

The Crew Report

A REPORT WORTH READING



THE MYS ISSUE

ENGINE ROOM

THE ALARMING IMPACT OF HEAT ON THE WORLD'S MOST EXPENSIVE ARTWORKS

"It can cause the shrinkage of veneers and wood, and you can quite often see cracking."

DECK

A SAFE SPACE

*How to carve
out your own little slice
of sanctity on board.*

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08 / 2018

CAPTAINS

*Crew shouldn't
need to take expensive
legal action to get
the ball rolling
to get paid.*

THE SUPERYACHT ANNUAL REPORT 2018: TRAINING & RECRUITMENT

75%

Crew who would consider, or have considered,
other roles in the superyacht sphere beyond crewing.

CAREERS

For anyone thinking of
moving ashore, what does
the recruitment sector
have to offer?

GALLEY

DESIGN AND DIMENSIONS

*What adds up to the
perfect galley space?*

INTERIOR

Are the demands placed
on designers to achieve
the perfect aesthetic
compromising crew safety?

A row of white and tan inflatable loungers with wooden footrests and the FUNAIR logo is laid out on a sandy beach. The background features clear turquoise water, a white yacht on the horizon, and a bright blue sky with a few clouds.

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WELCOME LETTER

The exhibitors who flock in their droves to the Monaco Yacht Show usually expect to see a rather small, but perfectly formed, turquoise publication being circulated around the event. It is, of course, this esteemed publication – the magazine par excellence for any crewmember serious about a career in superyachting.

You were probably wondering where it was this year before discovering that copies are now sitting aboard every yacht at the show after a carefully mapped

distribution campaign that ensures it is getting into the hands of the right people – the crew.

We set out with a very clear focus this year – to distinguish between what we are saying to the crew and what we are saying to the industry. We realise, obviously, that crew are part of the industry – a big part. But it's very much a case of 'what happens at sea, stays at sea'; operating a yacht is its own unique discipline and we need to treat it as such.

So even though we have consolidated

our portfolio into an intuitive central location, both digitally and in print, we have also decided that the one publication that deserves its own unique pedestal is *The Crew Report*. This is because it is vitally important for us as an industry to have an engaged, inspired and educated crew driving the boats; a quality crew always results in a happy owner. And for those of us landlubbers working ashore, that means we all remain in jobs too.

So, here's to crew. Have a great show season, guys.

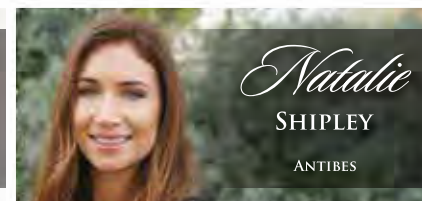
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LET US NOT FORGET ...



BY WILLIAM MATHIESON

William Mathieson praises the growing discourse surrounding crew safety.

I write this a week after attending The Superyacht Design Forum which, despite what the name suggests, was an event offering both breadth and depth, with relevance to all sectors of the industry.

Somewhat surprisingly, but very encouragingly for me personally, one of the hottest topics on the agenda was that of crew safety. Now you might be surprised to hear that this was discussed at a gathering of the design community, but it is precisely because of design that the subject has risen to prominence.

Designers are expected to create something aesthetically beautiful, but it is too often assumed that this focus on form does not compromise function. But it can, and in the worst cases does, run the risk of compromising operational safety.

We are all aware of tragic events involving crewmembers that have been reported in recent times and we all hope lessons are learnt in the subsequent

investigations so we can minimise similarly awful circumstances afflicting others in the future.

But while I make no link whatsoever between design and injury, what the conversation at our recent event did serve to demonstrate is that wider reportage of such sad incidents has put the safety of crew firmly on the agenda of everyone in the industry. And for that we should be very grateful.

Crewing a superyacht is a wonderful job and a privileged opportunity. But as with any maritime occupation, a life at sea brings with it inherent dangers. The industry as a whole is responsible for ensuring that the continued evolution of best operational practices protects our seafarers from such dangers.

We want crewing to remain an attractive career to a new generation – goodness knows, we are all reliant on you – and, therefore, we should all welcome the fact that everyone is finally talking about how best we protect you. **WM**



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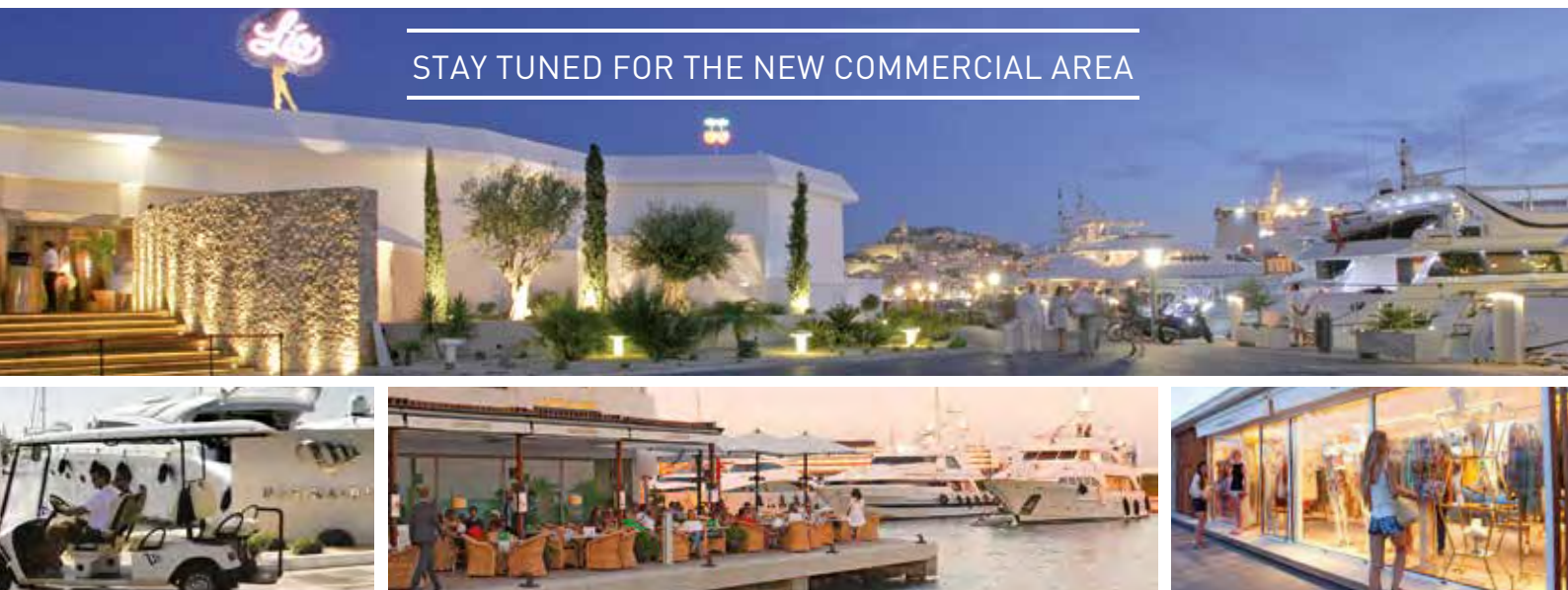
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The Crew Report

08/2018

THE MONACO YACHT SHOW ISSUE

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**The
Superyacht
Group**

"It's absolutely essential to have a well-instructed crew who know what their responsibilities are during boat shows," says David Johnson, sales broker at Denison Yacht Sales and a highly experienced former captain and crewmember. "If a boat is docked in a show environment, it does not mean that someone will only walk on during show hours – there might be early-morning viewings or late-evening viewings because a lot of serious buyers avoid show times or don't want to board the yacht while 20 other people are on there, so it always has to be looking sharp."

"Often crews don't want the boat to sell because they have job security, they are happy on board and they like the owners," says Johnson, although he adds that it's worth crew bearing in mind that they might end up happier with the arrival of a new owner.

Crew are duty-bound to present the vessel to the best of their abilities while they are in the employ of the owner. However, to accommodate their interests, it's a good idea for crew, especially those who are senior and longer-serving, to ensure they have a severance package in

“ You very often have crews who don’t want the boat to sell because they have job security, they are happy on board and they like the owners. ”

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To catch a criminal

WHAT SHOULD CREW DO IF THEY FIND THEMSELVES IN A SITUATION WHERE THEIR CAPTAIN OR OWNER IS COMMITTING A CRIME? *THE CREW REPORT* SPEAKS TO A NUMBER OF INDUSTRY PROFESSIONALS TO GET THEIR ADVICE.

BY RACHEL ROWNEY

There is potentially a huge range of criminal activity that can take place on a yacht, from petty theft to harassment to drug abuse. Talk to any crewmember and they will have experienced and/or seen a crime taking place. But what should you do if such a situation arises? And who can you speak to?

In the superyacht industry, a high level of discretion is required at all times. When dealing with guests and their owners, crewmembers often witness various behaviours, ranging from the unsavoury to the illegal. However, many crew are afraid of being labelled difficult and worry about potential repercussions for their career if they report any bad behaviour. These fears are compounded if this behaviour is being carried out by the captain or a fellow crewmember. As one ex-stewardess explained, "Captains do what they want, because who are you going to report it to? If you do [report it], it could be detrimental to your future career on superyachts – you don't know who your captain is friends with. If any [other] captain hears that

you reported on another crewmember, they wouldn't want to hire you."

For some crew, illegal activity may not be immediately obvious as a crime. "Most crew, most of the time, are unlikely to have the specialist knowledge to evaluate the legality or otherwise of something the captain or owner are doing," says Captain Richard Le Quesne, councillor at the Professional Yachting Association (PYA). "Criminal activity could include use of illegal drugs, use of prostitutes [legal in many places], payment or receipt of bribes, incorrect reporting of goods or persons on board [smuggling or people-smuggling] to name but a few."

Psychological abuse and harassment can, unfortunately, be something that crew have to deal with. In the past few years, there has been a spotlight shone on the epidemic of sexual harassment that occurs in all professions. Many ex-crewmembers report cases of sexual harassment that have occurred on board, either between crew or from guests.

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CAPTAINS

Stop, in the name of the law



WHEN A YACHT IS DETAINED BY THE AUTHORITIES, IT CAN HAVE AN UNSETTLING, EVEN TRAUMATIC, IMPACT ON THE CREW. HERE, *THE CREW REPORT* LOOKS AT THE PRACTICALITIES OF WHAT HAPPENS IN THIS SCENARIO, AND WHAT CREW CAN DO WHEN A YACHT IS ARRESTED.

BY BRYONY MCCABE

Scarcely a week goes by in the maritime world without news of a vessel being detained somewhere. And when the authorities investigate these cases, it is often the crew who are in the direct firing line – whether they are at fault or not. In an international industry where many owners and companies hide behind complex ownership structures or flags of convenience, crew can be tempting targets for authorities looking to find someone to blame.

Following the recent high-profile superyacht arrests of *M/Y Equanimity* in Indonesia, *M/Y Indian Empress* in Malta and *M/Y Force India* in the UK, the issue of what happens to the crew in a detention situation has been raised again. Due to the nature of the *Equanimity* case – which reportedly involved a US-fraud investigation – a number of crew were reported to have been questioned by the authorities. In the cases of *Indian Empress* and *Force India* – which had the owner reportedly caught up in an extradition ordeal – the crew were left with months of unpaid wages.

One detention scenario can be very different from another, but there are certain factors that crew should be aware of, in terms of practicalities, if they find themselves in difficulties.



THE CREW REPORT
ISSUE 86

CAPTAINS SECTION
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Many long-term detention scenarios are caused by the owner's, or owning company's, financial difficulties, in which case the crew may find themselves with unpaid wages. This is what happened on board *Indian Empress* and *Force India*. While some crew were members of maritime union Nautilus International and therefore enlisted its legal team to help them recover lost wages, not being a member of a maritime union does not prevent crewmembers themselves from taking proactive action and, on MLC-compliant vessels, making use of the MLC Financial Security amendment.

"Crew shouldn't need to take expensive legal action in order to get the ball rolling to get paid," says Charles Boyle, Nautilus's head of legal services. "MLC-compliant yachts should have a financial- security certificate displayed on board which will include the contact details of that P&I Club ... to make a claim for missing wages and repatriation costs. If your yacht doesn't have one then you need to ask your captain, management company or, as a last resort, flag state about it."

“Superyacht crew, while perhaps less likely to be caught up in a maritime incident involving detention than crew in commercial shipping, should nevertheless ensure they are aware of the basics of the IMO/ ILO Fair Treatment Guidelines.”

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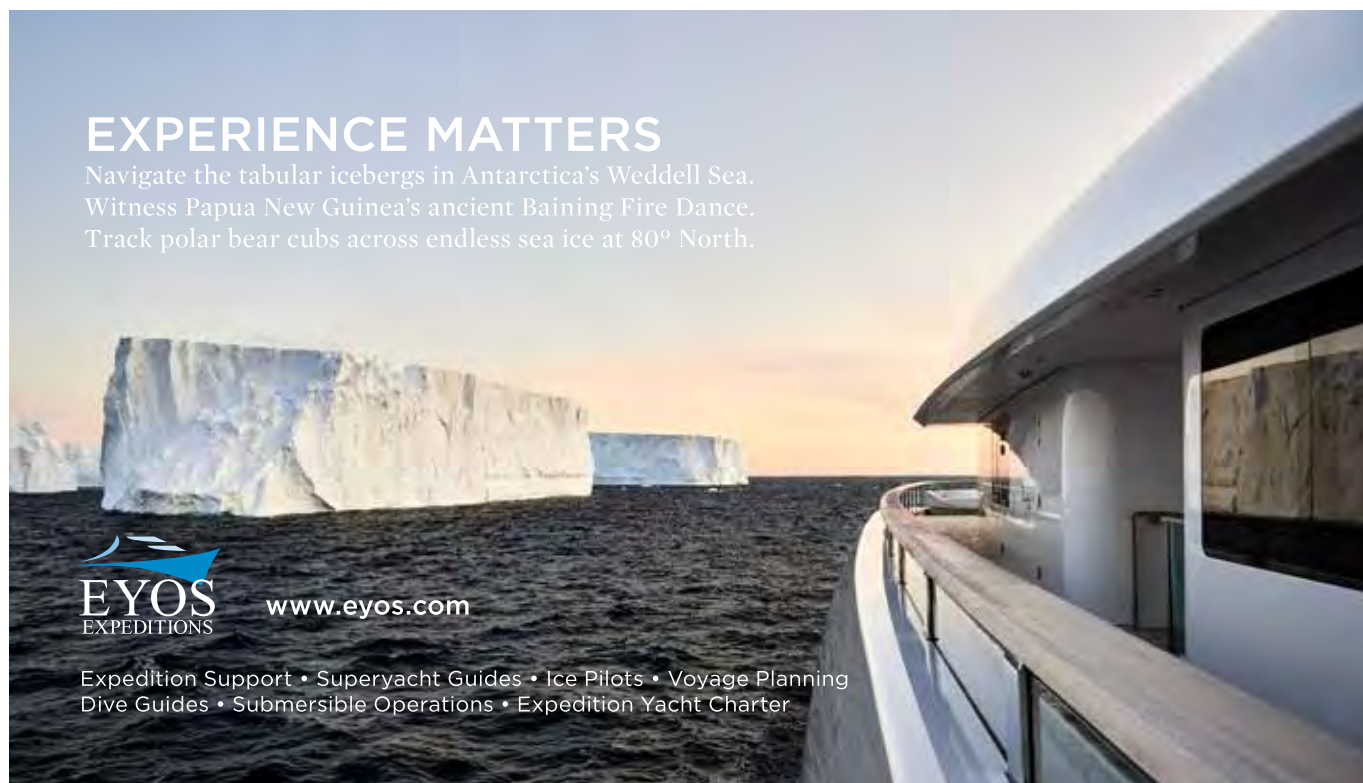


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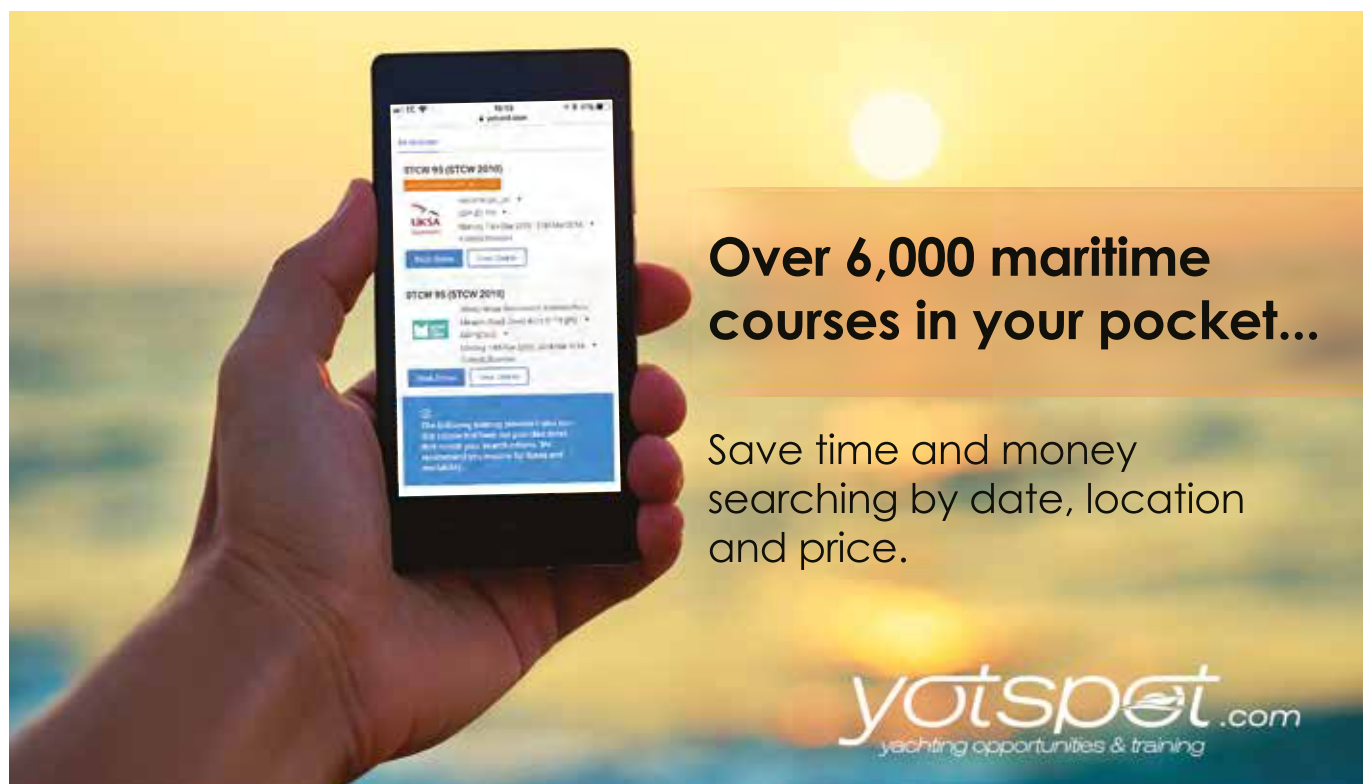
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Once the P&I Club is contacted, it will probably ask to see proof of abandonment, including a statement of wage on the crewmember's Seafarer Employment Agreement and proof of non-payment for a minimum of two months. Boyle says that other practical things to bear in mind are that MLC financial security cover can also include expenses as well as lost wages and repatriation costs. This means, for example, that if a crewmember is removed from the vessel by the authorities and has to pay for other accommodation or food, all receipts should be kept so they can be reimbursed.

