G+ Workstream - OW 2611

Lifting Governance Across APAC

Insights from the Taiwan, Korea and Japan Workshops

1. Bringing APAC Together

In July 2026, G+ held three workshops in Taiwan, Korea and Japan as part of the APAC Mechanical Lifting Workstream. The workshops explored the practical challenges of applying international lifting good practice across the region, taking into account different regulatory requirements and operating environments.

The workstream is based on the G+ Governance of Mechanical Lifting Operations guidance (EI 3584). Developed with IMCA's participation, EI 3584 is fully aligned to support the more technical content in IMCA's LR 006.

Rather than developing new guidance or imposing a single model across APAC, the workstream examines how existing governance principles are understood and applied locally. Its goal is to strengthen G+ good practice and support broader improvements across the global offshore wind industry.

The focus is on people and managing systems rather than lifting equipment itself. This includes governance on roles and responsibilities, competence, training and certification, and organisational arrangements. By examining current practices across APAC and identifying potential gaps against EI 3584, the workstream explores what is needed for effective implementation of international good practice, without recommending a particular training or certification scheme.

The workshops were facilitated by Jakob Nielsen of BeaconHSE and brought together offshore wind developers, OEMs, EPC and construction companies, marine and installation contractors, vessel operators, engineering and HSE specialists, and representatives from safety, training and research bodies.

The first workshop aimed for Taiwan was held online on 7 July, followed by hybrid workshops in Busan on 23 July and Tokyo on 28 July, with the total participation up to 50 people.





2. How the Workshops Evolved

The three workshops followed a consistent consultation approach, with each session building on the discussions and observations from the previous workshops. Participants explored how international lifting governance principles apply in different industry and operating environments, sharing practical experience and local observations.

This step-by-step approach allowed the findings from each workshop to inform the next, gradually building a broader evidence base and a clearer understanding of implementation challenges across APAC.

Table 1. Evolution of Workshop Discussions Across APAC

Workshop	Approach and Activities	How the Discussion Developed
Taiwan- Building the Conversation	EI 3584 introduction, case study presented by Siemens Gamesa Renewable Energy (SGRE), breakout discussions and collaborative governance matrix work	Established a shared understanding of lifting governance and captured initial observations on roles, competence and implementation challenges
Korea- Harnessing Existing Capability	Technical good-practice presentation by Busan Offshore Wind Power (BOWP), plenary discussion and collaborative matrix work, drawing on Korean industrial experience	Connected governance principles with practical lifting operations, including lift categorisation, lifting-team arrangements and offshore installation activities
Japan- Understanding the Implementation Challenge	Facilitated discussions supported by Toyo Construction, drawing on emerging themes from Taiwan and Korea.	Explored how governance roles, responsibilities and competence requirements align with Japanese organisational practices, highlighting the need for local interpretation and adaptation.

2-1. Taiwan- Building the Conversation

The Taiwan workshop began with an introduction to the key principles of EI 3584, followed by discussions on lifting governance challenges experienced by participants. A case study presented by Siemens Gamesa Renewable Energy (SGRE) provided a practical example of how lifting governance is managed within an established offshore wind organisation, covering roles and responsibilities, competence, planning and assurance.

Participants then worked in breakout groups using a shared Governance Matrix to record relevant roles, existing practices and local implementation challenges in real time. This collaborative exercise brought together individual experiences and captured them in a structured format, providing an initial evidence base for the subsequent workshops.

2-2. Korea - Harnessing Existing Capability

The Korea workshop followed the consultation approach established in Taiwan, adapting the discussions to draw on practical experience from Korea's shipbuilding, fabrication, marine and EPC industries.

A technical good-practice presentation, with input from Busan Offshore Wind Power (BOWP), covered lift categorisation, lifting-team arrangements, fabrication-yard operations and offshore installation activities. These examples allowed participants to compare established industrial lifting practices with offshore wind operating conditions and examine how lift categories affect planning, approval and competence requirements.

Participants then worked collaboratively on the Governance Matrix, documenting Korea-specific observations and adding further practical evidence for the wider APAC analysis.

2-3. Japan- Understanding the Implementation Challenge

The Japan workshop built on the observations gathered in Taiwan and Korea. Rather than starting the discussion from scratch, emerging themes from the earlier workshops were presented as starting points for participants to review and challenge in the Japanese context.

Through facilitated discussions, participants explored how international lifting governance concepts relate to existing organisational structures and operating practices in Japan. Their contributions helped validate and refine earlier observations, while providing further insights and country-specific implementation questions for the wider APAC analysis.

3. Shared Challenges Across APAC

3-1. Roles, Responsibilities and Organisational Interfaces

Across the workshops, participants discussed the need for clear roles, responsibilities and decision-making authority across the organisations involved in lifting operations, including developers, OEMs, contractors and vessel operators. Discussions explored how responsibilities are assigned across planning, approval and execution, and how roles defined in international guidance relate to existing organisational structures and practices in each market.

3-2. Competence Assurance, Training and Qualification

Competence assurance was a recurring theme across the workshops, particularly the distinction between formal qualifications, practical experience and demonstrated ability to perform lifting roles safely. Discussions considered how existing qualifications and experience can be recognised, while ensuring that competence is appropriate for specific roles, tasks and offshore operating conditions. The availability of local training pathways and the development of offshore-wind-specific capability were also raised, reflecting the need to build on existing industry experience without assuming that competence transfers directly between different operating environments.

