

MARCH 2026

# FOCUS



**YOUTH-LED START-UPS | WORKFORCE OF TOMORROW**  
**MEET CILT'S YOUNGEST MEMBER | CYCLING AND TOWN CENTRES**



The Chartered  
Institute of Logistics  
and Transport



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# Shaping your own path

**At a time when young people face increasing uncertainty, our industry has both the responsibility and privilege to open doors, nurture potential and help shape the next generation of talent.**



**I**n your early years, there's often pressure to work out whether you're doing things 'right'. Should you be travelling, building a career, starting a family, or following a traditional academic route? Growing up alongside social media only adds to the comparison. But the truth is, there's no single path. Everyone shapes their career differently and that's exactly how it should be.

I never set out to work in logistics, yet today I see how it connects to everyday life. Every online order, delivery and product on a shelf relies on people working behind the scenes. Logistics isn't just about moving goods; it's about problem-solving, collaboration and relationships.

My professional journey continues at Unipart, where I work as a Customer Success Manager. One of my biggest lessons so far is that listening matters. Every customer and colleague face different challenges, and progress comes from curiosity and partnership.

Networking has also played a huge role in my development. Recently, I asked

a senior leader how he switches off at the end of the week. He told me he cycles everywhere to reset. It reminded me of when I used to travel between sites with my surfboard in the car, fitting in something I loved alongside work. At the time it felt silly, now I realise those moments matter. Conversations like that reshape how you think about balance, wellbeing and career growth.

Outside the industry, logistics feels simple: you click 'buy' and something arrives. Inside, you see how complex it really is. This year, as I prepare to buy my first home and order countless essentials, I'm experiencing both perspectives, convenience as a customer, and planning, people and precision as a professional.

One moment from early in my career has always stayed with me. Just months into my graduate scheme, I joined lorry drivers delivering to pubs. They did all the hard work, yet still insisted on buying me breakfast. It was a small gesture, but it reminded me that everyone plays a part. Soon after, I even had the chance to get behind the

wheel of a lorry myself, an experience that taught me more than any job description ever could.

Logistics thrives on diversity of experience, and everyone deserves access to opportunity. One project I'm particularly proud of involved supporting people with disabilities onto material handling equipment, removing barriers by approaching challenges differently.

In 2025, I was grateful to receive a CILT(UK) Diversity Champion award, be shortlisted for 35 Under 35, and nominated for Rising Star UK MHA. This year brings new milestones, including overseas work experience and invitations to industry panels and the Generation Logistics Parliamentary Reception.

For anyone starting out, my advice is simple: stay curious, build connections, and don't compare your journey to anyone else's. Your path doesn't need to be perfect, it just needs to be yours. ☺

**ASHLEIGH PAGE**  
Customer Success Manager  
Multisector, Unipart.

THIS MONTH'S CONTRIBUTORS

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**FRAN LEONARD**

Transport Planner,  
Arup.

Fran Leonard is a Transport Planner at Arup with nine years of experience. Fran is now in her first year of a Level 7 Urban and Regional Planning Master's Degree Apprenticeship at the University of Birmingham. She has a particular interest in active travel and behaviour change and has contributed to major infrastructure projects including HS2, the Commonwealth Games, and Birmingham Airport.

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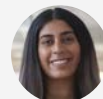


**CLAUDE LYNCH**

PhD researcher,  
University College London.

Claude Lynch has a background in the civil service. The through line of his research to date is the links between theory and application in geography. Within this, his PhD project aims to understand how simulations from transport models are best applied to regional political contexts.

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**MURVAH IQBAL**

Co-Founder & Co-CEO,  
HIVED.

Murvah Iqbal is co-founder and co-CEO of HIVED, a London-based climate and logistics startup. She started HIVED to revolutionise the logistics industry, designing a parcel delivery network that is innovative, people-centric, and environmentally sustainable.

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**JAMIE HARRISON**

Logistics Process Improvement Co-ordinator,  
Müller UK & Ireland.

Jamie Harrison leads cross-site projects to standardise efficient processes and drive data-informed change across eight UK locations. With a background rooted in lean and Six Sigma methodologies, Jamie specialises in creating sustainable, waste-free operations through DMAIC strategies and continuous improvement practices.

MARCH 2026 VOLUME 28 NUMBER 2

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## Watch this space

**T**he Next Generation edition is one of my favourites to put together every year – and this issue is no exception.

Nearly every piece you'll read in these pages comes from a voice under 35. That's intentional. This edition is about giving space to the perspectives, ideas, and expertise that are already shaping our industry, and this year's contributors have delivered some fantastic content.

The thought leadership covers some genuinely meaty territory: what's actually stopping people from cycling

into town centres, why warehouse automation is about far more than robots, and how transport modelling shapes real policy outcomes.

We also took a deep dive into the rise of youth-led start-ups in the sector, profiling four founders who are building something truly innovative. It's a corner of the industry that doesn't always get the spotlight it deserves, and the businesses featured here are well worth your attention.

Then there's the 35 Under 35 list – always one of the highlights of the *Focus* calendar. This year we received

a record number of entries, which speaks volumes about the growing pool of talent making their mark in logistics and transport. Whittling it down was no easy task, but the final list is one I'm really proud of. Alongside it, you'll find an interview with Curtis Southern – one of CILT(UK)'s youngest ever members, who at just 19 is already making his mark at Stagecoach.

There's a lot to get stuck into. I hope you enjoy it.

**MEL STARK**  
Editor – [mel.stark@ciltuk.org.uk](mailto:mel.stark@ciltuk.org.uk)

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At just 19, Curtis Southern is one of CILT(UK)'s youngest members and already holds a Commercial Officer role at Stagecoach, overseeing planning and scheduling across multiple depots. We spoke to him about electric bus operations, data-driven decision making, and creating clearer pathways for young talent in transport and logistics.

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**Mel Stark**

Editor

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### LOGISTICS & TRANSPORT FOCUS

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# FROM THE WORLDS OF LOGISTICS AND TRANSPORT

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## Jan Steenberg takes the helm as CILT International President

Jan Steenberg FCILT has been appointed President of CILT International, pledging to build on recent governance reforms while keeping members at the heart of the organisation's direction.

*"CILT is at its best when we work together, stay open in our intentions and act with the interests of our members at the centre of every decision," Steenberg said.*

His priorities for 2026 include completing the governance review, improving connectivity across CILT's global membership, expanding education offerings, and strengthening the Secretariat's operational capacity.

*"Our Institute has a legacy that stretches back more than a century. It has endured because we have always adapted together," he added. ☹*



## Obituary

### Robert Rawcliffe 1950-2025

Robert Rawcliffe, long standing committee member of the Lancashire & Cumbria Group has died aged 74. Born in Burnley Lancashire November 1950, Robert attended the Open-Air School for asthmatics in Burnley at Bank Hall in Thompsons Park, before studying at Towneley High School.

Robert's career in Transport started when he got a job with the C G Skipper Ford vehicle dealership in Burnley, before becoming a driver for R. Parkinson & Sons, a Burnley-based manufacturer and wholesale chemist. There he studied to get his national CPC and was one of the youngest managers to gain the international CPC, when in his early 30s. Robert then worked for Owen and Hartley and Stansfields in the Burnley area as a Transport Manager but was always hands on taking on driving duties when required. Robert's last job before retiring was for Neales Waste.

Robert was a very proud member of the Chartered Institute of Transport joining on 1/8/1981 having completed his CPC studies. He also joined the local Lancashire and Cumbria branch committee regularly attending meetings and events to educate fellow professionals both locally and regionally.

Robert's passion for all things automotive and mechanical was not just of a professional nature but also a hobby, 'being a motorsport, car mad, complete petrolhead' that he shared with his son Jonathan. They would go off and watch rally sport events that morphed into something else when they volunteered and started marshalling.

Robert was a real gentleman, personally and professionally. His calming presence in local CILT circles will be sorely missed. ☹

## Helen Hardy appointed as Chief Executive Officer of CILT(UK)

The Board has confirmed the appointment of Helen Hardy as Chief Executive Officer, following a successful seven-month period as Interim CEO.

Helen's permanent appointment reflects the leadership, continuity and progress delivered during the interim period, and the Board's confidence in her ability to lead the Institute through its next phase of development.

Following an extensive recruitment process, including an external recruitment agency, the Board's decision reflects both the impact Helen has already made in the role and our confidence in her leadership for the future.

Anna-Jane Hunter, Chair of the Board, said: "Helen has demonstrated clear leadership, strong delivery and a deep understanding of CILT's role as the

professional body for logistics, transport and supply chain. Her appointment provides continuity and confidence as we continue to strengthen our influence, support our members and champion the profession." During her time as Interim CEO, Helen has worked closely with members, volunteers and staff, ensuring stability while maintaining momentum across the Institute's strategic priorities.

Helen Hardy, Chief Executive Officer, said: "It has been a privilege to lead CILT(UK) over the past seven months, and I am delighted to be taking on the role of Chief Executive on a permanent basis.

I am incredibly proud of the work of our team and excited about what we can achieve together as we continue to support and champion our profession.



Our focus remains on supporting our members, strengthening professional standards and ensuring CILT(UK) continues to be a strong, authoritative voice for the sector."

The appointment ensures continuity of leadership as CILT(UK) continues to support professionals across logistics, transport and supply chain, and to represent the sector with authority and impact. ☹

# Isle of Wight 2026



Transaid's new  
cycle challenge!



14-17 May 2026

217 kilometres  
2650 metres elevation

Scan to find out more and register!

Registration fee: £149  
Fundraising pledge: £1,550

Registered charity number 1072105

Patron: HRH The Princess Royal

## TFL UNVEILS AMBITIOUS PLANS FOR LONDON'S TRANSPORT FUTURE

Transport for London (TfL) has announced its new draft Business Plan and ambitions for the future of London's transport network. The new document covers TfL's plans and investment priorities up to 2029/30 setting out how it will deliver 'transformational change' to its services and improve the experience of its customers, drivers, cyclists and pedestrians in the capital.

TfL say the document builds on progress made by the local government body over the last decade such as the launch of the Night Tube and the Superloop, delivering the Elizabeth line, more than quadrupling Cycleways and building the largest zero emission bus fleet in Western Europe.

## FREE BUS PASS AGE RISES TO 67 IN ENGLAND FROM APRIL

The Department for Transport (DfT) has announced that from April, the qualifying age for free bus passes in England will increase from 66 to 67, aligning with changes to the State Pension age. This marks a further 12-month delay for residents seeking concessionary travel despite a campaign that attracted over 100,000 signatures calling for England to match Scotland, Wales and Northern Ireland, where free bus travel begins at age 60.

## WELSH RAIL NETWORK SET FOR MAJOR EXPANSION WITH SEVEN NEW STATIONS

The UK and Welsh Governments have jointly announced a long-term commitment to transform Wales' rail network, including the construction of seven new stations and a funding package understood to total up to £14 billion across a pipeline of future projects. The Prime Minister formally endorsed Transport for Wales' long-term vision on 18 February 2026, with the 2025 Spending Review having already allocated at least £445 million to rail enhancements in Wales during the current spending period.

## NEXT ISSUE

Smart cities and future mobility



- Smart infrastructure
- Active travel: cycling and walking initiatives
- 15-minute cities and urban design



## TRAIN DRIVER AGE TO BE LOWERED TO 18 TO TACKLE WORKFORCE SHORTAGE

The government has announced that it will be lowering the legal age to be a train driver from 20 to 18, welcoming new opportunities for school leavers.

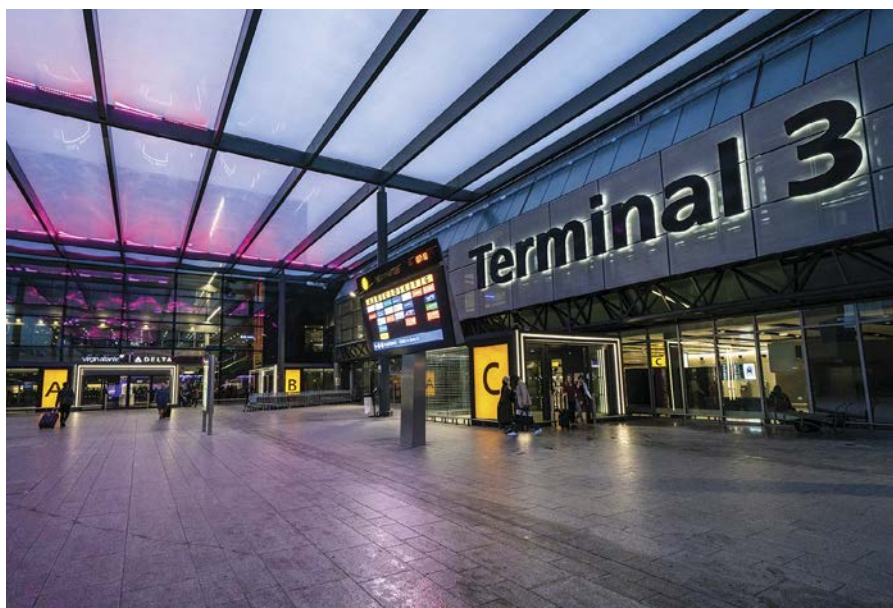
The change, which comes into law on 30 June 2026, has been described by the government as a move that will "open doors" for the industry to combat an impending shortage of train drivers. By 2030, a quarter of all train drivers are expected to reach retirement age, with this figure rising to 32% in Scotland and the North East, and 38% in Wales.



## PLANNING PERMISSION GRANTED TO 'FUTUREPROOF' LIVERPOOL STREET STATION

Network Rail has confirmed planning permission has been granted to 'futureproof' Liverpool Street station following an application that was submitted last May to the Planning Committee of the City of London.

The station was last redeveloped in 1991, and customer numbers have tripled over the last 35 years. Liverpool Street Station's major redevelopment plan is expected to manage heightened passenger demand and is designed to serve more than 200 million commuters and visitors in the decades ahead.



## HEATHROW RAISES SUSTAINABLE AVIATION FUEL TARGET FOR FIFTH CONSECUTIVE YEAR

Heathrow Airport has announced it is increasing its Sustainable Aviation Fuel (SAF) incentive scheme for 2026, setting a new target of 5.6% SAF uplift, 2% above the government's mandatory requirement of 3.6%. To support the target, over £80 million is being made available to airlines to help bridge the cost gap between traditional kerosene and SAF, with the scheme designed to approximately halve the price difference between the two fuels, making the cleaner alternative more commercially viable.

## **Railways Bill leaves 30% of passenger trains and freight in ‘limbo’**

**T**he Institute has welcomed the Government’s Railways Bill but warns that around 30% of Britain’s rail services – private sector passenger, devolved passenger and freight operations – risk being left without clear protections or long-term certainty unless the legislation is strengthened.

In its submission to the House of Commons Public Bill Committee, CILT(UK) supports the creation of Great British Railways (GBR) and the reunification of track and train. However, it says the Bill lacks clear, durable plans for how non-GBR operators, devolved authorities and freight operators will be supported and protected within the future railway system.

Anna-Jane Hunter, Chair of CILT(UK), said: “Around 30% of all train movements on Britain’s railway will be operated outside of GBR’s own services, largely by regional and devolved authorities and the freight operating companies. The Bill does not clearly set out how these services will be treated by GBR or how their access to capacity will be protected. Without clear words and procedures, there is a real risk that decisions are shaped primarily around GBR’s own priorities, leaving a significant part of the railway in limbo.”

Services operating outside GBR include Merseyrail, Tyne and Wear Metro, London Overground and all of the rail freight operations critical to the UK economy and supply chains.

CILT(UK) warns the Bill does not clearly explain how regional or freight services will be supported by GBR, how their access to capacity will be protected, or how long-term investment and development will be secured. It is calling for a transparent plan, established under the Railways Bill, setting out how private sector passenger, regional, devolved and freight operators will be engaged, supported and protected.

The Institute welcomes the progress with Scotland and Wales, including proposals on joint working and GBR subsidiaries, but says devolved governments need greater clarity on local control, dispute resolution with GBR, and how their transport strategies will influence rail decision-making.



Anna-Jane added: “This Bill presents a once-in-a-generation opportunity to create a railway that supports economic growth, supply-chain resilience and decarbonisation. Getting freight right is central to that, but ambition alone will not unlock private investment. A freight growth target that GBR is required to have regard to rather than comply with is more of an aspiration than a binding obligation that other services need to support.

