

2026 #03



The Chartered
Institute of Logistics
and Transport

THE WORLD IN MOTION

Ocean freight's resilience revolution ↘

Global freight fallout ↘

Machine age skills ↘

A new force in international rail ↘

THE RESILIENCE ISSUE

When the world
disrupts, logistics and
transport adapts



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and Transport

CILT International Convention 2026



20 - 24 September 2026
Hong Kong

Join the global CILT community in Hong Kong for CILT International Convention 2026, hosted by CILTHK at the Hopewell Hotel.

Held under the theme Global Corridors, Collaboration Excellence, this year's Convention will bring together professionals from across supply chain, logistics and transportation for four days of insight, discussion, technical visits and networking.



To register, and for the latest
event information, visit the official
Convention website:

icm2026-cilthk.org





MOTION

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WELCOME

There has rarely been a more fitting moment to reflect on what resilience means for our profession. That is the theme of this edition of *Motion*, and it is one that needs little explanation. Supply chains are under pressure. Trade routes are being redrawn. Geopolitical uncertainty is reshaping the logistics and transport landscape at a pace that demands both agility and resolve.

And yet, across the CILT global community, I see the same thing wherever I go: professionals who adapt, innovate and find ways forward. That resilience is not accidental. It is built on strong foundations – in people, in professional standards and in the connections we maintain with one another.

This is my first opportunity to introduce for *Motion* magazine, and I am delighted to do so. Motion serves as a platform for exactly the kind of knowledge sharing, thought leadership and sector insight that sits at the heart of what CILT stands for. In many ways, the magazine reflects our three strategic pillars in action – and this edition, with resilience as its lens, brings those pillars into sharp focus.

When we talk about professional standards, we mean the practical commitment to developing capable, confident professionals who can lead through complexity. The features, interviews and analysis you find in these pages contribute to that. They challenge thinking, surface new ideas and connect readers with the expertise of peers across the sector.

Collaboration is the second pillar, and it is perhaps the one I find myself returning to most often. Seeing CILT Türkiye's work in action – not least the 5,000 Women Drivers in 5 Years initiative, delivered in partnership with Mercedes-Benz Türk – has been a real highlight. It is a powerful example of what becomes possible when professional bodies, industry and education align around a shared goal. That kind of partnership is what turns ambition into impact. It is also what Motion has always facilitated – bringing together voices from across branches, sectors and geographies to learn from one another.

And then there is sustainable growth – growth that is responsible, inclusive and built to last. The CILT Africa Forum, themed around advancing sustainable and inclusive transport and logistics for Africa's future, is a timely reminder that resilience and sustainability are two sides of the same coin. Building supply chains and transport systems that can withstand disruption requires the same long-term thinking as building ones that are environmentally and socially responsible.

I have been part of this Institute for more than thirty years. I have seen it adapt, grow and strengthen through periods of significant change. What has always carried us forward is the belief that we are stronger together – that shared knowledge, open collaboration and a commitment to professional excellence are what make the difference.

While the world in many ways is getting more polarised, CILT's job is to unify around a common passion; our profession. We do that every single day, across nationalities, gender, races, religions and so on, and that is exactly how it should be. Our passion is founded on mutual respect; hence we are truly stronger together in logistics, transport and supply chain management.

That belief feels especially relevant right now. The world is asking a great deal of our profession. I am confident in our ability to deliver.

Jan Steenberg FCILT
President, CILT International.

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CILT's new President

AROUND THE WORLD



2026 #03

06

Transport and logistics know no borders – and neither does CILT International. With a presence in over 100 countries, our global network connects professionals, shapes policy, and drives innovation across continents.

Here's a glimpse of what's happening across our international branches.





TÜRKIYE

Second General Assembly draws international attendance

 CILT Türkiye held its 2nd General Assembly in Istanbul on 9 March, welcoming CILT International President Jan Steenberg alongside industry, government and academic leaders. Held at the Hilton Istanbul Bomonti Hotel, the event featured opening addresses from a deputy minister, a chamber of commerce board member and a university dean, before members reviewed the 2023–2026 activity and financial reports and elected a new Board of Directors. The Assembly concluded with a membership certificate ceremony recognising professional achievement across the CILT network. 



SRI LANKA

New President appointed at 42nd AGM

CILT Sri Lanka has appointed Prof. H. R. Pasindu as President for 2026–2027, following its 42nd Annual General Meeting at the Hilton Colombo Residences on 31 March. Prof. Pasindu steps up from his role as President-Elect, succeeding Chandima Hulangamuwa FCILT in a planned transition designed to maintain momentum. The AGM reaffirmed the Institute's commitment to advancing professional standards and knowledge sharing across the country's logistics, transport and supply chain sector. 



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The main island of **Mauritius**, where the population is concentrated, hosts the capital and largest city, Port Louis. The country spans 2,040 square kilometres (790 sq mi) and has an exclusive economic zone covering approximately 580,000 square nautical miles (2,000,000 km²; 770,000 sq mi). [Wikipedia](#)

08



MAURITIUS

New Managing Committee elected for 2026–2027

CILT Mauritius has confirmed its leadership for the new term, with Mr Oulaganaden T. Padayachi elected as President and a full committee now in place. Alongside core governance appointments, the branch has named chairs for WILAT Mauritius and its Next Generation Forum, and established two new sub-committees covering training and professional development, and events and communications. The appointments signal a strong focus on member engagement and capability building as the branch enters its next phase. 



AUSTRALIA

First woman appointed National Chair in 91-year history

CILT Australia has made history with the appointment of Karyn Welsh as National Chair, the first woman to hold the role in the Institute's 91 years. As CEO and National Manager of CILT Australia, Karyn has led efforts to modernise accreditation frameworks, advance the CLOCS A Standard and improve compliance pathways across the sector. She will now guide the Institute's strategic direction and deepen engagement with industry, academia and government. The Institute also recognised outgoing Chair Doug Golden for his leadership and contribution. 





**The Chartered
Institute of Logistics
and Transport**

Build Your Place In The Industry

CILT Next Generation connects students and early career professionals across supply chain, logistics and transportation through networking, mentoring and professional development opportunities.

Whether you're building experience, growing your network or looking to get more involved in the industry, Next Generation creates opportunities to connect with professionals across the global CILT community.

Through Next Generation, you can:

- Build industry connections
- Access mentoring and career support
- Take part in events and global initiatives
- Develop leadership and professional skills
- Connect with professionals across the CILT network

Open to:

Students, apprentices and early career professionals in supply chain, logistics and transportation.

Find out more:

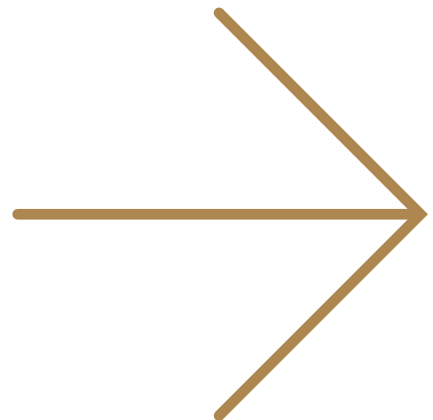
ciltinternational.org/next-generation

**NEXT 
GENERATION**



Our strategy talks about professional standards, collaboration and sustainable growth, being stronger together and working with mutual respect.

***Paul Macdonald CMILT** became Secretary General of CILT International in 2026, stepping across from the organisation's own board. His career spans multiple functions and companies, including Procter & Gamble, Wincanton, BT and Deutsche Post DHL, where he was an SVP in DHL Supply Chain which operates across 53 countries. He speaks to **Motion** about strategy, knowledge, identity, and what it means to support a global professional community.*





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Institute of Logistics
and Transport

Q *CILT is entering its centenary year with a new strategy. What does this mean for the organisation, and what do you want to define your tenure?*

A We now have a one-page strategy built around the core purpose, plus how we will deliver on that purpose, using the three pillars of professional standards, collaborating and sustainable growth. It's a strategy that has been socialised and aligned around the CILT family.

That clarity matters enormously.

I've stepped down from the Council of Trustees (COT) to take up my new role from 1st January 2026. The experience of the CILT family I have gained in my time as a Trustee, brings a working knowledge of how the 'family' fits together: not just the secretariat, but how the countries, branches and territories connect and interact. And I came in at a pivotal point as we look forward to be fit for the next 100 years.

I want my tenure to be about listening first, then support and facilitate. This organisation does not work top down, it's not that kind of body. My job is to help solve problems for people, and to help ensure that the values running through our strategy are visible.

Q *The strategy is built around three pillars: Professional Standards, Collaboration and Sustainable Growth. How do you see those pillars working in practice?*

A A strategy is about what you want to do, and equally what you're not going to do. As a multinational professional membership body, we need to have clarity on that. Our strategy provides the framework for every key decision, so having a straightforward and aligned one page summary was an important step.

Everything we're building should connect back to those strategic pillars. If you can't trace an initiative back to professional standards, collaboration or sustainable growth, then you have to ask why it's there. From an operational perspective as a Secretariat, the aim is to reduce complexity and be supportive, effective and efficient in what we do and how we do it.



Q *CILT's membership spans more than 30+ countries and covers professionals working in everything from port logistics to public transport. How do you operate and communicate across that kind of diversity?*

A By working together and demonstrating mutual respect. I've held many roles where multinational stakeholder alignment, and clarity of purpose were key. At DHL Supply Chain, we operated across 53 countries. You're constantly listening and trying to find words and phrases that help connect everyone together, and examples that translate across cultures, languages and contexts.

At CILT, members join at the local branch level, and that's where the day-to-day value of membership lives. Being a networked 'CILT family' means that the things that connect us, the values, the professional standards, should be consistent whether you're in Hong Kong, Australia, Ghana or Ireland. That consistency is what makes the worldwide CILT identity meaningful to employers, members and academia.

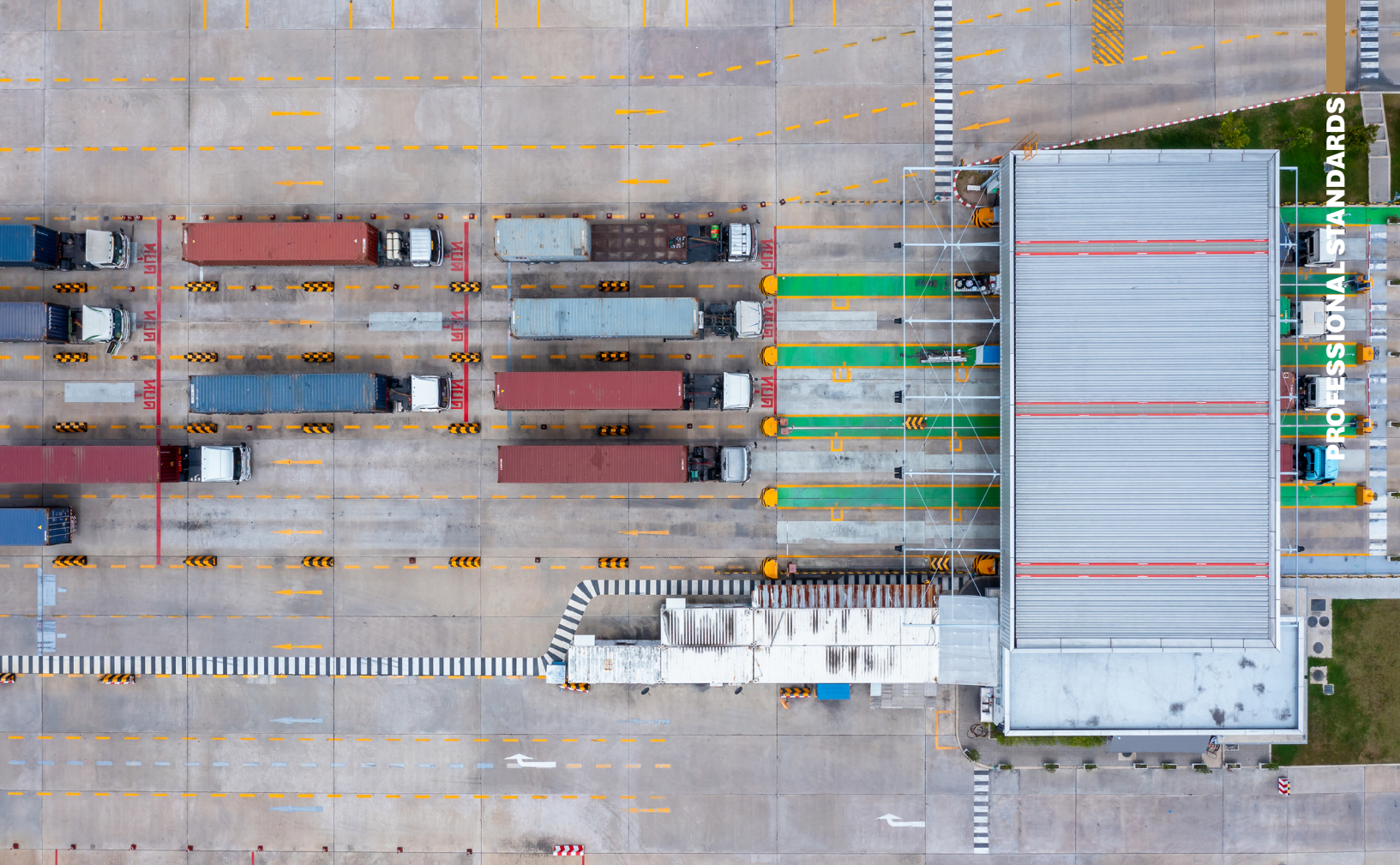
The profession is helping societies navigate real pressures, like geopolitical disruption, automation, climate change. Part of our role in collaboration is to help ensure that a member in one part of the world can access the thinking, the debate and the expertise that helps them navigate whatever they're facing where they are.

