



Measuring digital maturity in maritime

Eleanna Apostolidi

Global Head of Client Communication,
Lloyd's Register

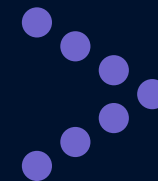
People Tech Maritime

16/10/2025



Digital
Transformation
Research Programme

How far are we with the maritime digital transition?

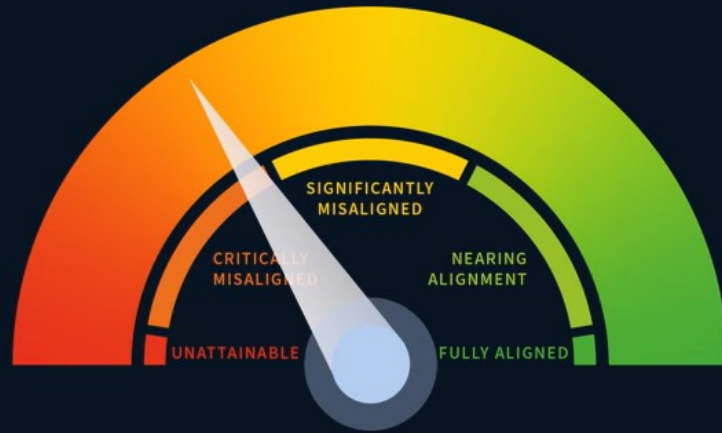
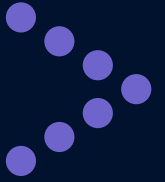


Insights from the
Global Maritime Trends
Barometer 2025

Tracking progress
in maritime
energy and digital
transition



How far are we with the maritime digital transition?



 **People**

Critically misaligned

32%

The maritime industry is making progress (32-48% alignment) with regards to digital transition but still lags behind land-based industries

**How digitally mature is the
maritime industry today?**

“

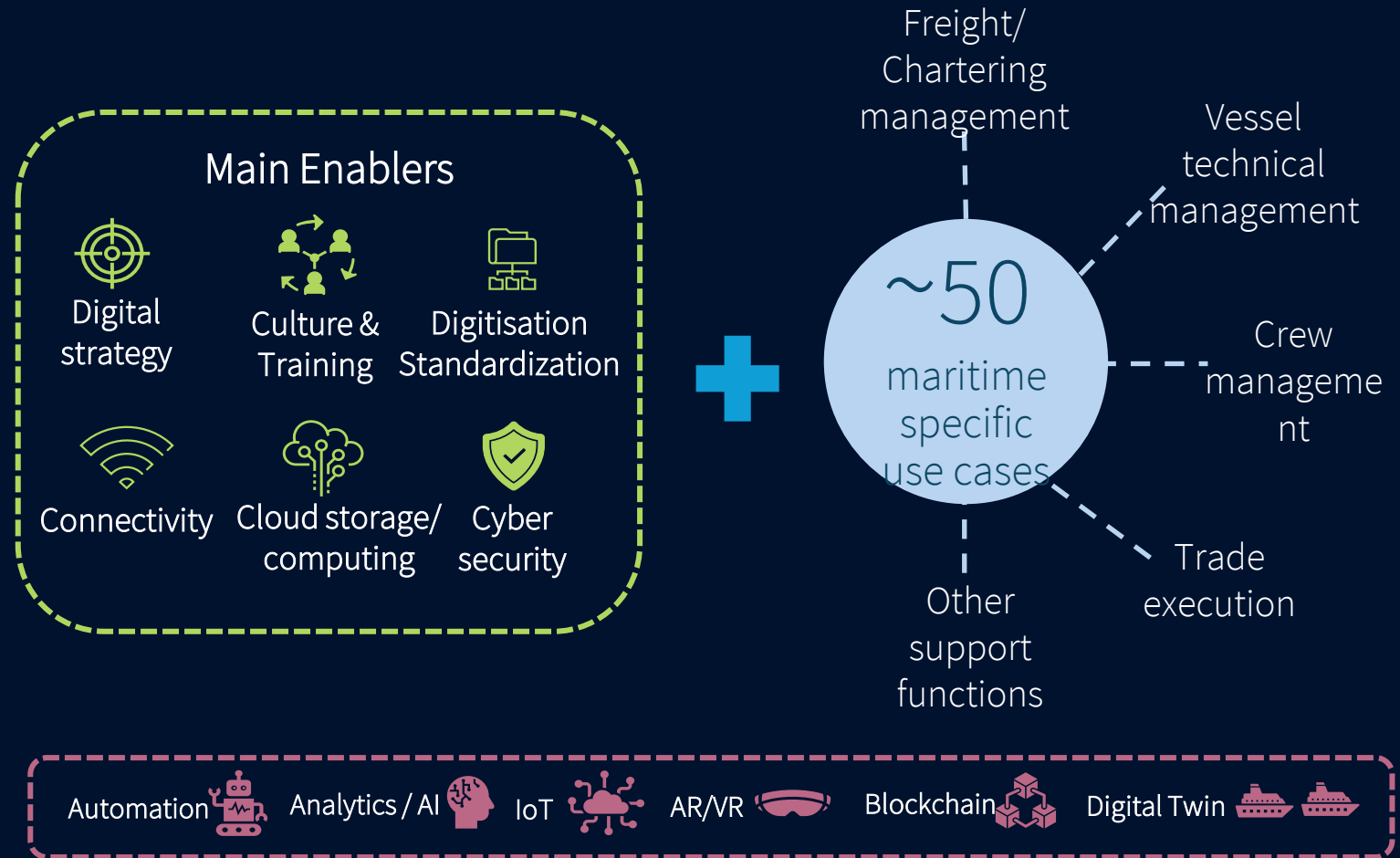
In maritime there is a complete lack of a framework, a benchmark that can help companies understand where they are exactly when it comes to digital transformation and also where they are versus peers.



