

INFORMATION BULLETIN

Technical Advisory Group on
Port-City Relation, Social Responsibility
and Gender Equality

12th
EDITION

May 2025



AUTORIDAD MARÍTIMA DE
PANAMÁ



OAS More rights
for more people



CIP Inter-American
Committee on Ports

A photograph of Max Florez Arias, a man wearing a white hard hat, sunglasses, and a dark blue button-down shirt. He is smiling and standing in front of a large pile of coffee cherries in a plantation setting. The background shows more coffee plants and a white structure.

MAX FLOREZ ARIAS

Chair of the Technical Advisory Group
Port-City Relation, Social Responsibility
and Gender Equality.

EDITORIAL

The **Maritime Authority of Panama (AMP)**, in its role as the governing entity of the national maritime sector and a regional reference in port policies with a human-centered vision, reaffirms its leadership in the **Technical Advisory Group (TAG) on Port-City Relation, Social Responsibility, and Gender Equality** of the Inter-American Committee on Ports (CIP) of the Organization of American States (OAS).

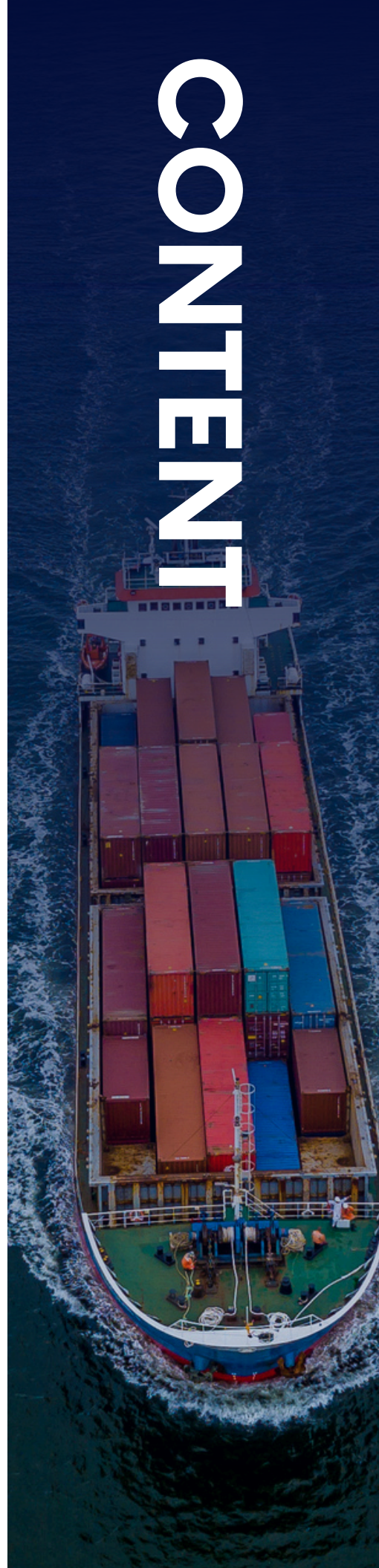
This commitment, assumed with a State vision and international projection, responds to the firm conviction that 21st-century port development must be grounded in principles of inclusion, sustainability, and community integration. Under the direction of the AMP, **concrete actions have been promoted to close structural gaps**, dignify the role of women in the maritime industry, and strengthen the link between ports and the communities around them, as part of a transformative and urgent agenda.

In this twelfth edition of the information bulletin, voices and experiences from across the hemisphere converge, demonstrating how Port-City Relations, Corporate Social Responsibility, and Gender Equality are no longer aspirational concepts but have become cornerstones of strategic management. Panama, as a world-class Logistics Hub and a leading maritime nation, positions itself at the epicenter of this movement, firmly guiding a model that prioritizes people, protects the environment, and generates shared value.

The AMP thanks the Member States, Associate Members, and all stakeholders in the port sector for their trust and support. This is an opportunity to redefine the role of ports in our societies.

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01 **CORPORATE SOCIAL RESPONSIBILITY (CSR) IN PORTS: BUILDING SUSTAINABLE ALLIANCES WITH INDIGENOUS PEOPLE IN THE AMERICAS**

Written by: Alexandra Chaires Monroy | Mexico

In an increasingly globalized world, ports are key drivers of economic development. However, their operations often come at a high environmental and social cost, especially for Indigenous communities that rely on natural resources. Corporate Social Responsibility (CSR) emerges as a strategic framework to reconcile economic progress with environmental preservation and social justice, prioritizing the protection of historically vulnerable groups, such as Indigenous peoples.

In the late 1950s and early 1960s, conflicts like the Vietnam War and Apartheid sparked a wave of social awareness in the United States. Consumers began to question companies that supported oppressive political regimes or engaged in ethically questionable practices. Decades later, in the 1990s, globalization promised a fairer world, but the results have been uneven. Today, the imbalance is evident: while few benefit, many historically marginalized groups—such as Indigenous peoples—face increasingly difficult living conditions (Fernández García, 2010).

In this context, Information Technologies (IT) have amplified this call for awareness, allowing people to become informed about social and environmental imbalances (Fernández García, 2010). In addition, pressure from stakeholders—local communities, NGOs, and regulators—(Stein & Acciaro, 2020) has driven companies to adopt a “triple bottom line” approach, balancing economic, environmental, and social imperatives (United Nations Industrial Development Organization, n.d.).

Defined by the World Bank as “the commitment of businesses to contribute to sustainable economic development” (World Bank, 2004), CSR has become a key strategy to counteract the negative impacts of port operations. While ports are essential for international trade and economic growth, they also generate a wide range of environmental and social effects, such as air and water pollution (Chen & Lam, 2018; Cui, 2017), which directly impact local communities—especially Indigenous peoples, whose worldview is rooted in these natural resources.

Within the CSR framework, it is evident that certain groups, like Indigenous peoples, are often less prioritized and more marginalized. However, this dynamic can be transformed. Collaborating with these communities not only promotes inclusion but also creates opportunities for mutual benefit and sustainable development.

Indigenous peoples stand out for their social and cultural uniqueness, maintaining an ancestral and collective connection to the territories and natural resources they inhabit—or from which they have been displaced. These spaces and resources are not only essential for preserving their identity and culture, but they also form the foundation of their subsistence and their physical and spiritual balance (World Bank, 2023). The destruction of these resources is equivalent to erasing the very origin of their existence.

According to the International Labour Organization (2020), it is estimated that there are 476 million Indigenous people worldwide. Although they represent only 6% of the global population, these communities account for approximately 19% of those living in extreme poverty. Moreover, they inhabit one-quarter of the Earth's surface and safeguard 80% of the planet's remaining biodiversity (World Bank, 2008).

