

MARCH 2024

EMBRACING THE WORK-FROM-ANYWHERE TREND IN LOGISTICS AND SUPPLY CHAIN: PROS, CONS, AND IMPLICATIONS

PG 10
BY KIM WINTER

ESG, DECARBONISATION AND SCOPE 3 IN SUPPLY CHAINS

PG 15
BY DR. RAYMON KRISHNAN

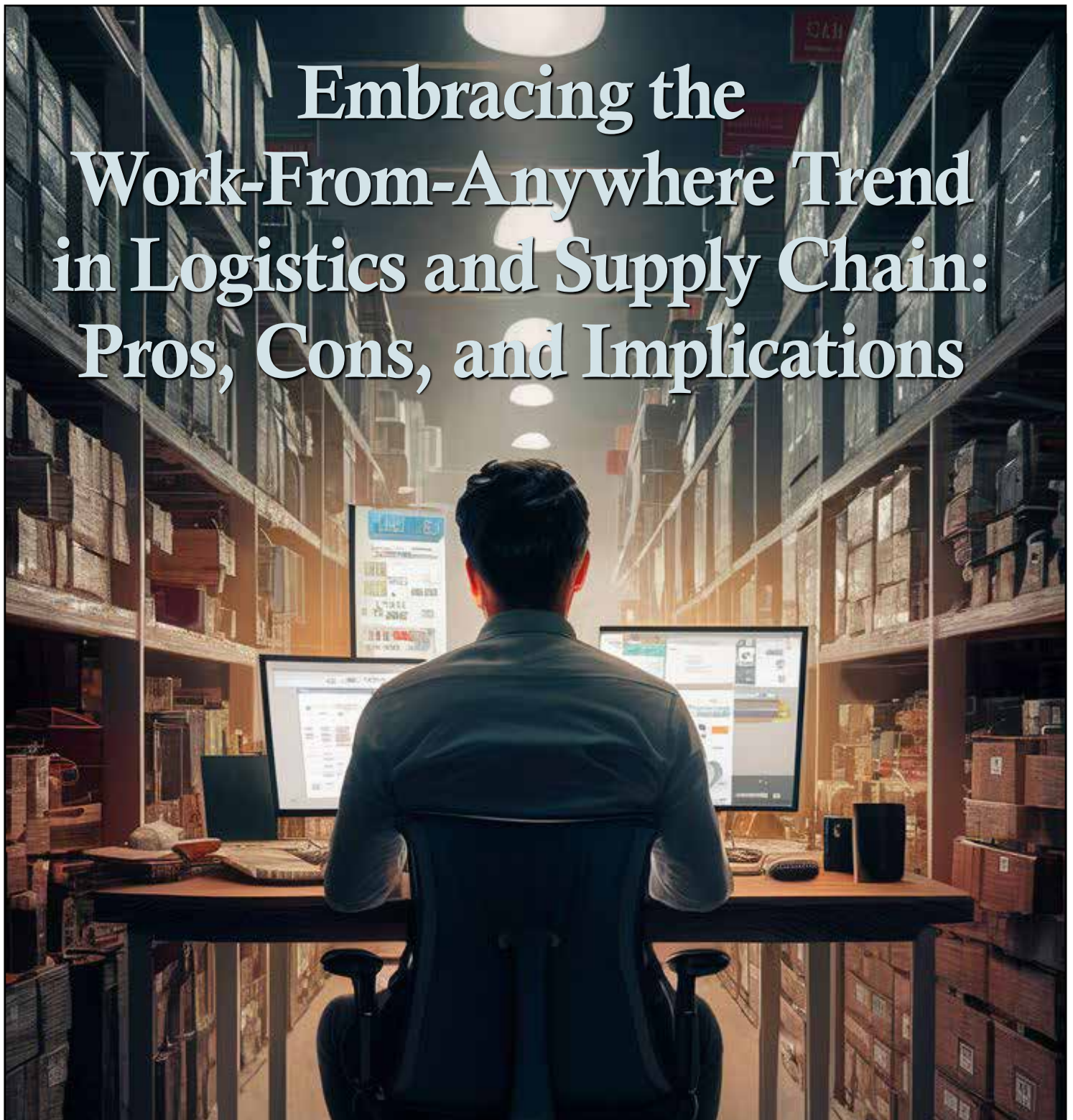
THE GREEN CORRIDOR: "OWN GOALS" THAT BLOCK A SUSTAINABLE FUTURE

PG 24
BY TIMOTHY FOOTE

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It's all About...

Not sure why but March is chock full of speaking engagements and *performances*.

Last Friday I was invited to share the stage with the CEO of one of the largest 3PL's in the world to talk about sustainability and the next day I had to perform 'solo' for about 800 people. I was "mediocre" for the Friday performance and did brilliantly for the one on Saturday.

Needless to say, I was not very pleased with myself for the Friday performance. I was asked to fill in at (somewhat) the last minute and asked to speak on a topic which I am not an expert on and the overall organisation of the event left very much to be desired. From my perspective, one third of the group were simply at the event because it was mandated by their boss, the other third were just paying 'lip-service' and only the remaining one-third were actually interested in sustainability and ESG. All this aside, I should have paid more attention to what I was doing and it was a good reminder that I need to constantly update and hone my expertise. I let that last one third of the audience down with my lacklustre performance.

On Saturday, I did brilliantly – according to the all the people who came up to me at the end of the *session*. We have at least 5 more events from now until the end of March and I plan to do even better at those events.

The supply chain industry is still feeling its way on what and how to operate sustainably. Overall, most service providers and shippers are not completely sure what to do. There are a few companies out there that offer good advice and solutions - and a few of these are start-ups that I think have a lot to offer - but there are also many 'experts' coming out of the woodwork offering either motherhood statements and advice and products that do not work and this just creates noise.

