

Personal Manifesto – Fliss O’Hara

I am applying to join the CILT (UK) Board because I believe strong governance, professional standards, and financial discipline are fundamental to building a resilient, relevant and future-focused Institute.

CILT plays a vital role in advancing our sector, with a clear mission to drive innovation, excellence and value for individuals and organisations, and a vision of a profession recognised for its quality, expertise and impact. Its values of being **Informed, Inclusive and Influential** resonate strongly with my own leadership approach and the environment I work within today.

I bring over 20 years’ experience in finance and logistics, and as a **CIMA-qualified finance professional**, I have built my career on delivering strong financial governance, transparency, and sustainable decision-making. I have operated at board level in complex operational businesses, where financial oversight is not simply about control, but about enabling confident strategic choices, supporting growth, and protecting long-term value.

The value of being **Informed** is central to my approach. Effective governance requires clarity, evidence and accountability. It is about ensuring decisions are supported by robust financial insight, operational understanding, and an awareness of risk and opportunity. In my career, I have consistently applied this by bridging finance, operations and commercial strategy, helping leadership teams make informed, balanced decisions that deliver both short-term performance and long-term sustainability.

Being **Inclusive** is equally important. CILT’s commitment to supporting the development of all members and strengthening the profession aligns closely with the culture we foster at Whistl, where we believe that **every colleague should have an opportunity**, and that success comes from enabling people to grow and contribute. Inclusion in a board context is about more than representation—it is about ensuring diverse perspectives are considered, constructive challenge is encouraged, and decisions reflect the needs of a broad and evolving membership.

Finally, being **Influential** is about delivering impact. CILT is ambitious in strengthening the capability and reputation of our profession, and that requires credible, collaborative leadership. At Whistl, our values centre on having a **can-do attitude, doing the right thing, and thinking as part of the team**. These are behaviours I bring to leadership focusing on solutions, acting with integrity, and working collaboratively to achieve the best outcomes.

If elected, I would bring a balanced, commercially grounded financial perspective to the Board, supporting strong governance, transparency and long-term sustainability. I would work collaboratively with fellow Board members to ensure CILT continues to evolve, delivering value to its members while strengthening its influence across the sector.

Above all, I see this role as one of stewardship, supporting the Institute’s purpose, upholding its standards, and helping shape a future where logistics, transport and supply chain are recognised as a profession of choice.