, and driving retention.

### Sweetening the deal

The proportion of superintendents receiving a bonus has steadily increased over the last three years, rising from 62% in 2022 to 69% in 2025.

*“This positive trend suggests that employers are placing greater emphasis on performance-related rewards and are more willing to use bonuses as part of their retention strategy.”*

### Size matters

Superintendent bonus expectations have shifted notably in recent years. In 2022, the majority (38%) anticipated a bonus of less than 10% of salary, but by 2025, this had dropped to just 18%.

Instead, more superintendents are looking towards higher rewards, with 31% expecting 10–15%, 19% expecting 15–20%, and more than one in five (21%) expecting a bonus exceeding 25%. This reflects a growing appetite for meaningful performance-related incentives, particularly as competition for talent intensifies.

### Bonus Size 2022 to 2025

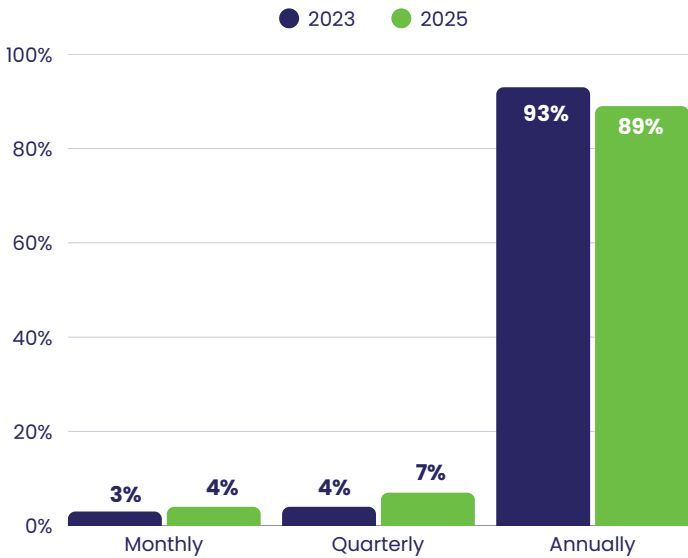
Bonus Size	2022	2023	2025
Under 10%	38%	31%	18%
10 – 15%	33%	27%	31%
15 – 20%	13%	14%	19%
20 – 25%	6%	9%	11%
Over 25%	10%	19%	21%

### Timing is everything

The vast majority of bonuses for superintendents remain annual, though the proportion has slipped slightly from 93% in 2023 to 89% in 2025. In their place, more superintendents are starting to see bonuses spread throughout the year. Quarterly payments have risen from 4% to 7%, and monthly bonuses from 3% to 4% over the same period.

*“While still small in scale, this shift reflects the growing demands of superintendents, many of whom expect more regular recognition and tangible rewards rather than waiting for a single year-end payout.”*

### Bonus Frequency 2023 to 2025



### The rules of the bonus game

Performance is the cornerstone of most bonus structures. Over a third (34%) of superintendents say their bonus reflects both personal and company performance, while 28% link it directly to individual performance alone. Only 5% tie rewards to team performance, suggesting employers continue to favour accountability at the personal and organisational level.

### Bonus Frequency 2023 to 2025

My performance	2023	2025
My Performance	25%	28%
My team's performance	5%	5%
My company's performance	21%	19%
A balance between personal and company performance	32%	34%
It is entirely discretionary	17%	14%

# Benefits

## The Superintendent Employment Report

Compensation for superintendents extends beyond salary and bonuses, with employers offering a range of benefits designed to attract, retain, and support their workforce. The mix of benefits continues to evolve, reflecting shifting priorities among employers and employees alike.

### Perks of the job

Private medical cover remains the most widely received benefit, with 44% reporting family and individual coverage in 2025, up slightly from 40% in 2023. Individual-only medical cover, however, has declined from 34% in 2022 to just 20% in 2025, suggesting that employers are increasingly opting for more comprehensive packages.

The Annual Wage Supplement (AWS) is gaining ground, now provided to 36% of superintendents, compared with 32% in 2023. Housing allowances have also seen an increase, rising to 17% in 2025, indicating that employers are responding to mobility and cost-of-living challenges in some markets.

By contrast, traditional perks such as a company car or car allowance (28%) and flexi-time (27%) remain stable but show no signs of growth. Similarly, enhanced pension or provident fund contributions (26%) have slipped back slightly from 28% in 2023.

Lifestyle and wellbeing-related benefits remain limited, though there are modest gains: gym memberships have increased to 15%, and paid overtime has risen to 14%. More progressive benefits, such as enhanced maternity/adoption/paternity leave (9%) and personal development funds (7%), are still relatively uncommon, signalling room for improvement in aligning packages with modern workforce expectations.

