



## CILTHK AGM 2025

The Chartered Institute of Logistics and Transport in Hong Kong (CILTHK) held its Annual General Meeting (AGM) on 1 September 2025, at the Customs Headquarters Building in North Point, Hong Kong. The event marked a significant occasion for the Institute, bringing together 49 members and guests to reflect on the past year's accomplishments and to set the stage for future initiatives.



In the opening remarks, CILTHK President Ir Prof. Sam Man-sang Chow expressed his heartfelt gratitude to the corporate partners and organisations that have consistently supported the Institute's activities. He acknowledged the tremendous contributions made by the Council Members and committee members, whose dedication and hard work have made the year a fruitful period for CILTHK. The AGM provided an opportunity to celebrate the collective efforts that have advanced the Institute's mission and objectives.

During the meeting, all resolutions on the agenda were adopted, demonstrating the commitment of the members to the governance and strategic direction of the Institute. Following the formal proceedings, the President presented several prestigious awards and certificates, recognising the achievements of individuals and students within the logistics and transport sectors.

One of the highlights of the AGM was the presentation of Chartered Membership Certificates. This year, two distinguished professionals were awarded Chartered Membership: Mr. Ho Chun-fai, Alvin, Director of DealerSend, and Dr. Kuo Yong-hong, Associate Professor at The University of Hong Kong. Their achievements exemplify the high standards of professionalism and dedication that CILTHK seeks to promote within the industry.

Additionally, the CILTHK Scholarships for the academic year 2024/2025 were awarded to outstanding students across various educational levels. The recipients included Miss Wong Nga Man, a Higher Diploma student in Aviation and Logistics from the Hong



Mr. Ho Chun-fai, Alvin, CMILT



Dr. Kuo Yong-hong, CMILT

Miss Wong Nga Man, a Higher Diploma student in Aviation and Logistics from the Hong Kong Institute of Vocational Education (Tsing Yi)



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*Ms. Mao Jianing, a Bachelor's degree student in Logistics Engineering with Management at The Hong Kong Polytechnic University*



*Mr. Lam Ting Hong, a Master's degree student in Urban Planning at The University of Hong Kong*

Kong Institute of Vocational Education (Tsing Yi); Ms. Mao Jianing, a Bachelor's degree student in Logistics Engineering with Management at The Hong Kong Polytechnic University; and Mr. Lam Ting Hong, a Master's degree student in Urban Planning at The University of Hong Kong. These scholarships aim to support and encourage the next generation of professionals in the logistics and transport fields.

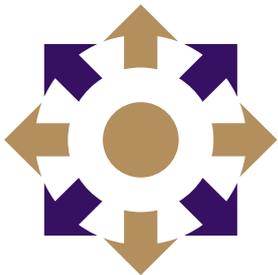
Furthermore, the CILTHK Logistics & Transport Student Final Year Project Award 2024 was presented to a talented team from

The Hong Kong University of Science and Technology. Their project, titled "Improve Healthcare Operations – ABC Hospital's Non-emergency Ambulance Transfer Service (NEATS)," showcased innovative thinking and practical solutions to real-world challenges. The awardees, KWOK Hiu Ching, WONG Nga Ting, and WONG Kai Kit, were commended for their exceptional work and dedication to research.

The AGM concluded on a positive note, with members expressing their enthusiasm for the upcoming year and the initiatives planned to further enhance the logistics and transport sectors in Hong Kong. The event not only celebrated past achievements but also reinforced the Institute's commitment to fostering professional development and collaboration within the industry. CILTHK looks forward to another successful year ahead, driven by the passion and dedication of its members.



*The awardees, KWOK Hiu Ching, WONG Nga Ting, and WONG Kai Kit*



## WiLAT Global Workshop at ICM Sri Lanka 2025

On 14 September 2025, over 140 WiLAT members and distinguished guests gathered at the City of Dreams, Colombo, Sri Lanka, for the Global WiLAT Workshop themed "Wings of Change, Igniting the Future". The event brought together industry leaders and professionals worldwide to foster dialogue, celebrate collaboration, and inspire future action.

### WiLAT HK's participation in WiLAT Global Workshop

Representing Hong Kong on the global stage, WiLAT HK Chairperson Ms. Cheris Lee a distinguished delegation to the ICM in Colombo. The team comprised Vice Chairpersons Cecilia Yeung and Ms. Elise Kwok, along with founding member and committee member Miss. Alice Yip. They joined hands with prominent WiLAT Global leaders – Pro. Dorothy Chan, Emeritus Global Chairperson; Ms. Vicky Koo, Global Convenor; and Ms. Carmen Li, Regional Chairperson for East Asia – in a united show of leadership and solidarity. Their active engagement reflected WiLAT Hong Kong's ongoing commitment to international collaboration and its dedication to advancing women's influence across the logistics, transport, and supply chain sectors.

### Aspirational opening

The afternoon opened with remarks by Ms. Rumal Fernando (WiLAT Sri Lanka Chairperson) and Mr. Chandima Hulangamuwa (CILT Sri Lanka President), followed by a special welcome from Mr. Chief Teete Owusu-Nortey (CILT International President), setting a tone of unity and progress. Global WiLAT Chairperson, Ms. Vicky Koo, presented WiLAT's fruitful journey, key achievements, and aspirations. She also shared the history of WiLAT, which Sri Lanka holds a unique and cherished place in WiLAT's global journey. Over a decade ago, during Prof. Dorothy Chan's presidency at CILT International, WiLAT proudly became part of the CILT family. That historic moment ignited a global movement – a mission to empower and connect women professionals who are shaping the future of our industries.

### ESG Report 2025

Vicky hosted the "Values in Action ESG Report 2025" launching ceremony honoring Chief Teete, Prof. Dorothy Chan, Mr. Romesh David, and Mr. Chandima Hulangamuwa, reaffirming WiLAT's commitment to sustainability and ethics. It is a

landmark publication showcasing how women across the globe are leading transformation in supply chain, logistics, and transport.

The report highlights achievements in environmental leadership, social inclusion, entrepreneurship, and governance. Case studies include pioneering green practices in ports and airports, inclusive hiring that champions neurodiversity, industry programmes supporting gender equality, and the role of women entrepreneurs in driving innovation.

