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THE E-JOURNAL

OF PORTS AND TERMINALS



WORKFORCE DYNAMICS



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FOREWORD



Margherita Bruno,
Editor

Welcome to the latest release of PTI's e-journal, where maritime stakeholders collaboratively explore innovative ideas shaping the future of the maritime industry. While our typical discussions revolve around port development, industry achievements, and cutting-edge innovations, this edition uniquely shifts its focus to the heart of our industry: the workforce propelling us forward.

In this issue, we explore workforce dynamics, from inclusivity to labour rights, with leaders at the forefront of driving a more equitable future sharing their insights.

Kicking off with Richard Steele, CEO of ICHCA International, we analyse the inherent risks in cargo operations, emphasizing the critical importance of managing health and safety risks. This contribution underscores the necessity for tailored safety measures across different vessel types, advocating for continuous improvement, collaboration, and industry-wide consensus to enhance safety throughout the cargo supply chain.

Navigating the intricate landscape of maritime work, the International Transport Workers' Federation (ITF) emerges as a pivotal force, representing over 18 million transport workers in 150 countries. Enrico Tortolano and Steve Biggs, key figures in ITF, shed light on the challenges and transformations shaping the industry. The indispensability of the ITF in safeguarding workers' rights becomes even more apparent in the face of challenges such as COVID-19, automation, AI, and other factors.

Shifting our focus to global freight forwarding and logistics, the International Federation of Freight Forwarders Associations (FIATA) stands as a formidable force, uniting over 150 countries and representing 40,000 firms worldwide. Sofia Aiche, Head of Professional Development and Sustainability Business Unit at FIATA, actively addresses workforce challenges and advocates for trade facilitation policies. The organisation's commitment to training and education is evident through globally recognised vocational programmes like the FIATA Diploma in Freight Forwarding.

In European ports, Lamia Kerdjoudj, the Managing Director-Secretary General of FEPORT, emphasizes the urgent need for reskilling and upskilling to enhance resilience and competitiveness. FEPORT is dedicated to maintaining elevated training standards, integrating specialised courses and on-the-job training to adapt to the evolving dynamics of work within ports. Kerdjoudj also underscores the significance of the green transition, advocating for gender equality and collaboration with educational institutions to bridge the existing skills gap.

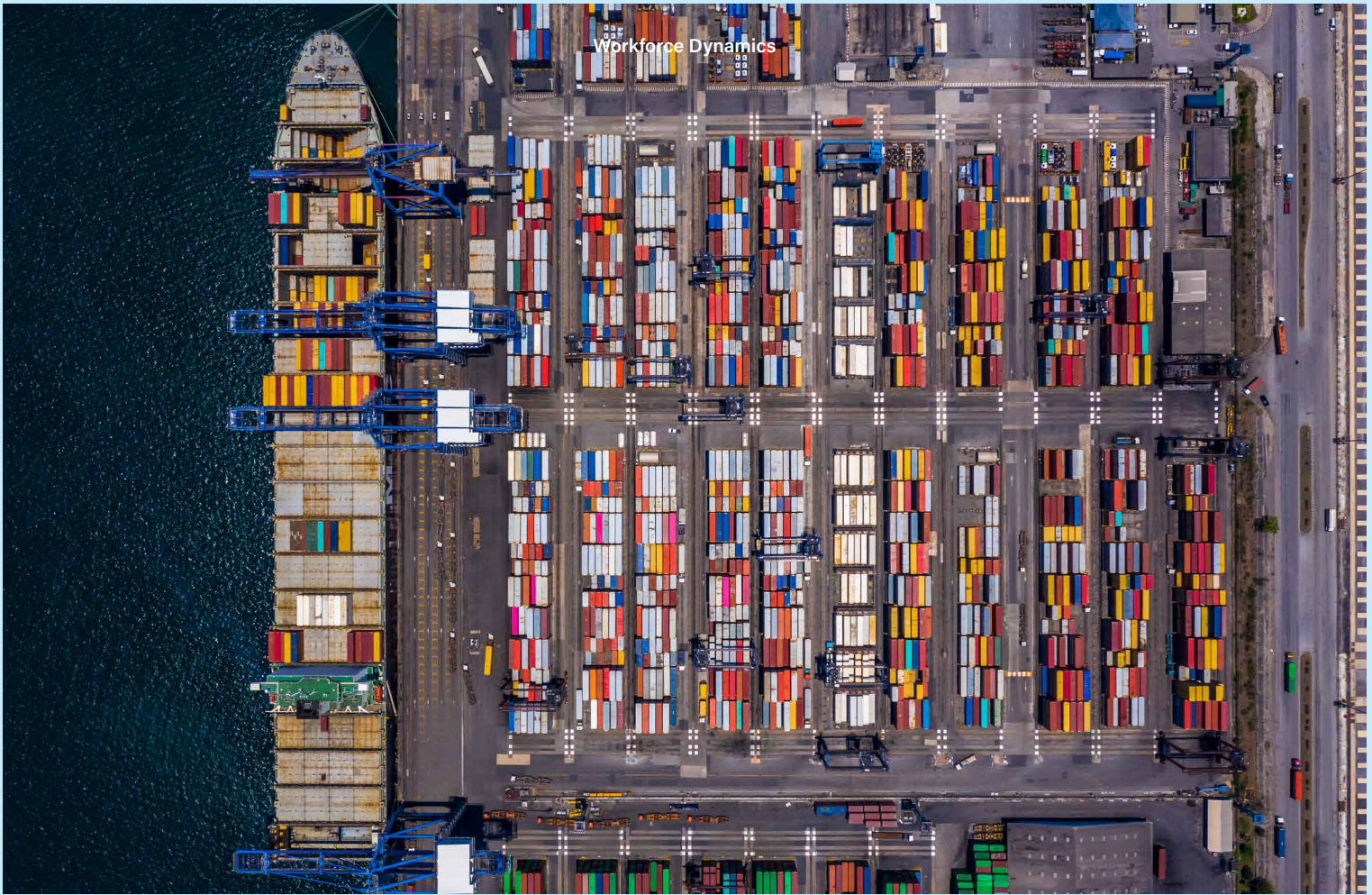
Continuing our exploration, Elpi Petraki, President of WISTA International, contributes an article stressing the industry's obligation to embrace change and foster an equitable environment without merely substituting genders. Despite noticeable progress towards gender equity in the maritime industry, persistent challenges remain. This article delves into the industry's transformation

