

ARTIFICIAL INTELLIGENCE AND THE FUTURE OF WORK

José Luis Gallegos

Genova, 2026



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When you hear about AI being introduced at the port, what's the first concern that comes to your mind



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0 of 1 responded



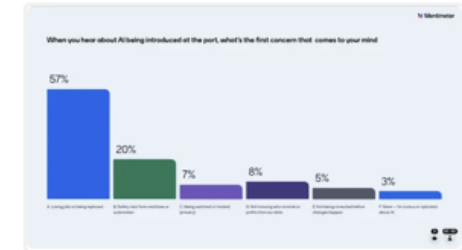
JL

Menti

AI - In the frontline



Select which slide to add



Welcome to the training!

Let's kick off our training by doing a check-in. Please join using the QR code below!

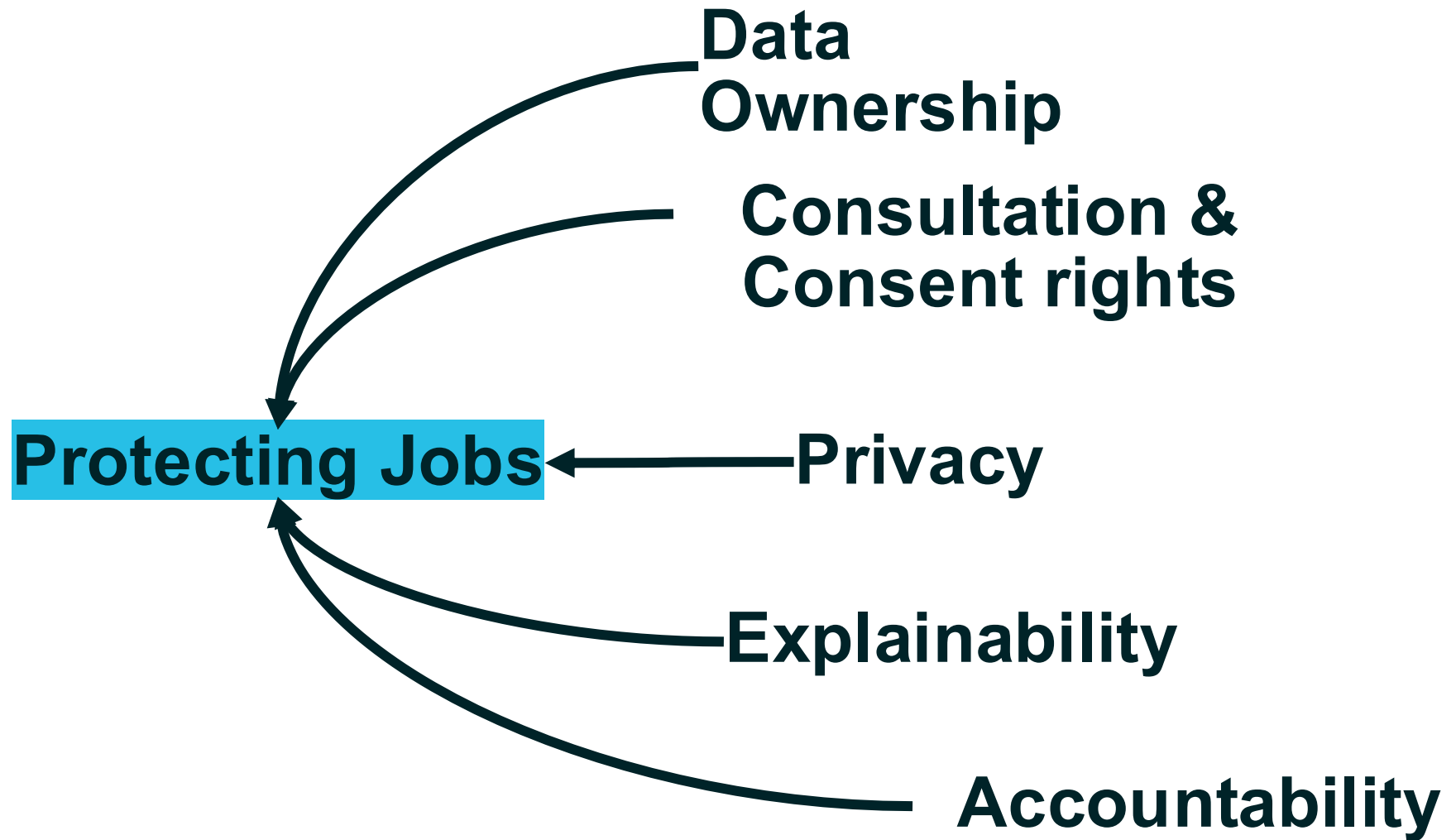
Interventions (if you were the government)

**Fig 1. Perceived Primary Concerns of Dockworkers
Regarding AI Introduction in Port Operations**



Survey of 60 participants from dockworker unions affiliated to the ITF. Respondents were asked: "When you hear about AI being introduced at the port, what is the first concern that comes to your mind?"

Strategy



**BRINGING THINGS
INTO PERSPECTIVE**



'Stop sugar-coating it. AI will slash 50% of entry-level white collar jobs'

Is this hype...

Is this hype... yes



Coca-Cola® Creations Imagines Year 3000 With New Futuristic Flavor and AI-Powered Experience

Nvidia's market value



Is this hype... yes

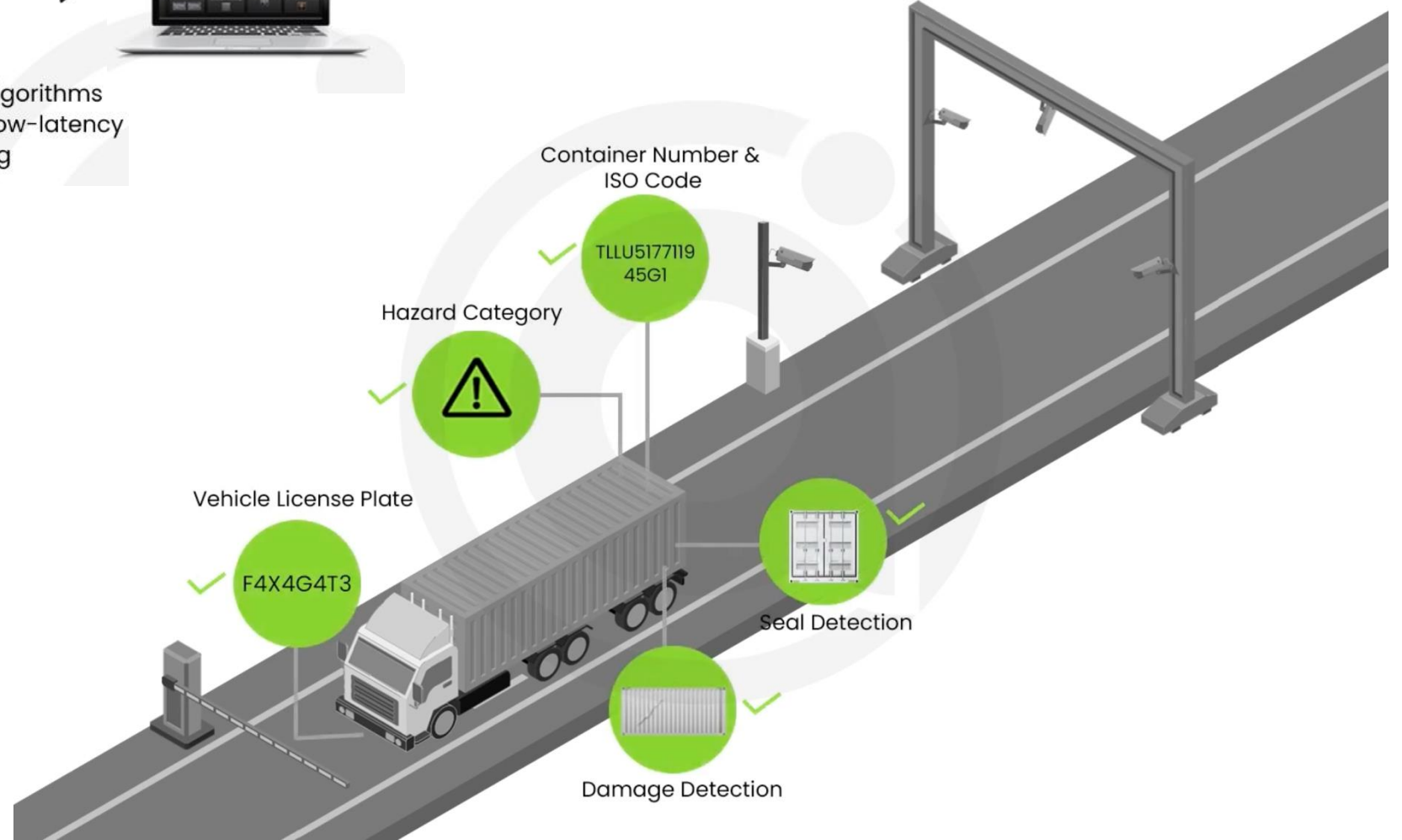
Is this old wine in new bottles...

