



annual
report

port
authority
of santander

2020



Puerto de Santander



Autoridad Portuaria de Santander

annual
report

port
authority
of santander



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2020



Puerto de Santander



Autoridad Portuaria de Santander



01

message from
the President



Puerto de Santander



Autoridad Portuaria de Santander



In the **institutional** field, in 2020 we have seen the fulfilment of the forecasts of the Lines of Strategic Action which were presented by the Port Authority in January 2016 looking towards the year 2025, with the objectives of diversifying and recovering traffic, expanding the area of influence, and encouraging intermodality. As a consequence the concessions of the Container Terminal, the Con-Ro Terminal, and the Fertiliser Terminal have been awarded.

As far as **economic sustainability** is concerned, the impact of COVID-19 should be mentioned and its effect on merchandise traffic in 2020. This year the total was **5.9 million tons**, which represents an 11% drop compared with 2019 but is very similar to the figure for 2018.

The main negative impact was suffered by liquid bulk products which fell by 34%, followed by solid bulk products with a reduction of 17%.

In contrast, as a consequence of the diversification mentioned general merchandise has increased by 0.4%, with the traffic in Intermodal Transport Units (Unidades de Transporte Intermodal (UTIs) showing a growth of 20%.

The business turnover of 2020 was 18.7 M €, i.e. 20% less than the figure for the previous year. This fall is due on the one hand to the effect of COVID-19 on port traffic which has certainly been felt and on the other hand to the application of Decree-law 26/2020 of 7th July on the measures for economic recovery so as to address the impact of COVID-19 on the sectors of transport and housing, in which reductions in the concessional charges were applied to account for 1.1 M €.

In 2020 the PAS still has no debts and its solvency indicators are strong, which allow it to continue with its investment plan – 100 million euros over the next four years to concentrate above all on the creation of new wharves and a car silo to cater for strategic traffic.

As for the main milestones of 2020, it should be emphasised that the good practices of the port workers have been acknowledged for the fifth consecutive year by the National Association of Car and Truck Manufacturers (Asociación Española de Fabricantes de Automóviles y Camiones, ANFAC), for which Santander is the port most valued by vehicle manufacturers.

The PAS continues to work to ensure that it is a sustainable port on two fronts, i.e. environmentally and socially. In order to maintain this it has established



a series of strategic lines in the short, medium, and long term with the objective of achieving the desired balance between business and economic growth and the protection of the natural and social environment in favour of sustainable development with projects in accordance with the Sustainable Development Objectives (Objetivos de Desarrollo Sostenibles, ODS). The aim is to reduce the consumption of electricity and contribute towards the reduction of greenhouse gases and the carbon footprint, all of this being treated transversally with new data analytics technology. Because of this, in addition to sustainability the port continues to take steps to become a point of reference for digitalisation and to encourage innovation.

In the **social sector** the relationship with the surrounding area has been maintained by means of the programme of guided visits of a cultural and educational nature such as the exhibitions held in the Palacete del Embarcadero and the Faro de Cabo Mayor Art Centre.

Environmental aspects continue to improve as far as the Port Authority is involved concerning the air, ground, noise, spillage, and dredging material, and

also the concessionaires of terminals in relation to good practices when handling merchandise.

This positive balance for the year 2020, which is expounded in exhaustive detail throughout the Report, has been possible thanks to the work of all those who day after day make the port the mainstay of the regional economy and contribute decisively towards the generation of wealth and employment to make Cantabria a stronger and more competitive region.

Port Authority of Santander

The port continues to take steps to become a point of reference for digitalisation and to encourage innovation.





02

board of
directors



Puerto de Santander



Autoridad Portuaria de Santander



president of the
port authority of
Santander

Mr Jaime
González López

harbour
master

Mr César
Diez Herrera

director of the
port authority of
Santander

Mr Santiago N.
Díaz Fraile

appointed on 21st July 2020 to replace Ms
Cristina López Arias

members representing the autonomous region of cantabria

vice-president
of the board

Mr Francisco Luis
Martín Gallego

minister for innovation, industry, tourism,
and trade

Mr José Luis
Gochicoa González

minister for public works and housing

Mr José M^a
Fuentes-Pila Estrada

spokesman of the municipal regionalist
group of the town council of Santander

Mr Juan José
Sota Verdión

appointed on 11th June 2020 to replace
D^a Ainoa Quiñones Montellano

representatives of the general state administration

Mr Telmo Esteban
Fernández

government delegation
state attorney - head of the legal affairs
department for Cantabria



	Ms Ainoa Quiñones Montellano	(regional government delegate), appointed on 21 st May 2020 to replace Mr Benjamín Piña Paton (area manager for public works of the regional Government Delegation)
	Ms Aranzazu de Miguel Peña	(area manager for contracting and risk management of state ports), appointed on 22 nd October 2020 to replace Mr Santiago Díaz Fraile (head of the human resources department of the public body of state ports)
representative of the town council of Santander	Mr César Díaz Maza	
representative of the town council of Camargo	Mr Carlos González Gómez	
representative of the official chamber of commerce, industry, and shipping of Santander	Mr Modesto Piñeiro García-Lago	
representative of the trade union section of the unión general de trabajadores	Mr Antonio Toca Corino	
representative of the confederation of business organisations and SMEs of Cantabria	Mr Enrique Conde Tolosa	
secretary of the board of directors	Mr Adolfo Ruigómez Momeñe	



03

director's
report



Puerto de Santander



Autoridad Portuaria de Santander



management report

As 2020 has certainly been a year marked by the great impact of the Covid-19 pandemic in all sectors of society all over the world, the closure of the trading year has meant for the Port of Santander the slowing down of the positive evolution of the main indicators which had been initiated in previous trading years. Of advanced economies that of Spain suffered the greatest fall (-11%). On the other hand, the deceleration already reflected in the first two months of the year, with a drop of 3.9% in the traffic of merchandise of the Spanish port system combined with the state of alert declared as from March, caused a fall of -8,38% for the year 2020 as a whole. In this context the traffic of the port of Santander showed a drop of 11%. Although this may seem a significant decrease it coincides with the level of traffic recorded in 2018 (which was the fourth best on record).

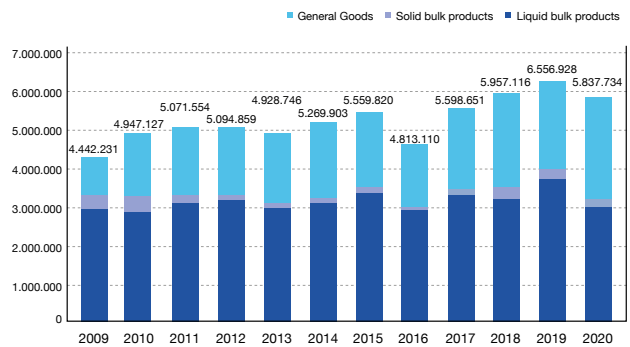
For its part, the business turnover was 16.5% lower than that of the previous year, amounting to 19.182 thousand €.

Traffic

The tons handled and the number of stopovers fell by 11% and 18% respectively compared with the figures for the previous year. In total 719,134 tons of merchandise and 285 fewer ships passed through the port than in 2019.

The 20% drop recorded in the GT, which was very similar to that of the number of stopovers, indicates a slight variation in the size of ships.

As for the presentation of merchandise, the figures were negative both for solid bulk (-17%) and for liquid bulk products (-34%). General merchandise was the only category to avoid being in the red with a minimum growth of 0.4%.



Among the few sections worth mentioning for their significant increase, the following should be emphasised: traffic in containers (+82.6%), the importing of timber (+81%), and the exporting of sodium sulphate (+46%). The figure of 26,148 TEUs was reached basically thanks to the inclusion of two new routes in the Ro-Ro category to Dublin and Liverpool. At the other end of the scale, the traffic in passengers fell owing to the closure of numerous ports of call and was also conditioned by the demanding sanitary measures once the Brittany Ferries services had been resumed; it therefore decreased by -68%. Although they were not determinant as far as volume is concerned, it is worth mentioning the lack of stopovers by cruise ships, especially when 21 were recorded in 2019 and the expectations for 2020 had been very high.



The total of the trade in treacle and that of the Alkion terminal located at the head of the Central Breakwater of Raos did not exceed 3.7% of the traffic of the Port. A figure of 213,696 tons of liquid bulk was recorded, this being 109,915 tons less than in the previous trading year. Once again the drop in the exporting of Bioethanol (-41.2%) has brought down the final result of this traffic category.

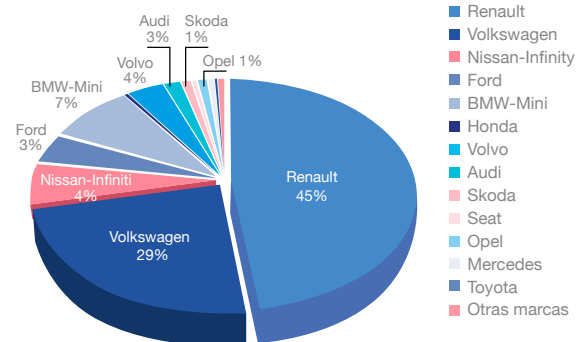
Solid bulk continues to decrease as a percentage of general merchandise, albeit gradually. It reached a figure of 51.8 %, which represented a drop of 3.8 points. This is significant in that it reflects the change in direction of the categories of the port, which also specialises in general merchandise and in particular ITUs (Intermodal Transport Units) and containers. Of all types of solid bulk only sodium sulphate with a growth of 46% and fertilisers (4%) avoiding being in the red.



The strong boost in the traffic generated by general merchandise continues to be mainly based on Ro-Ro traffic, which accounts for 83% of the 2,597,899 tons recorded for this type of presentation of merchandise. Once again the contribution of traffic as-

sociated with the CLdN shipping company, with an increase of 69% to exceed one million tons and lead the way in general merchandise, has been vital to allow this merchandise to reach its best ever figure. The traffic in vehicles with 459,572 tons and Brittany Ferries with 438,455 took second and third places in the ranking for this section. Both the containers and the ITUs handled by the port continued to increase by 19.7% to reach 48,143 units.

The car industry, which was hard hit owing to factories being brought to a standstill and the critical fall in sales of 32.3% on the Spanish market, suffered a decrease at the Port of 30.4% (322,915 units). Renault and Volkswagen for exports and Volkswagen again together with BMW and Volvo for imports were the leading manufacturers. The number of makes using the Port has however remained stable.



The ports of Valencia, Vigo, and Barcelona in that order are the only ones which have outdone Santander in vehicle traffic as merchandise. Logistically they all have more favourable geographical locations and factories in the vicinity.

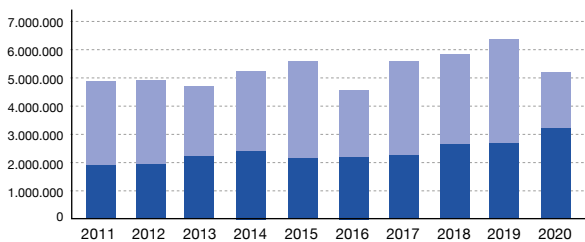


Several decades have passed since the number of passengers embarking or disembarking in Santander (73,244) was so low. At the same time the number of vehicles handled fell drastically by 58.6% to 30,046 units; in 2019, which was not a particularly good year, the figure was 72,647 units.

The fishing sector however closed the year with a considerable increase in the captures disembarked at the Santander fish market; 4,495 tons of fresh produce to represent growth of 29.5%. Paradoxically the most productive months of this sector (March, April, and May) were those in which the population was confined.

According to foreign trade figures, Belgium has overtaken Great Britain as our major business partner; together they account for 43%. Behind these two countries Brazil and Russia continue in the third and fourth positions of this ranking of as many as 90 nations. Imports continue to exceed exports at a proportion of 1.21 tons imported for each ton exported.

IMPORT/EXPORT

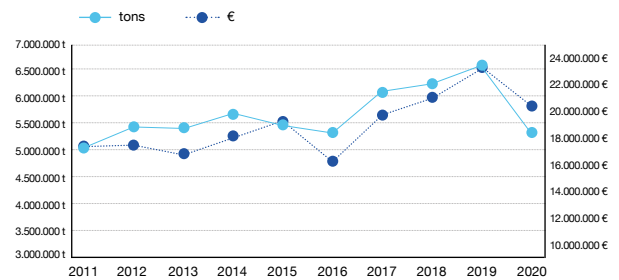


The share of the railway as a means of transport for the merchandise entering and leaving the port by land has increased by 16%. This allows Santander to lead Spanish ports in relative figures. Cement

and new cars are by far the merchandise categories which most use rail, although bioethanol with 87% and cereals with 80% are the products with the highest rates of railway use. Having laid the foundations for the improvement of rail-port connections, Santander will enjoy a very positive evolution as far as the railway is concerned as the new specialised port terminals will require an optimised and intensive use of this means of transport.

Economics results

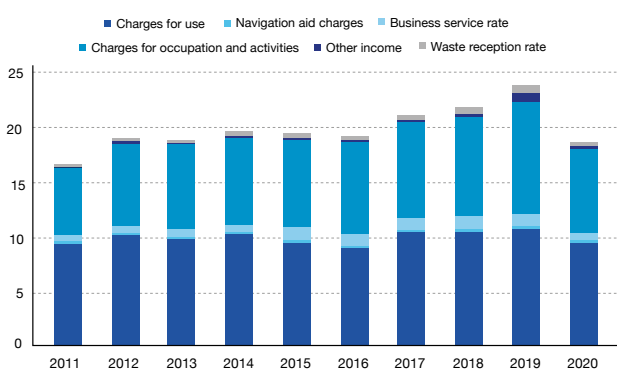
The reduction in activity linked to the urgent complementary measures to aid the economy and employment issued by RD Law 15/2020 of 21st April to palliate the effects of the pandemic resulted in a drop in the business turnover of 16.5% to 19,182 thousand €. The profitability by tons handled logically fell from 3.6 €/t to 3.2€/t.



The income from charges for use continues to lead the business turnover, amounting to 9.01 million euros. The shipping charges and goods charges continue to lead the income despite suffering a fall of 14% and 10% respectively. The income from passenger charges, which are third in importance



among charges for use, fell by 42%. For their part the occupation and activity charges, which were highly affected by the urgent measures adopted by the Spanish government, fell by 24% and amounted in total to 7.66 million euros.



The result of the 2020 trading year was 1,985 thousand euros, i.e. a decrease of 45.3%.

For its part, the operating income fell by 2.3 million euros. In any case, at closure the financial solvency for facing short-term obligations is supported by a working capital of 57 million euros.

Investments

With 6.77 million euros, the increase in the annual certificates with regard to 2019 accounted for 1.99 million more. To judge by the ambitious investment plan anticipated for the 20/24 period, this figure will be considerably exceeded in the forthcoming trading years.

The actions which had the greatest effect on the total of the certificates of the year were as follows in

this order: the improvement in security, protection, information, and communication systems (all this linked to the problem of trespassing which is causing so much damage to the image and business of the port) with 1.11 million €, the alterations to the Maritime Station with 1.01 million €, the new access control to the wharves of Raos with 0.74 million €, and the development of the Raos South curvilinear triangle.

Public domain

In 2020 over 150 authorisations and 33 administrative franchises were processed.

The authorisations included those granted to occupy the port public domain with movables or removable installations or without them for a period not exceeding three years, those granted for carrying out works, for holding sporting events, cultural activities, etc.

Of the 33 franchises those linked to the tenders called to select the corresponding offers and their subsequent processing for the granting of the franchise were the most noteworthy.

The tenders called were as follows:

- The construction and exploitation of a public container terminal on the North Wharf of Raos.
- The construction and exploitation of a public terminal for solid fertilisers on the North Wharf of Raos.
- The construction and exploitation of nautical/sports facilities at the Central Dock of Pedreña.



The offers selected in the tenders referred to corresponded to the companies NSCT INVESTMENTS, S. L. in the case of the container terminal; CONSIGNATARIOS DE BARCOS DE SANTANDER, S.A.U. in the case of the terminal for fertilisers; and CIOMAR, S.L. and PROYECTOS DE PEDREÑA, S.L. jointly in the case of the nautical/sports facilities.

The franchises corresponding to the container terminal and the terminal for fertilisers have already been granted; that of the nautical/sports facilities remains pending as the environmental impact assessment has not been completed.

The remainder of the franchises corresponded to new initiatives granted, modifications to existing ones, transfers, etc.

Other activities

Despite the well-known limitations, the PAS has continued to increase its contacts with the clients and operators of the Port. Albeit mainly in telematic form, interaction with them all has been encouraged with the aim of assessing their level of satisfaction. In this sense it should be stressed that for the fifth consecutive year the port of Santander has taken first place in the ranking of “car ports” published by the National Association of Car and Truck Manufacturers (Asociación Nacional de Fabricantes de Automóviles y Camiones, ANFAC).

In the same manner, from a business point of view the PAS established for 2020 among other measures the application of bonuses to the charges accrued by as many as 28 traffic types and maritime services which are considered sensitive, a priority, or strategic.

Promotion initiatives were reduced to participation in February at the “Fruit Logistic” Berlin fair which concentrates on the logistics of the fruit and vegetable sector. The remainder of the fairs which the PAS intended to attend were suspended.

In addition to the renewal of the ISO 9001, ISO 14001, and ISO 45001 standards, the Port Authority revised the certificate issued by the ANFAC and State Ports which guarantees quality for the traffic in new vehicles. All this shows compliance with the most representative quality standards at both a Spanish and international level.

Despite the fact that the Port Authority of Santander had made all the arrangements for continuing with its training activities, the sanitary crisis made it necessary to suspend, reorganise, and finally postpone until 2021 all the activities planned. The only ones held were the on-line course of the ICEX-CECO (International Trade: Maritime Transport and Port Operations) and the webinar on port-city relations organised by Portogente (Brazil).

In its collaboration with academic institutions, despite the sanitary situation the PAS took on eleven students for work experience.

As for the work carried out in the field of R+D+I, this was essentially limited to the revitalisation and implementation in the local area of the Ports 4.0 initiative.

The state of alert altered practically the whole of the programme planned for the two exhibition centres, the Palacete del Embarcadero and the Cabo Mayor Lighthouse Art Centre, which were both closed to the public for about 6 months; the situation thus obliged them to reduce their activities. The events held were as follows:



1. Palacete del Embarcadero

5 temporary exhibitions which attracted 22,369 visitors during the year.

Apart from the exhibitions, the PAS allowed this exhibition space to be temporarily used for a campaign to collect a large amount of food for the Cantabria Food Bank between the months of May and July.



2. Cabo Mayor Lighthouse Art Centre.

It held 4 temporary activities which attracted 7,442 visitors compared with 46,792 in 2019; this shows how negative the pandemic has been in this field.



04

evolution
of trade



Puerto de Santander



Autoridad Portuaria de Santander



year 2020

Traffic of merchandise according to its form of presentation

During the 2020 trading year the traffic of merchandise entering or leaving the Port of Santander by sea reached 5,837,734 tons, a figure **11%** higher than that achieved for the same period of the year 2019. The number of stopovers decreased some 18% and passenger traffic by 70%. It should be stressed that container traffic has increased almost 83% in comparison with the previous year.

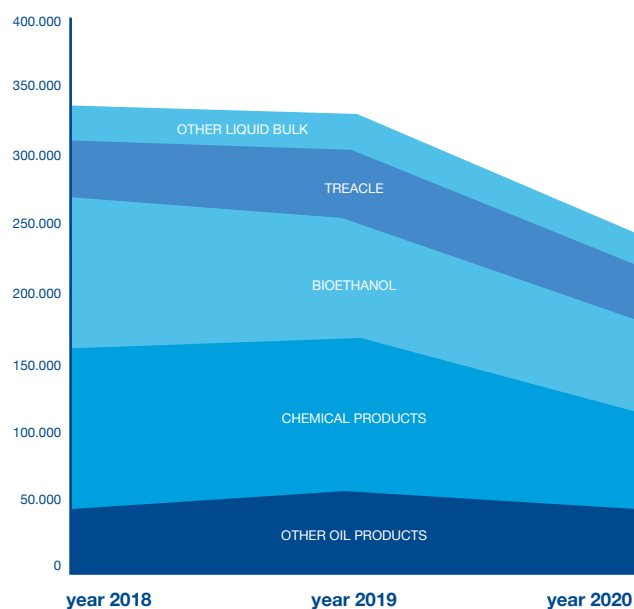
The following comparisons take into account the variation not only with regard to 2019 but also 2018.