In situations where crewmembers are interviewed and potentially being criminalised by an authority, as reported in the recent *Equanimity* scenario, Boyle recommends that a starting point is to refer to the IMO/ILO Guidelines on Fair Treatment of Seafarers in the Event of a Maritime Accident. The development and eventual adoption in 2006 of the guidelines was intended to ensure seafarers are treated fairly following a maritime accident and during any investigation, interview or detention by public authorities, and that this detention is for no longer than necessary.

The guidelines give advice on steps to be taken by all persons or organisations that may be involved following an incident, with an emphasis on co-operation and communication between those involved and on ensuring that no discriminatory or

retaliatory measures are taken against seafarers because of their participation in investigations. The guidelines also recognise seafarers as a special category of worker deserving special protection because of the global nature of the maritime industry and the different jurisdictions that seafarers enter during the course of their profession.

Superyacht crew, while perhaps less likely to be caught up in a maritime incident involving detention than crew in commercial shipping, should nevertheless ensure they are aware of the basics of the IMO/ILO Fair Treatment Guidelines. Nautilus International has provided the accompanying information on page 20 as a handy checklist for crewmembers, so they can quickly remind themselves of their rights, and how they can get advice and assistance if they become involved in a maritime incident. [BM](#)

If a crewmember is removed from the vessel by the authorities and has to pay for other accommodation or food, all receipts should be kept so they can be reimbursed.



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Captains' comments

INTRODUCTION

Crew safety is absolutely paramount to the yachting operation, especially considering the particularly harsh and unforgiving working environment of yachts. But however qualified a crewmember may be, nothing can prepare them for the hostility of the seas, and accidents can be unforeseen, often in exceptional circumstances. Here, we ask captains, 'What are the key threats or compromises to crew safety on board?'

”



Captain David Pott, 56m M/Y *The Wellesley*

CREW SAFETY IS SOMETHING ALL CAPTAINS DO THEIR VERY BEST TO CONTROL. THERE ARE, HOWEVER, TIMES WHERE AS A CAPTAIN YOU NEED TO COMPROMISE IN CERTAIN AREAS.

I would say the biggest issue is trying to control crew and the consumption of alcohol when you have short charter turnarounds with back-to-back charters. I know people work hard and need to let off steam, so I encourage my crew to book into a hotel and not risk coming back to the boat intoxicated.

A second issue, concerning the MLC hours of work and rest, is trying to force crew to take their rest while at the same time keeping the clients satisfied. Crew are chasing gratuities and want to provide a good experience but I find myself having to force them to take rest. I also encourage crew to come to me if they feel



fatigued and that they are at risk of hurting themselves, or they are being a liability to the safety of the vessel. Then I can ensure they are put down for rest.

Captain E. S. Geary

PROPER TRAINING AND ATTENTION TO THE SAFETY CODES MEANS THAT THOSE WHO GO TO SEA IN SHIPS HAVE A BETTER CHANCE OF RETURNING SAFELY.

Even if it's calm and tranquil with fair winds, the sea is an inherently unsafe environment, and even when carrying out mundane and regular duties or adjusting the sails or weighing anchor, the crew is exposed to hazards – some seen, others unanticipated. Masters of these ships and magnificent yachts are trained, highly skilled professionals charged with a multitude of responsibilities to ensure the safety and well-being of their passengers and crew, but at times they can be overwhelmed by the ever-increasing demands of paperwork and record-keeping.

While the records show that passengers on cruise ships occasionally fall overboard, this is generally as a result of drugs or alcohol, but large passenger ships on international voyages have experienced an increasing number of crew falling

overboard. While, in a recent case, a crewmember who fell overboard north of Cuba was successfully recovered after an extended period of time in the shark-infested waters of the Caribbean, many are not so lucky. The introduction and adaptation of the International Safety Management Code (ISM) and the requirements of compliance to a vessel's safety management system (SMS) has had a positive effect on reducing the threats and dangers of vessel operation.

However, in conducting compliance surveys, I've found in a number of cases that safety and man-overboard training is not carried out on a regular basis, with proper records of the drills. The importance of safety lines and the use of properly equipped life jackets with personal locator beacons while underway is sometimes not on the agenda. Regular briefings

should be conducted and logged to ensure the safety of the crew. Technology is also playing a key role to provide increased support to mariners; one example of this is the replacement of CG66 with the MCA and HM Coastguard joining forces to adopt the Royal Yachting Association's SafeTrx.

The RYA's revolutionary and voluntary SafeTrx app is designed to improve safety at sea and will reduce the time required to pinpoint a casualty's location. Using iPhone and Android smartphone technology, it monitors the vessel's journey and alerts designated emergency contacts should the vessel be overdue on a voyage – and the app is free. The RYA's SafeTrx app complements the present emergency alerting equipment but is not designed to be used instead of it.





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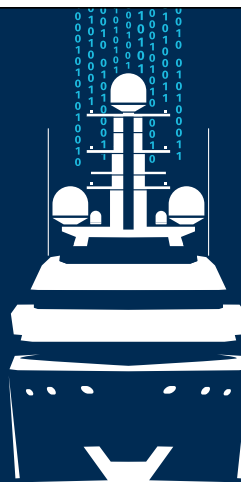
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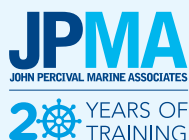
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BY PETER SOUTHGATE

YACHT REGULATION - WE'VE GOT YOUR BACK!

PETER SOUTHGATE, PRINCIPAL CONSULTANT FOR THE CAYMAN ISLANDS SHIPPING REGISTRY, GIVES HIS ANALYSIS OF THE CURRENT REGULATORY ARENA NOW THAT IT IS NO LONGER PURELY ABOUT FLAG AND THE CODE.

Anyone reading the yachting press recently could perhaps be forgiven for thinking the industry is under attack. The regulatory framework under which large yachts operate is no longer confined to the codes of practice and there is now a plethora of different, often confusing, regulatory regimes that the yacht owner has to comply with. 'What happened to just being able to enjoy my yacht with my friends and family?' is the familiar cry.

The original Large Yacht Code in its various forms was first established in the late 1990s in an attempt to regulate the then largely unregulated yacht industry. Although this was not overwhelmingly welcomed with open arms, the industry has become accustomed to using the Codes and, for the most part, this has become a non-issue. After the initial concerns

with the Code, the industry now knows what is expected and owners genuinely see the benefits of building a coded yacht, even if there is no intention of ever using the vessel commercially.

However, just when we thought it was safe to go back into the water, the industry was faced with the much-feared Maritime Labour Convention (MLC) that was heralded as the 'death knell' of the large-yacht industry.

There is no question that MLC was needed in some maritime sectors, but the crew benefits and accommodation standards within the large-yacht sector were generally of a significantly higher standard than the ills that the MLC was intended to cure. Fortunately, the predominant Flag states involved in the yachting industry recognised this early on, and while not being able to exclude yachts

from MLC, they were able to ensure the Convention was applied in a yacht-friendly manner.

In addition to the regulatory regimes originating from international maritime bodies such as the IMO and the ILO, the yacht owner is faced with ensuring that they comply with the complex fiscal regimes based on where the vessel is being operated, particularly within the European Union.

Although the fiscal policy for large yachts is dictated under EU law, the implementation of the requirements by the various member states is anything but consistent. Member states are clearly trying to apply the requirements in a manner compatible with EU law while, understandably, providing for commercial advantage. However, where member states are found not to



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CAPTAINS

THE HR PROCEDURE ON BOARD



HUMAN RESOURCES AT SEA IS NOTORIOUSLY PROBLEMATIC, OFTEN RESULTING IN HIGH LEVELS OF CREW TURNOVER AND UNSETTLED MORALE. HERE, *THE CREW REPORT* LOOKS INTO THE CURRENT HR PROCEDURE AND QUESTIONS WHETHER IT IS STRONG ENOUGH TO SUPPORT CREWMEMBERS.

BY GEORGIA BOSCAWEN

Managing human resources is a monumental task on board a superyacht, so it's hardly surprising that it continually causes discontent for both captain and crew alike. With so many personalities squeezed into this claustrophobic life at sea, issues and disputes are inevitable and should be dealt with through the appropriate HR protocol. However, with so much on the captain's plate, is the current HR process robust enough to adequately support crewmembers?

"It's a very interesting topic because a superyacht should operate as a business, especially when they are used for chartering," says Karine Rayson, director of The Crew Coach. "As far as I'm concerned, there has never been a comprehensive HR system like this on board." It would seem that the current protocol is clearly in need of a review as the industry-wide practice currently in place appears to be both outdated and perhaps actioned by the wrong people on board.

"Crew are your biggest resource and I question how yacht-management companies or captains are going about managing this valuable asset and whether they are actually trained to do so," says Rayson. Crew are an essential part of a successfully run boat, and it



THE CREW REPORT
ISSUE 86

CAPTAINS SECTION
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The thing with this industry is that captains are trained in their niche skills, so they are very good at the hard skills, but there is no training in the soft skills.”

appears that if there are HR issues, other aspects of a yacht's operation are likely to be compromised as a result. “Your crew is your most powerful and resourceful asset, so if that is not managed properly, there will be so many more problems to deal with in the long run.”

Currently, the standard code of practice is based around the typical hierarchical concept of a superyacht, with the captain at the top. As a result, all the standard administrative aspects of HR are approached in a way which is ‘by the book’. But more sensitive issues that require a more tailor-made approach from the captain have the potential to perhaps appear less relevant in comparison to other day-to-day operations of the yacht.

“Naturally, captains have an overwhelming sense of responsibility; they have to finalise the itinerary, run the daily operations of the boat, do the paperwork and all the administrative stuff,” says Rayson. “So, due to the fact that they are knee-deep in the operations of the vessel,

[this] makes managing crew that little bit harder.” Moving HR further down the priority list is, unfortunately, something that is bound to happen on board. This isn't a callous move but simply prioritising the ‘hard’ elements that are in place to ensure the boat is run properly.

“The thing with this industry is that captains are trained in their niche skills, so they are very good at the hard skills, but there is no training in the soft skills,” explains Rayson. “You can also hit a huge obstacle in issues relating personally to the captain because they have a lot of power in the HR process as a whole, so the crew below hit a gridlock – it's like there is nowhere for them to move.”

At some point, it's likely that everyone will have a personal run-in with someone else on board and this may even involve the captain who is responsible for solving such issues. If the situation gets to the point where it can't be properly dealt with by the team on board, a third party would then be called in to resolve the issue. “For things

like bullying, there will be an external party that the crew can turn to for support,” says Rayson. “But, unfortunately, there is no mutual party involved in the HR operations of the boat. So when things get really tough with crew politics and other aspects relating to those on board, the yacht-management company is typically called on board to assess the situation and then to manage it accordingly.”

Essentially, The Crew Coach is working to rethink the current HR process to make it more relevant to the modern working environment. The reality is that if the crew are not happy on board or given the appropriate support, the problems for the captain will be far greater in the long run. The company is therefore aiming to close this HR gap to offer a more relevant service for modern-day crew.

“The industry needs to be more open-minded and, I guess, more willing to change,” adds Rayson. “If they are going to follow the old pattern of how they operate, then nothing is going to move forward, and in terms of HR in the corporate world, that is all changing. HR is now called People and Culture and the concept of HR is being disrupted.” This new way of thinking seems to have been a long time coming; life on board has changed since original HR processes were put in place and this calls for a fresh approach that can successfully support crew.

Sexual harassment is, unfortunately, something that is all too common in today's market, so there is a need to have the right help and support if it was to take place on board. Recently, there has been a shift, with more people feeling they are able to come

forward and speak openly about sexual harassment and this has helped develop a stronger support system for those who have fallen victim to any kind of harassment or abuse.

After recognising an increase in the number of sexual-harassment cases reported by crewmembers, there has also been an increase in those exploring the extent of the problem and the current support system as a result, with the aim of making it more robust. "Since the MeToo hashtag emerged, more and more people are coming out and feeling more comfortable speaking about what has happened," says Rayson. "But how is the industry currently equipped for doing that? Again, they don't have the expertise in managing situations like that. The majority of the industry is very backward when it comes to this area."

Through the efforts of The Crew Coach, there does seem to be a desire across the market to change the process and offer something more to crewmembers that is a better fit for modern life at sea. The on-board process currently in place across the majority of the market is, typically, a one-size-fits-all approach, using standard frameworks and protocol. This is where understanding individual behavioural styles and traits – and how to deal with them – plays a substantial role towards improving the HR process.

"Learning what our behavioural style is and how others perceive us is the single-most powerful tool you can have in any workplace environment," says Rayson. "Research from Boston College, Harvard University and the University of

Michigan found that soft-skills training, like communication and problem-solving, boosts productivity and retention [by] 12 per cent and delivers a 250 per cent return on investment based on higher productivity and retention."

As a result, The Crew Coach offers processes that use a behavioural analysis tool called DISK ADVANCE to assess each unique behaviour on board and, therefore, has the ability to offer tailored consultancy to ensure crew are managed appropriately. "If heads of departments implement the necessary strategies to improve the crew culture on board, crew morale and engagement will essentially

increase," explains Rayson. "If they could simply master this, they would not only be profiting financially but would also have a positive living-workplace."

There are so many recorded cases of poor HR or mismanagement, all of which point to the fact that processes are out of date or those in managerial positions are not equipped with the right tools to handle the array of situations that may present themselves on board. While it may take time to filter across the entire industry, there are support systems out there that can really help shift outdated HR approaches into the 21st century. [GG](#)

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SUPERYACHTS MAY LOOK GLAMOROUS FROM THE OUTSIDE AND THEY ARE INDEED GLAMOROUS, BUT THEIR PRIVILEGED SPACES ARE RESERVED FOR OWNERS AND THEIR GUESTS. THEREFORE, WHAT MUST CREW DO TO ENSURE THEY GET ENOUGH 'AIR TIME' OF THEIR OWN?

BY RORY JACKSON

Superyacht crew often have little outdoor access and such a lack of opportunity for personal space can cause issues on board. So how can crew mitigate the negative effects of cabin fever to ensure their operational efficiency is optimised by a respect for their welfare?

It should be said from the outset that if small spaces, a close proximity to people and limited free time is a deal-breaker, then perhaps a career in superyachting is not for you. However, it must also be noted that such conditions are not a constant; if you are willing and able to deal with living on board a superyacht during the busiest periods, then the chances to enjoy some of the world's most enjoyable and exclusive experiences can be many and varied.

"I think that as a starting point, crew must generally be aware that during the time you are working on board a superyacht, the amount of free time and opportunity for rest and relaxation will be limited," says Paul Rutherford, general manager (cruise and yacht) at Viking Recruitment. "Naturally, this depends on the size of the superyacht, whether or not the vessel is private or charter, how heavily the yacht is used by owners and guests as well as a number of other factors. But as a general rule of thumb, the smaller the superyacht, the more limited the space that is afforded to crew."



While superyachts are, by definition, spacious and luxurious, it is important to remember that they are designed this way to ensure that the owner and guest experience on board is optimised – not to cater for crewmembers.

"It's a fact that the interior, particularly those who are not part of the service teams, where meals are often taken on the outside decks, do not get the opportunity to spend much time outdoors," says Joey Meen, CEO of the G.U.E.S.T Program on behalf of the Professional Yachting Association. "The junior laundry crew in particular suffer the worst, with long hours in lower-deck spaces, often without portholes. Traditionally, the foredeck areas have been available for all crew to enjoy during rest breaks and time off while on board, albeit that they often share the areas with the storage of the toys and tenders, regardless [of the fact that] these areas often are set up as crew spaces, with seating, for example, and away from guest areas."

Part of the PYA G.U.E.S.T introduction module covers "life on board and maintaining health and personal well-being", with an emphasis on the awareness of personal well-being. This includes topics such as mindfully adopting healthy diets, getting enough sleep, awareness of the effects of alcohol and drugs as well as finding time for a fitness regime – ideally outdoors, such as taking time to walk or run when opportunities for getting ashore arise to maintain well-being and health.

