PEMA

Global Survey of Ship-to-Shore Container Crane Deliveries 2024

MARKET SURVEY
ISSUED 2025

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Contents

Introduction

This is the 12th global survey of Ship-to-Shore (STS) container crane deliveries to be published by the Port Equipment Manufacturers Association (PEMA).

The PEMA STS crane surveys were originally created to provide an annual measure of the market size and to explore trends in the main STS crane specifications. The surveys were designed to measure the number of cranes delivered, rather than orders placed for new cranes, in a 12-month period.

PEMA published its first global survey of STS container crane deliveries in 2011, which covered deliveries over the period 2005 – 2011. Surveys were published every year after until 2020 (covering 2019 production). No surveys were published over the period of the COVID-19 pandemic from 2021 to 2023. In 2023 PEMA decided to resume production of its annual market surveys and contracted Paul Avery, the editor of WorldCargo News with over 20 years of experience in the industry, to research the data and write the reports. A consolidated report covering the years 2020 to 2022 inclusive was published in 2024, along with a 'regular' report covering 2023 data.

With this report covering STS crane deliveries in 2024 the PEMA surveys now span 20-years of data. Over this period the survey has counted 4,797 STS crane deliveries in total. The peak year for deliveries was 2006, with 362 STS crane delivered, while the trough fell in 2011, with just 134 STS cranes delivered.

This report captures cranes from the "delivery" date, which normally refers to when the cranes arrived at the terminal. However, some OEMs report delivery date as the date the crane leaves the factory, while ports sometimes announce they have received new cranes at the point when they enter service. In cases where cranes arrive part big (in sections that need to be assembled), or require extensive commission periods on site, it can be many weeks after delivery before the cranes enter service.

Methodology

The survey research was conducted in the first quarter of 2025 and the results were collated in March and April 2025. All known manufacturers of STS cranes were contacted and asked to provide details of their crane deliveries in 2024 and/or to confirm that orders for STS cranes previously published were delivered.

Because PEMA is a trade association, somewhat different rules apply with respect to data on individual company activity that can be reported. As in previous reports, this survey publishes the destination port and terminal for STS cranes and their main specifications, but does not list the crane OEM, or the name of any component suppliers

Confidentiality

While this report is released by and the property of PEMA, the data from individual crane OEMs are not held by PEMA and are not available to its membership.

Survey Distribution

The survey results will be released to PEMA members and to all contributors to the survey immediately upon publication. At a later date, the report will be made available in the public domain.

Disclaimer

This survey is based on information provided directly by the equipment manufacturers and other published sources. PEMA and the author cannot accept responsibility for the accuracy of the data provided. This document does not constitute professional advice, nor is it an exhaustive summary of the information available on the subject matter to which it refers. Every effort is made to ensure the accuracy of the information. However, neither the author, PEMA nor any member company is responsible for any loss, damage, costs or expenses incurred, whether or not in negligence, arising from reliance on or interpretation of the data.

1. Executive Summary

The number of STS cranes this survey counted as delivered globally in 2024 was 208, a 21.5% decrease on the 231 cranes that were delivered in 2023.

The 208 STS cranes that were delivered in 2024 is below the average number of 225 cranes for the 10-year period 2013 to 2023, and well below the average of 337 per year over the period of 2006 to 2008 when STS crane production peaked.

One of the most notable trends from the 2024 data is that 29 STS cranes were recorded as delivered to China that year. This is a 50% decrease on the 58 STS crane delivered in 2023 and the second lowest number recorded since PEMA began its market surveys in 2005. The decrease reflects the large number of STS cranes that were delivered to Chinese terminals over 2020 to 2023, when the country was undergoing a period of rapid investment in new and replacement cranes, partly as a result of a national drive to develop more automated terminals.

The number of STS crane delivered to terminal in North America also declined, from 47 in 2023 to 28 in 2024, a drop of 40%. The 28 cranes delivered in 2024 is, however, still well ahead of the 10-year average for 2013 to 2023 of 22 STS cranes. Deliveries to the US in the future could be impacted by the second Trump Administration's trade and tariff policies but would likely have slowed in any case as 2023 represented a peak in US port development.

In the Middle East, 13 new STS cranes were delivered in 2024, less than half the 27 cranes delivered in 2023. PEMA's data since 2005 show such a large swing is typical for the Middle East market. Since 2005, 386 new STS cranes have been delivered to the region, with a peak of 47 units in 2006 and a low of just 5 cranes in 2011.

While crane deliveries to the Middle East, China and the US were slowing down, they picked up in Africa and Europe. Largely driven by new terminals in Egypt, Africa took delivery of 31 STS cranes in 2024, the most ever recorded in PEMA surveys. This follows a strong 2023, when 29 STS cranes were delivered to ports in Africa. 31 units is three times the 10-year average of 11 STS cranes delivered per year over 2013-2023.

In Europe, 26 new STS cranes were delivered in 2024, almost triple the 9 STS cranes delivered in 2023 and well ahead of the 10-year average of 10 cranes a year. 2024 deliveries reflect a number of expansion projects, particularly in Germany and Italy. With more cranes expected for major expansions in Rotterdam, Europe's largest port, and in Belgium, the European market is expected to post strong numbers again in 2025.

