



The Chartered  
Institute of Logistics  
and Transport

# **Women in Logistics and Transport (WiLAT) ESG Report 2025**



Women in Logistics  
and Transport

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## Preface

### Vicky Koo FCILT Global WiLAT Chairperson

It is with great pride and purpose that I present the WiLAT ESG Report 2025, a landmark publication that reflects the collective commitment of Women in Logistics and Transport (WiLAT) to advancing sustainability, inclusion, and governance across the global logistics and supply chain sector.

This report is the result of concerted, multi-chapter efforts led by our Champions in Green Practices, Neurodiversity, Gender Diversity, and Entrepreneurship; and a GVC led Gender Sensity survey in Public Transport Services under the “Values in Action” framework. It captures the voices, insights, and innovations of WiLAT members and industry partners from globally, and it demonstrates how ESG principles—when embedded with intention and action—can drive measurable business performance and societal impact.

The “Values in Action” framework, which underpins this report, is more than a philosophy. Initiated by WiLAT Hong Kong in 2023, it is becoming the strategic blueprint for transformation. Through rigorous research, stakeholder engagement, and case studies, we have shown that organizations embracing ESG are not only achieving operational excellence and cost efficiency, but also enhancing resilience, attracting investment, and building inclusive cultures that empower women and neurodiverse talents.

This report also highlights the critical role of women in leading ESG transitions. From frontline operations to boardrooms, women are shaping the future of sustainable logistics. WiLAT’s advocacy for gender-responsive policies, inclusive infrastructure, and equitable career pathways are helping to dismantle systemic barriers and unlock new opportunities for leadership, innovation, and entrepreneurship.

Since its inception, WiLAT has been guided by four strategic thrusts: **Leadership, Mentorship, Entrepreneurship, and Empowerment**. These pillars have laid the foundation for our advocacy in Environmental, Social, and Governance (ESG) initiatives.

We honour the visionary leadership of our past WiLAT leaders, whose dedication and foresight have shaped our journey and inspired our global community. Their contributions continue to resonate in our mission and values.

As we move forward, WiLAT remains committed to scaling these efforts globally. We will continue to collaborate with governments, industry bodies, and academic institutions to ensure that ESG integration is not only strategic but inclusive. We will champion the voices of women and underrepresented groups, and we will ensure that sustainability is not just a goal but a shared responsibility. Our WiLAT Capability Building Centre (WCBC) will play a critical role to design and launch learning programs to support our women and emerging leaders to acquire the knowledge as they advance in their career.

I extend my deepest gratitude to all contributors, champions, members and partners who have made this report possible. May it serve as a guide, a resource, and an inspiration for all who seek to build a logistics sector that is sustainable, equitable, and future-ready.

**Vicky Koo FCILT**

**Global Chairperson**

**Women in Logistics and Transport (WiLAT)**

**Advisor to CILT Council of Trustees**



## **Message from the President of CILT International**

### **Chief Teete OWUSU-NORTEY FCILT, FGIPS**

It is with immense pride that I present the WiLAT ESG Report 2025, a landmark document that reflects not just the achievements of Women in Logistics and Transport, but also the shared determination of our entire CILT family to lead our industry toward a sustainable, inclusive, and well-governed future.

This report embodies what I believe is the true spirit of CILT: collaboration across borders, the courage to innovate, and the resolve to ensure that no voice is left unheard. From the meticulous research on green practices, to the bold advocacy for neurodiversity, gender equity, and entrepreneurship, WiLAT has demonstrated how Environmental, Social, and Governance principles can be transformed from abstract ideals into practical, measurable actions.

I have had the privilege of witnessing WiLAT's impact first hand, whether at our International Convention in China, at the African Forum in Zimbabwe, or through the launch of initiatives like our Volunteer of the Month program. Each of these moments has reaffirmed my conviction that our profession grows stronger when we connect chapters, empower our youths, and build pathways for underrepresented talent. The work captured in this report shows that same conviction in action.

This publication is more than a record of programs; it is a call to action. It challenges us as professionals, leaders, and citizens, to integrate sustainability into every decision, to champion diversity not as a metric but as a value, and to use our networks to accelerate change. It reminds us that logistics and transport are not simply about moving goods; they are about shaping the societies and economies we serve.

As the first Black African to hold the presidency of CILT International since our founding in 1919, I feel a deep responsibility to ensure our global community remains united in purpose and bold in ambition. The achievements in these pages prove that when we pool our expertise and share our successes, we can set new standards for our industry, and deliver a legacy we can all be proud of.

To every WiLAT member, partner, and supporter who has contributed to this report: thank you. Your dedication strengthens our institute, inspires the next generation, and proves that values in action can, indeed, change the world. Let us now take the lessons, strategies, and spirit of this report and use them to chart a future that is greener, fairer, and full of opportunity for all.

### **Chief Teete OWUSU-NORTEY FCILT, FGIPS**

President, CILT International

## **Message from the President-Elect of CILT International**

### **Jan Steenberg FCILT**

It is a privilege to add my voice to the WiLAT ESG Report 2025, a publication that not only documents remarkable achievements but also sets a clear direction for where our industry must go. This report is proof that Environmental, Social, and Governance principles are no longer peripheral considerations; they are now central to how logistics, transport, and supply chain management will define success in the years ahead.

The breadth of insight in these pages, from the adoption of green practices to the advancement of neurodiversity, gender inclusion, and entrepreneurship, reflects the commitment of WiLAT members and partners to act with purpose. It showcases practical examples of how our profession can deliver measurable environmental impact, unlock new social value, and strengthen governance in ways that improve both performance and resilience.

As President-Elect of CILT International, I see this report as more than a snapshot of progress. It is a blueprint for action, one that aligns with our mission to empower professionals at every stage of their career, foster inclusive leadership, and encourage collaboration between our branches, industry partners, and communities worldwide. It is also a reminder that the solutions we need for a sustainable future will come from our ability to learn from each other, to share what works, and to scale good ideas across borders.

I commend WiLAT's leaders, champions, and contributors for their dedication and vision in bringing this report to life. It will serve as an important resource for our members and a valuable guide for decision-makers who share our commitment to creating a logistics and transport sector that is green, inclusive, and governed with integrity.

Let us use the momentum generated here to drive real change, not in isolation, but together as one CILT family.

### **Jan Steenberg FCILT**

President-Elect, CILT International

## Message from the First WiLAT Global Convenor

### **Emeritus Aisha Ali Ibrahim FCILT**

My career in the Nigerian Ports Authority from being a Port Manager to reaching the peak as the first female General Manager Marine and Operations including the idea of WiLAT coming through me and going global, is a testimony and a source of inspiration to professional women in a male dominated industry. I am honoured to contribute to the **WiLAT ESG Report 2025**, a testament to the collective effort of women professionals worldwide, united by our shared vision of a logistics and transport sector that is truly sustainable, equitable, and ethically governed.

From its inception in 2010 in Nigeria, when I proposed the formation of a women-centric forum within CILT, WiLAT has evolved into a powerful global movement that champions diversity, empowerment, and impact. Seeing this spirit translated into concrete actions in this report, ranging from green innovations to social inclusion and governance, fills me with immense pride. This report captures not only the milestones achieved but also the momentum that propels us forward: the launch of green practices, the drive to support neurodiversity and gender equity, and initiatives that foster entrepreneurship and youth inclusion. Each story reflects our steadfast commitment to turning values into action.

As the first WiLAT Global Convenor, I recognize that our strength lies in collaboration, between branches, across regions, and with the International Secretariat. This report demonstrates the power of those connections and the impact they have when we learn from one another, support emerging professionals, and build platforms that foster leadership and innovation.

To every contributor, champion, and supporter within WiLAT, thank you. Your resilience, creativity, and passion are the wings that carry our collective vision, proving that when we lift each other up, we all rise. May this report ignite further action, strengthen our resolve, and guide our path toward a future where logistics, transport, and supply chain are not only efficient, but also inclusive, resilient, and sustainable for all.

### **Emeritus Aisha Ali Ibrahim FCILT**

First Global WiLAT Convenor

## **Message from Emeritus Global WiLAT Chairperson**

### **Professor Dorothy Chan Hon FCILT**

As the Emeritus Global WiLAT Chairperson and Advisor to the Trustees of CILT, it is both a privilege and an honor to support the launch of the WiLAT ESG Report 2025. ESG is a strategic necessity for sustainability and growth but there are challenges in resources and expertise abound. This report is a testament to the dedication, vision, and collaboration that WiLAT have made toward embedding sustainability, inclusion, and strong governance within our profession.

From the outset of WiLAT's journey, through the early establishment and global expansion of WiLAT, I have remained committed to fostering a culture of intellectual curiosity and interest on issues that have a great impact on our industry, and innovation and Technology are pivotal in advancing sustainability journeys.

This report demonstrates how far we have come: from embracing green innovations and advancing neurodiversity and gender equity, to empowering young professionals and embedding principled governance. The report is an attempt to establish guiding principles for logistics, transport, and supply chain industries and to encourage a collective move towards sustainability.

My own journey from Deputy Commissioner for Transport in Hong Kong to roles in academia, governance, and professional leadership—has taught me the value of collaboration across sectors, disciplines, and geographies. Bringing that perspective to my role at WiLAT, I would encourage continuous learning and active professional engagement across our branches and networks.

To all WiLAT members and friends, we are grateful for your support in the production of this report and the inspiring input from the industry.

### **Prof Dorothy Chan Hon FCILT**

**Emeritus Global WiLAT Chairperson**

**Advisor to Council of Trustees of CILT**



## Message from the Immediate Past Global WiLAT Chairperson

### Gayani de Alwis FCILT

As the Immediate Past Global Chairperson of Women in Logistics & Transport (WiLAT), I'm deeply honored to contribute to the **WiLAT ESG Report 2025**, a compelling testament to how far we've journeyed and how far we must still go. Having led WiLAT through a transformative period from 2020 to 2023, I have witnessed our global community rise to meet unprecedented challenges with resilience, innovation, and purpose.

This report is more than a showcase of achievement; it is a narrative of intent. From integrating green practices and promoting neurodiversity and gender equity, to nurturing entrepreneurship and empowering youths, WiLAT members have turned values into meaningful, measurable action. The stories and data within these pages reflect the spirit of collaboration that defined my tenure and continues to propel us forward.

Our strength lies in connection, across borders, generations, and institutions, and this report captures the power of unity. By learning from each other, sharing best practices, and mentoring the next generation, we build not just capacity but confidence, commitment, and clarity of purpose.

To every member, leader, and contributor who brought this report to life: thank you. Your dedication and entrepreneurial spirit demonstrate that WiLAT transcends from being a forum to a force that will continue to shape a logistics and transport sector marked by sustainability, fairness, and ethical governance.

May this report inspire renewed action, deepen our collective resolve, and guide us toward a future where our profession is not just a vehicle for goods, but a catalyst for positive change.

### Gayani de Alwis FCILT

Immediate Past Global WiLAT Chairperson (2020-2023)

## Message from Global WiLAT Advisor

### Naa Densua Aryeetey FCILT

It is with deep pride and commitment that I contribute to the **WiLAT ESG Report 2025**, a publication that reflects both our collective achievements and our unwavering vision for a logistics and transport industry where sustainability, inclusion, and governance are not ideals, but daily practice.

As a Global Advisor to WiLAT, I have seen first-hand the transformative power of connecting women professionals across continents, empowering them with skills, networks, and opportunities to lead. This report is a vivid record of that transformation, capturing our strides in advancing green practices, embracing neurodiversity, promoting gender equity, and fostering entrepreneurship as strategic pillars for a sustainable future.

Receiving the *International Prize for Gender Equality in Trade 2025* reinforced my belief that our work is more than advocacy, it is the creation of equitable systems that enable women to influence policy, shape markets, and drive innovation. The initiatives detailed in this report show how WiLAT chapters are turning values into measurable outcomes, and how these actions ripple across communities, economies, and supply chains.

Our challenge now is to scale these successes. We must continue to break down barriers, champion fair trade and equal opportunity, and ensure that women's leadership is recognized as integral to business resilience and societal progress.

To every WiLAT leader, member, and partner who has contributed to this report: thank you for your dedication, your courage, and your vision. Together, we are not only changing the face of our industry—we are shaping its future.

### Naa Densua Aryeetey FCILT

Advisor to Global WiLAT

## Message from Global WiLAT Advisor

### Edward Lau FCILT

It is an honor to share my thoughts in the **WiLAT ESG Report 2025**, a landmark publication that demonstrates the extraordinary progress being made by Women in Logistics and Transport in advancing sustainability, inclusion, and governance across our industry.

Since my appointment as Global Advisor in January 2023, I have been inspired by WiLAT's ability to transform vision into action, whether through championing green practices, fostering gender equity, promoting neurodiversity, or supporting entrepreneurship. This report captures those efforts in detail, offering both inspiration and practical guidance for professionals and organizations worldwide.

My own area of expertise, cross-border eCommerce, has shown me how interconnected our world has become, and how critical it is that our supply chains are not only efficient but also ethical, sustainable, and inclusive. The initiatives showcased here reflect that same understanding: that ESG principles are not separate from commercial success, but deeply embedded in it.

As we look ahead, the opportunities before us are immense. By combining technology, innovation, and collaborative leadership, we can accelerate the integration of ESG into every facet of our profession. WiLAT's global network is uniquely positioned to lead that change, bridging geographies, uniting diverse voices, and ensuring that women's leadership is central to shaping the future of logistics and transport.

To all who have contributed to this report, your dedication strengthens our global community and sets new benchmarks for excellence. Let us continue to share knowledge, challenge convention, and push the boundaries of what is possible.

### Edward Lau FCILT

Advisor to Global WiLAT

## CONTENT

Executive Summary

Environment: Green Practices Adoption

Social Inclusion: Neurodiversity

Social Inclusion: Gender Diversity

Social Inclusion: Gender Sensitive Public Transport Services

Social Empowerment: Entrepreneurship

Governance

WiLAT Values in Action Events

The Way Forward

Acknowledgements

WiLAT Steering Committee

WiLAT Chairpersons

Appendices

1. Business cases of Green Practices

2. Business cases of Neurodiversity

3. Business cases of Gender Diversity

WiLAT Steering Committee

WiLAT Chairpersons

References

# Executive Summary

## *WiLAT ESG Report 2025 – Values in Action*

The **WiLAT ESG Report 2025** presents a comprehensive and inspiring account of how Women in Logistics and Transport (WiLAT) are driving transformation across the global supply chain through the strategic integration of **Environmental, Social, and Governance (ESG)** principles. Under the “Values in Action” framework, this report captures the collective efforts of WiLAT champions and partners across continents, showcasing how inclusive leadership and sustainable practices are reshaping the logistics and transport industry.

### KEY HIGHLIGHTS

#### **Environmental Leadership**

- WiLAT’s Green Practices Action Group conducted extensive research across ports, airports, logistics providers, and manufacturing sectors.
- Case studies from Changi Airport, Port of Tanjung Pelepas, and Bintulu Port demonstrate how green infrastructure, emissions tracking, and circular economy models are delivering measurable business benefits.
- Technology integration—including AI, IoT, and renewable energy—emerges as a critical enabler of sustainability and operational excellence.

#### **Social Inclusion: Neurodiversity**

- The Neurodiversity chapter highlights the strategic value of cognitive diversity in logistics.
- Success stories from EFL and CBL Sri Lanka show how inclusive hiring practices empower neurodiverse individuals and improve business performance.
- WiLAT’s YONGO platform and training initiatives are building awareness, skills, and community support for neuro-inclusion.

#### **Social Inclusion: Gender Diversity**

- Despite progress, women remain underrepresented in senior and operational roles.
- Companies like Maersk, CEVA Logistics, and DHL are leading with targeted initiatives, mentorship programs, and inclusive infrastructure.

- The report outlines best practices for recruitment, retention, and progression, emphasizing the role of digitalization in “de-gendering” traditionally male-dominated roles.

### **Social Inclusion: Gender Sensitive Public Transport Survey**

- A survey to identify practices that will encourage women to perceive public transportations as a safe mode to commute.
- There are economic, social and environmental benefits for women to travel on public transportations; especially releasing the talents to join the work forces.

### **Social Empowerment: Entrepreneurship**

- Women entrepreneurs in logistics are driving innovation, sustainability, and community impact.
- The Values in Action roadmap provides a strategic guide for inclusive leadership, access to finance, and market integration.
- Challenges such as funding gaps and gender bias are addressed with actionable strategies and global case studies.

### **Governance Excellence**

- Leading companies demonstrate strong governance through independent ESG committees, transparent reporting, and stakeholder engagement.
- Case studies from DHL, Hyundai Glovis, JD Logistics, and Maersk illustrate how governance structures support ESG integration and risk management.

### **ESG Reporting Standards**

- The report outlines regional ESG disclosure requirements and global frameworks (TCFD, ISSB, GRI, SASB).
- ESG reporting is shown to drive accountability, innovation, and access to capital, reinforcing its role as a strategic business enabler.

### **STRATEGIC MESSAGE**

*WiLAT’s ESG Report 2025 affirms that **sustainability and inclusion are not just ethical imperatives—they are strategic levers for business excellence.** Through collaborative leadership, policy advocacy, and capacity building, WiLAT is shaping a future-ready logistics sector that is resilient, equitable, and prosperous.*

# Environment: Green Practices Adoption

**By: Reshma Yousuf FCILT**

Green Practices Champion

Women in Logistics and Transport (WiLAT)

Chartered Institute of Logistics and Transport (CILT)

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## **EXECUTIVE SUMMARY**

This chapter dedicated to the Green Practices that WiLAT have researched and advocated under the “Values in Action” Green Program since year of 2024. It presents the analysis of green practices adoption across the global logistics and supply chain management sector, conducted through extensive research and stakeholder engagement by the Green Practices Action Group (GPAG) led by Reshma Yousuf as Champion of WiLAT. The findings reveal a transformative period in the industry, where environmental sustainability has evolved from a peripheral concern to a core business imperative driving operational excellence, regulatory compliance, and competitive advantage.

Our research methodology encompassed multiple data collection approaches including online interviews, webinars, knowledge sharing sessions, attendance at international conferences, analysis of published sustainability reports, in-person interviews, and review of published cases and reports from leading industry practitioners. This multi-faceted approach provided rich insights into current practices, emerging trends, and implementation challenges across diverse geographical regions and organizational scales.

The analysis reveals significant momentum in green practices adoption, driven by regulatory frameworks such as the IMO's GHG reduction targets, the EU Emissions Trading Scheme, and national ESG frameworks. Key findings indicate that successful implementation requires integration across three critical dimensions: technological innovation, policy alignment, and collaborative stakeholder engagement. Organizations demonstrating leadership in sustainability are achieving measurable benefits including

cost reduction, enhanced operational efficiency, improved stakeholder relations, and strengthened market positioning.

Critical success factors identified include the adoption of comprehensive emissions tracking systems, investment in renewable energy infrastructure, implementation of circular economy principles, and development of collaborative partnerships across supply chain networks. However, significant challenges persist, particularly for small and medium enterprises (SMEs) which comprise many logistics businesses globally but face resource constraints and limited access to sustainability frameworks designed for larger organizations.

The report concludes with strategic recommendations for WiLAT stakeholders, emphasizing the need for scaled implementation of proven practices, enhanced capacity building programs, and development of collaborative platforms that enable knowledge sharing and collective action toward achieving net-zero supply chains.

## **1. INTRODUCTION AND METHODOLOGY**

### **1.1 Context and Objectives**

The global logistics and supply chain sector stands at a critical juncture in its environmental transformation journey. With mounting pressure from regulatory frameworks, stakeholder expectations, and climate imperatives, the industry is witnessing unprecedented adoption of green practices across diverse operational contexts. As the Green Practices Champion for Women in Logistics and Transport (WiLAT), a prominent forum within the Chartered Institute of Logistics and Transport (CILT), this report aims to provide comprehensive insights into current adoption patterns, successful implementation strategies, and emerging trends that will shape the future of sustainable logistics.

The study addresses imminent questions of:

- What are the most effective green practices being implemented across different segments of the logistics industry?
- How are organizations overcoming implementation challenges?
- What role do policy frameworks play in driving adoption?
- How can best practices be scaled and replicated across diverse operational contexts?



## 1.2 Research Methodology

This analysis is based on extensive data collection conducted through multiple complementary approaches over a twelve-month period from August 2024 to August 2025. The methodology was designed to capture diverse perspectives and ensure representation across geographical regions, organizational scales, and industry segments.

### Primary Data Collection Methods:

1. **Online Interviews and Webinars:** Conducted structured interviews with sustainability leaders, port authorities, logistics service providers, and technology innovators across Asia-Pacific, Europe, and Africa regions
2. **Knowledge Sharing Sessions:** Facilitated collaborative discussions with industry practitioners to identify emerging practices and implementation challenges
3. **Conference Engagement:** Attended and participated in key industry conferences including the ASEAN Port & Logistics Conference 2025 and sustainability-focused forums
4. **In-Person Interviews:** Conducted face-to-face discussions with senior executives and operational managers to gain deeper insights into implementation experiences

### Secondary Data Sources:

- **Published Sustainability Reports:** Analysed annual sustainability reports from leading organizations including Changi Airport Group, Port of Tanjung Pelepas, and major logistics service providers
- **Published Cases and Reports:** Reviewed case studies and research reports from organizations such as the International Chamber of Commerce, UNEP, and regional industry associations
- **Policy Documents:** Examined regulatory frameworks including IMO guidelines, EU directives, and national sustainability policies

This multifaceted approach ensured comprehensive coverage of current practices while maintaining methodological rigor and stakeholder representation.

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## 2. CURRENT STATE OF GREEN PRACTICES ADOPTION

## **2.1 Industry Transformation Overview**

The logistics and supply chain sector are experiencing a fundamental transformation in its approach to environmental sustainability. Our study indicates that green practices adoption has moved beyond voluntary corporate social responsibility initiatives to become integral to operational strategy and competitive positioning. This shift is evidenced across multiple dimensions including infrastructure development, technology adoption, operational processes, and stakeholder engagement.

Key indicators of this transformation include the widespread implementation of carbon tracking systems, significant investments in renewable energy infrastructure, adoption of circular economy principles, and development of collaborative sustainability partnerships. Organizations are increasingly recognizing that environmental performance directly correlates with operational efficiency, cost management, and long-term viability.

## **2.2 Regulatory Drivers and Policy Framework Impact**

Regulatory frameworks are playing a pivotal role in accelerating green practices adoption. The International Maritime Organization's (IMO) greenhouse gas reduction targets, requiring 40% emission reductions by 2030 and net-zero by 2050, have catalysed significant infrastructure investments and operational changes across the maritime logistics sector. Similarly, the European Union's Emissions Trading Scheme and national ESG frameworks are creating compliance imperatives that drive systematic sustainability integration.

It was evidenced that successful organizations are proactively aligning with regulatory requirements rather than adopting reactive compliance approaches. For example, Bintulu Port's Smart Digital Green Port initiative targets full green port certification by 2025 and carbon neutrality by 2030, positioning the organization ahead of regulatory timelines while capturing first-mover advantages.

## **2.3 Technology Integration and Innovation**

Technological innovation emerges as a critical enabler of green practices adoption. Organizations are leveraging digital solutions including Internet of Things (IoT) sensors for real-time emissions monitoring, artificial intelligence for route optimization, blockchain for supply chain transparency, and automated systems for energy management. The integration of these technologies is enabling precise measurement, continuous

improvement, and stakeholder reporting capabilities that support both operational excellence and sustainability objectives.

Advanced examples include Changi Airport's deployment of Singapore's largest rooftop solar photovoltaic system generating 1 million kWh annually, and Port of Tanjung Pelepas's implementation of AI-based route optimization systems that have significantly reduced fuel consumption across trucking operations since 2021.

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### **3. BUSINESS CASES BY SECTOR**

#### **3.1 Port and Terminal Operations**

Port authorities and terminal operators are demonstrating leadership in green practices adoption, driven by their strategic position as critical nodes in global supply chains and significant environmental impact profiles. The research identifies several exemplary initiatives that illustrate the scope and scale of transformation occurring in this sector.

**Infrastructure Decarbonization:** Leading ports are implementing comprehensive decarbonization strategies encompassing equipment electrification, renewable energy deployment, and emissions monitoring systems. Bintulu Port's Smart Digital Green Port Blueprint integrates 5G networks, electric vehicles, hybrid container handling equipment, and comprehensive air quality monitoring systems. Similarly, the Port of Tanjung Pelepas has deployed solar panel infrastructure meeting 3% of current energy needs while planning expansion toward solar farms for scaled renewable energy generation.

**Marine Environmental Protection:** Ports are increasingly adopting nature-based solutions and marine conservation initiatives. The Port of Madagascar has relocated over 5,700 coral transplants from construction zones to protected marine areas while implementing daily water quality monitoring to ensure environmental compliance. The Port of Seychelles is developing coastal mangrove habitat restoration projects in partnership with environmental agencies, demonstrating integration of biodiversity conservation with port development.

**Circular Economy Integration:** Progressive ports are implementing comprehensive waste management systems that transform waste streams into valuable resources. The research highlights innovative approaches including tire recycling into noise barriers,

plastic waste conversion into construction materials, and development of closed-loop resource flows that minimize environmental impact while generating economic value.

### **3.2 Aviation and Airport Operations**

Airport operations present unique sustainability challenges due to high energy consumption, diverse stakeholder ecosystems, and complex regulatory environments. However, leading airports are demonstrating that comprehensive green practices can achieve significant environmental and operational benefits.

**Energy Management and Renewable Integration:** Changi Airport exemplifies best practice through deployment of Singapore's largest rooftop solar installation, energy-efficient air conditioning systems, and smart lighting technologies. The airport's commitment to 20% Scope 1 and 2 carbon emission reductions by 2030 from 2019 baseline levels demonstrates ambitious yet achievable sustainability targeting.

**Sustainable Aviation Fuel and Operational Optimization:** Airports are playing crucial roles in sustainable aviation fuel (SAF) adoption through infrastructure development and collaborative partnerships. Changi Airport's implementation of a 1% SAF levy from 2026, increasing to 3-5% by 2050, creates economic incentives for airline adoption while generating revenue for continued sustainability investments.

**Waste Management and Circular Systems:** Advanced waste management systems including smart sortation bins, zero-waste retail concepts, and comprehensive recycling programs are becoming standard practice at leading airports. These initiatives demonstrate that high-volume passenger environments can achieve significant waste reduction while maintaining operational efficiency.

### **3.3 Logistics Service Providers and Transportation**

Logistics service providers are implementing diverse green practices across fleet management, warehouse operations, and service delivery models. The research reveals significant innovation in areas including vehicle electrification, alternative fuel adoption, and operational optimization.

**Fleet Decarbonization:** Leading logistics companies are transitioning to electric and hybrid vehicle fleets while investing in supporting infrastructure. Chinese logistics giants including JD Logistics and SF Express operate thousands of electric vehicles while

implementing solar-powered warehouse systems and smart energy management technologies.

**Alternative Fuel and Energy Systems:** Organizations are exploring diverse alternative fuel options including biofuels, hydrogen, and synthetic fuels. The research indicates that successful implementation requires coordination between infrastructure development, regulatory support, and operational integration.

**Operational Efficiency and Digital Optimization:** Advanced digital systems including AI-powered route optimization, real-time fleet monitoring, and predictive maintenance are enabling significant efficiency improvements while reducing environmental impact. These technologies demonstrate that sustainability and operational excellence are mutually reinforcing rather than competing objectives.

### **3.4 Manufacturing and Industrial Operations**

Manufacturing organizations within logistics ecosystems are implementing comprehensive sustainability strategies that integrate circular economy principles, renewable energy adoption, and waste minimization approaches.

**Circular Economy Implementation:** PT Chandra Asri Pacific's integrated plastic waste management system demonstrates comprehensive circular economy implementation. The organization's IPST ASARI facility processes 8,000 kilograms of plastic waste monthly using pyrolysis technology, converting low-value plastics into fuel while creating employment opportunities and community benefits.