Is this hype... yes

Is this old wine in new bottles... yes



Optimizing Deep Learning Algorithms
on Edge computing enables low-latency
real-time processing





Real port condition	OCR fails	AI (Computer Vision)
Low lighting	✗	✓ Deep learning vision works in darkness
Rain, dust, snow	✗	✓ Robust against noise
Occlusions (dirt, twistlocks)	✗	✓ Detects container outline & missing text
Angled containers	✗	✓ 3D pose estimation
Motion blur	✗	✓ Fast shutter + AI correction
Damaged digits	✗	✓ Context-based prediction

Is this hype... yes

Is this old wine in new bottles... yes

Are they using it to scare workers...

Is this hype... yes

Is this old wine in new bottles... yes

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Did AI Really Take Your Job, or Is it 'AI Washing'?

2025 was a record year for layoffs, but how much of those cuts were caused by AI? Experts say most companies lack AI systems capable of replacing workers, suggesting cuts may be driven more by financial pressures.



Written by [Jeff Ramage](#)

Published on Mar. 02, 2026

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Is it affecting white collars workers more...

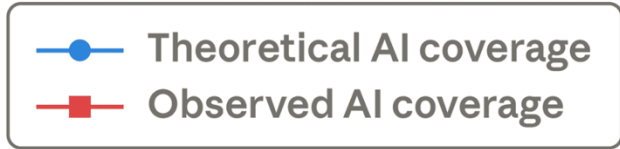
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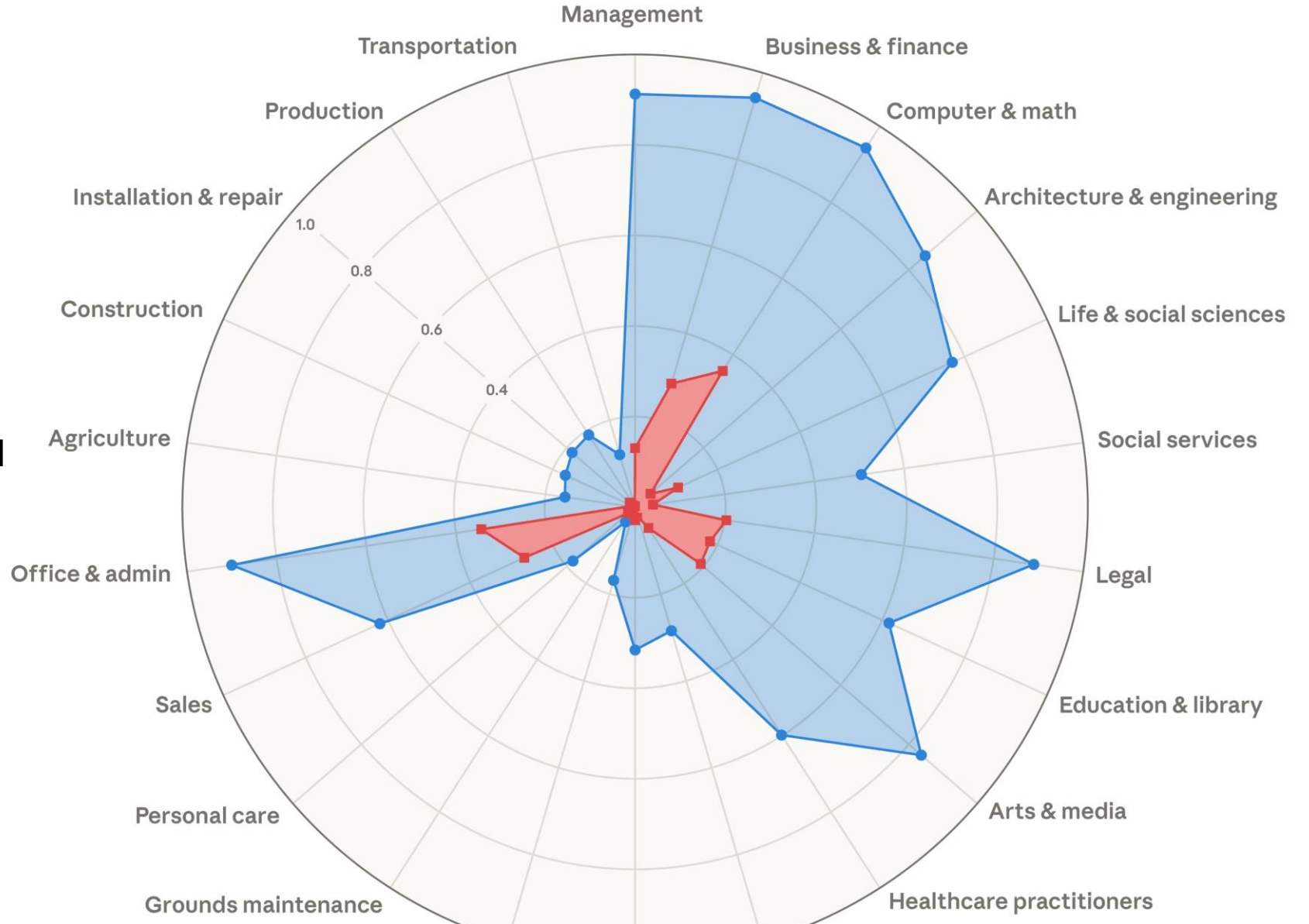
Are they using it to scare workers... yes

Is it affecting white collars workers more... yes

Theoretical capability and observed usage by occupational category



Labor market impacts of AI Anthropic, 2026



Differences between high and low exposure workers

		No exposure	Top quartile	Difference
Exposure	AI coverage (%)	0.0%	38.8%	+38.8 pp
Demographics	Age	41.0	42.9	+1.9
	Female	38.8%	54.4%	+15.5
	Hispanic	24.8%	13.8%	-11.0 pp
	White, non-Hispanic	54.5%	65.1%	+10.6 pp
	Black, non-Hispanic	13.2%	9.7%	-3.5 pp
	Asian, non-Hispanic	4.7%	9.1%	+4.4 pp
	Married	44.6%	54.9%	+10.4 pp
Education	Less than HS	13.2%	2.3%	-10.9 pp
	HS diploma	38.9%	17.7%	-21.2 pp
	Some college / assoc.	30.0%	25.5%	-4.6 pp
	Bachelor's degree	13.3%	37.1%	+23.8 pp
	Graduate degree	4.5%	17.4%	+12.8 pp
Labor market	Hours / week	37.5	38.7	+1.2
	Hourly wage (\$)	\$22.23	\$32.69	+\$10.45
	Union member	11.7%	5.3%	-6.4 pp
	Observations	42,546	32,301	

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Should I still give a damn...

