



FEPORT Manifesto

2019-2024

Terminal and Seaport Operators: Creating Value between Land and Sea



FEPOR Members



Foreword

This document is an invitation to dialogue with EU policy makers who will have the task to propose and adopt policies and legislation in the next five coming years.

It is also a contribution flagging out the key issues for an industry employing more than 390 000 port workers paying taxes in the EU and supporting its growth.

FEPOR represents 1225 private seaport companies and operators which perform cargo handling activities and a wide range of other operations in European ports.

Private port companies and terminals are modernizing EU ports. They are innovating in processes, investing (56 billion Euros over the last ten years) in green equipment, digitalization, artificial intelligence and the reskilling and upskilling of port workers.

FEPOR members believe in inclusiveness and in the added value of a holistic European strategy recognizing the contribution and role of each actor of the maritime logistics chain.

Private port companies and terminals are not ancillary services, but economic undertakings contributing to EU GDP and its growth. Our sector is highly competitive, but we also believe in the virtues of coopeition within our industry and beyond.

We hope that policy makers will provide us with the necessary support to boost our competitiveness to the benefit of European Maritime Logistics Chains.

Private port companies and terminals are the objective allies of policy makers and Members States as they are enabling Europe's internal and external trade as well as the movement of people. They are also strong promoters of multimodality and investors in solutions connecting ports to environmental friendly modes.

The EU is facing big challenges: climate crisis, global demographics, re-alignment of international power and trade relations and internal cohesion.

This is why private port companies and terminals believe that growth, trade and competition (state aid, merger control and anti-trust) policies need to be rethought to enable EU companies to remain competitive in the multipolar world we are evolving in.

A strengthened coordination between transport, growth, competition and trade policies would be particularly welcome when dealing with third countries' publicly subsidized companies investing in the EU while EU companies are struggling to enter the markets of those third countries .

Given the fact that more and more players within the maritime logistics chain are proposing door to door services, port companies and terminals call EU regulators to regularly assess whether support measures to one sector of the maritime logistics chain are not distorting competition towards others players or facilitating vertical integration to the advantage of one industry in particular.

Benefits for customers and efficiency gains should remain the key drivers of consolidation or vertical integration.

Regulators should also provide a clear framework on data ownership to facilitate data sharing and ensure a level playing field between the different actors of the maritime logistics chain.

The collective ambition of FEPOR members is to continue to contribute to the attractiveness of European ports and their strategic role for EU economies and local communities.

We hope that the future strategy for the maritime logistics sector will echo the expectations we have expressed in this contribution and look forward to cooperating with the new elected MEPs, the new Commissioners and their staff.



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Summary of the key messages

Investment & Legal certainty

Private port operators compete with each other and commit themselves to capital intensive and long-term binding port investments in superstructure, equipment, IT and port communication systems.

They need legal clarity and long-term consistency of the rules.

Governance, Split of roles and Infrastructure

Commercial activities in ports are primary the tasks of private actors. In order to avoid distortion of competition, regulators' attention must be paid when commercial activities are performed by public entities.

Private port operators should also be consulted before planning investments in additional port capacities.

Competitiveness & Level playing field

Ports are global strategic assets. Private port terminals offer global world class services to their customers and still cope with local, geographical and legal constraints.

Given the risk of harming its competitiveness, EU policy makers should aim to avoid regulating the port sector unless there is a proven market failure.

Support measures or sectoral instruments to other maritime industries should not facilitate consolidation or vertical integration.

Summary of the key messages

Trade, Competition & Leadership

Reciprocity must become the cornerstone of EU's commercial relationships with its foreign trading partners, particularly BRICs, in order to create partnerships that prevent protectionist measures and grant real access to markets.

Support to the leadership of EU companies requires strategic thinking on how to adapt trade and competition rules to allow them to remain competitive in a globalized world where multilateralism is facing a significant crisis.

Sustainability & Climate crisis

Private port terminals have invested large amounts of private resources to lower their GHG emissions and are exceeding 2020 targets whilst also continuing to invest to meeting 2030 targets and beyond.

EU funding to innovation and R&D for the greening of the maritime sector should be better coordinated to allocate resources to projects that propose sustainable and efficient solutions.

Automation, Digitalization & Data sharing

Digitalization has helped operators become more seamless and efficient.

FEPORT favors the development of a digital economy strategy unleashing the potential of digitalization and automation.

The use of automation requires a holistic debate between a wide range of stakeholders, such as governments, employers, individuals, educational institutions and labor unions to prepare for accelerated structural change of the labor market.

Summary of the key messages

Training, Reskilling & Upskilling

Given the rapid social and technological changes already underway in the types of skills demanded by the labor markets of the Fourth Industrial Revolution, the arguments for taking action now are compelling for individuals, employers and policy makers.

This is why support through ERASMUS+ and the Blueprint for sectorial cooperation on skills or other initiatives would be as welcome as EU funded surveys to identify the needed skills.

Safety & Security

There is a need to support industry action in addressing the wide array of safety and security issues. Social partners are currently working on guidance for safety issues within ports. This will assist ports in their ongoing initiatives to make port operations as safe as possible.