over the past 25 years, accentuating the necessity for increased diversity and inclusion.

Next up, Richard Oloruntoba, Associate Professor at Curtin University, addresses challenges and opportunities related to the workforce's adaptation to advanced digital technologies. He explores the rapid integration of digital technologies in ports, highlighting the advantages of automation, AI, and IoT in enhancing efficiency, reducing costs, and elevating service excellence. Oloruntoba underscores the significance of collaborative negotiations between management and the workforce, recognising unions as crucial stakeholders.

Finally, as the era of automation unfolds in port operations, challenges such as implementation hurdles and potential declines in productivity emerge. Port terminals are adopting simulation-based training as a preparatory strategy to tackle these challenges. Simulation training, coupled with advanced technologies like AI and IoT, equips operators with the skills required for remote operations and fosters a positive culture of change management. Embracing these innovations enables terminals to ensure operator safety, improve productivity, and successfully navigate the transition to automation in an ever-evolving industry landscape.

A heartfelt thank you to all our contributors for sharing their valuable insights. We trust that you not only find this read enjoyable but also hope it sparks interesting debates and discussions!



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SEVERE CONSEQUENCE RISKS IN CARGO OPERATIONS





ICHCA
INTERNATIONAL

Richard Steele, CEO, ICHCA International

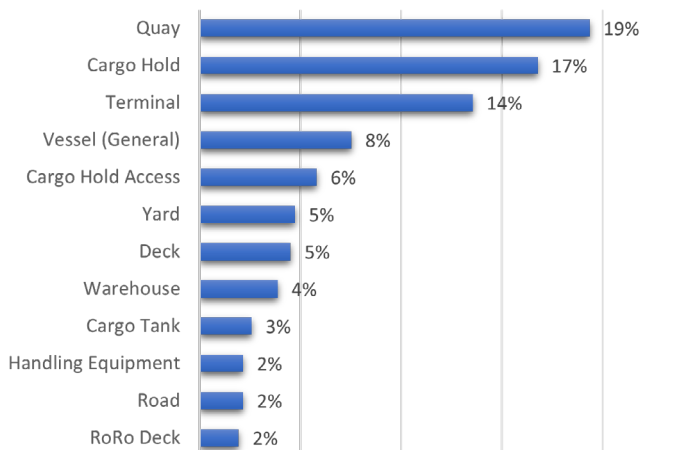
By understanding where critical health and safety risks are in the cargo sector, we can better manage them. ICHCA has been collating publicly available information from around the world on the most severe consequences of personal workplace accidents in cargo handling. If we can learn lessons once and make sure that they stay learnt, then our people get to go home in the same condition that they started their shift.

