

# THE Link

THE  
SUPPLY CHAIN  
AND LOGISTICS



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# EDITORIAL



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Effective supply chain management is becoming increasingly difficult these days. We are experiencing more and more disruptions in supply chains. As we have almost dealt with the Covid pandemic new complications have arisen. I am referring to the ongoing war in Ukraine. An incredible tragedy of people: life-threatening situation...no food supply.

What other challenges do we also face in supply chains? To quote a classic, "the hardest thing to predict is the future". There are a lot of trends to be observed nowadays (not only related to the growing e-commerce) for example: efficient last mile delivery solutions, using advanced supply chain technology for agile supply chains, returns supply chain management and reducing the carbon footprint for sustainability. In these challenging times of planning and effective management, we must not forget about people. We should feel responsible for our employees, therefore we need to care about their safety and transparency of logistics processes. I encourage you to read my article written in cooperation with Zaneta Scigala legal advisor from Legal Hub about whistleblower protection as an opportunity to improve the efficiency of logistics company management.

Can we expect easier times ahead?

Let me try to predict the future: one thing is for sure - supply chain people will never be bored.

**Tomas Sacrek**

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## FREEZONES

The Weddell Sea Project is an expedition that aims to locate the 'Endurance' which was trapped in the ice during Shackleton's Imperial Trans-Antarctic Expedition (1914-1915).

The expedition team has chartered the 'SA Agulhas II' which was built in 2012 in Finland. The Polar Class 5 vessel is one of the largest and most modern research ships anywhere in the world, able to break through ice of a meter thick at five knots. Kanoo Africa was chosen for this project to provide support in Cape Town for the mobilization of the vessel 'SA Agulhas II'.

The expedition party departed from Cape Town on the 5th of February and shall return to the city in March this year. For this specific project, Kanoo Africa will be responsible for clearing and transporting specialized equipment and cargo that will be loaded onto the SA Agulhas II; providing fuel supplies; husbandry services such as people movements, hotel bookings, COVID-19 screening and testing for the team; and providing local procurement and shore support.



## WHISTLEBLOWER PROTECTION AS AN OPPORTUNITY TO IMPROVE THE EFFICIENCY OF LOGISTICS COMPANY MANAGEMENT.

**A whistleblower is not an informer.**

**The whistleblowers protection system is gaining popularity in many organizations. While still some may see the implementation of such a system as an additional, unnecessary procedure, in reality its implementation can be a great opportunity to better manage a modern logistics company. It is worth looking at the whistleblower as a source of valuable information, which is a valuable commodity for anyone who manages the company.**

It is worth taking advantage of the opportunity to implement efficient procedures and create favourable conditions for employees to be able and willing to report any irregularities.

**A whistleblower is not an informer.**

Informing about irregularities in

the company is often unfairly treated as snitching, while this action is in the interest of the organization and its employees. The situations happening in individual companies often show that the actions performed as a result of the notification made by an anonymous whistleblower allowed the company to be saved from enormous financial losses and image problems.

After all, these are employees who often spend their entire adult lives working in a given company, see the most and know a lot about emerging problems. In addition, in logistic companies, the actions of whistleblowers may cause a possibility to quickly eliminate irregularities.

Properly early detection of emerging defects makes it possible to avoid serious consequences, which often allows to protect the life or health of employees. In one of the warehouses of a large logistics company, forklift operators organized night races, showing off with daring driving between themselves. This practice continued for a long time.

Although many employees were aware of the violation of the applicable safety rules, no one reacted, fearing being accused of informing. Unfortunately, one of the races ended in a fatal accident. In addition, the company's property was destroyed and the warehouse itself was closed for a long time as a result of the actions of the prosecutor.

Such situations can be avoided by implementing a well-designed and whistleblower protection system. Allowing employees to provide information in a confidential or anonymous manner encourages them to be active in the face of perceived threats.

### **How will logistics companies benefit from implementing a whistleblower protection system?**

Global supply chains, as well as the increasing role of purchasing in the world, are becoming more and more important. As the complexity of the processes increases, there is also a greater risk of irregularities occurring. This is due to the fact that logistics operates on various levels, in many countries around the world, in different cultures, and also based on various legal regulations.