**Infrastructure and Community Integration:** Manufacturing organizations are increasingly recognizing the importance of community engagement and collaborative partnerships in sustainability implementation. Successful initiatives integrate environmental objectives with social development goals, creating sustainable value for multiple stakeholder groups.

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## **4. INNOVATIVE TECHNOLOGIES HELPING TO TRANSFORM**

### **4.1 Digital Transformation and Smart Systems**

Digital technologies are fundamentally transforming how organizations approach sustainability management and implementation. The research identifies several key

technology categories that are driving significant improvements in environmental performance while enhancing operational capabilities.

**Real-Time Monitoring and Analytics:** Organizations are deploying comprehensive sensor networks and analytics platforms that enable continuous monitoring of energy consumption, emissions output, and environmental impact. These systems provide the data foundation necessary for evidence-based decision making and continuous improvement processes.

**Artificial Intelligence and Machine Learning:** AI-powered systems are optimizing complex operational processes including route planning, energy management, and predictive maintenance. Port of Tanjung Pelepas's AI-based route optimization system has achieved measurable fuel consumption reductions while improving service delivery performance.

**Blockchain and Transparency Systems:** Blockchain technologies are enabling enhanced supply chain transparency and sustainability verification. These systems support carbon accounting, sustainable sourcing verification, and stakeholder reporting requirements while reducing administrative overhead.

#### **4.2 Renewable Energy and Clean Technologies**

Renewable energy adoption is accelerating across the logistics sector, driven by improving economic viability, technological advancement, and policy support. Organizations are implementing diverse renewable energy solutions tailored to their operational contexts and resource availability.

**Solar Energy Integration:** Large-scale solar installations are becoming standard practice at major logistics facilities. Changi Airport's 38MWp rooftop solar system and SF Express's warehouse solar installations demonstrate the scale and impact potential of distributed renewable energy generation.

**Alternative Fuel Development:** Organizations are investing in alternative fuel infrastructure and adoption programs. Malaysia's development of Electric Vehicle Battery Management Guidelines demonstrates proactive policy and industry collaboration in supporting clean transportation transitions.

#### **4.3 Circular Economy and Waste Innovation**

Circular economy principles are being integrated across diverse operational contexts, transforming traditional waste streams into valuable resources while reducing environmental impact and generating economic benefits.

**Material Recovery and Recycling:** Advanced material recovery systems are enabling high-value recycling and upcycling processes. Examples include tire recycling into construction materials, plastic waste conversion into infrastructure components, and organic waste processing into energy and soil amendments.

**Collaborative Waste Management:** Organizations are developing collaborative approaches to waste management that optimize resource flows across multiple stakeholders. These systems demonstrate that circular economy implementation can achieve greater impact through partnership and coordination than individual organizational efforts.

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## **5. POLICY AND REGULATORY FRAMEWORKS**

### **5.1 International Standards and Guidelines**

International regulatory frameworks are providing the foundation for coordinated global action on logistics sustainability. The research reveals that successful organizations are proactively aligning with emerging standards rather than adopting reactive compliance approaches.

**IMO Maritime Guidelines:** The International Maritime Organization's greenhouse gas reduction strategy is driving significant infrastructure investments and operational changes across the maritime logistics sector. Organizations implementing proactive compliance strategies are achieving competitive advantages while contributing to global decarbonization objectives.

**Aviation Industry Standards:** The aviation sector's commitment to sustainable aviation fuel adoption and carbon reduction targets is creating market opportunities for organizations positioned to support these transitions. Airport operators and logistics service providers are developing capabilities that support industry-wide sustainability transformation.

## 5.2 Regional Policy Initiatives

Regional policy frameworks are playing crucial roles in creating enabling environments for sustainability implementation while addressing local priorities and capabilities.

**ASEAN Regional Coordination:** The Association of Southeast Asian Nations is developing coordinated approaches to sustainability standards and mutual recognition systems that reduce duplicated investments while supporting regional trade integration. These initiatives demonstrate the potential for regional cooperation to accelerate sustainability adoption.

**European Union Leadership:** The EU's comprehensive regulatory approach including the Emissions Trading Scheme and Green Deal framework is creating compliance imperatives that drive systematic sustainability integration across organizations operating in European markets.

## 5.3 National and Local Implementation

National and local policy frameworks are providing critical support for sustainability implementation through incentives, infrastructure development, and regulatory clarity.

**Malaysia's EV Infrastructure Development:** Malaysia's proactive development of Electric Vehicle Battery Management Guidelines demonstrates effective policy leadership in supporting clean transportation transitions. The collaboration between government agencies, industry associations, and private sector organizations illustrates the importance of multi-stakeholder coordination in policy implementation.

**Infrastructure Investment Programs:** National infrastructure investment programs are providing essential support for sustainability transitions through grid modernization, renewable energy development, and clean transportation infrastructure.

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# 6. CHALLENGES AND BARRIERS

## 6.1 Small and Medium Enterprise Constraints

Small and medium enterprises (SMEs) face unique challenges in sustainability implementation despite representing the majority of logistics businesses globally. The research reveals that mainstream sustainability frameworks are often designed for large organizations, creating accessibility and implementation barriers for smaller businesses.



**Resource and Capacity Constraints:** SMEs typically lack dedicated sustainability personnel, financial resources for major infrastructure investments, and technical expertise necessary for complex system implementation. These constraints require different approaches and support mechanisms compared to large organizations.

**Framework Accessibility:** Current sustainability frameworks and certification systems are often too complex and resource-intensive for SME adoption. The research indicates need for simplified modular approaches that enable progressive implementation aligned with SME capabilities and priorities.

## **6.2 Infrastructure and Technology Barriers**

Infrastructure limitations present significant barriers to sustainability implementation, particularly in developing economies and remote operational contexts.

**Grid Integration and Renewable Energy:** Limited grid capacity and infrastructure constraints restrict renewable energy adoption and electric vehicle deployment. Organizations require coordinated infrastructure development to support scaled sustainability implementation.

**Technology Access and Integration:** Complex technology systems and high implementation costs can create barriers to adoption, particularly for smaller organizations. Successful implementation requires balanced approaches that leverage appropriate technology solutions for specific operational contexts.

## **6.3 Financial and Economic Challenges**

Financial constraints and uncertain return on investment calculations create barriers to sustainability adoption, particularly for capital-intensive infrastructure projects.

**Investment Recovery and Business Case Development:** Organizations struggle to develop compelling business cases for sustainability investments due to uncertain regulatory environments, volatile energy prices, and complex cost-benefit calculations. Successful implementation requires clear financial frameworks and risk management approaches.

**Access to Sustainable Finance:** Limited access to green financing and sustainability-linked lending creates barriers to implementation, particularly for SMEs and organizations in developing economies.

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## **7. BEST PRACTICES AND SUCCESS STORIES**

### **7.1 Integrated Sustainability Strategies**

The most successful organizations implement comprehensive sustainability strategies that integrate across operational dimensions rather than adopting isolated initiatives. These integrated approaches achieve greater impact while optimizing resource allocation and stakeholder engagement.

**Bintulu Port's Comprehensive Framework:** Bintulu Port's Smart Digital Green Port Blueprint demonstrates integrated sustainability implementation across infrastructure development, technology adoption, operational processes, and stakeholder engagement. The port's achievement of green certification targets while maintaining operational excellence illustrates the potential for sustainability to enhance rather than constrain performance.

**Holistic Environmental Management:** Organizations achieving the greatest impact implement holistic environmental management systems that address emissions reduction, waste minimization, biodiversity conservation, and community engagement through coordinated strategies rather than independent initiatives.

### **7.2 Collaborative Partnership Models**

Successful sustainability implementation increasingly relies on collaborative partnerships that enable resource sharing, knowledge exchange, and coordinated action across supply chain networks.

**Multi-Stakeholder Collaboration:** Malaysia's Electric Vehicle Battery Management Guidelines development demonstrates effective multi-stakeholder collaboration involving government agencies, industry associations, training providers, and logistics operators. This collaborative approach enabled comprehensive framework development while ensuring practical implementation feasibility.

**Community Integration:** Organizations achieving sustainable impact integrate community engagement and social development objectives with environmental goals.

Examples include employment creation through waste management initiatives, skills development programs, and collaborative infrastructure projects that benefit multiple stakeholder groups.

### **7.3 Innovation and Technology Leadership**

Leading organizations are demonstrating that innovation and sustainability are mutually reinforcing, with environmental challenges driving technological advancement and competitive differentiation.

**Technology-Enabled Optimization:** Organizations leveraging advanced technologies including AI, IoT, and blockchain are achieving significant efficiency improvements while reducing environmental impact. These technologies enable precise measurement, continuous optimization, and stakeholder transparency that support both operational excellence and sustainability objectives.

**Circular Innovation Systems:** Advanced circular economy implementation transforms traditional cost centres into revenue streams while reducing environmental impact. Examples include waste-to-energy systems, material recovery and recycling operations, and collaborative resource sharing networks.

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## **8. ECONOMIC AND ENVIRONMENTAL IMPACT ASSESSMENT**

### **8.1 Financial Performance and Cost Management**

The research reveals that well-implemented sustainability initiatives generate significant financial benefits through cost reduction, operational efficiency improvement, and risk management. Organizations achieving the greatest success integrate sustainability considerations into core financial management and strategic planning processes.

**Operational Cost Reduction:** Energy efficiency improvements, waste minimization, and process optimization generate measurable cost savings. Changi Airport's solar installation is expected to reduce emissions by 20,000 tonnes annually while generating significant energy cost savings over the system lifecycle.

**Risk Management and Resilience:** Sustainability initiatives enhance organizational resilience through diversified energy sources, reduced regulatory compliance risks, and improved stakeholder relationships. Organizations implementing comprehensive sustainability strategies demonstrate greater resilience to external shocks and market volatility.

## **8.2 Environmental Impact Measurement**

Successful organizations implement comprehensive environmental impact measurement systems that enable continuous improvement and stakeholder reporting. These systems provide the data foundation necessary for evidence-based decision making and performance optimization.

**Carbon Footprint Reduction:** Leading organizations are achieving significant carbon footprint reductions through comprehensive decarbonization strategies. Port of Tanjung Pelepas's AI-based route optimization and renewable energy initiatives demonstrate measurable emission reductions while improving operational performance.

**Resource Efficiency and Circular Systems:** Advanced circular economy implementation is generating significant resource efficiency improvements while reducing waste generation and environmental impact. PT Chandra Asri Pacific's integrated plastic waste management system has diverted over 450,000 kg of waste from landfills while creating economic value and employment opportunities.

## **8.3 Social and Community Benefits**

Sustainability initiatives are generating significant social benefits through employment creation, skills development, community engagement, and improved environmental quality. These benefits demonstrate that sustainability implementation can achieve multiple objectives simultaneously.

**Employment and Skills Development:** Sustainability initiatives are creating new employment opportunities while requiring skills development in areas including renewable energy management, waste processing, environmental monitoring, and sustainable logistics operations.

**Community Engagement and Development:** Successful sustainability initiatives integrate community engagement and development objectives with environmental goals,

creating sustainable value for multiple stakeholder groups while enhancing long-term viability.

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## **9. RECOMMENDATIONS FOR WILAT STAKEHOLDERS**

### **9.1 Capacity Building and Skills Development**

WiLAT stakeholders should prioritize capacity building and skills development initiatives that enable women professionals to lead sustainability transformation within the logistics sector. This requires development of comprehensive training programs, mentorship networks, and professional development opportunities.

**Green Practices Training Programs:** Develop specialized training programs covering sustainability measurement, implementation planning, technology evaluation, and stakeholder engagement. These programs should address diverse organizational contexts and skill levels while providing practical tools and frameworks.

**Leadership Development:** Create leadership development programs that prepare women professionals to champion sustainability initiatives within their organizations and communities. These programs should integrate technical knowledge with change management skills and stakeholder engagement capabilities.

### **9.2 Knowledge Sharing and Collaborative Networks**

Establish comprehensive knowledge sharing platforms and collaborative networks that enable best practice exchange, resource sharing, and coordinated action across WiLAT chapters and member organizations.

**Global Green Practices Repository:** Develop a comprehensive online repository of green practices case studies, implementation tools, and performance metrics that enables organizations to identify and adapt successful approaches for their specific contexts.

**Regional Collaboration Networks:** Facilitate regional collaboration networks that enable organizations to share resources, coordinate initiatives, and develop collective

solutions to common challenges. These networks should address both technical implementation issues and policy advocacy priorities.

### **9.3 Policy Advocacy and Industry Leadership**

WiLAT should establish itself as a leading voice in sustainability policy development and industry transformation through active engagement with regulatory bodies, industry associations, and international organizations.

**Policy Framework Development:** Engage actively in policy framework development processes to ensure that regulatory approaches support diverse organizational contexts while achieving environmental objectives. This includes advocacy for SME-appropriate implementation frameworks and financing mechanisms.

**Industry Standards and Best Practices:** Lead development of industry standards and best practice guidelines that enable systematic sustainability implementation while maintaining operational flexibility and competitiveness.

### **9.4 Technology and Innovation Support**

Facilitate access to technology solutions and innovation resources that enable organizations to implement effective sustainability strategies regardless of size or resource constraints.

**Technology Assessment and Selection:** Provide technology assessment tools and guidance that enable organizations to evaluate and select appropriate technology solutions for their specific operational contexts and sustainability objectives.

**Innovation Partnerships:** Facilitate partnerships between technology providers, research institutions, and logistics organizations to accelerate innovation and technology transfer in sustainability applications.

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## **10. FUTURE OUTLOOK AND EMERGING TRENDS**

### **10.1 Technology Convergence and Integration**

The future of logistics sustainability will be characterized by increasing convergence and integration of digital technologies, renewable energy systems, and circular economy principles. Organizations positioning themselves at the intersection of these trends will capture competitive advantages while contributing to sector transformation.

**Integrated Digital Platforms:** Comprehensive digital platforms integrating emissions monitoring, operational optimization, and stakeholder reporting will become standard practice. These systems will enable real-time decision making and continuous improvement while reducing administrative overhead.

**Autonomous and Electric Systems:** The convergence of autonomous vehicle technology and electric powertrains will transform transportation and logistics operations while significantly reducing environmental impact. Organizations preparing for this transition will achieve competitive advantages through early adoption and capability development.

## **10.2 Regulatory Evolution and Standardization**

Regulatory frameworks will continue evolving toward greater standardization and coordination across jurisdictions while maintaining flexibility for diverse operational contexts and regional priorities.

**Global Standards Harmonization:** International coordination on sustainability standards and measurement frameworks will reduce compliance complexity while enabling consistent performance comparison and improvement tracking.

**Market-Based Mechanisms:** Carbon pricing, emissions trading, and other market-based mechanisms will create economic incentives for sustainability implementation while generating revenue streams for high-performing organizations.

## **10.3 Stakeholder Expectations and Market Dynamics**

Stakeholder expectations for sustainability performance will continue increasing while becoming more sophisticated in terms of measurement, verification, and impact assessment. Organizations must prepare for enhanced transparency requirements and performance accountability.

**Supply Chain Transparency:** Complete supply chain transparency and sustainability verification will become standard customer and regulatory requirements. Organizations

must develop capabilities for comprehensive tracking and reporting across complex supply chain networks.

**Sustainability-Linked Business Models:** Business models increasingly will integrate sustainability performance with financial outcomes through sustainability-linked financing, performance-based contracts, and impact measurement systems.

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## **11. CONCLUSION**

This comprehensive study reveals that the logistics and supply chain management sector is experiencing fundamental transformation in its approach to environmental sustainability. Green practices adoption has evolved from voluntary corporate responsibility initiatives to become integral to operational strategy, competitive positioning, and long-term viability. Organizations demonstrating leadership in sustainability are achieving measurable benefits including cost reduction, operational efficiency improvement, enhanced stakeholder relationships, and strengthened market positioning.

Critical success factors were identified for effective sustainability implementation. First, successful organizations adopt integrated approaches that address sustainability across operational dimensions rather than implementing isolated initiatives. Second, collaborative partnerships and stakeholder engagement are essential for achieving scaled impact and addressing complex supply chain challenges. Third, technology integration and digital transformation enable precise measurement, continuous optimization, and stakeholder transparency that support both operational excellence and sustainability objectives.

However, significant challenges persist in sustainability implementation, particularly for small and medium enterprises which comprise the majority of logistics businesses globally. These organizations face resource constraints, limited access to appropriate frameworks, and complex technology requirements that require different approaches and support mechanisms compared to large organizations. Addressing these challenges is essential for achieving sector-wide transformation and ensuring that sustainability benefits are accessible across diverse organizational contexts.



The regulatory environment is providing critical support for sustainability adoption through international frameworks, regional coordination initiatives, and national implementation programs. Organizations that proactively align with emerging regulatory requirements are achieving competitive advantages while contributing to global decarbonization objectives. However, policy frameworks must continue evolving to address diverse organizational capabilities and regional priorities while maintaining environmental effectiveness.

Looking forward, the convergence of digital technologies, renewable energy systems, and circular economy principles will create unprecedented opportunities for sustainability innovation and implementation. Organizations positioning themselves at the intersection of these trends will capture competitive advantages while contributing to sector transformation. However, success will require continued investment in capacity building, technology development, and collaborative partnerships that enable systematic implementation across diverse operational contexts.

For Women in Logistics and Transport (WiLAT) and the broader CILT community, this transformation presents both opportunity and responsibility. Women professionals have the opportunity to lead sustainability transformation within the logistics sector through technical expertise, collaborative leadership, and stakeholder engagement capabilities. However, realizing this potential requires continued investment in capacity building, knowledge sharing, and collaborative networks that enable best practice exchange and coordinated action.

The evidence presented in this report demonstrates that sustainability and operational excellence are mutually reinforcing rather than competing objectives. Organizations implementing comprehensive sustainability strategies are achieving superior financial performance, operational efficiency, and stakeholder satisfaction compared to those maintaining traditional approaches. This presents a compelling business case for sustainability adoption while contributing to global environmental objectives.

As the logistics sector continues evolving toward net-zero operations and circular economy principles, the role of women professionals in leading this transformation becomes increasingly critical. Through continued collaboration, innovation, and commitment to excellence, WiLAT members can shape a sustainable, inclusive, and prosperous future for the global logistics and supply chain management sector.

The path forward requires continued commitment to learning, adaptation, and collaborative action. The challenges are significant, but the opportunities for positive impact are unprecedented. By harnessing our collective power and expertise, we can create a logistics sector that serves both people and planet while delivering exceptional value for stakeholders across the global economy.

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*This chapter represents the culmination of extensive research and stakeholder engagement conducted by the WiLAT Green Practices Action Group. It reflects the collective insights of industry leaders, policy makers, and sustainability practitioners committed to transforming the logistics sector for a sustainable future. The findings and recommendations presented here provide a foundation for continued action toward achieving net-zero, circular, and inclusive supply chains that benefit all stakeholders.*

# Social Inclusion: Neurodiversity

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## **EXECUTIVE SUMMARY**

Neurodiversity in the workplace refers to recognizing and valuing the natural variations in how people's brain's function and process information. It embraces cognitive differences such as autism, ADHD, dyslexia, and other neurological conditions as part of the diversity spectrum, emphasizing their potential to enhance innovation, creativity, and problem-solving. Despite increased focus on diversity, neurodivergent individuals have disproportionately high unemployment rates of more than 45%, highlighting systemic gaps in understanding, inclusion, and support.

This chapter explores the strategic significance of neuro-inclusion and makes actionable suggestions in six broad categories: corporate initiatives, best practices for workplace inclusion, business case for neurodivergent employment, intersections with support for working mothers, and future-oriented approaches.

We hope the study and knowledge captured in this “Values in Action – Neurodiversity” program will enable employers to engage the differently abled people; develop a working capability of the neurodiversitians; and create space for the working parents to excel at work.

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## **1. INTRODUCTION**

As modern workplaces strive to become more inclusive, the concept of neurodiversity has emerged as a centrepiece of workforce diversity. Neurodiversity recognizes that individuals understand and respond to the world around them in many different ways,

there is no single "right" way of thinking, learning, or behaving. This model encourages the inclusion of people with neurologically different individuals such as those with autism, ADHD, dyslexia, and beyond not as deficits, but as differences with unique strengths and talents. While much of the corporate diversity, equity, and inclusion discourse has historically cantered on gender, ethnicity, and age, companies are beginning to realize that neurodiversity contains untapped potential for creativity, loyalty, innovation and resilience.

This report explores how companies can create supportive environments for neurodivergent talent, drawing insights from real-world practices and a decade-long inclusion journey of a pioneering organization. By examining actionable strategies, measurable business outcomes, and broader societal implications, the report aims to inform and inspire leaders who are committed to building inclusive and high performing organizations.

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## **2. “VALUES IN ACTION” PROGRAM: A RISING TIDE LIFTS ALL BOATS**

Women in Logistics and Transport (WiLAT) is dedicated to promoting diversity and inclusion across the industry. As part of this commitment, we have launched the Values in Action – Neurodiversity project aimed at creating a supportive environment where companies can learn about and share best practices for hiring individuals with disabilities, particularly in the logistics sector. Through knowledge sharing and training initiatives, we aim to equip employers in the supply chain, logistics, and transport industries with the tools and understanding needed to effectively engage with the neurodiversity community and provide suitable employment opportunities.

Engaging the different abled persons means more than fitting them in a job. The employers are actually giving them the hope to be financially independent; demonstrating their values to the community; and most importantly relief the stress from the caregivers and the parents so that they can perform at work, hence contributing to the business performance.

The goal of this project is to assist employers in hiring adults with autism, and it has now expanded to encompass the broader neurodiversity community. We have reviewed a

beta version of a learning platform called “YONGO,” powered by Edduas, which will facilitate content creation and outreach to various communities on this topic.

The project has three main goals:

**Awareness Building** We will develop content aimed at increasing awareness of the advantages of hiring individuals with autism. This will feature case studies, success stories, and testimonials from organizations that have effectively hired and supported employees with disabilities.

**Training and Skill Development** We will offer training and skill-building opportunities for companies, providing them with the knowledge and tools necessary to foster an inclusive workplace. This will include webinars, workshops, and various learning resources.

**Community Building** We will establish a community of practice on YONGO, where businesses, disability advocates, and other stakeholders can network, exchange ideas, and collaborate on initiatives that promote the hiring and retention of individuals with disabilities within the logistics and supply chain sectors.

Over the past year, WiLAT Global has made significant strides in raising awareness within communities about autism and the support that autistic adults require in the workplace. We have emphasized the importance of employers creating suitable environments for these individuals. WiLAT has connected numerous organizations that have successfully developed inclusive environments and best practices, and we have also assisted several individuals in finding employment.

We continue to focus on this area, as diversity encompasses a wide range of identities, including educational backgrounds, personality types, experiences, age, race, gender, social class, and religion.

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### 3. **BEST PRACTICES TO EFFECTIVELY WORK WITH NEURODIVERGENT COLLEAGUES**

Creating an inclusive environment for neurodivergent employees requires more than recruitment. It involves a workplace transformation that respects different cognitive styles and supports them with the right structures. The most effective organizations recognize that successful integration depends on clear communication, flexible job design, continuous training, and a psychologically safe environment.

Clear and structured communication is essential. Neurodivergent individuals often benefit from direct language, written follow-ups, and ample time to process information. Meetings and instructions should be supported with documentation to ensure clarity. Moreover, adapting job roles to individual strengths is vital. Instead of expecting individuals to conform to rigid expectations, roles are designed to align with specific cognitive strengths such as pattern recognition, deep focus, or analytical thinking. Workflows are broken down into manageable steps, and unnecessary sensory distractions are minimized to reduce stress.

Training is another crucial element. Managers and colleagues are equipped with the knowledge and sensitivity to foster inclusive interactions. This training ensures that the workplace does not rely on unspoken norms that could disadvantage neurodivergent employees. Mentorship programs or buddy systems provide consistent support during transitions, helping new employees adjust comfortably.

Psychological safety is the foundation that binds these practices together. When employees feel safe to be themselves without fear of judgment or exclusion, they are more likely to thrive. Feedback systems are designed to be constructive and respectful, considering diverse communication styles. These inclusive approaches improve workplace morale and team cohesion for everyone, not just neurodivergent employees.

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#### **4. BUSINESS CASE FOR HIRING NEURODIVERGENT TALENT**

A leading organization in Southeast Asia YAYASAN GAMUDA -Malaysia began its neuroinclusive hiring efforts over a decade ago, guided by visionary leadership that identified the untapped potential within the neurodiverse community. Its establishment was made with a belief that individuals with autism and similar disorders could comfortably perform as well as and in some cases exceed adequately as certified

employees not only in regular employees in routine tasks but also at white-collar jobs. Half of them have remained with the company for more than ten years, underscoring the long-term benefits of inclusive hiring.

The core of the program of YAYASAN GAMUDA was supported by a few fundamental strategies. First, leadership ensured this was not treated as a temporary initiative but as a sustained, strategic commitment. They invested in support structures such as internal job coaching, onboarding facilitation, and regular workshops. A central support team was trained to work closely with both employees and their departments, facilitating communication and development. Departments willing to participate were encouraged to nominate volunteers to act as supervisors and peer buddies, cultivating a culture of empathy and inclusion.

The scope of the program was not limited to corporate boundaries. The organization also established a structured employment transition program to prepare neurodivergent individuals for the workforce and collaborated with other organizations to replicate the model. Graduates of the program, including highly qualified engineers, have since excelled in roles that once seemed out of reach, with some being promoted and even relocating internationally for work. Comprehensively, these results show how early intervention support, role-specific job placement services and caring leadership can provide quantifiably measurable, long-term results.

This compelling case study from a Southeast Asian infrastructure and engineering company YAYASAN GAMUDA illustrates the tangible benefits of hiring neurodivergent individuals. The program began over ten years ago with the hiring of individuals with autism into various professional roles, including engineering, communications, and corporate services. Today, many of these employees have remained with the company for over a decade, contributing consistently to their departments. This retention rate far exceeds industry norms, demonstrating a high level of job satisfaction and stability among neurodivergent hires.

Leadership played a pivotal role in embedding inclusion into the company's ethos. Rather than positioning it as a corporate social responsibility effort, the leadership framed neuro-inclusion as a strategic business decision. They created succession plans and empowered young leaders to carry the initiative forward. Through close collaboration with external job coaches, the company developed an internal support system that now functions independently, ensuring sustainability.

Crucially, performance management was adjusted to be fair and equitable. Instead of using standard evaluation metrics, the company introduced tailored appraisal systems aligned to each role's specific expectations. Supervisors were trained to offer regular, constructive feedback, and neurodivergent employees were given structured career development opportunities. The organization also identified and leveraged each individual's unique strengths. One engineer, for instance, regularly contributed to site planning improvements by asking thoughtful questions that challenged assumptions, resulting in better decision-making. Another employee became a key figure in quality control, spotting reporting inconsistencies that others overlooked.

By valuing these diverse perspectives, the company fostered innovation and improved processes, highlighting that neurodivergent talent can be a source of competitive advantage. The cultural transformation extended to team dynamics as well, with colleagues becoming more empathetic, communicative, and thoughtful in their approach to collaboration.

Another business case observed during WiLAT's CALF program held in Singapore in June 2023, the visit at Schenker Logistics revealed that their employments of autistic staff at warehouse has improved their pick-to-order accuracy. Their performance has influenced other colleagues to improve and generated higher level of loyalty. Schenker have significantly reduced their staff turnover rate and improved customer service as well.

To encourage employers in the supply chain, logistics and transport industries to employer neurodivergent, we have interviewed the CEOs of two international logistics companies namely EFL and CBL of Sri Lanka. Full script can be found in the appendices of this report.

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## **5. RELEASE THE WORKING MOTHERS' CAPACITY**

The transformation required to support neurodivergent employees also brings significant benefits to working mothers and caregivers. The same accommodations—such as flexible hours, clear task expectations, and compassionate management—help create a workplace culture that supports a wide variety of needs and responsibilities.