"We have observed that the junior crew attending the introduction training are not easily put off by the facts given of yachting life as an interior crewmember

[because] the trainers prepared them for the role and make them aware of what to expect," adds Meen. "However, it is a common complaint by the interior departments [that they] are not getting outdoors, and often we hear seasoned interior crew comment on having been to many locations, but only seeing them fleetingly through the porthole window. We also hear of skin conditions and hair damage due to prolonged time in air-conditioning environments, which can only be a sign that these crewmembers clearly need some regular outdoor time in the fresh air."

'Accommodation and recreational facilities' (14), regulation 3.1 of the MLC directives, states, "All ships shall have a space or spaces on open deck to which the seafarers can have access when off duty, which are of adequate area having regard to the size of the ship and the number of seafarers on board."

Meen adds, "By rights, new builds should be providing

this as a norm, more now than ever before. If this is not happening then, as a sector, we need to ask why these directives are not being followed, and more so the yacht designers need to understand better the importance of these spaces for crew well-being if they are being given away to guest use or the on-board toys."

Lien Eggermont, yacht recruitment consultant at Viking Recruitment and a former chief stewardess on board a 40m superyacht, says, "There will always be a separate area for crew but the spaces in the crew mess may well be used for a whole host of possible jobs. It may be required for laundry, as extra preparation space for the chef or as an office for the chief stewardess."

Access to outdoor space can be restricted by the size of the vessel in question. Naturally, the very largest superyachts have far more deck space available to crew, while smaller superyachts will have much

“All ships shall have a space or spaces on open deck to which the seafarers can have access when off duty.”

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less space. The upside of this for smaller superyachts is that they will, for the most part, be found berthed in marinas and, consequently, this should provide opportunities for crew to benefit from direct contact with land, whereas crew on board larger superyachts will have far fewer chances to get ashore.

"How to resolve the issue of outdoor space should surely come from both awareness by the officers to ensure that all crew get time to go ashore or provide some space for crew on deck, as well as educating individual crew on the importance of taking opportunities for using the available spaces, or getting ashore when possible, and not just to walk to the bar!" says Meen.

Nicola Morgan, director at yacht recruitment specialists wilsonhaligan, adds, "I think there is more awareness of these issues today. People are being [much] more active and lots of captains and senior staff are more understanding. Sometimes, if there isn't the space on the yacht and the guests are ashore, it may be a case of having a quick swim around the boat or anything like that. I think issues surrounding a lack of outdoor

time are more talked about now, and even if there isn't a dedicated space for it, captains are quite understanding and will try and make some space available for crew."

It is important when considering a role on board a superyacht that individuals carefully consider what it is they want to take away from the experience. For some, the idea of busy charter seasons with little free time is particularly unappealing, while for others this life at sea is exactly what they are looking for. Busy vessels can yield an attractive financial reward and, for many, the idea of a busy season with a high pay-out is worth the limited free time outdoors. On the other hand, there are those who would much prefer to work on board a private vessel that is used only infrequently by the owner and their friends; in these instances, the lack of 'fresh-air' time is not a particular issue.

Successfully mitigating the negative effects of living in confined indoor areas for long periods is as much about managing personal time as it is about captains and senior staff being aware of MLC requirements. Therefore, when an opportunity does present itself to get some fresh air and have some exercise, then take it. [RJ](#)

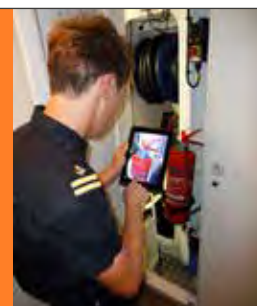
“ Educate individual crew on the importance of taking opportunities for using the available spaces, or getting ashore when possible, and not just to walk to the bar!” ”

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YACHT CREW SAFETY

BY BEN DUXBURY

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**BEN DUXBURY, GENERAL MANAGER
AT INSERVE YACHTS, EXPLAINS WHY
LIVING AND WORKING RESPONSIBLY
IN A SAFE SPACE IS KEY TO
PROVIDING EXCELLENT SERVICE
AND HOW CREW CAN CONTRIBUTE
TO PREVENTING ABSENCE DUE TO
INCIDENTS OR ACCIDENTS.**

I think it's safe to say there are no better reasons for yachts to exist than for escapism, fun and good times for owners and guests. Crew safety is not an exciting subject, but how does it fit in with the cruising, water sports, cocktails and delicious snacks in sensational locations around the globe?

Many take the view that crew safety is easy: just take care, don't trip over a rope or stand in a snap-back zone and watch out for your shipmates. Sadly, a catalogue of tragic maritime incidents gave rise to international conventions and codes including SOLAS, the ISM code and MLC 2006 which are now a vitally important reality in our working lives. We believe that's a good thing.

Crew safety rarely comes pre-programmed into either the yacht or crew, but while we are clearly seeing an

improving safety culture at all levels of seniority, this must be underpinned by an effective on-board safety-management system (SMS). This SMS must be designed, adapted to each yacht, communicated and then applied effectively by the crew who may or may not have undergone formal safety training.

This is where the shore-side support team administering the SMS truly add value by working with captains and senior officers to ensure that the overarching objectives of safe operational working practices, along with all other operational objectives, are carried out in a safe environment while protecting our marine environment through pollution-prevention controls.

Let's take a closer look at the issue of safety for entry-level crew, many of whom may have no maritime or boating experience. How is

this an issue? Yachts come with a health warning built in due to unique working conditions, unusual hazards and the fact that they are their own emergency services. Not everyone knows this but those embarking 'ab initio' come with a reasonable expectation to be embedded in a safe environment and to be properly trained in safe working practices. It is, therefore, reasonable that each yacht and the industry as a whole delivers on this expectation, the seeds for which may have been planted during basic safety training or from peers in the industry. It is worth highlighting that directors of yacht-owning companies may have a duty of care to those on board their vessels; the weight of responsibility for safety lies with the captain, the yacht's owning company, potentially the DPA and crewmembers themselves.

Given that safety is not the favourite topic for most of us, but at the same time we expect to feel secure in work and at rest, maintaining safe operations

and driving for constant improvement is something that requires effort. To this end designers, shipyards, class, Flag states and other influencers all play their part in creating safe working environments. However, the crew are expected to engage in practical operations that sometimes entail risks that must be identified, assessed and mitigated against.

This process and associated procedures may well need documenting as a means of capturing experience that can be learnt from through a review of documents. While documentation does not in its own right ensure safety, it should, if effectively implemented, corroborate the intent to create a safe working en-

vironment – and that should always be our aim.

We all know that bureaucracy can become burdensome and lead to shortcuts, with time constraints compromising good practice and negative practices becoming the norm. The consequences of this could trigger incidents or accidents if not caught early. To mitigate it, innovators in the industry constantly seek new technologies that streamline processes to make safety management more efficient without compromising standards, accuracy and reliability.

Ideally, safe working practices should run smoothly behind the scenes while crew go carefully about their important day jobs without distraction. In reality, there

is, of course, a fair workload, but a well-conceived SMS working in unison with the appropriate regulations is just one of the many tools that support the captain and crew in operating the yacht for its designed purpose: safe fun, exclusive service and good memories for all.

We are proud to be part of the crew-safety solution by designing and implementing bespoke safety-management systems. We do this with a team of highly experienced professionals using a best-practice approach embedded into new technologies, such as our innovative e-SMS app which puts the whole process into convenient hand-held devices, the data for which is held both aboard and on our secure server. [DD](#)

Innovators in the industry constantly seek new technologies that streamline processes to make safety management more efficient without compromising standards, accuracy and reliability.

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INTERIOR

Aesthetics vs practicality



HOW IS IT THAT THERE ARE STILL
ELEMENTS OF DESIGN THAT
THREATEN TO COMPROMISE THE
SAFETY OF THOSE ON BOARD?

GEORGIA BOSCAWEN

Safety is, of course, one of the most important aspects of superyacht design, construction and operation, yet there are still elements that threaten the lives of crew. Owners and designers obviously want their creation to look as good as possible, but compromising a safety element in favour of a practical one should be unthinkable. The severity of these compromises varies from the layout of the laundry room to the mooring deck; however, if there is a better solution to a problem that can be found earlier in the process, then it should be considered.

This, it seems, is the crux of the matter. Crew safety and the practicality elements of a yacht are often considered further down the line after the design has been agreed, which means it's then too late to begin making major changes in favour of the crew without incurring significant costs to the owner. During The Superyacht Design Forum in June, Jo Assael of Döhle Yachts together with David Goldie and Derek Munro of Divergent Yachting gathered to discuss just that and how the industry could avoid crew-safety issues and additional costs to the owner at the same time.

"It all comes down to communication and engaging with the right people at the right



time," says Assael. "There is a misconception that these items are often at odds with each other but, more often than not, they are just neglected at the correct stage. [This] means that [when you] need to implement an item which is a very basic crew-safety item, it then has to come in as a change order, it then comes in as a cost and at a price to the aesthetics that the designer has tried to achieve."

The general consensus is that the design often overlooks the details that make the crew's life on board that much safer. However, if the process was approached in a different and more informed way, so many of these issues could be avoided.

Annoyingly, changing significant parts of the process is easier said than done, but there is certainly something to be said about the way in which designers, shipyards and all parties involved approach the early phases of a project. "When I look at a boat, I will look at it differently from a designer," says Goldie. "The designer will look at the flowing lines of the project, but I look at a boat and I think, 'Where do they launch the rescue boat from?' or 'What would that be like in a force three doing five knots?'. The sooner someone can get in from a safety, SOLAS, International Safety Management code (ISM), Flag and Class perspective, the cheaper it will be in the end and, by default, the safer for the crew at the end. I will always look at something as operational, not aesthetical."

The truth is that despite all the rules and regulations in place to protect crew at sea, there are still many features that somehow slip through this seemingly very thorough

“

We are relying on an operational fix to solve an inherent design problem, so being able to get in and do the risk assessments ahead of time is hugely beneficial.

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process of safety-related scrutiny. This appears to be happening to the point where things either have to be changed at the last minute, at a considerable cost to the owner, or the crew will have to work in sub-standard safety conditions.

"I've gone into the last stages of a build and thought to myself, 'How have Class or how have Flag signed that off as that is just inherently not safe?'," adds Goldie. "For example, I can walk on board and see that the lead of that rope to the rescue boat on a particular yacht will tip the crew out of the boat, and I think to myself, 'How have Flag passed that?'."

The current process does seem to be disjointed in the way that it is typically executed by those involved in the design phase of the project. There are so many safety codes of practice from the operational perspective but what should be happening is to look at these from the design perspective before it becomes too late in the build process.

"A lot of the regulations that protect the crew are not prescriptive requirements of how you build a vessel to protect the crew; they are operational and they are retrospective once you have a boat," says Assael. "You could design a boat that is inherently unsafe and then ISM comes in at the end and tries to make it safer as a boat. The same goes for the code of safe working practices. Again, it has nothing to do with how to design and build a boat; it gives you instructions and guidance on how you can operate it afterwards. We are relying on an operational fix to solve an inherent design problem, so being able to get in and do the risk assessments ahead of time is hugely beneficial."

One of the prime examples of this conflict in priorities is the composition of the tender garage. Often, it seems, the designer will work to create a tender garage that takes up as little space as possible in the GA. However, this prevents the crew from doing their job properly – and can also compromise their safety. "The problem with a tender garage is, in some cases, [that] the designer will be thrilled that he managed to get both tenders in with 5mm of clearance because space is optimum,"

says Goldie. "How are they supposed to maintain, do engineering, do weekly checks, do monthly checks on the engine in a tender garage in which you couldn't fit a person to go and do it? There is a conflict between the designer making the space as small as possible so that the tender can get in safely. But once they're in there, nothing can be done with them."

The message here is that because of the considerable chain of command that goes into creating a vessel, there is scope for certain parties to abdicate responsibility when it comes to the safety of the crew. Theoretically, the solution would be to approach the design phase in collaboration with those on the safety and operational side.

"My advice to designers is bring somebody else in who looks at the design operationally, rather than aesthetically, and get involved with the yacht that you have designed at a later stage," says Goldie. "This is not a fire-and-forget thing, it's a living beast that people need to operate. So get on board that thing that you've designed and watch people operate it, then if something doesn't work, it won't be designed like that again." **GB**

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ON-BOARD EMOTIONAL SUPPORT

BY TONY NICHOLSON

BY TONY NICHOLSON

MENTAL HEALTH REMAINS ONE OF THE MOST NEGLECTED GLOBAL HEALTH ISSUES, AND THE YACHTING COMMUNITY IS NO EXCEPTION, EXPLAINS MEDAIRE'S TONY NICHOLSON.

A recent survey of yacht crew found that more than 70 per cent have either suffered mental-health problems or know someone who has. Sadly, those crewmembers also said that no support was put in place to help them cope when they were struggling with stress and general mental health on board. The vast majority of the respondents (75 per cent) said the industry was not doing enough to tackle mental-health problems of crew.¹

While companies in traditional industries have been offering employee-assistance programmes for years, these have rarely been made available to yacht crew, either because of the small number of staff or the temporary nature of vessel employment.

However, when the demographics of yacht crew

are reviewed, taking into account the lifestyle and work pressures, it is clear that emotional and mental-health-support services should be offered as standard to crew.

Even in the best of circumstances, the 20s are a challenging age for mental health. While major depression can occur at any age, the average age of onset is in the mid-20s. Biology, life's transitions, the invincibility of youth, alcohol consumption and possible drug use and experimentation contribute to the emotional highs and lows. For crewmembers, those stressors are magnified – close quarters, long hours, little sleep, away from family and friends. It can be a recipe for feelings of isolation, desperation and powerlessness that can quickly get out of control, putting the individual and

others at risk.

Many vessels are not equipped to – or even aware of how to – provide mental-health services to their crewmembers. Furthermore, many crewmembers with such conditions are reluctant to share personal information and may be fearful of being stigmatised.

These realities led MedAire to extend its capabilities to offer emotional-support services. Designed specifically for the unique needs of those who live and work on yachts, MedAire Emotional Support Services assists captains and their crewmembers to deal with psychological and emotional issues where short-term counselling is appropriate.

The need for immediate consultation services is illustrated by the experience of a crewmember in Japan. Fearful that the medication

Captains and management companies have a responsibility to promote crew health and well-being, support crewmembers at risk and have plans in place to respond to people showing warning signs of emotional distress.

he was taking for a depressive disorder would run out, the crewmember cut his doses in half. Unfamiliar with local medical protocols, he found it difficult to find help and began experiencing suicidal thoughts and exhibiting violent behaviour.

We built our emotional-support programme to remove the barriers to getting crew the help they need. One of the biggest concerns we heard from crewmembers was that they were too embarrassed or uncomfortable to tell their captain that they were having trouble. They didn't want their personal struggles to be common knowledge among the rest of the crew.

MedAire's solution is to provide counselling sessions as part of a bundle. Each crewmember can contact MedAire directly and receive up to five counselling sessions per issue. This type of service delivery allows the

crewmember to reach out when they need help without waiting for permission or approval from the captain. And because emotional issues rarely affect only the crewmember involved, their immediate family can also benefit from the service. Providing support to the family at home can mean a more productive, happier, longer-term crewmember.

Captains and management companies have a responsibility to promote crew health and well-being, support crewmembers at risk and have plans in place to respond to people showing warning signs of emotional distress.

Crewmembers should be encouraged to seek help and be referred to mental-health professionals who can support them when they are at shore AND when they are at sea. [TN](#)

1. Source: Yachting Pages Media Group, April 2017

Best practices for creating a culture of emotional support

1. Allow crewmembers to access professional mental-health and emotional-support services privately and confidentially.
2. Ensure support is available 24/7, anywhere in the world. Emotional turmoil isn't limited to the daylight hours.
3. Consider the worst-case scenario. Emotional issues can quickly escalate. Have a support service to coordinate emergency medical services on a 24/7 basis, including emergency referrals to mental-health facilities and doctors, medical-treatment expense insurance, emergency medical payments, medical evacuation or repatriation, dispatch of medical specialists and emergency travel for family members.
4. Create the culture. Emotional and mental support is a 'must have', not a 'nice to have'.