Q *The Global Collaboration App is one of your flagship initiatives. What problem is it solving, and what does it tell us about where you want to take CILT's community?*

A One of the key asks from the last convention was a way for all CILT members to be able to connect. With the Global Collaboration app, then for the first time, members will have a way of connecting with each other, not just vertically within their own geography, but horizontally across topics and sectors without being sold to or served advertising. For most it is a separate digital layer that complements the existing digital infrastructure.

Students, our future members, want something they can join and stick to, a sense of belonging and identity within a wider community. Identity and belonging are fundamental human things, and acknowledgement and respect go hand in hand with that. Our student conversion to membership is too low. For people who have grown up in a highly connected, socialised world, having their own digital platform is powerful.

The Global Rail Group is one illustration of what's possible through digital collaboration. When you bring people together around a shared professional interest across 30+ countries, they'll identify what's important. My role is to help enable that. It's up to each member to decide how they want to connect across the globe.



“Our strategy talks about being stronger together, mutual respect, professional standards, collaboration and sustainable growth.”

– Paul Macdonald –

Q *CILT represents professionals involved in both the movement of goods and the movement of people. How important is that?*

A It's one of the most distinctive things about this organisation. CILT is the only professional institute involved in both the movement of goods and the movement of people. Those two things are inseparable in any successful economy.

This brings much more joined up thinking at a strategic policy level.

Q *On technology and sustainability, where do you see the most important conversations happening, and what role should CILT play in hosting them?*

A I'd rather leave specific sectoral expertise to the experts in the countries and the relevant sectors.

My role is to foster collaboration, to bring those experts together in topic groups where they can share knowledge and lead the thinking.

What I will say is that the most interesting conversations are often the ones that cross boundaries. The article in this edition of World in Motion by Paul Sainthouse FCILT is a case in point with regards to cross sector learning from public transport to supply chain and logistics transportation.

What CILT can do is connect people by sharing knowledge and expertise, and helping people develop an understanding of the whole picture. We are not here to tell people what to do. 

BRINGING COLLABORATION TO RAIL PROFESSIONALS



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What does it take to build a worldwide rail community? For CLT, the answer is the Global Rail Group: a flagship initiative connecting rail professionals across 86 countries, the Group drives structured knowledge-sharing across all five pillars of the rail industry.



Launched in September 2025, the Global Rail Group was created to connect rail professionals worldwide. It brings together senior leaders, technical specialists, operators, advisors, educators and supply chain partners to exchange insight, share best practice, and collaborate on the critical challenges shaping the future of rail.

CILT already has firmly established international forums such as WiLAT and NextGen, focusing on empowering and assisting the careers of female and young professionals. However, the Global Rail Group is CILT's first international initiative to focus on an industry segment. The creation of such a multinational group capitalises on CILT's strength as a global community of experts, and the model is anticipated to be replicated for other segments such as aviation, bus and maritime.

THE GLOBAL RAIL GROUP'S PURPOSE

As rail systems globally face increasing demand and complexity, there is a great need for structured international knowledge-sharing and collaboration. The Global Rail Group facilitates engagement through a vibrant LinkedIn Group, regular newsletter, and a programme of virtual and in-person events. All these platforms are designed to support knowledge exchange, informed industry discussion, and the development of practical insight on an international basis.

Each quarter, the Global Rail Group adopts a specific theme that runs across all five pillars of the industry: high-speed rail, intercity, urban/metro, light rail and freight. That theme shapes the Group's events, papers and workshops for the duration.

CAPACITY

Currently, the Global Rail Group's theme is Capacity. This is a core discipline across all rail systems, regardless of geography or stage of development.

As Darren King, Vice Chair of the Global Rail Group outlines: "Capacity doesn't exist until we define how the railway will operate, so who decides, on what basis, and how do we balance operational, economic, and social priorities in doing so?"

Capacity is a combination of infrastructure, throughput and trains. It involves planning, allocation, prioritisation, pricing and regulation, and can be applied across the network, junctions, and stations. Capacity choices affect and are shaped by everyone working across operations, planning, engineering and policy.

When our choices don't match demand or use, the impacts can be significant. These effects are often long-term, complex and expensive to fix. This makes capacity important across all parts of the rail sector: high-speed, intercity, urban/metro, light rail and freight."

A programme of capacity-themed activities is being developed across the Group's global membership, reflecting its presence in over 60 countries. These include a mix of in-person conferences, webinars, technical workshops, podcasts, and opportunities for paper submission and discussion.

Details of upcoming events will be shared via the Group's LinkedIn page, website, member newsletters and the wider CILT branch network.

In-person conferences are currently being finalised in the USA, North Africa and the UK, providing opportunities for regional engagement alongside the Group's global programme.

MEMBERSHIP

Membership has grown rapidly to 413 professionals across 86 countries, reflecting strong global interest in the initiative. Notably, around 60% of members have expressed a desire to actively contribute to the Group's development and activities. This level of engagement is an encouraging sign in building a collaborative community, where members are keen to share knowledge, learn from one another, and contribute to informed discussion on industry challenges and best practice.

By bringing together professionals from across disciplines and geographies, the Global Rail Group provides a platform for meaningful exchange and collective progress in addressing the challenges facing rail systems worldwide.

*The Global Rail
Group has members
in 86 countries.*



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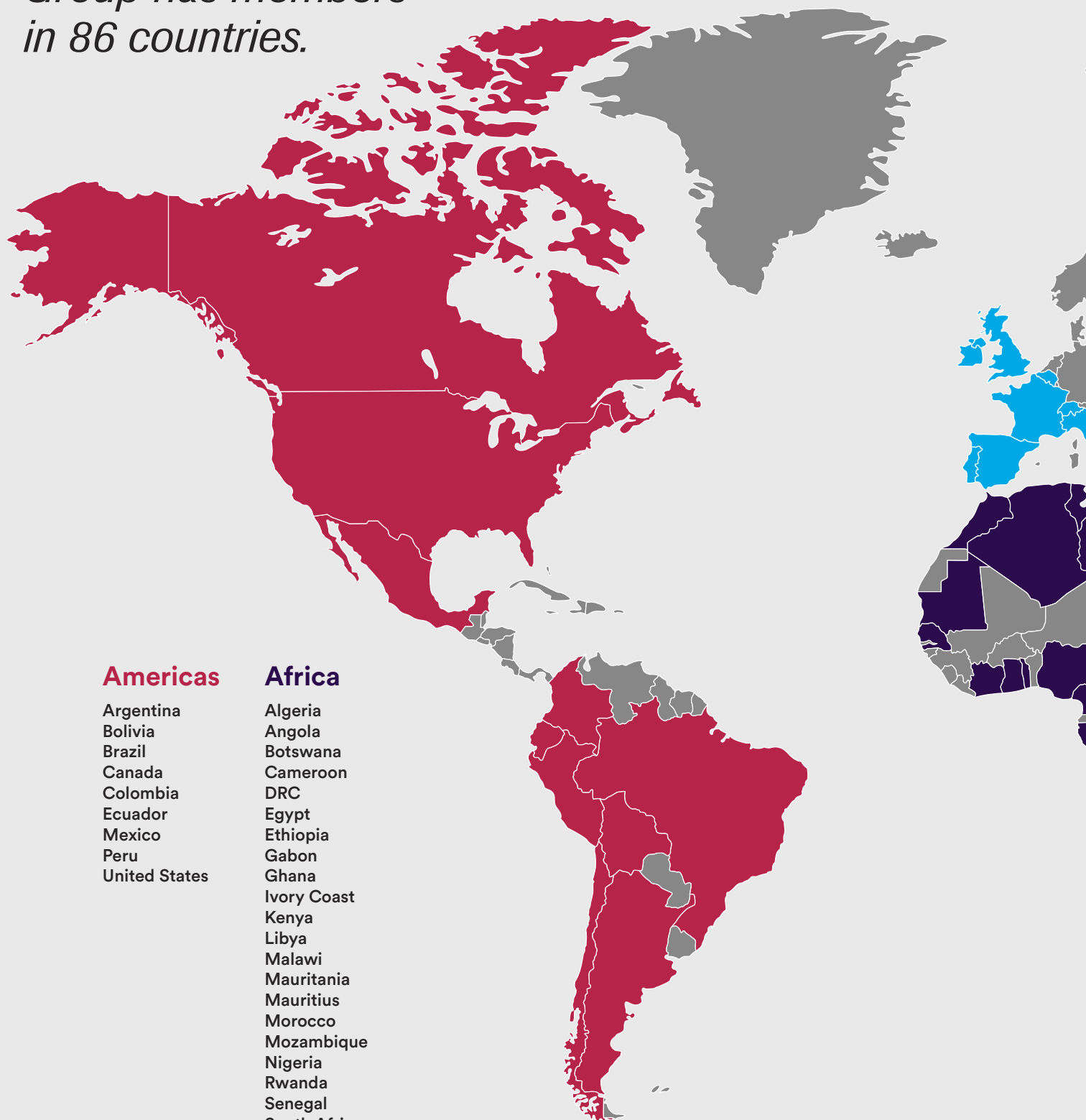
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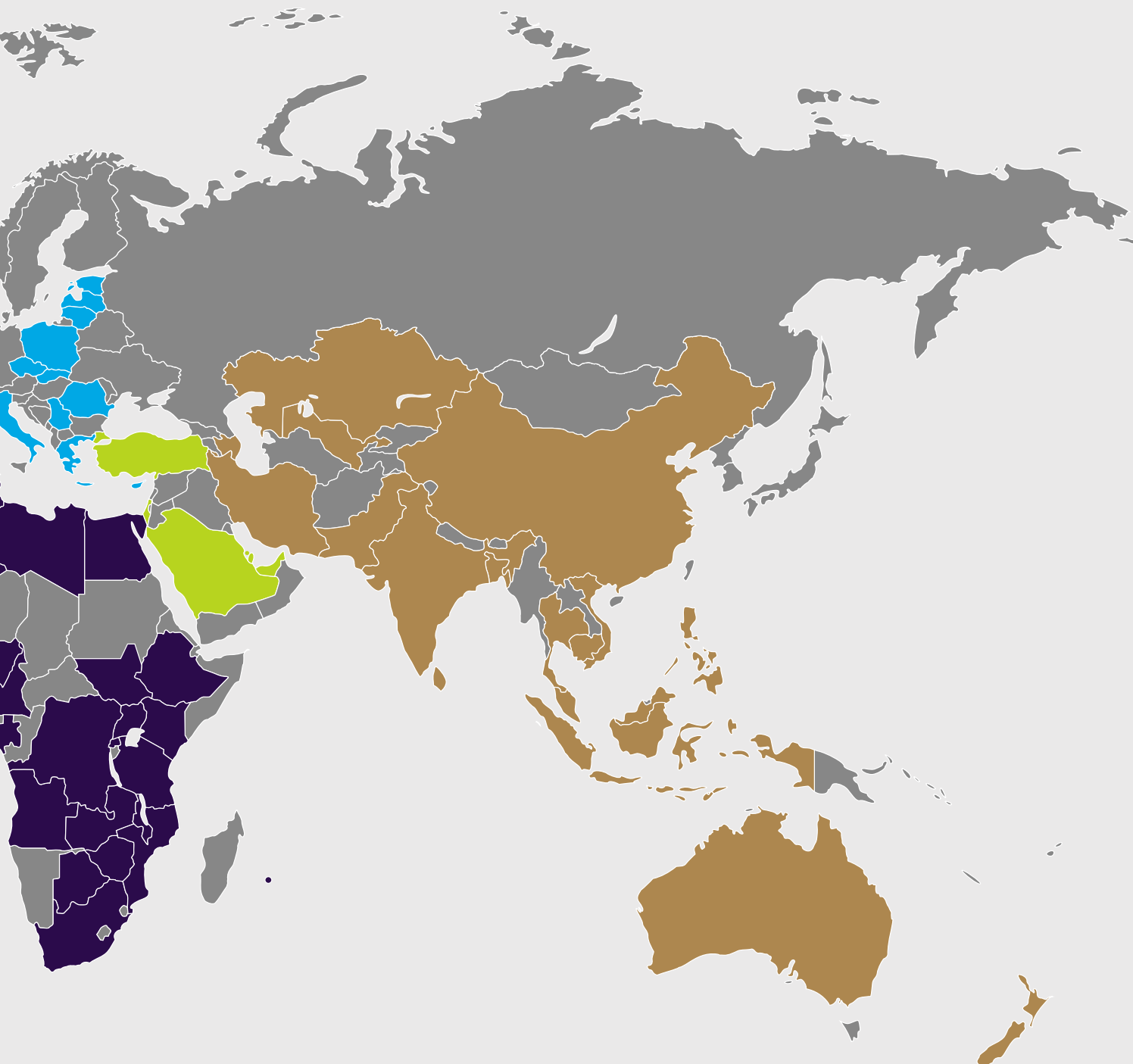
Americas

