JULY/AUGUST 2026

FOCUS

TOP 30 FOR 2026

Have you made the list?

CILT(UK) TOP 30

Logistics Service Providers 2026

+

MINI SWITZERLAND PROJECT HITS THE UK

WHY INNOVATION IS ABOUT CULTURE

AWARDS FOR EXCELLENCE FINALISTS ANNOUNCED

The Chartered Institute of Logistics and Transport

The Chartered Institute of Logistics and Transport

CPD
4.5 Hours
EXPERIENTIAL

CILT(UK) Leadership & Transformation *Conference*

24 September 2026
East Midlands Conference Centre

Where senior leaders, decision-makers and industry experts gather to explore what effective leadership looks like in a constantly changing logistics, transport and supply chain environment. Enjoy real-world insight, practical impact and the skills you need for what's next.

- Sharpen how you set direction, make decisions and lead with clarity through uncertainty and disruption.
- Build future-ready leadership capability, from next-gen talent pipelines to the skills and behaviours your organisation needs to thrive.
- Gain practical tools, frameworks and peer insight you can apply immediately to strengthen organisational performance and resilience.
- Grow your network of senior leaders, experts and partners facing similar leadership, change and capability challenges.

ciltuk.org.uk/conference

100 Years

Welcome to Focus

Innovation has always been the lifeblood of logistics, transport and supply chain – but rarely has it felt as essential as it does today. As I write this, our sector is navigating a landscape shaped by rapid technological change, shifting global trade patterns, and rising expectations from customers who want their goods moved faster, greener and smarter than ever before. This edition of *Focus* is dedicated to the people, businesses and ideas driving that change forward.

At the heart of this issue is our Top 30 Logistics Service Providers list – now in its ninth year. What began as a modest attempt to benchmark excellence across our industry has grown into one of the most anticipated and respected rankings in UK logistics. Nine years on, the list continues to do what it was always designed to do: shine a light on the organisations setting the standard for operational excellence, resilience and forward thinking, whatever their size or specialism.

This year's cohort tells a story that will be familiar to anyone working in our sector right now – one of adaptation under pressure. Rising costs, technological disruption and an increasingly complex regulatory environment have tested every business on this list, and yet what stands out is not just survival, but genuine innovation. From AI-driven route optimisation to smarter warehousing, from decarbonisation strategies to bold investments in workforce development, this year's Top 30 companies aren't simply keeping pace with change – many of them are setting it.

That spirit of innovation runs through the rest of this edition too. You'll find features exploring some of the most exciting developments shaping our sector's future, conversations with leaders who are rethinking what's possible, and insight into the technologies and strategies that will define the next chapter of logistics and transport.

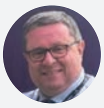
It would be easy, in a sector built on precision, reliability and process, to see innovation as somebody else's job – the preserve of technologists and disruptors elsewhere. But as this issue makes clear, some of the most meaningful innovation in logistics and transport right now is happening from within: in how organisations rethink their operations, invest in their people, and respond to the pressures of a changing world.

I want to congratulate every organisation featured in this year's Top 30, and thank the many contributors who have helped bring this edition to life. As CILT(UK) continues to champion excellence and professionalism across our sector, I'm proud that *Focus* remains a place where that excellence is properly recognised and celebrated.

I hope you enjoy this edition as much as we've enjoyed putting it together.

HELEN HARDY
Chief Executive Officer, CILT(UK).

THIS MONTH'S CONTRIBUTORS



22

DR. DIMITRIOS PARASKEVADAKIS FCILT
Liverpool John Moores University

Dr. Dimitrios Paraskevadakis FCILT is Programme Leader for the MSc in International Transport, Trade and Logistics at Liverpool John Moores University. He combines his roles as a logistics manager and academic, with extensive industrial experience in manufacturing and retail supply chains.

42

DARREN LEIGH
Chief Executive Officer, Unipart.

Darren Leigh is Chief Executive Officer of Unipart, having joined the Board in May 2020 and become CEO in October 2022 after roles as CFO and Chief Risk Officer. He brings over 30 years of financial leadership experience, spanning software, logistics, automotive, rail and manufacturing.

46

MIKE GARRATT
Chairman, MDS Transmodal.

Mike Garratt has previously worked as a local government transport planner and university lecturer and researcher. Over his career he has developed national freight modelling systems, global trade and shipping databases, and ferry models, advising extensively across the ports and freight industry in both the public and private sectors.

54

SAM WARREN
Sustainability Manager, Woodland Group.

Sam Warren is Sustainability Manager at Woodland Group and the first chair of BIFA's Sustainable Logistics Policy Group. A graduate of Goldsmiths, University of London, he previously served as environmental and sustainability officer for Chelmsford City Council before moving into the freight and logistics sector.

JULY/AUGUST 2026 VOLUME 28 NUMBER 6

CONTENTS

Celebrating the best

The Top 30 for 2026 takes centre stage this issue, and rightly so – it's one of the highlights of our editorial calendar every year. It's a celebration of the individuals and organisations who are shaping logistics and supply chain right now, recognising the graft, ingenuity and leadership that often goes unseen day to day.

This issue also carries an innovation special feature that runs throughout – from a deep dive into modelling the freight sector, to the lessons we can draw from 'Mini Switzerland,' through to a candid member view on decoupling global supply chains. Read together, they build a picture of an industry that's rethinking how it operates, not just tinkering at the edges.

Elsewhere, you'll find the Awards for Excellence finalists revealed, reports fresh from UK Logistics Week and Multimodal, a preview of what's coming at LRN, and highlights from the Next Generation Conference – plus a brief update from CEO Helen Hardy, six months into her role.

MEL STARK
Editor – mel.stark@ciltuk.org.uk

Mel Stark
Editor
mel.stark@ciltuk.org.uk

LOGISTICS & TRANSPORT FOCUS
The Journal of The Chartered Institute of Logistics and Transport (UK) is published for CILT(UK) by Stark Comms Ltd, 3rd Floor Great Titchfield House, 14-18 Great Titchfield St, London W1W 8BD United Kingdom
Email: hello@stark-communications.com
www.stark-communications.com

ADVERTISING ENQUIRIES
advertising@ciltuk.org.uk

DESIGN & LAYOUT
Flying Studios Ltd
Tel: +44 (0)1480 405287

PRINT
Buxton Press Ltd
Tel: +44 (0)1298 21 2000

CILT(UK)
Earlstrees Court, Earlstrees Road, Corby, Northants NN17 4AX
Tel: +44 (0)1536 740100

REGISTRATION
Registered in England.
The Chartered Institute of Logistics and Transport in the UK.
Number: 2629347
Charity Registration Number: 1004963
ISSN: 1466-836X

TRADEMARK
(TM) indicates a trademark of The Chartered Institute of Logistics and Transport (UK).

PRICE
£15.00 (free to members)

www.facebook.com/cilt.uk

www.x.com/ciltuk

www.linkedin.com/company/ciltuk

FROM THE WORLDS OF LOGISTICS AND TRANSPORT

www.facebook.com/cilt.uk
www.x.com/ciltuk
www.linkedin.com/company/ciltuk

The key role of CILT(UK) Membership Representation Group

Paul Salmon FCILT gave members an excellent explanation in last month's *Focus* of the MRG Chairmanship to which he has recently been appointed, and of the critical role MRG plays as an effective conduit between members and the CILT(UK) Board. MRG is equally a vital communications route to and support for the Chief Executive and Management team, as they deliver Board strategy, maintain professional standards and training resources, support member activities through the Regions, Forums and Policy Groups, and manage day-to-day activities with sound governance, regulatory compliance and financial management.

CILT(UK) has always been a 'broad church' across all four modes of transport, bringing industry, commerce and academia together to debate the issues of the day and examine future trends. It is also an influential policy shaper with Government, through the Public Policy Committee and working groups covering Freight and Logistics, Rail Freight, Passenger Transport and more. The Institute's Mission, Vision and Values set the standard for professionals across transport, logistics and supply chain, with Chartered Status confirming its leadership in the sector, in the UK and worldwide.

MRG's key objective is to ensure members at every grade and level, across Regions and Forums, have confident, positive and effective two-way communication with the Board and Management – so that improvement and innovation can be developed, proposed and implemented to meet the Institute's future needs. MRG members reflect the diversity and geography of CILT(UK)'s membership and serve two-year terms between elections.

So, what are my qualifications? I've been Deputy Chair for the last nine months, through a period of realignment and the appointment of a new Chief Executive. I've chaired the Food Logistics Forum for over 10 years, and now co-chair the merged Retail Forum. Earlier, I served on the Council and Board of ILDM/ILog through to integration into FCILT, in membership, marketing and conference roles, and on the Thames Valley and South-Central regional committees until a decade ago.

My management background rests on CIT Graduate qualifications and a career in haulage, shipping, temperature-controlled food manufacturing and retail supply, at senior management and Board level, interspersed with logistics and supply chain consulting in the UK, Europe and USA. For 10 years I served as CEO of the trade association now known as the Cold Chain Federation (following 10 years as a Board member), representing the temperature-controlled food supply chain across retail, wholesale, manufacturing, foodservice and logistics in the UK and EU. There I led a major Corporate Governance and Articles of Association review, updated membership terms, and focused on internal communications, member service and engagement with Government.

This firsthand leadership experience should add real value to MRG's role — being a voice for you, advising the Board, and ensuring the highest standards of communication at Forum, Region and working group level.

So share your views, raise your issues, voice your ideas — that's what we're here for. Get in touch: mrg@ciltuk.org.uk

Focus Pride edition takes top honour

Focus has won the Diversity & Inclusion Award at the 2026 Professional Publishers Association (PPA) Awards – the most prestigious honours in the UK publishing industry – recognised for its first-ever dedicated LGBTQ+ Pride edition.

The prize was presented at a ceremony held at City Central at The HAC in London in June 2026, hosted by comedian and broadcaster Russell Kane. Judges highlighted the courage and creativity behind the campaign, praising its willingness to challenge industry norms, tackle important issues and deliver meaningful engagement through exceptional execution.

The Pride edition was the first dedicated LGBTQ+ publication in the transport and logistics sector. The 68-page edition featured 25 contributors drawn from across the industry – including senior leaders, frontline workers, and allies – many sharing their stories publicly for the first time. Among them was an exclusive interview with Alex Hynes, Director General of Rail Services at the Department for Transport, who reflected on the importance of authentic leadership in advancing LGBTQ+ inclusion.

Produced in partnership with specialist B2B content agency Stark Comms, the edition drove a significant increase in readership year-on-year and generated exceptional engagement across CILT(UK)'s social channels, sparking widespread industry conversation.

The PPA Awards celebrate the UK's most influential publishers, brands, and content creators, with more than 50 judges from across publishing, media and marketing taking part in the judging process.

Royal Logistic Corps Institution and CILT(UK) sign Memorandum of Understanding to strengthen professional collaboration

The Royal Logistic Corps Institution (RLCi) and CILT(UK) have signed a Memorandum of Understanding (MOU) which strengthens the relationship between the two organisations – reinforcing our shared commitment to professional development across the logistics, transport and supply chain sectors.

The signing took place at Worthy Down, Winchester, with the agreement signed by Colonel Jax Powell, Corps Colonel of the Royal Logistic Corps, and Helen Hardy, CEO of CILT(UK).

The partnership will make way for an increased collaboration – providing a vital link for RLCi members to the wider supply chain, logistics and transport profession. The agreement also aims to support professionalisation, accreditation and career transition opportunities for serving personnel and veterans alike.

Helen Hardy explained: "Given the scale and importance of the RLCi and the clear alignment in our strategic purpose, I am delighted to sign this Memorandum of Understanding. Our ambition is to move beyond informal collaboration and establish something enduring - a partnership that aligns professional standards, strengthens development pathways, and gives our defence logisticians a strong and recognised identity within the wider logistics profession.

"I am grateful to all those involved, and particularly to Paul Salmon, Chair of the Membership Representatives Group of the CILT(UK) and Angus Fay, Chairman of the RLCi, whose leadership and early vision were instrumental in bringing our organisations together and shaping the direction that has led to this moment."

One of the key objectives of The Royal Logistic Corps key is to strengthen engagement with industry, academia, chartered institutes and professional bodies to ensure common standards are recognised both during and after military service.

Paul Salmon said: "This Memorandum of Understanding marks a huge step forward in supporting the relationship between the Royal Logistic Corps Institution and CILT(UK). By working together, we are creating better opportunities to engage with the logistics, transport and supply chain profession, supporting both professional development and long-term career pathways."

The MOU reflects both organisations' commitment to collaboration, professional standards and supporting the future workforce of the logistics and transport sector.

Shaun added: "As an ex-serviceman myself, I was thrilled to work with Paul Salmon and the RLC/RLCI in the creation of this partnership. As Director of Professional Development and Services at CILT(UK), I understand the importance of maintaining a continuous link to the wider supply chain, logistics and transport ecosystem whilst serving, helping individuals stay relevant and supporting a smooth transition after service, regardless of when in a soldier or officer's career that may be.

Middlesex University Dubai degree accredited by CILT(UK)

Middlesex University Dubai's BA (Hons) Business Management (Supply Chain and Logistics) has been accredited, equipping students with the knowledge and skills to measure and improve the environmental performance of transport, logistics and supply chain operations.

Combining business management, supply chain strategy, analytics and sustainability, the programme develops professionals able to build resilient, efficient supply chains that contribute to net-zero targets. Through modules on green logistics and environmental supply chain management, students explore practical ways to cut emissions, including route optimisation, modal shift, low-emission transport, sustainable sourcing, reverse logistics, circular economy practices and greener packaging.

The degree builds strong analytical and data-driven decision-making skills, helping graduates measure and reduce Scope 1, 2 and 3 emissions and support evidence-based progress towards net-zero.

Board Trustee Director elections 2026

Voting is now open for the CILT(UK) Board Trustee Director elections, giving members the opportunity to help shape the future leadership of the Institute.

Candidate photographs and personal manifestos are now available, enabling members to learn more about those standing for election and their vision for the future of CILT(UK). Voting is being independently administered by CIVICA, with members receiving voting information by email, while postal communications have been issued to members who are not registered for email correspondence.

Throughout the voting period, members will continue to receive regular reminders and updates via weekly email bulletins, social media channels, and *Focus* magazine to encourage participation across the membership.

Voting will close on Monday 10 August 2026. The election timetable has been scheduled in accordance with CILT(UK) byelaws, allowing sufficient time ahead of the first Board meeting on Friday 25 September 2026 for newly elected Trustee Directors, as well as the formal confirmation of results and notification of candidates. All members are encouraged to take part and cast their vote.

Please keep an eye out for your voting email. If it doesn't appear in your inbox, check your junk or spam folder and add takepart@cesvotes.com to your safe senders list. If you still can't locate your voting email, please contact support@cesvotes.com to have your voting email reissued.

For candidate photos and personal manifestos, please visit:

www.ciltuk.org.uk/about/governance/board-elections

£219 MILLION FUNDING BOOST FOR SUSTAINABLE AVIATION IN THE UK

The government is investing £219 million in sustainable aviation fuel in order to cut emissions - supporting UK innovation and job opportunities.

The £219 million low carbon fuels fund (LCFF), which will launch later this summer, will support the UK production of sustainable aviation fuel, powering up economic growth and supporting thousands of jobs across the country.

Companies from across the UK have been invited to bid for a share of £93 million to develop low carbon fuel, with applications opening in mid-July. The fund will support the most promising projects, often those that are closest to the actual production stage.

NO WAY TO TRACK WHETHER NEWLY QUALIFIED HGV DRIVERS CAN FIND WORK IN THE UK

The UK can count HGV test passes, licences and vacancies, but it still cannot say how many newly qualified drivers enter into paid work and remain there. A new Fueler Consulting report, 'Driving Blind', says that blind spot leaves the sector poorly equipped to prevent another driver shortage.

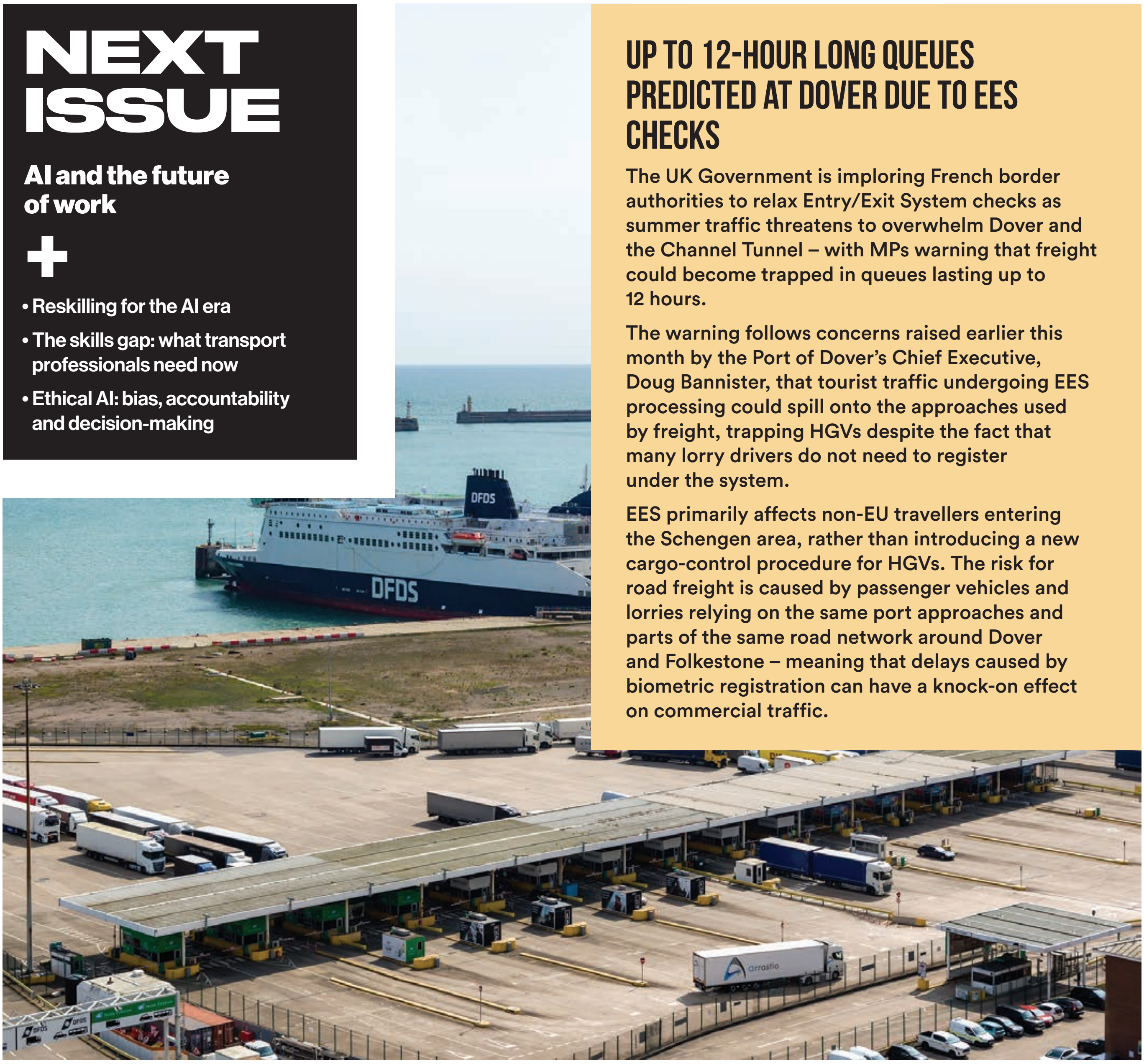
Five years after the 2021 driver shortage, the warning signs are appearing again, but this time, according to Marc Fels, founder of Fueler Consulting, there is a different problem. The main issue is the lack of basic data infrastructure needed to understand who is entering the market, who is leaving, why deliveries are being missed and whether newly qualified drivers are the risk that they are often assumed to be.

