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1. Our Vision for Sustainability

1.1. Principles of Sustainability

At the Administração do Porto de Lisboa (APL) we believe we will be able to reach a level of sustainable development in our business if we can guarantee best practices in the performance of port activity, both in terms of employees of the organization and with regards to the port community, clients, suppliers and other partners who work with us, in compliance with principles of environmental and social responsibility and transparency, with profound respect for the interests of present and future generations.

With this commitment in mind we hope to achieve a status of reference among European ports and, consequently, constitute ourselves as a hub, bringing together minds: an example of respect for the environment and creating wealth for companies that are directly or indirectly involved in port business.
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**Principles of SOCIAL Responsibility**

Embodied in initiatives destined to maintain a relationship of well-being and sharing with employees, clients, suppliers and local communities.

Employees are a priority; we acknowledge them for the support and added value they represent, showing permanent recognition of their various professional skills.

The Port of Lisbon and the Tagus Estuary are the common thread connecting eleven municipalities. We will continue to enhance this relationship, forming an open space for the community and supporting initiatives in education, sports, culture and leisure.

As managers of the port, we aim to involve our clients and suppliers, encouraging them to share our principles. Therefore, we intend to show in as clear and transparent a way as possible how we manage commitments, formulate clear and shared objectives, and improve the integrated performance of the port.

**Principles of ENVIRONMENTAL responsibility**

With a view to an ever better integration of the port in its urban and natural surroundings, allowing for the development of our business and the integration of mutual interests, in a future context that is ever more demanding.

The Port of Lisbon is part of the Tagus Estuary, the largest wetland in Western Europe, with important natural value, species and habitat preservation. This Estuary merges with the largest metropolitan area in the country, and APL adopts a proactive stance in the defense of the estuarine environment.

**Principles of ECONOMIC sustainability**

With a view to ensuring budgetary autonomy, enshrined in the statutes, and APL's ability to create value for present and future generations, as administering authority, APL should promote the competitiveness of the port and its growing economic importance in the Iberian Peninsula, focusing on streamlining assets, return on equity and, of course, the ability to invest in the ongoing modernization of the Port of Lisbon.

It is the natural and open way in which we develop our activities, how we look at our ambitions and communicate the results we reach. It is also the way we open our ideas and projects up for discussion, with common and weighted ownership between the port and the surrounding communities.

**Principles of TRANSPARENCY**

It is the natural and open way in which we develop our activities, how we look at our ambitions and communicate the results we reach. It is also the way we open our ideas and projects up for discussion, with common and weighted ownership between the port and the surrounding communities.
Best Practices

1.2. Strategy

We believe that future generations have a legitimate right to enjoy a port of European standing at an international level, with an environment that offers stability, better living conditions and employment. By this we intend, therefore, to develop a port of international standard and with regional, positive, socio-economic impact, which may represent an attractive facility for various activities, supported by a good working environment and conditions for sustainable operations.

Our commitment to sustainable development translates into the following key areas shown below, and the chapters that follow describe our management approach and best practices related to these strategic priorities:

<table>
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<tr>
<th>Engagement with Stakeholders</th>
<th>We believe that employees and partners are fundamental to the development of the port in its multiple facets. For this reason, we invest in two-way communication with employees and partners, promoting communication with them, training and active participation in the company. Aware of the importance of performance and the attitude of the port community in the development of port business, our purpose is to define strategies that support business growth, incorporating the goals, wishes, support and suggestions of our partners.</th>
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Port-city Relations

Taking into account the reality of the Port of Lisbon, we intend to integrate, in a qualified way, port and urban areas, taking into account the needs of port activities and the expectations of the people. The establishment of protocols and agreements with municipalities consolidates and promotes the good results that we have gradually been achieving, particularly through participation in the development of various instruments of territorial management, which we understood to be essential for the articulation of objectives and purposes.

We intend to promote the social utility of the space under port jurisdiction, strengthening people’s identification with the port, with its aims, aspirations and objectives for future development.
Shipping is the mode of transport that has the best performance in terms of environmental sustainability and energy, ensuring the port a position of strategic importance in the development of integrated and more efficient transport systems. We are committed to ensuring the quality and safety of shipping ports; as such we are positioned at the forefront in the use of technology to support sailing. We want to ensure an ever more effective and efficient provision of services to shipping in order to prevent and reduce marine pollution incidents, increasing control over the collection of ship waste, release of ballast water, handling of dangerous goods and gas emissions from ships. We want to simultaneously modernize and adapt our response to emergencies, within the National System of Civil Protection.

Aware of the main bio-physical characteristics of the Tagus Estuary - the largest single wetland in Europe and one of the greatest in terms of ecological value, an asset whose value, in all its forms is key - we want to gain an ever-deeper knowledge of the dynamic equilibrium of this system and adopt management practices that promote its preservation and classification. Particular attention is deserved for issues related to the hydro-dynamic equilibrium of the bars of the Tagus and adjacent coastal areas and enhancing the environmental quality of the estuary, in the broadest sense. We intend, in close collaboration with other entities with responsibilities in the estuary, to minimize existing environmental liabilities, make commitments based on strategies with environmental concerns and to boost tourism.

Stakeholders are crucial in the pursuit of APL’s strategies. In this sense, the company developed a mapping of its stakeholder groups, taking into account the level of involvement of each group identified by the company and the level of involvement of the company with each group.
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Engagement with Stakeholders – our commitment

We believe that employees and partners are fundamental to the development of the port in its multiple facets. For this reason, we invested in two-way communication with employees and partners, promoting communication with them, training and active participation in the company.

Aware of the importance of performance and the attitude of the port community on the development of port business, our purpose is to define strategies that support business growth, incorporating the goals, wishes, support and suggestions of our partners. Involvement with communities is a matter of specific importance: port-city relations.

![Figure 1 – APL Stakeholders](image_url)

The quality of services provided by APL depends on the performance of its employees and the involvement of the port community in its objectives and strategy. Employees and the port community are, therefore, the focus and an active part in the achievement of the key strategic goals and in the materialization of its principles of sustainability. The effectiveness in fulfilling its mission depends on continuous consultation with its clients, direct and indirect, port and non-port, in a relationship of dependency. The company has varied direct clients, such as port and non-port concessionaires, shipping agents and users of recreational docks. As indirect customers, it has the shippers/receivers, owners, operators of the line, cruise passengers and regular passengers, inland waterways, freight forwarders, customs agents, ship suppliers and railway road and river operators. The positive performance of the Port of Lisbon enables it to reduce the prices at which consumer goods reach the end consumer. From this perspective, the end consumer is also an indirect customer.

Suppliers appear as a key group of stakeholders, to the extent that they support APL in achieving its mission and the implementation of its principles.

The close relationship between APL and public authorities is established by its statutory responsibilities and its desire to cooperate in the development of institutions. APL has a multifaceted relationship with civil society. The efficiency of the business as a Port Authority may allow for a control of the portion of the cost of goods on arrival carried on to the end consumer. As manager of an area that borders with some eleven municipalities, APL is responsible for providing, where security conditions permit, a space open to the community by supporting initiatives in education, sport, culture and leisure. This more direct relationship with civil society is one of our key areas of sustainability - for port-city relations - and described in more detail in the chapter of this report with the same title.

In relation to stakeholders APL is guided by the principle of transparency,
in order to build a relationship of mutual trust and common development. APL has made an effort to create permanent two-way communication adapted to the particularity of stakeholders. In this context, APL’s portal is of growing importance and usefulness for stakeholders, shown by the increase in site visits.

Furthermore, stakeholders have been involved in the preparation of Sustainability Reports in order to identify, in their opinion, APL’s strengths, weaknesses, opportunities and threats regarding the operations of the Port of Lisbon, as well as their expectations for the mutual relationship.

APL Rules of Acquisition and Leasing of Goods and Services

APL, in order to ensure transparency in its relationship with suppliers, developed the “APL Rules of Acquisition and Lease of Goods and Services”.

The regulation, approved internally in 2008, on the purchase and leasing of goods and services determines that the criteria for selection of suppliers should be objective, and all things being equal, show preference to certified entities, in particular for the environment and quality.
## Best Practices

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## Best Practices

### FORMS OF INTERACTION

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2.1. Collaborators

The relationship with employees is of paramount importance and it is with this group that APL has the greatest involvement; it is considered the real engine of the company. Considered as ambassadors for the company’s strategies, APL wants to involve employees in the same way that it embodies its principles of social and environmental responsibility and transparency, key areas of sustainability. In this sense the company has developed its practices in relation to the way it delivers internal communication, employee training and development, and equal opportunities, which we will detail next.

Benefits to Employees

APL provides its employees with many benefits in order to encourage employees, creating a strong sense of belonging, motivating them to carry out their functions, examples of which are:

- APL Health System, APL’s health subsystem for employees hired before 3 December 1998; “Life Group” insurance and “Personal Accidents Group” insurance for ex-INPP technical pilotage staff, integrated into APL in December 1998. Remaining employees are registered with the Social Security and enjoy the rights that this scheme offers. Social benefits and access to a network of health care workers is provided to retirees and Members of the Board, not covered by APL’s Health System Regime;
- Recreational Boating - discounts on parking fees for recreational boats registered in the name of current or retired APL employees;
- Visits to cruise ships - provided to interested workers, with lunch on board;
- Distribution of invitations for events taking place in APL spaces;
- Offer of enrollment to all interested employees in the Mini and Lisbon Half Marathon - 2008;
- Christmas dinner;
- Activities for employees’ children:
  - Summer Camp;
  - School Awards.
Internal Communication

The involvement of employees, their sense of belonging to the organization and commitment are encouraged by a level of communication that allows for quick and effective contact and connection throughout the organizational structure. For this reason, employees have been involved in developing APL’s sustainability strategy through focus group sessions, where internal reflection on the strengths, weaknesses, opportunities and threats of the company has taken place.

With the objective of facilitating a better understanding of the institution among current APL employees and providing the improved integration of new employees, APL has developed an “Employee Guide” and included in the same a “Welcome Guide”. This is a description of the company, as well as the values and internal competencies, rights and duties, labor relations (including legislation), human resources policy, and current social benefits, as well as other useful information.

The promotion of internal communication is also a concern for APL, which is why the company has promoted the regular use of the intranet as the preferred means of communication among employees.

APL carries out an assessment of employee satisfaction, allowing for feedback on levels of satisfaction, loyalty and involvement, and allowing for the identification (cause and effect) of the main determinants of satisfaction, loyalty and involvement. On the other hand, this also allows for the comparison of data on the variables studied with aggregate values of reference from all adhering organizations from the Portuguese National Observatory of Human Resources (ONRH), and to identify possible areas of improvement.

Training and Employee Development

As the preferred mechanism for the development and valuing of employees, training naturally emerges as a key tool for human resource management in the strategic guidelines of the company, profiling itself as an enviable opportunity for the development of individual skills and the satisfaction of the requirements of assigned duties.

