

JUNE 2025

FOCUS

DRIVING DIVERSITY

Celebrating pride across the sector



BEYOND RAINBOW CROSSINGS

QUEER MOBILITY

SAFETY IN TRANSIT

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Moving forward together

The movement of people and goods is an often-overlooked necessity to marginalised groups, especially the LGBTQ+ community: having access to services or finding a sense of community is often taken for granted and often needs to be found outside of where you have been born or happened to have settled.



From the 'small town boy with a little black case alone on a platform', to ordering deliveries of needs that you either can't find locally or can't be seen to be buying, the role of transport and logistics has always been critical in delivering inclusion. And this is true for not only our customers in the communities we serve, but also our own people working in our organisations.

As someone who is brown and gay, I'm seasoned at being acutely aware and alert of threats when I'm in public spaces so I empathise with other marginalised communities that feel the same, however as a cisgender male I am also aware of my relative privilege compared to the experiences that women and our trans+ community face on a day to day basis, and I urge our readers to keep their privileges in mind when working in our sector.

There has been incredible progress in recent years which brings me a lot of comfort, from safety campaigns across transport networks to a sharper lens on workplace inclusion policies, we're headed in the right direction. And this is not just for the LGBTQ+ community but for all other marginalised or vulnerable groups where the messaging and objectives are the same: those historically often overlooked are now being brought along the journey.

As much as we all are probably slightly tired of the British Transport Police's 61016 See It, Say It, Sorted, I find myself repeating it in the inclusion space quite frequently: if we see something that doesn't look right, not just an abandoned bag on a concourse but discriminatory language on our networks and workplaces, it's imperative that it is addressed as it otherwise sends a message that this behaviour is acceptable. Whether we directly intervene, delay any action or escalate to another authority, staying silent

should never be an option (and take a look at the '4Ds' of being an active bystander for further tips).

Our work isn't done yet: with LGBTQ+ (and other) hate crime incidents still occurring throughout our industry (even reported to have been on the rise on public transport networks), to recent political and media moves that target our trans+ and non-binary communities, we need to reaffirm our commitments to making sure everyone can get home safe every day, and our staff all have equity to achieve the same outcomes.

I'm incredibly excited about a whole edition of *Focus* dedicated to celebrating Pride, from stories of people in our sector, reports on research, policies in organisations and ways to be more involved and engaged in LGBTQ+ inclusion work, there's a bright rainbow of content in the pages ahead! ☺

Julian Phatarfod
Chartered Member, CILT(UK).

THIS MONTH'S CONTRIBUTORS

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JOE BROWN

Strategic Delivery & Change Manager,
TfL.

Joe Brown brings 28 years of transformative leadership experience at Transport for London, currently driving strategic change and continuous improvement within Customer Operations while championing diversity and inclusion across the industry. Joe also founded 'Journey' - the UK's first network of LGBTQ+ transport and logistics organisations.

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HAYLEY MASON-DAVIES

Head of Operational Resourcing,
DHL Supply Chain.

Hayley Mason-Davies has spent over five years building diverse, inclusive teams and delivering results-focused project outcomes for both internal stakeholders and external customers. As Network Lead for DHL's Pride Alliance across the UK and Ireland, she champions workplace equality while leveraging her expertise in training and development to foster positive team cultures.

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CAPTAIN THOMAS LINDEGAARD MADSEN

Captain,
Maersk.

Captain Thomas Lindegaard Madsen serves as both a Maersk Captain and Employee Elected Member of the Board of Directors at A.P. Moller - Maersk Group, bringing over 23 years of maritime and leadership experience to bridge operations between sea and shore. He's passionate about crew welfare and diversity-driven innovation.

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JESSICA ELLERY FCILT

Director of Infrastructure & Industrial,
Wincanton.

Jessica Ellery brings 22 years of experience in leading complex transport, energy, and built environment projects across client and supplier organisations. Known for establishing high-trust, multi-disciplinary teams that secure new business and deliver impactful social, economic, and environmental outcomes, she excels in challenging stakeholder environments while proactively championing equality, diversity, and inclusion.

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Why visibility matters

When we first proposed dedicating an entire edition of *Focus* to Pride, the question came up: 'Is there really enough content for a whole issue?'

The answer, as you'll see in these pages, is absolutely yes.

This is *Focus* magazine's first dedicated Pride edition, and the conversations we've had have been truly inspiring. Alex Hynes, Director General of Rail Services at the Department for Transport, put it perfectly when he told us: "There are a lot of white straight middle-aged men in rail – and there's absolutely nothing wrong with that – they're just over-represented in our workforce, so you work harder on other dimensions of diversity to try and shift that over time."

That's exactly what the companies featured here are doing. Hayley Mason-Davies from DHL Supply Chain walks us through its pioneering transitioning at work policy – practical support that helps trans and non-binary colleagues navigate career transitions with dignity.

We've also spoken with two openly gay captains at Maersk whose stories are both authentic and moving. Their experiences remind us why

visibility matters – not just for policy headlines, but for the individuals who need to see that they can succeed in this industry while being themselves.

The businesses featured – DHL, Wincanton, Maersk, Evri, Post Office and others – aren't claiming to be perfect. But they're making genuine progress, sharing what works, and being honest about the challenges. That's valuable for everyone trying to build more inclusive workplaces.

Transport and logistics is an industry that connects communities and keeps the economy moving. The people who do this work deserve to feel welcomed and valued, regardless of who they are. This edition showcases companies that understand that principle and are putting it into practice.

We hope their examples encourage others in the sector to take those first steps. Because when people can bring their authentic selves to work, everyone benefits.

Mel Stark
Editor.

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Alex Hynes has completed his first year as Director General, Rail Services at the Department for Transport, bringing with him a wealth of experience from his previous roles at ScotRail and Network Rail. In this candid conversation, he reflects on the challenges of his new position and the evolution of LGBTQ+ inclusion in the transport sector.

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LOGISTICS & TRANSPORT FOCUS

The Journal of The Chartered Institute of Logistics and Transport (UK) is published for CILT(UK) by Stark Comms Ltd, 3rd Floor Great Titchfield House, 14-18 Great Titchfield St, London W1W 8BD United Kingdom

Email: hello@stark-communications.com
www.stark-communications.com

ADVERTISING ENQUIRIES
advertising@ciltuk.org.uk

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

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

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

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

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

PRICE
£15.00 (free to members)



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Institute news

Representing members

The Membership Representatives Group needs new members – we would love you to apply.

The MRG provides direct communication between the CILT Board and membership, advising on member interests and gathering opinions from people like you.

We're looking for representatives from all nations, regions, forums and interest groups – members of all ages, career stages, and grades. This role creates a meaningful link between the Board's strategic decisions and what our membership really needs.

You must be MILT, CMILT or FCILT. Whether you're a senior member wanting to give back, mid-career with current insights, or early-career with fresh ideas – we genuinely want to hear from you.

To apply simply email Steve Cross at enquiry@ciltuk.org.uk by 22 June 2025 with:

- Your name, membership grade and number
- Which Institute areas you are passionate about or involved with
- What you are currently working on and where you'd like to go
- Your CV if you have one handy

Just four meetings yearly (two online, two hybrid), and everyone gets a meaningful role ensuring the Board truly knows what members want.

Successful candidates will be welcomed to our 28 July 2025 meeting.

This is a wonderful opportunity to help shape your Institute while enhancing your own professional standing.

Terms of reference:
www.ciltuk.org.uk/About-Us/Institute-Structure/Governance/Membership-Representatives-Group-MRG ☹



Nominations for Sir Robert Lawrence Award now open!

The Sir Robert Lawrence Award is the highest individual honour presented at our annual Awards Evening. It recognises exceptional, sustained contribution to the profession of logistics and First presented in 1986, it was donated to the Institute of Logistics and Distribution Management, a predecessor of our current Institute, by the National Freight Consortium.

This lifetime achievement award celebrates individuals whose work has had a profound, enduring impact on the sector, and who have elevated the status and visibility of the profession on a national scale.

For more information on the criteria on how to submit a nomination please email:
sophie.west@ciltuk.org.uk
 or scan the QR code.

Deadline: 7 July ☹



Inspiring the next generation

CILT(UK)'s Next Generation Forum hosted its first ever conference aimed at early career professionals, apprentices and students at GXO East Midlands Gateway.

The event, named 'Fuelling Future Logistics', took place on 15 May, welcoming several guests alongside a variety of keynote speakers from corporations such as GXO, Amazon, DHL, Network Rail, The Ministry of Defence (MoD) and more.

'Fuelling the Future' couldn't have been a better theme to describe this event, as delegates were gifted with inspiring stories and professional advice from industry leaders.

The conference also offered speed networking sessions and a tour of GXO's facility, where delegates were able to see firsthand some of the interesting technology and automation tools being used in the sector today.

The conference opened with Faye Fricker, HR Director at GXO, who told the story of GXO's remarkable growth whilst emphasising the company's commitment to diversity, inclusion and belonging.

In one of the day's most inspiring sessions, Amanda Barnes, VP of Talent Management and Development at DHL, delivered a powerful presentation on professional resilience.

Amanda described how she transformed educational setbacks and redundancy into catalysts for success, encouraging attendees to view failure not as a setback but as an opportunity for self-discovery and growth.

Concluding the first half of the conference was Eleanor Corish, Operations Manager at Amazon, who shared her compelling advice on what she labelled the '10 seconds of confidence rule'.

Eleanor shared her personal journey, revealing how she can sometimes be a frequent overthinker. She explained that allowing herself just 10 seconds to summon courage has repeatedly proven transformative, empowering her to overcome hesitation and take decisive action when facing challenging situations.

To finish the conference before delegates broke into speed networking groups, a panel session was hosted by joint Next Gen Forum Chair Hannah Kasongo, welcoming Georgie Newby from Network Rail, Zoe Lester from the MoD, Herman Maree from B2Bwise and Krishna Patel from Sigma.

All shared how they had made great strides within their careers, offering advice and support as delegates asked them questions on what they could do when taking those next steps in their own career.

Next Gen Forum Chairs Rebecca Hawkins and Hannah Kasongo noted they are hopeful that



this event is a first of many as they continue to attract new faces into the forum and support new talent entering the sector.

Hannah said: "Next Gen appeals to us for several reasons. Firstly, it helps build your network and provides valuable exposure to public speaking. Finally, it's about taking responsibility and making a difference as the forum continues to champion the next generation's voice, not only within CILT but across the wider industry."

Rebecca added: "When we were starting out in the industry there weren't many opportunities like this, and that's why this forum means so much to us. It's given us the platform to give back and to support emerging talent, sharing the insights and experiences we've gained along the way."

One of CILT(UK)'s 35 under 35 winners, Daniel Greaves, Graduate Trainee Manager

at Wincanton, was in attendance and was asked how he found the event.

Daniel said: "I would recommend this event to individuals such as students, graduates and those on apprenticeships and degree apprenticeships, as it's been a very informative event and it's been great to connect with like-minded people in the sector."

Esther Oluwatuyi, Supply Chain Graduate at Wincanton, also said she would recommend the event and added: "It's been really good in terms of how relatable and informative it's been to hear about all the different career paths various speakers took and how they got to where they are today."

If you are interested in joining CILT(UK)'s Next Generation Forum please contact: volunteer@ciltuk.org.uk ☺



Industry newsflash

ALSTOM IN TALKS TO BRING HIGH-SPEED DOUBLE-DECKER TRAINS TO CHANNEL TUNNEL

French train manufacturer Alstom are in talks to introduce Europe's only high-speed double-decker trains through the Channel Tunnel connecting the UK to France. Alstom CEO Henri Poupart-Lafarge says the new Avelia Horizon fleet could increase capacity and lower fares.



GOVERNMENT LOWERS TRAIN DRIVER AGE TO 18 AMID LOOMING WORKFORCE SHORTAGE

Young people across the UK will soon be able to start careers as train drivers at 18 instead of waiting until they are 20, as the government takes action to address an impending industry shortage. The Department for Transport has announced that thousands of jobs and apprenticeships will be made available to those aged 18-20 as early as December 2025, opening up skilled roles and long-term career opportunities in the rail sector.



CYCLING IN LONDON'S SQUARE MILE SOARS TO RECORD DAILY JOURNEYS

Cycling in London's Square Mile has reached record levels with 139,000 people now cycling a day across 30 locations according to a recent report published by The City of London Corporation. The report, published on 24 April, shows cycling in The City of London has increased from 89,000 recorded in 2022, whilst footfall in the City has also risen by 8% since the last count that same year. It details the results of the most recent autumn traffic survey conducted on 9 October 2024 and provides a summary of Transport for London's (TfL) data on how people travel to the City.



NEW EU-UK DEAL COULD TRANSFORM CROSS-BORDER LOGISTICS AND SUPPLY CHAINS

A new agreement between the UK and European Union is expected to improve cross-border logistics operations, removing significant barriers to trade since Brexit. At the heart of the deal is a new Sanitary and Phytosanitary agreement that will reduce paperwork and regulatory burdens for food and drink imports and exports. Prime Minister Keir Starmer described the agreement as 'good for jobs, good for bills, and good for our borders.' The government estimates that the SPS measures, combined with new emissions trading arrangements, will add nearly £9 billion to the UK economy by 2040.



EVRI TO MERGE WITH DHL ECOMMERCE TO FORM MAJOR UK DELIVERY FIRM

Evri one of the UK's largest parcel delivery companies, is set to merge with DHL eCommerce forming a new group that will handle over 1 billion parcels and business letters annually. The transaction will see DHL Group acquire a significant minority stake in Evri, with the merged entity retaining the Evri brand. DHL eCommerce announced it will operate under 'Evri Premium' which will be a network of DHL eCommerce, offering a separate premium van delivery service.

Martijn de Lange, CEO of Evri, said: "We are excited that DHL eCommerce UK will merge with Evri to bring together two highly complementary UK businesses - committed to innovation and offering customers and clients the best possible service."

Pablo Ciano, CEO of DHL eCommerce, added: "DHL eCommerce and Evri both stand for top service quality, reliability, and sustainability, which makes this partnership a great fit for our customers. "Together, we'll be able to offer more efficient, far-reaching, and innovative solutions to keep up with the fast-paced e-commerce market."

WHAT'S IN JULY/AUGUST'S FOCUS

The innovation issue

Special feature: Automation

+ Artificial Intelligence

+ Self driving trains, trucks and technology

+ CILT's Top 30 UK Logistics Service Providers



GXO LANDS SEVEN YEAR CONTRACT WITH NHS SUPPLY CHAIN

NHS Supply Chain has awarded a seven-year contract to GXO to manage its logistics services for storing and delivering healthcare products. The contract worth \$2.5 billion will come into effect this October alongside a possible option of adding an extra three more years, extending the deal to a total of 10 years. As part of this contract GXO said it will manage eight NHS Supply Chain distribution centres and a fleet of more than 300 NHS Supply Chain vehicles. The logistics provider will also be contracting with Polar Speed, part of UPS Healthcare, to offer a full range of UK coordinated services such as home delivery.

TFL UNVEILS PLAN TO HALVE FARE EVASION ACROSS ALL SERVICES

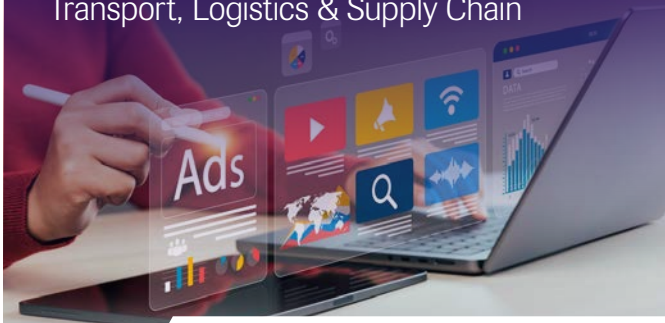
Transport for London (TfL) has unveiled plans to expand its team of professional investigators as part of a comprehensive strategy to tackle fare evasion across its network. The new approach aims to halve fare evasion rates to 1.5 per cent or less by 2030, down from the current rate of 3.4 per cent. While this current figure is significantly lower than other global cities like New York, which reports 13 per cent evasion, fare dodging still costs TfL approximately £130 million annually.



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A railway fit for Britain's future

Just before Easter CILT(UK) submitted its response to the Department for Transport (DfT) consultation document on the Government's proposals for the reform of Britain's railways and the creation of Great British Railways (GBR).

The basic policy behind rail reform is not new, the previous Conservative Government having introduced a Railways Bill into Parliament to create GBR in 2024. The Labour Party's election manifesto produced similar proposals, but with some tricky issues still to be resolved, the DfT considered it prudent to obtain wider input into their proposals. With some 30% of rail operations (some passenger and all freight) due to remain in the private sector following the reforms, getting reform right will be crucial in the delivery of a successful rail network over the next 30 years.

The consultation document set out six clear objectives for the railway of the future: one that is reliable, affordable, efficient and safe providing quality and accessibility to its users. The delivery of these objectives were set out in a number of themes, which covered:

- GBR providing leadership for Britain's railways
- Improving the voice of passengers
- Making the best use of the rail network
- Establishing a new financial framework for the railways
- Managing fares, ticketing and retailing
- Devolving powers to specify rail services away from Westminster
- Train driver licensing

Each theme also had a set of consultation questions which related to it. The drafting of the questions did limit the direction of some of the responses and not all aspects of the rail reform proposals were consulted upon. However, in a number of cases the Institute was able to link its responses

back into its own GBR policy document, "Re-structuring Britain's Railways" which had been issued in October 2023.

In many parts of the consultation, the Institute supported the proposals set out by the DfT and sees parallels with the Institute's own policy documents. However, in its consultation response the Institute highlighted some areas where it believes that additional considerations or further work should be undertaken by the DfT. These are set out below.

A new regulatory framework

A key part of the reforms is the integration of the former franchised passenger services with the infrastructure manager. However, while the consultation proposed a simplified and streamlined regulatory framework for managing access to the rail network, it provided limited solutions for the management of the access regime for the 30% of train services on the national network which will remain outside the GBR entity. Those organisations will be dependent on GBR as both the infrastructure provider and the largest operator of services, creating a potential conflict of interest, which is a cause for concern. Other legislation currently in Parliament will provide the potential for this 30% to grow further over time with increased devolution of transport services to Mayoral authorities, etc. and the Institute has suggested that further work is required in this area.

Key areas which need to be managed are:

- Growing freight usage when freight services remain outside of GBR's control. Businesses and financiers will require sufficient confidence to invest in rolling stock, staff, and facilities. This requires GBR in its dealings with third party operators to be subject to a strong, independent regulatory framework to protect such development and investment in non-GBR services.

- Maintain a strong, independent regulatory framework to manage GBR when dealing with third party operators. While GBR (as a publicly owned entity) may require less statutory regulation to manage its own activities, this should only apply where they do not affect other non-GBR operators or safety. Proposals to weaken existing regulation with few incentives on GBR to act in the interests of the whole railway across Britain is a clear concern.

Another proposal from the DfT which has raised significant concerns is the modification and simplification of GBR's operator licence compared to that of Network Rail with reduced duties for the Office of Rail and Road (ORR) in managing GBR's activities. Key areas to manage are:



- Giving the Secretary of State for Transport the sole responsibility for issuing and modifying GBR's licence appears counterproductive when that licence affects operations run by other administrations on different parts of the national network. Wider relevant input is required.
- Investments from third parties require reasonable protection whether they are in the regions by devolved authorities, or those from third parties, such as freight operators or logistics providers and other open access operators.
- Changes to GBR's licence must have sufficient statutory checks and balances to create stability in the planning, investment and delivery of services within the wider devolved transport networks. Outside of this central government should have sufficient levers to dictate and guide the direction of the rail industry.

Changes in the powers of the ORR appear muddled. It is proposed that the ORR becomes an appeals body who can raise issues with GBR regarding complaints about access to the network but has limited powers to actually enforce access rights. This means that:

- Accountability for access for GBR services is overseen by an independent enforcement body when accountability should sit within GBR.
- The role of ensuring that sufficient rights are provided to third parties wanting access to the GBR network is given to a body with reduced authority.

Where the industry is unable to enforce the delivery of services, it is likely to erode the confidence of those non-GBR operators or investors planning to provide services to the rail industry, which in turn may lead to reduced investment in services, skills, capabilities, or innovation in the sector. A strong ORR, able to enforce the rights of third parties seeking network access, is an important pillar in a fair and accountable railway.

Stronger governance required

Alongside an ORR with sufficient powers to support third party operators and investors, the Institute believes that there is a compelling argument for including in any Railways Bill a provision to establish a wider Strategic Rail Board. The Board would include representatives of:

- All public authorities that fund and direct rail services across Great Britain, including all relevant devolved authorities as they are created under other devolution legislation;
- Those benefitting from or funding freight;
- Open-access passenger operations.