Argentina
Bolivia
Brazil
Canada
Colombia
Ecuador
Mexico
Peru
United States

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Cameroon
DRC
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Ethiopia
Gabon
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India
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Iran
Kazakhstan

Macao
Malaysia
New Zealand
Pakistan
Philippines
Singapore
Sri Lanka
Thailand
Uzbekistan
Vietnam

The Global Rail Group members represent all aspects of the industry's broad eco-system

45%

WORK FOR A RAILWAY OPERATOR

33%

WORK IN RAIL SUPPLY CHAINS, EVERYTHING FROM TRAINS TO CONSULTING

13%

WORK IN PLANNING, OVERSIGHT OR POLICY

5%

WORK IN ACADEMIA OR OTHER FIELDS

4%

OF RETIRED MEMBERS WORKED ACROSS THE ABOVE CATEGORIES

GET INVOLVED

The Global Rail Group is open to anyone employed in, or recently retired from, the rail industry. This can be working directly for a rail operator, rail industry supply chain, railway planning, academia or government oversight and policy.

There are no fees to be a member, and membership of CILT is not a requirement. Around 65% of Global Rail Group members are not in CILT, and for many, it is their first introduction to the organisation. The majority have expressed interest in joining if a branch exists in their country.

Professionals from across the rail sector are encouraged to get involved and contribute to this growing global community. Find out more about the Global Rail Group, the events schedule and how to apply at:

www.ciltinternational.org/cilt-international-global-rail-group

Are you interested in joining the Global Rail Group?
Connect with the Andrew Young, Group Chair and Darren King, Vice Chair: rail@ciltinternational.org or via LinkedIn.

CILT AFRICA FORUM 2026

*Held in Malawi in April,
the 19th edition of the
CILT Africa Forum brought
policymakers, industry leaders
and professionals from across
the continent together to
debate infrastructure, legal
reform and inclusive growth.*

A large photograph of a conference with a blue text overlay. The text reads: 'THE EVENT DEMONSTRATED THE VALUE OF REGIONAL DIALOGUE AS A MECHANISM FOR TURNING SHARED CHALLENGES INTO PRACTICAL ACTION.' The background shows a group of people seated at a long table, with water bottles and documents in front of them. A man in a suit and red glasses is in the center, flanked by a woman in a blue patterned dress on the left and a woman in a green dress on the right. Other people are visible in the background, some looking towards the camera and others looking away.

THE EVENT DEMONSTRATED THE VALUE OF REGIONAL DIALOGUE AS A MECHANISM FOR TURNING SHARED CHALLENGES INTO PRACTICAL ACTION.

2026 #03

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When CILT professionals from across Africa gathered in Salima, Malawi in late April, the agenda explored a broad range of issues affecting the future of transport and logistics in Africa. The 19th CILT Africa Forum, held from 22-24 April 2026 under the theme Advancing Sustainable and Inclusive Transport and Logistics for Africa's Future, covered infrastructure gaps, legal reform, digital transformation, workforce development and the challenges specific to landlocked nations – all in the space of three days.

The event was officially opened by Jappie Mhango, the Honourable Minister of Transport and Public Works in Malawi. Mhango described transport as central to economic transformation, particularly for landlocked countries, where connectivity underpins trade, industrialisation and regional integration. He pointed to the African Continental Free Trade Area as a key driver of intra-African commerce and

reaffirmed Malawi's commitment to its implementation.

Jappie also outlined specific priorities for the Malawian government: road modernisation, railway revitalisation, the development of inland water transport, airport upgrades and trade facilitation reforms. Running through each was a commitment to sustainability, climate resilience and inclusivity – for women, young people, persons with disabilities and small-scale traders. His address placed logistics at the centre of that ambition, framing it as the mechanism through which policy frameworks translate into economic gains: more efficient cross-border trade, lower costs and stronger value chain development.

A technical session delivered by Dr T.C. Mujakachi drew particular attention. His address focused on adaptive transport law and the case for legal frameworks capable of withstanding a period of sustained global uncertainty.

Mujakachi set out the pressures that rigid legal structures are poorly equipped to handle: climate change, geopolitical instability, pandemics, technological disruption and infrastructure vulnerabilities. His argument was that transport law must be designed with flexibility in mind – at international, regional and national levels – and backed by public-private partnership and emergency legal mechanisms when circumstances demand.

Mujakachi called for harmonised regulations within regional blocs, with SADC identified as a priority, to help facilitate cross-border trade and mobility. The resilience strategies he outlined included flexible legal frameworks, infrastructure protection policies, digitalisation of transport processes, stronger risk management and closer regional and international cooperation – a practical framework for a sector operating in an environment of increasing unpredictability.



Other sessions covered circular supply chains, road safety in logistics operations, professional certification and workforce transformation, and the specific logistics challenges facing landlocked nations including Malawi and Rwanda. The programme made the case that physical infrastructure matters enormously, but so do skills, regulation, technology and the capacity to collaborate across borders. The Forum had a sustained focus on human capital: building knowledge, competence and professional recognition alongside the hardware of roads, rail and ports.

Forum attendees also witnessed the formal launch of new WiLAT Malawi and CILT Next Generation Malawi chapters. Grace Malungo was named Chapter President of WiLAT Malawi and called for greater empowerment of women across the transport and logistics sector. Dr Doreen Owusu Fianko, Global Chairperson of WiLAT, encouraged the new chapter to inspire more women to enter the industry and reach their full potential within it. The CILT Next Generation Malawi chapter was launched by Dianah Nassimbwa MILT, Global Chairperson of CILT Next Generation – a milestone for a network that has been steadily building its visibility and reach across the region.

The Forum's official report highlighted the promotion of gender inclusion and the development of the next generation of professionals as conditions for long-term sector strength, and called for increased participation of women and stronger youth development initiatives in the Forum's ongoing work.

The event concluded with the presentation of an official communiqué

capturing the collective observations and resolutions of participants.

Key findings included the urgent need for harmonisation of transport and logistics laws across African countries, the strengthening of human capital through education and professional certification, and the transition towards circular supply chains. Delegates also called for inclusive, safe and affordable transport systems, and reinforced the need to deepen regional collaboration to improve efficiency across the continent.

Stakeholders were called on to prioritise legal and regulatory harmonisation, promote continuing professional development, adopt greener logistics practices and advocate for supportive infrastructure and policy environments. The Forum also called for tailored solutions for landlocked countries, faster digital transformation and stronger partnerships between public and private sectors. Participants committed collectively to carrying these resolutions into their own countries and organisations, and to continuing to support knowledge-sharing across the continent.

For CILT International, the event demonstrated the value of regional dialogue as a mechanism for turning shared challenges into practical action. Its emphasis on professional standards – through education, certification and workforce capability – mirrored CILT's own direction, as well as the sustained focus on collaboration, sustainable growth and inclusion. As the communiqué made clear, the future of transport and logistics in Africa will be shaped not only by policy and infrastructure, but by the professionals working across the sector and their capacity to develop, connect and lead. 

THE LOGISTICS WORKFORCE OF THE FUTURE

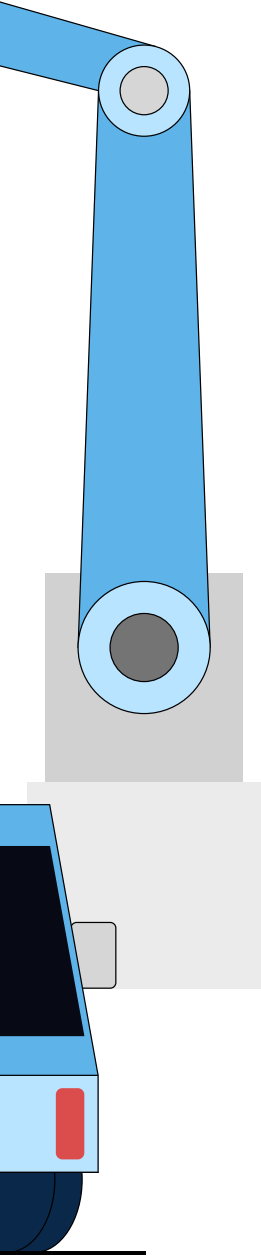


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The past 12 months have been an exciting and busy time for CILT International and its Education team. Behind the scenes, a significant amount of work has gone into reviewing, updating and strengthening our professional development offer, and making sure it keeps pace with a rapidly changing industry.



Following a global survey of our stakeholders, subsequent analysis highlighted the need for high-quality training in three key areas. Those of you working in our industry will know how important this work is. The logistics, transport and supply chain sectors are evolving rapidly, and environmental factors, technological advancements and digitalisation are having a huge impact on day-to-day operations and helping to shape the future of work.

The growing focus on sustainability has been a key theme for several webinars and other collaborative activities across the CILT network over recent years, so it will be unsurprising that this topic emerged strongly from our global analysis. Logistics is a major contributor to global emissions, and businesses are now under increasing pressure to minimise their impact, while at the same time, ensure that goods and people continue to move efficiently. Many organisations are exploring greener transport solutions, smarter packaging and energy efficiency – looking across their entire supply chains to include Scope 3 emissions. With a variety of frameworks across the globe, and governmental targets varying widely, sustainability and its definitions are not as clear cut as many of us would like them to be.

At the same time, supply chains are now becoming increasingly digital. Cloud platforms and big data give organisations access to vast amounts of facts and figures, but turning this into high-quality, actionable information depends on having the skilled workforce to do so – and that capability is what determines its real impact on decision-making. Whilst AI and machine learning can take some of this strain, the human capital cannot be ignored.

Automation and robotics are also becoming a much more familiar sight in warehouses and distribution centres, helping businesses support the growing demand from customers – particularly from e-commerce. These are exciting innovations, but they are accompanied by a clear need for new skills. This is where CILT's recent work comes in. In response to these industry shifts, three new modules have been introduced at Certificate and Diploma levels: Green Logistics and Sustainability, Digital Supply Chains, and Technology Transformation.

These modules are now fully developed and being rolled out globally, supported by dedicated 'Train the Trainer' sessions to ensure consistent, high-quality delivery across CILT's international network. The Institute is committed to continual investment for the years ahead, so please do look out for updates from us to learn more about what we are doing next. 