Help spread the word

World Suicide Prevention Day: September 10
World Mental Health Day: October 10

Emotional-support programmes can assist crew struggling with

- Isolation and loneliness
- Demanding work pressures
- Health issues
- Work stress
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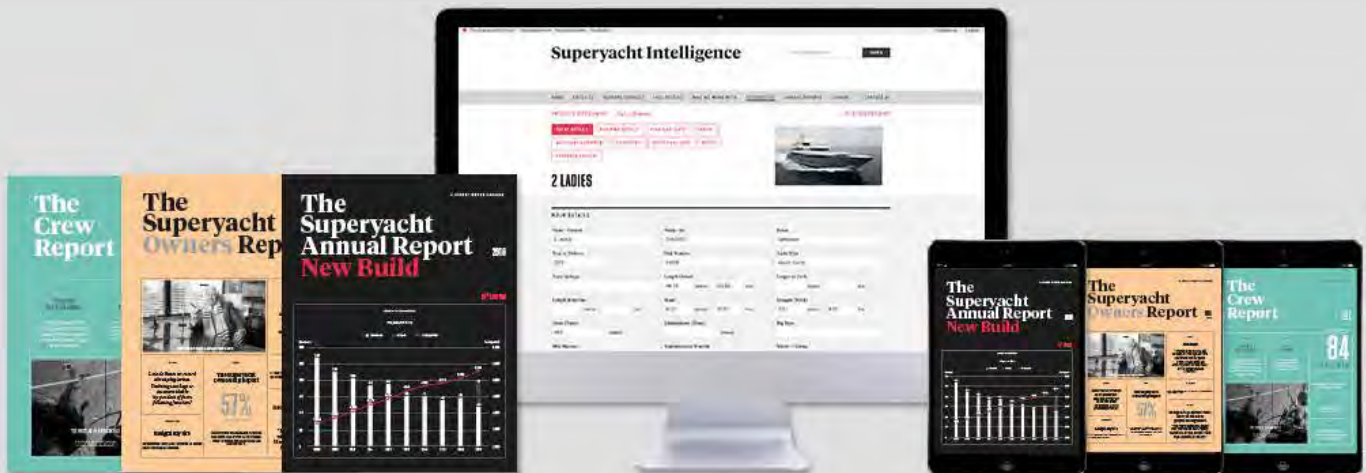
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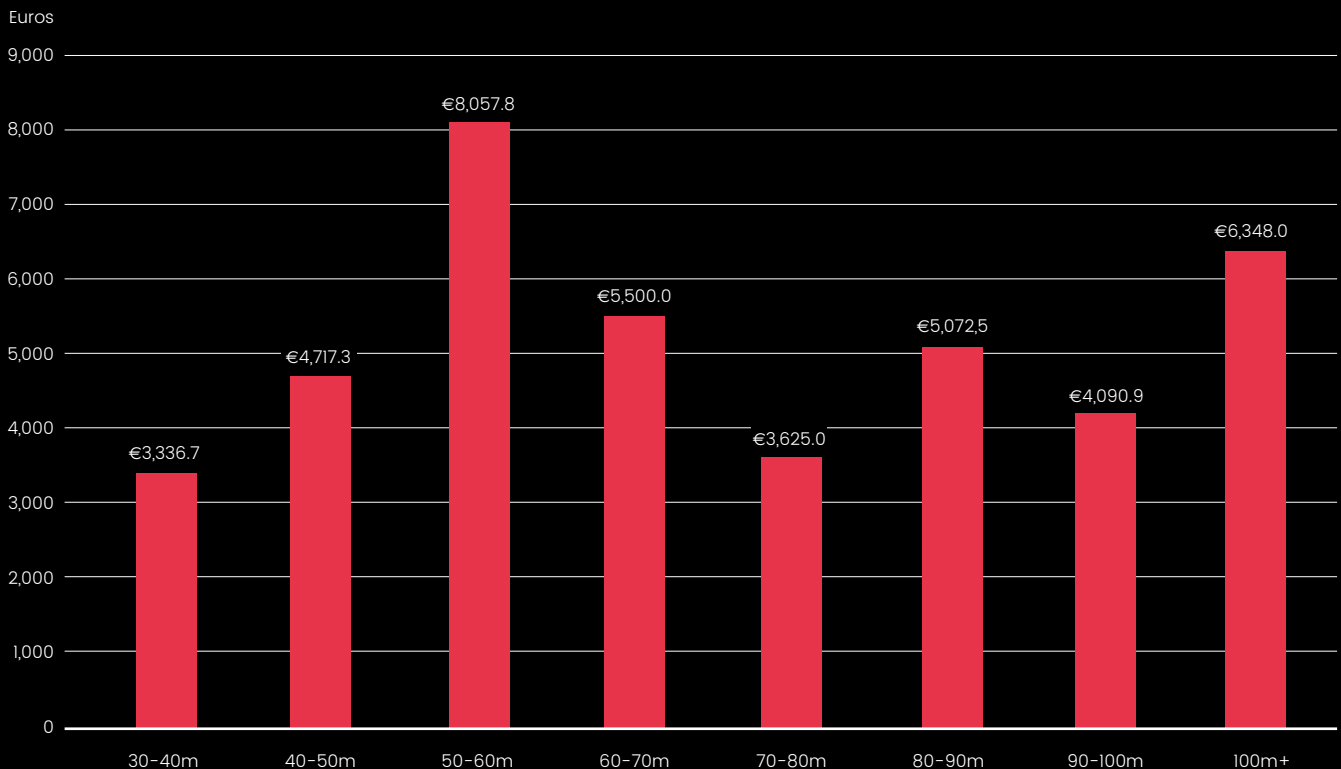
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The Superyacht Annual Report Training & Recruitment

2018

FLEET INTELLIGENCE

*Average annual spend on training per crewmember
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VALUE-ADDED

William Mathieson introduces an exciting one-off addition to this year's flagship issue.



BY WILLIAM MATHIESON

As part of our strategy to deliver the year's most valuable edition of *The Crew Report* at this most important time of the year, where we bring together senior crew and industry for the greater good, we have opted to combine our biggest edition of the magazine with *The Superyacht Annual Report 2018: Training & Recruitment* to create what is the most powerful evaluation of pertinent crewing issues you'll find on the market.

This special market report, which is incorporated into our flagship edition of *TCR*, will maximise the reach it has to both industry and operators.

The contents of this special report are profound; we have spent the past six months surveying hundreds of crew on yachts of all shapes and sizes to determine their sentiment, perception of and interaction with the training and recruitment sector. This is as accurate an insight into how the training and recruitment sector's clients engage with you that there has been to date.

As an industry, we pore over the idea that crew have been at fault for the exodus of owners in recent years – and for crewmembers reading this who weren't aware of that, I'm sorry, but it's the duty of shoreside professionals to evaluate whether recruitment processes and the subsequent career development of crew is robust enough.

That is not to say that it isn't but, as with any industry, there is always room for improvement. So what better way to step back and take stock about the efficacy of our processes than to hear, from the horse's mouth, how effective the recruitment sector is in turning people into competent, qualified crewmembers who view their careers in the long term.

I hope all parties involved in this coalface process find the report to be both useful and insightful. This is not a critique of any service providers; it is a valuable piece of research into improving how we, ultimately, improve crew retention. **WM**

The Superyacht Annual Report

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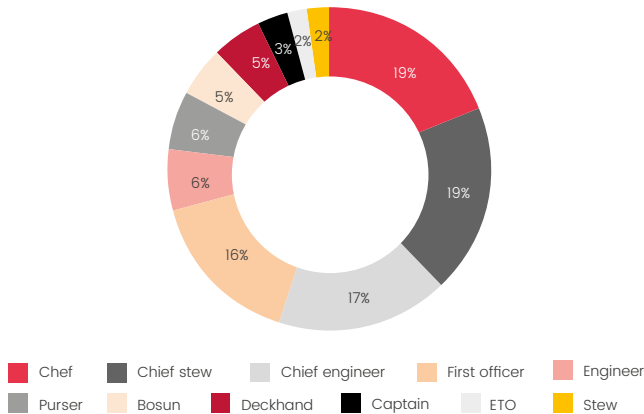
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THE SUPERYACHT ANNUAL REPORT 2018: TRAINING & RECRUITMENT

Crew position most challenging to recruit for, according to captains



In this 10-page special report, we present the findings of a four-month research project into crew sentiment towards providers of training and recruitment services. This report also draws on insight from senior crew into budgeting for the provision of these services..... 4

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THE SUPERYACHT ANNUAL REPORT 2018: TRAINING & RECRUITMENT

BY CHARLOTTE THOMAS

Professional crewing has evolved over the past 30 years from a job in a cottage industry found only by those in the know to a mainstream career choice with defined certification, regulation and pathway. So what do modern crew think of superyachting as a long-term option, who pays for training and what are the preferred modern methods to secure your next position or fill the crew vacancy on your yacht?

In the early 1990s, things seemed so simple. Superyachting was still a fledgling industry, the fleet was relatively small (both in terms of numbers and average size of yacht) and many career-focused crew were passionate sailors, augmented by stop-gappers who often would work the summer season on yachts and the winter season in the ski resorts. The main qualifications for senior positions tended to be a commercially endorsed Yachtmaster or Ocean Yachtmaster ticket and a heap of experience. Then, as the decade progressed, everything began to change. An explosion in superyachting was met with the development of the first real superyacht-specific qualifications, based on the tickets used in the merchant-marine sector.

Yachting became more professional, the career path more structured and training a mandatory part of moving up the ladder. The training itself became far greater in its extent, with a concomitant increase in cost and also in specialist, yacht-focused training schools. Moreover, the jobs market became more fluid as the fleet rapidly expanded from around 1,500 yachts over 30 metres in 1992 to where we are today – close to 5,500 yachts above 30 metres if we include projects currently in build. So what has changed in that time, how do junior and senior crew view the industry in terms of a career choice, where are they electing to train, what is it costing them and where and how do crew find jobs?

The Superyacht Intelligence Agency set out to build on the comprehensive Golden Ticket survey it conducted in 2015 by creating a new, detailed crew survey dealing specifically with training and recruitment. With more than 120 responses, a large proportion of which came from captains and senior crew, the results make very interesting reading.

THE LONG-TERM VIEW

When we asked crew back in 2015 whether they planned to stay in their position or were looking to move up the career ladder, the more junior positions, such as deckhands and stews, unsurprisingly responded overwhelmingly to progressing. The same was true for first officers and engineers, each looking to achieve captain or chief positions respectively. But perhaps

the most interesting statistic was that 42.4 per cent of captains and nearly 30 per cent of chief engineers suggested further career progression, perhaps implying a move ashore or into project management, owner teams or similar.

In our 2018 survey, we asked whether crew would consider, or have considered, other roles beyond crewing in the superyacht sphere, to which 75 per cent said 'yes', which suggests that career progression no longer ends at the senior on-board roles. Of those who responded 'yes', 56 per cent specified a look to new-build or refit project management, with brokerage proving to be the next most interesting career move at 16 per cent. Yacht management and training and recruitment both registered interest with 11 per cent of respondents.

In tandem with this, our 2018 survey highlighted how crew view yachting as either a long-term career or a stop-gap. Again, those saying they considered yachting as a long-term career were in senior positions, with 94 per cent of captains, 91 per cent of first officers, 89 per cent of chief stews and 80 per cent of chief engineers being in this category. Interestingly, 63 per cent of stews also thought of yachting as a long-term option, while 67 per cent of deckhands suggested they were undecided.

THE COST

In many ways, the results of the career question align with expectations, given the length of time it takes to achieve senior positions in modern yachting. But we can also extend this to imply that the investment required in training for senior positions is also a key factor. To investigate this further, we probed respondents on both their current yacht's annual spend on crew training and what their personal spend was.

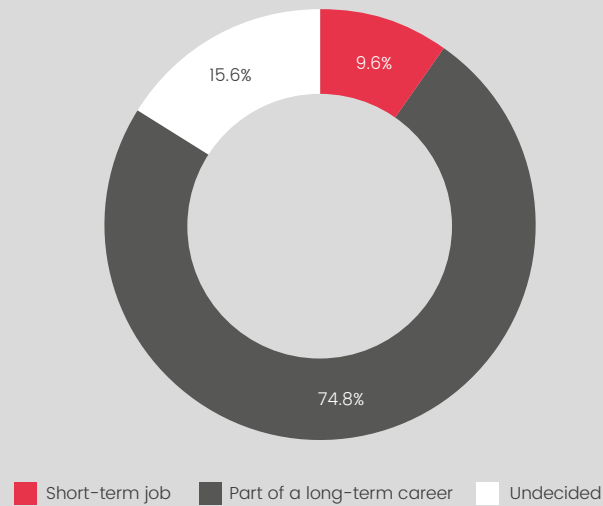
While a yacht's spend on training obviously depends on the size of the vessel – more crew means more individual courses are required – the interesting statistic here was that the proportion of annual budget spent on crew training was similar across the entire size range, varying from two per cent of annual operating budget for 70m to 90m yachts up to three per cent for 100m+ yachts.

Our calculations from the various

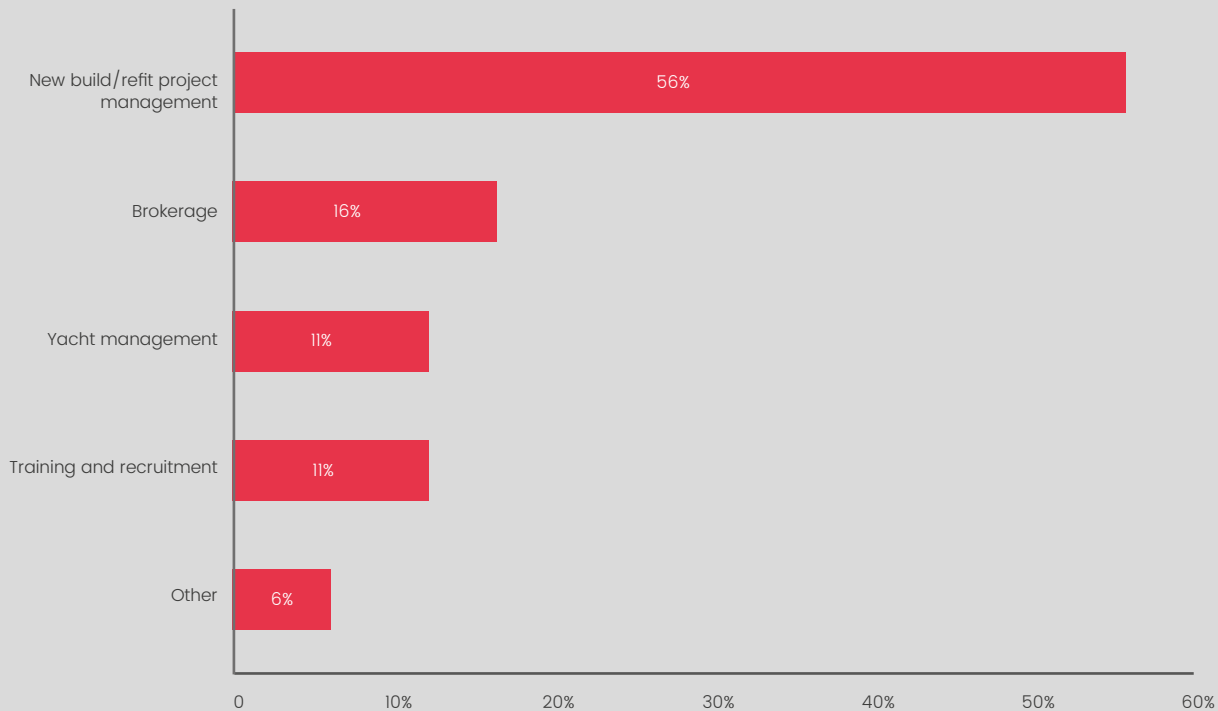
The most interesting statistic was that 42.4 per cent of captains and nearly 30 per cent of chief engineers suggested further career progression, perhaps implying a move ashore or into project management, owner teams or similar.



How superyacht crew consider their position



Most mentioned alternative careers to superyacht crew within the industry



Our data suggests that if you are looking for training to progress your career, the 50m to 60m bracket is a good sector in which to do it.

data collected also show what a yacht's typical cumulative training spend is per year, with a budget averaging around €20,000 for 30m to 40m yachts up to €323,750 for yachts in the 100m+ bracket. Furthermore, we were able to extrapolate a budget per crewmember per year for the different size brackets, ranging from an average €3,336 per crewmember on the smallest yachts up to just over €8,000 per crewmember on 50m to 60m yachts.

Given the weighted proportion of yachts in that bracket across the fleet, this is perhaps to be expected; also, this size bracket is both a prime slot for senior crew and something of a stepping stone for less experienced crew as they move up to senior positions on larger yachts. Our data suggests, then, that if you are looking for training to progress your career, the 50m to 60m bracket is a good sector in which to do it.

By contrast, the responses to personal spend show that captains and first officers typically invest the most in gaining tickets for career progression, with 78 per cent of captains saying they spend between €750 and €7,000 per annum on training, and 100 per cent of first-officer respondents saying they spend between €1,000 and €7,000 per annum on training. Of course, that represents a serious revenue stream for training establishments, so how do schools get their business?

Our survey showed that 66.2 per cent of respondents went to their last training school through word of mouth and personal recommendation, with industry magazines and reports being the second most important influencer at 21.1 per cent. This illustrates that good promotion is key for schools, but maintaining quality of teaching and a good reputation is by far the most important factor when

it comes to attracting the dollars and euros of crew. Our survey also asked crew to rate the best-known training providers, and the results were close – 25 per cent selected Bluewater as the top provider, closely followed by Warsash Maritime Academy with 21 per cent. Maritime Professional Training (MPT) was ranked third, with 10 per cent.

THE JOB SEARCH

Gaining experience and investing in training is one thing, but what about finding the ideal role on the ideal yacht? Here, for sure, times have changed. A couple of decades ago, new jobs were filled largely through word of mouth, with crew agencies slowly developing during the 1980s and 1990s. Nowadays, there are many more crew positions due to the number and size of yachts in the modern fleet, but also many more ways to advertise or to find those available positions.

Respondents highlighted that word of mouth or professional recommendation remains the most popular method of recruiting crew, at 29 per cent, with crew agencies showing strongly in second at

26 per cent. However, the rise of social media and social networking is increasingly playing a key role in the process, with 22 per cent highlighting social-media channels as the most effective method for finding a new crew position. This is a significant increase even in the past three years; when The Superyacht Intelligence Agency asked the same question as part of its Golden Ticket crew survey, just 10.6 per cent cited social media as their preferred method of finding a new position.

When the question was flipped in our 2018 survey to ask respondents how they would look for their next position, the results were slightly different, with 30 per cent saying they would go to an agency first, followed by 26 per cent relying on word of mouth or recommendation and 17 per cent using social media.

When we asked respondents to rate crew agencies, Bluewater again came out on top with 13 per cent, but the results were close. Luxury Yacht Group came in second with 12 per cent, followed by wilsonhalligan on seven per cent, and from there the list remained competitive between brokerage house crew/management divisions and those companies offering management services.