South America also saw strong delivers in 2024, with 18 new STS cranes arriving, triple the number that were delivered in 2023. The 18 units delivered in 2024 is well ahead of the 10-year average of 11 cranes for 2013-2023, but still below the peak years of 2014, 2015 and 2017.

Other Asia, a category that includes all of Asia except China, remains the largest geographical region by demand, with 63 STS cranes delivered in 2024. This is a 25% decline on the 84 STS cranes delivered in 2023, but the same as the 10-year average of 63 cranes for 2013-2023. The strength of the Other Asia region is underpinned by ongoing developments in Vietnam, South Korea, Singapore and Taiwan.

This report also covers the main STS crane specifications of lift capacity under the spreader, boom outreach and lift height. It shows that the 60-69t lift capacity class still dominates with 73% of all deliveries. This is down from 75% of all delivers in 2022, reflecting an increase in the percentage of cranes specified with a lift capacity over 70t.

The trend towards ports ordering STS cranes with longer booms to serve vessels that stow containers up to 24/25 rows+ across, and with a higher lift height above the crane rail to handle vessels that stow containers 10 high (and sometimes above) on deck also continues.

Figure 1.1: Global STS Deliveries 2024 by Geographic Region

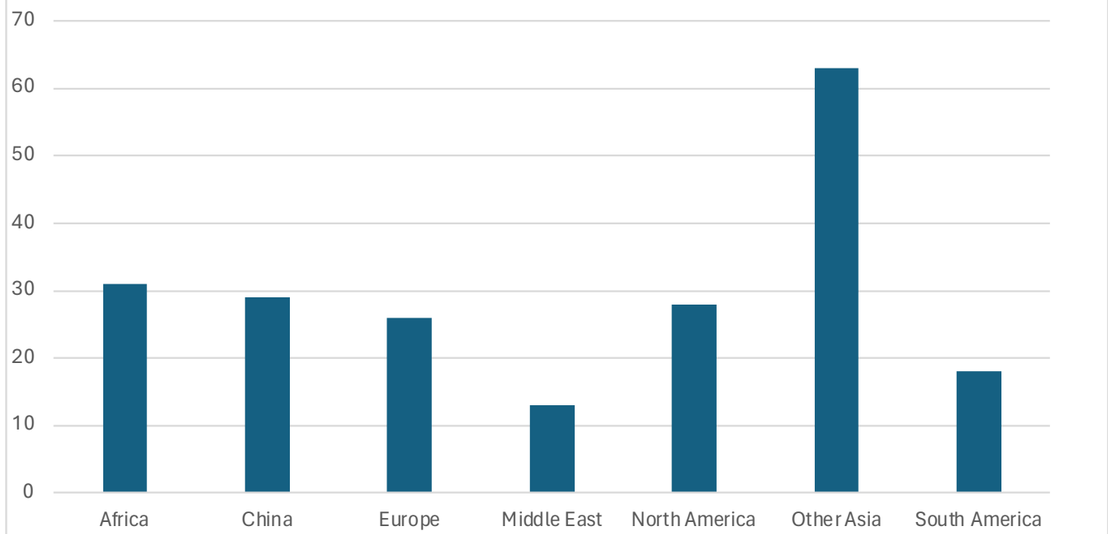


Table 1.1: Global STS Deliveries 2024 by Geographic Region

Africa	31	15%
China	29	14%
Europe	26	13%
Middle East	13	6%
North America	28	13%
Other Asia	63	30%
South America	18	9%
Total	**208**	**100%**

2. STS Deliveries in 2024

This report was researched in February-April 2024. OEMs were asked to supply data for all STS crane deliveries in 2024. In a few cases where OEMs did not produce a large number of STS cranes data were obtained from WorldCargo News published surveys and, where possible, verified from port announcements on the arrival of new cranes.

Altogether the survey contains data supplied or sourced from the following crane OEMs:

- Doosan Vina
- Jiangsu Rainbow Industrial Equipment
- Konecranes
- Liebherr
- MITSUI E&S Co., Ltd. (MES)
- Qingdao Haixi Heavy-duty Machinery Co.,Ltd (HHMC)
- Sany
- ZPMC

Table 2.1 Consolidated Results of 2024 STS Deliveries

Terminal	Country	Quantity	Lift capacity	Outreach	Gauge m	Backreach m	Lift height m	Hoist Speed m/min	Trolley Speed m/min
CCCC Electrical and Mechanical Engineering Bureau Co.,Ltd.	Asia	6	65	60	30		42	90/180	240
Vision Equipment	Barbados	2	65	50	21.376	18	35		
DP World Antwerp Terminals N.V.	Belgium	2	65	71	30.48		52	90/180	240
BENIN TERMINAL	Benin	1	65	62.5	30.48		45	90/180	240
Itapoa Terminais Portuarios S.A.	Brazil	1	65	70	30.48		50	90/180	250
BRASIL TERMINAL PORTUARIO	Brazil	2	65	70	30.48		55	90/180	240
Sihanoukville Autonomous Port	Cambodia	2	30.5	36	20.04	12	25	50/120	150
China Harbour Engineering Company Ltd.	Cameroon	5	65	61	30		42	90/180	210
SIPG ZHENDONG BRANCH	China	2	70	60	30		43	90/180	240
Xiamen Yuanhai Container Terminal Company Limited.	China	1	65	73	35		54	100/200	240
Fuzhou Jiangying International Container Terminal	China	1	65	70	30.48		52	90/180	240
Qingdao Qianwan Container Terminal Limted.	China	2	65	70	35		53	90/180	240
Nansha International Container Terminal	China	4	65	73	35		55	90/180	240
Hainan International Port Ltd	China	8	65	70	35		52	90/180	240
Zhenghexing container terminal, Taicang, Jiangsu	China	2	65	65	30	18	45		
Fujian Ronggang	China	3	70	70	30.48	18	51		
Zhejiang toumen port	China	1	40.5	33	10.5	8	25	50/100	100
Ningbo Jiaxing Dushan Terminal	China	3	65	38	26.05	10	30	50/100	160

