

ESPO AWARD 2018

*PORTS AS A GOOD
WORK ENVIRONMENT
FOR EVERYONE*



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AN INITIATIVE OF

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FOREWORD

Ports face many challenges such as investing in expensive infrastructure, adapting to environmental challenges and, increasingly, transforming themselves to achieve decarbonisation. These challenges are tangible and real. They can be analysed and quantified.

However, ports also face a deeper challenge which, in some cases, can even be existential. This is the challenge of acceptance among key stakeholders or, as we termed it in the ESPO code of 2010, the challenge of societal integration.

We have had large responses to the ESPO Award in previous years. In the nine years to 2017, there were over 200 entries describing port-city projects on a number of themes.

This year, we chose ‘Ports as a Good Work Environment For Everyone’ as our theme.

One of the objectives of the ESPO Award is to stimulate thinking among port executives by highlighting the best ideas and good practice elsewhere. ESPO is, after all, a learning network.

For this year's Award, the number of entries was small. At first glance, this was disappointing. However, on reflection, what I think we are seeing may be a real and concrete challenge which many ports have not yet fully realised and begun to respond to.

We live in an increasingly mechanised, digitised and automated world where the prospect of working in the port industry may not be attractive to young well-educated men and women from a diversity of backgrounds. In past years, port jobs were often taken up by family members, literally handed down from generation to generation.

Higher education, a more diverse jobs market and years of automation and dock labour rationalisation has weakened the network that traditionally supplied the port workforce.

If we don't have diverse, talented and motivated workforces in our ports, how can we hope to achieve the societal integration we aspire to between Ports and Cities?

And yet, all of us who work in ports and love the challenge of our jobs know that rewarding, fulfilling and secure employment is available in our sector. However, I think we may have overlooked the importance of getting this message out where it needs to be understood. This year's ESPO Award helps to address this shortcoming and the different focus in each of the four entries highlights the complexity of the challenge: Ports need well informed staff, working in a safe environment; mental and cultural trans-national barriers must be broken down; skilled hands and bright talents are essential; ports need staff to have better, healthier and happier lives.

These are very modern challenges in our often very traditional industry. My hope is that this year's ESPO Award helps highlight to all our member ports a difficult and essential challenge which needs to be taken on even as we grapple with our more traditional infrastructure and environmental challenges.

Eamonn O'Reilly

ESPO Chairman

ABOUT THE ESPO AWARD

The ESPO Award on Societal Integration of Ports entered its tenth edition this year. The Award was established in 2009 to promote innovative projects of port authorities to improve societal integration of ports, especially in the city or wider community in which they are located. In this way, the Award wants to stimulate the sustainable development of European ports and their cities. The experience of the first two ESPO Award editions made it clear that 'Societal Integration of Ports' is a topic with many layers. The diversity of the applications was very high, which made the task of the jury to select a winner a very challenging one. To make this task lighter, and to make it easier for ports to know which kind of project to submit, it was decided to have a more thematic ESPO Award as from its third edition. The overall scope remains 'societal integration of ports', but a specific theme is proposed each year.

The theme of the tenth ESPO Award on Societal Integration of Ports is 'Ports as a Good Work Environment for Everyone'.

The ESPO Award 2018 will go to the port authority that creates a good workplace environment for its current and future employees and demonstrates its investment in a diverse and inclusive environment, facilitating mutual respect, non-discrimination and personal development. The ESPO Award 2018 will equally award the port authority which has an innovative approach to promote the wider port area with its businesses and companies as an attractive work environment for everyone around the port looking for a new career. Doing this, the port authority helps to bridge the gap between supply and demand for employees in the port sector, by demonstrating how the multiple needs for labour force in and around the port match the diversity of the profiles of people living around the port. Difference should be an asset, never an obstacle.

The call for proposals resulted in four project submissions which are summarised in this brochure.

Previous winners

2017 – Guadeloupe Port Caraïbes (France): Port' Art

2016 – bremenports (Germany): Luneplate: A unique natural paradise and valuable green port infrastructure

2015 – Port of Dublin (Ireland): Port Communities Educational Support Programme

Special mention to:

- Guadeloupe Port Caraïbes (France): Discovering my port

2014 – Port of Koper (Slovenia): No waste, just resources!

2013 – Port of Antwerp (Belgium): Heritage, the breadcrumb trail between city and port

2012 – Port of Genoa (Italy): Citizens of the Port – Knowing and Living the Port of Genoa

2011 – Ports of Stockholm (Sweden): Hamnvision 2015 (Portvision 2015)

2010 – Port of Helsinki (Finland): Port as Part of the City

2009 – Port of Gijón (Spain): Gijón Port & City Together

Special mentions to:

- Port of Genoa (Italy): Genoa Port Center - Breaking Down the "Social Distancing" of the Port

- Port of Ghent (Belgium): Project Ghent Canal Zone – Working Together on the Sustainable Development of the Ghent-Terneuzen Canal Zone

THE AWARD PAINTING

Exclusively for ESPO, the Dutch port painter Sasja Hagens has developed a series of paintings reflecting the overall scope of the ESPO Award, i.e. how ports and cities are living and working together. The first painting of the series was handed out during the ESPO Award Ceremony 2016.