ICHCA International is a not-for-profit membership organisation with a primary focus on supporting the cargo industry continuously improve health and safety. We have analysed approximately 390 incidents involving shore-based workers that have given rise to almost 400 fatalities or significant injuries over the last 23 years.

The first conclusion that the data leads to is that managing port and terminal worker safety requires action both onshore and onboard. The most frequent severe incident locations were quays and cargo, followed by the wider terminal estate, vessels and cargo hold access. Just over half the incidents were on shore and the balance, on board (figure 1).

It is worth pointing out that this data is very specifically looking at a relatively lower frequency,

FIG 1. Severe Consequence Incidents to Shore-based Workers by Incident Location (top 12)



highest human consequence accidents. It does not include lower consequence incidents where a person might need time off work but will recover and return unimpeded relatively quickly. Lower consequence incidents are a different part of the picture and there is no international database of these at the moment.

In raw numbers, bulk carriers have the most cases of severe shore worker 'on-vessel' incidents; more than twice that of General Cargo, RoRo, Container or Tankers (figure 2). But that is not the whole picture. First, vessel type is not always an influencing factor in the incident, it may be coincidental. Second, the world fleet has more

of some vessel types than others, more General Cargo than RoRo for example. Acknowledging this degree of generalisation, the data set indicates some vessel types have more and some have fewer accidents than might be expected for the fleet size. Bulk Carriers, RoRo and Container and General Cargo vessels seem to have more of the severe category of incidents than might be expected. Tankers and Cruise Ships have fewer than expected for the respective number of vessels afloat. This is a very broad finding and one that should not be over-emphasised, however, it does suggest the advantage of possible accident reduction measures that are tailored to

“IF WE CAN LEARN LESSONS ONCE AND MAKE SURE THAT THEY STAY LEARNT, THEN OUR PEOPLE GET TO GO HOME IN THE SAME CONDITION THAT THEY STARTED THEIR SHIFT.”

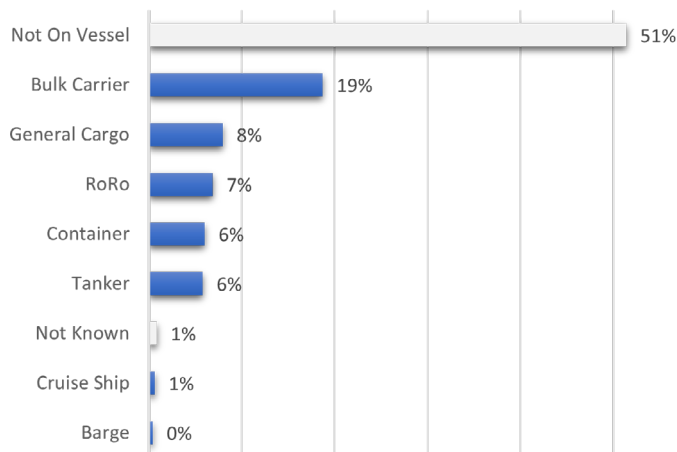


FIG 2.
Severe Consequence Incidents to Shore-based Workers by Vessel Type (top 8)

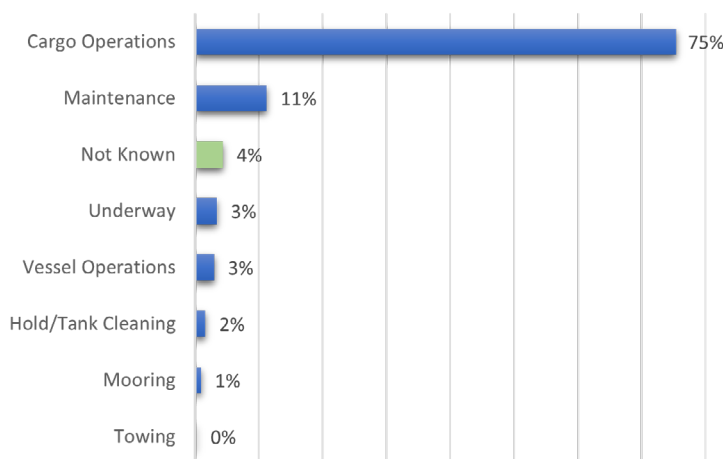


FIG 3.
Severe Consequence Incidents to Shore-based Workers by Activity (top 8)