One bit of good news is that there already exists a combination of technological innovation, policy support, and behavioral changes that we can implement today to mitigate climate change. Achieving substantial reductions in CO2 emissions will require a comprehensive approach that encompasses multiple strategies and sectors of the economy.

My article in this month's issue of LogiSYM (my first in about 8 years) highlights this and calls for us to take steps NOW! I am hopeful that the more this important topic is socialised amongst Logisticians, the sooner we will start seeing tangible and real benefits.

Raymon Krishnan, FALA, FCILT, CLP

President

The Logistics & Supply Chain Management Society



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LogiSYM

Global Net Zero Targets in Jeopardy, Reveals EIC Report

Only 11% of energy supply chain leaders in new EIC study believe global interim net-zero targets can be achieved.

London, 14 March 2023 — In an alarming revelation, the inaugural “Global Net Zero Jeopardy Report” by the Energy Industry Council (EIC) has found that only 11% of energy industry leaders believe global interim targets for achieving net zero will be met.

This scepticism underscores a critical and growing gap between current industry reality and the ambitious net zero goals set by policy makers for 2030-35. This is despite a more optimistic outlook for 2050 targets, where 45% of respondents still see a pathway to success of global net zero targets, according to the report.

When asked about their views on meeting net zero targets in their respective countries, study participants had a slightly more optimistic outlook compared to their views on global targets. Only 16% of respondents felt optimistic about achieving their country's interim net zero targets, while 66% believed that the national 2050 goals were still achievable.

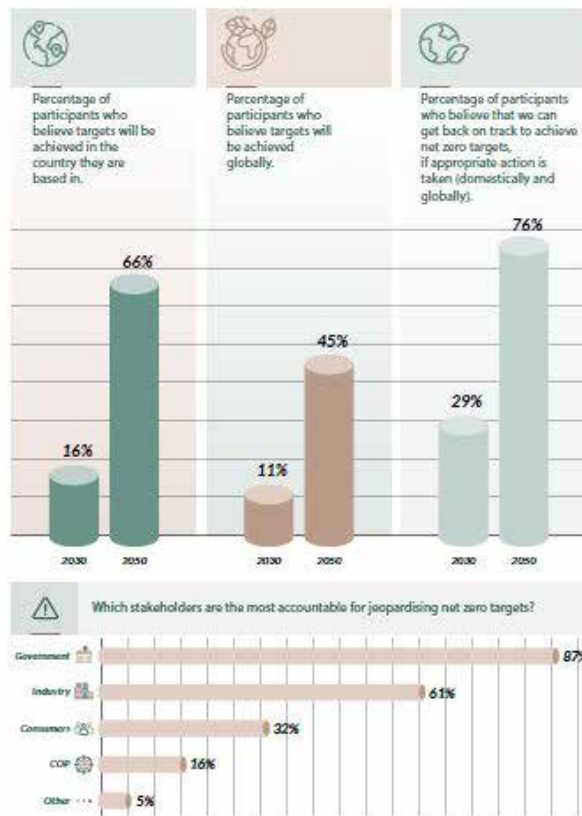
“This disparity in optimism underscores a crucial point,” says EIC’s Chief Executive

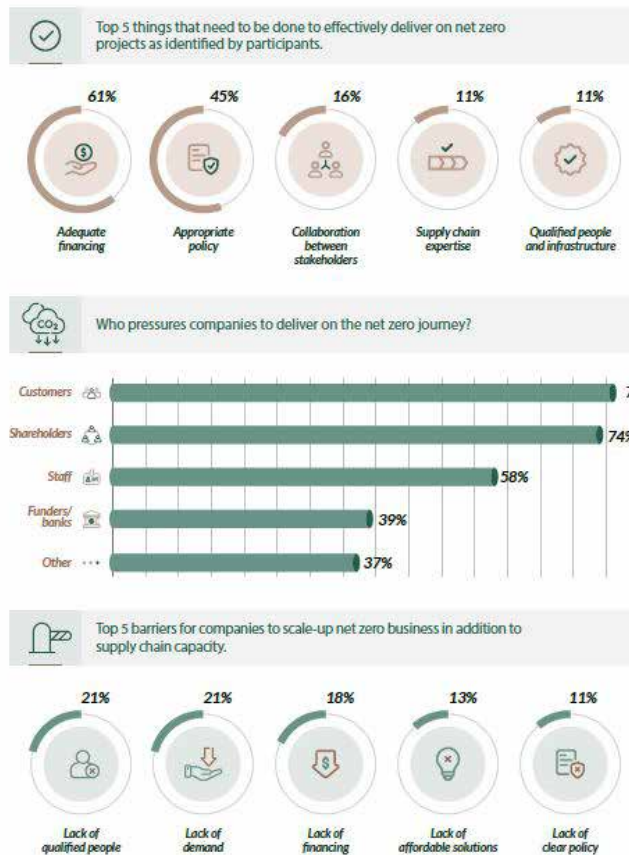
Officer Stuart Broadley. “While the immediate future appears daunting, with most leaders now holding the view that interim targets are unachievable, there is a stronger belief—both within our home nations and collectively as one global community—in our ability to correct our course by the ultimate 2050 target date. This optimism is due to the potential for technological advancements and the conversion of policy into implementation.”

The report, based on surveys and interviews with 38 energy industry leaders, highlights the bleak global outlook for meeting interim climate targets. This is muddled by unclear policies and significant disparities in capabilities and priorities of different nations.