“Freight operators need clear, credible and durable plans. Without stronger protections in primary legislation, freight capacity risks being squeezed out by GBR’s own passenger decisions, undermining the growth the Bill seeks to encourage.”

CILT(UK) supports the Bill’s introduction of a statutory freight growth target set by the Secretary of State for Transport and GBR’s duty to support freight, but warns that investment in terminals, rolling stock and services will only come with confidence that freight capacity will be protected.

The Institute says the Bill should be strengthened to embed freight in long-term planning, protect capacity through measures such as strategic freight corridors, ensure fair charging and regulation, safeguard privately funded freight facilities, and support international rail freight, including Channel Tunnel services. Similar provisions should apply to devolved passenger services which provide key passenger flows in their areas.

CILT(UK) stresses that rail legislation must endure beyond a single Parliament and too much reliance on targets and guidance set by the Secretary of State for Transport creates a level of risk as they are limited to the term of the current Government, or possibly that of the relevant Secretary of State. The Institute will continue working with Parliament and industry in an impartial way to help deliver a railway that supports economic growth, regional connectivity and a thriving freight sector across the UK. ☹

# CILT IN THE NEWS

A six-monthly round up of press coverage:

Heathrow's £49bn third runway 'a vanity project', experts warn

THE  TIMES



Fuel duty in 2026 'an inflationary timebomb'

Road Transport Safety and Compliance



"We've got a long way to go" – Aviation expert questions Heathrow's third runway case



Railways Bill leaves 30% of passenger trains and freight in 'limbo' – experts call for clear pledges



# Guide to help transport sector respond with care after tragedy

**T**raumatic incidents including fatal collisions, serious workplace accidents and suicides are at times an unfortunate reality across transport and logistics. The emotional impact often extends far beyond the initial event, affecting drivers, warehouse colleagues, managers, witnesses and families.

The Institute has published a guide to support managers, teams and anyone affected by such events on what to do when the unthinkable happens.

Officially launched by CILT(UK)'s Transport and Logistics Safety Forum (TLSF) at its annual conference on 5 February, 'Back on the Road' offers clear, practical advice on what to do in the immediate aftermath of an incident, how people may react over time, and how organisations can provide effective, compassionate support.

It is not an investigation manual or a replacement for professional care, but a framework to help people respond humanely when such accidents occur.

Inside the publication you will find case studies on real life events shaped by the voices of colleagues who know how it feels to be caught up in tragic events.

Glen Davies Chair of CILT(UK)'s Transport & Logistics Safety Forum said: "The aim here isn't to wrap things up in management jargon. It's to say: this is what you might feel, this is what you can do to help, and this is where you can turn for support.



TLSF Committee (left to right): Gary Spicer, Karen Crispe, Glen Davies, Alison Moriarty, Karl Wilshaw and Lisa Spicer

"It's written by the industry, for the industry, with the input of a range of stakeholders and colleagues."

CILT(UK)'s TLSF is calling on employers, managers and safety leaders across transport and logistics to read, share and embed the guidance within their organisations.


"By preparing for the reality of traumatic incidents and responding with humanity and care, the sector can reduce long-term harm and help colleagues and families find their way forward," Glen added

'Back on the Road' is available to download using the QR code. CILT(UK)'s Transport & Logistics Safety Forum continues to work

with industry partners to promote better post-incident support and safer, more compassionate workplaces across the sector.



**Helen Hardy is confirmed as the new CEO of CILT(UK), she discusses with *Focus* her vision for the Institute.**

A photograph of Helen Hardy, the new CEO of CILT(UK), speaking at a white podium. She is wearing a black and white patterned jacket and a gold necklace. She is holding a purple and black microphone. A name tag on the podium reads "Helen Hardy CILT".

# Leading CILT(UK)

***You've recently been confirmed as CEO of CILT(UK). How does it feel to be leading the organisation into this next chapter?***

It's a privilege. This is a sector that underpins the economy and everyday life, yet it doesn't get the recognition it deserves. Leading CILT(UK) at a time of transformation – technological, environmental and social – feels both exciting and deeply purposeful.

My focus is on making sure we stay relevant, practical and people-centred. My dad was a welder who made curtain-sider lorries, so I grew up around this industry and know first-hand how vital these roles are. I want to make sure the profession gets the recognition it deserves.

***Your career has spanned law, recruitment, the charity sector and 3PL operations. Can you take us through the journey that led you here?***

I come from a working-class background and was the first in my family to go to university, which shaped my drive and work ethic. After studying law, I spent 15 years in recruitment outsourcing – a fast-paced environment that built my resilience, business sense and relationship-building skills. I later moved into the charity sector leading UK telephone fundraising, which gave me deep experience of purpose-driven work.

My first position at CILT(UK), as Director of Membership and Engagement, strengthened my understanding of our community. To broaden my sector knowledge, I joined a large UK 3PL, gaining frontline operational insight. When the business was acquired, I returned to CILT(UK) to lead partnerships and marketing before being appointed interim CEO – and now CEO.

I'm also a part-qualified counsellor and very human-centred when it comes to leadership. My purpose is to help people become the best version of themselves, and a professional body is the ideal place to support that.

***What are the key challenges facing CILT(UK), and how will you tackle them?***

Our main challenge is remaining essential in a rapidly evolving profession. We have to evolve beyond

being solely a standards body and deliver solutions that strengthen performance, skills and leadership capability. That means continuing our digitalisation programme and delivering practical value to members and the wider professional community.

***What does the future pipeline of talent look like, and what role does CILT play in nurturing it?***

The talent pipeline is becoming more diverse and more multidisciplinary. Logistics and transport aren't always the first profession choices for school leavers or graduates, so people enter at multiple levels. That shows the industry is accessible, flexible and offers strong progression routes.

CILT(UK)'s role is to provide structure, credibility and progression. We help individuals navigate their careers while giving employers confidence in their workforce.

***How is CILT(UK) actively supporting young people entering the profession?***

Generation Logistics is a UK-wide, government-backed careers campaign – a collaboration between CILT(UK), Logistics UK and the Department for Transport, now in its fourth year. It raises awareness of the sector, challenges outdated perceptions and showcases the breadth of careers available.

Another CILT(UK)-led initiative, the Novus Programme, addresses skills shortages by providing university students with industry-led training, paid placements and mentoring, partnering with 18 UK universities to offer a fast-track into graduate roles.

***Are there specific initiatives CILT(UK) is planning to better engage with students and recent graduates?***

We're expanding student memberships, strengthening university partnerships and building modular learning linked to employment opportunities. We've recently launched a new digital library and we're looking at how we make learning more accessible to young people.

Student and graduate memberships include access to mentoring, events, training, CPD and resources such as

CILT Success, our online career development platform. We're investing in digital access and community networks so young professionals don't just qualify – they belong.

***How can CILT(UK) membership help young professionals stand out?***

CILT(UK) membership signals professionalism, credibility and commitment. But it's not just about the post-nominals. Members gain access to networks, mentoring, insights and learning that accelerate growth far beyond technical skills.

Employers increasingly look for people who combine operational capability with leadership, ethics and systems thinking – and that's exactly what professional membership develops.

***The profession is evolving rapidly. What skills should young professionals be prioritising?***

Systems thinking, digital literacy and sustainability competence are now foundational – not specialist. But just as important are communication, ethical judgement, adaptability and the ability to lead change in complex environments.

***How important is mentorship in developing the next generation?***

Mentorship never stops being important. I still have mentors I rely on not just for skills transfer, but for confidence, perspective and career navigation.

I see mentorship as a core part of professional development. We actively facilitate mentoring relationships, peer learning networks and cross-sector communities that connect experience with ambition.

***What advice would you give to someone just starting out in logistics, transport or supply chain today?***

Stay curious and say yes to learning opportunities. This is a sector where you can move fast, have impact and shape systems that affect millions of lives.

And don't underestimate the value of professional networks. Your career won't just be built on what you know, but on who you learn from.

# Generation Logistics

Campaign  
progress  
report



**S**ince its launch in 2022, the Generation Logistics campaign has made significant strides in reshaping perceptions of the logistics sector and inspiring a new generation to consider careers within it. Designed to address long-standing skills shortages and an ageing workforce, the campaign has focused on visibility, relevance, and relatability, bringing logistics out from behind the scenes and into the spotlight as a dynamic, innovative, and purpose-driven sector.

One of the campaign's most notable achievements has been its success in raising awareness among young people who may not previously have considered logistics as a viable or attractive option. Early campaign activity prioritised clear, accessible messaging that connected logistics to everyday life, highlighting how the sector underpins everything from online shopping and healthcare to sustainability and technological innovation. As a result, campaign reach has grown steadily, with over 3 billion opportunities to see the campaign's message created since launch.

A key driver of this progress has been the campaign's digital-first approach. By leveraging social media platforms, video content, and online storytelling, Generation Logistics has met its audience where they already are. Short-form videos, influencer collaborations, and real-world career stories have helped humanise the sector and challenge outdated stereotypes. Engagement levels across campaign channels have exceeded initial expectations, with over 9.2 million social interactions, indicating that content is not only being seen but actively engaged with.

Equally important has been the campaign's emphasis on showcasing the breadth of roles available within logistics. Rather than focusing narrowly on traditional perceptions of warehouse or driving roles, Generation Logistics has highlighted opportunities across technology, data, engineering, planning, sustainability, and leadership. This broader narrative has helped reframe

logistics as a sector offering long-term career progression, transferable skills, and meaningful work. With over 1.9 million website visits, audiences are increasingly able to recognise logistics as a modern, diverse career pathway.

Partnership working has played a central role in the campaign's progress. Collaboration with employers, education providers, sector bodies, and ambassadors has strengthened credibility and extended reach. Employers have contributed real-world insights and case studies, while ambassadors have provided authentic voices that reflect the diversity of the workforce the campaign seeks to attract. Through promotion to its members and the provision of a direct link to the campaign, CILT(UK) has played a valuable role in amplifying reach and securing sector-led content.

The campaign has also made progress in engaging educators and careers professionals – an essential audience for achieving long-term impact. By providing accessible resources, toolkits, and clear messaging, Generation Logistics has supported those who influence young people's career decisions to better understand and communicate opportunities within the sector. Uptake of these resources has been encouraging, with over 3,000 downloads of curriculum-mapped, logistics-relevant resources, helping to embed logistics more firmly into careers conversations.

Alongside creative delivery and partnership activity, the campaign has placed increasing emphasis on measurement and learning to ensure activity remains effective and evidence-led. Performance data across digital channels, website behaviour, and resource uptake has been used to understand what resonates most strongly with different audiences and to refine messaging accordingly. Insights gathered through engagement patterns, content performance, and stakeholder feedback have informed decisions around tone, format, and platform selection, supporting a cycle of continuous improvement.

This focus on learning has enabled the campaign to adapt as audience needs and behaviours evolve. For example, content exploring sustainability, future skills, and technological innovation has demonstrated consistently strong performance, reinforcing the value of aligning logistics careers with wider societal priorities. By using data to guide development, the campaign has been able to build on successful approaches while remaining responsive to emerging opportunities and challenges.

Another area of progress lies in the campaign's alignment with wider societal priorities, particularly around sustainability, resilience, and technology. By linking logistics careers to net zero ambitions, supply chain resilience, and digital transformation, the campaign has tapped into issues that matter deeply to younger audiences. Content exploring green logistics, automation, and future skills has performed particularly well, reinforcing the value of positioning logistics as part of the solution to global challenges.

As the campaign continues to evolve, indicators suggest it is moving firmly in the right direction. Awareness of the logistics sector continues to grow, with a 37% increase since launch. Positive sentiment towards careers in logistics are also on the up, by 212%. Engagement remains strong, partnerships are expanding, and perceptions of the sector are beginning to shift. As the campaign enters its next phase, the focus will be on building on this momentum – deepening engagement, converting interest into applications, and continuing to tell compelling, authentic stories about the people and opportunities that make logistics a career of choice.

With continued collaboration, clear measurement of impact, and sustained investment, Generation Logistics is well placed to deliver lasting change, helping ensure the logistics sector has the skilled and diverse workforce it needs for the future.

# What's stopping people cycling into town centres?



Author: **FRAN LEONARD**  
Transport Planner, Arup.

## Francesca Leonard set out to understand the barriers preventing people from cycling into town centres – and the solutions that could overcome them.

**A**cross the UK, several barriers prevent wider adoption of cycling as a mode of transport in the UK, including safety concerns, infrastructure limitations, perception of physical effort, weather conditions, perception of inconvenience, cultural and social norms, education, and crime. Well planned improvements to active travel can lead to a 40% increase in shopping footfall in town centres, and in the UK, 43% of journeys to town centres are under 2 miles which could be cycled or walked. Therefore, benefits such as carbon reduction, air quality, noise and congestion improvements will be complemented by improvements in public health and wellbeing. Planned improvements to active travel can lead to a 40% increase in shopping footfall in town centres, and in the UK, 43% of town centre journeys are under 2 miles which could be cycled or walked.

However, cycling uptake remains low and cycle crime presents a significant barrier. In September 2022, there were 78,619 reported cycle thefts in the UK, and underreporting is likely. 83% of the reported thefts had no suspect identified and only 1.3% resulted in someone being charged. reporting is likely. 83% of the reported thefts had no suspect identified and only 1.3% resulted in someone being charged.

Between 2020–2023 there were 7,740 cycle thefts in the West Midlands (WM), where 627 (8%) occurred in Solihull, 280 within a 15-minute cycle of Solihull Town Centre and 44 within the town centre. Cycle theft is more likely in commercial and high employment densities such as town centres. According to the Crime Victim Survey 2009, cycles are three times more likely to be stolen than cars. Though

cycle crime is often perceived as petty, it carries a high social impact and can result in victims stopping cycling. Policy guidance is therefore needed to ensure cycle infrastructure is fit for purpose and cyclists feel confident leaving their cycles securely stored in town centres. minute cycle of Solihull

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Cycling offers wider benefits: the last Conservative government committed to an 80% reduction in carbon emissions by 2050, and cycling is recognised as an effective solution. Cycling has many health benefits, with physical inactivity costing the NHS up to £1 billion per annum, with further indirect costs of £8.2bn, and 20 minutes of exercise a day can cut depression risk by 31%. Although





43% of people in England and 37% in the WM owned or had access to a cycle, high ownership does not necessarily lead to high usage.

This research focused on the Metropolitan Borough of Solihull, with a population of 216,240. Solihull was chosen because although it is one of the least deprived local authorities in the WM, income inequality remains. Anecdotally, Solihull Metropolitan Borough Council (SMBC) believes cycle ownership is high, but usage is low. Barriers to cycling were identified through a literature review, a public online survey carried out in Solihull Town Centre High Street (569 responses), and interviews with four local experts from Solihull Metropolitan Borough Council; West Midlands Police and a charity called Sustrans (Now called Walk Wheel Cycle Trust) (September 2023 to the 6th of December 2023).

Safety concerns were shown to be a major barrier. Cyclists are vulnerable to weather conditions, winds and poor road surfaces. More than 100 cyclists die on UK roads each year, accounting for 6% of road deaths. Between 2015–2019, cycling made up only 1% of traffic and 2% of trips but accounted for 6% of road fatalities and 14% of KSI. Although fatal risk is trending downward, perception remains strong. Yet the health benefits outweigh the risks, Copenhagen research found cyclists have a 25% reduced risk of dying, and in the Netherlands those who switch to cycling can gain up to nine years of

life. High cycle usage itself improves safety because drivers become more accustomed to cyclists. Infrastructure limitations also deter cycling. Poorly designed cycle lanes, abrupt endings at junctions, and poorly maintained surfaces create danger. 45% of cyclist deaths occur at or near junctions. In Cambridge and Edinburgh, cyclists reported concerns about side street interactions, limited segregation, and potholes. However, assuming new infrastructure alone will increase cycling is flawed if human and cultural factors are not also addressed. Perception of physical effort influences cycling decisions, shaped by mass, gradients, surface conditions, and self-image. Electric cycles reduce physical effort by 24%, especially on uphill segments, increasing enjoyment street interactions, limited segregation, and potholes. However, assuming new infrastructure alone will increase cycling is flawed if human and cultural factors are not also addressed. Perception of physical effort influences cycling decisions, shaped by mass, gradients, surface conditions, and self image. Electric cycles reduce physical effort by 24%, especially on uphill segments, increasing enjoyment.

Weather is another barrier, with wet and cold conditions deterring many. Climate change modelling suggests modest future increases in cycling flow.

