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Wings of Change



Women in Logistics
and Transport

Editor's Message

"A Journey of Purpose, People & Possibility"

Some journeys begin with a destination in mind. Others unfold along the way, shaped by people, purpose and the quiet moments that remind us why we started.

For me, Wings of Change has been one such journey.

As I write this editorial for our 21st edition, I find myself looking back with immense gratitude at how far we have travelled together. What began as a publication carrying the voices and stories of Global WiLAT has, over time, grown into a more structured, consistent and purposeful platform, one that captures our initiatives, celebrates our people and carries the message of WiLAT across our global community.

I took on the role of Editor at a time when the publication needed stability and a renewed sense of direction to take it into its next phase while ensuring consistency, quality and timely publication. Today, seeing Wings of Change reach its 21st edition is something I am deeply proud of. More than the number itself, it represents the commitment, collaboration and collective effort of so many people who believed in what this magazine could become.



I am immensely grateful to Gayani, Niroza, Vicky and Doreen for the opportunity and, more importantly, for the trust they placed in me to lead this journey.

Our 21st edition turns the spotlight on an industry that often works quietly behind the scenes, yet touches our lives in countless ways - Cold Chain Logistics. From food and agriculture to pharmaceuticals, vaccines, healthcare and other temperature-sensitive products, cold chain has become an increasingly critical part of modern supply chains. As global trade evolves, consumer expectations rise and the movement of temperature-sensitive goods becomes more complex, the industry is being transformed through technology, better infrastructure, data visibility, sustainability initiatives and stronger end-to-end collaboration.

Cold chain is no longer simply about keeping products cold. It is about protecting quality, preserving value and, in many cases, safeguarding lives.

This edition explores that evolving landscape and the people, innovations and opportunities shaping its future.

Celebrating Connection and Collaboration

The year also gave us wonderful opportunities to come together as a global community.

The CILT International Conference and the Global WiLAT Workshop brought together professionals, leaders and changemakers from across our network. The energy, knowledge exchange, collaboration and connections created during these gatherings were truly remarkable. They reminded us that while our geographies may differ, our purpose is strengthened when we come together.

The success of these events was not simply measured by attendance, but by the conversations sparked. We also extend our warmest congratulations to Indeeweri on being recognised as a Star of WiLAT.

I extend my sincere appreciation to our GVCs and Territorial Chairs for their continued support in sharing the impactful initiatives taking place across their branches and territories. Your stories, programmes and achievements have helped us amplify the voice of Global WiLAT and demonstrate the difference our members are making within the logistics, transport and supply chain industry and beyond.

I would also like to acknowledge Aisha Ali Ibrahim for championing Global WiLAT with such commitment and Dorothy Chan, Gayani de Alwis and Vicky Koo for their continued efforts in strengthening this incredible community. Their contributions have helped nurture the spirit of connection, collaboration and collective purpose that makes Global WiLAT what it is today.

The Stories That Made Wings of Change

One of the sections our readers have consistently enjoyed has been the opportunity to meet inspiring individuals and hear their journeys.

To every professional, leader and member who accepted our invitation to be featured - thank you for opening up your experiences and sharing your stories with us. Your journeys brought authenticity to these pages and reminded our readers that behind every achievement is a story of courage, learning, perseverance and growth.

To all our members who contributed insightful articles, perspectives and

thought leadership - thank you. Your willingness to share knowledge has enriched the publication and, I hope, inspired many others within our community to find their own voice.

A special appreciation also goes to our Global WiLAT Champions and the WCBC team for the programmes, initiatives and meaningful work you continue to undertake. Your efforts give life to the values that Global WiLAT represents.

And to the CILT leadership, thank you for the continued support, encouragement and visibility you provide to Global WiLAT and Wings of Change. Your support has helped create the platform from which our collective voice can be heard more widely.

The New Generation Magazine Launch

One of the most fulfilling aspects of this journey has been the opportunity to mentor the next generation's editorial team.

It was a privilege to support the emerging editorial board as they took their first steps towards launching The Headway Global. Watching a new team find its voice, build confidence and create something of its own has been a beautiful reminder that leadership is not only about what we create, it is also about what we leave behind and the people we empower to take it forward.

To My Editorial Team

And then, there is my editorial board.

Shakky, Kalani, Jenna, Estelle, Azila, Erashi and Prathagi - thank you.

Wings of Change could never have reached this milestone through the efforts of one person. Every edition carried your ideas, your creativity, your patience, your persistence and,

sometimes, your willingness to go the extra mile when deadlines were calling!

There are also members who have contributed along the way in different capacities, and I want to acknowledge each of you including Patrick our immediate past Global WiLAT Administrator. Every contribution mattered.

My profound gratitude goes to Doreen Owusu Fianko, our Global WiLAT Chairperson, and to our Secretariat team, for always giving me the support, resources and, as I like to call it, the ammunition needed to keep this publication moving forward. Your trust and support made it possible for us to dream bigger and deliver better.

Passing the Mantle

And now, as I complete my term as Editor of Wings of Change, there is a certain emotion in writing these final words.

Every edition has been a chapter.
Every story has been a connection.
Every deadline has been a lesson.
And every person who contributed has become part of this journey.

It is now time for me to pass the mantle to Shakky, our Assistant Editor, who has been an integral part of this journey and is ready to take Wings of Change into its next chapter.

Shakky, I wish you and the entire editorial team every success as you carry this publication forward. I have no doubt that Wings of Change will continue to evolve, grow and reach even greater heights in the years ahead.

I am also delighted to welcome Catherine from Uganda to our Editorial Board. Catherine, welcome to the team. I look forward to seeing the new perspectives and energy you bring to our pages.

Signing Off... But Never Really Saying Goodbye

As I sign off as Editor, I do so not with a sense of ending, but with gratitude for having been part of something that became much bigger than a magazine.

Wings of Change became a space where voices were heard, journeys were celebrated, knowledge was shared and the incredible work of WiLAT members around the world was brought closer together.

Thank you to everyone who read, wrote, shared, encouraged, challenged, supported and believed in Wings of Change.

Thank you for being part of my editorial journey.

It has been an honour.
It has been a privilege.
And above all, it has been a journey I will always carry with me.

Here's to the next chapter of Wings of Change...

May it continue to give voice to women, inspire change, celebrate excellence and connect our global WiLAT family, one story at a time.

With infinite gratitude,



Amra Zareer
Editor - Wings of Change
GVC - External Relations & Publications
Global WiLAT

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Message from the Global WiLAT Chairperson





Doreen Owusu-Fianko, FCILT

Cold chain logistics is becoming an increasingly important component of global economic and social resilience. Its growth reflects rising demand for fresh food, temperature-sensitive medicines and reliable international supply chains. At the same time, the sector faces significant pressures from energy costs, climate change, infrastructure constraints, regulatory complexity and skills shortages.

The COVID-19 pandemic demonstrated the strategic importance of cold chain logistics. The rapid development and global distribution of temperature-sensitive vaccines exposed both the capabilities and vulnerabilities of temperature-controlled supply chains. The experience also demonstrated that cold chain

performance can have consequences far beyond logistics. It can affect public health, food security, trade and economic resilience

Cold chain logistics has moved from a specialized technical function to a critical component of global food security, public health and economic resilience. Its expansion is being driven by rising demand for temperature-sensitive food and pharmaceutical products, urbanization, changing consumption patterns and the increasing need for reliable supply chains. At the same time, climate change, energy costs, infrastructure constraints, regulatory complexity and geopolitical disruption are increasing operational risks.

The importance of cold chain logistics is increasing as population growth, urbanization, changing consumer preferences and the expansion of modern food distribution increase demand for fresh, frozen and temperature-sensitive products. Pharmaceutical supply chains are also becoming more dependent on reliable temperature-controlled transportation and storage as biologics, vaccines and other temperature-sensitive medicines expand.

Climate change adds another layer of complexity. Rising temperatures and more frequent extreme-weather events can increase refrigeration requirements and place additional pressure on cold chain infrastructure. This is particularly important in regions where electricity supply, road infrastructure and specialized cold storage capacity are already constrained.

Cold chain logistics can therefore no longer be viewed simply as a supporting function. It is increasingly a strategic infrastructure.

Digitalization is changing the way cold chains are monitored and managed. Internet of Things (IoT) technologies can connect temperature and

environmental sensors to digital platforms, allowing operators to obtain real-time information about the conditions of temperature-sensitive products. This can improve visibility and enable earlier intervention when conditions move outside acceptable limits.

But technology alone does not create an effective cold chain. Technology must necessarily be accompanied by appropriate processes, standards, skills and leadership.

The environmental sustainability of cold chain logistics is becoming increasingly important. Refrigeration, warehousing and temperature-controlled transportation consume substantial amounts of energy. As businesses and governments pursue emissions-reduction objectives, cold chain operators will face increasing pressure to improve energy efficiency and reduce the environmental impact of refrigeration.

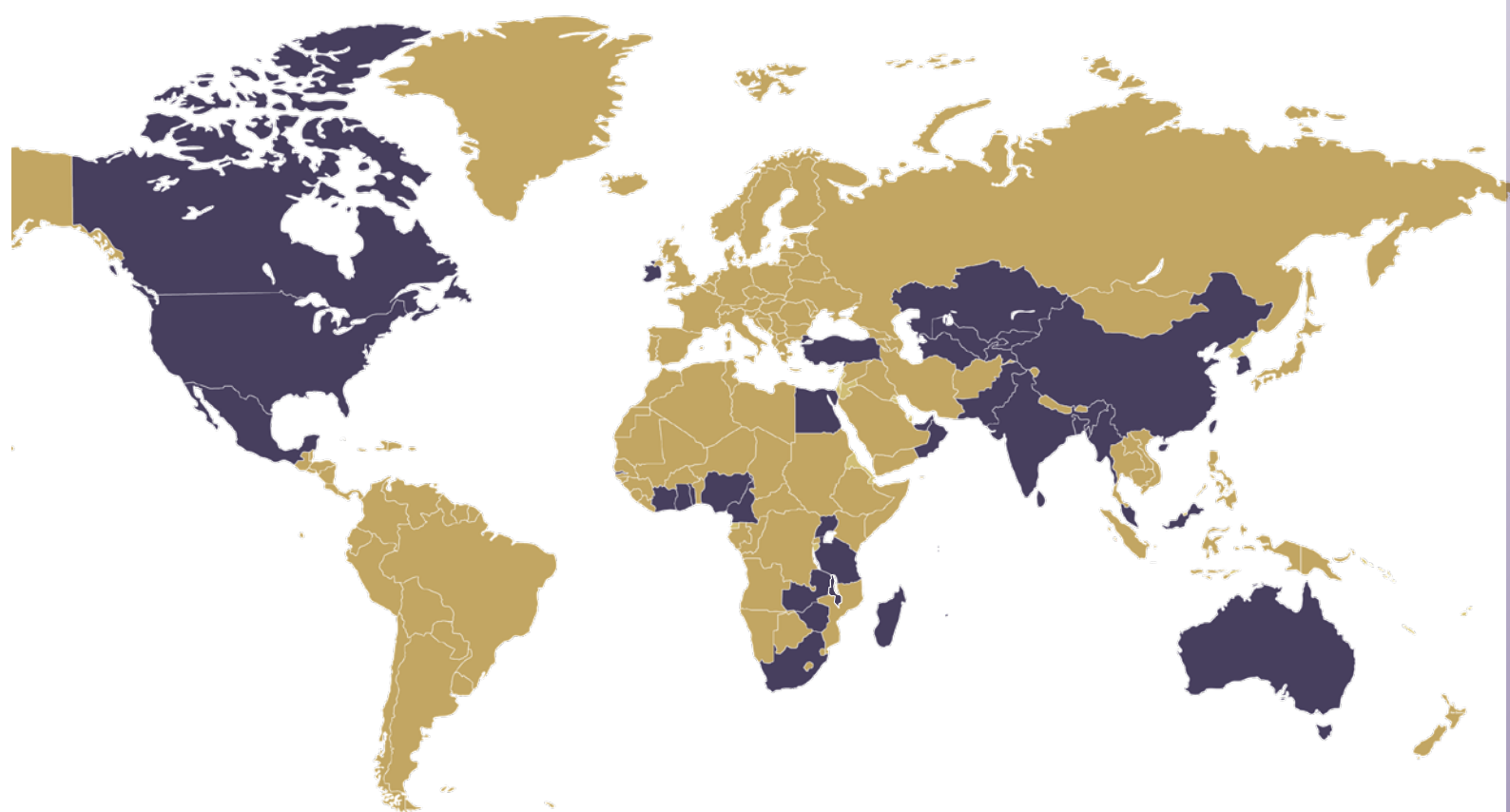
Sustainable cold chain or green cold chain infrastructure development should include energy-efficient refrigeration equipment, renewable energy systems, improved insulation, appropriate refrigerant choices, passive cooling technologies and better route planning. Solar-powered cold storage can be particularly relevant in areas where reliable electricity supply is limited or where renewable energy can reduce dependence on conventional power sources.

As the cold chain becomes more technologically sophisticated, there is an opportunity to ensure that women are represented not only in administrative and support functions but also in technical, operational, analytical and senior leadership positions.

The future of cold chain logistics will therefore depend on the convergence of technology, sustainability, professional competence and inclusive leadership,

Chairperson's Priorities (2026-2029)

- Strengthening WiLAT's global governance and succession systems.
- Deepening chapter impact through structured support, training, and visibility.
- Positioning WiLAT as a global advocacy voice on gender inclusion in logistics and transport; and enhancing cross-regional collaboration and mentorship to build the next generation of women leaders.
- Expanding our resource base through partnerships and corporate engagement and internally generated funds.
- Updating the WiLAT Operational Guidelines to reflect current developments in WiLAT structures and operations.



Global Foot Print



Global News



Top 5 Finalists

Rank	Finalist	Country of Representation
1st	K. A. Indeewari Anuththara Chandrasekara	Sri Lanka
2nd	Naomi Yip	Hong Kong
3rd	Christina Cottenham (Du Juan)	China
4th	Sehar Hassan	Pakistan
5th	Roosalva Ria Stevany	Indonesia

The Star of WILAT (SOW) Award recognises and inspires young women to step forward, showcase their potential, and make their mark within the logistics and transport community. It serves as an important platform for nurturing emerging talent, encouraging leadership, and building a strong pipeline of future WILAT leaders.

The Global Star of WILAT Award is presented by the CILT International President and includes full sponsorship for the recipient to attend that year's International Convention (ICM), where the award is formally presented during the President's Dinner.