Although the rights of Indigenous peoples have been recognized through instruments such as the Indigenous and Tribal Peoples Convention (1991) and the United Nations Declaration on the Rights of Indigenous Peoples (2007) (World Bank, 2023), much work remains to be done. Ports can play a crucial role in this effort through CSR.

There is no doubt that ports offer multiple benefits for the economic and social development of Latin America. For instance, they facilitate international trade by handling a significant share of container traffic, contributing to GDP growth (Zurita, 2017) and boosting regional economic activity. In addition, they generate employment and stimulate the economy in their areas of influence (Logística Press, 2024), providing services and logistical infrastructure that support local industries (ECLAC, 2017).

However, as previously mentioned, port activities have a significant environmental impact, directly affecting Indigenous communities. Therefore, it is essential for ports to collaborate with these groups through CSR initiatives. Below are three emblematic cases: two that reflect successful collaborations and one that highlights the challenges in this process.

Prince Rupert Port – Canada

The Port of Prince Rupert in Canada is a successful example of collaboration. It operates within the traditional territory of the Ts'msyen people and has actively worked to integrate Indigenous community values into its operations. Through benefit-sharing agreements, revenue distribution, employment opportunities, and procurement contracts, Indigenous communities have benefited from the port's growth. Since 2011, contracts worth \$230 million have been awarded to Indigenous-owned businesses, and over 38% of employees in local port-related companies are Indigenous (Prince Rupert Port Authority, 2022).

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Vancouver Fraser Port Authority – Canada

The Vancouver Fraser Port Authority in Canada operates on the traditional territory of the Musqueam, Squamish, and Tsleil-Waututh Nations and has established a collaborative framework with the Indigenous communities affected by its activities. Through legal compliance, respect for culture and history, and active cooperation, the port has implemented key initiatives such as the Musqueam Indian Band Relationship Agreement (2021). This includes the creation of a joint committee, the hiring of an Indigenous advisor, coastal restoration, and the development of employment and educational opportunities. In addition, through economic reconciliation agreements, tangible benefits have been generated for First Nations, including employment, preferential contracts, and community investment. A fundamental aspect of this collaboration is the ongoing consultation process, which ensures Indigenous participation in decision-making on projects that may impact their rights (Vancouver Fraser Port Authority, n.d.).

San Antonio Port – Chile

The San Antonio Port in Chile faces challenges with its expansion project, "Puerto Exterior San Antonio." This project has raised concerns about its impacts on biodiversity and indigenous communities. Five indigenous organizations, mainly Mapuche and Chango, have argued that the project does not respect their rights and has violated international regulations (Muñoz, 2020). Although a definitive agreement has not been reached, in 2021 a process of Consultation with Indigenous Peoples (PCPI) based on ILO Convention 169 was initiated (Nuevo Poder, 2024), highlighting the importance of including affected communities at every stage of the project.



02 NAVIGATION CENTER AND ITS COMMITMENT TO TRAINING AND AWARENESS IN PORT ACTIVITIES

Written by: CENNAVE | Uruguay

The Navigation Center participated in the workshop "Port-City Relations in Latin America and the Caribbean" organized by the UN Trade and Development (UNCTAD), in collaboration with the Port Administration of Argentina, the Port Authority of Santander, and the International Association for Port-City Cooperation (RETE).

As part of this initiative, a study was conducted to assess Montevideans' awareness of the port and its significance. The results clearly demonstrated that such awareness remains limited. Consequently, we must strengthen the relationship between the port and the city by promoting community engagement through various activities that highlight the importance of port operations.

Consequently, the Navigation Center successfully registered its Maritime Museum (*) with Uruguay's National Museum System. This achievement aims to raise awareness and showcase the country's rich maritime heritage to the community through our exhibited collection, while also projecting its significance into the future. To further these objectives, several initiatives have been implemented:

Program of Visits to the Maritime Museum and Activities for Educational Institutions: With the aim of educating and connecting children with maritime history and activities, a guided visit program to the Maritime Museum of the Navigation Center was developed. This program includes playful and interactive experiences through reading—adapted to different age groups—as well as the use of games that encourage interaction between children and port-related themes.

"Heritage Day" and "Museums at Night"

Activities: We participated in the cultural initiatives organized by the Ministry of Education and Culture of Uruguay, aimed at promoting accessibility and fostering appreciation of our museum and its collections. These events provide an opportunity to present our work during extended hours and outside of our usual schedule, offering special activities designed for a broad audience.

Organization of Visits to the Port of Montevideo

Guided tours of the Port of Montevideo: Guided tours of the Port of Montevideo are regularly organized for students of our Training Institute, as well as for national and international educational institutions. These activities provide a first-hand experience of port operations.

In conclusion, the challenge lies in educating and connecting the community with the Port of Montevideo in order to foster a stronger port-city relationship—an essential element not only for the port's future, but also for the city's economic and social development.

Through the implementation of educational programs, immersive experiences, and a focus on experiential learning, it is possible to build a bridge between the community and its port.

(*) Museum established with funding from the Schandy Family.



03 THE PORT OF SANTO TOMÁS DE CASTILLA PROMOTES THE PORT CITY MODEL IN PARTNERSHIP WITH THE MUNICIPALITY OF PUERTO BARRIOS

Written by: Santo Tomás de Castilla Port | Guatemala

As part of efforts to strengthen inter-institutional cooperation, the Chairman of the Board of Directors of EMPORNAC, Mgtr. José De La Peña, accompanied by Deputy General Manager Fernando Turcios and the Municipal Mayor of Puerto Barrios, Hugo Sarceño, carried out the signing of the Framework Agreement for Inter-Institutional Cooperation between the National Port Company of Santo Tomás de Castilla and the Municipality of Puerto Barrios, in the department of Izabal. The main objective of this agreement is to establish a strategic mechanism to implement the 'Port City' model

This agreement includes a series of jointly executed projects and actions, focused on key areas such as urban planning, environmental sustainability, sports development, social inclusion, and cultural and touristic promotion. Through this partnership, the aim is to position Santo Tomás de Castilla not only as an efficient port, but also as a key player in the comprehensive development of the municipality.

In line with this commitment, EMPORNAC has launched an important collaboration with 4Ocean and Estela Maris for plastic collection in the port area. This joint effort aims to mitigate environmental impact and promote a culture of sustainability among workers and nearby communities



Likewise, the Esperanza Azteca Santo Tomás de Castilla Classroom has been inaugurated—an educational and musical space aimed at children and youth, the result of a partnership with Azteca Foundation and the Municipality. This initiative contributes to the holistic development of children by offering opportunities for learning, artistic expression, and the strengthening of values.