### Voices of Change and Panel Dialogues

The Voice of Change session featured Mrs. Reshma Yousof, Dr. Gayathri Karunanayake, Dr. Sharifah Halimah Syed Ahmad, and Dr. Hajjah Zawiah Abdul Majid, moderated by Ms. Amra Zareer, highlighting diverse leadership journeys. Two interactive panels followed:

- Gender Sensitive Public Transport Services – Prof. Anthony Yeh, Dr. Si Qiao, Ms. Nasreen Haque, and Ms. Dhashma Karunaratne, moderated by Ms. Carmen Li, focusing on accessibility, safety, and policy reform.
- Driving Change – Inclusive Leadership in Logistics, Transport & Supply Chain – Mr. Romesh David, Mrs. Berna Akyildiz, and Ms. Juliana Sofia Damu, moderated by Ms. Gayani De Alwis, exploring leadership models and global best practices.

### Insights, Recognitions, and Contributions

After Dr. Doreen Owusu Flanko shared findings from the Horizon Circle Survey which offering global member insights, there is an appreciation session. Special appreciation was given to numerous organizing and support committees, including:

- Workshop Organisers: Dr. Amra Zareer, Dr. Gayathri Karunanayake, Dr. Rimal Fernando, Ms. Erashi Navaratne, Ms. Carmen Li, Ms. Elise Kwok, Miss. Alice Yip

- Wings of Change Editorial Team: Ms. Dhashma Karunaratne, Ms. Indeewari Chandrasekara, Ms. Mumekha Walumweya, Ts. Dr. Zawiah Abdul Majid
- Technical Visits Coordinators: Watawala Tea, EFL Global Logistics Park, Cinnamon Air, South Asia Gateway Terminals (Pvt) Ltd
- WiLAT Sri Lanka Support Team: Ms. Nisansala Liyanapathirana, Ms. Sachi Nimesha Malkashurandi, Dr. Priyangani Jayasundara, Duleesha Waidyarathne, Sahana Pramodi Vithanagama

Last but not least, special recognitions were presented to Mrs. Naa Densua Aryeetey FCILT and Miss. Alice Yip CMIIT for their remarkable contributions to WiLAT and CILT International. Mrs. Naa Densua Aryeetey, Global WiLAT Advisor and Vice President for Maritime at CILT Ghana, is a respected leader and dedicated volunteer. Miss. Alice Yip, a founding member of WiLAT Hong Kong and WiLAT Global, was honoured as the first recipient of the Mr. Chief Teete Owusu-Nortey Volunteer of the Month Award (January 2025) and serves on the CILTHK Council as a committed advocate for women’s leadership.

### A Moment of Wellbeing with WiLAT Song

The workshop concluded with reflections from Prof. Dorothy Chan and Mr. Saliya Senanayaka, reaffirming the collective vision for inclusion and innovation. A light wellness session led by Mr. Elise Li offered a mindful moment, and the beautiful WiLAT song was played with relax stretching of all participants after a fruitful Workshop.

The Global WiLAT Workshop 2025 celebrated achievements, strengthened global connections, and reinforced WiLAT’s mission to shape a more inclusive and progressive future for logistics, transport, and supply chain.





**Vicky Koo was appointed as Honorary Secretary of CILT International Council of Trustees**



WiLAT Hong Kong warmly congratulates Ms. Vicky Koo, FCILT, Global Chairperson of WiLAT, on her appointment as Honorary Secretary of the CILT International Council of Trustees. The announcement was made during the CILT International President’s Dinner at ICM 2025 in Sri Lanka, marking an important milestone in recognition of her unwavering dedication and leadership within the CILT family.

As Honorary Secretary, Vicky will provide strategic guidance and governance support to the Council of Trustees, the International Management Committee, and CILT’s Territorial Governing Bodies and International Branches. She will play a vital role in strengthening

the Institute’s governance framework and supporting the induction of new Trustees.

A driving force behind Women in Logistics and Transport, Vicky has championed the advancement of women in the sector, built a worldwide network of supply chain leaders, and delivered impactful initiatives that support professional growth. With her extensive experience in professional leadership, governance, and advocacy, Vicky brings a wealth of expertise to her new role. She is committed to promoting effective governance, supporting the Institute’s mission, and enabling a diverse and inclusive environment where all members can thrive.

WiLAT Hong Kong extends heartfelt congratulations and looks forward to supporting her continued contributions on the global stage.



## WiLAT Global WSC Meeting at ICM 2025

On 16 September 2025, WiLAT leaders gathered in Sri Lanka, for the Global WiLAT WSC Meeting, which brought WiLAT global chairperson and advisors, regional chairpersons, WiLAT chapter chairpersons, and key members together worldwide to foster collaboration and open discussions, and inspire future actions.

The Horizon Circle Survey by Global WiLAT highlights 10 key priorities for advancing women in logistics and transport worldwide. These priorities are shown as below:

1. Women in Leadership Development and Mentoring
2. Career Advancement
3. Capacity Building and Continuous Learning
4. Youth and Next Generation Engagement
5. Global Networking and Collaboration
6. Innovation, Transformation, and Entrepreneurship
7. Life Enhancement Support
8. Sustainability and Green Practices
9. Corporate Social Responsibility
10. Advocacy and Policy Influence on ESG (Environmental, Social, Governance)



The survey also reveals preferred ways for members to engage with WiLAT, such as joining Values in Action programs, participating in research and publications, giving speeches, fundraising, and thought leadership. Popular event formats include capacity-building ELEVATE programs, mentorship, in-person networking, dialogues with thought leaders, podcasts, webinars, and Tea Talks.

These priorities steer Global WiLAT's efforts to empower women through leadership, skills development, innovation, and sustainability commitments while fostering a diverse, collaborative community for career growth and industry impact. To plan for the future roadmap, WSC will bring these priorities for continued discussion during the next WSC meeting to bring values into action.



## Elevate program

MTR Professionals Represent Hong Kong at WiLAT Global's ELEVATE Program

Four transport leaders from MTR Corporation—Mr. KM Kok, Alice Chun, Ms. Shera Lai, and Mr. Stephen Lau—are proudly representing Hong Kong in the WiLAT Global ELEVATE Program, a premier leadership and capacity-building initiative by WiLAT Global's Capacity Building Centre.

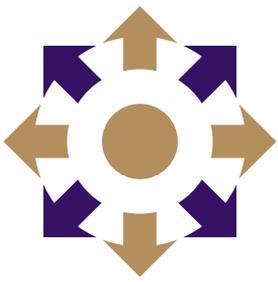
This program empowers emerging leaders through innovation, transformation, and enthusiasm, featuring seven core modules and two specialized streams delivered via six online masterclasses and a five-day onsite experience from 12 to 16 September 2025 in Sri Lanka. Participants engage with global industry leaders and explore cutting-edge logistics innovations through exclusive site visits.