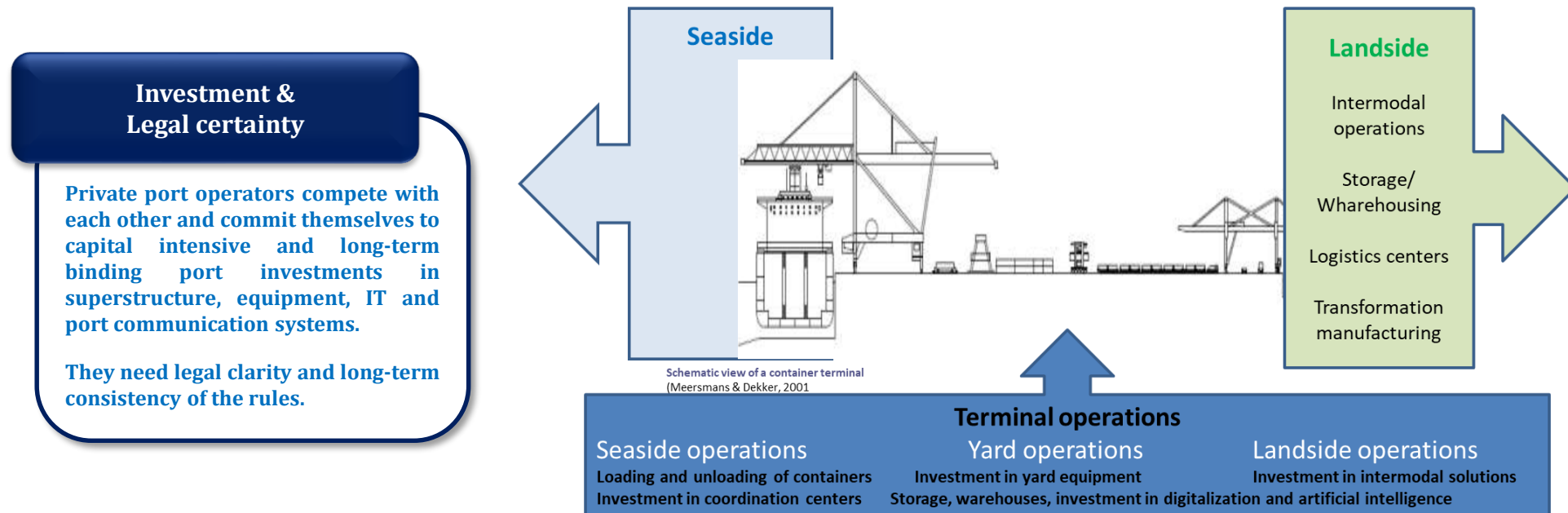
The industry is currently active in identifying how best to ensure that their IT systems are secure and well defended against cyber attacks.

Consistency through Sustainable Dialogue

FEPORT calls for policy decisions which are consistent: there is a need to stop the transport sector's fragmentation.

Helpful instruments to this objective could be platforms gathering all the stakeholders of the maritime logistics sector. An inclusive platform would feed the reflection regarding the key needed actions to boost the competitiveness of all industries and shape up a holistic R&D and innovation agenda.

The role of Terminal Operators in the maritime logistics chain



Recommendations:

- A good business climate can produce great effects, but the opposite is also true. Various or diverging interpretations of legislation in different Member States have detrimental effects on the business climate. Private investments may be postponed or cancelled.
- As private port operators compete and commit themselves in capital intensive and long-term binding port investments, they expect the EU and national policy makers to create and maintain a business-friendly framework with stable rules and foreseeable effects.
- Harmonized implementation is also crucial and constitute the backbone of the certainty that private investors need to commit over the long term.

Investment & Legal certainty

Business Climate

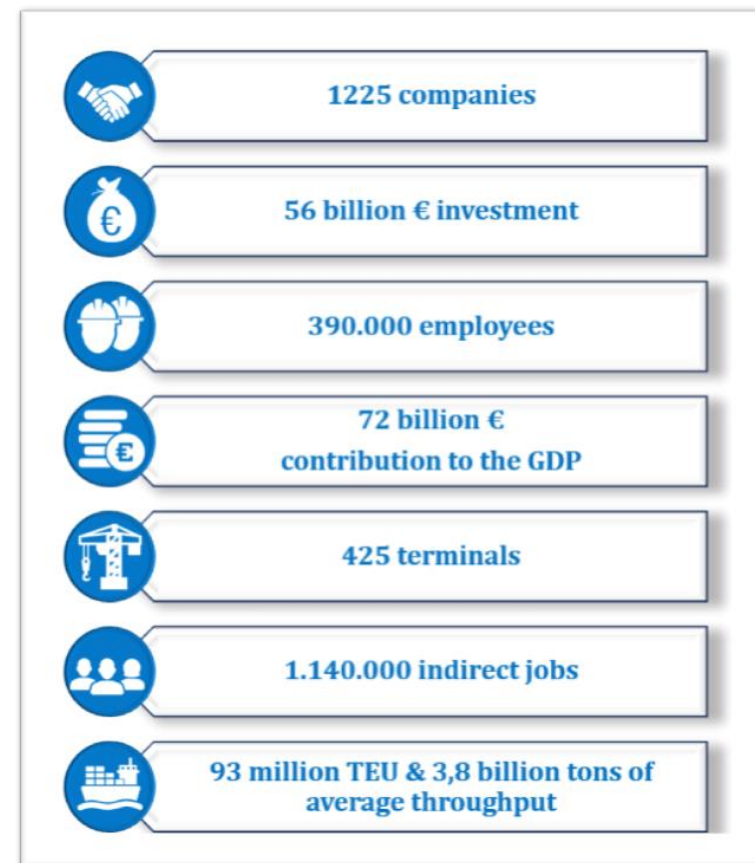
A good business climate can produce great effects, but the opposite is also true

Various or diverging interpretations of legislation in different member States have detrimental effects on the business climate. Private investments may be postponed or cancelled.

As private port operators compete and commit themselves in capital intensive and long-term binding port investments, they expect the EU and national policy makers to create a business-friendly framework with stable rules and foreseeable effects.

Harmonized implementation is also crucial and constitute the backbone of the certainty that private investors need to commit over the long term. The EU and national policy makers have to create a business-friendly framework with stable rules and healthy governance guidelines.