Solid bulk represents over 50% of total traffic and general merchandise accounts for 45% of the whole. As the trend of the latter group is a yearly increase, even in the difficult year of 2020, it becomes more important regarding the total traffic. General merchandise therefore again reaches a best-ever Port figure. In contrast this has not been the case with bulk merchandise.

A more detailed analysis of the important traffic is given below, classified according to its form of presentation with tables and graphs.

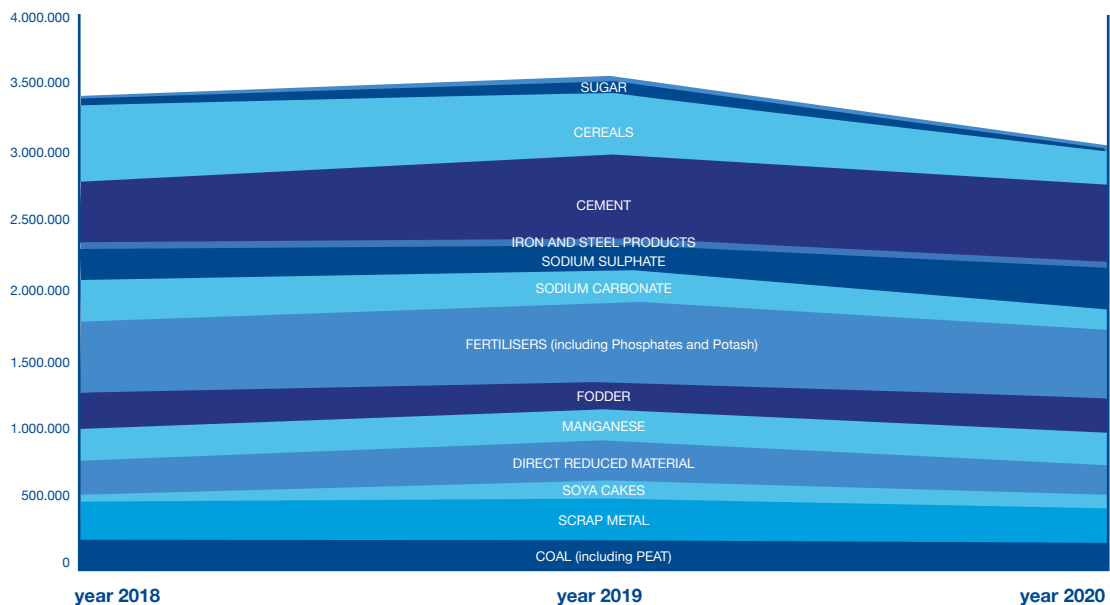
In the tables the traffic which has decreased with regard to the two previous trading years is marked in red:

Liquid bulk					
Liquid bulk traffic	2018	2019	2020	% 2020/2019	% 2020/2018
Oil products	0	0	0	-	-
Other oil products	47.756	64.345	42.420	-34%	-11%
Chemical products	114.287	107.904	53.020	-51%	-54%
Bioethanol	108.531	80.279	47.222	-41%	-56%
Treacle	45.745	40.399	35.480	-12%	-22%
Other liquid bulk	23.191	30.684	35.554	16%	53%
TOTAL	339.510	323.611	213.696	-34%	-37%





Solid bulk					
Solid bulk traffic	2018	2019	2020	% 2020/2019	% 2020/2018
Coal (including PEAT)	267.500	278.833	220.994	-21%	-17%
Scrap metal	162.373	236.017	225.144	-5%	39%
Soya cakes	89.115	155.373	135.763	-13%	52%
Direct reduced material	258.870	276.163	150.572	-45%	-42%
Sepiolite	14.775	16.044	16.075	0%	9%
Manganese	225.510	237.564	215.329	-9%	-5%
Other minerals	68.153	87.082	54.735	-37%	-20%
Fodder	222.468	152.363	146.491	-4%	-34%
Fertilisers (including Phosphates and Potash)	436.826	486.920	504.686	4%	16%
Sodium carbonate	331.123	351.132	252.278	-28%	-24%
Sodium Sulphate	227.346	202.595	294.811	46%	30%
Iron and steel products	65.070	52.758	40.892	-22%	-37%
Cement	428.761	527.966	466.131	-12%	9%
Cereals	455.873	466.375	223.564	-52%	-51%
Sugar	41.250	82.000	35.516	-57%	-14%
Other solid bulk	18.896	37.343	43.158	16%	128%
TOTAL	3.313.909	3.646.528	3.026.139	-17%	-9%



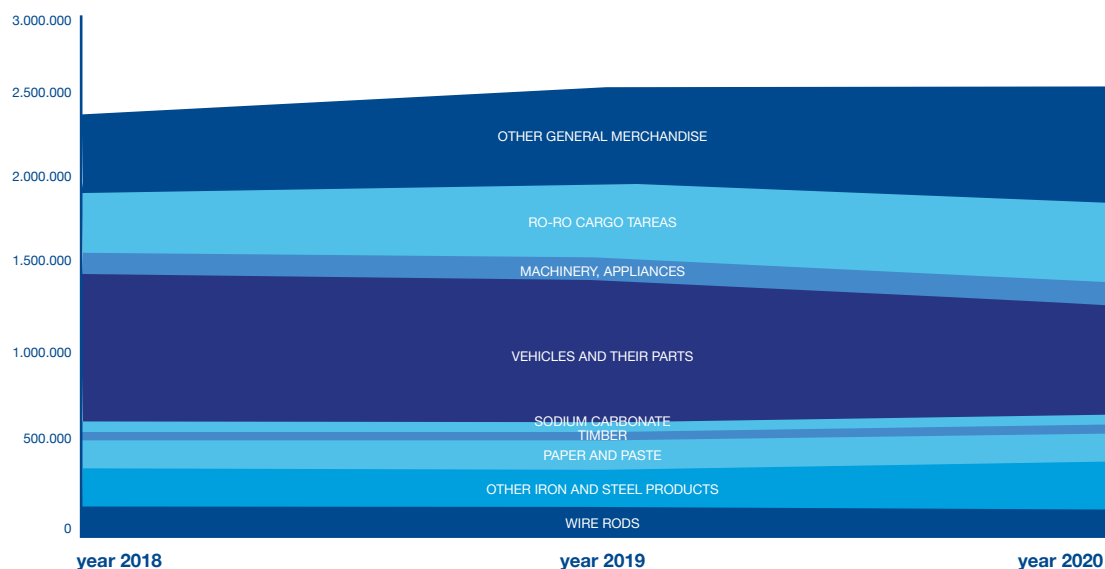


General merchandise					
General Merchandise	2018	2019	2020	% 2020/2019	% 2020/2018
Wire rods	133.398	134.710	144.888	8%	9%
Other iron and steel products	193.518	186.861	266.628	43%	38%
Paper and paste	202.663	198.766	166.649	-16%	-18%
Timber	23.464	27.218	49.257	81%	110%
Sodium carbonate	74.364	96.695	91.606	-5%	23%
Vehicles and their parts	756.281	754.481	541.559	-28%	-28%
Machiner, appliances, etc.	106.888	132.211	144.687	9%	35%
Ro-Ro cargo tares	329.236	426.559	471.228	10%	43%
Other general merchandise*	483.885	629.288	721.397	15%	49%
TOTAL	2.303.698	2.586.789	2.597.899	0%	13%

*This section includes very varied merchandise which is transported in intermodal transport units.

Within this section Ro-Ro traffic stands out at 2,152,256 tons, which is 1.6% less than in 2019 as vehicle traffic fell by over 30%. Indeed the number of Intermodal Transport Units increased by some 20% compared with that same year.

However, compared with 2018 Ro-Ro traffic increased by 17%.





Land transport used for entering or leaving by sea					
(In tons)	2020	2019	2018	Variation 2020/2019	Variation 2020/2018
Road	4.835.220	5.448.092	4.927.853	-11,2%	-1,9%
Rail	911.237	1.003.924	966.380	-9,2%	-5,7%
Pipeline	42.420	64.346	50.718	-34,1%	-16,4%
Sea transport	48.857	40.566	12.166	20,4%	301,6%
TOTAL	5.837.734	6.556.928	5.957.117	-11,0%	-2,0%

The main means of land transport used at the Port is road which accounts for 83% of total traffic.

It is followed in importance by rail with just under 16% (although it has been 20% in the past).

Moreover, 24% of the merchandise embarked enters the Port by rail (in order of importance: cement, vehicles, bioethanol, and iron and steel products). The remaining 9% is sent by rail once it has been disembarked (in order of importance: cereals, coal, vehicles, manganese, and iron and steel products).



05

economic and
financial period



Puerto de Santander



Autoridad Portuaria de Santander



statement of financial position 2020

During the 2020 accounting period the non-current assets increased to 298 million euros. This section consists almost entirely of fixed assets and is the most important amount of net worth of the Port Authority from a qualitative point of view. This amount is slightly higher than that of the 2019 accounting period.

The current assets (short-term credits and cash) have remained at 60 million euros in absolute terms during 2020, which means that a slight decrease in liquid assets can be appreciated.

The long-term debts (non-current liabilities) of the 2020 accounting period have increased significantly with regard to the previous accounting period, due to the recent rating of the port authorities as organisations subject to corporation tax. The Port Authority of Santander is at a minimum level of obligations that constitutes only 2% of total liabilities.

The working capital (the difference between the current assets and the current liabilities) increased by approximately 2 million euros in 2020 to 57 million euros at the close, which shows the excellent financial solvency of the Port Authority enabling it to meet its short-term obligations.

profit and loss account 2020

The result of the 2020 accounting period was 1,985 thousand euros, which was a 45% decrease compared with the result for 2019. If we break it down into sections, the operating result has increased by some 2.3 million euros. The main reason for this is the decrease in the business turnover highly affected by the pandemic.

The financial result during 2020 continues to fall in line with the lack of payment of deposits on the banking market and the increase in the financial costs associated with current accounts.

The current assets have remained at 60 million euros in absolute terms during 2020.



06

strategic,
tactical, and
operational
management



Puerto de Santander



Autoridad Portuaria de Santander



6.1 Description of main investments

Raos 9 Wharf

This multi-purpose wharf 290 metres long located on the wall of the Central Breakwater of Raos, built with cemented caissons at a level of -14.50 m compared with the base level of the port, is aligned with the jetty of the terminal for chemical products (Alkion). Once it is being exploited the wharf will allow the establishing of a second berth for regular deep-sea Ro-Ro shipping, which will mean a substantial improvement in the port capacity and the level of service provided for ships of over 60,000 GT. The estimated tender price is 25.1 million euros.

Total investment: 25,333 thousand €
Completion expected: 2023

Section 1-4 of the Maliaño Wharves

Section 1-4 of the Maliaño Wharves currently has covered warehouses of metallic structure on the first line of the wharf and a hydraulic Ro-Ro ramp in good condition that was built in the late 1990s. However the wharf of piles, which was built between 1928 and 1932 with a depth of water of 8 metres, is in an advanced state of structural decay which prevents its commercial exploitation. With the project of the renovation of the wharf two berths over a length of 375 m will be recovered at the port without environmental impact with the possibility of increasing the depth of water in the future to 9.5 m if this should be necessary. It will be used in the short and medium term for mooring Ro-Ro cargo ships and Ro-Pax ships (ferries providing scheduled maritime services) and will have an LNG supply installation

(with the franchise granted to Repsol). The change of location of the ferry terminal allows the reservation for cruise traffic of the berth on the Wharf of Blocks, sharing the maritime station and making the best use of its situation in the city centre alongside the Centro de Arte Botín. The new wharf has been planned with a structure of 3 rows of ø1200 piles with a board of 7,200 m² (16 m wide).

Total investment: 19.956 956 thousand €
Completion expected: 2023

20% of the finance for both the wharf and the LNG supply installation was provided by Connecting Europe Facility (CEF) funds.

Ro-Ro floating ramp section 4 Maliaño Wharves

This floating Ro-Ro ramp will replace the current hydraulic ramp and thus improve the quality of the service for the Ro-Ro cargo ships and ferry fleet without any limitation by breadth of its ramps. The Port Authority has three Ro-Ro ramps of the same model already in service (two at Raos 8 and one at the Wharf of Blocks). The construction and assembly of the ramp is planned to coincide with the execution of sections 1-4 of the Maliaño Wharves as the platform where the swivel joints will be located is included in the project for the wharf. The estimated tender price of the ramp is 2,142,000 € including assembly.

Total investment: 2.147 thousand €
Completion expected: 2022



Raos South curved triangle development

The filling in of the so-called “Charca de Raos” (stage I) will allow the inclusion of approximately 36,000 m² to the storage surface area of the vehicle terminal. An environmental survey of the pool has been carried out and measures have been taken to compensate the elimination of woodland from the habitats of the 2000 Nature Network with the favourable report from the Autonomous Region of Cantabria. The project includes the deep draining of the runoff waters which flow into the Raos South Dock and filling in with quarry material until the ground is levelled.

The works of the urbanisation and enclosure of the plot (stage II) will be carried out once the main locations of primary consolidation have been stabilised as the filling in of Stage I has been carried out on soft marshland mud; it is estimated that this will take at least 6 months. The urbanisation of the plot includes a road on the perimeter, enclosures, flexible surfaces, surface drainage, and a lighting network on a surface area of 36,000 m².

Total investment: 4.225 thousand €
Completion expected: 2023

Alterations to the Ferry Terminal

These include a series of actions to improve the state of repair, the operation, and the economic exploitation of a building with considerable limitations owing to its level of architectural protection and unusual design. These include the building of a

second lift to speed up the disembarking of passengers, the waterproofing of its roof for future use as a terrace, the regeneration of the concrete structure, carpentry on façades, and the interior redistribution of the rooms. There is a computable built-on surface area of 4,140 m² with an anticipated investment of 350 €/m².

AEAT Santander Customs

As a consequence of the BREXIT it has been necessary to build a customs checkpoint for the physical inspection of the “red trucks” coming from the United Kingdom; the requirements for its installation have been established by the Spanish tax authorities (AEAT). The project includes the urbanisation of the vicinity and access roads for the queues of trucks waiting to be inspected. The customs checkpoint is part of the same enclosure as the border inspection checkpoint already existing at the port.

Total investment: 422 thousand €

New maintenance warehouses

The Port Authority Maintenance Service must vacate the sheds of Calle Antonio López, which will be demolished by Santander City Council in order to free space and allow the development of the port waterfront in the area. The new Maintenance installations include the technical office, changing rooms (of its own and of maintenance contracts), the purchase warehouse, the beacon warehouse, the electrical workshop, the garage for repairs/carpenter's



shop, and the pool of machinery with a total built-on surface area of approximately 2,300 m². The new location will be the former GERPOSA franchise on the Wisocq Industrial Estate. Fue necesaria inicialmente la demolición previa de GERPOSA y la urbanización de accesos, works which have meant an initial investment which has already been made of 305,180 €. The investment in workshops and offices is 1,047,250.15 €.

Total investment: 1.472 thousand €

Building of operations

The construction on the North Margin Wharf of a building in which the services of Sasemar, CCS, and the port police will be relocated. These installations will provide a solution to the shortage of changing rooms and toilets for the women members of the port police who are becoming more and more numerous. The last floor of the Headquarters can thus be freed in order to relocate Port Authority services which are currently to be found in the Sotoliva Complex. Old sheds had been demolished prior to this investment in order to obtain the necessary space in the area. The estimated built-on surface area for the building is 500 m² and includes urbanisation and the providing of parking spaces.

Total investment: 905 thousand €

Completion expected: 2023

Renovation of the double railway line affording access to the Port

Renovation of the Iberian gauge and metric gauge lines affording access to the Port, transforming them into a double Iberian gauge line and maintaining 4 lanes on one track for the metric gauge. The renovated section is located from the limit of the service area to the access to the North Breakwater of Raos. It will include the Iberian gauge deviations as far as the Central Breakwater of Raos (car terminals, Cementos Alfa, and Alkion) and the escape routes between the double tracks so as not to interrupt the traffic during future maintenance on one of the access roads. The poor condition of the tracks leads to frequent derailments and makes it advisable to replace the platform and material of the track completely along a section of approximately 975 metres. The action to be taken includes the cleaning, drainage, and improvement of the area of level ground with geotextile, the layers of sub-ballast and ballast, concrete sleepers, new lanes, and road signs. The total length of the line is 1,950 metres.

Total investment: 3.339 miles de €

Completion expected: 2022

New access control for the Port

The improvement in direct access to the Port from the network of dual carriageways by means of a raised roundabout, requires the completion of the action with a new access control which will operate more smoothly than the current one. Total investment: 880 thousand €.

Total investment: 880 thousand €



Security: protection plan, information systems, communications

The protection plan for the port installations requires the continuous improvement of the installations of video surveillance (high-definition cameras, thermal cameras, and infrared cameras) and security for customs enclosures (greater height, double bayonet, concrete enclosures). On the other hand, the depots on the merchandise port which are of high value (vehicles, machinery) also require greater anti-infiltration controls.

It is estimated that an investment of 1,554 thousand € in 2020 will be needed to mitigate the impact of Albanian intruders at the port and a continuous investment which will fall to 200 thousand € as from 2023.

Safety: industrial safety and the prevention of occupational hazards

ESecurity equipment (fire protection network, extinguishers, lifelines, railings, etc).

It is estimated that a continuous investment of 15 thousand € each year will be needed.

Automation and improvement of public lighting equipment

The projectors of the public lighting towers of the Port Authority were replaced by led luminaires which allow the regulation of the light intensity depending on the time of night, and therefore on the operating needs. An investment of 20,000€/tower

has been estimated for a total of 50 towers..

Total investment: 1.070 miles de €
Completion expected: 2023

Computer applications and programmes

It is estimated that a continuous investment of 130 thousand € each year will be needed.

Recovery of franchises by arranging terminals

The variability of port traffic may create situations of a demand for infrastructures and new conditions in certain installations under the franchise system. The necessary modifications will involve the alteration of the terms of the franchise which is to be programmed. This item includes the fixed amount of 125,944.60 €/year corresponding to financing during the franchising deadline for the improvement of the land with columns of gravel carried out at the mineral solid bulk terminal, so as to guarantee the acceptable voltage of 100 KPa at the foundation level as is anticipated in the bid conditions of the franchising tender.

It is estimated that a continuous investment of 150 thousand € each year will be needed.

Generic and minor investments

This section includes the investments in technical assistance for prior studies of future investments (geotechnical campaigns, topography/bathymetry, a profitability analysis, the condition of the infras-



structure, etc.), works with a lower budget of less than 600,000 €, and with an accumulated investment of less than 10% of the annual investment, investments in maritime signalling equipment (buoys and lighthouses), the construction of a new vessel for the PAS service with a multibeam echo sounder (work to maintain maritime signals, repair fenders, and bathymetric campaigns), the replacement of wharf fenders or their buffers, investments in computer equipment, and the providing of the cultural 1.5% of the investment subject to this contribution.



6.2 Recursos humanos y Prevención Laboral

6.2.1 Training given in 2020

In 2020 the formative approach of previous years was continued by developing and complying with the content of the 2017-2020 Training Plan, which was agreed with the Legal Representation of the Workers when it was drawn up. Likewise, the on-line training of officially approved courses in the State Ports Virtual Classroom, which is managed by the Agontec Company and linked to Skills Management, was also continued together with the virtual formative platform of the Formateca of the Conforsa Group, of general training.