LR's Digital Maturity Index

Designed for the
maritime industry

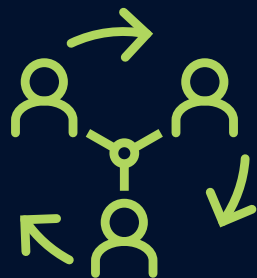
Grounded on
practical use cases



LR's Digital Maturity Index – Main Enablers



Digital strategy



Culture & Training



Digitisation
Standardization
Integration



Connectivity

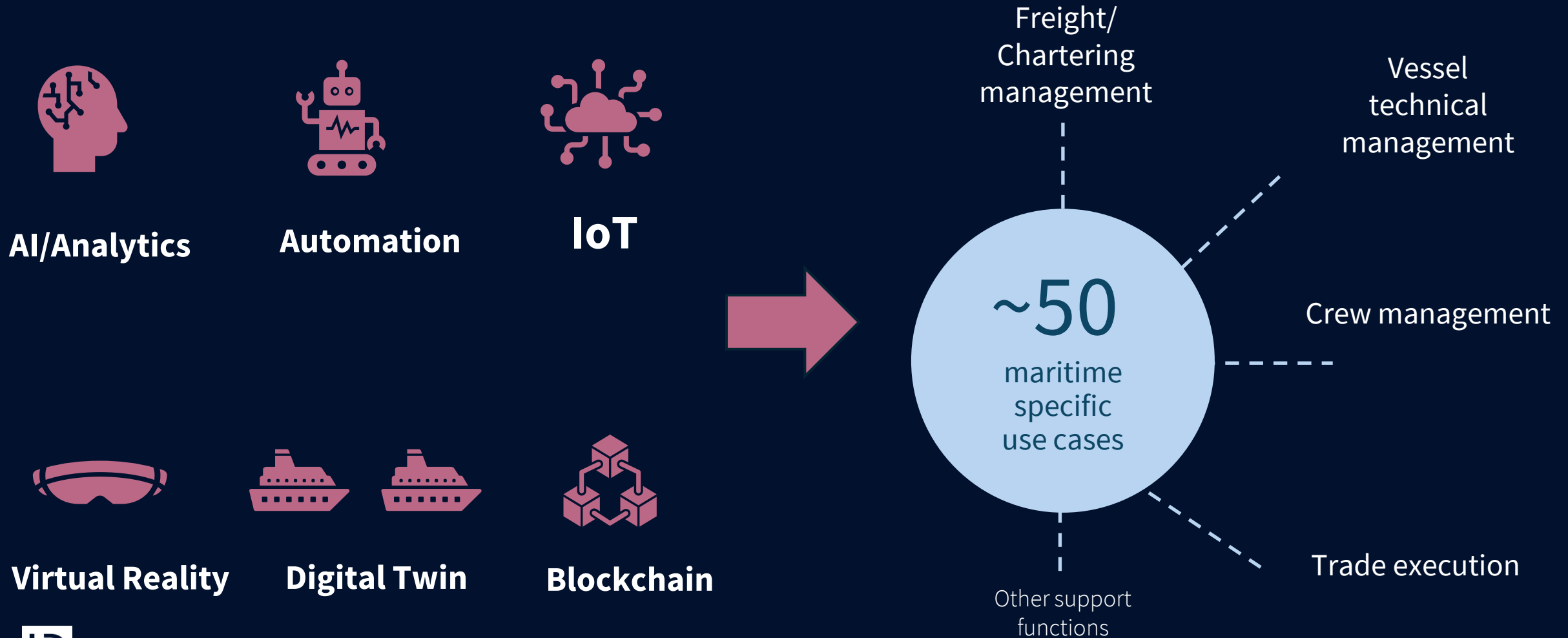


Cloud storage/
computing

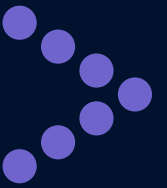


Cyber security

LR's Digital Maturity Index – Technology Adoption



Digital maturity levels



Foundational

The organisation focuses on past analytics with little to no digital infrastructure or data literacy

Emerging

The organisation uses analytics for future predictions, with some digital infrastructure and limited cultural integration of data processes

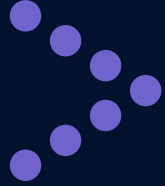
Mature

The organisation utilizes advanced simulations, with dedicated digital teams and a strong data-driven culture

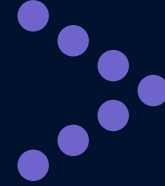
Visionary

The organisation integrates cutting-edge technologies (AI, ML), with digitalization being a critical part of the business strategy and culture