Table 2.1 Consolidated Results of 2024 STS Deliveries

Terminal	Country	Quantity	Lift capacity	Outreach	Gauge m	Backreach m	Lift height m	Hoist Speed m/min	Trolley Speed m/min
Dongying Traffic Development Port	China	2	61	55	30	15	40	80/160	200
APM Rijeka	Croatia	3	51	70	30.48		56	90/180	240
Zona Franca Multimodal Caucedo	Dominican Republic	1	65	70	30.48		56	90/180	240
Yilport - Puerto Bolivar	Ecuador	4	65	67	30.48	15	52	90/180	240
ABU QIR CONTAINER TERMINAL	Egypt	2	65	69	30		55	90/180	240
APM Suez Canal Container Terminal	Egypt	12	65	72	30.48		56	90/180	240
Damietta Alliance Container Terminal S.A.E.	Egypt	5	75	72	30.48	16	57.5	100/180	240
Container Terminal Burchardkai GmbH	Germany	5	85	71.6	35		49.5	80/180	240
Eurogate Wilhelmshaven	Germany	2	75	73	30.48	26	54.5	90/180	270
Tuticorin International Container Terminal	India	3	65	56	23.47	15	40		
Medcenter Container Temrinal	Italy	6	65	72	30.48		54	90/180	240
Onahama Port	Japan	1	35.6	40	20	10	30	50/120	180
Yokohama Port	Japan	3	40.6	43.5	30	-	34.3	80/160	210
Sendai Port	Japan	1	40.6	50.8	30	15	42.9	90/180	240
Kenya Ports Authority	Kenya	3	65	62	30.5		42	80/160	250
Klaipeda Container Terminal	Lithuania	2	65	47.5	20	18.4	40	52/150	180
Kuching Port Authority	Malaysia	2	40.6	42	20	10	28	60/120	180
Ensenada International Terminal	Mexico	1	65	68	30.48		48	90/180	240
ICTSI Contecon Manzanillo	Mexico	2	65	72	30.48		60	90/180	220
Somaport Terminal, Casablanca	Morocco	1	65	55	18	17	37	90/180	240
Salalah Port Services	Oman	10	105	75	30.48		58	90/180	240
Colon Container Terminal	Panama	2	65	65.6	30.48		52	90/180	245
COSCO SHIPPING Ports Chancay PERU	Peru	6	65	72	35		54	90/180	240
Cebu International Port (CIP)	Philippines	1	41						
Saudi Global Ports Company	Saudi Arabia	3	65	71	30.48		52	90/180	240
Peel Ports, Greenock Ocean Terminal	Scotland	2	45	45.5	16.76	18	39.3	90/180	240
PSA Corporation Ltd	Singapore	14	65	73	35		55	90/180	270
Transnet Port Terminals, Port Elizabeth	South Africa	1	65	52	20	19	37	90/180	240

Table 2.1 Consolidated Results of 2024 STS Deliveries

Terminal	Country	Quantity	Lift capacity	Outreach	Gauge m	Backreach m	Lift height m	Hoist Speed m/min	Trolley Speed m/min
Colombo West International Terminal (Private) Limited	Sri Lanka	8	65	72	35		53	90/180	240
Port Sudan	Sudan	2	65	63.2	30		45	90/200	220
Evergreen Kaohsiung Terminal	Taiwan	8	66	72	36.576		55.5	90/180	245
Port of Bangkok,Thailand	Thailand	2	40	30	18	10	23		
Marport, Port of Ambarli	Turkey	4	65	73	30.48	15	54	90/180	240
DPW London Gateway	U.K.	4	80	73	35		56	90/180	240
APM Terminals Pacific LLC	USA	4	65	68	30.48		52	90/180	240
Bayport Container Terminal	USA	3	65	64.31	30.48		48.16	76.2/182.88	243.84
APM Mobile	USA	2	65	65	30.48		50.8	90/180	240
APM Elizabeth	USA	4	65	66	30.48		50.8	90/180	240
Georgia Ports Authority	USA	4	66	70.1	39.6	25.9	50.2	90/180	250
Port Newark Container Terminal, NJ	USA	2	65	69	30.48	20	53.3	90/180	240
PSA, Penn Terminals, Philadelphia	USA	1	66	48	18.28	15	35	56/140	205
ITS - Long Beach	USA	5	65	70.1	30.48	22.86	53.34	90/180	240
Phuoc An Port	Vietnam	4	40.6	40	24	12	32	50/120	150
Da Nang Port	Vietnam	1	40	40	23.47	10.5	30		
Chu Lai International Port	Vietnam	2	40	40		16			
Total		**208**							