Is this hype... yes

Is this old wine in new bottles... yes

Are they using it to scare workers... yes

Is it affecting white collars workers more... yes

Should I still give a damn... DEFINETELY!

WHY SHOULD

WE CARE?

AI is Automation in Asteroids

Type of Crane Operation	Operator per Crane	Key Technology Features	% Automation
Manual (Traditional)	1:1	Manual crane cabins, Analog controls	0–10%
Remote-Controlled	1:2-3	Remote cabins, HD video feeds, sway control, OCR, integration with TOS	70–80%
Semi-Autonomous (AI-Assisted)	1:4-6	Auto pick/place, ship profiling, predictive maintenance, 3D alignment, smart scheduling	80–90%
Fully Autonomous (AI-Assisted)	1:8-10 (supervisory only)	End-to-end automation, digital twins, AI path planning, container orchestration without manual intervention	95–100%

JOB

DISPLACEMENT

**HOW IS AI
DIFFERENT FROM
AUTOMATION**

Figure 3. Yard Trucks vs Automated Guided Vehicles

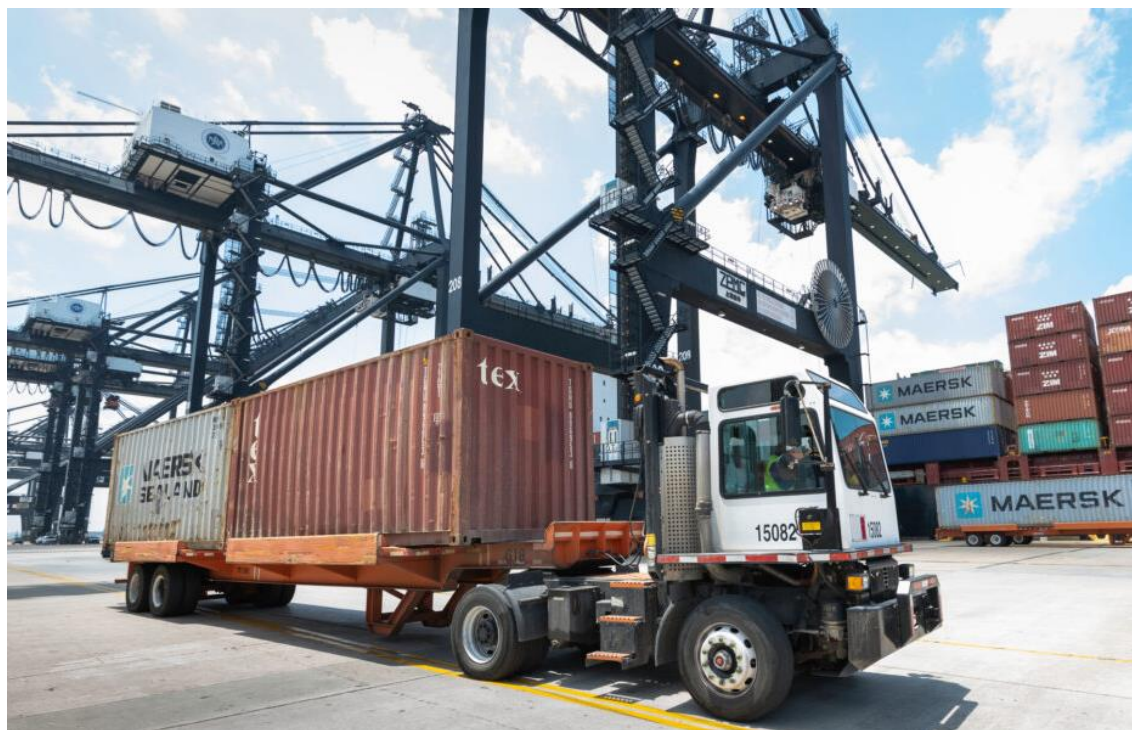


Figure 3. Yard Trucks vs Automated Guided Vehicles

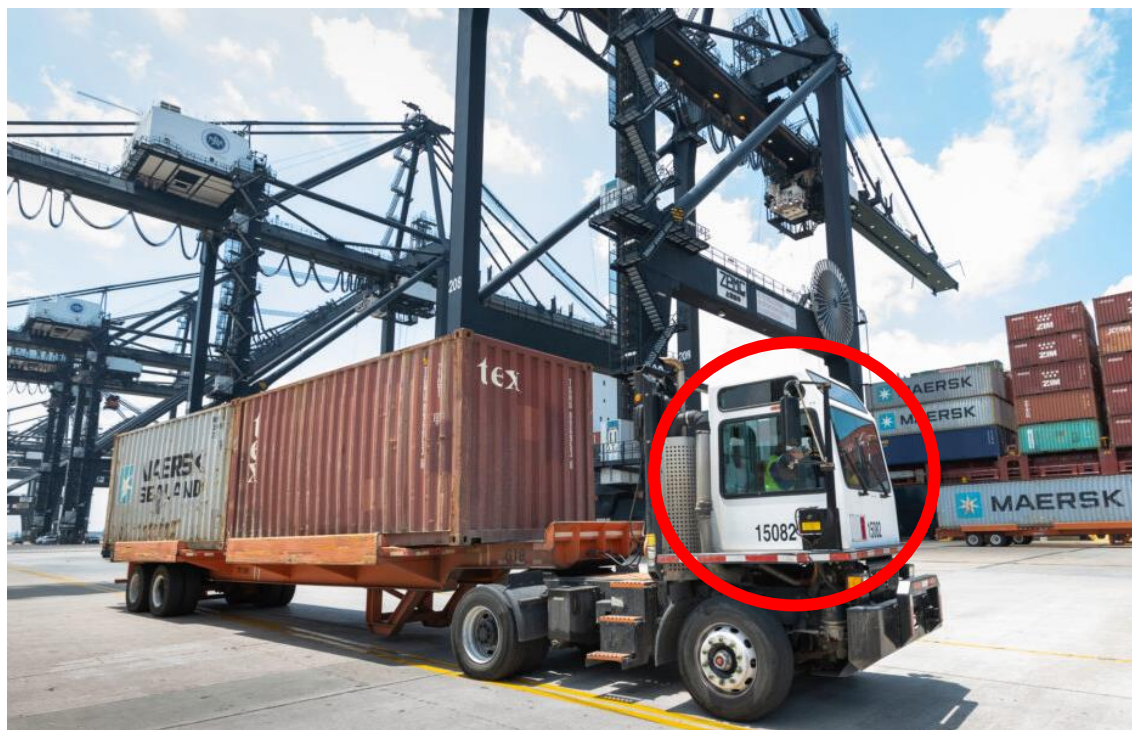


Figure 4. Straddle Carriers vs Automated Straddle Carriers



Figure 4. Straddle Carriers vs Automated Straddle Carriers



Figure 5. Conventional STS vs Automated Quay Crane



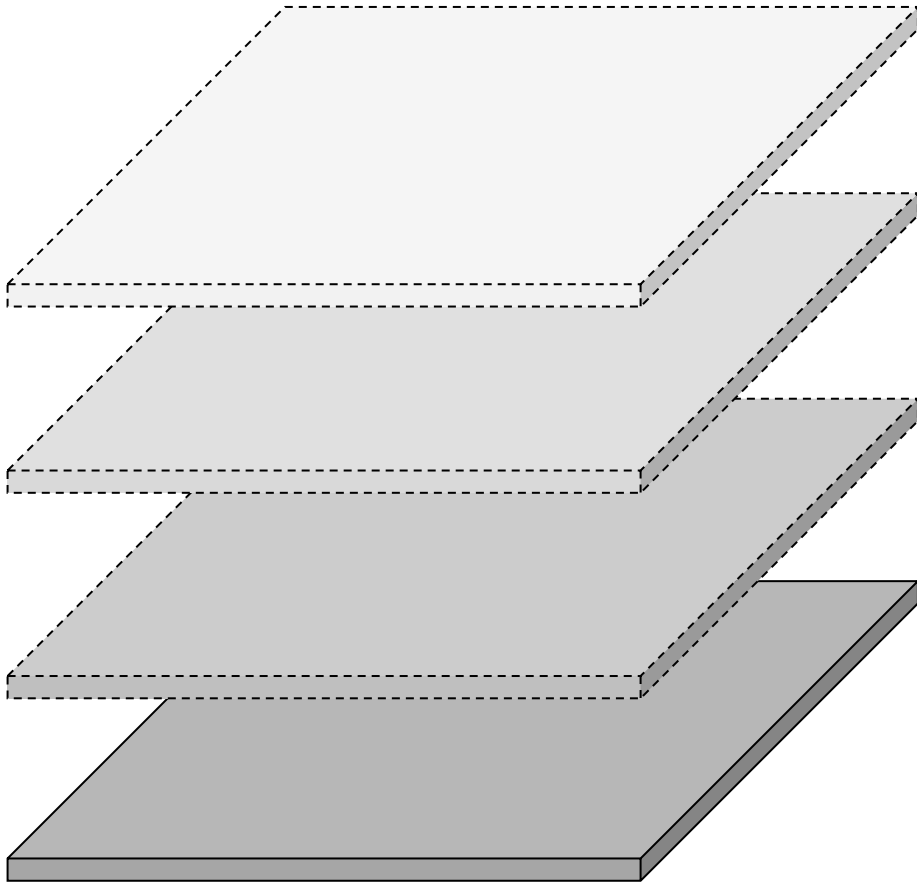
Figure 5. Conventional STS vs Automated Quay Crane



What is AI?

Artificial Intelligence refers to the use of advanced algorithms and machine learning models to enable systems to analyse data, make decisions, and response in real-time across operations.

Digital Layers



AI Tools

Operational Systems

- Terminal Operating System (TOS)
- Planning modules
- Execution/workflow systems

Connectivity

- 5G / fiber / Wi-Fi
- Cloud computing
- Data pipelines and APIs

Perception & Data Capture

- Sensors & vision systems
- IoT devices
- RFID, GPS, telemetry