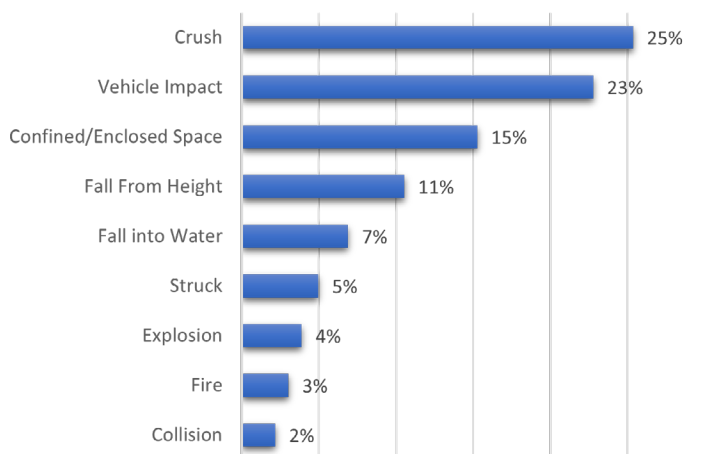


FIG 4.
Severe Consequence Incidents to Shore-based Workers by Cause (Top 9)

different vessel types. It also offers the potential to transfer learning on what works well for some vessel types to other types.

It is perhaps no surprise that three-quarters of severe consequence incidents were associated with cargo handling operations (figure 3). Health and safety need to be managed across the whole of any port or terminal organisation, but the places associated with receiving, loading, unloading, checking, storing, lifting and moving cargo give rise to critical risks and need continuing focus and review. Maintenance additionally stands out. About 11 per cent of severe incidents are associated with this work activity. Our data shows that attention to cargo operations and maintenance are keystones to effective safety management.

We have to generalise the causes of incidents to identify actionable lessons but at the same time it is important that we also try to acknowledge individual human loss; these numbers are about people and they are the priority.

The top four causes of severe incidents are crush, struck by vehicles/equipment, confined spaces and fall from height (figure 4).

The most frequent of severe incidents involved **crush** by cargo or an object; most often during lifting operations. Planning and controlling lifting and moving is a fundamental part of safety management for our industry; it involves designing work processes such that people are **never** in position under a suspended load, and **never** in a place where moving cargo can hit or trap them. Every lift must be risk assessed, supervised and undertaken by a properly

“ONE WAY OF LOOKING AT WORKPLACE TRANSPORT IS TO TEST THAT THE SAFETY MANAGEMENT SYSTEM DELIVERS A SAFE SITE, SAFE VEHICLES AND SAFE DRIVERS.”

“HEALTH AND SAFETY NEED TO BE MANAGED ACROSS THE WHOLE OF ANY PORT OR TERMINAL ORGANISATION.”

trained competent workforce, with clear and understandable communication, using the correct equipment in a suitable condition for the work. These controls, and others, are a fundamental part of our modern cargo industry's safe systems of work. It is also vital to devote time to systematic viewing of the way work is really done, as opposed to how it says it is done in the manual. Time taken to walk the job and engage safely with the people doing the work is never wasted.

People are the only soft things in a port or terminal. Contact between people and moving equipment is the second most prevalent cause of severe consequence incidents. It is essential to eliminate this risk where practicable. If elimination is not practicable then the dutyholder should have full control over the loading and unloading of vehicles; movement of vehicles and plant on the terminal; trailer coupling and uncoupling; vehicle/pedestrian access, such as RoRo bridges and vessel ramps; moving/reversing vehicles on RoRo decks and movement of vehicles in container storage areas and lorry parks.

One way of looking at workplace transport is to test that the safety management system delivers a safe site, safe vehicles and safe drivers. Safe site includes reliably separating pedestrians from vehicles. Safe vehicles are correctly maintained, used for the jobs that they were designed for, and can see and be seen. Safe drivers are consistently, systematically trained and certified with a clear understanding of safe working practices. All of these should be monitored and evaluated to ensure that these practices are effective.

Confined spaces ('enclosed spaces' in maritime) have led to multiple fatalities in single incidents.

Again, the hierarchy of controls is the premium starting point; don't have people working in confined spaces if there is another way to do the job. Establish and follow a safe system of work where there is no alternative to entering the confined space. Put in place emergency arrangements. Test places that might have a confined space risk before entering, even though they might seem safe. Virtually all severe confined space incidents in our database could have been prevented with a correctly designed and consistently well-executed confined space-safe system of work.