3. STS Delivery Trends 2005-2024

Table 3.1: Global STS Delivery Trend 2005-2024

Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Africa	5	4	12	28	12	17	10	19	11	17	11	21	12	17	16	15	9	21	29	31
Australasia	4	11	8	0	1	0	0	12	8	8	5	7	1	10	4	2	5	4	5	0
China	84	135	130	121	43	50	26	54	34	35	28	73	34	37	30	82	83	66	58	29
Europe	49	69	64	75	61	57	11	24	42	48	43	38	33	39	19	36	23	16	9	26
Mid East	17	47	16	12	35	16	5	26	12	10	16	26	44	12	11	12	8	21	27	13
North America	20	15	37	19	18	10	5	18	13	12	19	14	19	25	26	29	22	11	47	28
Other Asia	44	60	35	60	89	24	50	50	25	71	76	39	106	71	43	53	42	78	84	63
South America	8	21	19	15	33	25	27	35	22	32	39	17	35	13	17	17	2	14	6	18
Total	**231**	**362**	**321**	**330**	**292**	**199**	**134**	**238**	**167**	**233**	**237**	**235**	**284**	**224**	**166**	**246**	**194**	**231**	**265**	**208**

Figure 3.1A Global STS Delivery Trend 2005-2024

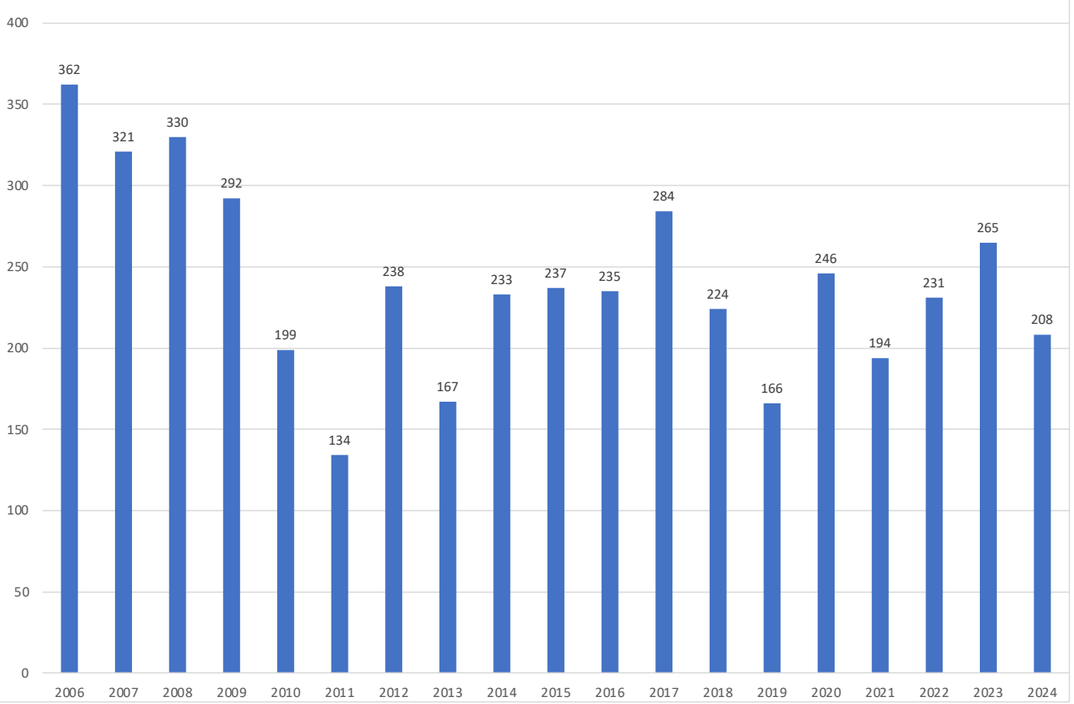


Figure 3.1B Global STS Delivery Trend 2012-2024

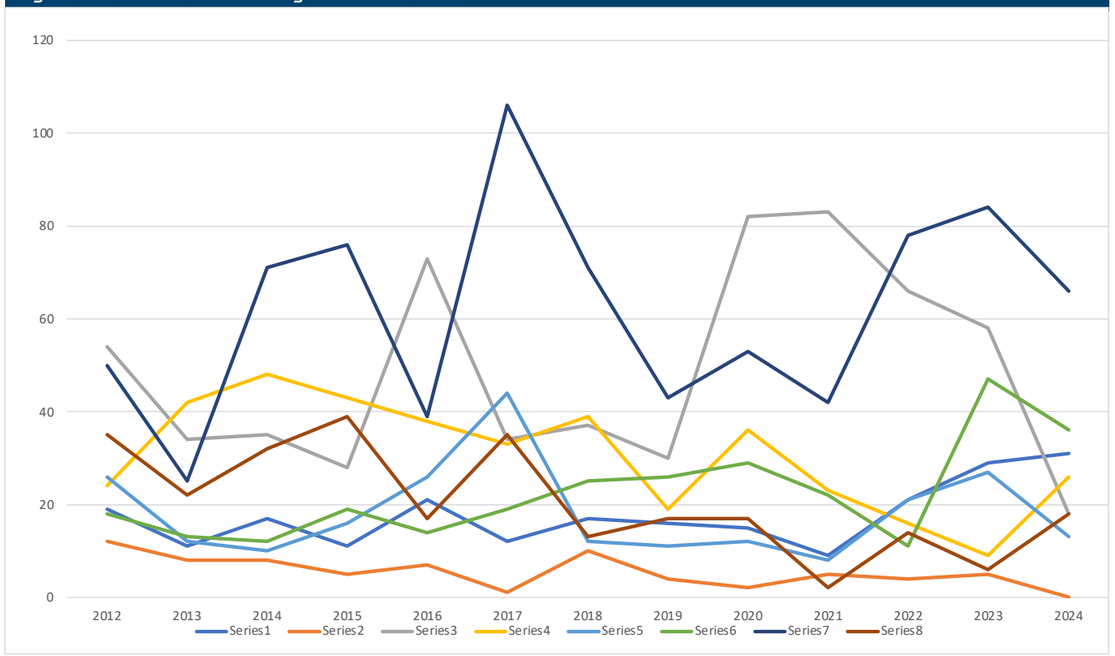


Figure 3.2: Africa STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
5	4	12	28	12	17	10	19	11	17	11	21	12	17	16	15	9	21	29	31

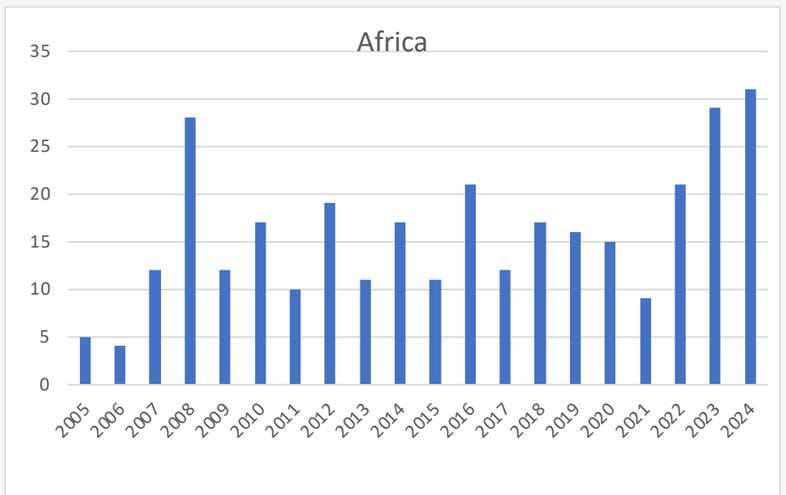


Figure 3.3: Australasia Pacific STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
4	11	8	0	1	0	0	12	8	8	5	7	1	10	4	2	5	4	5	0

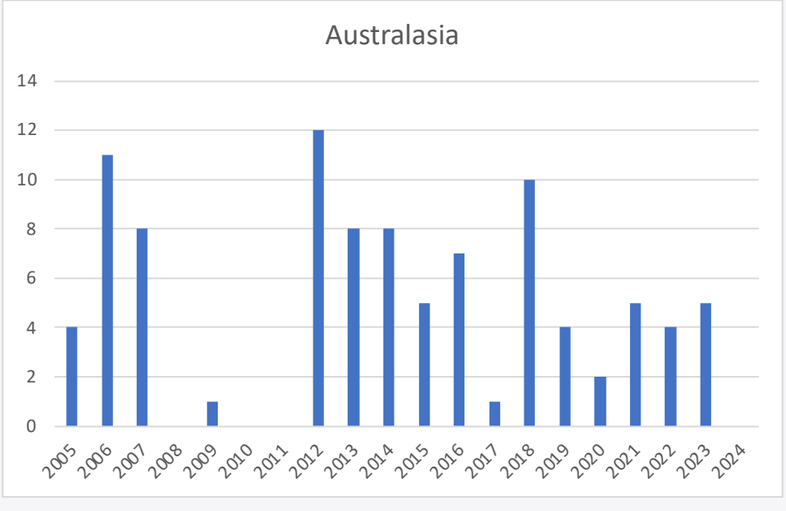


Figure 3.4: China STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
84	135	130	121	43	50	26	54	34	35	28	73	34	37	30	82	83	66	58	29

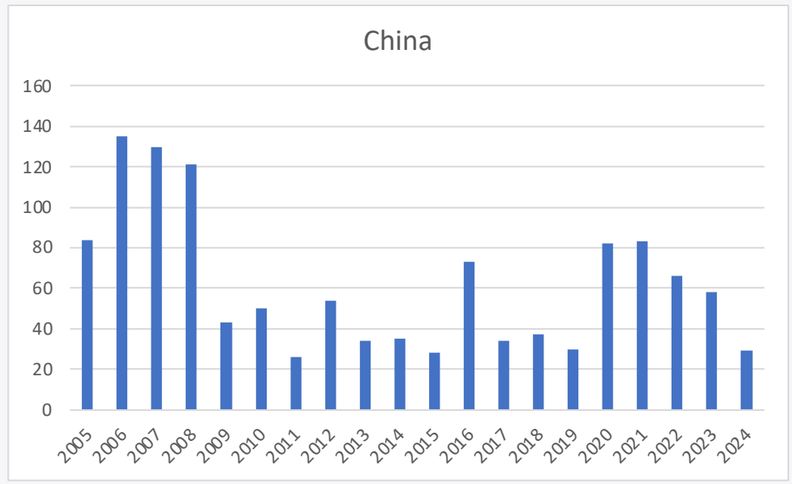


Figure 3.5: Europe STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
49	69	64	75	61	57	11	24	42	48	43	38	33	39	19	36	23	16	9	26