The MTR professionals bring deep expertise in railway operations, mobility planning, and transport strategy. Their participation underscores MTR's dedication to nurturing leadership excellence and advancing the transport and logistics sector internationally.

Key focus areas of ELEVATE 2025 include innovation in logistics management, supply chain resilience, strategic procurement, and smart mobility planning. Site visits cover AI-driven logistics, ESG applications, and diversity in leadership.

Through this global platform, the MTR leaders are expanding their impact from personal growth to broader industry and regional development, highlighting Hong Kong's vital role in shaping the future of transport worldwide.





# CILTHK 2025 ESG Perception Survey

## CILTHK's 2025 ESG Perception Survey Reveals Critical Success Factors for Transport and Logistics Industry in Hong Kong

**Environmental, social and governance (ESG)** practices continue to shape the global business landscape, with significant implications for Hong Kong's position as an international logistics hub. Building on previous research in 2023, the Logistics Policy Committee (LPC) of The Chartered Institute of Logistics and Transport in Hong Kong (CILTHK) has conducted a comprehensive follow-up survey to assess the current state of ESG implementation in the transport and logistics industry.

The findings of this study strongly echo the content of the "Roadmap for ESG Development for Logistics Industry" recently announced by the Transport and Logistics Bureau (TLB), confirming the urgent need for ESG transformation in the industry while also reflecting the practical challenges and opportunities that companies encounter during this transformation process. The research findings align with the government's proposed three-stage implementation strategy, providing an important empirical foundation for the industry that will help both the government and industry stakeholders to jointly advance the sustainable development of Hong Kong's logistics sector.

Between January and April 2025, the research team collected questionnaires from 213 industry professionals. Respondents included CILTHK members, industry managers, practitioners, and scholars, with half having more than 15 years of industry experience. Nearly half work in large organisations with over 500 employees, while the top five industry segments represented were air-related services, freight forwarding, supporting services, land-related services, and e-commerce logistics.

The survey revealed a significant gap in formal ESG management within the industry, with less than half of organisations having dedicated ESG personnel or departments. This finding is particularly relevant as the TLB's recently

announced Roadmap highlights that ESG adoption is "no longer an option but an essential step for survival and maintenance of global competitiveness" for Hong Kong logistics SMEs.

Health and safety measures showed the highest implementation rate, reflecting both regulatory requirements and business priorities. Energy and waste management followed closely, likely driven by clear cost-saving opportunities. Cybersecurity initiatives were implemented by more than half of respondents, while sustainable sourcing showed lower adoption.

The research identified several key challenges to ESG implementation. Regulatory complexity was cited by more than two-thirds of respondents as a major barrier, reflecting the fragmented global ESG regulatory landscape. Insufficient government support, difficulties in supplier engagement, and limited data access were also significant obstacles. Financial resources, lack of qualified staff and expertise, and the complex regulatory environment were identified as the top barriers across all respondents.

The study found significant disparities in ESG implementation based on several factors. Large organisations demonstrated much higher implementation scores than smaller companies. Organisations with dedicated ESG departments achieved significantly better results than those without dedicated resources. Professionals with ESG training demonstrated much higher implementation success compared to those without training. European-based organisations showed the highest implementation success, significantly outperforming those based in China and the Middle East. Publicly listed companies significantly outperformed non-listed companies across all ESG dimensions, particularly in governance practices.

Despite implementation challenges, the business case for ESG is widely recognised. Three-quarters of respondents agreed



that ESG implementation can increase business opportunities, while more than two-thirds believed it can reduce business risks. Looking ahead, more than half of respondents expressed optimism about ESG development in the industry, with brand reputation enhancement and technological innovation identified as the most significant benefits.

Based on these findings and in alignment with the TLB's three-stage ESG Roadmap, the research team offers the following recommendations:

1. **Awareness and Education Programmes:** Develop comprehensive awareness campaigns and educational workshops specifically designed for logistics SMEs to understand ESG principles and international requirements. These should align with the first stage of the TLB's Roadmap. In addition, TLB should provide guideline for the Programme and its content and syllabus.
2. **Data Collection Capability Building:** Establish industry-specific training programmes focused on ESG data collection methodologies, leveraging the TLB's upcoming ESG data collection tools. This supports the second stage of the TLB's Roadmap by enabling logistics companies to effectively gather and record relevant ESG metrics.
3. **SME Collaborative Networks:** Create industry-facilitated consortiums that allow smaller companies to pool resources, share implementation costs, and collectively develop ESG expertise. These networks can serve as knowledge-sharing platforms where best practices and implementation strategies can be exchanged.
4. **Financial Support Mechanisms:** Advocate for expanded government funding specifically for ESG implementation, including grants or low-interest loans scaled to company size. Such financial support is critical for SMEs to overcome the identified resource barriers.
5. **Industry-Specific ESG Standards:** Work with the TLB to develop logistics-specific ESG metrics and benchmarks that reflect the unique operational characteristics of the industry while meeting international disclosure requirements.
6. **Supply Chain Integration:** Create frameworks for larger companies to support their smaller suppliers in ESG implementation, recognising that supply chain resilience depends on all participants meeting increasingly stringent international standards.
7. **Technology Adoption Support:** Facilitate access to affordable ESG management technologies for SMEs,

potentially through shared service models or government-subsidised platforms.

8. **Reporting Preparation:** Develop standardised reporting templates and guidelines specifically for logistics SMEs to prepare for the third stage of the TLB Roadmap, and provide consulting services on ESG disclosure to SMEs.

Dr. John YU and Dr. Simon SUEN, who led the research, emphasised that "our findings show that strategic resource allocation, targeted training, and clear corporate vision can substantially improve ESG implementation outcomes regardless of organisational scale. With the TLB's new Roadmap providing a clear direction, Hong Kong's logistics industry now has both the data on current challenges and a structured path forward. The strong correlation between ESG implementation and business benefits suggests that ESG should be viewed not merely as a compliance requirement, but as a strategic imperative for long-term competitiveness in the global logistics market."

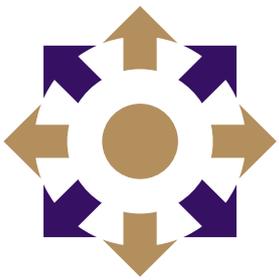
### **About The Chartered Institute of Logistics and Transport in Hong Kong**

The Chartered Institute of Logistics and Transport in Hong Kong (CILTHK) is a major branch of The Chartered Institute of Logistics and Transport (CILT). The Chartered Institute of Logistics and Transport ([www.ciltinternational.org](http://www.ciltinternational.org)) is an organisation with an established international pedigree with over 30,000 members working in over 100 countries. It was formed in the United Kingdom in 1919 and granted a Royal Charter in 1926.