Moreover, the efforts to consolidate a culture of training and the planning of activities conform to principles of rigor, consistency and equity, in order to successfully implement a training methodology tailored to meet APL’s real needs.

The company has sought to respond to the training needs diagnosed within services based on an integrated assessment, with a view to improving the responsiveness of various departments and therefore the company as a whole.

In this sense, APL has provided training to its employees and has promoted the New Opportunities Program, in collaboration with the Institute of Employment and Vocational Training.

Equal Opportunities

APL does not discriminate against its employees in relation to gender, ethnicity or religion.

Moreover, the company has integrated people with disabilities, by developing their potential and promoting their social integration.
Best Practices

Health and Safety at Work

In the area of Health and Safety at Work, interventions have been conducted at two different levels:

- Targeted approach to improve individual awareness and the employees’ involvement in an area of shared objectives and that must be of interest to all;
- Specific initiatives and the definition of rules to develop a regulatory framework specific for certain matters.

The following are examples of actions associated with these two areas:

- Regular meetings with employee representatives for the HSST;
- Training in fire-fighting and first-aid to teams formed for the Internal Emergency Plan;
- Implementation of anti-tobacco sessions following the publication of Decree-Law No. 37/2007 of 14 August;
- Measurement of thermal comfort and air quality at the various institutions related to the hot season (summer);
- Regular alcohol level testing;
- Coordination of shipyard security and an analysis of Health and Safety plans.

2.2. Port Community

The Landlord Port model gives APL functions of control and monitoring and of port authority, leaving all functions of cargo handling to the private sector. The main advantage of this model is the rapid clearance of ships, and fluidity in the delivery of cargo and goods in order to minimize the “Port Invoice”.

The Port Community of Lisbon is the driving force uniting all stakeholders in port business.

Service associations and companies
- Shipping agents
- Brokers
- Armadores
- Stevedoring companies
- Forwarding
- Storage / distribution
- Ship repairs
- Other suppliers
- Road, rail and fluvial transporters
- Entities of Public Administration

Lisbon Port Community

Figure 2 – Those involved in port business
Best Practices

Aware of the importance of the performance and attitude of the port community on the development of port business, APL develops strategies that support business growth, incorporating the goals, wishes, support and suggestions of our partners.

Positioning the port community as our focus and partner in the materialization of APL's aims and principles of sustainability, the channels of communication between the two are of absolute importance and should be open, transparent and based on trust.

One of the main means of communication between these bodies is the computing platform known as PCom (Common Platform of Port Management) available on the internet, which has been in operation since January 7, 2004 simultaneously in the three main ports (Lisbon, Leixões and Sines). PCom / SDS began operating in 2008 which extended the platform to the Customs Directorate (DGAIEC). This platform has enabled the electronic flow of information on ships and their goods and respective orders, facilitating the whole process of ship management, with gains for Shipping Agents and the various authorities involved in the process.

The “Forum for the simplification of procedures at the Port of Lisbon” was established in August of 2007. This forum counts on the involvement of all authorities with intervention in the areas of the Port of Lisbon and elements from the main business associations representing sectors involved in the port.

It is worth mentioning the following objectives of this forum:

- Identification of specific issues with regards to certain procedures at the Port of Lisbon, analysis and discussion in order to obtain procedurally simplified and automated solutions using available IT resources, or those under development;
- Preparation of proposals for new procedures to be followed and the possible preparation of proposals for legislative initiatives to be adopted.

2.3. Clients

APL has very diverse clients such as port and non-port concessionaires, shipping agents and users of recreational docks.

Shippers / receivers, ship-owners, line operators, cruise passengers, regular fluvial passengers, freight forwarders, shipping agents, ship suppliers and road-river and fluvial operators can be considered indirect clients of APL.

The good performance of the Port of Lisbon allows for the reduction of the prices at which consumer goods reach the end consumer. To this extent the end user is also one of our indirect clients.

As part of customer management, the main objective remains customer focus, addressing all requests on time, both in terms of contracts and any complaints.

APL will periodically contact dealers and shipping agents to obtain information that will allow for an effective relationship, better monitoring, to strengthen the relationship between APL and these entities, and to identify a promotional message that is common to the port.

The company, in order to facilitate contact between APL and clients and vice-versa, has developed a specific, digital database - Talisman. Clients’ contact details are contained in this database and are maintained and constantly updated. This tool enables a better and more effective contact with the client and also with users of the riverside community.
**Best Practices**

APL provides tourist assistance to passengers at cruise terminals, under the protocol signed with ATL Turismo de Lisboa.

In order to offer operators and cruise passengers information on a set of destinations located in the North Atlantic region, APL participates in the Cruise Atlantic Europe Project (developed by the ports of Lisbon, Leixões, La Coruña, Bilbao, Brittany, Dover and Cork). This project is in partnership with local tourism entities, in the case of Lisbon ATL Turismo de Lisboa, and ANA Airports of Portugal are involved.

In the scope of promoting the Port of Lisbon for cruise tourism, APL actively participates in the activities of the organizations it is a member of - MedCruise and Cruise Europe. Importantly, APL has, for several years, guaranteed its participation at the largest international exhibition in the area of services and products related to the cruise industry, the "Seatrade Cruise Shipping Convention", which takes place annually in Miami. On a European level, the Port of Lisbon will be represented at the "Seatrade Med, Ferry & Superyacht Convention", which takes place in the Mediterranean, and at "Seatrade Europe", which takes place in Hamburg, Germany.

Still with a view to promoting Lisbon as a destination for cruises, APL is involved in two joint promotional projects with other ports: the "Cruise Atlantic Europe", in partnership with the ports of Leixões, La Coruña, Bilbao, Brittany, Dover and Cork, and the "Atlantic Alliance" involving 17 cruise ports located in the North Atlantic.

In order to assess cruise customer satisfaction, APL collaborates annually with the Tourism Observatory of Lisbon on the survey entitled "Survey of international cruise passengers." This study aims to assess, among other things, the degree of customer satisfaction at the Port of Lisbon.

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**Welcome Ceremony for Cruise Ships Calling for the First Time at the Port of Lisbon**

APL conducts ceremonies to welcome cruise ships on their first port call at Lisbon and their passengers. In this ceremony passengers are greeted by a performance of musicians and artists on the pier, and they are also offered gifts.

In addition to a strategy of trade promotion, this good practice allows APL to create an element of differentiation recognized by operators and, simultaneously, provide a welcoming image of Lisbon.

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**Response to Complaints/Suggestions Presented by APL Clients**

APL recognizes its obligation to address and respond to all complaints as soon as possible, following the issue until its effective resolution. Thus, the company responds to all types of complaints.

Responsible for property management, the company receives complaints from concessionaires, other clients and users.

Responsible for ship waste management, APL also receives and considers the claims of the various parties involved, including ships, shipping agents, ship owners and operators.

APL has been working to respond to all complaints, reducing response time.
2.4. Suppliers

Many of APL's objectives are carried out using suppliers whose willingness for dialogue and service ensure the quality of service provided by the company and the realization of its principals.

The established relationship is a symbiotic relationship, bringing rewards for both parties.

For example, much of APL's environmental management is carried out with a high level of involvement and demand from suppliers: urban cleaning, dredging of the Estuary and the collection of ship waste.

APL Rules of Acquisition and Leasing of Goods and Services

In order to ensure transparency in its relationship with suppliers APL developed the "Rules of Acquisition and Leasing of Goods and Services".

This regulation, approved internally in 2008, on the purchase and leasing of goods and services, determines that the criteria for selection of suppliers should be objective, with all things being equal, showing preference to certified entities, notably those in quality and the environmental.

For this purpose "(...) as priority criteria the following apply: energy efficiency, reduction of greenhouse gas emissions, prevention of the emission of priority pollutants, prevention of waste production, incorporation of recycled materials, minimizing direct and indirect impacts on the conservation of nature and biodiversity, in particular in relation to the acquisition of the following products and services: transport, energy, office equipment, office supplies, toiletries and cleaning supplies and services in the scope of management and maintenance of equipment and public infrastructures."

Furthermore, APL established in the specifications relating to a Tender, a clause that specifies the responsibility of suppliers, in environmental terms:

"The Contractor agrees to comply with all legal and community obligations relating to the provision of an environmentally responsible service, possessing an environmental management plan appropriate for the progressive reduction of the environmental impact of its activities, including procedures for receiving, collecting, storing, treating and disposal of waste."

2.5. Universities

APL maintains partnerships with universities in order to collaborate, participate and support scientific research projects that seek to study and/or minimize the impacts of activities of the port or other parties, in areas under APL's jurisdiction, as well as to identify and investigate areas for potential development that will provide added-value to the performance of APL and achieve new competitive advantages for the port.

2.6. Civil Society

The relationship between APL and civil society is multifaceted. On the one hand, as Port Authority, it aims to improve port efficiency in the transportation and reception of goods and services. This fact has an indirect impact on final consumers in Portugal and in particular those in Greater Lisbon, as it influences the final price of goods and services.

On the other hand, the river transport of passengers, for which APL has responsibility as Port Authority, is part of everyday life for the many inhabitants of the Greater Lisbon area.
Best Practices

The maritime transport of passengers brings many tourists to the city that, upon discovering the destination, end up coming back using other means, enhancing tourism in the City of Lisbon, an important impact on civil society. It should be noted that, according to an economic impact study conducted by the European Cruise Council, in collaboration with organizations from the cruise industry, cruise passengers spend an average of 90 euros at the port of embarkation and 60 euros at the port of call. Since Lisbon receives about 400 thousand passengers a year, the impact on the economy of the city is very significant.

Finally, as manager of a large area open to the public, APL aims to provide quality leisure, where citizens can enjoy an area with outstanding landscape, and healthy activities, such as recreational boating and cycling. Due to the importance we attach to this function, we describe our approach and strategy for dealing with this in the chapter “Port-City Optimization”.

2.7. Authorities and Other Public Entities

One of APL’s responsibilities is the establishment, where appropriate, of agreements with local authorities and other legally competent public bodies, for the management of port activities, as well as property and the constitution of private use and coordination of all port and non-port related activities.

Examples of this relationship include the protocol with the Foreigners and Border Service, the Captaincy for dismantling vessels, and the adherence to a system of recording movement of boats.

APL has also invested in the relationship it has with its local surroundings, this is detailed in the chapter related to Port-City Relations.

2.8. Sector Governance

The sector governance of APL belongs to the Ministry of Public Works, Transport and Communications, through the Secretary of State for Transport, while financial supervision is exercised by the Ministry of Finance and Public Administration, Directorate General of Treasury and Finance.

As the company’s capital is owned exclusively by the State through the Directorate General of Treasury and Finance, the same body accumulates the functions of supervisor and shareholder.

Thus, under current legislation and in accordance with the principles of good corporate governance, periodically information is issued to these entities, namely, business plans and budgets, investment plans and their funding sources, documentation on annual accounts, quarterly reports on budget implementation, among other types of requested information.