Cultural and social norms also shape cycling. In the UK, everyday cycling is viewed as brave or unconventional.

Historical reductions in cycling came from its association as a 'poor man's vehicle', unlike the Netherlands and Denmark. Cycling also shows gender and racial inequalities.

Education interventions such as Bikeability show little evidence of changing modal choice. Cycle crime formed a major focus of this research.

Nationally, an average of 77,313 cycles are stolen annually, and many crimes go unreported. Only 1.7% of cases result in charges. Victims are emotionally affected: 81% reported emotional impact, 66% cycled less and 25% stopped cycling altogether. Signs warning cycle thieves appear ineffective. Marked cycles are 83% less likely to be stolen. CCTV reduces crime by 7%, lighting by 22%. Cycle thieves face limited consequences: between 2017–2022, only 159 out of 350,000 cases resulted in prosecution, and only two custodial sentences were handed down.

Survey findings showed the biggest barriers to cycling into Solihull Town Centre were safe routes (70%), secure cycle parking (55%) and poor weather (31%). 418 respondents said they would be more likely to cycle if secure cycle storage were provided. Interviewees agreed that existing cycle parking is not safe for high value cycles and that Cycle Hubs or staffed facilities could improve security.

Cycle Hubs incorporate smart locks, controlled access, CCTV and lighting, and align with Cycle Infrastructure Design standards. However, costs are high, and further research is needed to understand cost-effectiveness.

## In conclusion

Solihull reflects national patterns of high cycle ownership but low usage. Increasing cycling into town centres requires investment in origins, safe cycle routes, and secure destination storage. Secure cycle storage especially well-designed Cycle Hubs offers a promising solution to cycle crime but must be accompanied by improved infrastructure and cultural change. If all components are invested in, cycle usage could increase and town centres could be rejuvenated.





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# Warehouse automation isn't just about robots

Warehouse automation is already reshaping operations across the supply chain. But as Ayse Begüm Kiliç-Ararat's award-winning doctoral research reveals, the real key to successful implementation isn't the technology itself, but how organisations prepare their people for change.



Author: **AYSE BEGÜM KILIÇ-ARARAT**  
Research Associate, University of Bath

Over the past decade, warehouses have quietly become one of the most dynamic spaces for technological change in the supply chain. Automation technologies, from robotics and sortation systems to smart conveyors and sensor-enabled picking, are reshaping how goods move, how people work, and how decisions are made. Yet, despite all the buzz, many businesses still struggle to navigate the why and how of adopting these new tools effectively.

In my doctoral research at the University of Bath, I explored this challenge not by focusing on machines, codes, or models, but by listening to the people behind them. I spoke with managers, operators, engineers, and technology providers to understand the story behind warehouse automation. A consistent message emerged: the benefits of automation are real and compelling, but they do not come automatically.

### What's driving automation?

Three forces stand out. First, the growth of e-commerce has increased demand for speed, accuracy, and flexibility. Second, rising concerns around employee well-being and safety make automation attractive where repetitive tasks or heavy lifting are involved. Third, cost pressures, particularly in tight labour markets, are pushing organisations to find new ways to operate efficiently.

Across dozens of conversations and cases, common operational benefits were repeatedly highlighted, including improved productivity, better order accuracy, and reduced labour intensity. However, these gains are rarely straightforward. Contract commitments with customers can limit flexibility, product diversity complicates automation logic, and many warehouses still lack the technological maturity needed to deploy advanced systems seamlessly.

Perhaps the most striking insight is about people. There is a widespread assumption that automation will replace workers. In practice, organisations are more often reshaping human roles, shifting people away from repetitive, low-skill

tasks towards positions that require oversight, interpretation, and technical know-how. This transition creates opportunities, but it also exposes a gap: many organisations are not yet equipped to prepare their workforce for these evolving roles.

### What is hindering automation?

It is often assumed that organisations already understand the importance of people in automation, and that this awareness naturally translates into action. What emerges from my research, however, is a persistent gap between what organisations say they value and how automation projects are actually delivered. While people-centred principles are widely acknowledged in theory, they are frequently sidelined in practice in favour of technical timelines, cost pressures, or short-term performance targets. As a result, people-related challenges persist not because they are unknown, but because they are systematically under-prioritised during decision-making.

Despite its potential, automation is not always easy to implement in practice. Many warehouses operate within complex commercial and operational constraints that shape what is feasible, from long-term customer commitments to highly variable product ranges and demand patterns. These conditions can restrict flexibility and make standardised automation solutions difficult to apply across different contexts.

Automation decisions also tend to involve multiple stakeholders with differing priorities, while many organisations are still developing the digital foundations needed to support more advanced technologies. Without clear alignment, shared understanding, and sufficient technological readiness, even well-intentioned automation initiatives can stall or fail to deliver their expected value.

### What does this mean for successful technology adoption?

For industry leaders considering automation, the key takeaway is that technology is only part of the story.

Successful implementation depends as much on organisational readiness, clarity of purpose, and a human-centred approach to change as it does on data or return on investment. Automation delivers the greatest value when it is aligned with genuine operational needs rather than pursued for its own sake, and when people understand why change is happening, not just what is being introduced.

Involving employees early and giving them a voice in decision-making can significantly shape how automation is received on the ground. When workers recognise the need for new technologies themselves, rather than feeling pressured by top-down mandates, adoption becomes smoother and more sustainable. Investing in skills development and creating pathways into new roles helps ensure that automation strengthens both organisational performance and the workforce that supports it.

### Looking ahead

Over the coming decades, warehouses that make the most of automation are unlikely to be those with the most advanced technologies alone. Instead, they will be organisations that continuously adapt roles, invest in skills, and treat automation as an evolving system rather than a one-off implementation. In these environments, people and technology will co-develop, with learning, decision-making, and flexibility becoming as critical as efficiency. The future of warehouse automation is therefore less about fully automated spaces and more about intelligently designed socio-technical systems.

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Awarded CILT(UK) Thesis of the Year (James Cooper Memorial Cup) 2025

# A bit of a racket

**PhD researcher Claude Lynch set out to investigate how transport modelling actually shapes policy outcomes. His findings reveal a troubling gap between the promise of data-driven decision-making and a reality where business cases are built to justify decisions already made.**

## The anecdote

**T**he quote in this article's headline comes from a book by Prof David Metz, where he briefly discusses the modelling profession:

*"The lack of openness of transport modelling does not contribute to confidence in its outputs. The transport modelling community may be characterised as an inward-looking group of experts whose work is barely subject to external critique. Indeed, a cynic might regard transport modelling as a bit of a racket."*

**i** Author: **CLAUDE LYNCH**  
PhD researcher, University College London.



Metz's commentary here reflects widespread anecdotal discussion in the transport profession. Transport modelling is a 'black box'; the conclusions it reaches can be a mystery to many of its practitioners. More troubling is the suggestion that this opacity can create a counterproductive policy-making environment: instead of the much-vaunted 'data-driven policy-making' or 'evidence-based policy', the lack of an adequate modelling knowledge base can create the conditions for 'policy-based evidence'. If stakeholders know sufficiently

little about transport modelling as a practice, then that practice can be manipulated to recommend any policy at all.

Well, so goes the anecdote. How do things work in reality? My PhD project handles the results from one such transport model. In conducting it, I realised there was little research available on exactly how transport modelling outputs affect transport policy outcomes. Understanding that pipeline was essential for meeting my core project goal: recommend transport policies for net zero, based on transport model outputs. There is,

I argue, no point modelling a new railway line, if that modelling can't make a solid contribution to getting that railway line funded and delivered. So, I set out to discover how transport modelling shapes transport policy, which shed plenty of light on the home truths behind the world of anecdotes.

### The evidence

I interviewed 18 stakeholders across the transport modelling space, with a focus on the technical staff embedded at England's sub-national transport bodies (STBs). STBs carry





a particular relevance for transport modelling practice, as they aim to provide an interface between local and national government, empowering strategic thinking and business case development for local authorities, and helping them to assure economic and social benefits through regional knowledge and expertise.

Transport models, along with associated tools such as dashboards and frameworks, provide a means to meet this objective, providing a persuasive ground truth for transport policy interventions. The use of data from these tools in business cases – particularly the economic case, but more latterly the strategic case – can make the difference between which projects win a funding bid, and which don't. Such an argument is the foil to the critical anecdote above; so, how often does it happen that way?

It's important to note that STBs vary wildly in both population and grant size. This provides a useful control for their capabilities, as larger STBs are likely to have more developed analytical capability and a wider suite of analytical tools. It was unsurprising, then, that interviewees from Transport for the North alighted on a much wider range of tools than the smaller STBs, particularly the transport models that can cost hundreds of thousands to onboard.

What was more revealing was how those working at STBs rated the organisational knowledge regarding the tools they use: how well equipped were their organisations to make the

most of transport models, if they had them? In this instance, there was a noticeable correlation between the (grant) size of the STB and their perceived standard of knowledge; staff from the smallest STBs more frequently expressed room for improvement in their technical capabilities. They were also more likely to outsource technical work to consultants as a result.

## The challenge

I can now turn to the core question: did the STBs' use of models, dashboards and frameworks help to create data-driven decision-making? On this occasion, I found one core quote to be instructive:

*"There are a number of transport schemes of all sorts of shapes and sizes, that are in a programme because they've been in a programme... and your business case is spent backing up a decision that's already been made politically."*

Despite hopeful messaging from my interviewees around sharing best practice, upskilling local authority staff, and illustrating the benefits of data analysis for seniors, the staff I spoke to largely echoed the above quote, and expressed a certain resignation to what one of them called 'the sausage machine' of the business case. In other words, they backed up the anecdotes above: the business case process is only set up to support certain kinds of data analysis, and the work is extruding the data you have to fit that process. Moreover, the machine only makes

sausages; if your data points to a policy the sausage machine is not set up to make, neither the data nor the policy can breach the business case process.

My co-funders, the Transport East STB, are running a model that has tested policies such as national road pricing, and buses that come every 15 minutes. They have illustrated the huge behavioural shifts such policies can realise, but there is no straightforward way to advocate for those policies within the current political framework, especially when most authorities lack capital expenditure funding.

These interviews also revealed that the struggle to build out data-driven decision-making is compromised by an ongoing funding freeze, further complicated by the news that STBs are not expected to be funded in their current form through to 2027. While one STB, England's Economic Heartland, is to be preserved for its role in securing benefits around the CaMKOx corridor, Transport for the North is the true winner; more than five years older than the others, it has a far more consolidated analytical suite and even outsources its expertise to local authorities as something called the 'TfN Offer'. For TfN, then, their size makes data-driven decision-making more possible, but still predicated on the constraints of a business case.

## The takeaway

In my interviews with TfL, by contrast, I noted a particular optimism. Discussing projects they had undertaken, such as 'metro-isation' on the London Overground and large-scale cycling infrastructure investment, multiple interviewees alighted on TfL's long-term funding settlement – a separate grant from national government – as something that enabled them to pursue the policies with solid modelling behind them, without having to prove that modelling to a government whose appraisal guidance had yet to line up. That is data-driven decision-making par excellence; as the UK moves towards more 'strategic authorities' with greater funding autonomy, we should be thinking about how to upscale it as much as possible.



# A fresh perspective



**The logistics and transport industry isn't known for its youth – it's a sector where experience is currency and credibility is hard-won. But a new generation of founders is starting to change that, proving there's real value in seeing things differently.**

**A** cross the UK, young entrepreneurs are stepping into the logistics and transport industries and asking 'why is it still done this way?'

In doing this, they need to earn credibility in places where they're often the youngest person at the table. Pitching to executives with 20 or 30 years of experience and proving that new ideas can sit alongside deep industry experience is no small feat. But youth can also be a powerful tool when building a business case. They've questioned assumptions, embraced technology, and approached long-standing problems with a completely fresh lens.

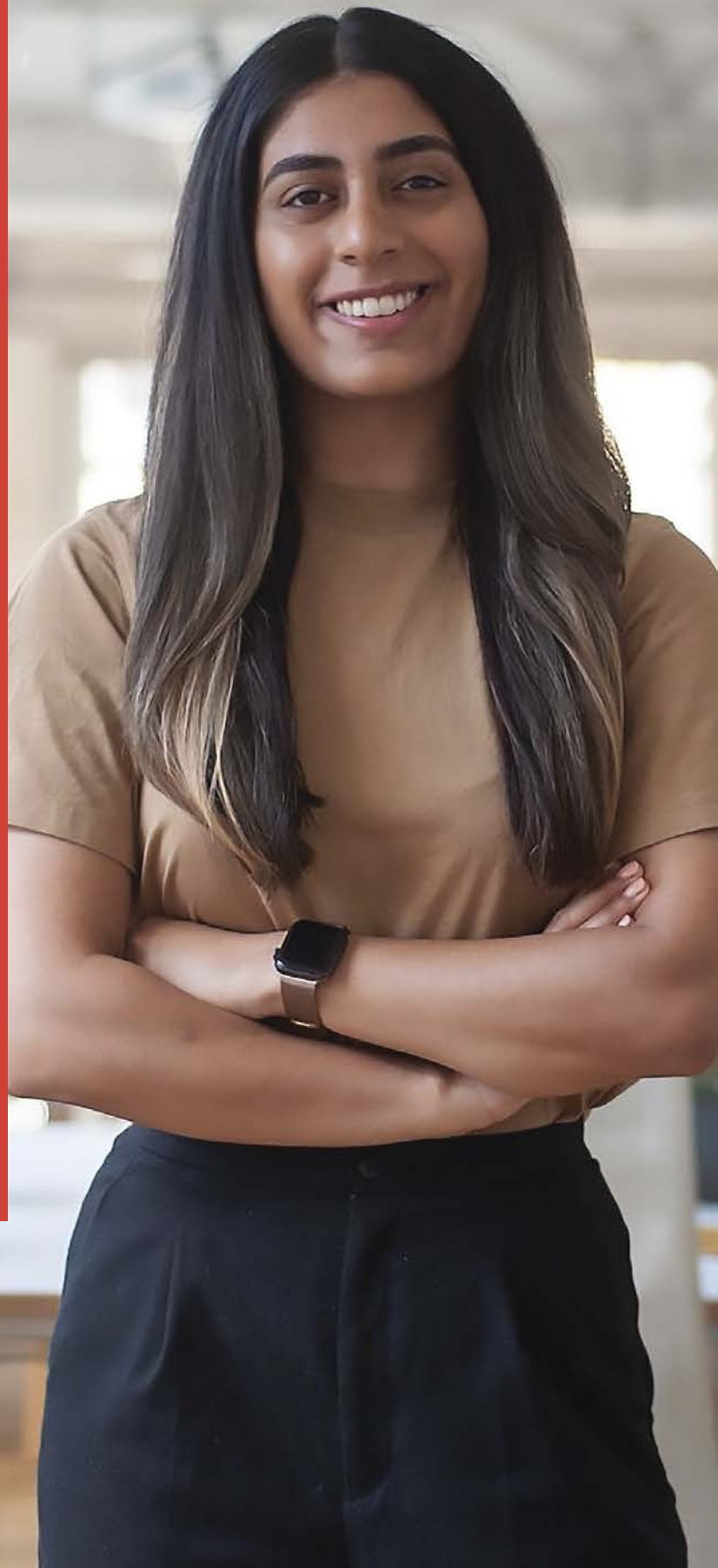
*Focus* spoke to four of these young leaders in the UK's logistics and transport scene, who are redesigning how goods move, how supply chains operate, how parcels are delivered, and how critical infrastructure is maintained. From parcel delivery networks and supply chain software to rail safety technology, they're bringing new thinking to the industry, and they have key advice for any other young entrepreneur wanting to make their mark.



# HIVED

## Electric-first parcel delivery, built to last

**Murvah Iqbal** was in her mid-twenties when she co-founded HIVED in 2021, an electric-first parcel delivery network designed to reimagine how parcels move in the UK. Today, the company delivers a 99% first attempt success rate and is building toward nationwide coverage. Here, Murvah shares how her frustration with a broken system became the motivation to build something new.



## A front-row seat to the problem

**B**efore HIVED existed, Murvah and her co-founder Mathias Krieger were running a business selling advertising on delivery vans. Through that experience, sitting inside the logistics industry and studying its data, Murvah says they realised how ineffective the national network was.

"We spent countless hours analysing delivery data, and what we uncovered was pretty stark," Murvah says. "The system powering millions of parcels every day was inefficient, outdated and environmentally unsustainable."