For longer-term targets, there's cautious optimism, supported by legally binding targets and the impact of technological and capacity growth advances. Yet, scepticism arises from skill

Statistics





to foster a unified approach to sustainability. Regarding capacity, 22% highlight supply chain and infrastructural limitations, noting the gap between current capabilities and the requirements for a full transition to net zero.

Survey results reveal 87% of participants hold governments primarily responsible for not meeting net zero targets, urging policy and regulatory reforms to mitigate climate change. Industry, seen as a key player in innovation and emissions reduction, is deemed the second most accountable. The call is clear - for immediate, collaborative efforts led by strong governmental policies to drive sustainability.

shortages, enforcement failure, and funding gaps. Some participants see only a major catastrophe being the catalyst for action, while others call for more proactive and mandated government directives for net zero achievements. The report shows that 61% of interviewed executives stress the need for more

investment and incentives to launch net zero projects, pointing to the high costs of green transitions and the importance of ensuring profitability for sustainability. Meanwhile, 45% cite unclear and inconsistent government policies as obstacles, advocating for stronger, more supportive regulations and international cooperation



About IEC

The EIC is an award-winning global trade association for the energy supply chain with a worldwide membership of over 900 companies covering all energy sectors. Established in 1943, EIC advocates for its members by working closely with governments and key stakeholders. We work on behalf of our members across governments and agencies to reflect their needs and raise the voice of the supply chain globally. Our expert analysts and consultants produce insightful reports and bespoke market intelligence. In recognition of our commitment to excellence, the EIC was honoured to receive the prestigious King's Award for Enterprise in 2023.

Embracing the Work-From-Anywhere Trend in Logistics and Supply Chain: Pros, Cons, and Implications

Feature Article by **Kim Winter** Founder & Group Managing Director **Logistics Executive Group**

In the wake of the COVID-19 pandemic, the traditional office-based work model has undergone a radical transformation across various industries, including logistics and supply chain management. The shift towards remote work, or what is increasingly being termed as "work from anywhere" (WFA), has presented both challenges and opportunities for professionals in this sector.

THE RISE OF WORK-FROM-ANYWHERE IN LOGISTICS AND SUPPLY CHAIN

The logistics and supply chain industry, traditionally reliant on physical operations and face-to-face interactions, has experienced a significant paradigm shift towards remote work. Advances in technology, coupled with the necessity imposed by the pandemic, have accelerated this transition. According to Mark Lutton, Global VP Consulting Logistics Executive Group, "The logistics industry has recognised the potential of remote work, leveraging digital tools and cloud-based platforms to enable seamless collaboration across geographies."

IMPLICATIONS OF WORK-FROM-ANYWHERE

"Embracing a work-from-anywhere model has far-reaching implications for the logistics and supply chain sector. One of the most prominent implications is the decentralization of talent" noted Lutton. With remote work becoming feasible, companies can tap into a global talent pool, breaking free from geographical constraints to recruit the best minds in the field, the ability to access talent irrespective of location is a game-changer for the logistics industry, fostering diversity and innovation.

Furthermore, the adoption of remote work practices enhances operational resilience. By decentralizing operations and reducing

dependency on physical office spaces, companies can mitigate risks associated with localised disruptions such as natural disasters or geopolitical tensions, remote work allows for greater flexibility and agility in responding to unforeseen challenges, ensuring continuity in supply chain operations.

While the digital age has revolutionised many aspects of the workforce, allowing for increased flexibility and remote work opportunities, certain roles within the logistics and supply chain sector inherently require an on-site presence. These positions, critical to the industry's success, emphasises the indispensability of physical interaction and on-ground supervision.





KEY ON-SITE ROLES IN LOGISTICS AND SUPPLY CHAIN

1. Warehouse

Management: The role of a warehouse manager is quintessentially hands-on. It involves overseeing the receipt, storage, and dispatching of goods. This role demands a physical presence to manage inventory effectively, ensure the proper functioning of equipment, and maintain safety protocols.

2. Quality Control

Inspectors: These professionals are responsible for inspecting products and materials, ensuring they meet required standards and specifications. Their work, requiring direct interaction with physical goods, cannot be effectively executed remotely.

3. Transportation and Delivery Personnel:

Whist we are seeing incredible advances in the development of autonomous vehicles, ships, trains, drones and aircraft, it's true to say drivers, pilots, and

other delivery personnel form the backbone of the logistics and supply chain industry. Their roles, by nature, are location-specific and require them to be on the move, making remote working many cases, infeasible.

4. Customs, Border Force and Compliance Officers:

Ensuring compliance with various regulations, these officers need to be on-site to inspect shipments, verify documents, and ensure adherence to international trade laws.

THE VALUE OF ON-SITE WORK

While remote work offers flexibility and cost savings, the essential on-site roles within logistics and supply chain highlight the industry's reliance on physical processes and human intervention. As technology continues to evolve, the blend of remote and on-site work will likely become more nuanced, but the critical nature of these roles ensures their continued relevance in an ever-evolving sector.

PROS AND CONS OF WORK-FROM-ANYWHERE

PROS:

1. Increased Flexibility and Work-Life Balance:

Remote work empowers employees to create a more flexible schedule, accommodating personal commitments and promoting a healthier work-life balance. This flexibility can lead to higher job satisfaction and improved retention rates within the logistics industry.

2. Cost Savings:

Adopting a work-from-anywhere model can yield significant cost savings for companies. Reduced overhead expenses associated with office spaces, utilities, and commuting allowances contribute to improved financial performance.

3. Enhanced Productivity:

Contrary to initial concerns, remote work often correlates with increased productivity. Eliminating the distractions and time-consuming commutes associated with traditional office environments allows employees to focus better on their tasks, leading to higher efficiency and output.