Since 2006, APL has included a chapter on corporate governance in its Annual Report which relates information on corporate governance and identifies APL’s level of compliance with legally established principles on this subject.

Moreover, APL provides opinion on and reviews sector legislation proposed by the Ministry.
2.9. Other Ports

APL promotes dialogue and relationships with their business counterparts to establish joint measures at an institutional level and for exhibitions. The PCom and collaboration at the level of EPAP are examples of these relationships.

APL actively participates in the meetings of CPLP ports, with the aim of enhancing the prospects for cooperation with the various ports of Portuguese-speaking countries. This is intended to open up opportunities to strengthen and enhance business activities with many of these countries, and build upon business relationships. Additionally, APL carries out some specific initiatives in the area of vocational training for these countries. An example of this is the program of training for port employees from the Port of Cape Verde, established and in development with ENAPOR of Cape Verde and includes the essential cooperation of AOPL - Operators Association of the Port of Lisbon.

Maritime Motorways

APL is currently developing a study on maritime motorways. The project aims to assess the economic sustainability of transferring traffic from road to maritime transport, over short distances, as well as identifying potential partner ports and ship-owners wishing to develop these shipping lines.

3. Port-City Relations

3.1. Introduction

Port-City relationship is a strategic pillar in APL’s sustainability strategy, which seeks the best way to reconcile the needs of port activities with a growing demand for quality of life from the people of the 11 municipalities around the Tagus Estuary: Alcochete, Almada, Barreiro, Benavente, Lisboa, Loures, Moita, Montijo, Oeiras, Seixal and Vila Franca de Xira. It is also a privileged form of commitment and shared with estuarine communities.

APL’s Commitment - Port-City Relations

Given the geographical reality of the Port of Lisbon, we intend to integrate the port and urban areas, taking into account the needs of port activities and the expectations of the people. The establishing of protocols and agreements with municipalities consolidates the good results that we have been gradually obtaining, particularly through participation in the development of various instruments for territorial management, which we believe essential for the articulation of objectives.

APL intends to promote the social utility of the space under port jurisdiction, strengthening the people’s identity with the port, with its aims, aspirations and objectives for future development.

The urban structure of the City of Lisbon is marked by the presence of its river. The relationship with the Tagus is evident in the avenues, streets and places. Its waterfront offers a wide variety of leisure, cultural and sporting activities. Notably, trade, handicrafts, monuments, restaurants, bars, cafes, discos, School of Jewelry, the Electricity Museum, and the Museum of the Orient, the gyms and outdoor activities. There are
several entities that have their company offices in this area, due to the inspiration that the river provides.

But it is not only the river front of Lisbon that has a relationship with the River Tagus. In all the counties that surround the estuary there is a wealth of memories and activities that are directly linked to the landscape and experiences of sea and river.

The extent of the riverfront under APL’s jurisdiction is about 205 km, of which 76% is accessible for the enjoyment of the population. Partly, the interdiction (the remaining 24%) is linked to the installation of port infrastructures. The interdiction in the Municipality of Loures is only due to reasons of access difficulties, due to the construction of the IC2. Part of the prohibited areas is located in military zones, particularly those in the municipalities of Vila Franca de Xira, Montijo, Almada, Seixal and Barreiro.

Given the extent of APL’s jurisdiction, a process of delimitation of this area has been developed based on the analysis of various geographical information using expert legal advisors. This delimitation includes the geo-referencing of the limits of jurisdiction and its classification in each location, allowing for the clarification of APL’s competencies in this territory, with that of other entities, including municipalities.

As the delimitation work is finalized and approved in each coastal county, it is shared by interested parties, such as municipal councils, and the CCDR-LVT ICNB.

- APL endorsed the Charter for Sustainable Development of Port Cities, sponsored by RETE, which supports the consistency of projects for port cities and regions, the management of port interfaces, the respect of the balance between port cities and their natural environment, the strengthening of social cohesion, the stimulation of employment, promotion of port innovation, urban economic development and promoting cooperation between port cities.

3.2. Modernization and Revitalization of the Port of Lisbon

The policy of modernization and revitalization of the Port of Lisbon is guided by a closely interlinked and interdependent set of factors, which include the following:

- Qualification and integration;
- Preservation and the valuing of identity;
- Public appropriation of the waterfront;
- Co-operation and partnerships.
Best Practices

In the areas where the concept of “maritime public domain” is applied, as is the case in areas under APL’s jurisdiction, efforts have been made to preserve the natural coastal systems, protecting them from intensive and unplanned occupation.
<table>
<thead>
<tr>
<th>ACTION POINTS</th>
<th>EXAMPLES OF IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualification or Integration of port areas</td>
<td>Replace demarcation structures that segregate the port area from the urban landscape by others that allow for the observation of the waterfront. The objective of this measure is to significantly reduce the negative impact of mandatory fencing of port areas, guaranteeing access while restricted by safety and containment. Examples: Santa Apolónia, Matinha, and Rocha Naval Shipyard.</td>
</tr>
<tr>
<td>Preservation and development of port identity in the created recreational areas</td>
<td>Prioritize the remodeling of existing facilities rather than new construction, always with the aim of preserving the historic character and enhancing architectural heritage. Examples: Santo Amaro, Santos and Jardim do Tabaco Docks, and the Passenger Terminal of Santa Apolónia.</td>
</tr>
<tr>
<td>Promotion of public ownership of the waterfront</td>
<td>Prioritize open spaces and green areas that provide the City of Lisbon with a clear view of the river, simultaneously providing walking spaces, accessible to any citizen. Examples: Museum of Popular Art and the Museum of Electricity; Junqueira riverside boardwalk.</td>
</tr>
<tr>
<td>Investment in green areas</td>
<td>Management in a perspective of multi-purpose use of some embankments and port facilities for seasonal activities, such as tourist cruises, or those that do not involve permanent occupation (ro-ro cargo). Examples: maritime station areas at Alcântara and Rocha do Conde de Óbidos, where all sorts of corporate events, shopping and entertainment takes place as well as the use of port embankments to support nautical activities.</td>
</tr>
<tr>
<td>Cooperation and Partnerships - involvement with the local authorities</td>
<td>In 2008, the gardens, lawns and flower beds, shrubs and hedges amounted to approximately 130,000 m² including about 2,000 trees, including pines, palms, etc. This reflects the continuing concern with the creation and maintenance of these spaces, making them available to everyone.</td>
</tr>
<tr>
<td>Equity Investments</td>
<td>Supervision and contribution in an active way to the development of various plans, among which the PDM and its revisions, detailed plans and land development plans can be found.</td>
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<tr>
<td></td>
<td>APL's areas of jurisdiction without occupation or port vocation do not have a single management model, given that the situation of the waterfront of the different districts is very different, as well as the capacity for intervention of each port authority. Examples of this intervention: the restoration of the beach at Santo Amaro de Oeiras (cooperation at the level of defining solution and the methods of implementation, cost sharing and responsibilities in the area of management); the Protocol with the City Council and Transtejo with a view to upgrading and improving the old Montijo Station and surrounding areas, at the Vapores Wharf; Vila Franca de Xira: Protocol with the municipality, upgrading the waterfront at Alhambra and the construction of a coastal footpath Alhambra/Vila Franca de Xira and an urban park; Seixal: Protocol with the municipality and Transtejo, for the upgrading and conversion of the old fluvial terminal at Seixal, in the meantime deactivated.</td>
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<tr>
<td></td>
<td>Equity investments are decided by the governing Ministry and by own initiative, through the analysis of business requirements. The European Maritime Safety Agency (EMSA) and the European Monitoring Center for Drugs and Drug Addiction (EMCDDA), the Remodeling of Princesa Pier are all examples of investments made by Ministerial guidance, and the Remodeling of the Marginal Protection of Barreiro is an example of an investment decision taken by APL.</td>
</tr>
</tbody>
</table>
3.3. There’s life at the Port

The leisure activities at the port range from recreational boating and maritime tourism, culture and training, leisure and entertainment to various other events.

3.3.1. Recreational Boating and Maritime-Tourism Activity

We believe that the River Tagus front will come to be considered a key tourist attraction. For this reason, APL has always promoted recreational boating as a way to share the passion for sailing.

The Port of Lisbon has excellent natural conditions to accommodate all types of boats throughout the year. The four leisure docks managed by APL have a capacity for more than 1,100 boats, offering very good conditions for receiving and assisting sailors arriving at Lisbon.

There are also 22 sports clubs in APL’s area of jurisdiction that are active in the Tagus Estuary.

Maritime-tourism activity also finds an important platform for its development on the River Tagus. The conditions offered by the estuary allow for the provision of a variety of fun activities ranging from small boat or jet ski rental, to rides on the Tagus in vessels of varying sizes that can be rented with or without a crew, and with or without a catering service. The Port of Lisbon is also home to boats that are docked where you can enjoy a meal on board.

APL provides subsidies to clubs housed in their area of jurisdiction giving support through the sponsorship of nautical events. This measure seeks to support clubs to promote activities related to aquatic sports. APL also offers a welcome kit to foreign clients who arrive at the recreational docks, composed of diverse tourist information and a small gift.
3.3.2. Culture and Training

We can find several points of cultural and historical interest along the riverfront of Lisbon, such as the maritime stations of Alcântara and Rocha do Conde de Óbidos, Belém Tower, the Monument to the Discoveries, the Museum of Popular Art, the Museum of Electricity and the recently opened Museum of the Orient.

In the county of Oeiras there are several forts, including the Forts of São Julião da Barra, Catalazete, Areeiro or Santo Amaro, São Julião das Maias, Giribita and São Bruno.

Under the auspices of the municipality of Seixal, on the southern side, you can visit the Municipal Eco Museum of Seixal - Corroios Tide Mill Nucleus. Along the southern shore tide mills are one of the most emblematic equipments that can be found on these riverfront areas.

Besides the museums previously mentioned, APL’s area of jurisdiction incorporates other cultural venues, such as the School of Jewelry “Contacto Directo” and ateliers for artists.

A sculpture in homage to the singer Amália Rodrigues can be found on the riverside promenade at Junqueira and near Belém Tower, there is a replica of Belém Tower, created in collaboration with the Rottary Club of Lisbon North, which is an artistic way to support the blind in their discovery of Belém Tower.

The maritime stations of Alcântara and Rocha Conde de Óbidos are clearly visible next to Santo Amaro Docks. They are emblematic buildings from the 40s, designed by architect Pardal Monteiro, with balconies over the Tagus and halls with frescos by the painter Almada Negreiros portraying the epic sea. These buildings, part of APL’s cultural heritage, are a magnet for carrying out various events and study visits.

APL, in the scope of the program “The Port of Lisbon Open to Schools”, addresses invitations to schools, public and private, in APL’s areas of influence, inviting them to discover the economic and social importance of the Port of Lisbon.