Finally, as part of the actions under the 4-40 Port City agreement, EMPORNAC organized a cleanup day at the public beach of Santo Tomás de Castilla during Holy Week 2025. These activities reinforce the institution's commitment to order, cleanliness, and quality of life in the municipality, promoting a safe and healthy environment for residents and visitors alike.





04 LIFE CONCLUDES A NEW EDITION WITH OUTSTANDING RESULTS

Written by: Elvia Bustavino (Multimodal Consulting Firm) | Panama

The LIFE Program has concluded a new edition with outstanding achievements, reaffirming its commitment to strengthening female leadership in the logistics, maritime, and port industries across Latin America. In this edition, 60 women from 15 countries actively participated, representing leading companies in the sector in key mid-management and executive roles. Throughout the program, they engaged in a unique educational experience designed to enhance their leadership, strategic vision, communication skills, and ability to build strong professional networks.

One of the core pillars of the LIFE Program was its high-quality training, led by top-level international speakers who not only shared knowledge and practical tools but also offered inspiration to face the challenges of a dynamic and ever-evolving industry.

The experience was further enriched by high-value technical visits, including a tour of SSA Marine MIT, one of the most important port terminals in Latin America, and the expanded locks of the Panama Canal, a globally renowned engineering marvel. Institutional support was another major highlight of this edition. The program was honored by the presence and recognition of prominent industry leaders, who shared powerful messages and encouraged participants to keep breaking barriers within the industry. Among them were Antonio Domínguez, President for Latin America and the Caribbean at A.P. Moller – Maersk; Julio de la Lastra, CEO of ONE Panama; and Juan Carlos Croston, Vice President of Marketing and Corporate Affairs at SSA Marine MIT.

One of the most moving moments was the official greeting sent by Arsenio Domínguez, Secretary-General of the International Maritime Organization (IMO), who, through a video message, congratulated the participants and highlighted the LIFE Program as a transformative initiative led by Multimodal and PR Ports.

To date, 150 women have taken part in LIFE across its three editions. This figure reflects not only the program's impact but also its sustained commitment to gender equity and women's empowerment in an industry that demands diversity, vision, and leadership to face future challenges. Equally significant is the support of more than 25 companies in the sector that backed this edition, promoting the participation of their female talent and, in turn, receiving the LIFE Seal—a recognition that honors organizations committed to inclusion, professional development, and gender-sensitive leadership.





3º EDICIÓN

LIDERAZGO FEMENINO PARA EL SECTOR MARÍTIMO-PORTUARIO



18 al 21 de marzo, Panamá

2025



Desarrollado por

Multimodal
CONSULTING FIRM



For Multimodal, being the developer of the LIFE Program represents much more than launching a training initiative: it is a concrete expression of its commitment to a more equitable and sustainable sector. This commitment is part of its institutional vision and is reflected in every one of its actions. As an active member of the Inter-American Committee on Ports (CIP) of the OAS, Multimodal plays a decisive role in advancing a regional sustainability policy that prioritizes inclusion, talent development, and gender equity as fundamental pillars for transforming the present and building the future of the port and logistics sector in the Americas.





05 PARAMARIBO ACCELERATES ACTION THROUGH THE DP WORLD 4 WOMEN PROGRAM

Written by: DP World Paramaribo | Suriname

Paramaribo, Suriname – DP World Paramaribo is making strides in promoting gender equality and empowering women in the workplace through its commitment to the DP World 4 Women program. As part of DP World's global sustainability strategy, Our World, Our Future, the program drives impactful initiatives aligned with SDG 5: Gender Equality to foster an inclusive environment where women can thrive in traditionally male-dominated sectors.

At DP World Paramaribo, women play a crucial role in shaping the future of the Ports & Terminals and Logistics sectors. Currently, women make up 20% of office workers, with 4% contributing to Ports & Terminals and 3% engaged in Logistics. By sharing their experiences, DP World aims to inspire more women to pursue careers in these industries, proving that diversity strengthens both operational success and workplace culture.

Fostering Women's Leadership Through Strategic Partnerships

In a traditionally male-dominated industry, DP World continues to drive inclusion and diversity, placing a strong focus on women's empowerment. Recognizing that greater diversity fosters innovation, DP World launched the DP World 4 Women initiative in 2018 as part of its global sustainability program, Our World, Our Future. This initiative supports the participation and development of women across communities, ensuring their integral role in shaping the future of logistics and maritime.

As part of its commitment to gender equality, DP World Paramaribo actively supports several local women's organizations in Suriname. In alignment with DP World Group's sustainability policy, the company has partnered with Women in Maritime Association Caribbean (WIMAC) Suriname to reinforce efforts in increasing female participation in maritime. Under the leadership of Ms. Tosca Pinas, DP World Paramaribo engaged in various activities to highlight the crucial role of women in this sector. Recognizing shared values and goals, DP World Paramaribo officially joined the interim board of WIMAC Suriname's first national chapter on December 1, 2021.

Inspiring Change Through Collaboration

One of the most impactful collaborations between DP World Paramaribo and WIMAC Suriname was the launch of the "S(he) as a Beacon" campaign. This initiative showcased the inspiring journey of Priscilla Pique-Edoo, DP World Paramaribo's first female HSE Supervisor, as she navigated challenges in workplace safety leadership. Her success demonstrated that safety management is not bound by gender, sparking conversations about women's roles in traditionally male-dominated fields. Through these partnerships and campaigns, DP World Paramaribo continues to foster an inclusive and empowering workplace, driving progress in gender diversity and leadership across the maritime and logistics sectors. Click the link below to view the She as a beacon video with Priscilla- Edoo Pique



DP WORLD Paramaribo Sustainability Initiatives

DP World enables smarter trade to create a better future for everyone. Through our sustainability strategy, called "Our World, Our Future," we strive to strengthen our relationship with the community to improve social living conditions. This includes direct investments in the community, employee volunteer work, and donations for social institutions.

Accelerating Action for an Inclusive Future

On March 8, 2025, DP World Paramaribo expanded its advocacy efforts with the Accelerating Action campaign, highlighting the career paths of three extraordinary women who balance professional excellence with their personal passions:

- Stefania Padilla – Senior Operations Manager and long-distance runner, excelling in both logistics and athletics.
- Jo-Ann Djakiman – Documentation Officer, channeling the discipline and resilience of Thai boxing into her work.
- Ferial Petrici – Dispatcher, skillfully coordinating logistics while embracing her love of motorcycling.

