

JUNE 2026

# FOCUS

## WORKING FOR ALL

*DEI special*



**BREXIT 10  
YEARS ON**

**JOURNEY: LGBTQ+  
IN TRANSPORT**

**DESIGNING  
WORKWEAR  
FOR WOMEN**

**HRH ATTENDS  
PARTNERSHIPS  
DAY**



The Chartered  
Institute of Logistics  
and Transport

100  
Years



The Chartered  
Institute of Logistics  
and Transport

# AWARDS FOR EXCELLENCE 2026

**24 September**

East Midlands  
Conference Centre

**Join peers for an evening that brings together finalists, sponsors and senior leaders to celebrate the standout people, projects and organisations shaping our profession.**

- Be in the room with the UK's award-winning teams and rising stars, and see first-hand what "excellent" looks like across logistics, transport and supply chain.
- Connect with senior decision-makers, clients, suppliers and partners in a relaxed setting designed for high-quality conversation and new relationships.
- Take inspiration and ideas back to your own organisation by hearing the stories behind the winning entries and how they achieved impact at scale.



[ciltuk.org.uk/awards](https://ciltuk.org.uk/awards)

With thanks



# Inclusion in focus

**It's a privilege to introduce this Diversity, Equality and Inclusion (DEI) themed edition of *Focus*, as Chair of the CILT(UK)'s Accessibility and Inclusion Forum.**



**A**t a time of economic and political turmoil, it's never been more important that the logistics and transport industry continues to be welcoming and supportive of everyone's needs, both in terms of the workplace and service delivery to customers. Diversity, not only in terms of background, but perspective and life experience too, is central to achieving this aim.

Allyship is a profoundly powerful tool in delivering harmonious workplaces in today's logistics and transport, and, indeed, creating a fair and equitable wider society. Taking the LGBTQ+ community as an example, the industry enthusiastically supports participation in, and facilitates, Pride events. This is welcome, and creates a positive environment, but day to day support and understanding throughout the year is even more essential. This truly allows people to give their best, and benefits staff and customers alike. I am looking forward to reading and hearing the stories of leading LGBTQ+ figures and allies alike. Role models play such a crucial role in attracting the new talent which will shape the future of our sector,

and it is important that careers within it appeal to as broad a group of people as possible.

For true inclusion, co-creation is the next logical step in ensuring transport and logistics outcomes fully meet the needs of everyone. This is particularly crucial for disabled people, whose expertise is essential in creating equitable outcomes, for transport infrastructure especially, and should be recompensed as such. It is heartening to see that this principle, and the need for wider community engagement, has been embedded in recent reports such as the Department for Transport's recent 'Better Connected' on integrated transport.

This edition of *Focus* showcases some powerful lived experiences encompassing the full range of DEI. Three of my colleagues on the Accessibility & Inclusion Forum write with real insight on neurodiversity, painting a compelling picture of people's potential waiting to be unlocked. However, there remain sobering challenges relating to leadership, understanding, and, increasingly in an era of AI, recruitment.

It was encouraging to see these issues being addressed at the excellent Neurodiversity in Rail conference at Manchester at the end of Neurodiversity Celebration Week. It seemed particularly timely in the context of the gradual emergence of Great British Railways which will hopefully deliver more consistent experiences for neurodiverse colleagues as best approaches are identified and shared.

In our Forum, we have recently refreshed our Terms of Reference, and continue to participate in a wide range of events whilst responding to Government consultations and reports across the Accessibility and Inclusion sphere. We look forward to continuing to work with all of the other Forums and Regions, and complementary organisations such as the National Centre for Accessible Transport (ncat) to share insights and showcase examples of best practice in these areas throughout the sector. Please see the CILT(UK) website and publicity for details of our Forum and forthcoming events. ☹

**GERARD BUTLER**  
Chair, Accessibility and Inclusion Forum, CILT(UK).

THIS MONTH'S CONTRIBUTORS

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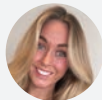


**JOE BROWN**

Founder, Journey.

Joe has worked for Transport for London for 28 years, working as a guard, driver, and now various leadership roles since 2001: currently a Strategic Delivery & Change Manager. Between 2021 and 2023 he was the chair of OUTbound; TfL's LGBTQ+ colleague network and it was during this time that he connected with other LGBTQ+ networks across the transport industry to found Journey, the network of networks.

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**FAE GORDON**

Founder, Venus Workwear.

Fae is the founder of Venus Workwear and a manufacturing, warehousing and logistics professional with nearly a decade of experience. Having spent her career making do with ill-fitting PPE never designed with women in mind, she founded Venus to create workwear that is safe, functional, and designed to make women feel like themselves on site, in the warehouse, and on the shop floor.

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**DANIELLE DAKIN**

Market Development Director, Dematic.

With over 20 years of experience in logistics and supply chain, Danielle works at the intersection of market strategy, automation, and people development. As Market Development Director at Dematic, she helps shape strategy across industry sectors, drawing on hands-on experience with global leaders such as Coca-Cola and Tesco.

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**JOLYON DRURY FCILT**

MinstrE.

Jolyon joined the IMH, predecessor of CILT(UK) in 1972. A Chartered Fellow since 2000 elected Emeritus Fellow in 2019 he was Chairman of the Public Policies Committee for 13 years. Jolyon provides the Institute with oversight on freight transport movement and legislation across the Short Straits as a member of the specialist Institute team.

JUNE 2026 VOLUME 28 NUMBER 5

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## Pride, progress and ten years on

**T**his issue of *Focus* is, first and foremost, a celebration. Our DEI special runs wide and deep: from Avery Morgan at Pod Talent on what inclusive recruitment genuinely looks like in practice, to First Bus's call to action on lasting cultural change, to workwear designed for and by women, to the quiet, personal weight of the inner critic.

These are not soft topics. They are about who gets to work in this industry, who stays, and who never makes it through the door in the first

place – questions that matter as much for workforce resilience as they do for fairness.

This issue also arrives at a moment worth pausing on. June marks ten years since the UK voted to leave the European Union – and if anything has defined the operating environment for logistics and transport professionals in the decade since, it's Brexit. The disruption to trade flows, the friction at borders, the driver shortages, the regulatory divergence: the industry absorbed it all, often

quietly and without credit. Our Brexit special feature, led by Jolyon Drury's deep dive, takes stock of what actually happened – to costs, to relationships, to the movement of goods – and asks where the UK-EU transport relationship goes from here.

But we start, and end, with people. That's what the DEI features are really about – and it's what makes this one of our most important issues of the year.

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

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Avery Morgan is the co-founder and CEO of Pod Talent, a specialist supply chain recruitment agency operating across the UK, Europe and North America. Avery speaks to *Focus* about what inclusive recruitment really looks like in practice, why DE&I needs to be woven into the culture of a business, and what a shrinking entry-level pipeline could mean for the diversity of tomorrow's workforce.