FEPORT's Figures

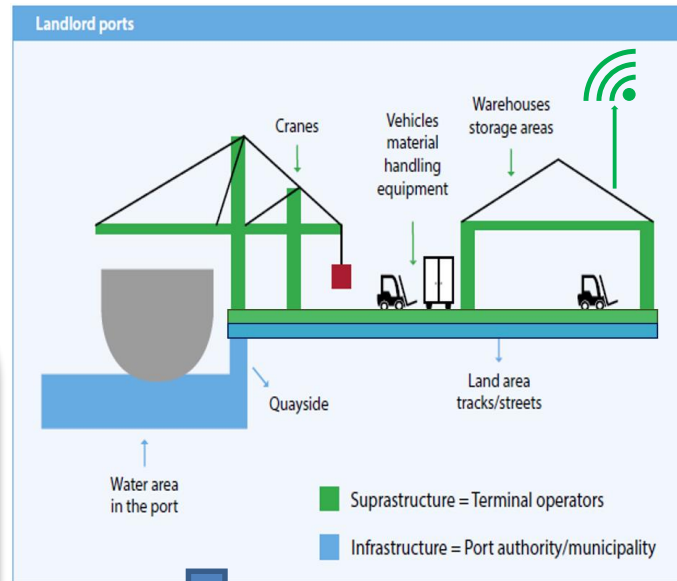


Source: FEPORT Members (figures 2018)

Governance, Split of roles and Infrastructure

Commercial activities in ports are primarily the tasks of private actors. In order to avoid distortion of competition, regulators' attention must be paid when commercial activities are performed by public entities.

Private port operators should also be consulted before planning investments in additional port capacities.



Superstructure: can include all types of buildings (warehouses, pavements, offices), all kind of improvement to the land area done in order to operate, and all types of IT, fixed, semi-mobile and mobile, equipment

PORT MANAGEMENT MODELS

Port Type	Infrastructure	Super structure	Stevedoring labour	Other functions
Service port	Public	Public	Public	Mainly public
Tool port	Public	Public	Private	Mainly public
Landlord Port	Public	Private	Private	Mainly private
Private port	Private	Private	Private	Mainly private

Source: The World Bank

Recommendations:

- Port authorities can play a significant role as "business facilitators" in ports by avoiding the inclusion of too prescriptive contractual provisions in land lease contracts and establishing a sustainable dialogue with private investors in ports.
- Terminal operators should be in the "driver's seat" when deciding upon business models and commercial strategies .
- Needs must be assessed in order to prevent the allocation of public resources to projects that do not correspond to market demands.
- Future investments should focus on cross-border projects, connecting missing links, and eliminating bottlenecks.
- The EU and national policy makers have to create a business-friendly framework with stable rules and healthy governance guidelines.

Governance, Split of roles and Infrastructure

Good governance

Commercial activities in ports are the primary tasks of private actors. In order to avoid distortion of competition, attention must be paid when commercial activities are performed by public entities, for instance port authorities¹.

Port authorities can play a significant role as “business facilitators” in ports by avoiding the inclusion of too prescriptive contractual provisions in land lease contracts and by establishing a sustainable dialogue with private investors in ports.

Terminal operators should be in the “driver’s seat” when deciding upon their business models and commercial strategies.

The decision, for instance, to automate a terminal is a strategic commercial choice for a private company which mobilizes large amounts of financial resources and reorganizes the labour force. It should not therefore be imposed by the public landlord port authority.

It is also of fundamental importance for competition authorities to attentively scrutinize public investments to prevent unfair competition between private companies and public entities and the subsequent risks of cannibalization.

Private port operators should also be systematically and properly consulted before planning investments in additional port capacities.

Along these consultations, needs must be assessed in order to prevent the allocation of public resources to projects that do not correspond to market demands. Future investments should focus on cross-border projects, connecting missing links, and eliminating bottlenecks.

Infrastructure development

Infrastructure for the movement of goods and people as well as for data are a prerequisite for Europe’s success in the world.

Therefore, when planning investments, policy makers should always endeavour to ensure a good balance between environmental goals and economic needs.

When it comes to connecting the TEN-T network to other networks, it is essential to look for the added value and consistency for European ports and their connectivity to the hinterland.

Compliance with legislation in granting infrastructure developments should not generate unnecessary delays and uncertainties; planning and permitting processes must be as lean and efficient as possible. Policy instruments such as the Water Framework Directive, which have been in place for almost 20 years, have to be thoroughly reviewed and modernized.

¹ [Regulation \(EU\) 2017/352 establishing a framework for the provision of port services and common rules on the financial transparency of ports](#)