Scan the QR code below to watch the video Accelerating Action

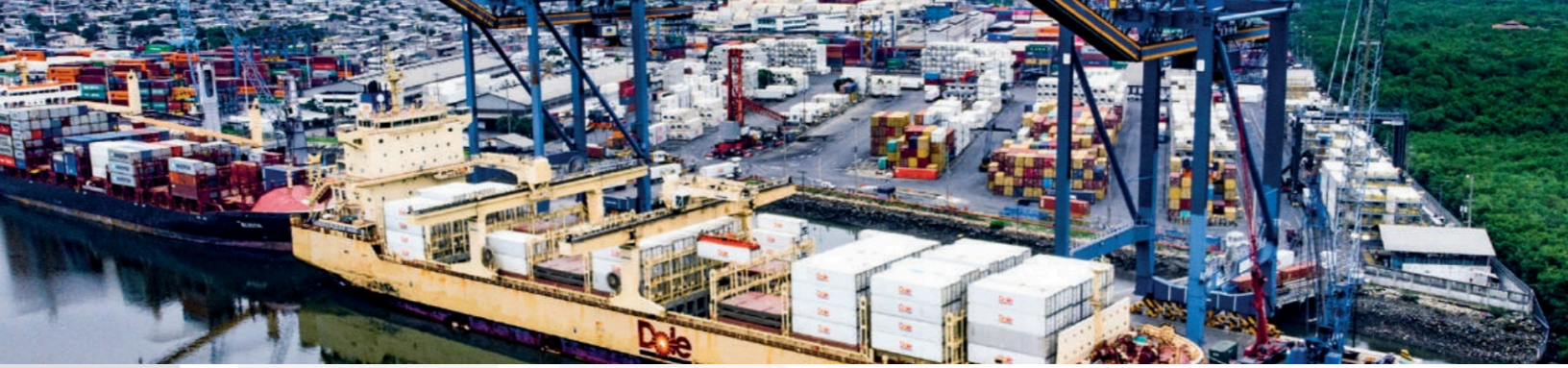


Through these campaigns, DP World Paramaribo continues to celebrate the dedication and passion that women bring to the workplace, reinforcing its commitment to accelerating action for a more inclusive future.

At DP World Paramaribo our commitment to our society is driven by our aim to have a positive impact on the community we live in. We share the best practices with our key stakeholders- our customers, our suppliers, the maritime industry- through strategical partnerships within the supply chain to encourage sustainable business practices. Aligned with the United Nations Sustainable Development Goals we continue our journey of sustainable and meaningful contribution to our people and our planned.

Scan the QR code to download the Full sustainability & Impact report for a review of the activities executed in 2024





06 PRIVATE PORTS OF GUAYAQUIL: LOGISTICS, INCLUSION, AND SUSTAINABILITY WITH A VISION FOR THE FUTURE

Written by: ASOTEP | Ecuador

Guayaquil is the logistical and port hub of Ecuador, with an average of **90%** of the country's foreign trade flow moving through the city. Its system of private terminals has demonstrated that it is possible to combine operational efficiency with environmental sustainability and social inclusion.

Under the representation of the **Ecuadorian Association of Private Port Terminals (ASOTEP)**, the ports of QC Terminales, Storeocean, Naportec (Bananapuerto), INARPI/TPG (Fertigran), and Fertisa not only handle nearly **50%** of the country's non-petroleum cargo—creating a multiplier effect on economic activities—but also carry out social plans, projects, and actions that benefit all those who live and work in the areas surrounding their terminals. In doing so, they promote strong bonds of cooperation and collaboration with the community, aimed at contributing to the development of their capacities and encouraging their role as key actors in improving and strengthening their own realities.

Over the years, the concept of the port-city relationship has firmly consolidated, both in the immediate port surroundings and in the nearby areas with high population density. An example is Isla Trinitaria, home to more than **90,000 people**, where the social impact is tangible. The population has established a strong coexistence with daily port activities, benefiting from multiple free and comprehensive programs in education, health, entrepreneurship, and community strengthening, all developed by the ports themselves with the cooperation of the local government.

In 2024, more than **1,300 people** participated in TPG programs such as 'Capitanes del Mañana' (Captains of Tomorrow) and 'Alcanzando Metas' (Reaching Goals), the latter training over 350 entrepreneurs, along with recreational activities, school support, and follow-up. On the other hand, Naportec, through the 'DALE' Foundation, has benefited more than 10,000 people with its comprehensive community engagement programs, highlighting the training of 500 mothers in child nutrition, the implementation of technical workshops in gastronomy and beauty, the improvement of educational infrastructure, and support in health campaigns and medical care.

Female participation has been another key focus. While the presence of women in the port sector has been constant, their involvement in management has reached especially significant levels. In the community, many women have taken on new roles as neighborhood leaders, heads of their own businesses, and promoters of peaceful and developmental environments for their children, families, neighborhoods, and communities. Through their example, they inspire more women to actively engage in both the reconstruction of the social fabric and the initiatives driven by the terminals.

Our sector, which actively participates in the development of the port industry, competitiveness, and the security of foreign trade, does not only transfer cargo: it also drives the transfer of knowledge and skills, contributing to the social development of the communities linked to its port environment. This commitment is continually strengthened and grows, guided by the belief that logistical progress must go hand in hand with the well-being of people.



07 EXPLORING THE PORT OF MONTEVIDEO AND ITS LINK TO THE CITY

Written by: National Ports Administration / Uruguay

The National Ports Administration (ANP) of Uruguay is a decentralized body, which is linked to the Executive Branch through the Ministry of Transport and Public Works (MTOP). The ANP as the Port Authority manages the port of Montevideo, which is the main commercial port, 8 commercial ports and 3 marinas in Uruguay. The port of Montevideo has a strategic geographical location on the Río de la Plata, one of the routes with the greatest impact on the movement of cargo in Mercosur and which connects with the Paraguay - Paraná Waterway.

Historically, the Port of Montevideo has been the engine of development of the Uruguayan economy. It is located in the bay of Montevideo, the country's capital, in the old part of the city known as the Ciudad Vieja (Old City) neighborhood. In the twentieth century, it was the point of arrival of thousands of immigrants. The development of the port in relation to the city has had a notorious growth and significant and impactful modifications over the years. It is constantly evolving, improving its infrastructure, legislation and regulation, expanding its capacity and optimizing processes, for sustained and sustainable growth.

In its beginnings, the port was a natural extension of the city. It was open to the community without limits, being of great enjoyment for families and neighbors. Over the years, as a result of the great progress and extension, free entry began to be restricted, with the objective of preserving control and security.