Sasja Hagens (Utrecht, 1973) studied at the Royal School of Arts in The Hague, the Netherlands. Her paintings are shown in places like the Maritime Museum Rotterdam, the City Hall of Rotterdam, ABN AMRO Bank, ECT Rotterdam – Hong Kong, Arcadis and Deloitte the Netherlands. Her work is also widely exhibited, for example during a big solo exhibition at Duolun (MoMa) in Shanghai, Habitare in Helsinki, Oblast Art Museum Kemerovo (Russia) and Museu Maritim in Barcelona. Recently, her work has been twice on show in Hong Kong.

With strong colours and daring compositions, Sasja Hagens gives her own interpretation to the themes of harbourscapes and recently also wild nature. She says: "People sometimes ask me why I've spent so much time painting ports, such an obvious theme. But their size and industrial quality light the fire in me."

Hagens' focus is now on wild nature with industrial influences. As in harbourscapes, she continues her journey, finding new stories in her direct surroundings. At the moment, she is developing a new series about the tantalising interaction between wild nature and ports.



FOREWORD OF THE CHAIRMAN OF THE JURY

The ESPO Award 2018 has a dual focus and is destined for the port authority deemed by the jury to have set an example as a good workplace environment for its employees by demonstrating its investment in a diverse and inclusive environment promoting mutual respect, non-discrimination and personal development – and – additionally that has shown an innovative approach to promoting the wider port area as an attractive work environment for those seeking new port-related careers. We acknowledge and thank our participating ports for their endeavours and for taking the time to contest this year's Award.

One of the known unknowns that will impact many EU ports in the coming months and years will be the impact of Brexit. The ultimate form of the new trading relationship between the UK and the EU remains to be resolved. Assuming that a deal is worked out and, as importantly, that it can secure the necessary parliamentary support, especially in the UK, there will be a transition period. This will offer a window of opportunity to deepen preparations for the new circumstances. But make no mistake: change is coming.

Already ports are ramping up new customs-related space, procedures and staff. Trusted trader schemes and technology-assisted information exchange can facilitate the process. However, these cannot eliminate all of the harmful consequences for modern supply chains and just-in-time delivery logistics that have become the norm inside the EU's Single Market.

In workplace terms, the reappearance of an expanded customs presence playing a greater role especially in cross-Channel ports handling EU-UK trade is an additional challenge to be managed. The same applies to port users and customers who probably will be obliged, subject to the terms of the final deal, to revert to practices that many of them thought had been consigned to the past.

This serves as a reminder that our Award's theme of this year – the port as a good workplace – remains timely and relevant.

Pat Cox
Chairman of the Jury

THE JURY



Pat Cox, Chairman of the jury
TEN-T Coordinator for the Scandinavian-Mediterranean Core Network Corridor and former President of the European Parliament



Hugo Callens
Former Secretary General, European Tugowners' Association



Karin Heremans
Director GO! Atheneum Antwerpen, RAN education, Policy Coordinator prevention-radicalization and polarization GO!, Department of Policy and Strategy



Greta Marini
Strategic Advisor Port City Community Affairs, The Worldwide Network of Port Cities (AIVP)



Marta Moretti
Board Member, River-Cities Platform Foundation



Markku Mylly
Executive Director, EMSA



Dimitrios Theologitis
Senior Expert Waterborne Transport and former Head of Unit of Ports and Inland Navigation, DG MOVE, European Commission



David Whitehead
OBE – Former Director of British Ports Association and former Chair of ESPO

ASSOCIATED BRITISH PORTS, UNITED KINGDOM

Associated British Ports Change Programme

In November 2015, ABP embarked on a **change programme** to improve the way it worked. The aim was to make measurable progress against each of the six strategic pillars that have been developed to maintain continual improvement of ABP's services and to visually represent the journey ABP has embarked on to make its ports better working environments for everyone – employees, neighbours and customers. The strategic pillars are based on the foundation values integrated into everything that the business, staff and stakeholders need to do to achieve this vision. The change programme was not a single project but an alignment of systems and processes across 21 ports.

The **six pillars** are the following: working safely and sustainably, putting customers first, creating a great place to work, continually improving the operations and services ABP provides, providing effective infrastructure and equipment, and being good neighbours. The first pillar serves to embed safety in the business culture. As part of this process, health and safety issues are regularly communicated through 'safety moments' where employees can share stories at the start of meetings.