Notably, 13% of superintendents report receiving none of the listed benefits, underlining disparities in how employers approach total reward.

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**Private medical cover leads all benefits, with 44% receiving family and individual cover in 2025**

### Benefits received by Superintendents 2022 to 2025

Benefits Received	2022	2023	2025
Private medical - family and individual	42%	40%	44%
Annual wage supplement (AWS)	NA	32%	36%
Company car /car allowance	31%	29%	28%
Flexi-time	27%	29%	27%
Enhanced pension /Provident fund	22%	28%	26%
Private medical - individual only	34%	22%	20%
Housing allowance	NA	12%	17%
Gym membership	11%	14%	15%
Paid overtime	11%	10%	14%
Enhanced maternity/ Adoption/Paternity benefits	8%	10%	9%
Personal development fund	6%	5%	7%
None of the above	11%	12%	13%





## Benefits – Continued

### The Superintendent Employment Report

#### Lost in communication

Communication about benefits is improving, but slowly. In 2025, just over one in ten superintendents (11%) said their employer updates them monthly, more than double the 5% reported in 2023. Quarterly communication also ticked up slightly (from 8% to 11%).

However, the majority still only hear about their benefits once a year (37%) or not at all (41%). This suggests that while progress is being made, too many superintendents remain in the dark about the full value of their reward packages.

“

**41% of superintendents never hear about their employee benefits from their employer**



#### Chasing the right perks

When asked which benefits matter most in their next role, superintendents put bonuses firmly at the top, with 62% ranking it as their number one priority in 2025 (up from 59% in 2023).

Private medical cover for family and individual use has climbed the ranks, rising from third place in 2023 (34%) to second in 2025 (46%). Similarly, the Annual Wage Supplement (AWS) edged up to third place (33%), reflecting growing demand for financial stability and guaranteed extras.

By contrast, Working From Home has slipped in importance, dropping from the second most valued benefit in 2023 (35%) to fourth in 2025 (24%). This suggests that while flexibility remains attractive, financial rewards and comprehensive medical support have become the stronger differentiators when superintendents consider new opportunities.

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**62% of superintendents ranked bonuses as their number one employee benefit in 2025**

# Working styles

## The Superintendent Employment Report

How and where superintendents work has become a defining part of the employment conversation, with preferences not always aligning with current practice.

### Striking the balance

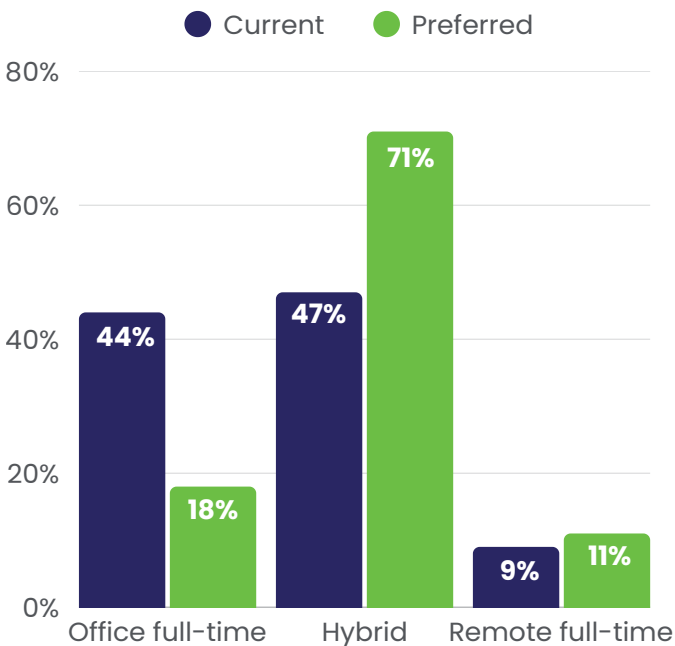
In 2025, superintendent working patterns remain steady, with 44% office-based full-time, 47% working in a hybrid model, and 9% fully remote. These figures are almost unchanged since 2023, showing a relatively stable balance between office and hybrid arrangements.

Preferences, however, tell a more nuanced story. While hybrid remains the clear favourite (71%), it has slipped slightly from 77% in 2023. At the same time, preference for office full-time has grown (13% to 18%), suggesting a modest shift towards valuing office presence. Meanwhile, demand for fully remote working has edged up from 10% to 11%.

*“This subtle rebalancing indicates that while hybrid working is still the gold standard for most superintendents, there is a small but notable increase in acceptance of office-based roles, possibly reflecting changing business expectations or personal preferences for more structure.”*



### Working styles – Current versus Preferred 2025



### Deal or no deal: flexibility at work

In 2025, superintendents still place strong value on flexibility, but fewer are treating it as a make-or-break factor compared to two years ago.