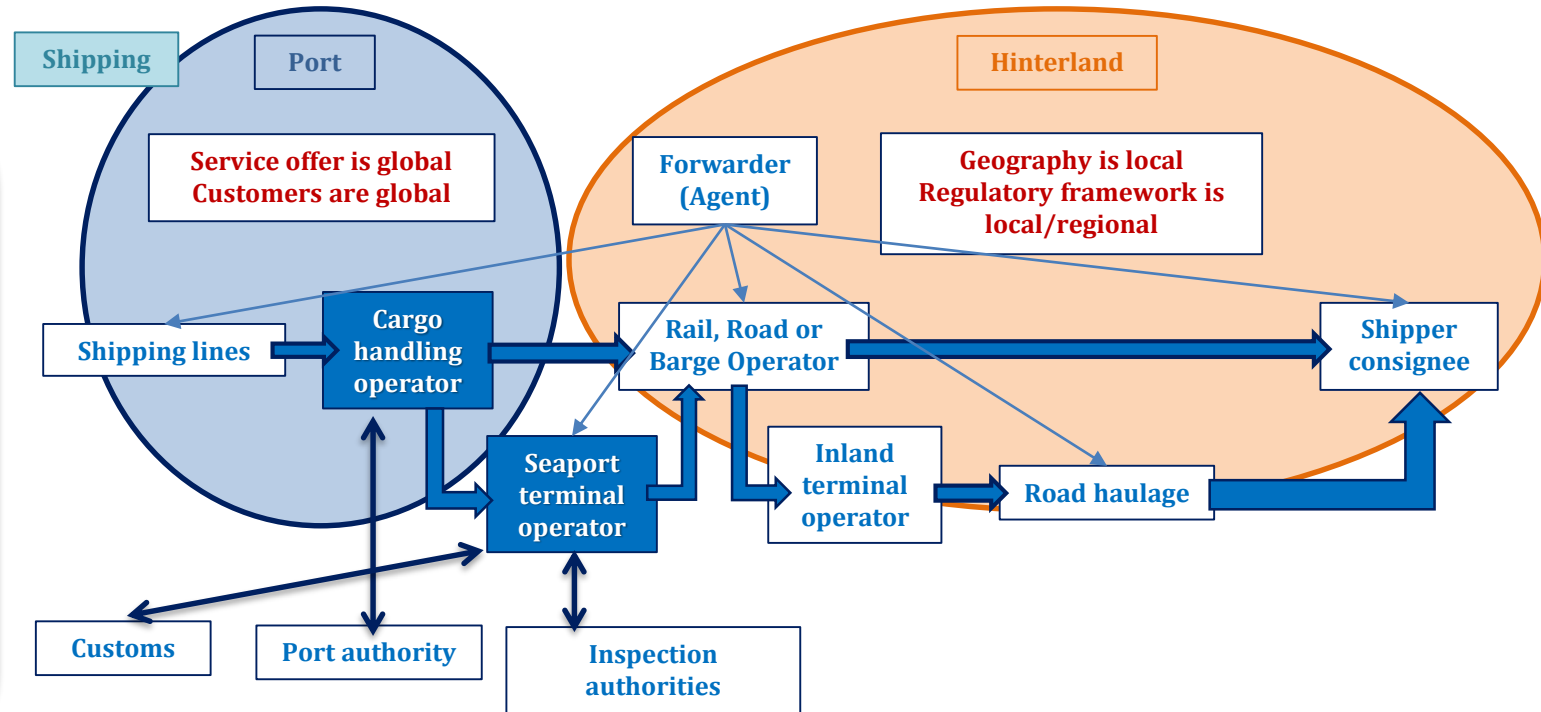
Ports are **glocal**

Competitiveness & Level playing field

Ports are glocal strategic assets. Private port terminals offer global world class services to their customers and still cope with local, geographical and legal constraints.

Given the risk of harming its competitiveness, EU policy makers should aim to avoid regulating the port sector unless there is a proven market failure.

Support measures or sectoral instruments to other maritime industries should not facilitate consolidation or vertical integration.



Recommendations:

- EU policy makers should be cautious when adopting sector specific rules that may distort competition between different actors of the logistics chain and therefore compromise the level playing field as well as the competitiveness of private port operators.
- EU growth and competition (antitrust, merger and state aid) policies as well as measures of support to competitiveness to a mode of transport should not result in facilitating vertical integration, consolidation or acquisition of EU seaport terminals by other actors of the logistics chain.
- Benefits for customers and efficiency gains should remain the key drivers of vertical integration.
- EU growth and competition policies applicable to EU ports should be consistent and should take into account the strategic dimension of ports.

Competitiveness & Level playing field

Ports are global and important strategic assets

Private port terminals offer global world class services to their customers while coping with local, geographical and legal constraints. EU ports' attractiveness depends on the competitiveness of private port operators and other port services.

More and more players within the maritime logistics chain are proposing door to door services. Port companies and terminals therefore call EU regulators to regularly assess whether sectoral support measures to one sector of the maritime logistics chain are creating unbalanced commercial relationships, distorting competition or facilitating vertical integration

The current lack of clarity of some of the Consortia BER for liner shipping regarding the do's and don'ts represents a threat and deserves attention from the Regulator.

Cargo handling companies are not ancillary services but economic undertakings which create value and jobs and offer competitive global services.

Joint purchasing of port services by liner shipping alliances benefiting from the Consortia BER² should not be allowed as it creates an unbalanced situation between shipping lines and their port service providers.

The Consortia BER for liner shipping should not weaken the negotiating power of port service providers.

In general, measures of support to any sector of the maritime logistics chain should not result in facilitating vertical integration, consolidation or acquisition of EU seaport terminals by other actors of the logistics chain.

Benefits to customers and efficiency gains should remain the key drivers of consolidation or vertical integration.

EU growth and competition (antitrust, merger, state aid) policies should provide efficient instruments to support EU companies' competitiveness and to help them overcome the lack of harmonization of competition rules at international level.

Many sectors are undergoing major transformations. New business models are emerging and competition with non-EU players is becoming fierce in a world where multilateralism is facing a important crisis.

The role of EU regulators will be crucial to support EU companies' efforts to remain competitive and enter new markets outside the EU.

Given their important role of the maritime logistics chains for EU trade, we hope that the future EU growth and competition policies will aim at boosting the competitiveness of EU companies and guaranteeing a level playing field thanks to an enhanced convergence between competition rules at international level.



Trade, Competition & Leadership

Reciprocity must become the cornerstone of EU's commercial relationships with its foreign trading partners, particularly BRICs, in order to create partnerships that prevent protectionist measures and grant real access to markets.

Support to the leadership of EU companies requires strategic thinking on how to adapt trade and competition rules to allow them to remain competitive in a globalized world where multilateralism is facing a significant crisis.



Chinese FDI Transactions in the EU by country, 2000-2018
Source: Mercator Institute for China Studies



Recommendations:

- EU policy makers should propose trade and competition policies aiming at establishing effective reciprocity between EU and companies from third countries.
- EU's competition (State Aid and Anti Trust) and

trade policies need to be better coordinated to protect EU businesses from unfair trade practices and to provide a real level playing field to EU companies.

- Besides clear and stricter anti-dumping rules to defend EU jobs and citizens, the EU should develop an efficient cooperation with other

regulators outside the EU in the field of competition. The objective being to have the means to react fast in situations where European interests are victim of unfair competition or distortion of competition from third countries, that publicly subsidize companies.

Trade, Competition & Leadership

Trade and competition must go hand in hand to defend European interests outside the EU and support the leadership of EU companies.

Reciprocity must become the corner stone of EU's commercial relationships with its foreign trading partners, particularly BRICs, in order to create partnerships that prevent protectionist measures and grant real access to markets. To reach this goal, industry stakeholders' involvement in the preparation of EU-third countries' trade talks is essential.