Ecommerce was growing at record pace, yet the infrastructure moving all those parcels hadn't evolved alongside it. The industry technology was fragmented, and customer experience was inconsistent. Murvah notes that sustainability, despite rising transparency expectations from consumers and businesses, still wasn't embedded at the core of most networks.

"This wasn't something that could be solved with small tweaks," Murvah says. "The industry needed rebuilding from the ground up."

## Electric from day one

Where most established carriers have worked to add sustainability initiatives onto legacy systems, HIVED took the opposite approach. The company was built electric-first, with sustainability as a foundational design principle rather than an afterthought.

"Emission-free delivery has persisted as a challenge partly because it requires structural change," Murvah explains. "It's not enough to swap a few vehicles or offset emissions. You need to rethink the entire network design – fleet composition, routing logic, infrastructure, incentives."

HIVED's proprietary technology optimises routes and reduces empty miles, balancing environmental goals with operational performance. Murvah and Mathias have seen glowing results – retail partners typically report a 95% reduction in customer complaints after switching to HIVED, and the company's live tracking system gives recipients full visibility and control over their deliveries.

"It's not about compromise," Murvah says. "It's about smarter design."

## Earning trust as a young founder: Deliver consistently, and perception shifts

Logistics is deeply operational, with decades of experience concentrated at the top. For a young founder speaking to industry veterans, credibility was an early challenge.

"You're often speaking to people who have been in the sector for 20 or 30 years," Murvah says. "You have to earn trust quickly. That means knowing your numbers, understanding your network in detail, and being able to talk about operations – not just vision."

The complexity of logistics left little room for error. "Logistics doesn't give you room for theoretical mistakes," she says. "If something fails, it fails at scale and customers feel it immediately."

Being a young, female founder in a sector not known for either has shaped her experience, though not always in the ways people expect. "There are moments where you're very aware that you don't fit the traditional mould of a logistics founder," she says. "But I've found that performance changes the conversation quickly. Deliver consistently, and perception shifts."

That same perspective has been an advantage when it comes to adopting new ideas. Not having decades of legacy thinking to unlearn meant Murvah was comfortable questioning assumptions around fleet design, technology and commercial models. "For our generation, AI, automation and digital tools are the baseline," Murvah says. "We didn't need to retrofit them into our thinking – they were part of it from the start."

## Reliability compounds

When thinking about the biggest lesson she's learnt as a young founder, Murvah returns to a recurring lesson: that reliability compounds.

"There isn't a single breakthrough moment that transforms a delivery network," she says. "It's about small improvements, made consistently,

across routing, communication, forecasting, hiring and culture."

She is equally clear about what doesn't work. "The industry has spent years chasing aggressive cost reduction, and it has damaged service quality. Intelligent efficiency is very different from cutting corners."

Culture, she says, is the piece that holds everything together. "In logistics, your frontline teams power the business. If they don't feel ownership or pride in what they're building, customers will feel that too."

## To young professionals: Don't underestimate logistics

Looking ahead, Murvah says she's excited to see how large-scale change is approached, particularly when it comes to electrification and smarter route optimisation.

"Customers now expect transparency, control and reliability as standard. That expectation is forcing the industry to evolve," Murvah says. "There's a real opportunity to rebuild networks that are electric-first, data-driven and designed around customer experience rather than purely around cost."

She says HIVED is continuing to scale. The company is developing nationwide coverage and working towards building an integrated network spanning small businesses to large-scale freight, aiming to be a key player in the UK's national delivery network for leading ecommerce brands.

For young professionals considering a path in logistics or entrepreneurship, Murvah says to start by building, to stay curious and be comfortable challenging assumptions. She suggests focusing on solving a real problem, spending time understanding operational details, speaking to customers and looking at data.

"Don't underestimate logistics. It touches every industry and is far more strategically important than people often assume," says Murvah. "Don't wait until you feel fully ready – you probably never will. Most industries need new thinking, especially logistics."





# BOXXDOCKS

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## Thinking outside the BoxxDocks

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**James Della Valle** was studying architecture at University College London when work experience led him into the world of logistics. Five years later, at 27, he and co-founder Alessandro Attanzio are behind BoxxDocks – an AI-enabled track-and-trace platform giving businesses granular visibility over their supply chains.

**J**ames Della Valle never planned to work in logistics – something he calls the ‘hidden industry’ of the world. But halfway through his architecture degree at University College London, he took on a side role with a private equity firm, helping develop brownfield sites across the UK for EV fleet charging and battery storage.

“I fell in love with the industry overnight,” James says. “The people, and the dynamic. I was travelling around the country and seeing how all these processes operate behind the scenes – things most people don’t get to see.”

Through that work, he met Alessandro Attanzio, whose background was in corporate and logistics operations. Together, they realised that the plastic tote boxes used across warehouse and delivery operations hadn’t changed in over two decades, and distributors had almost no visibility into where their goods were once shipped. James, who had always wanted to start his own business but never knew what, says this sparked the initial idea of BoxxDocks: collapsible tote boxes.

“The business idea that we came up with was so obvious to us,” he says. “No one in the industry was able to answer why the product had never been developed. We thought, this is a no-brainer.” Within three months, at age 21, he had quit his job in architecture and jumped in full-time as CTO of his new start-up.

## Building what the industry asked for

In pharmaceutical and wholesale logistics, most boxes come out of the pick-and-pack line half empty. The BoxxDocks solution could fold down to its contents, packing more into each van and cutting wasted space in transit.

James and Alessandro prototyped the box and took it to a UK distributor whose managing director had backed them from the start. His response wasn’t what they were initially hoping for, but it turns out to be the best advice they could have received.

“They said, ‘You’ve developed a box we would love to buy because it solves our problem. But we’re losing 20 per cent of our tote boxes every

**“The business idea that we came up with was so obvious to us, no one in the industry was able to answer why the product had never been developed.”**

**James Della Valle**  
BoxxDocks

year and we don’t have a clue where they go. If you give us a better box, we’re just going to lose more of them.” James said on hearing this, they went looking for a solution.

When the team went looking for an off-the-shelf tracking solution, they found nothing that worked at the scale required. So, BoxxDocks built its own. Today, the company operates a SaaS platform called Orbit, paired with a companion mobile app. This technology provides granular asset-level tracking, data-driven reporting, and supply chain visualisation for logistics, retail, pharmaceutical, manufacturing, and public sector clients.

## ‘The guys in the hoodies are here’

“The business model has probably been the hardest thing to crack,” James admits. He and Alessandro studied how other logistics companies operated – downloading annual reports, examining pooling models across the industry, and listening to potential customers describe frustrations around competitors.

“Other software companies were pitching with call-out charges and integration costs and hidden fees,” James says. “We shaped our business model around what our customers actually wanted.”

James is aware of the ‘friction’ that comes with being a young

entrepreneur, trying to push new ideas across the board. “I walk into rooms and most guys go, ‘You’re as young as my son. Why am I going to pay you to track my entire supply chain?’” He says the team has brought on older sales advisors to help bridge this credibility gap.

But when the conversation turns to technology, youth becomes an advantage. “When it comes to talking about tech and the future of tech, being younger is our main advantage,” he says. “You walk in and they go, ‘The guys in the hoodies are here – they know what they’re talking about.’”

## What’s next in the hidden industry

BoxxDocks now has its head office in London and a subsidiary in Bologna and Rome, Italy, with a major Italian retailer about to go live. The product roadmap is long, involving fleet tracking, warehouse integration, customer portals, and end-to-end supply chain mapping. James is driven to keep digitising the industry and says that he wants to see companies get their systems online, and able to receive data-led insights on their operations.

His advice for young people considering the sector is practical: go and see it for yourself. “Go and sit with a van driver for a day. Go into the warehouse and ask for a tour,” he says. “Most people just drive past these warehouses and sheds on the motorway and have no clue what’s going on. Yet inside there is a whole hidden industry of where all of your products come from.”

He stresses the value of building alongside the industry, rather than arriving with a finished product and hoping it lands. “We went to people with a prototype and said, we need help. Would you buy this if we built it?” he says. “We built the company very much from inside the industry, rather than building a product and then trying to sell it in.”

“The world of logistics is crying out for younger people to come in with external skill sets and look at the industry from a different angle.

It’s a fantastic time to get involved, because there is so much to do.”



# RIVELIN RAIL

## Getting a grip on rail friction

Over £60 million is spent on railway friction management in the UK each year, contributing to passenger delays, track maintenance and derailments. **Dr Ben White and Dr Michael Watson**, co-founders of Sheffield-based start-up Rivelin Rail, set out to change that. Now they have built a portable friction-measuring device that's been shipped to 11 countries, and they're only just getting started.



**B**en White has always been interested in the intersection where science meets the real world. As a young chemistry graduate, he jumped at the chance to start his PhD sponsored by the Rail Safety and Standards Board, seeing it as an opportunity to apply his skill set to an industry with a direct, everyday impact on people.

"I really liked the sound of how I could use a scientific background for very applied problem-solving that affects our lives day to day," he says. The PhD had him using his chemistry knowledge to investigate contamination and low friction on rails. These kinds of issues cause signal overruns, delays, and in worst cases, derailments.

During field trials at the University of Sheffield, working alongside Network Rail and Siemens, Ben realised that while there were fantastic lab-based facilities at universities for testing rail friction, there were very few portable tools available for the wider industry to carry out their own inspections.

## From furlough to first prototype

Finding the disruption of Covid opened unexpected space to think, Ben was furloughed at the time and bouncing ideas around with Michael Watson, a friend with an engineering background. Together, they realised they could develop a tool that would let the wider rail industry measure friction properly, rather than relying on visual inspections and guesswork.

"Trial and error doesn't cut it elsewhere in the industry," Ben says. "Yet it's used far too often in friction management."

They received a grant from Innovate UK's Young Innovators Programme, which allowed Ben and Michael to begin prototyping. More importantly, Ben says the mentoring that came with it shaped how they developed the business.

"It was instrumental in working out how we were going to use this to really add value. Not just as a device that churns out numbers, but how we were going to impact the wider rail industry through these measurements."

**"We didn't tell too many people what we were developing when we first started."**

**Ben White**  
Rivelin Rail

Ben and Michael worked to develop a portable, friction-measuring device – called a tribometer – that magnetically clamps to the rail and produces accurate readings in under 60 seconds. Compact enough to be used in the field and the lab, it gives operators hard data where previously they relied on visual inspections.

## Proving the product

For two years before the tribometer became commercially available, Rivelin Rail operated as a consultancy. Ben and Michael travelled to rail sites, carrying out friction measurement services, and tweaking the tribometer design based on what they learned.

"We were really fortunate there was high industry demand, even in the pre-commercially available stage," Ben says. "That really cemented the idea that this would add value to the industry and we could make a business out of it."

By the time the tribometer went to market in January 2025, it had been through years of refinement, shaped as much by industry feedback as by the lab.

## From Sheffield to Australia

From their small Sheffield base, Rivelin Rail has now shipped tribometers to 11 countries, including Switzerland, Austria, Italy, Spain, Ireland, India, New Zealand, and Australia. It's a niche piece of equipment, but with a broad reach – almost every country has a railway.

"It's pretty exciting to be part of a small company in Sheffield, and knowing people are finding out about us internationally," Ben says.

Some projects have combined an initial measurement service visit –

surveying the rail, identifying high-risk areas, and testing mitigation strategies – with selling a tribometer so the operator can build their own friction database and monitor their network over time.

## Youth: a double-edged sword

Ben says it can be tough to be a young founder in an industry where things can move slowly. Finding the right person within a large organisation can be difficult, and hardware development is capital-intensive.

He also admits to early-stage imposter syndrome, something potentially heightened from being 29 in those early development days. "We didn't tell too many people what we were developing when we first started – potentially because there was some imposter syndrome of not knowing if it was actually going to work."

But he's learned that being young and fresh in an industry also pays off. "By telling people quite early what you're doing, you can really get people's advice and opinions on board to help steer the trajectory of your product development." Staying agile as a small outfit has opened doors too – last-minute track access and leaning on insights from other industry trials have all helped the company establish itself.

## Always think about the bigger picture

Today, the portable tribometer measures 300 millimetres of rail at a time, and Ben and the team are developing onboard technology that can be fitted to trains to estimate friction over much larger areas. They are currently trialling this technology with a major UK transport operator.

His advice for anyone considering a leap into the transport industry? "Get stuck in as early as you can, and really shout about it. Think about the bigger picture, even when you're in those early stages."

He says mentoring was key to getting them where they are. "We've had so many fantastic offers of mentoring from various people in and outside the industry. Be happy to say yes to all of them and take all that knowledge on board."



# ZEUS LABS

**Building supply chains that think for themselves**

**Clemente Theotokis and Jai Kanwar were 19 and 20 years old when they founded Zeus Labs. Six years later, the London-based logistics tech company is trusted by some of the world's largest manufacturers, and both co-founders have been named on the Forbes 30 Under 30 Europe list. Here, Clemente shares how they are reshaping how goods move around the world with a digital-first mindset and a goal to challenge convention.**



**C**lemente and Jai met at school when they were 13. Years later, while at King's College London and the London School of Economics respectively, they started looking at industries that hadn't kept pace with the digital world around them.

"We grew up in a generation where there's tech in every aspect of our lives," Clemente says. "Whether that's ordering food, calling an Uber – there's always tech involved. So, we started looking at industries that were behind the times in terms of tech adoption, and supply chain and logistics was one of the first we came across."

The pair drove around the UK, visiting trucking companies and manufacturers. Some turned them away, and others opened the door. Clemente recalls the surprise when they learnt how outdated some of the systems still being used in modern-day supply chains were.

"Some businesses would be working off a blackboard with chalk, and a big map with pins in it to decide which truck was picking up which shipment," Clemente recalls. "We found out that 30% of trucks in Europe ran empty every single day – about a million trucks. And over half of supply chain executives considered Excel to be a supply chain system. We were very surprised at how these operations were being managed in such a manual way."

### Using the digital innovation available

The system inefficiencies weren't limited to small operators. Clemente says the same patterns appeared at some of the world's biggest companies.

"You would assume that the bigger the company, the more sophisticated they would be in their digital operations," he says.

He says the industry they walked into was like sitting a maths exam with a calculator on the desk but still doing equations on paper. "The tools have been available, but operations were still being done very manually with Excel sheets, and back-of-the-packet calculations."

### The answer is right there

Since founding Zeus Labs in 2019 at 19 and 20 years old, Clemente and Jai have developed a digital freight brokerage connecting manufacturers with trucking companies, and an orchestration layer that sits on top of existing supply chain systems, unifying data to enable AI-driven decision-making.

One manufacturer working with Zeus has seen a 19% reduction in logistics costs. In another case, a planning process that previously took 16 hours – from sales order to a drafted transport load – was reduced to just six minutes.

"When you're going from such a manual way of managing your operations to a sophisticated digital operation, you see the results immediately," Clemente says. "Going back to my analogy – going from pen and paper equations to picking up the calculator – the answer is right there."

### Earning credibility as young founders

Clemente says that in the early days of the business before they had a track record to lean on, pitching to executives at companies with decades of established processes required persistence, and resilience.

"It is very hard to be in that position, speaking to large companies that have been working in their ways for 20, 30, even 50 years," Clemente says. "Building a positive reputation has been a challenge, and it probably hasn't helped that Jai and I are young founders. Credibility is a lot harder to convey when you don't have experience in the industry."

But that same quality is also what gave them their edge. "The main advantage is that you're looking at

a problem that's been around for decades with a completely fresh perspective," he says. "That's something our generation brings very heavily to the table – a different way of approaching and solving problems with a digital mindset."

Throughout the journey, Clemente and Jai have leaned on their fathers as mentors, who encouraged them to be 'relentless in their approach' and to think long-term. "My father told me, 'don't just solve a problem that exists today'," Clemente reflects. "Look at what that problem will become in two, three, four years' time."

### Supply chains that think for themselves

Over the past year, Zeus has focused heavily on AI, developing models for the parts of the logistics workflow that require the most human computation.

"Our mission at Zeus is to create supply chains that think for themselves," Clemente says. "We want to help manufacturers go from where they are today to autonomous supply chains."

For young people looking to follow a similar path, Clemente's advice is direct: ask lots of questions, challenge the status quo, stay focused, and above all, be resilient.

"As a young person, you've been brought up in a specific way, in a specific generation, and there are advantages to that," he says. "Every company wants to be digital, wants to be automated. Use that to your advantage. There are going to be so many problems along the way, but you just have to keep moving forward."