This would mean the issuing and any modification of GBR's licence would be subject to scrutiny and influence by those who rely on GBR services and would be most affected by any changes.

A Freight Director should be a mandatory member of the GBR senior leadership team, in the same way that British Rail throughout

its existence had a Freight Director or Chief Freight Manager as a direct report to the Chief Executive. In addition, there should be mandatory freight representation on the GBR board.

With transport and the administration of rail services being devolved matters in many parts of Great Britain, the Institute disagrees with the Secretary of State for Transport having the sole responsibility for setting the long term strategy of GBR to align with government priorities.

- National and regional bodies should work with the Secretary of State to ensure that services are planned and operated to both support the needs of local stakeholders and secure a wider national network of services for both passenger and freight.
- Services should be able to operate irrespective of administrative boundaries in order to make of best use of available capacity and resources;
- Strategy should focus on the industry's role in delivering economic, social, and environmental benefits across all nations and communities of Great Britain, including Net Zero, Accessibility & Inclusion and Connectivity.

The Institute generally supports the DfT's proposals for improving the passengers' voice and the creation of a new Passenger Standards Authority, It further recommends that every part of Great Britain is adequately represented on this new body. Alongside this, the Institute has noted that there is no similar statutory advisory body for freight users that may assist the Secretary of State, devolved authorities or the ORR in creating strategies and making informed decisions affecting rail services and has recommended that such a body be considered.

Managing access issues

The proposed new access framework, while supporting GBR's own passenger services is insufficient for the 30% of services which are non-GBR, particularly freight services and does not create a "whole system" approach. While there was reference in the consultation document to GBR taking decisions on "the best use of its network" and taking "access and charging decisions in the public interest", there is no indication about what "the best use of [the] network" or "public interest" means or how trade-offs between different passengers or freight customers will be managed. Making the best use of capacity is subjective, depending on your viewpoint. The framework provides good support from the standpoint of existing DfT responsibilities but not from those of other operators. →



→ The lack of clarity for non-GBR operators is concerning and will mean that there is no real comparator in terms of the access provided to different passenger and freight operations.

- The allocating body that is making decisions will also operate its own services in pursuit of its own objectives, as laid down by the Secretary of State;
- At best, this new relationship may add a further layer of complexity to decision-making, but it will, inevitably, also create conflicts of interest;
- Reliance on Directions and Guidance from a current Secretary of State, or an Access and Use Policy, does not remotely give the necessary confidence to investors.

This is particularly relevant for investments in logistics infrastructure which is required to support the Government's policies to move more freight from road to rail.

The Institute has proposed that the DfT consider the following areas which were not explored in the consultation document:

- Being more explicit about different classes of operators, e.g. GBR, devolved authority-sponsored passenger, freight and open-access passenger, and then setting out in legislation the process for deciding on the allocation of network capacity.
- Exploring how non-GBR public authority-sponsored passenger services can be fully integrated into GBR without compromising devolved powers, potentially through the creation of a Strategic Rail Board. This would also provide the groundwork to support further devolution and an increase in local mayors with transport powers
- Special consideration of freight. Freight operations will always remain outside GBR and so will require special treatment. A meaningful rail freight growth target needs to be included in legislation or be a requirement on the Secretary of State to support sufficient private sector investment in freight services and infrastructure.
- Public authority investment in infrastructure. A number of devolved bodies have already indicated a desire to invest in their own infrastructure such as stations to support and integrate rail into their own regional transport systems.
- Greater clarity on the strategic role of open-access passenger operations and, from this, a clear rationale for allocating network capacity, against which current and prospective businesses can make informed investment decisions.

Under GBR, freight will be the only strategically essential national railway operation which carries full commercial risk. Specific provisions are required to ensure that the monopoly infrastructure provider, which also runs its own trains that compete with freight for scarce capacity on the network, has:

- A statutory duty to act in a fair, transparent and non-discriminatory way with clear decision criteria and such criteria relating to the economic contribution of a path – or an item of infrastructure;
- A formal presumption in favour of granting access for freight;
- A duty to enable businesses to plan for the medium and long term with a reasonable degree of assurance;
- Flexibility for new freight flows which are introduced, as well as for short term changes to train plans to meet customer requirements; and
- Processes and procedures (including the proposed Access and Use policy) to support freight growth and customer investment, including considering future capacity and timetable proposals.

These processes must be consulted upon, as should the criterion for capacity allocation of 'public good' contained in the consultation document, which is a wholly inadequate basis for long term investment in freight.

In addition to the provision of capacity required by growing freight business, GBR should also be required to:

- Maintain the current structure and level of freight access charges, capping them at levels for rail freight to be competitive with road freight;
- Provide an efficiency improvement discount to incentivise GBR to increase productivity and reduce the cost of renewing, maintaining and operating the railway in real terms.

Such arrangements are common with other regulated monopolies and GBR will be no different from Network Rail in this regard so far as freight is concerned.

GBR's licence must ensure that:

- The railway remains in a good condition for freight, including high levels of performance and asset condition.
- It cannot dispose of land without consultation, as is required today in Network Rail's licence,
- Depots and terminals owned by GBR need to be subject to the same open access requirements as third-party sites.

GBR funding cycles

While a 5-year funding settlement is good in theory, in practice it has often been too long for Network Rail to plan its work, with actual work undertaken frequently differing significantly from the initial plans which were first conceived some 8 years before the end of the relevant funding cycle.

A possible solution would be:

- A planning process that involves creating a five-year strategy,
- A rolling three-year funded planning horizon; and
- Internal management of annual budgets within GBR.

This should also reduce workload in the run up to the funding settlement and create greater funding flexibility

Segregating infrastructure Operations, Maintenance and Renewals, from Enhancements may not be optimal as there is a relationship between the age and condition of assets and opportunities to enhance and modernise. This becomes even more compelling when fleet and service changes are factored in. Including Enhancement funding alongside day-to-day funding as part of a three-year rolling programme of funding would give GBR the ability to link expenditure alongside plans to generate additional revenue or reduce cost.

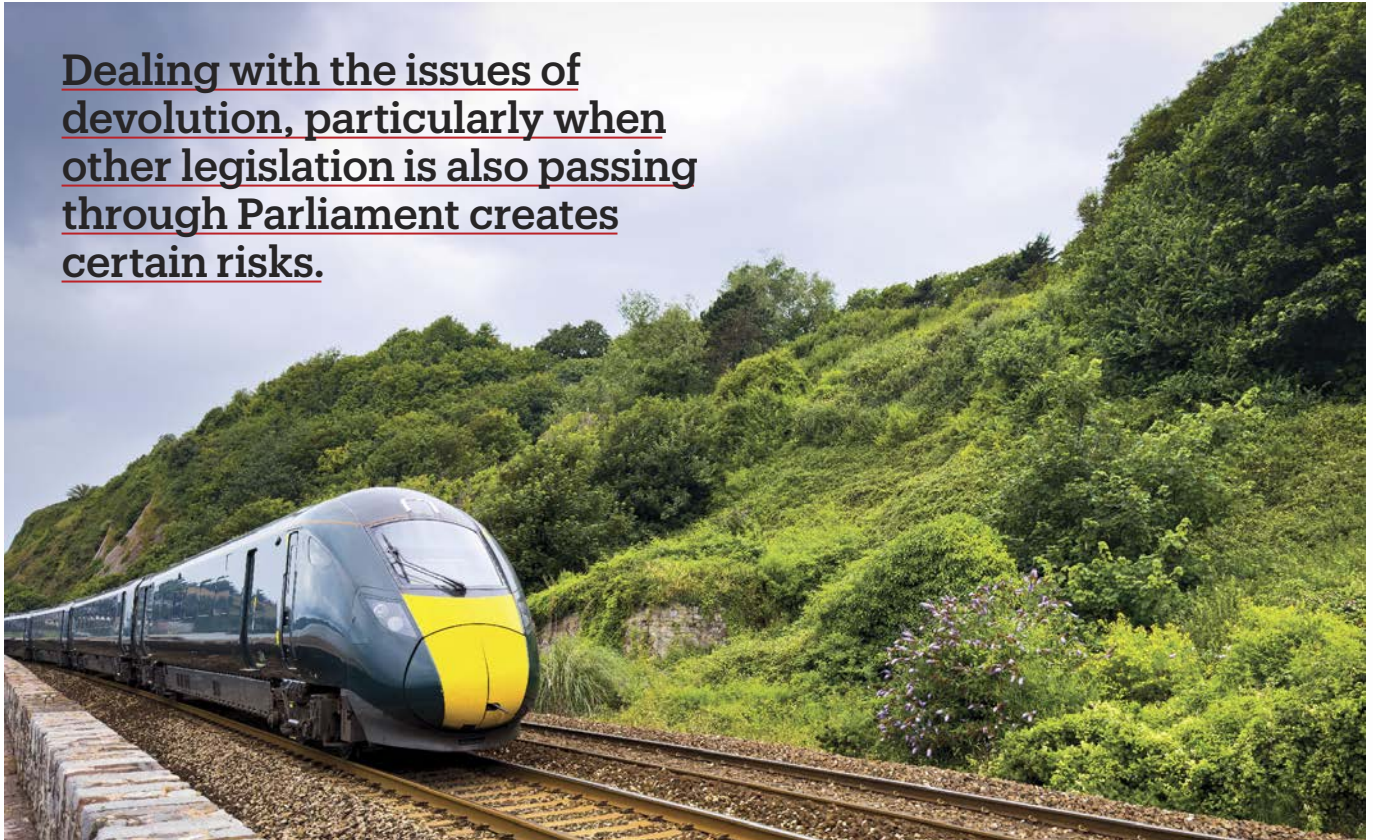
Fares and ticketing

In February 2025 the Institute published its recommendations for reform of the rail fares and ticketing system. This identified the complexity of the current arrangements and the need for a holistic approach to reform. Fare regulation has arguably had limited effectiveness in the network, driven unintended consequences, such as promoting long-distance commuting, often protecting the fares of the highest earners, and created constraints that have hampered the rail industry's ability to respond to market, societal, and technological changes.

As the rate of change in consumer markets increases, greater flexibility will be needed in future.

- Individual fares will need to change by different amounts to enable simplification and associated increased perception of 'fairness'.
- Existing regulatory provisions should be replaced by government and authority direction and guidance, linked to funding arrangements (perhaps as part of a rolling three-year settlement)
- Leaders of the appropriate authorities should be required to consult and held accountable for their approach to fares and ticketing.

Dealing with the issues of devolution, particularly when other legislation is also passing through Parliament creates certain risks.



The competitive environment of rail with other modes should act as a constraint upon excessive fare increases.

While GBR should set the licence conditions for the sale of rail products (and manage ticket office sales), there may be merit in exploring whether digital services might be better and more efficiently provided entirely through third party retailers (TPRs). This could:

- Produce a stronger competitive environment within which TPRs can compete with each other whilst also encouraging new entrants and continued innovation;
- Provide access for all rail users, through an obligation on TPRs to sell the full range of products including non-digital to support those who are less confident or unable to access or use standard digital apps or websites; and
- Create competition and drive system/supplier costs down.

Devolution

More work is required to manage the arrangements for developing rail services alongside the devolved bodies in Scotland and Wales. In this area, Wales is particularly at a disadvantage.

In England, devolved transport bodies have continued to press ahead with creating new rail markets through the delivery of new

stations and services. The proposed GBR legislation should therefore also consider how such Local Transport Authority (LTA) investment can be more actively encouraged in future, including influencing stopping patterns of GBR run services.

Proposals outlined in the English Devolution White Paper, published in December 2024, aim to establish numerous devolved bodies who will have a statutory role in governing, managing, planning, and developing the rail network. However, in most instances the geographic boundaries of these devolved bodies will not fully cover a city-region's economic geography or future GBR "Route" area. The majority of local/regional rail services extend into a wider Travel-to-Work area which includes neighbouring LTAs. The focus on mayoral strategic authorities could create a "democratic deficit" for neighbouring LTAs which could actually end up with reduced influence over their local rail services compared to the current situation. Allowing the formation of "Regional Rail Partnerships" containing a number of LTAs would be a key improvement.

This is a complex and evolving picture and legislation should be provided to minimise the risk of political infighting. It is inappropriate to expect GBR to adjudicate between the inevitability of competing aspirations of different transport bodies where a whole network view is needed to maintain seamless end-to-end flows of

traffic across the whole of Great Britain. This is of particular and critical importance for the freight sector who risk being caught between vocal competing passenger arrangements.

Conclusion

While the proposals set out in the consultation document help to move the discussion onwards, they also raise a number of additional areas which would benefit from further consideration. Of particular concern to the institute is the potential difficulty for freight to have a fair opportunity to obtain paths on the railway and to have sufficient certainty of support to justify third party investment in services and facilities.

Dealing with the issues of devolution, particularly when other legislation is also passing through Parliament creates certain risks. Ensuring that all relevant authorities have sufficient involvement in the rail services operating in their areas will be crucial to ensure that the transport services remain joined up.

Like the Curate's Egg, the Government's proposals are good in parts, but some further work needs to be done before the Bill is ready to go before Parliament. ☹

Martin Fleetwood FCILT
Chair, Strategic Rail Policy
Group, CILT(UK).



Anna-Jane Hunter takes the helm

M meet Anna-Jane Hunter, an industry veteran with a fresh vision for the Institute's future.

In a historic appointment, CILT(UK) has welcomed its first female chairperson to lead its Board of Trustees. Anna-Jane Hunter, a rail operations professional with 19 years of industry experience, steps into the role alongside new joint vice chairs Antoinette Irvine and Austin Birks.

"This is a huge honour for me, and I'm delighted to have such a fantastic team of vice-chairs to support me," says Anna-Jane. "As our first ever female chair, I hope to help further open new doors and become a shining example to other females in our sector."

Before her 19-year career in the rail industry, Anna-Jane qualified as a barrister. Her extensive experience includes leading teams across multiple companies and groups, with the past five years spent working as an independent operations professional. As a Partner specialising in rail operations, she brings particular expertise in complex stakeholder relations. Her appointment comes at a significant moment, coinciding with the 200-year anniversary of passenger railways in Britain. "It felt like a good time to have a chair in rail and I hope to raise the profile of that in the Institute," Anna-Jane explains.

Her move from Vice Chair to Chair position gives her valuable insight into the organisation's needs. "We've already implemented some great improvements over the past few years whilst I've been Vice Chair and I wanted to build on that," she says. Looking ahead, Anna-Jane identifies several key challenges facing the logistics and transport sectors. "Rail reform is huge for my industry over the next few years and in terms of logistics and supply chain the trade deals that seem to be popping up daily at the moment are a critical area," she notes. "There are common challenges like skills shortages and cyber security so, plenty to go at!"

When asked about how CILT(UK) might evolve under her leadership, Anna-Jane emphasises the importance of member-focused development. "We need to keep close to what the industry and our members value in CILT. What do they need and want from us? Fortunately we are a relatively small organisation (although supported by a huge network of volunteers) so we can be fairly dynamic in response to those needs."

Anna-Jane will be supported by an experienced team. Antoinette Irvine brings 30 years of experience in the consumer goods sector and joined CILT(UK) as a co-opted board member in 2024. "This is a great opportunity for me and one I intend to grab with both hands," says Antoinette. Austin Birks, currently the Chief Executive Officer of Verita HR, has 20 years of experience working with FirstGroup and has been a CILT(UK) member since 1983. "I am committed to fostering positive transformation within the coach and bus sector, recognising CILT(UK)'s crucial role in shaping its future," Austin adds.

Paul Adams, CEO at CILT(UK) welcomed the appointments: "I know all three are bringing with them valuable experience and vision. They will help shape a new direction for us and I very much look forward to working with them."

On how professional bodies like CILT(UK) should approach major industry challenges, Anna-Jane has clear views. "We have an opportunity to act as a pulse check for how the industry is getting on with these issues," she explains. "We can also offer a place to share best practice with other respected individuals or organisations. Some of our work in the policy space is fantastic including thought pieces, webinars and responses to consultations." She acknowledges the vital contribution of the organisation's volunteers: "The limit of our abilities in this area is only defined by the size of our appetite to be involved which comes back to our army of volunteers."

As the first female Chair in CILT(UK)'s history, Anna-Jane brings a unique perspective to discussions about diversity and inclusion. "I do have a personal perspective on this which is something the Chair role hasn't experienced before," she reflects. "I look forward to getting involved in the debate on improving ED&I across the industry. Improvements are being seen but the question is are we moving fast enough? My sense is great talent is still being missed and we need to understand why that is and how we can do better."

Looking ahead to what she hopes to achieve, Anna-Jane has clear ambitions. "I'd love to see an increase in membership – individual and corporate, particularly coming from the 'T' in CILT," she says. "I'd love the Institute to play some part in the rail reform agenda and be part of the journey going forward." ❌



CILT IN THE NEWS

A monthly round-up of CILT press coverage

Driving expert warns inevitable petrol change could be added to Spring Budget



CILT(UK) appoints new Chair and Vice Chairs

Tesco, Morrisons, Asda, Sainsbury's drivers face unwelcome change at pump

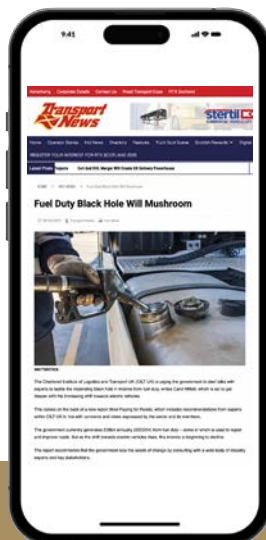


Fuel duty black hole will mushroom

Rachel Reeves could be forced to introduce pay-per-mile car taxes to balance £28bn fuel duty losses



Heathrow: Surrey reacts to government's third runway support



Experts urge government to simplify ticketing system and embrace tech



A high-speed train, possibly a TGV, is shown on a railway track. The train is white with a yellow and red front section. It is moving towards the right. In the background, there are power lines, a signal post, and a field. A green speech bubble overlay contains a quote.

“If we have a diverse workforce where everyone can bring their full self to work, we will deliver better services to the public.”

Alex Hynes

Alex Hynes has completed his first year as Director General, Rail Services at the Department for Transport, bringing with him a wealth of experience from his previous roles at ScotRail and Network Rail. In this candid conversation for our Pride edition, he reflects on the challenges of his new position, the evolution of LGBTQ+ inclusion in the transport sector, and why authentic leadership matters more than ever.

You've now completed your first year as Director General, Rail Services at the Department for Transport. What have been your initial impressions, key challenges, and what excites you most about the future in this role?

Since April last year, working at the heart of the UK Government has been a new experience, and it's been great. I've seen one change of government, two prime ministers and three secretaries of state, and I have never worked with so many clever, hard-working people. What has surprised me, is just how much work there is to do on the performance of the railway in England, which remains sub-par in many places. Within that, what has surprised me the most is how short of train crew most train operating companies are. Conversations have now started to fall into place, and I'm confident that over the next year or two, we'll get our resources right, and then passengers will start to see the improvement in cancellations. So far, it's been a great career development opportunity.

In a previous article, you declared "The railway is for EVERYONE." What inspired this statement, and how have you worked to make this vision a reality?

Network Rail's diversity strategy is called 'Everyone Matters' and at the moment, there's lots of debate in various quarters about the EDI agenda. Fundamentally, we have to come back to the original premise of EDI, which is: everyone matters. No matter your gender, your colour, your sexuality, your ethnicity, whatever – everyone matters. It's about caring for individuals as the individuals they are.

I am one of these people who genuinely believes that if we have a diverse workforce where everyone can bring their full self to

work, we will actually deliver better services to the public. The research demonstrates that organisations which have more diverse workforces are safer, more productive and more engaged. If you don't have a diverse workforce, you're actually choosing not to benefit from those attributes. So, when I say the railway is for everyone, that is an ambition both for our passengers and our workforce.

One thing which has really impressed me in the civil service is the diversity of the workforce. I keep saying to railway companies, if you're wrestling with a diversity dilemma, which many of them are, go and see what the civil service has done, because it is really impressive.

All things being equal, if the people in the civil service are more reflective of Britain, then we're more likely to design services that meet the needs of the people of Britain. A fifth of the British population is disabled, for example, so having more disabled people in the workforce has got to be good for delivering services to disabled people.

You've stated "The more senior you are, the more you have a responsibility to be visible." How has this philosophy guided your actions as an industry leader?

This really ties into the authenticity point. I've seen a leadership responsibility for me to be more open and honest about who I am, and I know that makes me a better leader. When people in the LGBTQ+ network at the Department for Transport said, "We've got an openly gay Director General, and we've got an openly gay transport minister, Minister Simon Lightwood – this is fabulous, can we do an event?" – of course we said yes.