Fall from height is also a priority severe incident cause. As with confined spaces, the start point is to eliminate the need to work at height if there is a safer alternative. Risk assesses, use fall prevention and fall arrest equipment and ensure that your people are trained. Inspect and maintain such equipment and make sure it is used but also make sure it is used as it is designed to be used.

I have heard that the industry tends to shout safety and whisper health. We do not have data for the cargo sector, but other industries see substantially greater numbers of workplace-related ill-health deaths than deaths from accidents. We need to keep up the pressure on protecting health as well as life and limb.

We are more effective working together. We should continue to work with all stakeholders, employers, employees, suppliers and customers, to create industry-wide consensus and thought leadership; sharing the best that everyone has to offer. Learning from the past to address today's problems, but also tomorrow's challenges. Continuously raising standards on behalf of everyone in the cargo supply chain.

ABOUT THE AUTHOR:

Richard Steele is a safety and skills professional with a Master's degree in Training and Development who has been involved in the ports industry for 24 years. Prior to ports, Richard worked in the nuclear industry on safety and skills provision. Richard was the Learning and Development Manager for Associated British Ports for 10 years and led Port Skills and Safety for 11 years before joining ICHCA as CEO in 2021.

ABOUT THE ORGANISATION:

Established in 1952, ICHCA International is an independent, not-for-profit organisation dedicated to improving the safety, productivity and efficiency of cargo handling and movement worldwide. ICHCA's privileged NGO status enables it to represent its members, and the cargo handling industry at large, in front of national and international agencies and regulatory bodies, while its Technical Panel provides best practice advice and develops publications on a wide range of practical cargo handling issues.

Operating through a series of national and regional chapters, including ICHCA Australia, ICHCA Japan plus Correspondence and Working Groups, ICHCA provides a focal point for informing, educating, lobbying and networking to improve knowledge and best practice across the cargo handling chain.

www.ichca.com

THE ITF FIGHTING FOR A FAIR FUTURE



Enrico Tortolano, Dockers Coordinator, ITF and
Steve Biggs, Senior Assistant and Safety Expert, ITF

The world of work is changing. COVID-19, automation, Artificial Intelligence (AI), monopolies, war, the massive accumulation of capital and anti-union laws make the International Transport Workers' Federation (ITF) representing over 18 million transport workers in 150 countries indispensable in the struggle to protect and advance workers' rights in the maritime industry.

We are proud to actively advocate for equal rights, representation and opportunities for women, LGBT+ and young workers. We're prioritising their visibility, activism, and leadership in an industry where these groups are under-represented.

Almost half a million ITF Dockers from around 290 affiliated unions are on the frontline organising and campaigning against the relentless drive for greater profits. Profits that all too often cost lives on the docks. Official records show that almost 800 workers were killed in ports over the last 20 years. The ITF view is clear: no worker should die at work. Every worker should join a union.

Consequently, one of our main priorities is planning around health and safety in ports. As a priority, we are engaging with the major Global Network Terminal Operators (GNTs) to stop the race to the bottom and raise standards globally.

The ITF Dockers' Section Occupational Safety and Health Strategy focuses on the key issues that matter for port workers around the globe, including:

- Researching and documenting fatalities and serious injuries.



"THE ITF VIEW IS CLEAR: NO WORKER SHOULD DIE AT WORK. EVERY WORKER SHOULD JOIN A UNION."

- Developing training programmes like the "Be more than a bystander" programme.
- Wellbeing including mental health: if you see a colleague in distress reach out.
- An innovative safety app for Maritime workers working closely with GNTs, industry working groups, employer associations and governments on raising safety standards across the industry via charters, consultative framework agreements and Memorandums of Understanding.

We always seek to increase our influence within the sector. Our critical work with the International Cargo Handling Coordination

Association (ICHCA) is a prime example: we have engaged with employers, UN Agencies, and regulatory authorities to make sure our voice is heard and our opinions considered.

We have worked with ICHCA on many workplace health and safety initiatives including the development of a new vessel inspection programme that could set a new global standard for port vessel inspections and lead to a more consistent approach in identifying hazards and risks onboard ships.

We have also produced an ITF Dockers Section Health and Safety Charter which sets out our principles for a modern and safe port, which include the

"THE ITF BELIEVES IN DIALOGUE, THEREFORE A COLLABORATIVE AND PARTICIPATORY APPROACH TO HEALTH AND SAFETY WHERE WORKERS' UNIONS ARE INVOLVED IN ALL ASPECTS OF HEALTH AND SAFETY POLICIES AND ARE INCLUDED IN THE DECISION MAKING PROCESS BEFORE DECISIONS ARE MADE."



fundamental employer health and safety responsibilities and the rights of a workplace health and safety representative. The charter has been made available in all languages for our affiliates.