CILTHK ([www.cilt.org.hk](http://www.cilt.org.hk)) was set up in 1968 and is one of the CILT global chapters. CILT is presented worldwide and we all share the common cause to promote and advance the art and science of supply chain, logistics and transport. Currently, the membership of CILTHK is around 2,000 and broadly ranges from experienced senior manager to junior staff in the industries of shipping, logistics, airline, railway, road, public transport, government, educational institutes and consultancy. The Institute regularly organises professional programmes and activities for members, such as seminars, forums, conferences, technical visits; formulates and implements professional codes to ensure and uphold the professional standards in the industry.

### **Further Enquiry**

Please feel free to contact 2866-6336 or by email at [info@cilt.org.hk](mailto:info@cilt.org.hk) for any areas of our suggestions that we can amplify further.



# CILTHK Provides Key Suggestions on Ride-hailing Regulations

The CILTHK is a leading professional body in the logistics and transport industry in Hong Kong. We support the Government's policy objectives of adopting a multi-pronged strategy to alleviate road traffic congestion, encompassing efforts to improve transport infrastructure, expand and enhance public transport services, and manage the use of roads.

With regard to the regulation of point-to-point transport service, CILTHK expresses its support for the Government's initiative to introduce legislative measures aimed at regulating the operation of ride-hailing drivers, their vehicles, and associated online platforms. Such measures shall encompass provisions relating to drivers' basic driving requirements, training standards, licensing prerequisites, classification of vehicle types, and the administration of quota allocations.

The implementation of the proposed regulatory framework shall be carried out in phases, thereby facilitating the progressive establishment of a sustainable and well-balanced operational ecosystem that accommodates both taxi services and car-hailing platforms in a complementary and mutually supportive manner. It is our considered view that a 'healthy and positive' ride-hailing system should be established with due regard to public accessibility, convenience, the balanced development of services to support the broader public transport network, and the road-carrying capacity, particularly in determining the appropriate number of licences to be issued, so as to avoid traffic congestion at congested roads.

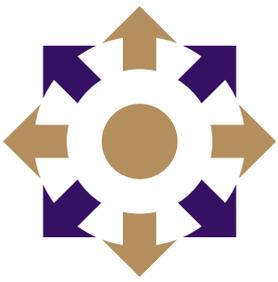
Car-hailing services, operating under a more flexible deployment model, possess the capacity to attract a broader pool of drivers by enabling part-time engagement arrangements. This operational flexibility introduces a new stream of labour resources and serves as a conduit for the entry of a new

workforce of participants, thereby helping to mitigate the challenges associated with an aging labour force in the taxi service sector.

With respect to road-carrying capacity, it is noted that taxis currently benefit from reduced tunnel tolls relative to car-hailing vehicles, which are classified as private vehicles and thereby subject to higher operational costs. Accordingly, the adoption of a time-varying road pricing mechanism, differentiated by vehicle type, may serve as an effective regulatory instrument to promote fair competition and maintain a balanced market dynamic between taxi and car-hailing services.

Service differentiation can be further achieved through distinct service models and hardware standards, targeting segmented markets with varying price points. This approach enables the delivery of tailored services that better meet the diverse needs of different passenger groups.

Finally, CILTHK also supports the establishment of a regulatory framework mandating that all relevant operators—including taxi fleet operators and car-hailing service providers—implement integration and data-sharing mechanisms. Such mechanisms should include the provision of open data sources to enable the full realisation of third-party platform-based ride-hailing services, thereby enhancing the integration and interoperability of all transport services. Reference may be made to successful international implementations of Mobility-as-a-Service (MaaS) systems, which provide users with informed choices across multiple transport modes—including buses, trains, taxis, and car-hailing—on a unified platform. These systems allow users to compare options such as bus services, taxi services and car-hailing rides side-by-side, facilitating decisions based on price, travel time, and convenience.



# CILTHK Suggestions to the Policy Address 2025

## Executive Summary

This proposal outlines strategic recommendations for enhancing Hong Kong's position as a premier international logistics hub, as well as preparation for the deployment of new energy vehicles and autonomous vehicles.

The proposal addresses six critical areas in logistics: (1) Northern Metropolis (NM) logistics development opportunities, (2) Strategic commodities trade facilitation through intermodal transport, (3) Low Altitude Economy (LAE) development, (4) Environmental Social and Governance (ESG) advancement, (5) Smart logistics transformation, and (6) Shipping ecosystem enhancement. These initiatives are designed to strengthen Hong Kong's competitive advantages while addressing emerging challenges in the global trade environment, particularly considering evolving geopolitical tensions and technological disruptions. In the transport aspects, we suggest (1) Accelerating the transition to new energy vehicles in Hong Kong requires addressing infrastructure limitations, policy and funding gaps, and urban planning. A cross-departmental task force is needed to streamline approval processes, facilitate collaboration, and support private investment. (2) Deploying autonomous vehicles (AVs) faces regulatory barriers and funding challenges. Streamlined approval processes, targeted incentives, and a regulatory sandbox are essential for broader AV integration. These measures will enable Hong Kong to achieve clean energy goals and advance smart mobility solutions, ensuring sustainable transport infrastructure and enhancing urban transport landscapes.

### 1. NM Logistics Development Opportunities

The development of the NM modern logistics cluster presents significant strategic opportunities for Hong Kong's logistics industry transformation. Based on the "Modern Logistics Development Action Plan," the approximately 36-hectare logistics land in the Hung Shui Kiu/Ha Tsuen New Development Area will serve as a crucial platform for upgrading Hong Kong's logistics sector. The region's proximity to Shenzhen Bay Port, combined with its 20–30-minute access to Hong Kong International Airport (HKIA) and Kwai Tsing Container Terminals, creates optimal conditions for modern logistics facilities development. The planning parameters of 110-metre building height limits and a plot ratio of 5.0 provide substantial space for vertical logistics infrastructure and innovative facility design.

LAE logistics applications will position the NM as a vital node for cross-border unmanned aerial vehicle (UAV) logistics corridors, enabling efficient cargo delivery throughout the Greater Bay Area (GBA). The region can develop cross-border e-commerce express services, emergency medical supply delivery networks, and smart warehousing systems integrated with UAV coordination capabilities. This strategic location allows for the establishment of same-day delivery networks connecting Shenzhen and Hong Kong, particularly for high-value, lightweight commodities requiring rapid transportation.