To be precise a total of 48 different formative actions were carried out, of which some involved several groups; a total of 3,456 classroom teaching hours/course were taught to 156 students.

Of the 48 Formative Actions carried out, owing to the Covid-19 pandemic only 1 was taught in the classroom during the time this was possible; others which had been planned were postponed or suspended:

- English

The remainder were on-line both by means of the Virtual Classroom of the Ongoing Professional Practice Evaluation (OPPE) and the Formateca of the Conforsa Group.

All these actions are related to Skills Management through the Virtual Classroom of the OPPE managed by the Agontec Company; the courses were 15 in number:

- Management of Fishing Activities. Level 1.
- Management of Fishing Activities. Level 2.
- Management of Merchandise. Level 1.
- Management of Merchandise. Level 2.
- Logistics and Intermodality. Level 1.
- Logistics and Intermodality. Level 2.
- Port Seamanship. Level 1.
- Port Regulations. Level 1.
- Port Operations and Services. Level 1.
- Port Operations and Services. Level 2.
- Port Sector and Strategy. Level 1.
- Navigation Aid Systems. Level 1.
- Navigation Aid Systems. Level 2.
- Passenger Traffic. Level 1.
- Passenger Traffic. Level 2.



6.2.2 Industrial safety and the prevention of occupational hazards

Introduction

In the document entitled **“HEALTH AND SAFETY POLICY AT WORK”** of 5th February 2020, the President of the Port Authority of Santander considers that *“Health and Safety at Work is an essential part of Maritime and land operations related to port services and trade together with the management of the public domain of the port and this is assumed as the responsibility of all those who work to organise them. Being aware of this principle, he undertakes to:*

- *Avoid any damage to or worsening of the health of all port workers.*
- *Encourage the continuous improvement of health and safety management at work.*

All this aims to improve the level of Health and Safety Protection at Work of all port workers by implementing an appropriate Management System based on preventive action.

*In order to be able to comply with all of the foregoing, the Presidency of the **Port Authority of Santander (PAS)** will provide the organisational and material resources necessary to achieve the objective of reducing accidents, incidents, and occupational diseases as much as possible, always taking the technological limits into account. Equally the applicable legal requirements concerning Health and Safety at Work will be complied with, together with other*

requirements that the company endorses on a voluntary basis”.

Internal emergency plan of the port of Santander

On 7th June 2016 the Department of Civil Defence and Emergencies of the Regional Government of Cantabria issued a report recommending the official approval of the Internal Emergency Plan (Plan de Emergencia Interior, PEI) of the Port of Santander. This plan was subsequently approved by the Board of Directors of the Port Authority of Santander in its ordinary session held on 28th June 2106.

The Internal Emergency Plan of the Port of Santander was never activated during 2020.

Emergency drills

Article 4 of Royal Decree 393/2007 of 23rd March, which approves the Basic Self-Protection Ruling of the centres, establishments, and sections devoted to activities that may give rise to emergencies, establishes that in order to assess the self-protection plans and ensure the efficiency and operating capacity of the emergency action plans, emergency drills will be carried out with at least the regularity stipulated by the plan and in any case at least once a year to assess its results.

With the aim of complying with that established in the aforementioned Royal Decree, the following emergency drills were performed in 2020:



- On 15th July a drill was held at the Flammable Liquids Terminal located at the Raos Central Breakwater. The exercise simulated a BIOETHANOL leak during the unloading of a ship owing to a fissure in the unloading hose. In addition to the Port Internal Emergency Plan and the External Plan, the Internal Maritime Plan of the Port of Santander was also activated.

The drill was organised by the General Office of the Ministry of the Presidency, the Interior, Justice, and External Action of the Regional Government of Cantabria and the following bodies participated physically in it: the Port Authority of Santander, the ALKION Terminal Santander, the Firefighting and Salvage Service of Santander City Council, the Red Cross, Civil Defence of the Regional Government of Cantabria, the Presidential Cabinet, the Civil Guard, the National Police/Bomb Disposal Unit (TEDAX)/Nuclear, Radiological, Biological, and Chemical Defence (NRBQ), Maritime Salvage, and Health Emergencies 061.



Advanced Control Point (Puesto de Mando Avanzado, PMA)

Internal maritime plan of the Port of Santander

Royal Decree 1695/2012 has been the essential ruling applicable at a national level to prevent and fight against pollution in accidents involving hydrocarbons, without taking into account incidents involving other substances. This Royal Decree 1695/2012 of 21st December approved the National Response System in the event of an accidental or deliberate marine pollution incident; it includes in its field of application not only hydrocarbons but also those harmful and potentially dangerous bulk substances that are outside the application of the aforementioned Royal Decree 253/2004.

The National Response System establishes that the ports which are owned by the state must draw up Internal Maritime Plans. This must be done by the Port Authorities, who must also take into consideration the Internal Maritime Plans of those facilities located at the port.

The Internal Maritime Plan of the Port of Santander was approved by the State Merchant Navy Office by a resolution of 5th August 2016 after a favourable report from the Maritime Harbourmaster's Office of Santander and the Department of the Environment of the Regional Government of Cantabria.

The Internal Maritime Plan of the Port of Santander was not activated at any time in 2020.



Internal maritime plan drills of the Port of Santander

Emergency Drills are exercises designed to train personnel with duties as part of the Internal Maritime Plan of the Port of Santander in techniques for combating pollution.

The personnel that makes up the emergency teams is also given training in the form of the courses instigated by ***“ORDER FOM/555/2005 of 2nd March, which implements training courses on the prevention of and fight against the pollution caused by the loading, unloading, and handling of hydrocarbons in a port and maritime scenario”***.

- On 15th July during the drill of the BIOETHANOL leak during the unloading of a ship at the Flammable Liquids Terminal, in addition to the Emergency Plan the Internal Maritime Plan of the Port of Santander was also activated.



Management system for health and safety at work (ISO 45001:2018)

The year 2010 saw the implementation of the Management System for Health and Safety at Work (Sistema de Gestión de Seguridad y Salud en el Trabajo, SGSST) in accordance with the requirements of the OHSAS 18001:2007 standard as a prelude to its certification. The certificate of the Management System for Health and Safety at Work of the PAS was issued by the Certifying Body on 6th May 2011.

In 2020 the transition of the Management System was carried out under Standard OHSAS 18001:2007 to certify the Management System for Health and Safety at Work of the Port Authority of Santander under Standard ISO 45001:2018. The audit was carried out on 23rd and 24th April and 20th July, checking the changes in the management system; no “Non conformities” were detected. Moreover, the following strong points in the system were established:

- CONTINGENCY PLAN AGAINST COVID-19, HIGHLY DETAILED AND WITH VERY CLEAR SITUATIONS; it makes numerous specific updated legislative references to ports. **UNIVERSAL DISTRIBUTION OF THIS PLAN BY E-MAIL AND ON THE INTRANET TO ALL GROUPS OF THE PORT ENCLOSURE.**
- It makes a point of stressing the availability to all workers of all the information and documentation on the Prevention of Occupational Hazards and Human Resources on the INTRANET.
- IBERSYS MEDICAL SERVICE. Doctor Juan Carlos Cabello. EVIDENCE OF CONNECTIVI-



TY IN THE COVID-19 CONTINGENCY PLAN; MINUTES OF THE COMMISSION FOR HEALTH AND SAFETY AT WORK, in which the External Risk Prevention Service (Servicio de Prevención Ajeno, SPA) takes part.

- Weekly coordination meetings with the exploitation organiser of the PAS. He allocates the mooring of ships, the occupation of open spaces, franchises, and intermediaries. VECTOR 3 HEALTH AND SAFETY COORDINATION. Official minutes are not taken but evidence remains of agreements and actions in e-mails, e.g. that of 26th February 2019. These e-mails are filed.
- COVID-19 DE-ESCALATION PLAN: The carrying out of a virological test on the workers of the PAS. The availability of psychological support in this process should be emphasised.

Occupational health and safety committee

Article 38 of Law 31/1995 of 8th November on the Prevention of Occupational Hazards establishes that companies with at least 50 employees must form an Occupational Health and Safety Committee (Comité de Seguridad y Salud Laboral, CSSL), which is a joint participative body for the regular and periodic investigation of the actions of the company regarding the prevention of occupational hazards.

The CSSL of the Port Authority of Santander currently consists of four Prevention Delegates and four Port Management representatives.

During 2020 the CSSL has met on an extraordinary basis to deal with the various security measures taken against COVID-19 on the following dates:

- 12th March
- 16th March
- 18th March
- 8th May
- 14th May
- 21st May
- 28th May
- 2nd November
- 9th November

Committee for the control and coordination of preventive activities of the port of Santander

Royal Decree 171/2004, which is a continuation of Article 24 of Law 31/1995, establishes in its Article 11 various means of business coordination. These include the holding of periodic meetings by the concurrent companies, which is the method chosen by the Port Authority in order to coordinate with the concurrent companies in the Port Enclosure. These meetings have been held since 21st December 2005, on which date the Committee for the Control and Coordination of Preventive Activities of the Port of Santander (Comité de Control y Coordinación de Actividades Preventivas del Puerto de Santander, CCCAPPS) was formed.

During 2020 this Committee held an ordinary session on 25th September in a hall of the Hotel Bahía so as to analyse “Protection measures against COVID-19 in the Service Area of the Port of Santander” with the representatives of the Port Community.



Preventive Resources Committee

Point 3 of Article 10 of Royal Decree 171/2004 of 30th January, which is a continuation of Article 24 of Law 31/95, establishes as follows: “The main employer must ensure that the contractor and subcontractor companies which concur at its work centre have established the necessary means of coordination between them”.

With the basis being this obligation to establish means of control and coordination, the decision was made to form the Preventive Resources Committee of the Port Authority of Santander (Comité de Recursos Preventivos de la Autoridad Portuaria de Santander, CRPAPS) ex novo as a means of monitoring, coordinating, cooperating with, informing, and training the companies contracted by the Port Authority of Santander on Occupational Health and Safety, which provide their services continuously at the Service Area of the Port of Santander.

The duties of the CRPAPS are complementary and do not constitute a replacement for those legal obligations concerning the prevention of occupational hazards which are enforceable in the case of companies with a representation on the CRPAPS.

Owing to the security measures established against COVID-19 this Commission did not meet in 2020.

Training on Industrial Safety and the Prevention of Occupational Hazards

As part of the preventive policy of the Port Authority of Santander, the training of its personnel by means

of courses on both prevention and emergencies in installations or related to the environment, must be emphasised.

European Road Safety Charter

The Port Authority of Santander has been a signatory of the “EUROPEAN ROAD SAFETY CHARTER” since 27th January 2006; it confirmed its commitment on 9th September 2009.

The European Charter is a programme promoted by the European Commission with the following objectives:

- Supporting associations, schools, Universities, companies of any type and size, and European local authorities and encouraging them to take road safety measures in Europe.
- Recognising the contributions of civil society to road safety.
- Facilitating the acquiring and the exchanging of knowledge on road safety within the European Union among members of civil society.
- Facilitating a genuine dialogue so as to transfer road safety experiences and practices in all fields of government of the European Union.

The current mission of the European Road Safety Charter is to encourage, promote, and expand this community still further, with the final goal of reducing the number of road accident victims by 2020.



6.3 The importance of the environment

The Port Authority of Santander considers that port development must unfold hand in hand with the protection of the environment and social cohesion. It is therefore implementing environmental protection initiatives that aim to achieve the desired balance between business and economic growth and the protection of the natural and social environment so as to encourage sustainable development.

The schedule of environmental protection proposed by the Port Authority of Santander is based mainly on the following strategies:

- **Quality and Environmental Management** with the help of an Integrated Management System applicable to the “Management of Services of the commercial port and administration of the public domain” and certified according to standards ISO 9001-14001. By means of this system the Port Authority has defined a Quality and Environmental Policy containing the general principles for the protection and improvement of the port environment and has also established the necessary environmental objectives and goals by which it aims not only to minimise environmental impact but also to adopt a work culture to include environmental criteria in the business strategy of the port.
- **The environmental control of ports services and activities** by means of Environmental Rules. Compulsory Code of Behaviour for the port users.
- **Public investment and expense programmes** concerning environmental aspects like: cleaning the land service area of the Port and the water on a daily basis, waste management; the installing of equipment for measuring particles and gases for air quality control; sifting equipment on the wharf aimed at removing the solid particles dumped at the dock; noise research in sensitive port-city areas; soil and pollution risk research; the installing of equipment and systems for fighting marine pollution; initiatives for saving natural resources (rain water collection cisterns for cleaning, control of water leakages, and replacing existing lighting with LED lamps).
- **Incentives for boosting private investment in installations and equipment** (specialised terminals, etc.) which improve the environmental aspects of operations beyond that required by current legislation.
- **Extending the implementation of Quality and Environmental Management Systems** to the suppliers of Port Services and Specialised Terminals as stipulated in the Terms and Conditions. Currently the Port Services and some Commercial Services (pilotage, port towage, mooring and unmooring, goods handling, vessel wastage reception, and fuel and oil supply) and specialised Terminals ISO 14001 certification Management Systems and/or EMAS standards.



POLÍTICA DE CALIDAD Y MEDIO AMBIENTE

La **Autoridad Portuaria de Santander** debe prestar servicios portuarios y logísticos con un nivel de calidad y respeto por el medio ambiente que los haga sostenibles y adecuados a las necesidades de sus clientes. Para ello establece una Política de Calidad y Medio Ambiente coherente con su ámbito de competencia, que contempla los siguientes **Principios de Actuación**:

- Operar en el marco de la legislación aplicable a sus funciones y cumplir aquellos otros requisitos que provengan de las partes interesadas o de acuerdos voluntarios.
- Prevenir, controlar y minimizar la contaminación mediante la aplicación de medidas organizativas y tecnológicas que sean adecuadas y viables, en el marco de su competencia.
- Conocer y satisfacer las necesidades y expectativas de partes interesadas, para asegurar la sostenibilidad de los servicios portuarios y logísticos.
- Conocer el contexto de la organización para desarrollar los objetivos estratégicos de la misma.
- Realizar una gestión orientada a procesos teniendo en cuenta las entradas y salidas de los mismos así como los riesgos y oportunidades asociadas a los mismos.
- Asignar recursos humanos, tecnológicos y financieros para conseguir los objetivos ambientales y de calidad planteados.
- Sensibilizar, en cuestiones de calidad y medio ambiente, a las personas que trabajan en nombre de la Autoridad Portuaria.
- Mantener canales de comunicación con la Comunidad Portuaria, Administraciones Públicas, agentes sociales y económicos, y la sociedad en general, respecto a la actividad del puerto y su relación con la calidad y el medio ambiente.
- Integrar los aspectos ambientales en los procesos de planificación, gestión y conservación del dominio público portuario, promoviendo la mejora ambiental de la Zona de Servicio del Puerto.

Para desarrollar su Política de Calidad y Medio Ambiente en el ámbito de la gestión de servicios del puerto comercial y administración del dominio público, la Autoridad Portuaria ha implantado un Sistema de Gestión documentado y verificado regularmente, que permite conocer y valorar sus procesos, y establecer y revisar los objetivos y metas para la mejora continua.

Se insta a los empleados de la Autoridad Portuaria y de las empresas con actividad en la Zona de Servicio del Puerto, a que apoyen esta Política, a disposición de toda persona o entidad que la solicite.

Esta política es el marco de referencia de la Dirección estratégica de la organización.

Aprobada por el Presidente de la
Autoridad Portuaria de Santander,
En marzo de 2019

Puerto de Santander
Autoridad Portuaria de Santander

The Quality and Environmental Policy of the Port Authority is available to the general public on its website:

www.puertasantander.com



6.3.1 Environmental management at the Port Authority

6.3.1.1 Air quality

Measures implemented by the Port Authority to control emissions related to port activities as a whole (administrative, operational and technical measures):

- Standard follow-up of the activities of operators of merchandise (authorisations as activities liable to pollute the atmosphere)
- Environmental Regulations and disciplinary proceedings
- Specific instructions from the Management for certain operations
- Continuous measurement of air quality parameters (gases and particles)
- Characterisation studies of the impact of port activities on air quality
- Reorganisation of the port's activities so as to move the sources of emissions away from most sensitive or vulnerable areas
- Improvement of internal roads or points of access with the aim of reducing the movement of trucks through built-up areas
- Environmental criteria in the organisation and allocation of berths.
- Requirements concerning emissions into the atmosphere under the granting of franchises and the control of authorisations in activities subject to legislation.
- Signing agreements on Good Environmental Practice
- Requirements of Specialised Terminals

- Operative stoppages owing to adverse wind speed and direction with a risk of problems or contamination.

Air quality control network in port areas

The Port of Santander has a network of 3 fixed stations for measuring particles (fraction PM_{10}) so that the prevailing conditions of the port enclosures can be known in real time. The station of the Port Authority also has the use of gas monitors (SO_2 , CO, and NO , NO_2 , NO_x). The stations are managed by the Port Authority and the Specialised Terminals.

PM_{10} (R.D 102/2011)	Legal limit	2016	2017	2018	2019	2020
Nº of daily readings involving danger to health (limit $50 \mu\text{g}/\text{m}^3$)	35	35	22	33	41	22
Annual average of daily mean values involving danger to health ($\mu\text{g}/\text{m}^3$)	40	42,44	34,93	33,81	44,18	32,50

SO_2 (R.D 102/2011)	Legal limit	2016	2017	2018	2019	2020
Nº of readings involving danger to health (average 1h $> 350 \mu\text{g}/\text{m}^3$)	24	0	0	0	0	0
Nº of readings involving danger to health (average 24h $> 125 \mu\text{g}/\text{m}^3$)	3	0	0	0	0	0



NO ₂ (R.D 102/2011)	Legal limit	2016	2017	2018	2019	2020
Nº of readings exceeding the time limit and thus dangerous to health (1 h >200 µg/m ³)	18	276*	89*	0*	2	0
Annual average of health protection readings (µg/m ³)	40	39,20	39,92	23,92	18,88	9,98

(*) 2016: nº justified as a result of the faults detected and adjustments made to the system; 2017: exceeding the limit justified owing to the greater movement of vehicles (Ro-Ro traffic) near the station; 2018: the Maintenance Service of the analysers considers that the piece of data is correct (equipment in good condition) and that it may be influenced by other factors: environmental conditions, wind, etc.

CO (R.D 102/2011)	Legal limit	2016	2017	2018	2019	2020
Nº of daily readings involving danger to health (10 mg/m ³)	Eight-hour average	0	0	0	0	0

	2015	2016	2017	2018	2019	2020
Nº operative stoppages	22	22	9	33	23	17
Nº ships	15	13	16	24	24	12
Main commodities affected	<ul style="list-style-type: none"> sulphate (6:50h) sepiolite (5:30h) pre-red (7:20h) wheat (16:50h) scrap (2:05h) ferrom (0:30h) carbonate (1:35h) cereal (0:45h) peas (1:25h) 	<ul style="list-style-type: none"> sulphate (10:28h) sepiolite (0:50h) pre-red (4:10h) wheat (1:15h) ferrom (0:20h) carbonate (1:20h) bentonite (1h) 	<ul style="list-style-type: none"> sulphate (7:15h) sepiolite (8:45h) pre-red (2:20h) wheat (3:02h) pre-red (0:20h) 	<ul style="list-style-type: none"> sulphate (12:21h) pre-red (5:00h) wheat (1:20h) alfalfa (1:50h) pig iron (7:00h) oats (0:40h) cement (5:10h) feldspar (3:05h) rapeseed (7:10h) soda (1:52h) 	<ul style="list-style-type: none"> sulphate (9) sepiolite (2) pre-red (8) wheat (1) fertiliser (1) soybeans (1) carbon (1) feldspar (1) 	<ul style="list-style-type: none"> sulphate (6)(9:35h) pre-red (2)(4:42h) wheat (1) (0:55h) fertiliser (3) (5:35h) carbon (1) (4h) mangan (2) (0:30h) feldspar (1) (4:15h) scrap (1) (¿?)
Total accumulated time (h)	42.50	18.23	21.42	43.36	40.33	16.02

Operational control: environmental stoppages

For the environmental control in real time of the operations, weather variables such as wind speed and direction are used. This allows the taking of decisions to guarantee an immission of particles lower than that established in Royal Decree 102/2011 for urban areas (Environmental Regulations).