It is also worth mentioning APL’s initiative to offer literary works to the libraries of secondary schools and the public libraries of the eleven municipalities in its area of jurisdiction.

APL belongs to the University League of Port Cities

The University League of Port Cities (PUL - Port-City University League) aims to strengthen the collaboration, excellence and innovation among port cities and institutions of higher education, aiming to create a global base of research and education. At a time when the global network of ports is booming and it is increasingly important to create closer ties for international cooperation, PUL meets to share different experiences and define new strategies for action, debating issues such as the complex integration of ports in the context of cities. The PUL initiatives are directed not only at researchers, but also at all those involved in the assessment of environmental quality, management and administration, insurance, commerce, and other stakeholders.

3.3.3. Leisure and Diversion

APL’s area of jurisdiction is one of the largest recreation areas in Greater Lisbon. According to a survey conducted in 2006, 64% of the population tends to go for a walk along the river and 67.5% consider the area of jurisdiction of the Port of Lisbon as a place for social interaction among family and friends. APL has criteria for the planning of public space, selecting the recreational activities carried out there, based on quality criteria.
Best Practices

3.3.4 Other Events

Our spaces are requested daily for different events and actions of various kinds. As such, we have producers of films, soap operas and commercials that use both indoor spaces as much as open-air spaces, thereby publicizing the riverfront area, with an average of 50 requests per year. On the other hand, the maritime station at Alcântara has hosted dozens of thematic fairs, from antiques to organic produce and job fairs etc. attracting thousands of people.

Open Days

APL supports the organization of Open Days. In 2008, it held them under the banner of "Regions and Cities in a Challenging World," under the responsibility of the European Commission and the Committee of Regions which in the scope of the theme "Innovating regions: promoting research, technological development and innovation", included the presence of 216 regions and cities across Europe.

3.4. Social and Environmental Responsibility in Relation to Communities

APL has good environmental and social practices that cover the entire area of jurisdiction and that are mirrored in its relationship with the community. These are connected to the management of beach areas, of water supply in its area of jurisdiction, waste collection and the cleaning of public spaces.

3.4.1. Management of Beach Areas

APL has beach areas in its area of jurisdiction in the municipalities of Oeiras, Alcochete, Almada, Barreiro, Moita and Seixal, however, only Torre beach, in the county of Oeiras, meets all the requirements for the official classification of ‘beach’. The quality of water and sand in these areas also depends on activities, upon which APL has no influence that includes unloading upstream. APL's scope of intervention at these sites covers the licensing of concessionaires and support and safety services for bathers. The authorization for events and the monitoring of security conditions and the use of those sites, the posting of official information and other useful information for users and the preparation for bathing seasons is dealt with by the remaining competent authorities in these areas. APL helps in the management of bathing seasons with other agencies in order to ensure users of the beaches and concessionaires are guaranteed environmentally sound and safe conditions.

3.4.2. Management of Water Supplies

In compliance with its responsibilities for monitoring water quality, between Algés and Matinha, APL prepares Annual Programs for Monitoring Water Quality (APMWQ). The size and particular configuration of the supply network, the advanced age of much of the piping and the existence of critical consumption for the catering sector have led to the definition of control programs that clearly exceed the minimum sampling frequencies required by law. This initiative means for each monitoring program, a cost three times higher than that which APL would be subject to should it guarantee only the minimum sampling frequencies required by law.
APL also guarantees the quality control of drinking water, supplied to vessels from wall taps or from a barge. The definition of the annual sampling plan is the responsibility of APL and its implementation is then conducted by entities licensed at the port for the supplying of water to ships. The principles and assumptions governing APMWQ are also present in the definition of sampling plans, with particular care in distributing sampling campaigns in a way to anticipate the seasonal arrival of some types of ships such as cruise ships. Corrective measures that may be required include the draining of the building network and of parts of the network where there was intervention on the grounds of leakage, periodic cleaning of tap filters and changing the covers of the wall taps, placing caps on nozzles, efficient drainage of the boxes and cleaning and maintenance of hoses in an appropriate place.

3.4.3. Noise and Air Quality

The monitoring of noise carried out by APL has occurred in sensitive zones closer to areas of intervention, whether it be in terms of environmental studies or during the works being carried out there. The work of sound measurement is made at previously defined points, in order to check whether the temporary noise activity affects the welfare of the neighboring populations. APL intends to extend the monitoring of noise to operating areas and broaden the scope of work for the monitoring of air quality.

3.4.4. Works in the Area of Jurisdiction

Whenever the works carried out in APL’s area of jurisdiction are subject to Environmental Impact Assessment (EIA), monitoring of them is carried out by APL and deals with the verification of compliance with the provisions of the Environmental Impact Declaration (DIA), ensuring that the works apply good environmental practices and compliance with environmental legislation. In cases where EIA is not mandatory and the works are of a port nature, it is up to APL, as part of its license, to identify and propose to EIA situations where such an evaluation is warranted, and proceed with monitoring the work as mentioned above. In the remaining cases, under the licensing of the works, APL requires the development and implementation of an Environmental Management Plan that identifies the main effects of the intervention, which may be subject to on site supervision and monitoring. In both cases, and whenever warranted, measurement of the most significantly affected environmental parameters (e.g. noise, water quality, sediment quality, archaeology, etc.) is carried out at the works. The monitoring of the work is done with great frequency, in documentary form (reports) and in presence (visits and works meetings), establishing a close collaboration between APL and contractors. APL intends to establish Tender Specifications for the preparation of Environmental Management Plans of Works.

3.4.5. Collection of Municipal Waste – Urban Cleaning

APL is responsible for the management of solid municipal waste (MSW) and public hygiene in the area between Algés and Matinha in accordance with its regulations on solid municipal waste. As such, APL provides users with the following equipment for the deposit of solid municipal waste:

- Bins for the disposal of small waste produced in leisure and pedestrian accessed areas;
- Containers of 800 and 1.100 liters, placed on the public highway in the vicinity of establishments or commercial buildings;
Best Practices

- Containers of 6 to 30 m³ capacity with / without a compression system to support services.

In strategic locations it also provides "ecopoints" designed to receive recoverable fractions of MSW (glass and paper / cardboard). The collection of packages door-to-door is also carried out when required.

The cleaning and removal of solid waste from streets, on sidewalks, embankments, piers and docks is also integrated in the removal of MSW conducted by APL.

Mixed waste collected by a duly licensed operator is sent to its final destination at the incineration plant (VALORSUL) or landfill (CITRI), when industrial waste.

To optimize the process, APL has a transfer station for solid waste, located near Poço do Bispo Docks, where waste collected from different circuits is centralized and recyclable materials are sorted before being sent to their final destination.

3.5. Relations with Local Authorities

APL recognizes that, in cases specified by Decree-Law 100/2008, the possibility of municipalities participating in the management of assets and infrastructures within the public domain under its jurisdiction will rationalize its work, allowing APL to focus chiefly on port activity and aspects that affect sailing with regards to the wetland in its area of jurisdiction, without, however, failing to ensure land and sea accessibility, the establishment of buffer zones and reserving areas for port expansion. With this in mind, APL has strengthened its dialogue with the 11 municipalities where it has areas of jurisdiction.

Participation Port City Associations

In order to exchange experiences and find best practices in the relationship between ports and the cities that host them, APL is actively involved in two associations of port cities: IACP and RETE.

APL is focusing on a close business relationship with local authorities with a view to improving its integration in urban life:

- Monitoring and actively contributing to the development of various plans, of which the PDM (in review), detailed plans and land development plans are worthy of mention;
- Establishing various protocols for the shared management of the territory and heritage in some areas under APL jurisdiction;
- Intensifying the development of applications for the Regional Operational Program of Lisbon, under City Policy - Partnerships for Urban Regeneration, in the typology of Optimizing Maritime and Riverfronts.

4. Safe and Pollution-free Sailing

4.1. Social and Environmental Responsibility in Maritime Transport

APL has an integrated responsibility for matters related to port safety and security (people, equipment and goods), control of maritime traffic (prevention of accidents and incidents), and preventing pollution from ships and port activities throughout its area of jurisdiction.
Best Practices

APL’s Commitment - Safe and Non-polluting Navigation

Maritime transport is the mode of transport that presents the best performance levels in terms of environmental and energy sustainability, providing ports with a strategic importance in the development of integrated and more efficient transport systems. We are committed to ensuring the quality and safety of maritime port traffic; this is why we try to be at the forefront in the use of technology to support navigation. We want to ensure the provision of hydrographical information needed to support navigation in the port and to ensure, in an increasingly effective and efficient way, the provision of services to navigation in order to prevent and reduce marine pollution incidents, increasing control over the collection of ship waste, the release of ballast water, the movement of goods and gaseous emissions from ships. We would like, simultaneously, to both modernize and adapt our response to emergencies, within the scope of the National System of Civil Protection.

For this reason, safe and pollution-free sailing is one of the key areas of sustainability for APL, which is committed to ensuring:

- The quality and safety of port maritime traffic, through which it ensures the safety and security of ships and seafarers and coastal communities, as well as respect for the environment and the port;
- Monitoring the evolution of Estuary beds, through continuous and systematic collection, providing reliable operational information for the approach, docking and undocking of vessels. This monitoring is done using APL means and is complemented by the cooperation of the Hydrographical Institute.

- The provision of services for sailing that help to reduce the impacts of sailing, at port, on the Estuary or at sea, preventing and minimizing pollution incidents at sea, such as waste management, the control of ballast water and dangerous goods, assistance to vessels with technical problems, or to diverse incidents or accidents.