Currently, with the objective of strengthening ties, reviving longed-for feelings and reinforcing the Administration's social and corporate responsibility, the National and International Relations Unit with a team of technical facilitators from other agencies, have opted to generate a safe encounter between the port and the city.

This will be achieved through visits to schools, high schools, technical schools, universities, children's adolescents' clubs, senior housing, NGOs, among others, seeking the link with the community and the relationship work between the public and private sectors that coexist in the port sector (specialized terminals, warehouses, institutions and related centers). The expected result is a tighter relation between the community and the public and private institutions that coexist in the port sector (specialized terminals, warehouses, institutions and related centers).



Among the actions that contribute to social prosperity are guided tours of the port area which are now being offered with greater intensity, frequency and professionalism. During the tour, visitors can see and learn about the different elements that make up a multipurpose port, the sectors in which it is organized, learn port vocabulary, different types of ships, scanners, road transport, actors in the logistics chain, export and import destinations and goods, security elements, etc. In the tours visitors are told that the port is a living picture, where the network of operations reflects the port reality, which is dynamic and changing.

As a main objective, we aim to strengthen the visitor's connection with their own history linked to that of the port. We try to make them know and understand part of the past, present and future projections of the port of Montevideo. During the tour we share old photographs so visitors can compare and observe the changes and permanence of the same space, as well as recognize the evolution and the role of man and technology in this entire process. The tour of the docks and terminals is done by bus, due to the distances, operations and safety, making it a classroom where you interact and reflect.



The tour ends by descending into an internal square, where visitors can enjoy the exhibition of historical elements, old machinery, observe the Graf Spee rangefinder and the monument to the port stevedore, as well as being able to see and be amazed by part of the port operations. It is at this moment where the perspective and dimensions of the ships, containers, crane movements and port operations, paint a memorable scene, leaving a lasting impression in each of the visitors.

Also, as part of the itinerary, is the visit to the emblematic ANP headquarters building, inaugurated in 1949, where there is an exhibition in museum format.

In the same context, we receive groups of students majoring in foreign trade, or related fields, who present specific objectives to expand their knowledge and experiences. From the ANP, in order to redefine the student's professional practices, we provide visits in coordination with the private terminals (containers, grains, cellulose), touring the logistics and operations platforms, where the technicians of each sector describe the processes and provide data and information of interest.

In this regard, on October 17, 2024, the ANP signed a complementary work and cooperation agreement with the National Administration of Public Education – General Directorate of Early and Primary Education, with the purpose of supporting the port-city relation, which formally frames the commitment that the Administration has been assuming with school-age children. The objective is to strengthen the proposal and reach more institutions throughout the country, integrating the other ports of the Interior.

We also designed a didactic resource for schoolchildren, which consists of playing the memory game with port elements and vocabulary, so that what they have experienced and learned can be transferred and shared with families and friends, enhancing cognitive skills in a healthy way.

In 2024, 2172 people visited the port facilities, this motivates the National Ports Administration to continue with the challenge of promoting the port among the educational communities, creating new cultural encounters and social projects to approach the neighborhood. These efforts reflect the commitment of our institution.





08 GENDER EQUALITY IN LEADERSHIP POSITIONS OF COLOMBIAN PORT COMPANIES

Written by: Transportation Authority | Colombia

In relation to women's access to leadership positions, in 2015, the United Nations' Member States established the Sustainable Development Goals where they included one related to gender equality, which is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

In order to reinforce our commitment to gender equality and equity, the Superintendence of Transport signed the International Cooperation Agreement No. 679 in 2023, with the **UNITED NATIONS DEVELOPMENT PROGRAM – UNDP**. The purpose of this program is to join efforts to implement the Programa Equipares Público (certification program that recognizes organizations, SMEs and public entities that manage to implement effective actions to close gender gaps) – Gender Equality Seal in Public Institutions within the framework of the 2030 Agenda for sustainable development and this way accelerate a crosscutting approach to gender inclusion in Colombian public sector entities.

Within this framework, the Superintendence of Transport has formulated the Program **LEADERSHIP POSITIONS IN COLOMBIAN PORT INFRASTRUCTURES**, whose objective is to learn about the role of women in leadership positions in the maritime port sector, which will allow us as a sector to continue strengthening processes and goals aligned with gender equality.

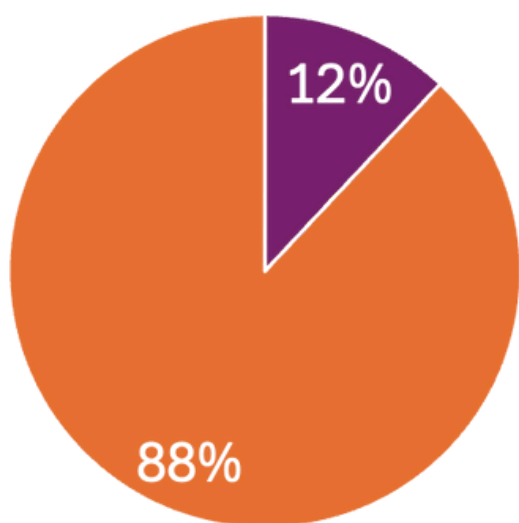
In the 2016 G20/OECD Principles of Corporate Governance[i], it is recommended that countries[ii] review representation quotas to improve gender equity, thus achieving equity in salaries for men and women



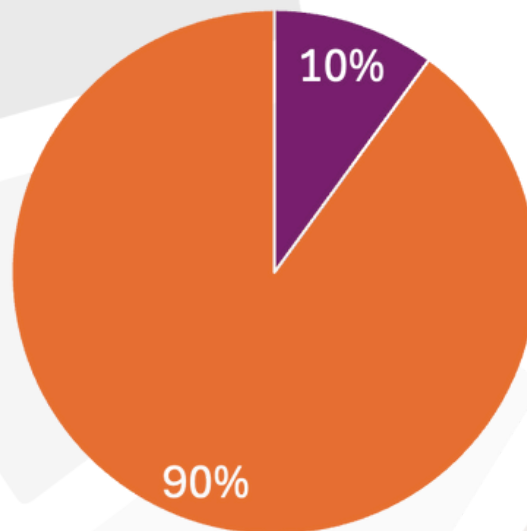
Despite the efforts of multilateral organizations and governments to promote the participation of women in leadership positions, the reality is, that women participation in decision-making positions in Colombian port companies is still low. The Superintendence of Transport has monitored and collected data that confirm this statement.

We, the Superintendence of Transport, have carried out initial explorations based on information from the years 2023 and 2024 reported by the 50 Port Companies in Colombia that are operating, recording and transmitting information regarding cargo and container movement, through the VIGIA Missionary Information System, specifically, in its Transport Management System (SIGT) module.

