

Fleet Management Limited
A Caravel Group Company



Crewing Strategies for a Sustainable Future

New Countries, Upcoming Sources

Fleet Management Presentation

9th September 2025

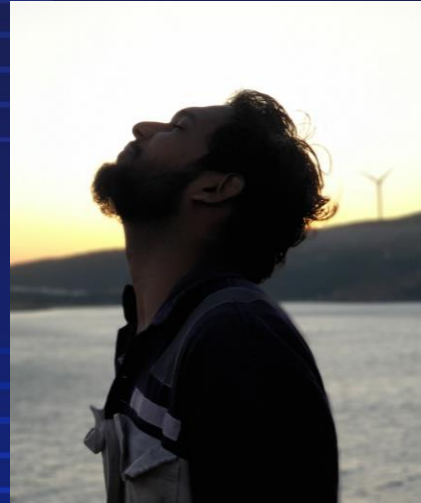
Introduction



Contributing factors behind the global seafarer shortage



Fleet
Expansion



Seafarer
Retirement



Extended **Leave**
Ratios



Under-
investment



Demand for '**Next**
Gen' skillsets

Current gaps in crew supply vs. demand – and the operational impact

“vessel types that combine rapid demand growth with specialised operational complexity are challenging us all and putting global supply chains under pressure.”



Operational Impacts

"...less experienced crew, potential for fatigue, inadequate maintenance, all leads to high chance of accident and incident."





New Countries, Upcoming Sources: Reframing the challenges as **opportunities**

Asia Pacific Seafarers

50%

(Drewry, 2025)

Women in Maritime

19%

(WISTA & IMO, 2024)

Global Officer Shortage

8.5%

(Drewry, 2025)

Retain the strongholds; invest in emerging markets

India, Philippines, China and Indonesia remain among the top sources of seafarers globally.
(Nautilus Federation)

Counties recognised by the IMO



(Lloyds Register: "Deep dive on seafarer sustainability")

Gender Diversity: Global Maritime Growth Scenario

Women in Shipping Workforce by 2050

25%

(Lloyd's Register, 2025)



New standards: Redefining talent, and competing in new fields

- Collaboration
- Innovation and Technology
- Equity
- Long-term planning
– especially the **green transition**



Case Study: Building the Maritime Workforce of Tomorrow

The partnership between Fleet Management and the International Maritime Institute is a bold step toward shaping the future of maritime excellence. It will support the future of the industry by:

Investing in People to Power Progress

IMI is a strategic investment in human capital, ensuring a steady pipeline of skilled, future-ready maritime professionals. From cadet training to continuous development, we are building a workforce equipped for tomorrow's challenges.

Enriching Education with Innovation

IMI's integration brings cutting-edge simulation, digital learning, and sustainability-focused training into the heart of our operations. This ensures our seafarers are compliant with global standards that are taught from training hubs located in China, India and the Philippines.

A Long-Term Commitment to Excellence and Inclusion

With a focus on quality, diversity, and global reach, our unified approach fosters consistent standards, promotes gender inclusion, and strengthens our position as a global leader in maritime talent development.

“Seafarers are the backbone of global trade, and investing in their education is not just a responsibility — it is a necessity.”

- Dr. Harry S. Banga,
Chairman and Chief Executive
Officer, The Caravel Group;
Director, Fleet Management Limited





Powering the *future* of the
industry, together.