When asked if they would turn down a job without flexible hours, just over a third (36%) said yes—slightly down from 40% in 2023.

The same trend appears for remote working, with 36% unwilling to accept a role without at least one day a week from home, compared with 40% in 2023.

*“This shift suggests that while flexibility remains a priority, it is no longer the red line it once was.”*

With more superintendents back in the office or operating in hybrid models, expectations may be softening, though employers should note that for over a third of the workforce, flexibility still has the power to shape decisions about job offers.



# Retention

## The Superintendent Employment Report

Hiring superintendents is hard. Keeping them is harder. Retention has become the real challenge for employers, as talent moves faster and expectations grow higher.

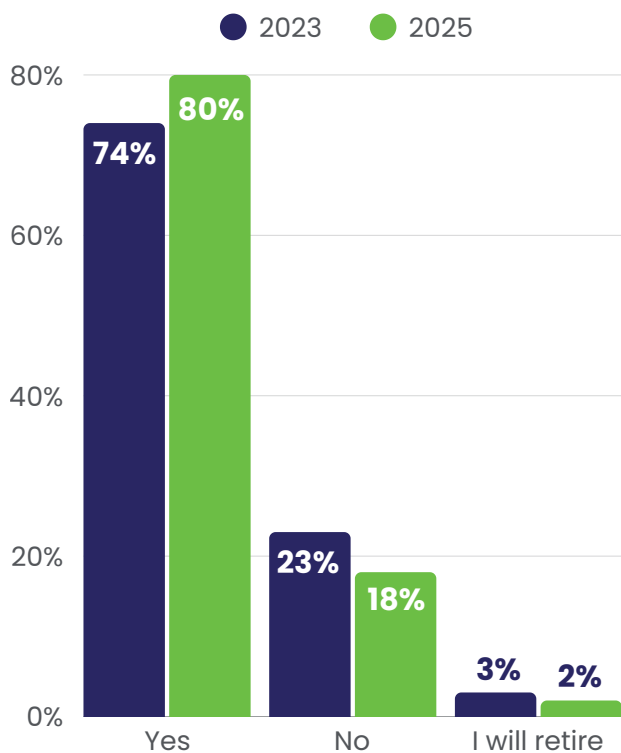
### On the move

Superintendents remain highly mobile in 2025, with 80% planning to look for a new job in the next 12 months. This marks a return to the same high level seen in 2022, following a slight dip in 2023 (74%).

Only 18% intend to stay put, while just 2% are planning to retire, underlining that the vast majority of the workforce is open to change.

*“For employers, this means retention strategies are more critical than ever, superintendents are keeping their options open, and competition for experienced talent shows no sign of slowing.”*

### Job seeking sentiments 2023 to 2025



### Restless regions

Intentions to look for a new role vary sharply by region. In the Americas (92%) and the Middle East & Africa (89%) stand out as the most active markets, with nearly nine in ten superintendents planning a move. Asia-Pacific also shows high mobility (86%), while Europe is notably more settled, with just 73% considering a change and a quarter (25%) planning to stay put.

### Job change triggers

Better salary and benefits remain the top motivator for superintendents considering a job change, cited by 32%. Although slightly down from 35% in 2023, financial reward continues to be the strongest driver of mobility.

Career progression (20%) and better work-life balance (19%) follow, though both have declined since 2022, suggesting that while these factors remain important, they are losing ground to more immediate motivators.

A ‘new challenge’ has emerged as a notable driver, with 10% of superintendents citing it in 2025, a signal that motivation isn’t purely about pay, but also about personal growth and variety.

Other factors, such as misalignment with company culture (6%), leadership style (4%), job security (4%), and relocation (5%), remain relatively minor motivators, though they can still tip the balance for some individuals.

### Job-seeking motivations

Job-seeking motivations	Percentage
Better salary and benefits	32%
Career progression	20%
Better work-life balance	19%
Need a new challenge	10%
I am not aligned with my current company's culture and values	6%
Relocation	5%
Job security	4%
Leadership style	4%

### Ready to relocate

Not only are 80% of superintendents planning to look for a new job in the next 12 months, but many are also willing to broaden their horizons. An overwhelming 78% say they would relocate to another country for a new role, highlighting just how mobile this workforce is.

“

59% of superintendents have been headhunted in the past six months

Hot property

Superintendents aren’t just actively looking for new roles; they’re also being actively targeted. Nearly six in ten (59%) say they have been headhunted in the past six months, up from 56% in 2023.

“This level of direct approach highlights just how competitive the market has become and the increasing pressure on employers to hold onto their people.”

Even among those who haven’t been approached (41%), the message is clear: superintendent expertise is in high demand, and proactive outreach from recruiters and rival employers has become a normal part of the landscape.