EU's competition and trade policies need to be better coordinated to protect EU businesses from unfair trade practices and to provide a real level playing field to EU companies.

Besides clear and stricter anti-dumping rules to defend EU jobs and citizens, the EU should develop an efficient cooperation with other regulators outside the EU in the field of competition (State Aid and Anti Trust).

The objective being to have the means to react fast in situations where European interests are victim of unfair competition or distortion of competition from publicly subsidized companies from third countries.

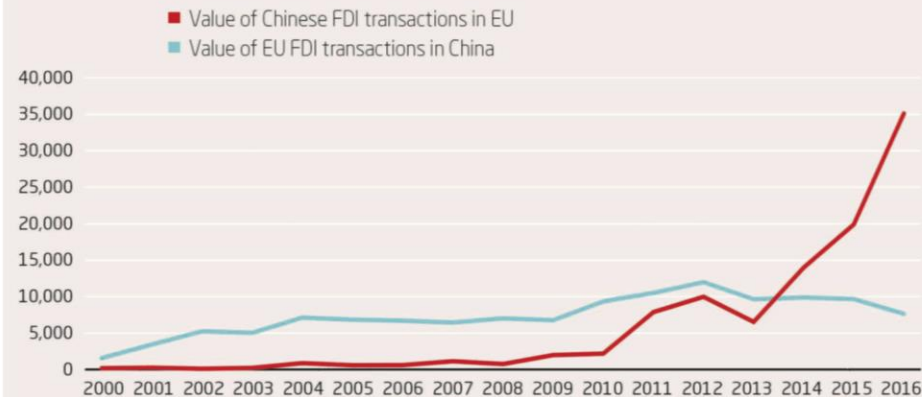
Support to the leadership of EU Companies requires strategic thinking on how to adapt trade and competition rules to allow them to remain competitive in a multipolar world.

Fundamentally, the European Union should strive towards having a strong internal market which is also open to fair trade and competition.

Given the important role of maritime logistics chains for EU trade, we hope that the future EU trade and competition policies will aim at guaranteeing a level playing field thanks to an enhanced convergence competition rules at international level and balanced trade partnerships with third countries.

Chinese FDI in Europe Surges, while EU FDI in China Declines

Value of FDI transactions between the EU-28 and China, EUR million



Source: Rhodium Group. Combined value of FDI transactions includes completed acquisitions resulting in ownership stake of 10 per cent or more and greenfield projects that have broken ground.

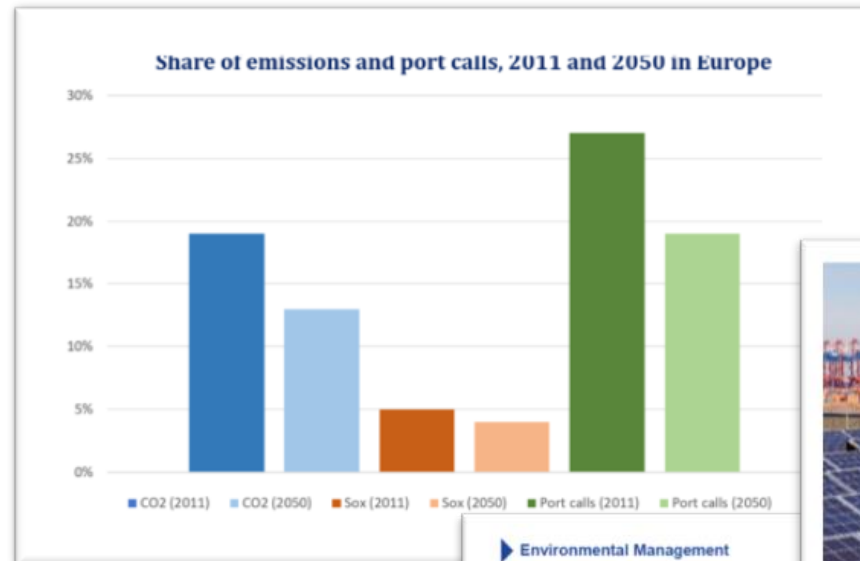
Chinese FDI in Europe Surges, while EU FDI in China Declines

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Sustainability & Climate crisis

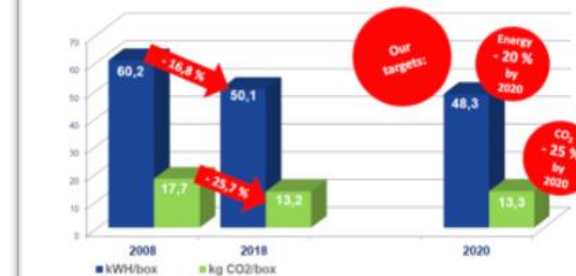
Private port terminals have invested large amounts of private resources to lower their GHG emissions and are exceeding 2020 targets whilst also continuing to invest to meeting 2030 targets and beyond.

EU funding to innovation and R&D for the greening of the maritime sector should be better coordinated to allocate resources to projects that propose sustainable and efficient solutions.



Source: FEPORT on the basis of the ITF Discussion Paper No. 2014-20 about "Shipping emissions in ports" based on data from Lloyds Marine Intelligence Unit

Environmental Management Energy and emissions



Source: Eurogate

Recommendations:

- Discussions on the reduction of carbon emissions in ports should concentrate on the mapping of the different sources of pollution to better target them and to monitor the good implementation of the rules where they do exist.
- EC study on methods³ for emission reduction targets for international shipping has concluded that developing a standard for ship-shore (port

call) communication, or a standard for port incentive schemes as well as creating a framework to incentivize the uptake of renewable fuels would reduce CO₂ emissions by less than 1% in 2030.

- There is a need to ensure that legislation focuses on the objective, namely reducing carbon emissions, rather than focusing on infrastructure development for pre-described alternative fuels

without any guarantees of market uptake.

- Most costs for innovating in new green technologies are borne by the first movers and innovators.
- It is essential that in the future, funding mechanisms support first movers and make innovation in green technologies attractive.