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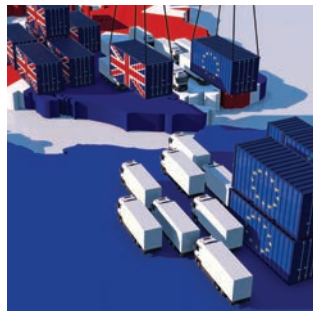
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**Mel Stark**

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## Obituary Tony Ridley

Tony Ridley worked as a design and site engineer in the US and Britain before becoming chief research officer of the highways and transport department of the Greater London Council.

In 1969 he became Director General of the Tyne and Wear Passenger Transport Executive where he oversaw the development and was credited as being the driving force of the plans to build the Metro in Newcastle. In 1975 he was appointed managing director of the Hong Kong Mass Transit Railway Corporation

On 1 September 1980 Tony was appointed Managing Director (Railways) at London Transport but resigned in autumn 1988 following the publication of the Fennell Report into the Kings Cross fire in 1987. He was also Chairman of London Transport International.

He was appointed a director of the CILT(UK) in 1991, serving in that role until 1993 and for a later stint between 1999 and 2001.

He was a director of Halcrow Fox consulting engineers between 1992 and 2004, of the Major Projects Association between 1995 and 2009 and of the RAC Foundation from 1995 to 2010. ☹

## Launch of a new Global Sustainable Logistics survey

Logistics underpins the world economy, yet few attempts have been made to assess its environmental sustainability at a global level. Until now we have had no systematic mechanism to track how logistics is progressing towards a climate-compatible future. Led by Kuehne Logistics University and the Kuehne Climate Centre, this new Survey aims to collect responses from industry experts across 43 countries and 10 languages. It is an official contribution to the UN Decade of Action on Sustainable Transport (2026–2035).

The survey has three pillars: sustainability solutions currently available and adopted; skills and workforce capacity for the green transition; and climate adaptation. The GSLS captures individual expert perspectives on a range of operational issues, making it uniquely placed to reveal where the gaps between ambition and practice actually lie. The aggregated results of the survey will be made publicly available and the first report published towards the end of 2026. ☹



Scan the QR code to take part in the survey. It should only take around 20 minutes and is anonymous.

## Helen Hardy, CEO of CILT(UK), to run a half marathon for Transaid

**T**ransaid is a charity that transforms lives through safe, available, and sustainable transport. Founded in 1998 by the Chartered Institute of Logistics and Transport (CILT), our Patron, HRH The Princess Royal, and Save The Children, Transaid works with communities, partners, and governments to address transport challenges across sub-Saharan Africa.

Transaid has trained over 60,000 professional drivers and 200 trainers, currently operating 12 programmes in 9 countries across the world. They have partnered with over 100 organisations to help provide rural areas with access to healthcare and improve global road safety and transport management.

May was Transaid Month 2026, a time for Transaid's staff and supporters to celebrate and promote their work, while raising vital funds for our road safety and access to healthcare programmes.

To show their support for Transaid, Helen Hardy, CEO of CILT(UK), and Paul Salmon, Chair of the CILT(UK) Membership Representative Group, are running the Royal Park Half Marathon this October.

"As CEO of CILT(UK), I spend a lot of time talking about the power of transport to change lives. But this year,

I'm putting my legs where my mouth is by running the Royal Parks Half Marathon in support of Transaid. Transaid isn't just a charity we helped to found; it's an organisation that sits firmly at the heart of who we are. Their work improving transport systems, strengthening supply chains, and training professional drivers across Africa saves lives every single day. It's practical, it's impactful, and it's something I'm incredibly proud that CILT(UK) helped bring into the world. Every pound raised goes directly towards helping Transaid deliver safer, more reliable transport where it's needed most. Whether it's ensuring essential medicines reach remote communities, or training drivers to reduce road deaths, the impact is real and lasting. So, I'm lacing up, training hard, and preparing to run through London's finest parks. If you're able to support, thank you. If you're not, please at least cheer loudly... ideally at a point on the route where Paul can hear you shouting my name!" Helen Hardy, CEO of CILT(UK) said.

"I am running for Transaid because logistics really does change lives. For over two decades I've worked across Defence, and through that experience I've seen first-hand that logistics are far more than warehouses, vehicles,



and inventory systems, they are the lifeline that connects people to food, medicine and opportunity. Transaid represents the very best of our profession. By improving transport and logistics capability in developing countries, it helps communities access healthcare, improve road safety, and build more resilient supply chains. It uses the skills of the logistics professionals to create genuine human impact.

As someone who is passionate about professionalising logistics, supporting Transaid feels incredibly personal. Running for this cause is my way of giving something back to a profession that has given me so much. It is also about recognising we should all try and make a difference far beyond our own organisations. I'm incredibly proud to support Transaid and the amazing work it does around the world. Every mile run will help support meaningful change." Paul Salmon, Chair of the Membership Representative Group at CILT(UK) said.

**To donate to Helen, visit:**  
[www.justgiving.com/page/helen-hardy-3](http://www.justgiving.com/page/helen-hardy-3)

**To donate to Paul, visit:**  
[www.justgiving.com/page/paul-salmon-1](http://www.justgiving.com/page/paul-salmon-1) ☹



## CILT(UK) Board Elections 2026 & request for expressions of interest

**B**oards can only represent the full diversity of our profession if they are diverse themselves: that is why we need members at different stages of their careers and from all sectors.

Being a CILT(UK) board member is about more than turning up to meetings. It's about sharing your knowledge, views and experience with colleagues and the organisation to make sure what CILT(UK) is doing and saying are the right things, things that matter to our members and the wider profession. It gives you the chance to express yourself professionally that is sometimes more difficult within the constraints of our day job roles.

CILT(UK) Limited is a professional membership body and operates as a company registered at Companies House and a registered charity. It is governed by a board of directors who also act as the charity's trustees.

The board is responsible for the stewardship and governance of the Institute's activities and for the formulation and monitoring of the Institute's strategic objectives.

Several Board members are elected by the Institute's membership for a 4-year term.

Two Board positions become available to be filled by election by September 2026. The two appointments will bring the complement of elected members to six. Election to the Board is via a process of nomination, qualification review by the Nominations Committee and if required by election.

In seeking to follow the best practice for UK Charities Commission, the Board is seeking to attract a broad representation of its members and members' interests. It is particularly keen to appoint members whose skills or background include:

- **Legal & Governance – particularly charity law**
- **Finance and Accountancy – particularly audit committee experience**

Whatever your career stage, sector or background, you can stand for election, as long as you are a member of the Institute holding the grade of MILT, CMILT or FCILT

The deadline for the receipt of Expressions of Interest and completed application forms will be Tuesday 16 June 2026.

Skills will be considered against the skills requirement of the Board as assessed by the Nominations Committee by Tuesday 30 June 2026.

If the number of suitable nominations received exceeds the number of vacancies, then voting Institute members will be invited to take part in an election.

If required, an election process will take place. An election would take place during July and early August 2026, with successful candidates taking their places on their first Board on 24 September 2026. Key dates and details of candidates for election will be announced in *Focus* magazine, on the website and other media channels.

**Further details are available by emailing [enquiry@ciltuk.org.uk](mailto:enquiry@ciltuk.org.uk) or complete an application form on our website at [www.ciltuk.org.uk](http://www.ciltuk.org.uk)** ☹





## Help shape the future of our Forums

**C**ILT(UK) is continuing to grow and strengthen its professional communities, and we are looking for enthusiastic volunteers and industry contributors to help support the development of several key forums.