We did an event with the Minister and myself, talking about the issues faced by LGBTQ+ colleagues in the workplace and →

ALEX HYNES

Director General, Rail Services,
Department for Transport

Alex Hynes was appointed Director General, Rail Services in the Department for Transport (DfT) on 1 April 2024.

Alex is an experienced transport professional with over 25 years of industry experience and a proven track record of delivering rail improvement and investment programmes.

Prior to joining DfT, Alex was the Managing Director of Scotland's Railway for nearly seven years, where he led the delivery of Scotland's Railway through the ScotRail Alliance, a unique and industry-leading partnership between ScotRail Trains Ltd and Network Rail Scotland.

Before joining Scotland's Railway, Alex was Managing Director of the Northern rail franchise for 3 and a half years, where he successfully delivered their best-ever customer satisfaction scores as well as record levels of employee engagement.

Having spent his early career as a consultant for Halcrow Fox, Alex worked at the Office of the Rail Regulator before joining the Go-Ahead Group in 2005 as Strategic Planning Manager and, in 2007, as Commercial Director at London Midland, and finally, as Managing Director – Rail Development.

→ society. That's quite a big, broad umbrella, and actually, there's probably quite a lot of white male gay privilege, if I'm honest. There are lots of people who need more help than I do. So, we've started to explore more elements of this rather large umbrella.

During your time with Network Rail, you served as executive sponsor for Archway, its LGBT+ employee network. What inclusion initiatives have you found most effective throughout your career, and how might these approaches translate to your current role at the Department for Transport?

Leading in 2025 is quite complex and difficult, and it's more complex and difficult if you're not bringing your whole self to work. I grew up without any gay role models in the north of England, went to University of Leeds, and then lived in London for 15 years – obviously one of the most diverse cities on the planet. London is where I came out and discovered myself, and I realised there was a geographical dimension to this.

I remember meeting my new PA when I got the job at Northern for the first time, and she said, "What does your wife do?" I said, "His name is...". It made me realise how people make assumptions, but also that acceptance varies depending on where you are.

One of the things we did in Scotland was start running sessions for LGBT+ colleagues with lived experience – you could only come to these sessions if you were part of the community. In these sessions, people literally came out of the closet. As I've seen these issues, I've recognised a leadership responsibility to be more open and honest about who I am. I know that I'm a better leader because I bring my full self to work. There's a leadership authenticity benefit, there's a diversity and inclusion benefit, and there's a benefit for the workforce, because they're working for a human being.

In 2019, ScotRail signed an agreement with TSSA to tackle homophobia in the workplace. What prompted this decision, and how did it change the organisational culture?

If you're going to make progress, you make more progress faster if you've got your trade union partners on board. Trade unions often have better communication channels – and broader ways to reach their members.

One initiative doesn't change culture overnight, but the cumulative impact of having a female engineering director, then a female Managing Director, doing great work around LGBT+, mental health, being visibly there at pride events – it changed our perception amongst our future workforce as somewhere where you could come and belong. We also did a rainbow livery on one



of our trains for Pride Month. The Transport Minister at the time, unprompted, said, "This is fantastic." It felt like we were really turning the dial and becoming more representative of all the people we need to serve. There are a lot of white straight middle-aged men in rail – and there's absolutely nothing wrong with that – they're just over-represented in our workforce, so you work harder on other dimensions of diversity to try and shift that over time.

You once mentioned colleagues who spent "their entire railway career on a 'don't ask, don't tell' basis." How have you seen attitudes evolve in the industry during your career?

It's difficult to say, because I've got nothing to measure it against – I've only had one career. But when I was working in Scotland, people said, "Well, I've really spent my whole life in the closet." They didn't talk about what they were doing evenings and weekends. Everyone knew, but it wasn't talked about – they existed at work on a "don't ask, don't tell" basis. We changed that. People started to say, "I would never have believed that my manager and my

manager's manager would be openly out gay men." We are changing things, but there's still work to do. I know people who are part of the LGBT+ community who choose not to be out at work – and that is absolutely fine, because we've all got our own journeys – but that tells me we need to keep making people feel comfortable to bring their whole selves to work.

Leaders have a responsibility to understand the experience of people who are different from them. One of the things we did in Scotland was reverse mentoring – senior leaders had to be mentored by someone with lived experience they didn't have. I was mentored by a woman going through menopause who'd suffered mental health issues as a result, and I was horrified by her stories. I was also mentored by someone on a work visa from the black and minority ethnic community. It's about making sure the workplace works for everyone, not just the majority.

As we consider the future of transport in the UK, how do you see diversity and inclusion fitting into the broader goals of connectivity, sustainability, and service excellence?

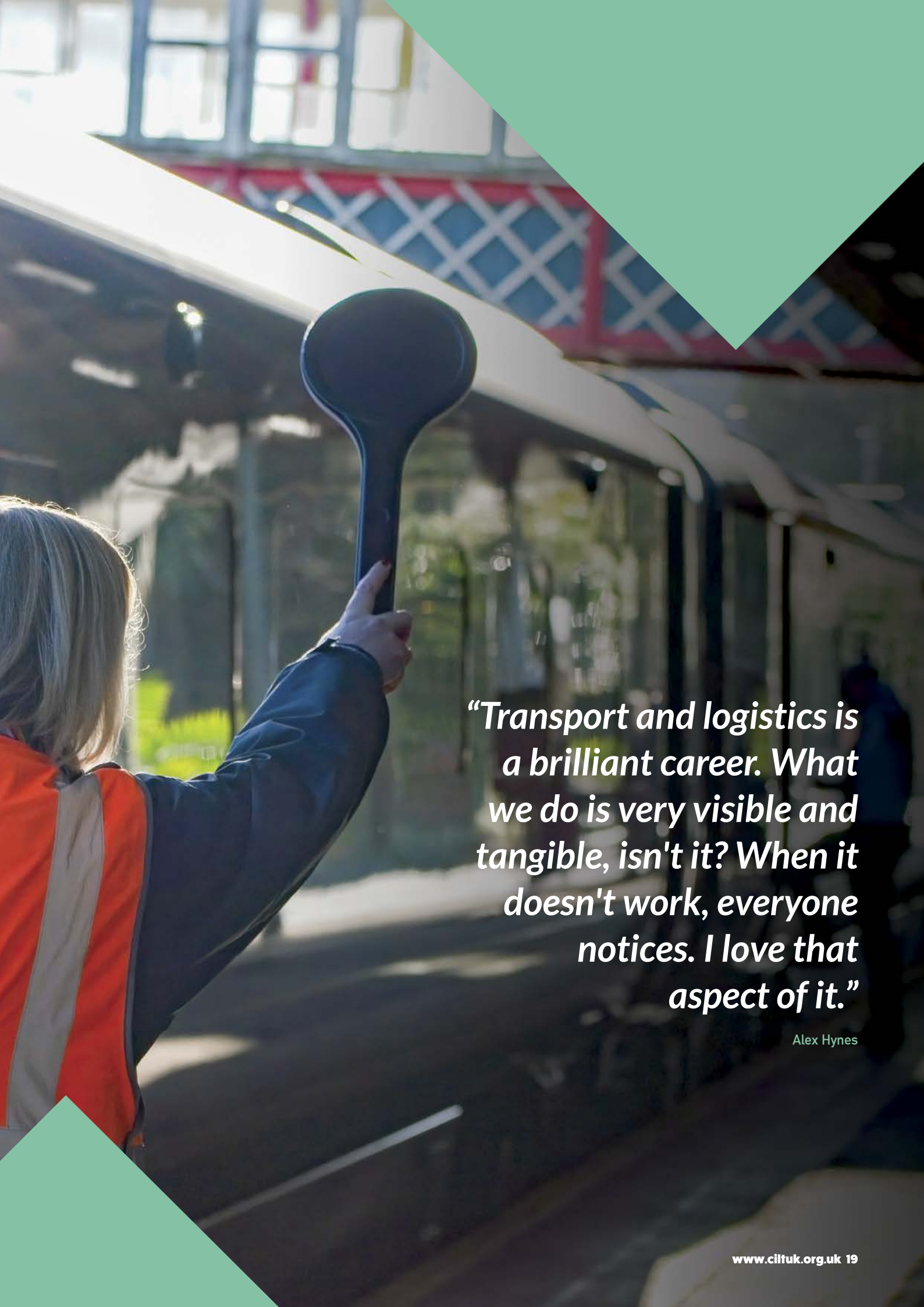
One of the things that is very exciting about the current agenda in transport is that the Secretary of State is producing an integrated national transport strategy. England famously doesn't have an integrated national transport strategy – Scotland has one, Wales has one, but England doesn't. We're developing one, and I think that is an enormous opportunity to make sure that we're providing better transport services to everyone.

Again, it needs to cater for everyone, not just the median person. People with disabilities, people with caring responsibilities, parents, people who don't have access to the opportunities people like me have. The focus of that has got to be everyone, not just able-bodied people, for example.

What advice would you give to young LGBTQ+ professionals considering careers in transport and logistics?

Transport and logistics is a brilliant career. What we do is very visible and tangible, isn't it? When it doesn't work, everyone notices. I love that aspect of it. Whether you're moving passengers or freight, it's a great service industry to be in.

It's easy for me to say, but I would just encourage people to be themselves. Come and join this fabulous sector and have a great career, but also be happy whilst you're doing it. ☺



“Transport and logistics is a brilliant career. What we do is very visible and tangible, isn't it? When it doesn't work, everyone notices. I love that aspect of it.”

Alex Hynes

A photograph of two women in a professional setting. The woman on the right has curly brown hair and is smiling warmly at the woman on the left, who has blonde hair and is seen in profile. They appear to be in a meeting or collaborative work environment.

Connecting LGBTQ+ networks

A throwaway comment during a video call in March 2023 has grown into Britain's first pan-industry LGBTQ+ network spanning aviation, rail, maritime and road transport. **Joe Brown**, Strategic Delivery & Change Manager at Transport for London and founder of Journey, never expected his casual suggestion would create a movement that now reaches across the entire sector. *Focus* finds out more.



According to Joe, allies joining and then spreading the messages with their colleagues, friends and families often has the most impact

Joe's path to establishing Journey began during his tenure as chair of Transport for London's LGBTQ+ colleague network, OUTbound, from 2021 to 2023. His motivation was deeply personal: "Without doubt it was my tenure as the TfL LGBTQ+ colleague network chair, which in turn I was inspired to apply for through observing the societal change brought about following the murders of George Floyd and Sarah Everard."

As a gay man who came out 32 years ago "with an unequal age of consent plus Section 28 in school meaning LGBTQ+ identities could not even be mentioned", Joe recognised how profoundly society had shifted. Yet he also understood that progress was far from complete. "I realised I had taken this change for granted to an extent and not appreciated the fact that every incremental step of the way was paved for me by brave activists and people prepared to be arrested or even imprisoned for the cause."

At TfL, Joe focused his efforts on ensuring diverse voices were heard. The results were striking. "People who used to observe OUTbound video meetings with their cameras off starting to turn their cameras on and sharing their experiences," he recalls. The network's Pride 2023 campaign exemplified this inclusive approach, featuring buses and trains across London bearing portraits of TfL staff and LGBTQ+ luminaries. The impact was measurable: the inclusion index of LGB people at TfL jumped 19% in the annual staff satisfaction survey.

Yet Joe recognised a fundamental limitation. "For all of this good work, we were in a silo and that simultaneously around the country there were other LGBTQ+ networks in other transport organisations also doing good work in their silos but we weren't communicating."


Joe Brown, Founder, Journey




Building bridges

The solution emerged from collaboration with co-chair Claire Borrill-Bromige and their diversity and inclusion partner. "I remember we had a first video meeting in March 2023 where we awkwardly introduced ourselves and had a conversation about what we wanted our network of networks to be. I suggested a few names and 'Journey' stuck."

Growth came through strategic relationship-building. Initial contacts leveraged existing D&I networks, but expansion accelerated through word of mouth. "As more people joined us around the table, word of mouth grew and members offered to pass the open invitation on to people not on the mailing list," Joe explains. Senior colleagues with cross-industry experience facilitated introductions to aviation, whilst contacts at the Department for Transport and consultancies opened doors to less represented sectors like maritime and bus operators.

Joe's proudest achievement has been watching Journey's events grow organically. The largest gathering came 



 Journey's current focus represents an ambitious attempt to understand the sector's LGBTQ+ workforce comprehensively



➤ during LGBTQ+ History Month in February, when transport historian Tim Dunn presented on the long history of rainbow liveries to 80 attendees in person and many more online. "Looking around the room knowing I was the 'reason' for everyone being there was a great personal achievement," Joe reflects.

Transport presents unique difficulties for LGBTQ+ workers. "The industry often doesn't reflect the demographics of the customers that it serves," Joe observes. In environments where someone might be "the only woman, the only minority ethnic person, or the only queer person", authenticity becomes harder to maintain. Current political tensions compound these challenges, particularly for trans and nonbinary colleagues facing what Joe describes as "one of the most toxic, targeted and fundamentally fabricated witch hunts of our lifetimes – and in roles where often-gendered uniforms are mandatory and welfare facilities are binary".

Meaningful change requires more than updated handbooks. "Network leaders are often expected to conduct all network activity in their own time in addition to the 'day job' which is incongruent with corporate statements about diversity and inclusion," Joe argues. Practical steps matter more than gestures: "Having progressive approaches to parenting to reflect modern-day families, non-gendered language in all documents, making uniform inclusive, non-gendered welfare facilities, and offering pronoun options in name badges all go a long way."

The role of allies proves crucial. "Many of the D&I specialists and sponsors within member organisations instrumental to Journey's success are not part of the LGBTQ+ community," Joe acknowledges. "It's allies joining and then spreading the messages with their colleagues, friends and families that often has the most impact."

Mapping the landscape

Journey's current focus represents an ambitious attempt to understand the sector's LGBTQ+ workforce comprehensively. The organisation is conducting the transport sector's first comprehensive survey of LGBTQ+ workers' experiences. "Like Journey, nobody had done it before... so why not?" Joe says. "But more importantly, if Journey's aim is to push for greater LGBTQ+ inclusion, visibility and representation in the transport sector, we need to understand how LGBTQ+ people are currently feeling and what the current blockers are."

The anonymous questionnaire asks about identity, role and sector whilst protecting respondents' privacy. "We want to see if the experience of LGBTQ+ employees differs between different modes and different roles, whether intersectionality compounds feelings of exclusion. Without the survey responses, it's all speculation."

The resulting report will provide member networks with evidence to lobby their organisations for change – a deliberate strategy that supports existing structures

rather than circumventing them. "Our purpose is to support existing networks, not to compete with them," Joe emphasises.

For Joe personally, Journey has created unexpected opportunities. "It has had the unintended consequence of giving me access to a huge professional network who I can draw upon for advice to help with the 'day job'," he notes, though he keeps Journey's voluntary work separate from his role as Strategic Delivery & Change Manager at TfL.

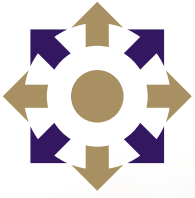
The feedback validates the effort. "Simply standing back and seeing the chatter in the room at an in-person event and hundreds of new connections being made, it shows that Journey has been a very positive force for LGBTQ+ people in the transport industry in a short space of time." ❌

Journey's survey for LGBTQ+ transport workers remains open for responses. The anonymous questionnaire aims to create an unprecedented picture of inclusion across the sector.

To learn more, visit:
<https://forms.office.com/r/W1jsKHtCLc>
 or scan the QR code.



Transport professionals can participate and access resources at www.journey.lgbt



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Mentoring Programme

CILT(UK)'s new and improved Mentoring Programme has been developed to support members in their CPD activities, regardless of membership grade, age or work status. Whether you want to boost career prospects or take the time to inspire new professionals, our new mentoring programme takes the hard work out of finding and developing the right professional relationship.

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"This was my time to take stock re-evaluate where I am and ask:
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previous mentee Alison Lawton-Devine CMILT

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but it has been really beneficial for me too!"

previous mentor Claire Capaccioli

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Rising through the ranks



With over two decades at DHL Supply Chain, Inventory Manager **Nadine Sheridan-Jones** shares her journey from warehouse novice to leadership, highlighting how workplace inclusion has transformed both her career and the logistics industry.

When Nadine Sheridan-Jones joined DHL in 2001, she had never worked in a warehouse before. Today, she manages complex inventory systems across multiple technology contracts at DHL's Milton Keynes Distribution Centre. Her 23-year journey through the logistics giant reflects not only her personal growth but also the evolving landscape of diversity and inclusion in an industry traditionally dominated by men.

Finding her place

Nadine's career progression wasn't always straightforward. After developing knee issues, DHL provided her with a Reach truck license so she could stay with the company. When that became challenging, she transitioned to the stock team.

"I was never a confident person and quite shy, although if you talk to people now, they'll say 'really?'" she admits. "DHL gave me opportunities to learn at my pace, which allowed me to gain confidence and eventually apply for a team leader role."

Coming out at work

Nadine's experience coming out at work reflects both personal challenges and the evolving culture of the logistics industry over the past decade.

"When I first realised who I truly was, it wasn't easy," she explains. "I kept my personal life private at work for some time."

A pivotal moment came during an interview for a First Line Manager position when asked about diversity and inclusion. "I replied, not very diplomatically, 'Well, I'm gay,'" she recalls. "Years later, that same manager told me, 'You know, it was that answer that got you the job. It took courage.'"

This experience gave Nadine the confidence to bring her whole self to work. At DHL, she found support through the company's DEIB networks, including the Pride Alliance Network she joined at its inception.



Nadine Sheridan-Jones, Inventory Manager, DHL Supply Chain

"DHL has zero tolerance for breaking DEIB code of conduct," she notes. "We have guidelines for acceptable behaviour, and when issues arise, they're dealt with swiftly."

Her approach to challenging situations has always focused on education. "My philosophy is to educate first rather than jump straight to disciplinary action. Everyone should be given the opportunity to make the changes needed."

Creating inclusive workplaces

Now an active member of DHL's Pride Alliance Network, Nadine has seen firsthand how the logistics industry has evolved regarding LGBTQ+ inclusion.

"People's mindsets have been encouraged to change as others have fought for their right to be treated equally."

Her approach to creating inclusion is pragmatic: "Never give up! You will not change a site overnight. Do small things and make big celebrations of them."

Nadine emphasises listening as critical: "I've had good conversations with people who don't agree with LGBTQ+. We have

listened to each other and while neither wished to change their viewpoint, we agreed to be respectful. My approach isn't to force anyone to change their beliefs, but I do want to be treated with respect."

Leading with empathy

Her experiences have profoundly shaped her management style. "I've always been a people person. I've shared my experiences with my teams because it makes me relatable. My openness has built strong working relationships."

This approach extends beyond LGBTQ+ issues. Nadine has assisted colleagues struggling financially by connecting them with DHL's Helping Hands program and approaches flexible working requests with empathy.

"I just simply think: if it was me, what would I want from my manager?" she explains. "I work on the principle of treating others how you want to be treated."

One of her team-building strategies involves Friday morning coffee breaks. "Monday to Thursday, we go through the stats and discuss. Fridays are about having coffee, asking what they're doing for the weekend. When we first did it, it was uncomfortable, but slowly we got people who had never really spoken to each other to learn about one another. It builds trust."

Building the future

As a proud member of DHL's Pride Alliance since its inception, Nadine believes larger companies are beginning to realise the value of diversity and inclusion policies, though smaller companies still have work to do.

Her advice to young LGBTQ+ professionals considering logistics careers is straightforward: "Just be yourself. The world has changed and continues to change. If things happen, don't stay silent. Join company networks and become a voice for others. Be open to listening as well as voicing your opinions."

Nadine has recently participated in DHL's pilot Supervisory Academy, a 15-month program equipping managers with 21st-century leadership skills. "I'm very proud to have been part of this pilot which is now being rolled out across DHL."

Through her journey from warehouse novice to inventory manager, Nadine demonstrates how bringing your authentic self to work can transform not only individual careers but workplace cultures as a whole. ❌



For LGBTQ+ passengers, especially those who are transgender, the push for safety has taken on new urgency amid Britain's evolving culture wars

Safety in transit



Two years after London TravelWatch's groundbreaking "Out in London" report revealed that one in five LGBTQ+ people had experienced hate crimes on public transport – and a staggering 82 percent modified their appearance or behaviour to avoid harassment – progress has been made, but challenges persist. *Focus* finds out more.

The Tuesday morning rush on the Victoria Line feels like any other: commuters scrolling phones, tourists consulting maps, corporate workers shuffling around people to get off at King's Cross St Pancras. But for some LGBTQ+ Londoners, this daily ritual involves calculations most passengers never consider.