NEXT ISSUE

AI and the future of work

+

- Reskilling for the AI era
- The skills gap: what transport professionals need now
- Ethical AI: bias, accountability and decision-making

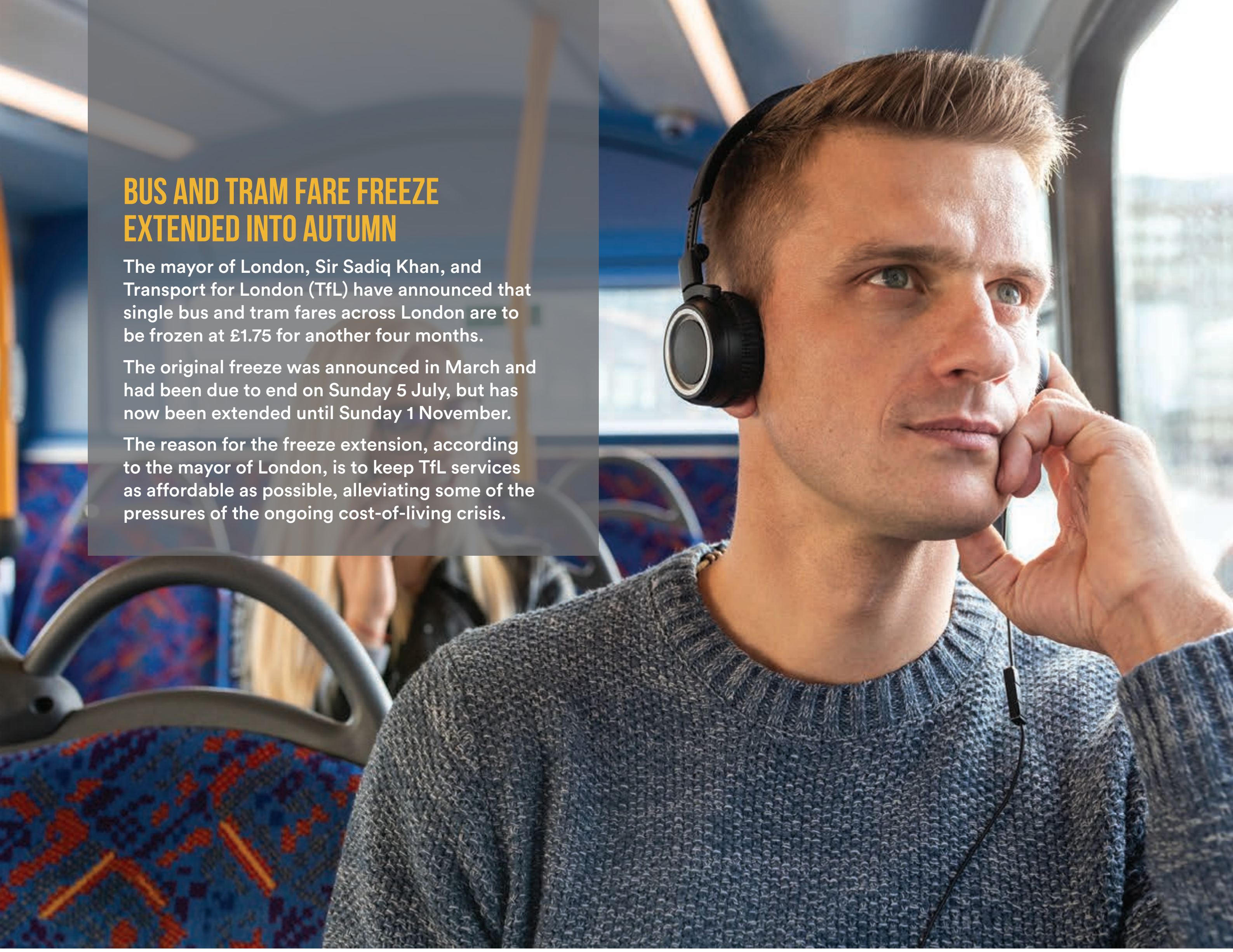


UP TO 12-HOUR LONG QUEUES PREDICTED AT DOVER DUE TO EES CHECKS

The UK Government is imploring French border authorities to relax Entry/Exit System checks as summer traffic threatens to overwhelm Dover and the Channel Tunnel – with MPs warning that freight could become trapped in queues lasting up to 12 hours.

The warning follows concerns raised earlier this month by the Port of Dover's Chief Executive, Doug Bannister, that tourist traffic undergoing EES processing could spill onto the approaches used by freight, trapping HGVs despite the fact that many lorry drivers do not need to register under the system.

EES primarily affects non-EU travellers entering the Schengen area, rather than introducing a new cargo-control procedure for HGVs. The risk for road freight is caused by passenger vehicles and lorries relying on the same port approaches and parts of the same road network around Dover and Folkestone – meaning that delays caused by biometric registration can have a knock-on effect on commercial traffic.



BUS AND TRAM FARE FREEZE EXTENDED INTO AUTUMN

The mayor of London, Sir Sadiq Khan, and Transport for London (TfL) have announced that single bus and tram fares across London are to be frozen at £1.75 for another four months.

The original freeze was announced in March and had been due to end on Sunday 5 July, but has now been extended until Sunday 1 November.

The reason for the freeze extension, according to the mayor of London, is to keep TfL services as affordable as possible, alleviating some of the pressures of the ongoing cost-of-living crisis.

RAIL TRESPASSERS TRACKED BY DRONES IN ATTEMPT TO REDUCE DELAYS

Network Rail has revealed that trespass is the number one reason for delays, with more than 1,100 incidents being reported in the last year – leading to 2,500 hours of delays for passengers.

Now, trespassers on a railway in Leicester are being tracked by drones, controlled from London, as part of efforts to reduce delays. The drones are stored in boxes by the side of tracks and launched when there is a report of trespassing.

These drones are the first of their kind in the East Midlands and are being deployed in an area where trespassing has been reported previously.

Simon Bachelor, who leads the British Transport Police's (BTP's) drones programme, said that when there are reported trespass incidents, they will now be able to get there first in order to make railways safer.

Network Rail already uses drones with pilots on the scene to find trespassers, however Mark Budden, East Midlands route director, hopes that working with BTP's drones will help them find trespassers easier and quicker – without putting staff at risk.

LONDON HAS BEEN OVERTAKEN BY SHANGHAI IN SHIPPING HUB RANKINGS

Shanghai has overtaken London, becoming the world's second-ranked international shipping centre, according to the latest Xinhua-Baltic International Shipping Centre Development Index.

Singapore retained the number one spot for the thirteenth year in a row, scoring 99.32 out of 100. The report cited the city-state's strategic location, maritime finance, insurance and legal services, and growing role in alternative fuels and technology.

Shanghai came in second with a score of 84.27, moving ahead of London which only scored 81.80. The Chinese port city has gradually climbed from seventh place since the index was launched in 2014, reflecting its growing role in containerised trade, maritime services and global shipping connectivity.

London was followed by Hong Kong in fourth place with 80.87 and Dubai in fifth place with 77.13. The same five centres have occupied the top group for nine consecutive years.

/ policy@ciltuk.org.uk
/ ciltuk.org.uk/policy

POLICY WATCH

Transport investment cuts could weaken national resilience

Responding to reports that transport and net-zero spending could face cuts to help fund the Government's forthcoming Defence Investment Plan, CILT(UK) has warned that reducing investment in transport would risk weakening the very systems the UK relies on in times of pressure.

Daniel Parker-Klein, Director of Policy and Communications at CILT(UK), said: "CILT(UK) recognises the need to strengthen the UK's defence capability in response to growing global uncertainty – national security must remain a priority.

"But transport and logistics are not separate from national security – they are part of it. The UK's ability to move people, goods, equipment, fuel and essential supplies quickly and reliably is fundamental to both economic stability and national resilience. Whether supporting everyday supply chains or responding to major disruptions, transport networks keep the country moving.

"Cutting investment in these networks may offer short-term savings, but it risks creating longer-term weaknesses in the infrastructure that underpins growth, productivity and resilience."

Previous spending rounds have already placed significant pressure on transport budgets. Following the 2010 Spending Review, DfT's overall spending was reduced by 15% in real terms by 2014–15, with resource spending reduced by 21% and capital spending by 11%. Further reductions risk compounding long-term underinvestment in the networks that support economic resilience, supply chains and national preparedness.

Sue Terpilowski, Chair of CILT(UK)'s Public Policy Committee, added: "We need an open and honest discussion about where transport sits in the Government's spending priorities.

"A modern, sustainable and reliable transport system is essential to the UK's long-term strength. Freight, ports, rail, aviation and decarbonised logistics all have a role to play in supporting economic growth, supply chain resilience and the country's ability to respond when it matters most.

"Transport should not be seen as competing with defence and security. It is one of the foundations that helps make them work.

"As the Government considers future spending decisions, we urge ministers to protect long-term transport investment and recognise its role in supporting growth, resilience and national security."

CILT(UK) challenges Heathrow-first approach to UK airport expansion

A report from CILT(UK) calls on the Government to move away from a London- and Heathrow-centric airport expansion strategy and adopt a national integrated aviation framework that better balances regional airport capacity, economic growth, environmental impact and infrastructure investment across the UK. The report was also forwarded to the DfT to help support its ongoing ANPS review.

Whilst also welcoming the recently launched consultation on Heathrow expansion framework from the DfT, CILT(UK) stated its disappointment after noting a failure to consider airports across the whole of the UK – rather than remaining solely focused on Heathrow.

Chris Tarry, Chair of the Aviation Policy Group at CILT(UK), said: "Airport expansion policy must be considered in the context of the whole UK aviation system and not restricted to one region. Our experts at CILT(UK) have considered all the facts and what is best for the nation as a whole. We firmly believe decisions should be based on objective evidence, regional demand, economic benefit and environmental impacts – ensuring that growth is not automatically associated with Heathrow alone."

CILT(UK) also believes the forecasts contained in the Government's economic appraisal appear to take little account of growth at other UK airports and potential capacity across the country - particularly in the South East and East of England.

The report argues there is already sufficient existing and potential airport capacity across the UK to facilitate growth over the next twenty years without an immediate need for a third runway at Heathrow.

However, the review also highlights that Heathrow expansion should remain safeguarded and could proceed if a strong case demonstrates that the benefits outweigh the environmental, infrastructure and surface access costs, alongside an acceptable funding arrangement with airlines.

A major focus of the review is air cargo and freight. CILT(UK) says the Government's current consideration of freight is inadequate because it focuses too heavily on Heathrow while overlooking the wider UK freight and logistics network.

The report calls for future aviation policy to include comprehensive analysis of air cargo operations, including the role of integrators, eCommerce growth, trucked air cargo, customs performance and regional cargo capacity.

The Institute also warns that surface access could become a major constraint on airport growth unless clearer funding mechanisms are established for associated road and rail improvements.

On climate policy, the report states that any revised ANPS must clearly establish how aviation growth supports the UK's legally binding 2050 net zero commitment, including operational improvements, sustainable aviation fuels, carbon markets and emerging carbon reduction technologies.

Chris adds: "The UK has significant untapped potential at many airports, alongside growing opportunities in air cargo and regional connectivity. A revised ANPS provides the opportunity to establish a more balanced and nationally integrated aviation strategy."

CILT(UK)'s own report proposes a UK-wide approach which fully takes account of freight and surface access – matters for which CILT(UK) has particular expertise. CILT(UK) will provide further detailed commentary on the financial aspects of the proposals separately.

CILT(UK) also confirmed that it will be submitting a full response to the Government consultation by 1 September. The report draws on a broad range of CILT(UK) research, consultation responses and stakeholder engagement across the aviation, logistics and transport sectors.

The full ANPS and MBU Review report is available on the CILT(UK) website.

CILT(UK) strengthens partnership with Welsh government following encouraging ministerial meeting

The Institute has held a positive and encouraging introductory meeting with the Welsh Government's Deputy Minister for Transport, Mark Hooper MS, marking an important step in strengthening our engagement with the new administration.

The discussion provided an opportunity for CILT(UK) to reinforce its role as a professional and constructive partner which can support and advise the Welsh Government in delivering its goals.

Several key themes emerged during the meeting, including:

- **The importance of delivery and implementation alongside policy development**
- **The role of freight, logistics and resilience in supporting economic growth**
- **Bus reform and public transport integration**
- **The need to strengthen skills and professional capability across transport and logistics**

The conversation also highlighted the value of CILT(UK's) role in bringing together practitioners, operators, public bodies and technical experts.

As part of the next steps, CILT(UK) will look to organise a series of roundtable and engagement sessions with the Minister and Welsh Government officials. The Deputy Minister welcomed the proposal and expressed strong support for continued engagement with the sector.

Daniel Parker-Klein, Director of Policy, Communications and Insight at CILT(UK), said: "This was a positive and informative discussion – as well as being an important first step in establishing CILT(UK) as a trusted partner to the new Welsh Government.

"As a professional body, CILT(UK) is well placed to bring together expertise from across industry, operations and the public sector to support informed discussion with joint solutions. We look forward to continuing that dialogue with Welsh Government in the months ahead and beyond."

Michael Whittaker, Chair of CILT(UK) Cymru, added: "It was encouraging to see a positive approach at this early stage. The discussions showed us a clear understanding the critical role transport and logistics play in our Welsh communities and economic growth.

"CILT(UK) Cymru looks forward to working closely with Welsh Government - helping bring together professional expertise from across the sector. Today is a stepping stone to ensure that policy ambitions are matched by practical delivery and long-term collaboration."

Holiday makers warned to brace for higher costs, delays and new EU border system

The Institute is warning families and other passengers alike to expect increased uncertainty around international air travel this summer as global tensions, economic pressures, new EU border system and residual fuel price volatility continue to impact global aviation.

Travellers should remain aware that rapidly changing global events could impact flight routes, schedules at short notice – especially during the peak holiday season this summer. Coupled with the new EES (Entry/Exit System) for British travellers, this is likely to place additional pressure on already stretched travel operations and may lead to further disruption for passengers. Some of this is already evident, with long queues at both arrivals and departures – with at times airlines leaving passengers behind.

CILT(UK) is also calling on airlines and travel companies to provide greater reassurance, clearer guidance and more proactive communication to help passengers better understand potential risks, disruption scenarios and travel uncertainty – as well as meeting their duty of care obligations.

Chris Tarry, Chair of the Aviation Policy Group at CILT(UK), said: "Whilst the Gulf has now reopened and it will take some time for travel volumes to recover to previous levels, some of the wider impacts of the hostilities not just on aviation but the wider economies are still evident.

"From an aviation perspective, what they did show was that airlines at times may need to alter routes, reschedule services or adjust operations quickly in response to developing global events.

The Chartered Institute of Logistics and Transport UK (CILT(UK)) is the professional body representing professionals across logistics, supply chain and transport.

CILT(UK) noted that airlines will attempt to claw back the higher fuel costs that they have incurred – both through fares and ancillary revenues in what is a later booking market. At a time when many households are already feeling the pinch with the ongoing cost-of-living pressures, financial uncertainty and wider economic challenges. People still want a holiday and where for some the later booking market will provide an opportunity.

Chris added: "For many families, holidays and international travel represent a significant financial commitment. Against the backdrop of wider cost-of-living pressures, passengers are understandably concerned about affordability, reliability, and the risk of disruption. The Institute stresses that passengers should remain informed and prepared for potential disruption when making travel plans."

The aviation industry is experienced in managing operational risk and responding to changing circumstances, but passengers should understand that the current environment is unusually fluid. Clear communication from airlines remains essential in helping maintain public confidence during any period of uncertainty.

CILT(UK) is encouraging passengers to regularly monitor airline updates, check travel advice before departure and allow additional flexibility within travel arrangements where possible.

Building momentum for the future

It's hard to believe that I've now been permanently in post as Chief Executive of CILT(UK) for six months. In some ways it feels like six minutes… in others, six months of learning, listening and occasionally wondering if the diary has a mind of its own.

I wanted to take a moment to share where we are, what we've learned, and why I'm more convinced than ever that our profession is standing at the most important moment in its history.

The past half-year has been eventful – the kind of eventful that makes you both grateful for strong coffee and proud of the resilience of the people around you. Like any organisation navigating meaningful change, we've had opportunities, challenges, and the occasional curve ball that no one ordered. Yet through all of it, one thing has become clear: we have everything we need to build real momentum, together.

Our purpose is simple, and I repeat it so often that the whole team could probably recite it in their sleep: we exist to advance the profession. Every decision, every conversation, every plan is held up against that purpose. If it doesn't help us move the profession forward, it doesn't make the cut.

Working backwards from that purpose, we've been focusing on four essentials: people, process, products and planning. Do we have the right people in the right roles? Are our processes helping us deliver, or quietly sabotaging us behind the scenes? Are our products genuinely valuable? And are we all pulling in the same direction, with a clear plan for both today and tomorrow?

These aren't glamorous questions, but they are the foundations of transformation – and we're tackling them head-on.

Preparing for the future the profession deserves

If we're serious about the next 100 years (and we are), then we must be serious about the future needs of the profession. That means doubling down on skills, policy, future capability, communities and professional standards. These aren't separate workstreams; they're interconnected pillars that support the entire transport, logistics and supply chain ecosystem.

Our role as a professional body is not just to represent the profession – it's to equip it. To make sure our members and partners are ready for what's coming, not reacting to what's already arrived. Whether it's shaping policy, strengthening standards, or developing the skills of tomorrow, we are stepping confidently into that space.

Signs of momentum and a growing sense of optimism

Over the past six months, we've seen encouraging signs that the work is landing. Membership is strong. Engagement is rising. Our policy voice is being heard more widely and more clearly. Even our social media reach is growing – and if you've ever tried to make logistics go viral, you'll know that's no small achievement.

But the most powerful shift has been the mood. There is a growing sense of confidence, of optimism, of collective purpose. It feels like we're building something bigger, stronger, more connected and more future-focused. Something worthy of the next century.

"There is a growing sense of confidence, of optimism, of collective purpose."

Helen Hardy
Chief Executive, CILT(UK)

A century of chartership and the start of the next chapter

This year marks 100 years of our chartership – a milestone that reminds us just how deep our roots run. Throughout the year, you'll see celebrations across our platforms: reflections on our past, and bold conversations about the next 100 years.

Because if the last century proved anything, it's that this profession is essential. And if the last few years proved anything, it's that our time is now. The world is finally recognising what we've always known: without transport, logistics and supply chain professionals, nothing moves. Literally.

A thank you from the heart

I want to end with gratitude. To my colleagues, our members, volunteers, partners – thank you. The progress we've made is a collective effort, and I am genuinely grateful for the support, challenge, humour and collaboration that have carried us through these first six months.

We are building momentum. We are building confidence. And we are building the future of a profession that the world is finally paying attention to.

More updates soon – we're only just getting started.

CILT(UK) announce finalists for 33rd Annual Awards for Excellence

This year's competition, marking the 33rd annual ceremony, has attracted high-quality entries across 12 diverse categories, reflecting the enthusiasm and innovation within the UK's logistics, transport, and supply chain sectors.

Due to take place on Thursday 24 September at the East Midlands Conference Centre, the awards ceremony will celebrate outstanding achievements in a variety of areas. The finalists represent a cross-section of the industry, from established corporations to emerging start-ups, all demonstrating exceptional contributions to their respective fields.

Anna-Jane Hunter, Chair of the Board at CILT(UK), said:

"As usual we've been overwhelmed by the quality of our finalists who really do represent the very best of our industry. From rising stars to innovators, their dedication to advancing logistics and transport is inspiring to us all – encouraging us to go further and aim higher. I also want to take the opportunity to recognise every one of our members who have navigated a truly testing year, your continued loyalty and dedication have not gone unnoticed."

The CILT(UK) Awards for Excellence have long been recognised as a hallmark of distinction within the sector. The event promises to be a celebration of the talent, innovation, and dedication that continues to drive the logistics, transport, and supply chain sectors forward in the face of global challenges.

The selection process was conducted by a panel of industry professionals, ensuring a fair and comprehensive evaluation of each entry.

With thanks to our headline sponsor: Toyota

If you have not yet booked your tickets for the event, please visit: **www.ciltuk.org.uk/awards**

Award category 2026 finalists

Adaptive Capacity – Strategic & Organisational Resilience
- Army Logistics Branch, Sea Mounting Centre
- GB Global Government & Defence
- GXO/BAE Systems

Excellence in Environmental Impact
- Leidos Europe/Kuehne & Nagel, NAD Group, Ministry of Defence
- VEV and Stagecoach
- Whistl

Excellence in Health, Safety & Wellbeing
- Customer1st (UK) Ltd
- Whistl
- XPO Logistics

Excellence in Operations and Supply Chain Management
- DHL Supply Chain/BP pulse
- NAD Group, Puma Disposal Team, Ministry of Defence
- Simply Supply Chain/ASDA/ORCA Software

Excellence in Passenger Transport
- Edwards Coaches
- Ridango/National Express
- Torbay Council/WSP/Stagecoach

Excellence in People & Culture
- Road to Logistics CIC/Sysco Group
- The Very Group

Excellence in the use of Technology
- Iron Mountain & Dexory
- Transport for London
- WSP/National Highways/Univrses AB

Logistics Best Practice
- NAD Group, Ministry of Defence
- SEC Storage

Logistics Research Network
- Cardiff University/Tower Cold Chain
- University of Southampton/ Versapak International Ltd/Inteliports/Solent Transport

Operational Excellence in Logistics & Transport
- Bicester Transport
- NAS Group, Ministry of Defence
- THG Fulfil

Rising Star
- Pawel Zaremba – L D Collins & Co Ltd
- Samuel J Shirley – Shirley Transport Solutions Ltd
- Zack Magnussen – Mountain Warehouse

Unsung Hero
- Eva Beard – Defence Supply Chain Operations and Movements Visa Section
- Jonathan Cain – Royal Air Force
- Kirsty Liggins – Ministry of Defence, NAD Group

CILT(UK) celebrates UK Logistics Week

CILT(UK) was delighted to return to Multimodal, the UK and Ireland's leading supply chain and logistics event, at the NEC in Birmingham from Tuesday 30 June to Thursday 2 July.