APL believes that non-polluting sailing should be guaranteed at two levels:

- Controlling the pollution generated by the port - controlling ballast water, inspecting shipyards for the repair of ships and boats, and regulating and supervising the handling of solid bulk;
- Reducing impacts generated at sea - through the collection of waste produced on board ships, the control of gaseous emissions from ships and water supply.
Table 3 - Impacts of Maritime Transport: at port and sea

<table>
<thead>
<tr>
<th>IMPACTS OF MARITIME TRANSPORT</th>
<th>AT PORT</th>
<th>AT SEA</th>
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<tbody>
<tr>
<td><strong>Impacts of sailing</strong></td>
<td>Pollution of the water coming from:</td>
<td>• Consumption of resources;</td>
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<tr>
<td></td>
<td>• Discharge of ballast water;</td>
<td>• Air pollution (emission of greenhouse gases and other emissions</td>
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<td></td>
<td>• Release of anti-vegetation paints;</td>
<td>associated with the consumption of fossil fuels);</td>
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<td>• Dredging operations;</td>
<td>• Production of waste on ships;</td>
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<td>• Loading and unloading operations;</td>
<td>• Intrusion in the landscape;</td>
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<td></td>
<td>• Ship repair work,</td>
<td>• Occurrence of accidents during sailing.</td>
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<td>Air pollution resulting from:</td>
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<td></td>
<td>• GGE energy consumption emissions;</td>
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<tr>
<td></td>
<td>• Release of dust at loading / unloading of solid bulk;</td>
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<td></td>
<td>• Release of dust at time of ship repair work.</td>
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<td></td>
<td>Noise emissions:</td>
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<td>• During loading / unloading operations;</td>
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<td></td>
<td>• During ship repair work.</td>
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<td>Production of waste at installations and on vessels;</td>
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<td></td>
<td>Intrusion in the landscape (buildings and ships);</td>
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<td></td>
<td>Consumption of resources;</td>
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<td>Occurrence of accidents:</td>
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<td>• During loading / unloading operations (depending on the level</td>
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<td>of dangerousness of goods);</td>
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<td></td>
<td>• At port facilities (natural and technological hazards);</td>
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<td></td>
<td>• During sailing.</td>
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<tr>
<td><strong>APL Responsibility</strong></td>
<td>Monitoring of port operations, including the monitoring of</td>
<td>• Collection and management of waste generated on board ships;</td>
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<tr>
<td></td>
<td>movement of solid bulk, and mitigation of its impacts;</td>
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<td></td>
<td>• Supervision and management of ballast water;</td>
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<td>• Collection and management of waste generated on board ships;</td>
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<td>• Supervision of shipyards and the repair of ships and boats;</td>
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<td>• Environmental performance at APL facilities and with equipment;</td>
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<td></td>
<td>• Measures for the management of Port-Cities (see corresponding</td>
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<td>• Actions for the &quot;Optimization of the Tagus Estuary&quot; - (see</td>
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Best Practices

Responding to the challenges set out above, APL has established the following Action Points:

- Collection and Management of Ship Waste
- Ballast Water Monitoring
- Inventory of gases produced by ships
- Solid bulk movement
- Monitoring of shipyards
- Safe and Pollution-free Sailing

Figure 2 - Safe and Non-polluting Sailing - APL Action Points

Besides these Action Points, APL is responsible for supplying water to ships.

4.2. Safe Sailing

Supported by systems and cutting-edge technologies and aligned with the most stringent international codes, the Port of Lisbon is position in terms of security, on an equal footing with major European ports.

APL has made large investments in means of intervention to combat pollution, assistance and piloting (their availability and operability is guaranteed 24 hours / day, 365 days / year). These means of intervention are integrated into other systems, such as: the management system ISO 9001, implemented in pilot services and control of maritime and port traffic; the innovative system of dynamic assessment of the protection under the keel of ships DUKC (Dynamic Under Keel Clearance); maritime signaling systems; the internal emergency plan, ISPS certification of port facilities; the system of non-intrusive inspection of containers - X-Ray Scanner; the security plan of the Port of Lisbon; and the regulation of the Port Authority of Lisbon (the 2008 version was approved in December 2007), which defines the environmental conditions, and port security and sailing conditions.

ISPS Certification - International Ship and Port Facility Code

The International Ship and Port Facility Code Standards define the minimum security requirements for ships, ports and government agencies. They were established in 2004 and describe the responsibilities of governments, businesses, crews and the port community to detect security threats and take preventive measures against incidents affecting ships or port facilities.

Safety and the environment are preserved at the Port of Lisbon with the support and use of the most complete port VTMS (Vessel Traffic Management System) and other means of action to combat pollution, assistance and piloting; the Innovative system of dynamic assessment of the protection under the keel of ships DUKC (Dynamic Under Keel Clearance); maritime signaling systems; the internal emergency plan, ISPS certification of port facilities; the system of non-intrusive inspection of containers - X-Ray Scanner; the security plan of the Port of Lisbon; and the regulation of the Port Authority of Lisbon (the 2008 version was approved in December 2007), which defines the environmental conditions, and port security and sailing conditions.

Risks in Activity Associated with Climate Change

APL considers risks associated with climate change in the development of its projects, using as its reference the latest estimates from the IPCC (Intergovernmental Panel on Climate Change) for the monitoring of the rise in sea level and hydrodynamic changes that may occur in the estuary.
4.3. Non-polluting Sailing - Management of Impacts at the Port

4.3.1. Ballast Water

In order to guarantee the stability and structural integrity during voyages, all large ships such as petrol tankers, cargo ships, or cruise ships, the unloading and loading of goods at terminals needs to be monitored, with the ballast or de-ballasting of water prior to sailing. This water is transferred to or withdrawn from the surrounding body of water (sea or river), to a greater or lesser extent, depending on the transferred load.

Ballast water carried by the vessel at the port of origin, particularly those from estuaries or inland waters can contain a wide variety of microorganisms - such as clams, mussels, small crustaceans, fish, etc. These microorganisms may have adverse effects on the equilibrium of the marine, estuarine or inland waters ecosystem, and may cause harm to public health and to the economy.

Lisbon is mostly a port of import, i.e., a port where there is mainly unloading of merchandise accompanied by ballast. For this reason, the de-ballasting operation is reduced, resulting that associated impacts (more than those from the ballast operations) are lower than those seen at other ports.

In order to reduce the risks that are associated with ballasting and de-ballasting, APL recommends that:

- Ballasting / de-ballasting operations direct from and to the river should be limited to the strictly necessary to ensure the safety of the ship;
- During trips to and from the port, the ballast should be replaced by ocean waters where sailing, weather and sea conditions permit this.

Furthermore, in order to control and reduce the risk of contamination of the waters of the estuary by invasive species from other ecosystems, APL seeks to characterize the movement of ballast waters from ships, by the completing of a questionnaire, which is the responsibility of the owner or sailing agent.

4.3.2. Shipyards and Repair of Ships and Boats

Shipyards are an important strategic asset at the Port of Lisbon, offering a number of essential services to vessels calling at or operating at the port, increasing the competitiveness of it. However, ship repair activities may have associated environmental impacts whose significance depends on the type and location of repair, the technical means used and the size of ship / boat.

Licenses issued by APL for shipyards regarding the use of public maritime facilities and the execution of works consider environmental issues, the environmental performance of the business and its compliance with legal requirements in this area, supervised and controlled by APL.

4.3.3. Handling Solid Bulk

In APL’s area of jurisdiction there are nine terminals (on both sides of the river) where solid bulk (cereals, fertilizers, sand, cement, etc.) are handled. APL oversees these terminals in order to reduce and mitigate the environmental impacts associated with loading and unloading bulk cargo, including emissions, noise and wastewater. Audits are regularly conducted, with particular attention when there are situations that justify the intervention of the Port Authority and complaints / claims.
4.4. Non-polluting Sailing - Management of Impact at Sea

4.4.1. Collection of Waste Produced On Board Ships

With the implementation of the European Directive 2000/59/EC in 2006, APL has become responsible for defining, implementing and managing a system of waste collection from ships and cargo, which includes:

- A collection service 24 hours a day, 365 days a year, at any pier on the southern margin or north of the Tagus and at recreational docks, without causing undue delay to ships calling at or operating at the port;
- A non-for-profit tariff system, allowing on the one hand to repay the cost of port operations and on the other hand, to encourage the delivery of waste on land;
- Inspections of vessels and the identification of the need for the disposal of waste at port before embarking on the next trip;
- A port plan of waste management for ships and cargo, prepared with the ISO 14001 standard in mind, which lays out the system in procedures defining the responsibility of the various players. This plan was evaluated and approved by IPTM responsible for reporting the results to the European Commission, audited by the European Maritime Safety Agency.

Given the physical extent of the port and the many existing docks, nearly all operations of waste collection are carried out by the ship, i.e. without collection means fixed at the pier.

APL annually checks for profit in the system and, if so, the sum achieved is reverted in the following year for the improvement of minimum services, aiming to meet the unloading needs of ships. The model tariff system for waste management at the Port of Lisbon is a good example within the framework of community ports and given the doubts that still exist throughout the community about the implementation of the directive and the best pricing model to adopt. This effort has had very positive environmental and commercial results: on the one hand, the port acquires a competitive advantage and, secondly, more and more ships deliver waste on land.

APL intends to continue to encourage the disposal of waste from ships covering a tariff, which reflects the costs of the system in a clear and transparent way.

APL carries out inspections at the docks on the performance of ships and waste management operators to ensure proper management, including handling, packaging and transportation. Likewise, it is intended, with these inspections, to speed up disposal operations, so they do not cause undue delay to ships. Simultaneously, monitoring actions are intended to stimulate the disposal of waste at port and to increase the volume of properly packed waste delivered at port, improving its collection.

APL guarantees the optimization of all recyclable waste collected in containers with capacities greater than or equal to 6 m³. Paper and cardboard, glass, plastics, wood, cans, scrap metal and electronic equipment are recycled.

Whenever there are requests by vessels to discharge reusable materials such as pillows, blankets, mattresses, towels, chairs and others, APL, through its waste management operator, establishes contact with beneficiaries, such as fire-fighters and the Casa do Gaiato. APL promotes this initiative to potential interested parties, ships and the public.

Beyond the disposal of waste, APL encourages the disposal of sanitary water from ships through the practice of reduced tariffs.
4.4.2. Gas Emissions from Ships

Since 2005, APL has contributed to the National System for the Estimation of Emissions by Sources and Removals by Sinks of Air Pollutants (INERPA), for the protection, control and management of air quality and the obligations arising from the UN Framework on Climate Change (UNFCCC) and the Kyoto Protocol.

Data supplied relates to the following keywords: movement of ships (date/time, port of destination/origin), vessel characteristics (type, name, IMO No, Flag, and Gross Tonnage) and goods/passenger traffic (loaded/unloaded, quantities, number of passengers).

This data allows for the calculation of the quantities of emissions associated with vessels in order to evaluate compliance with the Kyoto commitment of those involved, with implications for the second commitment period of the Kyoto Protocol.

At local level, and conscious that ship emissions from burning fossil fuels contribute to air pollution, harming human health, causing damage to the environment and built heritage, APL developed a set of standards to be met by owners/shipping agents in order to minimize the negative effects of these emissions:

- The emission of black smoke, gases, dust and odors from any open fire is forbidden;
- Degassing of LPG / LNG vessels is only permitted without the emission of greenhouse gases directly into the atmosphere, and should only be performed in cases where the return of gases can occur through own channels, destined for facilities where their disposal or burning under appropriate conditions can take place;
- The operation of incinerators on board ships during the entry, stay and departure from the Port of Lisbon is forbidden;
- The operation of burning sludge in the boiler of a ship during the entry, stay and departure from the Port of Lisbon is forbidden;
- Supply companies will only provide fuel that is in accordance with the Directive 2005/33/EC of 6 July.

4.4.3. Water Supply to Ships

The supply of water to ships is a service provided by operators duly licensed and regulated by APL, requiring that the incumbent operators put in place a program to monitor water quality defined by APL, using fully licensed and accredited laboratories.

APL ensures that all determinations are made in full compliance with the provisions of Decree-Law No. 306/2007 of 27 August, particularly with regards to parameters, sampling, testing and analytical methods.

