

# WPC(世界港湾会議) 2021 Women's Forum 報告

令和3年7月20日  
IAPH日本オンラインセミナー



北九州市 港湾空港局  
竹本 智子

✓ 2012年5月22日エルサレムで開催されたIAPH役員会にて、海運業界での女性活躍を促進するために「Women's Forum」の設立が決議されました。

✓ 具体的には、

- 女性が海運業界に参画するような方法
- 様々な階層で女性が活躍できるような研修プログラム  
(これまで女性には開かれていなかったようなポストを含む)

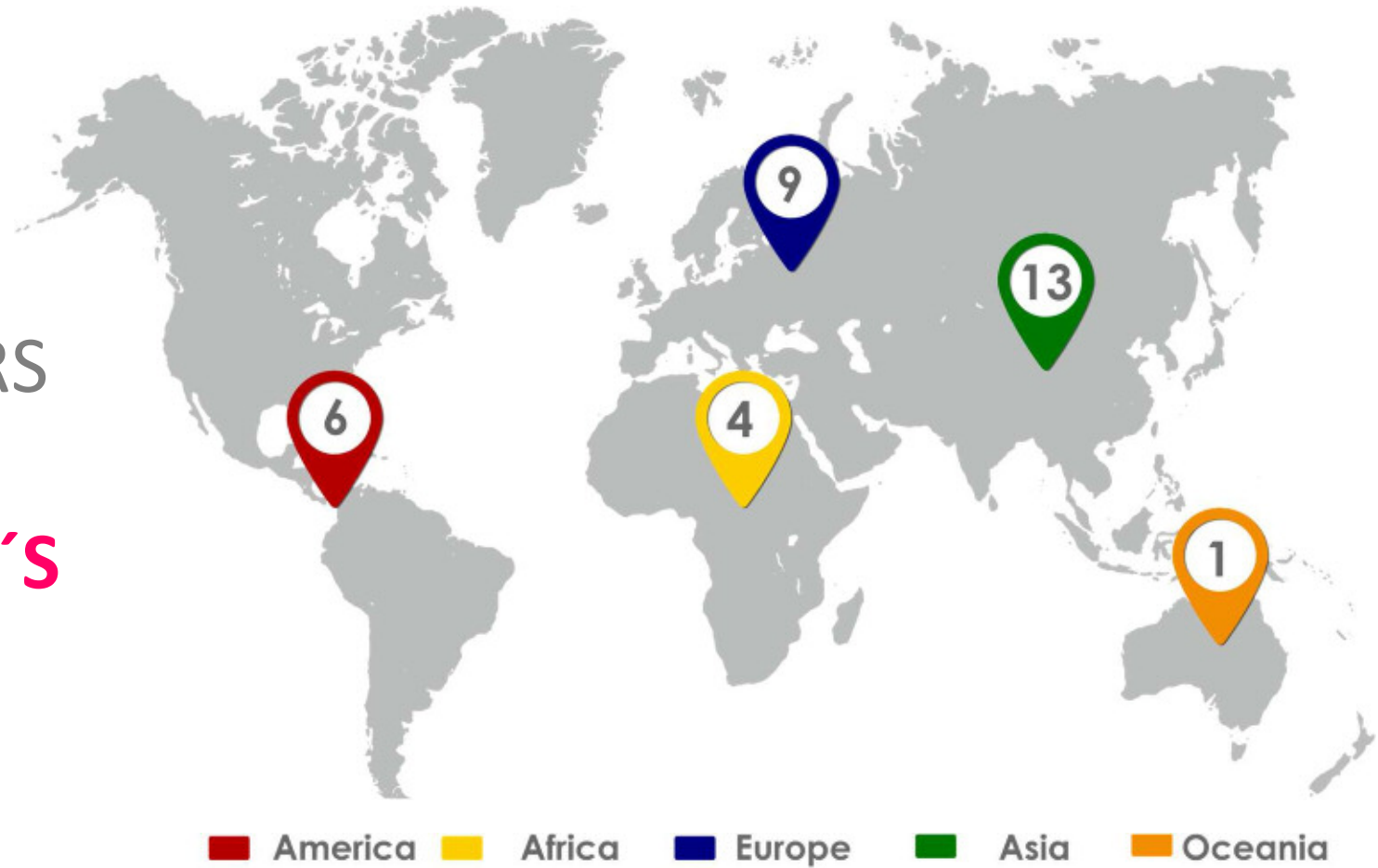
など、海運業界での女性活躍に向けた課題を議論するプラットフォームという位置づけです。