***"Some businesses would be working off a blackboard with chalk, and a big map with pins in it to decide which truck was picking up which shipment."***

**Clemente Theotoki**  
Zeus Labs

# Driving change from the ground up



Author: **ROKSANA BOLDYS**  
System Superuser (WMS) SDC, Yusen Logistics

## When conversations about the future of logistics turn to new systems and automation, the focus often skips over the people who use them every day. Roksana Boldys shares how her journey from warehouse operative to system superuser taught her that the best improvements start on the floor – not in a boardroom.

**W**hen people talk about where logistics is heading, the conversation usually jumps straight to new systems or automation. From what I've seen, the biggest improvements often start somewhere much closer to day-to-day work, with the people on the warehouse floor who use those systems every shift.

I began my career at SDC Northampton as a warehouse operative. My days were spent picking, packing, and supporting despatch. The work was fast, priorities could change quickly, and mistakes had real consequences. Getting through the day depended on teamwork, staying flexible, and helping each other when things didn't go to plan.

It didn't take long to notice that when things slowed down or went wrong, it was rarely because people weren't trying. Most of the time, the issues came from awkward system steps, unclear processes, or gaps between how tasks were planned and how they actually worked in practice. Even small system issues could lead to delays or extra work, and over time those workarounds quietly became part of the routine.

At that point, I didn't have formal training in improvement methods or systems. I paid attention, asked questions, and felt that some problems didn't need to be as complicated as they were.

My move into a system superuser role happened gradually rather than through a formal promotion route. I started helping colleagues when they got stuck, testing changes when

needed, and becoming a point of contact when something didn't work as expected. Over time, this grew into a more defined role that included supporting system updates, helping with training, resolving issues, and passing feedback from the floor to those responsible for system changes.

Being a system superuser sits between operations and technology. You need to understand how the system works, but you also need to understand the pressures of the warehouse floor. Staying close to daily activity made one thing very clear: even well-intended changes can cause problems if they don't reflect how work actually happens.

One of the biggest lessons I learned is that many system issues aren't really system issues at all. A system can work exactly as designed and still create problems if it doesn't fit the pace, priorities, or realities of the job. When targets are tight and time is limited, people will always find quicker ways to get the work done.

Over time, working from the ground up became central to how I approached change. Colleagues were far more open when they felt heard and involved. Talking through what was changing, and how it would affect daily tasks, helped reduce resistance and build trust. When people could see how a change would save time or prevent errors, they were much more willing to try it.

Passing feedback upwards mattered just as much. Some ideas sound good on paper but don't work once they reach the floor. Raising those issues early helped avoid bigger problems later. Ground-up change doesn't

mean pushing back for the sake of it; it means sharing what's really happening so better decisions can be made.

Another thing I came to understand is how people-focused systems roles really are. Training, for example, often gets overlooked. People don't just need to know which steps to follow, they need time, reassurance, and space to ask questions. When someone feels confident using a system, their whole approach to the job changes. Listening, patience, and explaining things in a way that makes sense day-to-day turned out to be just as important as technical knowledge.

This experience naturally led me towards project management and more structured ways of managing change. Approaches like Agile and Scrum focus on small improvements, regular feedback, and working closely with the people affected by change, ideas I had already seen working in practice long before I knew the formal terminology.

Looking ahead, logistics will continue to change, but progress will depend on how well frontline experience is taken into account. New tools and systems will keep appearing, but they only work when people trust them and feel comfortable using them.

There is real value in developing operational colleagues into system champions and superusers. They understand the work, have credibility with their teams, and can spot issues early. They also show that careers in logistics don't have to follow one fixed route.

My journey from warehouse operative to system superuser has shown me that starting on the warehouse floor is a strength. It gives you a clear view of how decisions affect everyday work and where small changes can make a real difference. The most effective improvements I've seen didn't come from big programmes, but from steady, practical adjustments made with input from the people doing the job.

As the industry continues to move forward, I hope more organisations recognise the value of listening to frontline voices and supporting people-led improvement. Systems will always matter, but it's the people using them who decide whether they truly work.



***“Young professionals bring a strong familiarity with digital tools and data-driven thinking.”***

# Curtis Southern

*At just 19, Curtis Southern is one of CILT(UK)'s youngest members and already holds a Commercial Officer role at Stagecoach, overseeing planning and scheduling across multiple depots. We spoke to him about electric bus operations, data-driven decision making, and creating clearer pathways for young talent in transport and logistics.*

**Could you tell our readers a little bit about yourself, and your background? What has your work experience looked like so far?**

I'm Curtis Southern, 19, and currently working as a Commercial Officer at Stagecoach Yorkshire, where I primarily focus on planning, scheduling and rostering. My career in transport started early, I carried out remote work for Stagecoach North Scotland programming passenger information systems while I was still at school. After leaving school I completed a business development apprenticeship with a local authority, gaining a Level 3 qualification and broadening my experience before starting my full time role with Stagecoach Yorkshire in early 2024.

**What inspired you to pursue a career in transport?**

I've always been interested in how transport networks function behind the scenes and the impact they have on communities. What particularly appealed to me was the combination of analytical work with the opportunity to make visible improvements to services that people rely on every day. The sector is also undergoing significant change, with electrification, digitalisation and new operating models making it an exciting industry to build a long-term career in.



**What motivated you to join CILT(UK), and how has becoming a member helped your professional development so far?**

I joined CILT to support my professional development and gain broader exposure to the wider transport sector. Membership has helped me build a stronger understanding of developments across the industry while learning about professionals from different areas/disciplines. It also supports my longer-term goal of working towards professional accreditation as I continue in my career.

**Has mentorship played a role in your career? What's the most valuable advice you've received?**

Mentorship has played an important role in my development so far. While there isn't one specific thing that stands out, working closely with experienced commercial and operational colleagues has helped me to build strong practical judgement, particularly when balancing planning with operational realities. Learning to understand how decisions translate into day to day operations has been one of the most valuable aspects of that.

**Could you walk us through a typical day in your role as a Commercial Officer at Stagecoach? What does planning and scheduling across multiple depots involve?**

My role is varied but the core of the job is around planning, scheduling and rostering. Timetabling involves analysing running times and previous performance data and making adjustments to ensure services operate reliably and working with local authorities on future network changes. Scheduling then involves creating vehicle workings and efficient duties that are operationally workable. These duties are then subsequently placed into rotas. Both scheduling and rostering requires close collaboration with depot management and trade union representatives to ensure balance of operational requirements, efficiency and local agreements. Alongside this I also manage our passenger information systems, leveraging experience gained with North Scotland. This has been particularly important as PSVAIR develops with the requirement for onboard announcements and how this can be used to improve customer experience. Another key part of the role is ensuring all data flows correctly into downstream operational and customer facing systems including journey planners, real time information screens and industry data platforms such as BODS.

**What have been the biggest challenges and learnings from working with electric bus operations, and how different is it from scheduling traditional diesel fleets?**

Electric bus scheduling introduces a number of additional constraints compared with diesel fleets. These include managing charging windows, state of charge requirements and vehicle allocation rules. This is particularly important on some of our longer distance routes where maintaining customer facing reliability and also meeting operational requirements requires careful planning. Electrification also creates opportunities to improve driver efficiency, for example by aligning charging periods with reliefs and breaks.



**What role has technology played in your work, and how do you think technology will continue to shape bus operations in the future?**

Technology plays a central role in my day-to-day work, from the scheduling platform to performance and operational data systems. As these tools continue to develop, the industry is becoming increasingly data driven. This enables better forecasting and decision making. It will also be particularly important as networks evolve under new operating models and increasing performance expectations.

**What unique perspective do you think young professionals bring to the bus and public transport sector?**

Young professionals bring a strong familiarity with digital tools and data driven thinking, alongside a willingness to challenge established processes and explore new approaches. Many also bring a strong focus on sustainability and innovation which aligns with the direction the transport sector is moving in.

**Are there any challenges for young people entering this industry? How do you think we could make the transport sector more accessible?**

One challenge for young people entering the industry is both awareness and accessibility. Many office-based roles are typically accessed through internal progression or graduate

schemes. For those who choose not to go to university, this can make entry routes less visible and sometimes more limited. Expanding apprenticeships across a wider range of business areas would help create clearer alternative entry points, building on the strong progress already made with apprenticeships in operations and engineering. Clear development pathways and mentoring opportunities would further support the attraction and retention of young talent across the sector.

**What are your career goals for the next five years?**

Over the next five years I aim to continue developing my expertise, with the goal of taking on broader responsibilities within the commercial function of the industry. I'm particularly interested to see how the future of the sector develops under new operating models such as franchising, enhanced partnerships and municipals, and how these reshape how services are delivered across the UK.

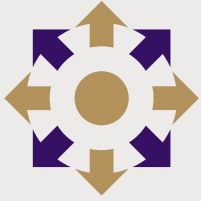
**Why would you recommend a career in the transport to other young people? What makes it exciting?**

Transport is a rewarding sector because the work you do has a direct and visible impact on communities and people's daily lives. For anyone who enjoys problem solving, working with data and helping shape how public services operate in the future it is an incredibly exciting industry to be part of. ☺

***“The sector is undergoing significant change, with electrification, digitalisation and new operating models making it an exciting industry to build a long-term career in.”***

Curtis Southern





The Chartered  
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for more information and submission guidelines.**

# 35 under 35

Since 2022, CILT(UK)'s 35 under 35 has celebrated exceptional young professionals who are driving innovation and excellence across the industry.

With a record-breaking number of nominations in 2026, this year's cohort represents some of the most dynamic and diverse talent in our sector. Meet the visionaries who are redefining what's possible in logistics, transport and supply chain.

Meet this year's 35 under 35... [↪](#)



## Marco Ng

**Director of Airport Control,  
Manchester Airport Group/London,  
Stansted Airport.**

“I’ve had the privilege of overseeing Air Force One operations twice – first as Ground Commander at Heathrow in 2021, then as Strategic Commander at Stansted in 2025. Delivering under that level of pressure and visibility has been the highlight of my career.”

## Alex Castle



**Supply Chain Leadership Degree  
Apprentice & First Line Manager,  
GXO Logistics.**

“I became the first apprentice to manage the Wincanton Innovation Centre – hosting high-level customers, introducing robotics, autonomous cleaning and an AI assistant, and welcoming 6,000 visitors.”



## Bradley Spencer

**Head of Warehousing and  
Logistics, BIRKDALE.**

“I transformed an ageing 3PL facility into an in-house operation, more than doubling volume within a one-million-square-foot footprint. Later, I helped achieve 99.8% service performance across a national next-day distribution network.”



## Nikita Jones

FCILT

Senior Risk Consultant,  
Corporate Motor, Aviva.

“Becoming a Chartered Fellow under 35 in an industry historically dominated by men isn’t just a personal success – it’s a statement of possibility. Women can lead, influence, and shape the future of transport at the highest level.”

## Ryan England



Head of Future Support, Thales UK.

“There’s a line from the Defence Support Strategy that stayed with me: ‘If you cannot get to the fight and stay in it, then there is no fight.’ That’s what logistics enables – and once you see your work on the news or meet an end user, you’re hooked.”

## Kathryn Jenner



Head of Business Development  
Technology Sector, Unipart Group.

“I reached Head of Business Development for the Technology Sector by 30. Age is no barrier to influence when it’s backed by well-rounded expertise and a relentless focus on closing capability gaps.”

## Dean Vaughan



Apprentice Data Analyst, SEC Storage.

“My Product Location Scenario model increased assessment accuracy by 30%. That work won me the Inspiring Hertfordshire Apprentice of the Year Award 2025 – proof that data-led insight can drive real operational change.”





## Daniel Blair

Transport Operations Manager,  
B&M Retail Ltd.

“Transport is a huge industry, yet it feels small because of how connected people are. Relationships built here often turn into lasting friendships and business partnerships.”



## Bethany Baxter

Fleet Coordinator,  
Swain Container Solutions.

“When our Fleet Manager left suddenly, I stepped in to cover. What started as a temporary fix became a career-defining pivot – I found my calling in fleet compliance and never looked back.”

## Alex Ingram



Business Development Director,  
DHL Supply Chain.

“I started working part-time at 15 for a commercial vehicle breakdown company. That early exposure to fleet operations and time-critical services set the foundation for everything that followed.”

## Tara Matthews



Project Manager, Rail Delivery Group.

“I moved between banking, finance and law before finding where I belong. Rail was professional yet playful, demanding yet full of humour – a culture that hooked me immediately. I have no intention of leaving again.”

## Marius Catrinoi-Cornea

MILT

Founder & Managing Director, AgileFleet Engineering.



“I progressed from yard operative to Operations Director in under three years, supporting growth from £10m to £40m turnover. Then I took the bigger risk – starting my own business from scratch.”



## Will Holliday-Jones

Head of Logistics, Cooksongold.

“I grew our 3PL operation by 233% in 11 months, with 76% further growth forecast for next year. But I’m most proud that we built a team that’s capable, empowered and confident – not just hitting targets.”





## Nick Leather

Operations & Transport Manager,  
Cadman Cranes Ltd.

“We achieved record profitability two years running while also hitting Scope 1 and 2 Net Zero – proof that high performance and responsible operations can move forward together.”

## Abhijeet Salabee



National contract logistics  
customer solutions engineer,  
Kuehne + Nagel.

“From the outside, logistics looks routine. Inside, you realise how many variables must be managed simultaneously – and how small planning decisions can have disproportionate impact.”



## Abyie Storrie

Branch Manager, TS Europe.

“I started at 17 through an apprenticeship with no roadmap and no connections. Now I run an entire branch with full responsibility for its performance, people and growth. This industry rewards results over background.”



## Daniel Robinson

Distribution Manager, Sysco GB.

“By focusing on engagement, communication and structured development, I improved team retention by 35% and fleet compliance scores by 22%. Strong results come from well-supported teams.”

## Naomi CMILT Harryman-Hassan



Logistics Consultant, Hatmill.

“On the day the UK entered lockdown, I relocated 200 miles to help build a PPE supply network for the NHS. I later led allocation strategy for the vaccine rollout. Those years will always be my biggest achievement.”

## George Shilton

Director of Contract Management,  
Whistl Fulfilment Ltd.



“I became the youngest Director at Whistl at 29 – five years ahead of my own plan. I’ve never stood still, and that upward trajectory came from understanding the ‘why’ and ‘how’ behind every operation.”

## Piotr Sosienko



Business Operations Support,  
Axil Integrated Services.

“I saved the company £250k by optimising waste handling routes while cutting CO<sub>2</sub> emissions. The waste is then incinerated to produce heat and electricity – a three-way win: financial, environmental and energy recovery.”

## Max Roberts



Director of Client Success,  
ZigZag Global.

“Logistics is no longer just an operational function. It’s a strategic enabler of customer experience, brand loyalty and commercial growth, that shift has been remarkable to witness.”

## Mark **CMILT** Dalli



Senior Manager in Nuclear & Capital  
Delivery, Capgemini Invent.

“I started on the warehouse floor at 17, the day after finishing school. That hands-on experience taught me logistics from first principles – and sparked a desire to build a career in the sector.”

## Adam Bardsley



Senior Consultant, AECOM.

“The sheer number of people and processes required to make supply chains work every day is staggering, and most of it remains completely hidden from the general public.”

## Winfred Athembo



Sustainability Manager,  
Kuehne+Nagel.

“I established a 90-fruit tree orchard as a biodiversity project, bringing together 56 volunteers from seven organisations. With beehives installed nearby, the trees will support pollinators while contributing to carbon sequestration.”



## Divya Srikakulapu

Electrical Engineer II,  
Honeywell Intelligrated.

“I identified a systemic flaw affecting multiple customers and led a Six Sigma project to fix it, reducing cycle time from 14 to 10 days and cutting escalation resolution from 100 hours to 45. I then trained 50 engineers to embed the new practices.”

## Danny White



Operations Manager/Project Manager,  
ID Logistics.

“This industry isn’t just putting something in a box and throwing it on a trailer. It’s about integrating remote economies and driving global growth in an increasingly connected world.”



CMILT

## Savi Kataria

General Manager, DHL Supply Chain.

“I moved to the UK at 18 with no support system. By 2022, I was running an operation of 1,000+ people delivering to 1,300 stores – all while completing a Level 7 apprenticeship and gaining CMILT accreditation.”

Leo  
McKenna



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**Sea logistics graduate,  
Kuehne + Nagel.**

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“Living and teaching in Shenzhen gave me first-hand insight into global trade flows from one of the world’s most important manufacturing hubs. That experience fundamentally shaped my interest in logistics as a global profession.”