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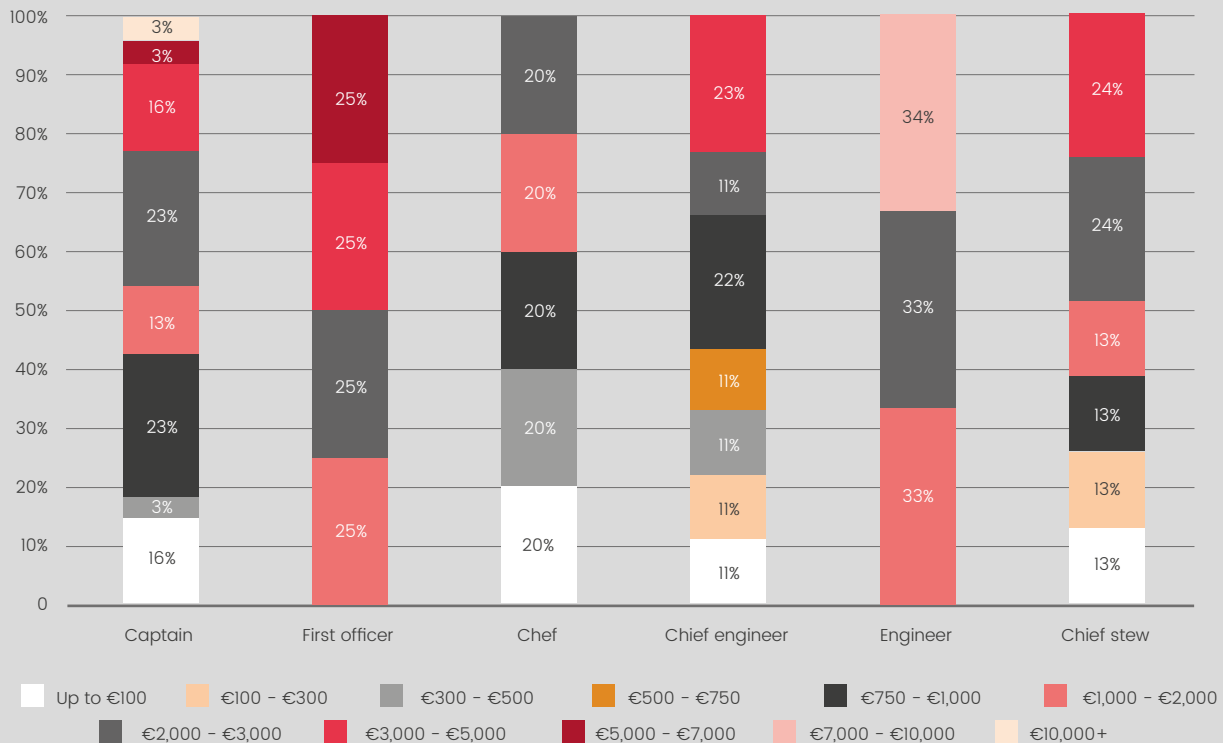
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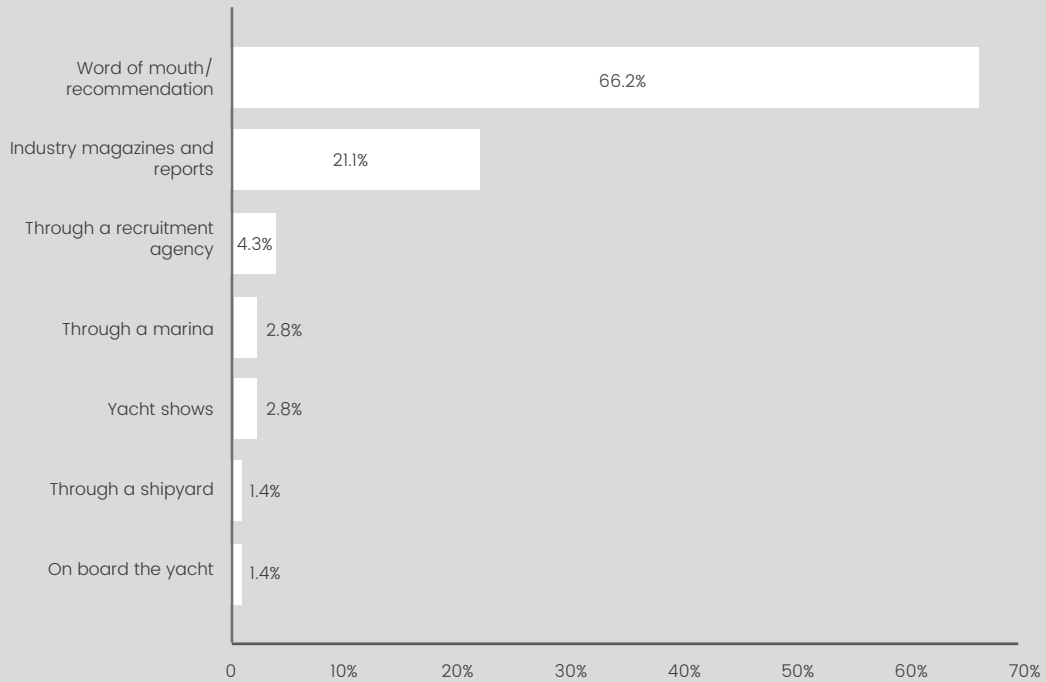
Average annual spend on training per crewmember from yacht operational budget



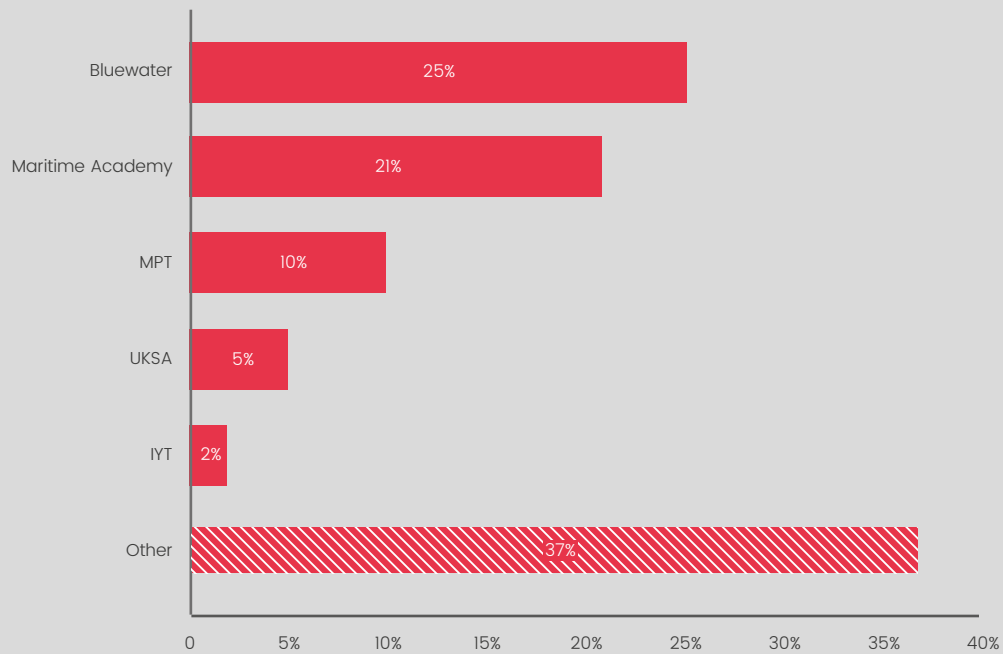
Annual personal spend on training by position



How crew heard about the most recent training school they attended

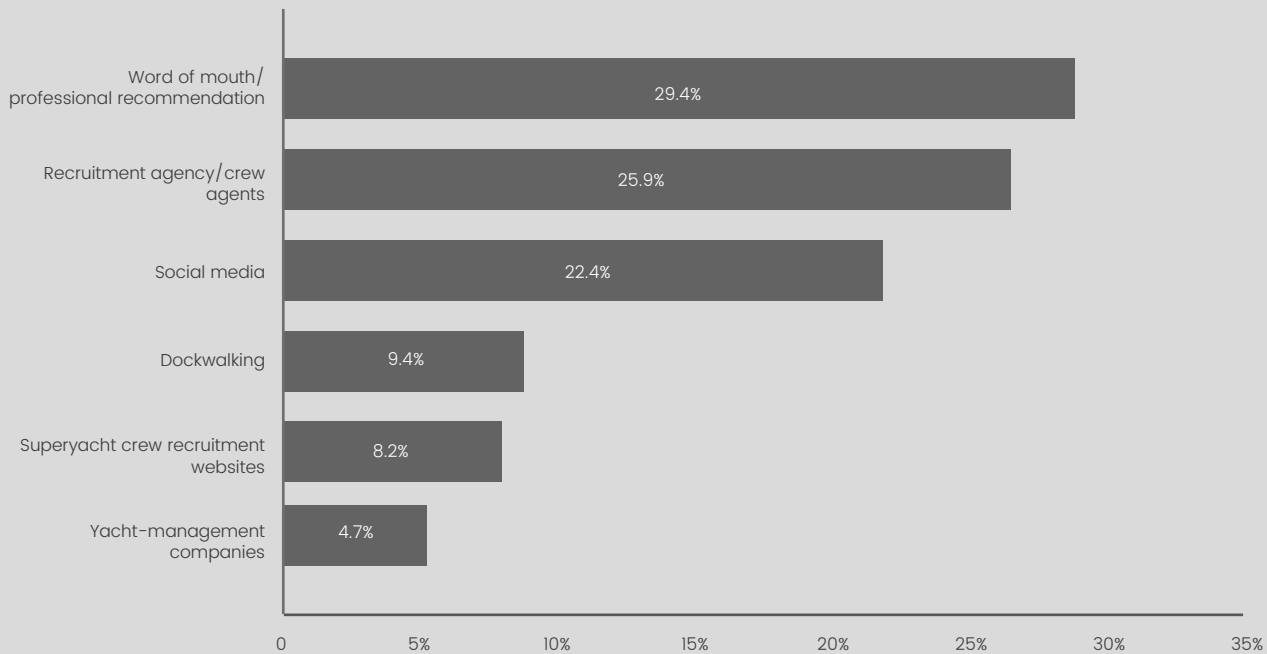


Top crew training providers

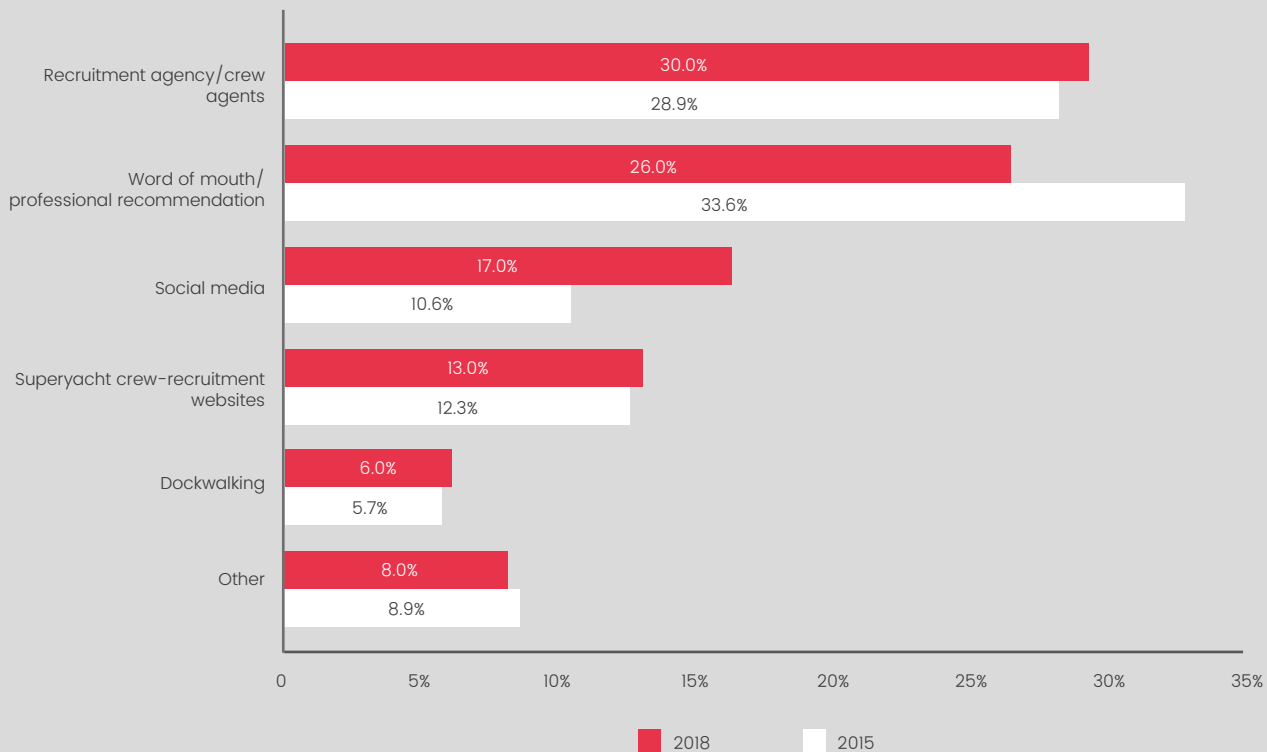




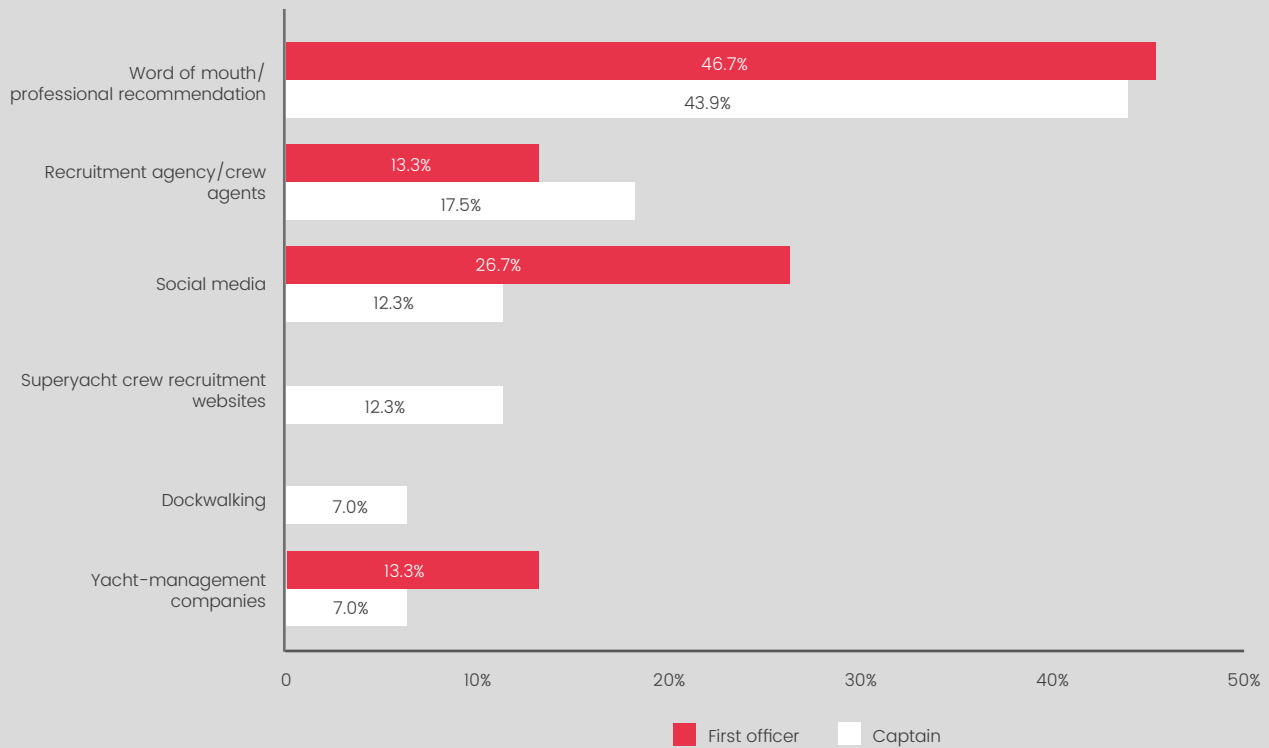
Most effective method for finding a new crew position



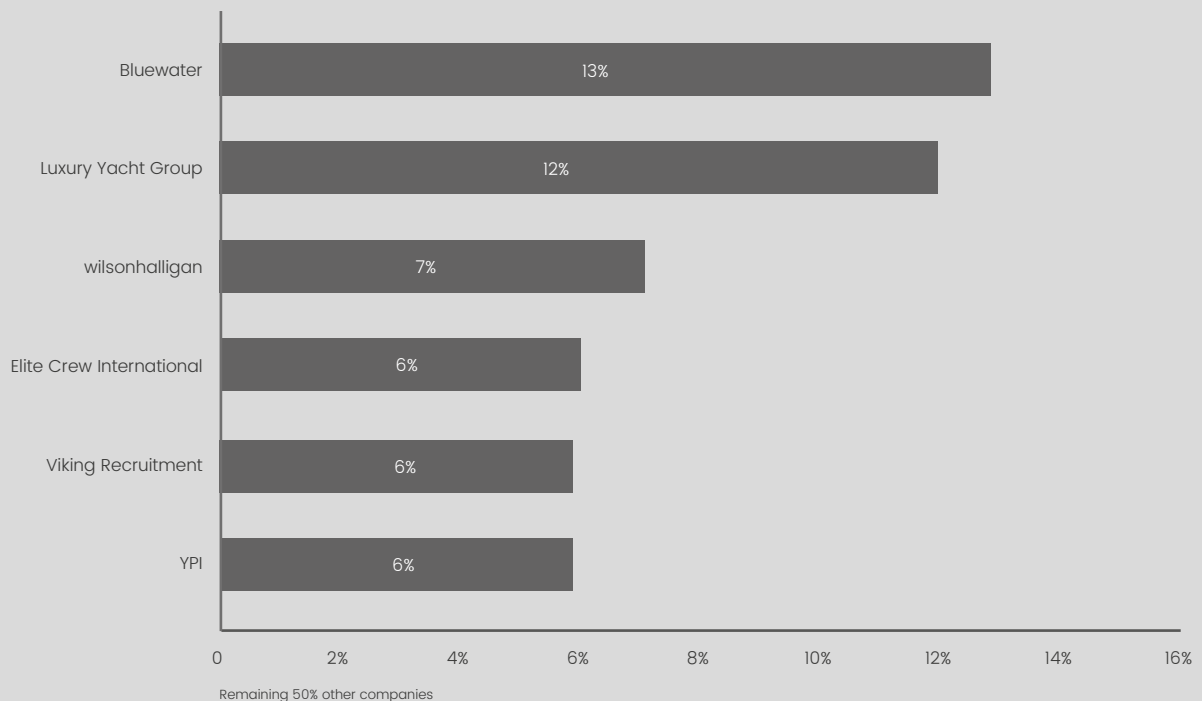
Method crew use to find a new position (2015 vs 2018)