How is AI being used in Ports?

Terminal Optimization

- Dynamic routing
- Dynamic scheduling
- Predictive maintenance
- Predictive analytics
- Data integration
- Optical Recognition

Personnel Management

- Task allocation
 - Performance assessment
 - Recruitment
 - Safety compliance
 - Shift scheduling
-

What is AI in Ports?

ATLocation

AI-Smart Location Tracking & Visibility



ATGate

AI-Smart Gate Operations



ATWarehouse

AI-Smart Warehouse Operations



ATCrane

AI-Smart Quay Crane Operations



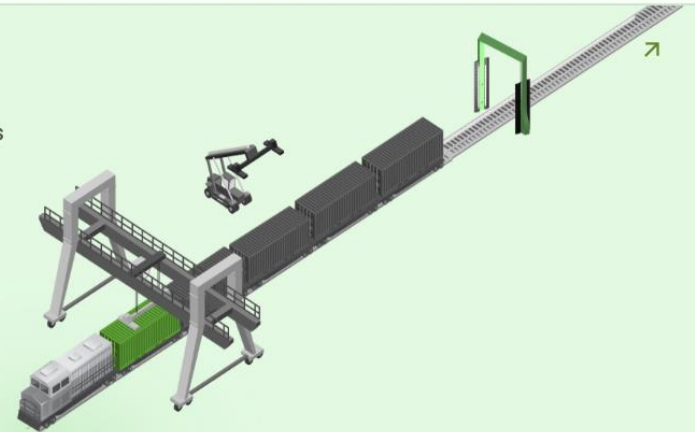
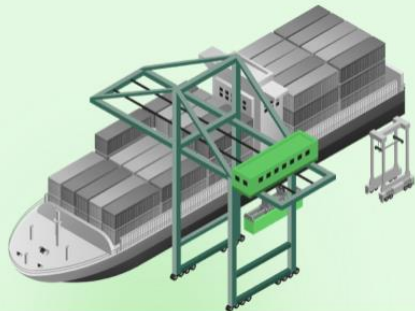
ATYard

AI-Smart Yard Operations



ATRail

AI-Smart Rail Operations



ML classifiers
Image comparison algorithms



Anomaly Detection AI

- Wrong container on the truck
- Unauthorized vehicle
- Hazard labels missing

ML regression models
Time-series forecasting



**Predictive Analytics
[Gate Flow]**

- Gate congestion
- Peak truck arrival times
- Expected truck turn-time

Gate Clerks

AI recommends:

- whether to allow entry
- whether documents seem inconsistent
- whether the container should be flagged for inspection

Goal-driven Systems

Using reinforcement learning and advanced computational capabilities to solve a specific puzzles



Patterns & Anomalies

Our approach

Fully autonomous intelligent inspections & reporting

STEP 2: Autonomous flight paths and AI defect detection



I-Spect

Asset inspection data is processed using AI-trained defect algorithms

Honeywell Industrial Automation

Real-Time Performance Management

Operational performance visibility and forecasts from unit to plant to site to enterprise, KPIs and dashboard to view performance and potential issues.

- Proactive alerts.
- Real-time production monitoring.
- Identification of bad actors.
- Easily search text and asset data.