E-commerce logistics transshipment hub development will leverage the region's strategic positioning to establish cross-border e-commerce consolidation centres, overseas product import distribution facilities, returns processing centres, and quality inspection and certification services. The region can fully utilise Hong Kong's free port status and "One Country, Two Systems" advantages to provide flexible trading arrangements for e-commerce enterprises. Combined with strategic commodities intermodal transport facilitation policies, the area will handle broader product categories including high-tech products and strategic commodities transshipment operations. Through industrial cluster synergy effects, the NM logistics cluster will become a vital gateway connecting mainland China with global markets, driving Hong Kong's logistics industry toward high-value-added and intelligent development while strengthening the city's position as the premier logistics hub for the GBA.

### 2. Strategic Commodities Intermodal Transport Facilitation

The extension of the Air Transshipment Cargo Exemption Scheme for Specified Strategic Commodities (SCRTEX) to intermodal transport modes represents a critical opportunity to enhance Hong Kong's trade facilitation capabilities while maintaining robust security controls. Currently, SCRTEX operates exclusively within HKIA's cargo transshipment area, limiting the flexibility of capturing transshipment trade opportunities. When strategic commodities cargo lacks proper import licenses, vessels are forced to bypass Hong Kong ports entirely, redirecting to neighbouring hubs like Singapore or Incheon, resulting in significant lost business opportunities.

Our recent study indicates that Hong Kong accounts for approximately 20% of global semiconductor exports, primarily

through re-exports, while China's semiconductor market shows substantial trade volumes with annual imports ranging from USD 300-500 billion and exports reaching USD 500-600 billion. This massive market presents an unprecedented opportunity for Hong Kong to strengthen its position as a strategic commodities transshipment hub. The recommended "Approved Warehouse Programme Model" emerges as the most balanced approach, offering reasonable control while maintaining operational efficiency and business benefits. This model leverages existing warehouse infrastructure, requires moderate legal amendments, and provides sufficient flexibility for stakeholders while ensuring comprehensive security measures including real-time cargo tracking, sealed trucking with Global Positioning System (GPS) capabilities, and robust documentation controls.

The implementation should begin with amendments to the Import and Export (Strategic Commodities) Regulations (Cap. 60G) to expand exempted transshipment activities beyond air-to-air operations. The framework must define authorised locations, security protocols, and monitoring requirements across transport modes, with particular attention to custody transfer points, documentation requirements, and liability allocation during modal transfers. A phased implementation approach should commence with detailed stakeholder consultations, followed by Information Technology (IT) system development and security protocol establishment, culminating in a pilot programme with selected operators to validate the approach before full-scale deployment.

### **3. LAE Development for Logistics Innovation**

The development of Hong Kong's LAE represents a transformative opportunity to revolutionise urban logistics and create new economic growth drivers. Following the Chief Executive's 2024 Policy Address announcement on developing economic activities within 1,000 metres altitude, the logistics sector stands to benefit significantly from UAV cargo delivery and express services, both locally and across the GBA. The high-density urban environment of Hong Kong presents unique challenges for traditional delivery methods, including traffic congestion, complex building access, and rising labour costs, all of which can be addressed through innovative low altitude logistics solutions.

Electric vertical take-off and landing (eVTOL) technology breakthroughs are creating new possibilities for urban air transportation, while Hong Kong's established strengths in intelligent navigation and autonomous flight research, particularly through institutions like The Hong Kong Polytechnic University, provide a solid foundation for technological advancement. The development of LAE is expected to catalyse new industry opportunities including drone maintenance, flight training, aerial photography, and environmental monitoring, while creating diverse employment opportunities ranging from drone operators and maintenance technicians to system development engineers and data analysts.

The implementation strategy should focus on establishing cross-border UAV logistics corridors within the GBA, developing pilot programmes for medical supplies and emergency goods delivery, and creating comprehensive regulatory frameworks that balance innovation with safety and export and import regulatory requirements.

### **4. ESG Development and Green Logistics Transformation**

Recently, CILTHK has been conducting the ESG Perception Survey, among 213 transport and logistics professionals reveals significant opportunities and challenges in advancing sustainability within Hong Kong's logistics sector. The research demonstrates that while 74% of respondents recognise ESG's potential to increase business opportunities and 71% believe it can reduce business risks, there remains a substantial implementation gap with awareness levels compared to actual implementation success. This gap highlights the critical need for targeted policy interventions to bridge the knowledge-to-action divide.

The survey findings reveal that company size significantly determines ESG success, with organisations employing over 500 people demonstrating implementation rates 46% higher than smaller companies. This disparity necessitates the development of scaled support mechanisms, including Small and Medium Enterprises (SME) ESG consortium programmes that allow smaller companies to pool resources and achieve economies of scale. The establishment of an industry-specific ESG policy framework is essential to provide clear direction and targets for the logistics industry in achieving Hong Kong's 2050 carbon neutrality commitment.

Key barriers to ESG implementation include limited financial resources (72%), lack of qualified expertise (69%), and complex regulatory environments (66%). Addressing these challenges requires a comprehensive approach including government-backed funding mechanisms, subsidised access to ESG specialists, and the creation of standardised training curricula with a practical implementation focus. The research indicates that organisations with ESG training demonstrate 43% higher implementation success rates, suggesting that investing in capability building represents one of the most cost-effective policy interventions.

Some of the actionable proposals are as follows:

- Industry-specific ESG Policy Framework: Provide clear direction and targets for the logistics industry to achieve Hong Kong's 2050 carbon neutrality commitment.
- Comprehensive ESG Training Curriculum: Develop standardised, multi-level ESG training programmes with modules tailored to different organisational roles, focusing on practical implementation rather than theory.
- Industry ESG Certification Programme: Establish a recognised ESG implementation certification to validate expertise and create clear career development pathways.

At the same time, a comprehensive Action Plan for Promoting the use of Sustainable Aviation Fuel (SAF) shall be made available by 2025, representing a critical component of Hong Kong's aviation decarbonisation strategy. Given HKIA's position as one of the world's busiest air cargo hubs handling over 4.9 million tonnes annually, this SAF initiative is essential for achieving meaningful environmental impact while maintaining the city's logistics leadership in the global context.

On the other hand, the SAF Action Plan should establish progressive adoption targets beginning with 2% SAF blending by 2026, increasing to 10% by 2030 and 50% by 2050, aligning with international aviation industry commitments. The plan must encompass four critical pillars: supply chain development, infrastructure enhancement, regulatory frameworks, and financial incentives.