Working mothers often face the dual demands of caregiving and professional achievement. Inclusive policies that emerge from neurodiversity hiring, such as job-sharing, adjusted work hours, and remote work options, make it easier for caregivers to remain engaged and productive. These adjustments do not compromise performance but instead promote loyalty and reduce attrition.

A workplace that normalizes flexibility and empathy is one where all employees feel seen and supported. The organization at the centre of this case recognized that systemic improvements, initially made for one group, uplifted many others. By adopting flexible performance metrics, prioritizing wellbeing, and offering individualized support, they created a work culture where diversity in life circumstances was accepted rather than penalized.

Ultimately, the path to neuro-inclusion inadvertently set the stage for broader inclusion of caregivers and parents, particularly mothers. It showed that sustainable work cultures depend not just on policies, but on a genuine commitment to understanding and accommodating differences.

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## **6. OUTLOOK AND TRENDS**

The journey toward a neuroinclusive future is accelerating as both corporate and public sectors begin to understand the multifaceted value of cognitive diversity. In the coming years, we can anticipate more focus on inclusive talent strategies within mainstream human resource policies. Firms will increasingly invest in dedicated neurodiversity programs, not only as a compliance measure but as a strategic necessity in an evolving labour market where creativity and problem-solving are core differentiators.

Artificial intelligence and other digital innovations will play a significant role in shaping neuroinclusive environments. Emerging technologies will allow for personalized user experiences, such as AI-assisted learning systems, digital communication aids, and workflow management platforms that can adapt to an individual's preferred way of processing information. These resources improve the orientation of neurodivergent

employees in the workplace, thus allowing them to make valuable contributions to the workplace while simultaneously making systems more efficient for all employees.

There will also be a shift toward more integrated collaboration between businesses, educational institutions, and public agencies. Schools and universities will increasingly align with workforce demands by embedding inclusive pedagogy and career readiness programs tailored for neurodivergent students. Employers, in their turn, will be challenged with the task of expressing clear career pathways and initiating mentoring systems that go beyond recruitment, thus creating opportunities of long-term growth and progression of this group.

Moreover, global reporting standards are evolving to include neurodiversity under the broader ESG (Environmental, Social, Governance) umbrella. Investors and stakeholders are beginning to recognize that companies who build inclusive cultures are not only socially responsible but also better positioned for innovation, resilience, and sustainable growth.

The future of neurodiversity at work is one of intentional integration, not token inclusion. As the workforce becomes increasingly global and complex, the ability to support and engage diverse cognitive talent will become a defining feature of successful organizations.

We have successfully connected and highlighted companies, multinationals, Logistics companies and leading conglomerate in Sri Lanka and Southeast Asia, that have implemented effective initiatives.

To effectively integrate Environmental, Social, and Governance (ESG) principles, organizations should adopt the following best practices:

- 1. Establish Clear ESG Goals:** Organizations should define specific, measurable, achievable, relevant, and time-bound (SMART) ESG objectives that align with their overall mission and values.
- 2. Engage Stakeholders:** Actively involve stakeholders, including employees, customers, suppliers, and the community, in the ESG conversation to ensure diverse perspectives are considered in decision-making processes.

3. **Implement Robust Reporting Frameworks:** Utilize standardized reporting frameworks such as the Global Reporting Initiative (GRI) or Sustainability Accounting Standards Board (SASB) to transparently communicate ESG performance and progress.
4. **Integrate ESG into Business Strategy:** Ensure that ESG considerations are woven into the core business strategy, influencing operations, risk management, and corporate culture.
5. **Foster a Culture of Sustainability:** Promote awareness and education about ESG issues among employees to cultivate a corporate culture that prioritizes sustainable practices.
6. **Monitor and Measure Impact:** Regularly assess and track ESG initiatives to evaluate their effectiveness and make data-driven adjustments as needed.
7. **Collaborate and Share Best Practices:** Participate in industry collaborations and networks to share knowledge, learn from peers, and collectively address common ESG challenges.
8. **Commit to Continuous Improvement:** Stay adaptable and committed to evolving ESG practices in response to emerging trends, regulatory changes, and stakeholder expectations.

These organizations have cultivated a positive, supportive, and well-structured environment. Providing advance information about workplace changes or tasks is essential for Neurodiverse employees.

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## **CONCLUSION**

*Neurodiversity is not merely a category within diversity and inclusion; it is a fundamental aspect of human variation that enriches workplaces and drives better outcomes. By recognizing and leveraging the strengths of neurodivergent individuals, organizations can unlock new levels of performance, innovation, and loyalty. The example of the Southeast*

*Asian company shows that success lies in sustained commitment, strategic leadership, and tailored support systems not just in hiring but throughout the employee lifecycle.*

*Inclusive practices that support neurodivergent employees create broader cultural shifts that benefit everyone, including working parents, caregivers, and employees with differing needs. As global trends push toward more personalized, flexible, and empathetic work models, the case for neurodiversity becomes not just ethical but strategic.*

# Social Inclusion: Gender Diversity

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## **EXECUTIVE SUMMARY**

The global logistics and transport industry, projected to reach a value of \$787.54 billion by 2032, faces a critical juncture. While experiencing significant growth, it grapples with complex challenges such as digitalization, sustainability pressures, and persistent labour shortages. Environmental, Social, and Governance (ESG) considerations, particularly gender diversity within the "Social" pillar, are no longer ancillary but core strategic imperatives. A robust commitment to gender diversity directly enhances competitiveness, attracts investor favor, and drives innovation and efficiency.

The establishment of "**Value in Action – Gender Diversity**" signifies a paradigm shift from simply reporting on initiatives to demonstrating measurable, tangible efforts that generate positive environmental, social, and governance outcomes. Within this transformative landscape, gender diversity emerges as a particularly powerful catalyst. As a critical component of the "Social" pillar, gender diversity transcends purely ethical considerations to become a fundamental element for enhanced corporate performance, robust risk management, and sustained innovation

Despite positive shifts, with women now comprising 40% of the overall supply chain workforce, significant disparities persist, especially in senior leadership (26% VPs) and frontline operational roles (e.g., 9.5% female truck drivers). This imbalance is often attributed to a "broken rung" in career progression, sector-specific physical barriers, limited mentorship, and ingrained cultural stereotypes. Companies like CEVA Logistics and Maersk are **demonstrating leadership through targeted initiatives**, such as CEVA's notable increase in women in management and Maersk's women-run operational sites and Female Logistics and Services Academy. However, challenges like pay equity, as seen in DHL Group's UK data, highlight the need for granular analysis beyond overall

percentages.

Forward-looking trends suggest that **digitalization and automation can "de-gender"** traditionally physical roles, creating new pathways for women. Evolving regulatory and investor expectations for ESG reporting will further drive accountability and transparency in gender diversity metrics.

**Collaborative initiatives** across the industry, supported by global bodies like the OECD and World Bank, are accelerating the adoption of best practices. To truly realize "Value in Action," logistics companies must adopt holistic, data-driven diversity, equity, and inclusion (DE&I) strategies that encompass targeted attraction, inclusive HR policies, improved physical environments, robust career development, and a culture of male allyship. Concurrently, governments and industry stakeholders must enact legislative reforms, support work-life balance, promote STEM education, and invest in inclusive infrastructure to foster systemic change.

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## **1. INTRODUCTION**

### **1.1. The Evolving Landscape of Global Logistics and Transport**

The global logistics and transport industry is undergoing a period of profound transformation and expansion. Projections indicate that the sector is poised for substantial growth, with its value anticipated to nearly double to an impressive \$787.54 billion by 2032. This trajectory underscores the indispensable role logistics plays in facilitating global commerce and supply chain resilience.

However, this growth is not without its complexities. The industry is simultaneously navigating landscapes characterized by rapid digitalization, escalating sustainability pressures, and persistent labor shortages across various operational and managerial functions. These compounding dynamics necessitate a more strategic and adaptive approach to talent management and operational efficiency than ever before.

The combination of rapid industry expansion and acute labour deficits presents a unique and compelling opportunity for the logistics sector to proactively address its long-standing gender imbalance. Traditionally, the industry has been male dominated,

particularly in operational and senior leadership roles. To sustain its projected growth and effectively mitigate the risks associated with labour scarcity, the industry must actively leverage the underutilized pool of female talent. This is not merely a social responsibility; it is a critical business necessity. Companies that strategically invest in and champion gender diversity stand to gain a significant competitive advantage by broadening their talent pipeline, enhancing workforce resilience, and ultimately strengthening their financial performance. The social dimension of ESG, in this context, becomes directly linked to operational stability and economic viability.

## **1.2. Advocating Gender Diversity through "Value in Action" program**

Gender diversity considerations have evolved beyond mere corporate buzzwords to become fundamental strategic imperatives for businesses worldwide, including in emerging markets like Malaysia. The integration of ESG factors has been demonstrably linked to enhanced enterprise competitiveness and increased investor favour. A growing number of investors are now systematically incorporating ESG performance as a critical component of their sustainable financing strategies, often given equal weight alongside traditional financial metrics. This shift in investor sentiment means that a company's commitment to sustainability, including its social performance, directly influences its attractiveness to capital markets.

Sustainability ratings, such as those provided by Eco Vadis, serve as vital tools in this evolving landscape. These ratings offer crucial visibility in a company's operations, identifying specific areas for improvement and fostering mutual accountability across complex global supply chains. For instance, CEVA Logistics' achievement of a Gold Medal in the 2024 Eco Vadis assessment, placing it in the top 1% for the logistics industry, exemplifies the tangible benefits of strong ESG performance. Within the broader ESG framework, the "Social" pillar explicitly encompasses critical aspects such as labor practices, community impact, human rights, and, most pertinently, diversity and inclusion. This explicit inclusion underscores that gender diversity is not an optional or peripheral initiative but a foundational element of a robust and credible ESG strategy.

The increasing scrutiny from ESG rating agencies and investors elevates gender diversity from a "nice-to-have" human resources initiative to a quantifiable and reportable strategic imperative. A company's performance in gender diversity, as a key component of its "Social" score, can directly influence its overall ESG rating. Consequently, suboptimal performance in this area can negatively impact a company's access to

capital, its relationships with investors, and its overall market valuation. This creates a clear financial incentive for companies to actively improve gender diversity, shifting the discourse from one solely based on ethical obligation to one that recognizes significant financial risk and opportunity.

### **1.3. The Compelling Business Case for Gender Diversity**

Beyond ethical considerations, a compelling business case underpins the pursuit of gender diversity within the logistics and transport industry. A comprehensive understanding of gender representation dynamics is fundamental to effectively attracting and retaining the diverse talent necessary to drive innovation, enhance efficiency, and ensure long-term growth. Studies consistently demonstrate that improving gender equality leads to increased productivity, heightened economic activity, and strengthened competitiveness across sectors. Research further suggests that a significant improvement in gender equality could substantially boost GDP per head and generate millions of additional jobs globally.

Diverse teams, particularly those with a greater balance of genders, are known to bring a wider array of skills, offer varied perspectives, and develop more innovative solutions. These teams are often more adept at identifying new and efficient ways of working and can act as catalysts for disrupting existing business models. The logistics industry, traditionally perceived as less appealing to women due to historical biases and physical demands, stands to benefit immensely from this shift.

A strong commitment to gender diversity can serve as a potent differentiator in a highly competitive talent market. Companies that proactively champion gender equality are more likely to attract a broader and deeper pool of talent, including skilled women who might otherwise overlook career opportunities in the logistics sector. This enhanced employer branding creates a virtuous cycle: as more women are attracted and succeed, the industry's perception improves, further drawing in diverse talent.

This strategic advantage in talent acquisition and retention makes companies more resilient to labor market fluctuations and better positioned to foster a dynamic, innovative workforce capable of adapting to future challenges. It transcends merely filling open positions, contributing instead to the cultivation of a future-proof talent pipeline.



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## **2. CURRENT STATE OF GENDER DIVERSITY IN THE WORKFORCE**

### **2.1. Global and Regional Representation of Women**

While the logistics and transport industry has seen some positive developments in gender representation, significant disparities persist, particularly at senior and operational levels. Globally, women now constitute 40% of the overall supply chain workforce, marking a notable shift for an industry historically dominated by men. However, this progress often diminishes considerably at higher echelons: representation drops to 31% for directors and a mere 26% for Vice Presidents within the supply chain sector.

In the survey conducted on Diversity & Inclusion (Values in Action) by WiLAT Hongkong, 2023 indicate that 50% of the companies participated, indicated 80% or more are in the senior management position and one company had an overwhelming 70% representation of female at senior management level.

Regionally, in Malaysia, while women comprise 33% of senior management positions across all industries. However, survey conducted on Diversity & Inclusion (Values In Action) by Women in Logistics and Transport 2025 (WiLAT Malaysia) indicate that 2 companies in the aviation sector (ground handling and terminal operator) and 2 logistics companies have 31% and 37% female representation respectively, touched the critical mass representation of 30% or more.

It is heartening to recognise such an achievement. Across the broader transport and storage sector, women hold only 12% of jobs globally. The average for female employees across 46 countries in transport-related industries, as reported by the OECD, stands at 17%. Frontline operational roles exhibit even more pronounced imbalances and inconsistent progress. For instance, only 9.5% of professional truck drivers are women, a decrease of 2.5% from 2023. More broadly, global data indicates that less than 3% of truck drivers are women. In the maritime sector, women account for less than 2% of the global seafaring workforce.

The supply chain and logistics sector remain distinctly male-dominated. Ninja Van Malaysia, for example, reports that over 15% of its workforce, across both management and operations, is female.

The phenomenon often referred to as the "broken rung," where women are hired into entry-level roles at lower rates than men, is particularly exacerbated in the logistics industry. This initial underrepresentation narrows the pipeline for leadership positions from the outset. Given that frontline operational experience is frequently a prerequisite for advancement to senior roles within logistics, the low representation of women in these foundational positions directly contributes to their subsequent underrepresentation in leadership. This creates a self-reinforcing cycle of gender imbalance at the highest levels.

Addressing gender diversity in logistics and transport therefore requires more than just focusing on corporate leadership; it necessitates a fundamental re-evaluation of recruitment and retention strategies for frontline and entry-level operational roles, recognizing them as critical feeders for the entire leadership pipeline.

**Table 1: Gender Diversity Metrics in the Logistics and Transport Industry (Global & Select Companies)**

Category	Metric	2024 Data / Current
Global Industry	Overall Supply Chain Workforce	40% Women
	Supply Chain Directors	31% Women
	Supply Chain VPs	26% Women
	Transport & Storage Jobs	12% Women
	Professional Truck Drivers	9.5% Women (Global)
	Seafarers	<2% Women (Global)
	OECD Transport Workforce Average	17% Women
Company		
CEVA Logistics	Overall Workforce	40% Women
	Management	32% Women (+12 pts from 2023)
Maersk	Management (Job level 4+)	35% Women
	Leadership (Job level 6+)	27% Women
	Seafarers	~6% Women
DHL Group	Mid & Upper Management	28.4% Women (+1.2pts

		from 2023)
DHL Services Ltd. (UK)	Median Hourly Pay Gap earned	Women earned 90p for every £1 men earned
	Highest paid quarter	20% Women
	Lowest Paid Quarter	33% Women
Ninja Van Malaysia	Management & Operations	>15% Women

## 2.2. Key Structural and Cultural Barriers to Female Participation and Progression

The persistent gender imbalance in the logistics and transport sector is attributable to a confluence of deeply entrenched structural and cultural barriers. The "broken rung" phenomenon, where women are hired into entry-level roles at lower rates than men, creates an immediate deficit in the talent pipeline for leadership. This issue is compounded by the fact that frontline operational experience is often a prerequisite for advancement in the industry, and women are significantly underrepresented in these foundational roles.

Sector-specific physical and environmental barriers further deter women. In the maritime industry, for instance, inadequately fitted personal protective equipment (PPE) and a pervasive lack of gender-specific spaces on vessels are significant pain points. Similar challenges exist in the trucking sector, where safety infrastructure and facilities, such as truck stops, have historically not been designed with a diverse workforce in mind.

While automation is beginning to mitigate the historical emphasis on physical strength in many roles, the perception of the industry as inherently male-dominated persists.

Limited mentorship and networking opportunities also contribute to the gender gap in career development. A 2023 report by Women in Logistics and Transport Hong Kong (WiLAT HK) revealed that only seven out of twelve surveyed companies had mentorship programs specifically for young female employees. The 2025 survey conducted by Women in Logistics and Transport Malaysia (WILAT Malaysia) revealed that 12 (55%) out of the 22 companies surveyed had mentorship programmes for the executives and the middle management level.

Societal and cultural stereotypes further reinforce the perception that the industry is "male-only," particularly for roles involving heavy lifting. Unconscious bias and a scarcity of visible female role models present significant obstacles at every stage: recruitment, retention, and progression.

However, survey conducted by WILAT Hongkong, 2023, indicated that 11 out of 12 companies surveyed provided training in diversity and inclusion, and prevention of unconscious bias in the recruitment process, to their recruitment professionals. Of the 11 companies, only two companies ensure diversity of the interview panel. Likewise, in the survey conducted by WiLAT Malaysia, 2025, indicated that ten or 45% of the 22 companies ensured diversity of the interview panel and 32% provide training to the interviewers (recruitment professionals) to recognise and address the unconscious bias in the recruitment process.

**Work-life balance and caring responsibilities** pose additional hurdles. Technical and operational roles often demand longer working hours, overnight shifts, and extended periods away from home, making it challenging for women to balance professional commitments with family obligations. Many women reports being "obliged not to work or to work only part-time because of their family responsibilities".

Furthermore, concerns regarding compensation, low pay, long hours, and personal security in isolated or high-risk environments deter potential female recruits. The persistent gender wage gap also remains a significant issue.

From the survey conducted by WiLAT Hongkong, 2023, nine (9) 75% out of 12 companies introduced flexible working hours to their employees, applicable only to pregnant employees or those have breastfeeding needs. Apart from the captioned, one (1) company provided extra two (2) days of paid personal leave per annum to all employees, regardless of the reasons.

WiLAT Malaysia, 2025, indicated that in terms of **flexible working hours**, more than half of the participating companies introduced the flexible working hours in terms of providing flexibility for individuals to self-manage professional/domestic commitments recognizing the differing needs of individuals while promoting a trusting culture. These initiatives support women in balancing their professional and personal responsibilities.

In summary, for successful flexible working hours and other paid leave benefits require

company policy support, practicality to the job functions and are highly dependent on the business conditions.

Finally, legal and policy gaps contribute to the problem. Regulatory frameworks in some countries still restrict women's access to certain jobs or night work, while inadequate legislation on equal pay or workplace harassment can exacerbate existing inequalities. The self-perpetuating cycle of male-dominated practices means that working practices, equipment, and business models have often been designed around the needs of men. This design, in turn, repels women, thereby reducing the likelihood of fundamental industry change. This dynamic implies that simply setting diversity targets is insufficient; a fundamental redesign of workplace infrastructure, culture, and job roles is required to genuinely attract and retain women over the long term.

Companies must move beyond superficial diversity quotas to a holistic transformation that includes investing in gender-inclusive infrastructure (e.g., female-friendly truck design, improved facilities), re-evaluating job descriptions for greater flexibility, challenging ingrained biases through comprehensive training, and actively promoting male allyship to disrupt this existing "value destroying loop".

**Recruiting and retaining women** in the logistics and transport industry, particularly within the framework of "Value in Action" requires a comprehensive and strategic approach. While the logistics sector, like energy and automotive, has historically lagged in gender diversity, with women often underrepresented in senior leadership, the benefits of improving this are significant for overall ESG performance and business outcomes.

Considering the foregoing points, the various practices for recruiting and retaining women, the following are the best practices in gender diversity for the logistics and transport industry.

### **1. Accountable Leadership and Clear Policies**

- **Top-Down Commitment:** Any successful gender diversity initiative must start at the top. Leadership, including executives and board members, must firmly establish clear, measurable equality targets, openly share them throughout the organization, and regularly review progress. This commitment should be viewed as a core business strategy, not just a compliance measure.
- **Comprehensive Anti-Discrimination Policies:** Develop and communicate transparent policies that explicitly prohibit all forms of gender-based discrimination, bias, and harassment across all aspects of the employment relationship, from

recruitment to remuneration.

## 2. Fair Recruitment Practices

- **Bias-Free Recruitment Processes:** Implement practices that minimize unconscious bias. This includes using blind recruitment, where identifying information like names and photos are removed from CVs during initial screening. Provide unconscious bias training to recruitment panel and hiring managers.
- **Gender-Neutral Job Advertisements:** Carefully design job advertisements using gender-neutral language. Focus on required skills and qualifications rather than personal attributes that might inadvertently deter female applicants.
- **Diverse Candidate Slates:** Require a diverse slate of candidates for open positions, especially for senior roles, to help ensure a wider pool of talent is considered.
- **Targeted Outreach and Partnerships:** Form partnerships with educational institutions to develop tailored training programs, apprenticeships, and certifications, particularly in high-demand fields like STEM (Science, Technology, Engineering, and Mathematics) and advanced manufacturing. This helps build a more diverse talent pipeline for the industry.

## 3. Equitable Career Paths and Pay

- **Equal Career Development Opportunities:** Proactively ensure that women have the same opportunities for promotion and career development as men. Promotion decisions should be based solely on performance and potential, with vigilance against biases related to family roles.
- **Regular Gender Pay Gap Audits:** Conduct in-depth salary audits at least once a year to identify and rectify unexplained pay differences between male and female employees performing work of equal value. The goal is to ensure pay differences are justified by objective factors like performance, experience, or skills, not gender. Transparent reporting on gender pay gaps can also hold companies accountable and encourage equal pay.

## 4. Talent Development and Supportive Culture

- **Mentorship and Sponsorship Programs:** Establish formal mentorship programs that connect women with senior leaders (both male and female) who can provide guidance, open up networks, and offer visibility. Sponsorship programs are also crucial for ensuring high-potential women are recognized and promoted.
- **Flexible Work Arrangements and Work-Life Balance:** Provide equal opportunities

for work- life balance through flexible working hours, remote work options, and supportive facilities like on-site daycare. Comprehensive parental leave policies that extend benefits to all parents can help shift caregiving responsibilities more equally, removing gender biases.

- **Inclusive Work Environment:** Foster a culture where all employees feel seen, heard, and valued. Employee Resource Groups (ERGs) can be instrumental in building community, providing learning and development opportunities, and promoting a sense of belonging.
- **Continuous Learning and Upskilling:** Provide access to time and resources for training and development, including relevant courses, webinars, and opportunities to earn certifications. This is especially important as the industry shifts towards automation and new technologies, requiring new skills like data science and AI.

## 5. Measurement and Transparency

- **Robust Data Collection and Reporting:** Implement robust data management systems for efficient ESG data collection and reporting on gender diversity metrics. This includes tracking the representation of women in the workforce, particularly in senior management and on boards, gross wages paid to females, and employee perception of inclusion.
- **Achieving "Critical Mass":** Aim for a "critical mass" of women in leadership positions, as studies suggest that a minimum of three female directors is essential for fostering meaningful improvements in ESG disclosure and preventing misconduct. Superficial appointments of one or two women may have a negative or negligible impact. Investors often look for targets of 30% to 40% women in senior management roles.
- **Governments and the private sector** in Asia and the Pacific need to take proactive steps to increase the number of women working in the transport and logistics sectors. By doing this, services for women and girls, and the public overall, will improve

By implementing these best practices, the logistics and transport industry can not only address its gender diversity gap but also unlock significant business value, including enhanced financial performance, improved decision-making, stronger reputation, and better talent attraction and retention.

### **3. BUSINESS CASE**

This section examines the strategies and progress of leading logistics companies, drawing from their public reports to understand their approaches to ESG gender diversity.

#### **3.1. CEVA Logistics**

CEVA Logistics demonstrates a robust commitment to sustainability and gender equality, integrating these principles into its core operations. The company's dedication to ESG is highlighted by its achievement of a Gold Medal in the 2024 EcoVadis sustainability performance assessment, placing it in the top 1% overall for the logistics industry. This recognition underscores CEVA's proactive stance on sustainability, which includes a commitment to reach net-zero emissions by 2050.

In terms of gender diversity, CEVA Logistics has shown significant progress. In 2024, women constituted 40% of CEVA Logistics' overall workforce. More notably, the proportion of women in management positions reached 32% in 2024. These figures represent a 2-percentage point improvement in the overall female workforce share and a significant 12-point improvement in women in management compared to 2023. Furthermore, CEVA achieved a score of 89/100 for its Equality Index in France in 2024, indicating strong performance in gender equality within that region.

CEVA Logistics explicitly identifies gender equality as a key priority. The company is committed to fostering a positive workplace culture where every employee feels valued, respected, and empowered to reach their full potential. As part of its "Acting for People" pillar, CEVA aims to provide a safe and inclusive work environment, actively promoting diversity and inclusion to facilitate the engagement and integration of all disadvantaged communities. The company acknowledges that diversity, encompassing gender, brings valuable knowledge and perspectives that enhance service offerings, business practices, and customer relationships.

The substantial 12-point increase in women in management at CEVA Logistics within a single year suggests a highly effective, targeted strategy. Such rapid growth typically stems from specific, impactful interventions rather than general diversity, equity, and inclusion (DE&I) efforts. This could involve accelerated development programs designed for aspiring female leaders, strategic shifts in recruitment practices for management roles, or a concerted effort to promote qualified women from within the organization. Understanding the precise mechanisms behind this accelerated progress could provide invaluable best practices for other companies seeking to enhance female representation in their leadership ranks.



### 3.2. Maersk

A.P. Moller - Maersk demonstrates a comprehensive commitment to ESG, with a strategic goal to achieve net-zero greenhouse gas emissions across its entire business by 2040. The company integrates its sustainability performance directly into its annual report, signaling a high level of transparency and accountability.

Maersk's gender diversity metrics for 2024 reveal targeted efforts and notable progress in certain areas. Women constituted 35% of management positions (job level 4+), a figure consistent with 2023, while women in leadership roles (job level 6+) stood at 27%. A significant achievement for Maersk is the representation of female seafarers, which reached almost 6% across its fleet in 2024, considerably higher than the industry average of 2% reported by the International Maritime Organization (IMO). In its first company-wide gender pay gap analysis in 2024, Maersk reported a 5% difference in average pay between female and male employees.

Maersk's DE&I approach is guided by explicit policies on diversity, equity, and inclusion, as well as anti-discrimination, harassment, bullying, and violence. A "diverse abilities" policy was also introduced in 2023 to support underrepresented groups. DE&I is a core strategic topic, driven by a dedicated global DE&I team, with a strong emphasis on fostering inclusion as a catalyst for behavioral change.

The company has implemented several impactful initiatives. Maersk transformed operations at one of its Container Freight Station (CFS) warehouses in Chennai, India, to be run entirely by women employees, challenging the status quo in a traditionally male-dominated sector. At its Jeddah Logistics Park, Maersk pioneered a Female Logistics and Services Academy, providing women with training, mentorship, and career development opportunities. In hiring and progression, Maersk has expanded talent sponsorship programs, improved gender balance in hiring through inclusive language and DE&I statements in job advertisements, and implemented mandatory training for hiring managers. The company actively promotes gender diversity at sea through special training programs for young women and collaborations with educational institutions. Culturally, Maersk conducts an organization-wide inclusion survey, hosts an annual global DE&I week, and supports 42 Employee Resource Networks (ERNs) globally. The "One Team Together" program specifically aims to transform the working culture at sea.

**Maersk has set a strategic target to achieve above 40% women in management by the end of 2025.** In 2024, a new metric was introduced to assess gender and nationality diversity in the leadership pipeline at the team level. Following a successful test in 2024, Maersk plans to roll out team-wide tailored plans in 2025, which are designed to have a greater impact than generic diversity programs. Equal opportunity has been identified as a key focus area for improvement in 2025.