We are also developing consultative framework agreements with employers and investors, particularly within the area of health and safety to raise awareness and standards in ports. The related issue of modern slavery is also on our agenda.

To facilitate this we have established a working group with dockers from every region to coordinate our occupational safety and health (OSH) strategy and identify priorities. The working group will provide recommendations to the dockers' section committee on OSH issues and formulate guidelines and toolkits for our affiliates' campaigns and training programmes.

The ITF believes in dialogue, therefore a collaborative and participatory approach to health and safety where workers' unions are involved in all aspects of health and safety policies and are included in the decision making process before decisions are made.

Ports are notoriously dangerous working environments, where a shocking number of work-related deaths of dockers and seafarers occur onboard vessels and on the quays of our ports at an unacceptable level. Hundreds of work-related deaths of dockers and seafarers in the last 20 years is completely unacceptable.

It is quite clear that protecting workers' safety and health requires a culture change in the port industry. To do this effectively it needs workers to have the knowledge and training to engage with management and other stakeholders.

In response to union demand, the ITF Dockers Section and the ITF Seafarers' Trust have worked together to develop an innovative online tool for port workers.

The new OSH Ports App was launched in the Arab World in

2021 and has now expanded to Latin America and the Caribbean. Workers can now access the app's powerful occupational safety and health knowledge in Arabic, Portuguese, Spanish and English.

The app was written by industry experts, with contributions from ITF-affiliated dockers' unions, and is supported by the International Labour Organization's International Training Centre (ILO-ITC).

It offers a course based on the best industry research and practice. It covers the fundamentals of occupational safety and health and is specific to the ports sector. It has been designed for users to understand occupational health and safety risks in their workplaces while considering the national, regional, and international context.

The OSH Ports App is split into five modules, which participants can complete at their own pace.

At the end of each module, participants must complete a short assessment, before they can move on to the next module. When they have completed all five modules, participants can take a final assessment within the app or website to receive a course completion certificate supported by the ILO-ITC.

The next stage is delivering face-to-face train the trainer courses throughout Latin America and the Caribbean, and the Arab World. Key union representatives will go back into their workplaces and train hundreds more workers to complete the app.

This work started in January and so far this year we trained 13 delegates from nine different Caribbean countries who all successfully completed the course.

The goal is a reduction in serious injuries and fatalities, and that will only happen with more worker participation in all activities involving safety and health planning in ports.

Automation and AI are sold as powerful tools for efficiency and creativity, but this is simplistic and mostly erroneous. Much of the independent empirical research

shows how the new technologies and the rapid growth of AI and 5G have the potential to decimate dockers' jobs and communities whilst not increasing productivity one bit.

To coordinate and cohere our approach the ITF Dockers Section has created a global working group of union experts to combat the threat of automation and new technologies especially where these technologies are being used as a union-busting tool.

The Working Group has put together a Future of Work Campaign Toolkit to assist affiliates in their campaigns and discussions with employers.

The Toolkit covers the key issues:

- Community impact of automation.
- Just transition.
- Decreased tax revenues.
- Security risks.
- Impact on women.
- Productivity losses.
- Economical transparency.
- Examples of collective bargaining.
- Jurisdiction.

The ITF Dockers' position on automation is clear: workers must be part of the dialogue when employers are considering the introduction of new technologies. We have evidence of disastrous attempts to automate without union involvement and agreement. In 2016 Ports of Auckland launched an automation programme that it claimed would double the port's capacity, promising Aucklanders, customers, and shareholders safety, environmental, community and capacity benefits from the automation of their container terminal.

However, the automation project failed in every measure. Instead of improving throughput, and even after accounting for disruptions caused by COVID-19, the automation project led to severe congestion, delays and additional costs for the port and its users. Workers were put under



“THE ITF IS ALSO HIGHLY ACTIVE IN A RANGE OF OTHER CRITICAL ACTIVITIES: FROM WORKERS’ CAPITAL INITIATIVES TO ORGANISING THROUGH GLOBAL SUPPLY CHAINS TO JUST TRANSITION AND CLIMATE CHANGE WE ARE PROMOTING A WORKERS’ VOICE.”

pressure to make up the shortfall, jeopardising safety with lives lost and a tripling of injuries and lives lost. New analysis has found that Ports of Auckland’s automation programme has cost the port and the wider New Zealand economy over NZD\$1.2 billion (\$735 million) – equivalent to 17 years of port profits prior to the terminal’s automation.

