

# CILT *Buzz*

THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT SINGAPORE



## Women in Industry



The Chartered  
Institute of Logistics  
and Transport

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<https://www.cilt.org.sg/post/cilt-buzz-archive>



## CHAIRMAN'S MESSAGE

LISTEN 6 min

**Dear Colleagues,**

Trump has further escalated his Tariff War. This could have a chaotic impact on international trade flows, as well as trigger serious sourcing, supply chain and logistics challenges and reconfigurations. Globally, he is also pressurising neighbouring pro-BRI, Panama and Latin American countries.

Singapore, with a trade deficit with USA, may not be adversely affected. Any ensuing Regional Trade, Investment, Technology Inflows and dynamic Supply Chain reconfigurations could offer growth opportunities.



After Trump's initial tariff impositions on Canada, Mexico and China, China has expectedly announced "retaliatory" tariffs. Trump also slapped a hefty 25% increase on steel and aluminium imports from Brazil, Japan and South Korea. He also swiftly announced plans for sweeping reciprocal tariffs on US trading partners and others deemed engaged in unfair trade practices, especially countries with huge trading surpluses like EU, India and China.

It is unclear how the tariff wars will effectively help in substantially reducing the massive 2024 US trade deficit of approximately US\$900 billion. The fiscal deficit amounted to US\$1.8 trillion (over 6% of GDP) in 2024. How will the wide gap be "balanced"? Typically, the US Treasury funds the fiscal deficit by borrowing, principally through treasury bonds purchased by foreign countries which enjoy trade surpluses e.g. Japan, China, etc. In a scenario where trade surpluses are drastically curtailed by such arbitrary tariff impositions, this could discourage foreign treasury bond buyers. New treasury bond buyers will only be incentivised through higher treasury yields, which will invariably increase US borrowing/debt servicing costs and adversely affect its inflation & economic growth.

Meanwhile, the strengthening US dollar would also affect foreign currencies, thereby impinging on regional and global trade, including freight/cargo transportation and supply chain/logistics costs.

India has a US\$46 billion trade surplus with the US. If unresolved, reciprocal tariffs will hit India badly. Both countries have mutually agreed to explore solutions under PM Modi's proposed ambitious MAGA-MIGA and MEGA "Partnership & Prosperity" deal involving India importing oil & gas, agricultural products and nuclear energy, as well as finalise a new 10-year defence partnership.

**GREEN ECONOMY/GREEN ENERGY —**

Despite Singapore emitting only 0.1% of global GHG emissions, it has committed and pledged to reduce emissions to 45Mt-50Mt by 2035, down from 60Mt it expects to emit in 2030 and NET-ZERO by 2050. About 36% of Singapore's emissions in 2022 came from the Power sector and 49% emissions from the Industrial sector.

Apart from solar energy, Singapore plans to import renewable energy from ASEAN, including exploring Modular Nuclear Reactors and Hydrogen & Carbon Capture/Storage technologies. Singapore can learn from China, which is already a leading powerhouse for Global clean technology transformation (solar, wind, EVs, battery).

**MARITIME —** Meanwhile, the Marine & Offshore Energy industry has announced its plans to establish Singapore as the Asia-Pacific hub for offshore energy & maritime sustainability, in addition to its global leadership in marine and offshore engineering technologies and capabilities. There are green growth opportunities in offshore wind and renewables, apart from advancing maritime decarbonisation.



**IMDA / E-COMMERCE LOGISTICS —** As part of its expanded partnership with Lazada, Pick Network - an IMDA owned company - has announced plans to install 150 new parcel lockers by 2027. Apart from collecting returns conveniently, Lazada will benefit from the new delivery services. 19 new lockers are already operational. In 2024, Pick Network handled 8 million parcels, a threefold increase from the 2.5 million parcels handled in 2023. DHL Express, another Pick Network partner, experienced a 50% increase in deliveries to the Pick Network lockers between 2023-2024.

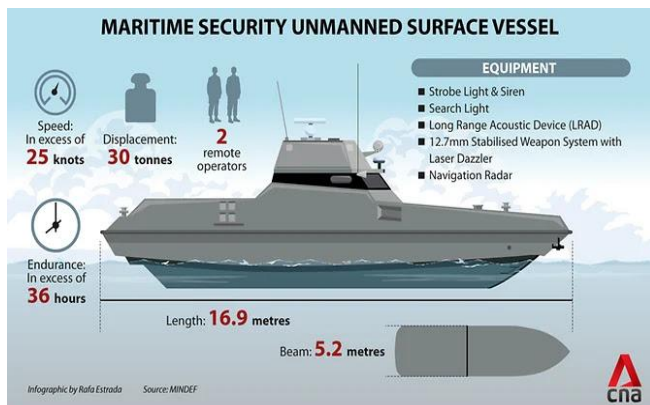
**MILITARY LOGISTICS & HUMANITARIAN LOGISTICS**

**RSAF -** The RSAF recently deployed two Chinook CH-47F helicopters to help the Australian Defence Force in flood relief operations - transport personnel and emergency supplies – in Queensland.



**RSN** - A RSN Maritime Security Unmanned Surface Vessel (MARSEC USV) was recently involved in a live demonstration exercise, involving chasing a suspicious vessel, at the Changi Naval Base.

Three of the USVs are already in service, conducting a variety of maritime security missions in Singapore waters alongside RSN's other Ships. A fourth USV will join the current fleet by the end of 2025. The RSN is exploring potential missions for MARSEC USV, including sea mine detection and countermeasures. It will also consider ways to further integrate the USV in operations with its larger ships, including future multi-role combat vessels.



**Humanitarian Aid** - In early February, Singapore sent its 7<sup>th</sup> tranche of aid to Gaza, comprising essential food and medical supplies. The aid was delivered by RSAF multi-role tanker transport aircraft.

As part of Singapore's capacity building efforts, 800 Palestinian officials made study visits and attended training courses in Singapore, covering subjects like administration, urban development and healthcare.



**Karmjit Singh**  
**Chairman**





## CILT Ireland Webinar: Tackling Recruitment Challenges in Ireland's Transport Industry 11 March 2025

**WEBINAR**

**Driving Success: Tackling Recruitment Challenges in Ireland's Transport Industry!**

**Tuesday, 11th of March**  
12:00pm  
via Microsoft Teams

You only need to register to attend.

[Register here](#)

We look forward to your participation.

**Natalia Merritt**  
Principal Business Solutions Manager  
Adecco Ireland

The session will provide valuable insights into overcoming these challenges while exploring the biases that can impact hiring decisions and practical ways to counteract them.

[REGISTER](#)

## 18<sup>th</sup> Annual Africa Forum 2025 28-30 April 2025



To be held in Kigali, Rwanda, this premier event will bring together leaders, innovators, and thinkers from across the continent to discuss key issues, share insights, and forge new collaborations across the logistics, transport and supply chain landscape.

[MORE INFO /  
REGISTER](#)

# Women in Logistics & Transport

Women in Logistics and Transport (WiLAT) was launched in June 2013 to promote our industry to female members and to encourage and support their career development. WiLAT now has over 3200 members in 40 countries and we're still growing.



## WiLAT Mission

Our mission is to promote the status of women in Logistics and Transport, to bring together those who aid the career development of women, and to provide a support network for women in the sector. We have a vision of being the most sought after organisation for advocacy and empowerment of women in the Logistics and Transport industry.

## The future

Our work toward this goal is concentrated into four key areas: Leadership, Mentorship, Entrepreneurship and Empowerment. Within these areas we work to bring change to our industry and the wider economy.