**Roksana Boldys**

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**Superuser Yusen Logistics.**

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“I went from picker/packer to Superuser while studying for a Business Management degree. What changed most was my mindset – from believing opportunities happened to me, to knowing I create them.”



**Sam Ferguson**

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**System Superuser (WMS),  
Yusen Logistics.**

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“I stepped from the graduate programme into a Systems Superuser role during a major WMS implementation. Being trusted with that responsibility early – and being able to influence senior decision-making – has been a significant milestone.”

**Josiah  
Murahwa**



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**Logistics Graduate Trainee,  
Huaxin Cement.**

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“Small decisions in planning, compliance or inventory can have significant ripple effects across entire value chains. That level of strategic influence surprised me most about this industry.”

# Francesca George

MILT



Supply Chain Executive,  
Disaronno Int UK.

“I started in creative education, not logistics. Those early roles taught me adaptability and collaboration – skills that transferred perfectly when I made the leap into supply chain.”

# Gajaneei Ragupathy



Finance Assistant, Wincanton.  
(Now Part of GXO Logistics)

“Within weeks of joining, I’d translated operational needs into standardised templates that were adopted across teams, enabling earlier variance identification and reducing manual rework significantly.”



# Hannah Hodgson

Compliance Officer, The Vehicle Group.

“I didn’t realise the true impact SMEs have on road safety and sustainability until I joined this sector. Seeing products developed and installed on vehicles across the country has been a genuine source of pride.”

# Lewis Maher



Customer Service Specialist,  
Kuehne+Nagel.

“I volunteer for Generation Logistics, speaking to students across the country. In Oldham, some sixth formers were interested in cars – I mentioned the manufacturers we work with, and they were hooked. Sometimes people just need to see another route in.”



2025  
CILT(UK)  
RISING  
STAR

# Jamie Harrison

**Jamie Harrison didn't plan a career in supply chain. But a placement year, a supportive employer, and a data-driven mindset have seen him make an impact well beyond his years.**

**W**hen Jamie Harrison enrolled on a business management degree at Northumbria University, logistics wasn't initially on his radar. "I started out not knowing what I wanted to do," he says. A supply chain module in his second year quickly changed this. Through the Novus programme, a CILT(UK) initiative that supports undergraduates into supply chain and logistics careers, Jamie secured a placement at Muller UK & Ireland.

That placement began in 2020, right in the middle of Covid. While most of the country was locked down, Jamie was travelling between Muller sites from Scotland to Somerset. "I actually saw more of the UK during lockdown than I ever had," he says. More importantly, the experience gave him a broad view of how a major supply chain operation works – from farm-gate milk collection through to manufacturing, planning, warehousing, and final delivery.

### Treated as an equal

What stood out to Jamie during his placement was how he was treated as a young professional, new to the workforce and the industry. "I was treated like an actual employee, as opposed to just a university student being given the odd jobs," he says. "I really felt like an equal."

That early trust set a solid foundation for Jamie, who returned to Muller after completing his degree to start his current role as Logistics Process Improvement Coordinator – a title he describes as "a fancy way of saying project manager." In practice, the role involves identifying operational problems across a workforce of around 2,500 people, translating them into data, and finding better ways of running operations.

"Lots of variety, lots of travel, very social," he says. "I really like talking to people, understanding their challenges and trying to solve their problems."

Jamie credits his boss, Mark Burnside, as a mentor throughout his time at Muller. He's also been given the tools to develop professionally, completing a Level 4 Data Analyst apprenticeship and earning his Six Sigma Black Belt – both funded by Muller. "Early

## Supply chains have a massive impact on the movement of people and goods.

on, you're not quite sure of what you offer when you step into that first role," he reflects. "But as soon as you're able to hone in on your education, it changes your worldview. You've got a new lens on how to approach the world of work."

### A surprise Rising Star win at Silverstone

Jamie didn't enter the CILT(UK) Rising Star Award himself. His name was put forward by the head of his department, and Mark wrote the submission on his behalf. "It was such a surprise," Jamie says.

Jamie was nominated for a warehouse efficiency project which reduced the supply chain's dependency on agency labour by 663 hours per week. Having designed, rolled out, and embedded the project into operations, Jamie says he was delighted with the results, which saved the company over half a million pounds annually.

The award ceremony took place at Silverstone, with a conference during the day followed by an evening celebration. When Jamie's name was called, the feeling was one of disbelief. "I was sitting through it, and felt a huge wave of imposter syndrome," he says. "I'd only been working for about three years. And then I heard my name and I was walking up and I was just in disbelief!"

For Jamie, the win was about more than personal recognition. He says it proved that you don't need decades of experience to drive change – you just need to bring people with you and let the evidence speak for itself. "It gave me the confidence to back myself," he says.

### Challenging 'the way we've always done it'

Jamie admits young people can face resistance when suggesting new approaches in traditional work settings and systems, pointing to

friends of his who haven't had the same reception into the workplace that he's had.

"I remember trying to make new suggestions, and being told: 'we've got more experience working in this one site than years you've been alive,'" he recalls. "And you think – that's a very good point, actually."

But he believes that dynamic is shifting. "Experience is great, but understanding that a fresh pair of eyes and different ways of thinking might lead to a better way – that's important too," he says.

### Opening industry doors for young professionals

Asked whether the logistics industry appeals to young people, Jamie says the problem isn't the work itself, it's the perception. "People think logistics is moving boxes," he says. "But actually, there's AI and robotics, reducing emissions and net zero carbon initiatives. All of a sudden you go, 'oh, that sounds like the future.' All of that is attainable through logistics, but I just don't think it's marketed that way."

Jamie is drawn to the concept of 'invisible logistics' – using technology to automate repetitive, day-to-day decisions so that people can focus on more strategic, creative work, as well as wanting to bring a sustainability lens to his work at Muller.

"Supply chains have a massive impact on the movement of people and goods," he says. "I'd like to do more to contribute to net zero. You get the satisfying, challenging part of problem-solving in a complex supply chain, but you're also doing good with it and know you're doing something important for the future."

Nominations for the 2026 CILT(UK) Rising Star Award are now open. If you know a young professional making an impact in logistics and transport, visit the CILT(UK) website to find out more and submit a nomination.



# Building tomorrow's workforce, today



**As logistics and transport enters a new era of digital transformation and automation, today's talent sets a strong precedent for what the industry will look like tomorrow. *Focus* examines what it will take to attract, retain and develop the workforce that will champion transport and logistics in the UK in 2026, and beyond.**

**T**he UK's logistics and transport industries face mounting pressures from persistent skills gaps, visibility barriers and an aging workforce. With over a century of heritage in skills development and knowledge sharing, CILT(UK) is mobilising its full range of capabilities – from qualifications and training to policy advocacy and industry collaboration – to ensure the sector can attract and develop the people it needs.

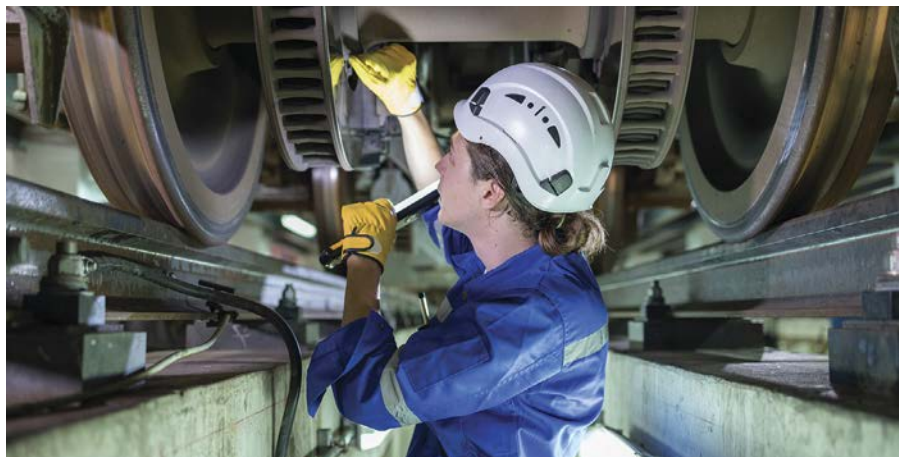
Fiona Palmer, Head of Professional Standards at CILT(UK) says skills development, attraction and retention are high priorities when considering what the future industries might look like, especially when accounting for sustainability targets.

"We have an aging workforce, and we have challenges around diversity, and attracting young people into the sector. Skills development is really important," Fiona says.

"The other big theme is decarbonisation. Logistics and transport have a significant role to play in the UK hitting its net zero targets, so we need to be supporting our members in understanding what that means, what the technologies are, what the policy frameworks are and how we can all work together to make it happen."

### **The visibility problem**

Logistics and transport often operate behind the scenes, meaning opportunities often aren't visible to young people making career decisions. The industry rarely features in school career guidance, and when it does outdated perceptions of its roles persist. Fiona says many young people still assume logistics only means driving or warehousing, and they overlook the opportunities spanning technology, sustainability, supply chain analytics, procurement and strategy.



## *Areas that young people misunderstand or associate with outdated images of the sector are the ones that struggle most.*

"There's a lack of understanding about the breadth and depth of careers that are available," Fiona notes. "We need to do more to make sure that we're creating an inclusive environment where people from all backgrounds feel welcome."

Fiona says CILT(UK) runs a range of programmes designed to create clearer pathways into the sector.

"I think the challenge is making sure we're reaching enough people and that we're having sufficient impact," Fiona says. "Making sure that young people are aware of the opportunities, that they're getting the right skills and qualifications, and that there are clear pathways from education into employment."

CILT(UK) also runs targeted mentoring programmes and supports its Women in Logistics and Transport network, recognising that diversity in the industry is essential – not just for addressing skills shortages, but for building a workforce fit for the future.

### **Recruitment barriers**

While the challenges range across the whole industry, certain areas feel the pressure more acutely. Bethany Windsor, Head of Skills Policy and Generation Logistics at Logistics UK, says driving and transport operations partly struggle with attracting and retaining younger staff because of outdated perceptions, and partly due to the reality of the roles.

"Logistics is associated with manual work, long hours, or limited progression, when, in reality, it encompasses strategic planning, cutting-edge digital operations, sustainability roles, global supply chain analytics and more."

Warehousing roles, particularly in facilities that haven't embraced automation, can suffer from higher turnover among early-career workers. Meanwhile, technical positions in robotics, automation and maintenance face fierce competition from other industries experiencing the same STEM talent shortages. Even roles in planning and analytics – which do attract graduate interest – can struggle with retention when progression pathways aren't clearly communicated.

"The pattern is consistent," Bethany notes. "Areas that young people misunderstand or associate with outdated images of the sector are the ones that struggle most."

### **Changing the narrative**

Addressing misconceptions demands coordinated, sector-wide storytelling. A careers awareness campaign co-founded by CILT(UK) and Logistics UK, named Generation Logistics, brings together more than 30 companies, trade associations and government partners under a single platform.

"By uniting organisations that would traditionally focus on their own recruitment challenges, Generation Logistics provides a way to amplify the sector's message and make it easier for young people, educators and career influencers to understand the opportunities available," Bethany explains. The campaign showcases real people, modern workplaces and diverse role types through digital campaigns, compelling storytelling, ambassador programmes and accessible resources designed to bring the sector to life for younger audiences.

### **Technology as a talent magnet**

The technologies disrupting traditional logistics roles may also prove to be a powerful recruitment tool. In many areas, digitalisation is elevating job content and creating hybrid roles that blend operational expertise with technological capability.

Fiona says new, exciting career pathways are starting to emerge for young people.

"Automation, artificial intelligence, and data analytics, these are all transforming the types of roles available in logistics. We're going to see more autonomous vehicles, more drones, and more robotics in warehouses – so with this comes new jobs and new career pathways."

Bethany says there is higher demand for engineers, technicians and digital maintenance specialists. "The growing importance of data in forecasting, inventory optimisation and real-time visibility is opening doors for analysts, systems specialists and control-tower professionals."

### **Building a solid foundation for the future**

As Bethany says, logistics success will be measured in the 'confidence and capability of the next generation: young people who see logistics as a dynamic, innovative and rewarding lifelong career'. She notes this vision presents a more diverse workforce, one that better reflects the communities it serves.

Fiona points to how industry wide collaboration can drive better results for a strong, stable workforce.

"We're moving away from very linear supply chains to much more networked, collaborative approaches," she says. "That's going to require different commercial models of working and be much more centred around transparency and data-sharing."

"The pandemic and other global events have shown us how vulnerable supply chains can be. There is going to be more emphasis on making sure supply chains are resilient, secure and diversified, and this will be reflected in how we approach and support talent recruitment, right from the start."



# Customer 1st (UK)

Contact: **Wayne Reidie**

Email: **info@customer1st.co.uk**

Website: **www.customer1st.co.uk**



with senior-level operational, commercial, and academic expertise in sustainability and leadership. He also holds the Transport Manager CPC (TMCP) and is listed on the National Register of Instructors (NRI), supporting high standards of professional delivery and governance.

***In addition to the CILT(UK) AO qualifications you offer, what other qualifications are offered by your organisation that may help people to further their career in Logistics and Transport?***

In addition to CILT(UK) qualifications, Customer 1st (UK) Ltd is developing complementary professional and business-focused programmes aimed at supporting leadership development, operational effectiveness, and career progression within logistics and transport environments.

***Having completed a CILT(UK) qualification, how has this helped your Learners to further their career in Logistics and Transport?***

CILT(UK) qualifications provide learners with recognised professional credibility, enhanced technical knowledge, and clearer career progression opportunities. Learners benefit from increased confidence, improved employability, and stronger positioning for promotion or further professional study.

***What future developments are planned within your organisation in relation to Logistics and Transport qualifications?***

We're expanding CILT(UK) qualification provision and strengthening employer engagement across the transport and logistics sector. A key strategic focus is supporting industry sustainability through improved workforce wellbeing, including initiatives aimed at reducing absenteeism, addressing burnout, and promoting mental health awareness among drivers and transport professionals.

***Which CILT(UK) AO qualifications are offered by your organisation?***

Customer 1st (UK) Ltd is an approved CILT(UK) Learning Partner, accredited in December 2024. We currently deliver the CILT(UK) Level 3 Certificate of Professional Competence for Transport Managers (Road Haulage), with provision designed to support both individual learners and employer-sponsored professionals. Our qualification offering will continue to expand in line with learner demand and progression pathways.

***What method of study do you provide?***

We provide a blended learning model that supports flexible study alongside work and other commitments. Delivery combines structured tutor-led learning with supported distance study and ongoing formative assessment. This approach allows learners to engage flexibly while maintaining a high standard of academic discipline and practical relevance.

***What method of assessment is offered?***

Assessment is delivered primarily online, in line with CILT(UK) Awarding Organisation requirements. Learners are supported throughout the assessment process with clear guidance, structured preparation, and feedback to ensure they are confident, capable, and well-prepared.

***What additional learning support are you able to provide for Learners?***

Customer 1st (UK) Ltd places strong emphasis on learner support. This includes:

- One-to-one tutor support
- Scheduled online tutorials
- Ongoing academic guidance
- Constructive feedback throughout the learning journey
- A dedicated exam preparation day focused on assessment readiness and confidence-building

Our aim is to ensure learners achieve both qualification success and meaningful professional development they can apply directly in the workplace.

***What resources do you have available for Learners studying with you?***

Learners have access to high-quality learning materials aligned to the CILT(UK) syllabus, including structured course content, guidance notes, and assessment support resources. Delivery is supported through inclusive online learning platforms, with reasonable adjustments made where appropriate to support accessibility and individual learning needs, alongside practical examples drawn from real-world logistics and transport environments.

We recognise that completing a Transport Manager CPC is a significant commitment, and we place strong emphasis on encouragement, approachability, and maintaining learner motivation throughout what is a demanding programme.

***Who are the key logistics and transport personnel in your organisation?***

Customer 1st (UK) Ltd is led by Wayne Reidie MBA FCILT, an experienced logistics and transport professional

# Waste to worth

How warehouses can  
turn a cost centre into  
a competitive edge.



Author: **PIOTR SOSIENKO**  
Business Operations Support & Supply Chain, Axil.

**W**arehouse waste isn't just a nuisance; it's a missed opportunity. Every bin of discarded packaging, every pallet sent to landfill, and every wasted forklift journey represent lost money, wasted space, and squandered resources. With the right systems, warehouses can dramatically reduce waste while unlocking significant cost savings and sustainability gains.