"There's an underlying vigilance that never really goes away," says Sasha Langeveldt, Campaign and Advocacy Officer at London TravelWatch, the independent watchdog overseeing the capital's sprawling transport network. "For many in the community, each journey includes micro-decisions about appearance, behaviour, even which carriage to board."

Since London TravelWatch published its groundbreaking "Out in London" report in collaboration with Galop – the UK's LGBTQ+ anti-abuse charity – in 2023, transport operators have implemented initiatives to make people feel safer on the network.

Two years after revealing that one in five LGBTQ+ people had experienced hate crimes on public transport, Sasha notes that public awareness has increased, but systemic challenges persist.

"When we found that 82 percent of people were changing how they dressed or behaved just to avoid harassment, that's really sad," she explains.

London TravelWatch occupies a unique space in the transit ecosystem. Independent from Transport for London (TfL) and other operators, it advocates for all passengers moving within and around London, including those walking, cycling, or using wheelchairs. This autonomy allows for both collaboration and critical oversight.

"We are a very small team, but we do great work," Sasha says with evident pride. "Our job is to really push for change, to make things accessible, inclusive, safe and affordable where we can."

For LGBTQ+ passengers, especially those who are transgender, that push for safety has taken on new urgency amid Britain's evolving culture wars. Recent legal developments, including a contentious Supreme Court ruling on the definition of "woman," have injected fresh tension into public spaces.

"The political climate, the media narratives we're all digesting – these have real impacts," Sasha observes. "It's not just policies changing; it's how those changes affect both perception and reality of safety on the ground."

London's transport networks become unintentional theatres for broader societal conflicts. When harassment occurs, the report found, bystanders rarely intervene. Sixty-five percent of LGBTQ+ people who experienced abuse reported that others witnessed but did nothing.


London TravelWatch has also offered support for bystander intervention training run by organisations such as Protection Approaches in partnership with TfL. These programs teach passengers how to safely disrupt harassment without endangering themselves.

"There is something really important about being on transport and feeling like other people will also stand up for you and protect you in some way or another, even if it is calling out unacceptable behaviours," Sasha says.

The recommendations from the 2023 report were deliberately segmented: some directed at transport operators, others at policing authorities, and some requiring cross-sector collaboration.

For transport providers, maintaining visible staff presence, especially at night, emerged as a priority. The reliability of late services took on safety implications – delays could leave vulnerable passengers stranded in potentially threatening situations.

"When services are disrupted at night, it's not just an inconvenience," Sasha explains. "For some passengers, it creates genuine safety concerns."

Infrastructure improvements like enhanced lighting, more comprehensive CCTV coverage, and reliable Wi-Fi 

RECOMMENDATIONS FROM THE OUT IN LONDON REPORT

Decision-makers, the transport industry and policing authorities should:

- Commit to awareness campaigns to end hate crime and harassment targeting LGBTQ+ people. This should be a cross-industry effort including education on the problem and how people can help stop it.
- Conduct regular staff training, co-designed with LGBTQ+ people and stakeholders, to ensure staff have the right skill set and knowledge to help and support people in the LGBTQ+ community when they are travelling in London.
- Commission further research into LGBTQ+ people's safety concerns while travelling around London, particularly around policing and how different intersectionalities face different barriers when it comes to policing bodies and reporting.
- Implement a robust cross-industry strategy to address anti-social behaviour.
- Work directly with LGBTQ+ organisations and people with lived experience throughout. This should be factored into all aspects of work rather than as an add on or an afterthought.

In addition, transport operators should:

- Maintain the frequency of services and ensure they are reliable, particularly at night, to help make sure people are not stuck in unsafe or potentially dangerous situations.
- Put infrastructure in place to improve security concerns and perceptions of safety, including improving WiFi and connectivity, lighting, and CCTV.
- Have visible staff at stations and on services to support LGBTQ+ people before, during and after their journey.
- Collaborate with and support trusted third-party organisations such as CATCH and Zoteria to promote their services to LGBTQ+ people who use transport.

Policing authorities should:

- Raise awareness of trusted third-party schemes such as CATCH and Zoteria and how to use them and improve these referral pathways within the police.
- Within the Met, commit to implementing recommendations from the Casey Review to address LGBTQ+ prejudice within their organisation.
- Within the BTP, create and implement an action plan detailing how they will address LGBTQ+ prejudice within their organisation and build trust within the LGBTQ+ community.

connectivity in previously dead zones have been implemented across parts of the network. These changes benefit all passengers while addressing specific security concerns.

The 2023 report also emphasised the need for improved training for staff, co-designed with LGBTQ+ people to ensure appropriate support skills. Transport operators were urged to collaborate with trusted third-party reporting organisations to give passengers alternatives to police reporting.

The policing dimension has proven more challenging. The report revealed a profound lack of trust between many LGBTQ+ Londoners and law enforcement. Among transgender respondents, 77 percent felt that the hostility they experienced from the public was directly related to their identity and many saw little point in reporting incidents.

"Trust isn't built overnight," Sasha acknowledges. "Both the Metropolitan Police and British Transport Police have a lot of work to do in addressing institutional prejudice and building credibility with communities who have historical reasons for scepticism."

Alternative reporting pathways have emerged as a crucial innovation. Third-party applications like Catch and Zoteria allow victims to document incidents without immediately engaging with police, creating space for support before potential official action.

"People need to be supported first, then encouraged to report if they choose to, and then see meaningful actions following from their report," Sasha explains.

In November 2024, London TravelWatch partnered with TfL to host their first personal security summit, bringing together stakeholders to evaluate progress and coordinate future efforts. The focus has shifted from identifying problems to measuring meaningful change.

"We've moved beyond the research phase," Sasha notes. "The danger was that we'd all produce similar reports with similar recommendations, and never progress to real-life action. We're now asking: what tangible differences are passengers experiencing?"

London TravelWatch has expanded its network of partnerships beyond traditional transport stakeholders. The organisation now collaborates with the LGBTQ+ London's Venues Forum, recognising that "safety doesn't just end at night" when passengers leave stations.

Intersectionality has become a central focus of current work.



Both the Metropolitan Police and British Transport Police have a lot of work to do in addressing institutional prejudice and building credibility with communities

"There are multiple experiences even within the LGBTQ+ community," Sasha emphasises. "We need to better understand how different identities create different barriers, especially with demographics that don't necessarily come out when we do research on personal security holistically."

For transport operators focused on moving masses efficiently, these nuanced considerations might once have seemed peripheral. But London's competitive position as a global city increasingly depends on offering safe, dignified mobility for all residents and visitors.

Personal safety will always be a priority for London TravelWatch and its surrounding organisations.

"We keep in conversation with our key stakeholders to make sure that we're all on the same page with what is really important for passengers," Sasha says. "When we're not, we all develop the same research that has the same recommendations, and then we actually don't move on from the research phase of things and miss out on the real-life action that can really make an impact for people."

For LGBTQ+ Londoners navigating that system daily, each safe journey home represents not just a successful journey, but an affirmation of their right to move through public space as themselves.

"The work is ongoing," Sasha says, gathering materials for her next stakeholder meeting. "But what's changed is the understanding that personal security isn't a niche concern, it's fundamental to having a transport system that truly works for everyone." ❌



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Delivering inclusion





At Post Office, inclusivity stands at the heart of community service across the nation. With 11,500 branches forming the UK's largest retail network, Post Office strives to ensure everyone feels welcome, including members of the LGBTQ+ community.

Since 2018, Post Office has maintained an active presence at Pride marches in London and Manchester. The organization has extended its participation to Pride events in Belfast, Bolton, and Chesterfield – locations where many supply chain and logistics colleagues are based. Throughout June, all branches are offered Pride posters to display in support of local Pride celebrations.

Year-round inclusive workplace policies

Support for the LGBTQ+ community extends beyond Pride month. Post Office actively fosters diversity and inclusion through comprehensive workplace policies throughout the year. Several policies specifically support LGBTQ+ employees, including the Transitioning Equality Policy and an Adoption Policy designed to be inclusive of lesbian and gay parents. Additional policies creating an equitable working environment for all employees include Flexible Working, Dignity at Work, and the Equity, Diversity and Inclusion Policy.

Building an inclusive culture

Post Office commemorates significant dates such as LGBTQ+ History Month, Transgender Awareness Week, and National Coming Out Day through speaker events, internal gatherings, and colleague-written articles. The organization runs a series called 'Let's talk about...', providing a

platform for colleagues to share personal stories. PRISM, the LGBTQ+ employee network, hosted a 'Let's talk about... LGBTQ+ awareness' session where over 100 colleagues gathered to hear coming out stories from across the business.

PRISM network: driving change

Established in 2016, the PRISM network – Post Office's LGBTQ+ and allies employee group – works alongside the Equity, Diversity & Inclusion Team to review policies and advise on strategies for creating an inclusive workplace. PRISM's efforts have earned external recognition, including being shortlisted for 'Outstanding LGBTQ+ Network' by the British Diversity Awards in 2023.

Supply chain and logistics leadership

Russell Hancock, Supply Chain Director at Post Office, emphasises: "As Post Office Supply Chain Director I have continued to be a passionate and committed ally towards all within the LGBTQ+ community. Be it ensuring that all of our workplaces are inclusive and allow everyone to be their authentic self, to making sure opportunities within the workplace are there for everyone, or continuing to educate myself and others on LGBTQ+ issues and challenges. As an organisation we actively celebrate Pride with all our colleagues, you may even see one of our special Pride vehicles that operate across the country, sharing our advocacy for all." ✖

Beyond rainbow crossings

Arup researchers explore how thoughtful design can transform the built environment for LGBTQ+ users.

Hostile public spaces often force LGBTQ+ people to modify their behaviour or avoid certain areas altogether. In recognition of this challenge, the importance of inclusive design is gaining traction among built environment professionals.

The "Queering Public Space" research project by Arup and the University of Westminster explores how design elements can create more welcoming environments by challenging embedded assumptions about who public spaces are for.

"Space at the moment isn't always designed to be representative or equal, which may be because of historic factors," says Mei-Yee Man Oram, who leads Arup's Access and Inclusive Environments team. "If we look at how diverse the industry is, the data informing decisions, and elements embedded in building codes – the outcome isn't always equal or equitable."

These embedded assumptions or gaps in data or processes create spaces designed for "assumed users" with expected behaviours, affecting both physical design and operational aspects of public spaces. The authorised public space discourse – a

concept explored in the report – recognises that these assumptions and biases need challenging to create truly inclusive environments.

The decline of queer spaces

The research comes at a time when gentrification threatens established queer neighbourhoods across major cities. As property developers and investors find economic opportunities in these areas, communities who shaped these spaces are often priced out.

"Through gentrification and urban renewal, layers of memory are erased," Mei explains. "Many of these spaces have become unaffordable to the queer communities who shaped them."

Emily Wang, Inclusive Design Consultant at Arup suggests the problem goes deeper than economics alone: "There's also a need to understand why there's a decline in gayborhoods. Much of it is due to the commodification of queer culture. These places are no longer hidden underground – they're thriving and doing great, which people see as a business opportunity."

This commercialisation leads to increased rents and therefore changing demographics that can make spaces less safe for people

who are already facing systemic barriers and discrimination. "The people occupying these spaces become less diverse, making them less accessible for further marginalised communities, or intersectionally marginalised communities," Emily adds.

The solution, she suggests, lies in a balanced approach: "We need to create spaces with specific communities while also trying to make general spaces more diverse, by creating pockets of very safe, inclusive and comforting spaces."

Community-centred design

When asked what design features make spaces more welcoming beyond token gestures like rainbow crossings, Emily points to diverse representation and human-scale elements.

"Having places with different food options, statues and monuments that represent not just people who were historically in power but also minorities and the strength in community," Emily says. "Something I found interesting from the research was human-scale objects – buildings or lighting that's approachable, interactable rather than massive roads or enormous streetlamps."



Transport hubs represent critical public spaces where inclusive design principles can significantly impact daily experiences for LGBTQ+ users

The report highlights excellent examples of queer-friendly spaces identified by research participants, including Hebden Bridge in Yorkshire, where "evidence of community in murals, personalisation of residential frontages (e.g. gardens, planting, flags); galleries to visit and an artist's community" creates an environment that "feels safe and secure."

Emily emphasises that inclusive spaces should empower users rather than making them feel like passive visitors. "People should feel empowered in the space," Emily says. "They should be able to interact with it rather than feel they're passing through somewhere not designed for them. Anywhere with evidence of community engagement, or evidence of people similar to them using a space, feels more welcoming and personal."

Sensory design considerations

The research revealed subtle but significant findings about how environmental factors affect inclusivity.

"What was particularly interesting was how fine-tuned some answers were, especially regarding environmental comfort," says Emily. "The quality of lighting and sound significantly affects how inclusive a space feels."

Emily explains that these elements often go unnoticed when designed well but become painfully obvious when poorly implemented. "Lighting, when designed well, goes unnoticed, whereas poor lighting impacts how safe people feel. Similarly, harsh sounds can make spaces feel horrible, while natural sounds like birdsong contribute positively to how a space feels."

Mei adds that subtle design elements significantly impact how spaces function. "Green spaces came up quite often as flexible spaces that are not exclusive. But without proper lighting or street furniture that allows people to dwell and socialise, having green spaces in isolation won't necessarily provide the best solution."

Industry responsibilities

For planning and design firms, the challenge is ensuring queer perspectives are represented throughout the process, not just as afterthoughts.


"As an industry, we should be changing or improving to make sure that engagement with communities happens," says Mei. "Making sure that budgets and programmes within our projects actually accommodate for meaningful consultation, is essential."

Emily emphasises the importance of truly understanding the communities being designed for: "You have to really understand the place that you're designing in. You need to know who is there by doing both primary and secondary research, speaking to people around there. If you're designing in a place really far away or designing through your assumptions, you're never going to truly understand who lives there and what people want."

This disconnect between designers and users has historically led to spaces that exclude or even endanger marginalised groups. The report notes that LGBTQ+ people, particularly transgender individuals, often avoid whole areas altogether due to safety concerns.

Beyond gayborhoods

While "gayborhoods" have historically provided safe havens for LGBTQ+ communities, the researchers advocate for thinking beyond these enclaves to make all public spaces more welcoming.

"Planners should think beyond the gayborhood," says Mei. "They need to incorporate LGBTQ+ inclusion and safety into processes like equality impact" 

assessments and into the practical application of Statements of Community Involvement by consulting with LGBTQ+ groups."

The research found significant community desire for involvement in design processes. One participant stated: "I would love to do this, and it would be hugely impactful for me. I haven't been a part of something like this because I haven't been asked!"

Another emphasised: "It would be important to me to be involved in a design process like this as I could help make the space feel more welcoming and enjoyable for myself and others. I believe inclusivity in public design is really crucial for communities to develop and grow."

Preserving queer heritage

The researchers also emphasise the importance of preserving queer history in public spaces. Despite persecution, LGBTQ+ people have always existed and have a history that deserves recognition in the built environment.

Mei says preservation efforts help LGBTQ+ people recognise themselves in public spaces while also educating the wider public. "Getting people to understand that

LGBTQ+ people have always existed and have a history – marginalised though it has been – may help undermine the hostility and misunderstanding still widely expressed towards the LGBTQIA+ community."

From research to reality

If they could change one thing about public spaces based on their findings, both researchers focus on process rather than specific design elements.

"It's less about the design and more about the process," says Mei. "Within our latest research, we had a call to action to engage better with communities. That's the key thing – if we could change something to make sure that's included within projects."

Emily concludes: "For me, it's the care we take in designing. As designers, we need to think more about how our choices affect experience – how a place really feels, and the tiny ways design can shift that feeling."

A challenge for transport and logistics

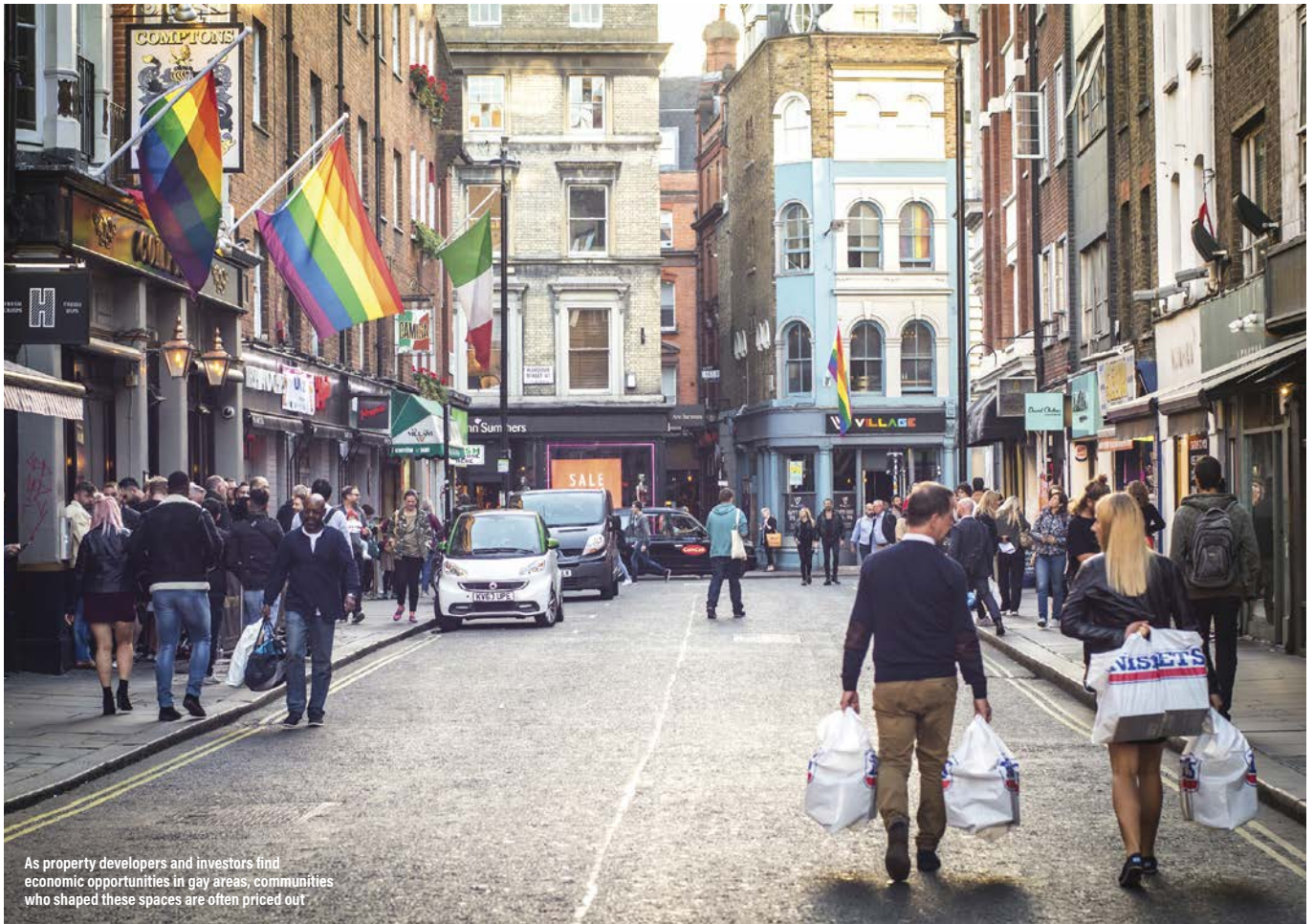
For the transport and logistics sector, this research holds particular relevance. The findings challenge organisations to move

beyond symbolic gestures toward meaningful changes in both physical spaces and workplace culture.

The research suggests that effective inclusive design in transport contexts isn't limited to visual signals like rainbow-painted vehicles, but extends to staffing, operational policies, and the physical design of terminals, stations, and service areas. When transport environments are designed with diverse users in mind and staffed by teams that reflect that diversity, they become welcoming spaces for all.

Transport hubs represent critical public spaces where inclusive design principles can significantly impact daily experiences for LGBTQ+ users. Thoughtful lighting, diverse amenities, human-scale design, and clear signals of inclusion can transform these spaces from potentially threatening environments to truly public resources that serve everyone equally.

By reimagining inclusive design as a collaborative process grounded in lived experiences, the research suggests that queering public spaces can create environments where all users – regardless of identity – can feel safe, welcome, and empowered to fully participate in public life. ❌



As property developers and investors find economic opportunities in gay areas, communities who shaped these spaces are often priced out



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Pride in progress

Meet the champions behind Evri's LGBTQ+ initiatives.

At the heart of Evri's commitment to diversity and inclusion are two passionate advocates who balance their professional roles with leading the company's LGBTQ+ network. **Perry Law**, Senior Procurement Manager, and **Andrew Mallin**, Financial Analyst, serve as Evri's LGBTQ+ Network Leads, driving meaningful change throughout the organisation while managing their day-to-day responsibilities. Together, they've helped transform Evri's approach to Pride from symbolic gestures to year-round action. We sat down with them to discuss how Evri is creating a truly inclusive workplace.