We are also aware of our role in society and our responsibilities not just to women but to the planet and to future generations. We are at the forefront of the change toward a greener, more equal and more socially responsible logistics and transport industry.



## WiLAT Membership

WiLAT membership is fully dependent on membership of Chartered Institute of Logistics and Transport (CILT). Female members of CILT automatically become members of their local group of WiLAT. Male members of CILT or anyone interested in WiLAT but not yet a member of CILT may become a Friend of WiLAT.



Women in Logistics  
and Transport

For information on joining WiLAT,  
please contact WiLAT Singapore  
Chairperson Kelly Lee at  
[WiLAT.SG@cilt.org.sg](mailto:WiLAT.SG@cilt.org.sg)





The Chartered  
Institute of Logistics  
and Transport



**Celebrating International Women's Day**

# LUXURY SLEEP TO FINANCIAL FREEDOMS



**Do you find yourself awake at night worrying about money?**

**Building true wealth is about more than just earning—it's about managing it wisely for peace of mind and a secure retirement.**

**Join our empowering discussion with women leaders as they share practical insights on growing and protecting your wealth, so that you can sleep soundly and step into a confident future.**



**Sign up now and take charge of your financial journey!**

 **Event Date:**  
6th March 2025, Thursday

 **Time:**  
3pm – 6pm

 **Location:**  
Savoir – Raffles Hotel  
Arcade 02-08  
Singapore 188719



 **Limited Slots Available!**  
RSVP via the QR Code now!



**Women In Logistics  
and Transport**  
— SINGAPORE 蔚·木蘭

**If you have any enquiry, please contact [qian.ning.goh@dbschenker.com](mailto:qian.ning.goh@dbschenker.com)**

**WiLAT Singapore warmly invites you to join us in celebrating International Women's Day with an exclusive High Tea Networking Event. Let's come together to honour the achievements of women in logistics and transport while fostering meaningful connections.**

**REGISTER NOW**



**FREE WSG  
SEMINAR**

# Empowering Her Journey: Navigate, Thrive, and Grow in Your Career

**14 March 2025** **10:00am – 4:30pm**

**One Marina Boulevard,  
Level 7 Training Room**



Join us for a day of expert-led sessions on work-life balance, confidence building, personal branding, and leadership. Gain insights from industry leaders, engage in interactive workshops, and grow your professional network. Whether you're advancing your career or returning to the workforce, this event equips you with tailored strategies and resources to thrive in today's evolving job market.

*\*Lunch will be provided.*

## Navigating Work, Life and Renewed Aspirations

**10:00am to 11:30am**



### Career Success Stories and Overcoming Challenges

Suzie Ahmad, a Senior Regional Leader in Strategic Talent Acquisition with 27 years in IT, will share insights on career development and overcoming challenges. Drawing from her experience in building diverse tech teams and her role in MENDAKI's HR network, Suzie will discuss resilience, adaptability, and seizing opportunities.



### From Career Break to Career Balance: Rebuilding Confidence While Pursuing Ambition

Jenny Wee, Founder of goodjobs, will explore women's return to work after career breaks. Attendees will learn strategies for rebuilding confidence, upskilling, and achieving work-life balance. Gain practical tips to redefine success and address the question: Can we truly have it all?

## Elevating Your Professional Self: Skills, Strategies, and Support Networks

**12:30pm to 4:30pm**



### Personal Branding and Professional Image

Join Shumin, Asia Regional Lead for the Micron Women's Leadership Network, as she shares key insights from her successful career. You'll learn effective strategies for boosting your professional image, aligning it with your personal goals and values, and maintaining a consistent, impactful presence to achieve your career aspirations.



### Is Your Career on Track? Discover with CoachCAROL.ai

Explore CoachCAROL.ai with Setfen, Executive Director and Co-founder of Career Agility International. This tool will provide quick insights into your career health and readiness for opportunities. You'll learn about career profiles, result interpretation, and access exclusive resources like resume templates and salary guides.



### Empowering Connections: SHE Supports Friendship Circle

Discover SHE Supports' Friendship Circles, a mentorship programme by SG Her Empowerment in collaboration with NTUC U Women and Family. This network will help women share experiences and receive guidance from industry mentors. You'll explore how Friendship Circles can empower your professional journey, whether balancing work and caregiving or returning to the workforce.



### Empowered Women, Empowered Careers

In this session, Grace Wong, Coaching & Development Specialist, will equip you with tools to set clear goals, create actionable plans and take control of your professional development. You'll learn to navigate your career path with purpose and confidence, guided by expert insights and practical strategies.

**REGISTER NOW**

With a total of 17 attendees, the evening was graced by the presence of our Board of Trustees member, Prof Chin Hoong Chor, and Honorary Legal Advisor, Edward Tay. The dinner provided a wonderful opportunity for camaraderie, appreciation and reflections.



These valuable resources are now available at the CILTS Jalan Kilang Barat office for members, to support their transport, supply chain and logistics studies and research.



# Industry: LATEST

## Supply Chain Organisations Can Use Tariff Volatility to Drive Competitive Advantage

LISTEN 4 min

### CHIEF SUPPLY CHAIN OFFICERS HAVE 5 POSSIBLE PATHWAYS TO EVALUATE WHEN FACED WITH NEW TARIFF POLICY CHANGES

In the face of the most significant tariff changes proposed in the past 50 years, enterprises must be prepared to make [strategic responses](#) that go beyond either absorbing new costs or passing them on to customers, according to Gartner, Inc.

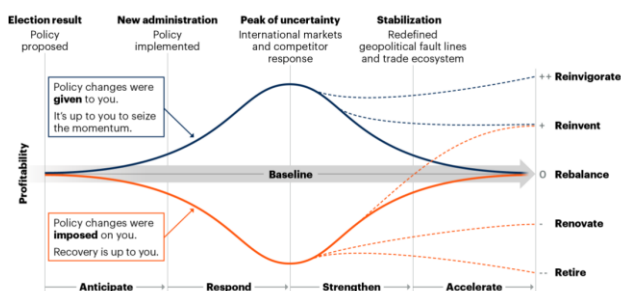
“Enterprises should recognize tariff volatility as a multiyear, dynamic event,” said Suzie Petrusic, Senior Director Analyst in [Gartner’s Supply Chain practice](#). “Chief supply chain officers (CSCOs) who recognize this reality should continually evaluate opportunities to invest in strengthening their operations and attract

outside investments from geopolitical actors and ecosystem partners.”

Gartner experts said the risks of acting too early to proposed tariffs and anticipated countermeasures by trading partners are as acute as acting too late. CSCOs should be projecting ahead to potential countermeasures, escalations and de-escalations as part of their current scenario planning activities.

“CSCOs who anticipate that current tariff volatility will persist for years, rather than months, should also recognize that their business operations will not emerge successful by remaining static or purely on the defensive,” said Brian Whitlock, Senior Research Director in Gartner’s Supply Chain practice.

Gartner has identified five pathways to manage tariff volatility that enterprises must evaluate when calibrating their competitive responses, in line with their own distinct operating realities. Among the pathways, enterprises that can reinvent or reinvigorate their operations stand the best chance of driving new competitive advantage from ongoing tariff volatility:



Five possible pathways for CSCOs and other executive leaders to consider when faced with new tariff policy changes include:

**RETIRE:** Tariff volatility will stress some specific products, or even organizations, to a breaking point. Passing on costs to customers or absorbing them may not be viable. In these cases, enterprises are faced with assessing the costs associated with adjusting the product to maintain viability or accepting that worsening geopolitical conditions should force the retirement of the product.