Supply chain development should position Hong Kong as a regional SAF blending and distribution hub through partnerships with Southeast Asian and Australian producers, the development of local waste-to-SAF conversion capabilities, and the establishment of quality assurance systems. Infrastructure enhancement requires dedicated SAF storage facilities with 30-day supply capacity, advanced blending systems, and upgraded fuel delivery infrastructure at Hong Kong International Airport.

The regulatory framework must establish SAF quality standards, sustainability criteria, and chain-of-custody tracking systems while maintaining aviation safety standards. Financial incentives should include carbon tax exemptions for SAF usage, landing fee reductions for compliant airlines, and establishment of a SAF development fund to bridge the current 2- 5x cost premium over conventional jet fuel.

Integration with the LAE initiative creates opportunities for sustainable fuel usage across commercial aviation, cargo operations, and emerging UAV logistics services. International collaboration with regional aviation hubs and participation in global SAF certification schemes will facilitate market development and standardisation.

The plan should include workforce development programmes, research initiatives through local universities, and comprehensive monitoring mechanisms with clear performance indicators for SAF adoption rates, carbon emission reductions, and economic impact. This SAF Action Plan, combined with broader logistics policy reforms, positions Hong Kong as a regional leader in sustainable aviation solutions while reinforcing its competitive advantages in international trade and logistics.

## **5. Smart Logistics and Automation Enhancement**

The development of a comprehensive Port Community System (PCS) represents a strategic priority for enhancing Hong Kong's digital infrastructure and maintaining its competitive edge as a global logistics hub. This integrated digital platform should serve as the central nervous system connecting all port stakeholders,

including shipping lines, freight forwarders, customs authorities, terminal operators, and logistics service providers, enabling seamless information exchange and operational coordination.

The PCS should integrate advanced technologies including blockchain for immutable transaction records, artificial intelligence for predictive analytics, and Internet of Things (IoT) sensors for real-time cargo monitoring. Integration with customs authorities will enable automated documentation processing, real-time compliance verification, and streamlined clearance procedures, significantly reducing processing times and administrative burdens while supporting end-to-end supply chain visibility.

Smart port technologies represent a natural extension of the PCS framework, encompassing automated cargo handling equipment with machine learning capabilities, real-time vessel tracking systems with predictive scheduling, and predictive maintenance systems that optimise equipment uptime. These technologies will enhance operational efficiency through reduced manual interventions and optimised resource allocation while reducing environmental impact through improved energy efficiency.

Furthermore, the PCS shall strategically integrate with the Hong Kong Monetary Authority's Project Cargox<sup>1</sup>, creating a revolutionary convergence of logistics data and financial services. This integration will leverage real-time cargo data, shipping documentation, and supply chain visibility to streamline trade finance processes, transforming traditional paper-based procedures into efficient digital workflows. Banks will access verified cargo information and delivery confirmations in real-time, significantly reducing risk assessment timeframes for trade finance applications.

The integration with Project Cargox will develop digital solutions specifically designed to improve trade finance accessibility for SMEs, who traditionally face challenges securing financing due to limited credit history. By providing banks with comprehensive, real-time cargo data and automated compliance verification, the system will enable more efficient risk assessment and faster approval processes for SME trade finance applications.

## **6. Shipping Ecosystem and Maritime Services Enhancement**

Hong Kong's transformation from a simple container handling port to a high-value international shipping service centre requires comprehensive ecosystem development encompassing ship management, maritime insurance, international maritime arbitration, and ship financing services. The presence of over 900 shipping-related enterprises operating in Hong Kong demonstrates the city's established foundation in maritime services, but continued development is essential to maintain competitiveness against regional rivals like Singapore.

Collaboration within the GBA presents opportunities for synergistic development, with Hong Kong focusing on high-value maritime services while leveraging the manufacturing



and logistics capabilities of neighbouring ports. The establishment of coordinated development strategies that optimise the complementary strengths of different ports within the region can enhance overall competitiveness against other global maritime clusters.

## **7. Accelerating the Transition to New Energy Vehicles facing the Infrastructure Challenges**

With a commitment to achieving 100% clean energy by 2045. The rapid adoption of new energy vehicles (NEVs)—including electric vehicles (EVs) and hydrogen-powered vehicles—is central to this transition. However, several infrastructural, financial, and operational challenges must be addressed to fast-track this shift effectively.

**Infrastructure Limitation** – While the electrification of vehicles in Hong Kong is progressing steadily, the expansion of charging infrastructure for private cars, especially for commercial vehicles remains a critical bottleneck. Whilst CLP Power Hong Kong Ltd. has launched fast and super-fast EV charging services tailored for commercial fleets, including taxis and light goods vehicles, many urban districts still face electricity supply constraints, limiting the feasibility of widespread charging station deployment for EV and hydrogen vehicles. The pace of infrastructure development must be accelerated to meet the growing demand, especially for commercial vehicle as this significantly affects the business plan for logistics and transport companies to plan their fleet arrangements.

**Policy and Funding Support** – The government has introduced several initiatives to support NEV adoption. However, funding gaps remain significant. For instance, electric minibuses cost nearly twice as much as their diesel counterparts, creating financial barriers for operators. Clearer guidelines on funding sources and public-private partnerships are essential to bridge this gap.

**Urban Planning and Energy Supply** – While certain private sector entities have expressed interest in investing in NEV charging infrastructure, they are encountering substantial

obstacles related to statutory planning and regulatory approval processes. These procedural complexities often deter the timely implementation and scale-up of essential infrastructure.

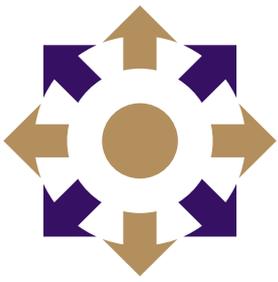
To address these challenges and unlock private sector potential, it is recommended that the government establish a cross-departmental task force. This task force would serve as a centralised coordination body to streamline planning approvals, facilitate inter-agency collaboration, and provide strategic guidance. Its role should include expediting statutory procedures, offering technical and regulatory support, and fostering a conducive environment for private investment in sustainable transport infrastructure.

## **8. AV Deployment and Regulatory Barriers**

The recent expansion of AV operations in Tung Chung, particularly for ride-hailing services, marks a promising step toward integrating smart mobility solutions into Hong Kong's urban transport landscape. However, despite this progress, the broader deployment of AV services remains constrained by a lack of enabling incentives and overly complex regulatory frameworks.

Private developers and AV operators face significant hurdles in navigating the intricate statutory application procedures and operational restrictions associated with expanding service zones. These regulatory burdens not only delay implementation but also undermine the commercial viability of AV initiatives. As a result, the business case for wider adoption is weakened, and a substantial funding gap persists, deterring further investment and innovation in this sector.

