

metavasea



Humans at the heart of
maritime decarbonization



HELMERPA

What is an environmental leader?

What is an environmental leader?

It's **anyone**

whose decisions and daily behavior
shape how an organization actually performs on
sustainability

46.6%

higher hiring rate for workers
with green skills versus the
overall workforce

Source: LinkedIn Global Green Skills Report (2025–2026)

53%

of all green hires today are
people OUTSIDE
sustainability job titles

2×

Green hiring is growing at
nearly twice the speed of
green-skilled talent, worldwide.

Source: LinkedIn Global Green Skills Report • World Economic
Forum (2023–2025)

What does an environmental leader actually fight?



The intention-execution gap

98% sustainability initiatives studied fell short of their objectives

Bain & Company research, 300 businesses surveyed



Goals outrunning delivery

84% of the world's largest firms are off track for net zero by 2050

Accenture, Destination Net Zero 2025



Talent can't keep pace

7 in 8 workers worldwide still lack even a single green skill on record

LinkedIn Green Skills resources (2025–2026)

At Sea: Same Fight, Higher Stakes

800,000

seafarers need new training by the mid-2030s to run a decarbonized fleet

DNV / Maritime Just Transition Task Force (2022)

64%

of seafarers in the Eastern Mediterranean received no decarbonization training in the last two years

HELMEPA-led METAVASEA survey (2025)

26,000+

global shortfall in STCW-certified officers, even before the energy transition adds new demands

BIMCO/ICS Seafarer Workforce Report

⇒ On land, the gap is between intention and execution

⇒ At sea, the gap is between regulation and readiness

Three People - One job

The Titled Leader

- Sustainability Director
- ESG Manager
- Chief Sustainability Officer

**Holds the formal mandate
and the budget line**

The Operational Leader

- Plant manager
- Ship's Master
- Chief Engineer

**Owens the daily decisions
that determine real
performance**

The Hidden Leader

**Anyone, at any level,
whose example quietly
sets what "normal"
looks like for the whole
team**

Three different people. One underlying job: turn intention into action

Two engines run every decarbonization journey

THE ENGINE YOU CAN SEE

Hard Skills

- **Alternative fuels: methanol, ammonia, LNG**
- **STCW certification and technical drills**
- **EEXI / CII compliance calculations**
- **Scrubbers, batteries, energy systems**

THE ENGINE THAT ACTUALLY MOVES THE SHIP

Human (Soft) Skills

- **Communication across bridge, engine room, shore**
- **Decision-making under pressure and uncertainty**
- **Problem-solving when the manual has no answer**
- **Innovation when the old way no longer works**

Who actually delivers net-zero at sea?

We need to train 800,000 seafarers by 2030 to run a decarbonized fleet

We can build the greenest ship on the planet, new fuel,
new engine, new scrubber

BUT

if the people on the bridge, in the engine room,
and in the office cannot communicate the change,
decide under pressure, and solve problems
nobody has solved before...

***...that green ship goes
nowhere***

This isn't a hunch! It's a documented pattern

39%

of core job skills will
change by 2030,
and the skills
employers most
need are human
ones

*World Economic Forum, Future of Jobs Report
2025*

70%+

of maritime accident
root causes trace to
human factors, not
technical failure

ATSB / UK MAIB accident database analyses

2010

the year STCW formally
added leadership,
decision-making and
communication as
required competencies

IMO STCW, Manila Amendments

How do soft skills actually facilitate that gap?

Every gap we find:

- 98% of initiatives failing
- 64% of seafarers untrained

is a **HUMAN** execution gap, not a technology gap. What's missing is...

Communication

Turns data nobody
reads into a story
everybody acts on

Decision Making

Choose the right trade-
off when there is no
perfect option

Problem Solving

Builds the answer
when the answer
doesn't exist yet

The question I leave you with

Are we training people for green jobs or building green leaders



A

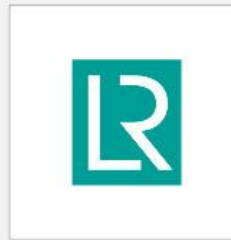
Build the human engine. The green future will follow

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People-centred transition for Maritime
Decarbonization in the East Mediterranean



partners



with the
support of



associate partners

thank you