CONS:

1. Communication

Challenges: Despite advancements in virtual communication tools, remote work can pose challenges in maintaining effective communication

channels. The absence of face-to-face interactions may hinder collaboration and lead to misunderstandings, requiring companies to invest in robust communication platforms and strategies.

2. **Social Isolation and Team Cohesion:** Remote work can exacerbate feelings of isolation and detachment among employees. The lack of informal interactions and team bonding activities prevalent in office settings may impact morale and diminish team cohesion over time.
3. **Security Risks:** Operating in a dispersed work environment increases the vulnerability to cybersecurity threats. Remote access to sensitive data and inadequate cybersecurity protocols can expose companies to potential breaches, necessitating investments in robust cybersecurity measures and employee training.

COST CONSIDERATIONS

"While the transition to a work-from-anywhere model offers numerous benefits, it is essential to consider the associated costs. Initial investments in technology infrastructure, including hardware, software licenses, and cybersecurity measures, are necessary to facilitate remote work effectively" according to Logistics Executive Group's Head of talent Acquisition, Lucy Kamau. Additionally, companies may incur

expenses related to employee training programs aimed at fostering remote work skills and promoting cybersecurity awareness.

Kamau asserts that "However, these upfront costs are often offset by long-term savings in real estate expenses, utilities, and employee overheads. While there are initial costs involved in transitioning to a work-from-anywhere model, the long-term benefits in terms of cost savings, talent retention, and operational agility far outweigh the initial investment."

The work-from-anywhere trend presents a paradigm shift in the logistics and supply chain industry, offering both opportunities and challenges. By embracing remote work practices, companies can unlock access to global talent pools, enhance operational resilience, and achieve cost efficiencies. However, effective implementation requires careful consideration of the associated implications, proactive management of communication and collaboration challenges, and strategic investments in technology and cybersecurity infrastructure.

As the industry continues to evolve, constant communication between employers and employees for optimal mutually beneficial work life balance solutions will be vital in navigating the complexities of the work-from-anywhere landscape and unlocking its full potential for success.



Kim Winter

Founder &
Group Managing Director
Logistics Executive Group

Kim delivers 40 years of executive leadership experience spanning Executive Search and Recruitment, Executive Coaching, Career Transition, Corporate Advisory, Consulting & M&A, across the Supply Chain, Logistics, 3PL, e-commerce, Cold Chain, FMCG, Retail, Maritime, Aviation, Government, Resources & Industrial sectors. He is the host of the Logistics Executive TV vodcasts platform, is a regular contributor to industry media, a professional Master of Ceremonies and is frequently invited to chair / moderate international events. Kim is the co-founder & Chairman of the not-for-profit humanitarian organization Oasis Africa (www.oasisafrica.org.au) providing sustainable 'Freedom from Poverty through Education' to over 8000 mainly orphaned children in East Africa's slums.



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Kiat Lay: Pioneering Cold Room Solutions for ASRS Systems in Singapore's Vertical Future

SINGAPORE - Kiat Lay Coldroom Specialist Pte Ltd, a leading cold room specialist with a rich history of successfully delivering projects for prominent clients such as the Fairprice Group, announces its commitment to designing and constructing cold rooms tailored for Automated Storage and Retrieval Systems (ASRS).

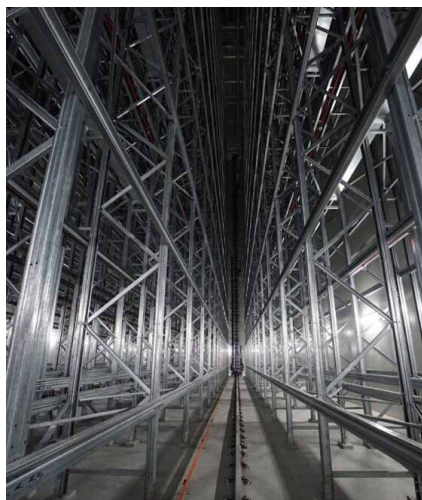
Automated Storage and Retrieval Systems (ASRS) revolutionise the way businesses handle inventory and storage. These cutting-edge systems are built up to 40m tall and use robotic arms to efficiently store and retrieve items, significantly enhancing operational efficiency and accuracy in inventory management. ASRS-fitted warehouses effectively address the distinctive challenges posed by cold rooms, notably by minimising the required manpower, reducing the frequency of door openings that disrupt the cooling process, and preventing staff from working in extreme temperatures due to automated processes.

Kiat Lay's vertical building approach aligns perfectly with land-scarce Singapore's need to maximise food storage solutions, especially in light of global disruptions like the

pandemic and political unrest. For a more resilient food supply, the demand for cold rooms has increased since the COVID-19 pandemic to make locally-grown and imported perishable goods last longer.

With over 4 decades of experience building cold rooms, Kiat Lay is now at the forefront of building cold rooms specifically customised to integrate with ASRS systems and maximise storage space. From understanding the client's needs to the design, construction and ongoing support, the team at Kiat Lay makes themselves available for instant communication and issue resolution.