WHEN THE RULING LANDS



2026 #03

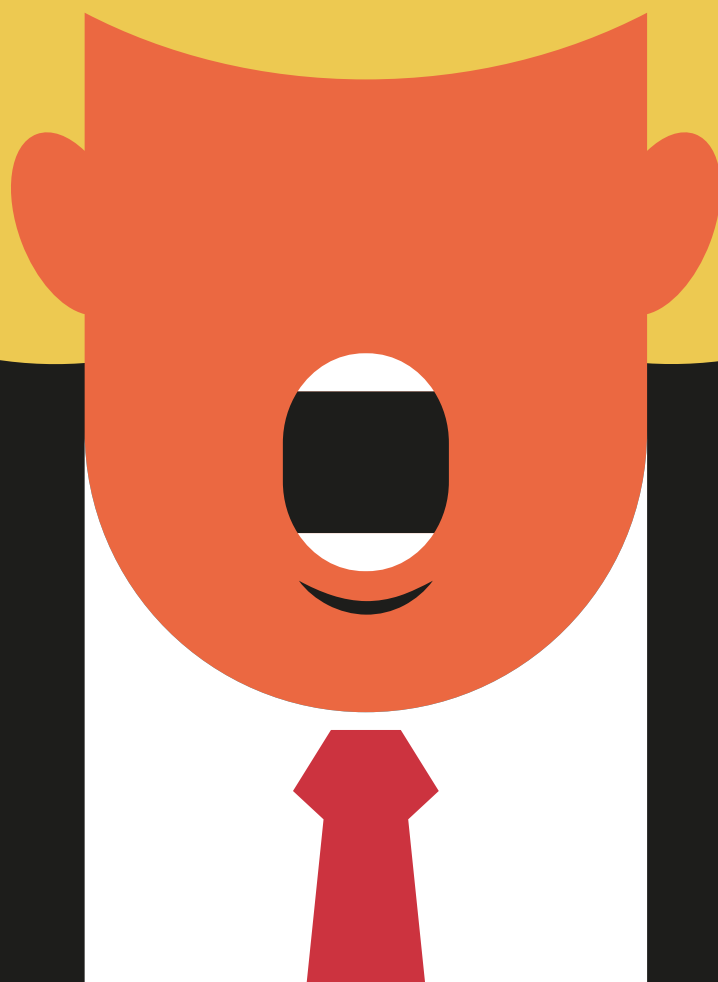
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Following the US Supreme Court's landmark IEEPA ruling, CLT International's Ireland branch convened an emergency member briefing to tackle the wave of unanswered operational questions hitting logistics professionals.

Motion reports.

CROSSING THE LINE

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hen the US Supreme Court delivered its six-to-three ruling against the International Emergency Economic Powers Act (IEEPA) tariffs in February, it marked a significant constitutional moment, but it also opened the door to more uncertainty for logistics professionals.

James Carney, Education Manager at CILT Ireland, opened a recent member briefing by acknowledging the surge of mixed messages and unanswered operational questions following the ruling. To address them, CILT International's Ireland branch brought in customs and trade specialist Brian Murphy for a rapid-response briefing. Speaking to members tuning in online, Murphy said the constitutional core of the ruling was straightforward: the power to regulate importation does not equate to the power to tax. IEEPA, legislation that has sat largely dormant since 1974, never referenced duties or tariffs in its text. When the Trump administration used it to impose wide-ranging charges on imports, it crossed a line the Constitution reserves for Congress. "The power just to regulate importation does not equate to taxing," Murphy told attendees.

IEEPA tariffs ceased at a specific date and time, which Murphy flagged as operationally significant for any goods already in transit. However, the ruling did not establish a refund mechanism. It mandated that refunds are owed, but how they will be processed has been remanded to the US Court of International Trade.

In the meantime, the White House moved swiftly to replace the struck-down tariffs by invoking Section 122 of the Trade Act of 1974, a mechanism that imposes a flat 10% global surcharge, capped at a maximum of 15%, but strictly limited to 150 days. Without congressional approval, Section 122 authority lapses, and the surcharge disappears. Murphy said it's not clear whether Congress will extend it, and whether it will stack on top of existing bilateral trade agreements. "The administration have bought themselves 150 days to either win over Congress or come up with another plan."

For Irish exporters operating under the EU-US trade agreement at 15%, and UK exporters at 10%, Murphy said the stacking question is the one to watch. "Cross-border trade is inextricably linked it is to politics," he emphasised. "It's



always something that we have to keep in the back of our mind in terms of where we're trading with and how we're trading with, and who gets into power where."

Murphy pointed out that some sections didn't change. Section 232 national security tariffs on steel, aluminium and automotive parts remain fully active. Section 301 tariffs on Chinese-origin goods – including goods manufactured elsewhere from Chinese materials – also stayed the same. Most favoured nation rates stand, and anti-dumping and countervailing measures continue. Murphy noted that while there's a real refund opportunity, the trading environment is "not really changing on the ground yet."

"Refunds aren't automatic," Murphy pointed out. Importers of record – not Irish or EU exporters directly, but their US-side counterparts – must initiate the process, and the window to preserve refund rights runs to 13 June. Requesting ACE reports from the US customs filing system gives a complete picture of all declarations made under IEEPA. From there, there will be a wave of documentation: commercial invoices, proof of payment, entry summaries and a breakdown of duties paid at HS code level. Referring to third-party legal support, Murphy advised members to wait for formal guidance from US Customs and Border Protection before engaging consultants. "It could be easier than you think," he said, noting that post summary corrections – essentially

amendments to customs declarations – are a standard process that licenced brokers handle routinely.

"Or, the refund claims process could potentially trigger audits on the importer of record and a significant scrutiny of the data you submitted in the first place," he continued. "That's a risk. You need to know that what was submitted was absolutely bulletproof."

He said businesses that have maintained clean, well-organised customs records will be better placed to pursue refunds, avoid audit exposure and adapt quickly as Section 122 develops. Transfer pricing alignment, origin analysis and accurate HS code classification all support operational resilience in a trade environment where political decisions can shift the cost base of an entire product category overnight.

Murphy recommended members sign up for CBP cargo messaging alerts, monitor the Court of International Trade's proceedings, and have documentation ready before June. He said that while the profession can act, not everyone affected by these decisions has the same recourse.

"You'll never be able to refund someone who went into Walmart and paid extra for Kerrygold butter or paid extra for an LG TV that came from China," Murphy acknowledged. "How are they refunded? To me, at a human level, that is probably the biggest issue of all of this." 



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ABSORBING SHOCKWAVES

***Lars Jensen**, CEO of Vespucci Maritime, is one of the industry's most closely followed voices on container shipping and global trade. Here, he examines how the shipping world is handling global disruption, global volatility's impact on fertiliser supply, and why Africa may be the defining freight story.*



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ontainer shipping has lived through a remarkable five years. A pandemic, a vessel wedged across the Suez Canal, the Red Sea crisis, and now renewed disruption in the Strait of Hormuz – each event arriving before the last had been fully absorbed. For Lars Jensen, CEO of Vespucci Maritime and a leading analyst of global container markets, this succession of shocks has exposed the gaps in strategy and capability.

"Resilience equals another word, and that's overcapacity," he says. "It's as simple as that – and nobody wants to pay for overcapacity."

OVERCAPACITY: A HIGHER COST, BUT SIGNIFICANT ADVANTAGE

The tension Lars describes plays out at every level of the supply chain. During the worst of the pandemic disruptions in 2021 and 2022, when freight rates reached historic highs, operators across the industry agreed, in principle, that resilience needed to be built in. But in 2023, markets normalised and capacity returned. "When markets normalised, the conversation changed very quickly," Lars says. "Suddenly resilience was off the agenda, and the only thing that mattered was the cost of freight."

He points out the structural problem: resilience, pursued at the company level, becomes a competitive disadvantage. An importer who holds higher inventory, accepts longer lead times, and absorbs the extra cost to insulate their business will be undercut by a competitor running leaner. "Somebody's going to start a competing import business focused purely on lowest transactional cost," Lars says. "And they're going to sell their products cheaper in the market."

The Red Sea crisis illustrated the upside of overcapacity. When attacks forced vessels onto the longer Cape of Good Hope routing in late 2023, Lars notes the excess capacity that shipping lines had been losing money on was exactly what prevented a catastrophic breakdown in global supply. "In an instant, that went from overcapacity to resilience," Lars says. "Had it not been for that overcapacity, the global markets would not have been able to handle the Red Sea crisis."

**"RESILIENCE EQUALS
ANOTHER WORD, AND THAT'S
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AS THAT – AND NOBODY WANTS
TO PAY FOR OVERCAPACITY."**

– Lars Jensen –

LOOMING FERTILISER SHORTAGE

Disruption in the Strait of Hormuz only affects two to three per cent of global container trade directly, unlike the Red Sea, which cut across the main Asia-Europe corridor. But Lars is more concerned about a particular commodity which is at risk of being constrained. The Persian Gulf accounts for roughly 30% of all seaborne fertiliser. Disruption to those shipments does not affect freight markets immediately, but the consequences land further down the chain, in rising food costs in countries that have little room to absorb them.

"This will lead to escalating food prices in countries that can ill afford it," Lars says. "Increasing food prices or food shortages always leads to conflict and instability. If you look around the world, many developing countries won't be able to afford massive increases in fertiliser prices."

Fertiliser not exported in recent months would typically reach markets over the next four to six months, feeding crop cycles that affect food availability six to twelve months out. "It's a major issue that will begin to materialise towards the end of this year and into next year," Lars says. "Even if we normalise the situation tomorrow."

AFRICA'S FREIGHT BOOM

Trade growth on routes between Asia and Africa has been running at 20 to 30 per cent in recent years – significant figures, even if absolute volumes remain modest compared to the Pacific or Asia-Europe lanes. Lars says this can be traced back to demographics. Africa is the fastest-growing continent by population, and that trend is not slowing.

He has modelled what this means for freight. Under conservative assumptions of continued population growth, the volume of containers imported to Africa by 2050 would match the volume currently imported to Europe. "That is a major shift," he says. "Right now, Africa is nowhere near European volumes. But demographics alone – and we can't change demographics all that much – combined with just a small increase in wealth per capita, gets us there."

Europe's freight volumes are supported by major port complexes at Rotterdam, Hamburg, Antwerp and Felixstowe, built over decades. Between now and 2050, Lars argues, Africa will need to develop its own infrastructure to manage growing freight demand. "If population grows and people become a little wealthier, then there will also be money to build the infrastructure," he says. "This is the early part of the curve, and this is where companies can position themselves to become the major players on the continent going forward."

LEARNING TO MOVE QUICKLY

For operators navigating the years ahead, Lars's advice centres on flexibility rather than fixed resilience frameworks. Digital tools are part of the response, and Lars says freight visibility has improved significantly. However, he says the tools have room for improvement when it comes to answering what happens next – what the options are when a shipment is disrupted, particularly in markets where the last mile runs through informal networks and smaller operators with no digital footprint.

"If I'm booking a container from Shanghai to Rotterdam, that is fairly straightforward – it's all very digital," Lars says. "But what if I'm shipping from a factory inland in China to Uganda? Do I have digital access to small trucking companies internally in China? Do I have digital access to truck solutions that move me from the port in Mombasa across the border into Uganda? You need boots on the ground to have this information."

The supply chains that hold up best, in his view, will be those with visibility across the whole network and the flexibility to reroute cargo, shift sourcing, and absorb surprises without being locked into a single solution. 

THE PERSIAN
GULF ACCOUNTS
FOR ROUGHLY

30%

OF ALL
SEABORNE
FERTILISER

USING REGULATORY DATA



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KEEP THE COURSE



*The Sea Cargo Charter has spent five years building a common standard for collecting and reporting emissions in bulk shipping. Its 2025-26 Chair, **Engelbert Dahm**, says the work is paying off, and that the current climate of regulatory uncertainty is exactly why companies shouldn't stop now.*



When Engebret Dahm, CEO of Klaveness Combination Carriers ASA and Chair of the Sea Cargo Charter, reflects on what the initiative has achieved since its 2020 launch, he goes straight to what the numbers do.