The industry is changing fast.

Global trade, Customs reform, Digital transformation, Sustainability and Supply chain resilience.

Now more than ever, strong professional communities matter and we're looking for passionate people to help drive the conversation forward.

CILT(UK) is growing several of its specialist forums, and we're inviting members, industry professionals, and future leaders to get involved.

We're currently looking to grow engagement across:

- **Customs & International Trade Compliance**
- **Freight Forwarding**
- **Ports, Maritime & Waterways**
- **Supply Chain & Operations Management**
- **Next Generation**

- **Digital Innovation & AI in Logistics**

This is your opportunity to:

- **Connect with industry peers**
- **Share your expertise and ideas**
- **Support events, webinars, and discussions**
- **Raise your professional profile**
- **Help shape the future of the profession**
- **Inspire the next generation entering the industry**

Whether you can contribute regularly or simply want to support specific activities, every contribution helps strengthen our professional community.

We're particularly keen to hear from:

- **Industry specialists**
- **Operational professionals**
- **Young professionals and emerging leaders**
- **Academics and researchers**
- **Consultants and subject matter experts**

- **Anyone passionate about the future of logistics, trade, freight, maritime, and supply chain operations**

### Be part of the conversation

Our forums are built by professionals, for professionals creating spaces where ideas are shared, challenges are discussed, and industry connections are made.

If you want to help shape future events, contribute insight, support networking, or simply become more involved in the professional community, we'd love to hear from you.

### Ready to get involved in any of our Forums?

Find out more about CILT(UK) Communities:  
[www.ciltuk.org.uk/community-events/communities](http://www.ciltuk.org.uk/community-events/communities)

To express your interest or learn more, please contact: [forums@ciltuk.org.uk](mailto:forums@ciltuk.org.uk)

*Join the conversation. Share your expertise. Help shape the future.* ☺

## GREAT WESTERN RAILWAY AND NETWORK RAIL BRING MANAGEMENT OF LONDON PADDINGTON UNDER ONE SINGLE LEADERSHIP TEAM

Great Western Railway (GWR) and Network Rail are bringing the leadership of the flagship London Paddington station under a single team, as part of a series of moves designed to bring track and train closer together for the benefit of customers.

Networks Rail's Lauren Clancy has been appointed as Integrated Station Lead, a recently created role that works across both GWR and Network Rail. This new role further underlines GWR and Network Rail's commitment to working together to deliver change for the benefit of the customer as the industry moves towards public ownership.

## EUROPEAN ROAD RATES TO BE INFLUENCED BY FUEL PRICES, NOT FREIGHT DEMAND

Fuel costs are expected to push European road freight rates higher in Q2, according to the latest European Road Freight Rate Benchmark from IRU, Uply and Transport Intelligence.

The Q1 2026 benchmark shows a widening gap between contract and spot markets, pointing to a market where contracted capacity is being repriced upwards, while short-term freight demand has dropped after the seasonal peak.

## HEATHROW SEES LOWEST NUMBER OF PASSENGERS IN A YEAR DUE TO ONGOING CONFLICT

The number of passengers flying from London Heathrow has dipped, as demand for international travel wavers amid the US/Israel war with Iran.

Around 6.7 million people flew via Heathrow in April, a 5% drop compared with the same period in 2025, and its biggest annual fall since March last year. This reduction reflects a change in passenger travel habits, a result of the ongoing conflict and concerns about rising prices.

However, the number of transfer passengers transiting for onward flights rose 10% in April year-on-year, as travellers rerouting to Asia and Oceania switched to the Heathrow instead of using rival hubs in the Middle East, such as Dubai and Doha.

The US-Israeli war on Iran has triggered travel disruption around the world, with flight cancellations, delays and longer journey times. Meanwhile, fears are rising that the oil crisis, resulting from the blockade of Gulf tanker shipping in the strait of Hormuz, could lead to fuel shortages this summer and higher ticket prices – with over a fifth of the world's oil typically passing through this channel.

## NEXT ISSUE

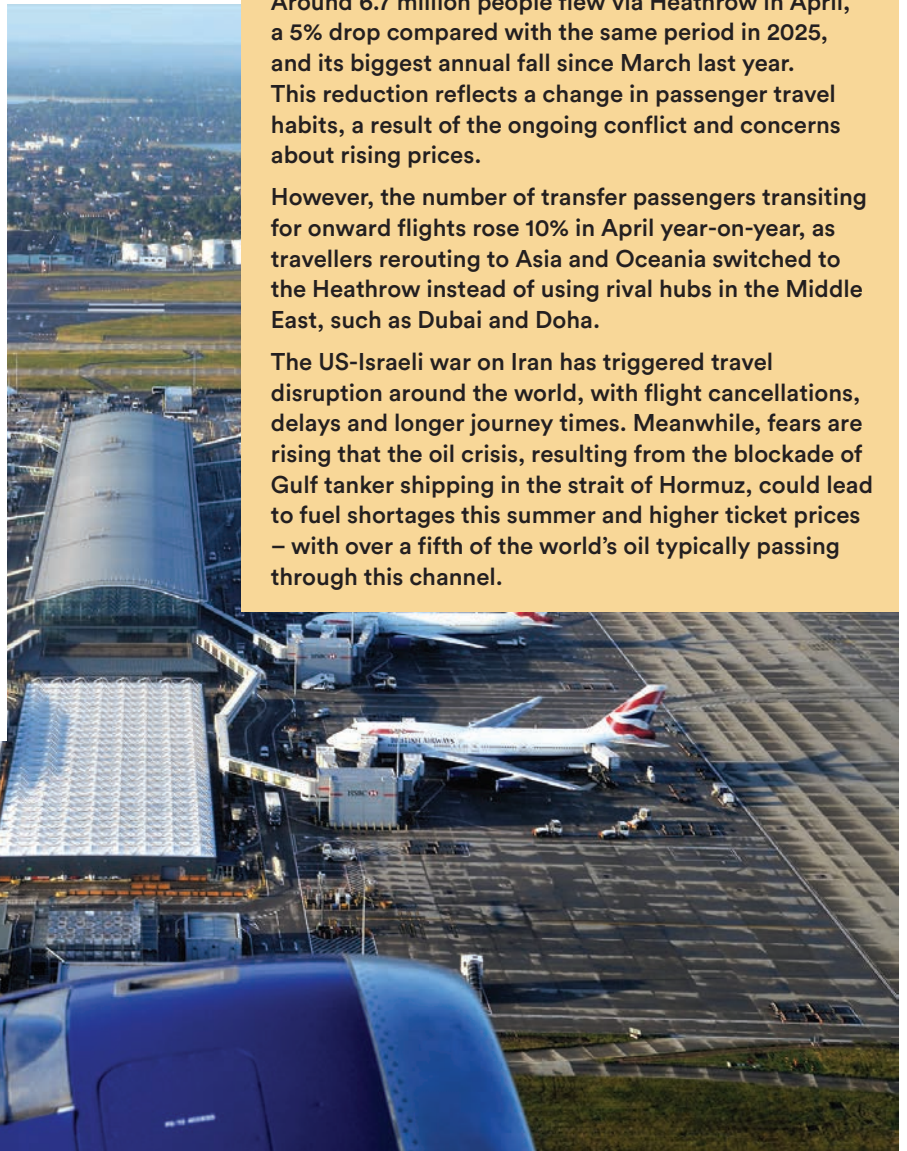
### Innovation and technology



- Artificial Intelligence use-cases
- Self-driving trains, trucks and technology
- Internet of Things (IoT) and connectivity



- CILT's Top 30 UK Logistics Service Providers





## CONCERNS RAISED OVER USE OF DATA IN LOGISTICS

61% of industrial businesses have rated their digital progress as poor or adequate, according to research from Forterro.