The three-day show provided CILT(UK) with the unique opportunity to engage with members, partners and colleagues from across the sector and celebrate 100 years of chartership.

As part of our centenary celebrations, visitors and members of the Institute shared their stories and reflected on their careers – whilst also looking to the future. A popular addition to our stall for this year was the CILT(UK) photobooth, which was an opportunity for connection and community – key pillars for growth and development in our industries.

CILT(UK)'s commitment to professionalising the sector and creating a future-ready workforce was represented across two key sessions that took place during the week.

The first of these sessions included a panel discussion titled 'Targeting Infrastructure for Growth: Unlocking the UK's Supply Chain Potential', led by Sue Terpilowski, Chair of the CILT(UK) Public Policy Committee. Sue was joined by Julian Worth, Chair of the CILT(UK) Rail Freight Forum, Neil Gould, Chair of the Freight and Logistics Policy Group, and Dominic Scholfield, Chair of the CILT(UK) Environmental Policy Group. Their session explored how infrastructure investment can be better aligned to support national growth, enable decarbonisation and strengthen supply chain resilience. Our panel debated the benefits of decentralisation in policy, integrated energy systems, the embedding of operational resilience into planning, and the importance of transport within a wider discussion of defence.

In addition, Shaun Fardy, Director of Professional Development and Standards at CILT(UK), took part in a panel discussion on 'Bridging Generations: Developing Skills that Power the Next Decade of Supply Chain'. Shaun was joined by Lucy Westgarth, ESG Lead at Leidos Europe, Charlie Molnar, Business Development Manager at DHL, Alice Bulpin, Programme Manager at Transport for Wales, and Greg McDougall, Head of Logistics & Warehousing at Cranswick Continental Foods. The panel of emerging leaders and senior professionals discussed the skills they believe will influence the future of supply chain operations; from resilience and digital fluency to sustainability and cross-sector collaboration. Together they unpacked how organisations can invest in development pathways that attract, retain and empower the next wave of logistics talent.

CILT(UK)'s participation at Multimodal 2026 highlights the Institute's ongoing dedication to supporting professional development and career advancement across logistics, transport and supply chain.
The engaging discussions and connections made throughout the event will continue to inform CILT(UK)'s purpose to equip professionals with the skills, knowledge and qualifications necessary to thrive in an evolving industry whilst addressing any upcoming challenges in the sector.

LRN 2026: Integrated systems, not silos

As the Logistics Research Network Conference marks its 30th anniversary, Conference Chair Dr Dimitrios Paraskevadakis FCILT says the sector has stopped treating sustainability and resilience as separate agendas. Ahead of LRN 2026 at Liverpool John Moores University this September, he spoke to *Focus* about that shift, the capability gaps facing future professionals, and why this year's programme is the strongest yet.

What does this year's LRN theme say about where the sector is heading?

The sector has stopped treating sustainability and resilience as separate agendas. For years, decarbonisation was framed as a compliance cost and resilience as a risk-management afterthought. This year's programme reflects where the research community already is, and that is integrated systems thinking and not siloed initiatives. You cannot build a resilient supply chain that ignores its carbon exposure, and you cannot decarbonise a network that collapses under disruption. The theme captures where practice and policy are converging.

The conference spans everything from decarbonisation and digital transformation to humanitarian logistics and agri-food supply chains – how do you bring such a broad research community into a coherent conversation?

The coherence comes from three themes that cut across almost every track this year. Global trade, resilience and decarbonisation. Whether a paper examines port operations, agri-food distribution or humanitarian logistics, it is working through the same underlying questions from exposure to trade disruption, resilience under pressure, and decarbonisation pathways. What is particularly pleasing this year is that the conversation is not UK-only. Alongside strong UK institutional representation, we have had genuinely strong participation from researchers across many other countries, making this an international discussion in character, not just in name. The programme structure with parallel tracks, then plenaries and a closing synthesis, pulls those threads back together for everyone.

Upskilling future leaders is one of your key topics this year. In your view, what are the most critical capability gaps facing the next generation of logistics and supply chain professionals?

The capability gaps I keep encountering share a common root. The profession is genuinely multi-dimensional, and curriculum design has not always kept pace with that complexity. Transport, logistics and supply chain management spans commercial strategy and management at one end with procurement, demand planning, supply chain governance and engineering systems at the other with network design, terminal and port operations, vehicle and infrastructure systems, and freight flow analysis. It also spans every transport mode covering maritime, rail, road, air and the full value chain, from upstream sourcing and manufacturing through to last-mile delivery and fulfilment. There is also a persistent and false distinction between land-based and sea-based logistics, as though a global supply chain stops at the quayside. It does not. The same shipment moves seamlessly between modes, and the discipline has to be understood as one connected system.

In practice, graduates need both analytical rigour and operational fluency. Employer expectations on day one are high, and a degree that has not included structured exposure to live industry problems through site visits, employer-set project work, practitioner involvement in teaching does not reliably produce graduates who can make the judgement calls that real operations demand. Sustainability literacy follows the same pattern where the vocabulary is there, but translating decarbonisation targets into operational decisions is a different skill that requires deliberate development.

It is also worth recognising what the graduate programmes are already doing. Structured graduate training schemes, which train graduates from day one, represent serious and sustained attempts to bridge the gap between degree-level output and operational readiness. That investment is commendable, but it also tells you something important. That the gap is real, and industry is compensating for it systematically. The question the sector needs to answer is whether that compensation should remain the default, or whether degree-level provision should be consistently designed so that graduates arrive better prepared in the first place.

Academic research doesn't always translate quickly into industry practice – how does LRN bridge that gap, and what do you hope practitioners take away from Liverpool?

The Industry Plenary on Day Two is the clearest example of how LRN is structured to close that gap. It puts policy and operational voices in direct dialogue with researchers on freight decarbonisation answering the questions researchers are working on and the decisions operators are making are closer than they might appear from opposite sides of a conference table. Practitioners are not there to receive a summary of academic papers. They are there to test research against operational reality, and that exchange runs in both directions. That is what LRN is built to enable, and it is what this year's programme has been designed around.

For anyone sitting on the fence about submitting a paper or attending – what makes LRN 2026 the must-attend academic event for the logistics and supply chain community this autumn?

Two things. First, the 30th anniversary. Three decades of this network shaping logistics research in the UK, and this year's programme is the strongest in scope I have seen. Second, LRN 2026 delivers outcomes, not just presentations. The Day Three workshops are structured as working consultations, not panel discussions. One opens a long-overdue national conversation on curriculum standards for transport, logistics and supply chain management. The other connects last-mile decarbonisation research directly to deployment-ready practice. Both produce documented outputs that feed into defined next steps beyond the conference itself. Attend in September and you are contributing to something with a defined trajectory not research that ends the moment the conference does.

Dr Dimitrios Paraskevadakis FCILT is Senior Lecturer in Maritime Transport and Logistics Management at LJMU, Programme Leader for the MSc International Transport, Trade and Logistics, Co-Chair of CILT North West Region, and Conference Chair for LRN 2026.

CILT(UK)'s Next Generation Conference 2026

Young people and industry newcomers from across the country came together to learn from professionals and develop their skills at our Next Generation Conference at the John Lewis Distribution Centre in Milton Keynes on Thursday 11 June.

The event provided a vital networking opportunity for those starting out in the logistics, transport and supply chain industries, creating a space for those with established careers to discuss the future of the sector and give advice to young professionals who are just beginning with their careers.

The conference was kicked off with a warm welcome from our Next Generation Committee Lead, Hannah Kasongo. Our Next Generation Committee is a forum designed for rising industry professionals, connecting members with experts and employers to support with their career development.

The first talk of the day was by Louise O'Neil, HR Business Partner from Whistl, who explained how Whistl are supporting the Next Generation through their apprenticeships and Driver Academy, and by being a disability confident employer.

This was followed by a talk from John Munnelly, Distribution Director at John Lewis, who discussed 'The Evolution of eCommerce' in relation to how John Lewis has adapted to changing customer habits and the exponential growth of online retail.

Then our panel, made up of professionals from CILT(UK)'s 35 under 35, highlighted how technology can enable the future. Led by Aaron Barnes, Founder and Executive Director of Aaron Barnes Consultancy, their discussion explored how early-career professionals are leveraging technology to transform operations, enhance sustainability, elevate customer experience, and build more resilient supply chains. This panel highlighted rising leaders who are driving innovation, harnessing new technologies, and shaping the future of our industry. At the end of the session our attendees got the chance to ask our panellists, Charlie Molnar from Digihaul, Ashleigh Page from Unipart, Alex Castle from GXO and Winifred Athembo from Kuehne + Nagel, their own questions to find out more about their career journey's.

Next, Kelly Hobson from Shape Tomorrow, a sustainability-focused supply chain leader, discussed 'Smarter Tech for a Cleaner Future', stating that 'sustainability is not the goal, it is the outcome.'

The morning ended with an interactive session led by Fiona Palmer, Head of Professional Standards at CILT (UK), who helped our Next Gen attendees take control of their careers by talking them through the steps to build a professional development plan.

After a networking lunch and a site tour of the John Lewis Distribution Centre, in which our attendees got to don high vis jackets and witness a stage of the supply chain firsthand, the afternoon began with a lesson in 'Problem Solving with AI', led by Robert Baldock from Clustre and Dinesh Ulaganathan from Zühlke UK.

The conference was closed by a practical and collaborative session led by Hannah Kasongo, in which our attendees got the opportunity to work together in groups to create a crisis management plan based off real-world case study examples.

With 2026 marking 100 years of CILT(UK) being a Chartered professional body for logistics, transport and supply chain, events like the Next Generation Conference help us to look towards the future and ensure that the next generation are supported throughout their career journeys.

Thank you to Whistl, our headline sponsor, for supporting this conference and their commitment to investing in the future of our industry.


100
100
Share your story


Fuelling Future Logistics
whistl

CILT(UK) TOP 30

Logistics Service Providers 2026

CILT(UK) has revealed its Top 30 UK Logistics Service Providers for 2026, marking the ninth year of this prestigious list. The established Top 10 list for Small and Medium Enterprises (SMEs) in the logistics sector continues for its third year, further recognising the contributions of smaller players in the industry.

The highly anticipated Top 30 Logistics Service Providers list continues to highlight organisations that are innovative, progressive, and exemplify excellence. The CILT(UK) Top 30 Logistics Service Providers list is compiled annually using publicly available data, primarily from Companies House. The list focuses on companies with an industry sector related to freight transport by road, warehousing, postal/courier services, and transport support activities. Companies are assessed and scored across 12 internally prescribed criteria and the final rankings are based on cumulative scores.

The list is not an endorsement, accreditation, or 'gold standard' of performance, nor should it be interpreted as a value judgement on any individual company. The Top 30 is not intended or suitable to be used as a reference point for quality standards or operational excellence within the sector.

This year's list recognises both major global logistics players and local family-owned businesses, reflecting the diverse nature of the UK logistics sector. The data compilation process takes place at the beginning of the new tax year (circa 6th April) to ensure access to the most up-to-date information from company submissions to Companies House via the Fame company database.

Commenting on this year's list, Helen Hardy, Chief Executive at CILT(UK) said: "The 2026 Top 30 and Top 10 SME Logistics Service Providers lists highlight the tenacity and agility of businesses navigating a genuinely tough trading environment. Against a backdrop of tightening margins and economic headwinds, these companies have continued to invest in their people, their operations, and their long-term growth. Their resilience is a testament not only to strong leadership, but to the vital role our sector continues to play in keeping the UK's supply chains moving."

The CILT Top 30 Logistics Service Providers in the UK are:

CILT(UK) TOP 30
Logistics Service Providers 2026

Top 10 SMEs for 2026:

10
CORY BROTHERS
Registered company number: 04717201

9
INDEPENDENT FREIGHT GROUP
Registered company number: IE648854

8
MICHAEL DIXON INTERNATIONAL TRANSPORT
Registered company number: IE399090

7
FREIGHTROUTE
Registered company number: 01087160

6
HECNY FORWARDING
Registered company number: 02725719

5
EMERGE GLOBAL
Registered company number: 11505885

4
ALPI UK
Registered company number: 02507771

3
CARGO OVERSEAS
Registered company number: 02541472

2
SUPREME FREIGHT SERVICES
Registered company number: 02006494

1
QUALITY FREIGHT SERVICES
Registered company number: 03090860

HELLMANN WORLDWIDE LOGISTICS — 30

Total score: 22.21

Hellmann Worldwide Logistics is a global logistics service provider with a comprehensive service portfolio that includes air and seafreight, road and rail transport, and contract logistics. With annual sales of EUR 3.8 bn and around 12,000 employees in 61 countries, Hellmann moves over 20 mn shipments annually. Based on this broad product range and many years of experience, Hellmann offers innovative logistics solutions for the complex requirements of each individual customer and relies on visionary technical products to ensure maximum customer transparency while creating a more efficient supply chain.

Company registration number: 01108485

WOODLAND GLOBAL (PART OF WOODLAND GROUP) — 29

Total score: 22.64

Woodland Group has been providing innovative logistics, e-commerce and supply chain management services since 1988. Today, the company is one of the largest privately owned global logistics businesses in the UK. Woodland Group has been consistently recognised for its supply chain excellence, dedication to customer service and innovative approach to creating bespoke solutions tailored to client needs. Over the years, their passionate expert teams have earned a reputation for being reliable, honest, hard-working, solutions-driven and fast to react.

Company registration number: 02278005

GIST (PART OF M&S) — 28

Total score: 26.27

Gist provides logistics and supply chain services for M&S Food, Ocado, and their suppliers, collecting products from suppliers and delivering them to hundreds of M&S Food stores and franchise partners across the UK and the Republic of Ireland. Gist employs almost 6,000 colleagues across more than 20 sites. As part of M&S, Gist supports the group's Plan A ambition, with a commitment to reducing its carbon footprint across its fleet and site network and becoming a net zero business by 2035.

Company registration number: 00502669

GREGORY DISTRIBUTION — 27

Total score: 39.99

Gregory Group is one of the largest privately owned logistics companies in the UK with 50 sites, 20 warehouses and 1,300 vehicles. Gregory's team of 3,300 people operate 24/7, supporting its nationwide customers with their transport, warehousing, and distribution needs. During the last 100+ years, Gregory's people have always been at the centre of everything they do.

Company registration number: 01329163

TURNERS (SOHAM) — 26

Total score: 40.69

Turners, was founded in 1930 by brothers Wallace and Frank Turner in Soham, Cambridgeshire. From humble beginnings with a single vehicle, the company has grown into a major player in the logistics industry over nine decades. Today, Turners operates more than 1,850 vehicles from 32 sites, employing over 3,400 people. The company specialises in various transport and logistics services, including temperature-controlled transport, container logistics, bulk materials handling, and food distribution.

Company registration number: 00439684

STEF LANGDONS — 25

Total score: 53.26

Langdons is a temperature-controlled transport and food distribution provider operating a network of depots across the UK, offering nationwide delivery including 24-hour turnaround in London and regional drop-offs across the country. The company also provides value-added services including warehousing solutions to support supply chain operations. As part of the STEF Group, Langdons extends its services internationally.

Company registration number: 01026181

SOLSTOR UK

24

Total score: 55.05

Solstor is a logistics provider serving businesses across multiple sectors, with over 35 years of experience and a certified fleet offering temperature-controlled and general cargo transport. The company handles goods including chilled produce, pharmaceuticals, and large-scale industrial freight.

Company registration number: **03844260**

W.H.BOWKER

23

Total score: 55.87

W.H. Bowker Limited was established in 1919 and remains a family-owned logistics operator. Providing over 1.5 million ft2 of warehousing across 12 strategically located distribution centres, the fleet now consists of over 225 vehicles & 450 trailers. Specialising in supporting businesses within regulated markets; our value-added services, bespoke IT solutions and customer service levels are what makes us different.

Company registration number: **00364757**

EUROPA ROAD

22

Total score: 57.08

Europa Worldwide Group is an ambitious independent logistics operator, with three divisions: Europa Road, Europa Air & Sea, and Europa Warehouse. It employs over 1,300 people across sites in the UK, Ireland, Belgium, the Netherlands, Czech Republic, Hong Kong, China, the UAE, India and South Africa. Through its worldwide agent network, it has a presence in more than 160 countries. Europa Road provides frictionless, daily groupage, full-load, part-load and express services between the UK and EU. Europa Air & Sea offers premium, FCL, LCL and project freight solutions.

Company registration number: **01233784**

THE DELIVERY GROUP 21

Total score: 57.43

The Delivery Group is the largest eCommerce, postal and logistics business in the UK with a distinctively tailored approach to services. Key solutions include direct marketing mail, eCommerce, retail and international delivery. Using high-speed automation, cloud technology and transparent tracking data, The Delivery Group saves businesses money and time by collecting, sorting and delivering on behalf of clients. The company prides itself on flexibility, expert service and longstanding customer partnerships. Their tailored approach ensures clients receive data that matters to their business, providing a competitive advantage through personalised logistics solutions.

Company registration number: 04834987

MAERSK LOGISTICS AND SERVICES UK 20

Total score: 67.16

A.P. Moller – Maersk (Maersk) is an integrated logistics company working to connect and simplify its customers' supply chains. As a global leader in logistics services, the company operates in more than 130 countries and employs around 100,000 people. Maersk is aiming to reach net zero greenhouse gas emissions by 2040 across the entire business with new technologies, new vessels, and reduced greenhouse gas emissions fuels. Maersk operates a global fleet of more than 700 vessels and, through its subsidiary APM Terminals, operates terminals at 60 strategic locations worldwide.

Company registration number: 01847748

W. H. MALCOLM 19

Total score: 74.82

Originating as a family-owned business in the 1920s, The Malcolm Group has become one of the UK's leading providers of Logistics, Construction and Maintenance services. The Group provides innovative and practical solutions, building successful long-term partnerships with all stakeholders. Malcolm Logistics offers fully integrated road, rail, warehousing and bonded warehousing services nationwide, encompassing around 5 million square feet across ten locations. Malcolm Rail, launched in 2001, provides reliable daily and overnight transit with comprehensive intermodal services linking ports, production facilities and distribution terminals. Malcolm Construction delivers civil engineering and groundwork services with an enviable reputation for quality and problem-solving. Malcolm Maintenance employs highly skilled HGV mechanics, spray painters and MOT testers, ensuring excellent fleet condition and reliability.

Company registration number: SC035770

JACK RICHARDS & SON

NEW **18**

Total score: 78.66

Jack Richards & Son is a national road transport solutions provider operating for over 60 years from strategically located depots across the UK. Privately owned and independently run, the company provides UK road haulage, palletised-load distribution across the UK and Europe, and localised warehousing and storage. Its contract logistics customers range from large multinationals to medium-sized family-owned enterprises, supported where needed by subcontracted haulage partners. Its Palletline service handles shipments from single pallets to full-pallet consignments across the UK and Europe.

Company registration number: 01041518

ROMAC LOGISTICS

NEW **17**

Total score: 85.76

Romac Logistics is a temperature-controlled transport and warehouse solutions provider and 3PL operator, established in 2018. The company specialises in chilled and ambient food and drink logistics, connecting production lines to retailer distribution centres.

Company registration number: 11411783

YUSEN LOGISTICS (UK)

CILT(UK) PARTNER **16**

Total score: 86.06

Yusen Logistics partners with businesses around the world to build resilient, efficient, future-ready supply chains. With more than 25,000 employees in over 748 locations across 46 countries, Yusen's services span international freight forwarding, contract logistics, land transportation, and end-to-end supply chain management.

Headquartered in Tokyo, Yusen is proud to be a wholly owned subsidiary of NYK Group, which is Japan's largest shipping company and listed on the Tokyo Stock Exchange.

Company registration number: 02548297

UPS SCS (UK)

NEW **15**

Total score: 86.83

UPS is a transportation and logistics provider operating in more than 200 countries and territories, headquartered in Atlanta. Founded as a small messenger service, the company now employs almost 500,000 people worldwide, offering logistics solutions to customers of varying sizes.