"The biggest success has probably been the establishment of a standard for measuring and reporting," he says. "The format we established is now widely used, not just by our own signatories, but across many industries. I think we've built acceptance that transparency matters, because it gives discipline and it's a good tool for improvement."

The charter now counts 33 signatories across the dry bulk and tanker trades, up from 17 in 2020. Charterers and shipowners who sign up commit to measuring the emissions generated by their chartering activities on a voyage-by-voyage basis, assessing how they compare against an IMO-aligned decarbonisation trajectory, and publishing their results annually. The reporting standard at the heart of the framework – embedded in charter party agreements and now used beyond the Sea Cargo Charter's own membership – is, in Engebret's view, the biggest achievement of those five years.

Broader industry momentum around decarbonisation has stalled. The past year has seen a noticeable retreat from public climate commitments in shipping, driven partly by political pressure in key markets and partly by the delay of the IMO's net-zero regulatory framework, which had been

expected to trigger a wave of investment. For Engebret, the muted response is understandable up to a point. "Given this political framework and lack of global regulations, I think it's fairly rational for some companies to be a bit more quiet on the green message," he says. "But what I'm afraid of is that companies use this as an excuse to do nothing – lulling themselves into believing decarbonisation was just a passing hype."

USING ENERGY EFFICIENCY DATA

The Sea Cargo Charter uses the Energy Efficiency Operational Indicator (EEOI) as its central measurement tool – a metric that calculates well-to-wake CO₂-equivalent emissions per tonne-nautical mile on operational data, not design specifications. Voyage by voyage, it builds a picture of how efficiently a company's shipping activities are moving cargo relative to what the global fleet needs to achieve on its path to net-zero by 2050.

Engebret says the commercial value of this is underutilised. A charterer with access to verified, comparable emissions data can use it to select the most fuel-efficient vessels when negotiating charter arrangements – moving beyond estimates and owner-supplied figures to actual performance. A shipowner and operator can use it to identify the operational adjustments that move the needle: e.g. how a vessel is loaded, how its engines are run weather routing and



optimizing speed during sea passage. And when investments in efficiency technology are being evaluated, the data provides the evidence base to test a measure on one vessel before committing it to the fleet.

"What we've experienced in our own company is that it takes time to build the routines, get good data from your ships, train people, and develop the organisational learning needed to actually act on it selecting the most cost-efficient decarbonisation initiatives including testing new fuels," Engebret says. "Companies need to keep focused and continue working on this, because the ones doing so now will be in a much stronger position when regulation does arrive."

Combination carriers – vessels capable of carrying both dry bulk and liquid cargo – are rare in modern fleets, but they address a structural inefficiency that the metric captures well. Australia, a major exporter of iron ore and coal, also imports significant volumes of petroleum products and industrial liquids. Standard dry bulk carriers mainly travel there laden and return empty, and Engebret says the reverse is true for many product tankers. A combination carrier can carry dry cargo in one direction and liquid cargo in the other, transporting more freight per unit of fuel across the same routes. "It showcases the efficiency of the combination," Engebret says. "You transport more cargo for the same fuel used, on the same distances as standard vessels that are going empty."

PROGRESS BEHIND THE NUMBERS

The Sea Cargo Charter's most recent disclosure report shows signatories falling short of IMO minimum targets, with the gap widening in 2024. Engebret notes that the trajectories grow more demanding each year, and without regulatory mechanisms incentivising use of more expensive alternative fuels, and investments in big-ticket energy efficiency measures like wind assisted propulsion, even committed companies are operating within real commercial constraints. "We need governments to agree on effective regulations," he says. "Introducing some form of carbon pricing that includes gradually increasing the emissions standard of fuels used, making existing fuels more expensive, which makes the transition to new fuels easier and more financially viable."

Behind the figures, signatories are investing in efficiency measures. Many are experimenting with biofuels, especially where European regulations provide incentives, and building up the operational data that compounds in value over time. "The fact that you are focused on it, showing progress, and being transparent – I think that is success in itself," Engebret says. "Instead of putting too much weight on whether companies reach the trajectory, the more important thing is that serious, committed companies are working together, showing progress and publishing their results."

His goal for the Sea Cargo Charter is expansion: more signatories, more data, and more of the shared learning that the framework's benchmarking makes possible. The coalition is relatively small but credible with many world-class companies among its signatories. Engebret is clear it matters as much now as it did when the first seventeen companies signed on. "I'm very optimistic about what the Sea Cargo Charter can achieve," he says. 

HOW DIGITAL MODELLING IS REDEFINING SUPPLY CHAIN RESILIENCE



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As planning horizons shorten and competition for capital intensifies, supply chain leaders are turning to digital simulation to make faster, smarter decisions.

Motion reports.





SIMULATING CERTAIN



With supply chains under sustained pressure from geopolitical shifts, trade disruptions, and rising costs, the tools used to build resilience

into operations are advancing. Organisations are modelling more variables, stress-testing more futures and demanding a level of fact-based confidence that traditional planning tools can't provide.

Uncertainty was the defining theme in the World Economic Forum's 2026 Global Risks Report, where 50% of the 1,300+ leaders and experts surveyed anticipated a turbulent or stormy outlook over the next two years – a 14 percentage-point increase on last year. The report specifically identified "the weaponisation of supply chains" alongside sanctions, capital restrictions, and regulations as tools of geoeconomic strategy. In this environment there is high pressure to act, but the risks of making an uninformed decision can also cost organisations.

Charlotte Jordan, Executive Director of Supply Chain at TMX Transform, sees this friction play out regularly with clients across retail, manufacturing, consumer goods, and beyond. She says organisations are wanting to know how to cut costs, and how to build the confidence to act.

"Quite often, clients come to us because they haven't built this capability internally," Charlotte says. "They need help getting a comprehensive view of their network – and that becomes the foundation for informing their strategy."

BUILDING THE BASELINE

For many organisations, that work begins with visibility. A significant number of businesses still lack an end-to-end view of their own supply chain – the data flows, physical network and interdependencies that underpin daily operations. Without that complete picture, organisations are exposed – unable to identify where their supply chain is most vulnerable until a disruption forces the question.

"The starting point is a full end-to-end picture of the supply chain, with the data and information flows that represent the physical network in digital form. That's where optimisation begins," Charlotte says. Simulation technology allows companies to build dynamic virtual models of their operations, such as warehouse configurations, network structures, and automation systems, and test how different variables would play out without committing capital or changing a single physical asset.

"Once you've twinned a network and built the baseline, you can run scenarios over and over again – in minutes rather than days or weeks," Charlotte says. Modelling exercises that previously required weeks of analyst work can now be tested, adjusted and retested within a single planning cycle.

THE BUSINESS CASE FOR SIMULATION

Simulation can have an immediate impact on how investment decisions are made internally. Capital allocation is increasingly competitive, with multiple

business units vying for limited funding, and boards demanding a higher standard of evidence before committing.

Charlotte describes a recent client engagement in which simulation was used to model different layouts and operating configurations at an existing facility. "By simulating different layouts and operating models, we were able to extend the life of the facility and bridge the gap to their longer-term investment plans," she says.

"Your sponsor has full confidence because you've run every scenario – you've not just answered why this option, but you've demonstrated reasons not to choose the others. You have the fact base to prove it."

Rather than presenting a document, simulation allows leaders to demonstrate a living model – showing what a future network looks like in operation and walking stakeholders through how it performs under different conditions. "You move from a business case document to something far more tangible – a simulation tool where you can show clients: here is your future network model, running in real time, what it looks like day to day," Charlotte explains.

SIMULATION TECHNOLOGY IS BOLSTERING SUPPLY CHAIN RESILIENCE

The growing appetite for simulation reflects something broader than technological progress. Over recent years, supply chains have absorbed the impact of trade route disruptions, shifting tariff regimes, cyber threats, and rapidly changing customer expectations. The organisations that have fared best are those able to plan for multiple outcomes – adjusting and rerunning their models as conditions change, rather than committing to a single projected future.

"Planning horizons are getting shorter," Charlotte observes. "We used to build business cases on a 15-year outlook – now clients want a view at a specific point in time, with the ability to simulate and rerun when things change."

"We can factor in a number of variables – growth scenarios, different sensitivities on strategic assumptions, changes in customer needs or new services, different operating models, appetite for risk," Charlotte says. "Tools like simulation allow you to do all of this."

STRATEGY AS A LIVING SYSTEM

What is changing, beyond the tools themselves, is the relationship organisations are building with the planning process. Charlotte describes a growing number of clients who are not looking for a one-off modelling exercise, but for an ongoing capability – the ability to revisit, stress-test and update their strategy as conditions evolve.

That ongoing commitment to revisiting and rerunning the models is a form of resilience that Charlotte says will pay off for the businesses who invest in it.

"Everyone says strategy is a living document, but that's becoming more real," she says. "Businesses want to build capability, keep revisiting plans, and update assumptions as the world changes." 

Uncertainty was the defining theme in the World Economic Forum's 2026 Global Risks Report, where 50% of the

1,300+

leaders and experts surveyed anticipated a turbulent or stormy outlook over the next two years.

ONE WINDOW ON THE WORLD

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When CILT North America's Pacific Chapter and CILT Singapore co-hosted a webinar on digital trade infrastructure, the result was more than a technical briefing. It was a working example of the global network in action.

In April, two CILT branches separated by an ocean and several time zones sat down together to discuss a shared problem. The Institute's North American Pacific branch, and its Singapore branch had identified the same gap in professional conversation: as global trade becomes harder to execute, the digital infrastructure that underpins it has not kept pace. The joint webinar they produced – *Simpler Trade Through Smarter Tech* – brought together policy expertise, technology insight and real-world experience to make the case for Trade Single Windows as the foundation of modern cross-border trade.

THE TRADE ENVIRONMENT HAS CHANGED

The webinar opened with a frank assessment of where things stand. Hugh Stephens of CANCPEC (Canada's National Committee on Pacific Economic Cooperation) presented a picture of a trading nation at a point of deliberate reorientation. Approximately 76% of Canada's international trade flows through the United States. The Canadian government's response has been to accelerate engagement with a wider set of partners: CETA, CPTPP, a Canada-Korea agreement, an Indonesia FTA, and ongoing Canada-ASEAN negotiations. In early 2025, Prime Minister Carney's visits to China, India, Australia and Japan were cited as evidence that this shift is moving from policy paper to diplomatic reality.

The trade diversification push is well-founded. But each new trading relationship brings its own regulatory requirements, its own documentation standards, its own government agencies. Moving from a hub-and-spoke trade model to a multi-directional one multiplies the data burden on every business in the supply chain. Stephens drew on a CANCPEC expert study of CPTPP's e-commerce chapter to say that the existing framework, designed for an earlier era, is no longer adequate. The study argues for an upgraded digital economy chapter, built on WTO

baselines, strengthened on cross-border data flow, and anchored in practical interoperability between member states. One of its central recommendations is the formal adoption of Trade Single Window commitments across CPTPP members.

THE INFRASTRUCTURE CASE

Mike Yap of CrimsonLogic provided the second strand of the webinar, setting out what Trade Single Window (TSW) systems are, how they work, and what they deliver. In essence, TSW systems offer a single-entry point through which traders submit standardised information once, and that data is then routed automatically to every relevant government agency in parallel.

Yap argued that a TSW is a policy and process reform that's enabled by technology. The sequencing matters: simplify first, then automate. If the underlying processes are redundant or poorly defined before implementation, automating them locks in the inefficiency rather than removing it. This is a harder message to sell politically than the promise of digital transformation, but the business case when the conditions are right is significant. A TSW removes paper from the process, reduces the cost of compliance, creates predictability in clearance times, and allows businesses to scale cross-border operations without proportional cost increases. That scalability has direct commercial value for a country actively expanding into new markets.

THE SINGAPORE STORY

The most concrete illustration in the webinar came from CrimsonLogic's history. Singapore's TradeNet, launched in 1989, was the world's first nationwide single window platform. Before implementation, approximately 10,000 trade declarations were being processed manually each day, with between four and 35 physical documents required per transaction and processing times running to seven days in some cases. Documentation costs were estimated at four to seven per cent of the total value of shipped goods.

After TradeNet launched, traders submitted a single electronic form, received clearance in under a minute, and daily volumes eventually exceeded 30,000. IBM estimated the system saves Singapore traders around US\$1 billion per year. APEC identified it as one of the national information systems that had measurably strengthened the country's international competitiveness.