From the information registered by these Port Companies, the Main Legal Representative field is taken into consideration, which for the year 2023 was a total of 6 women representing only 12% and 44 Men representing 88%. And by 2024 it resulted in a total of 5 women representing only 10% and 45 men representing 90%.



2023



2024



09

COLÓN CONTAINER TERMINAL: A PORT COMMITTED TO THE COMMUNITY, EQUALITY AND SUSTAINABILITY

Written by: Colon Container Terminal | Panama

As part of its commitment to sustainable development and social prosperity in its surroundings, Colón Container Terminal, S.A. has implemented various initiatives aimed at strengthening the port-city relationship. The following programs stand out:

- **Education and Community:** In partnership with the Ministry of Education and under an agreement signed with the Ministry of the Presidency, the port contributed USD 1.8 million to implement the "My School First" program at the Marcos Vásquez, Gatuncillo High School, and Cristóbal Colón schools. The execution was delegated to the Gabriel Lewis Galindo Foundation, responsible for improving educational infrastructure on behalf of the port.
- **Technical Training and Employability:** In collaboration with INADEH, an agreement was signed for the training of operational personnel, fostering job placement and the strengthening of technical skills within the community.
- **Access to Knowledge:** Monthly visits by university student delegations are encouraged through academic tours and guided visits to the terminal, reinforcing ties with the educational community and stimulating interest in maritime-port sector careers.

INCLUSIVE POLICIES AND GENDER EQUALITY PROMOTION

Colón Container Terminal, S.A. actively promotes a fair, inclusive, and equitable work environment. This commitment is formalized in its Integrated Management System Policy, specifically in Commitment No. 9: "To comply with and promote the principle of equal opportunity without any discrimination for all employees and third parties with whom the company has a relationship."

Key actions include:

- Infrastructure adaptation to ensure inclusive operational conditions, such as enabling women's restrooms in previously restricted areas.
- Active participation of women in leadership roles: 54% of the company's operational processes are currently led by women.
- Equal access to occupational health services through the health monitoring program implemented under the Integrated Management System certified under ISO 9001, 14001, and 45001.



COMMITMENT TO SOCIAL RESPONSIBILITY, HEALTH, AND SUSTAINABILITY

Colón Container Terminal, S.A. integrates social responsibility as an essential part of its operational strategy, reflecting a strong focus on human well-being, environmental protection, and sustainable development. Key initiatives include:

- Psychosocial Empowerment and Economic Resilience Program (Fundación Calicanto, 2023–2024): Benefited 35 vulnerable women from the Cristóbal district, with an investment of USD 47,900.00. Through employability, entrepreneurship, and mentorship workshops, the program had a tangible impact on participants' financial autonomy and empowerment.
- Ongoing Cross-Training for all personnel on topics such as occupational safety and health, environmental management, quality, legal compliance, and operational risk management.
- Regular performance evaluations and professional development, aimed at enhancing human talent and promoting individual growth.
- On-site company clinic offering primary care, 24/7 ambulance and paramedic service, specialized care for conditions such as hypertension, diabetes, and nutrition, and occupational health advisory services.
- Scheduled active breaks for all personnel, with automatic reminders to promote healthy habits during the workday.
- Campaigns promoting responsible consumption of energy and water resources, focused on efficiency and environmental awareness.
- Responsible waste management, including ongoing recycling efforts and internal training, as well as procedures to prevent spills into the sea and protect marine ecosystems.
- Alignment with the Sustainable Development Goals (SDGs), contributing directly to 16 of the 17 SDGs through its Integrated Management System certified under ISO 9001, ISO 14001, and ISO 45001, as well as verified Carbon Footprint measurement under the ISO 14064-1:2018 standard.



10 PORT AND COMMUNITY IN HARMONY: COLON OIL AND SERVICES COMMITMENT

Written by: Colon Oil and Services | Panama

Initiatives Supporting Port-City Relations That Contribute to Social Prosperity

In this regard, the initiatives we have developed in recent years include:

1. For several years, we have adopted the Republic of South Africa School, located in the Cristóbal area, in Colón, where we have supported them with gardening, painting, and fencing work.
2. Participation in Beach Cleanup activities at Isla Galeta, in collaboration with the Ministry of Environment.
3. Participation in Reforestation activities in the Nuevo San Juan area, Colón, in collaboration with the Ministry of Environment.

Policies and/or Inclusive Practices That Promote Gender Equality:

Our company promotes the recruitment and development of personnel based on training and experience, regardless of gender. In Panama, 25% of the staff working in our company are women.

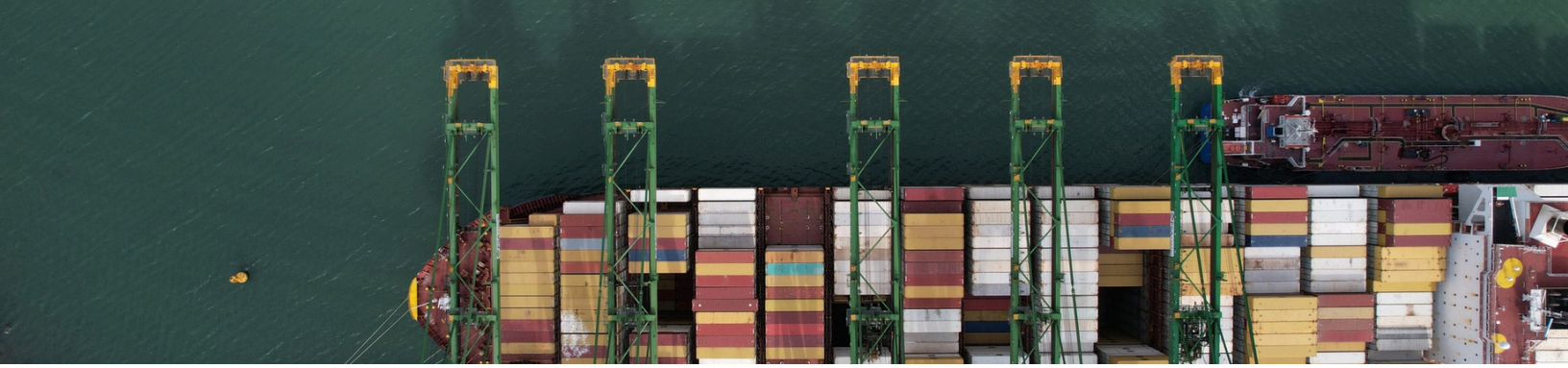
Operations with a Commitment to Social Responsibility, Among Others

We have several initiatives aimed at reducing emissions and creating a healthier environment:

- Gravity dispatch, to avoid the use of pump engines, thereby reducing energy consumption and, consequently, the carbon footprint.