Sustainability & Climate crisis

Bringing global emissions down to a sustainable level is possibly the biggest issue that has to be addressed in the 21st century. This has been recognised by national governments and European institutions as a key priority to be tackled. For companies, the challenge will be to achieve growth while being sustainable.

The EU has set a target of reducing greenhouse gas emissions by 20% compared to 1990 figures by 2020, 40% compared to 1990 figures by 2030 and 80-95% compared to 1990 figures by 2050.

Private Terminal Operators are investing millions of Euros in green equipment and in training in order to perform environmentally friendly operations on terminals.

They are also working with their partners along logistics chains (i.e. with shipping lines, road hauliers, combined transport operators and inland waterways) to minimize the effects of cargo handling and transport operations and improve the “intermodality footprint”.

Funding for first movers in innovation rather than funding for compliance

Most costs for innovating in new green technologies are borne by the first movers and innovators. It is essential that in the future, funding mechanisms support first movers and make innovation in green technologies attractive.

EU funding to innovation and R&D for the greening of the maritime sector should be better coordinated to allocate resources to projects that propose sustainable and efficient solutions. Funding streams should also be technology neutral and have a long-term vision.

There is also a need to ensure that legislation focuses on the objective, namely reducing carbon emission reductions, rather than focusing on infrastructure development for pre-described alternative fuels without any guarantees of market uptake.

Moreover, discussions on the reduction of carbon emissions in ports should concentrate on the mapping of the different sources of pollution to better target them and to monitor the good implementation of the rules where they do exist. Terminal emissions account for less than 10% of port emissions – most emissions come from 3rd parties in port area.

EC study on methods³ for emission reduction targets for international shipping has concluded that developing a standard for ship-shore (port call) communication, or a standard for port incentive schemes as well as creating a framework to incentivize the uptake of renewable fuels would reduce CO₂ emissions by less than 1% in 2030.

As private port terminals have invested large amounts of private resources to lower their GHG emissions and are over compliant to 2020 targets, they believe that shipping decarbonization should not be locked into a debate about slot allocation, waiting time or public port incentives.

Significant efforts will be needed from the industry itself and early movers in the shipping sector will have to be supported and encouraged.

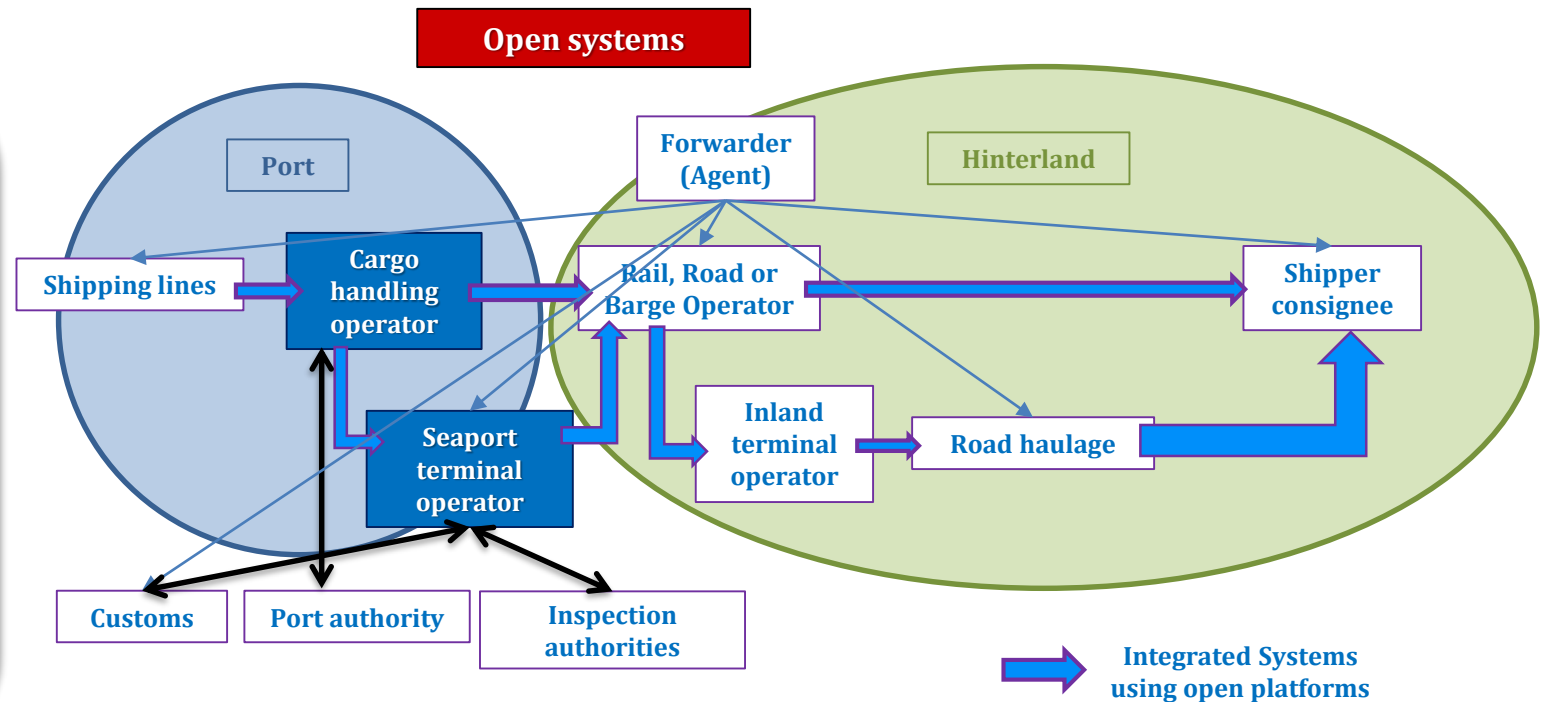
³ [“Study on methods and considerations for the determination of greenhouse gas emission reduction targets for international shipping”](#), Final Report: Short-term Measures, April 2018

Automation, Digitalization & Data sharing

Digitalization has helped operators become more seamless and efficient.