The implementation did not happen quickly or easily. CrimsonLogic engaged with customs authorities and the full range of private sector stakeholders including SMEs, multinationals, freight forwarders, trade associations, banks and financial institutions. The industry was given time to test the system before adoption was required. Yap noted that change management is consistently the hardest part of TSW implementation, and the obstacles are predictable: fear of job displacement, comfort with established processes, unclear communication about what the change means for individual users.

WHAT THIS MEANS FOR THE NETWORK

The closing section of the webinar drew the threads together. Canada is diversifying its trade, which means managing more regulatory regimes simultaneously. TSW is the mechanism for doing that without a proportional increase in administrative burden. The CANCPEC study has been presented to CPTPP ministers and senior officials, and Vietnam, as current chair, is leading a review of the treaty's commitments. The window for influencing what comes next is open.

For CILT members working in trade, logistics and supply chain – anywhere in the network – the decisions being made now about digital trade infrastructure will shape the conditions they operate in for years to come. Industry engagement in those decisions decide the profession's operating environment, and this conversation between two CILT International branches showed how effective an international network can be in information access and knowledge flow. 🌐

WHAT OCEAN FREIGHT'S LOST YEARS REVEAL ABOUT RESILIENCE



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Rico Luman, Senior Sector Economist for Transport and Logistics at ING Research, tracks the economic forces shaping how goods move around the world. Here, he offers his assessment of ocean freight in 2026, and what resilience looks like when disruption stops being the exception.





At the start of 2026, the container shipping industry was preparing for a significant shift. After nearly two years of routing around the Cape of Good Hope – adding 10 to 14 extra sailing days and absorbing roughly six per cent of global fleet capacity – the expectation was that a gradual return to the Red Sea was finally on the cards. Several major carriers had indicated they would resume transits as soon as conditions allowed.

But by March, renewed conflict in the region had put that prospect on hold again.

"The narrative has changed very much," says Rico Luman, Senior Sector Economist for Transport and Logistics at ING Research. "We were just at the start of a resumption of several services through the Red Sea and Suez, and suddenly everything has been seized again. Now it will likely be pushed back at least half a year, or even more."

The Suez Canal handles over 15 per cent of global goods trade and an even larger share of container traffic. Every additional week of Cape routing keeps more vessel capacity locked up in transit, delaying the moment when the sector's well-documented overcapacity – driven by a large order book of new vessels – becomes fully visible in the market.

WHEN THE SHIPS RETURN

Luman has written extensively about the economics of a Red Sea return. He points to disruption's knock-on impact down the whole line of freight: when vessels start arriving via shorter routes, they arrive earlier than current schedules anticipate, creating congestion at ports that have already been dealing with reliability problems for several years.

"Reliability rates are still relatively low," he notes. "It's not always easy to predict when vessels will arrive, and that makes it much more complicated to be efficient further down the supply chain." Ports across Europe continue to experience lingering backlogs from earlier disruptions, and a sudden resumption – particularly if it coincides with peak demand periods – could add to that pressure.

Once schedules stabilise, Luman expects significant downward pressure on container freight rates. More effective capacity will come back into the market, new vessels from the existing order book will continue to enter service, and volume growth is expected to remain modest. Slow steaming and accelerated scrapping of older vessels may absorb some of the surplus, but this process takes time.

BUILDING RESILIENCE IN PRACTICE

What does resilience actually mean for supply chain and transport operators navigating this environment? For Luman, it comes down to risk reduction, and a frank acknowledgement that just-in-time operating models carry more exposure than they used to.

"It's not very easy to operate in just-in-time mode at the moment," he says. Automotive companies have experienced this at considerable cost over the past five years – when production has to stop, the financial impact is significant. The response has been a shift towards higher buffer stocks, particularly for materials where supply is concentrated, such as semiconductors and rare earth minerals."

Technology is also part of the picture. Luman points to growing interest among companies in using AI and advanced data analysis to improve planning – processing more variables and indicators than traditional methods allow. "Companies think they can optimise by including much more data and data points than they've done previously," he says. However, he is measured about what this can achieve. Optimised planning helps, but it does not eliminate uncertainty. And making the most of these tools typically requires a level of data sharing across supply chain partners that many companies find difficult in practice.

"Trade will find its way, but the era of ever more free trade is now over," says Luman. "There's much more awareness that this is not going to disappear."

For logistics, transport and supply chain professionals, the task is about building resilient organisations that can function well within sustained uncertainty. "There's a new normal," Luman says. "And you need to be prepared for that."

"WE WERE JUST AT THE START OF A RESUMPTION OF SEVERAL SERVICES THROUGH THE RED SEA AND SUEZ, AND SUDDENLY EVERYTHING HAS BEEN SEIZED AGAIN."

– Rico Luman –

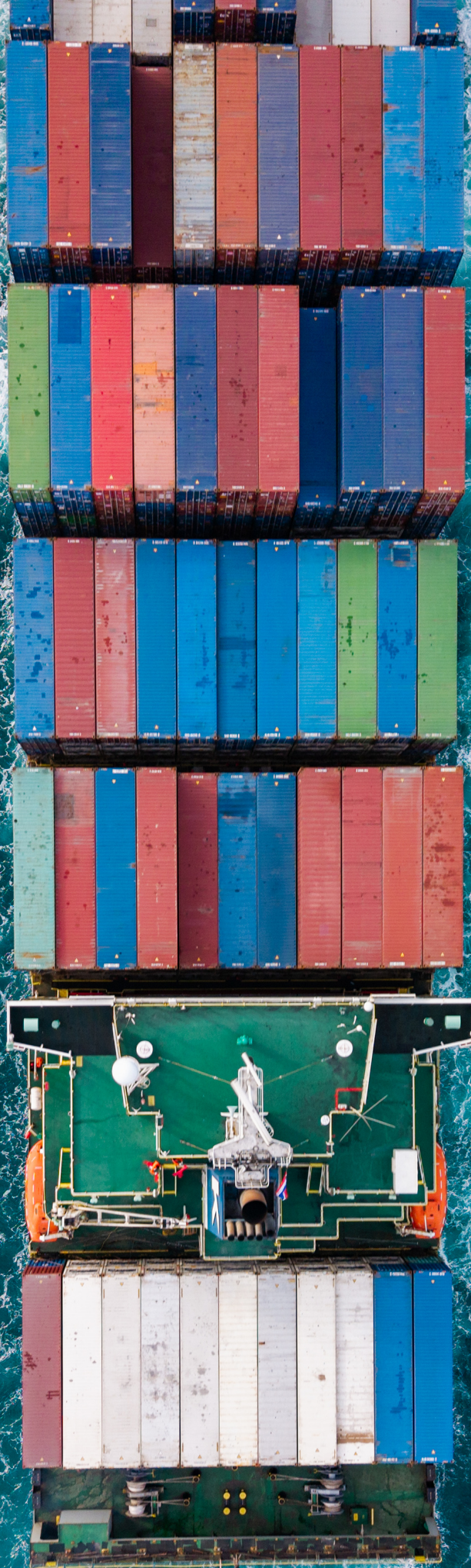
A STRUCTURAL SHIFT, NOT A CYCLE

The Red Sea is one part of a broader picture. Luman is clear that geopolitical disruption is now operating across multiple fronts simultaneously, and that its effects are structural rather than temporary.

Trade policy uncertainty – particularly around US tariffs – is creating what he describes as ripple effects throughout global shipping. "There's continuous uncertainty about tariffs, and that creates front-loading behaviour, anticipating things, reacting on things. It comes with ripple effects in trade and in shipping, and that creates inefficiencies all around."

One indicator he watches closely is the divergence between tonnage and tonne-miles – the total volume of cargo shipped versus the distance it travels. "Tonne-miles are now growing much faster than tonnes," he says. "That means more inefficiency. You're sailing many more miles with the same volumes because you need to take into account factors like sanctions on Russia, oil being shipped from elsewhere, dry bulk products being shipped from elsewhere."

Climate change is adding further pressure. Luman points to low water levels on the Rhine, the Mississippi and China's Yangtze river – all linked to climate variability – as a growing concern for supply chains that depend on inland waterways. The Panama Canal's recent capacity restrictions offered a vivid illustration of how quickly climate-related constraints can alter global shipping economics. "It's much more unpredictable at the moment," he says, "and that also forces companies to build more resilience."



RESHAPING THE LOGISTICS WORKFORCE



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Research indicates that nine in ten warehouse and supply chain organisations globally now deploy artificial intelligence or machine learning in their operations. That figure comes from a study of more than 2,000 logistics leaders across 21 countries, published jointly by MIT's Intelligent Logistics Systems Lab and intralogistics group Mecalux in late 2025. According to the study, most organisations report payback periods of two to three years.

HOW AI IS CHANGING THE WAREHOUSE

More than 60% of the organisations surveyed in the MIT and Mecalux research are now operating at advanced or fully automated maturity levels. AI is supporting day-to-day workflows across order picking, inventory optimisation, equipment maintenance, labour planning, and safety monitoring. Of the AI tools available, warehousing leaders rate generative AI as the most valuable – citing applications in documentation, warehouse layout design, process optimisation, and code generation for automation systems.

The World Economic Forum's AI at Work report, published in January this year, and co-chaired by Stanford economist Erik Brynjolfsson, says around three-quarters of companies have yet to generate meaningful value from their AI investments. Brynjolfsson argues the bottleneck is diffusion. Getting technology into organisations is one thing; redesigning workflows, retraining people, and building the infrastructure for human-machine collaboration is another matter entirely.

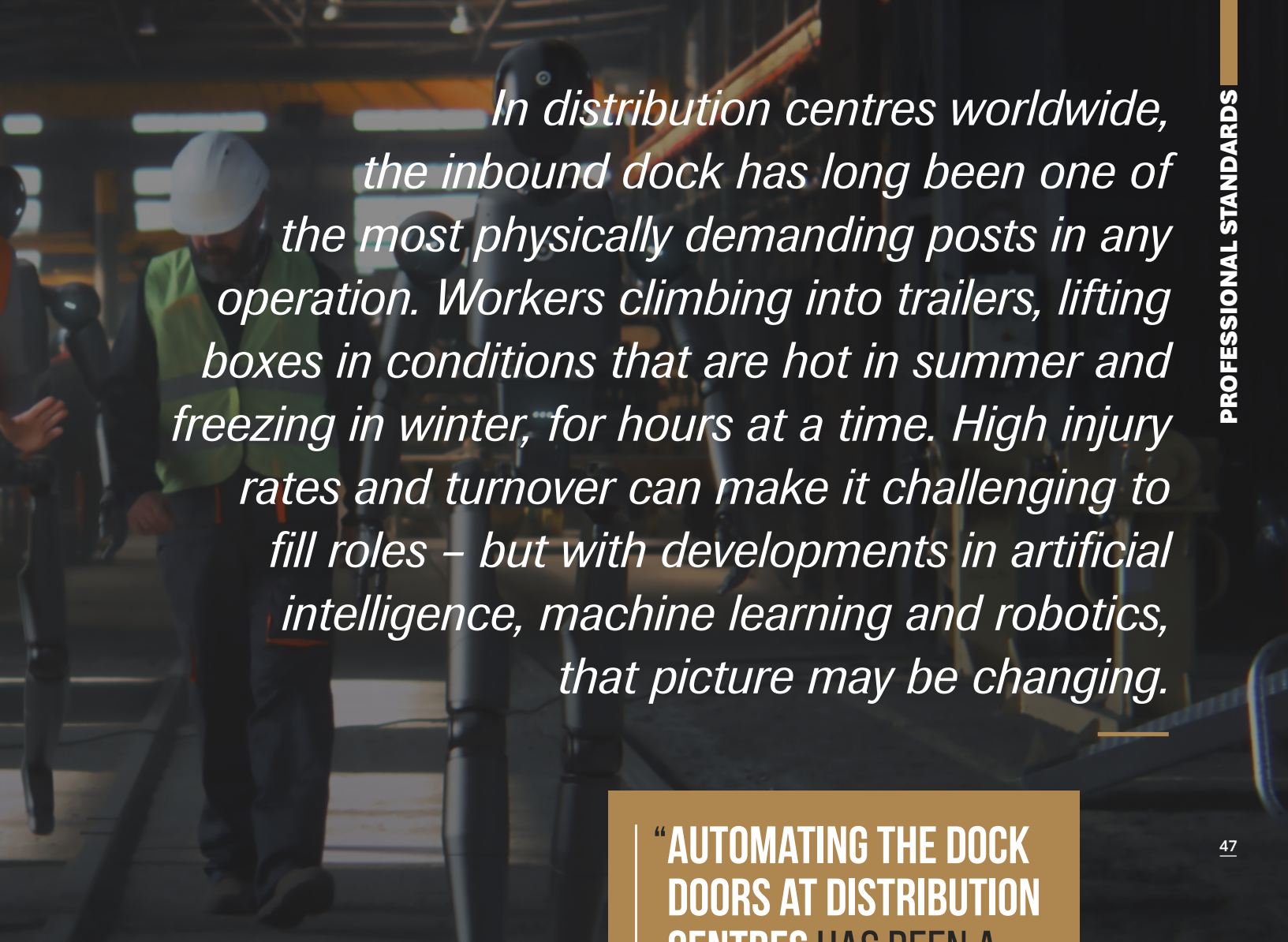
TEACHING MACHINES TO SEE

Machine learning is finding its way into almost every corner of modern warehouse operations, from demand forecasting and inventory management to route optimisation and predictive maintenance. The variability of the work at the inbound dock however – boxes arriving in different sizes, weights, and configurations, shifted during transit – has made it one of the last points in the distribution process to yield to automation.