The research study found that manufacturers are not turning connectivity into actionability, resulting in missed opportunities for business growth.

Despite growing investment, digitalisation often remains disjointed, with underused data, disconnected systems, and a lack of end-to-end visibility continuing to limit business impact. Forterro's findings show that 76% of companies do not fully exploit their data, while 56% still depend on manual or paper-based processes, and only half of manufacturers have a clearly defined digital roadmap.



## BUS SPEED LIMIT INCREASE TO IMPROVE PASSENGER USAGE

Improved priority measures in England, that increase the average bus speeds by 10%, could generate 147 million additional journeys per year, according to an independent analysis carried out on behalf of the Confederation of Passenger Transport (CPT). That is the equivalent to every bus trip in Greater Manchester.

Through a positive effect on operators' bottom lines, this change could open up the funding to buy 1,600 new zero-emission vehicles, according to the CPT. They are calling for bold measures to provide greater priority for buses, with the acceleration able to deliver a claimed £5 billion of economic benefits in England. CPT believes that a 10% increase in bus speeds would be transformational for public transport and the wider economy.

## CILT(UK) welcomes growth ambition in King's Speech



**N**eil Gould, speaking on behalf of the CILT(UK) Freight & Logistics Policy Group, has welcomed the Government's strong emphasis on economic growth in the King's Speech, while urging policymakers to ensure that freight, logistics and supply chain operations are fully rooted within future planning.

With over 30 years in international supply chain, Neil commented: "The

focus on economic growth is welcome. Any steps to ease trade with the EU will help address the sluggish performance in the last few years. Whilst investment in Air, Road and Rail is necessary, the economic growth targets will fail to be fully realised unless freight and the movement of goods are fully integrated throughout the planning, decision-making and delivery process, rather than considered as an afterthought.

"The logistics, transport and supply chain profession underpins every

sector of the economy. As government develops its long-term economic and infrastructure plans, it is vital that the expertise of the logistics sector is recognised and fully utilised."

The CILT(UK) Freight & Logistics Policy Group said it looks forward to working constructively with government and industry partners to help ensure transport and logistics policy supports sustainable economic growth across the UK. ☹

# **Are shoppers driving unsustainable pressure on air cargo networks?**

**T**he boom in ultra-cheap online shopping is not only putting growing pressure on the global air cargo system, but also raising urgent questions about its environmental impact, according to CILT(UK). With air freight among the most carbon-intensive forms of transport, should consumers be paying more to help offset the environmental cost of fast, low-value deliveries?

Millions of low-cost items ordered from overseas – often costing just a few pounds or even pennies – are now being flown thousands of miles directly to customers. Instead of shipping goods in bulk, companies are sending individual parcels by air to keep delivery fast.

Experts say this is a major shift in how goods move around the world. Air cargo networks, which were designed to carry large shipments, are now dealing with huge numbers of small packages. This means more sorting,

more handling, and more pressure on already busy systems.

Much of this growth is being driven by Chinese e-commerce platforms, which ship products directly from factories to customers in the UK and across Europe.

Chris Tarry, Chair of the Aviation Policy Group at CILT(UK), said: “We are seeing a fundamental shift in the nature of air cargo. What used to be about large shipments is now increasingly about millions of small parcels. This puts extra pressure on the system, as volumes rise but capacity and infrastructure haven’t changed in the same way.”

The surge in online shopping is also increasing demand for limited cargo space on aircraft, especially on busy international routes. At the same time, handling millions of small parcels is more complicated than dealing with bulk freight, adding strain to airport operations and logistics networks. This can slow down processes on the

ground and create knock-on pressure across the wider aviation system.

CILT(UK) says the trend is likely to continue as shoppers demand fast delivery at low prices – but warns this comes with growing environmental consequences. Flying large volumes of low-value goods around the world risks undermining wider aviation sustainability goals and efforts to reach net zero.

Industry experts say this raises difficult questions about whether the true cost of ultra-cheap online shopping is being fully reflected. There is increasing debate over whether additional charges, taxes or policy measures should be introduced to better account for environmental damage and support sustainability targets.

However, experts say there are steps that could help reduce the strain. These include:

- **Investing in more advanced sorting and handling technology at airports**
- **Expanding cargo capacity and improving infrastructure on key routes**
- **Encouraging greater use of slower, more efficient transport like sea freight for low-value goods**
- **Improving coordination between retailers, logistics firms and airlines**
- **Reviewing how supply chains are structured to reduce reliance on individual air shipments**
- **Opening up debate on whether consumers should pay more for ultra-cheap goods to help offset environmental impact and support sustainability goals**

Chris Tarry added: “There is also a wider sustainability question. Moving very low-value goods by air at scale has an environmental cost, and it is right that the industry and policymakers consider whether current models fully reflect that. If we are serious about net zero, these trends cannot be ignored. The system can adapt, but it will require better planning, investment and a rethink of how goods are moved globally. Without that, the pressure we’re seeing today is only likely to increase.” ☹️



# HRH The Princess Royal Attends CILT(UK) Partnerships Day 2026

The Institute brought together leaders from across the logistics and transport sector for its annual Partnerships Day on 14 May at the National Space Centre in Leicester. HRH The Princess Royal, Patron of CILT(UK), attended the event as a special guest.

The event also marked the launch of CILT(UK)'s forthcoming Centenary celebrations, recognising 100 years since the Institute was awarded its Royal Charter and celebrating a century of supporting and advancing the logistics, transport and supply chain profession across the UK.

The event welcomed CILT(UK) partners, industry leaders and public sector bodies for a full day of insight, discussion and collaboration focused on strengthening partnerships, driving innovation and promoting excellence across the sector.

This year's event centred around the themes of change, culture and collaboration, exploring how organisations across logistics, transport and supply chain can work together to navigate transformation, accelerate sustainability, strengthen workforce capability and shape the future of the profession.

The agenda included keynote sessions, panel discussions and

masterclasses featuring speakers from organisations including DP World, GXO, Carlsberg Britvic, Stagecoach, NHS, VEV and Transport Intelligence Ltd.

Reflecting the event's focus on change, culture and collaboration, the day opened with an insight session led by Erin Meehan, Head of Partnerships at CILT(UK), exploring what great partnership culture looks like across different sectors.