A clear, up-to-date database of Material Safety Data Sheets (MSDS), waste volumes, and waste sources is your secret weapon. Why? Because knowing exactly what waste you generate, where it comes from, and how much it weighs turns waste management from costly guesswork into a sharp, strategic advantage. Keeping these records accurate and current lets you pinpoint solutions that save money and reduce your environmental footprint – making your operations leaner, sustainable, and more profitable.

Sometimes even certain hazardous wastes (not always) can be treated as an additional source of income, rather than just costs that must be incurred to dispose of them. It all depends on their composition and how they are generated. So, in the end, it really comes down to a fairly simple point – knowing what exactly is being produced.

Strategically placed, clearly labelled waste containers – both inside and outside the warehouse – cut disruption and unnecessary movement. When bins are easy to find and sorted by category right where they're needed, employees can dispose of waste quickly and correctly, avoiding wasted time or contamination. Avoid placing bins where they obstruct foot traffic or machinery, which slows operations.

To boost efficiency and cut emissions further, use forklifts on optimised 'milk-run' routes to collect multiple containers in a single trip, streamlining waste collection without interrupting workflow.

For warehouses handling large volumes of wooden waste, such as pallets, compacting is key. Specialised roll-packer compactors can compress waste five to seven times

more than traditional containers, cutting collection frequency and maximising yard space. But to truly climb the waste hierarchy, circular pallet and packaging programmes are essential. Instead of discarding damaged materials, these initiatives extend product lifecycles, reduce resource consumption, lower landfill waste, and cut procurement costs.

Research shows that reusable packaging systems can cut solid waste by up to 72% and reduce carbon emissions by as much as 60%, while also delivering packaging cost savings of 25–40%. These systems enhance customer loyalty by 35% and improve public perception.

Taking a broader view, treating waste as a resource can transform warehouse operations. Items like shelving, steel strapping, safety barriers, and electronics (computers, scanners) can be recycled or refurbished rather than discarded. Common materials such as cardboard, plastic wrap, and wooden pallets are regularly recycled, while worn-out gloves and workwear can be diverted to energy recovery processes like controlled incineration, ensuring minimal landfill waste.

Outdoor bins with compactors enable continuous, efficient waste removal, turning waste streams from costly burdens into valuable assets that drive sustainability and operational efficiency.

Data-driven waste management delivers measurable results. A strong example of this is Axil collaborated with a leading automotive manufacturer, cutting waste management costs by 47% and reducing CO<sub>2</sub> emissions by 167 tonnes. This success came from comprehensive waste assessments, innovative weighing and tracking technologies, and less common but proven methods. These tools boosted recycling rates and streamlined operations, showing how targeted, tech-enabled strategies cut costs while advancing sustainability goals.

Automated waste segregation systems further improve recycling quality by sorting materials at the source, reducing contamination and enhancing waste value. However, technology alone isn't enough. Broad

staff awareness and ongoing training are critical to embedding sustainable habits. Educated employees ensure maximum recycling effectiveness by consistently following best practices.

Further waste reduction is achieved by adopting circular economy principles – reusing packaging, repairing equipment, and partnering with suppliers committed to keeping products and materials in highest use for as long as possible. Together, these strategies can drastically cut waste generation and build a culture where sustainability becomes second nature.

The benefits of smarter waste practices reach far beyond the warehouse gates. Circular economy strategies could cut global greenhouse gas emissions by 22.8 billion tonnes – around 39% of 2019 levels. Reuse models alone have the power to slash packaging production by up to 90%, cut related emissions by 80%, and save around £430 for every tonne of plastic waste avoided.

For businesses, that's not just good PR – it's lower costs, higher efficiency, and a stronger market position. On a global scale, these efforts directly support the United Nations Sustainable Development Goals, particularly Goal 12 (Responsible Consumption and Production) and Goal 13 (Climate Action), turning everyday operational improvements into measurable contributions toward a healthier environment.

As warehouses face mounting environmental and operational challenges, circular waste management moves beyond compliance to become a strategic driver of value and resilience. Leveraging data, technology, and an engaged workforce unlocks efficiencies that benefit both business performance and ecological responsibility.

Ultimately, smart waste management unites technology, employee commitment, and sustainability principles to create cleaner, leaner, and more responsible logistics hubs – transforming a costly burden into a powerful competitive advantage and a meaningful step forward for industry and society.



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CILT Corporate   CILT Forums   CILT National   CILT Regional   CILT Association

## MARCH

2nd

### REOPENING THE COWLEY BRANCH LINE, AN ACCESSIBILITY & INCLUSION PERSPECTIVE

19:00 - 20:00

Online

**Speaker:** Gerard Butler, Journey Planner Lead, Transport for London

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

**CPD hours:** 2

4th

### THE ROLE AND HISTORY OF TRINITY HOUSE - THE GENERAL LIGHTHOUSE AUTHORITY



18:00 - 19:30

18:00 - 19:30 (Online)

**Location:** DHA Planning, Eclipse House, Eclipse Park, Sittingbourne Road, Maidstone, ME14 3EN

**Speaker:** Valerie Owen, Board Member of Trinity House

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

**CPD hours:** 1

5th

### WOMEN IN SUPPLY CHAIN

08:30 - 15:00

**Location:** CEVA - EMG Unit  
11 Wilders Way, East Midlands  
DE74 2XL

**Speaker:** Various

**Cost:** Members: £10 inc. VAT  
Non-members: £15 inc. VAT

**CPD hours:** 3.5

### GOODS-TO-PERSON AT SCALE IN THE UK: A CASE STORY FROM THG FULFIL AND GEEK+

14:00 - 15:00

Online

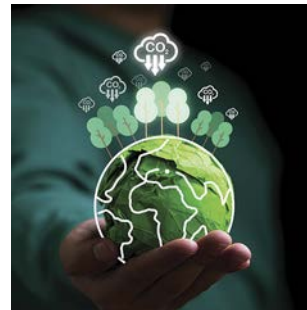
**Speaker:** Simon Houghton, Geekplus; Tom Killeen, THG Fulfil

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

**CPD hours:** 1.5

9th

### REVERSING CLIMATE CHANGE - THE LOGISTICS OF REMOVING CO2 FROM THE ATMOSPHERE



18:00 - 19:00

Online

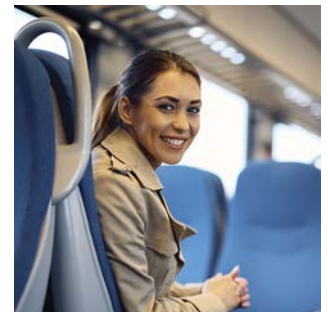
**Speaker:** Alan McKinnon, Emeritus Professor, Heriot-Watt and Professor of Logistics, Kuehne Logistics University

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

**CPD hours:** 1

10th

### HOW TO ENCOURAGE AND DISCOURAGE PASSENGERS AS LEARNT OVER THE YEARS



17:30 - 19:00

Online

**Speaker:** Roger French OBE FCILT

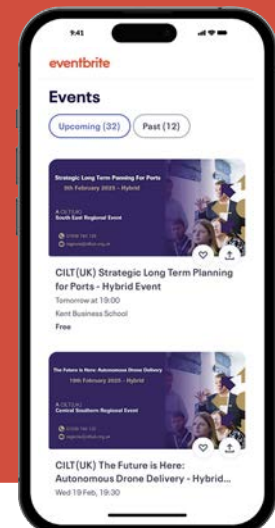
**Cost:** Members: Free  
Non-members: £5 inc. VAT

**CPD hours:** 1

# CILT(UK) NOW ON eventbrite



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12th

### TRANSPORT MANAGERS CONFERENCE

08:00 - 15:30

**Location:** Newark Showground, Lincoln Rd, Newark-on-Trent NG24 2NY

**Speaker:** Various

**Cost:** Members: £25 inc. VAT  
Non-members: £40 inc. VAT

**CPD hours:** 3.5

16th

### 50 YEARS OF TRANSPORT POLICY THROUGH A TRANSPORT CO-ORDINATOR'S EYES



18:00 (to start 18:30) - 20:00  
18:30 - 20:00 (Online)

**Location:** Greyfriars Centre, London Room, Friar Street, Reading RG1 1EH

**Speaker:** John Carr, Director, Association of Transport Co-ordinating Officers, Independent Transport Consultant

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

**CPD hours:** 0.5

17th

### HOW CAREER'S HUBS DRIVE CAREERS IN LOGISTICS

18:00 - 19:30

**Online**

**Speaker:** Various

**Cost:** Members: Free  
Non-members: Free

**CPD hours:** 1.5

### WINNING WITH 3PL MANAGEMENT



12:00 - 13:00

**Online**

**Speaker:** Sara Duncan, Head of Transport & Distribution, William Grant and Sons; Sophie Ellis, Head of planning & Customer Service, Resu Solutions Ltd

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

**CPD hours:** 1

### STUDENT MEMBERSHIP PRESENTATION

14:00 - 15:00

**Online**

**Speaker:** Julia Ohela, Membership Recruitment Manager, CILT(UK); Jean Miller, Knowledge Centre Coordinator, CILT(UK)

**Cost:** Members: Free  
Non-members: Free

**CPD hours:** 0.5

18th

### VISIT TO SEGRO NORTHAMPTON AND MARITIME TRANSPORT, LOGISTICS PARK



12:30 - 15:00

**Location:** SEGRO, Courteenhall, Northampton, NN7 2QA

**Speaker:** James Tierney, General Manager, Maritime Intermodal

**Cost:** Members: £5 inc VAT  
Non-members: £10 inc VAT

**CPD hours:** 1.5

25th

### CILT(UK) WELSH TRANSPORT JOURNALISM BEFORE AND AFTER DEVOLUTION

18:00 - 19:30

**Online**

**Speaker:** Rhodri Clark, Freelance Journalist

**Cost:** Members: Free  
Non-members: Free

26th

### LIVING STREETS EDINBURGH



18:00 - 19:00

**Online**

**Speaker:** David Hunter CMILT

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

**CPD hours:** 1

### CONSTRUCTION LOGISTICS - THE HIDDEN ENGINE OF PROJECT SUCCESS

13:30 - 17:00

**Location:** Millenium Point, Curzon Street, Birmingham B4 7AP

**Speaker:** Various

**Cost:** Members: Free  
Non-members: £15 inc. VAT

**CPD hours:** 2.5

Full listings of Associated events can be found online: [ciltuk.org.uk/events](http://ciltuk.org.uk/events)

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## RAIL FREIGHT FORUM

### Visit to Freightliner Wentloog Terminal

A recent joint event, organised by the CILT(UK) Rail Freight Forum and CILT Cymru, offered a rare look behind the scenes at the Freightliner Wentloog Intermodal Freight Terminal, just east of Cardiff. This terminal, often described as one of the best-kept secrets in Welsh rail freight, has been quietly expanding its reach and significance for the South Wales regional economy. The visit was particularly timely as it coincided with Freightliner's 60th anniversary.

The event began with a generous buffet lunch provided by Freightliner. Attendees then participated in an engaging presentation led by David Turner, Operations Director (North), and Richard Cutts, Operations Director (South). The session was particularly interactive, with lively discussion and insightful questions from the attendees.

David opened with key facts about Freightliner's UK rail freight operations:

- Over 30,000 trains run annually
- 500,000 containers handled
- More than 25 million tonnes of bulk materials transported
- Supported by 300+ trucks, 7 rail terminals, and 3 storage terminals
- Capacity for 40,000 containers in storage

#### Insights and observations

A central theme was that rail freight must be and remain competitive – it cannot rely solely on its environmental advantages. Rail is best suited for the 'trunk haul' (the main part of a journey), but most freight journeys are multi-modal, involving road, rail, and sometimes sea. Freightliner differentiates itself by including the local haulage in its offer as well as train operations, and storage, giving it greater insight and influence over customer supply chains.

David highlighted Tesco as a flagship example of domestic intermodal rail in the UK. This success didn't happen overnight; it required faith and commitment. Other early adopters, like Safeway (now Morrisons) and Asda, initially used rail but have not developed their involvement.

New rail freight flows often emerge during major changes for customers – such as contract renewals, acquisitions, or restructurings –

when supply chains are re-evaluated. Unlike the passenger sector, freight and logistics decisions are made by a relatively small group, making it crucial to engage these decision-makers at the right moments.

Emerging trends include partnerships like the one with P&O Ferrymasters, which shifted trunk road transport from Hull to rail between Tilbury and Trafford Park (Manchester).

Another example involved using rail to connect a producer in the North East to HS2 concrete segment deliveries – enabling a domestic supply option where imports would have been logistically challenging.

The session explored several other real-world examples; all grounded in commercial realities. Investing in a new locomotive, which can last over 30 years, is a very different commitment compared to purchasing a heavy goods vehicle.

David concluded by describing recent improvements at Freightliner, particularly in internal systems that have significantly reduced terminal handling times and referenced a number of local stats with Wentloog handling around 26 trains per week and over 180 movements per day, not to mention value-added services such as debagging, recycling, and bonded storage.

# Webinar overview

As the concluding webinar of a series on the theme of decarbonisation during 2025, the Forum hosted four differing operator stories showcasing fleet electrification across different operational settings, fleet make-up and geographies as a celebration of real-world examples of implementation, from an operator's and operational perspective.

The webinar centred on the outstanding and varied experience of Paul Herring from DPD, Joe Hurst from Nestle, Paul Janacek formerly of Austrian Post and Jamie Sands of Welch Group, who shared learnings from their individual journeys on the way to electrification of vans and/or HGVs. A great deal of insightful content of relevance to those contemplating or undertaking fleet electrification was shared through individual presentations, followed by panel debate and audience Q&A on three key themes:

- How does the Electric Vehicle ecosystem interact with commercial fleet operations?
- What does 'good' look like?
- The value of shared infrastructure

Paul Herring described how DPD has forged ahead with its van electrification programme, with depot-based electric HGVs now also

being showcased and infrastructure sharing also on the agenda. He described how DPD's strategy for roll out of electric vehicles has been anchored in environmental impact mitigation.

Joe Hurst outlined how Nestle, a food company that derives 90% of its carbon footprint from its supplier base, has taken positive measures to understand how electric HGVs can work in its own fleet and within its supply chain.

Paul Janacek outlined how Austrian Post used early experience and a strong set of data points developed over time to establish a blueprint for electrification within its own operational scale up based on electrification of 60% of its van fleet by 2025.

By way of his experience at Welch Group, a family-owned haulier that

has been pioneering in collaborating to embed EV solutions into its HGV business, Jamie Sands reinforced the application of carefully chosen strategic choices regarding vehicles, battery packs and energy generation/ procurement/ optimisation to close the TCO gap with ICE.

The key message? 'Don't get left behind. The technology is here, the economics work, and the fleets that are engaged now are the ones that will control their own future.'

CILT(UK) members can access the webinar recording by logging in to the CILT(UK) Community page.