- Our terminal is the only one in Panama currently storing Bio-VLSFO, a new product in the bunker market.
- Reduction in the generation of oily water, through dedicated lines and process improvements.
- Recycling of organic and inorganic waste, and proper disposal through certified entities.
- Optimization of personnel transportation routes to reduce commuting and, therefore, personnel consumption.





11

PORT-CITY RELATION, SOCIAL RESPONSIBILITY AND GENDER EQUALITY: PSA PANAMA

Written by: PSA Panama | Panama

PSA Panama is a container terminal strategically located at the Pacific entrance of the Panama Canal. With 1,140 meters of dock, 11 gantry cranes, and state-of-the-art specialized equipment, it has an annual capacity of 2 million TEUs. These conditions consolidate it as a benchmark for operational efficiency, technological innovation, and port modernization in the country.

Its impact goes beyond port operations. PSA Panama generates more than 900 direct jobs and 100 indirect jobs, fostering the country's economic development and contributing to the modernization of its logistics infrastructure.

In line with its vision and purpose, PSA Panama drives concrete actions that raise work standards and promote operational excellence, while improving the quality of life for its employees, their families, and the community. These initiatives respond to a strategic vision focused on sustainability, inclusion, and joint development, with the goal of driving the sustained growth of the country.

Inclusive Policies and Practices That Promote Gender Equality

PSA Panama is an active member of WISTA Panama, an organization that promotes female leadership in the maritime sector. As part of this alliance, the terminal promotes training and growth opportunities for women in the sector, while positioning the maritime and port industry as a valid and attractive professional option for new generations.



The terminal also has a Lactation Room, which represents a significant step towards a truly inclusive work environment. In a traditionally operational industry like the port sector, providing such spaces means recognizing and supporting the real needs of working mothers, offering them a comfortable, safe, and dignified place to practice motherhood without having to give up their professional development.

In March 2025, PSA Panama received the LIFE Seal, a distinction backed by the MAMLa Network (Network of Women of Maritime Authorities of Latin America), which recognizes companies committed to gender equality in the maritime-port sector. This was the second consecutive year that the terminal participated in the LIFE program, consolidating its commitment to inclusion and cultural transformation within the sector. The seal recognized the growth in female representation in leadership roles, which increased from 17% in March 2024 to 27% in March 2025.

Operations with a Commitment to Social Responsibility

PSA Panama drives a modern port operation based on principles of sustainability, efficiency, and responsibility. In this framework, it has developed a series of initiatives aimed at mitigating its environmental impact and continuously optimizing its processes. As a result, by the end of 2024, it achieved a 50% reduction in its carbon footprint (Scope 1 and 2) compared to the 2019 baseline.

- It has been operating with 100% renewable energy for the past five years, in line with its zero-carbon goal. It has begun installing photovoltaic energy systems on buildings, including the roof of a gantry crane.
- It implements recycling campaigns (cans, plastic, glass) in partnership with ASEO Capital, and manages special waste such as batteries, chemical water, vacuum tanks, and used oils through certified suppliers. Oily water is recycled at the MARPOL plant.

For over six years, PSA Panama has maintained a continuous reforestation program at Cerro Galera, in partnership with MiAmbiente, planting more than 6,000 seedlings and recovering five hectares of forest. Additionally, it conducts periodic beach cleanup activities in neighboring communities such as Veracruz, as part of PSA's global Go Green program.

Initiatives Supporting Port-City Relations That Contribute to Social Prosperity

PSA Panama has developed a series of programs that promote health, education, family integration, and community well-being:

- Through the Moving for Charity program, it channels its employees' participation toward social causes. In 2024, this initiative enabled a donation to the National Oncology Institute, strengthening ties with key institutions in the country.
- It has been actively participating for over six years in FANLYC's Relay for Life, a run/walk event that supports children and young people facing cancer.
- It fosters family integration through Family Fest and promotes children's sports through the baseball team "Los Portiquitos," made up of employees' children, who debuted in the 2025 Mini League organized by COS Sports.
- As part of its community programs, it organizes book and school supply donations to schools in Panama Oeste and provides over 200 seed packets to support school gardens.
- In 2025, PSA Panama awarded more than 140 school scholarships, supplemented with financial support for educational expenses. Additionally, in 2024, it received over 50 local and international university visits, encouraging interest in the port sector.
- It promotes integration and organizational well-being through its sports teams. In 2025, PSA Panama became the champion of the Panama Maritime Chamber Softball League, competing with over 10 companies from the sector. This achievement symbolizes the terminal's commitment to a culture based on teamwork, health, and a sense of belonging.



12

PORT-CITY RELATION: MIT AGENT OF SOCIAL PROGRESS

Written by: SSA Marine MIT | Panama

At **SSA Marine MIT**, we believe that positive and participatory port-city relationships are built through concrete actions that impact people's lives, the planet, peace, and prosperity; all while adhering to the 10 principles of the United Nations Global Compact and the **17 Sustainable Development Goals**, which promote making this world one where inequalities are reduced and opportunities are maximized.

Throughout 2024, we have worked on initiatives focused on the key pillars of our Corporate Social Responsibility: Education, Health, Sports, Culture, and the Environment, concentrating our efforts in these areas to transform the community and the environment.

Our Corporate Governance firmly believes in contributing to social prosperity by meeting the expectations of our Stakeholder Groups. Our actions are framed around benefiting children, youth, adults, and the elderly.

We develop aid programs in areas of importance to society, aiming to contribute to the development of the city of Colón and its citizens. We have successfully carried out agreements and partnerships with public institutions, private entities, nonprofit organizations, civic clubs, and community associations, creating agents of change for the community.

SSA Marine MIT invests in human capital growth and the development of projects that impact both the internal and external communities, ensuring that investments receive the support and action of the Corporate Volunteer Team, raising awareness about existing needs and fostering harmony between all parties.



We believe in contributing to the sustainable development of society, alongside our strategic allies. We highlight some projects as follows:

► EDUCATION

Educational Improvement: We contribute to the progress of Panamanian education in teaching/learning; providing technological and office equipment; while also investing in infrastructure projects.