The project has contributed to the societal integration of the port through the 'being good neighbours' pillar, which has led to various events: the first ABP Humber Coastal Half Marathon, the 5th anniversary of the ABP Southampton Sailing Academy, which gives young people the opportunity to get out on the water, the 30th anniversary of ABP's sponsorship of the Welsh National Opera, and the organisation of a parade to mark the 150th anniversary of the Port of Barrow. In addition, the 'working safely and sustainably' pillar allowed ABP to explore new and innovative ways of **engaging the workforce** such as the introduction of a Safety Coach travelling from port to port to deliver health and safety messages to all staff on the quayside, and the creative kids campaign, during which children of staff members were invited to design safety posters to be displayed around the ports.

ABP's journey through the programme of change has been challenging and includes forming, introducing, changing and reviewing its processes through a system of steps measured against key performance indicators. Some of the projects that fall under the change programme have now become embedded into the culture of the company and they are now processes that form part of the business as usual agenda. There are a total of 30 projects which are being taken through a phased improvement programme.

ABP is committed to maintaining an inclusive and rewarding place to work. We have implemented a range of innovative initiatives to keep our people safe and better informed.

Henrik Pedersen
*CEO of Associated
British Ports*





NORTH SEA PORT, BELGIUM AND THE NETHERLANDS

Cross-border staff integration North Sea Port (originally Dutch and Belgian port companies) – Integration of two organisations with Dutch and Flemish employees into one organisation

Through the merger North Sea Port has overcome the barrier of a national border. Now we are with our colleagues in the process of overcoming the mental and cultural borders. Fascinating and a lot of fun!

Jan Lagasse
CEO of North Sea Port

In December 2017, 'Zeeland Seaports' (NL) and 'Havenbedrijf Gent' (B) merged and became North Sea Port, a single cross-border organisation. Since that date and until now, North Sea Port has invested in (cross-border) company culture and management of integration. As a result, the merger has been completed with the official and judicial creation of North Sea Port on 29 June 2018. The merger is beneficial for both previous companies as they now witness an increase in profit, bigger critical mass, etc., and for the labour market in the region which benefits from a more integrated cross-border market.

Employees from both Belgium and the Netherlands now work together in mixed teams. In order to successfully realise this integration of two different cultures, several initiatives have been launched such as the creation of a 'post-merger integration team', working groups specifically targeting culture and paying attention to national cultural differences, the development of a new company culture and the publication of a single magazine for all employees of North Sea Port. Information was also given to employees on the small language differences between Dutch spoken in the Netherlands and Dutch spoken in Flanders (Flemish) and on how to work across two borders.

The merger also accelerated other cross-border initiatives between Belgium and the Netherlands such as the improvement of public transport/infrastructure or the promotion of cultural events in both countries. In addition, the involvement of public shareholders in the project entails a more integrated, cross-border labour market. The political stakeholders of the merger were properly and extensively informed on all its details and on their involvement in it. National governments on both sides of the border as well as companies have been very supportive in its preparation and realisation.

Thanks to the merger, North Sea Port increased its visibility in the region and could emphasise the diversity of its employees' background: high/medium education, Dutch/Flemish, female/male, young/old, etc. Locals were also actively involved through various projects such as the 'Harbour Days', a recurring television programme on regional channels about North Sea Port, newsletters, social media posts, the 'Harbour News Paper', and the 'Harbour Run'.

North Sea Port's aim was to develop itself further as a multimodal platform and a decongestion hub in its region and did not let a border stop it from reaching this ambition.

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PORT OF ROTTERDAM AUTHORITY, THE NETHERLANDS

The Port of Rotterdam creates a good working environment for everyone

The Port of Rotterdam Authority aims to create a good working environment for everyone by focusing on maximising the synergy between the port, the city and the region. This is achieved by giving employees skills matching the needs of companies in the port, by providing training for its current and future talents, by stimulating co-working between different companies within the port and by employing as many people from Rotterdam and its surroundings as possible in the port.