Maersk's specific initiatives, such as the women-run CFS and the Female Logistics and Services Academy, demonstrate a strong commitment to addressing gender imbalance at the operational and entry-level. This approach directly counters the "broken rung" challenge by creating tangible pathways for women in roles that have traditionally been male-dominated. These initiatives are not merely about numerical targets but about creating enabling environments and providing skill development at the ground level. This strategy is crucial for achieving sustainable gender diversity, as it addresses the root causes of underrepresentation by building a pipeline from the bottom up and actively challenging deeply ingrained stereotypes about operational roles. It provides concrete examples of "Value in Action" by demonstrating how a company is actively changing the fundamental nature of work to be more inclusive.

### **3.3. DHL Group**

DHL Group, a global leader in logistics, has also demonstrated a consistent commitment to improving gender diversity within its workforce, particularly in management roles. In 2024, the proportion of women in middle and upper management within DHL Group increased by 1.2 percentage points, reaching 28.4%. This represents a steady upward trend from 23.2% in 2020, indicating sustained efforts in leadership diversity.

While global figures for DHL Group demonstrate progress, more granular data from specific operating entities, such as DHL Services Limited in the UK, reveal areas requiring further attention. In 2024, women at DHL Services Limited earned 90p for every £1 that men earned, based on median hourly pay, and women's median bonus pay was 8.5% lower than men's. Furthermore, women constituted only 20% of employees in the highest paid quarter, while making up 33% of employees in the lowest paid quarter.

DHL Group's sustainability documents broadly mention "Diversity, equity, inclusion, belonging" as a component of their Social Responsibility pillar, indicating a recognition of its importance. The continuous increase in female representation in management roles suggests ongoing strategic efforts in this area.

While DHL Group shows consistent progress in increasing the representation of women in middle and upper management, the detailed gender pay gap data from its UK operations highlights a persistent challenge in achieving true pay equity and equitable representation in higher-paying roles. The fact that women are underrepresented in the highest paid quarter and overrepresented in the lowest paid quarter, despite increasing management numbers, suggests that the growth in "management" roles might be concentrated in lower-tier management or roles that still suffer from pay disparities, rather than a uniform distribution across all highly compensated positions. This underscores the importance of analyzing granular data beyond simple "women in management" percentages. Companies need to conduct thorough pay quartile analyses and implement targeted strategies to address systemic inequalities, ensuring that diversity efforts lead to genuine equity in compensation and opportunity across all levels, not just a numerical increase in certain job banks.

### **3.4. Comparative Analysis and Emerging Best Practices**

A comparative analysis of CEVA Logistics, Maersk, and DHL Group reveals common strategic imperatives alongside distinct approaches to advancing the gender diversity agenda. All three companies demonstrate a clear commitment to increasing female representation, particularly in management, recognizing diversity as a strategic imperative for business success. They also leverage sustainability reporting frameworks to track and communicate their progress, reflecting the growing importance of transparency in ESG performance.

Maersk stands out with its innovative operational initiatives, such as the establishment of women-run Container Freight Stations and the pioneering Female Logistics and Services Academy. Its success in significantly increasing the percentage of female seafarers directly addresses gender imbalance in one of the most male-dominated sub-sectors of the industry. CEVA Logistics' remarkable 12-point increase in women in management in a single year also points to potentially replicable strategies that warrant deeper examination.

Despite these advancements, the logistics industry continues to face significant gender imbalance, particularly in frontline operational roles and senior leadership positions. Pay equity remains a persistent concern, as evidenced by Maersk's 5% average pay gap and DHL UK's 10% median pay gap. The pervasive "broken rung" phenomenon and sector-specific barriers—including inadequately fitted PPE, a lack of gender-specific facilities, and ingrained cultural biases—require continuous, targeted efforts to dismantle.

Emerging best practices, gleaned from the company initiatives and broader industry

recommendations, suggest a multi-faceted approach:

- **Targeted Attraction:** This includes promoting STEM uptake among young women, actively improving the industry's public perception and restructuring roles to offer greater flexibility.
- **Inclusive Work Environments:** This involves addressing physical conditions through, for example, female-friendly truck design (as seen in Volta Trucks' approach), improving facilities such as truck stops with enhanced security and amenities, and providing appropriately sized and fitted PPE.
- **Supportive HR Policies:** Key practices include offering flexible working arrangements, providing childcare support, implementing robust anti-discrimination policies, and actively promoting paternity leave to normalize shared caring responsibilities.
- **Career Development & Mentorship:** This encompasses implementing comprehensive management training programs, promoting technical qualifications, offering return-to-work programs for those on career breaks, and establishing targeted mentorship initiatives.
- **Leadership & Role Models:** Increasing the visibility of female leaders across all organizational levels and providing unconscious bias training are crucial steps.

The analysis indicates that while top-down targets for women in management are crucial for driving change, sustainable transformation hinges on companies adopting a "bottom-up" and "inside-out" approach.

This means tangible investments in redesigning operational roles, developing inclusive infrastructure, and actively challenging cultural norms from within the organization. True "Value in Action" for gender diversity extends beyond human resources policy statements to concrete investments in making the core work of logistics accessible and appealing to women. This involves re-engineering processes, investing in physical infrastructure, and fostering a culture where physical and cultural barriers are systematically dismantled rather than merely managed.

**Table 2: Gender Diversity Targets and Progress of Interviewed Companies**

Company	Target Area	Current Status	Goal	Achieve by	Change from Year 2023
CEVA	Women in Management	32%	Continuous Improvement	On-going	+12pts

Maersk	Women in Management (Job Level 4+)	35%	>40%	End of 2025	Similar
Maersk	Diverse Nationalities in Executive Leadership (Non-OECD)	21%	>30%	End of 2025	+1pts
Maersk	Diversity in Teams (Gender)	58%	New Metric	N/A	N/A
DHL Group	Women in Mid & Upper Management	28.4%	Continuous Improvement	N/A	+1.2pts

## 4. OUTLOOK FOR GENDER DIVERSITY IN LOGISTICS & TRANSPORT

### 4.1. Digitalization and Automation is Reshaping Work Environments

The logistics sector is undergoing a profound transformation driven by rapid digitalization and the increasing adoption of automation technologies. This technological evolution has the potential to fundamentally reshape work environments, significantly reducing the historical emphasis on traditional physical strength in many roles. As tasks become more automated and digitally managed, the physical demands associated with certain positions diminish, making these roles inherently more accessible and appealing to a broader demographic, including women. The focus on smart logistics and innovation by companies like DB Schenker exemplifies this shift towards technology-driven operations.

Digitalization and automation, while potentially leading to the displacement of some traditional roles, present a unique opportunity to fundamentally "de-gender" historically male-dominated operational positions. By minimizing physical requirements and increasing the need for analytical, technical, and problem-solving skills, these technologies broaden the talent pool significantly. This trend necessitates a proactive strategy from logistics companies to re-evaluate existing job descriptions, invest in comprehensive re-skilling and up-skilling programs for their workforce, and actively market these new, technologically advanced roles to women. The objective is not merely to make existing roles more accessible but to create entirely new, gender-neutral career pathways within the industry, fostering a more inclusive and diverse workforce for the future.

### 4.2. Evolving Regulatory and Investor Expectations for ESG Reporting

The landscape of ESG reporting is rapidly evolving, with increasing formalization and regulatory oversight. In Malaysia, for instance, ESG considerations are gaining prominence

due to a convergence of evolving global expectations, domestic regulatory reforms, and mounting stakeholder pressure. Regulatory bodies, such as Bursa Malaysia, have implemented Listing Requirements that mandate public listed companies to integrate ESG principles into their business models, risk management frameworks, and compliance programs. This includes explicit requirements for board oversight of ESG matters and the incorporation of ESG performance into executive evaluations.

Companies are increasingly encouraged to align their ESG disclosures with internationally recognized frameworks like the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), and to engage independent assurance providers to verify their ESG data. The "Social" pillar of ESG, which explicitly emphasizes diversity and inclusion, is becoming a focal point within

these reporting mandates. This increasing formalization and regulatory scrutiny will inevitably drive greater accountability and transparency regarding gender diversity metrics. Companies will be compelled to move beyond aspirational statements to demonstrate measurable progress in their gender equality initiatives.

This shift from voluntary reporting to mandated disclosure, coupled with the growing demand for independent assurance, means that a company's gender diversity performance will become an increasingly significant factor in its overall regulatory compliance and public perception. It will necessitate robust internal data collection systems and the development of clear, actionable strategies to meet these evolving standards. The financial and reputational implications of non-compliance or poor performance in gender diversity will become more pronounced, further embedding gender equality as a core strategic imperative.

#### **4.3. Cross-Industry Learnings and Collaborative Initiatives**

Addressing the pervasive gender imbalance within the logistics and transport industry requires a systemic approach that extends beyond the efforts of individual companies. It necessitates robust collaboration between governments, the private sector, and civil society organizations. International bodies such as the Organization for Economic Co-operation and Development (OECD) and the World Bank are actively engaged in researching and providing comprehensive recommendations for advancing gender equality in the transport workforce. These recommendations emphasize the critical need for policy reforms and employer-led initiatives to dismantle existing barriers.

Industry associations and professional networks, such as Women in Logistics and Transport (WiLAT HK), and WiLAT Malaysia play a crucial role in fostering mentorship, facilitating knowledge exchange, and disseminating best practices across the sector. The shared challenges across the industry and the compelling economic benefits of gender diversity are fostering an increasingly collaborative environment. This collective recognition encourages the adoption of globally recognized best practices and policy recommendations, accelerating the pace of change beyond what individual company efforts could achieve in isolation.

This trend suggests a future where industry-wide standards for gender diversity, potentially driven by consortia or regulatory bodies, become more commonplace. Companies that actively participate in these collaborative efforts and proactively adopt globally recognized best practices will not only enhance their own performance but also contribute significantly to elevating the entire sector's reputation and expanding its collective talent pool. Such collaboration is vital for overcoming deeply entrenched systemic issues and achieving sustainable, industry-wide gender parity. WiLAT Malaysia is actively working on collaborations with corporate partners to ensure consistent support and successful implementation.

From Malaysia context, Stock Exchange (Bursa Malaysia) Diversity, Equity and Inclusion Policy, December 2021, "Diversity, Equity and Inclusion is an essential element to measure good corporate governance of an effective and well-functioning and cultivating a sense of belonging for everyone. The policy to ensure that the organisation is steered by a diverse group of employees in terms of age, ethnicity and gender. In the context of inclusion, it is a practice of ensuring that employees feel a sense of belonging to the organization and behaviours to respond to people in order to ensure that individual needs are met and they feel included, engaged and connected within the workplace activities.

The Malaysian government has demonstrated a commitment to gender diversity, notably declaring 2018 as the "Women Empowerment year" and setting a revised target of 30% participation of women at the decision-making level by 2025. These national targets provide a specific impetus for companies operating in Malaysia.

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## 5. **EMERGING TRENDS**

Embedding gender diversity in business needs a multi-pronged approach involving strategic actions by logistics and transport companies, supported by enabling policies from industry stakeholders and governments, is essential.

### 5.1 Trends built upon companies experience

- **Develop a Holistic DE&I Strategy:** Companies should formulate and implement a comprehensive gender equality strategy with clearly defined, measurable goals, adequate budget allocation, and unequivocal buy-in from senior leadership. This strategy must be integrated into the core business model.
- **Targeted Attraction & Recruitment:**
  - **Strengthen outreach efforts to young women and girls** to promote career opportunities in transport. This involves collaboration with educational institutions on STEM programs, scholarships, and internships tailored for female students.
  - **Systematically review recruitment communications** to eliminate gender bias, highlight visible female role models, and ensure inclusive language in all job advertisements to broaden applicant pools.
- **Inclusive HR Policies & Practices:**
  - **Implement flexible working arrangements**, such as part-time options, remote work where applicable, and localized delivery routes, to better support work-life balance and accommodate caring responsibilities.
  - **Establish partnerships with local childcare services** or, where feasible, create on-site childcare facilities to alleviate burdens on working parents.
  - **Adopt and rigorously enforce robust anti-discrimination**, anti-harassment, and anti-bullying policies, ensuring clear reporting mechanisms and consistent disciplinary actions.
  - Conduct regular, transparent gender pay gap analyses and develop actionable strategies to systematically address identified disparities in compensation.
- **Improving Physical Work Environments:**
  - **Assess and significantly improve facilities**, including restrooms, changing rooms, and breastfeeding rooms, in warehouses, truck stops, and vessels to adequately meet women's needs.
  - **Provide adequately fitted personal protective equipment (PPE)** specifically



designed for female body types to ensure safety and comfort.

- **Invest strategically in automation and digitalization** technologies to reduce the physical demands of roles, thereby making them more accessible and appealing to a wider demographic.
- **Incorporating female-friendly design principles** in the development and procurement of new vehicles and equipment, drawing inspiration from approaches like Volta Trucks.
- **Career Development & Progression:**
  - **Establish formal mentorship programs** specifically designed for young female employees and aspiring leaders, providing guidance and support for career advancement.
  - **Provide tailored leadership and technical training programs** to enable women's progression into higher-paying and senior operational roles, addressing skill gaps and fostering confidence.
  - **Implement comprehensive return-to-work programs** for women returning after career breaks, offering flexible options and necessary support to ease their transition.
- **Fostering an Inclusive Culture:**
  - **Actively increase the visibility of female leaders** and role models across all levels of the organization to inspire and demonstrate achievable career paths.
  - **Provide mandatory unconscious bias training** for all employees, with a particular focus on hiring managers and those in leadership positions, to mitigate ingrained biases in decision-making.
  - **Actively encourage male allyship** and promote the widespread use of paternity leave to normalize shared caring responsibilities and foster a more equitable work environment.
- **Data Collection and Reporting:** Systematically collect and rigorously analyze sex-disaggregated data on recruitment, retention, progression rates, and pay equity to accurately measure progress, identify specific areas for improvement, and ensure accountability.

## 5.2. Policy Recommendations for Industry Stakeholders and Governments

- **Legislative Reform:**
  - Evaluate and remove outdated regulatory restrictions that hinder women's

access to certain jobs or limit their ability to work night shifts in the transport sector.

- Enact and rigorously enforce robust legislation on equal pay for work of equal value and against gender-based violence and harassment (GBVH) in the workplace, ensuring legal recourse and protection.

- **Support for Work-Life Balance:**

- Implement and actively promote legislation for comprehensive paid paternity and maternity leave, encouraging both parents to share caring responsibilities.
- Invest significantly in developing affordable and accessible childcare infrastructure and support systems to ease the burden on working parents.

- **Promoting Education & Skills:**

- Strengthen policies and initiatives to encourage young women and girls to pursue Science, Technology, Engineering, and Mathematics (STEM) and technical vocational education and training (TVET) relevant to the transport sector.
- Foster closer collaboration between educational institutions and industry to align curricula with current and future industry needs, and to actively promote diverse career paths within logistics.

- **Infrastructure Investment:**

- Invest in improving public and private transport infrastructure, including the development of safe, well-lit parking facilities and adequate sanitation amenities at truck stops and other operational sites, designed with the needs of all genders in mind.

- **Entrepreneurship Support:**

- Offer targeted support schemes, such as soft loans and networking incentives, specifically for women entrepreneurs seeking to establish or grow businesses within the transport sector.

- **Data & Research:**

- Mandate and facilitate the systematic collection of high-quality, sex-disaggregated sectoral statistics to gain a deeper understanding of gender gaps and to effectively evaluate the impact of interventions.

- Establish a centralized repository of best practices and case studies for gender- responsive interventions, allowing organizations to learn from successful strategies and adapt them to local contexts.
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**Table 3: Gender Diversity Key Initiatives Identified Echoing to the Trends**

Initiative	Description	Impact / Benefit
<b>Attraction</b>	Targeted STEM outreach for young women	Increased talent pool, broader candidate base
	Improve perception & inclusive job ads	Attracts diverse talent counters stereotypes
<b>Retention</b>	Flexible work arrangements	Improve work-life balance, reduce commute time between home & work, higher retention rate
	Childcare support facilities	Supports working parents, reduces career breaks
	Robust anti-discrimination / harassment policy	Safer, more respectful work environment
<b>Physical Environment</b>	Female friendly truck design	Enhances comfort, safety, and accessibility for women
	Improved facilities e.g. restrooms, security at truck stops	Address key pain point, enhance hygiene, safety & comfort
	Provision of adequately fitted PPE	Ensures safety and comfort; removes physical barrier
	Automation & digitalization of physical tasks	Reduce physical demands' broadens role accessibility
<b>Progression</b>	Formal mentorship programs for women	Career development, leadership pipeline, addresses the "broken rung"
	Engage female mentor for woman mentees	Role modelling, stronger sense of empathy
	Tailored leadership / technical training for women	Skill development, enables progression to higher-paying roles
	Return-to-work program	Re-integrate talent after career breaks, retains experience
<b>Culture</b>	Increasing visibility of female leaders / role models	Inspires, counter stereotypes, provides aspirational figures
	Unconscious bias training	Reduces bias in hiring / promotion; foster inclusive decision-making
	Promote mail allyship / paternity leave	Normalize shared responsibilities, fosters inclusive culture
<b>Operational Innovation</b>	Women-run operational sites	Challenges stereotype, creates tangible pathways for women in frontline roles
	Female logistics & Services Academy	Provides dedicated training and career development for women in logistics
<b>Reporting &amp; Equity</b>	Company-wide gender pay gap analysis	Identify and address pay disparities, enhance transparency

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## 6. CONCLUSION

The logistics and transport industry stands at a pivotal moment, where its unprecedented growth and evolving challenges intersect with the undeniable imperative of ESG integration, particularly gender diversity. The analysis presented in this report underscores that advancing gender equality is not merely a social responsibility but a critical strategic driver for enhanced competitiveness, innovation, and long-term resilience. While leading companies like CEVA Logistics and Maersk are demonstrating commendable progress through targeted initiatives, the industry continues to face systemic barriers rooted in historical perceptions, physical environments, and cultural norms.

Delivering the impact of "Values in Action" in gender diversity requires a holistic and sustained commitment. This involves moving beyond numerical targets to fundamentally redesign work environments, foster inclusive cultures, and invest in the development and progression of women across all roles, from frontline operations to executive leadership. The transformative potential of digitalization and automation offers a unique opportunity to reshape traditional roles, making them more accessible and appealing to a diverse workforce. Concurrently, evolving regulatory frameworks and increasing investor scrutiny will continue to drive greater accountability and transparency in gender diversity reporting.

Ultimately, the future success of the logistics and transport industry hinges on its ability to attract, retain, and empower diverse talent. This necessitates a collaborative effort among companies, governments, and industry stakeholders to dismantle existing barriers, implement comprehensive strategies, and foster an environment where every individual can thrive.

***By embracing gender diversity as a core strategic imperative, the industry can unlock new sources of innovation, enhance operational efficiency, and contribute to a more equitable and prosperous global economy.***

## Social Inclusion:

# Gender-Sensitive Public Transport Services

**By: Carmen Li FCILT**

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Women in Logistics and Transport (WiLAT)

Chartered Institute of Logistics and Transport (CILT)

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## INTRODUCTION

WiLAT (Women in Logistics and Transport) is motivated to conduct this **gender-sensitive public transport survey** for several important reasons, all rooted in its mission to empower women and promote inclusivity in the logistics and transport industry.

- **Addressing Gender-Based Mobility Challenges.** Women often face unique challenges in public transport, such as safety concerns, harassment, lack of accessibility, and inconvenient routes or schedules. A gender-sensitive survey helps identify these issues systematically and with data, rather than relying on anecdotal evidence.
- **Promoting Inclusive Transport Policies** By gathering insights directly from women users, WiLAT can advocate policies that better reflect their needs—such as safer transit options, better lighting, and gender-sensitive infrastructure.
- **Supporting Women Professionals in the Industry.** Understanding the mobility challenges women face can help improve working conditions for female transport and logistics professionals, especially those who rely on public transport for commuting.
- **Driving Industry Awareness and Change.** The survey serves as a tool to raise awareness among stakeholders—governments, transport authorities, and private companies—about the importance of gender inclusivity in transport planning.
- **Aligning with Global Sustainability and Equity Goals.** Gender-sensitive transport aligns with the UN Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality) and SDG 11 (Sustainable Cities and Communities).

Through advocating the subject, we aim to alleviate the challenges and support women in the following ways.

1. **Improved Safety and Accessibility**

Recommendations from the survey can lead to safer commuting options, which is crucial for women working in shift-based or field roles.

## 2. **Enhanced Career Opportunities**

Better transport access can reduce barriers to entry and retention for women in logistics roles, especially in regions where mobility is a major constraint.

## 3. **Empowerment Through Representation**

Women's voices in transport planning can lead to more equitable systems, encouraging more women to join and thrive in the industry.

## 4. **Data-Driven Advocacy**

The survey provides credible data that WiLAT can use to influence policy, funding, and infrastructure development in favour of gender equity.

We sincerely appreciate Professor Anthony Yeh and Dr. Si Qiao from the Department of Urban Planning and Design, University of Hong Kong. Their expertise and collaboration ensured the surveys were professionally structured and yielded actionable insights and elevated the credibility of the survey outcome.

Special thanks go to our Emeritus Global Chairperson, Professor Dorothy Chan, whose passionate leadership and unwavering commitment to improving public transportation have greatly enriched this initiative. And great appreciation also to our Global Chairperson, Ms. Vicky Koo, for her remarkable leadership and exemplary role modelling over 38 WiLAT Chapters globally.

Public transport plays a vital role in enabling women to participate in economic activities and maintain a healthy lifestyle, contributing to overall societal well-being. However, women often face unique challenges, including safety risks, caregiving responsibilities, and mobility barriers.

A safe, inclusive, and gender-sensitive transport system benefits not only women but the entire community. Global WiLAT is proud to partner with academia to address these issues and advocate meaningful improvements. A global perspective is essential to develop adaptable and universally applicable solutions that support community development and gender equity in mobility.

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## **SURVEY OVERVIEW**

The surveys conducted in 2024 and 2025 in collaboration with Prof Yeh were targeted to:

1. To understand women's experiences with public transport globally.
2. To identify critical gaps in safety, facilities, and services affecting women's mobility.
3. To develop a practical toolkit for cities to enhance gender-sensitive public transport.

The survey took the format of a semi-structured questionnaire allowing respondents to input feedback that would vary in different cultures and geographies. WiLAT's high spirit has enabled collection of feedback from 25 territories worldwide that consists of scenarios covering 20 countries and 23 cities.

The survey has gathered the following information including status and concerns:

1. Demographics
2. Safety
3. Facilities
4. Information services

5. Recommendations
6. Best practices & WiLAT's role to go forward

The mode of public transport covered:

1. Taxi
  2. Bus
  3. Mini-Bus
  4. Airplane
  5. Intercity Train
- 

## METHODOLOGY

Responses collected were consolidated by thematic categories. Both quantitative checklists and qualitative open-text answers were analysed to produce the findings by Prof Yeh and his research team. Prof Dorothy Chan led the WiLAT Hong Kong committee members to review the findings with Prof Yeh to arrive at the conclusive survey outcomes for sharing with our global members and friends.

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## SUMMARY OF SURVEY FINDINGS

### 1. Women Safety Concerns

Understand how safe women feel using different transport modes in within-city and intercity contexts.

Key Focus Areas included were

- Perceived safety in each mode
- Main reasons for feeling safe or unsafe

A significant majority of respondents (over 60%) perceived their cities as either Safe or Average Safe. Conversely, 27% reported Unsafe or Very Unsafe conditions. Taxis and Metros generally rate higher; Mini-Buses show higher 'Not Safe' ratings; conditions vary by time and context.

Analysis of perceived safety across various public transport modes reveals distinct patterns by higher and lower safety perception.

Higher Safety Perception:

- Metro/Subway consistently recorded the highest combined "Very Safe" and "Safe" percentages. Example: "Security guards present and good lighting at stations."
- Airplane and Intercity Train services also led in safety ratings. Example: "Strict boarding checks and staff assistance make me feel secure."

Lower Safety Perception:

- Mini-Bus and Ferry services showed significantly lower safety perceptions. Example (Mini-Bus): "Drivers overspeed and no CCTV on board."
- Intercity Ferry, in particular, had a higher share of "Not Safe" ratings. Example (Intercity Ferry): "Poor lighting at terminals and no security checks."

Safety perceptions are generally positive but context-dependent (e.g., nighttime conditions, crowding). But recurring issues such as harassment, theft, overcrowding, poor lighting were concerned. Safety improves with targeted measures included CCTV, police patrols, women-only services.

#### Key Takeaways

- Safety perceptions differ significantly based on transport mode and context.
- Visible security, good lighting, and regulated environments correlate with higher safety scores.
- Poor lighting, absent security, reckless driving, and lack of surveillance contribute to lower safety perceptions.
- Targeted safety improvements are crucial, especially for smaller cities and less regulated modes like mini-buses and ferries.

## 2. Facilities for Women in Public Transport

Assess ease of use and availability of facilities for women, especially caregivers.

Key Focus Areas included were

- Barrier-Free Access
- Family Toilets
- Nursing Rooms
- Stroller Storage
- and Other Facilities.
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The perceived difficulties reflected by most respondents rated “Not Difficult” for women to use main modes (Bus, Metro, Taxi) in their cities. However, Mini-bus, Bus, and Taxi have more difficulties. Intercity modes also generally rated “Not Difficult” where available.

## 3. Sufficiency of Facilities

**Barrier-Free Access in Carriage & Terminal** are very much wanted by women. That is common in metro and bus systems in developed cities; but the gaps in mini-bus and intercity ferry persist.

**Family Toilets & Nursing Rooms** are frequently missing, especially in mini-bus, ferry, and intercity bus terminals.

**Stroller Storage** are rare in most modes except some metros.

Respondents from less developed cities often reported no dedicated caregiver facilities at all.

Most important facilities ranked by respondents:

- Barrier-Free Access in Terminal – highest priority in many cities.
- Barrier-Free Access in Carriage – especially for metro and bus.
- Family Toilets at Terminals – high importance in intercity travel.
- Nursing rooms often ranked lower due to cultural norms or low demand perception, but still essential in some regions.

It is notable from the survey that:

- “Our bus services are designed for short travel and not equipped for nursing facilities.”
- “Facilities for disabled and elderly exist, but nothing for caregivers with small children.”
- “Barrier-free access is present, but maintenance is poor, ramps often blocked.”
- “Family toilets and nursing rooms are rare outside main city stations.”



## Key Takeaways

- *Physical accessibility is better in metros than in buses or ferries.*
- *Caregiver-specific facilities are rare and often missing outside major hubs.*
- *Respondent value basic accessibility upgrades over niche facilities, but stress that family toilets and nursing rooms would improve inclusiveness.*
- *Maintenance & usability are as important as installation.*

## 4. **Information Services for Women in Public Transport:** Identify what information services are available and how they support women's safety & comfort.

### Key Focus Areas:

- Hotlines
- Websites
- Mobile apps
- Info panels
- Ticket online ordering
- Other information services

### Availability of the Within-City Terminals and Carriages are:

#### In terminals:

- Mobile Apps & Web Pages most common.
- Hotlines less consistent, especially in Mini-Bus and Ferry.
- Info Panels widely available in Metro/Subway, less in buses.

#### In carriages:

- Ticket ordering from carriages rare.
- Mobile apps more available than physical info panels in some modes.
- Women-specific features rarely mentioned in carriage services.

### Availability in Intercity Terminals and Carriages

#### In terminals:

- Intercity Bus/Coach and Airplane modes tend to have the richest service sets.
- Intercity Ferries often lack mobile app support.

#### In carriages:

- Airplanes & Intercity Trains have most consistent mobile apps and ticketing.
- Intercity Ferries still have gaps.

### Mobile/Smart App Availability

- Majority have apps for some or all modes.
- The option of choosing female driver is important.
- Gaps in small operators, rural routes.