The ITF is also highly active in a range of other critical activities: from workers’ capital initiatives to organising through global supply chains to Just Transition and climate change we are promoting a workers’ voice. Of course, we hold employers, governments, investors and multinationals accountable for ensuring decent work, fundamental labour rights and genuine social protections for dockers worldwide. We want meaningful dialogue and resolution through negotiation, but if necessary, we’ll use our industrial power.

With all the geopolitical turbulence and industry restructuring it’s difficult to predict with any precision where the sector is heading, but one thing is certain: the role of the ITF in defending workers’ jobs and rights has never been more important.

Or as many have said: ‘If there wasn’t an ITF, it would have to be invented!’

ABOUT THE AUTHORS:

Enrico Tortolano has been active in the trade union movement for more than 25 years. He has run successful global campaigns, negotiated with government ministers and CEOs on pay, pensions and privatisation, organised workers across borders, and tutored trade union courses around the world including UN staff on labour history, economics and political education. He has also worked as the International Officer for a public sector union and headed the Policy and National Bargaining department of a UK civil and public sector union. He has also worked as a campaigning journalist in Latin America and was widely published whilst covering presidential campaigns and trade union rights issues.

Enrico is currently the Dockers Section Coordinator for the ITF managing a global team committed to protecting and advancing the interests of port workers.

Steve Biggs currently holds the position of ITF Docker’s Section Senior Assistant, a role he has occupied since November 2020. Before that, he served as Unite the Union Convenor in the Port of Southampton from January 2013 to November 2020. From 2018 to 2020,

he held the position of Chair of the ITF Docker’s Section Occupational Safety and Health Working Group.

In June 2021, he joined the ICHCA Technical Panel.

Steve began his career as a Docker for Southampton Container Terminals in 1994 and later became a Health and Safety Representative in 1998 and a Shop Steward in 2000. Throughout his tenure in the docks, he has fulfilled various roles including lasher, straddle carrier driver, and Ship-to-Shore crane driver.

Steve was a member of the Unite the Union team that worked as part of a tripartite group with PSS and the HSE to develop and publish the Safety in Docks Approved Code of Practice in 2013-14.

ABOUT THE ORGANISATION:

The International Transport Workers’ Federation (ITF) is a global, democratic, affiliate-led movement of 740 transport workers’ unions recognised as the world’s leading transport authority. We fight passionately to improve working lives; connecting trade unions and workers’ networks from 153 countries to secure rights, equality and justice for their members. We are the voice of the 20 million transport workers who move the world.

FIATA'S CONTRIBUTION TO NURTURING GLOBAL LOGISTICS TALENT

**"A CORNERSTONE OF
FIATA'S CONTRIBUTION
TO THE DEVELOPMENT
OF A GLOBALLY
STANDARDISED,
SKILLED WORKFORCE
IS ITS VALIDATED
VOCATIONAL TRAINING
PROGRAMMES."**





Sofia Aiche, Project Officer and Head of the Professional Development and Sustainability Business Unit, FIATA

In the intricate world of global freight forwarding and logistics, FIATA International Federation of Freight Forwarders Associations stands tall as a non-governmental, membership-based organisation representing freight forwarders in over 150 countries. Comprising 114 Association Members and more than 6,000 Individual Members, FIATA's extensive network mirrors the collective strength of an industry encompassing 40,000 freight forwarding and logistics firms globally.

As the undisputed global voice of freight logistics, FIATA is the only international organisation dedicated to addressing the complexities of all modes of transport. By advocating for trade facilitation policies and fostering collaborations with industry stakeholders, FIATA actively contributes to the evolution of approaches for a well-functioning global supply chain.

In the contemporary landscape, the freight forwarding and logistics sector grapples with two key challenges concerning **human resources** and **workforce dynamics**. The escalating complexity of the global supply chain necessitates critical and coordinated responses to ensure a safe and secure supply chain. FIATA recognises the imperative of equipping workers with the skills required to navigate complex supply chain requirements effectively and ensuring accessibility of training and education for companies of all sizes, all around the world. Simultaneously, the industry faces the potential of a global shortage



of skilled workers, prompting FIATA's commitment to not only training the existing workforce but also attracting new talent to forge careers in the sector. [Read here](#) for the outcomes of the 2023 FIATA HQ Meeting panel discussion on training trends post-pandemic, [here](#) (page 14) for key points to come from the 2022 FIATA World Congress in Busan about workforce attraction, retention and development, and [here](#) for an exciting high-level 2023 FIATA World Congress panel outcome on forging career paths in the logistics industry.