AUTOMATION

VS

AUGMENTATION

Augmentation vs Automation

About Vessel Planners

“Their function and role will change significantly, as they will no longer handle vessel planning or the load and discharge of containers. These tasks will be managed by an AI solution [Loadmaster AI]. Instead, their responsibilities will shift to maintaining communication with the vessel and its captain [...] The remaining staff will transition into a new role as **process controllers**”

Terminal Operator

Role	Current Workforce	Workforce after AI Implementation	Reduction
Vessel Planners	Total: 27 5 gangs of 5 + 2 rotating positions	Total: 11 5 gangs of 2 +1/2 rotating positions	16 jobs (60%) Labor costs reduction:€1.5M (considering 100K annually)

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“the normal planning process by a person takes, depending on the type of the vessel around 5-6 hours. This tool [**Loadmaster AI**] does it in, I don't know, 3-4 minutes”

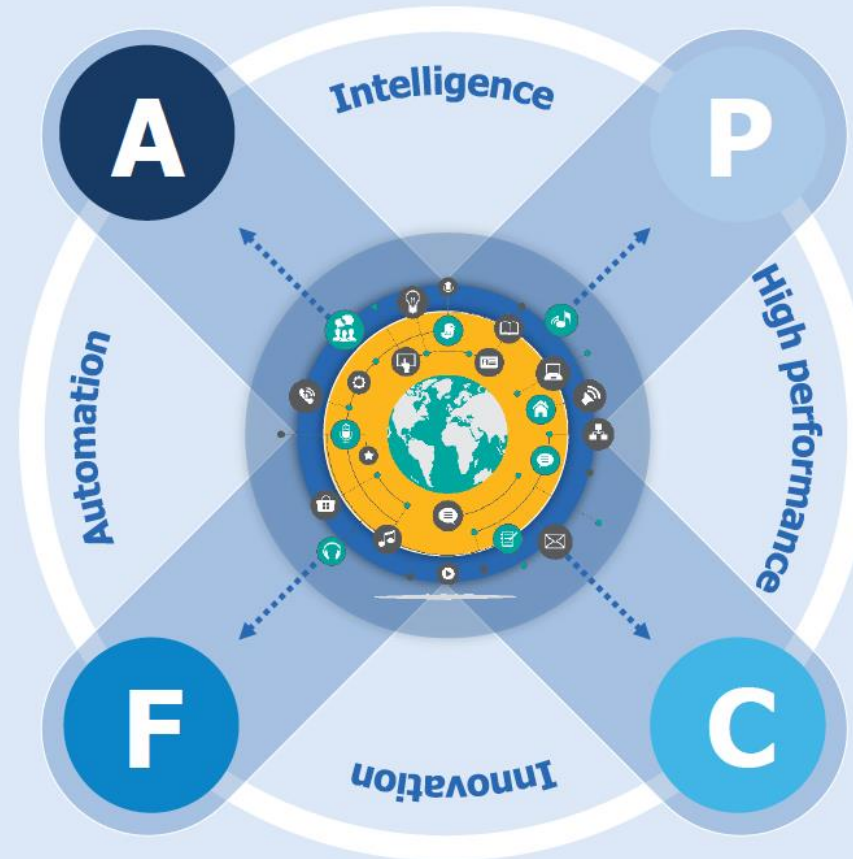
Key features of Zodiac Auto Gate System

Artificial Intelligence(AI)

- Continuous self-learning, self improving (target over 99%)
- Software driven with minimum H/W dependency
- Strong potential to future improvement (Facial recognition for safety, Automatic damage detection, Unregulated License Plate)

Flexible Design

- Support flexible gate operation process (Single gate, Double Gate layout)
- Reusing existing H/W.
- Mobility support (Mobile gate, Mobile slip)



Performance

- Accuracy increase as per size of data without any further S/W changes.
- Less maintenance, less human intervention
- Enabled with IOT concept (Real-time device monitoring, remote control, history & Statistics)

Cost-effectiveness

- Minimum H/W, less infra requirement
- Complete technological governance without any license cost.
- IP, Design are all owned by ZODIAC, product overhead cost is minimum.

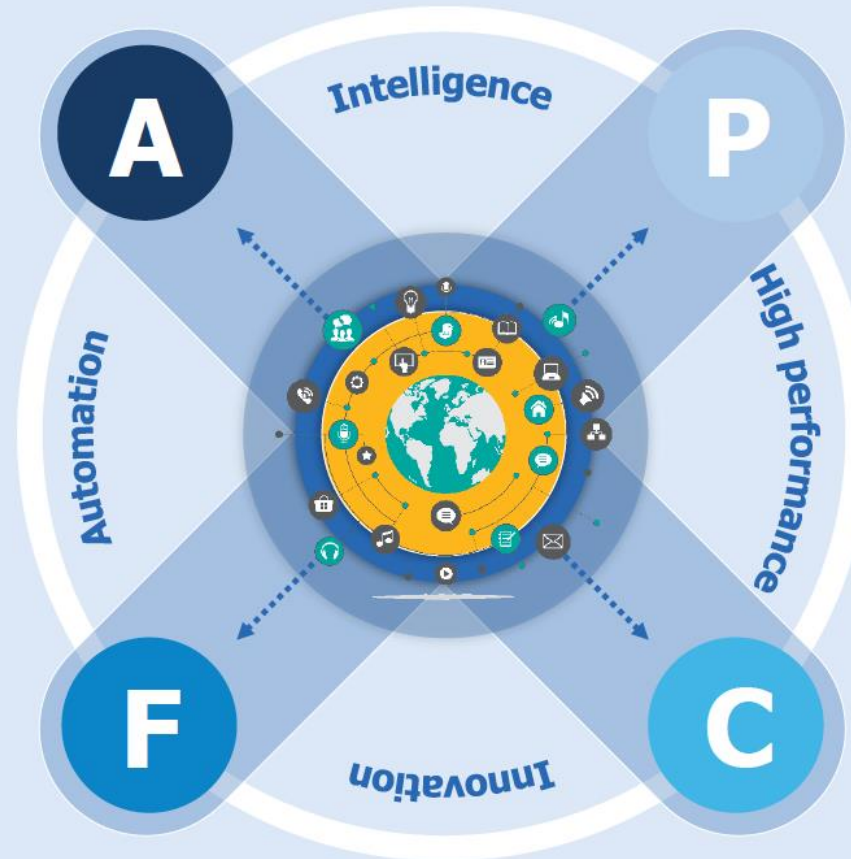
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SMART

Make TOS intelligent to minimize human intervention.

Forecasting future work demands for CHE and orchestrate all CHE in the most efficient manner.

Provide standard integration API to integrate all surrounding systems required for terminal operation such as port community, Finance/Billing, Gate, weight bridge, RTLS, OCR, IoT, Engineering, Rostering, Crane automation, EDI, CFS system.

Zodiac Key Functions vs. Productivity Improvement Matrix

#	New Features	RTG Productivity	ITV Productivity	QC productivity	Saving on Manpower
1	SMART Yard Crane Scheduling	✓	✓		✓
2	Yard Strategy-Auto Yard Planning (No need of yard boundary setting)	✓	✓	✓	✓
3	SMART stowing for Laden Boxes	✓	✓	✓	✓
4	SMART workload distribution for RTG	✓	✓	✓	✓
5	SMART Job Queue Activation				✓
6	SMART CHE Range	✓			✓
7	ITV scheduler against Zone – Ripple Concept	✓	✓	✓	✓
8	Alert Center (Exception Dashboard)	✓	✓	✓	✓
9	Forecast CHE allocations to meet the demand (Increase or Decrease)	✓			✓
10	Generic empty loading & deliver rules	✓	✓	✓	✓
11	VMT Count Down	✓	✓	✓	

Yes but...

**Aren't new positions
being created?**

Positions at Risk

Vessel Planner – Plans container loading/unloading to ensure vessel balance, safety, and operational efficiency.