The Port Authority has created various initiatives, which can be divided into three categories:

- **School to Work:** in a rapidly changing environment in which developments follow each other in rapid succession, it is essential to prepare employees with the right skills. One way to provide employees with these skills is the establishment of the RDM campus, the 'IT and Technology Campus' and the 'Haven Havo', by providing intermediate vocational education, stimulating IT and technology skills and offering a special port-focused curriculum to prepare young people (aged 12 to 17) for a rapidly changing world.
- **Work to Work:** it is crucial to prepare the port's business community for new types of work. One of such initiatives is 'Rotterdam Works', a network offering voluntary labour mobility opportunities to employees. Participating employees will gain new work experience and will be better equipped for labour market orientation and professional development. Similarly, 'Rotterdam's Initiative for Social Innovation' aims for greater cooperation and modernisation in the labour market and will deal with the question of how businesses can collaborate more in this area. A promising element in this project is that Port of Rotterdam Authority, Deltalinqs and labour union CNV are working together.
- **Return to Work:** the port offers numerous job opportunities to tackle the high unemployment rate in the region. Through various projects like 'Ambachtslab Charlois' and 'Startbaan project', together with the Municipality of Rotterdam, the port is seeking to assist people to gain the right skills, to match potential employees with the right job and to help young people to acquire basic qualifications. It is crucial to invest in people now in order for them to be useful in the future when they are needed.

To celebrate the success of these projects, the Port Authority organises The Rotterdam Port Event every year. Its goal is to show that the Port creates a good working environment for everyone! For young and old, as well as highly skilled and self-made professionals!

The Port of Rotterdam needs skilled hands and bright talents!

Allard Castelein
CEO of the Port of Rotterdam





PORT OF TALLINN, ESTONIA

Health Week

The Port of Tallinn is a socially responsible company taking care of the mental and physical well-being of its employees by continuing the Health Week tradition that helps employees to live better, healthier and happier lives.

Valdo Kalm
Chairman of the
Management Board
of Port of Tallinn

Health and well-being in the workplace are the shared responsibility of an employee and an employer. Both the Port of Tallinn and its employees take this responsibility seriously – especially after the Health Week tradition was established at the Port of Tallinn.

Addressing the low life expectancy of Estonians and the high level of depression in Estonia, among others, the Port of Tallinn decided to act towards the goal of improving the health of its employees. In addition to covering the cost of different sports activities and offering medical examinations and balanced food in its offices, the Port started organising a **Health Week**, a week consisting of seminars on different health topics, training lessons, sports events, and a **Blood Donation Day**. The aim of the Health Week is to raise awareness of health-related issues and help employees live more healthy, balanced and happy lives and be healthy role models for their family and friends.

While seminars and sports events differ yearly, offering innovative themes and methods, the Blood Donation Day has been part of the Health Week every year. Only 2.8% of the Estonian population voluntarily donates blood, a low percentage partly explained by the unfamiliarity of the population with the process. The Blood Donation Days of the Port of Tallinn have resulted in making blood donation more popular among its employees, clients and partners, and helped to save about 700 lives.

All Port of Tallinn's employees can attend Health Week events free of charge during their workday. As a result of the Health Week, the Port of Tallinn has noted a decrease in sick days and a growing number of employees doing physical activity.

The systematicity and perseverance of the Port, as well as the diversity of the topics addressed during the Health Weeks make the project original and innovative. Examples of past themes and methods of Health Weeks include physiotherapy, Feng Shui, smile therapy, osteopathy, mindfulness, and depression, a topic not usually addressed in the workplace in Estonia. The Port's goal is to offer diversity and the opportunity to choose between varied practices. Besides the Health Week, the management also encourages staff to do regular and consistent sports activities. The Port works with Sport ID environment, which enables its employees to visit a huge variety of sports clubs and choose between a wide range of training options.

The Health Week has been held every year in February since 2014. It represents an important tradition that the Port of Tallinn intends to continue in the future.

ESPO CODE OF PRACTICE ON SOCIETAL INTEGRATION OF PORTS

In May 2010, ESPO published a Code of Practice on Societal Integration of Ports. This Code builds on the experience of the first edition of the ESPO Award and results from the project “People Around Ports” that was initiated by the Port of Rotterdam (The Netherlands). The Code brings together a series of practical recommendations that can guide port authorities in improving their general public image, attract young people to work in the port and make people living in and around the port area their ambassadors.

The Code is available in English and in Spanish on: www.espo.be

We're happy to continue our collaboration with ESPO and to sponsor their Award again this year. TT Club strives to support local communities and this initiative is a positive example of people coming together to do good within the community.

Andrew Huxley
*Regional Development
Director TT Club*

OUR SPONSOR

We are delighted to sponsor the ESPO Award for the second year running and to support ESPO's work in improving societal integration of ports.

TT Club is the international transport and logistics industry's leading provider of insurance and related risk management services.

Established in 1968, the Club's membership comprises container owners and operators (shipping lines and lessors), ports and terminals, and logistics companies, including road, rail and airfreight operators.

As a mutual insurer, the TT Club exists to provide its policyholders with benefits, which include specialist underwriting expertise, a world-wide office network providing claims management services, and first class risk management and loss prevention advice.

The Club works with some of the world's largest operators, through to companies whose activities are on a smaller scale, but face similar risks. Remarkably, in view of industry changes and consolidation, one third of the membership has chosen to insure with the Club for more than 20 years.