The audience so far

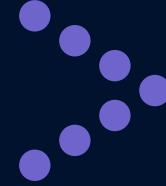


~ **30** companies
in total running
1000+ vessels



Segments represented

- Bulk carriers: 48%
- Tankers: 35%
- Other (gas, container, etc.): 17%

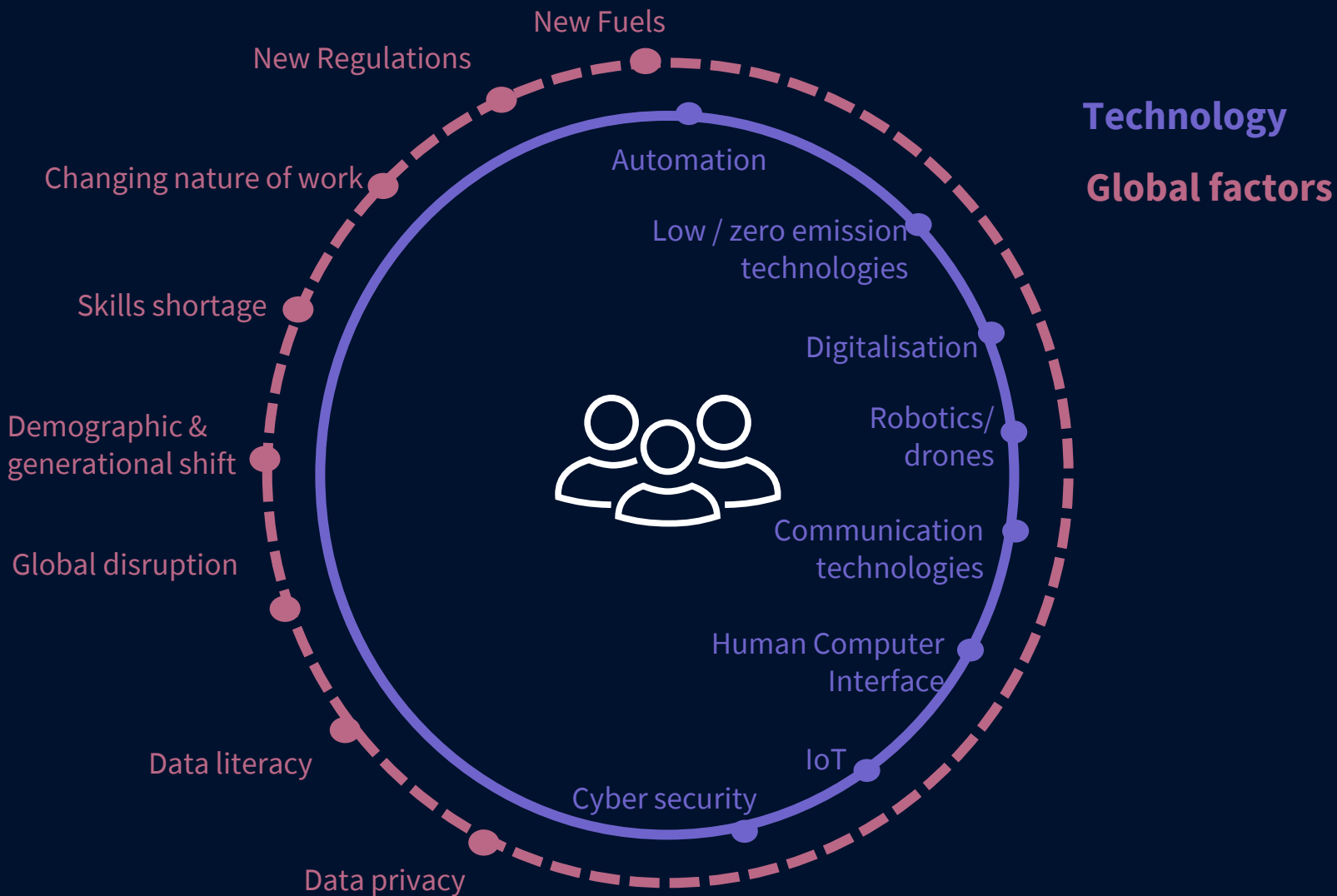


Fleet size of respondents

- **< 10 vessels:** 9%
- **10–50 vessels:** 67%
- **>50 vessels:** 24%

People

Key drivers on culture & training



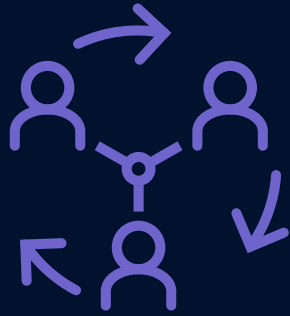
1m
seafarers

30k
vessels

14k
customers

OneOcean

Encouraging experimentation with limited investment



Experimentation and collaboration but usually without structure

Employees 'somewhat comfortable' using digital tools

Culture & Training

2.23/4