**RENOVATE:** New tariffs could prompt renovations (adjustments) to products that were overdue. In other cases, CSCOs and their business partners will need to take a hard look at the viability of raising or absorbing costs in a still price-sensitive environment. These decisions should be

determined in the context of how critical the product is to the enterprise's portfolio.

**REBALANCE:** Early winners and losers from initial tariff policies must both be prepared for potential countermeasures, policy escalations and de-escalations, and competitor responses. Early deviations from the baseline should not automatically be accepted as the new normal, and additional volatility should be factored into future demand planning.

**REINVENT:** As tariff volatility persists, companies should evaluate opportunities to invest in new projects in markets that are not impacted or that potentially align with new geopolitical incentives. In other cases, the opportunity to pivot and repurpose existing facilities to serve local markets may emerge. Enterprises looking to reinvent should carefully consider when to implement such a move and whether the potential for policy escalation or de-escalation would necessitate a different approach.

**REINVIGORATE:** Early winners of announced tariffs should seek opportunities to extend competitive advantages. For example, they could look to expand existing US-based or domestic manufacturing capacity or reposition themselves within the market by lowering their prices to take market share and drive business growth. If executive leaders can entice ecosystem partners or other major actors to support or invest in their efforts, these benefits could be further solidified.

SOURCE

[Gartner](#)



# Industry: LATEST

## AUTOMATED SOLUTION FOR BILLS OF LADING

Turnaround time shortened from 3 days to within 1 working day

**Singapore has rolled out an automated solution for banks in Singapore to verify the authenticity of bills of lading (BL).**

A bill of lading, issued by a carrier to the shipper, lists the goods being transported, the destination as well as the name of the shipper and consignee. It is typically used as a supporting document to apply for trade financing.

The solution – called **BL genuineness check** – will allow banks to retrieve data points from carriers quickly and automatically, instead of via a manual process where banks call or send e-mails to verify information, said the Trade Finance Registry (TFR) and Singapore Trade Data Exchange (SGTraDex).

The TFR was set up in June 2023 by the Association of Banks in Singapore (ABS) to support transparency and integrity in trade finance.

Banks will submit relevant trade document data points to the TFR for duplicate financing checks and BL verification. SGTraDex will then route a request for information to carrier data aggregators.

Through the process, relevant carrier information is rapidly retrieved from carriers and sent back to TFR for the bank to complete the verification check.

**The current manual process for BL verification may take up to three working days. With this new solution, banks can expect to shorten the turnaround time to within one working day.**

The BL genuineness check builds on the duplicate financing check capability that aims to combat double financing fraud by allowing banks to share information to verify if a transaction has already been funded before agreeing to finance it.

As the solution will retrieve information directly from the carriers, this makes it less likely to be compromised by middlemen with fraudulent intentions.

About 70 per cent of TFR participant banks, including major regional and international banks, will tap this solution,

SOURCE

[The Straits Times](#)

# Industry: LATEST



## Airbus exploring double-level airplane seat design

The crux of the seat design is the removal of the overhead cabin to allow two levels of seats in a single aircraft cabin.

The idea is that travellers would have the option of booking the top row or the bottom row — and while the lower level might look less-than-appealing in photos, bottom passengers would be able to stretch out their legs and enjoy extra leg room.

The top level is also designed to give larger recline angles and leg-stretching possibility than your average economy airplane seat.



SOURCE

[CNN Travel](#)





LISTEN 3 min

International Women's Day (IWD), which falls on March 8, is a global day celebrating the social, economic, cultural, and political achievements of women. The day also marks a call to action for accelerating women's equality.

IWD has occurred for well over a century, with the first IWD gathering in 1911 supported by over a million people. Today, IWD belongs to all groups collectively everywhere.

### About International Women's Day

International Women's Day (IWD) is a global day celebrating the social, economic, cultural, and political achievements of women. The day also marks a call to action for accelerating gender parity. Significant activity is witnessed worldwide as groups come together to celebrate women's achievements or rally for women's equality.

Marked annually on March 8th, IWD is one of the most important days of the year to:

- celebrate women's achievements
- educate and awareness raise about women's equality
- call for positive change advancing women
- lobby for accelerated gender parity
- fundraise for [women-focused charities](#)

Everyone, everywhere can play a part in helping forge gender equality. From a wide range of IWD campaigns, events, rallies, lobbying, and performances - to festivals, parties, fun runs, and celebrations - all IWD activity is valid. That's what makes IWD so inclusive.

So, make IWD your day and do what you can, in your own way, to help forge a gender equal world.

## What's the IWD 2025 campaign focus?

The IWD 2025 campaign focuses on the need to [Accelerate Action](#).

At the current rate of progress, it will take until 2158, which is roughly five generations from now, to reach full gender parity, according to data from the World Economic Forum.

Focusing on the need to Accelerate Action emphasizes the importance of taking swift and decisive steps to achieve gender equality. It calls for increased momentum and urgency in addressing the systemic barriers and biases that women face, both in personal and professional spheres.

So, together, let's Accelerate Action and speed up the rate of progress worldwide.

## Is International Women's Day a holiday?

IWD is an official holiday in many countries including: Afghanistan, Armenia, Azerbaijan, Belarus, Burkina Faso, Cambodia, China (for women only), Cuba, Georgia, Germany, Guinea-Bissau, Eritrea, Kazakhstan, Kyrgyzstan, Laos, Madagascar (for women only), Moldova, Mongolia, Montenegro, Nepal (for women only), Russia, Tajikistan, Turkmenistan, Uganda, Ukraine, Uzbekistan, and Zambia.

SOURCE

[International Women's Day](#)



WATCH VIDEO (6 min)



# 2024 Women in Supply Chain Survey: Recommitment Is Urgent as Progress Stalls

An excerpt from the Gartner/AWESOME Women in Supply Chain Survey



LISTEN 5 min

In 2023, the representation of women in supply chain reached historic levels according to the Gartner/AWESOME annual Women in Supply Chain Survey. We hypothesized that this momentum would continue and there would also be a growth in supply chain leadership, commitments and accountability.

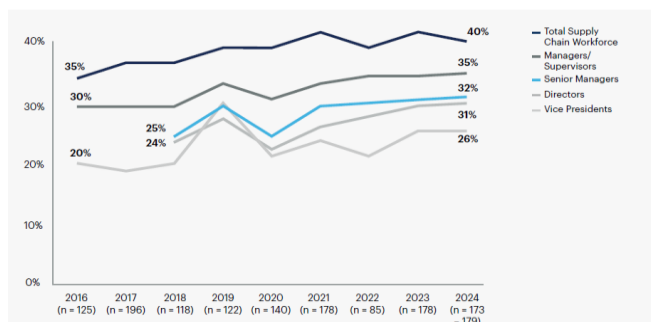
But the 2024 survey reveals that this momentum has stalled because of a decrease in formal goals and eroding commitments to pay equity. Should decreased commitment among chief supply chain officers (CSCOs) continue, we expect flat or diminished progress on representation, pay equity and retention in 2025.