Most effective method of recruiting superyacht crew according to their senior officers

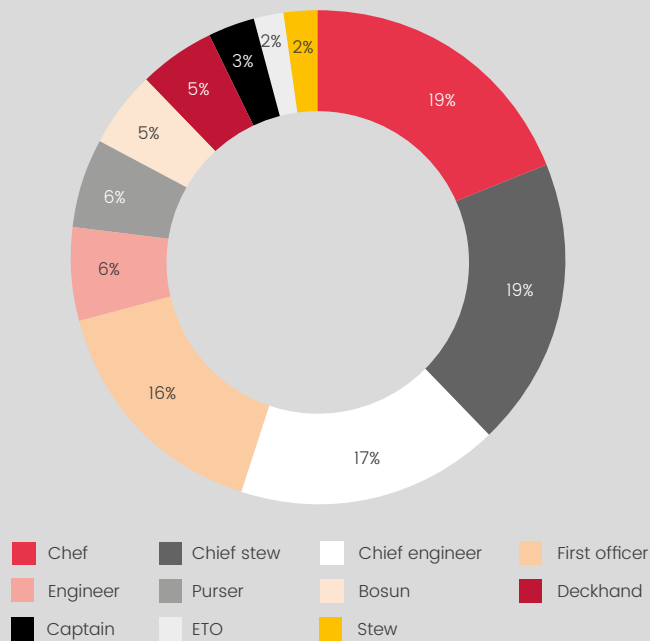


Top crew recruiters

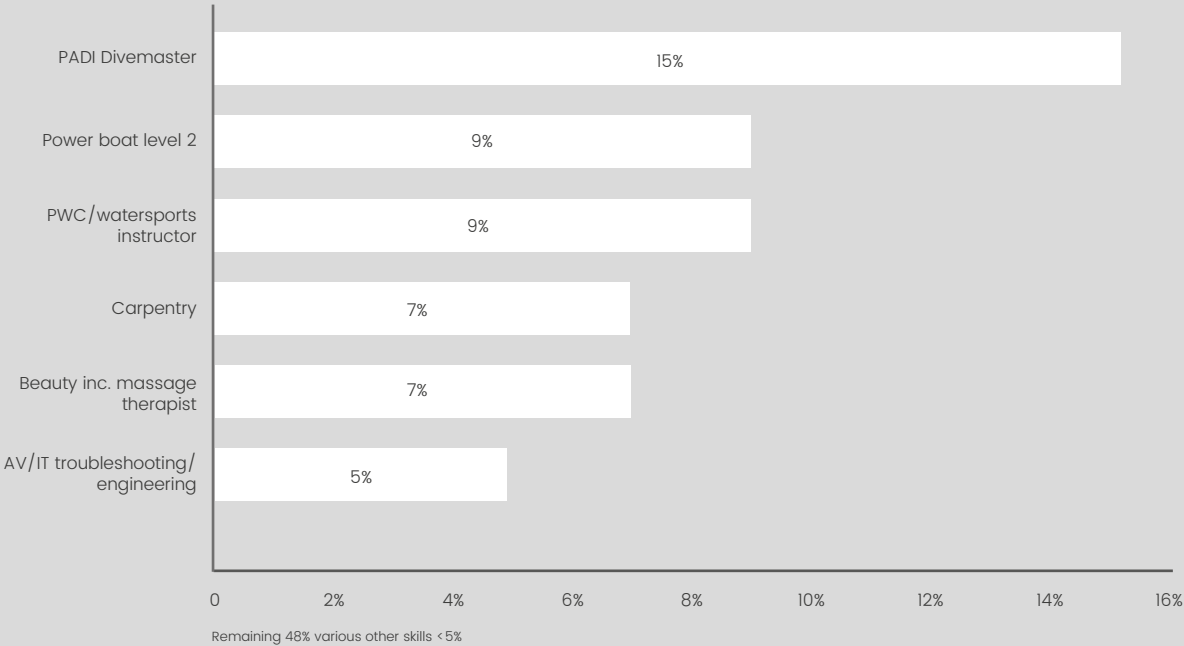




Crew position most challenging to recruit for, according to captains



The most desired non-mandatory skills



When respondents were asked how they would look for their next position, 30 per cent said they would go to an agency first, followed by 26 per cent relying on word of mouth or recommendation and 17 per cent using social media.

What also emerged from our survey was the clear trend for hiring multi-talented crew; when asked whether there had been a shift towards employing crew who offered more than one yacht-specific skill, an overwhelming 85.4 per cent of respondents said 'yes'. From this, our survey went into more detail with a freeform question asking respondents to name some of those key additional skills. Not surprisingly, PADI Divemaster was cited most frequently, followed by Power Boat Level 2 certification but, intriguingly, carpentry was the fourth most cited additional skill with seven per cent. Given that this answer was unprompted it is something of a surprising revelation. Other additional skills cited include various forms of watersports/PWC instruction or certification, technical proficiency for AV/IT troubleshooting or general engineering knowledge, advanced medical training, silver-service experience and even advanced fishing knowledge. It is clear that to maximise your chances, it is worth investing in acquiring some of these additional skills to help you stand out from other applicants.

We also asked senior recruiting crew what roles they found hardest to fill. The biggest challenges were recruiting chefs and chief stewards according to 19 per cent of captains, with chief engineers and first officers cited next by

17 per cent and 16 per cent of captains respectively. Interestingly, in spite of a much-discussed apparent lack of ETOs for larger vessels, only two per cent of captains cited this as a hard role to fill, although that could also be as a result of ETOs becoming a part of the engineering team typically only on vessels of 70m or more and therefore outside the scope of some of our captain respondents.

CONCLUSION

There is no doubt that as our industry has expanded, so the requirements and demands placed on crew have necessitated a more rigorous training and certification structure. In many ways, this has helped cement yachting as a serious, long-term career, and this is reflected to a large extent in the opinions of those currently engaged on yachts – certainly for the more experienced crew. However, it is also clear that the modern yacht career demands a level of cost borne not only by the yacht itself, but also by crew who need to invest in their own futures.

Crew training has, therefore, become big business but reputation and recommendation are critical for those training centres. This is good news for crew because it should help to prevent below-par establishments from making headway in the industry; the same could also be said for recruiting agents, although the rise of social media continues to evolve as a primary source both for senior recruiting crew and for those looking for their next positions. Additional skill sets are increasingly becoming the deciding factor when it comes to recruiting crew, although it remains as true as ever that crew dynamic and how someone fits into the existing team on board are as important, if not more so, than past experience. As a wise, seasoned big-boat captain said to us recently, you can be superb at your job on one yacht but that doesn't mean you will fit in and excel on your next yacht – the dynamic is key.

It is comforting, perhaps, to think that for all the development in certification and regulation that has evolved in professional superyacht crewing, passion, comradeship and the human factor remain as powerful as when the industry was in its relative infancy. **GT**

THE DIRECTORY

We have seen over the previous 10 pages that the training and recruitment sectors are both broad in their scope and of significant necessity to the provision of competent and long-serving crew. The skills today's superyacht owners demand from their on-board staff are ever more diverse as they push the usage of their luxury vessels ever further.

From dive instructors to certified helicopter pilots and from world-renowned chefs to beauty therapists, the scope of career options on board a superyacht is growing all the time. And that's not to mention the traditional maritime operational positions.

The personnel who fill these positions need to be adequately trained to ensure they perform well under the challenging conditions of life at sea and they also need to be vetted to ensure they are up to the task.

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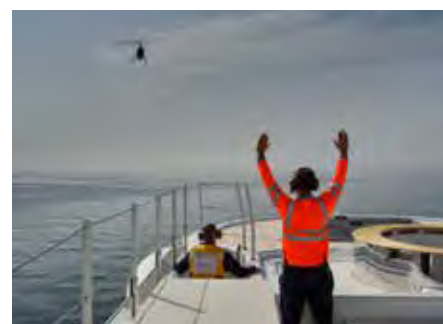
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THE PERFECT STORM

Did the introduction of qualifications change the face of yachting or was it already gripped by the winds of change? Here, Charlotte Thomas recalls the moment when certification blew into our industry.



BY CHARLOTTE THOMAS

There's something about heavy weather that has always appealed to me. Perhaps it's the drama or the adrenaline or maybe it's the challenge. Either way, give me a chance to sit in the middle of a storm and I'll be there, face to the wind and rain, grinning wildly as Mother Nature hurls her toys in my general direction. And I've been through a few, some of which have been quite nerve-racking – crewing a 38m vintage motoryacht across the Golfe du Lion in a serious mistral or battling through the Southern Ocean into the teeth of a vicious 80-knot stormfront, for example. Then there was the one that got away ...

It was at the end of the 1990s and I was in Fort Lauderdale at the invitation of a new training school that had just opened its doors, catering specifically for superyacht crew and the new raft of certification that had just been unleashed. The school was International Yachtmaster Training (IYT) and they had put me up in an apartment so I could experience their facilities as a reporter and, theoretically, complete enough modules to get me through the Class 4 'stay-of-execution' window before the new qualifying criteria came into full force.

Not long after I had arrived, a hurricane warning came floating in and southern Florida went into shutdown mode. There was, I admit, a small part of me that wanted to experience the full fury of a hurricane first hand, although my sensible side realised that such an event was not to be trifled with. Perhaps I was being swayed by the hurricane pool-party invitation I had received from an old friend.

In the end, the hurricane fizzled out and passed us by with barely a reading over 25 knots on the anemometer. It did, however, get me thinking about my trip to Florida to see IYT and the coming storm that was the new certification procedure that had landed on yachting's doorstep.

It had all been so simple when I had started out a few years before. Jobs came by word of mouth, and my Ocean Yachtmaster qualifications were essentially the gateway to moving through the ranks to, ostensibly, a command of my own. Then things began

to change. The MCA had developed the first commercial code for superyachting, for which one of the yachts I worked on had been the trial horse. Then came the Class 5 and Class 4 tickets, based on merchant marine certificates and comprising a raft of new elements that were, to our cynical eyes, time-consuming, somewhat irrelevant and expensive to complete. Most of us tried to get ahead of the game before the lengthy sea-service requirements came in, but it still left us questioning whether yachting was changing from the industry we loved, and who was going to pay for all these new courses and tickets.

Of course, on reflection, it was probably necessary. Yachting was at the start of its meteoric rise as the fleet began to grow exponentially – both in number and in average LOA. The last vessel I had worked on, a 60-metre motoryacht, had been one of the largest in the port when I joined her; when I went back to see her a few years later she was almost lost among the leviathans crowding the quay. My friends had either moved on or moved ashore, like me, or had grudgingly embraced the new system and had dug deep into their pockets to gain their tickets.

Today, our certification continues to evolve and also, thankfully, to be honed toward yacht-specific elements. But while the burden of cost is, to some extent, being borne by the yachts' operational budgets (if you get a good one), it can still extract a fair wedge from your own pocket to get what you need. Moreover, the unlimited tickets demand a lot in terms of sea time and experience. One old captain friend of mine actually decided not to pursue his 3,000+gt ticket because of the years of upheaval it would require.

Did I weather another perfect storm, then, and come out the other side unscathed? It's hard to say. I miss those happy days on yachts, although the industry is very different today from how I remember it. As for the training schools – they are not just still there but are now a whole new burgeoning section of the industry in themselves.

I wonder what the next gathering storm will bring? **CT**

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“ I am personally passionate about ensuring the superyacht sector get good quality appropriate training to make life at sea safer. ”

Captain Bill Tate, Head of Maritime Training at UKSA

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BY RACHEL ROWNEY

Particular attention to preserving artwork on board needs to be given during the yacht's build, sea trials and refit. "I think the big risk points are times of change," begins Dr William Collier, managing director at classic yacht experts G. L. Watson. "People don't think about it in the stress of the project."

The environment on board can significantly influence the integrity of a piece of artwork, and monitoring the relative humidity (the amount of water vapour in the air) is key. Helen Robertson, senior object and preventive conservator at the National Maritime Museum, who worked as a chief stewardess on board yachts for many years, says, "Ideally, maintain relative humidity at 50 per cent and temperature around 20 degrees Celsius. We work between a band of 40–60 per cent relative humidity and no more than 10 per cent fluctuations in a 24-hour period."



Robertson explains that the ideal temperature for art often reflects the most temperate climate for people and the Maritime Labour Convention's requirements for guests and crew. "The temperature should be between 18 and 22 degrees Celsius, but for human comfort you're not going to have it too far out of those parameters anyway," she says. This 'human-comfort level' is already monitored by the engineers but it should be extended to also consider the artwork.

Collier recalls an incident where artwork was placed on board before the air conditioning had been commissioned. The pieces had previously been stored in relatively high humidity but when they were moved on board the yacht into an environment with fairly low humidity, they dried out. This causes expansion and contraction to vulnerable surfaces and leads to cracking or warping. These changes in temperature or humidity are often linked to the internal/external doors between rooms, and a high amount of fluctuation can mean pieces are exposed to a damaging environment. It's essential to consider where art is placed, and how that particular environment is managed, to ensure its protection.

Hidden heat, often a result of cabling behind panels that cover the yacht's walls, can

“Most yachts will have UV filtering glass but I think you can’t ignore light as a factor in art deterioration.”

also cause a temperature change. "It doesn't take a lot. It's just that extra bit of heat source that is permanently there," says Robertson. "It can cause the shrinkage of veneers and wood, and you can quite often see cracking." It's for this reason that she stresses the importance of insulation on board. This also applies to potential vapour-barrier breaches resulting from the close proximity of hot and cold pipes, as well as exhausts, that can often go unnoticed until they start to cause physical damage on surfaces and materials. It is also vital to try to remove all possibilities of condensation.

Vibration

It's important to also look at the vibration levels that can occur on board – even if these are not registered by people. Small vibrations can damage canvases and sculptures over time, as well as gradually harming painting frames. “When yachts are underway, they are their own power systems, so you have engines and generators running down below, and the problems occur when it's a very low or high frequency of vibration as you can't necessarily physically detect that,” says Robertson. “If you know that you're going to be placing art on a particular bulkhead, it's important to take vibration readings in that area prior to installation. Obviously, there's no point doing that

when you're in port, but [do it] during sea trials or when the yacht is underway."

To counteract the vibrations that artworks, particularly paintings hung on walls, will encounter, Robertson recommends placing rubber grommets on the backs of the frame or ensuring provision is made within the painting's stretcher to limit the vibrations coming through from the bulkheads. She adds that these grommets can also protect the paintings from water damage if, for some reason, water began to flow down the walls of the yacht.

Light

Large windows and panels of glass are striking features of many yachts, but these can be the cause of damage to pieces of art. Although modern windows do have technology to reduce the amount of UV light that penetrates to the interior, it still needs to be considered. "Most yachts will have UV filtering glass but I think you can't ignore light as a factor in art deterioration," says Collier.

Interestingly, Robertson points out that the UV light is only part of the problem. "For yachts, it's actually being aware of the lux level and the visible light that you can actually see," she says. "It's a really damaging effect because it's causing molecular damage to light-sensitive surfaces." We can

see the effects of fading, or darkening in the case of some wood veneers, but if light levels are too high, you'll be causing physical damage to the surface as well.

Fire, floods and physical damage

Of course, if a fire was to occur on board, the main priority would be to ensure the safety of the guests and crew. However, if a fire could be contained, the use of a sprinkler system on delicate artworks could cause significant damage. Similarly, the possibility of water damage caused by a flood could be avoided by installing a protective casing around any artwork. It's also important to remember that fire and flood incidents occur most commonly in port. Having a well-rehearsed emergency procedure in place for the removal of key art and artefacts, if safe to do so, could prove beneficial, especially in what would be a highly stressed scenario.

The risk of physical damage is also something crew should always have in the back of their minds. "It only takes a momentary lapse of reason or misplaced best intentions of crew to potentially destroy a cultural treasure," says Robertson. She advises to

avoid placing artworks in busy or narrow thoroughfares where artefacts can be knocked over. Crew also need to be cautious of areas where food and drink are in the immediate vicinity because the chances of spilling liquid and inflicting damage on artworks are greatly increased. Any possibilities of damage can also be minimised if designers and crew consider how an artwork or object can be protected by glazing or being recessed into the wall.

Collier and Robertson both agree that crew turnover is a significant factor that can affect a piece of artwork. Training for all crew in understanding the vulnerability of art, and the impact they and the environment can have, is essential. However, if crew leave, knowledge may not be correctly passed on to their replacement. It's for this reason that – in addition to on-board knowledge – land-based management companies should understand the intricacies of caring for their client's on-board collections as well as seeking professional support to ensure asset protection. Robertson advises that crew who wish to learn more about housekeeping best practice and correct conservation techniques should read the National Trust Manual of Housekeeping. **RR**

TOP CAUSES OF DETERIORATION FOR ART ON BOARD SUPERYACHTS

- Physical impact
- Vibrations
- Heat and fire
- Contact with liquids
- Fluctuating environments (hot/cold temperatures and humidity)
- Light and UV radiation
- Pests
- Pollutants
- Theft and vandalism
- Inherent fragility

“

In addition to on-board knowledge, land-based management companies should understand the intricacies of caring for their client's on-board collections.