K. A. Indeewari
Anuththara
Chandrasekara

Country of Representation: Sri Lanka
Current Position: Unit Supply Chain Manager,
Unilever Sri Lanka

Professional Experience: Indeewari Chandrasekara is an accomplished supply chain professional with experience spanning manufacturing, logistics, technology, business development and supply chain transformation. She currently serves as Supply Chain Manager at Unilever Sri Lanka's Horana Manufacturing Facility, leading end-to-end factory supply chain operations and transformation initiatives. She previously completed Unilever's Management Trainee programme across quality assurance, export planning, customer development, logistics and manufacturing. Earlier roles include Head of Business Development and Marketing at an international technology startup and Logistics Intern at Siam City Cement Lanka Limited, where she contributed to logistics optimisation and inventory management initiatives

Key Achievements: A First-Class Honours graduate and Gold Medalist from the University of Moratuwa, Indeewari graduated top of her batch and was recognised as Best Graduated in Transport Systems. Professionally, she received Unilever's Purposeful Activist recognition (2024) and Deep Care Award (2025) and was selected for the Unilever Sri Lanka Talent Accelerator Programme 2025/26. Within WILAT, she progressed from an IGNITE mentee to Project Chair of the IGNITE Mentoring Programme 2025/26, which has mentored over 300 young professionals, and established its first strategic industry partnership with EFL Global. She also served as Assistant Editor and later Editor of Wings of Change, contributed to road-safety research using machine learning, participated in World Bank policy dialogue, and championed initiatives supporting women's empowerment, safe public transport and industry development

Country of Representation: Hong Kong
Current Position: Manager - Digital Experience (Smart Operating), MTR Corporation

Professional Experience: Naomi Yip is an experienced railway professional with approximately 14 years of service at MTR Corporation, specializing in railway operations, digital transformation and smart operating solutions. Currently serving as Manager - Digital Experience (Smart Operating), she combines operational knowledge with data, automation and user-centered digital solutions to improve frontline efficiency and decision-making. Her career also includes stakeholder and industry engagement, financial and operational analysis, and administration of a maintenance and asset management system supporting more than 1,000 users.

Key Achievements: Naomi has demonstrated strong leadership in digital innovation, people development and industry engagement while actively supporting WILAT Hong Kong since 2024. She organised International Women's Day programmes, supported the WILAT x New Gen Mixer 2025, and helped develop the WILAT Chill Chat series to strengthen professional connections. At global level, she coordinated AGLOW's first webinar, "The Hidden Careers Moving Our World," attracting over 100 participants and promoting modern logistics and transport careers to younger generations. She also contributes to MTR initiatives supporting staff development, operational improvement, innovation and gender equality.



Naomi
Yip



*Christina
Cottenham
(Du Juan)*

Country of Representation: China

Current Position: Vice President, Kunming South Asia and Southeast Asia International Logistics Institute

Professional Experience: Du Juan (Christina Cottenham) is an experienced professional specialising in international logistics, cross-border connectivity, transport policy and regional economic cooperation across China, the Greater Mekong Subregion (GMS) and ASEAN. She has served as Vice President of the Kunming South Asia and Southeast Asia International Logistics Institute since 2019 and Secretary-General of the Kunming International Finance Association since 2014. Her earlier academic career included lecturing in International Law. She currently serves as Deputy Secretary-General of WILAT CILT China and a member of the CILT AGLOW Project Committee.

Key Achievements: Christina has contributed significantly to regional logistics connectivity between China and Southeast Asia. In 2025, she led efforts supporting China-Malaysia land connectivity and planned and organised the first China-Laos-Thailand-Malaysia multimodal transport trial run. In 2024, she planned and organised the trial operation of the first China-Laos-Thailand railway multimodal transport service, while in 2023 she organised the BCIM International Logistics Corridor Cooperation Forum. She has also participated in planning and investigations involving logistics nodes, ports and cross-border logistics parks across the GMS, BCIM and ASEAN regions. Her academic contributions include translation work relating to the Bangladesh-China-India-Myanmar Economic Corridor and Greater Mekong Subregion economic corridors.

Country of Representation: Pakistan

Current Position: General Manager - Business & Operations, SASPAK Cargo Private Limited

Professional Experience: Sehar Hassan is an accomplished logistics and shipping professional with over 15 years of experience across shipping, logistics, supply chain, business operations and organisational transformation. She currently serves as General Manager - Business & Operations at SASPAK Cargo Private Limited, Pakistan. A Chartered Member of CILT (CMILT) and licensed High Court Advocate, she combines logistics expertise with legal, HR, marketing and strategic business competencies. Her career includes serving as Chief Transformation Officer, leading organisational change, operational improvement, revenue growth and professional development initiatives.

Key Achievements: Sehar has made significant contributions to business transformation, professional development and international trade connectivity. She designed enterprise-wide training programmes and, as Vice Dean of the FCG Training Programme, mentored more than 80 employees. She currently leads Training & Development initiatives at SASPAK Cargo and has represented Pakistan at international logistics forums, advocating for stronger cross-border trade and connectivity. She also contributed to introducing international shipping lines, including AKKON Lines, into Pakistan. Her recognition includes the Professional Development Award 2023 and Employee of the Year awards in 2013 and 2023.



*Sehar
Hassan*



*Christina
Cottenham
(Du Juan)*

Country of Representation: Indonesia

Current Position: Customs Staff Intern, PT Rhenus Logistics Indonesia

Professional Experience: Roosalva Ria Stevany is an emerging logistics professional with practical experience in customs, export-import operations, logistics coordination, customer service, material management and warehousing. She has worked with PT Rhenus Logistics Indonesia in customs operations, handling import/export declarations, Certificates of Origin and regulatory compliance. Her previous experience includes logistics coordination and customer service at PT Infinity Supply Chain Indonesia, and material management and warehousing at PT XL Axiata Tbk. She also served as a Laboratory Teaching Assistant and Chief of Curriculum Division, providing technical instruction to more than 150 students.

Key Achievements: Roosalva has demonstrated strong potential in process improvement, digitalisation and logistics innovation. At XL Axiata, she helped develop four new SOP process flows adopted company-wide and identified more than 9,000 obsolete high-value inventory items, supporting warehouse optimisation and cost reduction. At Infinity Supply Chain, she developed an automated system that reduced quotation preparation time by over 30% and helped resolve complex operational disruptions. She achieved 3rd place in the Logistics Management International Competition, competing against teams from eight countries, and maintained a 98% student pass rate as a teaching assistant. She also holds professional certifications in Warehouse & Distribution Supervision, SAP fundamentals and customs-related training.



Webinar on: Women Leading Practical Green Logistics Action

On 5th September 2026, WILAT Southeast Asia hosted the regional knowledge-sharing session “Women Leading Practical Green Logistics Action” via Zoom, bringing together women leaders from across Southeast Asia to share practical experiences and perspectives on advancing greener logistics.

The session was moderated by Feby Hayden, CMILT, Public Relations and Event WILAT Indonesia, with opening remarks by Juliana Sophia Damu, FCILT, WILAT GVC Southeast Asia. The distinguished panel featured Dr. Melia Eka Lestia, CMILT, Ts. Dr. Nor Fyazidah Mohd Taha, CMILT, Netty Sri Rejeki, CMILT, Moh Moh Myint Khaine, FCILT, Ida Helida Darnis, CMILT, and Nurmaria Sarosa, CMILT. The session was organised by WILAT Indonesia.



Webinar on: Embracing Neurodiversity: Building Inclusive Workplaces



On 27th July 2026, a webinar on embracing neurodiversity was held via Zoom, bringing together perspectives on fostering inclusive workplace cultures, supporting neurodiverse talent, and creating meaningful organisational change.

The session featured Ms. Prabha Silva, Lecturer and PhD Researcher in Management at NSBM Green University, Sri Lanka, and Ms. Martine Esther, Founder and President of Blue Chrysalis Center, Cameroon, who shared their perspectives on advancing neurodiversity and inclusion in the workplace.



Webinar on: Towards Low-Carbon Logistics: Transforming Transport Networks for a Sustainable Future



On 27th June 2026, the WilAT Capacity Building Centre - WCBC Green Practices Action Group hosted a knowledge-sharing webinar titled “Towards Low-Carbon Logistics: Transforming Transport Networks for a Sustainable Future” via Zoom. The session featured case studies from Türkiye and Azerbaijan, bringing together industry experts to share perspectives on sustainable transport networks.

The webinar was led by Doreen Owusu-Fianko, FCILT, WilAT Global Chairperson, with Esra Kivrak, CMILT, WilAT Türkiye Chairperson, serving as moderator. The distinguished speakers included Dr. Mehmet Doymuş, FCILT, Nukhet Isikoglu, and Lamiya Khalilova, MILT, alongside Nurmaria Sarosa, CMILT, Global Green Practices Champion.



Webinar on: Multimodal Transport in Africa: Toward Low-Carbon Logistics

On 30th May 2026, a webinar titled “Multimodal Transport in Africa: Toward Low-Carbon Logistics” was held via Zoom, bringing together global and regional experts to explore sustainable multimodal transport solutions across Africa. The session was led by Doreen Owusu-Fianko, FCILT, Global WilAT Chairperson, and moderated by Nurmaria Sarosa, CMILT, Global Green Practices Coordinator.

The webinar featured insights from Tadjudini Dermane, CMILT, Dr. Damien Ahoundon, Dr. Mohammadou Lamine, Sharoné Ariane Agbo, Jean Marie Doddo, CMILT, and Mr. Baowindson Steve Denakpo, with case studies from Togo, Benin, Senegal, and Burkina Faso.



Shaping Ghana's Sustainable Transport Future

Our Global WiLAT Chairperson, **Doreen Owusu-Fianko, FCILT**, was honoured to attend the **2026 CILT Logistics and Transport Conference and Annual General Meeting**, held in **Sunyani, Ghana**, under the theme **"Transforming Ghana's Transport Infrastructure for Inclusive and Sustainable Growth."**

The conference brought together professionals, industry leaders, policymakers, and key stakeholders to examine the opportunities and challenges shaping Ghana's transport and logistics sector. Discussions centred on building a transport ecosystem that is more efficient, safer, greener, technology-driven,

and inclusive, while supporting Ghana's broader economic and social development.

In her address, Doreen Owusu-Fianko, FCILT, highlighted several key priorities for transforming the sector, including the development of rail and inland waterways, digital integration, green mobility, smart logistics, human capital development, and innovation. She also emphasised that sustainable transformation must be people-centred, recognising the significant contribution that women and young professionals can make in shaping the future of logistics and transport.

Her participation also reinforced the important role of Global WiLAT as the

Special Interest Group of CILT dedicated to advancing women in logistics and transport. Through its global network, WiLAT continues to champion greater participation of women across leadership, entrepreneurship, technical professions, and decision-making, while creating opportunities for women to contribute meaningfully to the transformation of the industry.

The conference provided an important platform for strengthening dialogue, collaboration, and shared commitment towards a more inclusive, sustainable, innovative, and future-ready transport sector in Ghana and across Africa.





GVC SPOTLIGHT

Featuring the South Asia Region

*"Exploring Regional Leadership,
Progress and Collaboration"*

The South Asia Region led by its GVC Ms. Nasreen Haque, FCILT continues to play an important role within Global WiLAT, bringing together students, professionals and industry leaders across the region to strengthen collaboration, share knowledge, and advance the logistics and transport sector.

This edition of Wings of Change highlights the region's leadership, key initiatives, achievements, and its vision for the future, while showcasing the contributions of its member countries.

GVC Profile



Nasreen Haque

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Significant Events & Initiatives



WILAT SRI LANKA

CILT / WiLAT Membership Drive - Sri Lanka Transport Board on 30th January 2026

A successful CILT & WiLAT Membership Drive was held at the Sri Lanka Transport Board (SLTB) on 30 January 2026, in collaboration with CILT Sri Lanka and WiLAT Sri Lanka.

The session created strong awareness on the value of professional membership, highlighting opportunities for career development, industry recognition, continuous learning, and networking within the transport and logistics sector. The highly interactive discussion and active participation from SLTB staff reflected a growing interest in professional advancement and industry engagement.



WiLAT Sri Lanka Partners with EFL Global to Elevate IGNITE Mentoring Programme

IGNITE, the flagship mentoring initiative of Women in Logistics and Transport Sri Lanka (WiLAT SL), marked a significant milestone with the signing of a Memorandum of Understanding (MoU) with EFL Global on 9 February 2026 at its Global Headquarters.

With an 11-year legacy and over 250 mentees developed, IGNITE has become a cornerstone programme in Sri Lanka's logistics and supply chain sector. Through this partnership, the top three IGNITE mentees will gain internship placements under EFL Global's prestigious six-month Pathway to Logistics programme, conducted twice annually. The programme offers hands-on exposure across key operational functions, bridging mentorship with structured industry immersion for the first time in IGNITE's history.

The collaboration represents a strategic evolution of the programme, reinforcing

the connection between professional development and real-world industry practice. The signing ceremony was attended by EFL Global's senior leadership team, including Managing Director/CEO Senthilnathan Shanmugam and Chief Process Officer Niroza Gazzali, along with other key representatives whose support was instrumental in formalizing the partnership.

Distinguished representatives from CILT Sri Lanka and WiLAT Sri Lanka were also present, reflecting the strong institutional backing behind IGNITE's continued growth and national impact.

With this landmark collaboration, IGNITE strengthens its commitment to developing future-ready logistics professionals while contributing meaningfully to Sri Lanka's evolving supply chain ecosystem.



IGNITE 11 Industry Visit to Unilever Sri Lanka Horana Manufacturing Facility on 8th July 2026

As part of the IGNITE 11 mentoring programme, WiLAT Sri Lanka mentees visited the Unilever Sri Lanka Horana Manufacturing Facility, gaining valuable insights into the end-to-end supply chain journey behind some of Sri Lanka's most loved FMCG brands.

The visit covered world-class warehousing practices, rigorous safety and quality standards, and the digital transformation initiatives shaping the future of Unilever's operations, providing mentees with practical exposure to manufacturing excellence.

WiLAT Sri Lanka extends its sincere appreciation to Factory Manager Indika Kumara and his team for their warm hospitality and for opening the doors of one of Sri Lanka's most advanced manufacturing facilities. Appreciation is also extended to Kushina Hiripitiyage, National Logistics Manager at Unilever Sri Lanka, for sharing valuable insights into warehousing best practices and the broader supply chain journey.

Special thanks go to Indeevari Chandrasekara, IGNITE 11 Project Chair and Unit Supply Chain Manager at Unilever Sri Lanka, for coordinating and facilitating this enriching learning experience from start to finish.



“Your Name, Your Brand” Workshop - Joint Career Development Workshop with the Logistics Club of SLIIT Business School on 31st July 2026

On 31 July 2026, WiLAT Sri Lanka, in collaboration with the Logistics Club of SLIIT Business School, successfully conducted the “Your Name, Your Brand” workshop, designed to equip aspiring logistics and supply chain professionals with the skills to build a strong professional identity.

The workshop featured insights from four distinguished speakers: Prof. Renuka Herath on navigating the academic pathway in supply chain and logistics; Ms. Prabodhanie Wanigasundara on the art of selling yourself; Mr. Amithe Gamage on building a strong personal brand through social media; and Mr. Maliyadewa Ranasinghe on crafting a career story beyond the CV.