The environmental stoppages in the handling of merchandise owing to exceeding the speed allowed and the affecting or risk of affecting third parties are shown in the table below.



6.3.1.2 Noise emission

Action implemented on identified sources of noise:

- Noise quality measurement campaigns.
- Surveillance by Port Authority Personnel.
- Installation of noise barriers.
- Speed limits on port roads.
- Improved road surfaces.
- Limitations on activity at night (loading/unloading scrap metal).
- Reorganising internal traffic to reduce the movement of trucks through built-up areas.
- Reorganising port activities to keep sources of noise away from built-up areas.

2020 saw the completion of the study to assess the owing to the ferry and cruise traffic at the Ferry Terminal with the aim of identifying its sources and analysing its effect on the environment given the complaints received by citizens and included modelling which allowed us to estimate the potential effects for future action at the Ferry Terminal.

After assessing noise levels it was concluded that corrective measures will only be necessary if the presence of vessels at night increases. In that case it would be recommendable to act on brief sources of noise which are extremely annoying such as those caused by the impact of joints and PA systems and sirens.

Given the variety of noise levels of the numerous sources involved at each stage in the carrying out

of the activities, as well as the proximity of residential and other buildings which may be affected, the study proposes seventeen (17) preventive measures aimed at reducing the inconvenience.

4 sensors have been placed on the Maliaño Wharf to control noise in real time during the carrying out of the work on this wharf anticipated for 2021.

6.3.1.3 Water quality and dumping

Water Planning

The delimitation for the waters of Area I of the port continues to classify them as **highly modified transition water depths**. Denomination of highly modified masses: ES087MAT000150, ES-087MAT000160, and ES087MAT000170: Santander Bay: Port, interior, and hinterland respectively.

Environmental objectives for the water depths of the Port of Santander (2015-2021 Water Plan):

- Elimination of the dumping of black water at the port docks.



Highly modified water depths ES087MAT000150, ES087MAT000160, and ES087MAT000170: Santander Bay: Port, interior, and hinterland.

Measures implemented and reflected in the Water Plan:

- Instructions for avoiding accidental spills and dumping (Environmental Regulations of the Port of Santander).
- Equipment for cleaning the water of Sector I of the Port Service.
- Environmental Management Systems and the ISO 14001 certificate.
- Internal Maritime Plan against accidental marine pollution.
- MARPOL waste management for port installations.
- Controlling the dumping of black water at the docks by means of port receptors.

Dumping into the sea

An inventory monitored and characterised by the Port Authority of points for dumping into the sea is available (points inscribed on the “Register of points for dumping into the sea along the seaboard of the Autonomous Region of Cantabria”). There is also an inventory of specific and dispersed emissions in which the risks have been estimated and assessed by means of ROM 5.1 methodology on the Quality of coastal waters in port areas. Currently under review.

Periodical analyses are carried out of the runoff dumped into the sea from the port receptors.

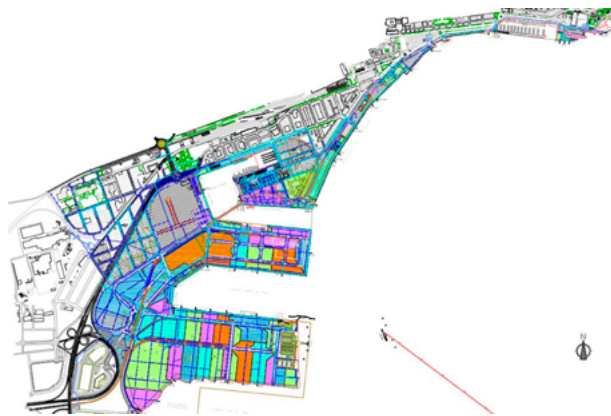


Figure 1. Plan of the rainwater reception basins and dumping control points of the Port Authority of Santander.

Measures implemented by the Port Authority with the aim of improving and controlling the dumping connected with port activities as a whole:



- An inventory and characterisation of the pollution sources at the docks.
- The follow-up of the awarding of regulated dumping permits.
- Specific technical instructions for solid bulk operations.
- Specific instructions for cleaning wharves.
- Surveillance of wharf operations by the Port Police Service.
- Improvement of runoff management (placement of settling tanks at the public wharf of solid bulk).
- Specific environmental requirements on the management of waste water and runoff in the awarding of concessions.
- Bonuses awarded for good environmental practices (Good Environmental Practice Agreements).
- Approval of Internal Maritime Plans (IMPs) to address marine contamination emergencies.
- Daily cleaning of water and ramps by the cleaning service.

Cleaning docks and communal water areas

The launch of the Cleaning Service of the Port of Santander removed from the waters and ramps of the Port Service Area in 2020 a total of 247,22 tons of solid waste. The management of the waste collected is controlled by the Port Authority, which is also responsible for collecting and managing dead animals, logs, remains of pleasure craft, and spills on the water surface.

6.3.1.4 Soil

Quality controls are carried out periodically on the underground waters of the piezometric network installed at the Port of Santander with the aim of checking the evolution of the control parameters and assessing their environmental situation.

The conclusions of the last risk assessment carried out of the piezometric network indicate that the impact detected in the soil and in the underground water of the areas investigated at the Port of Santander does not represent an unacceptable risk to the health of the people working at the location or in the vicinity or for those living nearby, with both current and future uses being taken into account.

Given the new activities in the surface area the soil and the groundwater were examined to check the suitability of the terrain and the risks. In 2020 this was carried out for the franchise of CLdN.

A Soil Management Plan is currently being implemented in accordance with the examinations carried out and the activities under concession which allow us to count on a system to assess the magnitude of possible environmental problems as to the soil and groundwater associated with each location.



6.3.1.5 Waste management

General panel of the waste managed by the Port Authority by means of the Cleaning Service in the common land and water areas of the Port in 2020:

	Dumping	Dangerous	Assessment	General Total
Port Authority		2.020 Kg.	5.540 Kg.	7.560 Kg.
Works				
Rubble			5.540 Kg.	5.540 Kg.
Workshops				
Batteries		100 Kg.		100 Kg.
Contamin. Met. Cont.		500 Kg.		500 Kg.
Oil Filters		200 Kg.		200 Kg.
Electrical Material		1.000 Kg.		1.000 Kg.
Impreg. Solids		220 Kg.		220 Kg.
Water Depth	242.560 Kg.			242.560 Kg.
Water Depth and Ramps				
Ramps	242.560 Kg.			242.560 Kg.
Wharf	628.440 Kg.		310.325 Kg.	938.765 Kg.
Stopover	25.360 Kg.		175.805 Kg.	201.165 Kg.
Other work			35.360 Kg.	35.360 Kg.
Port				
Sweepings	603.080 Kg.		84.900 Kg.	687.980 Kg.
Timber			8.380 Kg.	8.380 Kg.
Concrete			5.880 Kg.	5.880 Kg.
Fishing Port	90.750 Kg.	11.765 Kg.	14.939 Kg.	117.454 Kg.
Dock				
Sweepings-solid urban waste (RSU)	28.380 Kg.			28.380 Kg.
Fish market				
RSU Sweepings	62.370 Kg.			62.370 Kg.
Nets			2.400 Kg.	2.400 Kg.
Plastic nets			2.346 Kg.	2.346 Kg.
Recycling Centre Fishing				
Engine oil		9.025 Kg.		9.025 Kg.
Contamin. Met. Cont.		1.000 Kg.		1.000 Kg.



	Dumping	Dangerous	Assessment	General Total
Contamin. Pla. Cont.		220 Kg.		220 Kg.
Containers			260 Kg.	260 Kg.
Oil filters		400 Kg.		400 Kg.
Electrical Material		100 Kg.		100 Kg.
Paper Cardboard			4.633 Kg.	4.633 Kg.
Impreg. Solids.		220 Kg.		220 Kg.
Fluorescent Mat.		200 Kg.	0 Kg.	200 Kg.
Paints and Varnishes		600 Kg.		600 Kg.
Nets			5.300 Kg.	5.300 Kg.
Receptor	68.150 Kg.			68.150 Kg.
Port Authority				
RSU Sweepings	15.420 Kg.			15.420 Kg.
Building&Franchises				
RSU Sweepings	52.730 Kg.			52.730 Kg.
GENERAL TOTAL	1.029.900 Kg.	13.785 Kg.	330.804 Kg.	1.374.489 Kg.

Evolution of the waste generated in previous years:

Common land area and water depth	2015	2016	2017	2018	2019	2020
Sweepings of the port (Tn):						
Organic fraction (dumping)	348	458,5	446,64	819,30	898,54	603,08
Inert fraction (dumping)	72,08	153,6	165,71	166,42	0,00	0
Organic fraction (assessed)	420,08	5,18	43,285	266,71	181,32	84,90
TOTAL		617,28	655,635	1.252,43	1.079,86	687,98
Sweepings by ship stopover (Tn)						
Organic fraction (dump)	148,52	140,585	82,96	67,82	34,16	25,36
Inert fraction (dump)	29,3	24,26	0	0,00	0,00	0
Organic fraction (assessed)			116,04	36,34	100,74	175,81
TOTAL	177,82	164,85	199,00	104,16	134,90	201,17
Waste removed from the water depth and ramps (Tn)						
Organic fraction (dumping)	263,48	150,64	223,4	234,26	254,48	242,56
Inert fraction (dumping)	20,96	19,54	5,34	0,00	0,00	0
TOTAL	284,44	170,18	228,74	234,26	254,48	242,56



Loading/unloading operations with excess waste	2015	2016	2017	2018	2019	2020
N° of port operations with waste exceeding 0,15%*	4	1	2	0	0	0
Excess tons	14,25	14,97	2,72	0	0	0

(*) As from 0.15% of the merchandise declared the operation is considered to be "incorrect from the point of view of quality and the environment" and the rate for excess waste is applicable (Agreement of the Board of Directors 16:09.2009).

Recycled / Assessed Mat. (Kg)	2015	2016	2017	2018	2019	2020
Cardboard/paper	9.660	4.340	8.780	9.200	7.080	4.633
Containers/plastics	80	320	380	280	0	260
Toner	-	-	75	-	25	-
Timber	-	-	-	-	16.760	8.380
Nets	-	-	-	-	-	10.046
Rubble	-	-	-	205.120	193.680	5.540
Concrete	-	-	-	0	0	5.880
Iron/scrap metal	--	--	-	-	13.500	4.520
TOTAL	9.740	4.660	9.235	214.600	231.045	39.259

6.3.1.6 Accidents

The Port Authority manages the waste generated in the accidents taking place on the water surface and at water depth of unknown origin (municipal dumping through the port, vehicle and machinery spillage at wharves, etc.).

In 2020 the Internal Maritime Olan (IMP) was not activated at any time.

6.3.1.7 Works

Identification and monitoring of the waste per work (Operation/Maintenance Area):



Operation / Maintenance / Works	Scrap (t)	RCD's (t)	Concrete mixtures (t)	Timber (t)	Asbestos cement (t)	Earth / Stones (t)
PI 41/19	3,48	182,79				
PI 37/19	10,30		47,90			
PI 7/19	2,80	28,46				
Archivo		73,12				
PI 89/19		352,46				
p-336	18,96	6.538,42		36,74		
p-338	406,00	0,66				
p-341	12,28	218,04				
PI 11/20					0,30	
Walls semi-trailers		194,90				3.629,54
TOTAL	453,82	7.588,85	47,90	36,74	0,30	3.629,54

Identification and control of the waste per work (Infrastructure area):

Works / Areas of infrastructures	Renovation of superstructure Raos Wharf 3	Rainwater Connection Cistern	Renovation of the Ferry terminal	Paving on the raos northern breakwater	Urbanisation curvilinear triangle Raos south - Stage 1	Customs state TAX Department - Port of Santander	Renovation of the Maritime Station
Dangerous waste	0	0	0	0	0	0	0
Recoverable Construction and Demolition Waste (*)							
Mixture of non contaminating materials (stones, earth, etc.) (LER170504) (Kg)	1.441			12.548.410	12.231.710	462.560	
Earth in the non dangerous waste dumping site (invasive plants) (LER 200201) (Kg)					37.640		
Construction and demolition waste Concrete (LER170101) (Kg)	34.820		4.030	256.140	201.060	3.050	
Mixtures of concrete, bricks, roof tiles, and ceramic materials (LER170107) (Kg)		95.760			524.020		127.000
Iron and steel (Kg)	47.920		4.650	1.220			8.000
Bituminous mixtures, coal tar, and other tar products (Kg)				82.390	182.800	121.850	
Plastics (Kg)						2.300	
Pruning and plant waste (Kg)						2.300	
TOTAL (Kg)	84.181	95.760	8.680	12.888.160	13.177.230	595.260	135.000



Waste from ships (MARPOL)

Marpol I waste	2015	2016	2017	2018	2019	2020
Ships using the Service	27,12%	27,81%	11,50%	28,78%	29,86%	28,03
Average delivery per stopover (m ³)	11,31	11,40	13,86	12,28	11,84	8,67

Marpol V Waste	2015	2016	2017	2018	2019	2020
Marpol V Waste Ships using the Service	42,21%	48,83%	52,83%	51,26%	51,43%	47,31
Average deliver per stopoer (m ³)	2,11	2,60	2,32	2,37	2,46	1,72

6.3.1.8 Ecoefficiency of natural resources

Electric energy

Electric energy (kw/h)	2016	2017	2018	2019	2020
Total purchased	3.090.764,00	3.833.419,00	3.205.731,00	SIN DATOS	2.960.661,00
Total sold	228.017,67	218.708,91	186.455,95	SIN DATOS	297.677,60
Own total	2.862.746,33	3.614.710,09	3.019.275,05	3.210.192,00	2.662.983,40

Sources of consumption	% of total
Road lighting	50%
Offices (lighting, air conditioning, etc.)	30%
Other uses (cameras, etc.)	20%

Monitoring measures or initiatives, savings during 2020:

- Implementation of 64 LED lights.
- Installation of the 10 independent sets of equipment per solar panel.



Water

General water consumption (m³)	2015	2016	2017	2018	2019	2020
General port consumption meters)	108.134	60.990	74.683	74.104	94.674	85.610
Total third parties	64.169	40.892	44.683	46.400	44.058	47.270
APS (difference)	43.965	20.098	30.000	27.704	50.616	38.340

Sources of consumption	% of the total
Domestic/offices	5,16%
Other uses (CLEANING ROADS / FIELDS /cleaning equipment)	25,79%
PAS industrial installations (Ice factories, Fish market, box washing area)	15,06%

Network efficiency in %	2017	2018	2019	2020
(% of the monitored and registered consumptions with respect to the total water supplied)	84,42%	66,71%	68,76%	72,22%

Monitoring measures or initiatives, savings during 2019-2020:

- Water saving system for public roads and docks by means of cisterns for collecting rainwater.
- Detecting and monitoring of water leakages.



Fuel

PAS fuel consumption	2015	2016	2017	2018	2019	2020
Total fuel consumption in (l)	40.799	32.386,16	29.214,20	33.623,05	29.682,55	25.483,26
Service area (m ²)	2.833.430	2.833.430	2.833.430	2.833.430	2.833.430	2.833.430
RATIO (l/m ²)	0,0144	0,0144	0,0103	0,0119	0,0105	0,0089

Fuel type	% del total
Natural gas	-
Butane and propane gas, or Liquefied Petroleum Gases	-
Petrol	13,94%
Gas oil	86,06%
Biofuel	-

Sources of consumption	% del total
Heating/hot water/Sanitary hot water	7,49%
Vehicles	81,67%
Vessels	1,77%
Generators	1,79%
Other uses (Fish market-bridge; industrial use)	7,28%

Saving measures applied during 2020:

- Replacement of 6 diesel vans by electric ones.



6.4 Information systems

During the 2020 accounting period the division of Information Systems and Technology has concentrated much of its work on the following projects included in three main categories which are developed below:

1. **Developments and improvements of the services of the ICT division.**
2. **Digital transformation.**
3. **Improvement of the services of the monitoring and surveillance of the port enclosure.**

Developments and improvements of the services of the ICT division.

Owing to the increasing threat of computer attacks and in the knowledge that the port system is an objective of cybercriminals, the PAS and its ICT division has continued to strengthen the security of the systems, adding to the systems already mentioned in previous reports new security layers to the services published on the Internet. With the implementation of a WAF (Web Application Firewall) among many other things, the chains of the requests for information from the servers of the PAS are analysed so as to screen any which are considered to be malicious or malformed. This means the securitisation of the data and access to the services which the PAS provides to its customers and the general public, guaranteeing the providing of the services and the integrity of the data shared. Moreover, it means greater productivity for the user and improved monitoring and surveillance of access to the resources

published on the Internet.

In integration with the management and resource planning system of the PAS, two new GIS systems have been implemented which will allow the Management of Berths, planning the berthing of ships in accordance with the occupation of the wharves on a graph with two axes of space and time. As all this planning is fully integrated with the Enterprise Resource Planning (ERP) of port exploitation, changes in any of the environments are automatically reflected in both. On the other hand, the Public Domain GIS has been implemented to allow the management of the Concessions and Authorisations of the PAS, using to do so a plan which allows the obtaining of updated cards with a graphic component and even the rapid obtaining of estimates of the charges to apply to a specific concessional project. Both systems allow the increased productivity of the departments affected as it is possible to plan the work with the use of a graphic tool.

Owing to the declaration of the pandemic, the ICT division had to make a great effort in order to provide secure and guaranteed access to teleworking for over half of its personnel. In order to do so it was necessary to extend service licences as few employees used teleworking services. This process also involved the need to lend portable equipment to those employees who did not have this equipment at home, helping them to get connected from their home equipment, the generalised implementation of webcams, and the creation of several meeting rooms with advanced videoconference systems.



The objective was achieved and this division considered the experience to be very positive as this situation has meant that certain technologies which had already been adopted in various departments of the PAS have been expanded in a general manner; progress has thus been achieved in the process of digital transformation in which we are involved.

Digital transformation

In connection with the previous point a new technological solution was implemented to allow the optimisation of the management of the governing body of the PAS: the Board of Directors. The service allows improved communication between the board members and guarantees data confidentiality with the use of a multidevice platform in the cloud, which also speeds up the planning and calling of meetings. This allows confidential and secure voting and remote access to meetings and facilitates access to information on each meeting of the Board of Directors in a rapid and personalised manner, guaranteeing the security of the information and its traceability.

To coincide with the entry into force of the Brexit and given that the PAS has been one of the Ports most affected by it, 1st January saw the implementation of several computer services which allow the automatic carrying out of the controls of the customs service. Developed by the PAS from the conclusions obtained by the work group which was formed together with the operators affected (the Tax Office, Civil Guard, and National Police), the new services allow by means of the portal of accredita-

tions of the PAS the automation of the process of the customs control of merchandise (import/export) simply by declaring the registration number of the truck and the trailer entering and/or leaving. Its setting up has allowed the speeding up of the control of the passage of the merchandise as the whole process is carried out automatically with the reading (Optical Character Recognition, OCR) of the registration numbers.

In collaboration with one of the rail transport operators, a new system based on Blockchain technology was put into operation to carry out the automatic control and identification of the new vehicles entering and leaving the Port.