”



BY MURRAY BISHOP

Some adoptive protective measures are common across

the two categories, while others need to be tailored to the threat they face. If the threats are not understood, the solutions will be poorly focused, ineffective and often unnecessarily expensive.

Those cyber-threat-free days when yachts used paper charts, downloaded anodyne emails twice a day and were largely self-contained are long gone. The inter-connectivity to the outside world required by yachts demands that the risk assessment considers and manages all the potential vulnerabilities, including all contact with the shore such as the management company, engine manufacturers, the owner and service providers, and the behaviours and understanding of all those within the whole operational environment.

Having understood the vulnerabilities from the capabilities and techniques of those posing a malicious threat, it is therefore straightforward to assess the level of risk that the yacht in question actually (rather than theoretically) faces. This should not be generic and must be considered for each and every yacht, be specific to the operational and safety-management processes carried on board, and include internal and external risks to the yacht – including the supply chain.

Assuming that the threat and risk measurement has been done, the development of preventative, protective and detection measures falls into two categories: those that are technical in nature and those that are process and procedural (with this latter category also mitigating the risk inherent in human behaviour). Part of the procedure should also include education. It is now essential that accredited cyber-security awareness should be included as part of the STCW course. With human vulnerability being the route in for most mal-

icious threats, training crew and support staff in cyber-security awareness (which need not be technical in nature) must be given parity with firefighting techniques, personal-survival techniques, first aid, personal and social responsibility and proficiency in security awareness if a modern yacht is to stay safe.

Procedural measures should also clearly define the roles, responsibilities and policies for all those on board the yacht and in the management company. With everyone on board clear about their roles and responsibilities and equipped

to meet them, there should not be any gaps in the chain of command for a cyber risk to slip through.

Emergency Preparedness, Section 8 of the ISM Code, states that contingency planning and exercising for a cyber incident needs to be included. Of course, this has to be incorporated in Sections 9 and 10 of the ISM Code as part of the auditing and ongoing maintenance process for the cyber-security posture of the yacht.

As with all risk management, the answer is to provide a flexible security framework following the steps outlined above. The cyber risk, perhaps more than any other, evolves at a breathtaking speed. Systems can be audited, and the yacht's preventative, protective and detection measures re-evaluated and adjusted to the contemporary threats and risks.

It is in the superyacht industry's interests to control its own destiny. Cyber risk is inherent in the 21st century. Regulation is an evolutionary necessity and the more proactive the industry is in addressing it, the more balanced and informed the regulation will be. Imposed regulation carries a whole different type of risk to co-created regulation, as has been seen in the banking industry. **MB**

With everyone on board clear about their roles and responsibilities and equipped to meet them, there should not be any gaps in the chain of command for a cyber risk to slip through.

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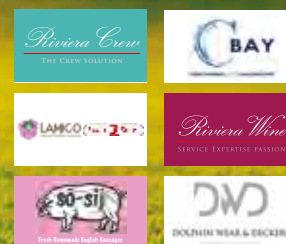
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GALLEY

Why galleys should be a smooth operation



THE CREW REPORT LOOKS INTO THE KEY ELEMENTS THAT MAKE FOR A SUCCESSFUL GALLEY DESIGN.

BY GEORGIA BOSCAWEN

Although the galley may seem like a relatively standardised part of the general arrangement, it's surprising how often inadequate design doesn't allow for an optimal cooking area. The galley isn't really the place to implement attractive stylistic cues, so form will always follow function, yet there are still aspects that commonly cause discontent. What are the key things that go wrong in the design process and what can be done to ensure the best possible environment for virtually non-stop food preparation?

Like most aspects of the GA, starting with a totally clean slate will allow for a much smoother project in terms of the galley. Refits obviously present an entirely different challenge for designers, who will essentially be working around possibly outdated parameters. Lack of space is, without doubt, the biggest hindrance when it comes to the galley and also the subject of the most common mistakes made during the design phase.

"Space is the most important thing to get right in the galley," says Ralph Olingschlaeger, director at GN Espace. "If the allocation of space isn't quite right, this will have a knock-on effect to getting the design and the working environment right." GN Espace has set out a guide for naval architects and designers to illustrate the most basic requirements for the galley, depending on the size of the vessel.





Sterilisation is achieved through the release of copper ions that attack the surface membranes of bacteria and silver ions that target the

core of the bacteria cell. This process breaks down biofilms acting as barriers behind which bacteria can find shelter and continue to reproduce. The system kills pathogenic bacteria such as Legionella, E. coli and Pseudomonas aeruginosa.

The ideal on-board fresh-water system

Far-sighted yacht designers, aware of the environmental implications of bottled water, have started looking at ways to make on-board water more attractive and widely available to crewmembers.

If you are using a dock water supply, it would begin by passing through a five-micron filter to remove sand and any other deposits before passing through a water softener. Alternatively, the water could come from reverse osmosis (RO) desalination and a freshwater treatment plant.

Ideally, the bunker line and the RO water would 'T' into a common line to the freshwater tanks. A chlorinator can then treat the water from both sources and, for MCA-compliance, a single safety shut-off valve can

stop the flow to the tanks to ensure no untreated water gets stored.

On the second stage of its journey from the tanks, the water passes through a charcoal filter which removes the smell and taste of chlorine. Secondary sterilisation is applied at this point, usually silver ion treatment due to the fact that it does not impart any taste or odour to the water. Ultra-violet (UV) treatment is sometimes used instead, but this only sterilises the water as it passes through the chamber and problems can arise due to 'dead legs' and stagnation, as mentioned above. You can also provide drinking fountains that have an in-built charcoal filter to improve the taste.

The cost argument

It has been estimated that each crewmember drinks six half-litre bottles of water a day. The water has to be carried on board, stored and then refrigerated before it is served.

Take a superyacht with a crew of 10, each drinking six half-litre bottles of water a day at a cost of around £0.75

Far-sighted yacht designers, aware of the environmental implications of bottled water, have started looking at ways to make on-board water more attractive and widely available to crewmembers.

per bottle. Over the course of six months, this represents an outlay of more than £8,000, not including the other cost implications mentioned above.

The equipment described in our 'ideal on-board system' would cost in the region of £5,000, including installation, which means it has paid for itself in terms of bottled-water costs in less than six months. Surely this is a compelling reason for examining the alternatives to plastic bottles. **CB**

ABOUT CHRIS BELL

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Training and career aspirations



WE CONSIDER WHICH VESSEL SIZES BEST SUPPORT CREWMEMBERS IN TERMS OF TRAINING BUDGET, AS WELL AS WHICH TRAINING PROVIDERS ARE THE MOST HIGHLY THOUGHT OF.

BY RORY JACKSON

As the superyacht market goes through a much-needed period of professionalisation, which training providers are held in the highest regard and how do training budgets vary in relation to the size of the vessel and in accordance with the career aspirations of crewmembers?

Of the 120 respondents surveyed for the purposes of this report, from superyacht captains (30.1 per cent) to deckhands (5.8 per cent), an overwhelming 63.8 per cent highlighted five training providers as the industry's best. Bluewater proved to be the most popular, with 25.4 per cent citing the Antibes-based company as the best available. Warsash Maritime Academy was the second-most popular with 20.9 per cent, followed by Maritime Professional Training (MPT) (10 per cent), UKSA (5.5 per cent) and International Yacht Training (IYT) (two per cent). Other training facilities accounted for the remaining 36.2 per cent of responses.

However, when the data is further broken down and analysed in terms of respondents' experiences in the superyacht market, there is a slight shift in market dynamic, and Bluewater's dominance is diminished, if only



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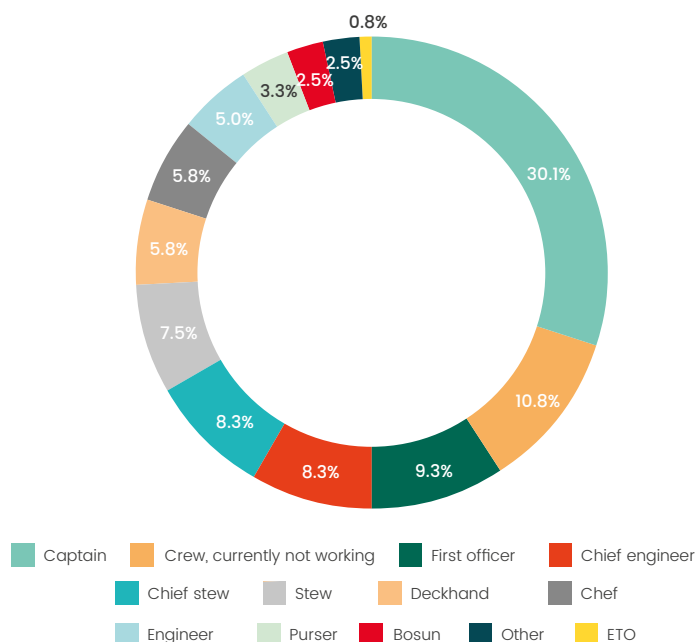
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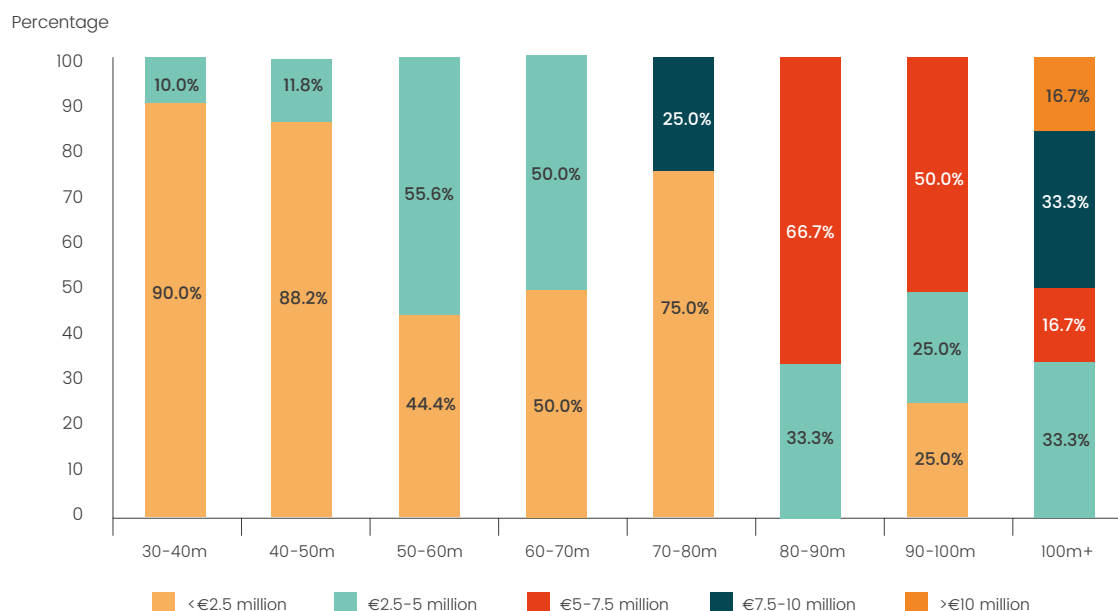

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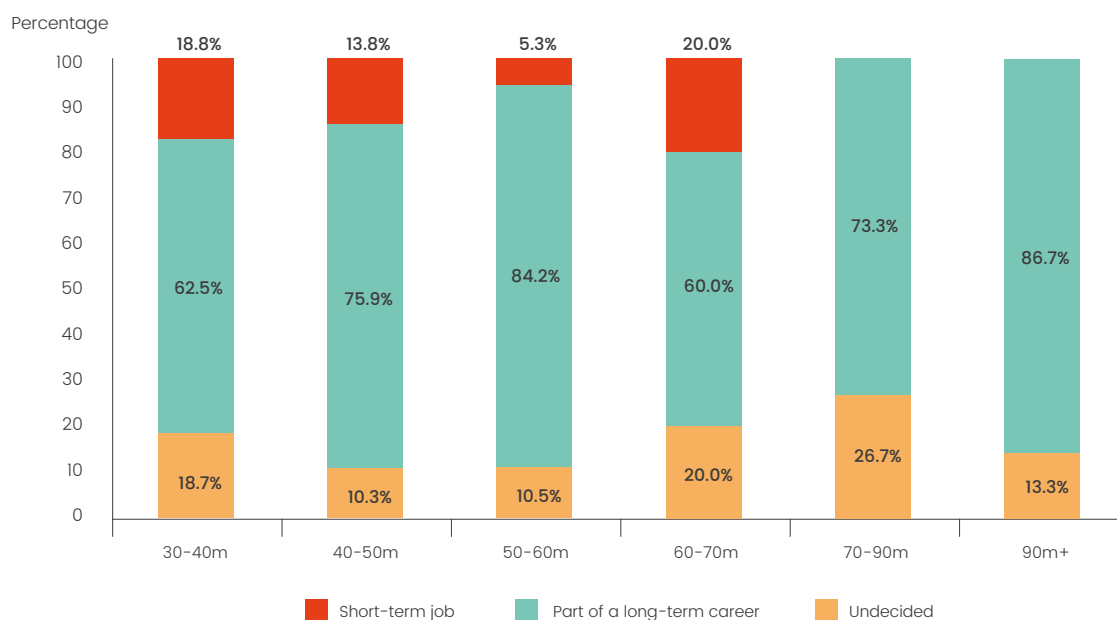
Current position of survey respondents



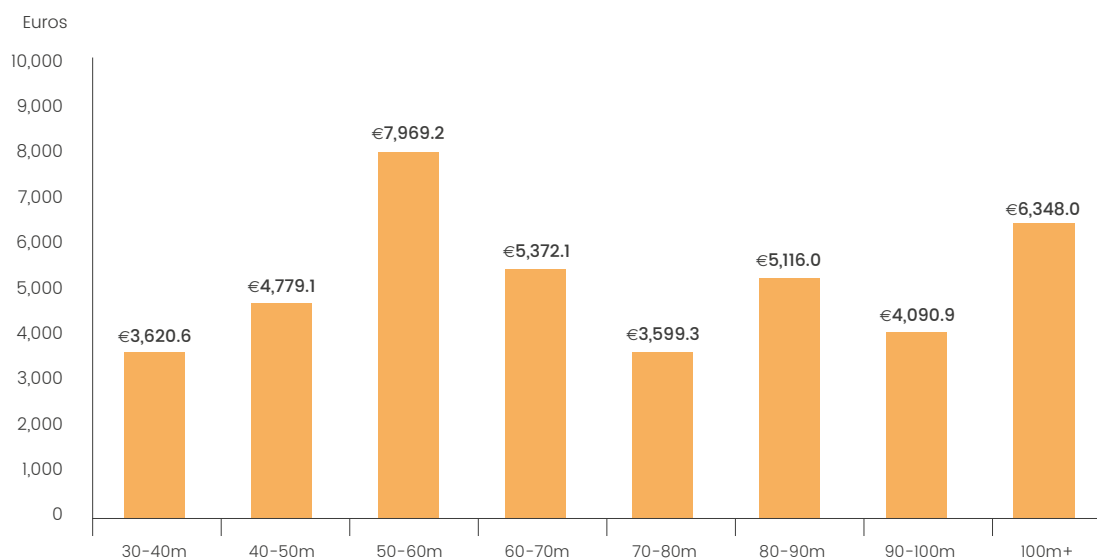
Categorised yacht annual operating budget (euros)



Career plans across different superyacht sizes



Average training budget per permanent crewmember



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On average, vessels between 30m and 40m spent €3,620.64 per crewmember on training.

marginally. Of those who have been working on superyachts for less than two years, 55.6 per cent favoured Bluewater as their training provider, with 33.3 per cent preferring Warsash while 11.1 per cent went for UKSA.

Yet as experience increases, Bluewater's dominance gradually wanes. Of those respondents with two to five years' experience, 47.4 per cent favoured Bluewater, falling to 34.9 per cent for five-10 years, 33.3 per cent for 10-15 years and 28.1 per cent for 15 or more years. By contrast, Warsash became more popular relative to Bluewater as the experience of crewmembers increased, culminating in 43.8 per cent of respondents with 15 or more years' experience favouring Warsash.

As one might expect, the annual operating budget of a superyacht varies greatly depending on the size, with the conception being that, on average, it costs around 10 per cent of the initial value to operate a superyacht, of which training plays a part. But according to our data, no 30-40m vessel spent more than €5 million on operational costs,

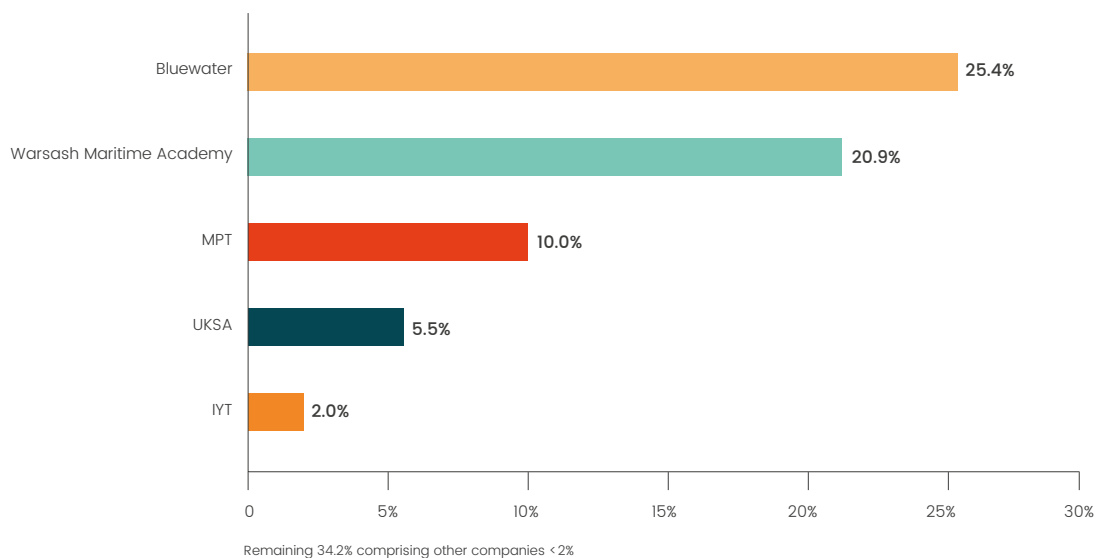
with 90 per cent spending less than €2.5 million annually. On average, these vessels spent €910,000 on the operational budget. By contrast, 16.7 per cent of vessels over 100m spent more than €10 million, with the majority (33.3 per cent) spending €2.5 million to €5 million or €7.5 million to €10 million, with a further 16.7 per cent spending between €5 million and €7.5million.