5. Optimization of the Tagus Estuary

APL is attentive to the key biophysical characteristics of the estuary, as the largest maritime-fluvial waterway in Europe and one with great ecological value and wishes to obtain an increasingly deeper understanding of the dynamic equilibrium of this system and adopt management practices that promote its preservation and qualification.
In addition, APL wishes to have a close collaboration with other entities that are responsible for the estuary, to minimize existing environmental liabilities, to establish commitments with a basis in environmental management strategies and enhance tourism within the estuary.

- At a national level, as a protected area: Nature Reserve of the Tagus Estuary;
- At a community level, as a site in the Natura 2000 network, due to its importance for conservation, and in the perspective of species, given the high occurrence of species listed in the Annexes to the Birds Directive - Special Protection Area of the Tagus Estuary; or for the occurrence of habitats to be preserved under the Habitats Directive - Site of Community Importance; or, still, as a place integrated within the Network of Biogenetic Reserves of the Council of Europe;
- At an international level, as a place integrated in the list of sites from the Ramsar Convention on Wetlands of International Importance especially as a Waterfowl Habitat.

APL intends to find the best way to reconcile the needs of shipping, port activities and conservationists’ interests in areas with a protection status, located within and adjoining to area of port jurisdiction.

In this context, APL has collaborated with the Institute for Nature Conservation and Biodiversity (ICNB) contributing actively to the preparation of a development plan for the Natural Reserve of the Tagus Estuary (PORNET), as well as the Management Plan of that reserve (PGRNET). Furthermore, APL is part of the Strategic Council of RNET. Beyond that already established, there also exists a cooperation protocol with the Instituto Superior Técnico for the analysis and characterization of the distribution and colonization of an invasive species of bivalve in the Tagus and an environmental impact assessment of it, namely, in competition with other commercial species in the estuary. This species was introduced by ballast water from ships and, therefore, APL assumes responsibility for assessing the environmental impacts of port activities and shipping.

5.1. Conservation of the Biodiversity in the Tagus Estuary

The Port of Lisbon is located in one of the largest and richest estuaries in Europe, with regards to natural value. The estuary occupies an area of about 320 km², of which approximately 40% is inter-tidal area. The great morphological diversity of this estuary results in a considerable diversity of habitats and species.

In this context, much of the estuary and consequently the area under the jurisdiction of the port located upstream is contemplated in several Statutes on nature conservation:
**Best Practices**

**Business & Biodiversity Initiative (B & B)**

The main objective of this EU initiative is the development of the relationship between business and biodiversity, enabling it to provide a significant contribution to achieving the 2010 target, to stop the loss of biodiversity at local, national, regional and global levels. The initiative seeks to promote, through long-term voluntary agreements, the introduction of biodiversity in the strategies and policies of companies.

At the time of publication of this guide, the work on the management plan for RNET, under the responsibility of ICNB, had not yet begun, so it was not yet possible to define the format for the integration of APL in the B&B initiative.

5.2. Combat of Estuarine and Coastal Erosion

The mouth of the Tagus Estuary is characterized by a system of channels and sand banks, in dynamic equilibrium with each other and the adjacent coastal areas. The bar access to the port of Lisbon runs through a canal flanked by two sand banks: the Bugio and North Cachopo bank.

APL, recognizing the complexity of the hydromorphodynamic system in the area and the importance of its balance for the maintenance of hydro-morphological conditions in the estuary, has promoted several modeling studies. In addition, it carries out systematic monitoring of the entire area of the bars of the Tagus through the implementation of several periodic hydrographical surveys, done once or twice a year, and by maintaining an ondograph.

APL has a significant amount of information and level of knowledge that allows it to support decisions taken in the process of management of the bar and adjacent areas.

In its area of jurisdiction, APL does not allow the extraction of aggregates for commercial purposes or the sale of dredged sand. This practice aims to counter the erosive tendency that is currently being witnessed in the continental coastal zone, and it looks for solutions that allow for their use in a perspective of sustainable management of the system.

An example of this practice is the protocol with the INAG and COSTAPOLIS in 2007 to strengthen the beaches at Costa de Caparica, and was followed up by a new protocol established with the INAG in 2008. The process of using the sand dredged from the bars area, to fill the beaches of the Atlantic front of the Municipality of Almada, started in 2007, and was repeated during the summer of 2008 and, possibly, will be in 2009 and 2010. APL, in fact, has a whole history of similar situations such as the protocol with the Municipality of Cascais in 2005 to artificially feed the beaches on the Estoril coast using sand dredged from the bar canal, and, in previous years, the placement of sand dredged from the bar canal in front of the beaches at Costa de Caparica. The use of sand coming from the referred to dredging of the protection of Bugio Forte, the feeding of Santo Amaro de Oeiras beach and the strengthening of the banks of the mouth of the Tagus Estuary.

Although the area under the jurisdiction of APL is excluded, as with any area under Port jurisdiction, for the territorial scope of the Spatial Planning of the Coastal Zone (POOC), APL participated as an observer in the drafting of the Sintra-Sado POOC, contributing actively, with advice and information available for its preparation, and now monitoring its implementation. APL has maintained close cooperation with the INAG, through a multi-annual protocol that runs until 2010 and aims at artificially feeding the beaches at Costa da Caparica.
5.3. Management of Dredged Sediments

APL is responsible for maintaining sailing conditions in its area of jurisdiction. For this purpose it implements dredging of canals, docks, accesses and maneuver basins, and also at the docks. Each year, on average, about 600,000 to 800,000m³ of muddy material is dredged within the estuary.

APL gives preference to the immersion of these materials, when not contaminated, within the estuary, with the aim, as stated in the previous paragraph, of maintain its sediment load. This has become, from our point of view, of particular importance for the generation and maintenance of the vast inter-tidal areas, which characterize the Tagus Estuary and which account for its ecological wealth.

With a view to a correct environmental management of dredged sediments, APL conducts with frequency, the characterization of sediments existing in the Estuary, in the zones subject to maintenance dredging, in order to investigate the quality of the materials to be dredged.

The evaluation of the sediments takes place through, among other tasks, physiochemical and biological analyses. In this context, APL favors working with accredited laboratories.

The results obtained from this evaluation are considered an added-value in the assessment and identification of the existing sediments in the Tagus Estuary. Their quality is very much determined by the historical pollution from industry, urban and agricultural, and through the pollution transported upstream by the rivers and their adjoining waterways. Therefore, it is a fundamental process for the definition of the final destination to give to the dredged sediments, notably those that can or cannot be placed in the estuary once more.

5.4. Reduction of Disposal of Residential, Untreated Water in the Estuary

With a view to contributing to the improvement of the quality of superficial water, and consequently, to the ecological quality of the estuary, APL intends to reduce all of the disposals of untreated residential waters into the Tagus Estuary.

The characteristics of the terrain under APL jurisdiction, which consist of an extensive belt of limited width, with a much diversified occupation typology, originated in the adoption of distinct solutions, for the channeling of residential waters produced in this area: septic tanks, compact treatment centers or channeling of effluents to municipal networks.

Since the 90s, APL has tried to eliminate diverse disposals of untreated residential waters in the Estuary. As such, whenever the reorganization of a space under port management occurs, the correct channeling of residential waters produced there occurs.

APL has been demanding the pre-physical treatment of wastewater deposited into its network, notably through the installation of retainer chambers for fats and solids, whenever appropriate, particularly in restaurants, workshop facilities, among others.

In 2007 APL agreed to collaborate with SIMTEJO in the development of a study of the eradication of residential waste water at the river edge of APL, in Lisbon, between Algés and Cais do Sodre, with the objective of creating a registry of the drainage system, an evaluation of untreated discharges and the design of solutions to eliminate them.

Currently, APL is preparing a priority action plan for the eradication of discharges of untreated waste water, covering the entire riverfront of APL in Lisbon.
Besides this direct intervention in the areas under its jurisdiction, APL has worked with SIMTEJO and SIMARSUL enabling the implementation of drainage systems and sewage treatment in municipalities covered by their concessions and where their infrastructures are located in areas under the jurisdiction of APL.

5.5. Cleaning of Water Lines

With a view to minimizing the effects of flooding, APL aims to ensure the conditions of runoff in the river system under its jurisdiction by reducing the associated risk of floods and accidents.

In this context, APL frequently cleans the shipyards and waterways such as those of Pancas and Vale de Frades, in Benavente, canals at Alcântara and Xabregas, exiting the riverside at Algés. APL considers this a good practice that it intends to perform whenever it considers it necessary in order to guarantee runoff conditions.

5.6. Monitoring of the Quality of Superficial Waters in the Estuary

Despite the fact that the management of water quality in the estuary is not included in the competencies attributed to APL through its statutes, the quality of superficial water is monitored when deemed necessary.

As such, in 2005, APL established a collaboration agreement with SIMTEJO which aims to establish ways to cooperate in monitoring water quality in the estuary and tributary loads. To date, monitoring of superficial water quality in the estuary occurred mainly through environmental monitoring of works.

APL intends to develop a plan for monitoring the quality of superficial water that includes three components: recreational docks, port terminals and dredging (including the dumping of dredged materials).

5.7. Dismantling of Abandoned Ships

The port area is very exposed to the abandonment of ships and vessels, especially small to medium sized from local traffic, fishing and recreation, the vast majority nationally registered.

APL, as port authority has a legal obligation and environmental concern in its area of jurisdiction, to promote the removal or dismantling of all vessels that are in a visible state of disrepair, that could be considered abandoned or which constitute a nuisance / danger for sailing.

This issue besides creating a negative visual impact and degradation of river fronts and riverbed means for APL, in many cases, the accumulation of debts from the non-payment of port fees by the owners of vessels, and the inability to benefit from the space, otherwise occupied by the vessel.

The promotion of dismantling actions is complex and time consuming for legal and administrative reasons, and it often takes a long time to obtain the required authorization from the maritime authority.

The existing legal framework has many gaps in relation to abandoned ships and their destination. In accordance, APL cannot simply declare the vessel abandoned and reclaim it in order to dismantle it, even if as a creditor.
Best Practices

Dismantling of Abandoned Vessels

In the scope of dismantling abandoned vessels APL has guidelines that include a series of points that contribute to the plan of action that it is developing, such as:

- Updating of vessels that could be considered abandoned and the study of their associated environmental impacts;
- Identification of the owners and pending lawsuits;
- Notification of owners to remove the boats within a determined period to avoid APL seeking approval for their dismantling;
- Verification of outstanding payments to APL;
- Identification of vessels acquired by the shipyards for subsequent dismantling and verification of their processes;
- Request authorization to the maritime authority for the dismantling of vessels with unknown owners and without any associated legal processes;
- Bring to the attention of the courts the present value of the vessels that remain, particularly those which no longer have any residual value, to release their processes.