To catalyse broader AV integration, it is imperative that the government consider streamlining approval processes, introducing targeted incentives, and establishing a dedicated regulatory sandbox. Such measures would facilitate pilot programmes, reduce entry barriers, and encourage private sector participation in scaling autonomous mobility solutions across Hong Kong.



# CILTHK Provides Key Suggestions on Review of Tolls for Government Tunnels and Major Roads

The CILTHK is a leading professional body in the logistics and transport industry in Hong Kong. We support the Government's policy objectives of adopting a multi-pronged strategy to alleviate road traffic congestion, encompassing efforts to improve transport infrastructure, expand and enhance public transport services, and manage the use of roads.

With regard to the Review of tolls for government tunnels and major roads, CILTHK welcomes the Government's initiative to adopt a science-based approach to review the tolls for government tunnels and major roads under four guiding principles: traffic management needs, efficient first, public transport first, and "user pays".

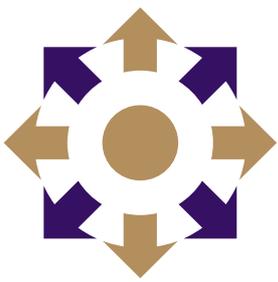
Whilst the recent updates primarily concern toll adjustments for the Aberdeen Tunnel, Shing Mun Tunnels, and the new tolls for the Central Kowloon Bypass, CILTHK proposes establishing a more comprehensive and forward-looking tolling policy framework. This framework should be strategically positioned as instruments for managing traffic demand, rather than serving solely as tools for revenue generation or fiscal sustainability.

CILTHK recommends a comprehensive, territory-wide review of tolling for all government tunnels and major roads should be

undertaken. This review should adopt a science-based approach, to develop dynamic tolling mechanisms that influence commuter behaviour, optimise road network efficiency, and reinforce the prioritisation of public transport.

CILTHK proposes the establishment of clear Key Performance Indicators (KPIs) and a robust toll adjustment mechanism that reflects varying traffic conditions to promote accountability and responsiveness. This mechanism should be transparent, enabling timely and justifiable toll adjustments that align with current and planned highway and transport infrastructure. A transparent financial adjustment framework, similar to the adjustment framework on the Fare Adjustment Mechanism (FAM) of the MTRC, would also help build public trust and support.

Finally, CILTHK emphasises the need for a holistic and inclusive tolling strategy that aligns with evolving transport dynamics and policy objectives. This strategy should ensure equitable access across all transport modes, enhance multimodal network performance, and remain adaptable to changing urban mobility patterns. Such an approach would reinforce the guiding principles of user-centricity, inclusivity, and sustainable transport development.



# Professional Activities & Greater Bay Area Committee

## Executive Luncheon – Session 01 Ms. Mable CHAN, JP, Secretary for Transport and Logistics of the HKSAR Government

On 11 July 2025, over 35 members from across the transport and logistics sectors came together to attend the first Executive Luncheon of the year, organised by the Professional Activity and Greater Bay Area Committee (PAGBAC) of the Chartered Institute of Logistics and Transport in Hong Kong (CILTHK).



connectivity in shaping Hong Kong's future, as well as developments in Greater Bay Area logistics collaboration.

Mr. Clement HO, Chairperson of PAGBAC, extended his sincere appreciation to Ms. CHAN for her inspirational and informative sharing. He also expressed gratitude to all members and guests whose active participation contributed to the event's success. Their presence and engagement were instrumental in making the session both meaningful and impactful.

CILTHK was honoured to welcome Ms. Mable CHAN, JP, Secretary for Transport and Logistics of the HKSAR Government, as the distinguished guest speaker for the occasion. The luncheon commenced with a warm welcome from Ir Prof. Sam CHOW, President of CILTHK who delivered the opening remarks. Ms. CHAN then shared profound insights into the Government's evolving policy direction, strategic infrastructure planning, the vital role of innovation and



## Technical Visit to Nansha

On 22 August 2025, around 30 members visited Nansha in Guangzhou to gain valuable insights into the advanced automation in transport and logistics infrastructure, as well as its ongoing digital transformation. This visit was organised by PAGBA Committee of CILTHK and was honoured to be accompanied by our guest, Ms. CAI Liyun, Director of the Guangdong Provincial Department of Commerce's Hong Kong Office.

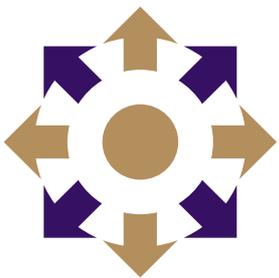
At the Global Data Source Center, members learnt about the advance developed of data management, asset optimisation, and business trends driven by big data analytics. This segment emphasised the importance of data-driven strategies for boosting operational performance and supporting sustainable growth. The visit concluded at the Global Premium Product Distribution Center's Digital Service Trade Platform (DSTP), where the delegation engaged in discussions about the



During this day trip to Nansha, our members explored innovative autonomous transport technologies at Pony AI, showcasing how cutting-edge solutions are shaping the future of the autonomous vehicle technology, our 10 lucky members experience driverless journeys on open roads. The group then proceeded to Phase 4 of Nansha Port, Guangzhou, where they observed fully automated terminal operations designed to enhance efficiency, safety, and productivity. This visit highlighted the integration of automation in large-scale port activities, setting new benchmarks for modern logistics management. Further exploration at the northern region of the Phase 3 Logistics Center provided the delegation with an in-depth look at logistical handling and distribution processes vital to regional trade. These insights underscored the port's strategic role in facilitating seamless and effective cargo movement.

aggregation of international trade services and evolving digital commerce scenarios. Our Dr. Peter WONG, Chairman, Education & Training Committee, also shared on CILT's members training and career development with Nansha delegates.

Ir Prof. Sam CHOW, President of CILTHK, and Mr. Clement HO, Chairperson of Professional Activity and GBA Committee of CILTHK, expressed their gratitude to Ms. CAI Liyun and her team for their unveiling support. They also reaffirmed that CILTHK members will continue to collaborate with Nansha through professional activities. To conclude, our members found that this visit reinforced the critical role of innovation and collaboration in driving modernisation, enhancing the competitiveness of the transport and logistics sectors, and strengthening member connections.



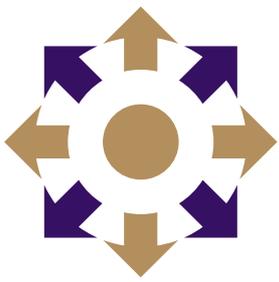
## Next Generation Committee

### NGC Mixer Gathering

20 members and friends joined Mixer Gathering – Happy Hour Event, hosted by the Next Generation Committee (NGC) on Thursday, 21st August 2025 at Studio 31, located at 31 C-D Wyndham Street, Central.