Sticking power

The motivators for superintendents to remain in their current roles have shifted significantly in 2025. Salary and benefits have risen to the top (25%), overtaking work-life balance, which has dropped sharply from 29% in 2023 to 18% in 2025. This reflects a clear swing towards financial reward as the strongest driver of retention.

Interestingly, challenge within the role is now cited by 15% of superintendents, making it one of the more prominent reasons to stay. This points to the importance of employers offering engaging, stimulating work that keeps individuals motivated beyond pay alone.

Relationships with colleagues and leadership (15%) remain a steady factor, while motivators such as job security (10%), progression opportunities (8%), and company culture and values (9%) continue to play a role, but at lower levels.

“The data makes one point clear: in 2025, financial reward is king, but challenge and connection are essential if employers want superintendents to stay committed.”

Motivations to stay with employer

Motivations to stay with their employer	Percentage
Salary and benefits	25%
Work-life balance	18%
My role still challenges me	15%
Relationships with colleagues and leadership	15%
Job security	10%
Company culture and values	9%
Clear progression path	8%

The hidden hooks

If salary and benefits are the top reasons superintendents stay or go, what else makes a role worth holding onto or moving for? The data shows that beyond pay, career and workplace factors carry real weight in decision-making.

Beyond the pay cheque

When asked what they look for in a new job, aside from salary, career progression opportunities came out far ahead, chosen by 60% of superintendents.

Other highly valued factors included a collaborative team environment (34%), hybrid working (32%), and job security and stability (32%), highlighting that both culture and flexibility are essential parts of the package.

Meanwhile, leadership quality (27%), flexible hours (22%), and meaningful work (22%) also featured strongly, showing that superintendents want not just stability and structure, but also purpose and effective management.

Less frequently mentioned were development support, employer reputation, and commute, while sustainability and vessel numbers ranked lowest.

# Employee engagement and advocacy

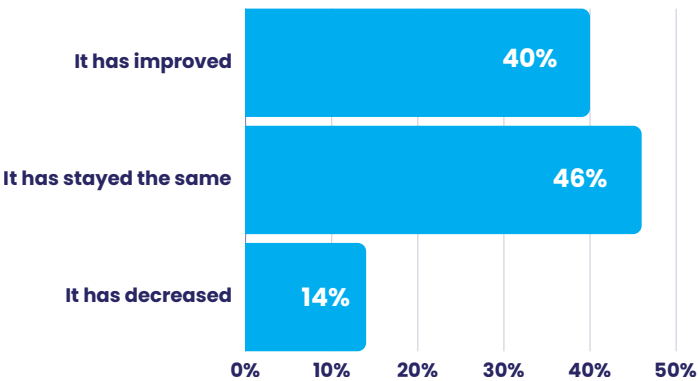
## The Superintendent Employment Report

Employee engagement is shaped by how supported, valued, and connected people feel in their roles. For superintendents, engagement is also tied to recognition, opportunities for growth, and the sense that their work has purpose. These factors influence not only day-to-day motivation but also the willingness to recommend the career to future generations.

### The pulse of engagement at work

Superintendents' engagement has shown some movement in the past 12 months, but it remains far from secure. Four in ten (40%) report that their engagement has improved at work, which is a positive sign for employers investing in culture and leadership. However, nearly half (46%) say their engagement has stayed the same, and 14% admit it has decreased. For a profession under increasing pressure, that dip is a red flag. Employers should view this as a reminder that engagement needs constant attention; it cannot be left to chance.

#### How has your overall engagement at work changed in the last 12 months?



### The recognition gap

Recognition remains a critical gap. Just 29% of superintendents feel their contributions are always valued, while more than half (54%) say recognition only happens "sometimes." Worryingly, 17% feel their work is never recognised.

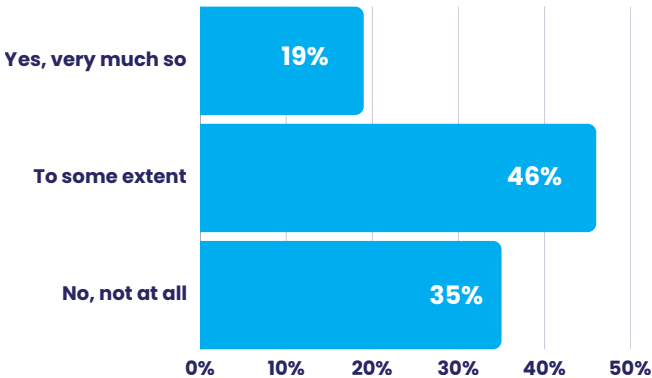
In a talent-short market, where retaining skilled professionals is already a challenge, overlooking recognition is an avoidable risk. Even a simple, consistent acknowledgement can make a significant difference in employee loyalty and satisfaction.