Company registration number: 02928205

RHENUS LOGISTICS

NEW **14**

Total score: 91.16

Rhenus Logistics is a global logistics provider offering customised supply chain solutions, combining international network reach with local market expertise. Services are supported by technology-driven, sustainable logistics processes designed for efficient, reliable delivery.

Company registration number: 04401654

TORQUE RETAIL SERVICES

NEW **13**

Total score: 93.06

Torque has provided supply chain services for over 30 years, with specialist divisions developed to service specific customer requirements as retail has evolved. The company ensures supply chain and SaaS compatibility across leading e-commerce platforms including Shopify, NetSuite, Demandware, and Magento.

Company registration number: 02797402

DACHSER

NEW **12**

Total score: 94.98

Dachser is a family-owned logistics provider headquartered in Kempten, Germany, offering transport, warehousing, and customised services through two business fields: Air & Sea Logistics and Road Logistics (which includes European Logistics and Food Logistics), alongside contract logistics and industry-specific solutions. With around 37,300 employees at 433 locations across 43 countries, Dachser generated consolidated net revenue of approximately EUR 8 billion in 2024, handling 83.2 million shipments and 44.1 million metric tons of tonnage.

Company registration number: 01195803

REED BOARDALL TRANSPORT

NEW 11

Total score: 98.06

Pall-Ex Group is an award-winning network of UK SMEs comprising two leading UK pallet networks (Fortec Distribution Network and Pall-Ex UK), five subsidiary UK logistics businesses, a UK Storage and Fulfilment Network and five European networks. As a renowned name in logistics, Pall-Ex delivers an efficient and reliable palletised freight distribution service, backed by innovative technology and a first-class network of established shareholder SMEs. With its headquarters and central UK hub located in the heart of the Midlands.

Company registration number: 01897313

Reed Boardall

CULINA LOGISTICS (INCLUDES GREAT BEAR DISTRIBUTION)

10

Total score: 100.17

Culina Group is a market-leading provider of high-quality logistics services for food and drink companies in the UK and Ireland. The company serves a sizeable portfolio of customers, ranging from niche operators to major multinational companies, across a vast depot network of over 100 strategically located sites. Working with over 22,000 people at peak capacity, Culina Group specialises in developing and implementing total supply chain solutions for ambient and chilled brand manufacturers and distributors.

Company registration number: 02899719 & 05128194

culinagroup

great bear

DSV ROAD

9

Total score: 101.14

DSV keeps supply chains flowing in a world of change. The company provides and manages supply chain solutions for thousands of companies every day – from small family-run businesses to large global corporations. DSV's reach is global, yet their presence is local and close to customers. More than 75,000 employees in over 80 countries work passionately to deliver great customer experiences and high-quality services. The company aspires to lead the way towards a more sustainable future for the industry and is committed to trading on nature's terms. DSV is a dynamic organisation that fosters inclusivity and diversity. The company conducts business with integrity, respecting different cultures and the dignity and rights of individuals.

Company registration number: 03874882

DSV

CILT(UK) TOP 30
Logistics Service Providers 2026

TOP 30 statistics

£13.9billion

Total turnover for Top 30 companies

4,238

The average number of employees for Top 30 companies for this year's list is 4,238, down from 5,111 for 2025, a decrease of 17.1% year-on-year

2%

Average growth in turnover for Top 30 companies

£42,403

The average remuneration per employee for a Top 30 company for 2026 list is £42,403 compared to £43,768 in 2025, a decrease of 3.1% year-on-year

£51,481

The average remuneration per employee for a Top 10 SME company on the 2026 list is £51,481 compared to £58,706 for 2025, a decrease of 12.3% year-on-year

FEDEX EXPRESS UK TRANSPORTATION

8

Total score: 102.90

FedEx Corp. provides customers and businesses worldwide with a broad portfolio of transportation, e-commerce and business services. With annual revenue of $88 billion, the company offers integrated business solutions utilising its flexible, efficient, and intelligent global network. Consistently ranked among the world's most admired and trusted employers, FedEx inspires its more than 500,000 employees to remain focused on safety, the highest ethical and professional standards and the needs of their customers and communities.

Company registration number: 01628530

DAVIES TURNER & CO.

7

Total score: 109.98

Davies Turner serves as a worldwide freight and logistics partner, arranging cargo movement to any international destination while advising on documentation and customs requirements. As an international freight forwarder since 1870, the company provides air, logistics, ocean, rail and road services through their dedicated team. Davies Turner's mission is to satisfy clients' international freight and supply chain needs through a professional, award-winning portfolio of reliable, time-sensitive and cost-effective services tailored to unique customer requirements.

Company registration number: 04345197

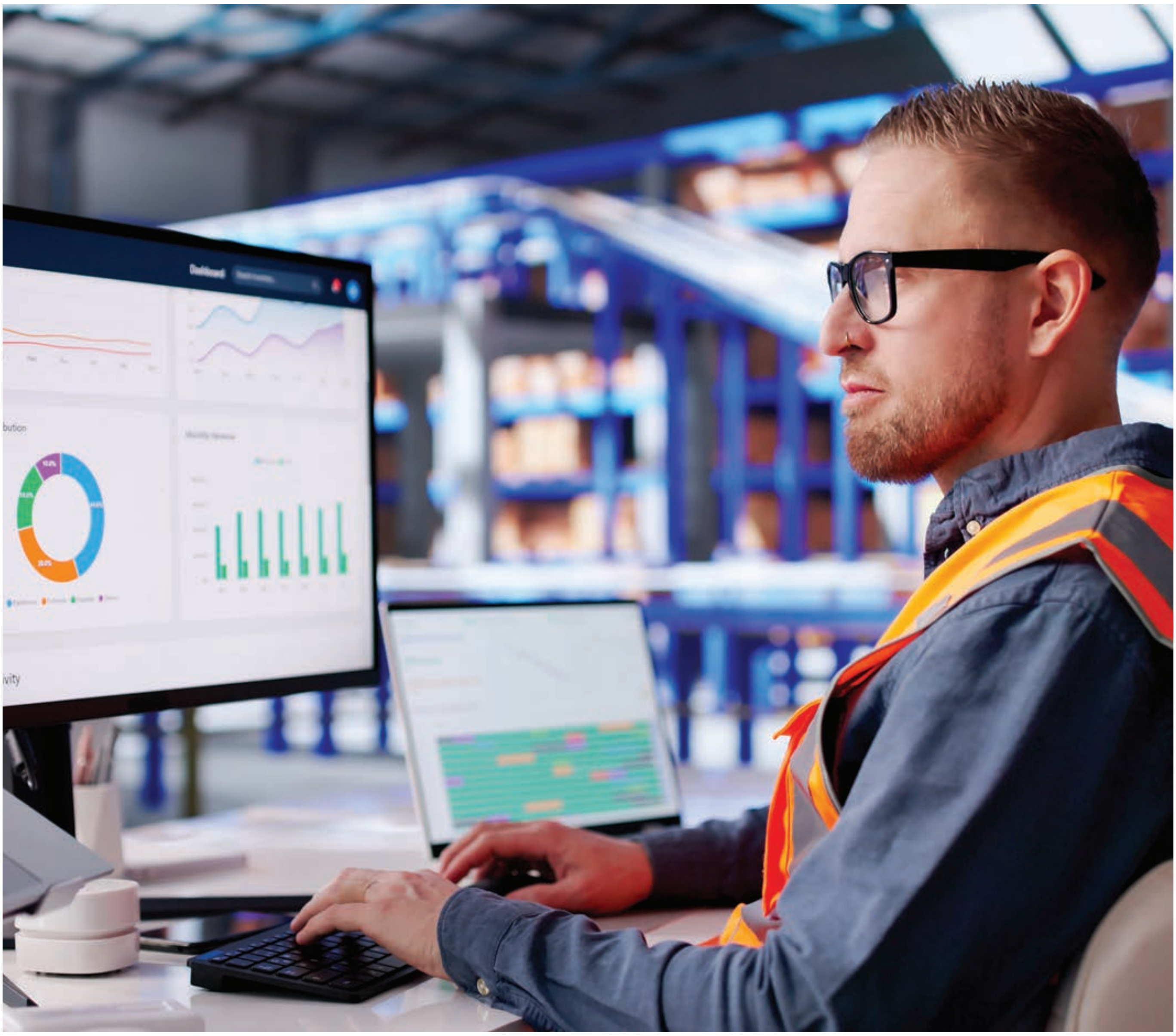
DHL SUPPLY CHAIN

6

Total score: 114.30

The Delivery Group is the largest eCommerce, postal and logistics business in the UK with a distinctively tailored approach to services. Key solutions include direct marketing mail, eCommerce, retail and international delivery. Using high-speed automation, cloud technology and transparent tracking data, The Delivery Group saves businesses money and time by collecting, sorting and delivering on behalf of clients. The company prides itself on flexibility, expert service and longstanding customer partnerships. Their tailored approach ensures clients receive data that matters to their business, providing a competitive advantage through personalised logistics solutions.

Company registration number: 00528867



XPO TRANSPORT SOLUTIONS UK

Total score: 125.47

CILT(UK) PARTNER

5

XPO Logistics is a European leader in developing innovative and sustainable end-to-end supply chain logistics solutions. The company operates 206 sites across 14 countries and serves its customers with 20,000 trucks and trailers, 1,000,000 square meters of warehouse space, and 14,000 employees throughout Europe. The company's European headquarters are located in Lyon, France.

Company registration number: **06634081**

XPOLogistics

CEVA LOGISTICS

Total score: 127.53

CILT(UK) PARTNER

4

CEVA Logistics, a world leader in third-party logistics, provides global supply chain solutions to connect people, products and providers all around the world. Headquartered in Marseille, France, CEVA Logistics offers a broad range of end-to-end, customized solutions in contract logistics and air, ocean, ground and finished vehicle transport in more than 170 countries worldwide thanks to its approximately 110,000 employees at more than 1,700 facilities. With 2025 revenue of US$18.3 billion, CEVA Logistics is part of the CMA CGM Group, a global player in sea, land, air and logistics solutions.

Company registration number: **01291251**

ceva LOGISTICS

GXO LOGISTICS UK
(INCLUDES WINCANTON)

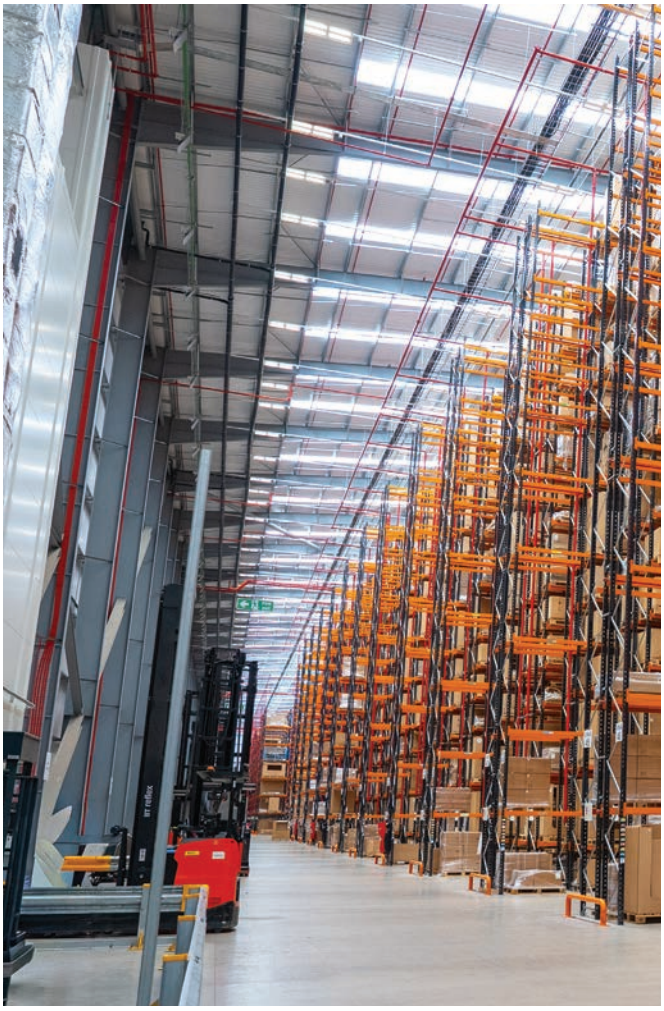
CILT(UK) PARTNER

3

Total score: 130.49

GXO Logistics, Inc. (NYSE: GXO) is the world's largest pure-play contract logistics provider and is positioned to capitalize on the rapid growth of ecommerce, automation and outsourcing. GXO has more than 150,000 team members across more than 1,000 facilities totaling more than 200 million square feet. The company serves the world's leading blue-chip companies to solve complex logistics challenges with technologically advanced supply chain and ecommerce solutions, at scale and with speed. GXO corporate headquarters is in Greenwich, Connecticut.

Company registration number: **SC037270 & 04178808**



UNIPART LOGISTICS

CILT(UK) PARTNER

2

Total score: 133.53

Unipart Group is a leading provider of supply chain solutions and performance improvement technologies. It has deep expertise and breadth of capabilities in seven core sectors – automotive, rail and public transport, technology, healthcare, aerospace and defence, e-commerce, consumer and retail, and industrial sectors. Unipart's customer promise is: 'To understand the real and perceived needs of our customers better than anyone else and to serve them better than anyone else.'

Company registration number: **4331119**

1

INPOST

Total score: 170.49

InPost is Europe's leading out of home delivery partner, making deliveries secure and convenient for millions of customers every day.

InPost is the most successful operator of automated parcel lockers in Europe and also the one and only company in the world that is both a heavy operational user of APM machines as well as their manufacturer. InPost Parcel Lockers revolutionised the e-commerce delivery by providing a convenient way to send, collect and return parcels whenever the customer chooses, through a network of conveniently located and easy to use terminals.

Company registration number: **03805401**

CILT(UK) TOP 30
Logistics Service Providers 2026
WINNER

"This is a really proud moment for the team, and it caps off the biggest period of growth in InPost's history."

Michael Rouse

Michael Rouse is CEO International at InPost, the out-of-home delivery specialist behind one of Europe's largest parcel locker networks, spanning nine countries. Michael speaks to Focus about what it takes to keep a network of tens of thousands of lockers and couriers consistent at that scale, why speed without reliability just moves the point of failure closer to the customer, and what it will take for out-of-home delivery to become the obvious choice at checkout rather than the exception.

Congratulations on InPost topping the CILT Top 30 Logistics Providers for 2026. What does this milestone mean for InPost, and how does it reflect the growth you've led since becoming CEO?

Thank you, it's a really proud moment for the team, and it caps off the biggest period of growth in InPost's history. We started out in 1999 as a leaflet distribution business and rolled out our first parcel locker in 2009, listing on Euronext Amsterdam in 2021 and acquiring Mondial Relay the same year to become Europe's leading out-of-home platform. The scale we now run in the UK reflects that, with three national sortation hubs, in Hatfield, Lutterworth and Wednesbury, and around 60 depots reaching every UK postcode. We took a 30% stake in Menzies Distribution in 2023, moved to full ownership in 2024, acquired Yodel in April 2025, and passed 12,000 lockers last October, adding around 70 new lockers a week to reach over 15,000 just eight months later. In 2024, we doubled our UK parcel volume year on year and that's accelerated further in 2026 with 77 million parcels delivered in the UK and Ireland in the first quarter alone, up 220% year on year. Globally, the Group delivered 1.4 billion parcels in 2025, up 25% year on year, across a network of more than 94,000 out-of-home points and over 61,000 automated parcel machines spanning nine countries. The retail side has scaled just as fast, from expanding our partnership with the Very Group into full outbound delivery and launching with eBay at checkout. That's the real story behind this recognition – sustained, compounding growth in scale and reach across every part of the business, not just one good year.

InPost's model depends on a huge, distributed network of lockers, couriers and partner sites. What specific practices keep that operationally consistent at 250 million parcels a year, and how do you measure the impact on customer experience?

We treat our network as one single integrated system rather than as thousands of separate sites, because the moment you start treating it as a patchwork, consistency becomes almost impossible to hold onto. Every InPost Locker runs to the same standard wherever it sits, so someone collecting a parcel from a locker outside a supermarket in Yorkshire should have exactly the same experience as someone collecting from a locker at a train station in London and that consistency is what lets us scale without the quality dropping off. It matters because the industry's real failure point has always been the first delivery attempt. Our research shows that around a third of deliveries don't complete first time and most of that comes down to a structural problem rather than a courier one. Consumers get real choice over how they pay for something at checkout, but hardly ever get a say in how it's delivered, so they end up living with the consequences of a decision that was made for them, usually on price alone. Lockers hand that choice back to the person receiving the parcel. Instead of your day having to bend around a delivery slot, the parcel just fits into whatever your day already looks like, there and secure whenever you're actually able to get to it, whether that's first thing in the morning, on the way home from work, or last thing at night. On the numbers, our Trustpilot score currently sits at 4.7, against a field of competitors mostly below 4.0, and with an NPS of 27 where most other carriers score negative, and more than 70% of parcels are delivered next day with over 90% within two days.

What makes InPost's culture distinctly different, and why is it effective at this scale?

InPost is a challenger brand and that's true regardless of how big the network gets, because being a challenger isn't about size, it's about not being afraid to go against the norm to fix something for the consumer. It's about spotting what's broken, doing things differently rather than just doing the same thing faster, staying agile enough to move before a competitor even notices there's a problem, and ideally solving it before the consumer has fully realised it

themselves. Out-of-home delivery is a good example of that in action – nobody was asking for a locker network, but once people experienced the control it gave them over their own parcels, the old way stopped being good enough. Consumers are at the centre of every decision we make, not an afterthought further down the chain. Even at the scale we've grown to, people here are close to the problem they're solving and are trusted to fix it, rather than watching a decision travel up through layers of approval before anything actually happens. That kind of culture is naturally harder to hold onto as a business scales into the size of network we've built, and it's exactly why we treat protecting it as non-negotiable.

How is InPost innovating to help retail partners reduce cost and environmental impact, not just delivery time?

For retail partners, the biggest lever we can pull is cost. Every failed doorstep delivery creates a repeat journey and that repeat journey costs time and money for everyone involved, not just the retailer but the person who now has to rearrange their day around a parcel that should have arrived the first time – our own research shows people typically lose over two hours rescheduling a single missed delivery. Consolidating deliveries into one secure locker rather than sending a driver to each individual doorstep cuts that failure rate down significantly, and as a result generates fewer customer contacts, so retailers are fielding far fewer calls and complaints about the parcels that go through our network. It works the same way in reverse for returns, which are just as big a cost problem for retailers, particularly in fashion where a large proportion of everything sold gets returned. Instead of a courier collecting one return at a time from individual doorsteps or shops, we route every return through one of our three national sortation hubs, so a courier can consolidate dozens of returns from a single locker run before they ever reach the retailer, getting them back within days rather than the drawn-out stop-by-stop collection a traditional model relies on. A retailer can't process a refund until the item is physically back with them, so a faster, consolidated return journey means the customer gets their money back sooner too, and it's labelless on the customer's side as well, we add the label when we collect it. That's really where our energy goes, into fixing the economics underneath delivery and returns rather than just chasing incremental improvements in speed.

You're clearly investing in talent and capability for the future. What skills are you building for the next phase of out-of-home logistics?

We're building capability across every part of our business because the next phase of this industry isn't going to be won by getting one thing right in isolation. Deep network expertise matters enormously; you simply can't run tens of thousands of locker points properly without people who understand logistics on the ground and know how a network behaves under pressure. Since bringing Yodel into the business, that now extends to running a large to-door courier operation too. Alongside all of that, we need people who understand data, automation and how customer behaviour is shifting in real time. And just as important is genuine retail and ecommerce expertise, people who understand how a retailer's checkout is built, how a retailer like Very or marketplace like eBay thinks about conversion, or how a convenience store or Post Office branch thinks about footfall, so that the partnerships we've built with Tesco are actually designed around how that business and its customers behave, not just a locker bolted onto a car park. It's all of the above combined expertise that lets us keep improving the experience at the same pace we're growing across every side of the business.

Looking ahead, what's your vision for where InPost UK will be in the next 3-5 years, and what will success look like beyond the headline volume numbers?

If you want a single measure of success, it's this – out-of-home delivery becoming the obvious choice at checkout, not something consumers have to actively seek out or opt into. Volume will keep growing, that part is almost inevitable given where we are, but it's not the number I'd actually point to if you asked me what success looks like. Right now, four in ten people miss at least one parcel delivery every month, and somehow that's still treated as a normal, unremarkable part of everyday life. My hope for three to five years from now is that this becomes the exception rather than the rule. What gives me confidence in that is that every generation we've researched, from Gen Z right through to Baby Boomers, tells us they expect to use lockers more over the next year, not less. We want to be leading that shift.