As supply chains are increasingly complex, risk mitigation with them is much more complex. All the more so now organizations should be vigilant and listen to information from whistleblowers, who often see problems at the source, even before they become the cause of a disaster.

Effective and responsible implementation of the whistleblower reporting system will reduce losses to the organization.

## FREEZONES

Usually, various problems emerge after the situation has occurred. However, by carefully listening to employees who know best, for example, about the abuses being committed, one can save time and money. The implementation of the whistleblower protection system and its operation cost much less than the possible losses caused by human errors or gross negligence. Company employees, associates and

suppliers who encounter operational activities on a daily basis are able to perceive what board members or directors are often unable to notice early enough. An efficiently operating system of reporting irregularities will ensure that problems resulting from incorrect or illegal activity of employees will be identified and repaired.

### Frame

Benefits of implementing and whistleblower protection system

- **Risk minimization** by early identification of abuses or threats that could have serious consequences if the organization did not respond promptly and properly.
- **Improving financial results** companies by identifying and eliminating irregularities at an early stage.
- **Building a culture of mutual responsibility** for an organization based on trust and dialogue with employees.

- **Chance to increase the level of ethics in business** and counteracting violations that may be committed by employees or associates of the company.
- **Improving internal processes** based on information provided by whistleblowers that allows for better performance and ultimately a competitive advantage.
- **Strengthening the image in the eyes of stakeholders** - customers, employees, suppliers or partners.
- **Attracting new employees** who are difficult to be obtained - warehouse workers or drivers. If the company has transparent, clear rules, specialists will be more willing to cooperate.

----- end of frame

### Not every implementation will bring tangible results

In order for the implementation of and whistleblower protection system to bring real benefits to a given company, it must be treated by the members of the organization as a support for the activities being performed so far, and not just another obligation imposed by the organization's top management. It certainly requires work to raise the awareness of the members of the organization. This effect will not be achieved without the proper involvement of both the top management of the organization and its employees in the system implementation process.

It is also extremely important to choose an effective, safe and easy-to-use channel or channels of providing information. In addition, it is important to develop simple and clear procedures for reporting violations, and to ensure effective and adjusted communication.

One should remember about conducting periodic trainings on the system, ethical culture of the organization or identifying threats that relate to it. Adapting the system to individual needs is particularly important in the logistics sector, where quick actions are necessary to adapt to the growing market requirements. For effective implementation, it will be crucial to provide whistleblowers with effective protection against retaliation and repression, and to take consequences against the perpetrators of abuses.

Irresponsible implementation of the system, as well as failure to implement it, may induce whistleblowers to report outside the internal channel, i.e. to public authorities or the media. This may result in a violation of the security of processing legally protected information (including personal data) or taking retaliatory actions against whistleblowers. These situations would have a negative impact on the internal and external image of the organization and would expose it to huge losses, not only financial.

### **Whistleblower protection system**

### **an important competitive advantage on the market**

The implementation of an effective system of reporting irregularities and whistleblower protection in logistics companies should be an action that will enable their safe and stable functioning. An effectively implemented and efficiently managed system will allow for early identification of violations and emerging threats. Thus, it is possible to eliminate or minimize their negative impact on the strategic functioning of the company, its image and employee safety. It is an investment in the development of the organization. This is of particular importance in such a dynamically developing and competitive industry as logistics, where having even a slight competitive advantage may turn out to be crucial for retaining and acquiring customers.

### **Authors**

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## STARTUP & INNOVATION

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# STARTUP & INNOVATION

## UAE'S UBER-BACKED CAREEM INVESTS IN EGYPTIAN FOOD DELIVERY START-UP ELMENUS RIDE-HAILING COMPANY SAYS GROWTH POTENTIAL FOR ONLINE FOOD DELIVERY IN EGYPT IS VAST

Uber-backed Careem is investing in a major Egyptian food ordering and delivery start-up that had previously secured multimillion-dollar funding from local and US investors, including venture capitalists.

The investment of undisclosed amount in Elmenus, which serves more than one million users in one of Africa's most populous states, is an important step for Careem's plan to roll out a "super app" across the region, said the UAE-based company's co-founder and CEO Mudassir Sheikha.