Finally, a new internal cordless telephone system based on Digital Enhanced Cordless Telecommunications/Internet Protocol (DECT/IP) technology has been implemented; it allows users of the service to make telephone calls outside their work space.

Improvement of the services of the monitoring and surveillance of the port enclosure

Another essential part of the Division was the continuation of the implementation of surveillance systems based on machine learning and artificial intelligence technology which allow the active and dynamic surveillance of port enclosures. Based on the learning of the systems during their exploitation, this continues to significantly improve the surveillance of the perimeter and the open space. To be precise, more servers have been included in the video surveillance service; this has allowed a substantial



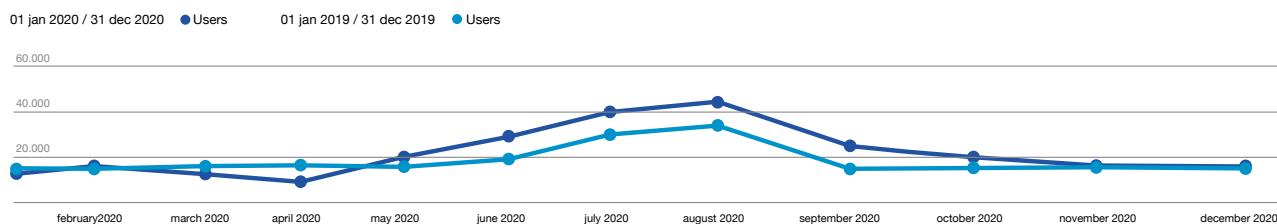
improvement in the facilities mentioned, especially the average response time, level of success, and follow-up of objectives. These incorporations are complemented by a large number of cameras and state-of-the-art sensors which facilitate the tasks of control and surveillance from the Service Control Centre (Centro de Control de Servicios, CCS).

Finally, considerable progress has been made in the implementation of new systems, which together with the construction of top security enclosures has allowed the carrying out of the automated control of the access of the merchandise to these enclosures,

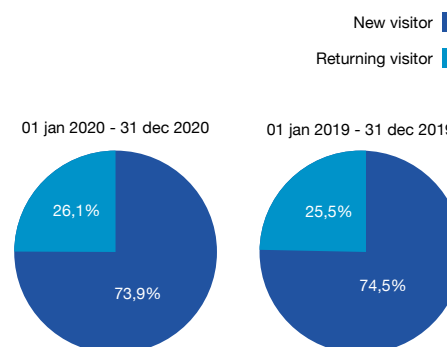
thus guaranteeing the stay of the merchandise and the whole process of the transport operation.

Annual statistics of the use of the contents on the Internet

As for the information available on the website **www.puertosantander.es**, it should be emphasised that during the 2020 accounting period there was an increase in the number of users of 21.10%. This increase was first observed in May and appears to have been uniform since then.



<p>Users</p> <p>21,10%</p> <p>198.703 frente a 164.083</p>	<p>New users</p> <p>21,47%</p> <p>189.645 frente a 156.121</p>	<p>Sessions</p> <p>22,82%</p> <p>695.273 frente a 566.070</p>
<p>Number of sessions per user</p> <p>1,42%</p> <p>3,50 frente a 3,45</p>	<p>Number of visits to websites</p> <p>17,39%</p> <p>1.382.299 frente a 1.177.513</p>	<p>Pages/session</p> <p>-4,42%</p> <p>1,99 frente a 2,08</p>
<p>Average duration of session</p> <p>-1,14%</p> <p>00:01:35 frente a 00:01:37</p>	<p>Rebound percentage</p> <p>-0,44%</p> <p>76,99% frente a 77,32%</p>	





Meaning of the indicators

Session: Entry of a user at a specific moment. Even if he/she enters several websites this will be counted as a single session.

User: Visitor identified by his/her IP address.

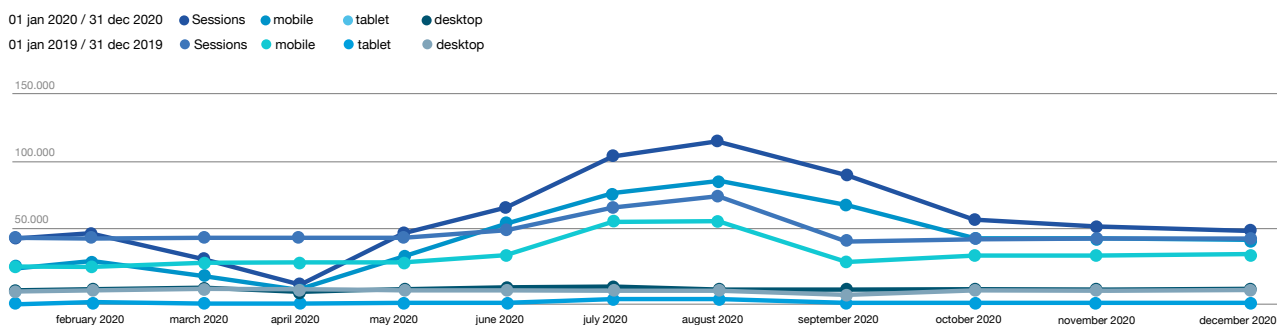
Pages visited: Number of pages visited.

Rebound: When a visitor enters and leaves the website from the same page without visiting other

contents.

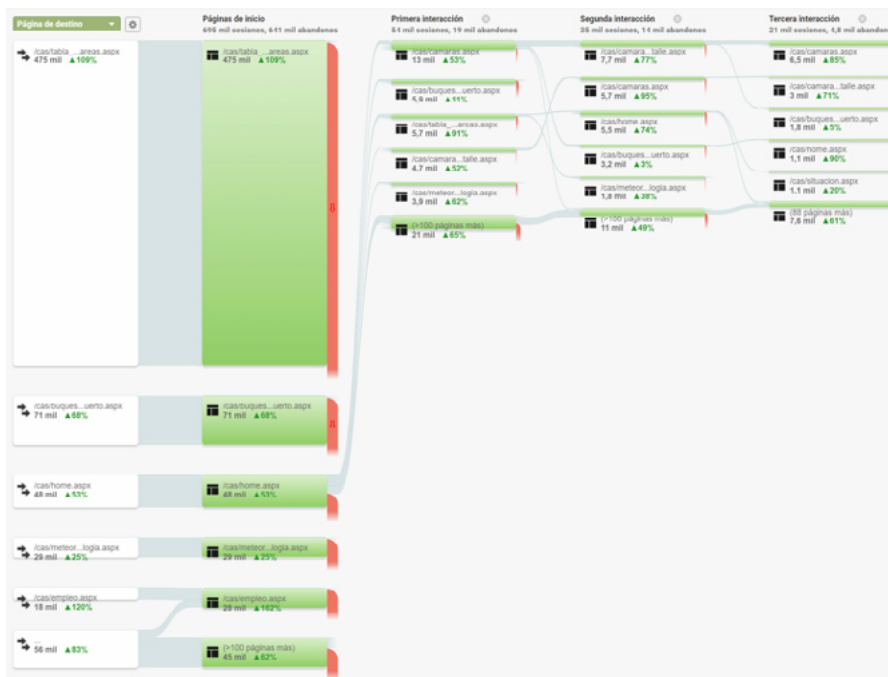
New visits: visitors who had not previously entered our website.

As for the devices with which our information is accessed, mobiles continue to be the main tools used for accessing our websites.



Finally, it has been observed that the information most frequently consulted on the website is the tide

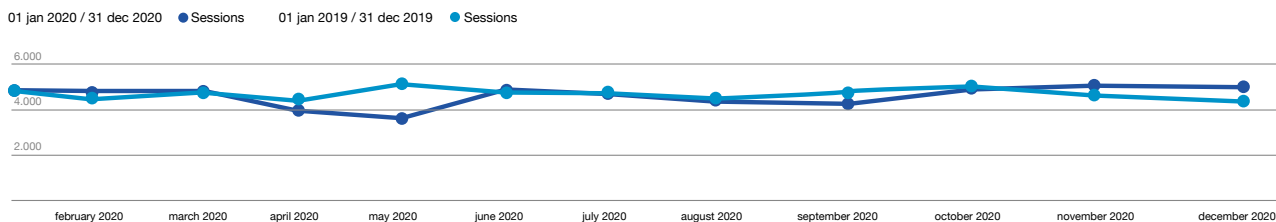
table followed by daily information on ships at the Port and live cameras.



As for the application for the **Port Services Administration** (Gestión de los Servicios Portuarios, GSP);

<https://gps.puertasantander.es>

it has been observed that in 2020 use of this service has been very constant over time, it appears that the number of users has reached its limit as nothing noteworthy has been observed.





6.5 Port services. Exploitation and maintenance

Throughout the year 2020 and from different services of the Exploitation and Management Area various trading reports were drawn up for both expenses and investment. In these reports the services related to the protection of the port enclosure, the maintenance of buildings and installations, and action for maintaining roads and lighting elements stand out.

- New access control to Raos wharves.
- Alterations to building for new maintenance installations in calle río Miera.
- Supplying, spreading, and compacting of bituminous mixtures when hot.
- Security fence in avenida sotileza and calle Antonio López.
- Office unit vehicle coordination terminal.
- Enclosure with concrete walls for semi-trailers in the ZAL.
- Supply and assembly of 64 led floodlights with drivers for their remote control point by point on 8 public lighting towers of Raos wharf nº 8.
- Painting and repainting of road markings between 2020 and 2021.
- Prefabricated concrete wall to enclose sensitive areas.
- Improving the security of the concrete enclosure of the Raos wharves.
- Security fence in Avenida Sotileza and calle Antonio López.
- Work to repair rail siding nº 13.
- Installation of lighting for the south road of the Raos central breakwater.
- Repairing the shield of two fenders of the wharf of blocks.
- Repairing the grille of the ice storage silo.
- Preparing the exhibition space in the new archive.
- Restoration of the roof of the Suances lighthouse building.
- Restoration of the roof of the fishing tackle storerooms located alongside the Santander fish market.



New access control to Raos wharves

The access control to the Raos Wharves, the Raos west control, is the main entrance to the Port of Santander for Ro-Ro merchandise. Owing to its age both its appearance and its operation are inadequate. Its rebuilding was undertaken with improved aesthetic criteria and also to fulfil the requirements of a functional nature of this type of infrastructure.

Although the work was initiated in 2019 it was completed in October 2020.



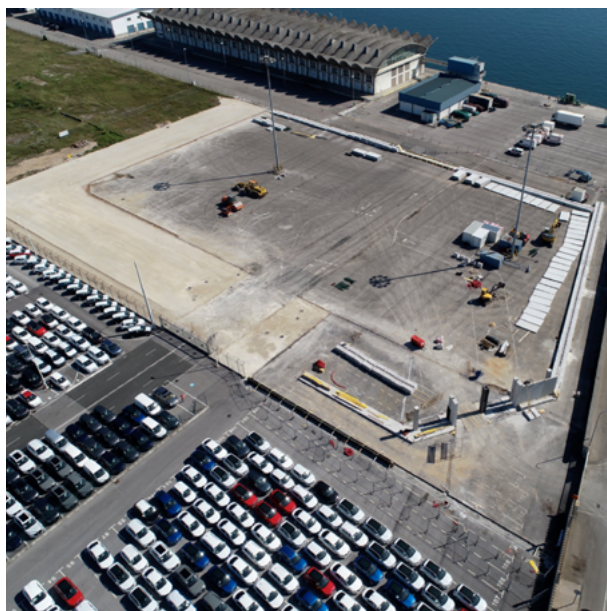
Alteration to building for new maintenance installations in calle rio Miera

The priority development objectives of Santander City Council include the widening of Calle Antonio López, the width of which is currently delimited by the outer façade of the sheds which house the workshops and offices of Maintenance and Maritime Signposting. As a result of an agreement between Santander City Council, the Ministry of Development, and the Port of Santander, the first-mentioned will demolish the sheds and restructure Calle Antonio López.

In order to be able to carry out this work it is first necessary to relocate the workshops and offices affected; suitable premises were considered to be the existing buildings in the public domain port area at the crossroads of Calle Peña Prieta and Calle Río Miera, which were formerly occupied by the GER-POSA Company.



persist. It was decided to create a new enclosure as a semi-trailer depot in the ZAL, making use of a surface area which for the most part was already paved.



IMPROVING SECURITY AGAINST INTRUDERS

This section includes various reports which reflect the effort made by the Port Authority to improve the security of its traffic, which during the year 2020 has concentrated on the area of the ZAL and the Raos port enclosure.

Enclosure with concrete walls for semi-trailers in the logistic activity area (ZAL)

Despite the security fences which have been erected on the port perimeter, problems with intruders



Improving the security of the concrete enclosure of the raos wharves



Security fence in Avenida Sotileza and calle Antonio López

With the aim of increasing security against intruders, a new fence was erected from the Maliaño control point opposite the free trade zone to the ledge of the wharf in Avenida Sotileza alongside the building of the Maritime Civil Guard.





Prefabricated concrete wall to enclose sensitive areas

Of the same type as that used in the enclosure alongside the ZAL, this enclosure was built to protect trailers and containers in area E of the Raos Central Breakwater.



Improving the security of the concrete enclosure of the Raos wharves

To complete the security provided by the enclosing of sensitive areas, complete video surveillance cover was installed.





IMPROVING THE LIGHTING

Supplying and assembly of 64 floodlights



Installation of lighting for the south road of the Raos central breakwater





OTHERS

**Supplying, spreading, and compacting of
bituminous mixture when hot**



Painting and repainting of road markings in 2020





Work to repair rail siding n° 13



Repairing two fenders of the wharf of blocks





Repairing the grille of the ice storage silo



CONSTRUCTION

Restoration of the roof of the suances lighthouse building

The Suances Lighthouse dates from 1900; since then the building has undergone various extensions and alterations. The objective of this work was to completely restore the roof.





The work consisted of renovating the totality of the roofs by incorporating sandwich panels and other improvements to insulate the premises. The guttering was also replaced and the outer façades were repainted.



Restoration of the roof of the fishing tackle storerooms located alongside the Santander fish market

The warehouses which are the subject of the project are included in the fishing area of the port. The aim of the operation carried out on these warehouses is the consolidation of the construction to improve its condition, particularly the existing roof which is currently very dilapidated. The project was implemented on two warehouses known as deep-sea and coastal warehouses, which serve as storerooms for fishing tackle and are located alongside the Santander Fish Market.





Preparing the exhibition space in the new archive

On the occasion of the making available of the current installations of the PAS archive in the Gamazo warehouses to the Enaire Foundation, it was decided to undertake alterations to the interior of the warehouses currently existing in the fishing quarter to house the General Archive of the Port Authority of Santander. The artwork collection of the Port Authority is also housed in the restored building.





Office unit vehicle coordination terminal

The current installations were seriously damaged by exceptional winds, as a result of which it was decided to build new ones by extending the space available and improving the quality of the finishes in accordance with the importance of vehicle traffic for the port of Santander.





07

corporate
activities



Puerto de Santander



Autoridad Portuaria de Santander



7.1 Presentation

This document summarises the main initiatives implemented by the Department of Corporate Activities in 2020.

Apart from the strong impact of the pandemic deriving from the effect of COVID-19 on the activities of the Department, the main novelty compared with 2019 was that in accordance with the General Instructions of Expense Centres and the Procedure for the Purchase of Materials and Supplies of 7th January 2020, Cultural Activities, the administrative management of which had been assigned to them in 2019, became dependent on the General and Contracting Secretariat. Owing this circumstance this report does not include a summary of the tasks which were carried out by the PAS in this field.

In keeping with the duties and activities carried out by the Department of Corporate Activities, apart from this introduction the content of this document has been organised in three sections.

The contents of the first and second of these, denominated “Teaching” and “Innovation and Research” respectively, concentrate on the description of their teaching and R+D+I initiatives carried out by the Department during the year; while the third gives an account of the work carried out by the Documentation Centre of the PAS.



La Cerda Lighthouse.

Headquarters of the Department of Corporate
Activities of the Port Authority of Santander.



7.2 Teaching

The tasks carried out by the Dept. of Corporate Activities during 2020 in the field of training were unfailingly affected by the health crisis deriving from the pandemic triggered by COVID-19.

It had a strong impact already in mid-March prior to home confinement; then during the period of isolation; and subsequently after the return to face-to-face activities in late May. Practically all the initiatives (courses, congresses, visitors, work experience, traineeships, etc.) in which work had been carried out since the beginning of the year first remained at a standstill; subsequently were reorganised; and finally in view of the evolution of the health situation were postponed until 2021.

7.2.1 Courses, seminars, workshops, and congresses

International Trade: maritime transport and port operations.

Module: ports as intermodal and logistic centres.



System: On-Line.

Dates: 8th edition; 2nd March - 17th May.

Entities: ICEX-CECO in collaboration with Extenda, the Andalusia Agency for Foreign Promotion, Aragón Exterior, Avante Extremadura; SODERCAN, the Regional Government of Navarra; the Institute of Public Works of the Region de

Murcia; Igape and Proexca; the Port Authority of Santander.



Specifically designed for professionals of the international sector of export companies (mainly SMEs), transport companies, forwarding companies, and other logistic operators in addition to companies interested in initiating foreign trade.

The Port Authority of Santander is responsible for the designing and drawing up of the contents of the module concerning “Ports as Intermodal Nodes and Logistic Centres”, which was taught by Cristina López Arias, the Director of the Port Authority of Santander.

A face-to-face activity is part of the contents of this online Course in the form of visits to various Spanish ports including that of Santander. This visit, which had been organised for June, was cancelled owing to the circumstances and restrictions of a sanitary nature deriving from COVID-19.



Webinar: port-city relationships. International concepts and experiences.

Portogente

Category: On-Line.

Date: 27th August.

Entity: Portogente. Santos. Brazil.

(<https://portogente.com.br/>)

As the result of an invitation extended by the professor and researcher of the Universidad Santa Cecilia and Technical Engineering Consultant of the Town Council of Santos in Brazil, Adilson Luiz Gonçalves, we took part in a webinar organised by Portogente focussing on the problems of relations between ports and cities from an international perspective.

Portogente is a “think tank” which was created in 2003 and which from Internet promotes connections, dialogue, networking, opportunities, and business in the fields of logistics, transport and infrastructure, commerce and tourism. In order to do so, among other activities it disseminates information, explores new ideas, expounds facts and opinions, and provides online training.

The panel of experts of the webinar consisted of Edmundo Hernández, an architect and teacher of Urban Economics from Chile; Moacyr Pedro, the representative of the Port of Houston for Central and South America; Roberto Converti, an Argentine architect and Vice-president of the RETE, an international association for collaboration between ports and cities; and José Ramón Ruiz, the Head of

the Department of Corporate Activities of the Port Authority of Santander.

Portogente apresenta	
Webinar	27 de agosto
A Relação Porto-Cidade: Conceitos e Experiências Internacionais	
18h (hora de Brasil)	
	Edmundo Hernández (CHILE) Arquiteto Mestre em Economia Urbana
	José Ramón Ruiz (ESPAÑA) Geógrafo Chefe do Departamento de Atividades Corporativas da Autoridade Portuária de Santander
	Moacyr Pedro (EUA) Representante do Porto de Houston para a América Central e do Sul
	Roberto Converti (ARGENTINA) Arquiteto Vice-Presidente da Association for the Collaboration between Ports and Cities - RETE

XX Latin American course on Technology, Operations and Environmental Management in Ports.

Category: Face-to-face.

Venue: Santander.

Entities: Public Body of State Ports, Port Authority of Santander, Universidad Internacional Menéndez Pelayo, Universidad de Cantabria, Cantabria Campus Internacional, Interamerican Commission of Ports of the Organisation of American States.

The XX edition of the Latin American Course on Technology, Operations, and Environmental Manage-



ment in Ports, which was to have been held in 2020, is one of the most relevant formative activities of the annual programme. It had originally been planned for between Friday 8th May (inauguration) and Thursday 4th June (closing ceremony) but had to be cancelled.