### Information Features That Help Women

- Digital services are uneven across modes and countries:
- Metro/Subway, Train and Airplane are strongest.
- Mobile apps are the most flexible tool for adding women-specific safety features:
- Especially for choosing female drivers.
- Low-cost improvements:
- hotline integration, clear info panels, real-time crowding data.
- Pair information services with reporting tools and SOS features for women's safety.

Context-based Recommendations: Build a roadmap of practical, locally informed actions by respondents.

Key Focus Areas:

- Additional Safety Measures, Facilities, Information Services fits for your city.
- Other suggestions beyond the above measures

Recommendations:

- Safety: lighting, CCTV, security patrols, SOS/panic buttons, women-only spaces, harassment reporting
- Facilities: barrier-free access, family toilets, nursing rooms, stroller storage
- Information services: mobile apps with safety tools, hotline integration, real-time updates

Additional Suggestions

- Policy changes: integrate gender needs into planning, budgeting for safety
- Awareness campaigns and staff training
- Public feedback channels and monitoring systems
- Partnerships with NGOs for women's safety programs

Key Takeaways

- Security + Surveillance + Lighting are universal priorities across modes and countries
- Caregiver-friendly facilities (family toilets, nursing rooms) remain rare but highly requested
- Digital solutions (apps, hotlines, real-time info) are powerful enablers for safety and inclusion
- Both within-city and intercity share similar safety priorities but differ in facility focus
- Policy, planning, and awareness efforts must complement infrastructure and service upgrades

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## GLOBAL PRACTICES & WILAT'S VOICES

The survey identified global examples & explore WiLAT's potential contributions.

Key Focus Areas:

- Women-only spaces: Japan, India, Morocco (train cars, wagons, priority areas).
- Female-friendly facilities: Nursing rooms, family toilets, better lighting, low-floor buses.
- Technology-based safety tools: Panic buttons, safe route info, reporting apps (India's apps, Safety Pin).
- Awareness & anti-harassment campaigns: Kenya minibuses, India public campaigns.
- Staff training: Senegal BRT training female bus drivers; India gender-sensitivity training.

Examples of facilities that enables women travelling:

- Mothers' room at SFO airport
- Nursery room at metro station in China
- Help Button at London metro station
- Emergency button "blue safety shield" on Uber
- Sharing baby strollers in China
- Stroller space on Dubai metro

Other meaningful cases collected:

1. Ghana – Female bus driver training – Breaking gender barriers in jobs ‘Women moving the city’ is an initiative to recruit drivers for a new bus rapid transit system in Ghana’s capital city, Accra. Breaking gender stereotypes in the transport workforce; and offers female passengers a greater sense of comfort and representation.
  2. Japan – Women-only carriages – Safer commuting environment which introduced on metro and commuter rail in major cities. The reserved carriages for women during peak hours has resulted in fewer harassment reports, improved comfort for women commuters.
  3. Malaysia – women-only taxi – Improved safety perception with Pink-coloured taxis operated by female drivers, serving only female passengers. It enhanced sense of safety for solo female travellers; and raised awareness of women’s transport needs.
  4. Pakistan – Female-only Bus Route which dedicated sections or buses for women in large cities at affordable fares and safer boarding environments. The program increased female ridership to 12 million annually.
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## **CONCLUSION**

*With the guidance of this survey outcome and the thought leaders’ direction in public transportation, WiLAT will leverage the community’s effort to raise public awareness and develop policy recommendations for female-friendly facilities. We shall participate in working groups to advocate adoption of measures identified; advocate with local transport authorities and train drivers; and educate women on their transport rights.*

*Best practices show diverse global approaches from infrastructure to cultural initiatives have provided opportunities for WiLAT to carry out future programmes to drive global advocacy, facilitate knowledge exchange, and empower women through training and leadership.*

# Social Empowerment: Entrepreneurship

**By: Margret Bango CMILT**

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Global Women in Logistics and Transport (WiLAT)

Chartered Institute of Logistics and Transport (CILT)

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## **Executive Summary**

This chapter outlines the core values women bring to the business world and the persistent challenges they encounter. Women have become an increasingly powerful force in the global business landscape, driving innovation, fostering inclusive leadership and reshaping corporate culture.

Despite significant progress, women continue to face systemic barriers that hinder their full participation and advancement in business.

In an inclusive economy, women thrive as entrepreneurs, leaders and innovators. They benefit from equitable access to resources, supportive policies and culture that values their contributions. This not only enhances their personal success but drives broader economic growth and social progress.

In contrast, non-inclusive economies restrict women's potential, limit their opportunities and perpetuate inequality, ultimately hindering innovation and slowing growth.

Empowering women in business requires systemic changes, including policy reforms, inclusive workplace cultures and targeted support for women entrepreneurs and leaders. Organisations that embrace gender diversity not only foster equity but also unlock greater innovation and financial performance of women.

Under the framework of "Values in Action", we attempt to provide support and equip women in our industry with the knowledge and skills to achieve business success. That does not limit to business owners but corporate talents. With an entrepreneurial mind set, the business goals are shared and attained as a cohesive team.

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## 1. INTRODUCTION

Women's entrepreneurship is the dynamic process through which women identify opportunities, mobilize resources, and build ventures that drive innovation, economic growth, and social impact. In the context of the logistics and transport industry, it represents a powerful shift toward inclusivity and transformation in a traditionally male-dominated sector.

Women entrepreneurs in logistics and transport are not only business owners—they are trailblazers who challenge norms, introduce sustainable practices, and foster resilience across supply chains. Their ventures span freight forwarding, last-mile delivery, fleet management, warehousing, and tech-driven logistics solutions. By leveraging digital tools, data analytics, and customer-centric models, they are reshaping how goods and services move across borders and communities.

This form of entrepreneurship is also deeply rooted in empowerment. It enables women to lead with purpose, create employment, and mentor future generations—especially in regions where gender disparities persist. As they navigate regulatory frameworks, funding challenges, and operational complexities, women entrepreneurs bring fresh perspectives and collaborative leadership styles that strengthen the industry's adaptability and global competitiveness.

Ultimately, women's entrepreneurship in logistics and transport is not just about business—it's about building inclusive, innovative, and resilient ecosystems that move the world forward. Hence, the program under the umbrella of "Values in Action" in year 2025 was initiated to collect and distribute the relevant skills and knowledge and transform members and friends in our community towards "entrepreneurial". While we are gauging the effort, the primary objectives are set to attain the followings. And a roadmap is defined to attain the objectives under the framework of the "Values in Action" Entrepreneurship Program.

- **Inclusive leadership:** Build diverse teams and promote women into leadership roles
- **Community Engagement:** Partner with local organisations, support education and create jobs especially for marginalised groups.
- **Fair Labour Practices:** Ensure ethical treatment of employees, equal pay, and safe working conditions.

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## 2. **VALUES IN ACTION ROADMAP**

The roadmap under the framework of Values in Action is crafted below. We are hopeful this will guide institutions, government and organisations to uplift women entrepreneurs.

### **2.1 Vision and Values Foundation.**

- **Core Values:** Empowerment, resilience, equity, innovation and sustainability.
- **Co-create Values:** Engage women entrepreneurs to shape values that reflect their lived experiences.
- **Align with SDGs:** Especially Goal 5 (Gender-Equality), Goal 8 (Decent work) and Goal 10 (Reduced inequalities)

### **2.2 Enabling Environment**

- **Policy Advocacy:** Push for gender-sensitive laws, access to finance and inclusive procurement policies
- **Legal and Regulatory Support:** Simplify business registration and protection of property rights for women

### **2.3 Capacity Building and Training**

- **Entrepreneurship Programs:** Use of models like ILO “Get Ahead” and start and “Improve Your Business”
- **Financial Literacy:** Teach budgeting, debt management and investment strategies
- **Soft Skills Development:** Focus on leadership, negotiations and confidence building

### **2.4 Access to Finance and Markets**

- **Target funding:** Provide grants and loans through agencies like Women Empowerment or Small Enterprise Fund Agency
- **Digital Inclusion:** Promote mobile banking and e-commerce platforms for market access.
- **Inclusive Supply Chains:** Connect women-led businesses to corporate and government buyers.

## **2.5 Mentorship and Networks**

- Peer Circles: Facilitate storytelling and experience-sharing sessions
- Role Models: Highlight successful women entrepreneurs to inspire others.
- Accelerators and Incubators: Offer tailored support for scaling business.

## **2.6 Monitoring and Evaluation**

- Gender-Disaggregated Data: Track progress in leadership, funding, and business growth.
- Impact-Scorecard: Measure how values are being lived in business practices.
- Feedback Loops: Use surveys and focus groups to refine the roadmap.

## **2.7 Community Engagement and Legacy Building**

- Local projects: Support initiatives that uplift women in underserved communities.
  - Sustainability Focus: Encourage green entrepreneurship and circular economy models.
  - Recognition Programs: Celebrate achievements through awards.
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# **3. ROADMAP TOOLKIT**

Roadmap goes beyond basic training. It's about equipping women with skills, confidence and systems to lead sustainable, profitable business

## **3.1 Entrepreneurial Mindset Development:**

- ❖ Cultivate resilience, risk taking and innovation through mindset coaching.
- ❖ Use storytelling and peer-led sessions to normalise failure and celebrate growth.
- ❖ Encourage goal setting and vision mapping to build long-term clarity.

## **3.2 Business Skills training**

- ❖ Core Modules: Marketing, Finance, operations, customer services and compliance.
- ❖ Advanced Topics: ESG, Integration, digital transformation and strategic planning.

## **3.3 Technical and Sector-Specific Skills**

- ❖ Offer tailored training for industries
- ❖ Include ESG aligned practices such as sustainable sourcing, ethical labour and circular economy models.
- ❖ Provide access to certifications and compliance workshops eg ISO standards

### **3.4 Soft Skills and leadership Development**

- ❖ Focus on communication, negotiation, emotional intelligence and team building.
- ❖ Include modules on assertiveness, conflict resolution and inclusive leadership.
- ❖ Address psycho-social barriers like imposter syndrome and gender bias through coaching.

### **3.5 Financial Literacy and Access to Capital**

- ❖ Teach budgeting, cash flow management and investment readiness.
- ❖ Offer simulations and tools for pricing, forecasting and financial reporting
- ❖ Connect women to micro finance, grants and venture capital networks

### **3.6 Mentorship and peer learning**

- ❖ Pair women with experienced mentors for guidance and accountability
- ❖ Facilitate peer circles for shared learning, feedback and emotional support
- ❖ Use platforms like Micro/Mentors or Dream Mentorship for global access.

### **3.7 Mentorship and Evaluation**

- ❖ Track progress using gender-disaggregated data and impact scorecards.
- ❖ Include pre- and post-training assessments to measure skills acquisition.
- ❖ Use feedback loops to refine content and delivery methods.

### **3.8 Inclusive and Accessible Design**

- ❖ Offer multilingual content and mobile-friendly platform
- ❖ Adapt programs for women with disabilities, rural entrepreneurs and marginalised groups.
- ❖ Include flexible formats online, hybrid and in person to suit diverse network.



#### 4. CHALLENGES OF WOMEN TO START AND RUN A PROFITABLE BUSINESS

Starting and running a profitable business as a woman can be incredibly rewarding but often comes with a unique set of challenges.

##### **Key Challenges women face in Business**

- **Access to funding:** Women owned businesses often struggle to secure capital from banks and investors due to bias and lack of confidence in female-led ventures
- **Being taken for granted:** Many women report that their ideas are dismissed or undervalued, especially in male-dominated industries
- **Limited Mentorship and Support Networks:** Compared to men, women often have fewer mentors and professional networks to guide and support their growth
- **Balancing Business and family life:** Juggling entrepreneurship with family responsibilities can be overwhelming, especially without strong support system.
- **Gender Bias and Stereotypes:** Persistent societal beliefs can lead to discrimination, **unequal** pay and assumptions that women are less capable.
- **Fear of Failure and Self Doubt:** Women are often more risk-averse due to societal pressure and internalised doubt, which can hinder bold decision-making.
- **Resistance to Fair Compensation:** Some women-owned businesses face pushback when charging market rates with clients expecting discounts or free services

##### **How Women Are Overcoming These Barriers**

Women entrepreneurs are rewriting the rules and proving that resilience, creativity and collaboration can break down even the toughest barriers.

- Building women-focused investment networks and exploring alternative funding like crowd funding and grants.
- Forming supportive communities and mentorship circles to share resources and encouragement.
- Advocating for equal pay and recognition and confidently asserting the value of their products and services.
- Leveraging digital platforms to expand reach and visibility, bypassing traditional gatekeepers.

##### **Economic Impact of Barriers Faced by Women**

The challenges women face in starting and running a profitable business, ripples far beyond individual ventures, they shape the entire economic landscape.

- **Reduced workforce participation:** Gender bias, care giving responsibilities and lack of support systems often push women out of the formal workforce. Globally, women's labour force participation lags behind men's by over 30%
- **Lower productivity and GDP growth:** When women are excluded or underutilised economies miss out on massive potential. Closing gender gaps in employment and entrepreneurship could boost global GDP by up to \$12 Trillion
- **Limited Innovation and Diversity:** Women-led start-ups generate more revenue per dollar invested than male-led ones, yet they receive only 2% of venture capital funding
- **Persistent Wage Gap:** Women earn about 80% of what men earn on average and the gap widens for mothers and women of colour. This affects household income, savings and long-term wealth creation.
- **Under representation in Leadership:** Fewer women in executive roles means less inclusive decision-making which can hinder organisational performance and economic resilience.
- **Limited Access to Financial Services:** Over 1.1 billion women lack access to formal financial systems restricting their ability to invest, save or grow businesses

Empowering women economically is not just about fairness; it's a smart strategy. When women thrive:

- Families are healthier and better educated.
- Communities become more resilient
- Economies grow faster and more sustainable

Women entrepreneurs can thrive when they tap into smart strategies that help overcome economic exclusion and limited support.

- Explore Alternative Funding Services
- Boost Financial literacy
- Use AI-Powered Financial tools
- Join Women-Centric Business Communities
- Attend Leadership Webinars and Events
- Seek out Role Models
- Upskill in Digital and Technical Fields
- Leverage online Learning Platforms
- Push for Inclusive Policies
- Partner with supportive Institutions

- Join Supplier Development Program

Entrepreneurs embedding ESG values in Action isn't just about compliance, it builds trust, attracts impact investors, drives long-term sustainability and aligns the venture with future-forward business trends.

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## 5. **BEST PRACTICES**

The initial effort has gathered best practices from various sources.

### **From the “Social” front:**

- Creating inclusive workplaces and empowering local communities.
- Offering fair wages and safe working conditions.
- Developing socially responsible products or services.
- Ensuring product safety, accessibility, and customer fairness.
- Establish a Diversity, Equity & Inclusion (DEI) policy.
- Engage with local communities through partnerships or volunteering.
- Train employees on social impact and ethical practices.
- Implement grievance mechanisms for workers and community members.
- Use social impact measurement tools (e.g., Social Return on Investment - SROI).

### **From the Governance perspective:**

- Demonstrating ethical leadership and transparency.
  - Enforcing anti-corruption, data privacy, and fair business practices.
  - Engaging stakeholders in decision-making processes.
  - Reporting risks, compliance, and ESG performance honestly.
1. Adopt a Code of Ethics and Conduct and make it public.
  2. Set up an advisory board or governance committee with diverse perspectives.
  3. Use transparent financial and ESG reporting standards (e.g., GRI, SASB).
  4. Conduct regular audits and risk assessments.
  5. Offer whistleblower protection to encourage internal accountability.
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## 6. INTEGRATED BEST PRACTICES FOR ESG-DRIVEN ENTREPRENEURSHIP

### **Calling the Entrepreneurs for action to embed ESG values with best practices:**

- Build resilient, future-ready businesses.
  - Attract ethical investors and conscious consumers.
  - Make a lasting positive impact on people and the planet
- 

### **CONCLUSION**

*Successful Women Entrepreneurship Development Programs will improve the status of Developing and Non-Inclusive Economies. As we acquire knowledge in this topic, relevant events and activities will be developed. Stay tuned!*

# Governance

**By: Kenneth LAW CMILT**

Immediate Past D&I Champion

Friend of Women in Logistics and Transport (WiLAT)

The Chartered Institute of Logistics and Transport (CILT)

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## Executive Summary

Top performing companies that we have talked to and others that we have studied are apparent to have given ESG a high priority and have engaged a diverse and expertise driven executive team as their board of directors. The board takes leadership and accountability in overseeing the assessment of the company's environmental and social impact. The board's role is in setting the company's strategic direction, approve and endorse the material topics, risk management, and monitoring performance and there are effective governance policies and practices with clear lines of accountability and mechanisms for addressing conflicts of interest. They have policies against corruption, bribery, and unethical behaviour. They provide transparency in reporting its governance practices and financial performance.

We have reviewed publicly available corporate governance reports, disclosures, and compliance with relevant regulations, evidence of legal and regulatory compliance, including any history of violations or regulatory sanctions. They have a clear, independent organizational structure and segregated duties to enforce governance.

The top performers have highlighted the implementation of dedicated committees and governance bodies responsible for overseeing ESG strategies, environmental management, and risk factors, including anti-corruption policies and whistleblower support. The establishment of specific measures, such as the Board of Directors' independence, transparent disclosure of information, and the implementation of fair director selection processes, underscores the commitment to ensuring effective integration of governance into the strategic decision-making process.

Moreover, the companies have taken steps to ensure that governance and oversight are integrated into the operational management of sustainability topics, including the

establishment of risk management committees, sustainability committees, and environmental management committees. It is critical to emphasise the implementation of sustainable development working groups, risk management committees, and cross-functional steering committees to ensure comprehensive and coordinated governance in ESG topics.

Furthermore, these top performers have incorporated mechanisms for stakeholder engagement, diversified communication channels, and ethical management practices to foster transparency, compliance, and accountability in ESG governance.

In summary, the efforts to establish clear and independent organizational structures to enforce governance in ESG topics, ensuring segregation of duties and accountability, reflect a collective commitment to promoting sustainable and ethical business practices.

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## **1 BUSINESS CASES**

The integration of governance principles into strategic decision-making, compliance with regulatory standards, and the establishment of specific committees and working groups underscore the companies' dedication to upholding high standards of governance in ESG topics. Learning from some of the renowned logistics and transport companies Governance structures and approach would help to align for better business results.

### **1.1 Business Case: DHL**

DHL's organizational structure includes the Sustainability Steering Board, Operations Board, Global Commercial Board, HR Board, Global Business Services Board, IT Board, and other thematic bodies, which are responsible for ongoing monitoring of the sustainability agenda, climate and environmental protection, sustainable product portfolio (GoGreen), employee matters, respect for human rights, compliance, and procurement (DHL, 2023, p. 20).

These bodies oversee and manage various aspects of ESG, ensuring that governance and oversight are integrated into the company's operational management of sustainability topics. DHL demonstrates a clear commitment to segregation of duties and independent oversight of sustainability initiatives.

## DHL Sustainability Steering Board Structure. (DHL, 2023, p. 10)



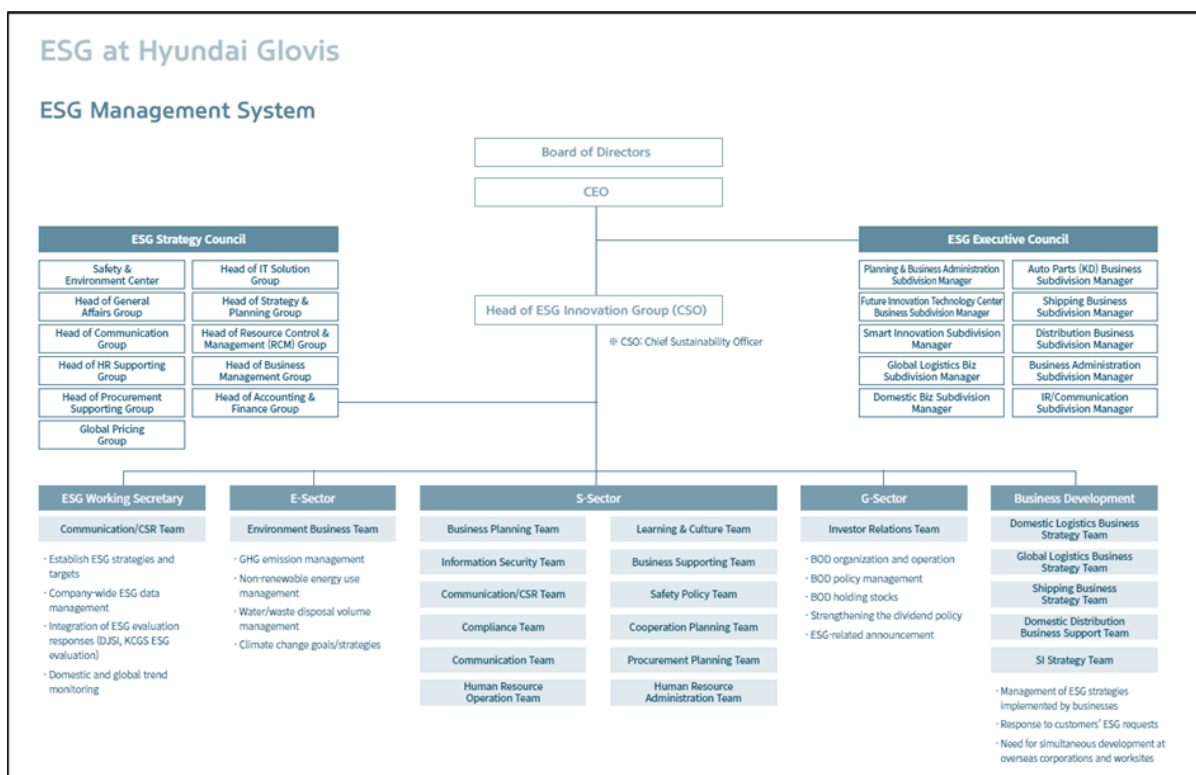
## 1.2 Business Case: Hyundai Glovis

Hyundai Glovis established the ESG Management System with Chief Sustainability Officer reported to CEO and governed by ESG Council(s), the ESG council to oversee ESG management. These groups are responsible for establishing ESG strategies and targets, company-wide ESG data management, and integrating ESG evaluation responses.

Additionally, Hyundai Glovis has implemented GHG emission management, non-renewable energy use management, and water/waste disposal volume management as part of its ESG management system. The company has also set climate change goals and strategies to address environmental challenges ensure effective integration of governance into the strategic decision-making process; Hyundai Glovis has implemented several specific measures. These include the establishment of a Board of Directors that is both independent and possesses relevant expertise, transparent disclosure of information to stakeholders, and the establishment of a fair director selection process.

The company has also stipulated the independence and diversity of the board of directors through the board of directors' articles of association and corporate governance charter, demonstrating a commitment to transparency and diversity in governance (Hyundai Glovis, 2023, p. 29).

## ESG Management System of Hyundai Glovis (Hyundai Glovis, 2023, p. 22)



In addition, the company has established a systematic approach to environmental management governance, with the Environmental Management Committee, including the Chief Risk Officer (CRO), making company-wide decisions regarding significant environmental issues. The performance of the CRO and the Environment Business Team is included in key performance indicators (KPIs), which are then linked to compensation, demonstrating a systematic approach and a robust decision-making structure to protect the environment and achieve sustainable management (Hyundai Glovis, 2023, p. 37).

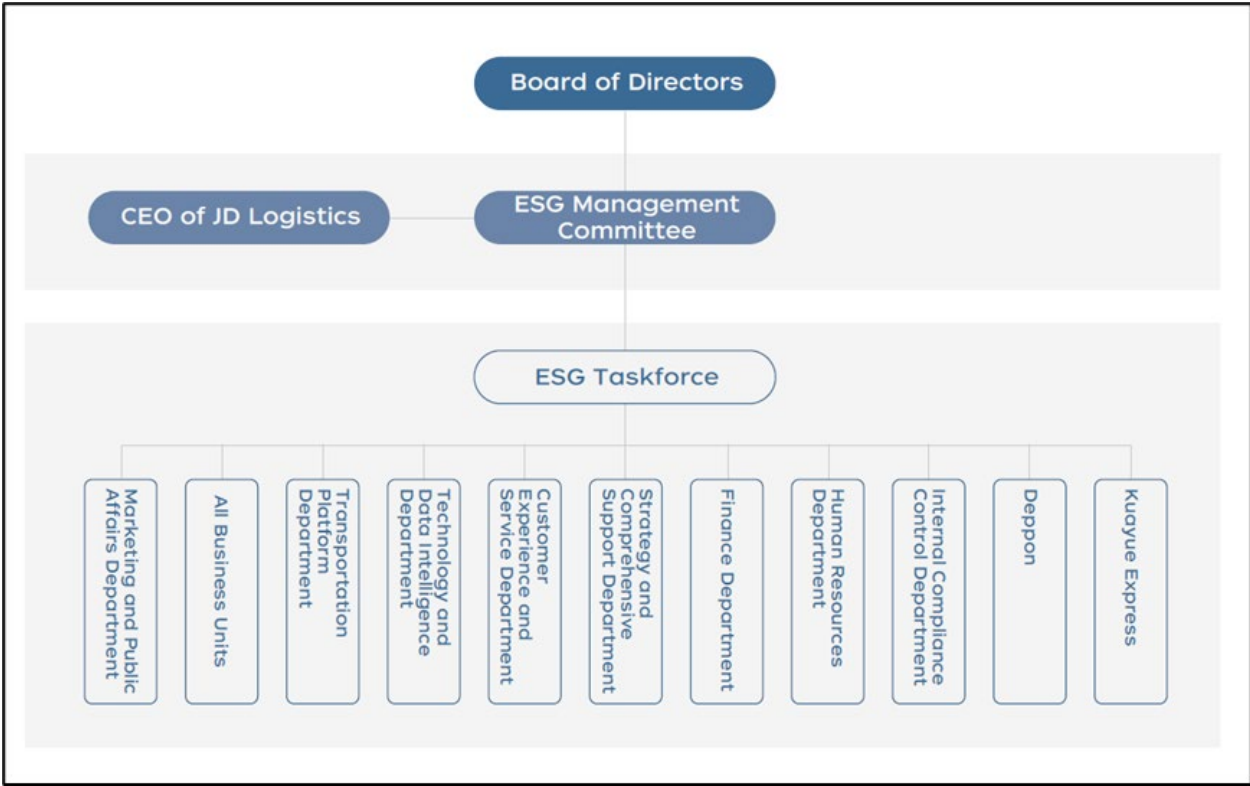
### 1.3 Business Case: JD Logistics

JD Logistics, supporting the largest e-Commerce company in China, has established a three-level clear and independent organizational structure to enforce governance in ESG topics, ensuring segregation of duties and sufficient coverage to all business units and entities. The company's ESG governance structure is overseen by the Board of Directors and the ESG Management Committee, which are responsible for assessing, evaluating, prioritizing, and managing substantive ESG issues, including risks.



The Board of Directors assumes full responsibility for the development of ESG strategies and information disclosure of the company (JD Logistic, Inc., 2023, p. 8). Additionally, the company has established an ESG Taskforce under the ESG Management Committee, responsible for implementing the company's ESG decisions in its daily work and ensuring the effective promotion of sustainable development plans across various business and functional departments.

JD Logistics, Inc. ESG Governance Structure (JD Logistic, Inc., 2023, p. 8)



**1.4 Business Case: Maersk**

Maersk has established a ESG Governance structure to enforce governance in fourteen Environmental, Social, and Governance (ESG) Categories, including a new Board ESG Committee that was established with key purpose of supporting the development of ESG Strategic direction, act as an advisory board of the Executive Leadership Team (ELT).