What advice would you give to other leaders navigating today's fast-changing commerce and logistics landscape?

Don't mistake speed for the whole answer, because it so often gets treated as one. It's tempting to keep chasing faster and faster delivery promises, but speed without reliability just moves the point of failure closer to the customer, they still don't get what they were promised, they just find out sooner that something's gone wrong. My advice would be to fix the fundamentals first, get consistency and genuine convenience right and speed tends to follow naturally as a result rather than being the thing you're chasing for its own sake. That's been true at every single stage of InPost's growth, and I don't expect that to change.


InPost
SEND
RETURN
COLLECT
InPost
24/7
SCAN
TAP
& GO
Download our app to
collect parcels in a tap
inpost.co.uk
0330 335 0950
CCTV in use

Innovation culture

Author: **DARREN LEIGH**
Chief Executive Officer, Unipart

Darren Leigh, CEO of Unipart, treats innovation as a company-wide mindset, not a department or buzzword. The Oxford-based supply chain partner – 101 sites, 22 countries, 8,000+ staff – has held its British Safety Council treble for three years running, with upper-quartile engagement scores.

Ask Darren to define innovation and he doesn't reach for gadgets or algorithms. "For Unipart, innovation is about applying a growth mindset at every single level of the business to solve real problems for our customers, our operations and people," he says. Doing something new, he argues, is the easy part – "it is often just chasing technology or change for its own sake." What matters is whether it delivers "measurable value in time, cost, or carbon reduction," and whether it can be repeated.

That's because, as Darren puts it, "innovation is not a department. It is part of our culture, The Unipart Way" – a bottom-up habit built on the belief that the people closest to a process are best placed to improve it. Structured problem-solving, workflow redesign and waste elimination all count as innovation in his book, "just as much... as deploying a new software or technology."
He points to the results as proof: employee engagement has "remained in the upper quartile at 4.0 out of 5.0 for the second consecutive year," while Unipart has kept its "British Safety Council treble for health, safety, wellbeing, and sustainability for the third consecutive year." As he sums it up, "it is about building a culture where nobody accepts that the way we have always done it is the best way forward."

Discipline as the foundation for experimentation

It would be easy to assume a business judged on operational reliability and margin has little room for experimental thinking. Darren rejects the premise: "we do not view operational reliability and experimental thinking as opposites. In fact, a highly disciplined, stable operation is exactly what gives you the opportunity to experiment."

Unipart manages that risk through "partnerships with purpose" – collaborations with academia and industry, including the Institute for Advanced Manufacturing & Engineering with Coventry University and a strategic partnership with the University of Derby, that let the business "do the heavy lifting of experimentation alongside academia, tech partners, and smaller enterprises." The standout case is Hyperbat, which "began as a collaborative research partnership through AME, to develop cutting-edge EV battery manufacturing technology" and "successfully scaled into a world-class industry joint venture" now under full Unipart ownership. Sharing risk this way lets Unipart "test next-generation concepts in a controlled way," bringing a solution into daily use only once it has passed "strict industry approvals" – at which point "operational discipline ensures it performs reliably at scale."

Separating the real from the fashionable

With every new technology comes a decision: worth pursuing, or just noise? Darren's team starts with the customer. "We start by asking what the actual friction is that we are trying to solve, and whether the root cause is truly understood," followed by whether the technology solves a genuine problem "or if we are just interested in the tool," and whether it can scale under real-world conditions "or... only looks impressive in a controlled environment."

If Unipart can't clearly define how a technology helps colleagues or improves a customer's supply chain, "we do not pursue it." As he puts it: "Innovation is not about having the newest kit, it is about finding the most efficient, robust way to add value... If a simple process redesign solves the issue better than an expensive software package, we choose the process redesign every time."

Measuring what matters

Financial return, Darren says, "is important for commercial sustainability, but it does not tell the whole story." Unipart measures success against time, cost and carbon reduction – and against culture. Modular, pre-assembled systems "significantly reduce on-site installation timelines and eliminate deployment failures," while work with train leasing company Porterbrook has embedded remote condition monitoring into rolling stock fleets: "by translating real-time data into predictive maintenance actions, we can fix components before they fail, directly improving fleet reliability, lowers costs, and keeps passengers moving." Culturally, the real test is adoption: "when a team embraces a new way of working and starts building on top of it themselves, that is the ultimate proof that the business has moved forward."

He offers a striking example of pace: Unipart's low-cost-entry warehouse management system recently took a customer "from price acceptance to the first pallet in and out of our warehouse within 48 hours" – a turnaround, he notes, few logistics companies can match.

Looking five years ahead

Most predictions about logistics fixate on hardware – robots, autonomous vehicles, AI. Darren sees the bigger shift elsewhere: "the real innovation will be in system integration and ecosystem orchestration." Customers, he says, "do not just want a single capability anymore. They want multiple, integrated services delivered seamlessly." The winning model connects data from condition monitoring on a physical asset to automated supply chain actions, targeting maintenance "before a failure even happens" – with the businesses that thrive being those that can "orchestrate that entire ecosystem, while keeping a human face on efficiency."

Advice for leaders starting out

For any leader wanting a more innovative organisation but unsure where to begin, Darren's advice is blunt: start with culture and process, not technology. "If you try to inject expensive technology into a broken or rigid culture, you just end up with an expensive, broken culture." Genuine innovation requires humility – "we have to admit that we do not have all the answers and actively listen to the people on the front line" – alongside partnerships across public and private sectors, echoing the UK's Industrial Strategy, which "highlights that long-term economic growth and innovation happen when we work hand in hand with industry, government, and academia."

His closing message favours empowerment over top-down mandate: give teams "a standard, structured way to look at problem solving," then let them spot waste and suggest improvements. "Once you have a workforce that is actively engaged in continuously improving the day-to-day work, you will find that innovation starts happening naturally. You do not need to force it from the top down, you just need to create the environment that allows it to grow."

The Chartered Institute of Logistics and Transport

Assessment Setter Opportunity

Bus Service Commissioning and *Operations* Qualification

Do you have the expertise to support the assessment of our new qualification? Focusing on public transport strategy and delivery, this qualification supports local authorities and bus operators to strengthen service planning and operations, while also building partnerships that improve collaboration across bus networks.

Topics include:

- The Role of the Bus
- Regulatory Framework
- Funding and Delivery

Requirements:

- You must have relevant experience in subject areas relevant to the programme.
- Your role is to produce and submit assessment materials to support the effective operation of The Chartered Institute of Logistics and Transport (UK)'s assessment cycles in line with company standards and regulatory requirements.

This role has a flexible working schedule and work is remote.

If you'd like more information, please contact qualification.development@ciltuk.org.uk

Modelling the freight sector

Author: **MIKE GARRATT**
Chairman, MDS Transmodal

While freight has long trailed passenger transport in modelling sophistication, a 35-year-old tool developed by MDS Transmodal is now shaping some of the biggest questions in UK freight policy – from HS2's impact to the Department for Transport's new in-house model, FAME.

The transport world is very familiar with modelling, but the approach is normally quite different between the passenger and freight sectors.

Passenger modelling, with its familiar structure of trip generation, distribution, modal choice and assignment has been with us since the 1960s and has generally focused on optimizing the public sector's provision of road networks and transit services, appraised from a public interest perspective. By contrast, freight modelling has generally been conducted at the company level where the objective is to optimize private sector supply chains' unit costs and reliability and in order to maximize returns on the huge investments made privately in ports, terminals, distribution centres and mobile assets (HGVs, trains, terminals and ships etc.).

Public interest modelling for freight is more generally conducted to determine the demand made on road networks in the context of capacity analyses and not to optimize freight sector outcomes in the interest of the wider economy. One reason is that while typical motorized passenger journey lengths might be only 10 kms and therefore internal trips as modelled at the metropolitan level, which is the scale at which most major transport modelling exercises are conducted. By contrast, heavy freight lengths of haul in the UK have a mean length of over 100 kms meaning trip ends are often external to an urban study area and beyond local levers of influence such as land use planning.

However, freight modelling at the national scale has not been entirely ignored. MDS Transmodal (MDST) developed an initial version of its GB Freight Model (GBFM) 35 years ago to inform demand forecasts for the Channel Tunnel and the ferry services it competes with. Subsequently it was expanded to include all domestic heavy freight and calibrated against base year modal shares, port throughputs and road and rail network flows. It was employed by the then Strategic Rail Authority in 2001. The Department for Transport funded further upgrades to meet its requirement in 2004, while leaving ownership and responsibility for upkeep and updating with MDST. The wide range of public domain data inputs that feed the model (some maintained by the State and some by MDST) and facilitate its updating are also used to provide a quarterly monitoring service for Logistics UK which includes trends in trade through the ports, the growth in warehousing, shipping service capacity, trade volumes and in the use of the national road and rail networks.

GBFM has since been employed in studies and to provide modelled data for a wide range of interested parties including ports, sub-regional transport bodies, developers, National Highways, the National Infrastructure Commission, Network Rail, Logistics UK and the DfT itself. Examples of outputs from some of these projects are illustrated in Figures 1-6.

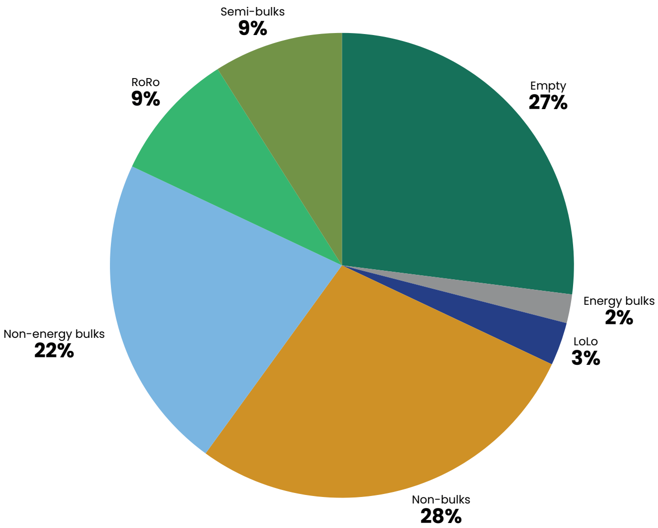
It has been used to help inform models in other countries and the European Commission.

A 'fixed' freight matrix derived from GBFM was commissioned for the National Transport Model, but without active drivers that could inform policies. It provided the basis for the Government's target growth rate of 75% by 2050 for rail freight during which a wide range of scenarios were tested and is currently employed developing detailed rail network capacity constrained rail freight forecasts for 2033/4 and 2038/9, considering a range of exogenous and endogenous impacts through scenario development. The model is calibrated to reflect current network loading and mode shares, can produce outputs by commodity (to reflect the relationship with the wider economy) and estimates the user and non-user benefits of policy or infrastructure interventions. That has included the impact of HS2 and East West Rail (in their various proposed formats) on the freight industry.

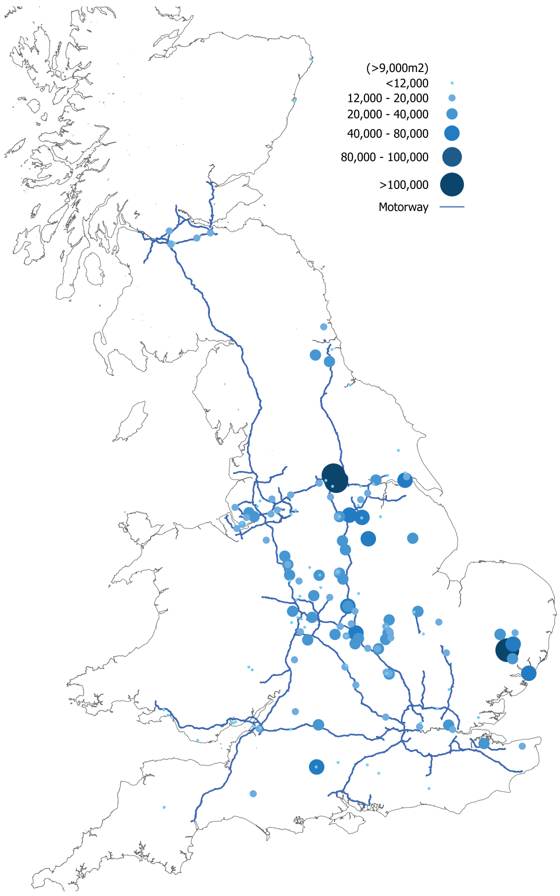
The model has been used to assess the role of the strategic road network by commodities carried, the impact of rail freight growth on network demand and to identify the links in the freight network that play the most strategic role.

Modelling at a national level offers a range of opportunities, which includes developing policies that address the relationship between warehouse clusters, road network capacity and the location of intermodal rail terminals, the distribution of aggregates from 'super quarries' by rail and road, the impact of inland infrastructure on the competitiveness of ports and the prize of raising mobile asset utilization by addressing points of freight congestion in the road network and improved rail freight train pathing. The switch towards

The freight role of the M25 by commodity sector



Large warehouse growth between Q4 2024 and Q4 2025



> ***Freight modelling at the national scale has not been entirely ignored.***

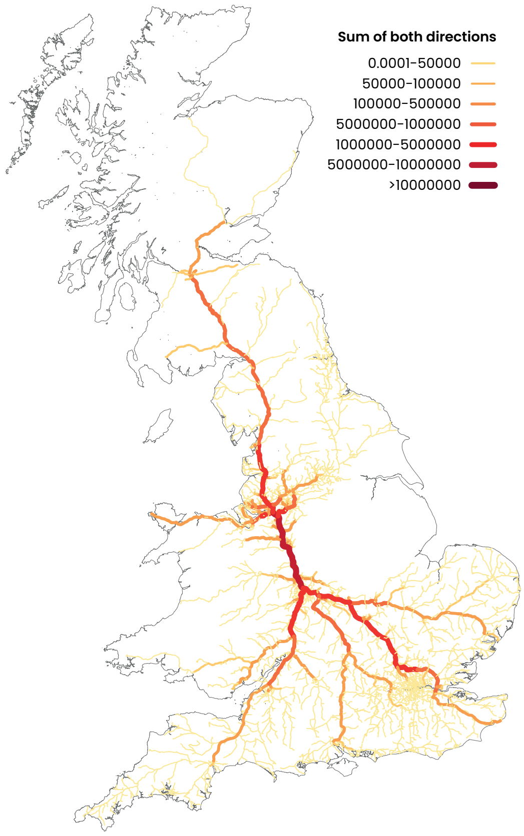
electric traction re-introduces the prospect of road pricing and its potential impact on location choices, which GBFM was last employed to test 20 years ago.

The recent decision by the Department for Transport to commission their own and exclusive freight model provides an interesting step in raising the profile of freight and creates the opportunity for the different policy teams in the Department to coordinate activity through the use of its own model (to be known as FAME) and of the State provided related databases. If this leads to the State having a better appreciation of the role and requirements of the freight sector this has to be welcomed. It has published a feasibility study prepared by MDST that effectively describes the functionality of GBFM and shows how a model can be incorporated into policy development.
The peer review published alongside recommends that this blueprint is (broadly) followed.

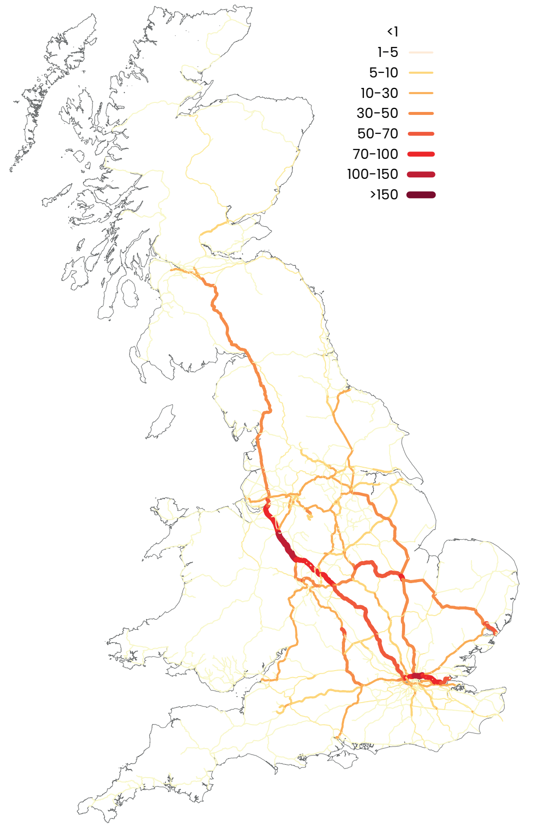
It is important to remind ourselves that the freight sector is not a centrally planned system but a market based on a complex trading environment in which individual companies make investments in assets to achieve competitive advantage. Change will not take place unless it is in the private interest of the market actors who invest in fixed mobile assets, and these interests have therefore also to be considered within the modelling framework. The value of these assets may be enhanced or diminished by the investments made by the public sector in its road and rail networks. One of the opportunities this initiative provides is for the private sector to make the case for investment in those networks in an informed and quantified way in the knowledge that the State will be able to run its model to determine its wider economic value. Modelling to take account of the wider impacts of an intervention may take the place of lobbying, strengthening the case of the freight sector in its relationship with the public sector.

A preliminary step could be to require models conducted at a metropolitan level to incorporate freight in such a way that national and local policies on land use and modal share are properly dealt with. This issue is currently being examined by CILT(UK)'s Freight and Logistics Policy Group (FLPG) which has established a working group on Freight Visibility and Value including modelling economic value across modes.

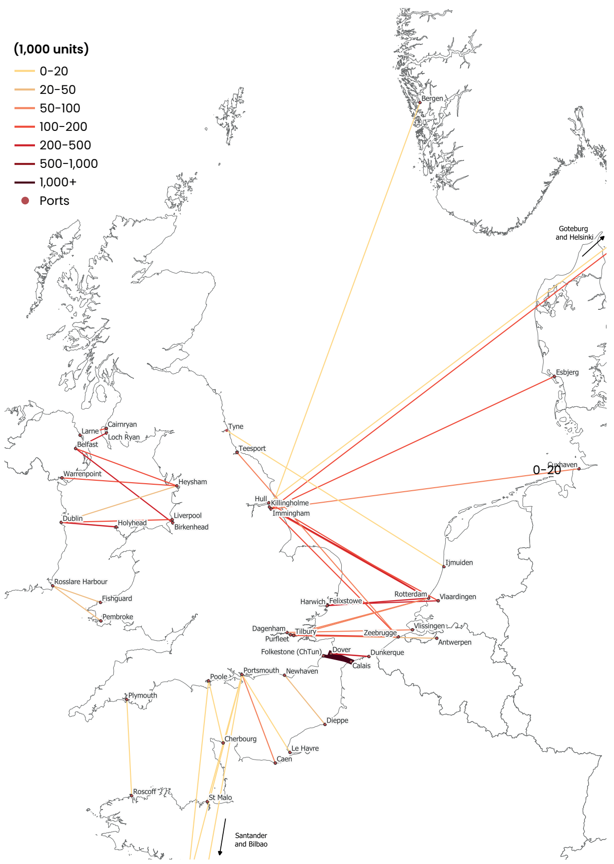
The strategic role of the M6 in Staffordshire: O&Ds served



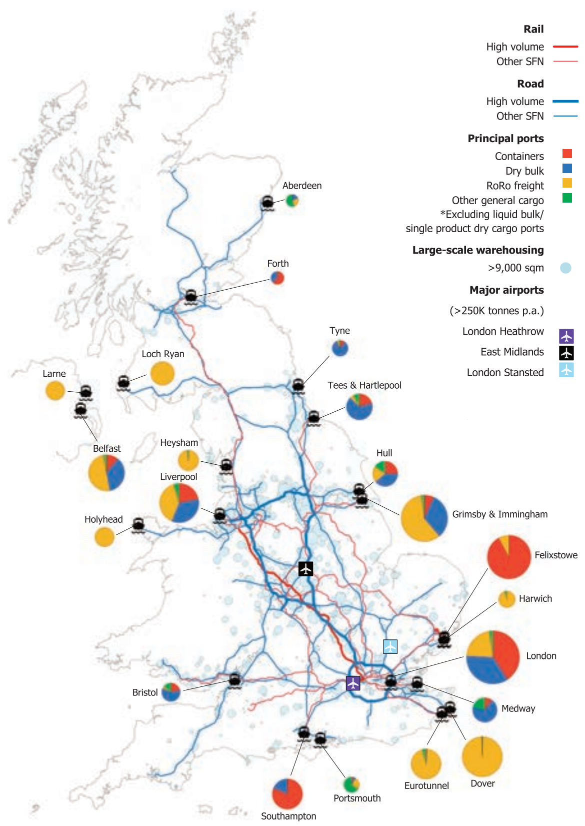
Projected growth in rail freight train volumes to 2050