### Room to grow

When it comes to growth and development, perceptions are mixed, and in many cases, discouraging. Only 19% of superintendents feel their company is "very much" invested in their development, while 46% see some effort but not enough. Alarming, over a third (35%) feel their employer is not interested at all.

This lack of visible investment sends a clear message to employees: if their ambitions are not supported, they may look elsewhere to achieve them.

#### Do you feel your employer is genuinely interested in your growth and development?



### Proud to recommend

Despite mixed engagement levels and uneven recognition, advocacy for the profession remains strong. In 2025, 73% of superintendents said they would recommend their career to young people. While slightly down from 2022 (75%), this is an encouraging sign that the role continues to inspire pride and a sense of purpose. However, the 27% who would not recommend the career represent an important minority.

If employers do not address the concerns around engagement, recognition, and development, this group could grow, making advocacy weaker and retention even harder.

“  
**73% of superintendents said they would recommend their career to young people**



# Stress and well-being

## The Superintendent Employment Report

Well-being is now central to conversations about work, and for superintendents, it is inseparable from how they experience their jobs day to day. Understanding how superintendents feel about their job satisfaction, their stress levels, and the causes behind them is critical for employers aiming to create healthier, more sustainable working environments.

### *Happiness: A workforce sitting in the middle*

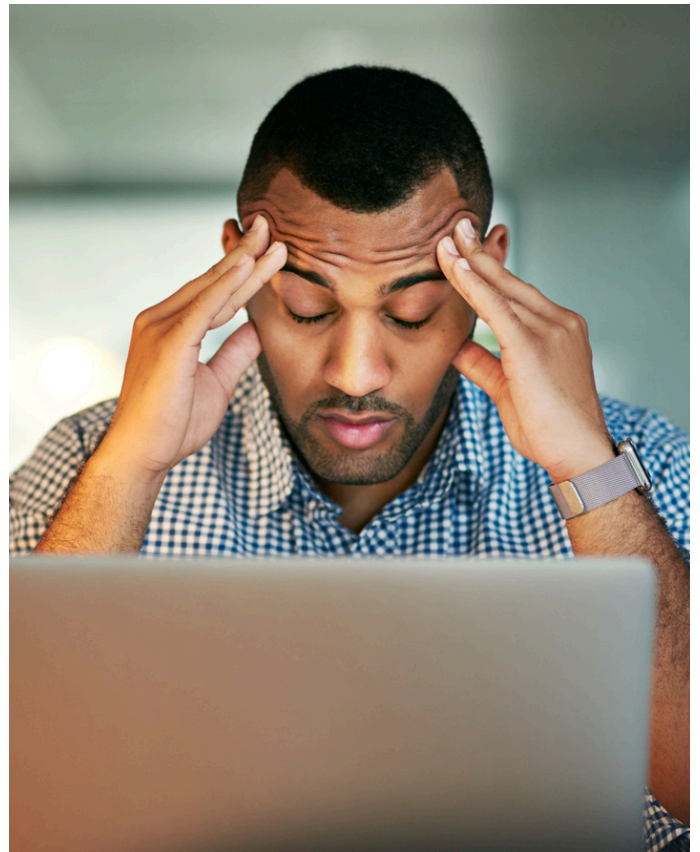
Superintendents are neither deeply unhappy nor overwhelmingly fulfilled; instead, most fall into the middle ground. In 2025, nearly half (45%) described themselves as “content,” while a smaller group (27%) said they were “happy.” At the positive extreme, just 7% reported being “very happy,” while at the other end, 21% admitted to being unhappy or very unhappy. This distribution reveals a profession that is steady but not thriving.

For employers, the challenge lies in shifting more employees from contentment to genuine satisfaction.

### *Living with pressure*

Stress is a defining feature of the superintendent role. 41% described themselves as moderately stressed, 34% as stressed, and 10% as very stressed, meaning the majority live with significant levels of workplace strain. Only 15% reported little or no stress.

For many superintendents, pressure is not an occasional spike but a daily reality. Left unaddressed, this constant undercurrent risks long-term disengagement, health issues, and higher turnover.



“  
**46% of superintendents identified workload as the most frequently cited source of stress**

### *Where the strain comes from*

When superintendents identify the sources of their stress, the results highlight both structural and cultural challenges. Workload was the most frequently cited factor (46%), pointing to the sheer volume of responsibility carried in the role.

Leadership style (34%), lack of resources or technology (34%), and poor work-life balance (34%) followed closely, showing how management practices and organisational investment directly affect well-being.

Deadlines (21%) and co-worker issues (20%) added further strain, while underperformance within teams (14%) and travel demands (13%) contributed for some. Strikingly, only 8% said they do not feel stressed at all, reinforcing just how widespread the issue is.