Further highlights included:

- A keynote session from John Manners-Bell, CEO of Transport Intelligence Ltd, on creating a culture of collaboration and innovation across the sector
- A panel discussion exploring how partnerships can accelerate innovation, technology adoption and sustainability, including the importance of information flow in moving relationships from transactional to truly collaborative

- A session from Vice Admiral Andy Kyte CB, Chief of Defence Logistics, exploring the value of common professional standards, trust, clarity and shared language in underpinning national resilience. The session also reflected on the profession's history and the importance of maintaining strong professional standards for the future
- A panel discussion examining not only the opportunities presented by change, but also how change initiatives can fail and what organisations can learn from those experiences
- A session exploring the future of bus and public transport partnerships, including the role of collaboration in improving connectivity, sustainability and passenger experience
- A masterclass on professionalising the sector through standards, qualifications and workforce expertise.

A major highlight of the event was the special address and visit from HRH The Princess Royal. During her speech, Her Royal Highness reflected on her experiences with Save the Children in Sudan, recognising the important role logistics played in supporting last-mile delivery efforts. She also acknowledged the increasing expectations placed on logistics professionals and congratulated all those who have contributed to the Institute and volunteered their time over the years.



Helen Hardy, Chief Executive Officer of CILT(UK), said: "Partnerships Day is about bringing together organisations and leaders to share ideas, strengthen relationships and shape the future of our profession together. This event highlighted the importance of culture, change and partnership working across our industry.

"This year's event was especially significant as it also marked the launch of our forthcoming Centenary celebrations, recognising 100 years since CILT(UK) was awarded its Royal Charter. For a century, CILT(UK) has represented professional excellence, trusted standards and leadership

across logistics, transport and supply chain, while building a strong community connected by shared values, expertise and purpose.

"As we celebrate this milestone, we are proud not only of our heritage, but of the future we are helping to shape through collaboration, innovation and professional development across the sector. We were honoured to welcome HRH The Princess Royal and deeply value her longstanding support for CILT(UK) and the wider profession."

During her visit, HRH The Princess Royal met with CILT(UK) partners, industry leaders and delegates,

reinforcing the importance of collaboration, professional development and innovation in shaping the future of the sector. Her continued support for CILT(UK) and its members since 1990 remains highly valued across the industry.

Partnerships Day forms part of CILT(UK)'s wider commitment to supporting learning, thought leadership, networking and professional development across the profession.

**For more information about CILT(UK) and its partnerships, visit: [www.ciltuk.org.uk](http://www.ciltuk.org.uk)**



*“DE&I is really about creating inclusive cultures where people feel they belong, and that involves understanding where privilege and historical barriers exist, and how they shape people’s experiences.”*

# Avery Morgan

*Avery Morgan is the co-founder and CEO of Pod Talent, a specialist supply chain recruitment agency operating across the UK, Europe and North America. Avery speaks to Focus about what inclusive recruitment really looks like in practice, why DE&I needs to be woven into the culture of a business, and what a shrinking entry-level pipeline could mean for the diversity of tomorrow's workforce.*

***Can you walk us through your career and what led you to start your agency?***

I started in supply chain recruitment in 2007 at a boutique agency, which is where I met my current business partner. We went our separate ways for a while, but we always knew we wanted to work together again. Pod originated about 15 years ago, and it came down to two things we agreed on from the very first conversation: we would be a global supply chain recruitment business, and we would be values-driven. Those two pillars are still what the business is built on today, and our values are the DNA of how we operate. One of our values is individuality, which means people can bring their whole selves to work. When people feel good at work, they achieve better results, and so does everyone around them.

***How has your own experience shaped your view of the supply chain industry?***

I never felt I could be myself until I worked at Pod – and that was 14 years ago. I also founded a group called Campaign LGBTQ+, for queer people working in the recruitment industry. The stories I heard at that first meeting – which was only two years ago – honestly brought me to tears. People being sacked for being gay, slurs being used on the desk, people who were scared to be open about their identity at work. Alongside that, there were also

businesses with gender transition policies and Pride celebrations. The extremes exist side by side, and it's a reminder that in a lot of ways, the industry still has a lot of room for improvement.

The wider social climate doesn't feel particularly safe right now for a lot of people from marginalised groups. And that feeds into business and how people feel at work.

Pod's website describes recruiters as sitting in a privileged position when it comes to shaping workforce diversity. What does that look like in practice?

Hiring is stressful, moving jobs is stressful, not having a job is stressful. Recruiters are sitting in the middle of big moments in people's lives, and that is a huge responsibility. From the moment we take a brief through to how a candidate experiences the process, we have influence at every stage: over the culture we help clients understand, and over the environment we create for the people we're placing.

Inclusive recruitment comes down to executing recruitment well, for everybody. It means recognising where historical and systemic barriers exist, being educated about that as a team, and constantly evolving how you work. It means creating a process where candidates can be the best version of themselves.

***You describe DE&I as something that should be instinctive rather than an initiative. What's the difference?***

When a business focuses on diversity as a goal, they're starting at the finish line. It feels like a box to tick or a target to reach. But DE&I is really about creating inclusive cultures where people feel they belong, and that involves understanding where privilege and historical barriers exist, and how they shape people's experiences.

A person is not diverse; a group of people are diverse. I would hate to be described as diverse – I bring diversity to a group, but I am not diverse in myself. The moment you think about DE&I as targeting particular types of people, you've missed the point. It's about creating equal opportunities for everybody by doing things the right way.

***Supply chain has a well-documented history of underrepresentation. Where is progress being made, and where is there still work to do?***

Part of the challenge is that supply chain isn't marketed well as a career. At the Women in Logistics and Transport event that CILT ran, almost everyone I spoke to said they had fallen into logistics. The industry makes the world go round, but people don't know about it.

Historically, supply chain was associated with physical roles – trucks, factories, warehouses – and those roles were largely filled by men. The sector has grown and changed enormously, but the way careers in supply chain are marketed hasn't kept pace. What I have seen is a real shift in gender representation, particularly as more commercial and analytical functions have developed: planning, procurement, category management, supplier relationship management. We're seeing more supply chain professionals reach the C-suite, more COO roles being created. As the variety of jobs grows, so does the variety of people doing them.

I think we tend to focus on what is visible. Gender diversity and ethnicity have been significant areas of focus – rightly so – but there are groups consistently left out of that conversation: neurodivergent people, people with disabilities, and the many intersections between these categories. When a company says it wants to hire more women, has it really thought through what that means for all women? Women of colour, women with disabilities, queer and trans women, women who are carers, and too often DE&I conversations stay at surface level rather than doing the harder, more specific work.

***There's been a noticeable rollback of DEI programmes in some organisations, particularly in the US. How is that affecting conversations you're having, and does it concern you?***

The pendulum swings on these things and it's often driven by the political climate. Yes, some companies have rolled back their DEI initiatives – but others have accelerated them. You see extremes in either direction. I think a trap was fallen into of focusing almost entirely on diversity, which is starting at the finish line. What I see more now is DE&I being embedded more broadly into businesses, because when you approach it that way, it's really about creating environments where people belong. Maybe some organisations have moved away from the language, but the intention behind it – wanting employees to feel safe and valued – that generally remains. People, by and large, have good intentions.