Location: On-site at the terminal, integrated with crane and yard operations.

Emerging Positions

AI/IT Specialist – Maintains and configures AI systems that optimize vessel planning, yard flows, and equipment scheduling.

Location: Frequently remote or offshored, often managed by third-party providers.

Limited upskilling



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SAFETY &

SECURITY

AI integration may increase reliance on external parties, introducing **vulnerabilities** that compromise occupational **safety** and **security**.

Operation Controller

- Respond to unexpected events or disruptions, such as equipment breakdowns, accidents, or adverse weather conditions.
- Adjust operational plans in real-time to ensure continuity and minimize downtime.



Truck accident in Pier 400, 2024

Nagoya Port cyberattack may become security wake-up call

THE ASAHI SHIMBUN

July 12, 2023 at 18:49 JST



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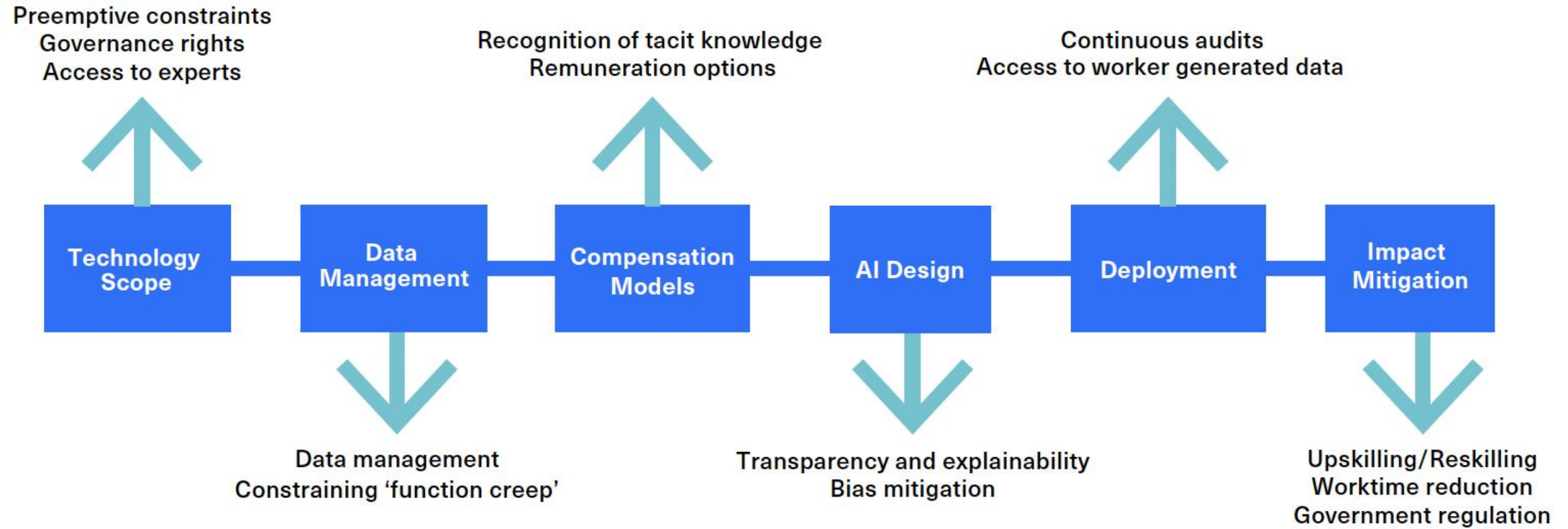
“Novel risks may emerge, such as the heightened risk of cyber security caused by increased reliance on technology.”
Shazi, 2024



BARGAINING

AROUND AI

Fig. 3 Six steps to bargain over AI



STEP 1: AI SCOPE

Set the Purpose, Draw the Lines

- Secure binding **governance rights** in CBAs before AI is introduced.
- Push for **independent expert support** during consultations.
- Define **clear purposes** for AI—prioritize safety and worker well-being.
- Establish **red lines**: e.g., ban on biometric surveillance, opaque decision-making, job-displacing automation.

The AI Act defines 4 levels of risk for AI systems:

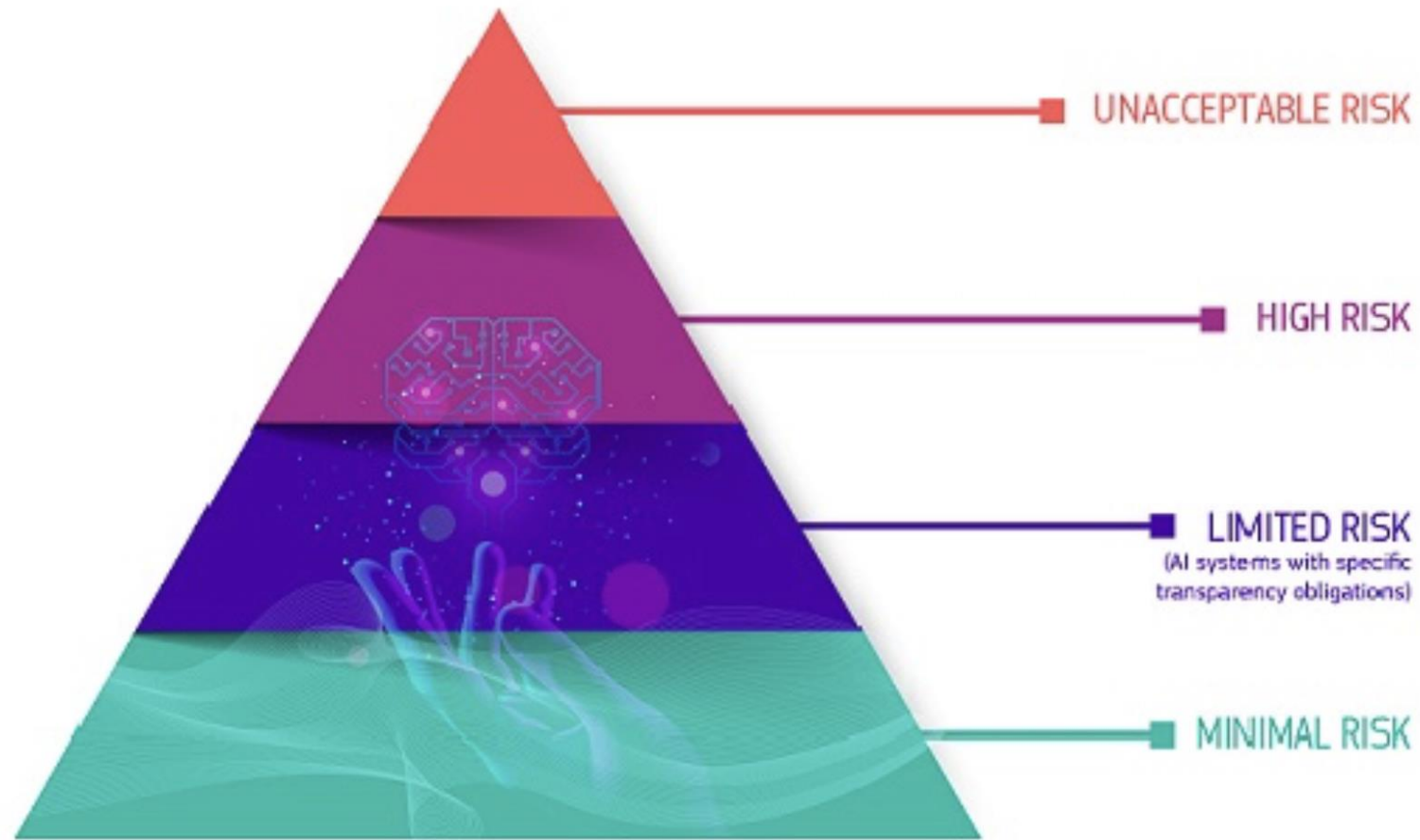


Table 3. Red Lines for AI in the Workplace: What Unions Should Reject and Why

AI Use Case	Common Applications	Red Line	Rationale
Job-Displacing Automation	Replacing core roles like crane driving or vessel planning with AI systems.	No automation of core tasks without prior union consultation and agreement.	Undermines employment security and violates 'just transition' principles.
Biometric Surveillance	AI tracking of heart rate, eye movement, facial expressions or stress levels to monitor productivity.	Absolutely no biometric or emotion-tracking systems in the workplace.	Violates dignity and creates psychological harm and trust erosion.
AI-Enforced Work Intensification	Optimising workflows to eliminate pauses, speed up task pacing or micro-manage actions.	No AI-driven work acceleration that removes natural breaks or pressures workers to move faster.	Increases injury risk, harms wellbeing, reduces autonomy.
Opaque Algorithmic Decision-Making	Use of AI in hiring, shift scheduling or promotion without explainability or human recourse.	No use of AI in hiring, shift scheduling, or promotion.	Risks bias, discrimination, and undermines procedural fairness.
Wearable-Based Monitoring	Use of smart watches, helmets, vests or tags to track worker location, movement or physiological data.	No wearables for individual-level monitoring or performance evaluation.	Enables covert surveillance, increases stress and risks misuse of sensitive data without transparency or consent.

Use Case	AI Act Category	Justification (Based on AI Act)	Implication
Gate automation using facial recognition	Prohibited (Article 5)	Article 5(1)(d) prohibits “real-time remote biometric identification systems in publicly accessible spaces” for general use. Gates and entryways in port areas—especially if publicly accessible or affecting workers without consent—fall under this ban. Exceptions apply only for narrowly defined law enforcement purposes.	Likely banned, unless deployed under an exception for critical threat scenarios with legal authorization.
Predictive analytics for crane maintenance	High-Risk (Annex III, Title 2)	Annex III, Title 2 of the AI Act designates AI used in the “management and operation of critical infrastructure” as high-risk. Cranes are essential infrastructure in ports; predictive AI affecting their operation may impact safety, reliability, and continuity, triggering Article 6(2) obligations.	Requires full compliance: technical documentation (Art. 11), risk management (Art. 9), post-market monitoring (Art. 61), and CE conformity.
Worker productivity scoring tools	High-Risk (Annex III, Title 4) or Prohibited (Article 5)	Annex III, Title 4 lists AI systems “intended to be used for making decisions on promotion and termination of work-related relationships” as high-risk. If the system uses biometric, emotional, or behavioral inference (e.g., emotion recognition), it may also be prohibited under Article 5(1)(c), which bans systems that “infer emotions or intentions... in the workplace.”	Legally sensitive: likely high-risk; may be prohibited depending on design. Subject to transparency (Art. 13) and GDPR compliance.
AI-driven vessel scheduling	Limited Risk (Recital 30 & Article 52)	If the system does not affect critical safety decisions or individuals’ rights directly, it likely falls under limited-risk per Recital 30 and Article 52. Systems used purely for logistics optimization with minimal human impact are outside the high-risk scope. However, basic transparency duties apply.	Can be deployed with minimal compliance burden, but must inform users when interacting with the system (Art. 52).

AI for Cranes Operations

High-Risk Classification (AI Act – Annex III, Title 2)

Under Annex III, Title 2 of the AI Act, AI systems used in the “management and operation of critical infrastructure” are classified as high-risk. Given that cranes are core components of port infrastructure, any AI application that influences their operation—such as predictive maintenance, sway control, or collision avoidance—can directly affect safety, reliability, and operational continuity. This classification likely triggers Article 6(2), requiring full compliance with the AI Act’s obligations for high-risk systems.

Such compliance includes:

Technical documentation (Article 11)

Risk management procedures (Article 9)

Post-market monitoring systems (Article 61)

CE conformity assessment and marking

These obligations ensure that the deployment of AI in crane operations adheres to rigorous safety, transparency, and accountability standards.

STEP 2: DATA MANAGEMENT

Demand Transparency and Control

- Require full **disclosure of worker data collection** (types, purposes, access).
- Establish **who has access to the data**, and under what conditions
- Reference data protection regulation and **ad hoc legislation**
- Negotiate **audit rights**

Explainability

Article 86 of the AI Act grants individuals the right to obtain "clear and meaningful explanations of the role of the AI system in the decision-making procedure and the main elements of the decision taken"

when they are subject to decisions made by deployers based on outputs from certain high-risk AI systems that adversely affect their health, safety, or fundamental rights.



Boliden – Sweden

- The company introduced an AI-enabled positioning system to track underground workers
- The union agreed — but only after securing binding rules:
 - The system could be used for emergency response only
 - Data anonymized by default
 - Accessible only in exceptional cases and with prior union approval.

STEP 3: COMPENSATION MODELS

Ensure that 'Training The Model' Gets Recognised As Labour

- Treat worker-generated data as added-value (**Digital surplus**)
- The extraction of **tacit knowledge** deserves a compensation
- **Wage premiums** for AI training contribution.

Workers unknowingly contribute to AI model training by providing insights into their tacit knowledge

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How are they training models?

- Digitalizing documents
- Providing feedback to AI model
- Making explicit their reasoning process