FEPORT favors the development of a digital economy strategy unleashing the potential of digitalization and automation.

The use of automation requires a holistic debate between a wide range of stakeholders, such as governments, employers, individuals, educational institutions and labor unions to prepare for accelerated structural change of the labor market.



Recommendations:

- A clear framework on data sharing for Business to Government (B2G) information through Europe is needed to increase industry buy-in by ensuring a B2G environment built on open standards and reducing costs for digital communication.
- EU regulators need to ensure that most system developments are for improving systems and not complying with regulatory requirements with unclear added value.
- The increasing strain placed on terminals to manage peaks, requires continuous investment in systems to optimize port calls. European regulators should assist industry initiatives in this regard. To further facilitate port call optimization, it is also crucial to agree on a framework/convention.

Automation, Digitalization & Data sharing

The maritime logistics sector is facing the challenges of the fourth industrial revolution. Digitalization of the sector is more and more enabling the use of automation. Important investments in ICT infrastructure are mobilized by all actors of the logistics chain.

FEPORT favours the development of a digital economy strategy that would further unleash the potential of digitalization and automation.

The use of automation by different industries of the maritime logistics chain requires a holistic debate between a wide range of stakeholders, such as governments, employers, individuals, educational institutions and labour unions to make reskilling real and prepare for accelerated structural change of the labour market.

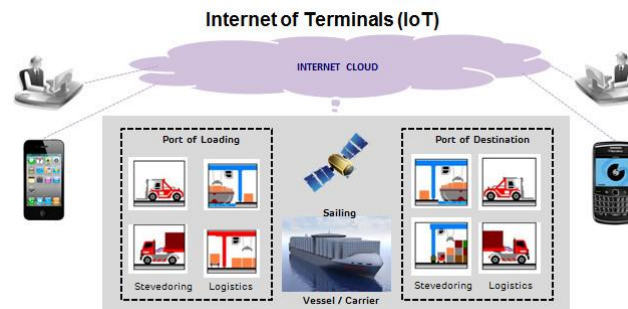
Good governance rules in terms of data sharing B2G and use of open standards

Electronic exchange of Business to Government (B2G) information has the potential to increase the efficiency of supply chains.

A clear framework on data sharing for B2G information through Europe is needed to increase industry buy-in by ensuring a B2G environment built on open standards and reducing costs for digital communication.

Need for a Framework on Data Ownership

One of the main barriers to further cooperation on digital innovation is a lack of a clear framework on data ownership. This leads to companies being hesitant to share non-personal information as they are unsure of their rights regarding how their data is used or their obligations regarding data sharing.



Smart environmental policy not overloading industry with too many regulations

Business to Business (B2B) communication is constantly evolving to take into consideration market needs. These evolutions require significant financing and manpower. The European institutions need to ensure that most system developments are for improving systems and not complying with regulatory requirements with unclear added value.

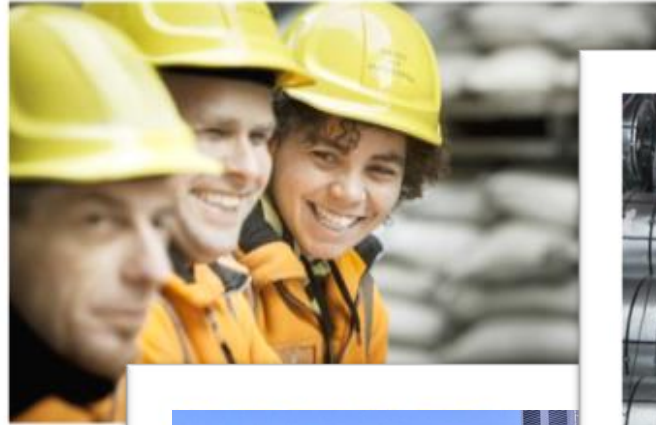
Port Call Optimization

The increasing strain placed on terminals to manage peaks, requires continuous investment in systems to optimize port calls. The European institutions should assist industry initiatives in this regard. To further facilitate port call optimization, it is also crucial to agree on a framework/convention between the concerned parties that ensures timely delivery of information by ships to ports and terminals in order to enable an efficient slot allocation and yard management.

Training, Reskilling & Upskilling

Given the rapid social and technological changes already underway in the types of skills demanded by the labor markets of the Fourth Industrial Revolution, the arguments for taking action now are compelling for individuals, employers and policy makers.

This is why support through ERASMUS+ and the Blueprint for sectorial cooperation on skills or other initiatives would be as welcome as EU funded surveys to identify the needed skills.



Recommendations:

- The social dialogue for Ports is currently discussing the sector changes and the best initiatives to keep the port sector competitive and an attractive place for work.
- When it comes to port work, the Social Dialogue should remain the appropriate European body

commissioning studies assessing reskilling pathways and job transition opportunities. EU policy makers should promote effective reciprocity and evaluate if EU competition rules apply to European and foreign companies equally, in order to prevent protectionist measures and grant secure access to the common market.

- The quantification of reskilling efforts, different scenarios of changing demand for jobs, job transition models (e.g. a job transition model that looks to the effects of automation) and gender perspectives on job transitions are among the concrete topics that could be explored.

Training, Reskilling & Upskilling

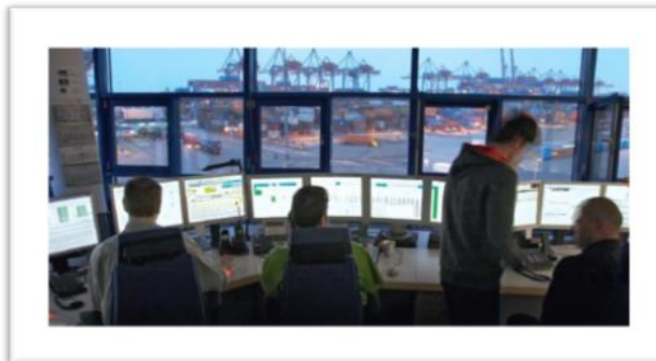
Training of port workers to acquire to adapt to changing face of ports

Given the rapid social and technological changes already underway in the types of skills demanded by the labour markets of the Fourth Industrial Revolution, the arguments for taking action now are compelling for individuals, employers and policy-makers:

The nature of port work is currently evolving due to market forces and technological development. Terminal operators thus privately invest in training to enable workers to acquire new skills that are needed in smart ports, but no single actor can solve the job transition and reskilling puzzle alone.