# IAPH Women's Forumのメンバー（1）

2



## MEMBERS OF THE WOMEN'S FORUM



出典：2021年3月 Women's Forum委員ブレインストーミング  
Pittyパナマ海事庁・海事産業局長作成資料

## MEMBERS OF THE **WOMEN'S FORUM** COUNTRIES



4



4



3



2



2



2



1



1



1



1



1



1



1



1



1



1



1



1



1



1



1



1



出典：2021年3月 Women's Forum委員ブレインストーミング  
Pittyパナマ海事庁・海事産業局長作成資料



[← Back to agenda](#)

## IAPH Women's Forum

🕒 10:50 PM - 11:35 PM JST on Monday, June 21

[Add to Calendar](#) ▼

### Speakers



**Sheraer Abrahams**  
IHS Markit  
Senior Event Manager (moderator)



**Heidi Heseltine**  
Halcyon Recruitment / Diversity  
Study Group  
CEO / Co-founder



**Sakura Kuma**  
APM Terminals Japan  
CEO



**Flor Pitty**  
IAPH Women's Forum / Panama  
Maritime Authority  
Chair / Director-General Ports and  
Ancillary Services

Join the IAPH Women's Forum as a guest to find out more about our scholarship and mentoring programmes, joint initiatives with WISTA International and the main priorities for the next twelve months of this group of women professionals in the port sector.

### 【スピーカー】

- Ms.Flor Pitty,  
IAPH Women's Forum Chair  
General Director of Ports and  
Maritime Ancillary Industries  
(港湾・海事産業局長)  
Panama Maritime Authority  
(パナマ海事庁)

- Ms.Heidi Heseltine,  
Halcyon Recruitment, CEO /  
Diversity Study Group, Co-  
founder

- 熊桜さん  
APM Terminals Japan, CEO

### 【モデレーター】

Sheraer Abrahams, IHS  
Markit, Senior Event  
Manager

IAPH Women's Forum奨学金は、2015年ハンブルグで開催された第29回WPCにおいて開設されました。

奨学金は、継続的な教育やトレーニング、または、大学や他の機関等での港運・海事関係のコース取得を支援することによって、女性の地位向上を目的としています。

- Annual Meeting Scholarship  
(毎年開催されるWPC参加に対して)
- Biennial Training Scholarship  
(2年間の研修コース取得などに対して)



出典：2021年3月 Women's Forum委員ブレインストーミング  
Pittyパナマ海事庁・海事産業局長作成資料仮訳





January 29, 2021

Dear IAPH Members,

**IAPH Women's Forum Scholarship (2021-2023)**

On behalf of IAPH Women's Forum Chair MSc. Flor Pitty, I am pleased to announce the two types of IAPH Women's Forum Scholarship (2021-2023) for female employees in IAPH Member organizations to apply:

- 1) **Women's Forum Biennial Training Scholarship**
  - As supplement tuition for a port or maritime related course at a college, university or other similarly related purpose port-related training institutions.
  - Applicant must be female employees of any regular Port members of IAPH
  - USD 15,000- for two years
- 2) **Women's Forum Annual Meeting Scholarship**
  - To attend and make an original presentation at the Women's Forum panel at the 2022 IAPH World Ports Conference.
  - Applicant must be female employees of any regular members of IAPH (below the senior management level)
  - USD 5,000- (maximum)

\*Please see the attached Application Guidelines for detail.

Please send your application not later than Thursday, March 25, 2021. Winner will be awarded at the 2021 IAPH World Ports Conference in Antwerp, Belgium in June.

If you have any questions about the scholarship, please feel free to contact IAPH Secretariat by email ([directory@iaphworldports.org](mailto:directory@iaphworldports.org)).