# Final thoughts and recommendations

## The Superintendent Employment Report

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The 2025 data paints a clear picture: superintendents are highly mobile, increasingly reward-driven, and under growing pressure. For employers, the challenge is not just attracting talent but creating sustainable strategies to retain and engage them for the long term.

### **Make Pay and Reward Strategic**

- Move beyond reactive pay rises to proactive, structured frameworks that balance competitiveness with sustainability.
- Recognise that meaningful bonuses and comprehensive benefits (especially medical cover and AWS) are powerful retention tools.

### **Improve Benefits Communication**

- Too many superintendents remain in the dark about their benefits.
- Regular, transparent communication can amplify the perceived value of reward packages without significant additional cost.

### **Rebalance Work Expectations**

- Hybrid working remains the preferred model, but flexibility is no longer a universal dealbreaker.
- Employers should continue to offer flexibility while setting clear expectations around office presence.

### **Focus on Retention First**

- With 80% of superintendents planning to move jobs, retention must be treated as urgently as recruitment.
- Prioritise salary competitiveness, but also invest in challenge, career growth, and strong leadership to keep people engaged.

### **Close the Engagement and Recognition Gap**

- Recognition is often overlooked but remains a critical driver of morale and loyalty.
- Employers should embed consistent recognition and career development pathways into their people strategies.

### **Address Stress and Well-being Head-On**

- Workload, leadership style, and poor work-life balance are the top stressors.
- Practical steps include reviewing resource allocation, training leaders to manage effectively, and embedding well-being initiatives into day-to-day operations.

### **Strengthen the Long-Term Talent Pipeline**

- While pride in the profession remains strong, nearly a third would not recommend this career to the next generation.
- Employers, educators, and industry bodies should collaborate to showcase the superintendent role as rewarding and sustainable.

Superintendents are the backbone of ship management. Employers who build strategies around fair reward, open communication, career development, and well-being will not only retain today's talent but also secure the future of this critical profession.

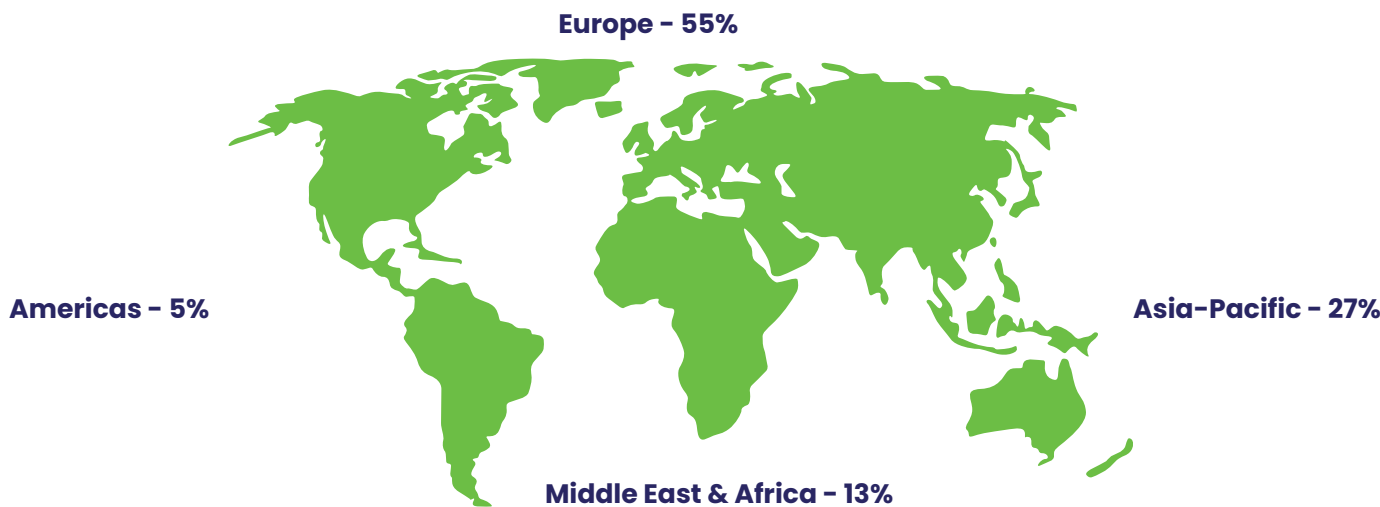
We would finally like to say a huge thank you to the superintendents and employers who continue to support us in this important research.