This report provides an overview of the survey's three key findings:

- 1. Representation of women in supply chain organizations plateaus**
- 2. Frontline women advance**
- 3. Supply chain commitment and ownership has reduced**

## 1. Representation of women in supply chain organizations plateaus

In 2024, representation of women in supply chain organizations was flat to slightly up (see Figure 1). The proportion of women in the overall supply chain workforce ticked down by one percentage point to reach 40%. Our concern is that the plateauing of representation could materially shrink pipelines.



n = end-user respondents

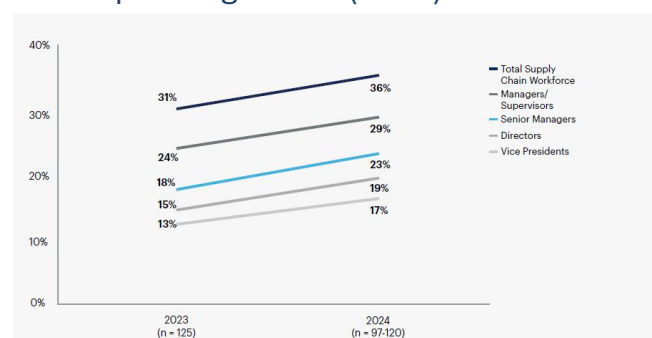
**Figure 1: Representation of Women in Supply Chain Is Stable Across Levels**

## 2. Frontline women advance

Frontline teams in manufacturing and logistics form the cultural heart of many supply chain organizations and the majority workforce in many companies. Eighty-four percent of survey respondents reported having frontline workforces. In these organizations, we found that over one in three frontline employees are women (36%, up five points over 2023), and at every level

representation increased between four to five points (see Figure 2). We do continue to see a slightly steeper downward trajectory than we see for the women's leadership pipeline overall (as shown in Figure 1), but the drop-off is not as steep as the one we saw in last year's results.

Frontline work experience is often a determining factor in the succession planning requirements list of who gets the big jobs and opportunities in a global supply chain organization, especially ones with owned manufacturing, distribution and transportation capability. It's encouraging to see women improve their representation in these roles, as well as in more desk-based jobs, and should mean that we'll see more women leading manufacturing and logistics organizations in the future, and then getting the nod for more CSCO and chief operating officer (COO) roles.



**Figure 2: There Are Proportionally More Women in Frontline Roles in 2024 at All Levels**

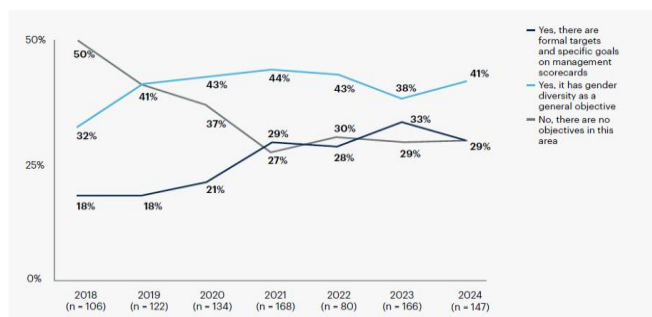
## 3. Supply chain commitment and ownership has reduced

Just as the 2023 survey found, the 2024 survey revealed that 71% of supply chain organizations have an objective or goal to increase the number of women leaders in supply chain organizations. However, when



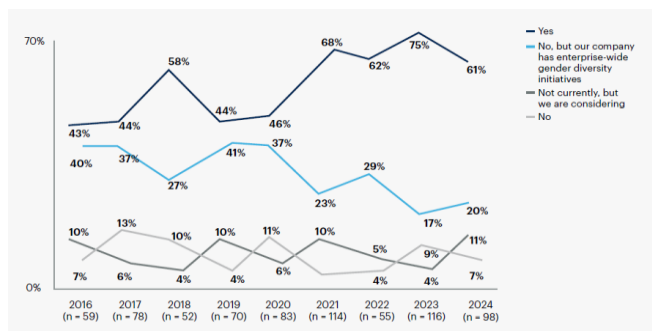
we break this down, the proportion of respondents with direct accountability for results on their management scorecards dropped year over year from 33% back to 29% (see Figure 3).

This number has always been a strong indicator of performance — where there are specific goals to increase the number of women in leadership roles, we see stronger pipelines.



**Figure 3: Formal Goals, Accountability Diminished in 2024**

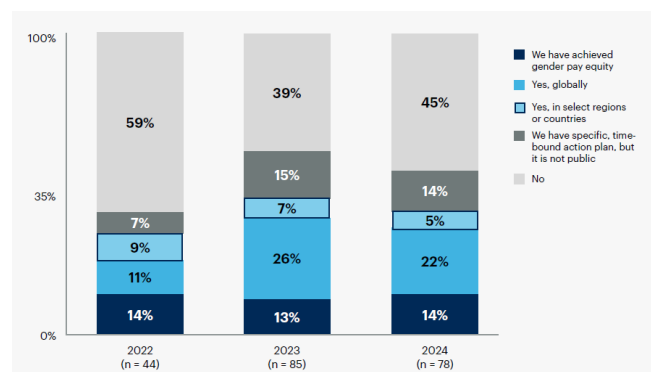
Another key indicator is supply chain's ownership of initiatives to better attract, develop, retain and progress women. The higher this number is, the healthier pipelines are and the more progress is reported. Unfortunately, this number is significantly down in 2024, with supply chain leaders relying more on their HR counterparts to run DEI (see Figure 4).



**Figure 4: 13% Fewer Supply Chain Organizations Lead Their Own Initiatives in 2024**

Finally, pay equity is at risk for women in supply chain organizations in 2024: A lower percentage of supply chain organizations have a plan to close pay gaps and a higher percentage of survey respondents said they have no plans to close their gaps (see Figure 5).

This is not something you want to have to rationalize to employees and candidates: Gartner's Supply Chain Talent Monitor, a quarterly research study, shows that compensation continues to be the No. 1 attraction and attrition driver for supply chain professionals. Failure to demonstrate pay equity combined with reduced flexibility in work policy is degrading many companies' employer brands, with women among the most affected. This hurts pipelines and puts supply chain performance at risk.



**Figure 5: Fewer Respondents Have a Plan to Close Pay Gaps**

[DOWNLOAD REPORT](#)

SOURCE

Gartner



# Women in Singapore's Supply Chain and Transport Industry

LISTEN 4 min

In recent years, women in Singapore have made significant strides in traditionally male-dominated industries such as supply chain and transport. Their contributions have not only enhanced the efficiency and innovation within these sectors but have also paved the way for future generations of women to enter and thrive in these fields.

## Challenges

Despite the progress, women in the supply chain and transport industry in Singapore face several challenges:

**1. Lower Representation:** Women remain significantly underrepresented in frontline supply chain roles such as warehousing, transportation, and logistics. This underrepresentation hinders their access to career advancement and leadership opportunities.

**2. Unconscious Bias:** Stereotypes and unconscious biases continue to influence hiring decisions and career progression, limiting the opportunities available to women.

**3. Work-Life Balance:** The lack of family-friendly policies and limited flexibility often disproportionately impact women, leading to higher attrition rates. Women with family care commitments face additional challenges in managing shift work, overtime, and unpredictable schedules.

**4. Safety Concerns:** Concerns about personal safety in traditionally male-dominated environments can deter women from entering or remaining in these roles.

## Opportunities

Despite these challenges, there are numerous opportunities for women in the supply chain and transport industry in Singapore:

**1. Digital Transformation:** The ongoing digital transformation in the logistics and supply chain sectors is creating new opportunities for women. The integration of advanced technologies such as AI, blockchain, and automation is reshaping the industry, making it more accessible and attractive to women.