FIATA's vision for training and education encompasses a dual purpose – addressing the immediate challenges faced by its members and setting international standards crucial in a global sector. The organisation plays a pivotal role in vocational education, where the practical nature of training ensures that trainees are not only educated but readily employable. However, the evolving complexity

of the supply chain underscores the need for expertise and a highly skilled workforce, emphasising the synergy between academic and vocational training. With its FIATA Minimum Standards, launched in February, FIATA stands out in the field of vocational training, because it establishes a standard, approved by the industry, and regularly revised by experts to keep up to date with the latest market developments.

A cornerstone of FIATA's contribution to the development of a globally standardised, skilled workforce is its validated [vocational training programmes](#). The flagship FIATA Diploma in Freight Forwarding, with a specific focus on all modes of transport, equips practitioners with the knowledge to overcome challenges in air, sea, road and rail freight. Delivered by more than 50 FIATA Association Members worldwide, the programme empowers practitioners to enhance their knowledge and skills globally.



Sustainability takes centre stage on FIATA's agenda, aligning with new regulations emerging globally and which will actively affect the logistics and transport community (e.g. Carbon Border Adjustment Mechanism (CBAM) in the European Union). FIATA's observer status at the International Maritime Organization (IMO) positions it well to focus on the dual objectives of contributing to decarbonisation with other industry players and building awareness throughout the industry. In 2024, FIATA's Professional Development Unit designed a brand-new module focused on sustainability in the freight forwarding industry, including relevant actions that a freight forwarder might have to take in light of the new regulations and in support of environmentally-friendly businesses.

The evolving nature of the supply chain prompts FIATA to explore new ways of working and collaborating. Recognising the industry-wide challenge of digitalisation, FIATA launched its Digital Strategy in June 2020, and a notable achievement within this strategy was the digitalisation of the [Negotiable FIATA Multimodal Transport Bill of Lading \(FBL\)](#). This advancement allows freight forwarders to issue secured digital FBLs, contributing

to sustainability goals by reducing paper usage and eliminating unnecessary courier services.

FIATA's commitment to sustainability and academic excellence in the logistics industry is further underscored by a Memorandum of Understanding signed recently with the Global Supply Chain Classroom (GSCC). This collaboration marks the commitment of both entities to address supply chain challenges and actively involve young talents in developing sustainable solutions. With the programme being endorsed by the UN Group of Friends of Sustainable Transport, this dynamic collaboration aims to foster innovation, creativity, and sustainable practices for the future leaders of the freight forwarding and logistics industry.

In conclusion, FIATA's multifaceted approach, encompassing training, education, digitalisation, and sustainability, position it at the forefront of shaping the future of the global freight forwarding and logistics industry. As the industry charts new pathways, FIATA is leading the way to freight forwarders towards innovation, efficiency, and a sustainable global supply chain.

For more information about FIATA, including information about its upcoming annual events that unite the global freight forwarding industry, please visit its website fiata.org. Why not consider your company's prospects of taking part in the largest global freight forwarding gathering, the [2024 FIATA World Congress](#) to be held in Panama from 23-26 September, for an exceptional opportunity to hear from the highest level industry experts, international organisations and government officials, and network with fellow industry stakeholders?

ABOUT THE AUTHOR:

Sofia Aiche is a Project Officer and Head of the Professional Development and Sustainability Business Unit at FIATA. She oversees the FIATA Logistics Institute and provides guidance to the Advisory Body on Safety and Security as well as sustainability matters at FIATA. Ms Aiche works with various UN agencies on creating opportunities and capacity building for logistics stakeholders.

ABOUT THE ORGANISATION:

FIATA International Federation of Freight Forwarders Associations is a non-governmental, membership-based organisation representing freight forwarders in some 150 countries. FIATA's membership is composed of 114 Associations Members and more than 6,000 Individual Members, overall representing an industry of 40,000 freight forwarding and logistics firms worldwide. Based in Geneva, FIATA is 'the global voice of freight logistics' and has proven expertise in vocational training with its internationally recognised [Diploma in Freight Forwarding](#).

“FIATA'S MULTIFACETED APPROACH, ENCOMPASSING TRAINING, EDUCATION, DIGITALISATION, AND SUSTAINABILITY, POSITION IT AT THE FOREFRONT OF SHAPING THE FUTURE OF THE GLOBAL FREIGHT FORWARDING AND LOGISTICS INDUSTRY.”



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