- Abel Bravo, roof structure repair of the gymnasium.
- Rufo A. Garay, gymnasium repair.
- Benigno Jimenez, lighting system upgrade of the gymnasium.
- Support for Oratory, Pictorial, and Drama Contest.
- Business Mentors Program, at-risk youth integrated into the company.
- Robotics Project, Mar de Cuentos, Backpack Distribution.
- IPER, radio education program aimed at employees who did not complete their high school studies and a group of 8 young people with reduced mobility.
- Pilando Ando, reinforcement in mathematics.
- CEFACEI Kerube, maintenance and restructuring of Early Childhood Center.
- Various Educational Centers: Installation of technological equipment, water fountains, etc.

► HEALTH

Interactive Community: We promote the development of strategic partnerships with government institutions, NGOs, civic clubs, and educational centers in order to implement impactful projects aimed at achieving sustainable development in the province of Colón.

- Policentro Juan A. Nuñez, exterior infrastructure work.
- Centro Valórate, celebrating Attention Deficit Disorder (H) Day.
- Celebrating Good Deeds Day, park on the Central Avenue +250.



► SPORTS

Community Assistance: We implement our own projects as well as support initiatives presented by organized groups, associations, and social and community actors for the development of impactful activities and projects.

- Inter-School Basketball, reinforcing ethical and moral values.
- MIT Run, 5 km walk/run – Inclusion of people with reduced mobility.
- Mundial del Barrio, children and youth practicing basketball.
- Swimming Championship, provincial competition supported.
- Major League Baseball, participation in the province of Chiriquí.
- Champion FC, provincial representation in youth soccer.
- Wheelchair Basketball, inclusion, limited mobility in lower limbs

► CULTURE

Recreational Programs: We strengthen the development of cultural identity in children, youth, and adults, through interaction with art, culture, music, and more.

- Abel Bravo School, music band.
- Bilingual Eben Ezer School, theater play, music band.
- MIT Folkloric Group, participation in various activities.
- Black Ethnicity, celebration, march.
- Talenpro, developing the talent and skills of youth.
- Panama International Film Festival, fostering cinematic culture.
- Colón Fair, sponsors and flag bearers.
- Grandes Sueños Foundation, preventing early pregnancy in indigenous girls. – Entertainment.
- Toy distribution, throughout Colón and its coasts.

► ENVIRONMENTAL

Promoting initiatives and actions that are environmentally friendly in order to reduce ecological impact, greenhouse effects, and carbon footprint.

Garden Project

- Institutional – Basilio Lakas Juvenile Correctional Facility
- Educational – Frijolitos, ensuring breakfast and lunch intake
- Organizational – Hogar Asilo Atlántico
- Community – Ella Drua, indigenous community

Recycling Projects

- Tires
- Plastic Bottles – Love Bottles

Beach Clean-up and Other Donations

- Donation for the construction of a vehicular bridge

SSA Marine MIT carries out the development of successful and inclusive practices that promote gender equality, which is why female staff perform tasks that were once exclusively for male employees, such as operating gantry cranes and handling heavy equipment. Furthermore, female personnel also serve as superintendents in the operational area and in terminal security.

Our company has become an inclusive, competitive, and sustainable port terminal, which is why it has received multiple awards and honors as the best port terminal in the region.





13

DECAL PROMOTES SUSTAINABLE PROJECTS FOR ENVIRONMENTAL AND COMMUNITY WELL-BEING

Written by: Telfer Tanks, S.A. | Panama

In its ongoing commitment to sustainability and social responsibility, Decal has developed and implemented innovative initiatives that reflect its respect for the environment and its interest in contributing to community development. Below are some of its most notable achievements: Rainwater Harvesting: An Eco-Friendly Cleaning Solution.

Project Objective

- To collect and use rainwater for cleaning projects.
- To reduce or eliminate the consumption of drinking water in cleaning projects.
- Through this project, contribute to extending the potable water supply network that serves the city of Colón to more remote areas, benefiting the general population.

Results:

Thanks to this system, rainwater has been stored in a 12,000-gallon tank located in the tank dam. This water is used exclusively for cleaning and maintenance tasks, significantly reducing pressure on the IDAAN network and promoting a culture of responsible water use.

Current status: The system has been operational since November 2022.

Comprehensive Maintenance at Sherman Beach: Renovated Green and Social Areas.

Project Objective:

- Improve the appearance and functionality of common areas, restrooms, and green areas



Main interventions:

- Installation of new doors in bathrooms, fully painted and equipped with locks.
- Maintenance of metal structures through welding and safety adjustments.
- Pressure washing of walls to remove deteriorated paint.
- Replacement of roofs with new zinc sheets and gutters.
- Application of new paint on walls and floors, including pedestrian walkways with yellow non-slip paint.
- Cleaning and proper disposal of waste and materials in poor condition.

Date of completion: November 22, 2022,
Percentage of completion: 100%

Responsible: Maintenance Department

Wildlife Protection: Space for Iguanas Custody and Breeding

Project Objective:

- To build a safe environment for the custody and reproduction of iguanas, allowing the young to be released into natural habitats.
- To comply with the requirements of the Ministry of the Environment (MIAMBIENTE) for species conservation.

Project Duration:

Start: July 26, 2023

Completion: September 14, 2023

It should be noted that the project faced delays due to adverse weather conditions.

Responsible: Maintenance Department

Percentage of completion: 100%

Corporate Social Responsibility: Long-Term Commitment Decal also reaffirms its social responsibility through partnerships with sustained impact:

1. Hogar San José de Malambo, La Chorrera: For more than 20 years, Decal has provided ongoing support with donations for the development of projects benefiting orphaned children.
2. Municipality of Taboga: Active collaboration in community initiatives, promoting social and environmental improvements in this island region.

A Greener and More Supportive Future

These actions reflect how a committed company can have a real impact on both the environment and the communities around it. Decal continues to invest in purposeful projects, where sustainability and social responsibility are the pillars that guide its vision for the future.





CREDITS

PROPOSAL AND INITIATIVE

This initiative is being developed within the framework of the Work Plan of the Technical Advisory Group on Port-City Relation, Social Responsibility, and Gender Equality, led by the Panama Maritime Authority, representing the Republic of Panama before the Inter-American Committee on Ports of the OAS, with a firm commitment to promoting more inclusive, sustainable port development that is closer to the citizens.

ARTICLES

Voluntary submissions by members of the Inter-American Committee on Ports of the Organization of American States:

- Panama Maritime Authority | Panama
- CIP - OEA | Mexico
- Santo Tomás de Castilla Port | Guatemala
- CENNAVE | Uruguay
- DP World Paramaribo | Suriname
- ASOTEP | Ecuador
- SSA Marine MIT | Panama
- CCT | Panama
- PSA | Panama
- Telfer Tanks | Panama
- COASSA | Panama

The images were provided and/or taken from the official websites of each organization.

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