"In a time of constant global challenges, our focus on customised cold rooms is not just a construction project; it is a commitment to community resilience. By embracing



innovative solutions, we're contributing to the strength and self-sufficiency of our local resources, ensuring a stable supply of essentials when it matters most." affirmed Melvin Tan, Director of Kiat Lay Coldroom Specialist Pte Ltd



KIAT LAY

About Kiat Lay Cold Room Specialist

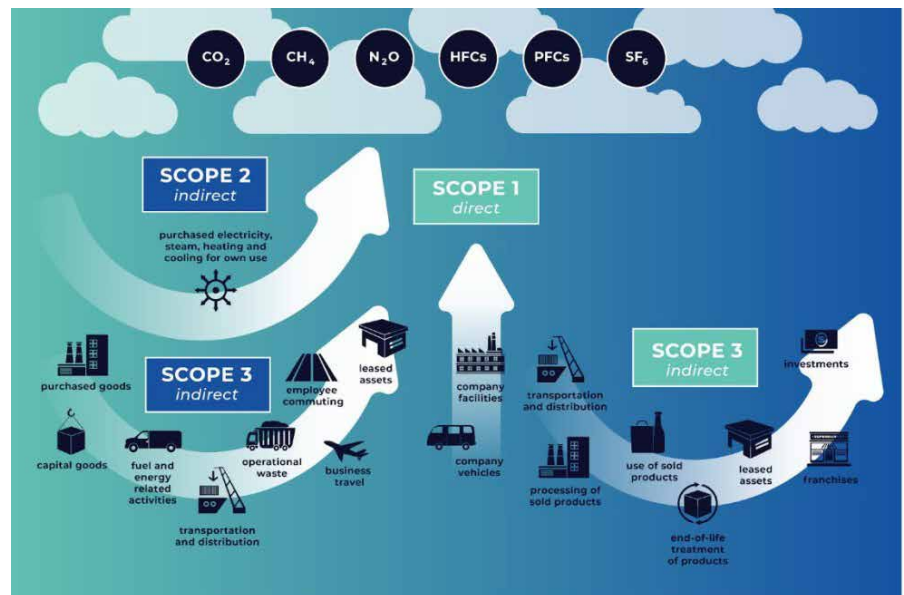
Established in 1982, Kiat Lay Cold Room Specialist Pte Ltd is Singapore's premier provider of industrial cold room solutions. Serving industries ranging from food and beverage to logistics, pharmaceutical and hospitality sectors, Kiat Lay is renowned for attentive customer service and cost-effective designs. Leveraging over 40 years of experience, our expert team ensures compliance with the latest environmental standards, delivering tailor-made solutions that exceed client expectations. From walk-in cold rooms to ASRS-fitted cold rooms Kiat Lay is committed to setting industry benchmarks in quality and performance.

ESG, Decarbonisation and Scope 3 in Supply Chains

Feature Article by **Dr Raymon Krishnan** President **The Logistics and Supply Chain Management**

Sustainability is a global movement that is gaining momentum across industries and sectors. Climate change, biodiversity loss, and pollution are just a few of the pressing issues driving this shift. Simultaneously, increased awareness and concerns about resource scarcity, social activism and consumer preferences along with investor influence and regulatory challenges are amplifying the call for businesses to prioritize sustainability in their operations.

Technological advancements in how to improve, track, manage and report on this coupled to the growing recognition of corporate responsibility and regulatory pressure are some of the factors converging to elevate sustainability as a crucial consideration for individuals, businesses, and governments worldwide.



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UNDERSTANDING SUSTAINABILITY FOR SUPPLY CHAIN

At its core, sustainability is about meeting the needs of the present without compromising the ability of future generations to meet their own needs. Similar to retirement planning, the more serious we are about this today, the easier it will be for us to achieve the sustainable

targets governments, customers and we set for ourselves. But also similar to retirement planning, it appears to be something most of us are willing to put off until tomorrow.

Sustainability encompasses economic, environmental, and social dimensions, each crucial for creating a balanced and thriving society.

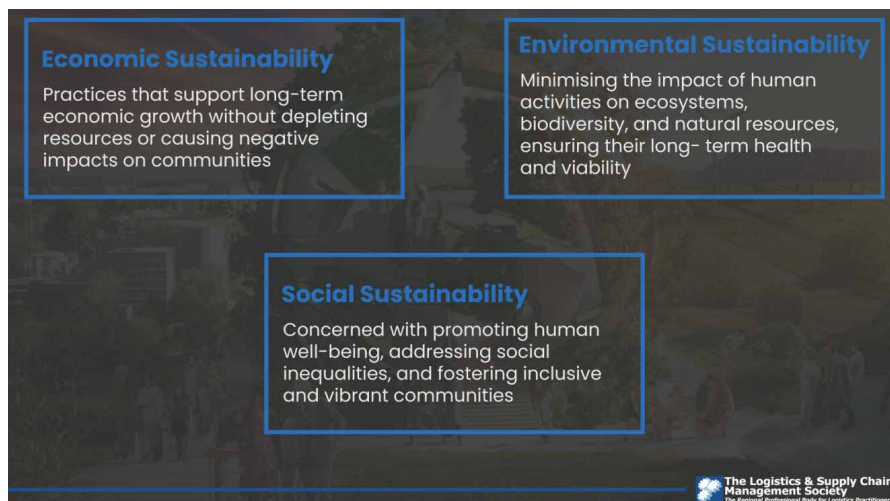


ESG: A FRAMEWORK FOR ASSESSMENT IN SUPPLY CHAINS

With sustainability serving as the broader overarching concept, Environmental, Social, and Governance or ESG, is a subset of sustainability with a specific focus on a company's performance in environmental impact, social responsibility, and governance structures.

It is applied as a framework for investors and stakeholders to evaluate an organisation's business practices and performance across sustainability and ethical dimensions and is criteria that more and more investors and customers pay attention to when assessing a company.

ESG and Sustainability are not interchangeable terms. Rather, sustainability, as in environmental sustainability, is part of the pillars of ESG.



DECARBONISATION: A STRATEGY FOR ENVIRONMENTAL SUSTAINABILITY FOR SUPPLY CHAINS

Decarbonisation is a critical and perhaps the most obvious strategy within the environmental aspect of sustainability for supply chains to hone in on. By focusing on reducing carbon emissions to mitigate climate change by transitioning to renewable energy sources, improving energy efficiency, and electrifying sectors traditionally reliant

on fossil fuels the level of greenhouse gas emissions produced by a multitude of sources can help mitigate climate change and minimise environmental impact.