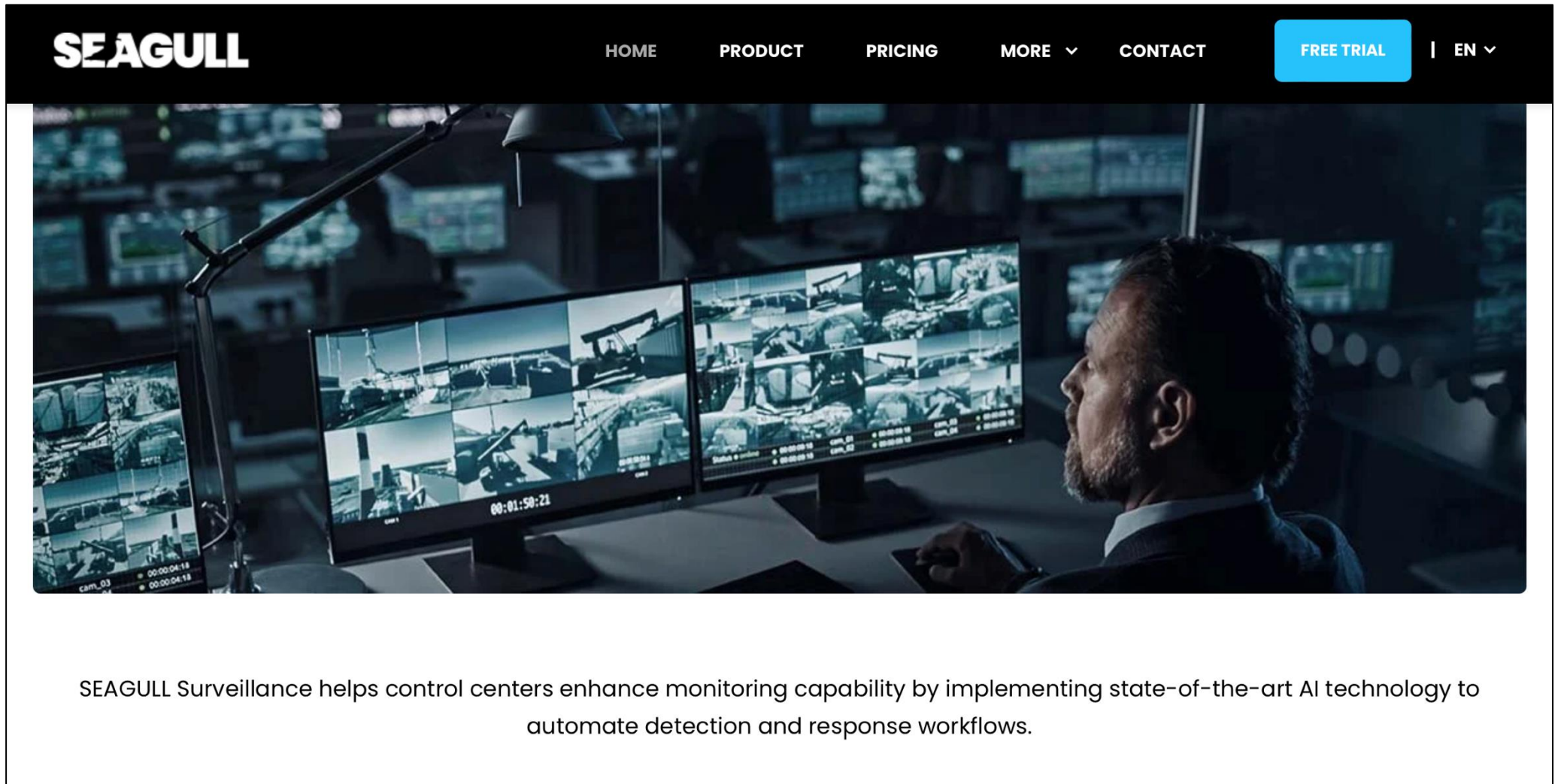
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Sabine Pfeiffer (2016) defines **tacit knowledge** as a form of informal and implicit knowledge rooted in personal experience, which is often difficult to articulate, formalize, or transfer. It encompasses non-codifiable capabilities, such as sensory perception, intuition, and associative thinking, and is deeply tied to the individual's context and engagement with specific tasks or environments.

Example



The image shows a screenshot of the SEAGULL website. At the top, there is a dark navigation bar with the SEAGULL logo on the left. To the right of the logo are links for HOME, PRODUCT, PRICING, MORE (with a dropdown arrow), and CONTACT. Further right is a blue button labeled FREE TRIAL, followed by a language selector showing EN with a dropdown arrow. Below the navigation bar is a large image of a control room. A man in a suit is seen from the side, looking at several computer monitors. The monitors display multiple camera feeds of an industrial facility. One monitor shows a timestamp of 00:01:50:21. The overall scene is dimly lit, typical of a control room.

SEAGULL Surveillance helps control centers enhance monitoring capability by implementing state-of-the-art AI technology to automate detection and response workflows.

Example

1. Providing Feedback to the AI Model

- When a worker observes a detection or classification made by the AI (e.g., a boat classified as a "sailboat") and realizes it is incorrect (e.g., it is actually a "Rigid Inflatable Boat"), they manually override the classification.
- This feedback helps refine the AI model by highlighting areas where the algorithm underperformed, allowing developers to adjust and improve the model's accuracy in the future.



Example

2. Making Explicit Reasoning Process

- Workers with domain expertise, such as harbor masters or customs officials, share their reasoning when identifying suspicious activities.
- By looking for specific parameters, the worker explains the model why a boat with an unusual color, jerrycans on board, and no visible sails is likely involved in illicit activity.
- This reasoning is integrated into the system through "fingerprinting" enabling the AI to detect similar patterns and flag them for future alerts.



STEP 4: AI DESIGN

Influence the Goals and Guard Against Bias

- Ask: What's the AI optimizing for? Speed or safety?
- Involve unions in **training data decisions** and **system objectives**.
- Demand **explainability**, contestability, and expert oversight.
- Require **bias testing** before deployment (diverse crews, conditions, tasks).

STEP 5: AI DEPLOYMENT

Keep the System in Check

- Monitor alignment with agreed goals; **stop or renegotiate** if AI deviates.
- Ensure **human override rights** and clear accountability.
- Engage in **procurement decisions** for off-the-shelf AI.
- Build **lasting oversight structures**:
 - Joint Tech Review Committees
 - Independent audits
 - Worker grievance and feedback systems

STEP 6. IMPACT MITIGATION – BARGAIN FOR SECURITY AND SUPPORT

Minimum staffing levels (MUA – Hutchinson)

Coverage of all new tech-driven roles (ILWU USA)

Policy Orientation

- Taxation on labour-substituting technologies
- Public investment in continuous education and union-led training institutes
- Guaranteed union representation in public research bodies
- Regulations for AI in the Workplace

“Right now, the human worker who does, say, \$50,000 worth of work in a factory, that income is taxed, and you get income tax, social security tax, all those things. If a robot comes in to do the same thing, you’d think that we’d tax the robot at a similar level.”

Niek Stam

FINAL MESSAGE

Technology is Not Destiny

Every system reflects human choices — about goals, design, deployment, and accountability.

And every one of those choices can, and must, be negotiated

WORK ON

PROGRESS

ATYard - Clerks

Role	Before AI Role description	After AI Expected Effect	Labor Dimensions
Yard Planner	<ul style="list-style-type: none">• Manual stacking plans from vessel schedules• Planner assigns storage location by container type• Planner segregates special containers (hazmat, reefer)• Planner forecasts space requirements based on expected volume	<ul style="list-style-type: none">• AI automatically "defines and creates yard" layouts• AI develops "smart storage strategies tailored to business needs"• Digital twin enables scenario testing before implementation• Optimization across "variety of inventory types"	<p>Impact: Medium-High</p> <ul style="list-style-type: none">● Job Displacement:<ul style="list-style-type: none">• Core planning augmented, not replaced• Humans shift to exception handling• Entry-level planner roles most exposed● Human oversight Planners reduced to monitoring AI decisions

ATYard - Longshoremen

Role	Before AI Role description	After AI Expected Effect	Impact on Labor
Container Handling Equipment Operator	<ul style="list-style-type: none">• Receives work orders from yard supervisors• Manually locates containers in the yard, making relatively independent decisions about movement sequences• Relies on experience for efficient operations• Limited coordination with other equipment• Performs visual inspections of containers• Self-manages productivity and efficiency	<ul style="list-style-type: none">• Follows AI-determined job sequencing and priorities• Follows system-optimized movement paths• Equipment subject to 100% "Equipment Retrofit" for AI integration• Performance continuously monitored by "Operator Monitor & Assist"• Coordinated movements with other yard equipment	<p>Impact: Medium</p> <ul style="list-style-type: none">● Shift from skilled operator to AI-assisted equipment monitor● Loss of task autonomy as AI dictates movements● Increased job surveillance through digital tracking● Deskilling concerns; operators work implies less complexity

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