

# Talent acquisition and leadership development in the maritime industry



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# Why am I here?

Head of shipping services  
Chief Inclusion & Diversity Officer  
Chief Learning Officer

# Workforce crisis



Mental Health  
and Well-Being





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Global Workforce

# Hopes and Fears

Survey 2023

53,912 employees across 46 markets

53,912 employees said.....



Cost of living is 'biting'

38% money left  
21% >1 job

More plan to quit than last year

26%  
(vs 19%)

A tale of 2 workforces

53%  
specialised skills

Leaders are part of the problem

33%  
free speech

Positive about AI

31%  
increase productivity



\*Global workforce hopes & fears PwC Survey 2023

# Talent is hiding in plain sight



I feel I have missed out on opportunities because I don't know the right people

**30%**

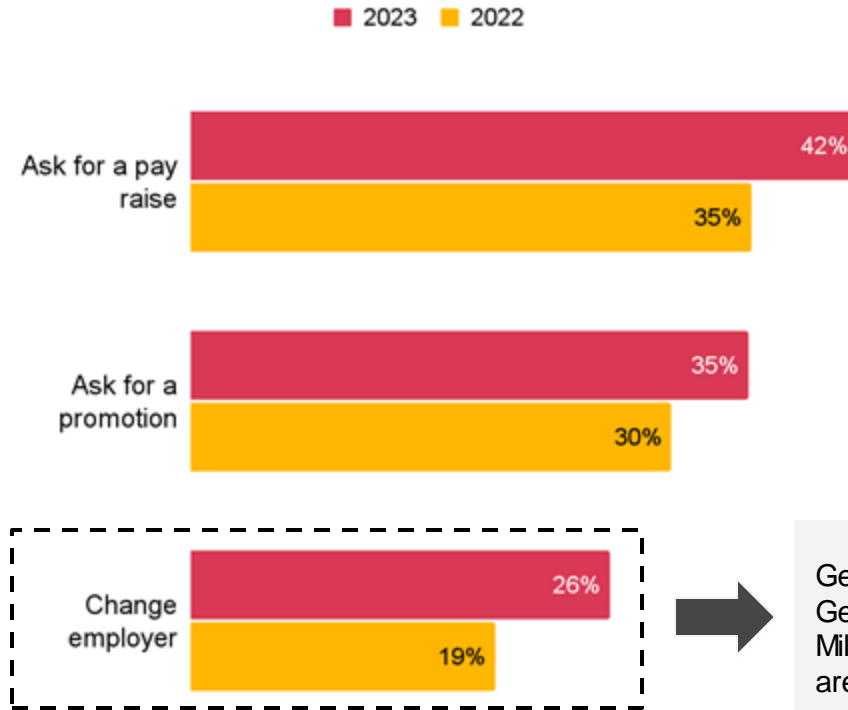
Employers focus too much on my job history and not enough on my skills

**27%**

I have skills that are not clear from my qualifications, job history or job titles

**35%**

# More restless and demanding



Generation Gen Z (35%) and Millennials (31%) are more likely to switch employer in 2023 than 2022 (both up 8%).

Source: PwC's 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories.

Source: PwC's 2023 Global Workforce Hopes and Fears Survey of 53,912 workers across 46 countries and territories

# What Gen Z say...

**30%**  
of global  
workforce  
by 2025

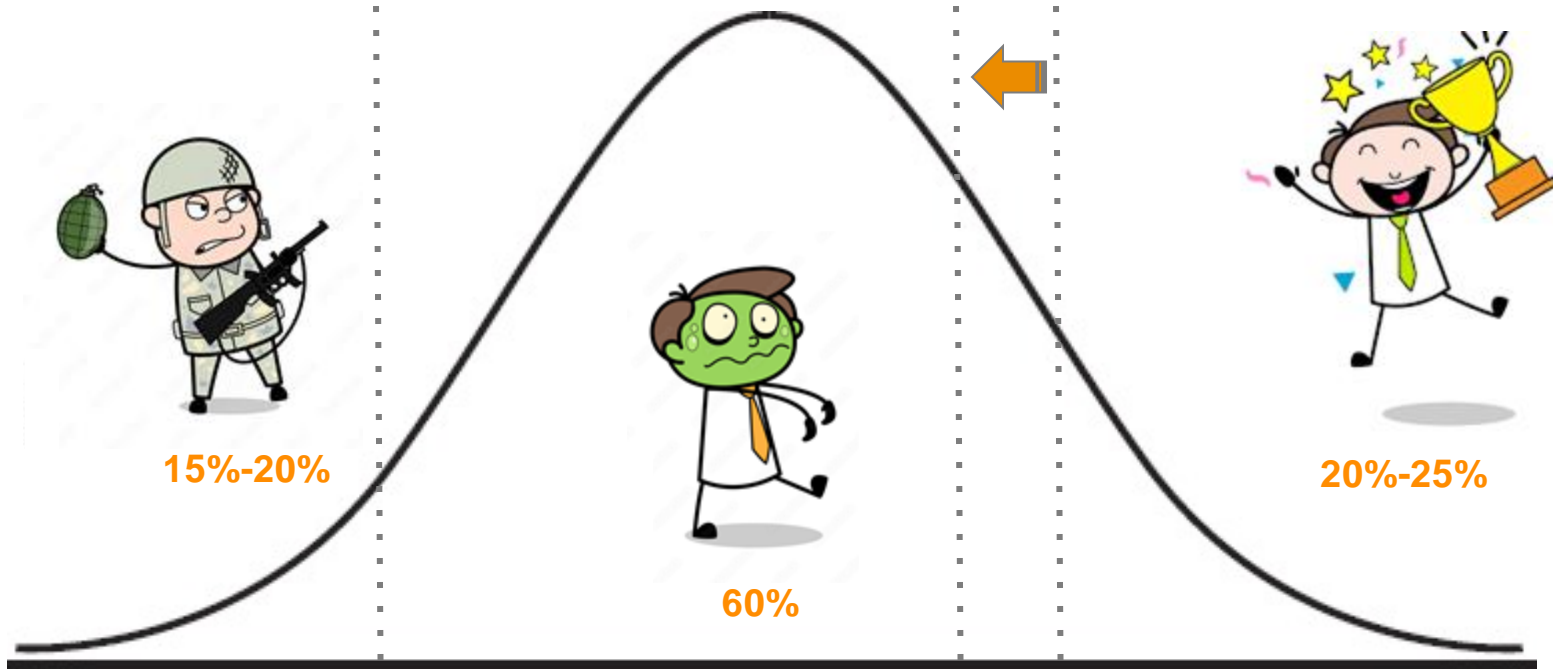
- Respect us with adequate **compensation** and rule **transparency**
- Give us more **control** where, when and how we work
- Help keep us **safe and well**
- Provide us with opportunities to **grow** and recognize we have something to offer
- Don't just talk about your purpose and values, **live** them.



What should employers do to respond to what people ask for?



# Measure & increase employee engagement



# Energise & Inspire!



Proactive problem solvers



Corporate athletes



Obedient executors



# Invest in leadership development



- Team leaders are true captains of their ship leading transformation & change, engage and inspire.
- Hire for talent, train for skills. Talent needs great leaders.
- Digital & human skills at least as valuable as technical.
- Asynchronous learning technologies (scalable and time & place neutral).





## Focus on inclusion

- Speak up culture
- Psychological safety
- Diverse perspectives
- Unconscious biases
- Untapped hidden skills/potential
- Engage & inspire (especially those lagging behind)
- Walk the talk
- Work-life integration via flexibility



The future is yours.  
How will you shape it?



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# Thank you!



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