Despite the existing obstacles, APL has conducted periodic surveys of abandoned vessels in its area and the dismantling or removal of vessels and their remains, and has endeavored to obtain the necessary authorizations from the maritime authority so that this can be conducted by third parties. Some of these works were developed in partnership or through protocols with municipalities and shipyards.

Another aspect of this problem concerns small fishing boats, many without registration, which adorn the riverfronts and are placed and taken from the small beaches each day, making their quantification and dismantling difficult to conduct.

The removal of existing vessels is, sometimes, carried out by municipal councils, parish councils and APL, with the subsequent cleaning of the river fronts conducted together.

5.8. Remediation of Environmental Liabilities from Industrial Activities at the Port

Due to the dismantling or resizing of various heavy industries based at the port, an environmental liability that must be remedied exists in the Tagus Estuary and along its margins. This liability is reflected, among other things, by the contamination of soils, sediments and groundwater.

The assessment of the quality of sediments clearly falls into this context, since this substrate is constituted as a historical record of human activities, a true reservoir of contamination generated by activities upstream and installed on the banks of the estuary, prior to the introduction of environmental issues. APL assumes this responsibility whenever it needs to carry out dredging for the purpose of construction or seaworthiness.

APL has also collaborated with other entities to find technically and economically feasible solutions for situations of identified contamination. One example was its contribution to solve the problem of public exposure to the asbestos deposited in landfills along the riverbed, where the current Alhambra - Oeiras promenade exists.

The Strategic Development Plan for the Port of Lisbon contemplates the project “Definition and implementation of necessary measures for the recovery of environmentally degraded areas in the district of the port.”

In this context, APL intends to carry out a comprehensive environmental diagnosis of situations of environmental degradation that must include the identification and characterization of: places of improper waste disposal; unlicensed disposal of waste water, areas with contaminated
5.9. Archeology

APL, where necessary, performs systematic and physical archaeological monitoring of contractors, using archaeologists recognized by IGESPAR, IP. This monitoring is part of the field of preventive archaeology and aims to safeguard the archaeological heritage. Prospective archaeological work is also conducted in the scope of environmental studies.

Several interventions have been subject to archaeological monitoring over the years. Examples are: the construction of the promenade at Santo Amaro de Oeiras beach, the dredging of the new access canal to the multimodal terminal at Xabregas, the connection of the pumping station for residential water waste at Altis Belém Hotel with the SIMTEJO interceptor and the remodeling and strengthening works at the pier between Santa Apolónia and Jardim do Tabaco (still in progress at the time of publication of this guide).

6. APL in the Present

6.1. Description of the Company

The Port of Lisbon is managed by the Administração do Porto de Lisboa, S.A., a company with public capital with jurisdiction over most of the Tagus Estuary and its margins.

As a natural port, located in the vast estuary of the Tagus, a liquid basin of 32,000 ha, sheltered and deep, its characteristics offer the best sailing conditions to large vessels, notably trans-ocean, and also to any other sort of nautical sports.

The geo-strategic position of the Portuguese coast, at the crossroads of major shipping routes for international trade and at the Atlantic forefront of Europe, opens possibilities for attracting direct transatlantic traffic, which requires terminals with elevated sea floors, a situation that is rare, but is available at the Port of Lisbon.

Integrated into the trans-European transport network, the port consists of an important, multimodal logistic infrastructure that provides it with the advantage of being the “meeting port” between maritime, rail and road transport means.

Port activities are developed on both banks of the river. On the north bank this is concentrated at three terminals: the movement of containerized cargo - RO-RO - and most of the break-bulk and cruise traffic. Several specialized terminals in liquid and solid bulk are located on the south bank.

The four recreational docks, which are located on the northern bank of the river - Alcântara, Santo Amaro, Belém and Bom Sucesso Docks –, have a capacity for more than 1,100 vessels.
Maritime-tourism activities are also carried out at the Port of Lisbon. From one of the four recreational docks at the Port of Lisbon, or from other places along the river, both on the northern and southern shores, boats can be found for rent, with or without crew, others that are dedicated for trips along the River, and others, where a meal can be enjoyed aboard.

The Port possesses three cruise terminals - Alcântara, Rocha Conde de Óbidos and Santa Apolónia - located on the northern bank of the River Tagus, in the historical and cultural center of Lisbon, an important advantage for tourists visiting the city.

**Business Areas and Independent Activities at the Port:**

- Containers;
- Bulk (solid and liquid);
- RO-RO;
- Fractioned general cargo;
- Cruises;
- Local traffic;
- Recreational boating and maritime-tourism;
- Property management;
- Pilotage;
- Use of equipment;
- Storage;
- Diverse supplies (water / energy / maritime-tourism permits / waste collection);
- Other.

### 6.2. Management Model, Area of Jurisdiction and Property

#### 6.2.1. Management Model

APL has completed its transformation into a model port authority, adopting the Landlord Port model. This has occurred thanks to the development of a program, over several years, of concessions to private operators for general port activities. Today, APL dedicates itself to property management and performing other coordination, facilitation and promotion functions that are essential to maintaining and improving the Port’s level of competitiveness and that of its community partners.

According to Decree-Law No. 336/98 of 3 November, APL’s objective is the administration of the Port of Lisbon, aimed at its economic exploitation, conservation and development, covering the duties and powers of a Port Authority. As such, and in accordance with its Statutes, it will ensure the exercise of the competencies necessary for the regular functioning of the port in its many aspects: economic, financial and patrimonial, the management of staff and port operations, and still, any complementary activities, subsidiary or accessory.

#### What is a Landlord Port?

With the growth in the privatization of ports, the participation of the private sector in the operating of port activities has increased substantially over the last few years.

This resulted in a radical change in the organizational model of ports, which went from being Service Ports to Landlord Ports, where the Port Authority manages the port infrastructure and regulatory functions, while port services are provided by private operators.
6.2.2. Area of Jurisdiction and Property

APL’s area of jurisdiction is defined by Art. 7, Decree-Law 336/98 of 3 November.

Its land covers 11 counties: Oeiras, Lisbon, Loures, Vila Franca de Xira, Benavente, Alcochete, Montijo, Moita, Barreiro, Seixal and Almada, extending for 205 km riverside.

Its maritime-fluvial terrain covers an area of 32,500 ha, limited downstream by the alignment of the São Julião and Bugio towers and upstream, by the Marechal Carmona bridge at Vila Franca de Xira.

Figure 4 – APL Land Area of Jurisdiction

(For more information about the area of jurisdiction and about APL’s patrimony, consult the website and the company’s Annual Report)

6.3. Governance Structure

6.3.1. Legal Framework – Organizational Statute

The Decree Law No. 336/98, of 3 November, determined the transformation of the Administration of the Port of Lisbon, a public institute with a legal “personality” defined under public law, and with administrative, financial and patrimonial autonomy, into a public limited company with exclusively public capital, thereafter designated as APL – Administração do Porto de Lisboa, S.A. (APL, S.A.)

That Diploma (with the alterations introduced by Decree-Law No. 334/2001 of 24 December and Decree-Law No. 46/2002 of 2 March) establishes the rules governing the business and the Statutes its regulation, establishing the following:

“2 — A APL, S. A., rege-se pelo presente diploma e pelos seus estatutos, p”2 – APL, SA, is governed by the present diploma and by its Statutes, published in annex to the present diploma, of which they are an integral part. With regards to everything that is not foreseen in the norms applied to limited companies and by the special norms applied by the company.

3 - APL, SA’s activity, in the use of authoritative powers referred to in this diploma, is governed by the norms of public law.”

2 – In the scope of attributions referred to in the previous number, APL is conferred the following competencies:

a) Attribution of private use and the definition of the respective public interest for concession purposes, related to goods of public property affected to it, as well as the practice of all acts relating to the implementation, modification and termination of the concession license;

b) Licensing of port activities that are conditioned and concessions for
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APL performs in accordance with the Regime of State Business Sector (Decree-Law No. 558/99, with the alterations introduced by Decree-Law No. 300/2007) and, with regards to the members of the Board of Administration, by the Statute of Public Manager (Decree-Law No. 71/2007).

With regards to current business activity, the following are noteworthy:

- The Regulation of the Tariff System of Continent Ports, Annex to Decree-Law No. 273/2000, of 9 November is applicable in the area of jurisdiction of port authorities, and regulates the supply of goods and the provision of services therein, satisfied upon the payment of the corresponding rates;

- Decree-Law No. 48/2002, of 2 March, that approves the General Regulation of the Pilotage Service;

- The regulation with regards to port and environmental security, notably:
  - Decree-Law No. 46/2002, that attributes the integral competency with regards to security within its areas of jurisdiction to port authorities;
  - Decree-Law No. 48/2002, of 2 March, that approves the General Regulation of the Pilotage Service;
  - Decree-Law No. 284/2003, that translates Directive No. 2001/106/CE, of 19 December, and Directive No. 2002/84/CE, of 5 November, from the European Parliament and Council to national judicial order. The Decree-Law relates to the application of international norms with regards to sailing safety, the prevention of pollution, and life and working conditions on board vessels that call at ports or navigate in the areas of jurisdiction of Member States. The second Directive alters the first with regards to maritime security and the prevention of pollution by vessels;
  - Decree-Law No. 226/2006, of 15 November, intends to establish cooperation methods between entities with competencies in the scope of security and protection of vessels and port installations, as well as define within the national judicial order, community directives on these issues, with a view to the adoption, implementation and integral fulfilment of the International Code for the Protection of Vessels and Port Installations (Code ISPS).

The Law of Ports, whose elaboration includes the support of a Commission of Specialists presided by the President of IPTM, and that integrates all the presidents of the port administrations and other personalities of recognized merit, is still being assessed by the diverse entities involved, with a view to being approved and published during 2009. The aforementioned diploma will regulate the following:

- The planning and sustainability of the national port system;
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- The activities developed in the areas of public domain under port jurisdiction (port operations, recreational boating and fishing) and other non-regulated port activities;
- Port work;
- The tariff regulation of Continent Ports.

Following the publication of the Law of Water (Law No. 58/2005, of 29 December), that translates to national judicial order the community norms, establishing the foundations and the institutional structure for the sustainable management of waters, specifically the interior waters, from transition and coastal, to subterranean waters, the Decree-Law No. 226-A/2007, of 31 May, was approved. It establishes the regime for the use of water resources.