WiLAT Sri Lanka extends its sincere appreciation to the speakers for sharing their expertise and inspiring the next generation of professionals, and thanks

all participants for their enthusiasm and active engagement, which made the event a great success.

Through initiatives such as this, WiLAT Sri Lanka continues to empower future leaders by fostering professional growth, industry connections, and lifelong learning.





WILAT PAKISTAN

WiLAT Pakistan Yoga and Meditation Session on October 27, 2025

Women in Logistics and Transport (WiLAT) Pakistan celebrated Wellness Month with a special gathering on 27th October 2025. The evening was thoughtfully intended to promote relaxation, mindfulness, and holistic rejuvenation.

A yoga session was initially held by trained yoga teachers. This was followed by a calming mindfulness and meditation session, led by a professional trainer. Her guidance helped create a serene atmosphere, allowing everyone to unwind and reconnect with themselves.

Miss Ayesha Masood's shortlisting to the final round of Stars of WiLAT (SOW) was celebrated through a cake-cutting ceremony, which was followed by light refreshments, allowing everyone to relax further, socialize, and share their experiences from the event.



Mentorship Institutional Training Workshop held on February 13, 2026

Mentorship Institutional Training Workshop was held to explain the mentoring process to kick start meaningful mentor-mentee relationships, fostering growth in logistics and transport.

The session focused on demystifying mentoring, covering key stages like building rapport, setting goals, progressing through challenges, winding down, and transitioning forward. This structured approach ensured trust, clarity, and lasting impact to uplift women professionals.

The mentoring stages were explained emphasizing a proven framework.

This hands-on explanation aligned with mentoring and leadership WiLAT's program promoting diversity and empowerment in the field.



International Women's Day celebration activity was held on 3rd March 2026.

A collaborative hand-painting activity was organized to mark International Women's Day under the global theme "Give to Gain." The initiative served as a powerful visual expression of support, unity, and positive change within the community, bringing participants together in a shared act of solidarity around this year's campaign message.

Participants placed their handprints and creative designs on the wall to form the "Give to Gain" logo, symbolizing collective strength, inclusivity, and a shared commitment to advancing gender equity. The activity fostered a strong sense of belonging and collaboration while transforming the space into a vibrant, lasting testament to empowerment, mutual support, and social awareness.



WiLAT Pakistan Donation to Panah Shelter Home to support women - 13th March 2026

In celebration of International Women's Day, a clothing donation drive was organized for Panah Shelter Home, which provides refuge and support to women in distress, particularly survivors of domestic violence and abuse. The initiative aimed to extend care and solidarity to underprivileged women by providing them with essential, good-quality clothing items.

The activity underscored the values of empathy, dignity, and community support for women facing challenging circumstances, offering practical assistance while affirming their worth. By contributing wearable and useful garments, participants sought to bring comfort and a sense of inclusion to the beneficiaries at Panah.

This act of giving not only responded to immediate material needs but also reflected the spirit of International Women's Day—promoting compassion, empowerment, and shared responsibility in building a more inclusive and just society.



Letter of appreciation from
Panah Shelter Home.



Speech at the Corporate Training International Summer School “Building Resilient Maritime Logistics Systems: Managing Operational and Strategic Risks” on August 4, 2026

As Keynote Speaker at the International Summer School 2026 organized by Bahria University, Karachi on "Building Resilient Maritime Logistic Systems: Managing Operational and Strategic Risk" highlighted the critical role of resilient maritime logistics in supporting global trade, economic development, and sustainable supply chains. The speech focused on emerging operational and strategic risks, including geopolitical uncertainties, cyber security threats, climate change, and digital transformation, while emphasizing the importance of Artificial Intelligence, innovation, strategic leadership, and institutional resilience. The keynote also underscored Pakistan's strategic maritime potential and the need for stronger collaboration among academia, industry, and government to develop future-ready maritime professionals and globally competitive logistics systems.



Mentors and Mentees of the LeadHER Ignite Program

“Participating in WLAT IGNITE II has been an inspiring chapter in my academic and professional journey. From gaining industry insights to developing leadership and communication skills, every mentoring interaction added something meaningful to my growth. My mentors guidance helped me look at Supply Chain Management from a broader perspective and gave me greater confidence in pursuing my career goals. I am truly grateful to be part of a program that inspires students to learn, lead, and grow.” Zahra SZABIT University, Larkana Campus	“WLAT IGNITE II has been more than a mentoring program for me, it has been a journey of discovering my potential. Through my mentors guidance, I learned valuable lessons about Supply Chain management, leadership, teamwork, and professional growth. The experience motivated me to take initiative, embrace challenges, and work towards becoming a future leader in the industry. I am sincerely grateful for the opportunity to be part of this inspiring program.” Zainab SZABIT University, Larkana Campus	“As a mentee in WLAT IGNITE II, I had the opportunity to learn far beyond the classroom. The program exposed me to practical perspectives on Supply Chain Management and helped me understand the importance of leadership, problem-solving, communication, and professional networking. The guidance and encouragement I received throughout the journey have given me greater clarity and confidence about my career. Truly thankful for this remarkable learning experience.” Prathiba SZABIT University, Larkana Campus
“Being part of WLAT IGNITE II allowed me to connect classroom learning with real-world industry experience. As a Supply Chain student, learning directly from an experienced mentor helped me understand the challenges, opportunities, and skills involved in the field. Every interaction brought a new perspective and encouraged me to become a more confident and proactive learner. I am grateful for this valuable journey of mentorship and professional development.” Prena SZABIT University, Larkana Campus	“Participating in WLAT IGNITE II as a mentee has been an incredibly enriching experience. The program gave me valuable insights into the Supply Chain industry while helping me develop greater confidence, leadership skills, and professional direction. The guidance, conversations, and shared experiences made the journey both meaningful and inspiring. I am truly grateful to my mentor and the WLAT community for creating such a supportive platform for learning and growth.” Khushi Chughani SZABIT University, Larkana Campus	“My experience with WLAT IGNITE II has been truly memorable. The mentorship sessions gave me the opportunity to learn from real professional experiences, understand the Supply Chain industry, and reflect on my own strengths and areas for improvement. More importantly, the program helped me develop a stronger leadership mindset and clearer career goals. I am thankful to my mentor for the guidance and to WLAT for this incredible opportunity.” Kasak Makhija SZABIT University, Larkana Campus
“Being part of WLAT IGNITE II has been an empowering experience that has strengthened both my professional knowledge and confidence. As a young woman aspiring to build a career in Supply Chain Management, the mentorship gave me valuable guidance and encouraged me to see myself as a future professional and leader. I am grateful to my mentor and the WLAT community for creating a platform where young women can learn, connect, and grow.” Hoor Rind SZABIT University, Larkana Campus	“My journey as a mentee in WLAT IGNITE II has been a wonderful opportunity for personal and professional growth. I gained a deeper understanding of Supply Chain Management and learned how important communication, confidence, decision-making, and leadership are in the professional world. The mentorship experience encouraged me to think bigger and believe in my potential. I am thankful to my mentor and WLAT for this truly empowering experience.” Dua Batool SZABIT University, Larkana Campus	



Training session on "Port Logistics."

WiLAT Bangladesh, organized a professional training session on "Port Logistics". A significant number of participants attended both in person and online, representing ports, shipping companies, C&F agents, freight forwarders, ICDs, and other related organizations. The session was both informative and engaging, providing participants with a comprehensive understanding of the latest trends, challenges, and best practices in the logistics and port sectors. The training was conducted by Mrs. Halima Begum, Chairperson, WiLAT Bangladesh. During her presentation, she

highlighted the key logistics processes at Chattogram Port and emphasized the importance of operational efficiency, digitalization, and collaboration among stakeholders to enhance the overall performance and competitiveness of the logistics sector.

The interactive discussions and exchange of experiences among participants further enriched the learning experience and underscored the importance of continuous professional development in the rapidly evolving logistics industry.



WiLAT BD undertook a humanitarian initiative during December 2025-January 2026

WiLAT BD undertook a humanitarian initiative to stand beside underprivileged people and street children by distributing warm clothes during December 2025 and January 2026. Approximately 300 people received blankets. The program aimed to demonstrate WiLAT BD's commitment to caring for society and standing beside needy communities.





The
CILT
International Convention
2026
HELD IN HONG KONG



Special Feature CILT International Convention 2026



CILT International Convention 2026 – Global Corridors, Collaboration Excellence

The CILT International Convention 2026 brought the global logistics and transport community together in Hong Kong from 20–24 September 2026, under the theme “Global Corridors, Collaboration Excellence.” Organised by the Chartered Institute of Logistics and Transport in Hong Kong, the Convention provided a global platform for transport, logistics and supply chain professionals, industry leaders, practitioners and members to exchange knowledge, explore emerging developments, and strengthen international collaboration.

Over the course of the Convention, delegates engaged in a diverse programme of main conference sessions, panel discussions, international meetings, networking opportunities and technical visits, bringing together perspectives from across the global industry. The programme explored the evolving opportunities and challenges shaping transport and logistics, with particular attention to connectivity, collaboration and the development of more sustainable, resilient and integrated transport systems.

A key message emerging from the Convention was the importance of collaboration in building truly connected global corridors. In his reflections on the event, Prof. Ir. Sam M.S. Chow, President of CILTHK, highlighted that while cities, networks and priorities may differ, many of the challenges facing the industry are shared. He emphasised that connectivity is built not only through infrastructure and networks, but also through collaboration across cities, economies, industries and people.

The Convention also featured a series of engaging industry discussions, including panels exploring global corridors and collaboration excellence, alongside opportunities for delegates to gain first-hand exposure to Hong Kong’s transport and logistics ecosystem through technical visits. These visits formed an important part of the Convention programme, connecting professional dialogue with real-world transport and logistics operations.

The gathering was further strengthened by the participation of distinguished international leaders and delegates, including Jan Steenberg, President of CILT International, and the wider CILT global community. The presence of professionals from different countries and sectors created opportunities to exchange experiences, build professional relationships and develop a stronger understanding of the interconnected nature of the global logistics and transport industry.

As the Convention drew to a close, it left delegates with more than new industry insights. It created a renewed sense of global connection, shared learning and collective responsibility for shaping the future of transport and logistics. Hosted by CILTHK, the 2026 Convention demonstrated the value of bringing the international CILT community together to connect expertise, technology and diverse perspectives in pursuit of a more connected, sustainable and resilient industry.



Global WiLAT at CILT International Convention 2026

Connecting, Celebrating and Empowering
Women Across Borders

A particularly meaningful highlight of the CILT International Convention 2026 was the strong presence of Global WiLAT, with the Global WiLAT Workshop and Global WiLAT Meeting providing dedicated platforms for women across the international logistics and transport community to connect, exchange knowledge, share experiences, and strengthen collaboration.

The Global WiLAT Workshop brought together members from across the world for meaningful conversations and knowledge sharing, creating an environment for learning, collaboration, and the exchange of diverse perspectives. The Global WiLAT Meeting further strengthened this sense of global connection, bringing the WiLAT community together to reflect on its shared commitment to empowering women, creating opportunities, and supporting a more inclusive logistics and transport industry.

The celebration continued through **"We Got Talent,"** organised by AGLOW at Global WiLAT, which showcased the creativity and talents of members across the global community. Through music, dance, culture, humour, and entertainment, the evening offered a wonderful opportunity for members of CILT International, Global WiLAT, and CILT Next Generation to come together beyond their professional roles and celebrate the diversity of the community.

Another proud moment for Global WiLAT was the presentation of the Star of WiLAT 2026 Award to Indeewari Chandrasekara, CIMA, MILT, BSc (Hons), of Sri Lanka. From her beginnings as an IGNITE mentee to becoming a Project Chair and mentor, Indeewari's journey reflects the impact of nurturing emerging talent and creating pathways for young women to grow as leaders within the industry.

Together, these moments reflected the spirit of Global WiLAT at the Convention. The learning, connection, recognition, celebration, and a shared commitment to empowering the women who are shaping the future of logistics and transport.





From Surveys to Solutions: The Next Phase of WiLAT's Values-in-Action Journey



Reshma Yousuf, FCILT
Deputy Chairperson, Global WiLAT
Lead Editor and Report Curator
WiLAT ESG Values-in-Action Report 2026



The launch of the WiLAT ESG Values-in-Action Report 2026 represents an important milestone in Global WiLAT's continuing commitment to sustainability, inclusion, leadership and responsible governance.

The report brings together the work of our Global Champions across Green Practices, Gender Diversity, Neurodiversity, Youth, Leadership, Governance and Capacity Building. Collectively, these contributions demonstrate how WiLAT's values are being translated into initiatives across our international network.

More importantly, the process of developing the report has given us an opportunity to reflect on how we gather evidence, measure progress and share practices across WiLAT. It has helped us identify not only what we have achieved, but also how we can strengthen our approach for the 2027 publication.

Rethinking Our Reliance on Surveys

In previous reporting cycles, several Champion groups conducted surveys across WiLAT branches to understand local practices, challenges and levels of awareness within their respective areas.

These surveys have been useful in starting conversations, identifying broad themes and establishing preliminary benchmarks. However, the Global WiLAT Secretariat has collectively recognised certain limitations in relying too heavily on this approach.

In some cases, survey responses were provided by branch chairpersons or nominated branch representatives. While their contributions were valuable, they may not always have been the people directly involved in, affected by or responsible for

the practices being assessed.

For example, a survey on workplace inclusion, youth development, mentoring or environmental practices ideally requires input from the employees, programme participants, employers or organisations directly experiencing or implementing those initiatives. A response provided on behalf of a branch may reflect general awareness or perception, but it may not provide sufficient evidence of what is happening in practice.

Response numbers may also be too small to support broader conclusions. Different respondents may interpret questions differently, while some branches may not have access to the organisational data

needed to provide an accurate answer.

Conducting multiple surveys also demands considerable time from our Champions, branch leaders and volunteers. The work involved in designing questionnaires, following up for responses, interpreting limited datasets and preparing reports can be disproportionate to the value of the findings produced.

This does not mean that surveys have no place in our future reporting. When they are well designed, directed to the appropriate respondents and supported by a sufficient evidence base, they remain useful tools. However, surveys should support our reporting, not become its principal measure of action or impact.

A New Direction for 2027

For the 2027 Values-in-Action publication, the Global WiLAT Secretariat has agreed that our Champions should place greater emphasis on identifying and documenting practices that are already producing results.

Instead of every Champion conducting another general survey across the WiLAT network, we will focus on branches that:

- Have conducted credible surveys or research within their own countries;
- Have access to information from companies, institutions or organisations directly implementing relevant initiatives;
- Have introduced programmes aligned with WiLAT's Values-in-Action priorities;
- Can demonstrate how an initiative was planned, implemented and evaluated;
- Can provide evidence of results, learning or organisational change; or
- Have developed practices with the potential to be adapted by other WiLAT branches.