Sincerely yours,

Masahiko Furuchi  
Secretary General

Enclosure

出典: 2021年1月29日付  
事務局から会員への案内

## IAPH WOMEN'S FORUM SCHOLARSHIP 2021-2023受賞者

| Annual Meeting Scholarship                                                                                                                                                                                                                                                                                                                                                                         | Biennial Training Scholarship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Ms. Hetti Mudiyansele Dimuthu Hansika Samarakoon,</b><br/><b>Sri Lanka Ports Authority (Sri Lanka)</b></p> <p>She shall attend and make an original presentation at IAPH Women's Forum during the 2022 IAPH Conference (Vancouver).</p> <p>Scholarship of USD 5,000 is awarded for travel expenses.</p>  | <p><b>Ms. Fernanda Araújo,</b><br/><b>Açu Port (Brazil)</b></p>  <p>She shall complete "MSc Port and Terminal Management with Maritime Logistics" at Liverpool John Moores University in partnership with Lloyds Maritime Academy.</p> <p>She shall also attend and make an original presentation at IAPH Women's Forum during IAPH World Ports Conference 2023 (Abu Dhabi).</p> <p>Scholarship of USD 15,000 in total is awarded (Supplemental tuition Fee: Up to USD 10,000 and Travel expenses: Up to USD 5,000).</p> |

出典:Pitty/パナマ海事庁・海事産業局長作成資料



## Diversity (多様性) & Inclusion (受容)

- ・Diversity: 人種や国籍、性別、学歴など多様な人材を受け入れ、それぞれの違いを認め、個人を尊重する考え方
- ・Inclusion: 互いに個性を認めることを前提に、ひとつの組織として一体となって個々を活かして働く考え方

## 雇用者側から見たD&Iの必要性

- ・少子高齢化による働き手不足：多様な人材活用
- ・働き方の多様化：人材確保のために、企業が従業員の生き方・働き方に寄り添っていきけるか

→ 港運・海事関連産業での取組みが遅れている。(ある統計によると管理職層の70－80%は白人男性) 【Heidi CEO】



## 公的部門と民間部門での女性の活躍状況の違い

### 【熊CEO】

- ・日本政府が女性活躍の数値目標を掲げており、公的機関で女性職員の数は増加傾向
- ・しかし、リーダーシップを発揮できる階層での女性は公的機関でも少ない。（実態は両部門さほど変わらないのでは）



経験値の少ない女性に機会を与え、現状をブレイクスルーする必要がある。D&Iの言葉だけで、行動を起こさなければ何も変わらない。

（「経験がないから責任ある仕事に配置できない」→鶏と卵の議論）

## コロナウイルス感染症による働き方の変化と多様性

### 【Heidi CEO】

- ・在宅勤務などのflexibilityのある働き方の導入  
（港運・海運業界にとっては簡単ではないこと）  
従業員ワークライフバランス充実→従業員の忠誠心を強くする  
→組織の競争力を高める

### 【熊CEO】

- ・在宅勤務や従来通り出勤してチームで業務を行うなど、多様な働き方。港の現場仕事は在宅勤務に適さないが、素敵なコーヒーマシンを導入して従業員のQoLを上げるような工夫を行った。
- ・港運・海運業界は、最も保守的な業界の1つといえるのでは？  
デジタル化、イノベーション、自動化の取り組みが必要。

# Women's Forum, WPC2021でのKey Discussion (4) 11

## 出典：“Port & Harbors”, May & June issue



PERSPECTIVE BUSINESS INNOVATION

### Embracing the unknown

**A** PM Terminals Japan is strategically located in Minami-Honolulu, Yokohama, at the entrance of Tokyo Bay. Geographically, it has the advantage of being the first and last port for westbound and eastbound traffic, respectively, on the Trans-Pacific trade lanes.

We have been operational since 2008 on two berths and an expansion to include another two berths has been in place since April this year, so it is fair to say that our capacity has expanded and doubled in celebrating our 20th anniversary.

This year, I am also celebrating my own personal anniversary of working at the maritime industry: prior to joining APM Terminals, I spent two decades with NYK Line, and was assigned to different departments related to shipping and port.

Every position has been a unique learning experience helping me grow and led me to where I am today.

In February this year, I was appointed as the first female CEO of a Japanese port,

and I feel like a new journey to embrace unknown challenges has just begun.

At the top of the list, especially given the doubled capacity and our status as an independent terminal operator, we need to secure more cargo other than our base cargo, which has been largely contributed by our sister company Maersk.

**Positioned for growth**  
In addition to being geographically well-placed, we are also aided by our facilities in increasing our business.

For example, we are the only terminal in Tokyo Bay that can accommodate 20,000 TEU container ships, and the terminal has been consistently named as the world's most productive container terminal.