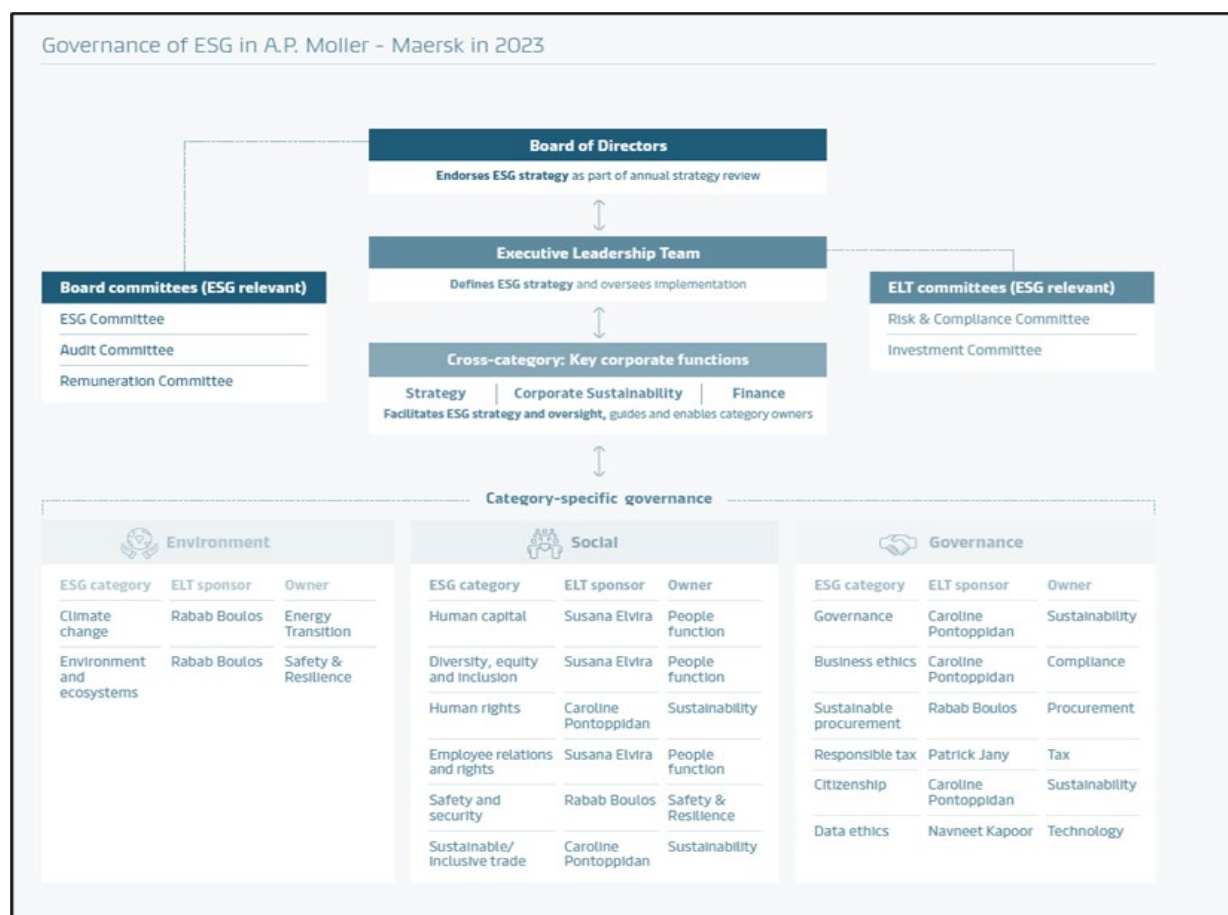
The ELT members have taken over ownership of multiple ESG categories ensuring continued ownership, with relevant specialties and executive focus. This sponsorship includes driving initiatives forward and being accountable to the full executive team and the Board of

Directors for delivering on targets. ELT received quarterly ESG progress update of strategic KPIs and biannual update across all 14 ESG categories (A.P. Møller - Mærsk A/S, 2023, p. 10).

Maersk company has implemented a governance framework called “Commit”, which have three elements: Core Values, Code of Conducts and 21 rules of business ethics, governance, and authority, providing detailed internal instructions for all employees covering high-risk areas (A.P. Møller - Mærsk A/S, 2023, p. 11). These rules are subject to internal controls and an annual internal assurance process, ensuring that the organizational structure is aligned with ethical and governance standards.

Maersk has appointed owners for each rule in the Commit framework, responsible for compliance, and executive oversight of compliance with Commit is managed through the annual internal assurance process, anchored with the Risk and Compliance Committee.

Governance of ESG in A.P. Møller - Maersk in 2023 (A.P. Møller - Mærsk A/S, 2023, p. 10)



## **2 ESG REPORTING STANDARDS**

Environmental, Social, and Governance (ESG) reporting has emerged as a critical component of corporate strategy, particularly in the logistics and transport sectors. As global regulatory frameworks evolve, ESG reporting is increasingly recognized not only as a compliance requirement but also as a strategic enabler of sustainable growth, operational efficiency, and stakeholder trust. This report outlines the current landscape of ESG reporting standards across key regions and examines how robust ESG disclosures can propel green and social programs, ultimately enhancing business performance.

The current ESG Reporting standards by region gathered as below for ease of reference by those who are constructing the disclosure.

### **United States**

- No mandatory federal ESG reporting requirements for logistics and transport companies.
- The Securities and Exchange Commission (SEC) has proposed climate disclosure rules focused on climate-related risks and greenhouse gas emissions.
- Certain states, such as California, mandate Scope 3 emissions disclosure for in-state companies.

### **European Union**

- The EU leads globally with mandatory ESG reporting under the Corporate Sustainability Reporting Directive (CSRD).
- Approximately 38,000 large EU companies will be required to report detailed ESG data starting in 2025.
- The directive mandates Scope 3 emissions reporting under the European Sustainability Reporting Standards (ESRS).

### **Asia-Pacific**

- A mixed regulatory landscape with increasing adoption of ESG disclosure requirements.
- Hong Kong mandates ESG disclosures for listed companies under HKEX rules.
- Singapore, Japan, and India have introduced or proposed mandatory climate-related disclosures aligned with the Task Force on Climate-related Financial Disclosures (TCFD).
- China issued voluntary ESG disclosure guidelines in 2022 to standardize methodologies and encourage adoption across state-owned and private enterprises.

## **Global Frameworks and Standards**

Organizations increasingly align with internationally recognized frameworks, including:

- TCFD – Climate-related financial disclosures.
  - ISSB (IFRS S1 & S2) – Global baseline for sustainability reporting.
  - GRI – Comprehensive sustainability reporting framework.
  - SASB – Industry-specific ESG metrics.
  - ISO Standards:
    - ISO 14001 – Environmental Management
    - ISO 27001 – Information Security
    - ISO 28000 – Supply Chain Security
    - ISO 37001 – Anti-Bribery Management
    - ISO 45001 – Occupational Health & Safety
- 

## **3 Taxonomy**

Taxonomy in ESG governance serves as a critical framework for that systematically classifies governance practices and economic activities according to their sustainability impact. It provides a standardized method to determine which activities are considered “green” or “sustainable. After that, it creates a standardized, transparent languages and criteria that enable companies, investors, and regulator to consistently assess governance factors linked to environmental, social, and governance objectives.

The taxonomy creates a foundation in governance for the board to act accordingly. It supports effective decision-making by boards and committees, guiding them to focus on material governance issues that affect the long-term business results and value creation. The taxonomy fosters investor confidence by promotion accountability and reducing ambiguity in governance disclosures. It mitigates greenwashing risk through clear, verifiable criteria, holding the board accountable for authentic ESG performance. Ultimately, taxonomy empowers the board to make informed, transparent decision that balance financial returns with societal and environmental stewardship.

## **4 BEST PRACTICES**

### **Accountability and Transparency**

ESG reporting compels organizations to quantify and disclose their environmental and social impacts. This transparency fosters trust among investors, regulators, customers, and communities, reinforcing corporate credibility and ethical leadership.

### **Strategic Alignment**

Integrating ESG metrics into corporate strategy ensures that sustainability goals are embedded in performance management. Leading companies, such as DHL and Maersk, link ESG targets to executive remuneration, driving accountability at the highest levels.

### **Enhanced Risk Management**

Robust ESG disclosures enable early identification of climate, social, and governance risks. This proactive approach supports resilience against regulatory changes, supply chain disruptions, and reputational threats.

### **Access to Capital**

Investors increasingly rely on ESG data to assess long-term value and risk. Companies with strong ESG reporting are better positioned to attract sustainable finance, including green bonds and ESG-linked loans.

### **Operational Efficiency**

ESG reporting often reveals inefficiencies in energy use, labor practices, and resource management. Addressing these issues leads to cost savings, improved employee retention, and streamlined operations.

### **Brand and Market Differentiation**

Demonstrating ESG leadership enhances brand reputation and market positioning. Ethical and sustainable practices resonate with consumers and B2B clients, driving loyalty and competitive advantage.

### **Innovation Catalyst**

ESG goals stimulate innovation in products, services, and business models. Reporting frameworks provide benchmarks for tracking progress and incentivizing continuous improvement.

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## **Conclusion**

*As ESG reporting standards continue to evolve and converge globally, logistics and transport companies that proactively adopt and align with these frameworks will not only meet stakeholder expectations but also unlock strategic value. ESG reporting is a catalyst for operational excellence, innovation, and long-term financial success. Companies that embrace transparency and integrate ESG into their core strategy will be better equipped to navigate future challenges and seize emerging opportunities.*

## WiLAT Values in Action Events

**By: Ts Dr Hjh Zawiah FCILT**

Webinar Champion

WiLAT Malaysia Founding Chairperson / Past GVC Southeast Asia

Women in Logistics and Transport (WiLAT)

Chartered Institute of Logistics and Transport (CILT)

In supporting the “Values in Action” programs, physical and virtual events have been organized to deliver the knowledge and latest trends of the various ESG topics that WiLAT is focusing to. Below is a recap of recorded events held since the inception of the “Values in Action” program in 2023 in chronological order.

### **WiLAT “Values in Action” Events from 2023 to August 2025**

<b>Date</b>	<b>Type</b>	<b>Title</b>	<b>Key Speakers</b>
Y2023	Survey	Gender Diversity in Hong Kong	Dorothy Chan, Vicky Koo, Carmen Li, Kenneth Law
23 July 2023	Seminar	Gender Diversity in Hong Kong	Cheung Kin Chung, ex-Chief Secretary of Hong Kong
5 <sup>th</sup> Jan 2024	Webinar	WiLAT Global New Year Festival	Reshma Yousuf, Amra Zareer
15 <sup>th</sup> Jan 2025	Webinar	WiLAT Middle East & Europe Tea Talk	Berna Akyildiz
23 <sup>rd</sup> Jan 2024	Webinar	Effective Feedback – The Starting Point of Conversions	Esra KIVRAK, Ozlem Salur
08 <sup>th</sup> March 2024	Webinar	International Women Day “Inspire Inclusion”	Ts Dr Zawiah Abdul Majid, Amra Zareer, Juliana Sofhia, Nazeema Seerlabokus, Carmen Li, Margaret Bango, Dr Doreen Owusu-Fianko
22 <sup>nd</sup> March 2024	Webinar	Logistics synergy: Navigating Women Empowerment towards Entrepreneurial Enrichment 1.0 - GVC Collaboration Southeast Asia with South & East Africa	Rebecca Leppard, Ts Dr Zawiah Abdul Majid, Vicky Koo, Jane@Kyi Pyar Min Tun, Margaret Bango, Juliana Sofhia Damu
28 <sup>th</sup> March 2024	Webinar	Food Delivery Program for Disastrous Events	Prof. Ruth Banomyong, Deaky Wong, Siti Faradillah Dato Aslah, Ts Dr Zawiah Abdul Majid, Vicky Koo

02 <sup>nd</sup> April 2024	Webinar	World Autism Awareness - Autism Project Champion	Reshma Yousuf, Noman Lutfi, Saminda Deshapriya, Gayathri Karunanayake
19 <sup>th</sup> April 2024	Webinar	Crisis Communication in Disruptive World	Ts Dr Zawiah Abdul Majid, Vicky Koo, Reshma Yousuf, Mr. Kwan Chuk Fai
1 <sup>st</sup> May 2024	Webinar	Green Horizons: Introducing the GPAG initiative for Sustainable Logistics & Transport - Green Practices Champion	Ts Dr Zawiah Abdul Majid, Vicky Koo, Reshma Yousuf, Nazeema Seerlabokus, Marina Kuznecveskaya, Berna Akyildiz, Nurmaria Sarosa, Fortunata Makoye Kakwaya
8 <sup>th</sup> Aug 2024	Webinar	Green Practices Action Group (GPAG) Port of Tanjung Pelepas (PTP)	Vicky Koo, Reshma Yousuf, Ezuwan Ahmad
30 <sup>th</sup> Sept 2024	Webinar	Navigating the Future - Safety First	Vicky Koo, Ts. Dr. Zawiah Abdul Majid, Dabney Shall-Holma, Dr Juliette M. Tuakli, Naa Densua Aryeetey
Nov to Dec 2024	WCBC Learning Program	CALF 2024 online and in person in Malaysia	Thought leaders
6 <sup>th</sup> Dec 2024	Webinar	Sustainable Safe Skies	Vicky Koo, Ts. Dr. Zawiah Abdul Majid, Juliet Okae, Alissar Kalmoni, Ing Daniel Acquah
28 <sup>th</sup> Feb 2025	Webinar	China's Logistics Industry	Vicky Koo, Carmen Li, Vivien Yang, Ts Dr Zawiah Abdul Majid
3 <sup>rd</sup> March 2025	Webinar	Accelerate Values in Action	Vicky Koo, Amra Zareer, Sharifah Halimah Syed Ahmad, Ts Dr Zawiah Abdul Majid, and Sudipa Sarker
11 <sup>th</sup> April 2025	Webinar	Tripartite Approach to Logistics Performance	Vicky Koo, Ts. Dr. Zawiah Abdul Majid, Carmen Li, Dr. Xiaowen Wang
30 <sup>th</sup> April 2025	Webinar	Our Power, Our Planet – Advancing Sustainability in Global Supply Chains	Vicky Koo, Dr. Zawiah Abd Majid, Michael W. McLean, Lorela Chia, Tim Foote, Reshma Yousuf
4 <sup>th</sup> June 2025	Webinar	Igniting Women's Impact through Entrepreneurship, Innovation, and Green Transformation	Ts. Dr. Zawiah Abdul Majid, Margaret Bango, Prof. Eric Lam, Vicky Koo
17 <sup>th</sup> June 2025	Webinar	Embracing Neurodiversity: Building Inclusive Environments for Diverse Minds	Vicky Koo, Reshma Yousuf, Gayathri Karunanayake, Grace Gan Wei Cheng, Foo Han Piew
June 2025	Webinar	Fostering Women-Led Climate-Resilient Small-Scale PPPs in Agriculture Supply Chains	Jyoti Bisbey, Rinzin P., Tashi Dorji, Margherita D`Urso, Azuka Okeke, and Hannah Mathu



July 2025	Symposium	Trade and Women's Economic Empowerment held in Geneva	Naa Densua Aryeetey
27 Aug 2025	Webinar	Igniting Women's Impact through Entrepreneurship, Innovation, and Green Transformation	Ts. Dr. Zawiah Abdul Majid, Margaret Bango, Prof. Eric Lam, Vicky Koo
Aug & Sept 2025	WCBC Learning Program	ELEVATE 2025 online and in person in Sri Lanka	Thought Leaders

WiLAT chapters around the globe have actively organized various local initiatives to advance ESG under our four strategic thrusts. However, many of these impactful efforts have not yet been captured in this record. We are committed to presenting a more comprehensive and inclusive list in our next publication.

# The Way Forward

**By: Vicky KOO FCILT**

Global Chairperson

Women in Logistics and Transport (WiLAT)

Chartered Institute of Logistics and Transport (CILT)

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## **Advancing Business Performance Through Inclusive and Sustainable Leadership**

As the Global Chairperson of Women in Logistics and Transport (WiLAT), I am proud to present the 2025 ESG Report, which reflects our collective commitment to embedding sustainability, inclusion, and governance into the core of logistics and transport operations worldwide. This report is not only a testament to the progress we have made, but also a strategic blueprint for how ESG principles can drive tangible business performance.

## **ESG as a Strategic Business Driver**

The supply chain, logistics and transport sector are undergoing a profound transformation. Environmental sustainability, once considered a peripheral concern, has become a central pillar of operational excellence and competitive advantage. Our research highlights that organizations investing in green infrastructure, emissions tracking, and circular economy models are achieving measurable outcomes—reduced costs, enhanced efficiency, and improved stakeholder trust.

Equally, the social dimension of ESG—particularly gender diversity and neuro-inclusion—is proving to be a catalyst for innovation, resilience, and long-term value creation. Companies that embrace inclusive hiring and leadership development are not only expanding their talent pipelines but also strengthening their market positioning and investor appeal.

Governance, the third pillar, reinforces transparency and accountability. Organizations aligning with international standards and proactively engaging stakeholders are demonstrating greater agility in navigating regulatory landscapes and reputational risks.

## **WiLAT's Contributions to ESG Integration**

WiLAT has played a pivotal role in shaping this transformation. Through our global network and strategic initiatives, we have:

- **Led Thought Leadership:** Our Green Practices Action Group conducted extensive research across continents, producing insights that inform policy, practice, and innovation.
- **Built Capacity:** Our WiLAT Capacity Building Centre (WCBC) have developed training programs, mentorship networks to nurture emerging leaders to be ESG concerned. We have built inclusive platforms such as YONGO; and conducted surveys to empower women and neurodivergent professionals in logistics.
- **Advocated for Policy Reform:** WiLAT has actively engaged with regulators and industry bodies to promote SME-friendly ESG frameworks, inclusive infrastructure, and equitable workplace policies.
- **Fostered Collaboration:** By connecting stakeholders across regions, we have facilitated knowledge exchange and accelerated the adoption of best practices.

These efforts have not only elevated the visibility of women in logistics but have also demonstrated that inclusive leadership is essential for sustainable business growth.

### The Way Forward

To build on this momentum, we must pursue a multi-pronged strategy:

- **For Industry Stakeholders:**
  - Integrate ESG into core business strategy and performance metrics.
  - Invest in inclusive technologies and redesign roles to attract diverse talent.
  - Enhance transparency through robust data collection and reporting.
  - Foster inclusive cultures through flexible policies and leadership development.
- **For WiLAT:**
  - Scale our “Values in Action” framework globally, with measurable impact.
  - Strengthen partnerships with corporates, governments, and academia.
  - Launch ESG accelerators for women entrepreneurs, particularly in emerging markets.
  - Continue championing inclusive innovation and policy advocacy.

## **Conclusion**

*The WiLAT ESG Report 2025 affirms that sustainability and inclusion are not merely ethical imperatives—they are strategic levers for business excellence. Organizations that embrace ESG holistically are achieving superior financial performance, operational resilience, and stakeholder satisfaction.*

*As we look ahead, WiLAT remains committed to leading this transformation. We will continue to empower women, advocate for inclusive policies, and drive innovation across the global logistics and transport sector. Together, we can shape a future that is not only sustainable and equitable, but also prosperous for all.*

***We have “Spread our Wings” and Let’s “Fly Up High”!!  
We are Stronger Together!!***

## *Acknowledgements*

### **“VALUES IN ACTION” PROGRAM MEMBERS**

#### **GREEN PRACTICES (THE GPAG)**

**Champion:**

Reshma Yousuf FCILT, Malaysia

**Members:**

Nurmaria Sarosa CMILT, Indonesia

Nazeema Jaulin Seelarbokus CMILT, Indian Ocean Islands

Berna Akyildiz FCILT, Türkiye

Esra Kivrak CMILT, Türkiye

Fortunata Mayoke Kakwaya CMILT, Africa

Marina Kuznechevskaya FCILT, Kazakhstan

#### **NEURODIVERSITY**

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**Members:**

Dumini Hewage, Member of WiLAT Sri Lanka

Sithara Buddhini, Executive Member of WiLAT Sri Lanka

Reshma Yousuf FCILT, Malaysia

Amra Zareer CMILT, Sri Lanka

Niroza Gazalli FCILT, Sri Lanka

#### **GENDER DIVERSITY**

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**Members:** Kenneth Law CMILT, Past Champion, Hong Kong,  
Ts. Abi Sofian Abdul Hamid FCILT, Malaysia  
Honorary Associate Professor Dr. Harlina Suzana Jaafar CMILT, Malaysia  
Hasnatulsyakhira Abdullah Hadi, Malaysia

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**Champion:** Margret Bango CMILT, South Africa

**Members:**

Zawiah Abdul Majid FCILT, Malaysia

Juliana Sofhia Damu FCILT, Indonesia

## **WEBINAR**

**Champion:** Ts Dr Hjh Zawiah FCILT, Malaysia

**Members:**

Amra Zareer CMILT, Sri Lanka

Juliana Sofhia Damu FCILT, Indonesia

Azila Ayub CMILT, Malaysia

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**Deputy Global Chairperson:**

Doreen Owusu-Fianko FCILT, Ghana

**GVC of ERP:**

Amra Zareer CMILT, Sri Lanka

**Administrator:**

Patrick Andoh CMILT, Ghana

## **Green Practices Business Case Implementation Through Circular Economy**

**ORGANIZATION:** PT Chandra Asri Pacific Tbk  
**INTERVIEWEE:** Idham P. Mahatma  
**INTERVIEWER:** Reshma Yousuf, WiLAT Champion of Green Practices

**DATE:** 24 July 2024

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### **1 Introduction**

In the global pursuit of sustainable development, the transition from a linear to a circular economy has emerged as a pivotal solution to address waste management challenges and reduce environmental impacts. PT Chandra Asri Pacific Tbk (Chandra Asri Group), Indonesia's leading chemical and infrastructure solutions company, has taken substantial strides toward realizing this goal. This report documents the company's key initiatives in implementing green practices through circular economy principles, highlights achievements, and identifies practices that can be replicated by others.

### **2. Company Profile**

PT Chandra Asri Pacific Tbk is a strategic national company and Indonesia's largest integrated petrochemical producer. The firm operates key chemical plants, including the country's only Naphtha Cracker, Styrene Monomer, Butadiene, MTBE, and Butene-1 plants. Chandra Asri's extensive infrastructure portfolio supports energy, water, and storage solutions essential to its operations.

The company is backed by regional industrial leaders including Barito Pacific Group, Siam Cement Group, and Thai Oil Group. Through its subsidiary, Chandra Daya Investas (CDI), the company focuses on sustainable infrastructure development, shareholder value creation, and the integration of ESG best practices.

### 3. Recognitions and Commitment to Sustainability

Chandra Asri's commitment to sustainability has been widely recognized both nationally and internationally:

- **INDUSTRI HIJAU Level 5 Certification** (Ciwandan & Pulo Ampel, 2023)
- **Global CSR Awards 2023–2024** for leadership, environmental excellence, and community initiatives
- **ASEAN Business Award 2023** for Plastic Waste Circularity
- **TOP CSR Awards 2024** – Golden Trophy & 5-Star Recognition
- **IDX ESG Leaders** – Ranked 2nd among commodity chemical firms
- **PROPER Green and Gold Ratings** – Indonesian Ministry of Environment

These accolades reflect Chandra Asri's integrated approach to environmental, social, and governance (ESG) issues.

### 4. Green Practices Initiatives

#### 4.1 IPST ASARI – Integrated Plastic Waste Management

The Industri Pengelolaan Sampah Terpadu (IPST) ASARI, based in Serdag, Cilegon, serves as Chandra Asri's flagship facility for integrated waste processing. It manages up to 8,000 kilograms of plastic waste per month using pyrolysis technology, converting low-value plastics into a fuel source known as **PLUSRI Fuel Plast**.

##### Key achievements:

- 15,927.2 kg plastic waste diverted from landfill
- 5,944.5 litres of fuel produced
- 8,180 community beneficiaries
- 10 jobs created for local waste workers

This initiative exemplifies end-to-end plastic management—from collection and sorting to fuel production—and acts as a model of how chemical recycling can be adapted locally.

#### 4.2 SAGARA Program – Reducing Marine Debris

SAGARA is a collaborative initiative between Chandra Asri and coastal communities, particularly fishermen in Anyer Village, to collect marine plastic waste. Fishermen gather waste during fishing trips, which is then sorted and converted into economic value via Digital Waste Banks and the IPST ASARI pyrolysis facility.



**Impact as of December 2023:**

- 450,223 kg total waste managed
- 41,401 kg plastic waste diverted from the ocean

This program not only reduces marine pollution but also empowers communities through economic incentives, promoting behavioural change and environmental stewardship.

**4.3 Plastic Asphalt Road Development**

In alignment with Indonesia's **Presidential Decree No. 83/2018**, Chandra Asri has contributed to the construction of **120.83 kilometers** of roads using recycled plastic asphalt. Each kilometre of road repurposes approximately 1.6 metric tons of plastic waste, equivalent to 1.2 million plastic bags.

**Results:**

- 1,086 tons of plastic waste managed
- Employment created for 12,071 scavengers
- Collaborative implementation across various regions and institutions

This initiative not only enhances road durability but also transforms plastic waste into valuable infrastructure input.

**4.4 Office and Community Waste Reduction**

Chandra Asri has instituted robust waste management in its own offices and in partnership with local waste banks such as in Tanara and Cileungsi.

**Results:**

- 140,218 kg of office waste diverted from landfill
- Waste reduction by 56% across targeted operations

Community programs like KOLASE and TANARA have also contributed to savings for 1,024 households through recyclable material banking systems.

**5. Energy Efficiency and Decarbonization Efforts**

To reduce carbon emissions and align with Indonesia’s renewable energy targets, Chandra Asri has undertaken several clean energy initiatives:

- **Solar Energy Generation:** Produces 1,500 MWh annually, cutting 1,080 tons of CO<sub>2</sub>e emissions
- **Electric Fleet:** Operating 53 electric forklifts, 2 electric buses, and 7 electric cars
- **Fuel Reduction Impact:** Saved 69,445 kg of natural gas and 165,360 litres of diesel; avoided 446,472 kg of CO<sub>2</sub> emissions

The use of renewable energy and electric mobility across industrial operations shows the company's proactive approach to climate action.

5. Technological Innovations for Waste and Emissions Control

Chandra Asri has deployed **Enclosed Ground Flaring (EGF)** technology capable of processing up to 220 tons of hydrocarbons per hour. Used during plant commissioning or abnormal conditions, this system minimizes emissions by combusting excess hydrocarbons in a controlled environment.

The company is also exploring innovations in material recovery facilities (MRFs) and investing in chemical recycling and refuse-derived fuel (RDF) technologies to further close the loop in plastic waste management.

6. Transferable Practices and Lessons for Broader Adoption

Chandra Asri’s holistic circular economy model offers numerous replicable practices for industries and communities alike:

Practice	Description	Replication Potential
IPST Waste Facility	On-site pyrolysis for fuel production from plastics	High – adaptable for municipalities or industrial zones
Marine Waste Collection	Engaging local fishermen to remove ocean plastics	Medium – requires coastal community engagement
Plastic Roads	Converting plastic bags into durable road material	High – viable for public works integration

<b>Practice</b>	<b>Description</b>	<b>Replication Potential</b>
<b>Waste Banking</b>	Recyclables converted to household savings	High – excellent for urban & semi-urban communities
<b>Electric Fleets &amp; Solar Use</b>	Corporate transition to green energy	High – scalable for most industrial operations
<b>Community Empowerment</b>	Linking waste solutions with social development	High – supports both environmental and social goals

## 7. Conclusion

PT Chandra Asri Pacific Tbk stands as a benchmark for integrating circular economy principles into core industrial operations. Its programs not only address Indonesia’s growing waste management challenges but also provide scalable models for other regions and sectors to emulate.

Through initiatives like IPST ASARI, SAGARA, and plastic asphalt roads, combined with clean energy adoption and community engagement, Chandra Asri exemplifies how private sector innovation can align with national environmental goals and global sustainability frameworks. The lessons drawn from this case study offer a valuable roadmap for stakeholders seeking to implement impactful, circular green practices across Southeast Asia and beyond.