This will enable us to move from reporting primarily on perceptions and intentions to documenting implementation, experience and practical outcomes.

Learning From What Is Already Working

Across WiLAT's global network, branches and their partner organisations are already undertaking valuable work. Some are supporting women's leadership and career progression. Others are creating mentoring pathways, engaging younger professionals, introducing more inclusive workplace practices, advancing environmental programmes or strengthening governance and professional capability.

Our next task is to find these examples, understand them properly and turn them into useful models.

The purpose will not be simply to showcase a successful activity. Each selected initiative should be examined in sufficient detail to answer practical questions:

- What challenge was the initiative designed to address?
- Who initiated and supported it?
- Who were the intended beneficiaries?
- What resources and partnerships were required?
- How was the initiative implemented?
- What results or changes were observed?
- What difficulties were encountered?
- What lessons were learned?
- Which parts of the initiative could be replicated elsewhere?
- What would another branch need to adapt it to its local context?

By documenting these elements, WiLAT can convert individual examples into practical models, frameworks or toolkits.

From Case Study to Replicable Model

A programme that works in one country cannot always be transferred unchanged to another. Branches operate in different cultural, regulatory, economic and institutional environments. Replication therefore does not mean copying an initiative exactly.

Instead, the aim is to identify its essential components: the principles, processes, partnerships, resources and success factors that made it effective. These can then form the basis of a model that other branches can adapt.

For example, a successful mentoring programme could be developed into a framework covering mentor recruitment, mentee selection, matching, orientation,

programme duration, monitoring and evaluation. A workplace neuro-diversity inclusion initiative could produce practical guidance for recruitment, onboarding, management support and reasonable adjustments. A green logistics project could demonstrate how an organisation identified its environmental priorities, secured internal support, implemented changes and measured results.

In this way, the 2027 publication can become more than a record of activity. It can become a resource that helps branches take action.

Strengthening the Role of Our Champions
Under this approach, Global Champions will increasingly serve as knowledge

connectors and model developers.

They will work with branches to identify credible initiatives, engage directly with the organisations or participants involved, document the evidence and extract the lessons that can benefit the wider network. Champions will also help determine whether a practice is genuinely transferable and what guidance another branch would require to implement it successfully.

This will make better use of the expertise within our Champion groups. It will also reduce the time spent administering multiple general surveys and allow more attention to be given to learning, collaboration and practical implementation.

Building a Living Library of Values in Action

Over time, this approach can help Global WiLAT develop a living library of proven and promising practices from across its network.

It could include replicable models, implementation guides, case studies, assessment tools, checklists and lessons learned in each Values-in-Action area. Branches would then be able to draw upon tested ideas rather than begin every initiative from the ground up.

The 2026 report has provided the foundation. It has brought together our different Champion areas and demonstrated the breadth of WiLAT's ESG-related work. The next phase is to deepen the evidence, learn directly from those implementing change and use that knowledge to help others act.

Our direction for 2027 is therefore clear: less emphasis on surveying what branches believe may be happening, and greater emphasis on understanding, documenting and scaling what organisations and people are actually doing.

That is how Values in Action can move from an annual publication into a practical mechanism for shared learning and measurable progress across Global WiLAT.





The Chartered
Institute of Logistics
and Transport

Women in Logistics and Transport (WiLAT)

ESG VALUES IN ACTION

Report 2026

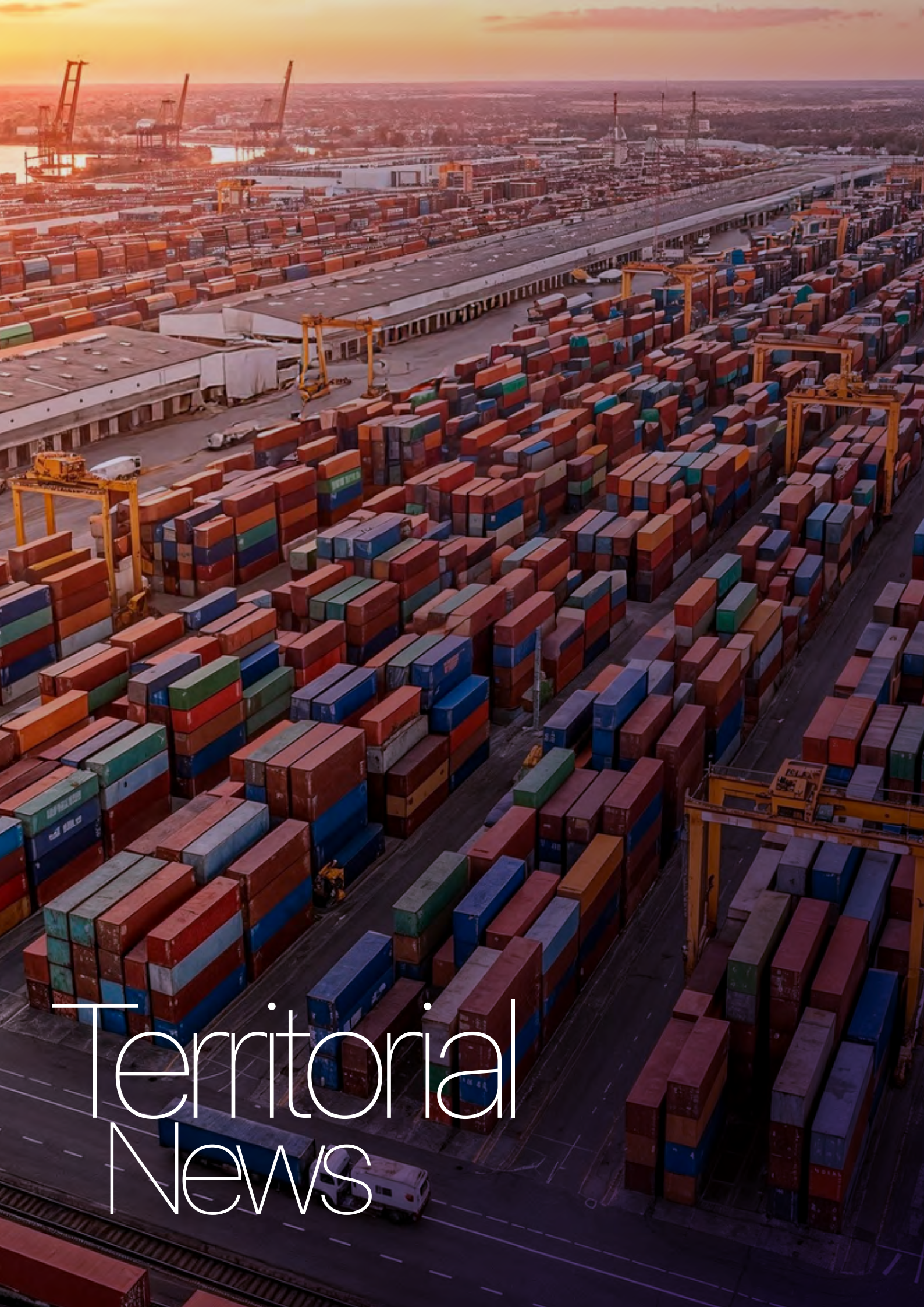
FROM COMMITMENT TO
MEASURABLE ACTION

- Environmental leadership
- Inclusive and future-ready workforces
- Leadership and organisational capability



EXPLORE THE
FULL REPORT
SCAN ME





Territorial News

SOUTH ASIA

Global Vice Chairperson
Nasreen Haque, FCILT



Bangladesh, India, Pakistan, Sri Lanka

SRI LANKA

- As part of the IGNITE 11 Mentoring Programme, WiLAT Sri Lanka mentees visited Unilever Sri Lanka's Horana Manufacturing Facility on 8 July 2026. The visit provided valuable industry exposure to end-to-end supply chain operations, world-class warehousing practices, safety and quality standards, and digital transformation initiatives. The programme offered practical insights into manufacturing excellence and supply chain management, supported by Unilever Sri Lanka's team and coordinated by IGNITE 11 Project Chair, Indeewari Chandrasekara.



- WiLAT Sri Lanka conducted its Strategic Planning Session 2026/27 on 12 June 2026 at the 80 Club, Colombo, bringing together the newly appointed Executive Committee. The session reviewed achievements, key learnings and challenges from the previous year while establishing strategic priorities for the year ahead. Enriched by insights from CILT and WiLAT leaders, the session strengthened the

committee's direction and renewed its commitment to professional empowerment, industry excellence and sustainable impact across logistics and supply chains.



- WiLAT Sri Lanka conducted a Business Leadership Workshop for Pathway to Logistics interns on 2 June 2026 at EFL Global Headquarters, led by WiLAT Chairperson Rumal Fernando. Drawing from her personal and professional journey, she shared valuable insights on integrity, meaningful relationship-building, continuous learning, identifying opportunities, and embracing challenges as pathways to growth. The workshop provided interns with practical leadership perspectives and inspiration, reflecting WiLAT Sri Lanka's continued commitment to developing and empowering the next generation of professionals and future leaders in the logistics industry.



- WiLAT Sri Lanka, in collaboration with CWIT, organised an industry visit for students of Musaeus College on 11 June 2026, providing valuable firsthand exposure to logistics and maritime operations. The visit introduced students to industry developments, including innovation and automation, while also encouraging meaningful discussions on diversity and inclusion. Through practical industry exposure and career guidance, the initiative helped students gain a better understanding of potential career pathways and reflected WiLAT Sri Lanka's continued commitment to inspiring and empowering the next generation of future industry leaders.



- On 31 July 2026, WiLAT Sri Lanka, in collaboration with the Logistics Club of SLIIT Business School, conducted the "Your Name, Your Brand" Workshop to strengthen the professional identity and career readiness of aspiring logistics and supply chain professionals. Distinguished speakers shared practical insights on academic pathways, self-presentation, personal branding through social media, and developing a compelling career story beyond the CV. The workshop promoted professional growth, confidence, industry engagement, and lifelong learning, reinforcing WiLAT Sri Lanka's commitment to empowering and preparing the next generation of logistics leaders.



PAKISTAN

- On 4 August 2026, Nasreen Haque delivered a keynote speech at the International Summer School 2026 organised by Bahria University, Karachi, on "Building Resilient Maritime Logistics Systems: Managing Operational and Strategic Risks." She highlighted the importance of resilient maritime logistics in supporting global trade, sustainable supply chains and economic development, while addressing geopolitical uncertainty, cybersecurity, climate change and digital transformation. Her speech also emphasised

Artificial Intelligence, innovation, strategic leadership and stronger academia-industry-government collaboration to develop future-ready maritime professionals and strengthen Pakistan's global logistics competitiveness.



NORTH AND WEST AFRICA

Global Vice Chairperson
Dr Ogochukwu Ugboma, FCILT



Ghana, Nigeria, Cote D'Ivoire
Egypt, Gambia, Togo

GHANA

- On 6 August 2026, WiLAT Ghana participated in the 14th WiLAT Nigeria Day Conference and Awards Ceremony at the Oriental Hotel, Lagos, under the theme "Driving Results: Time Mastery in Logistics and Transport." Represented by Chairperson Mabel K. Kabutey and Gifty Boi-Bi-Boi, the event provided valuable insights into time management, productivity, leadership and operational efficiency. It also strengthened regional networking, knowledge exchange and collaboration among WiLAT chapters and industry stakeholders, reinforcing WiLAT

Ghana's commitment to women's professional development, empowerment and regional cooperation.



TOGO

- On 5 June 2026, WiLAT Togo commemorated World Environment Day through an awareness initiative promoting sustainable logistics, green transport and environmentally responsible practices within communities and the supply chain sector. The initiative reinforced WiLAT Togo's commitment to encouraging individuals and organisations to reduce their environmental impact and contribute towards a more sustainable future. Through the message "Act today for a sustainable tomorrow," WiLAT Togo highlighted the importance of collective responsibility and inspired positive environmental action for the benefit of present and future generations.



- WiLAT Togo successfully organised a Master Class on Artificial Intelligence and Sustainable Supply Chains on 25 July 2026, bringing together 25 professionals and students from supply chain, logistics, transport and HSE sectors. Focusing on “Harnessing Artificial Intelligence to Optimize Environmental Impact in the Supply Chain,” the session explored practical AI applications for greener and more responsible supply chains. The initiative promoted knowledge sharing, professional development and environmental awareness, while reinforcing WiLAT Togo’s commitment to innovation, sustainability, digital transformation and capacity building across the logistics and supply chain sector.



- WiLAT Togo actively participated in WiLAT Day Nigeria on 6 August 2026, under the theme “Driving Results: Time Mastery in the Logistics and Transport Sector.” The event brought together women professionals, experts and industry stakeholders to exchange insights on effective time management, productivity, leadership and operational efficiency. WiLAT Togo’s participation provided a valuable platform for networking, sharing best practices and strengthening collaboration among WiLAT members across Africa, while reaffirming its commitment to professional excellence, continuous learning and the advancement of women’s leadership in logistics and transport.



- WiLAT Togo commemorated International Youth Day 2026 on 12 August through a dedicated communication initiative highlighting the importance of youth leadership, entrepreneurship, mentorship, empowerment and social responsibility. The initiative encouraged young people to develop their potential, strengthen their leadership capabilities and actively contribute to the future of the logistics and transport sector. Through this engagement, WiLAT Togo reaffirmed its commitment to supporting the next generation of professionals and empowering youth to become responsible, innovative and impactful future leaders within the industry.



- WiLAT Togo organised an After Work Master Class on 21 August 2026, focusing on strengthening women’s skills, leadership and professional development within the logistics and transport sectors. The initiative promoted leadership and entrepreneurship, mentoring, women’s empowerment, professional networking, and the exchange of experiences and best practices. It also provided an opportunity to strengthen collaboration and solidarity among WiLAT Togo members. Through this initiative, WiLAT Togo continued to build meaningful connections and inspire women to take on greater leadership roles within the industry.



NIGERIA

- On 18 May 2026, WiLAT Nigeria paid a courtesy visit to the Honorable Minister of Transport, reinforcing its commitment to strategic collaboration and the advancement of women in transport and logistics. The engagement strengthened partnerships, promoted inclusive leadership, and highlighted WiLAT's role in supporting sustainable growth and national transport development.



WiLAT South East Asia

Global Vice Chairperson
Juliana Sofia Damu, CMLT



Malaysia



Singapore



Indonesia



Myanmar

INDONESIA

- WiLAT Indonesia conducted a field visit to Patimban Port, Subang, as part of WiLAT Indonesia's 5th anniversary celebrations on 8th April 2026. With the support from PT. Blue Bird Tbk, WiLAT gets a fully equipped Elf van with a capacity of 14 people.



- On 13th April 2026, WiLAT Indonesia signed a memorandum of understanding (MoU) with Maha Karya University (Unmaha) during the Open Senate Session of the Maha Karya University Undergraduate Program Graduation Ceremony. The MoU was signed by Unmaha Rector Ir. Tri Atmodjowati and WiLAT Indonesia Chairperson Nurmara Sarosa. This MoU aims to foster collaboration in the areas of knowledge sharing, CSR (foster parenting), student education, and job opportunities at WiLAT Indonesia's companies.