***When a client brief arrives with criteria that might inadvertently narrow the talent pool, how do you handle that conversation?***

Challenging a brief is part of the job anyway: on salary, location, whether what a client wants actually exists in the market at that level. So when it comes to inclusivity, the same opportunity is there, and if you raise it, clients are generally willing to engage. They often just need someone to bring it up.

It's also worth acknowledging the other side of this. I've had organisations request a female-only shortlist. That is illegal, and it also misses the point entirely. Rather than saying "we want more women," the better questions are: why aren't you retaining women? Why haven't other channels worked? And when you say women, have you genuinely thought through what that means, and whether your organisation is set up to sustainably hold and support a diverse workforce? That conversation is more productive than a shortlist.

***Where do you see organisations going wrong when they try to improve diversity?***

The most common mistake is not bringing the whole company on the journey with them. Culture is everything when it comes to this work, and it has to be led from the top with a clear sense of why it matters. Education and knowledge are so important – people need to understand the context, not just be handed a policy document.

The other thing I see is organisations jumping straight to diversity without working through inclusion and belonging first. And then there are the more visible missteps: like asking the only woman in the business to run the women's employee resource group, or asking the one person of colour to lead cultural awareness sessions. It passes the responsibility onto the people who are already carrying the weight of being underrepresented, rather than distributing it across the business. For this to work, it has to be company-wide.

***What does the rise of AI and automation mean for diversity in the supply chain workforce?***

It's something the industry needs to take seriously. A lot of the conversation about attracting diverse talent into supply chain is focused on entry level – school programmes, university outreach, graduate schemes. But we are already seeing fewer entry-level roles, and offshoring is also reducing headcount, particularly in the UK. If those entry points begin to disappear, the question of how you build a diverse pipeline becomes much harder to answer.

Nobody knows yet what jobs AI will create. But we need to be thinking now about what future talent looks like, what transferable skills will be needed, and how DE&I applies across different levels and different types of roles. Supply chain could do so much more to market itself as a career at every stage of education. ☹

*“When a business focuses on diversity as a goal, they’re starting at the finish line. It feels like a box to tick or a target to reach.”*

Avery Morgan



# Building lasting change



Author: **GARETH HIND**  
Director of Colleague Experience & Internal Communications, First Bus.

**The latest Women in Transport Equity Index makes for uncomfortable reading – but for First Bus, it's a call to action. Here, Director of Colleague Experience and Internal Communications Gareth Hind shares the practical steps, big and small, that are starting to shift the dial.**

**W**hen the Women in Transport Equity Index 2025 was published last October, it marked an important moment for our industry. As the UK's leading benchmark for gender equity in the transport sector, it shines a light on the progress we've made, but more importantly, it challenges us all to go further and shows there is still much work to be done.

The 2025 Index reveals that disappointingly, gender equity in the UK transport sector is going backwards. Despite our sector's vital £268.5 billion contribution to the UK economy, progress on inclusion, pay equality and leadership pathways is regressing. The industry's overall diversity, equity and inclusion (DEI) score has dropped from 50% to 47%, with 59% of organisations still reporting a gender pay gap of 11% or more, and 65% now lacking any plan to address it. Paid parental leave remains limited, and women in leadership are still concentrated outside core transport roles.

However, the report finds some organisations, including First Bus, as well as the likes of the Campaign for Better Transport, are working to create meaningful change, showing this is possible when equity is embedded into culture and policy.

The 2025 Index highlights that we all have work to do. We all have to ensure initiatives aren't just about grabbing great headlines but make a real difference. That's why at First Bus, we've been deliberate in taking a different path. So how are we tackling gender inequality and what lessons can we share for the wider transport industry?

Firstly, and fundamentally, we've chosen to build firm foundations, to listen to colleagues, and to make changes, both big and small, that will last. And we're starting to get some real movement and momentum in this space which I'm very proud of. For me though, this isn't just about recognition, though it is genuinely humbling to see First Bus named as



***Being recognised by Women in Transport through the Equity Index is a privilege, but it's also a call to action, and that's for us, and for our sector.***

**Gareth Hind**



the trailblazer for bus and coach, but it's about continuing to put substance ahead of slogans in the journey towards equity, diversity, and inclusion.

Some of those changes are visible and symbolic. For example, at the end of last year, we redesigned our uniform. Designs were made with all colleagues in mind, seeking feedback from them to help create the new designs. Every detail is based on what our people told us they needed, and we really listened when it came to designs for our female workforce – these include menopause friendly fabrics, as well as redesigning the cut of uniform shirts and the direction of the buttons, so that the shirt opening faces away from the customer when a driver is sitting in their cab. This is more than just clothing. It's about comfort, confidence and making sure every driver feels good in what they wear. These are details that might sound small but are actually about dignity and representation in everyday working life.

Others, like our period positive workplace programme, go deeper: At First Bus, we talk a lot about creating a workplace where everyone feels respected and supported but sometimes it's the small, practical things that make the biggest difference. One example is making sure that free, sustainable period products are available in every female and accessible toilet across all our sites in the UK. It means no one has to feel caught out, embarrassed, or unsupported at work.

But what really excites me is that this initiative doesn't stop at our depot doors. We deliberately partnered with the social enterprise Hey Girls, meaning that for every product we buy, Hey Girls donates one to communities in need through their "buy one, donate one" approach. That means we're not only looking after our colleagues but also helping to tackle the wider issue of period poverty, which still affects far too many people across the UK. For me, this is what being a responsible employer is all about. It's not a tick-box exercise, it's about making sure our people feel valued in the everyday moments, while also using our scale to create a ripple effect of positive change in society. When we talk about equity and inclusion, these are the steps that move the dial.



We're also tackling the harder, systemic issues like flexible working. As we are all too aware, this is one of the biggest barriers to gender equality in our industry, and we're very open that it's not something that can be solved overnight. Union agreements, scheduling models, and operational realities make it complex. But through pilot schemes and open dialogue, we're starting to see positive change. We've had colleagues telling us that, for the first time, they've been able to take their children to school or be at home for bedtime. These are life-changing shifts and exactly why it's worth persevering through the difficult stuff.

Our approach has always been about inclusion first, then diversity. We've made simple changes like ensuring our marketing and recruitment features far more female colleagues and shows the variety of roles in our business. This representation matters because it shows women that there are others like them in our business, but it cannot be like a shop window that hides a lack of substance once you step inside. If women enter a workplace that looks diverse but feels unwelcoming or unbalanced, they won't stay. That's why we've invested in initiatives like reverse mentoring, positive allyship, and our Balance Inclusion Network, chaired by Gary Hitchmough, a male executive board member, alongside females and allies, because men must be part of the solution if we want to shift the balance of power.

It's also why representation at the top matters. At First Bus, we're proud that women can look up the leadership spine of the business and see people like them, from local managers, right through to our Managing Director, Janette, and the Chair of First Group, Lena Wilson OBE. In the Index, our rising representation of women in operational and senior roles was highlighted. This isn't tokenism; it's a

visible sign of a deeper shift that says to every colleague: you belong here, and you can lead here.