Q: Evri has developed its approach to Pride over the years. From your perspective, how have you seen the company's Pride initiatives evolve beyond symbolic gestures to create meaningful change?

For Evri, what began as visible support – like rainbow branding – has grown into a year-round programme of education, allyship, and community engagement led by our Delivering with Pride Network.

Our focus has shifted to building awareness, from amplifying messaging around Pride History Month, to activities such as quizzes, and educational content – for example providing colleagues with accessible definitions of diverse sexualities to support inclusivity and a feeling of 'psychological safety'.

Externally, Evri partners with the community, including fundraising for Out Together – the Yorkshire-based LGBTQ+ charity – as well as sponsoring Leeds Pride, and collaborating with local networks.

This shift from performance to participation, and from symbolism to structural change, makes Evri's Pride efforts authentic and impactful, showing up year-round, for everyone.

Q: Could you share a specific Pride initiative at Evri that particularly resonated with employees or customers, and why you believe it had such impact?

Evri's Pride Month campaign stood out for its layered approach – blending celebration with education, visibility, and engagement. Through events, sharing personal stories from LGBTQ+ colleagues, educational content and activities

including a company-wide quiz, the campaign brought lived experiences to the forefront and made Pride feel personal and relevant.

The campaign also extended beyond the business, with Evri sponsoring and fundraising for the Out Together Charity Ball, as well as our continued support of Leeds Pride.

The combination of emotional impact and practical tools – like online LGBTQ+ learning – empowered colleagues to take meaningful action and helped shift mindsets and deepen inclusion, making it one of Evri's most impactful Pride efforts to date.

Q: How does Evri integrate Pride values into its operational practices year-round?

At Evri, we ensure inclusion makes up a core part of everyday business, through inclusive practices, ongoing education, and active leadership, as well as ensuring key business fundamentals, such as our policies, are updated in line with inclusive language.

LGBTQ+ learning modules are available year-round on Evri's internal platform, supporting continuous education and allyship beyond Pride Month. Our pronoun badges are also a key example, forming part of our workplace culture and backed by resources that explain their importance.

Evri's external partnerships with LGBTQ+ organisations also demonstrate our sustained commitment to community engagement.

Q: What metrics or indicators does Evri use to measure the effectiveness of its LGBTQ+ inclusion efforts, and how do these inform future initiatives?

Evri measures the effectiveness of its LGBTQ+ inclusion work through a mix of data and feedback, ensuring efforts are both people-focused and impactful.

Key metrics include colleague engagement, which is measured through participation in events, learning uptake, and feedback from surveys and groups such as our Delivering with Pride network. Qualitative insights from employee experiences guide campaign adjustments and help to identify what's working and where more support is needed.

At Evri, we're particularly proud that our company DEI disclosure rate sits at almost 60%, highlighting a high level of trust and sentiment of overall 'psychological safety' from our colleagues.

Evri also evaluates the impact of external partnerships, such as with Out Together and local LGBTQ+ networks, to gauge community engagement.

These insights inform future campaigns and strategies, ensuring inclusion efforts remain relevant, responsive, and evolving.

Q: How do Pride values factor into Evri's relationships with external partners and suppliers? Are there specific standards or expectations in place?

Pride values are central to how Evri manages external relationships, extending inclusion beyond its workforce to partners and suppliers. ➤



“Rather than limiting efforts to Pride Month, our proactive approach of learning platforms, leadership involvement, and employee-led initiatives, like Delivering with Pride, ensure focus remains year-round.”

Perry Law



■ A key example is our partnership with LGBTQ+ organisations like Out Together, where Evri actively fundraises, collaborates, and takes part in events such as Leeds Pride – reflecting shared values of respect, visibility, and inclusion.

While formal supplier standards aren't detailed, Evri leads by example, promoting equality and inclusive values that shape how partners engage with the brand.

These external relationships mirror Evri's internal culture: visible leadership, authentic support, and a commitment to inclusion – setting a clear standard for all who work with the company.

Q: What role do employee resource groups play in shaping Evri's approach to Pride, and how does leadership engage with their perspectives?

Our Delivering with Pride network plays a strategic role in driving LGBTQ+ inclusion at Evri. More than a support group, it leads key initiatives like Pride History Month, inclusive language education, and the rollout of pronoun badges, while also acting as a vital link between employees and leadership.

Delivering with Pride helps embed Pride values year-round, influencing culture, policy, and education. Their role is both advisory and activist – providing insights and feedback to help shape campaigns and policies, whilst pushing Evri toward meaningful, lasting inclusion.

Q: Looking at the logistics industry as a whole, where do you see Evri leading in LGBTQ+ inclusion, and where is there still room for growth?

At Evri, it's important to us that we lead by embedding Pride values through our culture, operations, and leadership. Rather than limiting efforts to Pride Month, our proactive approach of learning platforms, leadership involvement, and employee-led initiatives, like Delivering with Pride, ensure focus remains year-round.

What really stands out in particular at Evri is the visible support from senior leaders,

who actively engage in campaigns, promote inclusive learning, and help drive cultural change. Partnerships with organisations like Out Together and participation in events like Leeds Pride show a genuine commitment to community.

However, it's important to recognise that there's always room to grow – particularly by increasing LGBTQ+ representation in frontline roles and enhancing supplier standards, mentorship, and career development support.

Q: What Pride-related initiative or policy at Evri are you most proud to see implemented, and why does it stand out to you personally?

The introduction of pronoun badges at Evri is particularly poignant. While simple, it reflects a deeper commitment to respect, awareness, and everyday inclusion.

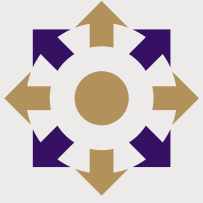
This gesture sends a clear message: people are free to be themselves, and others are expected to honour that. It's not about enforcing change but fostering understanding – one small shift that drives lasting cultural impact.

And what makes it truly meaningful is the support behind it: education on inclusive language, visibility during campaigns like Pride History Month, and strong backing from leadership makes it feel authentic, not performative. ❌

“It's important to recognise that there's always room to grow – particularly by increasing LGBTQ+ representation in frontline roles and enhancing supplier standards, mentorship, and career development support.”

Andrew Mallin





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Dark subways, isolated bus stops,
and poor lighting heightened unease,
especially at night, prompting some
to avoid travel after dark



Queer mobility

Lindsey Stack, Associate at SYSTRA, explores the latest research into the challenges faced by LGBTQ+ people using public transport, and considers what can be done to design and operate systems that foster safety, accessibility and inclusivity.

Four years ago, my colleague Richard Adams carried out independent research to explore and experiences of LGBTQ+ users in public transport. Despite 3.3% of the UK population over 16 years identifying as lesbian, gay or bisexual, and an estimated 200,000-500,000 trans people living in the UK, little evidence on travel behaviours existed. Our understanding of LGBTQ+ transport users at the time was limited to the occurrence of hate crimes and the barriers to travelling on public transport.

While this has a profound impact on LGBTQ+ transport experience, it does little to situate the practitioner in the eyes of the user and the underlying processes that impact the way they travel.

To bridge this gap, in 2021, Richard and I conducted independent research involving a literature review, survey of LGBTQ+ public transport users, and engagement with industry stakeholders. Findings were shared at the time in *Focus* magazine, revealing a stark reality of how hate crimes and safety fears profoundly shape how LGBTQ+ individuals use public transport. Now, in 2025, I revisit our findings for this Pride edition, and ask: what's changed?

Drawing on recent studies and initiatives, this article updates understanding of LGBTQ+ safety, victimisation, and the path to inclusive transport.

Q: How safe do the LGBTQ+ community feel on public transport?

In 2021, our survey found many LGBTQ+ individuals felt unsafe using public transport, particularly on buses, with women feeling more unsafe than others. A subsequent London TravelWatch and Galop survey of 600 LGBTQ+ Londoners in 2023 reported similar findings¹, showing 43% felt uneasy or 'on edge,' and two-thirds constantly feared violence or harassment while on public transport. Trans individuals, Deaf and Disabled LGBTQ+ people, and ethnic minority users faced heightened anxiety, with trans respondents particularly vulnerable.

A 2024 LGBT Youth Scotland survey² of 1,279 young people (13–25) found 40% of trans respondents felt safe on public transport, compared to 56% of cisgender peers. Beyond public transport, the 2021 Sustrans Walking and Cycling Index³ indicated that only 59% of LGBTQ+ individuals and 51% of trans or non-binary people felt welcome in public spaces, compared to 67% of heterosexuals. In Lambeth, a 2023 survey by LGBT HERO⁴ and the council noted one in five LGBTQ+ residents felt unsafe locally.

These findings highlight persistent insecurity, especially for those with intersecting identities. While self-selection bias may amplify negative experiences, the consistency across studies signals a wider issue. Safety remains a barrier, particularly on buses and at night.

Q: How frequently do LGBTQ+ public transport users experience crime while travelling?

Our 2021 research found 37% of respondents had faced physical or verbal attacks on public transport in the past five years, with over half experiencing multiple incidents, often tied to gender or sexuality. Home Office data show hate crimes based on sexual orientation in England and Wales rose from 15,835 in 2019/20 to 22,839 in 2023/24.

The 2023 London TravelWatch survey reported one in five LGBTQ+ Londoners experienced a hate crime on public transport in the past year, with 66% facing some form of victimisation. Two-thirds of victims said bystanders did not intervene, amplifying the sense of isolation. Trans and cis-lesbian/bisexual women were most affected, often facing abuse compounded by misogyny.

Accurate hate crime numbers are challenging to determine due to underreporting, but equally improved reporting processes can lead to reporting numbers increasing. London-centric data limits broader insights, but rural areas may pose similar or greater risks due to fewer bystanders and visibility of LGBTQ+ identities.

Q: What makes LGBTQ+ public transport users feel unsafe?

Our research pinpointed disorderly passenger behaviour and the unpredictability of enclosed spaces as key fears. Dark subways, isolated bus stops, and poor lighting heightened unease, especially at night, prompting some to avoid travel after dark. The 2024 LGBT Youth Scotland survey mirrored this, with trans youth citing anxiety from being 'trapped' with strangers. Many felt that not knowing who is there or what might happen was off putting and makes them unhappy taking public transport. For these participants, fear stemmed from the fact that "when you are on public transport you can't really get away."

Prior abuse or hearing about attacks on other LGBTQ+ people fuels this cycle of fear. Environmental triggers, such as dim lighting and enclosed carriages, remain potent, particularly for trans and female users, who often feel hyper visible and vulnerable.

Q: Do LGBTQ+ people change their behaviour to feel safe?

Our research highlighted how LGBTQ+ public transport users modify their behaviour for safety, such as avoiding night travel, changing carriages, or suppressing their identity.

Similarly, the 2023 London TravelWatch survey found 82% respondents changed behaviour or appearance, with trans individuals most affected. The 2024 Scotland survey noted trans youth 'code-switching' to appear 'less queer,' highlighting the psychological toll of hypervigilance. Many trans respondents reported feeling highly visible as a LGBTQ+ individual, leaving them vulnerable to harassment or discrimination on public transport. Some referred to unwanted attention, with others staring or commenting on their appearance, leading some to alter their appearance to appear 'less queer'.

The widespread behaviour modification reflects a significant psychological and social toll on LGBTQ+ individuals, limiting their freedom to express identity. The data suggests that adaptations are not merely precautionary but often a response to prior victimisation, reinforcing a cycle of fear and self-censorship.

Q: Are incidents reported?

Our 2021 survey revealed most victims did not report incidents, citing futility or normalisation of abuse. Those who did report it were often dissatisfied with the outcome. The 2023 London TravelWatch survey found 84% of victimised respondents did not report, with around half of these respondents doubting the police would act. The 2018 National LGBT Survey⁵ highlighted fears of homophobic or transphobic police responses, a concern that persists. The consistently high rates of underreporting suggest issues in police responsiveness and public trust, particularly for trans individuals who face additional barriers like misgendering. While campaigns to encourage reporting likely have increased reporting in some contexts (such as on the London Underground), their impact is uneven, with less success on bus networks. The lack of robust data on reporting outside London limits a UK-wide perspective.

Q: How inclusive is public transport now and what could be improved?

Our research found respondents supported better lighting, secure waiting areas, and staff training to enhance inclusivity. Lack of reporting was an issue and more possibly needs to be done in terms of tackling normalisation of hate >



Despite 3.3% of the UK population over 16 years identifying as lesbian, gay or bisexual, and an estimated 200,000–500,000 trans people living in the UK, little evidence on travel behaviours existed

crime. However, police presence elicited mixed reactions, likely due to historical tensions'. Since 2021, there have been a number of initiatives aimed at improving safety for LGBTQ+ public transport users, including the following Transport for London (TfL) initiatives:

- **Together Against Hate campaign:** Promotes zero-tolerance for abuse, encouraging active bystanders
- **Bystander training:** Over 1,000 Londoners trained to intervene safely (Nov 2023–Jan 2024)
- **OUTbound Network:** TfL's LGBTQ+ staff group informs inclusivity policies, backed by mandatory sensitivity training
- **Environmental upgrades:** £10m invested in 2023/24 for better lighting and CCTV at 50 stations

In Europe, Transports Metropolitans de Barcelona launched a 2021 campaign in collaboration with the Observatory Against Homophobia. The initiative included awareness campaigns, a dedicated complaints channel, and enhanced staff training on preventing and addressing LGBTQ+ phobia. In Berlin, the Senate Department for Justice, Diversity, and Anti-Discrimination supports LGBTQ+ individuals with an effective reporting system for homophobic and transphobic violence, including on transport. The Berliner Register website tracks and publishes citizen reports of discriminatory attacks, aiding decision-makers in developing targeted anti-discrimination measures.

The path forward

Revisiting this research highlights the need for improved public transport experiences for all users. There is a crucial opportunity for public transport providers and transport planners to do better by LGBTQ+ transport users, while leading society by example through mainstreaming diversity in public transport provision. There are enough signals that suggest a large-scale representative survey should be undertaken to provide irrefutable evidence and counter self-selection bias and include rural perspectives.

Those responsible for public transport could also think of planning mechanisms to address such issues including LGBTQ+ led staff training to address trans-specific needs and build trust and promoting user-friendly, anonymous reporting apps. In addition, prioritising lighting, open layouts, and CCTV, especially for buses and night-time travel may help, alongside a zero-tolerance approach to incidents, enforce passenger conduct rules with clear consequences.

Public transport can lead by example, mainstreaming diversity and ensuring safety for all. From allyship training to supporting LGBTQ+ staff, everyone has a role. As we look to the future, let's commit to a transport system where no one travels in fear – a journey worth taking together!

Clare Francis, Senior HR Business Partner at SYSTRA and the lead for the Everyone Onboard strategy for equality, diversity and inclusion, said: "Lindsey's independent

research clearly shows the challenges that LGBTQ+ people continue to face when using public transport. Through our Everyone Onboard initiatives and our support for our LGBTQ+ colleagues, SYSTRA is championing approaches that put equality, diversity and inclusion at their core, ensuring everyone can bring their whole self to work and make the most of every opportunity." ❌



Lindsey Stack
Associate,
SYSTRA.

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This research was independently conducted and reflects Lindsey's personal work and insights, and was not undertaken on behalf of SYSTRA.



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- Acknowledgement and thanks in post event CILT press release (sent to all relevant industry and mainstream media)

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Transitioning in the workplace

Hayley Mason-Davies, Co-Chair of Pride Alliance and Head of Operational Resourcing at DHL Supply Chain UK, shares how a pioneering workplace policy is helping trans and non-binary colleagues navigate gender transition with dignity and support.

In an industry driven by people as much as by performance, creating an inclusive workplace is essential. At DHL Supply Chain UK, that commitment took another stride forward when Hayley Mason-Davies, Co-Chair of the Pride Alliance and Head of Operational Resourcing, helped spearhead the development of a workplace policy to support employees transitioning in terms of gender identity. We spoke with Hayley about the motivations behind the initiative, the challenges faced, and the impact it's already having across the business. Her insights highlight how thoughtful policy can pave the way for respect, belonging, and meaningful cultural change in logistics.

Q: What inspired the creation of DHL's gender transitioning at work policy?

The main driver was a lack of existing guidance. Over the years, Michelle

Moorhead (my Co-Chair in the Pride Alliance) and I kept hearing from trans colleagues who wanted to come out at work but didn't know how. At the same time, HR teams and line managers were reaching out, unsure how best to support those employees. We recognised the need for a clear, supportive framework to help both individuals and managers navigate this with sensitivity and confidence.

Q: What does the policy aim to achieve?

It's designed to support the individual first and foremost. It's built around the principle that the colleague should guide the process – setting the pace and choosing what, when, and how to share. Conversations between employees, HR and managers are strictly confidential. Nothing is communicated without the individual's consent.

The policy includes practical guidance – everything from how to manage time off

for medical appointments, to name and email changes, dress codes, and how to communicate a transition to colleagues if the person wants to. It also provides advice on pronouns, inclusive behaviours, and how to handle any instances of bullying or harassment in line with our disciplinary policies.

Q: How does the policy support both employees and managers?

We provide an action plan template to guide conversations and decisions, whether that's about scheduling, systems updates, or workplace communication. For managers who might never have supported someone through a transition before, we've included straightforward explanations and signposted further support – from HR, our Pride Alliance, or external resources.

We're really clear that inappropriate behaviour – whether deliberate or due to misunderstanding – must be addressed, and we've linked the policy to our broader disciplinary and grievance processes to reinforce that.

Q: What are the most important takeaways for organisations considering a similar approach?

I'd say there are three key things. First, the individual must set the tone – they should feel in control of how their transition is



handled at work. Second, education and access to support are vital. We've included links to external organisations, internal resources like our Employee Assistance Programme (EAP), and clear signposting to people who can help. Third, this is bigger than a policy – it's about driving cultural change.

Creating an inclusive culture isn't about box-ticking. It's about promoting understanding, encouraging open dialogue, and equipping our people to be allies. That includes line managers, HR teams, and colleagues. The policy is part of a wider journey we're on toward a more inclusive, respectful workplace.

Q: How is DHL building inclusion into company culture more broadly?

We're backing up the policy with training and awareness initiatives across the business. Our Inclusive Leadership programme includes Bronze and Silver-level courses for managers. We're also rolling out 'Belonging at Work' training across the supply chain to help all employees understand what inclusion really looks like day-to-day.

At DHL, we want to create a space where people feel safe being themselves. That means more than having a policy – it means people need to know where to go for help, how to ask questions respectfully,

and how to educate themselves without relying on the person who's transitioning to do all the explaining. We want every employee to feel supported and every manager to feel equipped.

Q: Are there lessons here for the wider logistics industry?

Definitely. From what we've seen, this kind of policy isn't common in logistics. You might find it in finance or law firms that have more resources to dedicate to inclusion and belonging, but it's rare in our sector.

We worked with an external charity to bring in best practices and ensure we were getting it right. I'd encourage other organisations in logistics to do the same – it's not about just writing a document. The policy needs to be lived, supported by training, and actively communicated.

And while this policy was developed by DHL Supply Chain, we're proud that our Pride Alliance spans across our UK divisions and we work closely together. It shows our commitment to creating a consistent and supportive culture throughout the whole business.

Q: What impact has this had – on individuals and on the wider business?

From an individual perspective, we're already seeing how the policy can help

people feel safer and more confident at work. It supports them in being their authentic selves, and that has a positive knock-on effect – on wellbeing, productivity, and engagement.

More broadly, it's helping shape the culture. We're challenging assumptions, encouraging respectful conversations, and equipping colleagues with the tools to be allies. There's still work to do, especially around educating those who might not fully understand what a transition involves, but we're on the right path.