The work to organise this event (processing of the collaboration agreement, revising and updating the formative programme, image conception, carrying out the logistic preparations, etc.), progressed normally during the early months of the year, with the launch of the event announced for 25th February. In view of the good results of the experience of the XIX edition, it had even been planned to link once again the Course with two previous events: the “2020 Santander Cruise Forum” and the “IV International Logistics Congress”, in such a way that the Latin American participants could take full advantage of this complementary academic-professional offer by arriving in Santander a few days earlier.



However, given the health situation triggered by COVID-19 and that set down in Point Five of the resolution received on 12th March from the Secretariat for State for Territorial Policy and Public Service regarding the measures to adopt in workplaces accountable to the State General Administration owing to the pandemic relating to “courses and formative activities”, which indicated that “the units responsible for the organisation of courses and formative activities of a face-to-face nature will postpone the same, assessing the use of telematic means as an alternative whenever possible”, the entities organising the Latin American Course made the decision to postpone it and the IV Logistics Congress until after the summer.

In late April, after the contacts maintained with the Inter-American Commission of Ports of the Organisation of American States, the possibility of reprogramming the Course for the months of October/November began to be explored, to be precise from Tuesday 20th October to Friday 20th November, keeping intact its characteristics and format (face-to-face, a month of duration, 20 participants, an academic programme, etc.) and establishing the last week of July for re-launching the announcement. In this way there would be enough time to monitor the evolution of the health situation both in Spain and in Latin America so as to reconsider once again the holding of the event if this should be necessary.

In late May the dates of the holding of the Course were modified in the Agreement to establish those



mentioned above from 20th October (inauguration) and Friday 20th November (closing ceremony), with the document being signed in early July.

With the preparations for the organisation of the Course having been renewed, given the unfavourable evolution of the health situation in both Latin America and in Spain, on 17th July the decision was taken to cancel the 2020 edition definitively and cancel once again all the procedures which were being carried out in order to hold it.

In mid-September the conversations with the State Ports were resumed in order to initiate the preparations for the organisation of the XX edition of the Latin American Course on Technology, Operations, and Environmental Management in Ports, taking as a reference for its celebration May-June 2021 and three new work premises:

- The configuration of a stable framework of cooperation by means of the signing of an Agreement lasting for several years designed to give continuity to the Course for the years 2021, 2022, 2023, and 2024; before the completion.
- Expanding the teaching contents of the Course, reincorporating in its academic programme the speciality of “Port Engineering” which was originally a specific subject of the Course. The programme would therefore be made up of three specialities: Port Operations, Environmental Management, and Port Engineering. The inclusion of this third speciality will not involve a proportional increase in the number of students. It is proposed that the maximum number

of participants should be 21 instead of 20 distributed into groups of seven per speciality.

- Given the uncertainty of the evolution of the COVID-19 epidemic in both Spain and Latin America, the teaching of an online alternative of the Course is being contemplated, in such a way that if circumstances should advise the cancellation of the face-to-face version during the period of validity of the Agreement this virtual variant could be offered.

Therefore, during the autumn the Department of Corporate Activities worked to draw up a draft of the long-term agreement, which began to circulate among the signatory entities in late October. In view of the evolution of the pandemic, during this period a new revision was undertaken of the dates when the Course was to be held, it being considered that the most sensible course of action would be to postpone it until autumn, to be precise until the period included between 7th September and 8th October 2021

Other cancelled events

In addition to the Latin American Course on Technology, Operations, and Environmental Management in Ports and to the IV edition of the International Logistics Congress, other events were also cancelled such as the “V Congress on Port and Maritime Law” promoted by the International Association of Port Law; and the conference entitled “The Providing of the Service of the Loading and Unloading of Ships. The New Regulations: the Scope and Practical



Effects of their Application”; which was designed for stevedoring companies of the Port of Santander and managers of the stevedoring companies of the ports of Bilbao, Gijón, Avilés, and Santander, which programmed for 11th September had been organised by SESTISAN in collaboration with the Port Authority of Santander.



7.2.2 Student work experience

The Port Authority of Santander has been collaborating with educational institutions in this training work, allowing students of different formative levels and profiles to undergo work experience in various functional and operative sectors of the organisation. During 2020 therefore, **despite the incidence of COVID-19 eleven students underwent work experience at the Port of Santander.**

Name	Dates	Origin	Work experience department
Alejandro Andrés Gavidia Geoffroy	9/1/2020 27/3/2020	Degree in Company Administration and Management Universidad Europea del Atlántico	Economic-Financial and Internal Control Dept.
Johan Chris Haeussler Vesco	13/01/20 31/03/20	Degree in Industrial Organisation Engineering Universidad Europea del Atlántico	Economic-Financial and Internal Control Dept.
Juan Antonio Herreros Bragado	3/2/2020 2/6/2020	Degree in Industrial Organisation Engineering Universidad Europea del Atlántico	Economic-Financial and Internal Control Dept.
Vicente Mateo García	3/02/2020 16/02/2020	LABORESO PROGRAMME	Exploitation and Maintenance Dept.
Valeria del Carmen Pineda Mejía	24/6/2020 30/9/2020	Degree in Company Administration and Management Universidad Europea del Atlántico	Economic-Financial and Internal Control Dept.
Juan Isidro Sánchez Pastor	15/07/20 22/09/20 01/10/2020 11/12/2020	Degree in Company Administration and Management Universidad Europea del Atlántico Degree in Industrial Organisation Engineering Universidad Europea del Atlántico	Ro-Ro Traffic Division
Javier Páramo Galván	31/08/20 14/10/20	Degree in Industrial Organisation Engineering Universidad Europea del Atlántico	Area of Exploitation and Maintenance
Ramón Romeo Berrocal	31/08/20 14/10/20	Degree in Industrial Organisation Engineering Universidad Europea del Atlántico	Public Domain and Sustainability Dept.
Elena Larisa Ghinet	21/09/2020 18/12/2020	Degree in Administration and Finance IES Alisal	Legal Services Dept



Name	Dates	Origin	Work experience department
Miriam Menéndez Dacal	21/09/2020 18/12/2020	Formative Cycle Management Assistant IES Alisal	Area of Exploitation and Maintenance
Oriana Behrens	01/10/2020 11/12/2020	Degree in Company Administration and Management Universidad Europea del Atlántico	Economic-Financial and Internal Control Dept.

7.2.3 Institutional and university visits

The Port Authority of Santander understands the visits to its facilities to be not only an opportunity to learn but also a formative experience in which discovery, direct observation and personal experience constitute the fundamental procedure for the building of knowledge on the port and its activities by visitors.

7.2.3.1 Institutional and technical visits



Those visits to the Port of Santander of an institutional and technical nature managed by the Dept. of Corporate Activities were also affected by COVID-19. This was the case of the visit of a delegation of the Autonomous Port Executive Commission (CEPA) of the Government of El Salvador; it consis-

ted of Federico Anliker and Regina Ochaeta, President and Manager of Projects and International Cooperation respectively of the CEPA; Luis Rodriguez, Presidential Commissioner of Strategic Projects of El Salvador; and Alejandra Samour, Deputy Chief of Mission of the El Salvador Embassy in Madrid. It had been planned for 30th and 31st March and its preparation had been ongoing since the beginning of the year but it had to be cancelled owing to the pandemic.

7.2.3.2 Visitas universitarias

Until mid-March when home confinement occurred, the Dept. of Corporate Activities had organised four visits of university groups of which three, those corresponding to the Universidad de Cantabria, took place while the fourth which had been agreed with the Universidad Politécnica de Madrid was cancelled.





Calendar of university visits		
Date	Visit	N.º of people
29 th January	Students of the Master's Degree in Commerce, Transport, and International Communications - Dpt. of Economics - Faculty of Economic Science and Business Studies. Universidad de Cantabria	10
28 th February	1 st -year students of the Degree in Geography and Spatial Planning. Subject: "Territory and Landscape. Initiating Field Observation". UC	13
6 th March	Students of the University Master's Degree in Telecommunication Engineering. UC.	21
26 th March	Students of the Master's Degree of the School of Civil Engineering. Universidad Politécnica de Madrid (Cancelled)	(54)
TOTAL		44



As from 25th May, after the return to face-to-face activities in accordance with that established in the COVID-19 protocol of the PAS, the visits of university groups were cancelled until further notice.

7.2.4 Other teaching activities: collaboration with the Universidad de Cantabria

Together with the conception and implementation of formative activities of its own, the Port Authority also supports training activities promoted by other entities orientated towards the training of professionals in the port sectors of transport and logistics management, essentially with the Universidad de Cantabria and Universidad Internacional Menéndez Pelayo.

In 2020 the collaboration which had been maintained with the Department of Economics of the Faculty of Economic and Business Science of the Universidad de Cantabria was strengthened by the signing in mid-December of an agreement designed to support the Programmes of "Master's Degree in





Commerce, Transport, and International Communications”, “Expert in International Transport and Trade”, and “Specialist in Comprehensive Logistics” during the 2020–2021 academic year.

This collaboration took the form in the first place of the financing of enrolment grants for the students of the aforementioned programmes, with those benefiting undertaking to carry out their End of Master’s Degree, End of Expert, and End of Specialist projects on subjects of interest to the Port Authority of Santander; and secondly the accepting on work experience at the PAS of students enrolled on the aforementioned programmes.

The Port Authority also supports training activities promoted by other entities orientated towards the training of professionals in the port sectors of transport and logistics management.



Mouro Lighthouse.



7.3 Innovation and research

During 2020 the work carried out by the Dept. of Corporate Activities in the field of R+D+I was essentially limited to the revitalisation and implementation at a local level of the Ports 4.0 initiative.

7.3.1 Ports 4.0 – Santander Port Lab

Ports and their logistic communities are experiencing uncertain times of accelerated transformation in which a new situation is emerging; a new scenario in which at the same time as what seemed to be unquestionable certainties and paradigms are fast becoming blurred new axioms are appearing which shake, reconstruct, and expand their ways of thinking and proceeding.

In this context of structural mutation, innovation, which is a mechanism of reaction to change and a response in order to persevere given the new circumstances, has begun to take its place as a strategic priority of the Spanish Port System owned by the state.

As proof of this endeavour, in late March 2018 the Committee for the Distribution of the Interport Compensation Fund approved the creation of the “PORTS 4.0” capital fund with a budget of some 25 million € over a four-year period intended to finance ideas and projects which can be turned into innovative products, services, and processes orientated towards the market. The main objective of this Fund is the active promotion and implementation of dis-

ruptive and incremental innovation as an element of competitiveness, efficiency, sustainability, security, and protection in the Spanish logistics-port sector, both public and private, so as to facilitate its transition towards the 4.0 economy.



Shaped as a corporate programme of open innovation, it aspires to set itself up as an instrument to attract, support, and facilitate the application of talent and enterprise to the Spanish logistics-port sector and to encourage the creation or consolidation of a fabric of emerging companies (start-ups, spin-offs, etc.) or new lines of business in the technological field in existing companies which develop innovative products, services, or processes for the logistics-port sector.

This Fund was established in 2019 as a result of a service contract to set up an incubator/accelerator office at the service of this innovative ecosystem managed by the Temporary Business Association KPMG-INNSOMNIA, which is designed to provide advice, orientation, and support for the ideas and projects selected so as to promote their takeoff and market orientation.

The Port Authority of Santander, aware of the importance and the potential of the aforementioned



Fund for expanding its own capacities of innovation and those of the logistics-port community, considered it appropriate to take an active part in this initiative, promoting the constitution of one of the 14 headquarters / PORT LABS, local driving centres of the programme mentioned located in the installations of the La Cerda Lighthouse.

7.3.1.1 First announcement of subsidies for the Ports 4.0 Fund

The launch of the first official announcement of the Fund was on Monday 27th July 2020 when the Ministry of Transport, Mobility, and Urban Affairs published in its Official State Gazette the Regulatory Bases, thus opening the period for the presentation of “Ideas” and “Projects” for this initiative. The budget for the financing of these two aspects was set at a total of 12 million €. The table below summarises the main characteristics of the announcement.

Ideas	Projects	
<p style="text-align: center;">IDEA</p> <p>A set of necessary actions for achieving an innovative product, service, or process which is in an incipient stage of technological development associated with a level of technological maturity of TRL1 or TRL2, the result of which must be a concept test applicable to one or more agents of the logistics-port community.</p>	<p style="text-align: center;">PROJECT</p> <p>A set of necessary actions for achieving an innovative product, service, or process applicable to one or more agents of the logistics-port community, once the concept test has been carried out together with its applicability to at least one port or agent of the logistics-port sector and when its lev</p>	
<p>The economic resources devoted to the financing of “ideas” amount to five hundred thousand euros (500,000 euros), of which seventy-five thousand euros (75.000 euros) will be put towards intraenterprise.</p> <p>Intraenterprise will be considered to be the ideas presented exclusively by the workforce of the Port Authorities and State Ports.</p>	<p style="text-align: center;">PROJECTS AT A PRE-COMMERCIAL STAGE</p> <p>This denomination will refer to those which have passed the concept test, when the product, service, or process is at a level of TRL3, 4, 5, or 6, and can be validated in a logistics-port setting. The expected result is its validation in a real environment and attaining level TRL7 of technological maturity.</p>	<p style="text-align: center;">PROJECTS AT A COMMERCIAL STAGE</p> <p>This denomination will refer to those at a level of development of TRL7 or higher. The expected result is for the resultant product, service, or process to be in a position to be marketed, even at an international level</p>
	<p>The economic resources amount to seven million five hundred thousand euros (7,500,000 euros).</p> <p>The possibility of intraenterprise will not be contemplated in the category of projects in the pre-commercial stage.</p>	<p>The economic resources amount to four million euros (4,000,000 euros).</p> <p>The possibility of intraenterprise will not be contemplated in the category of projects in the commercial stage</p>



Ideas	Projects	
<p>The subsidy consists of a fixed amount of 15,000 €.</p> <p>Deadline for the presentation of applications for subsidies for “Ideas”: 28th September 2020</p>	<p>They will have the right to a maximum subsidy of 60% of the costs in the budget of the project associated with innovation, with an upper limit of 1 million euros.</p> <p>Deadline for the presentation of applications for subsidies for “Projects”: 28th October 2020.</p>	<p>They will have the right to a maximum subsidy of 80% of the costs in the budget of the project associated with innovation, with an upper limit of 2 million euros.</p> <p>Deadline for the presentation of applications for subsidies for “Projects”: 28th October 2020.</p>
<p><i>Possibility of access to the services for the incubation of the idea and advice for facilitating its business growth; or in the case of the projects to speed up business growth and guarantee its success.</i></p>		
<p><i>By means of its associated accelerator/incubator KPMG – INNSOMNIA, PORTS 4.0 provides free advice to all those interested in taking part in the call, answering any queries on the regulatory bases and the documentation required for the presentation of the candidatures. This advice is given voluntarily; those who do not wish to receive it may equally submit their candidatures.</i></p>		

7.3.1.2 Santander: Scale - Ports 4.0

In line with the launch of the aforementioned call, the Port Authority of Santander as a continuation to the action taken in collaboration with the State Office for Innovation, Technological Development, and Industrial Enterprise of the Regional Government of Cantabria, SODERCAN, and the Santander Enterprise International Centre for the creation of an ecosystem generating innovative thought linked to the Port of Santander and its logistics environment, considered it appropriate to organise a series of meetings with those companies potentially interested in taking part in the initiative, which was named “SANTANDER: SCALE - PORTS 4.0”.

The intention of these sessions was two-fold. On the one hand, providing those entities, technological companies, start-ups, entrepreneurs, etc. which

have decided to take part in Ports 4.0 through the headquarters of this programme in Santander with initial technical feedback to their innovation initiatives; i.e. contributing input, observations, comments etc. which according to the criterion and point of view of the Port Authority could be useful to them for forging, perfecting, reformulating, and developing their ideas and projects as a prior stage to their formal presentation in accordance with the requirements established in the call.

On the other hand, having information available so as to analyse and support the most relevant initiatives in accordance with the approach of the call and the interests and possibilities of the Port Authority of Santander. They were therefore sessions of contrast, practically all of them face-to-face, individualised, and confidential, and initially structured in three stages:



Stage "a" Presentation of the idea / project	Stage "B" Round of questions	Stage "C" Feedback to the idea / project
<p>This stage has a maximum duration of 30 minutes and consists of the expounding of the idea / project</p>	<p>For a maximum duration of 10 minutes, in order to understand better the challenge put forward and the idea/project which aims to respond to the same, the panel of technicians of the PAS engage in consultation, clarifying queries, providing clarifications, etc. to the exhibitor.</p>	<p>Discussion lasting some 20 minutes in which the panel of technicians of the PAS makes observations and comments which aim to perfect the idea/ project (weaknesses, improvements) and even suggest unconsidered options which may help its development.</p>

Given the nature of the contents of the presentations, this information is considered confidential. A "confidentiality commitment" document was therefore drawn up by which the members of the panel of technicians of the Port Authority of Santander attending each session undertake to use said information in a confidential manner and not to divulge or reveal it to third parties.

The calendar of sessions was initiated on 20th August and continued practically until the end of October which marked the deadline for the presentation of projects; however the most intense period of face-to-face meetings was that between the aforementioned 20th August and 7th September. As a result of the sessions the great interest aroused by the call should be emphasised. The number of innovation initiatives which arose as a result of SAN-

TANDER: SCALE - PORTS 4.0" was over thirty, of which some 60% were formulated as "ideas" while just over 40% were focussed on as "projects".





Images of the “Santander, Stopover - Ports 4.0” face-to-face sessions held at the La Cerda Lighthouse.

As for the profile of the companies and entities taking part, it should be mentioned that most of them are involved in technological consultancy, i.e. they are dedicated to the production of tools and the providing of ICT services to public companies and administrations.

The entities taking part in the sessions also included industrial companies proper, to be precise firms linked to the naval sector established in Cantabria with innovative business projects and models focusing on the renovation and transformation of this industry. Start-ups also took part which from their respective fields of specialisation are aiming to position themselves in the logistics-port sector, which they consider to be an interesting field for the promoting and consolidating of their businesses.

Likewise one can mention the presence of purely university entities, of companies which have arisen from the academic world, and of research centres of reference regarding innovation in Cantabria. Finally it should be pointed out that an initiative in the “intraenterprise” category was also presented.

Most of the companies and entities taking part are involved in technological consultancy.

7.3.1.3 The port as a “Facilitating Agency”

One of the key roles of the “Ports 4.0” programme is that of the “Facilitating Agent”, a figure which in the call is identified with those Port Authorities which are concessionaires of the latter and other agents (public or private) of the logistic-port communities in which are implemented those projects with a development involving the production of prototypes or pilot schemes. Consequently, having the support of a “Facilitating Agent” is an unavoidable requirement for requesting subsidies. This support must take the form of a written agreement to establish the conditions and commitments between the beneficiary and the “facilitator”, in this case the Port Authority of Santander.

In order to comply with this procedure the Port of Santander proceeded to draw up a “Memorandum of Understanding” or agreement of “type” intentions designed to express the will of the parties to cooperate in the development and execution of the corresponding innovation project, to enunciate the commitment and contributions to be made by the Port Authority as “facilitating agent”, and to specify the “returns” it will receive for said contributions if the project should be awarded the subsidy requested.



In consequence, acting as a “Facilitating Agent” also involves negotiating with the promoters of those projects considered of interest by the Port Authority, as only those for which agreements are reached can be definitively supported, both in the administrative processing of their candidatures and if appropriate in the subsequent implementation of their ideas.

Likewise the “Facilitating Agents” may act as entities encouraging the carrying out of the “concept tests” required by the call for the “ideas”; i.e. the

execution of the experimental tests conceived to attempt to confirm the viability of the idea put forward.