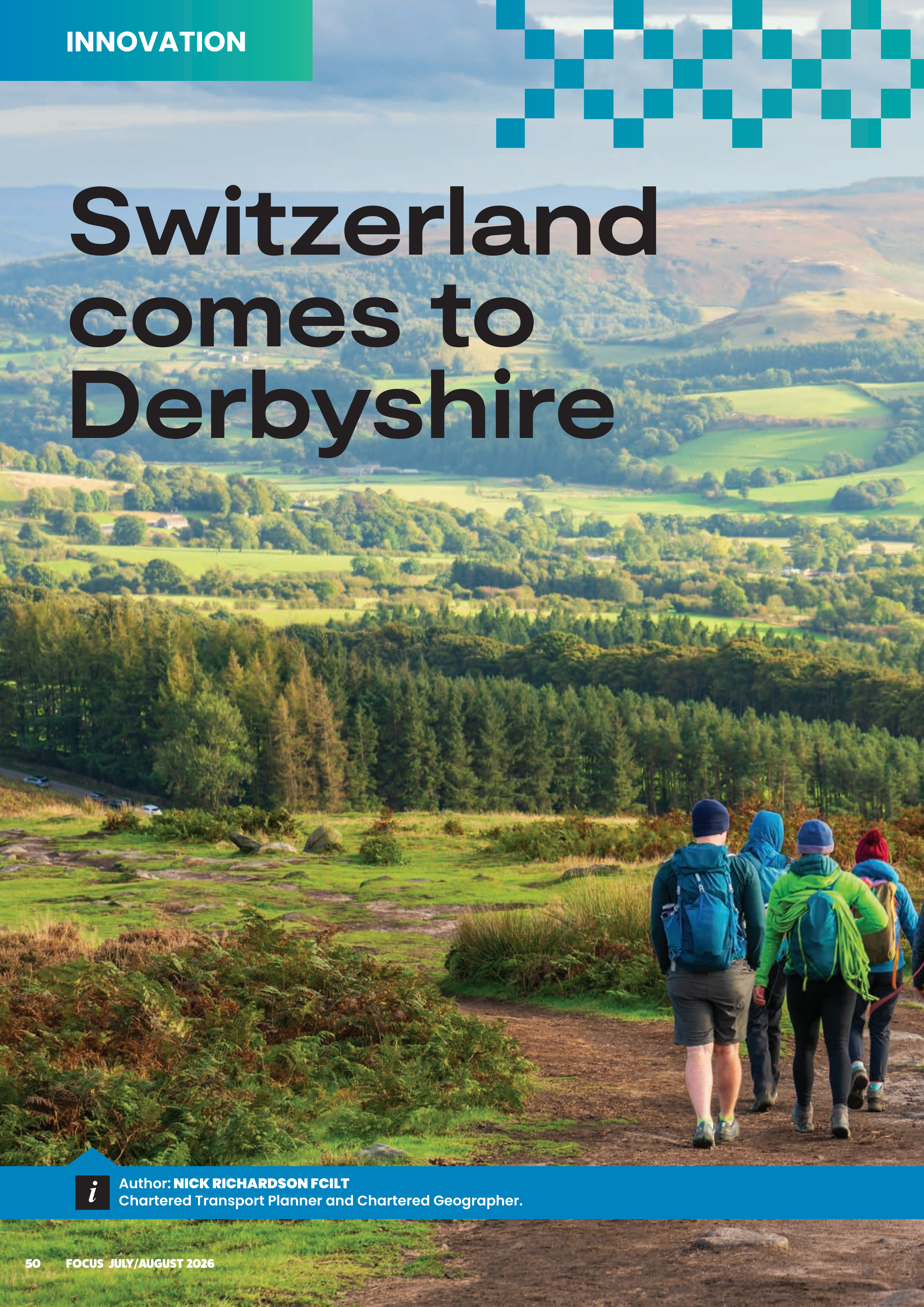


Ro-ro freight cargo volumes between Britain and the Continent



UK Logistics network in collaboration with Logistics UK





Switzerland comes to Derbyshire

Author: **NICK RICHARDSON FCILT**
Chartered Transport Planner and Chartered Geographer.

Nick Richardson FCILT explores what it will take to turn joined-up bus and rail travel from an occasional accident into a reliable, everyday reality.

The 'Mini Switzerland' concept is becoming a practical demonstration project applying its principles to the Hope Valley in Derbyshire, a rural area that is a popular destination for visitors but with limited travel options for residents without cars. This will provide a working example of what might be transferable to other rural areas that benefit from having established train and bus services.

Chequered history

Generally, the UK is not very good at coordinating bus and train services although in previous eras it was railway companies that instigated bus services because they understood that people needed to get to stations if they were to use trains. Substantial networks appeared which set the tone for integration not just for people but for their luggage and freight consignments also. This reflected the thinking that railways were innovative transport providers and not solely obsessed with trains. Since then, we have tended to retract from integrated services and with rail privatisation, the whole idea took a battering. This was odd given that many train operators were also bus operators but never managed to coordinate much that was meaningful and lasting.

The Hope Valley initiative challenges this absence of coordination and recognizes that there is much to be gained by considering the whole journey requirement, not just one part of it. Joining together the component parts means benefits all round not just for transport operators but for communities, their economies and the environment if some car users are supported in trying an improved offer. Critically, all the transport operators in the area have signed up to the idea with some enthusiasm because it has the potential to widen their markets.

Theory into practice

There are some inevitable practicalities to be overcome, which possibly accounts for why integration hasn't been happening naturally. Each of these needs to be considered from the point of view of the user if success is to be achieved. For the Hope Valley, there are broadly two constituencies: local people making outward journeys to urban areas for various purposes and inbound visitors who would otherwise travel by car. Improvements also need a decent level of service to build upon.

The first practical aspect to consider is the location for interchange and whether or not there is a bus stop adjacent to or at a rail station. This needs to be somewhere where a bus can wait without obstructing the highway and which is easily accessible for all users, hence decent bus stop infrastructure. Even if the station platform and the bus stop and not immediately adjacent, both need to be clearly visible and step-free, implying that stations are suitably upgraded and that adequate lighting is in place.

Next we need to think about timetables. For example for an hourly train service, any connecting bus timetable needs to tesselate i.e. be hourly (or more frequent) or at least two hourly. This isn't as simple as it sounds because there needs to be a space of a few minutes to enable people to get from the train to the bus or vice versa. Where there is not a dominant flow – as in Hope Valley where there are journeys in both directions – unless a connecting bus is very frequent, it should enable both boarding and alighting. This means that the bus is at the station for several minutes to allow transfer without panic; there are then knock-on effects for people making other journeys. This problem is eradicated if the station is the bus terminus but usually it isn't. Another consideration is the reliability and punctuality of the train and/or bus – if one is late, does the other wait? Trains certainly won't and buses probably can't for more than a few minutes. This principle of guaranteed connection is really important to users who may otherwise be left high and dry if their connection fails. There is also an implication that buses and trains have the same operating hours so that the last train of the day is met by a bus or there could be a problem. If the current operating hours are not matched, then there is a cost implication for an operator to add more: an aspirational timetable may not be affordable.

Service information helps individuals decide whether or not to try the new improved offer. Public timetables need to include everything that matters with buses and train times properly included. The format should be something better than a mashed up timetable in its traditional form because the intention should be to attract additional users. People who have become reliant on cars probably don't know how to interpret an array of numbers in a timetable so fall at the first hurdle. Given that they may not have used trains for a while, if at all, and are suspicious about using a bus, any service information by whatever media needs to be enticing and reliable. Bus tracking data needs to be available to train users and real time train times need to be displayed in buses.

Related to this is ticketing and pricing, particularly for groups of habitual car users. Prices for group travel by train and bus are generally embarrassingly high; given that Hope Valley attracts visitors as individuals, pairs, families and larger groups, this presents multiple opportunities. Thinking back to the decision-making process, how does the passenger transport option compare with car use and parking? With a typical group of four, probably quite badly and this is a key determinant of how the journey is made. With many visitors wanting to walk from one place to another, a train/bus combination is very attractive so prices should reflect this. Could Railcards be extended to linked buses perhaps? Can concessionary travel apply to local train services as well as buses as they do in Wales? The services are crying out for proper market initiatives, evolving over time into a widely appreciated and universal service.

The integration concept is all about making the seamless journey part of the experience which works best when it is truly seamless. Enter ticketing – one ticket for one journey would be best, facilitated by tap-on/tap-off on the relevant buses and trains (with a non-digital equivalent to maintain choice and equitable access). Using a car is seamless so the alternative should be as seamless as driving somewhere then parking.

Unlocking potential

Meanwhile, areas that attract visitors battle with the conundrum that they value the spending power that visitors bring but can't manage the car traffic that is associated with them. Here an integrated public transport offer as part of an integrated transport strategy makes sense. It needs to consider why local people need to travel and how to best respond. Hence any strategy needs to include more than trains and buses: community transport is ideally placed to connect to stations and bus hubs but there are also voluntary car schemes, taxis, healthcare and education transport services that could be included. This was the aspiration of the Department for Transport's 'Total Transport' project, but circumstances undermined its potential in many locations. A strategy could also include cars because as the main means of rural transport, there are a lot of them that could be better integrated e.g. local transport hubs in villages could include a bus stop and associated car parking. Mini Switzerland needs local communities to engage to ensure that the traffic is two-way, both outwards and inwards, building step by step into a meaningful and valued element of the area's identity. Then the challenges of rural living such as the employment market, access to education and healthcare can really be addressed.

All the above practicalities are intrinsically linked – this is what integration is about i.e. a comprehensive, reliable, affordable, coherent passenger transport offer. Effective integration has proved to be elusive but needs firm foundations. Getting the basic connections is an essential step towards this and Hope Valley could point the way for other areas.

This article first appeared in *Passenger Transport* magazine.

Decarbonisation without the infrastructure wait.

Ask a logistics operator what innovation looks like and most people picture software, automation or AI. Few picture a financing mechanism.

But for Woodland Group, named in CILT(UK)'s Top 30 Logistics Service Providers, one of its most significant innovations isn't software or automation at all. It's a new way of financing decarbonisation. It's a challenge that sits at the intersection of finance, trust and infrastructure, which is exactly why it belongs in a conversation about innovation rather than compliance.

Woodland's recently published Sustainability Report sets out how the company is approaching this challenge: not as a box to tick once a year, but as a design brief, worked through fuel by fuel, fleet by fleet and, increasingly, deal by deal.

Consider Book & Claim, launched across Woodland's network in 2025. The problem it solves is a familiar one across global supply chains. Low carbon fuels such as Sustainable Aviation Fuel (SAF), marine biofuels and biodiesel already exist, but they cannot yet be supplied consistently across every trade lane. Infrastructure takes years to develop, leaving organisations looking to decarbonise their supply chains today with limited options until the physical network catches up.

Book & Claim breaks that link by allowing customers to fund the use of low carbon fuel elsewhere within Woodland's partner networks while still receiving the environmental benefit. That benefit is independently verified and allocated exclusively to the customer, even though the fuel itself may be used on a different shipment or on another continent.

Woodland has applied the same principle to its own business travel. Recognising that some international travel will remain necessary for the foreseeable future, the company used Book & Claim during 2025 to purchase Sustainable Aviation Fuel certificates equivalent to 50 tonnes of CO_2e, covering 28% of its aviation business travel emissions, even on routes where SAF was not yet physically available.

The objective isn't simply to compensate for emissions. It's to stimulate demand for a fuel capable of reducing lifecycle emissions by almost 90% compared with conventional jet fuel, while continuing to reduce travel wherever practical through virtual collaboration. That is where the real breakthrough lies: not in inventing a new fuel or engine, but in creating

Author: **SAM WARREN**
Sustainability Manager, Woodland Group

CILT(UK) TOP 30
Logistics Service Providers 2026

A different type of innovation

a mechanism that enables organisations to benefit from lower carbon fuels years before supporting infrastructure becomes widely available.

The same thinking extends beyond financial mechanisms. Across its warehouse operations, more than 94% of Woodland's material handling fleet is now electric, contributing to a 59% reduction in associated emissions in a single year. Fuel financing, business travel and warehouse equipment may be very different initiatives, but they are driven by the same philosophy: don't simply measure emissions; find practical ways to reduce them faster than infrastructure alone would allow.

Of course, innovation carries little weight without evidence. Woodland's overall energy related emissions are down 56% against its 2022 baseline, while the company has retained EcoVadis Gold for a fourth consecutive year, improving its score from 74/100 in 2024 to 79/100 in 2025 and 83/100 in 2026. Placing it within the top 3% of more than 150,000 companies assessed worldwide.

Woodland has also completed a Double Materiality Assessment to better understand where its most significant environmental and social impacts lie across the value chain, while maintaining DVSA Earned Recognition and ISO 45001, 14001, and 9001 accreditations across its major sites. Together, these independent assessments provide confidence that the company's sustainability programme is built on measurable progress rather than aspiration. For an industry that is rightly sceptical of environmental claims, independently verified performance matters.

The challenge now is to continue treating carbon as something to be engineered and financed out of the network, rather than simply reported after the fact. Extending Book & Claim across road, sea and air freight services, continuing the electrification of its wider fleet and giving more customers credible ways to accelerate decarbonisation before infrastructure fully matures reflects Woodland's view that sustainability and innovation are ultimately the same challenge.

Across today's supply chains, innovation is often measured in faster systems, smarter software or larger facilities. Increasingly, it may also be measured by how quickly organisations can remove carbon from their operations. Those that solve that challenge first will not only reduce emissions, they will also build a competitive advantage long before the infrastructure catches up.

ADVERTORIAL FEATURE

Next generation 3PLs defined by adaptability

Third-party logistics providers have always operated in an environment defined by change. Customer expectations evolve, product mixes shift, labour markets fluctuate, and new technologies emerge at an accelerating pace. Today, those pressures are converging, making adaptability the defining characteristic of successful 3PL operations.

Automation is often viewed as the answer, and it certainly plays an important role. But the real competitive advantage isn't simply deploying more automation. It's building operations that can adapt as quickly as customer requirements change.

That's especially true for 3PLs.

Unlike manufacturers or retailers operating within relatively stable environments, 3PLs must continuously onboard new customers, support diverse operational models, and scale services without disrupting existing operations. A facility may support multiple customers with completely different inventory profiles, order characteristics, service-level agreements, and fulfilment strategies, all under one roof.

That level of complexity demands flexibility.

The labour challenge isn't going away

One of the biggest operational challenges facing 3PLs today remains workforce stability.

Many providers experience annual workforce turnover approaching 50%. Replacing and training employees at that scale places enormous pressure on operations while making consistent execution increasingly difficult.

In the UK, the workforce challenge has evolved. The acute recruitment shortages of recent years have eased, but a deeper skills gap has emerged – as UKWA's own research shows, over half of employers anticipate critical skills shortages in automation and robotics within five years, and many report the same struggle in retaining leadership and management capability. For UK and European 3PLs, workforce stability is no longer just about hiring enough people; it's about building the skills to operate an increasingly automated, orchestrated warehouse environment.

Automation can help address these challenges by reducing repetitive manual tasks and improving productivity. But traditional automation projects often require significant capital investment and lengthy implementation timelines, sometimes months or even years.

For organisations operating in rapidly changing environments, that's simply too slow. The goal shouldn't be implementing automation for automation's sake. It should be deploying technology that delivers value quickly while remaining flexible enough to evolve alongside the business.

Flexibility creates competitive advantage

The most successful 3PLs aren't treating technology as a fixed investment. They're treating it as a strategic capability.

Leading providers are building technology ecosystems that allow them to rapidly onboard new customers, integrate different automation solutions, and adjust operational workflows as business needs evolve.

That flexibility becomes a significant differentiator.

Customer requirements rarely stay the same for long. Product profiles change. Order volumes fluctuate. Automation strategies evolve. The technologies supporting warehouse operations need to evolve just as quickly.

Rigid systems become obstacles.

Flexible platforms become enablers.

The organisations pulling ahead are those investing in technology that allows them to continuously adapt, not those locked into yesterday's operating model.

The warehouse Is becoming an orchestrated environment

As automation continues to expand, the role of the warehouse management system is changing as well.

Historically, WMS platforms focused primarily on inventory management and task execution.

Tomorrow's warehouses require something much broader.

Most operations won't rely on a single automation technology. They'll combine manual workflows with autonomous mobile robots, goods-to-person systems, conveyor networks, automated storage, and future technologies that haven't yet reached mainstream adoption.

Successfully coordinating all these moving parts requires intelligent orchestration.

Warehouse operations are ultimately driven by flow, not simply speed.

Moving inventory through receiving, storage, picking, packing, and shipping efficiently requires balancing people, automation, and operational priorities in real time.

Moving inventory through receiving, storage, picking, packing, and shipping efficiently requires balancing people, automation, and operational priorities in real time. As complexity increases, orchestration becomes just as important as execution.

The warehouse management platform is evolving from managing individual tasks to coordinating entire warehouse ecosystems.

Planning for what's next

One of the biggest mistakes organisations can make is selecting technology based solely on today's requirements.

The better question is whether today's technology will still support the business three or five years from now.

- **Can it accommodate new automation vendors?**
- **Can workflows be adjusted without extensive redevelopment?**
- **Can new customers be onboarded quickly?**
- **Can operations scale without requiring another major technology replacement?**

The strongest technology strategies recognise that change is inevitable.

Rather than locking organisations into rigid architectures, they provide the flexibility to continuously evolve as customer expectations, business models, and automation strategies mature.

The logistics industry is entering a new era where operational success will increasingly depend on how quickly organisations can respond to change.

Automation will continue to accelerate. Artificial intelligence will improve decision-making. Customer expectations will continue to rise.

The providers that lead this next chapter will be the ones with the most adaptable operations.

Building the adaptive 3PL

As we celebrate the organisations recognised in CILT(UK)'s Top 30 3PL edition, it's clear that innovation is defined by a willingness to continuously evolve.

At IFS Softeon, we've spent decades helping leading 3PLs build warehouse operations that are designed for change. Our platform combines warehouse management, warehouse execution, robotics orchestration, and AI-driven intelligence to help providers onboard customers faster, integrate automation with confidence, and adapt to changing operational requirements without sacrificing performance.

Whether you're modernising an existing operation, expanding automation, or preparing for future growth, the right technology foundation can make the difference between simply keeping pace and leading the market.

To learn how IFS Softeon helps 3PLs improve agility, accelerate customer onboarding, and maximise warehouse performance, visit:

www.softeon.com

Author: **Jim Hoefflin**
CEO, IFS Softeon

Decoupling Global Supply Chains

One factory shutdown, one tariff hike, one border closure, and a global product line stalls. Kaushik Krishnan FCILT, explains why spreading production across new hubs is now a business necessity, and why doing it right takes far more than moving a purchase order.

Modern consumer electronics are miracles of integration. A single flagship device can contain hundreds of precision-engineered components, sourced from thousands of specialised vendors. Yet the architecture governing the production of these devices has historically been predicated on a dangerous doctrine: lean efficiency through extreme geographic concentration.

For decades, the global technology sector centralised most of its manufacturing capacity in China. This monocentric model enabled rapid scaling and optimised cost structures, but it introduced a catastrophic structural vulnerability. Because modern hardware requires total component integration, the failure to secure even a single micro-component can paralyse the production of an entire product line.

Recent systemic shocks ranging from pandemic-era factory lockdowns to escalating global tariff wars and geopolitical instability have exposed the fragility of this concentration. Furthermore, as the integration of Artificial Intelligence (AI) accelerates, the demand for high-performance computing devices in every household and enterprise is surging. Relying on a single geographic node to supply the hardware powering the AI revolution is no longer a viable strategy for global technology leaders.

Author: **KAUSHIK KRISHNAN FCILT**

To insulate multi-billion-dollar product lines from severe logistical shocks, the industry must embrace the 'China-Plus-One' diversification strategy. However, decoupling an advanced technology supply chain requires far more than rerouting logistics; it requires a rigorous framework for evaluating emerging markets and executing massive technology transfers.

Evaluating the optimal diversification hub

The first challenge in diversification is acknowledging that high-volume, precision manufacturing cannot easily be reshored to Europe or North America due to labor constraints, high capital costs, and a lack of established component ecosystems. Consequently, organisations must look to emerging hubs in Southeast Asia, the Indian subcontinent, and Latin America.

Understanding the macroeconomic drivers is the first step in choosing a destination. Today, supply chain strategy is no longer just about finding the cheapest labor; it is about finding the smartest 'tariff resilience.' For example, consumer electronics shipped from legacy hubs can face punishing tariffs approaching 34%, destroying profit margins.