Technologies already exist to support decarbonisation efforts, offering opportunities for companies to become more energy resilient and achieve net-zero emission in even the short to medium term.

Some examples would be:

- Transitioning to renewable energy sources like solar or wind power to power warehouses
- Replacing fossil fuels with clean fuels or electricity in traditionally fossil fuel-dependent transportation modes
- Improving energy efficiency in transportation to reduce overall energy demand and associated emissions





TECHNOLOGIES ALREADY EXIST TO MAKE COMPANIES ENERGY RESILIENT AND NET ZERO

One briefing I attended recently suggested that 70% of CO₂ emissions can be removed using existing technologies with savings coming from digitalisation, energy and process efficiency and circularity amongst others. Combined with electrification and decarbonised supply the potential or possibility of doing this is very much a real opportunity. It is important to note that the potential for removing CO₂ emissions using existing technologies depends on various factors such as the specific technologies deployed, the scale of implementation, cost-effectiveness, and societal and political considerations.

While there are certainly existing technologies capable of capturing and storing CO₂ emissions, such as carbon capture and storage (CCS)

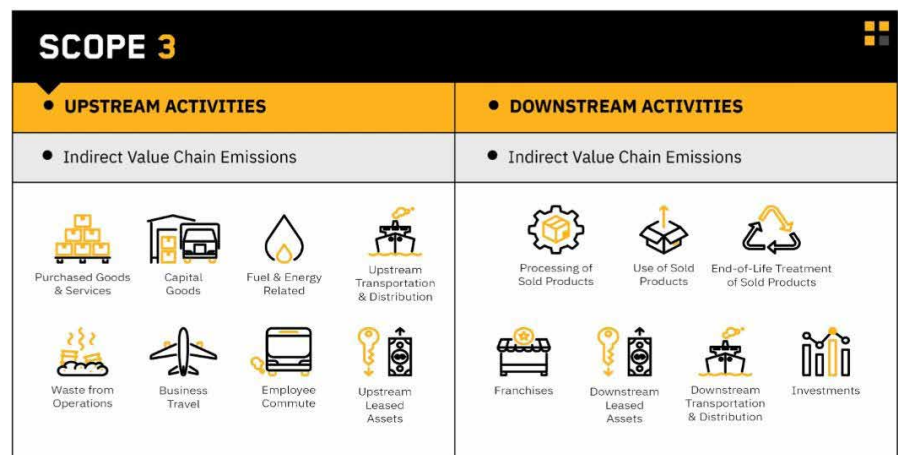
systems, their widespread adoption and efficacy at reducing emissions on a large scale may still face challenges. Additionally, other approaches such as afforestation, reforestation, and improved agricultural practices can also contribute to carbon removal.

Efforts to mitigate climate change often require a combination of technological innovation, policy support, and behavioral changes. While existing technologies can play a significant role, achieving substantial reductions in CO₂ emissions typically requires a comprehensive approach that encompasses multiple strategies and sectors of the economy. Therefore, while existing technologies offer promise, achieving a 70% reduction in CO₂ emissions solely through their implementation would likely require concerted efforts across various fronts.

SCOPE 3 EMISSIONS: UNDERSTANDING THE IMPACT FOR SUPPLY CHAINS

Scope 3 emissions refer to indirect emissions generated throughout a company's value chain, including both upstream and downstream activities. Scope 1 and scope 2 emissions of our company and those of our suppliers and partners therefore end up being our scope 3 emissions.

These emissions have been categorised into 15 defined categories as part of the GHG Protocol Corporate Standard, including purchased goods, transportation, waste, and employee commuting. Addressing Scope 3 emissions is crucial for companies aiming to achieve comprehensive carbon reduction targets and improve their overall sustainability performance.



source : www.persefoni.com

TRENDS AND CHALLENGES IN SCOPE 3 DECARBONISATION

Several trends are shaping the landscape of Scope 3 decarbonisation, including aggressive target setting, increased scrutiny from stakeholders, and collaborative efforts to accelerate impact. In conversations we have had with some members responsible for sustainability, we are being told that they are now spending so much time on compliance, stakeholder management and reporting that they have little or no time to actually work on sustainability initiatives! Companies on this



crucial and evolving journey face significant challenges, including complex supply chains, poor data governance, reluctance from upstream stakeholders, and weak internal and external strategies. Overcoming these obstacles requires robust data management systems, enhanced collaboration, and a clear commitment to sustainability from all supply chain partners and management.

SUPPLY CHAIN DECARBONISATION: A SUPPLY CHAIN IMPERATIVE

As sustainability becomes increasingly intertwined with business success, supply chain decarbonisation is emerging as a critical priority for companies worldwide. More organizations are setting Science-Based Targets (SBTs) to guide their decarbonisation efforts, but challenges such as data availability, expertise gaps, and internal resistance persist. Increased collaboration and external pressures are helping to drive urgency and action in



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this area, highlighting the need for continued support and expertise to navigate the complex journey towards sustainable supply chains.

Demystifying ESG, decarbonisation, and Scope 3 emissions is essential for supply chain professionals looking to embrace sustainability and thrive in an increasingly conscious and interconnected world. By understanding these concepts and addressing the associated challenges head-on, companies can not only reduce their environmental impact but also build resilience, foster innovation, and create long-

term value for society and future generations.

To make meaningful progress, professionals must first ensure they have a solid grasp of these key concepts and the ways in which they interconnect within their specific operational contexts. It involves moving beyond theoretical understanding to practical application, identifying specific areas within their supply chains where emissions can be measured, managed, and ultimately reduced. It is imperative for supply chain professionals to do their part and the time to start is now!