Finally, the “Facilitating Agents” may also act as issuers of the “support certificates” which are required by the call for the presentation of the ideas; the Port Authority has also drawn up a “type” format.

Ideas	Projects
<p>EXPECTED RESULT OF THE GRANTING OF THE SUBSIDY: The carrying out of a “concept test” applicable to one or more agents of the logistics-port community.</p> <p>A “concept test” consists of the designing and implementation of a summarised or incomplete experiment with the aim of testing and validating the idea in question; i.e. of providing evidence to support its viability and of checking and demonstrating that the concepts, theories, and technologies of application contemplated in it can work; in short, that the idea can be developed as a project applicable to the real world.</p>	<p>EXPECTED RESULT OF THE GRANTING OF THE SUBSIDY: This varies according to the level of maturity of the project.</p> <p>In projects at a “pre-commercial stage”, i.e. those which have already passed the “concept test”, the expected result is its validation, the demonstration of its operation by means of tests in a real operational environment.</p> <p>In projects of a “commercial stage”, i.e. those which have been validated in a logistics-port environment, the result is that it must be in a position to be marketed.</p>
<p>TECHNICAL DOCUMENTATION REQUIRED TO PROCESS SUBSIDIES:</p> <ol style="list-style-type: none"> 1. Support certificates issued by Port Authorities or any other agent of the logistics-port sector. 2. Indication on the plan for the carrying out of the “concept test” if appropriate and of the “facilitating agents” required to execute it. The conditions of this circumstance can be the basis of negotiation and agreement between the parties. 	<p>TECHNICAL DOCUMENTATION REQUIRED TO PROCESS SUBSIDIES:</p> <p>In projects involving the development of prototypes or pilot models, interested parties must present the agreement signed with the “facilitating agent” to establish the conditions and commitments agreed between beneficiaries and facilitators.</p>



7.3.1.4 Initiatives supported by the Port Authority of Santander

Once the round of meetings had been held with companies and organisations interested in their eligibility for the call for proposals supported by the Port Authority of Santander, and after analysing the initiatives proposed, the Port decided to back eight initiatives within the “ideas” category, one included in the “intra-entrepreneurship” class and the remaining seven in the “general” class; not only through supporting letters but also by taking on the commitment of being a “facilitating agent” of their “concept tests”.

Ideas supported by the port authority of Santander*	
Organisation, Company, Entrepreneur	Name of the idea
Ámbar Telecomunicaciones s.l.	Virtual monitorisation of the traffic of vehicles in the port
Technological Components Centre Foundation	Virtualpilot Safeboard
Edrónica, Tecnología para vehículos no tripulados, s.l.	Servidrone Collaborative bathymetry (BATICOL)
Newdomotec	Control of intruders
Óscar Pernía Fernández	Nexport A.I. Academy
Christian Manrique Valdor	Spotport*

*Idea included in the “intra-entrepreneurship” category.

As far as the “projects” category is concerned, four initiatives were considered suitable for support, on the one hand, by means of issuing only the required “supporting letters”.

Projects supported by the Port Authority of Santander through supporting letters	
Organisation, Company, Entrepreneur	Name of the project
Port de Barcelona – Diport21	Compass
TTI Norte s.l.	Sirocoports40
Prodevelop	Port CDM Smart GDS

On the other hand, each of the following projects was supported by means of its “supporting letter” and the signing of the “Memorandum of Understanding”.

Projects supported by the Port Authority of Santander with supporting letters and a commitment as facilitating agent	
Organisation, Company, Entrepreneur	Name of the project
Transfesa	Telplis
Nunsys	Sirena
Bound 4 Blue s.l.	Sails4cargo
CTC /Acciona	Dream
Muon Systems	Vehicle and cargo security inspection with muon tomography.
CTC / Ingeniería Tecnológica y Digital del Norte s.l.	Airdrone Port Security Systems. Airdrone Port Security Systems.
Ingecid	Vicore-port. Development of new applications in vicore for the optimisation of port activities.



Projects supported by the Port Authority of Santander with supporting letters and a commitment as facilitating agent	
Organisation, Company, Entrepreneur	Name of the project
IH Cantabria/ ICTYS	Monitoring and support of sea activities by an independent ship.
Conceptual Knowledge Logistics and Technology s.l.	Sincroport
Astander	Es-Caronte

Once the deadlines for submitting “ideas” (end of September) and “projects” (end of October) had been established and the stage for receiving proposals for the call by State Ports had been completed, the Ports 4.0 programme was able to attract more than 474 technological projects and ideas. After an initial evaluation therefore, of the total of the initiatives submitted 320 were included in the “projects” category at a pre-commercial and commercial stage while 154 were placed under the “ideas” category.

In November and December State Ports, as the Instruction Organisation of the call for proposals, took on the process of the rectification of the applications submitted, of the notification of rejections, etc. to the interested parties, while at the same time owing to the requirements of State Ports the Port Authorities began to appoint their respective representatives in the Technical Committee, committed to the evaluation of the latest proposals accepted. As far as the Port Authority of Santander is concerned, the

person to perform this function was appointed at the end of December; José Ramón Ruiz, the Head of the Corporate Activities Department.

7.3.2 Further actions

Port of Santander 2022 anniversaries

2022 will be the year commemorating the anniversary of two institutions essential to the understanding of the contemporary evolution of the Port of Santander and the dynamism of the territories in which it moves: the capital city of the region, the bay area, Cantabria, and even the whole of Spain.

In fact, **by 10th May 2022 150 years will have passed from the statement of the creation of the Board of Works of the Port of Santander**, a figure replacing the Real Consulado de Mar y Tierra de Santander (Royal Consulate of Land and Sea of Santander) and the Board of Trade as an administrative instrument of the port which played the role of the managing organisation of the port for almost a century. This institution was replaced in its tasks by the Board of the Port of Santander in 1968 and the Port Authority of Santander in 1992, with different privileges and without a perspective of continuation.





Moreover, the 30th anniversary of the implementation of the Port Authority of Santander will be held by the end of 2022, as a result of the release of the State Ports and Merchant Navy Act in the State Official Report of 24th November 1992, a document used to promote the most recent renovation and modernisation of the port system at a state level.

The Department of Corporate Activities began to operate within the framework of the tasks to which it was committed during the last quarter of the year in the designing of academic initiatives intended to commemorate both anniversaries.

Technological Components Centre “CTC”



In mid November a visit was made to the Technological Components Centre, a non-profit-making private foundation created in 2000. It specialises in technological industrial transference projects with the main objective of improving the competitiveness of companies by generating technological knowledge, developing R+D+I activities, and implementing their application; it is the only technological centre in Cantabria recognised by the Ministry of Science and Innovation.

Throughout the visit a workshop was held by Beatriz Sancristobal and Álvaro Rodríguez, General Manager and Head of Market and Business Develo-

ment of the Centre respectively; it aimed to explore R+D+I collaboration channels within the scope of the port.



View of the Abra del Sardinero and the Mouro island and its lighthouse.

The 30th anniversary of the implementation of the Port Authority of Santander will be held the end of 2022.



7.4 Documentation centre

7.4.1 Introduction

The main mission of the Documentation Centre of the Port Authority of Santander, located where the Fishermen's Quarter begins, is the guaranteeing of the custody, preservation and access to the documentary heritage generated by the institution in recent times. These go back to 1872 with the creation of the Board of Works of the Port of Santander, which has given rise to the creation of the most complete and homogeneous collection of the contemporary historical memory of our port.

The work of processing and documentary management which the Centre carries out to administer the collection under its care includes not only answering the enquiries of the different departments of the Port Authority but also affords access to its documentary heritage within the limits established by current regulations for external users, essentially researchers, students, professionals of the port sector, etc.

Likewise the Centre attends the requests for external information from the Port Authority itself by means of the library and newspaper library and also acts as a deposit for the collection of publications issued by the institution.



Headquarters of the Documentation
Centre of the Port Authority of Santander.

7.4.2 COVID-19

There is no doubt that the situation generated by the COVID-19 pandemic has been a milestone which has determined the progress of the activities of the Documentation Centre throughout 2020. The services provided to external users were cancelled by the enforcement of the state of alert and the lockdown declaration and the Centre was only available for consultation and for exceptional internal requirements.

Face-to-face activities at the offices of the Centre were resumed at the end of May and were mainly focused on developing a procedure aimed at reactivating the service for all users, both by adapting the work environment and by regulating the management of the documentation service within the new health context.

The COVID-19 prevention procedure at the Documentation Centre was issued on 6th July to establish the access and protection measures required in addition to all the protocols in relation to the user service. This procedure has prioritised at all times telematic assistance above service in person by using a telephone number and a general e-mail address:

archivo@puertosantander.com

COVID-19 also implied either the interruption or the cancellation of the main extraordinary activities that had been programmed for 2020, including the last stage of digitalisation of the collection of plans; the

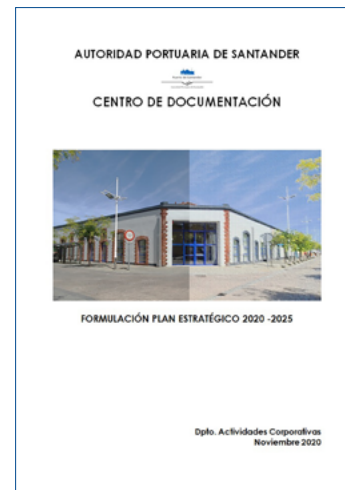


dissemination of duplicated publications, not only of this port but also of other port authorities; the celebration of anniversaries in relation to international book day and international archive day respectively; and the implementation of new communication actions; which at the same time caused the suspension of the physical circuit of specialised journals and publications.

7.4.3 Strategic plan 2021-2025

The important changes which took place in the Documentation Centre in 2019, which included moving the headquarters located in Calle Severiano Ballesteros to the new address in Calle Marqués de la Ensenada, in addition to the situation generated by COVID-19, led to a reflection on the role currently played by this part of the organisational structure of the Port Authority, also taking into account the path it should take in the medium and long term in order to continue to increase the value of the Port Authority and the society.

In line with this, at the final stage of the lockdown an explicit strategic reflection and planning activity was carried out for the first time and completed by the end of 2020 by executing an initial version of the Strategic Plan of the Documentation Centre, a task comprehensively conceived and developed by the team responsible for the management of the Centre within the Port Authority.



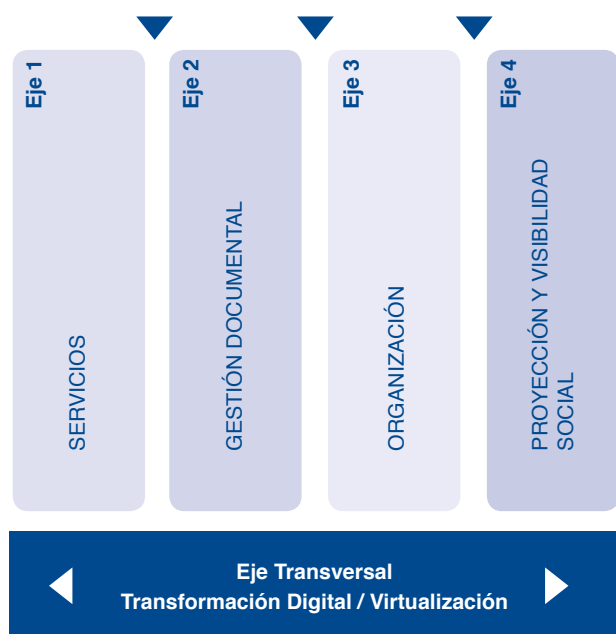
The main objective of this work was the outlining of a map to define the main targets within a five-year period, starting from an analysis of the situation and the current modus operandi guiding the actions needed to achieve them.

With this aim, the document drafted was essentially divided into six chapters. The first concentrated on the importance and relevancy of the Strategic Plan; the second chapter aimed to present the methodological and conceptual instruments used in its implementation, and the third described the features of the Centre, its origins, its commitment, the documentary funds for which it is responsible, the tasks carried out in it, the services provided, the means available to perform its tasks, etc.

The three remaining chapters focused on an “x-ray analysis” in the form of a “diagnosis” of the current situation of the Centre and on describing its



“strengths”, “shortcomings”, “opportunities” and “threats” as identified. They also propose the “mission”, “vision” and “values”; and finally announce the “main lines of the strategic action” in addition to the objectives associated with each one of them.



Strategic Plan of the Documentation Centre.

Points of action.

7.4.4 Administration of documentary collections

The documentary collections housed in the Centre are organised in the following sections:

Table summarising 2020 management of documentary collections			
Sections	Increase to collection		
General administrative archive	Dossiers	Dossiers registered in 2020	202
		Total nº of dossiers on 31 st December 2020	22.048
Cartography	Maps/plans	Units registered in 2020	-
		Total nº of units on 31 st December 2020	1.792
Media library / Photographic library	Photographs	Images digitalised in 2020	-
		Total nº of images digitalised on 31 st December 2020	10.681
Library / Newspaper library	Library	Books registered in 2020	133
		Total nº of books registered on 31 st December 2020	6.977
	Newspaper library	Magazines registered in 2020	1
Total nº of magazines registered on 31 st December 2020		323	
News in the press	Articles registered in 2020	389	
	Total nº of articles registered on 31 st December 2020	27.263	



7.4.4.1 General administrative archive

The main documentary collection submitted to the Centre is that which has been produced by the Board of the Port Works since late 19th century and the bodies which replaced it in port administration, the Port Board and the Port Authority.

Nº	NOMBRE DEL BUQUE	TIPO DE BUQUE	PAIS DE ORIGEN	COMERCIO	FECHA DE ENTRADA	OBSERVACIONES
121	Buenos Aires	212	Argentina	Comercio	17 June 1954	
122	San Juan	212	Argentina	Comercio		
123	San Juan	212	Argentina	Comercio		
124	San Juan	212	Argentina	Comercio		
125	San Juan	212	Argentina	Comercio		
126	San Juan	212	Argentina	Comercio		
127	San Juan	212	Argentina	Comercio		
128	San Juan	212	Argentina	Comercio		
129	San Juan	212	Argentina	Comercio		
130	San Juan	212	Argentina	Comercio		
131	San Juan	212	Argentina	Comercio		
132	San Juan	212	Argentina	Comercio		
133	San Juan	212	Argentina	Comercio		
134	San Juan	212	Argentina	Comercio		
135	San Juan	212	Argentina	Comercio		
136	San Juan	212	Argentina	Comercio		
137	San Juan	212	Argentina	Comercio		
138	San Juan	212	Argentina	Comercio		
139	San Juan	212	Argentina	Comercio		
140	San Juan	212	Argentina	Comercio		
141	San Juan	212	Argentina	Comercio		
142	San Juan	212	Argentina	Comercio		
143	San Juan	212	Argentina	Comercio		
144	San Juan	212	Argentina	Comercio		

Extract of the Register of Ships Entering the Port of Santander (1954).

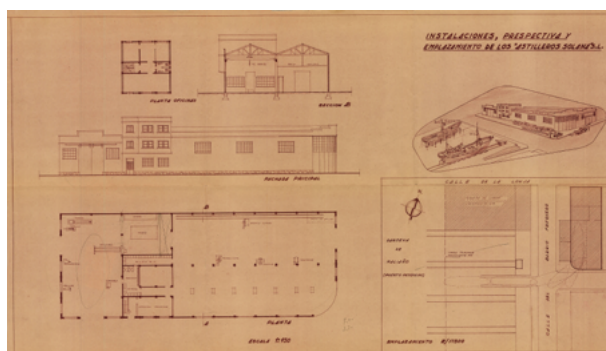
In late 2020 this collection consisted of 22,048 reports organised in 8,674 installation units. Part of these reports originate from the 10 documentary transfers made during the year from the various administrative sections which make up the organic structure of the PAS, through which 202 new reports have been added.

7.4.4.2 The map library

One of the most significant documentary series of the Port collection, preserved by the Documentation Centre, is that consisting of a compilation of

maps and plans, essentially relating to works and projects of the expansion of the port installations – either developed or suspended – , which from the last years of the 19th century to date reflect the physical transformation of the port, as well as a huge amount of material of interest for the study of the spatial evolution of the city of Santander and its Maritime Front.

After the completion in 2019 of stage X, the digitalisation of the collection of the map library is now highly advanced; some 500 plans remain for 100% to be reached.



A workshop project for building or repairing fishing boats and craft for local coastal trade or auxiliary port services (1958).

The “General Archive” area also includes the custody of two external documentary collections generated by defunct entities linked to the Port of Santander. The first is from the Port Works Organisation (Organización de Trabajos Portuarios, OTP), the forerunner of the current Public Limited Companies of the Management of Port Workers (Sociedades Anónimas de Gestión de Trabajadores Portuarios, SAGEP); while the second is made up of the do-



documentation produced by the Fishermen's Guild as the managing body of the former Fish Market.

7.4.4.3 Media library / Photographic library

The Documentation Centre includes an interesting audiovisual collection containing outstanding photographs which give evidence not only of the historical evolution but also of the development of the port infrastructure and the Waterfront of Santander.

This collection, which currently consists of over 10,000 digitalised photographs, is organised in two sections: the "Old Collection" of images from before 1975 and the "Modern Collection" of images from later than that year. Of the total number of digitalised images, 3,451 now have their corresponding descriptive index cards on the Apclmatge database. The collection includes work by acknowledged artists such as Ángel de la Hoz, Antonio Cuesta, Joaquín and José Luis Araúna, Jorge Fernández, José Miguel del Campo, The Italians, Pablo Hojas, Pedro Palazuelos, Samot, and Zubieta, among others.



View of the old Fish market, once the construction Works of the Maliaño Wharf were completed, (Year: 1949).

In 2020 the documentary processing applied to this collection concentrated essentially on the revising and updating of the catalographic index cards of the images in both sections.

7.4.4.4 Library / Newspaper library

Another of the documentary resources of the Centre is a specialised library which for the most part focuses on maritime and port themes: engineering, administration and law, trade, shipbuilding, ships and navigation, Spanish and international port reports, etc. and contains some 7,000 volumes.

2020 saw 133 new titles added to this library in the form of various donations and interchanges with other institutions, in addition to the publications issued by the PAS.

This outstanding bibliographical collection is complemented by the newspaper library with 323 titles of newspapers and Spanish and foreign specialised journals. During the previous accounting period the work of rearranging this collection was completed, although the consequences of the Covid-19 pandemic have caused the indefinite cancellation of the daily circuit of publications specialising in the different work areas which were sent to the PAS personnel.



A press release published in the Alerta newspaper on 22/02/1969.

Likewise and in relation to the series of digitalised news published in newspapers and magazines, essentially local themes pertaining to the Port of Santander, 400 new articles were included on the database which administers this collection.

7.4.5 User service

As in other activities of the Centre, the COVID-19 pandemic has affected significantly the volume of enquires, requests for loans, reproductions, etc. of 2020, mainly in the case of external users. The lockdown, the general uncertainty, and the adaption to the new situation led to the gradual recovery of the rate of enquiries as from summer. In any case the number of the services provided has exceeded those of 2019, once the move of the headquarters was completed and the Centre was consolidated in its new location.

As far as “external enquiries” are concerned, 44 requests were attended from 10 users who examined 42 reports and one book. The consultation of this documentation has contributed towards the writing of certain monographs, of research articles for specialised journals and dissemination blogs, and the preparing of lectures, in addition to publications and academic research work such as doctoral theses, end of degree and Master’s degree projects in Geography, History, Art History, Naval Engineering and Maritime Transport, Civil Engineering, etc.

One of the most singular contributions with regard to the service for external users in 2020 was the collaboration in various audiovisual documentary productions: “Sed” (Thirst) by the actress Mónica González Megolla, an artistic experience related to the republican exile through an insight into the personality of Ramón Megolla, the former crane operator of the Board of Port Works. In addition, the documentary “Mi generación” (My generation) by Movistar+, a tribute to the elderly in the Covid-19 pandemic, showed a variety of images from the photo archive of the Documentation Centre. Finally, we actively collaborated with the journalist José Antonio Machín, who was provided with records on the Port of Santander silo which was demolished in early 2020 and also on life in the Fishermen’s Quarter in the late 20th century.