**2. Flexible Work Arrangements:** Companies are increasingly adopting flexible work arrangements and redesigning job roles to accommodate the needs of female workers. This includes implementing standards on work-life harmony and providing training for women to take on various roles in the sector.

**3. Supportive Communities:** Initiatives like the Women in Aviation International (WAI) Singapore Chapter and other industry-specific networks provide mentorship, support, and advocacy for women, helping them navigate their careers and achieve their goals.

**4. Government and Industry Initiatives:** The Singapore government and industry players are actively working to attract more women to the logistics and transport sectors. This includes creating conducive work environments, offering training programs, and promoting gender diversity and inclusion.

## A notable example

A notable example of women in Singapore who have become valuable contributors to the economic progress of the country is the

Women in Aviation International (WAI) Singapore Chapter.

When WAI launched its Singapore chapter in 2021, it was a tumultuous time for aviation. Singapore and the rest of the world were then bracing through a pandemic that decimated the global aviation sector. Here in Singapore, workers in the aviation industry rallied together as One Changi community to bounce back and rebuild the country's air hub.

Indeed, the WAI Singapore Chapter has been a beacon of inspiration for women in the aviation sector. The chapter has played a crucial role in supporting and mentoring women in aviation, helping them navigate the challenges of the industry and encouraging more women to pursue careers in aviation.

**Truly, women in Singapore's supply chain and transport industry have made remarkable contributions, driving innovation and efficiency.**

**While challenges such as lower representation, unconscious bias, and work-life balance issues persist, the industry is evolving to create more opportunities for women.**

**With continued support from government, industry, and community initiatives, the future looks promising for women in these sectors.**



# SPOTLIGHT

In this issue, we visit a familiar face and an ardent supporter of CILT Singapore! She was the emcee and panel moderator on Diversity and Inclusion for CILTS + WiLAT Singapore Christmas Mixer 2024. Since our last feature on her in the CILT Buzz March 2023 issue, she has moved on from military logistics to commercial logistics.



She is none other than Ms Elizabeth Soh, General Manager, Fulfilment Logistics of Defence Business at ST Logistics Pte Ltd, heading procurement and quality assurance. ST Logistics Pte Ltd is a Singapore-based company with more than 50 years of experience in providing integrated and cost-effective supply chain solutions to the Defence, Government and Healthcare sectors.

**Q1. Good to have you again Elizabeth! Congratulations on your appointment as GM, Fulfilment Logistics of Defence Business at ST Logistics Pte Ltd. Please share with us what has been keeping you excited and busy, Elizabeth!**

Thank you, Olivia! It has been slightly more than a year since I joined ST Logistics Pte Ltd and I am thankful to be able to continue to contribute in our national Defence albeit in a different capacity. I now head the procurement and quality assurance of the supplies items ranging from Personal Equipment to General Equipment and Automotive Spares to be provided to the Singapore Armed Forces (SAF).

With my past career experience in military logistics, I am able to value add in bringing focus on customer requirements and pre-empting customer preferences. Ultimately, service excellence continues to be at the core of what I do. On a personal note, I also challenged myself to take on new challenges like emcee and panel moderator for CILTS + WiLAT Singapore Christmas Mixer 2024 event. I have never done such roles before and the experience was wonderful, especially in the company of inspiring women leaders of the logistics and transport community.

**Q2. You were marvellous at the event, Elizabeth! On a different note, how different has it been for you - moving from 'client' role when you were with the Military to your current 'contractor' role?**

I find that I can connect the dots better. I understand the user requirements and value-add to look out for blind spots in the material development of the product. Considerations pertaining to how soldiers will use the product and the performance requirements are crucial in ensuring that the SAF are supplied with quality items. The supply chain principles of anticipating requirements, being responsive to various demands, integrating across the value chain, being flexible to provide solutions and ensuring continued service delivery remain cardinal.

In fact, now that I am part of the team which source, procure and provide the supplies to the SAF makes it even more meaningful and purposeful to me. I think the key difference is that I have to adapt quickly to think and decide with business sense. I am still learning and it has been enlightening to appreciate the business considerations while delivering service excellence.

**Q3. What about your take on the organisational culture between the public and private domain?**

I am fortunate to be part of ST Logistics Pte Ltd, which has a strong company culture and values that I resonate with. I think at the core of any organisation, it is always about the people and how to influence and engage them towards achieving the company's

goals and targets. Especially in the supply chain industry where we face major labour challenges due to workforce demographics, competition from other industries and aging workforce.

Since 2022, ST Logistics implemented a **Skills Allowance** scheme that incentivises our employees to pick up digital skills. The skills allowance increases our employees' monthly salary up to six percent when they complete required courses and demonstrate the skills learnt in project implementation. The **citizen developer model**, which first provides our workforce with the baseline knowledge and skills and then empowers them to champion projects that make a difference in their daily work, have brought about many creative and innovative improvements.

The company has also established a learning culture where annual learning plans are personalised for each employee. In addition, training roadmaps are developed for each vocation type such as in warehousing and procurement so that a progressive qualification and competency training programme is curated for our employees. At the end of the day, people development is first and foremost for the human capital. We have to make the time and the investment in what matters most – our people. I am proud to say that ST Logistics is committed to enable and encourage our employees in continuous learning so that we lead fulfilling and meaningful lives and add value to our co-workers and the company.

#### **Q4. Can you share some trends in the logistics and transportation industry that will shape the near future?**

I do see that sourcing and procurement is becoming more prominent in recent years and it is understandably so, as the supply chain industry is shifting from single source to **supply diversification**. Additionally, companies are more aware about sustainability and what it means to their business while meeting ESG (Environment, Social and Governance) regulations and concerns.

Also, with supply chain challenges to be expected such as geopolitical instability, weather extremities due to climate change, and the need to adapt to rapidly evolving technology such as Artificial Intelligence (AI) in a labour-intensive industry, amongst many others, cost management will certainly be prioritised in any company's agenda. I think that the expertise in sourcing and procurement that can be leveraged as a revenue generator, instead of the conventional cost centre, will be the game changer.

Another job role which has growing significance is in transportation management. Route optimisation, load consolidation, and real-time tracking of shipments are but a few examples which enable businesses in reducing lead time and increasing responsiveness in the supply chain.

Companies with quick and reliable transportation gain a competitive advantage in the market. And with emerging

trends in transportation management such as electric and autonomous vehicles, last-mile delivery solutions and sustainability initiatives pertaining to reducing emissions and green efforts, transportation will become even more vital in meeting customer demands and maintaining competitiveness.

#### **Q5. How does a typical weekend look like nowadays, Elizabeth?**

I continue to have an active weekend programme with a mix of trail walking at our National Parks, yoga classes which have been instrumental in maintaining my inner peace, as well as explore interesting local events and places. I also enjoy visiting makers' markets to support our local artisans of various crafts. There are one-of-a-kind and unique handmade pieces which you will want to own, so do support our local makers!

**Well-said, Elizabeth! The world at large keeps moving and likewise, the trends in procurement, transportation and logistics as a whole require adaptable and flexible organisations with people who are eager and ever-willing to learn and adapt, to embrace changes even before they unfold... Thank you for sharing your thoughts here... I can feel your energy as you start each day with plan and purpose and plan – come weekdays or weekends, rain or shine! Enjoy every day, Elizabeth!**

**Interviewed by:**  
**Olivia Koh (Ms)**  
**Director Communications, CILTS**





## INCLUSION AS THE COMPETITIVE ADVANTAGE

### *The case for women in supply chain*

LISTEN 8 min

The workplace is becoming more diverse than ever before. However, many industries are still playing catch-up when it comes to attracting a workforce that is more reflective of their customers and more capable of meeting the technical, operational, and cultural challenges in the marketplace. In supply chain, this is exemplified by the lack of women in the workforce.