To make reskilling real and prepare for accelerated structural change of the labour market, a wide range of stakeholders — governments, employers, individuals, educational institutions and labour unions, among others — will need to learn to come together, collaborate and pool their resources more than ever before.

This is why support through ERASMUS+ and the Blueprint for sectorial cooperation on skills would, for instance, be as welcome as EU funded surveys to identify the needed skills.



The social dialogue for Ports is currently discussing the changes in the sector and the most appropriate initiatives to keep the port sector competitive and an attractive place for work. When it comes to port work, the Social Dialogue should remain the appropriate European body commissioning studies assessing reskilling pathways and job transition opportunities.

The quantification of reskilling efforts, different scenarios of changing demand for jobs, job transition models (e.g., a job transition model that looks to the effects of automation) and gender perspectives on job transitions are among the concrete topics that could be explored in future reports that could be funded by the European Commission.

Safety & Security

There is a need to support industry action in addressing the wide array of safety and security issues. Social partners are currently working on guidance for safety issues within ports. This will assist ports in their ongoing initiatives to make port operations as safe as possible.

The industry is currently active in identifying how best to ensure that their IT systems are secure and well defended against cyber attacks.



Recommendations:

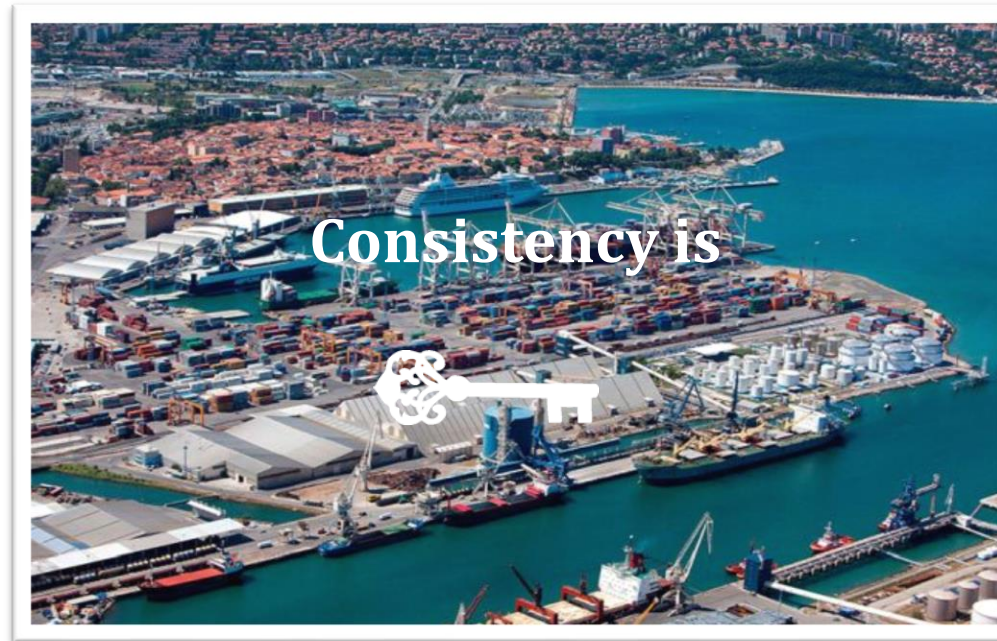
- Industry Guidelines to ensure safety of port operations – The social partners are working to contribute to the “safety first” mantra of the port industry to ensure local health and safety practices of port operations are properly implemented.
- Solutions on cybersecurity should come from industry – Cybersecurity is an issue faced by all sectors of society. Europe has a good legal framework in place in the NIS Directive. The institutions now should support industry solutions and cooperation to ensure security of European transport systems.
- Ensuring a clear understanding of different actors’ responsibilities on security – There are several actors responsible for ensuring the security of European transport networks, be it industry actors or law enforcement authorities. There needs to be a clear understanding of the responsibilities of these individual actors.

Consistency through Sustainable Dialogue

FEPORT calls for policy decisions which are consistent: there is a need to stop the transport sector's fragmentation.

Helpful instruments to this objective could be platforms gathering all the stakeholders of the maritime logistics sector.

An inclusive platform would feed the reflection regarding the key needed actions to boost the competitiveness of all industries and shape up a holistic R&D and innovation agenda.



Recommendations:

- FEPORT calls for policy decisions which are consistent: there is a need to stop the transport sector's fragmentation.
- A helpful approach to this objective could be either to bring together existing fora that are working on similar topics in one maritime logistics platform to encourage constructive dialogue between stakeholders and facilitate the

dissemination of good practices and information about innovative solutions.

- The other option could be to establish a new institutional platform dedicated to competitiveness and leadership involving different Directorates of the Commission and MEPs where all industries composing the maritime logistics sector would discuss about efficient measures for the competitiveness and leadership of EU companies.

- Innovation and R&D are another field where dialogue and collaboration through the Waterborne Technology platform, ALICE and the Alliance for Logistics Innovation is necessary to rationalize the use of EU funding for projects that are needed by the market and the users of innovative solutions.

Founded in 1993, FEPORT represents since 25 years the interest of the majority of private seaport operators and stevedoring companies in the European Union and Turkey.

Operations are carried out in 425 terminals. FEPORT members handle the main share of the total throughput in the EU. For container handling, the share is 91,4%.

FEPORT membership consists of large multinational, terminal operating companies and national associations from the individual European Union Member states.

The aim of the organization is to promote members' interests and to maintain continuous dialogue with all institutional and non-institutional stakeholders.



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