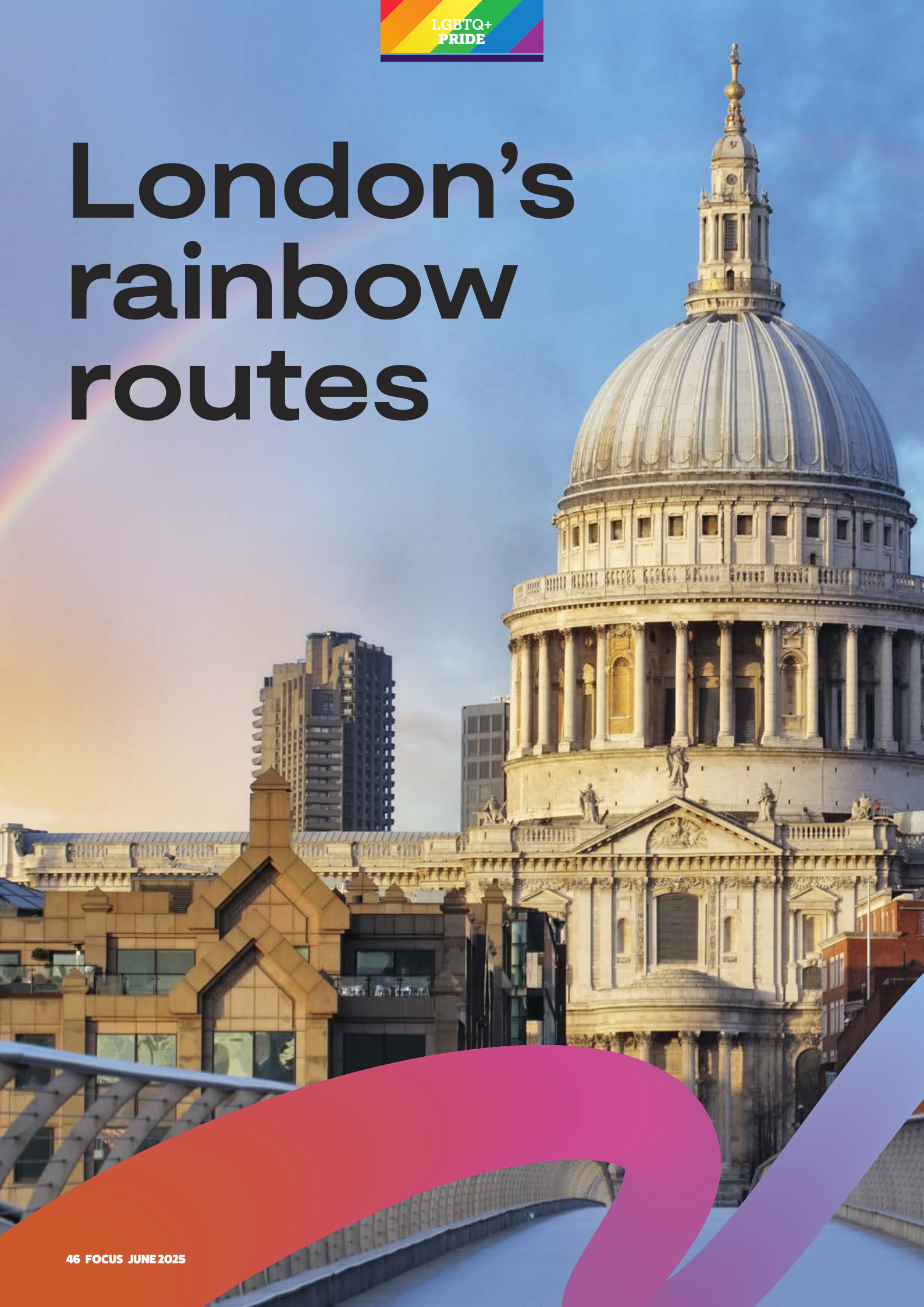
Q: Any final thoughts or advice for peers across the sector?


It starts with communication. Embrace open dialogue. Provide clear support channels. And commit to continuous education – not just around LGBTQ+ identities, but all forms of diversity.

It's also important to remember that allyship is for everyone. I'm a white, cisgender woman, but I can still be an active ally for people with very different lived experiences. That mindset – support, educate, celebrate – is what drives the Pride Alliance and everything we do at DHL. We're not perfect, but we're making real progress. And I hope this encourages others in logistics to take that first step too. ✕



London's rainbow routes





In 2014, an incident on a bus in southeast London would spark a transformation of the capital's transport landscape. **Jack James, 23, and his partner were ordered off a number 89 bus near Blackheath after sharing a quick kiss.**

The bus driver shouted: 'Oi, you two, don't do that on my f***ing bus or you can get off, I don't want to watch that,'" James told the *Evening Standard* at the time. When they reached their stop and questioned the driver, he allegedly responded: "Yes, it's my bus, it is my rules, and I don't want to watch that. It's disgusting. Get off the bus."

The incident made headlines, bringing unwanted attention to Transport for London (TfL) and raising questions about how LGBT+ people were treated on the network.

"TfL was seen as this kind of anti-gay organisation," explains Martyn Loukes BEM, who was then Chair of OUTbound, TfL's LGBT+ staff network. "It was really on my nerves about how people would feel when traveling on public transport."

What followed was not just an apology or sensitivity training, but a bold visual statement that would transform London's streets and eventually inspire cities worldwide: the world's first rainbow-wrapped public transport bus.

"I just said, why don't we wrap one of our buses in a rainbow?" Martyn recalls. "As a starting point to show that we are supportive of the LGBT+ community."

The proposal found its way to TfL's bus operations director, who embraced the concept but raised practical concerns – each bus wrap cost a significant amount of money that would need to come from somewhere other than TfL's budget to avoid public criticism over spending.

Stagecoach, one of TfL's bus operators, stepped forward with sponsorship after careful vetting of their LGBT+ policies.

The rainbow bus wasn't London's first step toward more inclusive transport symbolism. In September 2014, Arsenal Underground station briefly hosted a rainbow zebra crossing as part of TfL's support for Stonewall's Rainbow Laces campaign to tackle homophobia in football.

The temporary crossing outside Arsenal station was followed by another at Trafalgar Square to mark the legalisation

of same-sex marriage. These early experiments with rainbow symbolism in London's transit infrastructure laid the groundwork for what would become a city-wide movement.

In March 2015, the rainbow bus made its debut on Route 8 between Bow Church and Tottenham Court Road. The New Routemaster maintained its iconic red base but was adorned with the rainbow flag's vibrant colours – a new sight on London's streets that quickly caught the public's imagination.

"Nobody had ever done it before. Anywhere," says Martyn. "The first week we had very bad headlines – questions about why we were using Stagecoach. But within a week, it suddenly took off."

Social media filled with images of the bus, with overwhelmingly positive responses.

"Ninety percent plus people were thanking TfL for what they'd done, being proud to sit on the bus, being proud to see it," Martyn remembers.

The success of the bus sparked a cascade of rainbow vehicles across London's transport network. A taxi driver approached TfL with a suggestion: "I'm a gay cabbie, and people don't think that cabbies are gay – but of course, they are. Can you make over my cab in the same way?"

By May 2015, London had its first rainbow-wrapped traditional black taxi. This time, the transformation was captured in a stop-motion video that showed the vehicle's transformation, spreading the message further through social media.

The most ambitious project followed shortly after – approaching Barclays, then title sponsor of Pride in London, with the proposal to wrap a Docklands Light Railway train in rainbow colours. With Barclays' offices conveniently located near the DLR line at Canary Wharf, the company agreed to sponsor the initiative.

In June 2015, just before that year's Pride festivities, the rainbow DLR train began service on the Canary Wharf to Stratford route, completing what Martyn called a "trio of rainbow-themed projects" for the year. ➤

“Unlike many Pride-themed displays that disappear after the festival, these rainbow vehicles remained in service for extended periods.”

Martyn Loukes



█ Unlike many Pride-themed displays that disappear after the festival, these rainbow vehicles remained in service for extended periods – the bus for 18 months, the taxi for years, and the train for at least six months – making them regular features of London’s landscape rather than temporary gestures.

Perhaps the most audacious and enduring of TfL’s Pride initiatives came in 2016 with the installation of 48 LGBTQ+-themed traffic lights around Trafalgar Square. The traditional “green man” pedestrian signals were replaced with a series of symbols representing same-sex couples and gender symbols, including representations of gay, lesbian, and transgender identities.

The traffic lights faced some opposition from conservative quarters but received strong backing from Mayor of London Sadiq Khan, who stated: “One of the greatest things about this city is our differences and every Londoner should be proud of who they are.”

Installed with a 25-year lease, these traffic lights have become permanent fixtures in central London, subtle but powerful reminders of the city’s commitment to diversity that continue to spark selfies and conversations among tourists and locals alike.

The impact of London’s rainbow transit initiatives extended far beyond the capital’s boundaries. Cities across the UK and worldwide began implementing their own versions of rainbow buses, crossings, and other transport-themed Pride displays. Brighton, with its strong LGBTQ+ community, now features rainbow buses as everyday sights rather than special occasions.



These initiatives also spawned merchandise, including a Corgi toy model of the rainbow bus, bringing these symbols of inclusion into homes and collections. For many young people growing up with these images as part of everyday London life, they’ve become normalised aspects of the urban landscape.

TfL’s Pride initiatives have continued to evolve over the years. In 2018, the organisation introduced rainbow roundels – the iconic circular London Underground logo – at select stations. By 2023, these had expanded to include designs inspired by the transgender flag alongside the traditional rainbow, reflecting the broadening conversation around gender identity.

Despite this decade of progress and the now-familiar sight of rainbow elements throughout London’s transport system, the battle for inclusion continues.

The very success of past initiatives may have led to a kind of complacency,



Martyn suggests, even as new challenges have emerged.

“I still notice when inclusion happens – like seeing a two-dad family icon on a website. It’s fantastic, but many people don’t register it anymore.”

Martyn is particularly concerned about the growing hostility toward transgender people and political attempts to minimise hate crimes.

“The attacks on trans rights are deeply troubling. And when politicians start dismissing ‘non-impact hate crimes,’ you have to wonder what’s next on their agenda. Will they try to take away our spaces next? Ban public funding for these initiatives? Restrict Pride celebrations? We have to stay vigilant.”

Such challenges, Martyn believes, raise the importance of visibility more than ever.

“We need to stand together. Let them call us snowflakes or woke – who cares? These projects matter, and we need to keep doing them while we can.” ❌



Captains of Pride



In this *Focus* exclusive, two Maersk captains share their journey as LGBTQ+ leaders at sea.

Maersk has been making waves with its commitment to diversity and inclusion. The shipping giant's rainbow containers have become powerful symbols of this pledge, traversing oceans as vibrant ambassadors for acceptance. But beyond these colourful vessels are the real pioneers of change – the people at the helm.

In these exclusive interviews, we speak with **Captain Lise Gaarslev Hansen** and **Captain Thomas Lindegaard Madsen**, two senior Maersk officers who are charting new waters as openly LGBTQ+

leaders in maritime shipping. With decades of combined experience navigating both literal seas and the changing tides of inclusion in their industry, they offer unique insights into authenticity, leadership, and the evolution of one of the world's oldest professions.

From Captain Hansen's recent decision to come out after 37 years at sea to Captain Madsen's role on Maersk's Board of Directors, their stories reveal how personal courage is helping transform corporate culture and create a more inclusive maritime future. ▶

CAPTAIN LISE GAARSLEV HANSEN



➤ **Q: Could you share your career journey in the maritime industry and what drew you to a career at sea?**

I was brought up with water under my feet. By my early teens, I was mastering my own small boats, relishing rough conditions and learning to recover from capsized dinghies. By the early '80s, I had begun envisioning a maritime career, despite it not being common for females at the time. I successfully enrolled in the Maersk cadet training program in 1988, training on the tall ship Danmark and crossing the Atlantic twice under sail. After earning my Master's degree in 1992, I progressed through the ranks, and was promoted to Captain in 2004 – and I have sailed as such in Maersk ever since.

Q: As an openly gay woman captain in an industry that has traditionally been male-dominated, what unique challenges have you faced, and how have you overcome them?

The biggest challenge has been overcoming the "noise" – gossip, isolation, and unwarranted resistance, even from visitors like stevedores and port agents. I believe identity shouldn't matter if we perform our duties safely and support diversity. With 37 years in the industry, I can say most seafarers share this outlook. However, facing hostility has been frustrating. My approach has ranged from ignoring minor incidents to confronting individuals directly, asking how we could improve our relationship. Over the years, addressing bias head-on has been my most effective strategy – open conversations, clarifying misunderstandings, and moving forward.

Q: How has being part of the LGBTQ+ community influenced your approach to leadership and crew management?

My status as LGBTQ+ has widened my perspective on acceptance of others, and I wouldn't trade that insight – privately or professionally. A few months ago, I finally came out as gay within Maersk and on board as Captain, after years of hesitation and heated discussions with family and friends. I feared that openly embracing my identity – on top of being a female captain – could jeopardise my leadership due to the risk of isolation or hostility. How wrong I was. My reluctance unintentionally created barriers, making it harder for my crew to connect with me on a personal level, and it eventually became an unbearable mental strain for me. In the end, I had two choices: quit my job or come out professionally. Thankfully,

I chose the latter which shows that it is never too late to commit to your true self. Neither in private nor professionally. Recently, I commanded a vessel as an openly gay captain for the first time, and the relief of speaking freely fostered inspiring conversations. Now, by living authentically, I encourage others to embrace vulnerability and self-doubt, knowing openness strengthens individuals, teams, and leadership. This shift has already paid off, perfectly aligning with the leadership style I've always aspired to: openness, understanding, unification, and well-being.

Q: What advice would you give to young LGBTQ+ individuals considering a career in maritime logistics or shipping?

"Be yourself. You will only succeed as such. The attitude in the shipping industry has evolved so much on LGBTQ+ issues during the past years, and we truly value, recognise and honour you within the industry as the person you are – and choose to be. So please do not hide. Do not be ashamed. Do not be afraid."

Q: Can you share a particular moment in your career when you felt your identity as an openly gay professional was either particularly challenging or particularly empowering?

It's hard to pinpoint a specific moment where I felt particularly challenged. What stands out from my 37 years at sea is the accumulation of small hints of non-acceptance: reluctant eye-looks even in my senior years, being ridiculed and overruled in my junior years, and knowing that gossip was circulating both on board and in closed internet groups.

On the empowering side, my experiences have deepened my commitment to protecting vulnerable groups on board. This has sharpened my problem-solving skills and ability to see situations from multiple perspectives, offering alternative solutions in difficult circumstances. It has paid off professionally and privately on countless occasions. Most empowering was revealing my homosexuality on my last assignment – I instantly felt acceptance and recognition of my courage. I hope my honesty inspires my crew, as leading by example is a powerful tool for showing the way forward.

Q: How do you build an inclusive environment onboard your vessels, where crew members may come from diverse backgrounds with varying perspectives on LGBTQ+ issues?

It all comes down to one crucial point: The display of acceptance towards all crew from the bottom of your own heart and soul as a leader. If you – as the top leader on board – show universal acceptance towards everybody on board despite all our differences, your crew will pick this signal up. By being acceptive yourself – and openly discuss issues and challenges, you radiate the kind of united and open working environment, you aspire on board under your command.

Q: Could you describe any unique perspectives or strengths you believe your identity brings to your role as a captain?

Today, I certainly see the strength in my diversity – both as a woman and as a member of the LGBTQ+ community. My background has given me a unique opportunity to unify my crew in ways that might not have been possible otherwise. It has taught me never to judge others by appearance, gender, or sexuality, knowing the real treasures lie beneath the surface. As a leader, I seek out those strengths in each individual, cultivate them, and help them flourish for the benefit of all.

Q: Looking ahead, what is your vision for diversity and inclusion in the global shipping industry over the next decade?

There's no doubt the industry is undergoing a transformation – and this shift will continue, at sea and beyond. In a decade, I hope diversity, equity, and inclusion will be so ingrained in our collective mindset that the future generations of seafarers will look back and wonder: Was this ever an issue? History has seen similar movements, from gender equality to sexual liberation. I see the change happening on board today. The future is here already.

Q: What do you think companies like Maersk and organisations like CILT can do to further support LGBTQ+ professionals in the industry?

I believe that we are on the right track in our effort to highlight the issue, and we must continue pushing forward – spreading awareness and fully committing ourselves to the agenda. This is an ongoing process, one that must continue to evolve and grow. We must never become complacent or take acceptance for granted. By staying vigilant, listening to the LGBTQ+ community, and continuously refining each step, we can ensure lasting progress for the future.

CAPTAIN THOMAS LINDEGAARD MADSEN



Q: Could you share your career journey in the maritime industry and what drew you to a career at sea?

I started as a cadet in 1992 in Lauritzen Reefers. I had been sailing and traveling with my family since childhood so the possible adventures of a career as a leader at sea seemed tempting. I also thought that becoming a seafarer would make a 'real' man out of me and hoped my homosexuality would disappear.

In 2002 I transferred to Maersk and became a Captain in 2011 at the age of 38. Through the years, three times I have worked ashore at the Maersk HQ in Copenhagen on IT projects for the seafarers. In 2018 I became employee elected member of the Board of Directors in Maersk, so in between my full time sailing as a Captain, I also attend the board meetings in Copenhagen. In addition, I am Executive Sponsor of our Maersk LGBTQ+ employee network called Pride@Maersk.

Q: As an openly gay captain in an industry that has traditionally been male-dominated, what challenges have you faced, and how have you overcome them?

I have been fully out of the closet since 1993 and through my career, I never had challenges, or a bad word spoken against me. The biggest challenge was myself, holding back, being afraid it could slow down my career. Seafarers are, in fact, quite diverse and inclusive, because ever since the age of times, seafarers are many cultures on board the same ship and see many ways of living on their voyages. What matters is how you perform your job and that is how you earn your respect. What you do when you go ashore is secondary. But recently, I have experienced really challenging pushback on my social media, which I have managed to handle efficiently, also with the support from Maersk.

Q: How has being part of the LGBTQ+ community influenced your approach to leadership and crew management?

I care for my crew and try to be a supportive leader. I give space and long leash and let people be themselves and find their own way through the challenges, while I let them know that I am around if they need support. I do not think that it necessarily has anything to do with me being part of the LGBTQ+ community, I am just Thomas. I do think it has influenced the perception among the crew, they know that by default, I am their ally.

“The biggest challenge was myself, holding back, being afraid it could slow down my career.”

Thomas Lindegaard Madsen

Q: In your experience, how has the maritime industry's attitude toward LGBTQ+ professionals evolved during your career?

For the first 25 years of my career, LGBTQ+ was not at all on the agenda in the maritime industry. It was perceived to hold you back from climbing the career ladder. Employees have been the drivers for more awareness on diverse talent in the workplace, so today we see companies in the industry that are more inclusive, also to attract all types of employees and attract all the talent out there.

Q: What initiatives at Maersk have you found most effective in promoting inclusion and diversity within the company?

First of all we have clear and continuous support from our leaders. We all know that they have our back. In addition, several people are employed to work with diverse talent as well as inclusion in Maersk. We also have a number of Employee Resource Networks across the globe where employees – sea and shore – can join in support of creating a work environment where everyone is welcome and feel like they belong. Pride@Maersk is one of them designed to connect members of the LGBTQIA+ community and allies, while raising awareness of how to become an active ally as a colleague.

Q: As a board member, how do you bring your perspective as an LGBTQ+ leader to corporate governance decisions?

At any time, I can bring forward my perspectives, whether it will be at the board meetings or directly to our leaders. Fortunately, the communication goes both ways, and I am often being consulted when it comes to LGBTQ+ matters.

Q: What advice would you give to young LGBTQ+ individuals considering a career in maritime logistics or shipping?

Go for it! Do not think of being LGBTQ+ as a challenge, think of yourself as being a resource! You can have a fantastic career at sea and in the maritime industry in general, I am the living proof of it.

Q: Can you share a particular moment in your career when you felt your identity as an openly gay professional was either particularly challenging or particularly empowering?

The most empowering moment in my career was when I walked the Copenhagen Pride in 2018, holding the hand of my husband and together with a 'sea' of 400 Maersk Employees and our CEO, all wearing a Maersk Pride t-shirt. At that moment I felt more included and empowered than ever; everything in my life came together!

Q: How do you build an inclusive environment onboard your vessels, where crew members may come from diverse backgrounds with varying perspectives on LGBTQ+ issues?

We try to keep an informal and open atmosphere, i.e. we do not wear uniform unless while in port. We do social activities like ping pong tournaments, card games during coffee breaks, BBQs and even dancing classes. These are good opportunities to get to know your colleagues outside the context of work.

Q: Looking ahead, what is your vision for diversity and inclusion in the global shipping industry over the next decade?

I hope that the shipping industry will continue the momentum on towards embracing diversity and inclusion at sea and ashore. LGBTQ+ people are everywhere in all ranks and positions, and our increased and continuous visibility will ensure the progress. It is like a big supertanker, it takes a long time to turn it around, but once it gets going, it will continue the turn. ❌



DHL's Pride Alliance

We profile three members of DHL's Pride Alliance.



AMANDA BAYS

Operations Manager,
DHL Global Forwarding

Q: As someone in the logistics and transport industry who's also part of the LGBTQ+ community, what's one way your identity or perspective has positively influenced how you approach your work in the logistics and transport industry?

I feel that being a part of the community comes with the ability to be far more open minded – not just willing to 'accept things for what they are' but rather to see and appreciate the differences in people. Embracing my own truth in being a part community, rather than just an ally, has been a very self confirming and confidence boosting and has certainly helped me in my journey through the industry and DHL.