As for “internal enquiries”, a total of 33 requests were attended from 15 users from the various areas and departments who needed information for projects of the Port Authority of Santander: the renovation of the Palacete del Embarcadero, access areas to the Faro del Caballo and Faro del Pescador lighthouses



in Santoña, jetties on the Molnedo dock, etc. This involved mobilising 62 reports and two books. Of this set of services, 16 required the transfer of the documentation and eleven requested some form of reproduction. In all cases the latter were digital in nature and were resolved through the network of the Port itself.

7.4.6 Deposit for publications

The Documentation Centre also acts as a depositary and distributor for the publications issued by the Port Authority of Santander as an instrument of the dissemination of the cultural activities of the Port. The tasks associated with these activities include the distributing and exchanging of books with the libraries of public and private institutions in all areas, especially the maritime-port sector and also the management of the ISBN code and Legal Deposit or distribution to local bookshops, among other tasks.

The collection consists of some 200 publications including books on history, economics, art catalogues and other publications issued from the late 20th century to the present. The most significant part of the collection is that of the Navalía programme, which based on four collections (Navalía Visual, Navalía Técnica, Navalía Library, and Navalía Classroom) has helped to expand and renovate a bibliographical space devoted to reflection on and the dissemination of the maritime past and present of Cantabria.

In 2020 three new titles were included in the collection. Two of them are the catalogues of the “Do-

ble-T” and “Magallán” exhibitions by the Cantabria artists Juan López and Luis López-Lejardi and Eduardo Rivas respectively, both of which were held in the Palacete del Embarcadero. The second consists of the historical record of the exhibitions held in the Palacete del Embarcadero to commemorate the 35th anniversary of its renovation and restructuring as an exhibition hall.

Title: Doble-T. Exhibition brochure.

Authors: Juan López y Luis López-Lejardi.

Publisher: Port Authority of Santander.
Santander, 2020; 64 pages

Title: Magallán. Exhibition brochure.

Author: Eduardo Rivas.

Publisher: Port Authority of Santander.
Santander, 2020; 120 pages

Title: Palacete del Embarcadero 1985-2020

Publisher: Port Authority of Santander.
Santander, 2020; 56 pages





08

cultural
management



Puerto de Santander



Autoridad Portuaria de Santander



Since the mid-1980s the Port Authority of Santander (PAS) has been developing a project of citizen participation and integration, which based on its own actions, institutional collaboration, or patronage has essentially held cultural events and considered the latter as the privileged means to its commitment and relationship with the city and its social environment.

Throughout 2020 the cultural activities of the PAS were strongly influenced by the Covid-19 pandemic, which altered practically the whole of the schedule planned for its two exhibition centres, the Palacete del Embarcadero and the Cabo Mayor Lighthouse Art Centre, and indeed led to both spaces being closed to the public for about 6 months. As a result of the social emergency caused by the virus, the cultural function of the Palacete del Embarcadero was temporarily replaced by its use as the centre for a campaign to collect a large amount of food for the Cantabria Food Bank which was held between the months of May and July. Likewise the PAS organised a children's drawing competition entitled "Colouring Cantabria" in collaboration with the El Diario Montañés newspaper and the Cantabrian artist Okuda San Miguel. The aim of this event was to lighten the confinement of children; it concluded with a brief exhibition and the awarding of diplomas at the Palacete del Embarcadero.

From then on and until the end of the year the schedule was resumed in both exhibition spaces in an attempt to conciliate the commitments taken on and the new sanitary situation, the high alert of which caused another closure from mid-November to mid-December.

The traditional summer collaboration with the Lafuente Archive took the form of the exhibition "This is not Hawaii. The Scene" at the Palacete del Embarcadero, which featured the main events of the cultural movement known as the Madrid Scene considered from the privileged viewpoint of the influential musical journalist Jesús Ordovás. For its part, the Cabo Mayor Lighthouse Art Centre held the third edition of the Mini Print Cantabria international competition to beat its own participation record once again and exhibit all the work entered for the competition, a total of 676 items.

During the autumn the port institution was an enthusiastic participant in the second edition of the PhotoEspaña Santander Festival with its organisation of five exhibitions, four of which were held by the Palacete del Embarcadero and the Cabo Mayor Lighthouse Art Centre, so as to renew its commitment to both the festival itself and the role which culture should play in developing our society. In this way the Palacete was the venue for the "Magellan" exhibition by Eduardo Rivas which was also a part of the commemoration of the V Centenary of the First Circumnavigation of the Globe, and also for the exhibition as a tribute to the Santander photographer Rafa Riancho with the collaboration of the Santander City Council and the Regional Government of Cantabria. For its part the Cabo Mayor Lighthouse Art Centre held two exhibitions at the same time: "Dissuasion. The tide and the limit" by Rosell Meseguer and "Undoing, erasing, and activating" by Jorge Yeregui.

In 2021 the proceedings will be initiated for the execution of the important and necessary work of the



restoration of the Palacete del Embarcadero so as to assure its preservation for the future. For its part, the Cabo Mayor Lighthouse Art Centre will celebrate its 15th anniversary; this commemoration will serve to assess its progress and to promote new initiatives in which it is one of the most outstanding cultural centres on both a Spanish and international

level. Likewise new actions are appearing on the horizon from the recently restored Maritime Station to the conditioning of a unit attached to the new General Archive located in the Fishing Quarter and also the possible recovery of the Sotoliva warehouse which could lead to new cultural uses.

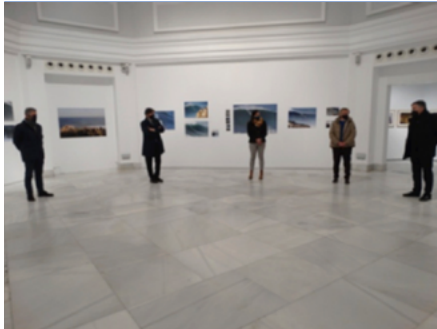
PALACETE DEL EMBARCADERO

Total of visitors: 22.369





	<p>DOBLE-T. JUAN LÓPEZ AND LUIS LÓPEZ LEJARDI <i>24th January / 8th March</i></p> <p>Organised by: Port Authority of Santander</p> <p>Visitors: 3.207</p>
	<p>COLOURING CANTABRIA <i>31st July / 2nd August</i></p> <p>Organised by: Port Authority of Santander, El Diario Montañés and Okuda San Miguel</p> <p>Visitors: 1.246</p>
	<p>THIS IS NOT HAWAII. THE SCENE (LA MOVIDA) <i>6th August / 30th September</i></p> <p>Organised by: Port Authority of Santander and Lafuente Archive</p> <p>Visitors: 13.066</p>
	<p>MAGALLÁN. EDUARDO RIVAS PHOTOESPAÑA 2020 <i>9th October / 8th November</i></p> <p>Organised by: Port Authority of Santander</p> <p>Visitors: 1.971</p>

**RAFA RIANCHO. PHOTOESPAÑA 2020**

17th Decemer / 17th January

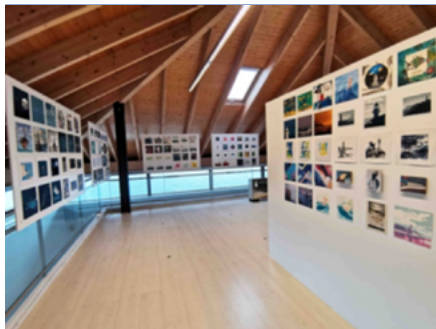
Organised by:
Port Authority of Santander, Santander
City Council
Regional Government of Cantabria

Visitors: 2.879

CABO MAYOR LIGHTHOUSE ART CENTRE

Total of visitors: 7.442





**III MINI PRINT INTERNACIONAL
CANTABRIA. "EL MAR Y LOS FAROS"**
14th August / 31st December

Organised by:
Port Authority of Santander
SM Pro Art Circle
El Diario Montañés



STOP CORTADERÍA. AMICA
24th September / 4th October

Organised by:
AMICA
Regional Government of Cantabria
Port Authority of Santander



**UNDOING, ERASING, ACTIVATING
JORGE YEREGUI. PHOTOESPAÑA 2020**
9th October / 8th November

Organised by:
Port Authority of Santander,
Santander City Council
PhotoEspaña




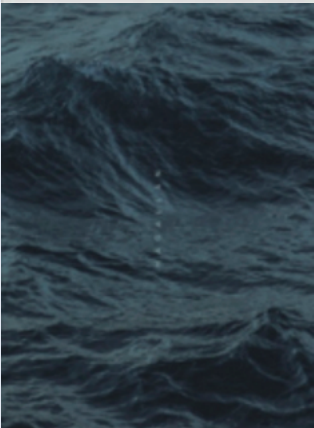

**DISSUASION. THE TIDE AND THE
LIMIT. ROSELL MESEGUER. 2020
PHOTOESPAÑA**
9th October / 8th November

Organised by:
Port Authority of Santander,
Santander City Council
PhotoEspaña



CULTURAL PUBLICATIONS

In 2020 the Port Authority published and/or collaborated in the publishing of the following cultural and artistic publications.

	<p>DOBLE-T JUAN LÓPEZ AND LUIS LÓPEZ-LEJARDI</p> <p><i>Exhibition catalogue</i></p> <p>Published by Port Authority of Santander. Santander, 2020,64 pps</p>
	<p>MAGALLÁN EDUARDO RIVAS</p> <p><i>Book of the exhibition project</i></p> <p>Published by Port Authority of Santander. 2020; 120 pps</p>
	<p>III INTERNATIONAL MINI PRINT CANTABRIA</p> <p><i>Exhibition catalogue</i></p> <p>Published by Port Authority of Santander. SM Pro Art Santander, 2019,132 pps</p>



PALACETE DEL EMBARCADERO 1985-2020

Book to commemorate the 35th anniversary of the Palacete

Published by Port Authority of Santander.
Santander, 2020, 56 pps

OTHER ACTIVITIES

Apart from the exhibitions, the Cabo Mayor Lighthouse Art Centre and the Palacete del Embarcadero also hosted other cultural activities.



PRESENTATION OF THE DOUBLE-T EXHIBITION CATALOGUE

JUAN LÓPEZ AND LUIS LÓPEZ-LEJARDI

7th March. Palacete del Embarcadero



PRESENTATION OF THE MAGELLAN EXHIBITION BOOK

EDUARDO RIVAS

30th October. Palacete del Embarcadero



09

business
expansion



Puerto de Santander



Autoridad Portuaria de Santander



Business expansion

Throughout 2020, in spite of the situation given by the COVID-19, the Port Authority of Santander has continued, to the extent possible, its policy of previous trading years and has promoted interaction with various business associations and players of the port sector in the creation of task forces, organising meetings for the exchanging of ideas and projects and taking part in fairs from various economic sectors.

In this sense both the Sales Department on the one hand and the Presidency and the Management maintain contact with clients and operators so as to assess their level of satisfaction by means of the answers obtained from major maritime, land, and port operators and also clients. In the case of the vehicle industry, annual contact is maintained with the individual manufacturers and with the National Association of Car and Truck Manufacturers (Asociación Nacional de Fabricantes de Automóviles y Camiones, ANFAC) as a representative of all of them. With the latter we share work tables so as to analyse the association's assessment of the activities of the Port of Santander in its report on the previous trading year.

In these surveys the following aspects are assessed:

- Infrastructure
- General services
- Technical/nautical services
- Passenger services
- Service for recovering waste generated by ships

- Goods handling service
- Business services (other services linked to port activities without being port services as such).

Likewise, during this year progress has been made in collaboration with the various administrations and security forces (customs, civil guard, national police, Government Delegation) with the aim of coordinating the procedures involving the exit of the United Kingdom from the European Union. In this sense, and after the European Commission has allowed the Port of Santander to recover the Border Inspection Point in April 2019, a building has been constructed in the Raos access control area to complement the existing one and several control points have also been established in the port enclosure so that the tax office technicians can carry out their work.

As a complement to these initiatives, in 2020 we began to draw up a series of more specific and exhaustive questionnaires which we hope to send to the various users of the installations of the PAS during the following trading year, and also to the various links of the logistic chain and end clients so that they can declare their level of satisfaction, comments aspects which should be improved, make suggestions, etc.

Equally the Department of Port Operations and Services is in permanent contact with the stevedoring companies and the providers of technical-nautical services so as to analyse their operation and detect opportunities for improvement.



In the case of traffic as important to the Port of Santander as that in new cars, the PAS coordinated and led the quality system for new vehicle traffic with ANFAC, State Ports, and the Port Community of Santander. As a result the ANFC-State Ports stamp of quality was implemented; the PAS was the first Port Authority to obtain this certificate. In 2020 the Port of Santander has continued to hold this stamp of quality. Likewise the procedures and the reference of quality of this stamp are updated and improved by taking the requirements of car manufacturers as a benchmark. The monitoring committee of the ANFAC/State Ports quality plan is the body in charge of validating the specific references. As a result of all these efforts the Port of Santander has turned out to be the most highly rated by the members of the association in the “Assessment of Maritime-Port Logistics” report published by the National Association of Car and Truck Manufacturers (ANFAC), another indicator of great relevance which is used not only by the Port of Santander but also by the Spanish port system as a whole. Its latest edition of September 2020 mentions the Port of Santander as the most highly rated for the fifth consecutive year with a score of 4.3 points out of 5.

In the same way, in 2020 from a business point of view the PAS has established among other measures the application of discounts to the charges accrued by traffic and services considered to be sensitive, a priority, or strategic. These discounts to the charges are recorded in the General State Budgets, which were extended throughout the year of reference; the same discounts have therefore been applied to the 2019 trading year. Consequently the guidelines below have been followed:

- Considering Ro-Ro container traffic on regular shipping lines as strategic traffic.
- Considering GENERAL MERCHANDISE in unaccompanied transport elements, on short-distance regular shipping lines, and on “Con-Ro” or “Ro-Ro” ships as strategic traffic.
- Considering PASSENGERS AND VEHICLES under the passenger system and GENERAL MERCHANDISE in transport elements, on short-distance regular shipping lines, on “Ro-Pax” ships, or on ferries as strategic traffic
- Considering VEHICLES under the merchandise system on “Ro-Ro” shipping lines as strategic traffic.
- Considering VEHICLES under the merchandise system as strategic traffic.
- Considering “RO-RO” MARITIME SERVICE general merchandise as strategic traffic.
- Maritime connectivity I: short-distance maritime transport Ro-Ro services, the creation of new regular shipping lines.
- Maritime connectivity II: short-distance maritime transport Ro-Ro services, increased traffic on regular shipping lines.
- Considering FORESTRY PRODUCTS on a regular shipping line as strategic traffic..
- WOOD as general merchandise.

In 2018 the foundations were laid for the construction of a vertical silo with an investment of 17 million euros which would provide the Port of Santander with 75,000 square metres for vehicle storage. As a consequence of this previous work, in October 2019 the project and the definitive financial allocation were approved and published with the aim of starting its construction in 2020. This was not pos-



sible owing to the pandemic and work is now expected to begin in January 2021. Likewise, the first quarter of 2020 saw the initiation of the filling in of a space in the southern area of the Raos wharves with an approximate surface area of 40,000 square metres and an expected investment of 1,100,000 €.

In the summer of 2018 at the Port of Santander heat treatment began to be applied to the vehicles bound for the ports of New Zealand and Australia with the aim of eradicating the Brown marmorated stink bug, an insect from the Pentatomidae family. The facilities were improved by 2019 thanks to this treatment and further improved in 2020 with the treatment of the open areas and a personalised selection of the vehicles by ports of destination. Likewise, this year all the administrative work has begun to recover a surface area of 60,000 m² which was lying idle with the aim of preparing it for use as a vehicle storage space. The processing of the project and the work to prepare the land is expected to be completed during the first quarter of 2021 so that the area can help to compensate the space which will be lost by the construction of the vehicle silo.

On the other hand, work continues on the Core Hive project, the ultimate objective of which is giving Spain and Portugal the necessary operative network and infrastructures for supplying LNG to the logistic chains of the Atlantic and Mediterranean corridors.

As for the traffic, it should be pointed out that the Port of Santander exchanges merchandise with 90 countries, in particular with Belgium and the United

Kingdom which account for almost half of international traffic. In the difficult year of 2020 in which the vehicle market was especially hard hit, the behaviour of general merchandise was noteworthy in that it continued the growth of recent trading years (12.8%) to reach an all-time high accounting for 45% of the total traffic of the Port. Within this sector the increase in Ro-Ro traffic to 17% in the last two trading years deserves a special mention and in particular wheeled transport units with an accumulated figure of 73.1% since 2018 and the number of Twenty-four Equivalent Units (TEUs) with an upward variation of 82.6% in 2020. Merchandise for shipment continues to increase and is gaining ground on imports; with a rise of 7% it reaches an accumulated figure over the last two trading years of 46% of the total.

Fairs

Given that from March onwards the pandemic on a global scale caused the suspension of physical fairs, in 2020 the Port Authority of Santander was only able to attend Fruit Logistic which was held in February in Berlin and the CLIA conference of the cruise sector in London in March. This association also organised online conferences in May, June, and November in which the PAS took part.

Other events in which it participated on the Internet were the Webinar of 19th May, the Cruise Industry during Covid-19, and the Cruise Summit on 1st and 2nd December. Both initiatives were organised by the Cruise New Media Group. Another Webinar entitled “Covid-19 Cruise Protocols” was organised



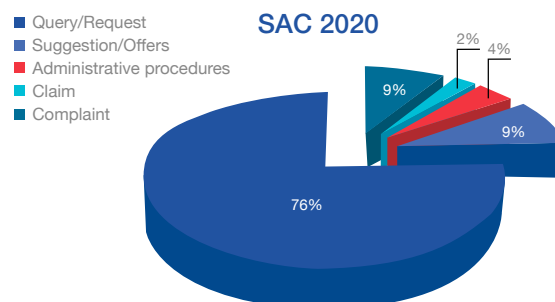
by Cruise Europe on 19th August and the “Seatrade Virtual Cruise” was held from 5th to 8th October.

SAC

The Customer Service makes a form available to its users on the website of the Port on the Internet so as to notify the PAS of suggestions, complaints, or requests for information. Customer Service is also available by post, over the telephone, and by e-mail and is manned by staff of the Ro-Ro traffic unit. In order to improve the service a device has been implemented to indicate the average response time, which in 2020 was established at 0.33 days; this was an improvement compared with previous years and with the 2019 figure of 0.41 days.

The PAS answered the queries, suggestions, and complaints of the various groups of interest, which include members of the Port Community, end clients, and citizens in general, analysing the former and producing plans to correct any deficiencies that may exist by initiating studies, drawing up reports, and applying the corrective methods considered necessary in each case.

Intervention type	2020
Complaint	4
Claim	1
Administrative procedures	2
Suggestion/offer	4
Query/Request	34
Total interventions	45



Cruises

In early 2018 work began to rearrange the spaces in the vicinity of the Ferris Terminal and the Maritime Station. Operations continued in 2019 and 2020 with the reorganisation of the interior of the Maritime Station, an outstanding building designed in 1971 by the Cantabrian architect Ricardo Lorenzo García.

The Port of Santander was unable to participate in the Miami Cruise Fair in March as it was cancelled owing to the pandemic. The European edition of the Seatrade Cruise Fair (Seatrade Med) which was to have been held in Málaga was postponed until 2022.

The Port was able to take part, albeit online, in the Summit which is organised every year in Madrid by the Cruise News Media Group, the only congress specialising in the cruise industry to be held in Spain.

As cruise traffic was banned in Spain in March 2020, there have been no cruise stopovers at the Port since that month.