This informal gathering offers a fantastic opportunity for members and young professionals across the transport and logistics sectors to network, socialise, and unwind after work. Non-members are also welcome to join and learn more about CILTHK's activities and membership plans, within a relaxed atmosphere featuring a free flow of beers, house wines, and simple cocktails.





# Education & Training Committee

## CILTHK Luncheon Seminar: Environmental, Social and Governance (ESG) for Future Transport Management

On 4 August 2025, the MTR Academy and CILTHK successfully hosted a luncheon seminar: Environmental, Social, and Governance (ESG) for Future Transport Management, tailored for industry professionals. The event provided attendees with a comprehensive introduction to the latest ESG developments in Hong Kong and its major trade partners, highlighting the significance of sustainability in the transport sector.

Participants gained valuable insights into evolving regulations, global trends, and practical strategies for integrating ESG into their operations. The discussions emphasised how adopting sustainable practices can enhance competitiveness and align with international standards within the transport industry.

We were privileged to have Prof. Roger Chan K.Y. as our esteemed speaker. With over 35 years of experience in the logistics industry, Roger shared his extensive expertise in people

development and sustainable practices. His commitment to ESG principles was evident as he discussed innovative approaches that prioritise sustainability while enhancing operational efficiency.

The seminar fostered engaging discussions among attendees, who appreciated the opportunity to learn from Roger's wealth of knowledge and connect with professionals dedicated to advancing sustainability in transport management.



## CILTHK Luncheon Seminar: Reliability Improvement Framework in Railway



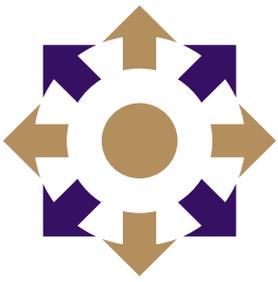
On 29 September 2025, MTR Academy and CILTHK hosted an insightful luncheon seminar centred on the Reliability Improvement Framework in the railway sector. The event underscored the vital role of Hong

Kong's metro system in maintaining the interconnectedness of urban life, facilitating both commerce and social interactions.

During the seminar, attendees were introduced to the proven reliability improvement framework implemented by MTR Corporation, which ensures that train services operate with exceptional reliability through systematic annual target setting. The consistent growth in reliability over the years served as a testament to the effectiveness of this strategic approach.

We were honoured to welcome Mr. CS Li, a former Maintenance Support Engineer at MTR Corporation, as our speaker. With 22 years of experience in rolling stock maintenance, Mr. Li shared his extensive knowledge on maintenance support for various systems, including depot plant equipment and technical investigations into safety and performance. His insights into consultancy services for international projects and training on rolling stock maintenance strategies enriched the discussion.

The seminar provided a valuable platform for professionals to engage with Mr. Li's expertise and explore ways to enhance the reliability of transport systems in our region. Attendees left with a deeper understanding of the importance of reliability in the railway sector and the strategies to achieve it.



# Women in Logistics & Transport (WiLAT)

On 15 July 2025, WiLAT (Women in Logistics and Transport) hosted an online workshop titled "Unlocking Tomorrow: Autonomous Vehicles. The Future of Mobility, Where Innovation Meets The Road". Ir Hon Gary Zhang, Legislative Council Member of the HKSAR, delivered an informative presentation on the latest advancements in autonomous vehicles in Hong Kong to 50 participants.

Gary highlighted that Level 2 (Partial Driving Automation) and Level 4 (High Driving Automation) are currently the primary focus in the autonomous vehicle industry. He also shared various road test videos of autonomous vehicles in the Mainland and the USA.

In Hong Kong, a new regulatory framework for autonomous vehicles took effect on 1 March 2024. This framework includes the Road Traffic (Autonomous Vehicles) Regulation (Cap. 374AA) and a Code of Practice for Trial and Pilot Use of Autonomous Vehicles. The aim is to promote smart mobility by facilitating the safe and orderly testing and application of autonomous vehicles. Currently, two trial licenses have been issued for AV trial operations in North Lantau and the West Kowloon Cultural District.

Gary shared that in the first vehicle registration record, 7 out of 10 new vehicles registered until the end of 2024 were electric

vehicles. This high adoption rate of new electric vehicles provides a strong foundation for the potential future deployment of autonomous vehicles in Hong Kong. He also shared the strategic advantages of deploying autonomous vehicles in Hong Kong, including artificial intelligence as a key technology innovation driver, talent pool, and the potential for deploying vehicle-shaped robots. He also mentioned that Mainland automotive manufacturers could leverage Hong Kong's unique international platform to promote autonomous vehicles to overseas markets.

Ms. Jenna Wong moderated the session, part of WiLAT's Chill Chat workshop series, fostering engaging discussions between Gary and the attendees. Online surveys were conducted at the beginning and end of the workshop to gauge confidence in autonomous vehicle deployment in Hong Kong. Interestingly, survey results indicated a significant increased audience confidence in Hong Kong's suitability for autonomous vehicle deployment after the session.

At the end of the session, Ms. Cheris Lee, Chairperson of WiLAT, expressed gratitude to Zhang for his inspiring insights and encouraged attendees to provide survey feedback on topics of interest for future WiLAT activities that support members' professional development and healthy lifestyles.

## Obituary: Remembering Dr. Wang Liang-huew

It is with profound sadness that the Chartered Institute of Logistics and Transport in Hong Kong (CILTHK) announces the passing of our esteemed Past President, Dr. Wang Liang-huew, on the evening of 21 October 2025, at the age of 84.

Dr. Wang served as President of CILTHK from 1990 to 1992, during which time he made significant contributions to the advancement of logistics and transport in Hong Kong. His visionary leadership and unwavering commitment to the Institute and the industry have left an indelible mark on all who had the privilege of working alongside him. Dr. Wang was not only a respected leader but also a mentor and friend to many, inspiring countless individuals with his dedication, wisdom, and passion for the field.

As we mourn the loss of Dr. Wang Liang-huew, we extend our deepest condolences to his family, friends, and all who were touched by his remarkable life. His contributions to CILTHK and the logistics and transport industry will be remembered with great respect and admiration.

In honour of Dr. Wang's memory, CILTHK will continue to uphold the principles he championed, ensuring that his legacy lives on in our ongoing commitment to excellence in the field. We invite all members to join us in celebrating his life and contributions at a memorial service, details of which will be shared in due course.