Q: How do you think the logistics industry compares to other sectors when it comes to LGBTQ+ inclusion, and where do you see the biggest opportunities for growth?

I think that we live in a changing world where LGBTQ+ inclusion is spoken about far more often and with much more of a learning mindset as opposed to a negative one. I've never worked in any other industry besides logistics so couldn't say how it compares, but I think the inclusion of Alliances and readily available information to anyone who is curious is a good step in the right direction.

Q: What's one misconception about working in transport and logistics that you'd like to challenge, particularly for LGBTQ+ people considering entering the field?

Even when I started in the industry 15 years ago, it felt like a very male-dominated

field that conformed to the 'old, white men' stereotype. There wasn't a lot of inclusion for women or anyone who might have been seen as 'different' but I think that's changed drastically in the time I've been working in logistics.

Q: What's one change you've witnessed in the logistics and transport industry over your career that has made it more welcoming to diverse professionals?

A change in mindset. More readily available information. A willingness of people to learn about that which is new, or unusual, to them. For me, DHL has created a very safe environment in which I feel comfortable to be who I am, and I can always see other people around me within the company who are obviously quite content in being authentic to themselves in this environment as well. Mostly, I think the culture is far more accepting and able to look past peoples gender, sexuality and general identity in order to see their potential within the industry instead.

Q: If you could send one message to logistics and transport industry leaders about creating truly inclusive workplaces, what would it be?

I think DHL does this very well already, but in terms of the wider transport industry I think that fostering the same sort of comfortable environment that makes being a part of the community 'just another fact of life' rather than a 'big deal' is important. Sometimes it's not about making a fuss or doing something extravagant to show that someone is an ally – it is just about being quietly, but openly supportive.



**PIOTR
WOJCIKOWSKI**

Operations Clerk,
DHL eCommerce

Q: As someone in the logistics and transport industry who's also part of the LGBTQ+ community, what's one way your identity or perspective has positively influenced how you approach your work in the logistics and transport industry?

As a member of the LGBTQ+ community working in logistics and transport, my identity has deeply influenced my approach to fostering inclusivity and empathy in the workplace, which directly enhances team collaboration and innovation. For example, I've championed initiatives to create a more inclusive environment, such as advocating for gender-neutral facilities and unconscious bias training. These efforts not only make the workplace safer and more welcoming for LGBTQ+ colleagues but also encourage all team members to bring their authentic selves to work.

This focus on inclusivity has had tangible benefits: diverse teams are better at problem-solving, particularly in an industry reliant on adaptability. By valuing varied perspectives, we've developed creative solutions to challenges like route optimization for diverse urban areas or tailoring customer service to accommodate cultural nuances. Additionally, my experience navigating spaces where I've felt 'different' has honed my resilience and ability to pivot during disruptions – a critical skill in logistics, where unexpected hurdles are routine.

Ultimately, embracing my identity has reinforced the importance of empathy and representation, enabling me to build teams and processes that are both equitable and agile. This approach not only strengthens internal culture but also enhances our ability to serve a global, diverse clientele effectively.

“Ultimately, embracing my identity has reinforced the importance of empathy and representation.”

Piotr Wojcikowski

Q: As someone in the logistics and transport industry who's also part of the LGBTQ+ community, what's one way your identity or perspective has positively influenced how you approach your work in the logistics and transport industry?

It has really helped me to be open to inclusivity and perspective, and to be able to really support anyone in a similar situation, as well as creating and supporting more Allies.

Q: How do you think the logistics industry compares to other sectors when it comes to LGBTQ+ inclusion, and where do you see the biggest opportunities for growth?

I feel it is becoming more inclusive than it used to be, we still have areas to improve with regards to the demographic in certain departments.

Q: What's one misconception about working in transport and logistics that you'd like to challenge, particularly for LGBTQ+ people considering entering the field?

That you only get the job because you 'tick a box'. For me it is about the right person in the right role, regardless of who they are.

Q: What's one change you've witnessed in the logistics and transport industry over your career that has made it more welcoming to diverse professionals?

The growth of diversity and safe spaces to discuss.

Q: If you could send one message to logistics and transport industry leaders about creating truly inclusive workplaces, what would it be?

Create more visibility and understanding for different generations. ❌



LAUREN PEARCE

HR Learning &
Development Manager,
DHL Express





Susan Carte, Head of Fleet and Equipment at Kent Fire and Rescue Service, offers an insider's view of why change has been slow in the emergency services sector – and where progress is being made.

Allies in action



Susan Carte became the first female police fleet manager appointed nationally when she joined Kent Police in 2005. Her appointment broke new ground in an industry where fleet management was seen as requiring hands-on mechanical knowledge rather than financial and operational expertise. Twenty years later, the sector still grapples with similar assumptions about who belongs in transport roles.

The emergency services have historically operated with rigid hierarchical structures and promotion from within. This created particular challenges for LGBTQ+ professionals entering sectors where conformity was prized and difference often unwelcome.

"Fleet management is about finance, performance, management of resources and less about being able to get under a bonnet," says Susan. "I believe that services now better understand this, and this change in approach has automatically widened the talent pool."

Yet even as head of department, Susan notes that external meetings still default to addressing her male subordinates. "The assumption seeming that they are the ones with the authority. This is beginning to change, but I cannot say that it is universal."

Her choice to use the prefix "Mx" reflects a pragmatic approach to challenging assumptions. "My gender is not a reflection of how good I am at or why I was appointed to my job," she says.

Operational inclusion

At Kent Fire and Rescue Service, diversity considerations now factor into equipment design. "In our new appliance design we are ensuring that we take diversity into account," says Carte. "For example, improving the mechanisms that support colleagues easily donning breathing apparatus or dismounting ladders from vehicles."

Such practical changes matter for building inclusive workplaces, particularly in roles where physical equipment has traditionally been designed for male users. The service has also begun featuring vehicles at Pride events – a visible signal of institutional support.

Technology is reshaping the sector's skill requirements. "Even the terminology used for colleagues who work on vehicles has changed from mechanics to technicians," notes Susan. "Today's technician has to be as familiar with a computer as they are a spanner."

This shift towards digital skills creates opportunities for diversifying recruitment.



Carte aims to recruit a female technician – she has yet to succeed – and plans to introduce apprenticeships linked to local schools.

Cultural measurement

Susan describes Kent Fire and Rescue Service as "the best service I have worked in for individuals being treated equally," citing an emphasis on "kindness, values, ethics and language that permeates through the whole organisation."

Such cultural assessments matter for retention. Research by Stonewall suggests that LGBTQ+ employees who are not open about their identity at work are more likely to leave their jobs. In sectors already facing skills shortages – technician roles are expected to become scarcer with the shift to electric vehicles – inclusive cultures offer competitive advantage.

The broader transport sector faces similar challenges. While some operators have introduced LGBTQ+ networks and Pride sponsorships, traditional attitudes persist in many corners of the industry.

For LGBTQ+ professionals considering transport careers, Susan's advice is direct: "Find an organisation that believes in you. Regardless of industry you need to have the same values as the organisation you work for that allows you to thrive."

The emergence of electric vehicles and autonomous technology may accelerate change by demanding new skill sets. As Susan notes: "We know that fuel for

vehicles needs to change to meet the environmental challenges we face."

Whether this technological transformation will deliver the cultural change needed for true inclusion remains to be seen.

Progress in emergency services suggests that change is possible – but it requires sustained effort from leadership and a willingness to challenge long-held assumptions about who belongs in transport roles.

The ally imperative

Susan is clear about her position: "I have to make clear that I am not a member of the LGBTQ+ community. I am a strong supporter of and have family and friends within the community."

Her role as an ally in senior leadership illustrates the importance of visible support from those in positions of authority. "Leadership is about allowing those who work with you to flourish," she says. "What I need to do is provide the space, training, authority and trust for those colleagues who are experts in their respective areas of activity."

For LGBTQ+ professionals, having allies in leadership can make the difference between staying and leaving. Susan's experience shows that creating inclusive environments isn't just about policy – it requires sustained commitment from leaders who may not share the lived experience but understand the business case for inclusion. ❌



Pride in the workplace

When faced with a career crossroads, **Jessica Ellery** discovered how Wincanton's visible LGBTQIA+ support influenced her decision – proving that a culture of belonging drives both personal fulfillment and professional success.



When I was offered voluntary redundancy in September 2023, my initial reaction was sadness. I had been at my company for nearly five years, was performing well and enjoying myself. I also felt a strong sense of belonging and commitment to the company and its mission. Would I find that same belonging and fulfilment somewhere else? As a gay woman, would I still feel comfortable bringing my whole self to work?

After a cup of tea and a biscuit, I regrouped. I knew that I wanted to find another gig which aligned with my core values of safety and wellbeing, inclusion and authenticity, and where I could continue to 'do well by doing good'.

After a few months of funemployment which featured a healthy dose of career coaching, over a dozen job applications and many, many interviews (going through eight rounds of interviews plus psychometric testing for one company!), I found myself in the privileged position of having a handful of offers and a lovely, but very tricky, decision to make.

A bit of desktop research was all it took to see Wincanton's commitment to leading the industry in EDI. The activities by the various staff network groups included some conspicuous colour-drenched photos from various Pride marches across the UK. This snapshot immediately gave me confidence that this was somewhere that I could be open about my relationship and family. I could connect with colleagues on a human level and save my creative energy for the important stuff.

In 2024 Wincanton sponsored six Pride events across the UK and marched at an additional three; all in areas in which we are a major employer. I was honoured to attend the Wigan event to represent our executive team.

✔ The Wincanton Pride flag symbolises the organisation's ongoing investment in creating an inclusive culture where everyone belongs and can bring their authentic selves to work every day



This year our presence will be bigger and better with sponsorship at 11 Pride celebrations nationwide. But our support for the LBGTQIA+ community is more than rainbow banner deep. Our culture is supported by mandatory EDI training, our Code of Conduct, and a guide to inclusive language. We now have over 250 'Diversity & Inclusion Champions' across our 160+ sites. This passionate community of colleagues help support local and national D&I initiatives, role model behaviours and provide safe spaces to raise equality issues.

Our commitment to D&I was evident when we won 'Best Diversity & Inclusion Strategy' at the 2023 HR Excellence awards. We were recognised for embracing the benefits that a diverse and inclusive workplace brings to business growth and our colleagues, and for actively engaging in initiatives that promote and develop careers in logistics to those in under-represented groups.

Meanwhile, our annual D&I Champion Award ceremony recognises and rewards best practice in D&I leadership at all levels across our business. I know that the 'commercialisation' of Pride events divides opinion, but for me it's so important to be

✔ Wincanton's Pride-decorated lorry represents the company's commitment to diversity on the road and in the workplace, as they expand support to 11 Pride events nationwide this year

visible in our support and allyship to people of all backgrounds and characteristics in the communities in which we employ and operate.

Recent events and increased hostility towards the trans and non-binary community have reminded me that being an 'ally' is an action – not just a label. I look forward to once again representing our 19,300 colleagues, doing our bit to encourage people to be proud of who they are and, at the same time, showcasing Wincanton's respectful and inclusive culture where everyone can feel safe and have a fulfilling and rewarding career.

Just like in any other industry, greater diversity in logistics supply chains will enhance creativity, innovation, and problem-solving. So, good for people and good for business!

When I said that I was performing well and had a strong sense of belonging and commitment, I really should have said it the other way round. People commit to companies and excel in their work as a direct result of feeling that that's where they belong. In other words, when businesses invest in EDI, they invest in the recruitment, performance and retention of their people.

At this stage in my career, I delight in providing the senior representation I never had when I entered the workforce in the early noughties. I am proud to show up for Wincanton as evidence of their investment in EDI. ✘



Jessica Ellery FCILT
Director of Infrastructure & Industrial,
Wincanton. Co-Secretary, Nuclear
Rainbow Forum.



LGBTQ+ on the front lines



As Head of Skills Policy at LogisticsUK and leader of Generation Logistics, Bethany Windsor brings her experience as a gay woman in a traditionally male-dominated sector to the forefront of industry recruitment.

Here, Bethany sits down with *Focus* to discuss how her experiences have shaped her approach to making logistics more welcoming to diverse talent and the unique perspectives LGBTQ+ professionals bring to industry challenges.

Q: Your work with Generation Logistics has broken new ground in talent attraction. How has your experience as a gay woman informed your strategies for making logistics more welcoming to diverse talent?

Being a gay woman in a historically male-dominated sector has given me a unique lens through which to understand both visible and invisible barriers. It's shaped my beliefs that authenticity drives innovation, and inclusion is foundational to retention. With Generation Logistics, we champion campaigns that showcase real, diverse stories, not corporate gloss. My own journey taught me that people are more likely to join and stay in a sector where they see themselves reflected. We don't just recruit, we create belonging from the first interaction.

Q: What was the pivotal moment when you realised your voice as an LGBTQ+ leader could make a meaningful difference in logistics outreach?

The pivotal moment came during a school outreach event where I spoke about careers in logistics. Afterward, a student approached me privately to say it was the first time they'd heard someone who was openly LGBTQ+ talk about a logistics career, and it made them rethink what was

possible. That moment stayed with me. I realised outreach wasn't just about explaining the sector; it was about showing who belongs in it. From that point on, I committed to being visible and vocal in outreach initiatives, ensuring LGBTQ+ representation was woven into our storytelling. It's not only about attracting talent – it's about affirming futures.

Q: Could you share a personal story about navigating the logistics environment that might resonate with LGBTQ+ readers considering the field?

One of the things that struck me early on is just how broad and welcoming the logistics sector can be. There's genuinely something for everyone, whether you're into tech, sustainability, operations, or customer engagement. I've had countless positive experiences – friendly faces at distribution centres, inclusive conversations during site visits, and unexpected support from colleagues. It's a sector that thrives on collaboration, and with that comes genuine openness. That culture of camaraderie has made it a place where I've felt not just accepted but valued.

Q: Beyond standard diversity policies, what unconventional approach has most effectively advanced LGBTQ+ inclusion across the logistics sector?

The most powerful progress has come from peer-led visibility – initiatives that start with people, not policies. One standout example is the rise of informal

LGBTQ+ employee networks that span companies, allowing professionals to connect across roles and sites. These grassroots groups create enormous impact by fostering community and trust. I've also seen major success from sector-wide storytelling initiatives – blogs, podcasts, and social campaigns where LGBTQ+ voices are front and centre. These platforms have made inclusion real and relatable, shifting mindsets by showing that LGBTQ+ people are thriving in every corner of logistics – from warehouse floors to boardrooms.

Q: What unique perspectives do you believe LGBTQ+ professionals bring to industry-wide skills gap challenges?

LGBTQ+ professionals often bring adaptive resilience – a capacity forged through navigating nontraditional paths, which translates into creative problem-solving. Many are also deeply attuned to inclusive design, advocating for systems that work for everyone, not just the majority. When tackling skills gaps, this perspective is invaluable – we're not just filling roles, we're redesigning how talent flows into the sector. It shifts the focus from patching problems to building future-ready, genuinely inclusive ecosystems.

Q: Looking at the next generation entering logistics, what gives you hope about LGBTQ+ inclusion, and what concerns you?

I'm inspired by the confidence and openness of Gen Z. They're entering the workforce with strong expectations for authenticity and equity and they're unafraid to challenge norms. Their refusal to compartmentalise identity is driving real shifts in workplace culture. What concerns me is the gap between their values and many legacy systems still entrenched in the sector. Without intentional action, we risk losing this promising talent to more progressive industries. The challenge is ensuring that logistics doesn't just talk about inclusion but operationalises it at every level, from training to leadership. ❌

FORTHCOMING COURSES

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

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

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

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

CILT ONLINE COURSES

FUNDAMENTALS OF BUSINESS PLANNING SYSTEMS



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 2

SUPPLY CHAIN PRINCIPLES AND CONCEPTS



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 2.5

FUNDAMENTALS OF STAKEHOLDER MANAGEMENT



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 1.5

AWARDING ORGANISATION

ADVANCED CUSTOMS PRACTITIONER

8-10 July
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

CERTIFICATE OF CUSTOMS COMPETENCY

8-12 September
Centre: Morley Consulting Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 28

AEO CERTIFIED PRACTITIONER

30 September-3 October
Centre: Morley Consulting Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 22

ADVANCED CUSTOMS PRACTITIONER

21-23 October
Centre: Morley Consulting Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

CERTIFICATE OF CUSTOMS COMPETENCY

3-7 November
Centre: Morley Consulting Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 28

LEARNING & DEVELOPMENT

TRANSPORT MANAGERS REFRESHER FOR PASSENGER TRANSPORT

5 & 7 August
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 10

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

19 August
Exam 7 October
One day per week for approx 6 weeks
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

21 August
Exam 7 October
One day per week for approx 6 weeks
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS REFRESHER FOR ROAD HAULAGE

1 & 8 September
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 10

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

22 September
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk

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

22 September
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk

CPD E-LEARNING SHORT COURSES



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

OLAT - ROAD HAULAGE E-LEARNING



Online - anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
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
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
CPD hours: 40

WHAT'S ON

- ✉ Nations, Regions & Groups
01536 740116
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- ✉ Forums
01536 740140
forums@ciltuk.org.uk
- ✉ Events
01536 740148
events@ciltuk.org.uk

CILT Corporate

CILT Forums

CILT National

CILT Regional

CILT Association

JUNE

2nd

EDINBURGH'S NEW ROSEBURN-UNION CANAL ACTIVE TRAVEL LINK

17:30 - 19:00

Zoom webinar

Speaker: Barry Clarke, Senior Project Manager, Road Safety and Active Travel, Edinburgh City Council.

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

CPD hours: 0.5

AN UPDATE ON RAIL FREIGHT

8:00 - 20:00

Location: Greyfriars Centre, Friar Street, Reading RG1 1EH and Zoom

Speaker: Julian Worth, Chair, Rail Freight Forum, CILT(UK)

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

CPD hours: 1

DVSA COMPLIANCE PART 1

10:00 - 11:00

Zoom webinar

Speaker: Phil Breen, Earned Recognition National Account Manager, DVSA

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

CPD hours: 1

4th

KENT AND INTERNATIONAL RAIL: WHAT'S NEXT?



17:30 - 19:01

Zoom webinar

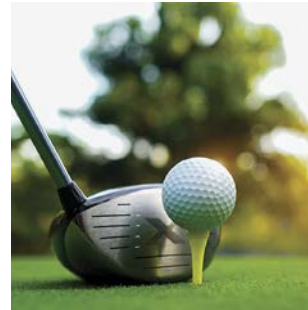
Speaker: Alexander Bienfait, Chair, BBET

Cost: Members: Free
Non-members: Free

CPD hours: 1.5

5th

GOLF SOCIETY MATCH V THE MOTOR TRANSPORT GOLF SOCIETY



11:00 - 18:00

Location: Berkhamsted Golf Club, The Common, Berkhamsted, HP4 2QB

Cost: Members: £100 (TBC)

Booking:
paulwsymes@outlook.com

10th

RAMPION2 - PROGRESS ON THE EXPANSION OF RAMPION OFFSHORE WIND FARM

17:30 - 19:00

Zoom webinar

Speaker: Chris Tomlinson, Development & Stakeholder Manager, Rampion2

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

CPD hours: 1

MARITIME SIMULATOR VISIT

(13:30 to start) 14:00 - 15:30

Location: Liverpool John Moores University Maritime Centre, Room 2.35B James Parsons Building, 3 Byrom St, Liverpool L3 3AF

Speaker: Abdul Khaliq, Head of Maritime Centre, School of Engineering

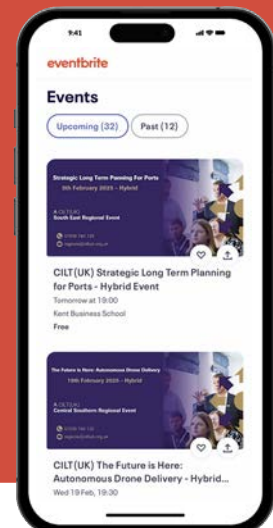
Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 1

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17th

MAIDENHEAD 'MISSING LINKS' CYCLE ROUTE'S



19:00 - 20:00

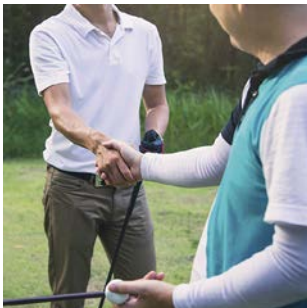
Zoom webinar

Speaker: Councillor Geoff Hill

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

CPD hours: 1

GOLF SOCIETY SUMMER MEETING



1st tee from 08:30 and
10:30 - 17:30

Location: Stratford on Avon
Golf Club, Tiddington Road,
Stratford-upon-Avon CV37 7BA

Cost: Members: £80 (TBC)
Non-members: £90 (TBC)

Booking:
paulwsymes@outlook.com

23rd

DVSA COMPLIANCE PART 1



10:00 - 11:00

Zoom webinar

Speaker: Phil Breen, Earned
Recognition National Account
Manager, DVSA

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

CPD hours: 1

25th

PERFECT SEQUENCING FOR ECOMMERCE



13:00 - 14:00

Zoom webinar

Speaker: Noel Blake, Sales
Director, Vanderlande

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

CPD hours: 1

IMPROVING MHE SAFETY THROUGH INNOVATION



10:00 - 11:00

Zoom webinar

Speakers: Gavin Carslake, Product
Manager, Linde Material Handling
UK Ltd; Iain Smith, GB MHE
Manager (North), Coca-Cola
Europacific Partners

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

CPD hours: 1

30th

CLASS 777 BATTERY ELECTRIC TRAINS AND DEPOT VISIT



(09:30 to start) 10:00 - 15:30

Location: Liverpool City Region
Offices, No.1 Mann Island
Liverpool L3 1BP

Speaker: David Powell,
Programme Director of Rolling
Stock, Merseyrail Electrics

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

CPD hours: 2.5

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

NATIONS, REGIONS, GROUPS & FORUMS

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NORTHWEST REGION

Liverpool Airport update

The CILT Northwest Group in conjunction with the Environment and Sustainability Forum and Aviation Group held a meeting in Liverpool Airport offices on Tuesday May 13th

The host for the event was Robin Tudor, Head of PR and Communications, a long standing supporter of the Institute.