Dr Raymon Krishnan

President

The Logistics and Supply Chain Management

Raymon has over thirty years of experience in the Logistics industry as an end user and service provider. This includes senior management, government linked and academic positions in a variety of international companies and institutions based in Asia, the US, Europe and Australia.

His experience covers the full Logistics spectrum, from raw material procurement to physical distribution and eventually Customer Service and care, with a strong grounding in Quality and Six Sigma.

Raymon is currently the President of the Logistics & Supply Chain Management Society and Editor-At-Large for LogiSYM magazine.

Swisslog appoints Lee Sze Pinn as new SEA Managing Director

Lee Sze Pinn has been appointed as Managing Director of Swisslog Southeast Asia as Koh Seng Teck steps down to get ready for retirement.

19 February 2024 –Swisslog is pleased to announce the appointment of Lee Sze Pinn as its next SEA Managing Director, effective January 2024. Sze Pinn brings a strong track record to Swisslog with a wealth of international business experience.

Sze Pinn's career spans 22 years and his profound understanding of diverse communities will be a major asset to strengthen the collaboration between the different regions that form Swisslog. Having successfully led in a matrix organization, Sze Pinn possesses the skills and adaptability required to lead in a complex and dynamic environment.

Koh Seng Teck, the previous Managing Director of Swisslog Southeast Asia, has transitioned to the role of Key Account Manager in order to prepare for his well-deserved retirement. Koh's achievements in combination with Sze Pinn's experience and background provide a strong opportunity for continued growth. The two are currently working closely together to ensure a well-managed and smooth transition.

Swisslog CEO Jens Schmale: "I am confident Sze Pinn



will bring a wealth of fresh knowledge to the role. I believe his leadership will not only maintain our current trajectory but also propel us into a new phase of expansion and success."

Sze Pinn is looking forward to the challenges of his new role and getting started. "Southeast Asia is a crucial market for Swisslog, with each passing year witnessing unprecedented success and record-breaking achievements. I look forward to building on the strong foundations of the previous leadership, continuing to expand within the region and placing a strong emphasis on people."

SWISSLOG

About Swisslog

Swisslog delivers data-driven & robotic solutions for your logistics automation alongside reliable, modular service concepts. Collaborating with forward-thinking companies, we are committed to setting new standards in warehouse automation to provide future-proof products and solutions. As part of the KUKA Group, our customers trust the competence of our passionate employees – more than 15,000 people working across the globe.



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ROUNDTABLE SYNOPSIS:

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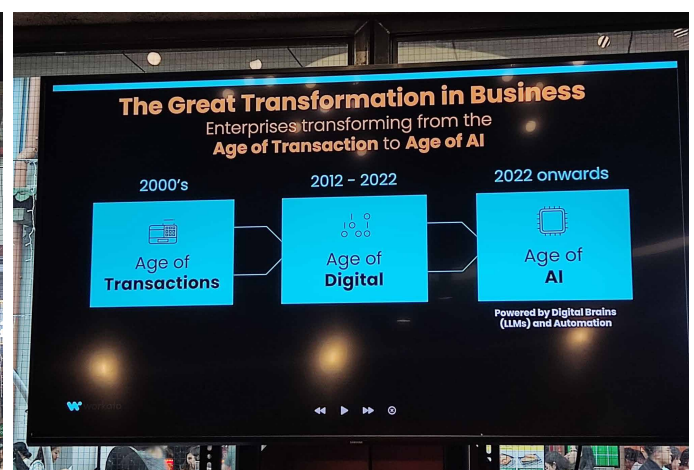
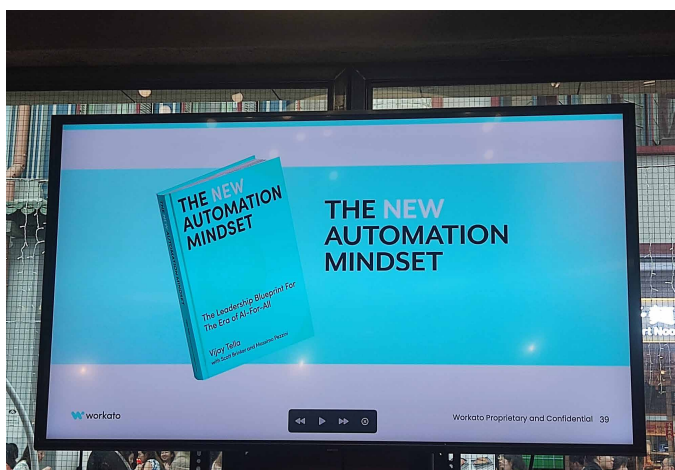
Integration and Automation opportunities that Supply Chain and Logistics companies and shippers can successfully implement.



In a cozy and relaxed environment in the heart of the Singapore CBD, the Workato team hosted an intimate round table with more than 20 senior supply chain leaders.



Expertly moderated by **Dr. Raymon Krishnan**, the team articulated the current integration and automation landscape for Supply Chain and offered a glimpse at the possibilities when it comes to building a Supply Chain of the Future, today.





Mr. Bharath Yadla, Senior Vice President - Strategic Initiatives, Workato spoke about the drivers, opportunities and pitfalls to consider when digitalising Supply Chains. This was then followed by a hearty lunch where the assembled experts and practitioners discussed in an informal environment just how to go about achieving this.

It was a great opportunity to learn, network and interact with other supply chain professionals.