When we evaluate alternative hubs, we see that there is no 'one-size-fits-all' solution. Each country offers a completely different strategic advantage based on its trade agreements and local laws:

- **Mexico (The Defensive Fortress): Mexico is essentially a compliance necessity for companies targeting North America. Recent policy shifts have established massive tariff walls sometimes up to 50% for goods coming from outside free-trade zones. To access the USMCA (United States-Mexico-Canada Agreement) without paying these steep penalties, companies must physically localise a substantial portion of their manufacturing inside Mexico.**
- **Vietnam (The Agile Network): Vietnam operates as a model of 'Networked Efficiency.' Because of its geographic proximity to established Asian supply chains, companies can rapidly import machinery and transfer technology across the border. Furthermore, Vietnam's trade agreements (like the EVFTA) provide the massive advantage of duty-free access to European markets.**
- **India (The Domestic Giant): India presents a completely different playbook. Driven by a strict strategy to promote local industry, India imposes steep import taxes (roughly 22%) on finished electronics. Therefore, if a company wants to sell its products to India's massive domestic consumer base, setting up local assembly and driving vertical integration inside the country is not just an option it is mandatory to remain price competitive.**

Executing the technology transfer

Once a destination is selected based on these macroeconomic metrics, the true challenge begins on the factory floor. The most common point of failure in global diversification is the assumption that emerging markets are immediately ready to absorb high-precision manufacturing. They are not.

When my teams executed a multi-country diversification framework to migrate hundreds of millions of dollars in production capacity to regions like India and Vietnam, the primary hurdle was capability. You cannot simply move purchase orders; you must physically engineer the underlying industrial ecosystem from the ground up.

To ensure resilience and cost-efficiency, organisations must drive Vertical Integration as aggressively as possible within the new hub. This means co-locating raw material processing, advanced technology applications, and final complex assembly within a tight geographic radius. Fragmented supply chains across borders negate the benefits of diversification by introducing new logistical choke points.

Achieving this vertical integration in an emerging market requires organisations to act as first-movers, bearing the intense financial and technical burden of ecosystem creation. In our 'China-Plus-One' execution, this was not a standard procurement exercise; it was a massive technology transfer. It required personally negotiating supplier capital investments (Capex) to ensure the local vendors had the financial runway to scale.

Furthermore, we had to physically train raw labor forces to meet uncompromising global standards. We established strict 'Zero-Trust' security protocols to protect highly classified manufacturing IP in new territories. Most importantly, we had to calibrate vendor capabilities to execute micron-level CNC machining, advanced sandblasting, and precision stamping capabilities that previously did not exist at scale in these regions.

Conclusion: The mandate for supply chain leaders

The era of the monocentric supply chain is over. The organisations that thrive in the next decade will be those that view diversification not as a logistics challenge, but as a holistic engineering operation.

By integrating macroeconomic tariff analysis with aggressive vertical integration and intensive supplier capability development, we can architect physical supply chains capable of withstanding the disruptions of tomorrow. The blueprints we establish today will provide the physical foundation for the global technology sector's ongoing resilience.

SOLVARES
LOGISTICS

Innovation in motion

How Solvares Logistics is transforming transport planning through technology

In today's logistics landscape, transport operators face mounting pressure from every direction. Rising fuel costs, driver shortages, increasing customer expectations, sustainability targets, and economic uncertainty are forcing businesses to do more with less. Against this backdrop, technology has become more than a competitive advantage – it has become a necessity.

A focus on innovation

At Solvares Logistics, innovation is at the heart of everything we do. Our mission is simple: help shippers optimise their transport operations, improve customer service, reduce costs, and build more resilient operations through intelligent planning and execution technology.

For many businesses, transport planning remains a highly manual process. Experienced planners often rely on spreadsheets, local knowledge, and years of operational expertise to create daily schedules. While this approach can work, it can also limit scalability and leave businesses vulnerable when circumstances change.

Solvares Logistics combines decades of transport expertise with advanced optimisation technology to automate and enhance planning decisions. Our software analyses thousands of variables in seconds, including vehicle and carrier capacities, delivery windows, driver availability, traffic patterns, customer requirements, and operational constraints. The result is highly efficient transport plans that would be impossible to generate manually.

The benefits are significant. Customers regularly achieve reductions in fleet mileage, improved vehicle utilisation, lower fuel consumption, and increased delivery performance. In an industry where margins are often tight, even small percentage improvements can deliver substantial financial returns.

Enabling resilient supply chains

But innovation isn't simply about reducing costs. Modern logistics operations need visibility, agility, and control.

Today's customers expect accurate delivery information, real-time updates, and exceptional service. Solvares Logistics provides organisations with the tools to meet these expectations through dynamic planning, real-time route management, and seamless communication between planners, drivers, carriers, suppliers and customers.

Artificial intelligence, connected systems and advanced analytics are also playing an increasingly important role in transport operations. Rather than replacing planners, these technologies empower them to make faster, more informed decisions. By identifying optimisation opportunities, predicting operational challenges, and evaluating multiple planning options, intelligent software enables transport teams to focus on strategic decision-making rather than administrative tasks.

Sustainable logistics solutions

Sustainability is another key driver of innovation. With environmental targets becoming increasingly important for both businesses and their customers, shippers are seeking practical ways to reduce emissions without compromising service levels.

Transport planning technology provides one of the most immediate and measurable ways to achieve this. Fewer miles driven means lower fuel consumption, reduced carbon emissions, and improved operational efficiency. By helping organisations maximise the productivity of every vehicle and every journey, Solvares Logistics supports both commercial and environmental objectives.

Digital transformation

The logistics industry is experiencing rapid digital transformation. Integration between transport planning systems, telematics platforms, carrier systems, warehouse operations, ERP systems, and customer portals is becoming essential. Businesses need technology ecosystems that enable data to flow seamlessly across the organisation.

Solvares Logistics develops flexible, scalable solutions that integrate with existing business systems, ensuring that organisations can modernise their operations without disrupting day-to-day activities. This connected approach provides a consistent, shared view of transport operations and enables more effective decision-making at every level.

Our software analyses thousands of variables in seconds, including vehicle and carrier capacities.

What does the future hold for logistics technology?

Looking ahead, the pace of technological change shows no sign of slowing. Developments in artificial intelligence, machine learning, predictive analytics, and automation will continue to reshape the logistics sector. The organisations that embrace innovation today will be best positioned to respond to future challenges and opportunities.

At Solvares Logistics, we believe technology should deliver measurable business outcomes – not complexity. Our focus remains on helping transport operators work smarter, improve efficiency, enhance customer service, and build a sustainable competitive advantage.

In a world where every mile, every vehicle, and every delivery matters, innovation is no longer optional. It is the engine driving the future of logistics – and Solvares Logistics is proud to be helping customers lead the way.

Why not reach out to us to find out how we can help digitalise your transport operations:

www.solvares-logistics.com/en

COMMUNITIES

Regions, Nations, & Groups
01536 740116
regions@ciltuk.org.uk
www.ciltuk.org.uk/regions

Forums
01536 740140
forums@ciltuk.org.uk
www.ciltuk.org.uk/forums

SCOTTISH REGION

Visit from Helen Hardy

The Scottish Region were delighted when CILT(UK) Chief Executive Helen Hardy paid a visit to Glasgow for a social evening on 16 June during which she told us about the Institute's move from commanding members' loyalty towards offering value in developing their skills and capabilities.

The occasion marked the retirement from the Scottish Committee of longstanding members Dr Angela Sutherland and Karen Fryer on their taking voluntary severance from Glasgow Caledonian University.

Presenting gifts to them, Helen praised their commitment in promoting the Institute's vision to their students. In response Angela said that the Committee was like a family and that they would keep in touch in the future.

Helen also presented speakers gifts of engraved glasses to past presenters Paul Semple, general manager of the world's last seagoing paddle-steamer the Waverley, and to Ian Budd, chair of the Friends of the Far North Line which looks after Britain's most northerly railway.

The final contribution came from David Shirres of IMechE who spoke about scope for collaboration between the two Institutes.

SUSSEX GROUP

Visit to Shoreham Port

On 12th May over 30 members visited Shoreham Port, of which 14 were students from Sussex University doing MSc in Global Supply Chain and Logistics.

We started with a talk from Tom Rawlins, General Manager, Operations and Simon Matthews, Transport & Logistics Manager, with arrangements having been made by Katie MacAllister, CRS & Governance Manager.

Shoreham Port is a Trust Port. There are three main types of Statutory Harbour Authorities (SHA) in the UK – private ports, municipal ports and trust ports, as well as a handful of smaller ports owned by parts of government. No two ports are the same, but all have various duties and responsibilities. Private or 'privatised' ports have equity owners or shareholders, and municipal ports are owned by local authorities. Trust ports are slightly different and are both strategically and financially independent of Government and operate largely in the private sector, although they are 'publicly accountable' to their stakeholders. Their accounts are fully audited and are typically published annually and their income is derived from their statutory functions and commercial operations. In terms of ownership, trust ports own themselves and can't be owned by another body without a major legal change. There is a common misconception that trust ports are owned by government, but this is incorrect. Although they aspire to be open and transparent organisations, as commercial organisations trust ports are not subject to the Freedom of Information Act (with some minor exceptions in Northern Ireland) and therefore they have no legal obligation to divulge information to the public.

The main commodity handled by the Port is timber and Tom demonstrated a bar coded supply chain model that is in use to track all timber unloaded from ships and then either collected by the importer or transported on their behalf by the Port's fleet of vehicles.

Simon went on to explain that the team provided high-quality discharge, storage, and freight forwarding across a broad range of cargoes, supporting both direct clients and tenant operators. The fleet of over 20 vehicles was shortly to be supplemented by electric trucks.

The Port is very conscious of Health & Safety and achieved ISO 45001 certification for their cargo handling activities in 2025.

After the talks, we all went for a boat trip round the harbour with Tom giving a commentary.

CUSTOMS & INTERNATIONAL TRADE COMPLIANCE FORUM

Standard for customs intermediaries

The British Standards Institute (BSI) has published a new, and groundbreaking Publicly Available Specification PAS 41201:2026 Customs intermediaries – Preparation and submission of customs declarations. It is a fast-tracked, agreed-upon standard, guideline, or code of practice developed to solve an immediate industry need.

A call for evidence in 2022 and subsequent public consultation in 2023 found that the quality of service across the sector was mixed, prompting the Government's commitment to develop a standard to improve consistency across the sector.

CILT(UK) was involved with the development via the Customs and International Trade Compliance Forum, with Claire Morley representing members who were intermediaries and traders until her death in October 2025.

This is a voluntary standard at the moment, which became operative on 2nd June 2026.

A certification scheme is in development for intermediaries to prove they adhere to the Standard and to enable traders to make more informed decisions. The certification scheme is due to be introduced in 12 to 18 months.

According to HMRC (Customs) it is:

- **A Standard for Customs Intermediaries was introduced in June to set clear expectations of good practice across the sector**
- **The Standard provides a shared baseline for how intermediaries should operate, and supports traders make more informed choices on the intermediaries they choose when moving goods**
- **It aims to raise standards without introducing new regulation, improving trust and performance across the system**
- **A certification scheme is in development for intermediaries to prove they adhere to the Standard and to enable traders to make informed decisions. The certification scheme is due to be introduced in 12-18 months**
- **Codesigned with industry and the British Standards Institution (BSI)**
- **Sponsored by HMRC**
- **Builds on engagement including a 2022 Call for Evidence and 2023 consultation**

The Standard sets out good practice across key areas, including:

- **Due diligence**
- **Systems and processes**

- **Customer service**
- **Transparency**
- **Complaints handling**
- **Continuous professional development**

For Intermediaries it is said to set:

- **Clear expectations of what 'good' looks like**
- **Opportunity to demonstrate quality and build customer trust**
- **A foundation for future accreditation**

For Traders it gives:

- **Greater transparency when choosing an intermediary**
- **More consistent service quality**
- **Increased confidence in border processes**

The PAS is said to support consistent, accurate submission of customs declarations and supports the important role that intermediaries have in making compliant declarations leading to more efficient international trade.

The Standard for Customs Intermediaries does not replace existing authorisations such as Authorised Economic Operator (AEO) status, which remains focused on compliance and good practice in all aspects of international trade for importers, exporters, freight forwarders and transport operators alike. Instead, it complements existing regimes by placing greater emphasis on transparency, customer service and continuous professional development.

It is available on the BSI website free of charge. If you require further information please ask the Forum Chair.

Susan Morley FCILT
Chair, Customs and International Trade Compliance Forum, CILT(UK).

GOLF
FORUM

This could be you!

On Wednesday 13th May we held our annual Spring Meeting at the excellent Sandford Springs Golf Club in North Hampshire. Captain, Eddie Cox, welcomed 22 Golf Forum members and 4 guests to his home club and warned us that we were about to play a challenging course with a reputation for gobbling up errant golf balls. He was not wrong!

Not only did we have to negotiate tight, tree-lined fairways, strategically-placed bunkers, numerous water hazards and tricky greens, but also heavy, squally showers that turned rapidly to warm sunshine and a terrain that tested stamina to the limit.

The award of prizes followed a nourishing 2-course meal with Vice Captain, Steve Murray, announcing the winners and Eddie Cox making the usual awards.

Only one man managed to better his handicap in the difficult conditions to win Stableford competition for the Spring Meeting Trophy by a clear 5 points – Nigel Kent.

Proving that 'it could be you', Nigel's story is an interesting one. Pursuing a career as a Transport Planner he joined CILT(UK) in 1986 and became aware of the CILT(UK) Golf Society (aka Forum) after reading articles in the Institute's *Focus* magazine. He applied to join the society and entered his first competition at Blackmoor GC in 2024. Nigel is an itinerant golfer, a member of the Guildhall Golfing Society (GGS) since 2002 and now playing with Waltham Forest Golf Society who allocate his handicap from his annual rounds with GGS. He certainly made the most of his day in the sun (and squalls) to get the best of a quality field.

Eddie then thanked everyone who had helped make the day such a resounding success. The Sandford Springs club and staff, Steve Murray for his assistance checking scorecards and all attendees for their company.

Finally, before wishing everyone a safe journey home, our new GS Chairman, Cameron Grant, turned the tables on his predecessor, Paul Symes, by making a surprise announcement and presenting him with tokens of our appreciation for his 30+ years service to the CILT(UK) Golf Society. Paul was clearly taken aback and gave a somewhat emotional response in which he thanked the members for these gestures, while noting that any progress made during his tenure was the result of a team effort.

CONSTRUCTION LOGISTICS FORUM

Why construction needs better logistics systems

The construction sector is full of brilliant engineers, planners and delivery teams, yet when it comes to logistics technology, we still seem to start from scratch on every project. Different systems, different data, different expectations, and far too much time wasted trying to make everything talk to each other.

That's exactly why our cross industry working group came together to finally answer a question many of us have been wrestling with for years: What does a good construction logistics system look like?

Over 90 minutes, with input from major programme logisticians, digital specialists, site operations leads, commercial teams and supply-chain experts, we surfaced a remarkably consistent set of views. And not surprisingly, we also uncovered several challenges our industry keeps repeating.

Here are the biggest insights that emerged.

We don't need more systems – we need clarity on what 'good' looks like

One of the strongest messages from the group was a shared frustration. Construction keeps trying to 'reinvent the wheel' when selecting or developing logistics systems. Each new project chooses its own tools; its own processes and its own interpretation of what logistics means. The result? No consistency, no standardisation, and no opportunity to build momentum across the industry.

Instead of debating whether DMS A is better than TMS, we agreed the real need is to define what capability a good system must deliver, not which vendor provides it. This includes:

- **End to end visibility of materials, plant, people and vehicles**
- **An accurate and consistent data approach**
- **Seamless integration with ERP, BIM, planning, transport and inventory systems**
- **Reporting that feeds BREEAM, carbon, safety and programme performance**
- **Usability for site teams and suppliers**
- **The ability to scale from small projects to megaprojects**

It was agreed that a good logistics system should enable the right resources to be in the right place, at the right time, safely and efficiently.

Data is the real golden thread (and we're not using it properly)

Nearly everyone in the room had the same experience: too many systems, too many data formats and too many manual workarounds. Contractors use different naming conventions for materials and assets. Procurement teams specify requirements without logistics involvement. Systems don't integrate. Reporting is a patchwork of spreadsheets, exports and emails. And this fragmentation costs us time, money, carbon, and sometimes even safety.

The group strongly advocated for:

- **A common data language**
- **Standardised material and asset coding (GS1 style)**
- **Traceability from manufacture to installation**
- **Shared APIs and data structures**

- **Proper data planning for logistics activities at the earliest stages of a project**

As one member put it: "Construction demands logistic performance, but it's not giving logistics the data to deliver it."

Integration of systems is essential

We consistently heard examples where valuable data existed, but nobody could access or use it because the systems weren't connected.

- **ERP doesn't talk to planning.**
- **Planning doesn't talk to delivery management.**
- **Materials tracking doesn't talk to the build plan.**
- **On site material movements don't talk to asset management**

This fragmentation leads to inefficiencies such as:

- **Delays no one sees until it's too late**
- **Poor visibility of bottlenecks**
- **Inaccurate carbon reporting**
- **Missed opportunities for forecasting and scenario planning**
- **Additional audits to confirm which materials are installed in each asset**

The group agreed that good logistics systems must think big. It should support visibility from procurement of materials through to asset build and integrate with wider programme systems along the way.

We need to think in lifecycles, not silos

A powerful theme was the need to look at logistics functionality across the full project lifecycle:

- **Planning: route planning, restrictions, resource requirements**
- **Delivery: compliance, booking systems, transport data**
- **Storage: what materials are where**
- **Site Operations: crane usage, offload capability, laydown space**
- **Installation: traceability, QA, as built data**
- **Handover: maintenance requirements, operational integration**

Most current systems handle parts of this cycle well – but almost none cover it consistently end to end. Our group agreed we need to break down the functional areas clearly, understand what's required at each stage, and build systems (or integrated systems) that support the entire flow end-to-end flow.

Carbon, compliance and reporting must be built In, not retro fitted

Several participants gave real examples of having to go back and retrofit systems late in the project because requirements like BREEAM, carbon reporting or quality assurance hadn't been considered early enough.

The message was clear:

- **Carbon reporting relies on good data from the start**
- **Compliance needs to be automated, not checked manually**
- **Intelligent reporting needs systems designed with reporting in mind**
- **Forecasting is impossible if systems only record history**

We can't keep trying to reverse engineer outputs from systems that were never built to provide them.

Above all else – we need industry standards

The group ended with a shared ambition: to set out a CILT(UK)-backed, industry-wide baseline for logistics system functionality.

Not a single product.

Not a mandated solution.

But a clear, universal benchmark describing:

- **What good capability looks like**
- **What data needs to be captured**
- **How systems should integrate**
- **What outputs every project should demand**
- **How logistics adds value to programme success**

Where we go next

Our next 2 workshops will focus on breaking logistics execution functionality areas into a structured framework and identifying the essential requirements.

If you're interested in joining future sessions or want to contribute to shaping the standard, please reach out.

ENVIRONMENT & SUSTAINABILITY FORUM

Alternative, fuels and delivery options in construction

Three different organisations discussed their construction sector decarbonisation project work.

The first speaker was Daniel Whiley, National Logistics Optimise and Development Manager from Tarmac. The company is a leading provider of a range of specialist, high-quality building material products and construction services including sustainably-sourced Aggregates, Asphalt, Concrete, Cement, Blocks, Mortar, and Contracting & Recycling Services.

Tarmac uses circa 2,500 HGVs and many are operated by 900 plus SMEs (Small to Medium Enterprises). Daniel showed their Decarbonisation plan and timescale which includes being part of wider development programmes. These include the e-Mixer Discovery Programme which allows operators to trial Battery Electric Mixer Vehicles and the e-Freight 2030 Innovate Programme involving Renault and DAF, introducing further electric trucks including lowloaders and articulated tippers.

Although Tarmac is innovative it was said, 'there is no real incentive to lower CO_2 emissions at present'. The biggest blocker to taking on more electric vehicles is the TCO (Total Cost of Ownership). This is affected by the purchase price being much higher, insurance rates are higher and most importantly there is a negative payload impact. This means that with electric HGVs being 2 to 4 tonnes heavier the company needs more vehicle loads to move the same volume of material with implications on congestion and driver shortages.

However, Tarmac believes the TCO will be better by 2030. Tarmac is a major user of rail freight with 60 sites connected to the rail network, operating around 30 trains a day.