The aviation business is thriving again as more people are wanting to go on foreign holidays. We were shown a graph of passenger numbers which showed that in 2024 around 5 million travelled through the airport. This marks a return to pre-Covid volumes last seen in 2019. Estimates for 2025 are anticipating that the airport could reach 5.5 million passengers. If this happens it could reach the record for the airport which was in 2007, the year before a recession started. The recent increase is likely due to having additional services available (70 direct destinations) mainly targeted at the tourism market. There has been an increase in the number of aircraft based at Liverpool and this now stands at 18 across three operators, EasyJet, Ryanair and Jet2. The latter operator is still relatively new to Liverpool but following a good 2024 they have added an extra aircraft to their Liverpool business and now offer 27 destinations with their five aircraft.

Other operators serving the airport include WizzAir, Sun Express, Loganair, Aer Lingus and Play. Sun Express is a joint venture between Turkish Airlines and Luthansa. Aer Lingus continue to offer regular flights to Ireland with good connections to USA which includes customs pre-clearance which means when someone lands in the states they arrive as a domestic passenger, saving queuing time. Play is an Icelandic low cost carrier which also offer onward destinations through their Reykjavik base.

The airport is proud that 'Which' reported Liverpool as the Best UK Airport for the second year running. One of the performance indicators is that 96% of passengers were processed through security checks in under 15 minutes last year.



We learnt how Robin's colleagues are "prepping the place" ready for the start of the summer season with lots of improvements and developments nearing completion. Most of the building work was done in the off-peak through the winter to avoid too much disruption. Some of the key changes include an investment of £9 million by partner company SSP into an enhanced retail offer, with new shops, new restaurants and food outlets. Additionally, there has been a £3.5 million investment into six new x-ray machines and three body-scanners. Once these are in full operation it will help improve throughput times.

The topic of sustainable flying was discussed including alternative fuels for aircraft including SAF (Sustainable Aviation Fuel) and hydrogen. Robin mentioned what the Airport is doing environmentally as part of their ESG (Environment, Social and Governance) commitments. For example a solar farm is currently under construction on some dormant airport land and it is expected that this will generate 22% of the power needed by the airport. They are actively working on four of the UN Environmental objectives aiming for

decarbonisation with a net zero target date of 2040 for airport operations.

Surface access to the airport by public transport is encouraged and there are a number of bus routes serving destinations across Merseyside, all operated by Arriva. They have introduced some hybrid and electric vehicles on certain routes.

Cargo volumes at the airport are relatively low but of high value including parts for two local car manufacturers. Wynn Aviation look after this aspect of airport operations which mainly requires the use of dedicated freight aircraft.

Robin was asked what the long term plan is for the airport. Potentially the airport could grow to 8 million and even 12 million passengers by 2050. This could be done with just the current single runway that currently exists. But in the meantime the airport management is pleased that passenger numbers are growing again after a few difficult years.

Thanks go to Robin Tudor for hosting an interesting meeting. ■

Geoff Clarke FCILT
 North West Committee,
 CILT(UK).

SCOTLAND REGION

National Railway Heritage Awards

Andy Savage MBE is both Chairman and a Trustee of the National Railway Heritage Awards, a Charitable Incorporated Organisation funded by a dozen rail bodies who cover its annual costs of about £72,000. The 11 rail industry representatives on its board are all volunteers, even though two have relevant day jobs at the Railway Heritage Trust and the Heritage Railway Association. A couple of part-time contractors provide IT or other administrative support.

The Awards are an annual competition that invites entries from all parts of the UK, Crown Dependencies and the Irish Republic. Ten awards are made each year, each designated by a cast aluminum plaque. Objectives are the conservation and repurposing of historic railway buildings and structures and the public benefits that arises from new access and facilities. Locations may comprise closed as well as operational lines, and records are being digitised so as to be fully accessible through the website.

Each 14" x 10" plaque records the category of award, the sponsor, who owns it and why it was selected and who was the guest of honour making the presentation.

The origin of the Awards lay with railway publisher Ian Allan's concern as to the state of our heritage railways, starting with the state of the gents' loo at Porthmadog on the Festiniog Railway. The directors responded by doing it up, and thus it was realised that this was the way to go, with the first round in 1979 funded by Ian Allan and British Rail confined to the heritage sector but presented by BR chairman Sir Peter Parker. From 1980 they were taken forward by the Association of Railway Preservation Societies, with BR and London Transport stations and structures now included as a separate category. In 1983 there was a change of name to Best Restored Station, then in 1985 the new Railway Heritage Trust came on board thereafter working closely with the Awards. By 1989 they were the Ian Allan Railway Heritage Awards with structures fully recognised alongside buildings, and an innovation in 1993 was to give a Special Award to Liverpool Street in recognition that it and other major London locations including Paddington and St Pancras should be in a class of their own. With APRS taking a back seat, in 1995 they became self-standing as the National Railway Heritage Awards, attaining charitable status in 2000 for their encouragement of improvement and education which in 2023 became a Charitable Incorporated Organisation.

Each year's deadline is 31 May, usually accompanied by some last-minute chasing up of entries. There is no charge for entry, and the only commitment is for the winners to hold an unveiling. All entries are visited by two judges whose forms give an opportunity of rating from AA to EE, and these are then considered each October by an adjudication panel that brings in outside experts including representatives of Historic England, Historic Environment Scotland and other well-known people who assign the shortlisted entries by category. Their entrants are informed at the beginning of November and invited to the Awards ceremony held in the first week of December at the Merchant Tailors Hall, where the citations are nowadays read by RHT director Tim Hedley-Jones, and the presentation is made by a person of national standing including in recent years Princess Anne, the Dukes of Kent and Gloucester, the Secretary of State, Lord Mayor, Network Rail chief executive and eminent architect Ptolemy Dean.

Current sponsors comprise The Arch Company for urban heritage, Great Western Railway for operational enhancement, London Underground for craft skills, Translink for structures, RHT for conservation, Network Rail for volunteers, South Eastern for commercial development, BAM Nuttall for partnership, Avanti West Coast for community, National Highways for closed lines and Greater Anglia for best entry.

Notable recent winners have included restoration of fire damage at Troon in time for the 2024 Open, Bricket Wood repurposing as a community cafe, Alton Towers restoration of the tiled floor for



holiday accommodation with the Landmark Trust, the complete rebuilding of Barmouth Bridge, the refurbished café at Leamington Spa for its art-deco feel, recognition to volunteers for restoration of East Coast Main Line mileage markers and Ffestiniog Railway 1830s slate mileposts, the commercial rebirth of Findlater's Corner near London Bridge as a Korean food supplier but with restored mosaics, the turntable at St Blazey that enables steam-hauled specials to visit Cornwall, the community revival of Okehampton Station and last year's best entry, a unique survivor at Wingfield that had been left to rot.

Each unveiling event celebrates a new use while recognising the efforts of all partners, thereby answering any charge about the railway neglecting its heritage and giving local publicity to commercial opportunities – while offering a sense of fun on the day. The Awards are forever seeking new volunteers, be they judges and advisers, administrators or those with IT skills. ■

John Yellowlees FCILT
Chair, Scotland Region,
CILT(UK).



ENVIRONMENTAL AND SUSTAINABILITY FORUM

Presentation and engineering trial ride on GWR's battery train

Members of the Environment and Sustainability Forum (ESF) participated in a 'High Passenger Load' test on Great Western Railway's (GWR) Fast Charge Battery Train Trial. Nikki Hunter from Network Rail organised 30 places for CILT members to join 230 volunteers from various rail organisations on the test run at West Ealing station.

The trial took place on the short Greenford branch line, less than 3 miles long with three intermediate stations. All volunteers were weighed and allocated to carriages, creating a passenger load of over 20 tonnes – significantly higher than previous tests with only 102 volunteers.

The test train is a rebuilt former District Line 'D stock' unit with three carriages, featuring comfortable seating and bright lighting. Operating entirely on battery power, it runs very quietly with just a faint hum from electric traction motors. Originally developed by Vivarail, the project was rescued by GWR after Vivarail's financial administration.

The train charges from a static battery storage unit in a repurposed shipping container at West Ealing station. The system uses 'opportunity charging' – a four-minute top-up each time the train returns to the station via ground-mounted charge rails and RFID technology for positioning. The charger is rated at 670MW, and the rails are only energised when the train is correctly positioned for safety.

Testing explores various factors affecting range, including gradient, weather, and driving style. Interestingly, running heaters on cold days drains batteries more than carrying a full passenger load. The train's



range is estimated at 130 miles empty or 120 miles with passengers, aided by regenerative braking.

The train has six Lithium Iron Phosphate batteries weighing 10 tonnes, with an

operational life of about 10 years. The optimum charge level is 60-80% to allow for regenerative braking. The regular diesel service creates about 250 tonnes of CO₂e annually, whilst the battery train offers significant environmental benefits and reduced noise for local residents.

GWR plans to introduce regular passenger service on the Greenford branch later this year, with potential applications on other non-electrified branch lines in the Thames Valley and Cornwall. The technology could also be fitted to other rolling stock or combined with overhead lines for longer routes.

Following the trial runs and an emergency detraining exercise, participants attended a presentation on the project's learnings. The trial demonstrates major environmental benefits and shows promise for sustainable rail transport on branch lines. ■

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



SOUTH EAST REGION

CILT Visit to DHL Express, Crawley

In April 17 CILT members and students, suitably dressed in high-viz jackets and protective footwear, were hosted by DHL in their new Service Centre that opened one year ago. Our hosts Claire Leo, Gatwick Service Centre Manager and Rob Fox, Operations Manager, met us in reception where we were put through a rigorous security check, including the taking of photos and phone numbers and a H&S briefing, and then took us to a meeting room where refreshments were laid out, and Claire gave us an illustrated talk on the work of DHL and the role played by the new Service Centre.

There has been a £37 million investment in the site with £2M invested in an automated shipment processing system to bolster

improved efficiency and capacity for collections and deliveries across Sussex, Surrey and Kent. The new site has also been developed with sustainability at its heart, benefitting from extensive solar panels, which combined with green energy from the grid means that the site runs on 100% renewable energy. The building also features low-use water appliances and energy usage monitoring. The site has the infrastructure to support 90 electric vans, with 30 electric car charging spaces for employees. Covering 115,000 sq. ft, the site is projected to handle around two million items each year.

What stands out today to visitors, is the caring nature of DHL as an employer, the many individual staff achievements in picture form dotted around the building,

the amazing staff recreation areas – anyone for snooker or table tennis – and the fact that so many staff have been there for years.

We were taken to the working floor where, as it was evening, vans were arriving with their collected parcels which were put on conveyor belts, sorted, and taken out to waiting trucks to go on to various other centres, the main one being London Heathrow for onward passage to literally anywhere.

After two hours, we also departed, sincerely grateful to DHL Express for an interesting and educational visit. ■

Anne Clark FCILT
South East Region,
CILT(UK).

DEFENCE FORUM

It's been a whirlwind month across Defence, with energy and excitement building around the prestigious CILT Awards. An impressive 20 nominations have been submitted from across the Services and Defence Civil Service, an achievement that not only highlights the incredible work being delivered across Defence logistics and Support but also reflects a growing momentum behind the Defence community's engagement with CILT. Whether we win or not, the act of putting our people, teams and projects forward is a real sign of maturity and professionalism. It demonstrates that more and more individuals and organisations within Defence see the Chartered Institute of Logistics and Transport as our professional body of choice – a home for our logisticians and enablers to develop, grow, and be recognised.

This growing recognition is having an impact. Membership numbers across Defence are rising at a rate not seen before, and it's been particularly inspiring to see our FCILT community actively giving back – sharing their knowledge and experiences through events, mentoring, and thought leadership.

Looking ahead, the Forum has several articles due for publication in *Focus* Magazine that aim to spotlight areas of innovation and interest across the Defence logistics enterprise. These include:

- **Codification: The vital system that ensures the Defence supply chain remains interoperable and efficient**
- **The NATO Logistics Stock Exchange: A modernised, auction-style platform allowing partners to trade surplus materiel**

- **Defence's new deep warehouse initiative: Supporting readiness and resilience through smarter strategic stock management**
- **Green and circular economy thinking: How Defence is aligning sustainability with capability**

These stories don't just showcase what we're doing, they help others understand how professional logistics and support underpin everything we do in Defence, from supporting operations to enabling innovation.

This month, I'll also be meeting with the new Head of the 'Logistics' Profession in DE&S to discuss how the Forum can act as a catalyst for progress, bringing the voice of our professional community to the centre of decision-making. The goal is to ensure that, alongside policy and process, we maintain a strong and active professional core, where logisticians are recognised for their expertise and given the tools to thrive.

Finally, as we look to the months ahead, the defence Forum is turning its attention to professional education. We're exploring how existing Defence training could be accredited or aligned with CILT standards, and how we can offer clearer pathways for logisticians, military and civilian to gain recognition for their skills and experience.

If you're not yet part of the Defence Forum, now is a great time to get involved. Whether you want to write, speak, connect or simply stay informed, we're here to support you. ■



MEMBERSHIP RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary in June.

This list was compiled on 2nd May 2025 and includes those members who qualify up to 30th June 2025.

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

5 YEARS 2020

Tobias Hetherington CMILT	John Gould FCILT
Robert Barber CMILT	Carol O'Brien FCILT
Yuvraj Singh CMILT	Robert Pegg FCILT
Renata Goes CMILT	Sally Dixon FCILT
Christopher Dimond CMILT	Mark Duggan FCILT
Abdurrahman Abdulkadir CMILT	David Watts FCILT
Martin Ready CMILT	Oliver Creed MILT
Hajar Fatorachian CMILT	Christopher Stroud MILT
Mary Tonks CMILT	Christopher Powell MILT
Stephen Popland CMILT	Matthew Lee MILT
Kamran Butt CMILT	Les Barber MILT
Sukhdev Jassal CMILT	Jack Dudley MILT
Craig Hepton CMILT	Shania McCalla
Nicola Lunnon CMILT	Dominika Monka
John Johnston FCILT	James Best

10 YEARS 2015

Kristopher Bevan CMILT	Jahangir Akhtar CMILT
Stephen Taylor CMILT	David Garvan CMILT
David Wilkinson CMILT	Jonathan Scott FCILT
Stacey Capewell CMILT	David Gilmour FCILT
John Luty CMILT	Karen Croshaw FCILT
Alexander Christie CMILT	Richard Williams FCILT
Terrance James CMILT	Stephen Gooding FCILT
Lewis Thomas CMILT	Nicholas Leach FCILT
Dmitry Vodianytskyi CMILT	Duncan Findlay MILT
Peter Gibbs CMILT	John Gregory MILT
Adrian McHale CMILT	Lloyd Scott MILT
Alex Alkafaji CMILT	Alison Donne MILT

20 YEARS 2005

David Storey CMILT	Charles Stuart FCILT
Richie Fraser CMILT	Simon West MILT
Martin Fleetwood FCILT	Patricia Cosio-Bigotes MILT
Christopher Page FCILT	Adetoye Adekunle MILT

30 YEARS 1995

John Hirst CMILT	Gordon Buchan CMILT
Nojan Aliee-Rastani CMILT	Martin Young CMILT
Jeremy Douch CMILT	Michael Beckett CMILT
Simon Bingham CMILT	Paul Blanshard FCILT
Clive Burbridge CMILT	Raymond Beard FCILT
Bruno Kay-Mouat CMILT	Martin Wallwork FCILT
Darron Freegard CMILT	Samuel Ahadzi MILT
Anthony Powell CMILT	Nigel Searle MILT

40 YEARS 1985

David Griffiths CMILT	Michael Donnelly FCILT
John Sutton CMILT	Christopher Mitchell FCILT
Paul Carvell FCILT	Michael Southwell FCILT

60 YEARS 1965

Raymond Armstrong CMILT

Additional: 20 YEARS 2005

Mark Noonan

MEMBER ELECTIONS

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

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

Oluwayomi Kolawole Oni, Operations Coordinator, Royal Mail

James Rose, CPC & DCPC Trainer, Enterprise Transport Training Ltd

Cherbie Lubin, Logistic Specialist, Army

Zeena Weekes, Assistant Transport Manager, London Borough of Newham

Brooklyn Hoban-Langley, Transport Planner, Tarmac

Richard Davis, Operations Manager, Defence Equipment & Support

Olusola Akinuli, Senior Category Manager, Surrey And Borders Partnership NHS Foundation Trust

Kirsten Keen, Senior Strategy and Planning Officer, Transport for the North

Russ Varley, Director, V3 Transport Services Ltd

Richard Wightman, Associate Director, Norman Rourke Pryme

Jared Peel, Transport Manager, Johnsons Stalbridge

Simon Taylor, Global Manager of Refurbishment RMA and Workshop, Bibliotheca

Olubukola Bolarinwa

Kyle Griffiths

Andrew Harrison, Logistics Strategy & Portfolio Manager, B&Q

Alan Crabtree

Mike O'Donnell, Transport Manager, Greenergy Flexigrid

Adam Bailey, Transport Operations Manager, DHL Supply Chain

Andrew Everitt, Supply Chain Manager, Creative Foods

Laura Fores, Customs & Improvement Co-Ordinator, Mitsubishi Chemical UK Limited - Soarnol Division

Neil Howe, HGV Driver, Jack Richards & Son

Turhan Amet, Transportation Specialist, Amazon

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

Ryan Buck, Headquarters Royal School of Military Engineering - Training Operations Warrant Officer, Army

Darlington Chibwe, Specialist Global Service and Support, Qiagen

Ching Pong Poo, Research Fellow, Liverpool Hope University

Jo Kazmi, Managing Director, Twenty47 Logistics

Luke Beckham, Head of UK & ROW Logistics, ASOS

Paul Bennie, Senior Compliance Inspector, Strathclyde Partnership for Transport

Roman Bolgov

Eduardo Carbajo Fuertes, Principal Engineer, WSP

Jeremy Critien, Troop Leader, Army

Joshua Davenport, Transport Manager - Teacher trainer, Road Transport Training (Shropshire) Ltd

Geraint Fell, Logistics Manager, Pembrokeshire Creamery Ltd

Jonathan Goode, Control Contingency & Planning Manager, Transport For Wales

Gareth Kendell, Customer Services and Logistics Support Manager, C&C Group PLC

Christopher Mason, Associate Transport Planner, WSP UK Ltd

Krish Nadarajah, Regional control tower specialist - Air /OCE Freight, Maersk logistics and services - Netherlands

George Waites, Operations Controller, C&C Group PLC

Eric Boachie, Logistics and Transportation Manager, McDan Group of Companies

Daniel Maxwell, Operations and Logistics Planner, Army

Simon Robinson, Managing Director, ACR

Chris Stanley, Production Planning Integration Lead, BAE Systems

Abdul Mannan, Director Logistics, Abdulrehman AlGosaibi

Thomas Dunn, Logistics Officer, Civil Service

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

Nick Day, Director of Distribution, ADM Milling Ltd

David Gibson

Paul Mullins, Director, Resupply Operations

Emma Taylor, Associate Director, Integrated Transport Planning Ltd

Dr. Khaldon Khaled Saleh Al Karmadi, Managing Director, PortLeads LTD (UGSA Group)

Michael Plant, Head of Supply Chain, HAHN Plastics Ltd

Al Manley, Wing Commander, Royal Air Force



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