And it's not just internally, we're also working externally through partnerships and awareness initiatives. We've teamed up with Strut Safe, a volunteer-run phone service that offers reassurance and support to anyone walking or traveling home alone, helping people feel safer and more connected when they need it most. To amplify the reach of this vital service, we're promoting Strut Safe across more than 2,200 buses nationwide and contributing funding to extend its operating hours, ensuring more people can access support during late evenings and weekends.

Alongside this, we are proud to be White Ribbon accredited, a recognition of our ongoing commitment to end violence against women and girls. Through this accreditation, we're actively training our colleagues to recognise and challenge harmful behaviours, raising awareness among customers and communities, and embedding a culture of respect, accountability, and allyship throughout our workforce. Both these partnerships reflect our wider dedication to creating safer journeys and supporting positive social change, both on and beyond our buses.

Ultimately, the steps we're taking are about balance and equity, because a balanced business is a better business. It's about the tiny noticeable things, as much as the big strategic shifts, that add up to a culture where everyone feels valued and included. And it's about substance, resisting the temptation of short-term headlines in favour of real, sustained change.

Being recognised by Women in Transport through the Equity Index is a privilege, but it's also a call to action, and that's for us, and for our sector. We've made progress, yes. But the journey towards true equity is far from over. At First Bus, we're determined to keep going, steadily, purposefully, and with the people who matter most – our colleagues – at the heart of every decision we make.

A version of this article first appeared in *Passenger Transport Magazine*.

100  
*Years*



The Chartered  
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and Transport

1926



100  
*Years*



2026

**OF RAISING THE BAR**  

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**LED BY PEOPLE LIKE YOU**

**Every career has a moment that stays with you. The qualification that made you believe in yourself. The letters after your name that showed the world what you're made of. The community that finally got what you do and why it matters.**

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# Access for all?

**i** Author: **LUKE HADDINGTON**  
Senior Consultant, Steer

## Luke Haddington examines why accessible EV charging design is not just a matter of compliance, but a fundamental condition of an equitable transport transition.

**A**s electric vehicle (EV) adoption grows, and we head towards the 2035 UK Zero-Emission Vehicle (ZEV) mandate, charging infrastructure is becoming a critical interface between people and the transport system.

Whilst the PAS1899 standards set out best practise for charge point design, many of the UKs charge points fail to meet the requirements and they are applied inconsistently.

Accessibility starts long before the user arrives at the charger. It begins with planning which charger to use, arriving, parking, connecting, paying, waiting and leaving. If charge points are designed and deployed without considering the full range of users and the whole experience, there is a real risk of excluding some group from the benefits of electrification, or even from car use all together.

For many disabled people, a car can be their only point of independence when travelling. Designability estimates that by 2035 1.35 million disabled drivers or passengers in the UK will be partially or fully reliant on public charging infrastructure.<sup>1</sup> However, a lack of confidence in the accessibility of charge points can be a barrier to making a journey. Barriers can be physical, including heavy charging cables, screens that are hard to reach and view, bays that are too small for mobility aids or kerbs blocking access to the charge point. They can be informational, including a lack of information available about the device online or instructions on how to use the device and payment systems. The wider environment can be considered too, such as whether there is ample lighting and security, sufficient signage to locate the device, or if amenities such as publicly accessible toilets are nearby.

Whilst these issues may be most visible to those with physical access needs, the impacts of inclusive design are further reaching. Older people or

people with temporary injuries can benefit from equipment that is easier to handle. People travelling with children or with caring duties can use the additional space around the bay. Neurodiverse people or those without English as a first language could benefit from clearer instructions and information provision. A well lit or sheltered charge point benefits those who may feel unsafe using a device in low light and makes it easier to find.

The good news is that many of these problems can be easily resolved by considering accessibility when planning charge points. Here are some practical approaches that can help improve accessibility throughout the user experience.

Embed accessibility at the design stage, not retrospectively. It's more expensive to fix, move or adapt an inaccessible charge point than to consider accessibility from the start. Applying PAS 1899 standards from the outset avoids costly remediation work later, which is often less accessible. It's also easier to design accessibility if you've chosen suitable locations, considering all the necessary space and safety needs from the outset.

Make accessible features explicit in procurement and delivery. A clear ask for accessibility at the procurement stage ensures good intentions turn into results. Procurement should be clear about the requirements of the equipment and installation for manufacturers and delivery partners, along with accountability for who is responsible in making sure standards are met.

Improve information, signage and instructions. If users can't find a charge point or can't understand how to operate it, they can't use it. Clear location directions (especially when located off street) should be available, along with clear guidance at the charge point itself. This issue can be one of the easiest to resolve retrospectively.

Improve data transparency so users can plan confidently. One of the biggest blockers experienced by those with additional access needs is the availability of up-to-date information. This includes the type of connection, how to pay, and whether the bay and charge point meet accessibility standards. Even with best intentions, not every location will be accessible for everybody. Making data easily accessible ensures users can make their own decisions about where and when it's possible for them to charge.

Audit, monitor and adapt over time. Accessibility can change over time through faded signs and lines, changes to the surrounding environment or broken equipment. Chargers should be treated as an ongoing project, not just a one-off install. If information on accessibility is recorded and kept from the point of install, it becomes easier to monitor charge points and identify where and when they may need updating. Authorities should consider regular audits of their charge points or ensure that user maintenance reports are fed back from the operator.

Match infrastructure to context, not convenience. Whilst it may be easier, cheaper and quicker in the short term to roll out a program of chargers, the consequence of poorly considered planning is long lasting.

Accessibility should be treated as a core part of the planning process, not a nice-to-have. As the EV transition gathers pace it is more important than ever to ensure that charge points work for everybody. ✕

### REFERENCE

1. [www.designability.org.uk/assistive-solutions/accessible-ev-charging/](http://www.designability.org.uk/assistive-solutions/accessible-ev-charging/)

# Running on pride

## Focus catches up with Joe Brown, Strategic Delivery & Change Manager at Transport for London and founder of LGBTQ+ not-for-profit Journey, to hear about how important it is to have support networks connecting the UK's transport industry's minority groups.

**A**ugust 2025 brought the Greatest Gathering to Derby – an event marking the 200th anniversary of the Stockton & Darlington Railway by bringing together hundreds of locomotives from across history. Among the celebrations was something the transport industry had never seen before: a Pride parade on a train.

The idea came from Ben Goodwin, Alstom's communications director, who turned to the team behind Journey, the not-for-profit organisation linking together LGBTQ+ professionals working in the UK's transport industry, to help find performers. "We ended up with three queens," Journey's founder Joe Brown recalls. "Two of them work on the Underground, and the partner of one of our other members is also a performer. It came together through the network, which felt right."

The parade ran through TfL's Elizabeth line train, and soon took on its own energy as more people got involved in the celebration. "As we were walking around, more and more people started joining us," Joe says. "There were queer people there who spotted something happening and came along. It was like the Pied Piper, very joyful."

### When the comments came

Casting a shadow on the joyful day however, was the online response. Joe says at first there were warm, supportive messages on the social media content from people who had been there, but a wave of abuse soon took form.

"The inevitable social media wave of homophobic and transphobic backlash followed," Joe says. "The extreme reaction was chillingly reminiscent of harmful narratives from the 1980s. This type of backlash reminds us of exactly why our visibility in the industry is so important."