*Mark, Lorenzo and Sebastian*

# Demographics

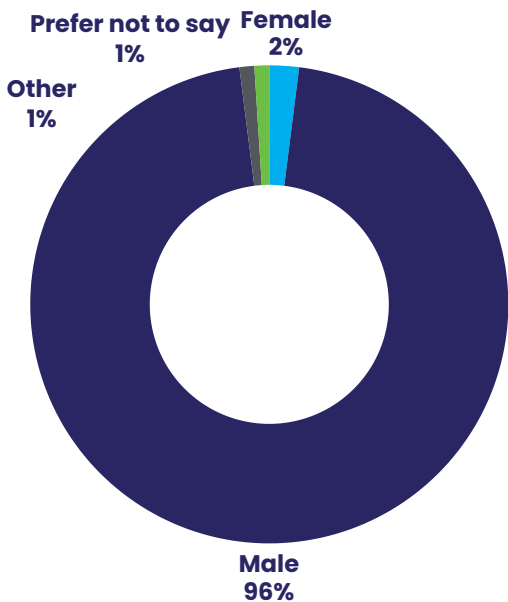
## The Superintendent Employment Report

This world map demonstrates the breakdown of respondents by working location

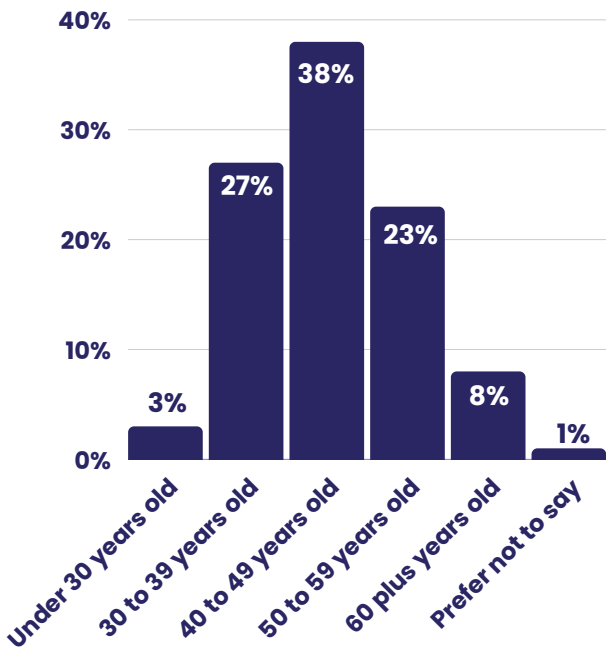


These charts illustrate the gender and age of respondents

Gender



Age

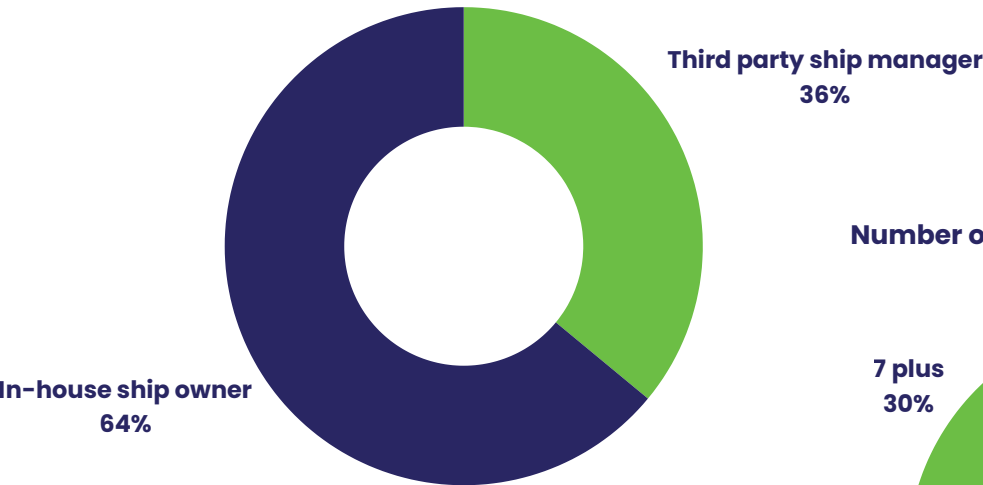