On average, vessels between 30m and 40m spent €3,620.64 per crewmember on training given that the average overall operating budget is €910,000, the average training budget is €20,020 and the average number of crew on board is six. Throughout the size ranges there is an incremental increase, with outliers at 50-60m and 70-80m, which are most probably circumstantial as opposed to being representative of average market spend.

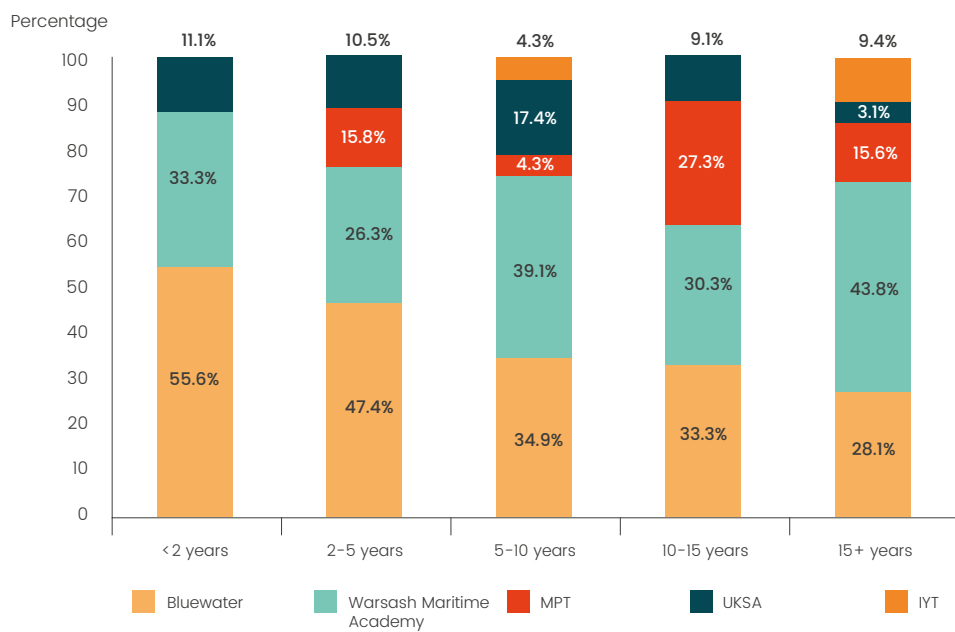
One might also expect that training would be of greater importance on smaller superyachts, given that the breadth of required skills may be larger than the more specific skill sets needed on the largest superyachts.



Top five training providers (based on sample responses)



Respondents' top training provider choice given their experience in the industry



However, one could argue that the greater average training spend on the larger vessels is indicative of crew attitudes towards career length. There is a defined hierarchy and career path on larger superyachts, and this may well inspire crewmembers to seek training opportunities as a method of career progression and may encourage owners and captains of the largest vessels to willingly invest more in their crew to keep the best on board.

According to our data, the average 100m-plus superyacht spends €10,791,666.67 on its operational budget, with €323,750 set aside for training purposes, averaging €6,348 per crewmember, given that the average 100m-plus vessel has a crew of 51. It is perhaps no surprise, then, that crewmembers on larger vessels were more likely to consider their time on board the superyacht as part of a long-term career, whereas more crew on the smaller vessels considered working on board a superyacht as being a short-term job, with a number of crewmembers saying they were undecided.

Of the crew working on board 30-40m superyachts, 18.8 per cent said their work was only a short-term job; this figure fell to 13.8 per cent at 40-50m and then to 5.3 per cent at

50-60m. The 60-70m sector proved to be anomalous with 20 per cent claiming that the work was short term. However, no respondents in the 70-90m and 90m-plus sectors considered their work to be short term, although some said they were undecided.

The data suggests that, as a general rule of thumb, the larger the superyacht the larger the training budget afforded to each crewmember, as well as the greater the aspirations of the crewmembers on board in terms of staying in the superyacht industry. The data also suggests Bluewater, followed by Warsash, as the favoured training providers. RJ

It is perhaps no surprise that crewmembers on larger vessels were more likely to consider their time on board the superyacht as part of a long-term career, whereas more crew on the smaller vessels considered working on board a superyacht as being a short-term job.

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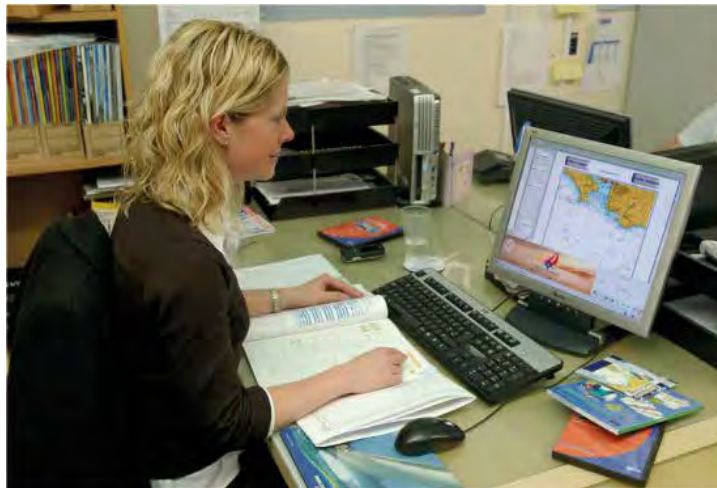
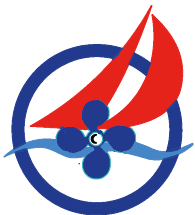


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BY BRYONY MCCABE

British Marine recently revealed that 30 per cent of UK marine companies have identified critical skills gaps that are holding back their businesses, with 74 per cent citing a lack of technical training, such as manufacturing and engineering, as a barrier. This is despite its latest trends survey reporting a healthy revenue growth of 3.4 per cent in the UK marine industry, contributing more than £1.3 billion to the UK economy and supporting over 33,000 highly skilled jobs.

These challenges are all too familiar for James Ward, managing director at UK marine recruitment company Marine Resources. Before he set up the business in 2003, Ward was looking for a job with a boatbuilder in the Southampton area following a relocation. He had been a boatbuilder for a couple of years but didn't know who to talk to about recruitment or where the jobs were.

Soon after opening, it became clear that Marine Resources was filling a big gap in the recruitment market. The company started off working locally, recruiting boatbuilders, marine engineers and outboard technicians into nearby yards and marinas, using Ward's own network. Since then, the company has grown and now recruits for



every aspect of the marine industry in the UK and Europe.

Over the years, Marine Resources has focused more and more on the superyacht sector. With big shipyards and companies that manufacture and produce products, Ward identified it as a market in need of specialist recruitment services and he and his team wanted to offer a service that people saw value in as well as provide options to the usual networks.

"Shoreside recruitment in the superyacht sector is really broad, a lot broader than people think," explains Ward. "When people come to us to look at career options, they mainly think about brokerage, charter and management, but don't consider the many other roles the superyacht industry comprises, including the many diverse roles within manufacturing and the supply chain. It's a massive industry; anything that goes on to a superyacht requires skilled knowledge from specialised people to put it there."

As a trend, within the UK and Europe, the superyacht industry has historically preferred to employ people who have experience within it. However, Ward points out that this attitude is shifting. "If you look at the superyacht building side, 10 years ago our clients wanted people with a strong marine background [who] had already worked with superyachts," he recalls. "Now this is becoming a 'nice-to-have' rather than a 'must-have' and employers are increasingly taking people from the domestic trades; for example, very good domestic carpenters right up to project managers from outside the industry."

In light of this shift, Marine Resources' recruitment techniques have become much broader and the company is constantly looking for people from other industries. In terms of the building sector, Ward believes the shift has come about from the significant skills shortage that exists both in UK and Europe, but this situation is

also mirrored in the yacht-brokerage sector due to a demand for more professional training of its sales personnel.

"Our brokerage clients are increasingly looking for sales people from the high-end car-sales industry," adds Ward. "This is mainly because they have realised that the sales training these people are bringing with them supersedes any training that currently exists in the marine industry. So the shoreside superyacht sector is much more open-minded about recruiting outside of the industry, essentially realising that existing skill sets and training is much more valuable to an employer than knowing about superyachts. It is certainly an interesting time for recruitment."

Rather than relying on a flow of talent from other markets or their competitors, many businesses across the industry are tackling the skills gap themselves by setting up in-house training and apprenticeship schemes, with

“It’s a massive industry; anything that goes on to a superyacht requires skilled knowledge from specialised people to put it there.”

470 apprenticeships across 100 businesses in the UK marine industry alone. These apprenticeships mix practical on-the-job learning alongside a more experienced colleague and theoretical study, and are particularly suited to the maritime sector.

"Apprenticeships are growing across the marine industry and more and more of our member companies are benefiting from taking on apprenticeships," says Blue Davis, British Marine's training manager. "British Marine is working hard to help marine companies develop new trailblazer apprenticeships that will ensure the industry maintains and grows its skills levels, now and in the future."

One such company making use of apprenticeship schemes is UK production-yacht builder Princess Yachts. "Apprenticeships are essential to ensuring that our future workforce have the necessary skills to preserve our high standards of craft," says Andrew Walter, carpentry instructor at Princess Yachts. "Offering an array of growth opportunities, apprenticeships provide numerous benefits for any young person looking to step on the career path."

Sunseeker International has also recently announced its intention to recruit 40 new apprentice boatbuilders to join the team at its shipyards. Successful applicants will have the opportunity to kick-start their career in the UK marine industry, learning to become highly skilled in a range of boat-construction disciplines. Multiple learning pathways are on offer, including carpentry,

composites, mechanical engineering, electrical engineering and furniture joinery.

Taught over four years, the scheme will provide a solid foundation to a career in boatbuilding. "Apprenticeships are a credible route to a very rewarding career," says Alex Bowman, head of talent at Sunseeker. "These new team members will learn the necessary craft skills from experienced boatbuilders to produce the level of quality and attention to detail that Sunseeker is known for. It really is a brilliant opportunity. Apprenticeships work not only for the apprentice but [also] for us and the local community and the wider UK marine industry."

Pendennis Shipyard is also well known for its significant investment in apprenticeship schemes, having trained more than 200 young men and women in the key industry trades over the past 20 years. Pendennis's schemes focus on continual development of the shipyard's workforce, maintaining its standards in all aspects of custom-build or refit. In fact, nearly one third of the current Pendennis workforce have been trained by the programme, including many who have progressed to senior positions such as project engineers, trade and project managers.

The scheme is very popular, with more 150 applicants for 12 spaces each year. During their first year, apprentices spend time studying at Cornwall College to gain NVQs in relevant areas. Alongside this, they visit each department at



“In the future, the superyacht industry needs to focus on being competitive with salaries, career progression and professionalism in order to guarantee that the right people can be recruited.”

Pendennis to gain insight into all aspects of the business. Each apprentice then selects their specialist area, such as fabrication, engineering, electrical or joinery, and begins on-the-job training mentored by some of Pendennis's most experienced staff. Since the scheme began, more than 160 apprentices have completed the course.

“We are extremely proud of all the young people who have completed the scheme and continue to look forward to welcoming them as permanent members of our staff,” says Jill Carr, director of human resources at Pendennis, who founded the scheme 15 years ago. “The high standard of training that they have received ensures that as a company we are able to sustain the exacting standards expected as leaders in the superyacht industry.”

Perhaps the one area lacking in pathways for new talent is the design sector. With competition in yacht design historically

fierce, the sector perhaps has little incentive to stimulate the careers of young yacht designers. However, the annual Superyacht UK Young Designer Competition is one initiative that aims to recognise future design talent and provide the opportunity to grow such talent in the industry.

“It is great to see so much up-and-coming talent from our British universities and we hope this competition has helped inspire students with the diversity and wonders of a career in the superyacht sector, and that the connections and experiences they have gained throughout the competition prove fruitful,” says Peter Brown, chairman of Superyacht UK. “We look forward to seeing these students, and many more like them, driving forward Britain's superyacht powerhouses in the future.”

While the shoreside recruitment sector is shifting, and businesses within the superyacht industry are being proactive in terms of setting up their own apprenticeship schemes and opening up to candidates from other industries, the next challenge will be to make the superyacht industry a competitive option for up-and-coming talent.

“For many roles, particularly technical roles, the superyacht industry cannot match the packages offered by the aviation or automotive industries, which attract the vast majority of talent,” says Ward. “In the future, the superyacht industry needs to focus on being competitive with salaries, career progression and professionalism in order to guarantee that the right people can be recruited. Currently, there is still a bit of a way to go.” **BM**

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While this will offer you some relief from the heavy taxation of the Australian system, the most effective method to reduce your liability as a seafarer is still to establish a position of non-residency.

What are my options once I establish non-residency?

To legally establish non-residency, we would always advise that you consult a specialist tax or residency lawyer in Australia. We have seen too many cases in which an individual self-declares non-residency before an ATO

Another way to establish yourself as non-resident in Australia is to look into other tax jurisdictions more favourable for seafarers that you might be able to migrate into.

investigation asks for the evidence.

Another way to establish yourself as non-resident in Australia is to look into other tax jurisdictions more favourable for seafarers that you might be able to migrate into. Providing you are not tied to any other tax residency, if you are a UK or EU passport holder, you could opt to declare your income in the UK under the Seafarers Earnings Deduction (SED).

To qualify to declare under the SED, you must be able to satisfy the following criteria:

- Contracted to work on vessels operating outside of UK waters

- Not exceed 183 days a year in the UK
- Have a qualifying period of 365 days in which the first and last day were spent outside of the UK
- Not be a permanent resident in another country

By meeting the above criteria, you are able to declare all of your income from yachting, with no liability to pay tax on it. While the seafarers' tax exemption in the UK is unusually forgiving, this is not the only jurisdiction that makes allowances for seafarers and it is worth seeking professional advice to see what options are available to you. [PM](#)

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SHEPHERDS OF THE SEA

An alternative option for superyacht crew wanting to do their bit to save the oceans.



BY BRYONY MCCABE

Those of you who read the last issue of *The Crew Report* may have seen my debut Aft Deck commentary which addressed some of the misconceptions about our journalism – one of my pet peeves. While I am glad that I finally got that burning issue off my chest, I feel I should focus on something more positive for my second instalment.

This month, I was lucky enough to interview a well-known captain in the superyacht industry. Having worked on a number of large sailing yachts over the past 18 years, Captain Dave Evans recently decided to pause his superyacht career to take command of M/V *Sharpie*, one of the vessels in the Sea Shepherd Conservation Society's fleet protecting the vaquita porpoise from illegal fishing practices in the Gulf of California.

Sea Shepherd started its net-removal initiative in January 2016 and since then has maintained a presence in the Upper Gulf of California almost year-round. Since the society began work in the area, its fleet has removed 808 pieces of fishing gear, saving more than 3,000

animals. While it is clear that the vaquita would not still be alive today without Sea Shepherd, the Sea of Cortez is one of the most biologically diverse bodies of water in the world and these efforts also help to protect a wide variety of species.

While telling me about the amazing work Sea Shepherd has done in the area, and how many different creatures the team had saved in the process, Captain Evans also mentioned that the society is always looking for volunteers. According to him, the wide skill set of superyacht crew would be an incredible asset to the teams aboard Sea Shepherd vessels and the volunteers might even be able to teach the average 'yachtie' a thing or two about seamanship!

For a profession that makes its living from the ocean, and therefore has a vested interest in ocean conservation, volunteering aboard a Sea Shepherd vessel could be a once-in-a-lifetime opportunity and a great way to give something back. For those who can spare the time, it might be something you may want to look into. **BM**

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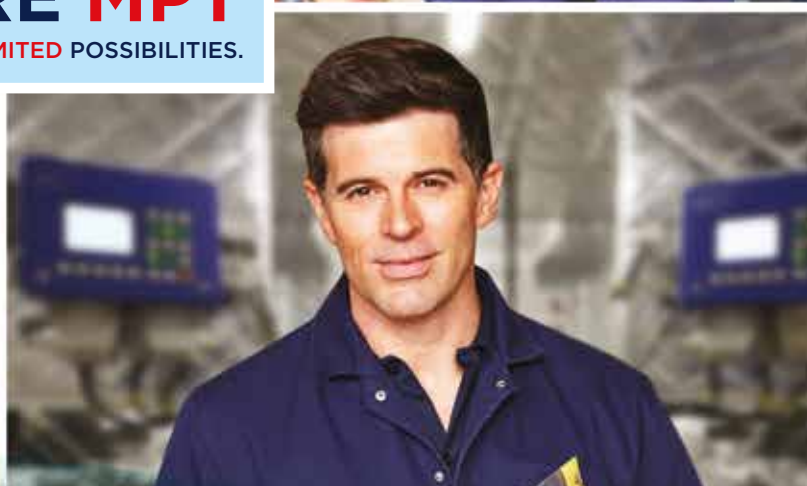
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