## **Green Practices Business Case**

### **Implementation Through Circular Economy**

### **Integrating Plastic Waste Solutions into Logistics**

**ORGANIZATION:** Kertabumi, Indonesia  
**INTERVIEWEE:** Ikbal Alexander  
**INTERVIEWER:** Nurmaria Sarosa, WiLAT Indonesia Chairperson

**DATE:** 24 July 2024

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#### **Introduction**

This report analyses the green practices implemented by Kertabumi, a waste management social enterprise in Indonesia, and presents insights for logistics and supply chain stakeholders under the Global Women in Logistics and Transport (WiLAT) network. It aims to inspire transformative adoption of circular economy practices, especially in managing plastic waste throughout logistics operations. The findings support WiLAT’s mission to lead sustainability efforts in the transport and logistics sectors across the globe by integrating localized, innovative solutions into broader global practices.

#### **Context: The Plastic Waste Crisis in Indonesia**

##### **Current Waste Management Landscape (2020 Data):**

- 60% of waste ends up in landfills
- Only 12% is recycled
- 28% is unmanaged

#### **Environmental Impact:**

Mixed organic and inorganic waste decomposing in landfills emits methane—28x more potent than CO<sub>2</sub>—posing significant climate risk.

#### **Policy Shift:**

Indonesia has enacted several progressive regulations, including:

- Act No. 18/2008: Mandates waste segregation and environmentally sound waste management by both households and businesses.
- Ministerial Regulation No. 75/2019: Implements Extended Producer Responsibility (EPR).
- Jakarta's Governor Regulation No. 142/2019: Bans disposable plastic bags.

## **Kertabumi's Circular Economy Model: Lessons for Logistics**

### **Customized Waste Management Solutions**

Develop waste strategies tailored to different industries. Logistics Service Providers (LSPs) can design waste separation and treatment protocols based on operational characteristics.

### **Carbon Accounting & Offsetting**

Track and offset carbon emissions across entire business activities. Supply chain actors should quantify GHG emissions and invest in verified offset programs.

### **Creative Recycling Streams**

Transform plastic waste into souvenirs, furniture, and construction materials. Convert plastic waste from warehouses into durable items for logistics parks.

### **Community Waste Bank System**

Demonstrates a local-to-global model involving communities in recovery operations. Partner with local waste entrepreneurs to establish reverse logistics for plastic packaging.

## **Implementation Framework for Green Logistics**

<b>Strategy</b>	<b>Practice</b>	<b>Application in Logistics</b>
Regulatory Compliance	Align with national EPR laws, ban single-use plastics, mandate waste segregation	Update SOPs for freight handling, warehouse sorting, and customer delivery packaging
Infrastructure Provision	Provide water dispensers, multi-stream waste bins, signage for waste separation	Retrofit warehouses and truck depots with standardized green infrastructure
Behavioural Change & Education	Sustainability training, visual guides, incentive systems for employees	Embed ESG learning into logistics employee induction and upskilling
Circular Economy Initiatives	Turn collected waste into new products (upcycling)	Offer sustainable branded gifts; partner with social enterprises like Kertabumi

Carbon Offsetting

Calculate emissions,  
invest in local offsetting

Offer carbon-neutral shipping  
services

### **Alignment with WiLAT's Green Practices Objective**

As Green Practices Lead, this case study reinforces the strategic pillars of WiLAT's sustainability agenda:

- Empower Women in Green Roles: Kertabumi's approach offers job opportunities for women in informal supply chains.
- Cross-border Knowledge Sharing: Indonesia's innovations can inform policy and practice in other economies within WiLAT's reach.
- Circular Logistics Championing: By supporting closed-loop solutions, WiLAT can lead in responsible logistics.

### **Recommendations for WiLAT Stakeholders**

- Launch Waste-to-Product Pilots in Key WiLAT Cities.
- Create a Circular Logistics Toolkit.
- Build Strategic Alliances with innovators like Kertabumi.
- Document and Publicize Success Stories.
- Train the Trainers Program to develop sustainability champions.

### **Conclusion**

Kertabumi exemplifies how community-based innovation, combined with national regulation and circular design, can offer scalable solutions for the plastic crisis. The logistics industry must adapt these practices urgently. As WiLAT's Green Practices Lead, adopting Kertabumi's model into training, operations, and advocacy is not just an opportunity—it's a responsibility.

## **Green Practices Business Case**

### **Maritime and Ports of the Indian Ocean Islands Webinar**

**SPEAKERS:** Mrs Rajelle Barbe, Environmental, Social Impact & Safety Manager,  
Port of Seychelles  
Mr. B.K. Rughoopth, Port Environment Manager, Port of Mauritius  
Mrs Sabrina Randrianasolo, Vice Chairperson of WiLAT Madagascar

**MODERATOR:** Nazeemah Jaulin Seelarbokus, WiLAT GVC of IOI & Mauritius Chairperson

**DATE:** 31 July 2024 via Zoom

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#### **1. Introduction**

The Indian Ocean Islands (IOI) region, home to some of the world's most ecologically sensitive marine environments, faces increasing pressure from climate change, port expansion, and rising maritime traffic. In this context, the GPAG session titled “Green Practices in Action – Maritime and Ports of the Indian Ocean Islands” held on 31 July 2024, convened key stakeholders to share innovative green practices from the Ports of Madagascar, Port of Mauritius, and Ports of Seychelles.

The session was designed to explore existing environmental initiatives, identify transferable best practices, and foster regional collaboration for sustainable port development. This report documents the initiatives shared; the challenges and solutions identified and offers reflections on how these learnings can shape future action across the maritime sector.

#### **2. Objectives of the Engagement**

The session was organized with the following goals:

- To showcase ongoing green initiatives by port authorities in the IOI region.
- To understand how ports are integrating environmental responsibility into their core operations.
- To identify opportunities for cross-border collaboration in marine conservation and sustainable infrastructure.
- To promote community engagement and innovation through green port practices.

### **3. Key Green Practices Shared**

#### **3.1 Port of Madagascar**

##### **A. Underwater Garden on Ile Aux Prunes**

One of the most inspiring projects presented was the development of an underwater garden near Ile Aux Prunes, aimed at transforming the area into a marine park. The initiative includes:

- Coral reef restoration through active planting and marine habitat engineering.
- Environmental awareness campaigns for local communities, tourists, and stakeholders.
- Plans to use the site as a conservation and education hub for long-term sustainability.

This marine restoration project serves both ecological and educational functions, improving marine biodiversity while embedding environmental consciousness in the local population.

##### **B. Marine Ecosystem Preservation Monitoring**

The Port of Madagascar has initiated daily monitoring of water turbidity, a critical indicator of marine health, especially near coral reefs and beach areas. Using portable turbidimeters, the port ensures real-time compliance with standards set by the National Environment Office of Madagascar.

This scientific approach to environmental compliance represents an important shift toward data-driven port management.

##### **C. Integrated Waste Management Policy**

Positioned as a pillar of its CSR strategy, the Port of Madagascar is currently developing a comprehensive waste management policy that includes:

- Collection, sorting, storage, transport, recycling, and safe disposal.
- Internal employee education and cross-departmental cooperation.
- Partnerships with specialized waste management firms to improve efficiency and innovation.

The port's goal is to embed waste management into the corporate culture, moving beyond regulatory compliance toward active environmental stewardship.

#### **3.2 Port of Seychelles**



## **A. Terrestrial Ecosystem Protection Initiatives**

The Port of Seychelles has adopted several land-based green initiatives:

- Tree planting campaigns, particularly of endemic species.
- Removal of invasive plant species from port-adjacent ecosystems.

## **B. Coastal Mangrove Habitat Restoration**

In partnership with:

- Praslin Watershed Committee
- Seychelles Parks and Garden Authority
- Department of Climate Change

The Port of Seychelles is exploring the adoption of a coastal mangrove habitat on the island of Praslin. The site visit and feasibility assessments are scheduled for August 2024. This initiative aligns with broader climate adaptation goals by improving coastal resilience and biodiversity.

## **3.3 Port of Mauritius**

### **A. Climate Adaptation and Risk Assessment**

With technical support from the Climate Technology Centre & Network (CTCN) and the Green Climate Fund (GCF), the Port of Port Louis undertook a Vulnerability and Adaptation Study, assessing:

- Risks to port infrastructure due to sea-level rise and extreme weather.
- Requirements for resilient port design and emergency preparedness.

### **B. Sustainable Infrastructure Development**

The Port has completed a Preliminary Technical Study for a new Island Terminal and Breakwater Structure, designed to withstand changing climate conditions while accommodating increasing shipping demand.

### **C. Renewable Energy and Waste Management Systems**

Key initiatives include:

- Installation of solar PV panels at the oil jetty to reduce fossil fuel dependency.
- Implementation of solid waste reception facilities for ships, in line with MARPOL Annex V.
- Appointment of certified waste contractors to manage hazardous and general ship waste.

- Operation of an on-site incinerator by the Plant Protection Office to handle food and quarantined waste, co-funded by the Mauritius Port Authority (MPA).

#### **4. Challenges and Solutions**

The most frequently cited challenges across the ports were:

- High investment costs for green infrastructure such as shore power systems, solar panels, and waste treatment facilities.
- Limited access to funding and insufficient technical resources for large-scale implementations.

#### **Proposed Solutions:**

- Leverage partnerships with international development agencies such as the GCF, UNEP, and regional climate finance mechanisms.
- Promote South-South collaboration among IOI countries to share knowledge and co-develop solutions.
- Develop bankable green project proposals to attract private and donor funding.

#### **5. Participant Engagement and Learning Outcomes**

The session recorded high levels of engagement from participants. Q&A segments were lively, with port professionals and environmental specialists sharing feedback and proposing collaborative actions.

#### **Key learning outcomes included:**

- The importance of linking environmental monitoring with real-time data (e.g., turbidity metrics).
- The potential of nature-based solutions like mangrove and coral reef restoration for climate resilience.
- How waste management can serve both environmental and operational efficiency goals.
- That multi-sectoral collaboration—from local governments to grassroots community organizations—is key to successful implementation.

#### **6. Conclusion**

The GPAG engagement session on “Green Practices in Action – Maritime and Ports of the Indian Ocean Islands” highlighted the strong environmental leadership emerging from Madagascar, Mauritius, and Seychelles. Despite financial and logistical barriers, these ports are implementing transformative green practices that align with global environmental

frameworks, including the IMO MARPOL Convention, Paris Agreement, and the forthcoming UN Plastics Treaty.

Their examples demonstrate how ports can evolve into engines of environmental innovation—preserving marine ecosystems, promoting circular economy practices, and building resilient infrastructure. By learning from each other and leveraging global support systems, ports in the IOI and beyond can play a central role in the green transition of the maritime industry.

## **Green Practices Business Case**

### **Lessons from Port of Tanjung Pelepas (PTP's) Sustainability Journey**

**ORGANIZATION:** Port of Tanjung Pelepas  
**INTERVIEWEE:** Ezuwan Ahmad, Head of Sustainability  
**INTERVIEWER:** Reshma Yousuf, WiLAT Champion of Green Practices

**DATE:** 8 August 2024 via Zoom

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#### **1. Introduction**

This report draws on insights from the GPAG Engagement Session with the Port of Tanjung Pelepas (PTP), held on 8 August 2024. As one of the world's most efficient ports, PTP's efforts to decarbonize, digitalize, and green its operations are a benchmark for logistics transformation. The port's alignment with global climate targets, innovative emissions tracking, and transition to green fuels provide valuable models for port operators and supply chain stakeholders globally. As Green Practices Champion for WiLAT, I am presenting this report to support the wider mission of enabling women leaders to champion sustainability in logistics by showcasing actionable practices and replicable methods from PTP's green transition.

Objective of this interview is to understand PTP's green practices journey, highlight measurable actions, explore successful partnerships, and identify transferable strategies for other port and logistics operations under the WiLAT network.

#### **2. Strategic Drivers of Green Practices**

PTP's sustainability efforts are framed by key global and national policy mandates:

- Paris Agreement (Global): Targeting a 45% reduction in carbon emissions by 2030
- IMO Carbon Intensity Target: 40% reduction by 2030
- Malaysia's National Energy Transition Roadmap: Sunset clause on new fossil-fuelled vessels and emphasis on renewable infrastructure

### 3. Emissions Management: Scope 1, 2, and 3

#### Scope 1 – Direct Emissions (On-site)

- Prime Movers and Trucks: Carbon inventory identifies high-emission sources.
- AI-Based Route Optimization (Since 2021): Enhances fuel efficiency and reduces idle time.
- Biofuel Initiatives (B20): Early transition phase to biodiesel; plans for EVs constrained by charging infrastructure gaps.

#### Scope 2 – Indirect Emissions (Electricity Use)

- Energy Optimization via Digitalization: Real-time asset monitoring reduces unnecessary consumption.
- Solar Panel Deployment: Current solar infrastructure meets only 3% of PTP's needs—highlighting a push toward solar farm.

#### Scope 3 – Value Chain Emissions

- Employee and Supplier Transport: Collaborative initiatives underway to manage commuting and third-party emissions.
- Green Boat Project (IMO-Norway Green Voyage 2050): Supporting service providers like tugboat operators in adopting clean fuels.

### 4. Technology, Fuel, and Partnerships

A. Digital Optimization Tools: Real-time data platforms enable energy usage monitoring and predictive maintenance, increasing efficiency.

#### B. Fuel Transition Strategy:

- Biofuel Phase-In: Interim solution to reduce diesel reliance.
- EV Adoption Plans: Delayed by infrastructure needs (charging stations and grid capacity).
- Green Fuel Bunkering Hub: PTP is collaborating with Petronas and P4I to establish a supply chain for methanol and ammonia.

#### C. Governance and Metrics:

- Adoption of GRI Standards for measuring carbon impacts ensures transparency and credibility.
- Strategic partnerships are central, particularly for solar energy expansion and clean maritime services.

## 5. Successful Practices Shared

Practice	Description
Carbon Inventory	Comprehensive baseline assessment of emissions across Scopes 1–3
Route Optimization Using AI	Reduces fossil fuel consumption across trucking fleets
Alternative Fuels	Use of biodiesel and gradual planning for EV integration
Digitalization	IoT-enabled monitoring for real-time asset control
GRI Measurement Standards	Enables benchmarking and reporting in line with global ESG trends
Green Fuel Partnerships	Multi-stakeholder collaboration for renewable fuel supply chains

## 6. Challenges and Solutions

Challenge	Strategy to Overcome
Solar power output insufficient	Developing large-scale solar farms to scale renewable energy supply
EV charging delays	Advocacy with utilities and regulators to accelerate EV infrastructure
Third-party Scope 3 emissions	Use of pilot projects (e.g., Green Boats) to influence supply chain actors

## 7. Conclusion

Port of Tanjung Pelepas' experience provides a high-performing, replicable framework for logistics sustainability. It demonstrates that measurable impact, when paired with digital tools, collaborative partnerships, and transparent governance, can deliver tangible green outcomes. As Global WILAT's Green Practices Lead, embedding and amplifying these lessons across borders remains not only our task—but our calling.

## Green Practices Business Case

### Adoption at ICA: Advancing Sustainable Infrastructure in Türkiye

**ORGANIZATION:** IC ictas Astaldi (ICA)  
**INTERVIEWEE:** Contact at the Environment and Sustainability Department  
**INTERVIEWER:** Esra Kivrak, WiLAT Türkiye Chairperson

**DATE:** 10 March 2025

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#### 1. Introduction

As environmental sustainability becomes a global imperative, infrastructure developers and operators play a pivotal role in leading the transition toward greener, safer, and more resilient transportation systems. IC İctaş Astaldi (ICA), the operator of the Yavuz Sultan Selim Bridge and the Northern Marmara Motorway in Türkiye, exemplifies this shift by integrating comprehensive green practices into its design, operations, and long-term strategy.

Operating one of the most advanced intercontinental transport corridors connecting Europe and Asia, ICA has embedded sustainability into its core mission—enhancing the region’s mobility while minimizing environmental impact. This report explores ICA’s diverse sustainability initiatives across emissions reduction, marine protection, circular economy, hazardous material control, biodiversity conservation, and energy innovation.

#### 2. Company Overview

IC İctaş Astaldi (ICA) is a public-private partnership responsible for the construction and ongoing operation of the Yavuz Sultan Selim Bridge and its connecting highway, the Northern Marmara Motorway. Known for its engineering sophistication and smart transportation systems, ICA has created a key logistics corridor between two continents.

ICA’s green transformation journey aligns closely with Türkiye’s environmental policy frameworks and the European Union’s broader climate and infrastructure regulations. The company’s green portfolio spans renewable energy integration, emission monitoring, pollution prevention, biodiversity restoration, and waste reuse—positioning it as a model for sustainable infrastructure development in the region.

#### 3. Electric Vehicle Charging Infrastructure

ICA is contributing to the decarbonization of road transportation by investing in fast- charging

infrastructure along its highway networks. As of January 2025, ICA had installed 96 high-capacity fast charging units (ranging from 180 to 300 kWh) across nine Bi'Mola rest facilities under the "Bi Enerji" brand. These stations operate 24/7 and are managed by 11 different service providers.

This development is aligned with the European Council's Alternative Fuel Infrastructure Regulation (AFIR), which mandates the installation of fast-charging stations every 60 km on primary transport corridors by 2025. ICA's infrastructure preempts these requirements, ensuring:

- Reduced range anxiety for electric vehicle (EV) users
- High user satisfaction
- Operational readiness for increased EV adoption

When the project is completed, 110 charging units will be available—making ICA's highway network one of Türkiye's most EV-friendly corridors.

#### **4. Marine Pollution Detection from the Yavuz Sultan Selim Bridge**

A pioneering initiative by ICA involves the use of remote sensing technology installed on the Yavuz Sultan Selim Bridge to detect marine pollution caused by ships transiting the Bosphorus. In partnership with Istanbul Technical University's Turkish Straits Maritime Application and Research Center, this system:

- Monitors ship discharges in real-time
- Supports pollution prevention efforts
- Enables proactive coordination with local authorities

This project represents the first of its kind globally, setting a precedent for using existing infrastructure (bridges) for environmental surveillance. Its outcomes contribute to the preservation of marine biodiversity, protection of coastlines, and improved maritime regulatory enforcement.

#### **5. Circular Economy: Noise Barriers from Recycled Tires**

In line with circular economic principles, ICA has transformed waste tires into functional infrastructure by producing noise barriers along the highway corridor. The initiative yielded impressive results:

- 400 tons of waste tires recycled
- 848 m<sup>3</sup> of landfill space saved
- 8.51 tons of carbon emissions prevented
- 213,000 m<sup>3</sup> of water protected from contamination
- 10% reduction in ambient noise levels

The process involved:

1. Collecting shredded tires from the road.



2. Processing them into granulated rubber.
3. Creating modular sound barriers.
4. Enhancing aesthetics and durability using synthetic turf.

Driven by public demand, these barriers were installed in residential areas affected by traffic noise. The project not only improved community well-being but also demonstrated how infrastructure can serve as a vehicle for waste valorization. ICA plans to expand this concept using 93% recycled aluminum for upcoming sound barriers planned for 2025, further reducing natural resource consumption.

## **6. Hazardous Material Control on the Yavuz Sultan Selim Bridge**

ICA has implemented stringent 24/7 checkpoints for vehicles transporting hazardous or chemical materials across the Yavuz Sultan Selim Bridge. These checkpoints function under ADR regulations and include:

- Real-time digital documentation and tracking.
- Segregated parking areas for flammable or explosive substances.
- Fire brigade escort from Sarıyer and Beykoz municipalities during convoy movement.
- Fines and traffic bans for rule violations (10x toll penalties and up to 10-day bans).

These measures are designed to:

- Prevent chemical leaks, explosions, or accidental contamination.
- Ensure public and environmental safety.
- Preserve air and water quality by reducing pollution risks.

ICA's control mechanism sets a national benchmark for safe transit of dangerous goods, contributing significantly to pollution prevention and ecological security.

## **7. Landscape Restoration and Erosion Control**

Biodiversity conservation is another priority for ICA, as demonstrated by its landscape and erosion control efforts. Key actions include:

- Planting endemic and regional species along roadways.
- Enhancing wildlife corridors via forest combination zones.
- Implementing erosion controls on slopes vulnerable to weathering.

These measures are especially important near ICA's ecological bridge crossings, which reconnect fragmented habitats. Benefits of the initiative include:

- Improved ecosystem connectivity
- Reduced soil degradation
- Better stormwater absorption

While implementing these initiatives, the main challenge has been working under the influence of high-speed highway traffic, requiring meticulous coordination between landscaping, safety, and engineering teams.

## 8. Integrated Approach to Green Infrastructure

ICA's approach to sustainability is holistic, emphasizing integration rather than isolated action. Each initiative is part of a larger environmental management system. The company emphasizes:

- User-focused design: EV charging and noise control initiatives are based on user expectations and local feedback
- Scientific collaboration: Partnering with academic institutions for monitoring and research.
- Regulatory alignment: Adhering to both EU environmental standards and Türkiye's national goals.
- Circular economy implementation: Turning waste into valuable inputs (e.g., tires, aluminum).
- Digitalization: Using technology for emission tracking, logistics control, and energy monitoring.

## 9. Measurable Environmental Impact

ICA's green projects are designed to produce quantifiable environmental benefits. Key metrics include:

Initiative	Environmental Benefit
EV Charging Infrastructure	Supports CO <sub>2</sub> reduction in transport sector
Tire-Recycled Noise Barriers	8.51 tons CO <sub>2</sub> avoided, 400 tons waste recycled
Marine Pollution Monitoring	Prevents illegal discharges in Bosphorus
Hazardous Goods Checkpoints	Reduces chemical exposure risk & prevents accidents
Landscape Restoration	Enhances biodiversity & soil health

The company also maintains high levels of user satisfaction, particularly due to the convenience and reliability of its EV charging stations and sound barrier aesthetics.

## 10. Challenges and Opportunities

Despite strong achievements, ICA continues to face challenges typical of large-scale infrastructure operators:

- Energy Transition Barriers: Scaling renewable energy sources (e.g., expanding solar installations) and managing grid integration remain difficult.
- Cross-sector Collaboration: Ensuring full coordination with logistics firms, ship operators,

and waste management entities requires ongoing dialogue and stakeholder management.

- **Cost and Maintenance:** Recycling-based infrastructure projects can incur higher upfront costs, although long-term benefits often outweigh initial investments.

Opportunities exist for ICA to:

- Collaborate regionally on marine pollution mitigation.
- Explore hydrogen fuel solutions for heavy-duty transport.
- Implement AI-driven energy optimization across its highway facilities.
- Share best practices with international sustainability forums and green infrastructure summits.

## **11. Conclusion**

ICA's proactive approach to environmental management is a leading example in the global infrastructure sector. From energy innovation and pollution control to circular economy and biodiversity preservation, ICA has demonstrated that infrastructure and sustainability are not mutually exclusive, but rather mutually reinforcing.

The company's portfolio of green practices not only supports Türkiye's national environmental targets but also contributes to broader international goals such as the Paris Agreement, the European Green Deal, and the UN Sustainable Development Goals (SDGs).

Through ongoing innovation, public engagement, and cross-sector collaboration, ICA continues to build a future-ready transportation system—smart, sustainable, and socially responsible.

## Green Practices Business Case

### Engagement with Meraki Daat

**ORGANIZATION:** Meraki Daat, Malaysia  
**INTERVIEWEE:** Michelle De la Harpe, Founder  
**INTERVIEWER:** Reshma Yousuf, WiLAT Champion of Green Practices

**DATE:** 16 April 2025 via Zoom

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#### Introduction

As part of Global WiLAT's ongoing commitment to promoting sustainability and circularity in the logistics and supply chain sectors, we have launched a Green Practices Engagement Series. This initiative seeks to spotlight innovative, community-driven efforts that align with the UN Sustainable Development Goals (SDGs) and have the potential to influence sustainable logistics practices worldwide.

In this report, we document the insights gathered from our online engagement session with Michelle de la Harpe, Founder of Meraki Daat, a social enterprise based in Sabah, Malaysia. Meraki Daat is widely recognized for its impactful environmental and community-building projects—particularly its flagship initiative, **"Dive & Build"**.

The purpose of this session was to understand how Meraki Daat's work contributes to environmental sustainability, social resilience, and circular innovation—and to explore how the logistics sector can support and learn from these efforts.

#### About Meraki Daat

Meraki Daat is a grassroots social enterprise operating in some of Sabah's most underserved coastal and island communities. The organization focuses on addressing environmental challenges—particularly ocean plastic pollution—while uplifting marginalized communities through infrastructure support, education, and empowerment initiatives.

Their flagship project, Dive & Build, exemplifies the intersection of environmental stewardship and social impact. The initiative collects plastic waste from the ocean, processes it into eco-bricks, and uses these materials to build infrastructure in water villages, such as walkways, community centres, and sanitation facilities.

Michelle and her team work closely with local communities to ensure that these projects are co-created, culturally sensitive, and sustainable.

## **Key Insights from the Engagement Session**

### **1. Project Overview & Community Engagement**

Michelle shared a comprehensive overview of Meraki Daat's initiatives. The organization's projects are grounded in circular economy principles—repurposing waste into valuable community assets—and designed to improve the living conditions of people living in precarious coastal settlements.

Community participation is a cornerstone of Meraki Daat's model. From collection to construction, the locals are actively involved, which not only creates ownership but also builds environmental awareness and practical skills. Michelle emphasized that community engagement is not a checkbox—it's a continuous, trust-building process.

### **2. Dive & Build: Innovation with Impact**

The Dive & Build initiative is a solution born out of necessity. Marine plastic pollution is a severe problem in Sabah, particularly in water villages. By turning ocean plastic into eco-bricks, Meraki Daat addresses both waste management and infrastructure needs in one innovative solution.

This approach provides a localized, cost-effective alternative to traditional construction materials while simultaneously reducing environmental harm. The eco-bricks are used to build walkways, toilets, and learning centres in flood-prone areas, offering tangible improvements to daily life.

### **3. Alignment with the Sustainable Development Goals (SDGs)**

Michelle highlighted how Meraki Daat's work aligns with several SDGs:

- **SDG 12 (Responsible Consumption and Production):** Through recycling and reusing plastic waste.
- **SDG 13 (Climate Action):** By mitigating pollution and fostering community-level climate resilience.
- **SDG 14 (Life Below Water):** Through direct action against ocean plastic pollution.
- **SDG 11 (Sustainable Cities and Communities):** By improving local infrastructure using sustainable building materials.

This alignment reflects a strong systems-thinking approach and positions Meraki Daat as a model for scalable grassroots innovation.

#### 4. Challenges and Opportunities

While the projects are impactful, Michelle was candid about the challenges faced by Meraki Daat. These include limited access to funding, logistical constraints in transporting materials to remote island communities, and the need for consistent community involvement.

However, the organization sees these not as barriers, but as opportunities for partnerships and innovation. There is a clear call for stronger collaboration with logistics providers and sustainability advocates who can contribute knowledge, resources, or visibility.

#### 5. Opportunities for the Logistics Sector

Michelle identified several ways in which the logistics sector can support and enhance Meraki Daat's efforts:

- **Transportation Support:** Efficient and low-emission transport solutions are needed for moving collected waste and delivering eco-bricks to project sites.
- **Supply Chain Collaboration:** Logistics providers can play a role in creating reverse logistics systems for collecting recyclable waste from hard-to-reach communities.
- **Sustainable Practices:** Michelle encouraged logistics companies to integrate sustainability into their own operations—e.g., using biodegradable packaging, optimizing transport routes, and reducing emissions.
- **Public-Private Partnerships:** There is room to co-create projects where the logistics industry supports the scale-up of initiatives like Dive & Build.