- WiLAT Indonesia held a culminating event to celebrate its 5th anniversary in Indonesia at the National Library Auditorium on the second floor. The event was attended by WiLAT administrators, WiLAT members, WiLAT friends, WiLAT MSMEs, association heads, Academicians, Directors and Owners of WiLAT Indonesia's partner companies, the WiLAT Honorary Board, the President of CILT and GVC WiLAT South East Asia, and expert staff from the Indonesian Ministry of Transportation. The event included a talk show, dance performances, the presentation of the sashes to the winners of the Star of WiLAT Indonesia 2025, and bazaar featuring WiLAT MSMEs.



MALAYSIA

- On 3 April 2026, a CILTM Hari Raya Gathering & Management Council Meeting 2/2026 was held at De Palma Hotel, Shah Alam. The meeting fostered collaboration, strategic decision-making, and a shared commitment to building a more resilient and future-ready maritime logistics sector.



- On 13 May 2026, WiLAT Malaysia hosted Afternoon Talk 2.0 Webinar, bringing together industry experts to discuss digital transformation, automated data platforms, and cross-border supply chain integration. The webinar inspired participants to embrace innovation, strengthen digital capabilities, and enhance collaboration in building a smarter, more resilient, and globally connected logistics ecosystem.



EAST ASIA

Global Vice Chairperson
Elise Kwok, CMILT



China, Hongkong, Korea

SOUTH KOREA

- On 13th May 2026, CILT & WILAT South Korea, conducted a technical field visit to major container terminals at Busan Port to enhance members' understanding of advanced logistics operations and future-oriented port systems.

The programme provided members with an opportunity to directly observe modern terminal operations while strengthening professional exchange within the logistics and transport sectors.



HONG KONG

- From 16-18 June 2026, WILAT Hong Kong actively participated in the CILT China Conference 2026 in Langfang, joining industry leaders, policymakers, and logistics professionals to address the future of global supply chains. Discussions focused on rising logistics costs, evolving trade routes, sustainability, and digital innovation. The conference fostered strategic partnerships, knowledge exchange,



and collaborative solutions, reinforcing WILAT's commitment to advancing resilient, sustainable, and future-ready transport and logistics across the region.





Interviewed by:
Shakkya Perera, MILT
Assistant Editor - Wings of Change

Feature Article

From a distinctive beginning in passenger rail to becoming a global voice in logistics and transport, Amra Zareer's journey is one shaped by opportunity, mentorship, purpose and a commitment to empowering others. As Global Vice Chairperson - External Relations & Publications of WiLAT, Editor of Wings of Change, and the first Global Star of WiLAT, she continues to champion platforms where people, ideas and emerging leaders can thrive. In this special interview, Amra reflects on the experiences and people that shaped her journey, her vision for WiLAT and Wings of Change, and her perspectives on building resilient, technology-enabled and sustainable cold chains while reminding us that, at the heart of every supply chain, it is people who truly make the difference. As the Assistant Editor, I would like to title the Feature Article "In Conversation with Amra Zareer" with the utmost pleasure and gratitude, as this is especially meaningful because this is the first independently prepared feature interview for Wings of Change by the current Assistant Editor, and truly delighted to begin this journey with our very own editor, Amra Zareer.

01. Could you take us back to the beginning of your journey? What first inspired you to pursue a career in logistics and transport, and how has that journey shaped the leader you are today?

My journey into logistics was not something I had planned from the beginning. It started with an opportunity to work with Expo Rail, where I became involved in passenger rail transportation and the fascinating world of luxury train travel in Sri Lanka.

That opportunity came through Niroza Gazzali, who later became one of my most important mentors. She gave me the space to learn, make mistakes and grow. Working in rail taught me some of the foundations that have stayed with me throughout my career - how to work under pressure, communicate with different stakeholders, remain consistent and take responsibility. I also had the privilege of working closely with Mr. Hanif Yusoof during my time at Expo Rail whose guidance shaped the way I approach service and relationships. He taught me the importance of being prompt, available when people need you and, above all, putting the customer first. I learned that trust is built through consistency and action.



As my career evolved, I became increasingly interested not only in logistics operations, but also in the people and leadership behind organisations. That eventually led me to establish The Corridors, my own consulting company, where we work extensively in organisational development and design, leadership and professional development, and strategy, particularly within the logistics and supply chain sector.

One of the most rewarding aspects of this work is helping companies at the beginning of their journey - launching businesses, building teams, establishing structures and developing leaders for sustainable growth.

Looking back, I realise that logistics found me before I fully understood what logistics meant.

The greatest lesson has been that logistics is ultimately about people. Behind every shipment, system and supply chain are people making decisions, solving problems and keeping the world moving. That understanding has shaped the leader I am today, someone who believes that results matter, but how we achieve them and how we treat people along the way matters just as much.

02. Your journey with Women in Logistics and Transport has been an important part of your professional life. What does WiLAT mean to you personally, and how has your involvement as Global Vice Chairperson – External Relations & Publications, influenced your approach to leadership?

My journey with WiLAT actually began completely by accident.

I was asked to represent my mentor at the global launch of WiLAT in Sri Lanka in 2013. I went simply because I was representing her. I never imagined that one event would become such an important part of my professional and personal journey.

The leadership at WiLAT recognised my strengths in creativity, communication, branding and connecting people. They gave me opportunities and, importantly, trusted me with responsibility.

I went on to serve WiLAT Sri Lanka for around ten years across areas including branding, membership services and development, while also strengthening its social media presence.

At the global level, I was fortunate to work with incredible women including Gayani de Alwis, Vicky Koo and Doreen Owusu Fianko, who trusted my capabilities and gave me opportunities to grow.

I was also privileged to work behind the

scenes supporting four WiLAT Sri Lanka Chairpersons -Gayani, Dhashma, Gayathri and my mentor Niroza and to strengthen and structure IGNITE, which had been launched by Gayani de Alwis.

Those experiences taught me that leadership is not always about being visible. Sometimes it is about building the structure, systems and support that allow others to succeed.

My journey eventually led to me being handpicked as Global WiLAT's Media Coordinator and later becoming its first Global Vice Chairperson for External Relations & Publications.

Through this work, I also had the opportunity to work closely with CILT Sri Lanka and CILT International, from organising international conferences and supporting membership development to branding, communications and stakeholder engagement.

For me, WiLAT is much more than a professional network. It is a space where women are given a voice, a platform and an opportunity to grow.

I have been empowered by others throughout my journey, and that has created a responsibility in me to pay that empowerment forward.

03. As Editor of Wings of Change, you have helped create a platform for voices from across the global logistics and transport community. What does the magazine represent to you, and what continues to inspire you to lead it?

To me, Wings of Change represents connection, recognition and the power of shared stories.

I also want to acknowledge that the name



Wings of Change was conceptualised by our first Editor, Dhashma Karunarathne. That foundation is an important part of the publication's story, and I feel privileged to continue building on what was started.

I don't see Wings of Change simply as a magazine. I see it as a collective story of our profession - the experiences, innovations, challenges, achievements and people shaping logistics and transport around the world.

A young woman beginning her career, a seasoned industry professional, an academic, a humanitarian logistics expert or a sustainability leader may all have something valuable to contribute. My role is not simply to tell stories, but to create a platform where those stories can travel further.

What continues to inspire me is the diversity of voices and the possibility of giving someone a platform they may not otherwise have had.

When you give an idea, a story or a person the right platform, you never know how far it can fly.

04. What did being named the 2022 Global Star of WiLAT mean to you, and how can initiatives like this create opportunities for young women to be recognised, grow, and contribute to the future of WiLAT?

Being named the 2022 Global Star of WiLAT was deeply meaningful, particularly because I was the first Global Star when the initiative was launched.

It was both a privilege and an honour. For me, it was not simply about receiving an award; it represented recognition of the contribution I had been making to WiLAT and the wider logistics community, often quietly and behind the scenes.

It also reminded me that recognition can

give people the confidence to step forward and believe they have something valuable to contribute.

That is particularly important for young women.

Sometimes one opportunity, one mentor or one person saying, "I believe in you," can change someone's trajectory. I know this personally because many opportunities in my own journey came because someone saw something in me before I fully saw it in myself.

Initiatives like Stars of WiLAT can therefore do more than recognise achievement, they can shine a light on potential.

I hope that when young women see other women being recognised, they don't just see an award. They see a possibility for themselves.

"Maybe I can do this too."

05. Your journey in logistics and transport has included diverse experiences and leadership opportunities across rail and transport, global supply chains, Internet of Things, and entrepreneurship. How would you describe your journey so far, and what have been the most meaningful moments along the way?

My journey has been anything but linear, and I think that is what makes it meaningful. I have experienced different sides of the industry, from rail and passenger transportation to global supply chains, freight forwarding, IoT, entrepreneurship, consulting and leadership.

Every chapter taught me something different. Some gave me technical knowledge, others taught me resilience, leadership or simply how to listen.

But the most meaningful moments have often been those where I have been able to create an opportunity for someone else. Seeing someone gain confidence, helping a young professional discover their potential, supporting a team to find its direction, or creating a platform where someone's voice reaches a wider audience - those are the moments that stay with me. My career has taught me that leadership is not a straight road. It is a collection of experiences, relationships, failures, opportunities and people who leave something behind in you. And I am still learning.

06. This edition of Wings of Change focuses on Cold Chain Logistics. Why are efficient and resilient cold supply chains increasingly important, and what do you see as the key challenges facing the sector today?

Cold chain logistics is one of those areas where the importance of logistics becomes very tangible.

Whether we are talking about food, pharmaceuticals, vaccines or healthcare products, the integrity of the product can depend on the integrity of the supply chain.

As global trade grows, cold chains need to become not only more efficient, but also more resilient, visible and responsive to disruption.

The challenges are significant - energy consumption, infrastructure gaps, temperature monitoring, equipment reliability, last-mile connectivity, skilled people and the cost of maintaining the cold chain.

But I also see tremendous opportunity.

Technology can give us better visibility, data can support smarter decisions, IoT can strengthen monitoring and traceability, and better infrastructure and collaboration can reduce vulnerabilities.

Ultimately, a resilient cold chain is not simply about keeping something cold. It is about protecting value, reducing waste and, in many cases, protecting lives.

07. Drawing on your involvement with the Earth Hour programme, how do you think the cold chain industry can balance energy-intensive operations such as refrigeration, transportation and storage with the growing need for sustainability and environmental responsibility?

Through my involvement with Earth Hour, I have become particularly conscious that every industry has a responsibility to look at the resources it consumes and ask whether we can do things differently.

Cold chain is inherently energy-intensive, so sustainability cannot simply mean asking the industry to consume less. We need to look at how energy is generated, how efficiently it is used and where technology can reduce waste.

There are opportunities around energy-efficient refrigeration, renewable energy, better insulation, route optimisation,



smarter warehouse design, improved equipment maintenance and real-time monitoring.

But sustainability is also about collaboration.

A shipper cannot solve it alone. Neither can a freight forwarder, warehouse operator, carrier or technology provider.

We need to look at the cold chain as one connected ecosystem.

And sustainability and efficiency do not always have to compete. Done thoughtfully, sustainability can actually drive better operational efficiency.

o8. Through your work with WiLAT and Wings of Change, you interact with professionals from different countries and backgrounds. What have you learned about the value of global collaboration and

knowledge-sharing in addressing complex logistics challenges?

Working with professionals across different countries has taught me that there is no single way to solve a logistics challenge.

Every market has its own infrastructure, culture, regulations and ways of working. Yet many of the underlying challenges are remarkably similar.

Global collaboration allows us to learn from those differences rather than being limited by them.

One of the greatest strengths of WiLAT is that it brings together people who may live thousands of kilometres apart but share a common commitment to the profession.

I have learned that knowledge becomes much more powerful when it is shared.

Sometimes the answer to a problem you are facing in one country already exists in

another - you simply need the relationships and openness to learn from each other.

That is why I believe collaboration is no longer a nice-to-have in logistics. It is essential.

o9. Beyond your professional responsibilities, what keeps you motivated and grounded, particularly when balancing leadership, professional commitments and your contribution to the wider logistics community?

For me, it has always come back to people and purpose.

I am fortunate to have a family that keeps me grounded and reminds me that there is a life beyond titles, meetings and deadlines. They constantly remind me of what really matters.

Professionally, I am motivated by seeing people grow.



I have always believed strongly in mentoring, coaching and creating opportunities for others. Perhaps that comes from the mentors who invested in me when I was starting out.

I also remind myself that leadership is a privilege, not a permanent position.

There will always be someone more experienced than us, someone younger who can teach us something new, and someone quietly watching how we lead.

So I try to lead with gratitude, curiosity and heart.

On difficult days, I remind myself that we don't have to have everything figured out. Sometimes we simply need to keep moving, keep learning and keep showing up.

10. Finally, when you think about the future of WiLAT, Wings of Change, and the logistics profession, what impact would you most like to make, and what legacy would you like to leave behind?

If there is one thing I would like my journey to stand for, it is helping people discover the potential they may not yet see in themselves

I would like WiLAT to continue being a space where women don't simply participate, but lead, create, influence and open doors for others.

For Wings of Change, I hope it continues to be a platform that gives the global logistics community a voice - a place where knowledge is shared, stories are celebrated and new ideas are given wings.

And for the wider logistics profession, I would like to contribute to a future where we recognize that technology, infrastructure and processes are important, but people remain at the heart of every supply chain.

If, years from now, someone tells me,

"You gave me an opportunity when I needed one," or "You made me believe I could do more,"

that would mean more to me than any title or award.

Because ultimately, our greatest legacy is not what we build for ourselves. It is what continues through the people we have helped along the way.





CLT
News

Zimbabwe's Transport Sector Convenes at Victoria Falls for National Conference

Government officials, logistics practitioners and industry leaders will gather at Elephant Hills Hotel in Victoria Falls this September for a three-day national conference examining how Zimbabwe can strengthen its transport, logistics and infrastructure networks.

Organised by CILT Zimbabwe, the National Transport, Logistics and Infrastructure Conference 2026 will run from 9 to 11 September under the theme Driving Sustainable Transport, Logistics Excellence and Infrastructure Development for Economic Transformation. Delegates will include policymakers, academics and stakeholders from Zimbabwe and neighbouring countries, reflecting the conference's ambition to treat transport and logistics as a regional, not purely national, concern.

Zimbabwe's growing role in regional trade has put increasing strain on its transport and logistics infrastructure. Reliable networks, resilient supply chains and sustained infrastructure investment have become central to the country's long-term economic development, and the conference will give delegates room to debate the policy, funding and technological choices needed to keep pace.