Limited investment on digital training (between 0% and 0.1% of revenues)

Structured experimentation associated with greater investment in training and R&D

Concluding thoughts



Digital transition in maritime still lags behind land-based industries
(GMT Barometer 2025)

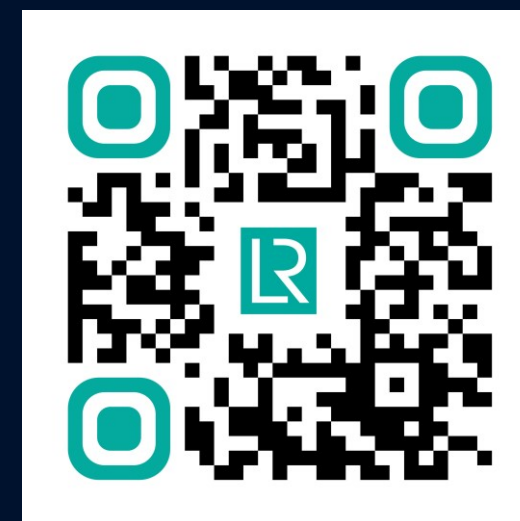
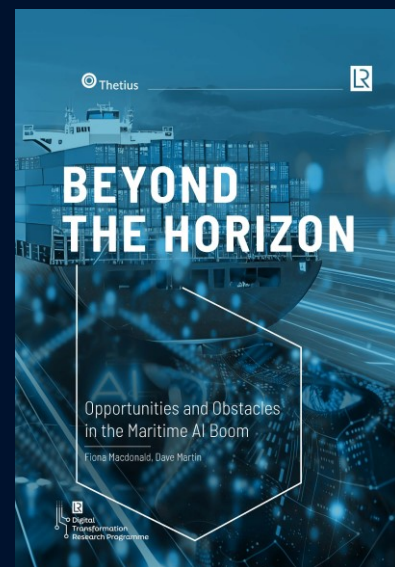


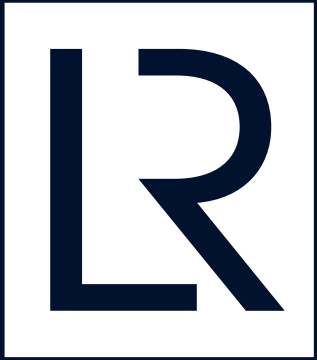
Every company's journey is different, but deciding the right next step is crucial and depends on our current maturity



The human element is key to successful digital transformation and requires a structured approach

Enabling digitalisation with experts' insights & research





Thank you

Eleanna Apostolidi
Eleanna.Apostolidi@lr.org