**In this paper, on the lack of women in supply chain, we'll examine the key trends driving the need for more women in supply chain; ways to assess your company's inclusion readiness; and ultimately, strategies for hiring and retaining more women in supply chain.**

### **Key trends driving the need for more women in supply chain**

The increasing adoption of intelligent robotic automation is changing the nature of work and impacting the end-to-end supply chain. Although primitive automation began in the 1970s, today's machine learning and artificial intelligence (AI) are a giant leap forward for the industry. As emerging technologies such as self-driving

cars, digital voice assistants, and robotic process automation redefine tasks, many traditional jobs are being combined. For example, previously "silos" activities such as logistics planning, coordination, and freight payment might be executed by one role or individual in the future, with the help of technologies like blockchain and the Internet of Things (IoT).

Further, to execute this as an integrated process, traditionally segregated logistics and distribution roles, such as logistics coordinators and billing specialists, might be consolidated—requiring individuals in the new roles to have knowledge of additional supply chain and non-supply-chain processes. In this way, individual workers would need knowledge of the organization spanning the end-to-end value chain, the skill set to collaborate cross-functionally, and the ability to adapt in a dynamic landscape.

The supply chain industry is currently undergoing a significant skills shortage, which is exacerbated by rapidly evolving roles that are becoming increasingly harder to fill, according to a recent Deloitte

report. Actively recruiting more female candidates may enable companies to cast a wider net and may be a compelling approach to addressing the skills shortage and driving supply chain forward.

The good news is—if companies desire to expand their target recruiting pool, there are strategies designed to help move the needle in the short and long term. In fact, pursuing avenues to widen the net and broaden the company workforce may help attract potential candidates.

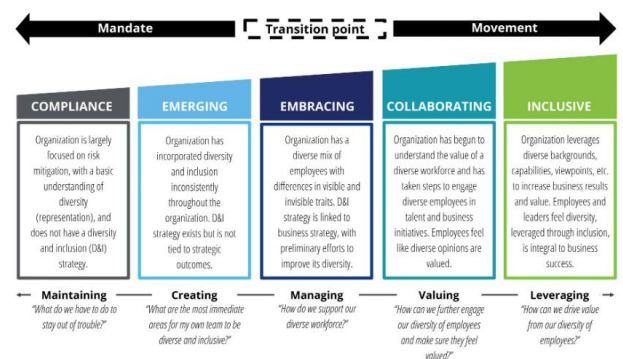
## Assessing your company's inclusion readiness

Before diving in further, let's first define diversity and inclusion. Diversity is the different skills, backgrounds, attributes, and perspectives that we each bring to the table. Inclusion is leveraging what makes each person unique in a way that encourages them to be authentic and feel that they are valued. While there is room for companies to improve in both regards, inclusion efforts (e.g., inclusive leadership, fostering inclusive team environments) will be critical components in the long-term strategy of bolstering a strong workforce of female talent in the supply chain space.

Many organizations understand the importance of increasing the number of women in supply chain and are seeking avenues to do so. Demonstrating a commitment to and culture of diversity and inclusion may help with these efforts because, as mentioned above, candidates are seeking for inclusive organizations. Knowing where your

organization lies on our diversity and inclusion maturity model, a tool that can help leaders envision steps necessary to progress along the curve toward inclusion, can be a valuable first step in creating an actionable strategy for long-term growth.

Mandate to movement: Deloitte diversity and inclusion maturity model



Regardless of where you currently land on the maturity scale, future performance will largely depend upon your organization's ongoing ability to attract, hire, develop, retain, and empower a diverse workforce. With that in mind, here are some important points to consider when it comes to inclusive recruitment and retention:

- **Hiring skill sets.** As linear supply chains morph into end-to-end digitally enabled supply networks enabled by AI, machine learning, and cloud solutions, new roles will emerge that require a broader set of skills, cognitive abilities, and interpersonal characteristics. To that end, it's important to focus your hiring practices on the greatest opportunity areas.
- **Hiring bias.** Because of human nature, bias can negatively influence recruiting. Hence, training recruitment teams on how to mitigate bias is critical. For

example, some organizations are eliminating names on resumes to help avoid any unintended gender or ethnicity bias, according to one report.<sup>20</sup> Others are using objective analytics to help identify more qualified candidates and create job descriptions that appeal across genders and races.

- **Retention awareness.** In a Glassdoor survey, 67 percent of job seekers said that a diverse workforce is an important factor when evaluating companies, accepting job offers, and staying aboard. Therefore, it's important to educate the market on your commitment and progress to not only becoming a more inclusive organization, but one that ultimately promotes and sponsors women from within, especially as they advance in their careers along the path toward leadership.

Organizations should think more holistically about how they identify, recruit, train, nurture, mentor, and promote a diverse workforce.

## Strategies for hiring and retaining more women in supply chain

Historically, supply chain roles evolved around functional expertise that focused on optimizing segments of the supply chain using periodic analytics. The future will likely be highly dependent on digital supply networks with connected customers, suppliers, and functions. New roles will emerge that require a more complex and broader knowledge of key functional areas

such as synchronized planning, warehousing, and autonomous logistics.

The workforce of the future demands leaders who inspire confidence and recognize an individual's unique value. In our research and experience, the most mature and "integrated" institutions on the inclusive scale often do the following five things:

- Set the tone for diversity and inclusion at the top and drive accountability through the entire organization
- Understand that diversity without inclusion is not enough
- Focus on inclusive leadership
- Embed inclusion into the talent strategy
- Continuously evolve the diversity and inclusion approach as business and talent priorities evolve

So, what can you do today to move the needle on modernizing your inclusion approach and ultimately welcoming more women into the supply chain fold? We present a few considerations:

- **Assess your stage in the maturity model.** In which areas are you lagging or leading in terms of ownership, workforce, incentives, and support systems? How can you attract and retain more women in supply chain?
- **Deep dive internally** to understand the current landscape of women in your supply chain function and if there are any pain points for attraction and/or



retention that can help tailor your approach.

- **Refine and groom your talent pipeline to match the changing skill sets.** Once you understand your place on the maturity scale, consider ways to identify and foster talent for the future. That could include sponsorship with female STEM programs or collaborating with existing organizations.
- **Integrate your planning.** Not only can AI-driven processes help improve both your front-end and back-end operations with more accurate demand data, they can be used to orchestrate both your supply chain talent and address inclusion gaps.
- **Empower your organization** through team, talent, structure, and policies built on cognitive diversity and inclusion. Understand what actions and metrics will drive organizational alignment across all levels on inclusive culture.

**Obviously, inclusion won't happen overnight. But progress can be made, especially after an honest self-assessment about your organization's current maturity level.**

**From there, it's all about a focus on pipeline refinement and enacting policies that help your inclusion and profitability targets, which are, no doubt, inextricably linked. After all, inclusion is a massive opportunity for the supply chain profession as well.**

SOURCE

[Deloitte](#)



## WOMEN IN TRANSPORT

### *Supporting Women as Leaders and Employees*

LISTEN 6 min

A new report published by the World Bank calls for a greater focus on women's employment in transport and proposes actionable steps to address barriers to women's education, employment, and promotion in the sector.

