Winds of change

People at the centre of vessel and voyage

Philippa Charlton
Chief Marketing Officer, LR

Capital Link, Shanghai
October 2026

UNIVERSITY OF PLYMOUTH
Marine Institute

'Powers our lives and moves our future'

When the winds of change blow, some people build walls and others build windmills.

Adapting to change

Decarbonisation & digitalisation

Training & upskilling required

Evolving ordering priorities

Sustainability a key driver

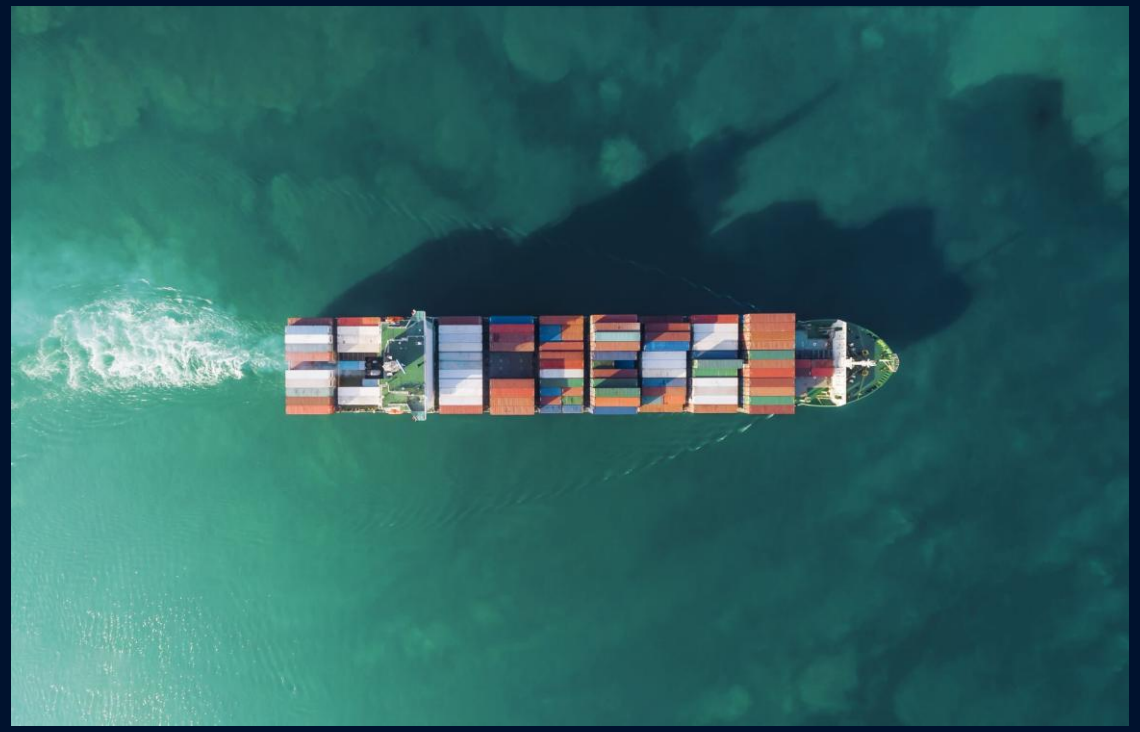
Retaining competitiveness

Operational performance is critical

Workforce readiness

113,000+ officers needed by mid-2030s
(BIMCO/ICS report, published June 2026)

Decisions made today



Fleet renewal decisions

Future fuel planning

Investment timing

Phased, evidence-based investment

Seeing further

- Digital tools onboard
- Predictive maintenance
- AI to supports fuel-efficiency
- Integrated systems and training

From promise to proof

- Clear technical requirements
- Testing across wide range of operating conditions
- Regulatory recognition of digital tools in emissions reduction

The skills gap

‘People’ scores from the LR Global Maritime Trends Barometer:

- 38% for the digital transition
- 29% for the energy transition

LRF Digital skills in maritime education and training report:

- 80% of seafarers little or no digital training
- 13% of seafarers believe shore-based training not reflective of onboard scenarios

A connected challenge

- How do we build skills, systems and culture needed to turn digital investments into safer, more efficient and more sustainable performance?

Power of Three LR³

Three strengths. One integrated advantage.

Vessel | Voyage | People

The Power of Three in digital transformation

Building windmills

- Vessel
- Voyage
- People

Thank you