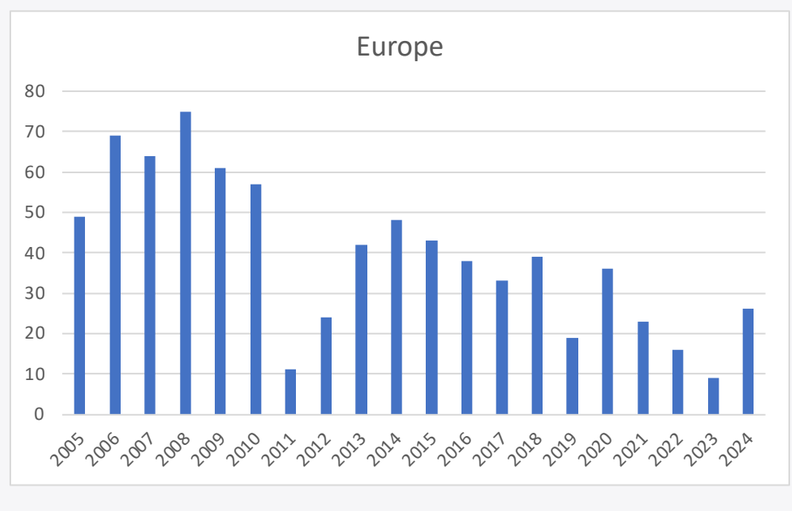


Figure 3.6: Mid East STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
17	47	16	12	35	16	5	26	12	10	16	26	44	12	11	12	8	21	27	13

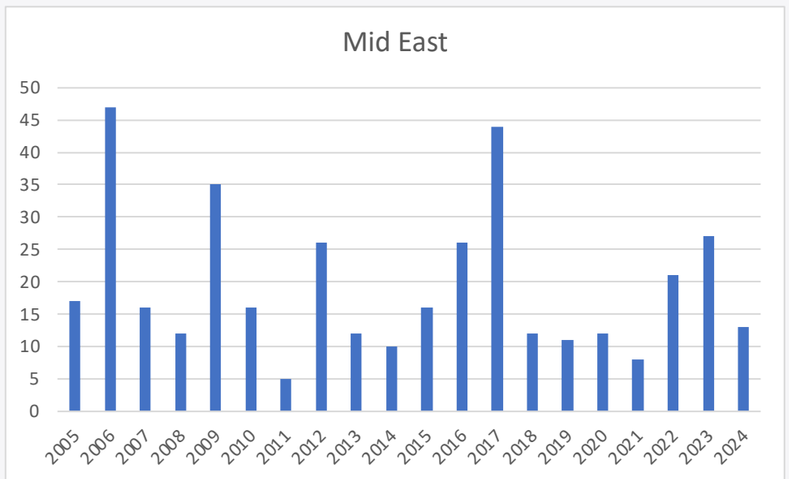


Figure 3.7: North America STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
20	15	37	19	18	10	5	18	13	12	19	14	19	25	26	29	22	11	47	28

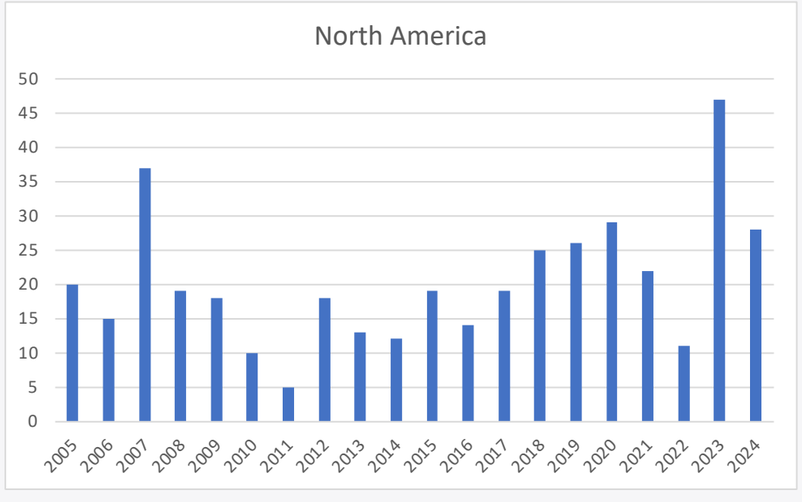


Figure 3.8: Other Asia STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
44	60	35	60	89	24	50	50	25	71	76	39	106	71	43	53	42	78	84	63