The programme will organise discussion around eight priority areas:

- Integrated transport and infrastructure development
- Smart logistics and transport
- Seamless supply chain solutions
- Public-private partnership opportunities
- Green mobility initiatives
- Skills development for current and future supply chains
- Adoption of emerging technologies and associated challenges
- Responsive and sustainable logistics and supply chain operations



Rather than treating these as separate tracks, the conference will use them to connect short-term operational fixes with longer-term sector development, a deliberate attempt to link the practical and the strategic.

Practitioners, researchers, academics and business leaders will share the platform throughout the three days, with organisers hoping the mix of public- and private-sector

voices will translate into concrete recommendations: stronger cooperation between government and industry, faster adoption of digital tools, and renewed dialogue on infrastructure investment. Whether those recommendations translate into funded projects will be the real test of the conference's impact in the months ahead.

New Honorary Treasurer Brings Two Decades of Finance Leadership to CILT International

CILT International has appointed Kerry Everett as its new Honorary Treasurer and Trustee, adding more than 20 years of senior finance experience spanning South Africa and the United Kingdom to the organisation's governance team.

Everett's background is not purely financial. Her finance executive roles have carried direct line responsibility

for supply chain, logistics and planning functions, giving her a working understanding of the sector CILT represents rather than just its balance sheet.

As Trustee, she will support CILT's other Trustees and take on responsibility for the transparent management of the organisation's resources, a role the Institute

frames as central to maintaining member confidence as it expands its international activities.

Everett said the appointment appealed to her on two fronts: the chance to put her financial and governance background to direct use, and the opportunity to broaden her own perspective by engaging with the wider CILT community.

Zimbabwe Visit Yields New Public Administration Partnership for CILT

A five-day visit to Zimbabwe by CILT International's Director of Education and Membership, Ruth Francis, has produced a new Memorandum of Understanding between CILT Zimbabwe and the Zimbabwe Institute of Public Administration and Management (ZIPAM), a partnership expected to open up work in professional qualifications, executive

education, leadership development and public sector logistics.

Francis travelled to Zimbabwe from 20 to 24 July 2026, meeting training providers, members, industry leaders and public sector organisations across the country. The visit was framed by CILT International as a chance to hear directly from the people delivering its

programmes on the ground, rather than relying solely on data from CILT's international network.

Much of the programme concerned CILT-accredited colleges and training institutions, where discussions covered quality assurance, learner support, examinations and digital learning. Francis also visited an

accredited institution directly to observe its teaching environment. CILT's qualifications are set to common international standards, but accredited providers retain flexibility to draw on local case studies, a balance the visit was partly designed to check is still working in practice.

Francis also visited organisations applying that training day to day:

J & J Transport, the Army School of Logistics, and member-owned businesses Hydration Masters and Drone Express. Conversations there touched on fleet management, operational efficiency, safety and technology, while a separate meeting with the Procurement Regulatory Authority of Zimbabwe covered procurement reform, governance and ethics.

CILT International has described 2026–2030 as a period of “activation”, turning the awareness and digital groundwork built in previous years into active participation and collaboration across its network. The Zimbabwe visit, and the ZIPAM agreement it produced, is one of the clearer examples yet of what that shift looks like in practice.

CILT International Adds Curriculum Specialist as It Rolls Out New Qualification Modules



CILT International has brought on Mohammad Kashmoula CMILT as Curriculum Design and Quality Assurance Manager, a hire that follows closely on the Institute's introduction of new modules in Green Logistics and Sustainability, Digital Supply Chains, and Technology Transformation.

Kashmoula joins the International Secretariat with a background spanning curriculum development, assessment and quality assurance, alongside academic and professional experience in operations, logistics and supply chain management. He holds BSc, MBA and MRes qualifications, is a Chartered Member of CILT, and was completing a PhD at the time of his appointment.

His brief covers the development, review and ongoing improvement of CILT International's qualifications and learning materials, along with assessment design and both internal and external moderation. A central part of the role is aligning three separate journeys, those of the learner, the training provider and CILT's own service delivery, so that qualifications are delivered consistently regardless of where in the world a learner is studying.

Ruth Francis, Director of Education and Membership, said Kashmoula's experience across curriculum design, assessment and quality assurance would help strengthen consistency across CILT's qualifications while keeping learners and training providers well supported. Kashmoula, for his part, said he was looking forward to working with colleagues and training providers to build what he called a collaborative quality assurance community.

The appointment lands as CILT works through consultation-driven changes across its global network, including the new modules noted above, supported by dedicated Train the Trainer sessions rolled out internationally.

CILT Australia's Construction Logistics Programme Wins National Safety Award

CLOCS-A, the Construction Logistics and Community Safety Australia programme run by CILT Australia, has won the Heavy Vehicle Safety Award at the 15th Annual Australian Road Safety Awards in Canberra, presented by Scania.

The award recognises CLOCS-A's role in improving safety standards across construction logistics and heavy vehicle operations nationally, an area where heavy vehicles must share space with busy streets, worksites and local communities, often with limited margin for error.

CLOCS-A gives operators, contractors and asset owners a structured accreditation framework to assess and improve vehicle safety, driver training, site operations and journey planning. Accreditation is intended to recognise organisations going beyond

minimum compliance, investing in safer vehicles and better-prepared staff rather than treating safety as a box-ticking exercise. The intended effect is better protection not just for drivers but for road workers, cyclists, pedestrians and other people sharing space with construction traffic.

The programme was developed over several years through collaboration between industry operators, contractors, government representatives, safety specialists and academic partners. Karyn Welsh FCILT, National Chair of CILT Australia, called the award recognition of that collective effort, crediting the programme's partners and early adopters for their willingness to trust a new standard before it had proven itself.

CILT International congratulated the

CLOCS-A team and CILT Australia on the award, framing it as an example of how a single branch's work, backed by the right partnerships can produce national-level impact and offer a template other CILT branches might draw on.





Industry Recap

Chain-of-custody visibility in cold chain

Chain-of-custody visibility combines real-time tracking and verifiable documentation of a shipment's location, handling, and condition. It makes it possible to reconstruct the complete, time-stamped story of a shipment or product lot - who physically controlled it, where and when each transfer occurred, what conditions it experienced, whether it was accepted within specification, and what action was taken when something went wrong.

https://www.maersk.com/insights/integrated-logistics/2026/09/07/chain-of-custody-visibility-in-cold-chain?utm_source=chatgpt.com



Cold Chain 2.0: Protecting Biologics & Vaccines in Transit

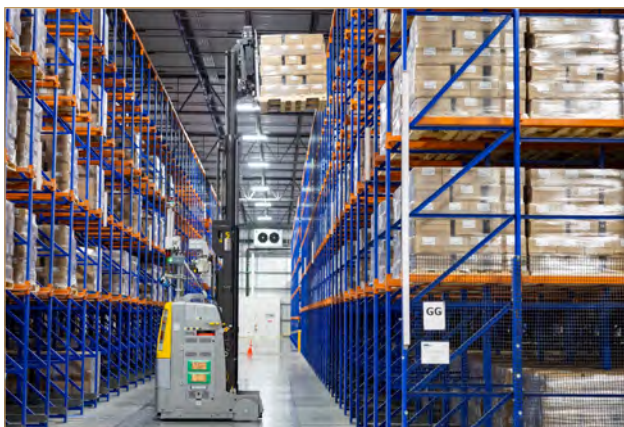
Shipping biologics and other temperature-sensitive pharmaceuticals is a high-stakes challenge where you are constantly working against time and tropical weather conditions. A minor delay or exposure on the tarmac can result in the loss of a multi-million dollar shipment and jeopardise patient health. This article will explain how Cold Chain 2.0 uses active technology and real-time data to keep your valuable products safe throughout their journey.

https://www.dhl.com/discover/en-lk/logistics-advice/logistics-insights/cold-chain-biologics-vaccine-transport?utm_source=chatgpt.com

The Most Dangerous Moment in Cold Chain is the Handoff

The most dangerous moment in a cold chain is not a warm truck. It is the handoff. Product changes custody, plant to carrier, carrier to depot, depot to customer, and at each exchange, two threads must survive together: the identity of what is moving and the conditions it has experienced. Logistics has grown sophisticated at monitoring the second thread. The industry's quiet weakness is that the two threads are so often carried separately, and a thread carried separately is a thread that breaks.

https://www.foodlogistics.com/transportation/cold-chain/article/22971511/verident-teknoloji-the-most-dangerous-moment-in-cold-chain-is-the-handoff?utm_source=chatgpt.com



How Innovation Simplifies Complexity in Cold Chain Logistics

Cold chain logistics has long been a complex process, and it's becoming increasingly challenging. Manufacturers now face surging demand, stricter regulations, shifting markets and mounting pressure to cut emissions. Tasks that once felt separate now operate as one connected system and a data gap in the warehouse can create problems downstream. This complexity reaches into every aspect of operations. For example, a single temperature slip can harm product quality, a delay can spike refrigeration costs and missing warehouse data can trigger errors that ripple through transportation.

https://www.dhl.com/discover/en-lk/logistics-advice/logistics-insights/cold-chain-biologics-vaccine-transport?utm_source=chatgpt.com

What Cold Chain Tech Trends Are Reshaping Pharma Logistics?

A single temperature excursion can erase years of development work in a matter of hours. For a biologic, a cell therapy, or a GLP-1 formulation, the margin between a controlled 2-8°C shipment and a compromised one is often narrower than the tolerance built into the packaging itself. Supply chain teams have known this for decades. What has changed is the toolkit available to prevent it.

<https://www.pharmaceuticalcommerce.com/view/what-cold-chain-tech-trends-are-reshaping-pharma-logistics->



https://www.dpworld.com/en/news/usa/2026_06_18_psj-americrold-launch

DP WORLD, AMERICOLD unveil new cold storage facility at Port Saint John

DP World announced the operational launch of Americold's new cold storage facility at Port Saint John, expanding temperature-controlled logistics capacity in Eastern Canada and strengthening the region's role as a gateway for global food trade. The Americold facility - which supports approximately 22,000 pallet positions - is located adjacent to DP World's Saint John terminal and connected to Canadian Pacific Kansas City's (CPKC) rail network, enhancing the movement of temperature-sensitive goods between vessel, rail, and truck. The integrated logistics capabilities are expected to support more efficient cargo flows and strengthen cold chain reliability for customers serving global markets.





WCBC

WCBC ELEVATE 2026: Empowering the Next Generation of Logistics Leaders



Written by
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The WILAT Capacity Building Centre (WCBC) ELEVATE Programme 2026 marked a significant milestone this year as the programme celebrated its fifth anniversary. The upgraded version of the Career and Life Formula (CALF), ELEVATE - Empowering Leadership with Emerging Visions through Advancements, Transformation and Enthusiasm continues to focus on developing future-ready professionals and strategic leaders for the logistics and transport industry.

The 2026 programme brought together an enriching blend of 11 weeks of online learning, global industry insights and immersive in-person experiences. The programme culminated in an exciting learning journey alongside the CILT International Convention 2026 in Hong Kong, held from 20-24 September, under the theme "Global Corridors, Collaboration Excellence."

Learning Beyond the Classroom

A key strength of ELEVATE is its emphasis on connecting professional learning with real-world industry experience. As part of the Hong Kong programme, participants had the opportunity to explore the city's highly advanced logistics, transport and supply chain ecosystem through a series of technical and industry visits.

Among the highlights was the visit to MTR Corporation, where participants explored Hong Kong's railway evolution, operations and the role of rail in shaping the city's mobility and communities. The programme also provided exposure to advanced logistics and transport technologies through visits and learning opportunities involving Hong Kong International Airport and its Three-



Runway System, Cathay Cargo Terminal, Citybus, the Logistics and Supply Chain MultiTech R&D Centre (LSCM), Kerry Logistics and other industry facilities.

These experiences offered participants a valuable perspective on automation, digitalisation, multimodal connectivity, smart mobility, cold-chain logistics, sustainability and the future of transport.

The programme also connected participants with the broader CILT International Convention experience, giving them the opportunity to learn from global industry leaders, engage with professionals from across the world and experience first-hand the dynamics of one of Asia's leading logistics and transport hubs.

Connecting People, Knowledge and Opportunity

Beyond technical knowledge, ELEVATE continues to create a platform for leadership development, networking, collaboration and personal growth. The diverse group of participants, mentors, facilitators and industry professionals created opportunities for meaningful exchanges and connections that extend well beyond the programme itself.

As Hong Kong remains a globally connected gateway between Mainland China and international markets, the experience provided participants with a unique understanding of how multimodal connectivity, digital innovation, high-value cargo handling and cross-border supply chains come together within a world-class logistics ecosystem.

Acknowledgements

The programme's success was made possible by the warm hospitality and strong support of our global advisory board, local organisers, partner organisations and leading industry experts who generously shared their insights as speakers. We sincerely thank our distinguished speakers, listed in session order:

- Clement Ho, CMILT, Director at ARUP (Southeast Asia Transport Planning Leader): Innovation in Logistics Management-Low Altitude Economy
- Michael He, FCILT, Executive trainer and supply chain and operations consultant (served as Factory GM, Sr. Operations Directors etc): Supply Chain Resilience / Stability Management: Analytics for Decision-Making
- Terry Tan, FCILT, SVP(Designate) SATS Catering; 1st VP for CILT Singapore: Strategic Procurement & Sourcing Strategy - Social Procurement & Tariff Impact (Procurement Strategy in a Geopolitical World)
- Professor Soi Hoi (Michael) Lam, FCILT, CEO, Smart Move Research and Analytic Ltd, Adjunct Professor of University of Macau: Transport Planning for Smart Mobility: Active Mobility

- Professor Dorothy Chan, FCILT, Emeritus Global Chairperson of WILAT, Director of HKU SPACE and Head of its Centre for Logistics and Transport: Leadership and Strategic Management
- Vicky Koo, FCILT, Honorary Secretary of CILT International, Director of Vizilog Asia Ltd: Technology Project Management - AI Governance
- Cheris Lee Yuen-ling, Deputy Director - Operating & Metro Segment at MTR: Crisis Communications
- Dr John Ure, Independent researcher, author and consultant, Former Associate Professor at the University of Hong Kong: Independent researcher, author and consultant
- Ir. Dr. Shelley Zhou, FCILT, Head of Corporate Sustainability at Hang Seng Bank, Adjunct Professor at the Hong Kong University of Science and Technology: Sustainability Management: The Way Forward
- Reshma Yousuf, FCILT, WILAT Deputy Global Chairperson, Owner and Director of the Center for Logistics Leadership in Business (CLLB): Communication and Public Speaking
- Dato Dr. Sharifah Halima Syed Ahmad, FCILT, WILAT Champion of Gender Diversity: Diversity, Equity and Inclusion

Special gratitude is extended to Vicky Koo, FCILT, together with CILT Hong Kong and WILAT Hong Kong, for their exceptional efforts in supporting the programme.