THE GREEN CORRIDOR "Own Goals" That Block a Sustainable Future

by **Timothy Foote**, Director Transportation & Network APAC at **Asendia**
and Founder of **Susymbio**

People that have watched football know that on occasion teams will make an "own goal". Depending on which side you were supporting, one cannot help but wince when it happens. Clearly the intention to score on your own team was not in the player's mind. Indeed the opposite was the case. A defender may have wanted to block the shot, but instead it angled the ball to the upper right corner of the goal. A fullback may have wanted to pass to the goalie's feet only to watch it roll into the goal.

When dealing with sustainability today, "own goals" are ever present. The "own goal" in this case being policies or actions that while benefiting some segments of society in the short term will harm all of society by adding to carbon and air pollution in the atmosphere. The intentions may have been good to start with, but on balance society and sustainability lose.

GOOD INTENTIONS WITH DAMAGING RESULTS

Examples of this are everywhere. One example I found just the other day made me shake my head in disappointment. For 20 years a Bali based company call Temesi Recycling showed that with local support and ingenuity, a recycling business could not only successfully find startup funding, but also grow. Temesi used organic waste from landfills in Bali and converted it into useful organic compost for farms.

Instead of having the waste take up more and more land in a growing landfill, this waste was actually converted into something that helped grow more food for the community in the form of organic fertilizer. Additionally, by converting the waste into compost, it was not able to rot itself into a methane producing source (thus preventing the release of

harmful green house gasses). This was not a small project either. As Bali's population and economy continued to grow over the last 20 years, the amount of organic compost produced by Temesi reached a level of 30 tons a day!

Unfortunately Temesi was forced to close. No longer producing compost and no longer preventing the methane being made by the organic waste building up in the landfill. The reason for its closing is a 70 to 90% subsidy for industrial brand fertilizers (not inclusive of compost) passed out to farmers in Indonesia.

On the surface, increasing farm yields with cheap fertilizer will make farmers and consumers happy. It brings down the costs for the farmer and with larger yields should bring down costs for the consumers. That said compost is used as a fertilizer. Why single out industrial made fertilizer alone to get taxpayer's money? The compost ideally should be prioritised first for the greater good of society as well as the farmers and consumers. Regrettably, that is not what happened.



THE THREE R'S MINUS ONE

In companies around the globe the "Three R's" of reduce – reuse – recycle are a mantra used to get staff to think about how to be more ecologically conscience. Recycling being a last ditch option, still needs to be an option for business and communities.

Reusable bottle and plastic recycling programmes do much better when there are incentives. In the case of Temesi's operations, that also should be incentivised – not left to fend for itself against heavily subsidised competitors.

"OWN GOALS" ARE A GLOBAL CHALLENGE

The world is spending over 1.8 trillion dollars in subsidies to industries that harm the environment. We as taxpayers are financing the polluting of our own planet affecting our own survival. That's roughly 2% of global GDP - and this is actually a low estimate! The industries receiving the majority of these subsidies are fossil fuels, agriculture and forestry. This is humanity shooting an "own goal" on its own future without providing the transparency that is often given to emerging green or even carbon free industrial development.

There is a lot clouding the picture. For one, some information outlets tend to frame subsidies to fossil fuels as a positive - a program to "help business" - even though

the general public is the one paying the bill in higher taxes and increased trips to the doctor. When it comes to transitioning towards green energy (like SAF percentage mandates for instance), I have seen articles that frame this as an added expense to industry and the consumers which results in higher prices. Hold on though! Subsidies always mean higher prices – but in the form of your taxes.



WHAT'S A LOGISTICS PROFESSIONAL TO DO?

Taking this back to what we can do in logistics management, here are some ideas that can help defend our planet's sustainability goals.

1. We need to strive for transparency in what is going on. When everything is foggy, it blocks our ability see if we are scoring on ourselves.
2. Our industries need to advocate for energy transition policies. The goal for any subsidies ideally eliminating green house gas emissions.

3. Continue to eliminate waste not only in our processes, but on the consumer side as well.

Maybe think on the above and how it relates to your everyday business practices. Taking in the entire picture, identifying and eliminating waste – these are what logistics professionals work on all time. It's not a long list, but it can prevent some "own goals" and keep us all in the game together.



Timothy Foote

Director Transportation & Network APAC at Asendia and Founder of Susymbio

Tim has worked in management positions at multiple MNCs for more than 25 years, gaining expansive expertise in logistical operations. Tim continues to craft delivery solutions for many e-commerce clients at Asendia. Once a regional Head of Go Green at DHL eCommerce, Tim now works for customers to decarbonise their logistics by managing Asendia's 100% carbon-neutral network.

To further promote a net zero future for the logistics industry, Tim created MOVE GREEN. This is a movement committed to greening the logistics industry during this time of transformation. Please join the companies making a pledge to become net zero by going to susymbio.com for more details.



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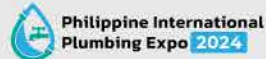
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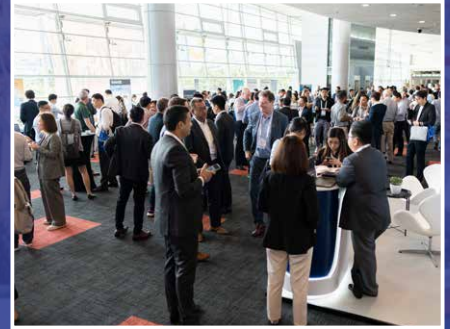
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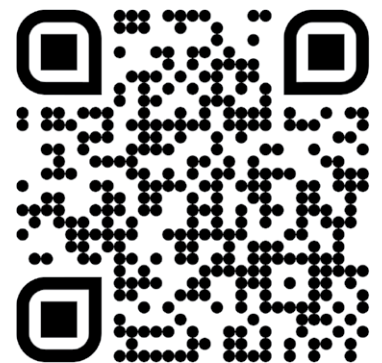


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