Furthermore, in terms of land access, APM Terminals Yokohama offers the best expressway connection directly from the port. The Metropolitan Intra-City now connects the port and Tokyo expressways through the Chuo and Kanetsu expressways, thus enabling easier road access to areas such as the Kanto-Kansai region.

**"In February, I was appointed as the first female CEO of a Japanese port, and I feel like a new journey to embrace unknown challenges has just begun"**

SAKURA KUMA

logistics network based at Yokohama and Kawasaki ports.

By utilizing the adjacent land property, our terminal could again expand and double its capacity in the future.

However, the road map toward that future we need to figure out as well. Meanwhile, we have to solve local challenges. Regional legislation, local hinterland limitations, unique port-city relationships, and country-specific worker dynamics are just a few of the anomalies that play into a business that fundamentally depends on international relations to bring in revenue.

#### Same but different

Shipping is international, but ports – their regulations and laws – are all local, and partners are all local. There are no two similar port businesses around the globe.

However, ports also have common grounds in the challenges they face: environmental initiatives, safety awareness, or even the responses to the COVID-19 pandemic. In that sense, we are no different than others.

Speaking of common challenges, it is only fair to mention diversity and inclusion, which has been a long overdue mission of our industry, and yet to be accomplished. So, I am really proud to introduce our recent initiative – Maersk Group's world tour of rainbow containers.

Planning for this goes back to July 2020, when two fully functional Maersk containers were skillfully painted with a rainbow to join Maersk's fleet and serve as a symbol of inclusion and diversity.

*Pictured above: The Maersk rainbow containers in Yokohama, Japan.  
Pictured below: Sakura Kuma (right) and staff at APM Terminals Yokohama*

On 11 March 2021, they embarked on their world tour – set to end in Denmark for Copenhagen Pride in August 2021 – stopping at several locations across Asia and Europe on their way. The first part of the journey for the 40- and 20-foot rainbow boxes was aboard Maersk Emission from APM Terminals Pier 400 in Los Angeles to APM Terminals Yokohama in Japan, where they arrived on 27 March. We discharged the containers and wrote



messages on the inside walls together with colleagues from the Maersk side of the business. For me, this initiative strengthens that what we deliver is not only cargo, but also a commitment for a better future, where diversity and inclusion is something completely natural.

#### Change is to come

Lately, I am often asked to advise women entering the logistics industry, a typically male-dominated sector. Here are my thoughts: do what you want to do and keep doing it. Before you even concern yourself about whether the sector is male dominated or not, give the industry you are about to enter a personal meaning and motivation, no matter if it is logistics or a different industry. If it is logistics, make sure it is your passion. Always, all industries are male dominated. It will be just one of the obstacles. Do not mind it too much because we are going to change it, together.

The more I look back on my own career path and the ones of many other women that I know, the more determined and resolute I become that I need to hold the torch for the future generations.

My most meaningful success would be helping others do what they want to do, and eventually build up their careers.

Truly believe that the brighter future resides somewhere over the rainbow. ■



#### ABOUT THE AUTHOR

SAKURA KUMA is the managing director of APM Terminals in Japan. Prior, she worked for NYK Line, where she held various leadership roles from marketing to management. She is a former member of the IAPH Clean Marine Funds working group and will speak at the association's World Ports Conference in June.

09

PERSPECTIVE BUSINESS INNOVATION

Photo: APM Terminals Japan / APM Terminals

## D & I実現に向けたIAPHの役割

【Heidi CEO】

業界内でD & Iの情報が不足している。メッセージを発信し、議論を喚起すること

【Pitty局長】

女性活躍に関わるデータ収集、情報の共有

【熊CEO】

- ・業界の旗振り役。雑誌「Port & Harbors」などでの、女性活躍についての情報発信
- ・IMO（国際海事機関）やWISTA（女性国際海運貿易協会）などとの協働





- 世界経済フォーラムは、2021年3月30日、各国のジェンダー不平等状況を分析した「世界ジェンダー・ギャップ報告書2021」を発表。日本は156カ国中120位となり、主要先進国の中で最低。

- 2021年4月1日付で採用された国家公務員のうち女性の割合は37.0%。採用された9,090人のうち女性は3,362人。総合職は747人で、女性は255人・34.1%。100人以上を採用した省庁別の女性の割合。