## **6. Leveraging Technology and Innovation**

Technology is also part of the Meraki Daat vision. Michelle shared that they are exploring tools to map pollution hotspots, track project impact, and improve supply chain traceability. There is potential for tech-savvy logistics players to contribute digital solutions, such as data analytics, GPS routing, or apps to mobilize community action in waste collection.

### **Reflections and Next Steps**

Our engagement with Michelle de la Harpe and Meraki Daat underscored the transformative power of grassroots leadership combined with innovation and sustainability. Her work bridges the often-overlooked realities of vulnerable communities with global environmental challenges and solutions.

As Global WiLAT, we are committed to amplifying such stories, connecting practitioners with potential partners, and highlighting how logistics can serve as a catalyst for sustainable and inclusive development.

In our forthcoming Green Practices report, Meraki Daat will be featured as a case study to inspire CILT members worldwide. This documentation will not only serve as a learning tool but also as an invitation to logistics players to collaborate meaningfully with community-based environmental initiatives.

## Green Practices Business Case

### Report on Changi Airport's Green Practices Adoption

**ORGANIZATION:** Changi Airport Group (CAG), Singapore  
**CONTACT:** Gerald Ng  
Vice-President, Regulatory Affairs and Sustainability  
**REVIEWER:** Reshma Yousuf, WiLAT Champion of Green Practices  
**DATE:** 24 March 2024 via email

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#### 1. Introduction

As part of WiLAT Global initiative to recognize and promote sustainable practices within the logistics and transportation industry, this report provides an overview of Changi Airport's green practices adoption. The findings are based on Changi Airport Group's (CAG) latest Annual Report (2023/24) and align with the key interview questions formulated by the Green Practices Action Group (GPAG).

#### 2. Sustainability Strategy & Goals

##### 2.1 Core Sustainability Goals and Policies

Changi Airport Group (CAG) has committed to reducing its **Scope 1 and 2 carbon emissions by 20% by 2030** from a 2019 baseline, aligning with the **Singapore Sustainable Air Hub Blueprint**. The long-term vision is to achieve **Net Zero emissions by 2050**, with strategies focusing on energy efficiency, renewable energy adoption, and sustainable operations.

##### 2.2 Alignment with National and Global Standards

Changi Airport aligns its sustainability efforts with Singapore's Green Plan 2030, the Civil Aviation Authority of Singapore's (CAAS) sustainability targets, and global aviation industry standards such as the Airport Carbon Accreditation Level 3 certification and ISO 14001:2015 Environmental Management System compliance.



### 3. Green Initiatives & Implementation

#### 3.1 Key Green Practices

- **Changi Carbon Offsets:** A program enabling passengers to calculate and offset their carbon emissions.
- **Expansion of Electric Vehicle (EV) Infrastructure:** Aiming for 100% of the airside vehicle fleet to run on cleaner energy by 2040.
- **Sustainable Procurement:** Implementation of green criteria for suppliers to ensure eco-friendly sourcing and operations.

#### 3.2 Drivers Behind Sustainability Initiatives

- Compliance with national environmental policies and international aviation frameworks.
- Commitment to reducing carbon footprint and operational costs through energy-efficient infrastructure.
- Adoption of sustainable aviation fuel (SAF) to support the global push for decarbonization in air travel.

### 4. Infrastructure & Energy Efficiency

#### 4.1 Energy-Efficient Solutions

- Installation of Singapore's largest rooftop solar PV system (38MWp capacity), expected to reduce emissions by 20,000 tonnes annually.
- Energy-efficient air conditioning and smart lighting systems deployed across all terminals.
- Green-certified Terminal 2 with BCA Green Mark Platinum Award for sustainability excellence.

#### 4.2 Renewable Energy Projects

CAG is expanding on-site solar energy deployment across terminal rooftops and investing in off-site renewable energy projects to complement its sustainability objectives.

### 5. Waste & Carbon Emissions Management

#### 5.1 Waste Reduction Strategies

- Deployment of smart waste sortation bins for recycling segregation.

- Introduction of zero-waste coffee kiosks, where used milk cartons and coffee grounds are repurposed for airport greenery.
- Conducting a comprehensive waste baseline assessment to enhance airport-wide recycling efforts.

## **5.2 Carbon Emission Tracking & Reduction**

- Implementation of a 1% Sustainable Aviation Fuel (SAF) levy from 2026, increasing to 3-5% by 2050.
- Optimization of aircraft taxiing operations to reduce unnecessary fuel consumption.
- Energy-efficient lighting and airfield operation enhancements to lower electricity usage.

## **6. Sustainable Transport & Logistics**

### **6.1 Promoting Sustainable Ground Transportation**

- Transition to an all-electric airside vehicle fleet by 2040.
- Expansion of electric bus services and bicycle rental options to promote green mobility for passengers and airport staff.

### **6.2 Reducing Fuel Consumption in Logistics**

- Auto-Dolly Tug® trials to introduce autonomous, electric-powered baggage transport, improving fuel efficiency and reducing operational costs.
- Enhanced logistics management systems to streamline cargo handling and minimize transportation-related emissions.

## **7. Collaboration & Industry Leadership**

### **7.1 Collaboration with Airlines and Stakeholders**

- Close engagement with **airlines** and ground handlers to optimize taxiing procedures and reduce carbon emissions.
- Partnering with airport tenants on waste recycling and energy conservation programs.

### **7.2 Industry-wide Sustainability Initiatives**

- Active participation in the ACI Airport Carbon Accreditation program.
- Implementation of sustainable procurement policies for suppliers and contractors.

## 8. Challenges & Future Outlook

### 8.1 Challenges in Sustainable Airport Operations

- Limited space for renewable energy expansion due to aviation safety regulations.
- Technical challenges in large-scale solar panel installations.
- Ensuring compliance with waste segregation and recycling initiatives among airport tenants and passengers.

### 8.2 Future Sustainability Plans

- Further expansion of solar PV capacity across Changi Airport.
- Scaling up Sustainable Aviation Fuel (SAF) usage, with a planned levy introduction in 2026.
- Electrification of airside operations and transition to EV-powered logistics systems.

## 9. Conclusion

Changi Airport continues to be a leader in sustainable aviation by implementing robust environmental policies, energy-efficient technologies, and industry-wide collaborations. Its commitment to achieving **Net Zero by 2050** demonstrates a strong alignment with **global sustainability goals**, making it a benchmark for other airports worldwide.

This report serves as an essential reference for WILAT Global Green Practices initiatives, highlighting how Changi Airport's **innovative strategies and forward-thinking policies** contribute to the future of sustainable air travel.

## GREEN PRACTICES INTERVIEW TOOLKIT

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### A. MARITIME / PORTS & TERMINALS

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1. How has your organization integrated renewable energy sources into port operations or shipping fleets?
  2. What measures have been taken to improve fuel efficiency and reduce carbon emissions in your maritime operations?
  3. Are there any initiatives to transition to alternative fuels, such as LNG or hydrogen, for vessels?
  4. How do you address the issue of marine biodiversity protection during port expansions or dredging activities?
  5. What technologies have been adopted to monitor and minimize emissions from ships docking at your ports?
  6. How do you manage and recycle waste generated at ports, such as ballast water or ship-generated garbage?
  7. Are there green certifications or standards your organization aims to achieve for ports or shipping operations?
  8. What steps have been taken to digitize operations, such as cargo tracking, to reduce paperwork and inefficiencies?
  9. How does your organization engage with stakeholders, including shipping lines and port users, to promote sustainable practices?
  10. Are there any pilot projects involving autonomous or electric vessels in your fleet?
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### B. WAREHOUSING AND GROUND TRANSPORT

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1. How does your organization optimize warehouse layout and design to reduce energy consumption?
2. Are there green building certifications (e.g., LEED) that your warehouses aim to achieve or maintain?

3. What measures are in place to improve energy efficiency in lighting, HVAC systems, and refrigeration units in warehouses?
  4. Have you adopted electric or hybrid vehicles for ground distribution? If so, how has these impacted emissions?
  5. How do you manage and recycle packaging materials used in warehousing and distribution processes?
  6. Are there efforts to use renewable energy, such as solar panels, for powering warehouses?
  7. What technologies or systems are in place to reduce idle times and optimize vehicle routing?
  8. How do you engage and train your employees to adopt and support green initiatives in warehouse operations?
  9. Are you working with logistics partners or clients to encourage the adoption of greener supply chain practices?
  10. How does your organization assess and report the environmental impact of your warehousing and distribution activities?
- 

### **C. PACKAGING**

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1. How has your organization shifted to more sustainable or biodegradable packaging materials?
2. Are there efforts to reduce packaging waste through design innovations or material optimization?
3. How do you ensure that your packaging is recyclable or reusable for end users?
4. What steps have you taken to eliminate single-use plastics in your packaging processes?
5. Are you incorporating renewable or recycled materials into your packaging solutions?
6. How does your organization collaborate with suppliers to reduce the environmental footprint of packaging materials?
7. What strategies are in place to reduce the weight and size of packaging to minimize transport emissions?

8. Are there programs to educate customers or partners on the proper disposal or recycling of your packaging?
  9. How do you measure and report on the sustainability of your packaging practices?
  10. Have you adopted circular economy principles, such as take-back or reuse programs, for your packaging materials?
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## **D. AVIATION AND AIRPORTS**

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1. What strategies have been implemented to reduce the carbon footprint of airport operations?
  2. Has your organization invested in sustainable aviation fuels (SAFs)? If so, what has been the impact?
  3. How are airports managed to improve energy efficiency in lighting, cooling, and other facilities?
  4. Are there systems in place to measure and reduce emissions from ground handling vehicles and equipment?
  5. How do you manage noise pollution while balancing the environmental concerns of nearby communities?
  6. Are there incentives for airlines using your airport to adopt greener technologies or practices?
  7. How do you manage water resources, such as rainwater harvesting or wastewater treatment, at airports?
  8. What waste management programs are in place to minimize landfill waste generated at airports?
  9. Are you using renewable energy sources, such as solar or wind, to power airport facilities?
  10. What role does technology play in improving the sustainability of passenger and cargo operations?
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## **E. ROAD AND RAIL TRANSPORT**

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1. What steps has your organization taken to transition to low-emission or electric vehicles for road transportation?
  2. Are there initiatives to adopt renewable energy sources, such as solar charging stations for electric vehicles (EVs)?
  3. How do you ensure your rail operations (if applicable) use energy-efficient locomotives or renewable energy sources?
  4. What strategies are in place to optimize route planning to reduce fuel consumption and emissions in road transportation?
  5. Are there partnerships with rail operators or other stakeholders to shift more freight from road to rail for better sustainability?
  6. How do you manage and monitor the emissions generated by your fleet, and what reduction targets have been set?
  7. Have you introduced any programs to retrofit existing vehicles or rolling stock with greener technologies?
  8. What investments have been made in training drivers or operators to adopt eco-driving practices?
  9. How does your organization handle the end-of-life management of vehicles or rolling stock to ensure sustainable disposal or recycling?
  10. Are there collaborations with government or industry bodies to promote and implement green transportation policies?
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## **F. CIRCULARITY IN LOGISTICS**

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1. What initiatives has your organization implemented to incorporate circular economy principles into your logistics operations?
2. How do you manage reverse logistics to facilitate the collection, reuse, or recycling of products and materials?
3. Are there systems in place to track and measure the lifecycle of materials and packaging within your supply chain?
4. How do you work with suppliers and customers to design logistics processes that prioritize reuse and recycling?
5. What role does technology, such as IoT or blockchain, play in enabling circular logistics in your organization?

6. How do you minimize waste in your logistics operations, and what strategies have you employed to repurpose unavoidable waste?
7. Are there collaborative efforts with other organizations or industry groups to create shared logistics systems for circularity (e.g., pooled pallets, shared containers)?
8. How does your organization ensure that secondary or recycled materials meet quality and safety standards for reuse in logistics?
9. What training or awareness programs have you introduced to encourage employees to adopt circular practices in logistics operations?
10. How do you assess and report the environmental and economic impacts of circular logistics initiatives within your organization?



## Neurodiversity Business Case

**ORGANIZATION:** EFL 3PL Sri Lanka  
**INTERVIEWEE:** Nishan Hewagamage – Chief Executive Officer  
**INTERVIEWER:** Gayathri Karunanayake, WiLAT Champion of Neurodiversity  
  
**Date:** 16 July 2025

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**Q1. What specific programs or initiatives does your organization have in place to actively support the employment of neurodiverse individuals, and how do you measure their effectiveness?**

At EFL 3PL, we actively champion workplace inclusion by providing meaningful, long-term careers for neurodiverse individuals. Today, six neurodiverse employees work in our facilities - **five of them for over a decade** - demonstrating the success and sustainability of our approach. Our approach focuses on identifying each individual's strengths and assigning tasks that suit their skills. For example, several excel in repetitive or routine tasks that require precision, making them highly reliable in those areas.

### **Our Key Initiatives**

- **Best Friends on Floor** – Each neurodiverse employee is assigned two or more colleagues seated close to their workstation, providing daily support, comfort, and a sense of belonging.
- **Employee Awareness Programs** – We conduct awareness sessions for all employees - especially immediate supervisors to foster understanding, empathy, and effective collaboration with neurodiverse colleagues.
- **Daily HR Check-ins** – Our assigned HR Business Partner conducts daily well-being checks with neurodiverse employees to ensure they are comfortable, engaged, and supported.
- **Family & Emergency Contact Access** – We maintain direct lines of communication with immediate family members or emergency contacts to respond quickly if any urgent situation arises.

- **Medical Awareness and Preparedness** – Our in-house nurse and trained first-aid team are briefed on relevant medical conditions of neurodiverse employees to ensure appropriate care when needed.

### **Measuring Effectiveness:**

We evaluate success through retention rates (over 80% of our neurodiverse employees have been with us for 10+ years), job performance in assigned roles, regular supervisor feedback, and employee well-being assessments.

### **Q2. Can you share any success stories or case studies that highlight the positive impact of your support on the lives of neurodiverse individuals within your organization or community?**

Our experience demonstrates that creating the right environment enables neurodiverse individuals to thrive both professionally and personally.

- **Decade-Long Careers** – Five of our neurodiverse employees have been part of EFL 3PL for over ten years, making invaluable contributions to operational efficiency. Their loyalty and reliability speak volumes about the supportive work environment we've built.
- **Financial Independence & Family Well-being** – Two of our neurodiverse employees have married and now support their families, with the stability of a regular income. Access to family hospitalization and OPD coverage through our benefits program further strengthens their financial and health security.
- **Personal Growth & Confidence** – Over the years, we have seen remarkable transformation—employees who were once shy have become more social, cooperative, and self-disciplined. They actively engage with colleagues, contributing to a positive workplace culture.

### **Q3. How does your organization collaborate with other businesses or stakeholders to create a more inclusive work environment for neurodiverse individuals, and what best practices can you recommend to others looking to do the same?**

EFL 3PL believes that inclusion is not a one-organization effort—it requires collective action. While most of our current neurodiversity initiatives are internally driven, we engage with industry associations, HR networks, and community partners to share knowledge and learn from others' best practices.

- **Tailor Roles to Strengths** – Identify what each neurodiverse employee is good at and design their tasks accordingly, ensuring both productivity and personal satisfaction.

- **Foster Workplace Allies** – Assign supportive colleagues ("buddies") to provide day-to-day assistance, mentorship, and social connection.
- **Educate the Workforce** – Train all employees, especially supervisors, on neurodiversity awareness to build understanding and break down stereotypes.
- **Ensure Consistent HR Support** – Maintain regular check-ins to monitor well-being, gather feedback, and address concerns promptly.
- **Involve Families & Medical Support** – Keep family members informed and ensure that medical teams are aware of specific needs.

By implementing these practices, businesses can not only empower neurodiverse individuals but also enrich their organizational culture with unique perspectives and strengths.

## Neurodiversity Business Case

**ORGANIZATION:** CBL Sri Lanka  
**INTERVIEWEE:** Ms. Anusha Fernando  
Project Manager of Project Sahan Sevana,  
Executive Secretary - CBL Foods International PVT Ltd  
**INTERVIEWER:** Gayathri Karunanayake, WiLAT Champion of Neurodiversity  
**Date:** 10 July 2025

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### **Q1. Brief on Awareness and how to create an inclusive workplace that accommodates the needs of people with differently abled employees.**

What is Sahan Sevana

Sahan Sevana began in 2010 with a special purpose – to provide meaningful employment for persons with special needs through the creation of an exclusive, high-end handcrafted cookie under the brand name “HOPE”. Sahan Sevana is a part of CBL Foods International, a member of the CBL Group - Sri Lanka’s leading food manufacturing conglomerate. Its primary mission is to empower individuals with special needs through gainful employment, while fostering a positive shift in how society perceives their capabilities. The initiative also aims to become a self-sustaining model that can inspire and be replicated by other organizations.

Other objectives are:

#### **1. Understanding Disability Inclusion**

Disability inclusion means recognizing the value of diversity in the workplace and ensuring equal opportunities for individuals with physical, sensory, cognitive, and mental health disabilities.

#### **2. Creating an Accessible Environment**

Physical Accessibility: Ensure ramps, accessible restrooms, transport are available.

### **3. Visual Accessibility**

Use Visual Aids such as photos, symbols to ensure personal hygiene, quality of the product and their safety. Engage in open dialogue with employees to understand and implement what they need. Daily morning meeting which is conducted by each member on a schedule. They check and ensure personal hygiene and wellbeing. A best initiative to understand the moods as well as to motivate

### **4. Training**

Conduct regular training for all employees to foster understanding, train new recruits. To develop togetherness among these individuals.

### **5. Inclusive Recruitment and Retention**

Partner with organizations that support differently abled and awareness for parents the importance of developing and retention. Design job postings with inclusive language. Focus on skills and potential rather than limitations.

### **6. Policy and Culture**

Develop clear policies promoting inclusion, anti-discrimination, and accessibility. Encourage and developed an organizational culture that values empathy, open communication, and respect.

Creating an inclusive workplace for differently abled employees is not only a moral and legal responsibility—it enhances innovation, engagement, and organizational performance. By embracing accessibility, empathy, and equity, organizations can build stronger, more resilient teams where everyone has the opportunity to thrive.

*Creating a **Homely and Inclusive Workplace** for Differently Abled Individuals.*

At our organization, we believe that individuals with disabilities deserve the same dignity, confidence, affection, and love as any other human being. To support this belief, we have created a homely and caring workplace that offers facilities tailored to their specific needs. Our staff is specially trained, and we are proud to have a dedicated team of empathetic and efficient individuals. While maintaining high production standards and quality practices, we place equal importance on the emotional and psychological well-being of our differently abled employees. We also recognize the vital role that families and parents play in their development. To strengthen this support system, we conduct regular home visits and organize monthly parents' meetings to ensure open communication and collaboration.

Since many of our employees face communication challenges, we introduced a practical solution – the Daily Record Book. Through this book, individuals are encouraged to interact with a parent or caretaker via written logs each day. This simple yet effective tool has helped improve speech, listening, and writing skills, supporting ongoing personal development for individuals who were born with these disabilities.

With this holistic and compassionate approach, we have created not just a workplace, but a nurturing community where differently abled individuals can grow, thrive, and lead fulfilling lives with confidence and dignity.

We believe that visionary leadership is essential to drive impactful projects. At CBL Group, we are fortunate to have exceptional leaders, including our Chairman and Board of Directors, who have identified the most effective model for success. Their guidance, together with the vital financial support provided, has enabled Sahan Sevana to grow into the sustainable model it is today.

We were recognized with the following Awards and certifications for last 15 years.

#### **Awards and Recognitions – Past 15 Years**

- **SLIM Award** – Silver (2012/2013)
- **Jestica CSR Award** – Bronze (2012/2013)
- **Susewabhmani Award** (2016) – Best Social Service Organisation for People with Special Needs, Western Province
- **Suwashakthi Abhimani Award** (2018) – Best Social Organisation for People with Special Needs, Colombo District
- **Suwashakthi Abhimani Gold Award** (2018) – Best Social Service Organisation for People with Special Needs, National Level
- **Good Market Social Inclusion Award** – *Hope Cookies* (2019)
- **National Convention on Quality and Productivity (NCQP)** – Silver Award (2025)

#### **Certifications**

- **GMP Certification**
- **ISO 22000** – Food Safety Management System Certification
- **SLS Mark** – Sri Lanka Standards Institution

**Q2. Please share the strategies followed by organizations to create future ready environment.**

To create a future-ready environment, the organization follows a range of strategies that combine expertise, inclusivity, and continuous improvement. We actively engage with relevant authorities to gain specialized insights and guidance, while maintaining continuous engagement through regular meetings and detailed record keeping, including the Staff Weekly Record Book and the Daily Record Book for differently abled employees, which have proven effective in tracking progress. Staff development is prioritized through ongoing training and awareness programmes, supported by experience-sharing visits to elderly homes and children's homes to encourage empathy and the adoption of best practices.

Inclusive employment is a core focus, with more differently abled individuals being recruited and trained to develop their skills and independence. We also share our experiences with institutions, NGOs, universities, and other interested stakeholders, and ensure consistent communication through regular reminders and visual signboards. Parental involvement is encouraged through awareness sessions, while expert guidance is sought to improve processes and maintain high standards. Innovation plays a key role, with continuous efforts in new product development to ensure market competitiveness.

Operationally, we manage the daily transportation of raw materials and meal deliveries using our own vehicles, driven by female staff members, reflecting our commitment to self-sustainability. We also leverage support from other departments within the company, including HR for training and guidance, Sales & Marketing for strengthening market presence, and Engineering for staff training in basic maintenance work. Our environmental responsibility is reinforced through awareness programmes, while annual trips foster social interaction and team building. In addition, participation in exhibitions, forums, and events hosted by other organizations helps us stay connected to industry trends and opportunities.

**Q3. Case study on a successful engagement of Neurodiverse individuals in work force**  
**Case Study: Roshen Perera – 37 Years – A Journey of Transformation at Sahan Sevana**  
**Background**

When Roshen Perera, a young man with Down syndrome, joined Sahan Sevana in 2011, he faced significant challenges. He had no communication skills, was unable to carry out basic daily tasks independently, and often displayed an aggressive personality.

## **Intervention**

Through continuous training, structured guidance, and repeated reminders over several years, Roshen gradually developed essential life and work skills. The supportive environment of Sahan Sevana, combined with patient mentoring, played a vital role in his transformation. His mother's unwavering support and active participation in every initiative introduced for his development further accelerated his progress.

## **Progress and Achievements**

- **Communication & Independence** – Roshen can now speak confidently and listen attentively. He is capable of travelling independently between home and the workplace.
- **Work Performance** – Maintains one of the best-recorded performance books at Sahan Sevana. Possesses comprehensive knowledge of the entire production process and supervises the packing process with exceptional cleanliness and order.
- **Mentorship** – Supports and trains new recruits, demonstrating leadership and teamwork skills.
- **Social Integration** – Once aggressive, Roshen is now well-socialized, cooperative with colleagues, and maintains strong relationships with his neighbors.
- **Financial Responsibility** – Has accumulated significant personal savings from his salary and contributes to social service initiatives.
- **Community Impact** – Today, Roshen is a responsible, respected citizen and a proud example of Sahan Sevana's mission to empower differently abled individuals.

## **Key Takeaways**

Roshen's journey is a living proof that with patience, structured training, and a supportive environment, differently abled individuals can develop independence, excel in professional roles, and become valued members of society.



## Gender Diversity Business Case

Interviews conducted for gender diversity and inclusion have included the representations of the freight forwarding, public transport (rail link services) and aviation (ground handling) sectors of the logistics and transport industry in Malaysia. The interview synopsis provides their perspectives on the value in action in ESG gender diversity from various lens.

**INTERVIEWER:** Dato' Dr. Sharifah Halimah SYED AHMAD  
WiLAT Champion of Gender Diversity

**Date:** 4<sup>th</sup> August 2025 - 10<sup>th</sup> August 2025

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### Strategy and Commitment

All three organizations recognize that gender diversity is a key component of their ESG strategy, but their approaches and frameworks differ based on their organizational structure and business models.

- **Federation of Freight Forwarders Malaysia (FMFF):** As a national federation, FMFF focuses on empowering its **1,542 member companies** by providing resources and sharing best practices. It acknowledges the historically male-dominated nature of the sector, which has led to a low representation of women in leadership. Currently, only **6 out of 61** office bearers and committee members (**9.84%**) are female.
- **Prasarana:** The company has integrated gender inclusivity directly into its **Prasarana Sustainability Blueprint (2023-2030)**. Its strategy is focused on creating a safe and accessible environment for women, both as employees and passengers, making gender diversity a core part of its social agenda. Prasarana commits to creating a "gender-equal, inclusive workplace where women are empowered to lead, thrive, and innovate.
- **Pos Aviation:** Pos Aviation's ESG strategy is built on three pillars: Environmental, Social, and Governance. Gender diversity is a key focus within the "Social" pillar, driven by the belief that a diverse workforce enhances customer service and drives innovation.

## Specific Goals and Accountability

The organizations have set quantifiable goals and established different methods for ensuring accountability.

- **Prasarana:** Has a clear, quantifiable target: **30% women representation in managerial positions and on the Board of Directors**. Progress is measured qualitatively through program uptake and increased female visibility. Accountability is tied to the C-suite and cascades down to business units.
- **FMFF:** Being a federation, it encourages its members to set their own targets. FMFF provides guidance to help members achieve a minimum of **30% women in leadership** or key operational roles. Its accountability model is based on advocacy and resource provision, rather than a centralized mandate.
- **Pos Aviation:** Has an ambitious goal to achieve **50% female representation in supervisory roles by 2027**. The company is currently on track with **46%** of these positions already held by women. Accountability is driven from the top, with senior leadership reviewing metrics bi-annually and business unit heads having diversity goals as key performance indicators (KPIs).

## Key Initiatives

Each organization has implemented unique initiatives to attract, retain, and promote women in the industry.

- **FMFF:** Primarily supports its member organizations' efforts by exploring initiatives such as mentorship programs and partnering with universities to promote logistics careers to women. A notable member initiative is the Selangor Freight Forwarders and Logistics Association's (SFFLA) "Women in Logistics" portfolio.
- **Prasarana:** Initiatives focus on both employees and customers, including hiring programs, mentoring, a lactation lounge for new mothers, and educational opportunities. The company also offers "**Ladies Coaches**" on its LRT network to ensure the safety and security of female passengers.
- **Pos Aviation:** Has implemented a range of programs, including flexible work arrangements, structured return-to-work programs, and leadership development. The company also conducts regular audits to ensure pay equity and has invested in ergonomic solutions, such as appropriately sized PPE, to make operational roles more accessible.

## Trends and Challenges

The interviews reveal common challenges and drivers for D&I across the industry.

- **Digital Transformation:** All three organizations view technology and automation as significant enablers for gender diversity. They agree that the shift away from physically demanding tasks is creating new opportunities for women in traditionally male-dominated areas.
- **Perceptions and Talent Pipeline:** A major shared challenge is overcoming the long-standing perception that certain roles (e.g., ground handling, engineering) are "male jobs." To address this, organizations are focusing on early engagement with educational institutions, showcasing female role models, and creating visible career pathways.
- **Regional Differences:** Pos Aviation noted that diversity efforts and outcomes vary across business units. FMFF's decentralized approach is specifically designed to accommodate regional differences and challenges among its members.

## Future Outlook

The leaders shared a strong vision for the future of D&I.

- **Vision:** The collective vision is for gender balance to become the norm, not the exception, where every role is equally accessible to all genders.
- **Beyond Gender:** The next area of focus for Pos Aviation is ethnic diversity, while Parasarana is focused on disability and youth inclusion.
- **Accountability:** All three organizations have clear accountability statements. Pos Aviation commits to maintaining at least **50% female representation in supervisory roles by 2027.**

## **WiLAT Steering Committee**

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## **About the Women in Logistics and Transport (WiLAT)**

We want to be the most sought after for advocacy, professionalism and empowerment of women in supply chain, logistics and transport

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