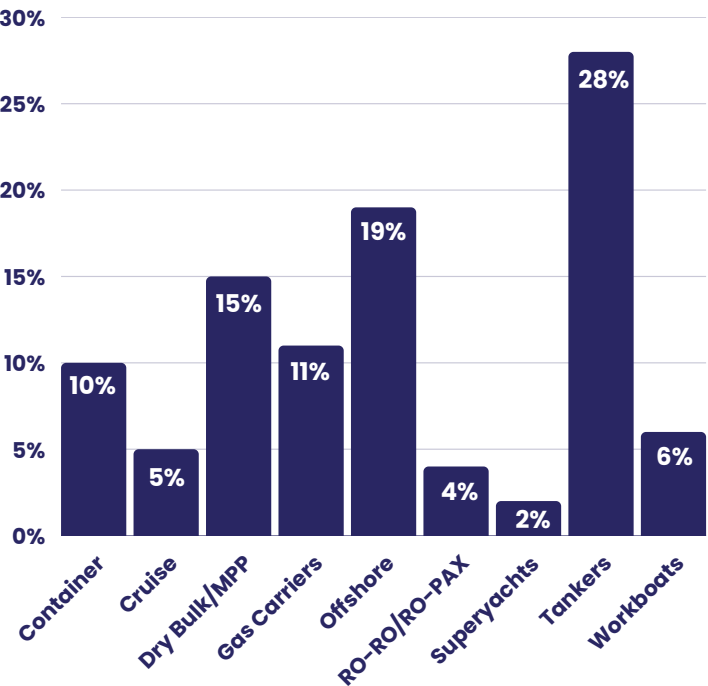
# Demographics - Continued

## The Superintendent Employment Report

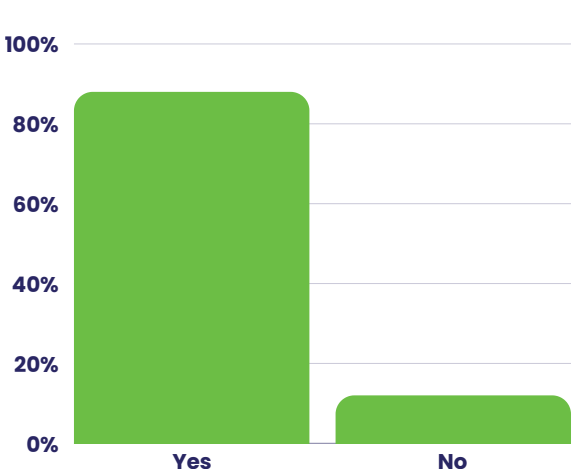
Employer Type



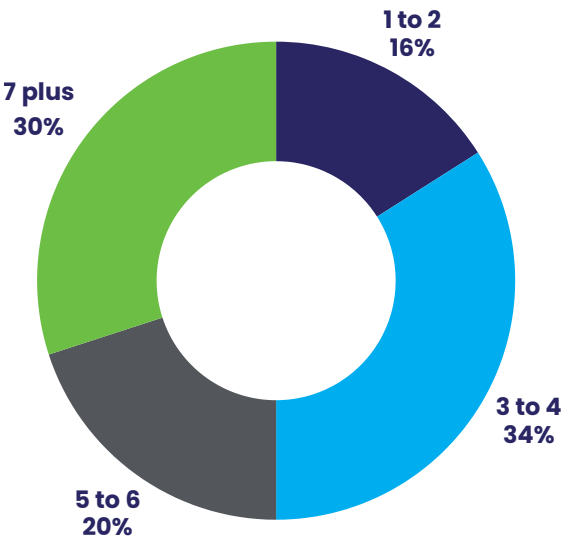
Vessel Type



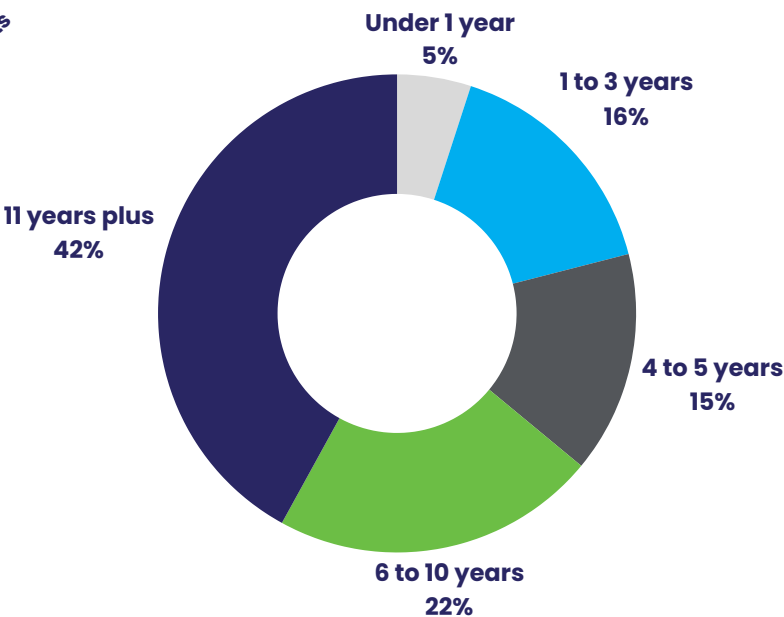
Seagoing experience



Number of vessels managed



Years of shore-based experience





faststream  
recruitment group