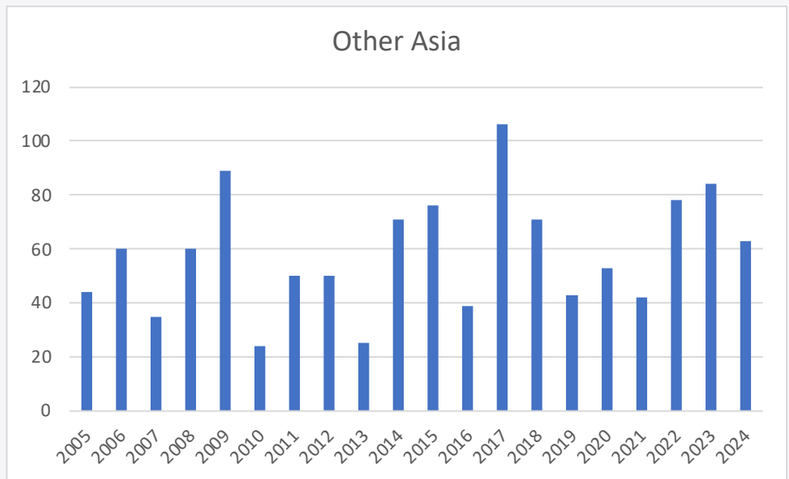
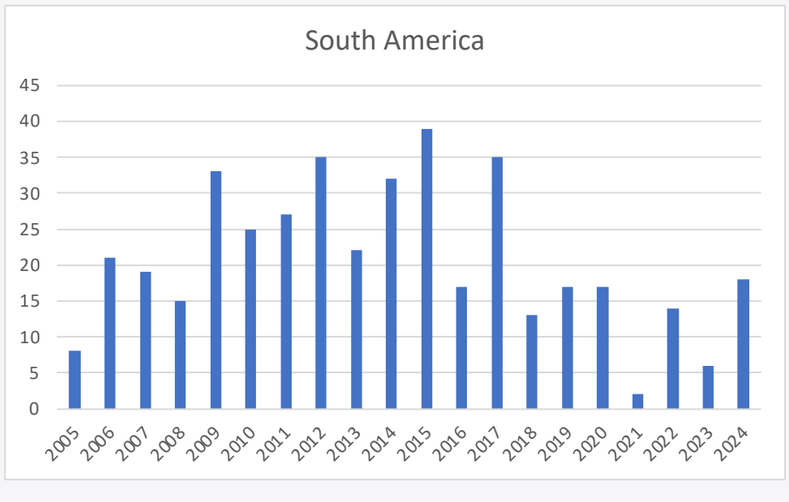


Figure 3.9: South America STS Delivery Trend 2005-2024

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
8	21	19	15	33	25	27	35	22	32	39	17	35	13	17	17	2	14	6	18



4. STS Specification Trend 2024

PEMA's latest analysis of lift capacity, outreach and lift height specifications for STS cranes delivered in 2024 reveals that the 60-69 tonne lift capacity dominates, specified for 152 cranes, 73% of all deliveries.

An outreach of 60+ meters for 171 deliveries accounted for 83% of the total cranes, while 155 cranes representing 74.5% of the total had lift height of above 45 meters.

4.1 Lift Capacity Trends

152 of the 208 cranes (73%) counted in this survey had a lift capacity in the range of 60-69t, almost exactly the same percentage as in 2023. 12 cranes have a lift capacity in the range of 70-79t, while 19 cranes have a lift capacity of over 80t.

Table 4.1: Global STS Deliveries 2024 by Lift Capacity

Lift Capacity	2024	%
30-39t	3	1%
40-49t	19	9%
50-59t	3	1%
60-69t	152	73%
70-79t	12	6%
80+	19	9%
Total	**208**	**100%**

Table 4.2: Global STS deliveries to 2024 by Lift Capacity

	2005	2006	2007	2008	2009	2010	2011
30-39t	1	1	0	4	3	2	3
40-49t	38	39	32	25	26	18	11
50-59t	34	32	35	37	34	27	20
60-69t	118	242	168	149	120	113	94
70-79t	9	16	16	35	25	16	4
80+	31	32	70	80	84	23	2
Total	**231**	**362**	**321**	**330**	**292**	**199**	**134**

	2012	2013	2014	2015	2016	2017	2018
30-39t	3	5	3	5	1	3	1
40-49t	18	7	11	25	24	17	37
50-59t	41	18	2	10	10	12	15
60-69t	158	123	186	160	161	178	136
70-79t	2	8	10	17	21	14	12
80+	16	6	21	20	18	60	23
Total	**238**	**167**	**233**	**237**	**235**	**284**	**224**

	2019	2020	2021	2022	2023	2024
30-39t	6	9	5	2	3	3
40-49t	17	17	18	17	14	19
50-59t	10	5	5	15	15	3
60-69t	117	159	145	185	196	152
70-79t	8	31	14	10	35	12
80+	23	25	7	2	2	19
Total	**166**	**246**	**194**	**231**	**265**	**208**

4.2 Outreach Trends

Serving vessels of 22 rows wide requires an outreach of 60m+. A rule of thumb formula for converting rows to meters is: number of rows x 2.5m plus 5m from crane to ship (although this figure can vary substantially depending on how far back the waterside rail is from the edge of the quay).

This year's survey highlights an interesting trend in STS crane outreach. For the period 2005 to 2019 STS cranes with outreach of 60m+ were the largest single class. More recently outreaches have gotten longer. In 2020 an outreach specification of 70m+ became the single largest category for the first time, accounting for 97 of 246 cranes. In 2023 cranes with a 70m+ outreach accounted for 109 of 265 cranes delivered.

That trend has continued in 2024; 126 of the 208 cranes had an outreach of over 70m, 61% of the total. The next most common outreach was 60-69m, with 45 cranes delivered, 22% of the total. These statistics highlight the extent to which the STS crane market in 2024 was dominated by transhipment and regional hub ports purchasing STS cranes to handle vessels stowing containers up to 25 rows wide.