Pickle Robot, a US-based robotics company founded in 2018, has built a system designed to support some of the toughest conditions in warehouse work. Injury rates in manual trailer unloading are high, and Pickle Robot Vice President of Product Peter Blair says turnover is among the worst in the industry.

“The average tenure for the role as reported by our customers is at best a couple of weeks,” Blair notes. “Many distribution operations are located geographically in dense corridors where companies compete for workers. Automating the dock doors at distribution centres has been a Holy Grail in supply chain circles for 40 years.”

At the core of the Pickle system is a combination of generative AI and machine vision that improves with every trailer it unloads. Blair references a microwave to illustrate how the robots learn. A microwave box is, to a human eye, obviously a box. To a vision system, it presents something far more complex: a box, with a picture of a microwave on it, which appears to contain another box in the door glass. “The first



In distribution centres worldwide, the inbound dock has long been one of the most physically demanding posts in any operation. Workers climbing into trailers, lifting boxes in conditions that are hot in summer and freezing in winter, for hours at a time. High injury rates and turnover can make it challenging to fill roles – but with developments in artificial intelligence, machine learning and robotics, that picture may be changing.

few times the robot tried to handle microwaves, it didn't know where to grasp, or the best way to place or manipulate them," says Blair. "If you watched it, the robot was extra slow and shaky, and not confident in its grasping."

Over time, the system learned. It can now handle microwaves regardless of packaging colour or configuration. Blair says that vision models are trained on real-world data captured during normal operations, then updated and cascaded across the entire fleet, so all customers benefit from what is learned at any one site.

THE IMPACT OF AN AUTOMATED WORKFORCE

Reporting by CNBC in February 2026 found that UPS had automated 127 buildings by the end of last year, with plans for 24 more in 2026 – a programme expected to see 68% of US volume processed through automated facilities by year end. At DHL, autonomous mobile robots now handle container unloading at speeds of up to 650 cases per hour; item-picking robots at one facility increased units picked per hour by 30%, while autonomous forklifts contributed a 20% efficiency gain at the same site. The company now has 10,000 automation projects running across its global network.

At sites where Pickle robots have been deployed, Blair describes a workforce transition that has, in most cases, been well received. Given that manual trailer unloading is one of the most physically demanding tasks in a distribution centre, he says staff tend to be receptive to working alongside unload

“AUTOMATING THE DOCK DOORS AT DISTRIBUTION CENTRES HAS BEEN A HOLY GRAIL IN SUPPLY CHAIN CIRCLES FOR 40 YEARS.”

– Peter Blair –

robots. At sites running five to ten robots, one team member typically manages the fleet. "Staff tend to adopt the robots as co-workers," says Blair.

Speaking to CNBC, Ronny Horvath, transportation and logistics lead at Accenture, said the labour shortage itself is part of what is driving automation. "Automation can also help, not replacing but augmenting that gap, that void, that has been left by just not getting the workers that you have today," Horvath said.

The World Economic Forum's Future of Jobs Report 2025 indicated that operations and logistics ranks among the skill groups with moderate AI substitution capacity, sitting below knowledge-based disciplines such as reading, writing, and systems thinking, but above the manual dexterity and sensory skills needed to work on a warehouse floor. However, as technology like Pickle Robot evolves and machine learning in this area continues to build, it's likely that there will be major shifts in how the people in logistics operate alongside industry technology. 

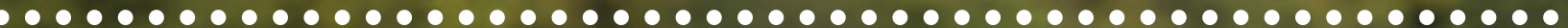
THE MISSING LINK



2026 #03

*The founder of logistics decarbonisation nonprofit Smart Freight Centre has turned her attention to a new blind spot in global logistics. **Sophie Punte**'s new venture, Life-Links, makes the case that the transport links that keep supply chains moving often go unnoticed until they break – and that collaborative action can build shared resilience.*

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hen Sophie Punte, founder of freight decarbonisation nonprofit Smart Freight Centre, began looking at what had changed in global supply chains, she kept arriving at the same conclusion. "I kept seeing disruptions – extreme weather, geopolitics, accidents – again, and again they were hitting logistics and transport in supply chains," she says. "But companies and governments focus on the farm, the factory, the mine. The transport links connecting them stay invisible until they fail."

Life-Links, the global non-profit she co-founded in 2024 with the Kuehne Climate Center, is a direct response to that gap. Its framework to build shared resilience through collaborative action, published in October 2025, centres on the critical logistics links in supply chains: the roads, ports, rail corridors and hubs that connect producers to consumers. Sophie says these links are increasingly exposed to climate disruption, and the least reflected in corporate supply chain management and adaptation planning.

"Within supply chains, the transport links are often the weakest ones," Sophie says. "But they're also the most overlooked. Most companies hand disruption management off to their logistics provider and it stops being their problem."

WHAT MOST SUPPLY CHAIN RISK TOOLS LEAVE OUT

Most supply chain risk tools are location-based – they assess risk at the factory, the warehouse, the port – yet miss disruption risk across the transport legs between them. Many focus on managing disruption when it occurs, optimising rerouting and response, without addressing what can be structurally improved in advance. And almost all are designed for single actors, overlooking the fact that no one company controls a supply chain on its own, or can build resilience alone.

"Companies can't do it alone and they know it," Sophie says. "But how do you get the actors who all depend on the same critical transport link to co-invest in strengthening it?"

The Life-Links Framework begins by mapping a supply chain to identify its most vulnerable transport links, and assessing how climate change compounds existing logistics challenges. It then helps partners select resilience measures that work for all of them, while seeking opportunities for emission reduction and sustainability. The final step is building a shared implementation plan with clearly distributed costs and benefits.

The logic is deliberately manageable – rather than asking companies to address their entire supply chain, it asks them to identify the weakest links and tackle them one at a time. "A retailer in Europe has very little say over a port in India," Sophie explains. "But they are dependent on it. By segmenting the supply chain into critical links, you can take out the weakest ones, improve overall resilience, and then move to the next."





WHEN 40% BECOMES GUACAMOLE

To test the framework in practice, Life-Links worked with the Kuehne Climate Center on East African agricultural supply chains – avocados from Kenya and coffee from Uganda going to Europe.

By the time freshly harvested Kenyan avocados reached the packhouses near Nairobi, up to 40% were being lost. Unpaved roads, open pick-up trucks without temperature control, aggregation points far from farms, poor handling, and limited packhouse capacity degraded quality at every stage along the first mile. Middlemen priced the risk of losses in, meaning that it was mostly farmers and first-mile operators who absorbed the cost.

"We didn't start by talking about climate change," Sophie says. "We asked: where are your challenges right now? The roads are unpaved. The aggregation points are far away. Operators would arrive to the packhouse to find it full, or unprepared for a delivery, so would have to wait outside for hours."

Once the existing logistics problems were mapped, the team assessed which would be amplified by a changing climate. Unpaved roads become impassable more frequently under heavier rainfall, and extended waits outside packhouses become more damaging as temperatures rise.

Six locations have been earmarked for aggregation centres in western Kenya – closer to farms, with shaded and ventilated spaces, and scope to anchor a plastic crate rotation system that reduces bruising and spoilage in transit. The aggregation points also serve as a practical place to reach farmers and first-mile drivers together, supporting training on harvesting and handling. Alongside this, the team is exploring with local financial institutes to set up a loan facility through which farmer cooperatives can finance the infrastructure themselves. "The moment you find a financing mechanism where cooperatives take out a loan for an aggregation centre, and the benefits are shared fairly, they're able to repay it. That money becomes available for the next centre, and the next," Sophie explains.

JUST IN TIME, JUST IN CASE, JUST RESILIENCE

"Delivery of goods used to be just-in-time," Sophie says. "During Covid it became just-in-case. With more supply chain disruptions happening, now it has to be just resilience." The difference, she argues, is that resilience can no longer be treated as optional.

Progress on that front has been slow. Of the most recent generation of Nationally Determined Contributions submitted under the Paris Agreement,

only half include transport adaptation measures, and those rarely go beyond a generic acknowledgement of the need to adapt infrastructure to a changing climate. More broadly, climate action has long tilted more toward mitigation than adaptation, with resilience efforts attracting less attention and finance. On the corporate side, while the majority of surveyed CEOs plan to make supply chain changes in the coming years, investment in resilience has tended to focus on assets within companies' direct control, leaving the outsourced logistics legs exposed.

Life-Links' near-term priorities are implementing feasible measures together with partners in Kenya and Uganda, expanding the framework's reach through applications with corporates and university courses, and developing a dedicated action plan for the insurance sector to become more engaged. Sophie's longer-term vision is for Life-Links to become standard practice in climate-resilient supply chains, so that no company operates a supply chain without understanding its critical logistics links, and building partnerships to strengthen them. "The vision is big," she says. "But you have to start small. Find a few partners, show that you can improve resilience together, and then you see: this works. Let's do more." 

SAME INDUSTRY, DIFFERENT WORLDS



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Paul Sainthouse FCILT, is Managing Director of Dawsongroup limited and has a transport career spanning over 40 years. Paul concluded his term as Global President of CILT in 2024 but still acts as a Vice-President in the UK and holds board roles with The Confederation of Passenger Transport, The Institute of Couriers, Women in Bus and Coach and the All-Party Parliamentary Group for Bus and Coach, amongst others.



I'm quite a rare transport professional. Not that I think I'm anything special, but maybe I do have the benefit of a different perspective on occasion. My career started in logistics – and I am still very proud to tell the very few people that are interested that I still hold a valid goods vehicle driving licence - but as is often the case fate rather than a clear desire later planted me in passenger vehicles. I do not regret that, and I do hold a bus and coach drivers licence too.

I happen to work in a business group with diverse interests – mostly transport related – and I do spend time with colleagues that do what I do, but with trucks, vans and even road sweepers. I shouldn't really be that interested in their marketplaces – I have plenty to keep myself busy with – but I am. In fact, I've always found what other people do fascinating!

My colleagues seem quite uninterested in buses and coaches by the same token. Maybe they are just too busy to take their eyes off their primary job, but I think that's a shame. Let me explain...

I'm very privileged. I have been President of CILT(UK) and then CILT International. Not many people can say they have been lucky enough to hold either role – never mind both – and what these gave me is the widest possible insight into the wonderful and amazing things our profession delivers for commerce and society, and importantly how it does it. And some of the technology and skills we have allow us to perform beyond expectation.

However, what I see as all so obvious is that we stay in our silos – and that's detrimental, I think. We socialise, we share our successes and our good news stories, but I very rarely see us sharing our skills and technology across disciplines. And that's not a good thing because there could be massive advantage in doing so.

Let me take as an example rail, aviation and ferries. All move large volumes of customers in mass transit operations. But each has its own way of doing it, and there has to be some things about their unique operational processes that would benefit more widely. It may be ticketing technology, security and passenger movement management, retailing, parking – even face recognition and passenger counting – but if they don't share, they will never know.