We also thank our Global WILAT leadership for their support: Global Chairperson Doreen Owusu-Fianko, FCILT, and Deputy Global Chairperson Reshma Yousuf, FCILT; Amra Zareer for media support. Also thanks Azila Ayub and Sue Arumugam for administrative support.

We sincerely thank MTR Hong Kong and Cheris Lee for their generous support of employee development, enabling their colleagues to take part in the programme.

The ELEVATE Programme continues to build global leadership capacity in logistics and transport, fostering innovation, sustainability and inclusivity for the future of the industry. We warmly invite all interested stakeholders, including prospective participants, employers wishing to fund their employees' professional development, industry partners and speakers, to get in touch to discuss involvement in next year's programme.





AGLOW

From July 20 to August 7, AGLOW has proudly shared the **#IAMTheFuture** campaign, featuring **six inspiring young professionals from across the globe** who have built meaningful careers by pursuing unconventional paths and challenging traditional perceptions of our industry.

From driving social impact and community inclusion, to transforming maritime technology, advancing innovation, and reshaping how people experience transport and logistics, these stories remind us that the future of our industry is being shaped by individuals who dare to think differently.

The **#IAMTheFuture** campaign was created to showcase the diverse opportunities available within logistics, transport, and supply chain industries, and to inspire the next generation to explore careers beyond the conventional.



- **Story #1 - Bosco Leung, Social Responsibility Lead, MTR Corporation Hong Kong**
- **Story #2 - Ayşe Aslı Başak (CMILT), Founder & CEO of Shippers Maritime Technologies**
- **Story #3 - John Tang, O2O Instant Logistics pioneer and co-founder of Huolala**
- **Story #4 - Ek Tangkittipaporn, China: Cross-border and E-commerce Manager of Profreight Group**
- **Story #5 - Surah Tul Imran - Marine Maintenance Operation Manager, OMS Group**
- **Story #6 - Murahwa Josian - MILT**



Sisterhood Corner



During 20-24 July 2026, Ruth Francis, CILT International Director of Education and Membership, recently completed a five-day visit to CILT Zimbabwe, engaging with training providers, members, industry leaders and public-sector organisations.



A key achievement was the signing of a Memorandum of Understanding between CILT Zimbabwe and the Zimbabwe Institute of Public Administration and Management, creating new opportunities for education, research, knowledge exchange and capacity building.

Ruth's leadership and contribution highlight the valuable achievements of women in shaping the future of the profession.

In Aug 2026, Lola AGBEKODO, President of WILAT Togo, and Sharone Ariane AGBO CMILT, Immediate Past President, represented Togo to take part in the WILAT Day Nigeria event.

The event gathered field professionals across Africa and sparked discussions around the topic of mastering time and results in the logistics industry. Led by women leaders, the occasion helped to build connections professionally that would lead to performance improvement in various sectors.



On 18 Aug 2026, CILT NIGERIA President, Dr. Boboye Oyeyemi, Ph.D, OFR, mni, NPOM, FCILT, FCIPM, FNIM, presented Aisha Ali-Ibrahim, FNIS, FCILT with a CILT Plaque of Appreciation for her valuable contributions to WILAT, with particular recognition for the successful presentation of the WILAT Nigeria book, "The Birth Before the Spread."

The publication, along with Aisha's dedicated spirit will help to preserve the knowledge for generations to come.

In August 2026, Global WILAT Chairperson, Doreen Owusu-Fianko, FCILT, was invited to attend and give a speech the 2026 CILT Logistics and Transport Conference and Annual General Meeting in Sunyani, Ghana. Our chairperson shared with attendees the key priorities of the logistics field including rail and waterways, digital integration and green mobility, while giving spotlight to the impact to be brought by women and young people.



In Aug 2026, Kerry Everett has been appointed as Honorary Treasurer and Trustee of CILT International.

A CIMA Fellow, Kerry brings more than two decades of senior finance experience across South Africa and the United Kingdom. Her professional journey, combined with her early experience in South Africa, has given her valuable insight into logistics, planning and the strategic importance of supply chain management in business. In her new role, she will support the Trustees and help ensure that CILT's resources are managed effectively and transparently for the benefit of the Institute, its members and its long-term objectives.



Member Articles

Protecting Pharmaceutical Quality Across the Cold Chain: From Cold Storage to Last-Mile Delivery



Ishanka Ambepitiya (MILT)
Supply Chain Professional - Pharmaceutical Distribution

Ishanka Ambepitiya is a supply chain professional with experience in the pharmaceutical distribution sector, specializing in supply chain operations, warehousing, inventory management, regulatory compliance, and cold chain management. She holds a BSc in Logistics Management (KDU) and an MBA (UK). A Member of the Chartered Institute of Logistics and Transport (MILT), her professional interests include pharmaceutical logistics, cold chain management, supply chain quality, and operational excellence.

Cold chain management refers to the controlled storage and transportation of temperature sensitive products to ensure safety, effectiveness and quality throughout the journey from the manufacturer to the patient. Generally, room temperature is maintained between +20°C to +30°C, while refrigerated cold chain storage typically ranges from +2°C to +8°C. Frozen pharmaceutical products may require storage between -20°C and -40°C, depending on their specific requirements. For certain specialized pharmaceutical products, ultra-low-temperature storage of around -70°C may be required. Vaccines, insulin, biological products, and certain injectable medicines are among the pharmaceutical products that require effective cold chain management.



The pharmaceutical cold chain is an important aspect in cold supply chain management, as the temperature deviations negatively affect the efficacy of the medicines, compromise product quality and ultimately put patient safety at risk. Furthermore, effective cold chain management is essential in preventing product spoilage and degradation, preserving shelf life, and maintaining compliance with regulatory requirements such as Good Distribution Practices (GDP),

Good Storage Practices (GSP), and World Health Organization (WHO) guidelines. In addition, proper cold chain management practices improve revenue and reputation of the company.

To achieve these benefits, effective system monitoring, proper documentation, and appropriate handling practices must be followed throughout the pharmaceutical cold supply chain management. These measurements are critical in preventing temperature excursions, ensuring regulatory compliance, and minimizing product losses.

Transportation is often considered as one of the most vulnerable stages of the pharmaceutical cold chain. Traffic congestion and long travel times can increase the risk of temperature

excursions, especially on lengthy delivery routes. Frequent opening of vehicle doors during multiple deliveries may also affect temperature stability within the transport compartment, while refrigeration unit breakdowns or vehicle power failures can further interrupt the required temperature conditions.

In addition, inadequate packaging may reduce cooling efficiency and leave temperature-sensitive products insufficiently protected. Exposure to direct sunlight and high outdoor temperatures during loading, unloading, and delivery can further increase the risk of temperature deviations. Without appropriate temperature monitoring throughout transportation, such excursions may remain unnoticed during the journey.

Besides, human factors are also affecting here. Improper handling by drivers and delivery personnel can negatively compromise product quality. These challenges become even more significant during the last mile, where multiple delivery stops, customer delays, traffic settings, and changing environmental conditions

are common. Hence, safeguarding the cold chain until medicines reach their destination is therefore essential for maintaining their quality, safety, and effectiveness.

Therefore, maintaining an effective pharmaceutical cold chain in a developing country such as Sri

Lanka can be challenging due to factors such as power failures, inadequate temperature monitoring and infrastructure, insufficient staff training, improper refrigerated storage practices, and transportation delays. To address these challenges, internationally recognized cold chain best practices can be adopted.

1. Maintain the required temperature and monitor regularly.



Figure 02: Temperature data-logger
Source: Medicaexpo.Com, 2026

It is important to sustain the recommended temperature ranges and monitor them regularly using calibrated devices such as thermometers and data loggers. This helps identify temperature deviations on time and ensures that pharmaceutical products remain within the required safe storage conditions.

2. Implement staff training and development programs

All employees handling cold chain pharmaceuticals should receive regular training on correct storage, handling, monitoring, transportation, and deviation procedures. This process will improve their ability to respond effectively to cold chain deviations.



3. Ensure proper storage and organization.

When storing pharmaceutical products in refrigerators, sufficient space should be maintained between products to allow proper airflow and temperature circulation. FEFO (First Expiry, First Out) practices should be followed to support effective inventory rotation. Quarantined, damaged, expired, and returned cold chain products should be clearly identified and stored separately from usable stock. Products should also be kept in their original packaging with labels clearly visible to ensure proper identification. Moreover, food, beverages, and personal items should never be stored in pharmaceutical refrigerators.

4. Ensure safe and temperature-controlled transportation.



Figure 03: Cold item packaging
Source: Pharmaworld, 2026

Appropriate packaging, reliable temperature monitoring, careful handling, and effective delivery planning should be also maintained throughout the transportation process. Temperature-sensitive pharmaceuticals should be protected from excessive heat, direct sunlight, unnecessary delays, and other conditions that may cause temperature excursions.

5. Maintain Good Documentation Practices (GDoc Practices)

Accurate records of temperature monitoring, training, deviations, and corrective actions support traceability, regulatory compliance, and accountability.



6. Establish a cold chain deviation and continuous improvement procedure



A clear procedure should be established to manage cold chain deviations effectively. Affected products should be immediately identified, quarantined, and withheld from distribution until the deviation is investigated and their suitability for use is determined. Relevant stakeholders should be informed, and key details of the incident should be properly documented. Cold chain practices should also be regularly reviewed through audits and performance assessments, with identified gaps addressed through appropriate corrective and preventive actions (CAPA) to prevent recurrence and support continuous improvement

7. Promote teamwork and communication.



Every employee involved in the pharmaceutical cold chain plays an important role in protecting product quality, making teamwork

and effective communication essential. Regular communication, consistent adherence to Standard Operating Procedures (SOPs), sharing knowledge and important updates, and working together to prevent cold chain deviations can strengthen overall cold chain performance. Employees should also support one another and coordinate effectively to ensure that temperature-sensitive products are handled safely throughout the supply chain.

Hence, protecting pharmaceutical quality requires an unbroken cold

chain from storage to the final point of delivery. Every stage of the cold chain is interconnected, and a failure at even one point can place product quality and patient safety at risk. Therefore, strengthening pharmaceutical cold chain logistics should not be viewed only as a regulatory requirement, but as a shared responsibility to protect medicine quality and, ultimately, patient safety. The cold chain is only complete when the right product reaches the patient of the right quality.

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The Cold Chain: The Silent Backbone of Global Trade



T. A. Nelindi Nimethma

I am a fourth year Transport Management & Logistics Engineering undergraduate at the University of Moratuwa, with hands on experience in cold chain logistics operations, warehouse management, and business analytics through my internship at Lineage Logistics. Passionate about supply chain planning, digital transformation, and data driven decision making. Currently, I also serve as the Assistant Treasurer of CILT Next Generation Sri Lanka.

Picture a vaccine travelling from a laboratory in Belgium to a rural clinic in Sri Lanka, or a shipment of fresh seafood moving from a coastal processing facility to a restaurant thousands of kilometers away. Neither journey would be possible without one quiet but indispensable system working behind the scenes; that is the cold chain.

Cold chain logistics is the uninterrupted series of temperature controlled activities that keeps temperature sensitive products safe, fresh and fit for use from their point of origin to their ultimate destination. It involves much more than refrigerated transportation. Pre-cooling, cold storage, packaging, loading, transportation, unloading, monitoring and final delivery must work together to protect product integrity. In many ways, it is logistics at its most unforgiving: a delay at a loading dock, an improperly handled shipment or a temperature excursion can compromise what has already been carefully protected.

The cold chain is therefore not simply about keeping products cold. It is about maintaining the right conditions at every stage of the journey.

A Critical Node in the Global Supply Chain

Cold chain logistics sits at the intersection of food security, public health and international trade. It enables the movement of pharmaceuticals, vaccines, seafood, dairy products, meat, fruits, vegetables and other temperature sensitive goods across increasingly complex supply networks.

Its importance becomes particularly visible when we consider food loss. According to UNEP and FAO, approximately 526 million tonnes of food, equivalent to around 12% of

global food production, were lost in 2017 because of inadequate refrigeration. The same report estimates that food cold chains account for around 4% of global greenhouse gas emissions when emissions from cold chain technologies and food loss associated with inadequate refrigeration are considered.

This creates an important paradox, refrigeration is essential for reducing food loss, yet the energy consumption and refrigerants associated with cooling can themselves create environmental challenges. The future of cold chain logistics must therefore focus not only on reliability, but also on sustainability.



Global Reach, Local Relevance

The cold chain operates on a global scale, connecting producers, processors, warehouses, ports, transport operators, distributors and consumers. At the same time, its importance is deeply local.

In Sri Lanka, temperature controlled logistics is particularly relevant to sectors such as seafood, pharmaceuticals, agriculture and food distribution. Sri Lanka's location

and growing trade in these sectors create increasing demand for reliable temperature controlled infrastructure. Recent developments also demonstrate that strengthening cold chain infrastructure remains an active priority. In June 2026, Japan provided six refrigerated trucks and three ice making machines to Sri Lanka's Ceylon Fisheries Corporation to strengthen the country's fisheries cold chain, particularly for transporting marine products over long distances from the Northern and Eastern Provinces to Colombo.

This illustrates the important reality that cold chain capability is not only an operational requirement; it is also an infrastructure and economic development issue.



What Happens Inside the Cold Chain?

A functioning cold chain is a tightly coordinated sequence rather than a single logistics activity.

It may begin with pre-cooling immediately after production or harvest, followed by temperature controlled processing and storage. Products are then transferred through refrigerated loading areas into reefer trucks or containers before travelling by road, sea or air. At the destination, they must be unloaded, inspected, stored and eventually delivered to the end user without losing temperature integrity.

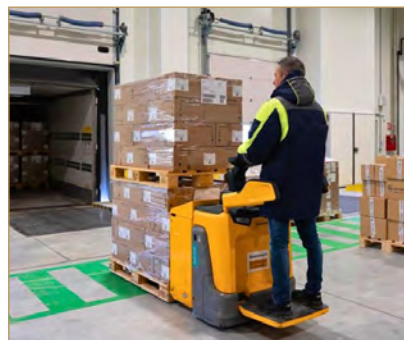
Each transition represents a potential point of vulnerability. A product may remain safely stored at the required temperature inside a cold room, yet face exposure to ambient conditions during loading. Similarly, a refrigerated vehicle may maintain

the required temperature throughout transportation, but unnecessary delays during unloading can still create risks.

This is why operational details matter. FAO guidance highlights the importance of pre-cooling vehicles, minimizing delays, controlling door opening, maintaining suitable loading arrangements and monitoring temperatures throughout transport.

From my own experience in a temperature controlled logistics environment, this is one of the aspects that changed the way I look at logistics. A cold store may appear to be simply a large refrigerated space, but behind every pallet movement, loading activity, inventory transaction and dispatch operation is a continuous effort to protect the conditions required by the product.

The cold chain is therefore maintained not only by refrigeration equipment, but by people, processes and discipline.