The second speaker was Dominic Scholfield, Senior Mobility Consultant at Cenex. Dominic spoke about a project looking at the potential fuels including hydrogen to power Non-Road Mobile Machinery (NRMM including gensets) in the construction sector out to 2050.

The study estimated that 32% of equipment is difficult to electrify and gensets is by far the largest market. To give some perspective on this, 9,000 gensets were sold in 2024. An example was given for the Lower Thames Crossing project where GeoPura will be taking containers of hydrogen from Tilbury to LTC sites to operate machinery.

Dominic mentioned that JCB has a hydrogen combustion engine option for some mechanical handling equipment. He noted that hydrogen combustion engines can provide a hydrogen vehicle option with much lower capital cost than fuel cell, as they are built on the same line as diesel equivalents with many components in common. However, they have much lower efficiency than a fuel cell, so the trade-off is significantly higher fuel cost.

The final presentation by Marie Mills and Jordan Webb, Major Projects of Rail Stone Solutions in Nuneaton, outlined their work with HS2, moving aggregates by rail to minimise carbon and cost.

They plan carefully to release the full value of rail with coordinated last mile road delivery where necessary. They currently operate 17 trains a day and have moved 30 million tonnes by rail. This has removed 1.5 million HGV movements off the road saving half a million tonnes of carbon dioxide. Marie stated that an average HGV creates 100-120 grams of CO_2/Tonne of aggregate moved, whereas rail is much more environmentally friendly only producing 20-30 grams of CO_2/Tonne. Rail is also a lower safety risk.

The session concluded with questions and answers and discussion which was well received. One of the audience said at the end, 'this has been gold dust to me this morning!'

Geoff Clarke
Chair, Environment & Sustainability Forum, CILT(UK).

Tarmac is a major user of rail freight with 60 sites connected to the rail network, operating around 30 trains a day.

ENVIRONMENT &
SUSTAINABILITY FORUM

Coventry Very Light Rail (CVLR) project

Coventry City Council's enthusiastic, Director of Innovation, Colin Knight, outlined their 'Coventry Very Light Rail' Project. This is part of their plans to put CVLR at the heart of the growing green economy in Coventry. CVLR will provide residents with an alternative transport option, help improve air quality, reduce congestion, support housing development, and provide jobs and skills.

Coventry Very Light Rail (CVLR) is an innovative research and development project designed to create an affordable rail-based travel system that can be delivered at less than half the cost and in half the time of conventional light rail systems, while providing the same benefits. The project has developed many innovations including a new vehicle and track installation which aims to provide a reliable, frequent, environmentally friendly, hop-on, hop-off service in the city and for many other towns and cities of a similar size to Coventry in the UK and beyond.

We learnt about the innovative methods of building the new trackwork which is constructed in a quicker and cheaper way than usually done for new tram systems. The construction of the CVLR test track, involved several months of testing in conjunction with the Warwick Manufacturing Group at the University of Warwick. The preparation of the track bed for the live testing began in March 2025 with the removal of the top 300mm of the surface, followed by laying the concrete track slabs and rails installation. This culminated in a 220m long demonstrator track, located on Greyfriars and Queen Victoria Road, completed on schedule in mid-May 2025. Colas Rail, the contractor, showed just how quickly it can be laid. The 10 week period to convert a road into an active tramway was innovative and impressive. The trial was undertaken in partnership with utilities and included demonstrations how apparatus left in-situ can be accessed once the track has been laid.

The development of a new lightweight tram is also full of innovation as it is a battery electric vehicle with no overhead catenary required. The tram consists of a single 11 metre long car with driving positions at each end. The tram weighs 11 tonnes and when fully laden with around 56 people (20 seated) weighs circa 16 tonnes. The tram is designed to go round quite tight 15 metre curves without wheel squeal. The tram gave demonstration rides during a period of trial operation to prove the concept. The feedback from the public and technical representatives has been incredible.

Having proven the concept, the next steps are to install a permanent, longer section of track linking Coventry Railway Station to CU Coventry via Park Rd and Mile Lane. This would be over a distance of 850 metres requiring the installation of 1,700 metres of track. Work is due to start in June 2026 and the route will use Mile Lane. Assuming this longer trial is successful the plan is to roll out a larger network serving the 'growth arc' which is part of a major regeneration project. This would link the city centre with two Park&Ride sites.

There is more innovation to come including automation of the trams and testing of the track slabs in other cities to establish durability with heavier trams regularly operating over them. This offers the opportunity to offer promoters of conventional tramways the time and cost advantages of the CVLR trackform. The system's installation will secure local investment and put Coventry at the forefront of the green industrial revolution. Steel wheels on steel rails produce much less pollution in the form of particulate matter (PM10s) than rubber tyred vehicles. The session finished with several questions and answers showing high levels of interest. Thanks go to Colin for an excellent presentation which will be available on the members page of CILT(UK)'s website.

Geoff Clarke
Chair, Environment & Sustainability Forum, CILT(UK).

FORTHCOMING COURSES

For queries and to stay up to date with online courses, contact the relevant department.

CILT Awarding Organisation:
01536 740170 or ao@ciltuk.org.uk

PTRC Courses:
020 7348 1970 or info@ptrc-training.co.uk

↘ 01536 740166 ↘ pd@ciltuk.org.uk ↘ info@ciltuk.org.uk

CILT ONLINE COURSES

FUNDAMENTALS OF BUSINESS PLANNING SYSTEMS

Location: e-Learning
Register: learningcentre@ciltuk.org.uk
CPD hours: 2

SUPPLY CHAIN PRINCIPLES AND CONCEPTS

Location: e-Learning
Register: learningcentre@ciltuk.org.uk
CPD hours: 2.5

FUNDAMENTALS OF STAKEHOLDER MANAGEMENT

Location: e-Learning
Register: learningcentre@ciltuk.org.uk
CPD hours: 1.5

AWARDING ORGANISATION

CERTIFICATE OF CUSTOMS COMPETENCY

21–25 September
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 28

AEO CERTIFIED PRACTITIONER

12–15 October
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 22

ADVANCED CUSTOMS PRACTITIONER

4 -6 November
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

DIPLOMA IN PRACTICAL TRADE COMPLIANCE

12–14 November
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

LEARNING & DEVELOPMENT

TRANSPORT MANAGERS EREFRESHER FOR ROAD HAULAGE

7 & 14 September
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk
CPD hours: 9

TRANSPORT MANAGERS EREFRESHER FOR PASSENGER TRANSPORT

7–8 October
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk
CPD hours: 10

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

27 October
8 December – Exam
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

29 October
8 December – Exam
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk
CPD hours: 59

CILT(UK) LEVEL 3 PRACTITIONER CERTIFICATE IN LOGISITICS, SUPPLY CHAIN AND OPERATIONS MANAGEMENT

November
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk

CILT(UK) LEVEL 5 PROFESSIONAL CERTIFICATE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT

November
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk

CPD ELEARNING SHORT COURSES

Online – anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking: learningcentre@ciltuk.org.uk
CPD hours: Various

OLAT - ROAD HAULAGE ELEARNING

Online – anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking: learningcentre@ciltuk.org.uk
CPD hours: 3

TMCPC FOR PASSENGER TRANSPORT VIA SELF STUDY

Online – anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning and online classrooms
Booking: learningcentre@ciltuk.org.uk
CPD hours: 40

TMCPC FOR ROAD HAULAGE VIA SELF STUDY

Online – anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking: learningcentre@ciltuk.org.uk
CPD hours: 40

YOUR INSTITUTE

WHAT'S ON

Nations, Regions & Groups
01536 740116
regions@ciltuk.org.uk

Forums
01536 740140
forums@ciltuk.org.uk

Events
01536 740148
events@ciltuk.org.uk

CILT Corporate | CILT Forums | CILT National | CILT Regional | CILT Association

JULY

7th

UNCOUPLING WITH INTENT - MANAGING STRATEGIC BREAK UPS IN RAIL FREIGHT P2

16:30 – 18:00

Online

Speaker: Peter Graham, Policy & Government Affairs Director, Freightliner

Cost: Members: £5 inc. VAT
Non-members: £5 inc. VAT

CPD hours: 1

9th

TDM FORUM SOLENT TRAVEL PROGRAMME - SOUTHAMPTON VISIT

In person 10:00 – 15:00
Virtual 10:30 – 12:00

Zoom webinar

Location: Southampton City Council – Council Chamber. Civic Centre Rd, Southampton SO14 7LY

Speaker: Various

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 1.5

15th

A JOURNEY ALONG THE SOUTH COAST - AN INSIGHT INTO THE BUS COMPANY

17:30 – 19:00

Online

Speaker: Ed Wills FCILT, Managing Director, Go South Coast

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 1

18th

TAMWORTH BUS DEPOT: EXPLORING THE PAST, PRESENT AND FUTURE

11:00 – 13:00

Location: Arriva Midlands, Aldergate, Tamworth B79 7DX

Cost: Members: Free
Non-members: Free

21st

VISIT TO NEWHAVEN RNLI

14:15 – 16:30

Location: Newhaven Lifeboat Station, West Quay, Newhaven, East Sussex BN9 9BX

Cost: Members: Free
Non-members: £5 inc. VAT

23rd

THRIVING IN SUPPLY CHAIN AND TRANSPORT

12:00 – 13:00

Online

Speaker: Various

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 1

29th

VISIT TO DOVER TRANSPORT MUSEUM

17:30 – 19:30

Location: Dover Transport Museum, Willingdon Road, Whitfield, Dover CT16 2JX

Cost: Members: Free
Non-members: Free

30th

DRIVER WELLBEING

17:30 – 20:00

Location: Stoke Golding Club, 42 Hinckley Road, Stoke Golding, Nuneaton CV13 6DZ

Cost: Members: £10 inc. VAT
Non-members: £10 inc. VAT

AUGUST

6th

VISIT TO LONDON OXFORD AIRPORT - TALK & TOUR

14:30 – 18:00

Location: London Oxford Airport, Langford Lane, Kidlington, Oxford, OX5 1RA

Cost: Members: £5 inc. VAT
Non-members: £20 inc. VAT

CPD hours: 2

15th

THE EAST LANCASHIRE RAILWAY - A DAY BEHIND THE SCENES AND ON THE LINE

09:30 - 17:00

Location: Baron St locomotive works, Bury BL9 0TY

Speaker: John Tate, Private Charter visits Manager

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 1

Full event listings can be found online:
ciltuk.org.uk/events

01536 740104 membership@ciltuk.org.uk www.ciltuk.org.uk/grades

MEMBER ELECTIONS

The following members have been elected to **Institute Membership** and are now entitled to use the post-nominals MILT

Wouter Fourie, Logistics Supervisor (J4) Corporal, Royal Navy

Sanna Pettit, Operations Manager, Marubeni Itochu Tubulars Europe plc

Obed Marty Amo, Operations & Shipping Coordinator, K & M Global Ltd

Lindsey Greenaway, Operations Manager, RTL Europe Delivery UK Ltd

Tomas Glonek, Fulfilment Analyst, Octopus Energy Services

Steph Girvan, Rental Agent, Thompson Leisure

Christopher Leadbeater, National Revenue Protection and Emergency Planning Manager, First Bus

Callum Hall, Air Operations Manager, Britam Shipping

Chi Chung Yau, Sales advisor, Paperback Ltd

Ben Law, Bus Service Specialist, Transport for West Midlands

Simon Hart, Shift Signaller Manager, Network Rail

Jenny Wallbank-Dawson, Network Performance Supervisor, Metroline Ltd

Nicholas Bullock, Freight Forwarder, Freight Agencies Forwarding Ltd

Ben Weaver, Operations Manager, Core Delivery

Andrew Thynne, Highways Consents Advisor, Transport for London

Olabode Williams

Nigel Thomas, Operations Manager, DE&S

The following members have been elected to **Chartered Membership** and are now entitled to use the post-nominals CMILT

Matthew Norris, Operations Manager, DE&S

Tabarak Ahmed, Export & Shipping Analyst, Jaguar Land Rover

Simon Akeereba Atongo, Senior Procurement and Supply Chain Manager, Office of the Head of Civil Service, Procurement and Supply Chain Management Department

Muhammad Amin

Oliver Stone-Houghton, Principal Transport Planner, WSP

Tony Peters, Business Development Manager, Stagecoach Services Ltd

Ricky Harman, Bus Sales Manager, Ensign Bus Company Limited

David Jenkins, Regional Fleet Manager, NHW Wales Shared Services

Luke Burgess, Associate – Team Lead, WSP UK Ltd

Rabbi Setor Adewu, Chief Supply Chain Manager, Office of the Registrar of Companies

Nick Barnaby, Chief Logistics, Piramal Critical Care

Michael Bromley

Nuala Carvill, Senior Engineer (Transport), Tetra Tech (formerly RPS)

Dylan Ewers, Carrier Relationship Manager, Gallagher Bassett

Nicholas Hailes, Area Manager Supply Chain & Logistics, NWSSP

Aaron Morris, Senior Fleet Manager, British Army Reserves

Anna Newey, Principal Travel Behaviour Change Consultant, Arup

Leon Noone, Head of Operations, J Murphy & Sons Ltd

Marc Nothnagel, Construction Logistics Manager, Ruddy Joinery & Fit Out Specialist

Harshil Patel, Senior Consultant, CPCS

Chia-Hsun Chang, Reader (Associate Professor), Liverpool John Moores University

Gurpal Sidhu

Anthony Shaw, Hub Manager/ Operations, Pall-Ex UK Ltd

Lewis Robinson, Logistics & Warehouse Manager TFS ECA, Sulzer Chemtech UK Ltd

Kelly Reeve, Transport Operations General Manager, Iron Mountain

Trevor Shea, Logistics Operations Leader, Select Plant Hire

Liam Slattery, Head of group Haulage, Readypower Group

Deb Cole, Senior Supply Chain Manager (IXD), Ministry of Defence

Emma Aherne, Commercial Director, The Pallet Network Ltd

Gareth Martin, Supply Chain Security Manager, Saab UK Ltd

Haydn Payne, Head of Operations Training Delivery, Network Rail

Antonia Holden, Head office Sales Manager, World Options Ltd

Kevin Hopkins

Aida Kaddoussi, Associate, WSP

Raymond Woodrow, RQMS, Army

Paula Walasiak, Program Manager, Amazon

David Perkins, Regional Operations Transport Manager, Oxalis Logistics

Daniel Tomlinson, Associate Director, WSP

Mathew Ross-Brooks, Head of Operational Excellence, Nippon Express Group

Moushumi Sonahee, Regimental Technical Warrant Officer, Army

Chris Lingard, Supply Chain Manager, Amentum Clean Energy Ltd

The following members have been elected to **Chartered Fellowship** and are now entitled to use the post-nominals **FCILT**

Anne Marie Purcell, Company Director, Purcell Advisory Limited

Omar Alsada, Acting Director Procurement and Admin Affairs, National Media Authority

Hafeez Ullah Khan

Leon Muir, Head of UK and Expeditionary Logistics, Foreign Commonwealth and Development Office

Paul Hutton, Global Head Supply Chain Solutions & Strategic Client Management, Noatum Logistics UK Ltd

Mark Gaughan, Founder, IronMind Ltd

Paul Lindley-Cox, Director, LST Consulting Ltd

Liam OBrien, Logistics Lead, CTS Nordics

Marianna Vydrevich, Manager, Operations Research & Network Optimization, GAF

Damion Good, Senior Operations Manager People Coach, DE&S

Steven Sager, General Manager, ES-KO International

01536 740104 membership@ciltuk.org.uk www.ciltuk.org.uk/membership

MEMBER RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary in July/August. This list was compiled on 28th May 2026 and includes those members who qualify up to 31st August 2026.

5 years (2021)

Rachel Sandy CMILT
Carl Partington CMILT
James Clayton CMILT
Robert Weir CMILT
Ian Bishop CMILT
Jeff Day CMILT
Alexia Dogani CMILT
Peter Golding CMILT
Christopher Murray CMILT
Chak Man Po CMILT
Kwong-Wai Lue CMILT
David Wong CMILT
Daljit Singh Oberoi CMILT
Jonathan Jerrard-Dinn CMILT
Peter Cottenden CMILT
Matthew Gilbert CMILT
Daniel Lane CMILT
Ian Chandler CMILT
Karl Wright CMILT
James Thorpe FCILT
Richard Litchfield FCILT
Paul Wren FCILT
William Cahill FCILT
Mark Hudson MILT
Melissa Dunn MILT
Patrick Callaghan MILT
Jiezhen Li MILT
Daniel Fishwick
Sophie Williams
Liam Woods
Declan Pang
Erin Howarth
Caitlin Morris
Manasseh Hayfron-Taylor
William Gourley CMILT
James Underwood CMILT
Mahesh Patel CMILT
Madeleine Hinde CMILT
Sean Durholtz CMILT
Wayne Allen CMILT
Victoria Shaw CMILT
Kathleen Tolliday CMILT
Patrick Livingstone CMILT
Pasquale Balzano FCILT
Michael Goedde FCILT
Lian Kingscott MILT
Anton Chiu-Foon MILT
Jack Weston MILT
Barry Hodge

10 years (2016)

Katharine Sanderson CMILT
Alireza Pakgohar CMILT
Sean Denneny CMILT
David Roscoe CMILT
Darren Green CMILT
Andrew Willday CMILT
Erick Muga CMILT
William Gregory CMILT
John Harvey CMILT
Liam Clement-Smith CMILT
Amyas Bradford CMILT
Paul Gardner CMILT
Anthony McDonough FCILT
Graham Braithwaite FCILT
Vince McGurk FCILT
Simon Barlow FCILT
Charlotte Saunt FCILT
James Hadley FCILT
Andrew Coe MILT
Sorie Bangura MILT
Sam Collier MILT
Richard Broad MILT
Alan Davies MILT
Eric Crowther MILT
Kerryn Hedley
Stephen Hoyle CMILT
Paul Ayris CMILT
Mark Thorneycroft CMILT
Andrew Garden CMILT
Gary Nelson CMILT
Tun Yan Chiu CMILT
Faz Rahman CMILT
Ronald Helen CMILT
Yiu Bong Eric Tsang CMILT
Umair Tanveer FCILT
David Stuart FCILT
Richard Olutoye Olatunji FCILT
Andy Sandison FCILT
Karl Hodgkinson FCILT
Paul Drummond MILT
Howard Charlton MILT
Alia Tabbassum
Paul Fieldhouse

20 years (2006)

Steve Taynton CMILT
Peter Smith CMILT
Jason Hogg CMILT
Richard Mayes CMILT
Brian Szukala FCILT
David Ritchie FCILT
Peter Rodwell FCILT
Howard Hughes FCILT
Janet Howell MILT
Neil Robinson MILT
Gavin Hunter MILT
Rachel Winterbone MILT
Simon Newport
Chun Liu CMILT
Paul Sheerin CMILT
Jeremy Law FCILT
Eivind Larsen FCILT
Richard Soper FCILT
Claire Floyd MILT

30 years (1996)

David Baber CMILT
Martin Turner CMILT
John Collins CMILT
Sani Haddad CMILT
Andrew Huckle CMILT
Paul Seddon CMILT
Simon Lane FCILT
Richard Sykes FCILT
James Coates FCILT
Barry Llewellyn FCILT
Stephen Skiff MILT
Anthony Williams CMILT
Christopher Yewlett FCILT
Graham Worley MILT
Richard Cuthbert MILT
David Baber CMILT
Martin Turner CMILT
John Collins CMILT
Sani Haddad CMILT
Andrew Huckle CMILT
Paul Seddon CMILT
Simon Lane FCILT
Richard Sykes FCILT
James Coates FCILT
Barry Llewellyn FCILT
Stephen Skiff MILT

40 years (1986)

Niall Roberts CMILT
Ian Turvey CMILT
David Sedgwick CMILT
Neil Young CMILT
Ken Davis FCILT
Mark Williams FCILT
Richard Yeo MILT
Neil Pitt
Robin Riley CMILT
Andrew Morgan CMILT
Paul James FCILT

50 years (1976)

Keith Stuart FCILT
Martin Haley CMILT

60 years (1966)

Peter Longstaff CMILT
Gerald Riley MILT

DAVID WONG CMILT

"CILT(UK) membership recognises my expertise, makes me connected with the practitioners and keeps me updated in the industry. I'm proud of being part of it."

UMAIR TANVEER FCILT

"Being a Chartered Fellow member has been a valuable part of my professional journey. It has provided opportunities to learn, connect with industry professionals, and stay engaged with developments across the logistics and transport sector. I'm proud to be part of a community that promotes excellence and continuous professional growth."

ROBERT WEIR CMILT

"For me, CILT(UK) membership recognises my professional journey and reinforces my commitment to continuouss learning, improvement, and contribution to the industry."