My discipline is road passenger transport – buses and coaches – and I'm delighted to say that the profession is really good at delivering its services for society. But some aspects of what we do have been driven by legislation and has resulted in some technology that is more advanced than in, say, transport and logistics. Let me explain...

Buses are simply buses – trying to reduce the congestion that clogs our urban environment, delivering clean mobility (by comparison to cars) and cost effectively connecting people with work, family and friends – all part of social cohesion.

But they have some really good technology applied to them, and it's tried, tested and well supported. I see this and I just wish my colleagues in the logistic sector could see how good it is.

Let's start with the format of the vehicle. Front entrance typically with motive power at the rear. Flat floor for most of the vehicles with a 'deck height' just inches above the ground. All designed to allow swift onboarding, people of all abilities to use, and to ensure that they embark and disembark safely. Oh, and steering geometry that allows the bus to weave in and out of traffic and squeeze into the tightest bus stop. I can't help but think why urban delivery vehicles aren't adopting any of this.

You see them with their high decks and tail lifts raising and lowering – sometimes in fully flowing traffic. The vehicle itself is designed for the open road, fuel economy and gear changes set for 80kph, high driver position for motorway operation. The way into the cab is via the busy road, and you have to climb up and down (maintaining 3 points of contact) to get into where the driver works. All seems a bit old fashioned to me and the world I work in.

Why are they not getting the deck height to the floor, entering and exiting from the pavement, unloading from floor height directly onto the ground. In some cases, you could probably have driver only operation where previously you would have 2 people to ensure safety and handling. This efficiency should let you undertake more drops, reduce dwell time at the roadside and therefore ease traffic congestion. It all seems so obvious to me.

Oh, and here's the 'slam-dunker' – buses are already fully proven at zero emissions. Not a product that will be superseded every 2 years. These are not 'iPhone 3'. And the service network for these EV's already exists. The charging infrastructure (in bus depots) is empty all day. Reliability is proven too – in fact the batteries come with up to 15 years of warranty.

I could continue to write for page after page, but if you're like me you already get it. Your mind is already considering the possibilities. You have just realized that you really should know about what's going on outside your own little bubble. And I suspect when you do you will be a true innovator within your own sector. 

VOLUNTEER OF THE MONTH

CILT International celebrates exceptional volunteers throughout 2026, recognising individuals whose dedication and innovation strengthened the global logistics and transport community.

JANUARY

AMRA ZAREER

CILT SRI LANKA



Amra Zareer has been a driving force behind WiLAT's growth and visibility for more than a decade, taking on leadership roles spanning mentoring, branding, events and global communications. As Project Chair for WiLAT's Ignite programme, she restructured its mentoring framework and has been instrumental in building WiLAT's digital presence both locally and globally.

Now serving as Editor of Wings of Change and Global WiLAT Chairperson for External Relations and Publications, Amra continues to champion emerging professionals through mentoring and content that ensures WiLAT's work is seen and heard across the CILT community worldwide.

FEBRUARY

BERNA ARI MILT

CILT TÜRKIYE



Berna Ari has been central to turning the 5,000 Women Drivers in 5 Years initiative from vision into reality. Through her leadership of the strategic cooperation between CILT Türkiye and Mercedes-Benz Türk, she has helped build a structured, employment-focused model that creates genuine pathways for women entering the logistics and transport profession. Her work is a clear example of how volunteer leadership can drive meaningful, lasting industry change.

MARCH

ROBERT WARN FCILT

CILT AUSTRALIA



Robert Warn's contribution to CILT spans decades and touches governance, safety, events and community building. He co-founded the Safeskies Conference, developing it into a respected aviation safety forum, and played a key role in strengthening CILT's regional presence in Australia, including establishing a new section in the Riverina Murray area. By connecting leaders from across the military, government and private sectors, Robert has helped build a more cohesive and collaborative professional community – a legacy that speaks for itself.

A PATTERN OF EXCELLENCE

These three months of recognition reveal common themes among CILT's outstanding volunteers spanning: communications, membership development, training centre establishment, and advocacy – illustrating the multifaceted nature of volunteer excellence within CILT's international network.

If you know an outstanding volunteer making a difference in the CILT community, submit your nomination for Volunteer of the Month via the CILT International website:

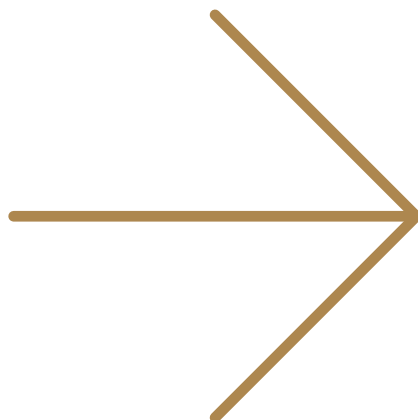
www.ciltinternational.org/initiatives/volunteer-of-the-month





“Supply chains are global and deeply human, and I found that combination fascinating from the start.”

Jan Steenberg FCILT has been a member of CILT since 1995 and became International President in 2026. With more than three decades in supply chain management, including director-level roles across Europe and Asia, he brings both industry depth and close knowledge of the Institute, having previously served as Honorary Secretary. He speaks to Motion about how a career in logistics begins, what CILT's values and vision for the future demand of its leadership, and the forces he expects will define the profession over the next decade.



Q You have been in logistics and supply chain for more than 35 years. How did the career begin, and what kept you in it?

A My journey began in 1988 when I joined the military as a young recruit and learned very quickly that logistics is a fundamental part of running a successful military operation. Without it, nothing moves and nothing functions. During my studies in Economics and Operations Management I developed a more structured understanding of the field, and after graduating I joined a software and hardware company in Copenhagen as a logistics controller – managing warehouse operations, shipping, purchasing and planning. What kept me interested was the realisation that supply chain sits at the centre of everything. There's a reason to get involved in finance, HR, IT, sales, marketing and leadership, and you're never stuck in a corner. Technology was also a constant thread – from Excel and the early ERP systems through to the planning and control tools that followed. Supply chains are global and deeply human, and I found that combination fascinating from the start.

Q Your career included military service and a move from Denmark to Scotland. What did those experiences teach you about leadership?

A I became a leader in the army at a fairly young age – first as a section leader and sergeant, then as a platoon leader in a reconnaissance unit. I learnt that a title alone does not make you a good leader. Your team looks for direction and support, and they need someone who cares about their wellbeing and stays focused on the task. It also helped me understand my own limits: how far I can stretch myself, and where my boundaries are.

The move to Scotland brought a different kind of lesson. Early on, a manager told me I was coming across as demanding and rude. I was astonished – I considered myself quite polite. The explanation turned out to be simple: in Danish there is no direct equivalent of "please", and "thank you" is used far more sparingly than it is in British culture. Saying "yes" rather than "yes please" was being read in a way I had not intended. I learned from that quickly, and have applied it everywhere I have worked since. Culture and language are closely connected, and language reflects the values of the people who use it.

Q You joined CILT in 1995. What drew you to the Institute, and what has membership meant across your career?

A My purpose in joining was straightforward: to connect with a professional community, develop my skills and meet like-minded people. What also drew me was the fact that CILT operates as a charity on a not-for-profit basis. Every penny is reinvested into building and maintaining the organisation. That principle remains important to me, and it shapes how I think about the Institute's relationship with its members.

During more than 15 years at director level in supply chain management, CILT has been an invaluable partner. It helped keep me connected to the latest thinking and supported me in raising standards for the people and organisations I worked with. I also served as Honorary Secretary, which gave me a close working knowledge of how the organisation fits together – not just at the secretariat level, but how countries, branches and territories connect and interact. Coming into the presidency, my aim is to build on that and ensure members at every stage of their career feel the same value from their membership that I have felt from mine.

Q CILT enters its Royal Charter centenary year with a refreshed strategy. What do the three pillars – Professional Standards, Collaboration and Sustainable Growth – mean to you?

A We now have something clear to work towards. The strategy built around those three pillars gives us a shared framework, and digital enablement runs through all of them, connecting us to learn from each other and deliver.

My role as President is to make sure the spirit of this strategy is felt everywhere in the network, not just at the centre. I am looking forward to meeting as many members as possible, hearing their feedback and involving them in shaping what comes next.

We are planning to launch the Global Collaboration App at our annual convention in September 2026. For the first time, members will be able to connect with each other not just within their own country but across topics, disciplines and career stages. That horizontal connectivity is something the network has needed.

“My journey began in 1988 when I joined the military as a young recruit and learned very quickly that logistics is a fundamental part of running a successful military operation.”

– Jan Steenberg FCILT –



Q *Internationalisation is a priority for your tenure. What does that mean in practice, and where do you see the most important work to be done?*

A CILT today has representation in more than 40 countries and around 50,000 members. Whether you work in transport of people or products, logistics and distribution or supply chain management, we are a profession that solves problems and delivers value to the companies we work for, and to the communities we exist within.

Continuing our journey of internationalisation means expanding our presence in parts of the world where we can make a real difference, and creating forums where members can connect across national boundaries. Next Gen and WiLAT are both important parts of that picture – spaces where people at specific points in their careers, or facing challenges, can find each other, exchange ideas, seek advice and find mentors.

Alongside that, we must invest in education. Our commitment is to deliver affordable and relevant learning that gives every student an opportunity to develop. I want to build stronger relationships with companies so that CILT qualifications become a recognised career development path that employers invest in for their people.

Q *You have named AI and sustainability as the forces that will most profoundly shape the profession. What should members understand about both?*

A Geopolitical events are having an impact at the moment, but I believe that will prove to be a medium-term factor. The deeper and more lasting changes will come from AI and sustainability.

I recently saw a demonstration of an agentic AI solution in logistics, and it was striking. The technology has the potential to turn people currently focused on execution into high-level decision makers, with a level of visibility across their operations they have never had before. My advice to members is to develop a real working understanding of what AI can do, and to plan to engage with it. CILT will support that journey, but the starting point needs to come from you. I think we can all agree that we should leave our planet in a better state than we found it. Reliance on carbon-based economies cannot continue. During my time in Singapore I was struck by a shift in policy there – from calling the city a Garden City to describing it as a City in Nature. That language reflects a real shift in attitude: prioritising nature's terms rather than our own. That kind of thinking needs to carry through into how our profession approaches its responsibilities.

Q *What do you want to say to professionals who are early in their careers, or considering logistics and supply chain as a path?*

A The profession is changing fast, and the people who will thrive are those who combine deep technical knowledge with a genuine understanding of what technology can do. That means keeping your skills current.

I care less about the qualifications you already hold than about the ones you are planning to acquire. Attitude and aptitude count for a great deal. This profession will always need experts. Technology will change how we do things, but the world will still need people who understand how goods, services and people move, and how to keep that movement steady and reliable. CILT is right in the middle of that, and it is here to support you in building the expertise you need, at every stage of your career. 

WHAT'S NEXT?

Look out for the next edition of The World In Motion, where we'll be exploring the importance of growth



In a world where logistics and transport networks are expanding into new markets, connecting previously isolated regions, and scaling to meet surging demand, growth has emerged as both the great opportunity and the great challenge of our time. This edition will explore how sustainable, strategic growth is being built into the future of global movement – across supply chains, transport systems, and the infrastructure that binds them together.

We'll examine the approaches that are shaping how the industry expands responsibly and ambitiously:

- **Emerging market infrastructure** driving connectivity across Africa, Asia, and Latin America, opening new corridors for the movement of both goods and people
- **Modal investment strategies** directing capital toward rail, road, sea, and air in ways that create lasting economic and social value

- **Technology-led scaling** enabling networks to grow smarter, not just bigger, through data, automation, and digitisation across logistics and transport operations
- **Workforce expansion** building the talent pipelines and skills frameworks needed to power a growing global industry – from freight to public transport

We will showcase inspiring examples of organisations that have turned growth ambitions into tangible results – from ports that have doubled capacity without doubling their footprint, to passenger rail networks extending their reach across borders, and transport authorities scaling services to meet the demands of rapidly urbanising populations. We'll examine how the logistics and transport sectors are approaching growth as a means of creating more connected, more prosperous, and more sustainable societies.

For all your latest supply chain, logistics and transportation industry news, be sure to join our community on LinkedIn