The report, titled [Addressing Barriers to Women's Participation in Transport](#), was prepared jointly by the World Bank Group, the Asian Development Bank (ADB), the German Agency for International Cooperation (GIZ), the European Investment Bank (EIB), and the International Transport Forum (ITF). It covers global trends and provides in-depth analysis of the women's role in the transport sector in Europe and Central Asia (ECA) and Middle East and North Africa (MENA).

Women are significantly underrepresented in the global transport sector workforce, comprising only 12% of transportation and storage workers worldwide. This underrepresentation limits diverse perspectives in service design and decision-making, negatively affects businesses and undermines economic growth. Increasing female participation and leadership in the

sector can drive innovation, enhance team performance, and improve service delivery for diverse users, while boosting GDP and addressing critical labour shortages.

The report emphasizes that employing more women in transport is essential for advancing towards greener, safer, and more efficient transport systems. Achieving gender parity enhances the performance and decision-making capabilities of transport companies and yields substantial benefits for workers and service users.

The report identifies several critical barriers to women's participation in the transport sector, including unfavourable workplace policies and significant gender gaps in operational, technical and leadership roles.

To address these challenges, the report makes tailored recommendations for policymakers, public and private sector employers, educational institutions, civil society organizations, foundations, and other stakeholders. The recommendations are provided across the following pillars: attraction and recruitment, HR policies and practices, retention, career advancement,

and leadership, legal and policy framework, data collection and research.

## Launch of the Women in Transport (WiT) Network

The analysis and recommendations in this report have informed the creation of the [Women in Transport \(WiT\) Network](#), which was also launched today with participation from key stakeholders, including government officials, private and public sector industry leaders, and representatives from international organizations.

The WiT Network brings together transport stakeholders dedicated to empowering women across all facets and levels of the transport sector. It will serve as a forum for networking, recruitment, information exchange, training, and mentorship opportunities for women.

## Quotes From the Founders of the Network:

- World Bank Group:** *"The launch of the Women in Transport Network is a significant step towards creating a more inclusive transport sector,"* said Nicolas Peltier, World Bank Global Director for Transport. *"By providing a platform for institutions to connect around gender equality, we can empower women, facilitate access to better job opportunities, and enhance the overall efficiency and inclusivity of the transport sector."*
- Asian Development Bank (ADB):** *"In Asia and the Pacific, women are typically found in fewer than 9% of transport jobs. The launch of the Women in Transport Network is an important step towards investing in women's participation in the sector and will provide them with the knowledge, skills, and opportunities to lead. It also represents an opportunity for transport stakeholders to build inclusive transport systems that ensure women and girls' access to markets, employment, health and education,"* said Samantha Hung, Director, Gender Equality, ADB.
- European Investment Bank (EIB):** *"When transport services are inclusive, economies thrive. Yet, as this joint report and our work at the EIB reveal, few transport companies fully leverage policies to better attract, retain and promote women. The Women in Transport Network enables us to unite efforts and scale impactful solutions - benefiting women, employers, communities and the climate",* said Laura Piovesan, EIB Director General of the Projects Directorate.
- German Agency for International Cooperation (GIZ):** *"Integrating women's perspectives and leadership is crucial for creating inclusive and gender-responsive transport systems,"* said Ingrid-Gabriela Hoven, Managing Director of

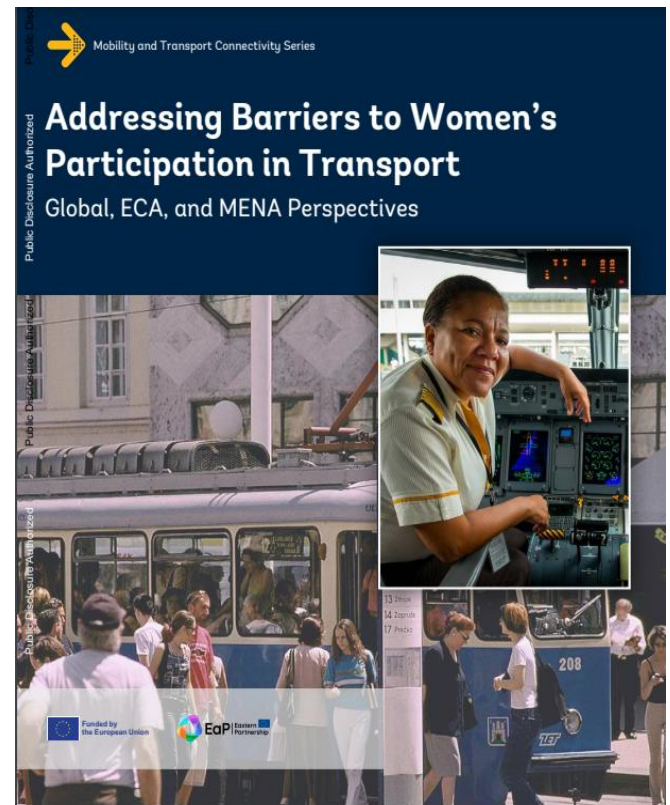


GIZ. "Our experience with Women Mobilize Women has shown the transformative power of networks. The launch of this report and the Women in Transport Network is a vital step toward advancing gender equity and sustainable mobility for all."

- **International Transport Forum (ITF):** "Women's leadership is crucial to building resilient, inclusive, and efficient transport systems. I'm encouraged and hopeful that the Women in Transport Network will be a powerful driver of innovation, better decision-making, and sustainable growth in our sector. Our contribution builds on ITF's ongoing work on Gender in Transport as together with our partners we help to mainstream gender as an essential driver of better transport policy", said Young Tae Kim, ITF Secretary General.

## DOWNLOAD REPORT

(Click on image)



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[International Transport Forum](#)



We are committed to building a society where all Singaporeans have full and equal opportunities to flourish and achieve their aspirations. This includes our commitment to advance the status and well-being of Singapore women. While Singapore women have made great strides, they continue to face challenges in various domains.

In 2020, the Government launched a whole-of-society review of Singapore women's development. Through a year-long nationwide Conversations on Singapore Women's Development, we consulted and gathered views from close to 6,000 Singaporeans, women and men, to better understand challenges faced by women and identify ways to help Singapore women make further progress.

Feedback from the Conversations shaped the White Paper on Singapore Women's Development, which was published in March 2022.

The White Paper reflects the shared vision of Singaporeans, and outlines concrete actions towards a fairer and more inclusive society, where men and women partner each other as equals and both can pursue their aspirations freely and fully.

This report provides an update on the progress that has been made as we work towards achieving the shared vision in the White Paper.

**[DOWNLOAD REPORT](#)**

# Our Journey, Our History

Milestones in the path of women in Singapore – the changes in policies and laws as well as the initiatives and achievements of individual women.

## 1800s

1824

### FIRST SCHOOL FOR GIRLS OPENS

The first girls' school in Singapore and East Asia is started in a North Bridge Road shophouse.

Founded by Maria Tarn Dyer, it is initially known as the Chinese Girls' School. After the Second World War, the name changes to St Margaret's School.



### AT THE START, MORE MEN THAN WOMEN

Singapore's population is recorded as being just under 10,700, of whom about 3,000 are women.

1842

### SECOND SCHOOL FOR GIRLS



The Convent of the Holy Infant Jesus opens in Victoria Street. Reverend Mother St Mathilde Raclot, founder of the school, soon also starts an orphanage and a home for abandoned babies.