Table 4.3: Global STS Deliveries 2024 By Outreach

Outreach	2024	%
Up to 39m	8	4%
40-49	18	9%
50-59	10	5%
60-69	45	22%
70+	126	61%
No data	1	0%
Total	**208**	**100%**

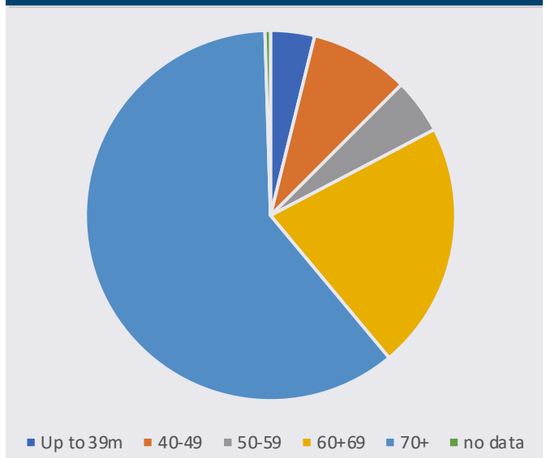
Table 4.4: Global STS Delivery trend 2005-2024 by Outreach

	2005	2006	2007	2008	2009	2010	2011
Up to 39m	20	17	20	76	35	19	11
40-49	34	48	39	30	21	24	18
50-59	70	67	65	67	79	54	53
60+69	107	230	197	157	157	102	52
70+							
No data							
Total	**231**	**362**	**321**	**330**	**292**	**199**	**134**

	2012	2013	2014	2015	2016	2017	2018
Up to 39m	21	6	11	16	18	20	19
40-49	45	16	18	29	28	19	32
50-59	47	39	21	37	26	17	34
60+69	125	96	183	155	163	229	139
70+							
No data							
Total	**238**	**157**	**233**	**237**	**235**	**285**	**224**

	2019	2020	2021	2022	2023	2024
Up to 39m	17	22	26	10	14	8
40-49	24	10	8	26	22	18
50-59	16	23	23	30	34	10
60+69	75	93	87	74	73	45
70+	34	97	48	91	109	126
No data		1	2		13	1
Total	**166**	**246**	**194**	**231**	**265**	**208**

Figure 4.1: Global STS Deliveries by Outreach 2024



4.3 Lift Height Trends

The trend to stack containers higher on deck has implications for crane lift heights, measured as the maximum clearance under the spreader to the top of the waterside crane rail. To work vessels with stacks 10-high on deck requires a lift height of around 50.5m.

Since 2017 a Lift Height of 50m+ has become the most common specification for new crane deliveries. In 2024, 141 of 208 cranes delivered had a lift height of over 50m, 53% of the total.

Table 4.5: Global STS Deliveries 2024 By Lift Height

Outreach	2024	%
20-29	7	3%
30-39	19	7%
40-49	38	14%
50+	141	53%
Undeclared	3	1%
Total	**208**	**100%**

Table 4.6: Global STS deliveries 2024 by lift height

	2005	2006	2007	2008	2009
20-29	14	14	8	17	22
30-39	118	127	127	88	88
40+	99	221	186	225	182
Undeclared					
Total	**231**	**362**	**321**	**330**	**292**

	2010	2011	2012	2013	2014
20-29	11	7	16	4	7
30-39	66	73	82	58	33
40+	122	53	140	105	192
Undeclared					
Total	**199**	**134**	**238**	**167**	**233**

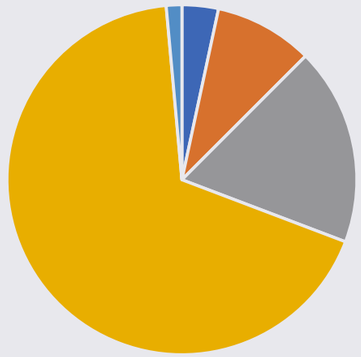
	2015	2016	2017	2018	2019
20-29	4	24	9	21	19
30-39	60	10	62	56	26
40+	171	161	164	147	115
Undeclared					
Total	**237**	**235**	**284**	**224**	**166**

	2020	2021	2022	2023	2024
20-29	19	17	5	36	7
30-39	26	16	35	69	19
40+	188	151	183	133	179
Undeclared	11	10	4	16	3
Total	**246**	**194**	**231**	**265**	**208**

Table 4.6A: Detailed analysis of STS deliveries 2012-2024 by 40+m lift height

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
40-44	103	55	63	64	34	43	24	19	18	32	33	38	24
45-49	30	53	86	71	70	75	48	29	53	58	42	31	14
50+	7	2	43	36	60	120	75	67	117	61	108	133	141

Figure 4.2: Global STS Deliveries by Lift height 2024



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Founded in late 2004, PEMA's mission is to provide a forum and public voice for the global port equipment and technology sectors, reflecting their critical role in enabling safe, secure, sustainable and productive ports, and thereby supporting world maritime trade.

Chief among the aims of the Association is to provide a forum for the exchange of views on trends in the design, manufacture and operation of port equipment and technology worldwide.

PEMA also aims to promote and support the global role of the equipment and technology industries, by raising awareness with media, customers and other stakeholders, forging relations with other port industry associations and bodies; and contributing to best practice initiatives.

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