If you have your own story to tell, then we would be keen to hear from you for a future event. For further information or comment please feel free to contact:

[forums@cilt.co.uk](mailto:forums@cilt.co.uk)  
[anne.gray@flexiblepowersystems.com](mailto:anne.gray@flexiblepowersystems.com)

**Anne Gray**  
**Corporate Development,**  
**Flexible Power Systems.**  
**Environment & Sustainability**  
**Forum Member, CILT(UK).**  
**Freight Innovation Cluster Advisory**  
**Board Member.**



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**PTRC Courses:**  
020 7348 1970 or [info@ptrc-training.co.uk](mailto:info@ptrc-training.co.uk)

☞ 01536 740166 ☞ [pd@ciltuk.org.uk](mailto:pd@ciltuk.org.uk) ☞ [info@ciltuk.org.uk](mailto:info@ciltuk.org.uk)

## CILT ONLINE COURSES

### FUNDAMENTALS OF BUSINESS PLANNING SYSTEMS



Location: e-Learning  
Register:  
[ciltuk.nimble-elearning.com](http://ciltuk.nimble-elearning.com)  
CPD hours: 2

### SUPPLY CHAIN PRINCIPLES AND CONCEPTS



Location: e-Learning  
Register:  
[ciltuk.nimble-elearning.com](http://ciltuk.nimble-elearning.com)  
CPD hours: 2.5

### FUNDAMENTALS OF STAKEHOLDER MANAGEMENT



Location: e-Learning  
Register:  
[ciltuk.nimble-elearning.com](http://ciltuk.nimble-elearning.com)  
CPD hours: 1.5

## AWARDING ORGANISATION

### AEO CERTIFIED PRACTITIONER

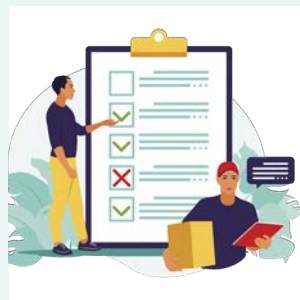
Centre: Morley Consulting Ltd  
Location: Live Virtual Classroom  
Booking: [www.morley-consulting.co.uk](http://www.morley-consulting.co.uk)  
CPD hours: 22

### ADVANCED CUSTOMS PRACTITIONER



Centre: Morley Consulting Training Ltd  
Location: Live Virtual Classroom  
Booking: [www.morley-consulting.co.uk](http://www.morley-consulting.co.uk)  
CPD hours: 12

### CERTIFICATE OF CUSTOMS COMPETENCY



Centre: Morley Consulting Training Ltd  
Location: Live Virtual Classroom  
Booking: [www.morley-consulting.co.uk](http://www.morley-consulting.co.uk)  
CPD hours: 28

### DIPLOMA IN PRACTICAL TRADE COMPLIANCE

Centre: Morley Consulting Training Ltd  
Location: Live Virtual Classroom  
Booking: [www.morley-consulting.co.uk](http://www.morley-consulting.co.uk)  
CPD hours: 12

## LEARNING & DEVELOPMENT

### TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

30 March (Virtual day)  
20-24 April (In-person training week at Corby)  
Centre: CILT(UK) Learning Centre  
Location: Corby  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 59

### TRANSPORT MANAGERS EREFRESHER FOR PASSENGER TRANSPORT

13 & 16 April  
Centre: CILT(UK) Learning Centre  
Location: e-Learning & Online Classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 10

### TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

30 April  
9 June - Exam  
One day per week for approx 6 weeks  
Centre: CILT(UK) Learning Centre  
Location: e-Learning & Online Classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 59

### TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

28 April  
9 June - Exam  
One day per week for approx 6 weeks  
Centre: CILT(UK) Learning Centre  
Location: e-Learning & Online Classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 59

### TRANSPORT MANAGERS EREFRESHER FOR PASSENGER TRANSPORT

11 & 18 May  
Centre: CILT(UK) Learning Centre  
Location: e-Learning & Online Classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 10

### CILT(UK) LEVEL 6 ADVANCED PROFESSIONAL DIPLOMA IN SUPPLY CHAIN NETWORKS

May  
Centre: CILT(UK) Learning Centre  
Location: e-Learning & Online Classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)

### CPD EARNING SHORT COURSES

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

### OLAT - ROAD HAULAGE EARNING

Online - anytime  
Centre: CILT(UK) Learning Centre  
Location: e-Learning  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)

### TMPCP FOR PASSENGER TRANSPORT VIA SELF STUDY

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

### TMPCP FOR ROAD HAULAGE VIA SELF STUDY

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



accidents don't have to happen

# Strengthen your operations with RoSPA

**F**or UK logistics leaders, road risk isn't just a compliance challenge, it's a critical operational priority. Every day, thousands of professional drivers move goods across the country, and with work-related driving still contributing to around a third of all road collisions, the sector continues to face significant exposure. Minimising this risk is essential for business continuity, workforce safety and protecting your organisation's reputation.

For over a century, the Royal Society for the Prevention of Accidents (RoSPA) has helped shape the UK's transport safety landscape. From pioneering seatbelt legislation to influencing modern fleet safety standards, we've supported national operators, regional fleets, SMEs and supply chain partners in embedding safer, more efficient driving cultures.

To help logistics leaders strengthen their approach, RoSPA has produced a free e book, 'Tackling the dangers of work-related driving' – a practical, evidence based resource designed to support strategic decision-making among employers.

## What's inside the guide?

This comprehensive e book gives employers and fleet managers the tools to reduce collisions, cut operating costs and meet duty-of-care obligations. It provides:

- A blueprint for creating an effective Driving for Work strategy that aligns with legislative requirements and industry best practice

- Clear guidance on addressing the 'Fatal Five' collision factors: distraction, drink/drug misuse, speeding, seatbelt non compliance and fatigue
- Targeted insights for LGV operations, reflecting the unique pressures and risks in logistics
- Practical considerations for transitioning to electric vehicles and building climate resilience into operational planning
- Guidance for managing gig economy, agency and contractor drivers, ensuring consistent safety standards across varied workforce models
- Actionable advice on tyre management, incident response and safe road sharing protocols
- Tailored considerations for both younger and older drivers, helping support a diverse and multigenerational workforce.

Whether you're running a large national fleet or managing a regional logistics operation, this guide is designed to reduce avoidable downtime, enhance compliance and protect your most valuable asset – your people.

## Why partner with RoSPA?

While the guide provides a strong strategic foundation, lasting change comes through practical implementation. RoSPA's Fleet Safety Services provide trusted, evidence based solutions that help organisations embed safer, more efficient driving cultures across their operations. Our century long leadership in road safety, combined with partnerships across transport, government and global industry, means we deliver support you can rely on.

Our programmes include real world, in vehicle coaching provided by RoSPA approved instructors, helping drivers develop the awareness, behaviours and decision making skills that reduce risk and improve performance.

From on road coaching and train-the-trainer programmes to specialist off road, motorcycle and online training, our extensive UK and international experience ensures every course is practical, compliant and grounded in behavioural science. Partner with the UK's road safety leaders to protect your people, strengthen safety culture and proactively manage occupational road risk.

**Download your free copy of Tackling the dangers of work-related driving:**  
[www.rospace.com/tackling-the-dangers-work-related-driving](http://www.rospace.com/tackling-the-dangers-work-related-driving)

**Find out more about RoSPA Fleet Safety Services:**  
[www.rospace.com/shop/health-and-safety-courses/fleet-safety-services](http://www.rospace.com/shop/health-and-safety-courses/fleet-safety-services)



# A warm welcome to CILT(UK)

**C**ongratulations to this month's new company partnerships:

- Aptean
- Boxxdocks
- Carlsberg Britvic
- Connected Load Carrier
- EBD Steel Doors
- Liverpool City Region Combined Authority
- Sigma Group

They join a growing community of organisations committed to investing in their people and driving the logistics, transport, and supply chain profession forward.

Company partnership with CILT(UK) offers access to accredited training and CPD pathways to upskill your workforce, alongside industry reports, policy insights, and best practice resources to keep your teams informed and competitive.

Members benefit from exclusive networking opportunities, invitations to events, and platforms to showcase expertise through CILT(UK) publications, webinars, and speaking engagements. Whether you're looking to strengthen connections, grow your business, or professionalise your people, CILT(UK) partnership is designed to align with your goals and deliver real value. We look forward to welcoming you into the community.



Find out how company partnership could benefit your organisation:

[www.ciltuk.org.uk/organisations/company-partnerships](http://www.ciltuk.org.uk/organisations/company-partnerships)

# MEMBER ELECTIONS

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

**Robert Ezigbo**, Director, Capgemini

**Elaine Cobb**, Operations Manager, DE&S

**Robert Savage**, Supported Transport Team Leader Fleet, Oxfordshire County Council

**Antonia Athena Loizou**, Director, First Aviation Ltd

**Usman Butt**

**Paul Goodfellow**, Operations Manager, DE&S

**Sasha Weightman**, Project Manager, iForce Ltd

**Love Jit Arogon**, Commercial Coordinator, Expo City Dubai FZCO

**Tim Lawson**

**Angela Heatley**, Integrated Logistics Support Manager STSI, DE&S

**David Mills**, Transport Manager, Maritime Transport Ltd

**Dan Chidlow**, Transport Manager, Fyffes International SA

**Alastair Kennedy**, Consultant Project Manager, Libra Europe Consulting Ltd

**Scott Anderson**, Transport Manager, Taypack Ltd

**Jonathan Wilcox**, Consultant Rail Planner, PRA Operations Planning Ltd

**Chris Moretta**, Logistics Specialist, Metsa Tissue

**Samuel Kargbo**, Expeditor, Sierra Rutile Ltd

**Bijo Vincent**, Quality Director & RP, GMP Healthcare Ltd

**Chris Coxon**, SNCO Quality Assurance, RAF

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

**Waren Todd**, Senior Logistics Planner, BAE

**David Bolton**, Supply Chain Specialist, BAE

**Ali Fereidoonian**, Senior Consultant, WSP

**Hazel Adams**, Road Vehicle Compliance Manager, Network Rail Ltd

**Ian King**, Operations Support Manager, V J Technology Ltd

**Catherine Watts**, Inventory Manager, Civil Service

**Paul Brock**

**Tracey Chatfield**, Logistics Material Management Business Partner CTMuHB, NHS Wales Shared Services Partnership (NWSSP)

**Seth Anderson-Crook**, Test Train Duty Manager, London Underground Ltd

**Anthony Cover**, Key Supplier Manager, Ministry of Defence

**Tim Eaton**, Supply Chain Director, Rockwool Ltd

**Leonides Jr Rodriguez**, Warehouse Senior Officer II, Technology Innovation Institute

**Peter Ijiyemi**, Principal Partner, HNL Solutions Logics

**Paul Clements**, Senior Professional Logistics Execution Profession Lead, DE&S

**Josh Milne**, Associate, Velocity Transport Planning

**Andrew MacMillan**, Logistics Support Officer, Civil Service

**Javier Navarro Pardo**, Associate Director, AECOM

**Jon Margree**

**David Brain**, Training Manager, Road Haulage Association

**Sean McHugh**, Transport Manager, Capital Concrete

**Saibaba Polisetty**, Senior Procurement Manager, A H P Medical Supplies Ltd

**Duncan Wyeth**, Head of Quality & Logistics, Queen Elizabeth Facilities (QEF)

**Catherine Durbin**, Principal Consultant, AECOM

**David Haywood**, Business Resolver Group, Army

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

**Catherine Sharapova**, Supply Chain Manager, Prometheus Group

**Nick Evans**, Overall Logistics Manager, Chevron Philips Chemical Company LP

**Rob Cafferky**, Account Director, XPO Logistics UK&I

**George Thomas**, Strategic Development and Stakeholder Director, Transpennine Trains

**Sanjeev Thavarajah**, Supply Chain Director, Al Meera Consumer Good Company (Q.S.P.C)

**Stephen Roberts**, Director, S and L Roberts (Railway Consulting) Ltd

**Matthew Dunne**, Founder, The Despatch Company Ltd

**Kasad Ali**, Transport Consultant, Eastside Transport Consultancy

**Fabiola Garay Balmori**, Senior Operations Manager / People Coach / DE&S CILT Champion

**Jon Robinson**, Senior Director Commercial – Industrial Vertical

# MEMBER RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary in March. This list was compiled on 2nd February 2026 and includes those members who qualify up to 31st March 2026.

## 5 years (2021)

Lawrence Govender CMILT  
Simon Pelley CMILT  
Philip Hunt CMILT  
Paul Smith CMILT  
Bruce Knowles CMILT  
Chak Lam Chan CMILT  
Ben Craig CMILT  
Neil Thompson CMILT  
Juwad Nasir CMILT  
David Rix CMILT  
Adam Hall CMILT  
Philip Holbrow CMILT  
Paul Clews CMILT  
Alexander Fogg CMILT  
Benjamin Rose CMILT  
Stephanie Boulter CMILT  
Rachael Gore CMILT  
Eric Kwame Asare CMILT  
Sau Wai Chung CMILT  
Abimbola Oluwasona CMILT  
Andrew Corbett FCILT  
Ian Laughlin FCILT  
Stephen McCabe FCILT  
Alan Broughton FCILT  
Charles McKnight MBE FCILT  
Richard Hemming FCILT  
Christopher Stoller FCILT  
David Sagstad FCILT  
Nadeek Wijerathne MILT  
Brian Lindsay MILT  
Olabode Bankole MILT  
Thomas Jones MILT  
Opeyemi Clement MILT  
John Taylor MILT  
Richard Dellow MILT  
Rizwan Riasat  
Esther Albone

Victor Nyong  
Phil Hall  
Sarah Blenkinsop  
Julia Davis  
Andrew Grant

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## 10 years (2016)

Matthew Simpson CMILT  
Peter Gunton-Jones CMILT  
Charlotte Conway CMILT  
David White CMILT  
Simon Wheeler CMILT  
Laura Newton CMILT  
Lee Peacock CMILT  
Daniel Davies CMILT  
Samuel Riley CMILT  
Konstantinos Zografos FCILT  
Philip Goldsbrough FCILT  
Julian Lee FCILT  
Steve Liddiard FCILT  
Charles Nissen FCILT  
Alistair Leckie FCILT  
Satnam Cheema FCILT  
Tim Grantham FCILT  
Clifford Hunt FCILT  
Simon Roberts MILT  
Dave Holloway MILT  
Neil Crowhurst MILT  
Ben Wheller

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## 20 years (2006)

David Woolley CMILT  
Russ Cockings CMILT  
Thomas Callaghan CMILT  
John Wilson CMILT

Allen Rees FCILT  
Alex Silver FCILT  
Stephen Bryce FCILT  
Nigel Jakubowski FCILT  
James Mitchell FCILT  
William Milam MILT

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## 30 years (1996)

Harry Butcher CMILT  
David Fleming CMILT  
Kelly Kilby CMILT  
Andrew Marshall FCILT  
Roger Vickerman FCILT  
Ian Dodd MILT  
Douglas Martin MILT  
Graham Cartwright MILT  
Carl Berkowitz MILT

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## 40 years (1986)

Stephen Kerry CMILT  
William Murray CMILT  
Nicholas Elliott MILT

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## 50 years (1976)

Ian Harris FCILT

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## 60 years (1966)

John Cattermole MILT

**CHAK LAM  
CHAN**  
CMILT



***“Since my studies, I have been passionate about the transport and logistics sector and became aware of CILT(UK) as a professional institution. Through this organisation, I have been able to enhance my industry knowledge, develop my professional background, and build valuable networks. While in Hong Kong, I actively participated in CILT activities, progressing from Affiliate membership to CMILT status. Even after moving to the UK, my passion for the industry remains unchanged.”***

**JULIA  
DAVIS**



***“The CILT(UK) annual logistics and safety conference has insightful speakers and likeminded professionals, so the synergy fits us perfectly. It is an opportunity to embrace best practice together, learn new and upcoming legislation affecting the sector and meet other members.”***

**RICHARD  
HEMMING**  
FCILT



***“CILT(UK) membership represents the combination of thinking, creating, and educating that our profession depends on. I value the Institute’s role in raising standards and sharing knowledge, and I am passionate about supporting emerging talent by passing on acquired experience.”***



# What's on your professional development plan?

The **CILT(UK) Learning Centre** provide you with qualifications that give you the knowledge, practical insight and professional recognition to help you develop and advance your career.



Our courses are set to current industry best practice. They focus on practical application, allowing you to integrate your learning in the workplace throughout your studies.



We specialise in **online learning**. Our courses include many different online learning resources including elearning, video and facilitated digital classrooms. We even offer online self study where you learn at your own pace.



Our digital classrooms are facilitated by industry subject matter experts who are also on hand throughout your studies.

## UPCOMING COURSE DATES

**MAR  
2026**

### TRANSPORT MANAGER CPC

(ROAD HAULAGE)

It focuses on the skills required to deliver in the role of a Transport Manager and is a core requirement in order to hold an Operator's Licence.

**MAR  
2026**

### TRANSPORT MANAGER CPC

(PASSENGER TRANSPORT)

It focuses on the skills required to deliver in the role of a Transport Manager and is a core requirement in order to hold an Operator's Licence.

**APRIL  
2026**

### LEVEL 5 SUPPLY CHAIN & OPERATIONS MANAGEMENT

Focus on the business environment and strategic thinking; effective and sustainable resource management and business planning in order to effectively lead and operate along the supply chain.

**APRIL  
2026**

### LEVEL 3 LOGISTICS, SUPPLY CHAIN & OPS MANAGEMENT

Practical insight on the workings of the supply chain. Focus on: business operations along the supply chain and cross-functional interconnectivity. Then choose production operations management or logistics and supply chain operations.



Approved Training  
Provider  
ELC Number:  
1415

**CONTACT  
US TODAY**



[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)



[ciltuk.org.uk/pd/Learning-Centre](https://ciltuk.org.uk/pd/Learning-Centre)