1854

## 1920s

1920

### MAGGIE BEATS THE BOYS TO AWARD

Maggie Tan wins the Queen's Scholarship, the first woman and the second Singaporean in the programme's 45-year history to receive the prestigious award for tertiary study in Britain.

### FIRST SINGAPOREAN WOMAN DOCTOR



In June, Lee Choo Neo becomes the first Singaporean woman to register as a doctor.

1925



## 1930s

1931

## CLUB FOR INDIAN LADIES OPENS



The first Indian ladies' club, the Indian-Ceylonese Club (later called the Lotus Club, and today known as The Kamala Club) is established by Checha Davies. A keen sportswoman, she is the only Indian woman in Singapore to be seen in shorts on the tennis courts.

1932

## FIRST PEDIATRIC WARD OPENS



The Singapore General Hospital opens the first pediatric ward in Singapore and Dr Sarah Mary Josephine Winstedt is appointed to head it. A decade earlier she had joined the Colonial Medical Service and was posted to Malaya where she pioneered modern infant care.

## 1950s

1950

## FIRST WOMEN JOIN THE POLICE



Mary Quintal is one of the first 10 women to join the Singapore Police. They are also the first women in the civil service to be on the same pay scales as their male colleagues.

## TWO WOMEN IN LEGISLATIVE COUNCIL

Two women become members of the Legislative Council, the highest decision-making body in Singapore at that time. Elizabeth Choy is nominated to the Council by the Governor after her unsuccessful attempts to obtain an elected seat. The other is Vilasini Menon, a popular candidate who stood as an independent and successfully contested for a seat in the council.



1951

[DOWNLOAD THE FULL TIMELINE FOR THE DECADES UP TO THE PRESENT](#)

# HUMANITARIAN LOGISTICS

## Singapore Deploys RSAF A330 MRTT to Deliver 7<sup>th</sup> Tranche of Humanitarian Aid for Gaza



The Singapore Government has deployed a Republic of Singapore Air Force (RSAF) A330 Multi-Role Tanker Transport (MRTT) to convey a shipment of humanitarian aid through Jordan. The RSAF A330 MRTT departed from Changi Air Base (East) for Jordan.

Singapore's seventh tranche of humanitarian aid for Gaza comprised medical, food and hygiene supplies from the Ministry of Health (MOH), Relief SG, Mercy Relief, and Caritas Humanitarian Aid and Relief Initiatives Singapore (CHARIS).

[SOURCE](#)[MINDEF](#)



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## PROGRAMME STRUCTURE

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The SCPD modules, progressively updated to keep abreast of advancements in the industry, have a substantial fit with the [Skills Framework for Logistics](#) published by *SkillsFuture*, a Singapore Government initiative and the [Key Knowledge Areas](#) published by CILT International.

The syllabus for the Advanced Professional Certificate level also addresses the knowledge competency for the **Certified Professional Logistician (CPL)** certification, which is exclusively awarded by CILT Singapore.

CPL candidates taking the four advanced SCPD modules shall proceed to sit for the CPL Examination upon meeting eligibility conditions of work experience and qualifications. Successful candidates shall be awarded the CPL certificate.

Click on image for more information:



Enrol for SCPD



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SCPD modules

## CPL RENEWAL

Successful completion of an SCPD module is accepted as proof of Continuous Professional Development for CPL renewal.

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	<b>ARKEMA PTE. LTD.</b> <span>TYPICALLY REPLIES IN 30 DAYS</span> <b>Global Supply Chain Analyst</b> South Full Time Manager Logistics / Supply Chain Flexi-Hours	<b>\$9,000</b> <b>to \$12,000</b> <i>Monthly</i>
	<b>DKSH MANAGEMENT PTE. LTD.</b> <b>Manager, Group Supply Chain Management Data Management</b> Central Permanent Manager Information Technology ...	<b>\$8,000</b> <b>to \$13,000</b> <i>Monthly</i>

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## EDUCATION

### EVENTS ON CILTS WEBSITE

To keep up with the latest developments and sharing in the Supply Chain, Logistics and Transport industry, check out the [EVENTS](#) section of our website, which includes the following insightful webinars:



- [\*\*THE AI-POWERED FUTURE OF SUPPLY CHAINS\*\*](#)

**16 MAR 2025**

AI is reshaping the supply chain as we know it, enabling smarter decision-making, reducing inefficiencies, and bridging the gap between data and action. With so much buzz and bold claims surrounding AI, what's actually driving results? How are companies using AI today to solve real supply chain challenges and create real value?

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- [\*\*AI-POWERED MAINTENANCE: REDUCING DOWNTIME AND COSTS IN AIRPORT SECURITY SYSTEMS\*\*](#)

**18 MAR 2025**

This session is designed to be informative, offering practical insights for airport professionals seeking to enhance the performance and reliability of their security systems. The panel will demonstrate how AI-driven maintenance can streamline processes and improve overall performance. You will also have an opportunity to pose your questions to the panel during the live Q&A.



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To access Knowledge Centre, use your CILTS member-registered email address to log in at [www.cilt.org.sg/account/knowledge-centre](http://www.cilt.org.sg/account/knowledge-centre)

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## PUBLICATIONS

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Consumers demand agility. They expect lightning-fast deliveries while sustainability mandates eco-conscious solutions.

Optimizing delivery networks for both cost and speed remains paramount, but efficiency must now embrace the rise of electric vehicles and stricter environmental regulations.



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SUSTAINABLE TRADE INDEX 2023  
DEEP DIVE

### The Deglobalization Myth: How Asia's supply chains are changing

BY THANG NGUYEN-QUOC  
OXFORD ECONOMICS



This report presents an up-to-date overview of global and Asian supply chains and assesses these different claims by focusing on data for bilateral cross-border trade of Intermediate Goods (IG), a granular class of products that more accurately represents supply chain componentry than the final goods used in most other analyses.

## BIOFUELS IN SHIPPING

Current market and guidance on use and reporting



Building on previous research, this paper incorporates the latest developments with global biofuel supply, and its uptake in shipping, while also providing a technical overview of best practices for the use of the biofuels FAME and HVO on ships.

**International Transport Forum** | **CPB**  
Corporate Partnership Board



**Health Impacts of Low-carbon Transport in Cities**  
Evidence for Better Policies



Corporate Partnership Board Report

Transitioning to low-carbon transport reduces greenhouse gas emissions and also significantly improves public health, for example, by encouraging active mobility and lowering air pollution levels. These improvements contribute to decreased health-care expenditures, with the potential to balance investment costs in the long run.

THE BRITANNICA GUIDE TO WAR

## THE SCIENCE OF WAR

STRATEGIES, TACTICS, AND LOGISTICS



War is generally understood as armed conflict between two opposing military forces, waged with the goal of achieving some political purpose, such as conquest, independence, or acquisition of territory. War has certainly been a part of human history from the beginning of organized societies.

## POWER OF KNOWLEDGE



As we close out one year and look ahead to the next, now is a good time to pause and reflect on the emphasis companies today place on retaining and attracting frontline talent and areas they should be considering for investment going forward.



## Who We Are

The Chartered Institute of Logistics and Transport Singapore is part of the leading, global professional body for those engaged in supply chain, logistics and transport – covering all sectors of the industry, namely air, land and sea, for both passenger and freight transportation.

Our primary objectives are to support our members in continuous professional development to future-proof their careers, as well as to work in close collaboration with the public and private sectors, Government agencies and the academia to develop opportunities and synergy for industry transformation and growth, underpinned by strategic thrusts in digitalisation and sustainability.

## Contact Us

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