6.3.3. Internal Regulation

- Regulation of competencies – Delegation of competencies to the members of the Board of Administration and Sub delegation of competencies to the departmental heads.
- Organizational manual which includes, notably, the values, competencies and organizational principals, as well as the organic structure and mission/functions of the various departments.
- Regulation of the use and of the tariffs of the Port of Lisbon that establish the norms relating to the various services provided as well as the applicable tariffs, specifically in the areas of port business, property and event use and the supply of water, energy and equipment.
- Regulation of Social and Cultural Works of APL – that defines the rules of use of the company’s sub-system for health and social assistance.
- Quality Management System of the Pilotage Department and VTS (certification in accordance with the NP EN ISO 9001:2000 Standard)
- Norms for the control of water quality for the supply of water to boats;
- Regulation of Solid Urban Waste applicable in the area under jurisdiction of APL, S.A.;
- Regulation of internships;
- Regulation of performance evaluation;
- Internal Regulation of the Prevention and Control of Consumption of Alcoholic Drinks, Regulation of the Lisbon Port Authority.
- Regulation of the Management of Vessel Waste;
- Regulation of the Use of IT, E-mail and Internet Resources;
- Regulation of APL Employee Uniforms;
- Code of Ethics;
- Regulation of the Purchase and Rental of Goods and Services;
- Collaborators’ Guide.

6.3.4. Internal Organization and Organic Structure

APL’s organization has as its essence, the creation of a management matrix, decentralized, participating, but attributing responsibility, that allows for an unequivocal and fully understood clarification, assumed by the company’s “businesses”, ensuring a sustainable operational and economic-financial situation and a transparent position in its relations with the markets and its diverse agents, as well as with the authorities, above all those of a municipal nature.

The company is structured in the following way:

- Bodies to support the Board of Administration or that, by the nature of their functions, should have a more direct relationship with the Board:
  - Marketing and Communication;
  - Legal Office;
  - General Secretary;
  - Strategic Planning and Management Control.
**Best Practices**

- Bodies of complementary activities and those fundamental to the functioning of the company’s businesses:
  - Information Technologies and Communications;
  - Human Resources;
  - Economics and Finance.

- Bodies whose activities result in the satisfaction of company statutory objectives:
  - Studies, projects and planning;
  - Construction and conservation;
  - Port cargo business;
  - Port business, cruises and recreational boating;
  - Security and port operation.

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**Figure 2 – Organic Structure**
6.3.5. Governance Model and Committee Members

APL's company bodies are the General Assembly, the Board of Administration, the Fiscal Council and the Chartered Accountant, with their competencies determined in law and in the Statutes (Decree-Law No. 336/98, of 3 November, with alterations introduced by the Decree-Laws No. 46/2002, of 2 March and 334/2001, of 24 December and alterations approved in the General Assembly of 12/05/2008).

6.4. Economic Impact on the Country

6.4.1. Introduction

There are various economic impacts provoked by port activity over its surrounding region: direct, indirect and induced impacts.

6.4.2. Direct Impacts

The direct impacts include the volume of sales and services provided, salaries, revenues, employment, rates and profits generated by the port authority and by the firms that conduct port activities. The first cycle of effects of the port over the regional economic system, directly measured by the characteristics of the entities that constitute the port community in its broadest sense – port authority, includes companies that conduct services for the port authority and companies connected to the port, including those that move cargo in the port installations and those that carry out other activities that allow or facilitate this transportation.

6.4.3. Indirect and Induced Impacts

The indirect impacts are those that can be seen in other industrial sectors and in services from the regional economic system. These result from the network of inter-sector relations existing in the region. Direct expenditure from the activities of firms and organizations of the port (purchasing goods and services) implies the activity of other companies, which generates more expenditures and more employment. Their activity leads to the creation of further expenditure and employment, in a cycle of accumulative causality, of indirect effects, of progressively less importance, but whose total volume is possible to evaluate through the model of regional inputs/outputs.

Induced impacts constitute a third category of effects. While the first effects – the direct and indirect- come exclusively from the relationships that exist between the sectors of production, and are a consequence of the purchases of intermediate goods and the provision of services between companies, the induced impacts are the consequence of the increase in workers’ and other agents’ salaries and that, through private consumption, become a series of increases in the production of goods and services.
Due to the immense importance of port activity on the regional economy, APL has sought to evaluate and optimize the creation of wealth in an indirect and induced way, knowing that this is one of the principal ways to contribute to the sustainable development at a regional level.

6.5. Direct Environmental Impacts of APL

APL aims to function according to criteria of environmental efficiency, following the best practices in the management and consumption of resources and in the production and management of waste. With this in mind, the service order No. 23/2007 was published, targeting the application of principals of environmental efficiency to APL's functioning. It was created by a commission of promotion and monitoring of environmental efficiency. Additionally, APL has conducted environmental audits annually of buildings and its automobile and maritime fleets, as well as services provided, covering the levels of fuel, energy, water, paper and other stationary consumption, the production and collection of waste and greenhouse gas emissions.

Additionally, all collaborators are made aware of the need to adopt correct environmental attitudes – reducing the consumption of resources related to activities, and separating waste – providing equipment necessary for the satisfaction of established objectives, eco-points, from lighting to efficient air-conditioning.

6.5.1. Energy

APL has been substituting printers, fax machines, photocopiers and scanners, for multifunction equipments, which have reduced the number of machines and consequently reduced the amount of energy consumed.

6.5.2. Greenhouse Gas Emissions

In order to reduce greenhouse gas emissions, APL has sought, during the renovation of its fleet, to purchase vehicles that are more efficient in terms of consumption and emissions.

To compensate its emissions, APL subscribed to the CarbonoZero® project, through the purchase of carbon credits generated by the forest area situated at the Companhia das Lezírias. With this action, APL intends to compensate its greenhouse gas emissions produced in its principal buildings and by its automobile fleets.

6.5.3. Use of Materials - Paper

APL configures its multifunction printers to print on both sides of the paper.

7. About this Guide

The current guide intends to describe APL's good practices in terms of sustainability that illustrate the way it operates with regards to its defined, strategy for sustainability.

APL is responsible for the administration of the Port of Lisbon, seeking its economic operation, conservation and development, including the exercise of competencies and prerogatives of port authority, and the management of property activities, through a Landlord Port model.
The guide of good practices is designed to describe in detail the management approach and good practices of APL with regards to the themes addressed in APL’s sustainability strategy. Its reading should be complementary to the Sustainability Report and the Performance Tables. As it is not a performance report, the update of this document does not have a defined periodicity. It will occur whenever it is justified, given the evolutions that occur during the management approach and associated practices.

How was it developed

This guide was developed using the sustainability strategy defined by APL as a foundation and its content is designed to illustrate the way APL operates with regards to the key strategic areas defined.

Who it targets

This report is directed at all stakeholders. It was developed considering their involvement and structure and took into account the opinion of all interested parties.

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8. Annexes

8.1. Glossary

- Accident at Work – Accident that takes place at the place of during the hours of work and results, directly or indirectly, in bodily harm, functional perturbation or illness from which a person dies or has a reduced capacity for work or pay.
- Climate alterations – a collection of climatic alterations provoked by greenhouse gas emissions (GGE).
- Evaluation of Environmental Impact (AIA) – instrument of a preventative nature for environmental policy, sustained through the carrying out of studies and consulting, with effective public participation and the analysis of possible alternatives, with the objective of collecting information, identification and the forecasting of environmental effects of specific projects, as well as the identification and proposal of measures to avoid, minimize or compensate these effects, aiming at a decision on the viability of the execution of these projects and their respective post-evaluation.
- Benchmark – continued and systematic process, used by companies to improve their management thru the collection of comparisons and analysis of policies, products, programs and strategies of other companies (normally within the same sector) recognized as representing best practices.
- Bio-diversity – biological diversity of a habitat, estimated from the number of animal and/or vegetable species that live there.
- Sustainable development – development that satisfies the present necessities, without compromising the quality of life of future
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- GGE – Greenhouse gas emissions – Gases that contribute to the warming of the planet and whose growing concentration is provoking climatic change.
- Carbon Dioxide Equivalent (CO2e) – A measure used to compare the emissions of various greenhouse gases based on each one’s potential for global warming.
- Discrimination – differentiated treatment given to individuals, with regards to their hire, remuneration, access to training, promotion or retirement, based on race, cast, nationality, religion, deficiency, gender, age, sexual orientation, union or political affiliation (Source: Norm SA8000:2001).
- Eco-efficiency – eco-efficiency involves obtaining better production and results, with a consumption of less resources and waste, in order to reduce the environmental impact of the activity in question, as well as the consumption of natural resources.
- Ecosystem – the relationship between the community of living species and a physical environment, that supplies water, air or other necessary elements for living.
- Greenhouse effect – a natural process that occurs when some of the solar radiation reflected by the earth’s surface is absorbed by specific gases present in the atmosphere, increasing the temperature of the planet. If the greenhouse effect did not exist the temperature of the earth’s surface would be on average around 34 °C colder than it is today, making life as we know it today impossible. However, the pollution from the last 200 years has made the layer of greenhouse gases (GGE) that exist in the atmosphere thicker, notably due to the emissions of carbon dioxide (CO2), methane (CH4), nitric oxide (N2O) and CFCs, provoking a worrying increase in the greenhouse effect and consequently the earth’s temperature. (See global warming and greenhouse gases).
- Energy efficiency – relationship between useful/used energy and consumed or received energy, indicating the quality of a process with regards to energy levels.
- Direct emissions – emissions that occur from sources that are company property.
- Indirect emissions – emissions associated to the production of electricity purchased from third parties and consumed by company equipment/infrastructures.
- Renewable energies – energy obtained from origins that are considered renewable, in contrast to fossil fuels. This includes conventional hydroelectricity, bio-fuels, bio-gas, biomass, geothermic, wind, photovoltaic and solar power.
- Focus group – a technique for qualitative research where the attitude of a group of people is evaluated with regards to a product, service, company or concept.
- Global Reporting Initiative – an international initiative where companies, NGOs, consultancy firms and universities participate and those interested in developing a set of guidelines destined for companies concerned with sustainable development. The objective of GRI is to define directive lines that help companies to develop reports on social responsibility, that present the economic, social and environmental impact of their activities, products and services.
- Turnover – ratio between the average number of arrivals and departures with relation to contracted workers and the total number of these employees.
Environmental impact – set of alterations, favorable and unfavorable, produced in environmental and social parameters, during a specific time period and in a specific area (situation of reference), resulting from the implementation of a project, compared with what would happen if this project did not take place during the same period of time in that area.

Direct impact – impact resulting from the actions of a project, through a simple cause-effect relationship (e.g. direct emissions).

Indirect impact – impact resulting from the effects of a project and not directly resulting from the actions of a project. Generally speaking, a network of causes-effects can be established with regards to direct impacts (e.g. indirect emissions).

Landlord Port – model of management where the port authority manages the infrastructure of the port and regulatory functions, while the port services are supplied by private operators.

Waste – all undesired materials, considered no longer of commercial value or useless, that are rejected or dumped into the environment.

Stakeholder – a term frequently used in the context of social responsibility. It represents all the involved/intervening parties in the company’s production and all those who are in some way affected by it. They are all actors in the company (collaborators, clients, suppliers, shareholders, and administrators), the observers (the State, unions, institutions and the Media) and the civil society (groups and associations from the region where the company is based).

SWOT - Strengths, Weaknesses, Opportunities, and Threats