3-3. Local Adaptation, Terminology and Communication

Across the workshops, participants discussed how international lifting governance principles could be interpreted and applied within different national regulations, established industry practices and organisational structures. A recurring challenge was that roles and terminology used in international guidance do not always have direct equivalents or the same meaning in local systems. Language and communication were also raised as important considerations, particularly where multinational teams, contractors and vessel operators need a shared understanding of safety-critical roles, responsibilities and instructions.

4. Market-Specific Perspectives

Alongside these shared challenges, each workshop explored different areas of emphasis, reflecting each market's existing industrial capabilities, regulatory frameworks and organisational practices. Table 3 summarises the key areas highlighted in each workshop.

Table 2. Areas of Emphasis Across the Three Markets

Market	Key Areas of Emphasis
Taiwan	Existing lifting governance good practice; governance roles and responsibilities; minimum requirements, standardisation and adaptability
Korea	Transferability of shipbuilding, fabrication and EPC capability; lift categorisation and related governance requirements; offshore and floating wind complexity
Japan	Alignment of international governance roles with local organisational structures; translation and local implementation challenges; development of local offshore wind capability

4-1. Taiwan- Existing Good Practice and Local Requirements

In Taiwan, discussions covered governance roles and responsibilities across developers, OEMs, contractors and vessel operators, alongside competence assurance, local training pathways and the recognition of existing qualifications. Participants also considered whether requirements developed for general construction and traditional industries adequately address offshore lifting and installation activities.

The SGRE case study and participant contributions highlighted existing good practice that could support wider industry learning. Discussions also reflected an interest in minimum requirements and greater consistency, while recognising the need for flexibility as technologies, operating conditions and local requirements evolve.

4-2. Korea- Existing Industrial Capability and Offshore Wind Requirements

In Korea, a key focus was how lifting experience from shipbuilding, fabrication, marine operations and EPC projects could be applied to offshore wind, and how competence could be demonstrated under different operating conditions.

Discussions examined routine, non-routine simple and non-routine complex lifts, including their implications for planning, risk assessment, approval and personnel requirements. Wind Turbine Installation Vessel (WTIV) activity, weather constraints, marine coordination and the complexity of future floating offshore wind operations were also discussed. Participation by Korea Occupational Safety and Health Agency (KOSHA) highlighted opportunities for future cooperation between offshore wind practitioners and national safety and competence research.

4-3. Japan- International Governance Concepts and Local Organisational Structures

In Japan, discussions highlighted how roles and responsibilities defined in international guidance do not always map directly to existing organisational structures. Some responsibilities are distributed across different functions, while certain international role concepts have no direct local equivalent. These differences also create translation challenges, as accurate terminology alone may not fully communicate how roles operate or where decision-making authority sits.

The workshop also highlighted that lifting is not always recognised as a stand-alone governance discipline in Japan. Developing local offshore-wind-specific competence and reducing reliance on external specialist expertise were identified as further challenges. Discussions also reflected Japan's conservative approach to risk management, with a strong emphasis on regulatory compliance and established practice. While this supports disciplined safety management, it can make adaptation more difficult when introducing new offshore wind roles and working arrangements.

5. Key Learning Across APAC

The three workshops highlighted important considerations for applying international lifting governance principles across APAC. While industrial backgrounds and operating environments differed across the three markets, the discussions showed that effective implementation requires an understanding of local regulations, organisational roles and responsibilities, and established working practices. Simply adopting the roles and procedures set out in international guidance may not be sufficient. It is important to consider how the underlying governance principles can be applied within existing local arrangements. In particular, the workshops highlighted the need to go beyond translation and understand how roles, responsibilities and decision-making authority are interpreted and assigned within local organisations.

The workshops also demonstrated that considerable lifting experience and expertise already exist across APAC, both within offshore wind projects and in related industries such as shipbuilding and marine construction. However, existing industry experience and qualifications do not automatically demonstrate competence for specific offshore wind operating conditions. The discussions therefore highlighted the importance of building on existing capability while considering the type of lifting operation, operating conditions, practical experience and organisational competence arrangements.

Engagement from developers, OEMs, contractors, vessel operators and relevant specialist organisations provided an opportunity to examine international governance principles from different practical perspectives. Sharing operational examples and participant experience helped identify existing good practice and better understand the different implementation challenges across the three markets. The discussions also highlighted an interest in common governance principles and minimum requirements, while recognising the need for flexibility to accommodate local regulations, established industry practices and evolving technology.

6. From Workshop Insights to Next Steps

The three workshops in Taiwan, Korea and Japan provided a valuable evidence base, bringing together practical experience, participant contributions and country-specific observations on lifting governance. These findings will support the next stage of the workstream, including further analysis of how international good practice relates to national requirements and existing industry practices across APAC.

Building on the workshop evidence, further work will examine key areas such as governance roles and responsibilities, competence and qualification arrangements, contractor interfaces and local implementation challenges. It will also consider where greater clarity, shared expectations or local adaptation may be needed, while recognising the different capabilities and operating environments across the three markets.

The combined findings will inform the final APAC workstream report and provide a basis for further industry discussion and validation. By bringing together the experience and perspectives of Taiwan, Korea and Japan, the workstream aims to support practical approaches that maintain the principles of effective lifting governance while reflecting local requirements and operating practices.