A More Connected and Resilient Cold Chain

Cold chain logistics is also becoming more structured through international standards and guidelines. ISO has established a dedicated technical committee for cold chain logistics, covering areas such as refrigerated storage and transport, temperature monitoring, hygiene, operational efficiency, safety and workforce management.

More recent standards demonstrate how the industry is evolving. ISO 31511:2024 addresses contactless delivery services in cold chain

logistics, while ISO 31512:2024 provides requirements and guidelines for cold chain storage and transport in B2B operations. ISO 31513:2026 addresses temperature validation methods for temperature controlled storage and land transport.

These developments show that cold chain logistics is moving beyond simply maintaining a temperature. Visibility, validation, traceability, safety, efficiency and resilience are becoming equally important.



Why the Cold Chain Matters

At its core, the purpose of cold chain logistics is trust; that is a vaccine remains effective when it reaches a patient; that seafood remains safe when it reaches a consumer; that food can travel across borders without unnecessary loss; that a pharmaceutical product has been handled under the required conditions.

This trust is created through thousands of operational decisions made across warehouses, loading docks, vehicles, distribution centers and delivery points.

The cold chain may often remain invisible to the final consumer, but its absence would quickly become visible.

An Essential Present, An Evolving Future

Cold chain logistics is no longer a specialized component of logistics. It is an essential part of modern supply chains, supporting food security, public health, international trade and supply chain resilience.

My experience in a temperature controlled logistics environment reinforced a simple lesson which is cold chain performance is not determined by refrigeration alone. It depends on how effectively infrastructure, technology, people and processes work together.

The future will bring greater digital visibility, predictive monitoring,

energy efficient refrigeration, sustainable refrigerants, renewable powered cooling and increasingly connected operations. The challenge will be to adopt these innovations without losing sight of the operational fundamentals that have always protected the cold chain.

As the world becomes more interconnected and increasingly dependent on temperature sensitive products, the strength of its cold chains will increasingly determine the strength of its supply chains.

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Sustainability in cold chain logistics:

How to keep the world fed without heating the planet?



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Samina Yasmeen, is an experienced procurement and supply chain professional with extensive experience in procurement management, logistics, and institutional operations. She is an APICS Certified Supply Chain Professional (CSCP) and is an academic instructor. Her professional interests focus on sustainable supply chains, responsible procurement, and efficient logistics, with a special interest in creating resilient and sustainable supply chain systems.

A cold chain is a dedicated logistics system designed for the transportation and storage of temperature-sensitive products, such as food, pharmaceuticals, and vaccines, from their point of origin through to the consumer. Refrigerated facilities and vehicles maintain controlled environmental conditions throughout the supply chain to preserve product quality, safety, and shelf life. A break in this chain, even for a short period, can result in deterioration; product quality may decline, and in the case of food and medicines, public health may be endangered.

This is a system that cannot be done without.

What is at stake is enormous. More than 3 billion people cannot afford a healthy diet, while the lack of effective refrigeration contributes to an estimated 526 million tons of food being lost every year, equivalent to approximately 12% of global food production (UNEP & FAO 2022). If developing countries cold-chain systems reached the level

of those in developed countries, approximately 144 million tons of food could potentially be saved annually (UNEP & FAO 2022). The cold-chain logistics system is now an indispensable component of global food and health infrastructure. However, as its expansion continues, its environmental impact must not be

overlooked. Approximately 180 kWh of electricity are reportedly consumed daily by a single 40-foot refrigerated container. Coupled with the heavy reliance on fossil fuels across parts of the distribution chain, this makes the cold chain an important contributor to carbon emissions. (Petruzziello et al., 2025)

The Paradox at the Heart of the Cold Chain

It is estimated that refrigerated warehouses, containers and transport equipment contribute to 4% of global greenhouse-gas emissions (GHGs). The cold-chain paradox is that refrigeration consumes substantial energy and creates environmental costs, while inadequate refrigeration can itself result in significant losses of food, energy, water, land, and other resources.

This is why the development of cold chains cannot be treated merely as

an infrastructure challenge. It must be approached from a sustainability perspective, balancing the necessity of preserving perishable products with the environmental, economic, and social costs of maintaining temperature-controlled conditions. Sustainable cold-chain development seeks to reduce food losses while improving resource efficiency, resilience, livelihoods, and environmental performance.

Rather than choosing between cold chains and sustainability, the challenge is to achieve both. It is about rethinking cold-chain systems so that they can protect products and livelihoods while reducing their environmental footprint. As UNEP (U.N Environment Program) and Food and Agriculture Organization of the United Nations (FAO) emphasize, sustainable food cold chains can contribute to reducing food loss, supporting livelihoods, improving resilience, and reducing GHGs (UNEP & FAO 2022).

The Place of Technology - and the Place It Does not Belong

Technology can make a significant difference. Conventional refrigeration systems may operate continuously, whereas more responsive and intelligent systems can adjust operations according to actual requirements. Recent research highlights the potential of advanced energy-management systems, improved insulation, phase-change materials, low-global-warming-potential refrigerants, renewable energy integration, and photovoltaic-powered refrigeration to reduce energy consumption and emissions (Petruzziello et al., 2025).

The Internet of Things (IoT), real-time monitoring, and predictive maintenance can further improve temperature control, operational reliability, and energy efficiency. Smart technologies and advanced decision-making tools are increasingly recognized as important components of sustainable perishable-food cold chains (Zhang & Mohammad, 2024).

However, technology is not the only answer. Better decision-making is equally important: cooling only when necessary, selecting efficient transport routes, maintaining

equipment proactively, and designing operations around waste prevention rather than damage control. Sustainability therefore requires not only new technologies, but also smarter operational practices, informed decision-making, and effective management (Zhang & Mohammad, 2024).

The objective is not simply to construct more cold storage; it is to develop cleaner, smarter, more efficient, and resilient cold-chain systems.

A Shared Responsibility

No single organization can resolve this challenge alone. Achieving sustainable cold-chain solutions requires governments, industry, technologists, financial institutions, and academic researchers to collaborate, coordinate, and align their efforts through effective partnerships and policy frameworks. This is increasingly reflected in climate policy, where governments use instruments such as carbon taxes and emissions trading systems to place an economic cost on greenhouse-

gas emissions and encourage lower-carbon technologies and practices (Pricing carbon world bank, 2024). The European Union Emissions Trading System, for example, operates on a cap-and-trade principle in which covered installations must surrender allowances corresponding to their emissions, while the declining emissions cap creates an incentive for emissions reduction (EU ETS, 2026).

These developments emphasize a key point: sustainability cannot depend

solely on investment in technology. It also requires smarter policy frameworks, appropriate economic incentives, effective regulations, responsible decision-making, and collaboration among stakeholders. Community-level involvement is equally important through awareness creation, mentoring, participation, and environmentally responsible practices, particularly in regions where infrastructure is limited and awareness of food loss, waste, and environmental impacts remains low.

Conclusion

The challenge is not to take sides between preservation and sustainability in the cold chain; it is to recognize that they do not have to be opposing goals. Smart technology, responsible decision-making, supportive policies, and meaningful global cooperation can transform cold chains into more sustainable, resilient, and efficient systems.

The way forward is therefore not simply to keep the world's food and medicines cold, but to keep them cold without unnecessarily heating the planet.



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Cold Chain Logistics in Indonesia: Building a Greener, Smarter, and More Resilient Future



Nurmaria Sarosa

Nurmaria Sarosa is a logistics and transportation entrepreneur with over 30 years of industry experience and Founder & CEO of Selaras Logistics. She is also Chairperson of WILAT Indonesia and Global Green Practices Champion for WILAT Global, advocating for sustainable logistics, women's leadership, and resilient supply chains that support Indonesia's transition toward a low-carbon economy.

Indonesia's cold chain logistics industry is entering a defining decade. Rising demand for fresh food, pharmaceuticals, fisheries, and temperature-sensitive products is transforming refrigerated transportation from a niche service into critical national infrastructure. Yet this growth comes with a difficult question: how can cold chain logistics expand without significantly increasing carbon emissions?

For logistics companies, sustainability is no longer simply about environmental responsibility. It is becoming a business imperative driven by customer expectations, regulatory requirements, and operational efficiency. As a logistics business owner, I believe Indonesia's cold chain sector has an opportunity to become a catalyst for green logistics rather than a contributor to climate risk.

The Cold Chain Challenge

Cold chain logistics is inherently energy-intensive. Refrigerated warehouses operate continuously, refrigerated trucks consume additional fuel, and temperature-controlled packaging often relies on single-use materials. Even minor temperature deviations can result in food spoilage, pharmaceutical losses, and significant waste.

This is particularly relevant in Indonesia, an archipelagic nation where products often travel long distances across islands under tropical

temperatures exceeding 30°C. Maintaining product integrity while minimizing energy consumption requires a different approach from conventional logistics.

According to international studies, refrigeration throughout the food supply chain contributes substantially to energy consumption and greenhouse gas emissions. Therefore, improving cold chain efficiency represents one of the fastest pathways to reducing logistics-related emissions.



Source : Operational Documentation of Selaras Logistics

My Green Logistics Approach

At Selaras Logistics, sustainability is becoming an operational strategy rather than a separate initiative. Every decision—from fleet operations to warehouse planning—is evaluated through both efficiency and environmental impact.

Our approach focuses on several priorities.

First, optimizing transport routes through digital planning reduces unnecessary mileage and fuel consumption while maintaining delivery schedules for temperature-sensitive cargo.

Second, preventive maintenance of refrigerated vehicles improves refrigeration performance, lowers fuel usage, and reduces equipment failures that could compromise product quality.

Third, real-time temperature monitoring helps detect deviations before products are damaged, preventing waste that carries both financial and environmental costs.

Finally, energy-efficient warehouse operations—including LED lighting, improved insulation, and better refrigeration management—offer practical ways to reduce electricity consumption without sacrificing service quality.

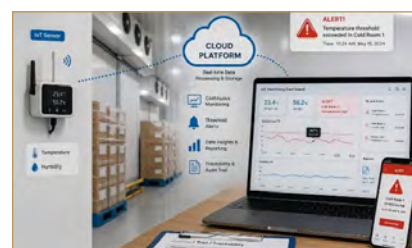
These initiatives demonstrate that carbon reduction often aligns with better operational performance.

Innovation in Temperature-Controlled Supply Chains

The future of cold chain logistics will increasingly depend on technology. The Internet of Things (IoT) enables continuous temperature monitoring throughout transportation. Sensors provide real-time alerts when temperatures move outside acceptable ranges, allowing corrective action before products are lost. Artificial Intelligence is beginning to improve demand forecasting and route optimization, helping companies reduce empty miles and improve vehicle utilization.

Another promising innovation is the use of Phase Change Materials (PCM) in packaging. Unlike traditional ice-based cooling systems, PCM solutions maintain stable temperatures longer while reducing packaging waste and improving transport efficiency.

Globally, companies are also experimenting with electric refrigerated vehicles, solar-assisted refrigeration systems, and natural refrigerants with lower global warming potential than conventional refrigerants. While these technologies remain costly



Source : IOT Supply Chain Concept Illustration

for widespread adoption in Indonesia, they provide an important direction for future investment.

Packaging as Part of Sustainability

Packaging deserves greater attention in cold chain discussions.

Traditional expanded polystyrene (EPS) packaging has been widely used because of its insulation performance, but its environmental impact remains significant. More sustainable alternatives—including recyclable insulation materials, reusable containers, biodegradable



cushioning, and optimized packaging design—can reduce waste while maintaining temperature performance.

Packaging should no longer be viewed as a disposable protective layer but as an integral component of supply chain sustainability.

Regulatory Compliance in Indonesia

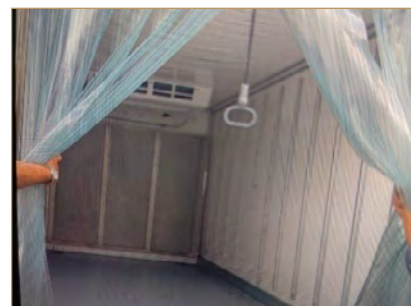
Indonesia's regulatory landscape is gradually strengthening around logistics, food safety, pharmaceuticals, and sustainability.

Cold chain operators must comply with requirements from agencies such as BPOM for pharmaceutical distribution, food safety regulations for perishable products, and transportation standards governing refrigerated vehicles.

At the same time, Indonesia's

broader climate commitments—including its Nationally Determined Contribution (NDC) and Net Zero Emissions target by 2060—will likely increase expectations for emissions measurement and energy efficiency across logistics operations.

Companies that invest early in compliance systems, digital traceability, and carbon reporting will be better positioned as regulations continue to evolve.



Source : Operational Documentation of Selaras Logistics

Infrastructure: Progress with Remaining Gaps

Indonesia has made considerable progress in developing cold storage facilities, port infrastructure, and logistics connectivity. However, significant gaps remain.

Cold storage capacity remains uneven across regions, especially outside major cities. Reliable electricity is still a challenge in some areas, affecting refrigeration reliability. Last-mile cold chain



Source: Documentation of PT Multi Terminal Indonesia

delivery for e-commerce continues to require substantial investment, while inter-island transportation creates additional complexity for maintaining temperature integrity. Public-private collaboration will be essential to accelerate infrastructure development that supports both economic growth and environmental sustainability.

Managing Risk in Cold Chain Operations

Cold chain logistics is fundamentally about risk management. The greatest risks include equipment failure, power outages, traffic delays, regulatory non-compliance, and increasingly, climate-related disruptions such as flooding and extreme weather.

Building resilience requires contingency planning, back-up power systems, equipment redundancy, predictive maintenance, employee training, and digital visibility across the supply chain. A resilient cold chain protects not only products but also customer trust.

Learning from Global Best Practices

Global leaders such as DHL, Maersk, Lineage Logistics, and DB Schenker are demonstrating how sustainability can become embedded within cold chain operations. Their best practices include fleet electrification, advanced warehouse automation, renewable energy integration, carbon accounting, digital twins for operational optimization, and circular packaging programs.

Indonesia may not replicate these models immediately, but their underlying principles—data-driven decision-making, energy efficiency, and continuous innovation—are highly applicable. For Indonesian logistics companies, the opportunity lies in adapting global practices to local realities rather than simply copying international models.

Looking Ahead

Indonesia's cold chain logistics industry sits at the intersection of food security, healthcare resilience, economic competitiveness, and climate responsibility. The companies that succeed will not necessarily be those with the largest fleets, but those capable of delivering reliable temperature-controlled logistics with lower emissions, smarter technology, and stronger resilience.

For me, leading a logistics company means preparing for that future today. Green logistics is no longer an optional corporate initiative—it is becoming the foundation of long-term competitiveness. By combining operational excellence with sustainable innovation, Indonesia's cold chain sector can help build a supply chain that is not only colder and faster, but also cleaner, more resilient, and ready for the next generation of logistics.



OCT
11

International Day of the Girl Child -
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NOV
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NOV
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World Day of Remembrance for Road Traffic

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