(外務省47.9%、総務省・厚労省41.8%、最も女性が少ないのは国土交通省24.7%)

(出典：2021年5月29日西日本新聞掲載記事を要約)

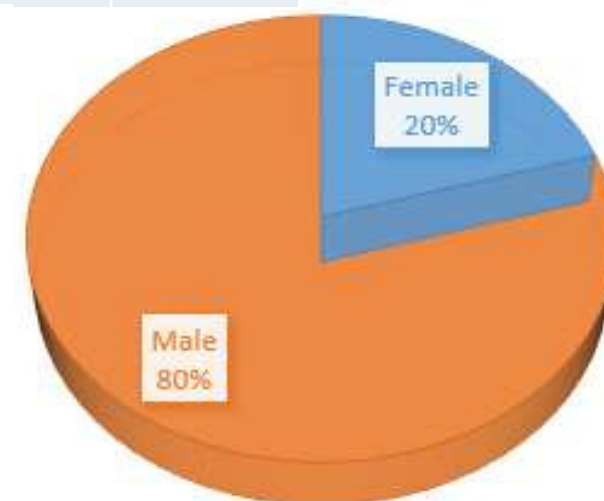


## 日本の港湾管理組織（自治体、管理組合）での女性の職員の割合

|    | A港  | B港  | C港  | D港  | E港  | F港  | 合計   |
|----|-----|-----|-----|-----|-----|-----|------|
| 女性 | 22  | 174 | 123 | 69  | 39  | 28  | 455  |
|    | 12% | 24% | 20% | 24% | 15% | 18% | 20%  |
| 男性 | 157 | 550 | 496 | 218 | 229 | 128 | 1778 |
|    | 88% | 76% | 80% | 76% | 85% | 82% | 80%  |
| 合計 | 179 | 724 | 619 | 287 | 268 | 156 | 2233 |

出典：  
IAPH日本会員から  
6組織の協力を得  
て作成

- ・大都市の地方自治体では、職員に占める女性比率はもっと高い（35-40%）
- ・若い世代ほど女性比率が高い傾向
- ・港湾部門では技術職の割合が高い→技術職に占める男性の割合が高い（若い世代では女性率が高くなっている）

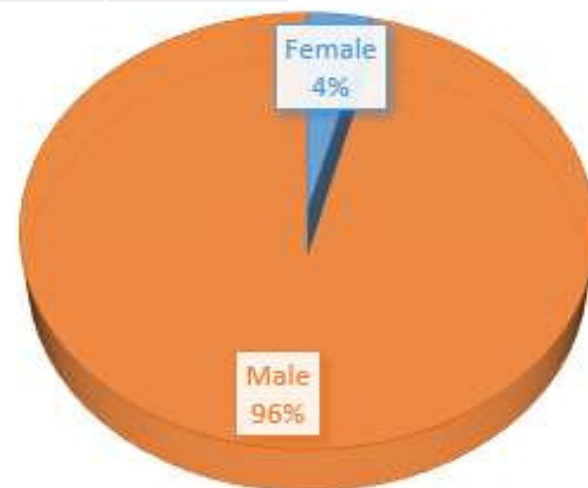


日本の港湾管理組織（自治体、管理組合）での女性の職員**管理職**の割合

|    | A港   | B港  | C港  | D港   | E港  | F港   | 合計  |
|----|------|-----|-----|------|-----|------|-----|
| 女性 | 0    | 7   | 1   | 0    | 3   | 0    | 11  |
|    | 0%   | 8%  | 1%  | 0%   | 8%  | 0%   | 4%  |
| 男性 | 24   | 83  | 70  | 31   | 35  | 25   | 268 |
|    | 100% | 92% | 99% | 100% | 92% | 100% | 96% |
| 合計 | 24   | 90  | 71  | 31   | 38  | 25   | 279 |

出典：  
IAPH日本会員から  
6組織の協力を得  
て作成

- ・管理職層になると、さらに女性の割合が低下
- ・若い世代の女性比率が増えているため、将来的には増加傾向と予測
- ・（数は多くないが）ロールモデルとなる女性管理職が存在





ご清聴ありがとうございました！



北九州港HP <http://www.kitaqport.or.jp/>

北九州市港湾空港局 公式YouTubeチャンネル

<https://www.youtube.com/channel/UCt21ABJymgrAxd4B5LTDj5Q>