Some of the most hostile comments came from people working within the industry itself. Joe points to how allyship from those not in the queer community remains incredibly important at times like this. "We need

the support of our allies now more than ever," Joe emphasises.

He's clear that the backlash has not deterred him. "That kind of thing spurs me on," he says. "If we lived in a truly inclusive world, we probably wouldn't need employee resource groups. As long as we do, moments like that remind me exactly why we're needed."

He is also clear about what the abuse reflects. "Hate-filled voices are emboldened right now. Discourse that would have been off-limits ten years ago is now considered fair game. And it's directed at multiple groups – religious, people of colour, women. We've got far more in common than what divides us."

### Recognition in Manchester

In February, Journey travelled to Manchester for the Rail Business Awards, where Alstom had nominated them in the Diversity and Inclusion category. They ended up winning the award, something Joe says carried real weight.



*The reality is that for a lot of people working in transport – whether that's because of their sexuality, their gender identity, their race, or something else entirely – finding your community isn't always straightforward. That's what Journey is here for.*

Joe Brown



Credit: Luke Agbaimoni

## Keeping transport communities stronger together

Journey has spent the past year conducting the transport sector's first comprehensive survey of LGBTQ+ workers' experiences – a project Joe hopes will give member networks the evidence they need to push for meaningful change within their organisations.

"Transport has some very specific things it can do better, like inclusive uniforms, non-gendered welfare facilities, pronoun options on name badges," Joe explains. "These aren't big asks, but they make a real difference to whether someone feels they can be themselves at work."

He says community is strength. "That's what I keep coming back to. You can create something meaningful with just an idea, some passion, and people who care enough to show up."

Read the full report: [journey.lgbt](https://journey.lgbt)



### REFERENCE

1. [www.designability.org.uk/assistive-solutions/accessible-ev-charging/](https://www.designability.org.uk/assistive-solutions/accessible-ev-charging/)

"It felt like Journey had arrived," Joe says. "We're entirely voluntary, completely not-for-profit. There's no income, it's just goodwill and hard work from a handful of people who care. To be recognised at a national level from what started as an idea and a conversation felt really good."

## One community, many identities

The events of the past year have sharpened Journey's view on where energy needs to go. The network has deepened its ties with sibling Black and Asian networks, recognising that the forces pushing back on LGBTQ+ rights are frequently the same forces targeting other communities.

"There's real power in working together," Joe says. "Employee resource groups have historically been quite siloed – the women's group, the racial minority groups, the LGBTQ+ groups. You need safe spaces for people, but when there's a common opposition looking to chip away at everyone's rights, there's so much more strength in standing alongside each other."

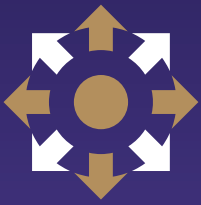
Coming out as a gay man in the 1990s, Joe remembers a time when the categories felt rigid. "You were a lesbian, or you were gay, or you were straight – that was it," he says. "Now people are much more at peace with just being themselves. We all have skin in every game. We all have a gender, a race, an age, and many of

us have disabilities. To define yourself by one thing and nothing else just doesn't reflect how people actually live."

He says the transport industry has made progress, but he wants to see more.

"The reality is that for a lot of people working in transport – whether that's because of their sexuality, their gender identity, their race, or something else entirely – finding your community isn't always straightforward. That's what Journey is here for."





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# Finding the right fit



**Seven in ten women in operational roles across UK industry have been forced to use ill-fitting workwear, and nearly a quarter say it has made them feel unsafe. As logistics and transport works to attract and retain a more diverse workforce, Founder of Venus Workwear Fae Gordon is working to improve workwear quality and design for women. *Focus* finds out more.**

**A**ccording to a 2026 GMB Union survey, 70% of women in operational roles have been forced to use workwear that does not fit them properly. Fifty-eight per cent say they feel uncomfortable in their clothing on the job, and 24% have felt unsafe as a result. At a time when the face of logistics is shifting – according to the ONS Annual Population Survey 2021-2025 the number of women working as road transport drivers has increased by 322% in the past four years, and those working as directors in logistics, warehousing and transport has grown by 36% – there is still a large barrier to inclusion for women in the logistics workforce.

### **One size fits none**

Founder of the UK's first PPE and workwear brand built exclusively for women, Fae Gordon has been aware of this issue for over a decade. Fae's career started out in food manufacturing as a graduate. From her very first day on the shop floor, the workwear situation for her and her female workmates was comically mismatched.

"I was handed this huge high-vis vest to wear, and I was just totally drowned in the clothes," Fae recalls. "At the time, as a 20-year-old, it was kind of laughable – a novelty, a bit like a clown outfit. We all messed around and took pictures." What began as a joke became, gradually, just the way things were. "You just

accept that this is how you look for work every day. That's just how it is." As Fae progressed through her career – moving across manufacturing, logistics and warehousing – the problem remained.

The moment it stopped being something she could shrug off came as she moved into more senior roles. "I would come to work feeling quite good about myself and then when it was time to go down on the shop floor, I would put on these awful, oversized safety boots – boots that were not only too big and a risk in themselves, but that looked awful and didn't make me feel confident. I'd wear this huge high-vis vest, as someone new to leadership, it instantly drained my confidence. You're sat in a meeting with senior managers in this really ill-fitting PPE and it just doesn't feel good."

The lightbulb moment came around two years ago, walking the shop floor with a female colleague. "We were having that same conversation about the issue that I probably had with someone every day, and it just clicked," Fae recalls. "I thought, I have this conversation every single day. I've waited long enough for the big players to do something and it hasn't happened. So why isn't that someone me?"

### **Engineered for women**

Building Venus Workwear from the ground up, while working full-time, Fae says she was always confident



about the need for her product, but that she didn't realise the scale of demand in the industry. One of the most revealing moments came at a trade show, when she approached PPE manufacturers to ask whether they produced women's sizing. "Every single manufacturer I asked looked at me as if I had ten heads. That was almost my second lightbulb moment, because so much of what's sold as women's workwear in the UK is just a men's product with a different size tag on it."

The response when she launched Venus Workwear on LinkedIn confirmed the scale of the problem. Within a week, a single post on LinkedIn had reached more than 200,000 people. Women from across logistics, warehousing, construction, fire and rail shared their own experiences of ill-fitting PPE. Safety managers wrote in to say they had been trying to source properly fitted women's kit and hitting dead ends. "It was bittersweet," Fae says. "It really reassured me that I'm doing the right thing. But it also highlighted how big this issue actually is. How have we



*I would come to work feeling quite good about myself and then when it was time to go down on the shop floor, I would put on these awful, oversized safety boots.*

Fae Gordon



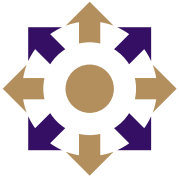
got to the point where it's just me, on my own and trying a new business, trying to give women in logistics the answer?"

**Designing workwear for both safety and comfort**

There are, Fae acknowledges, other barriers in place for women in industries that have historically been male-dominated, and ill-fitting PPE adds to them. She's certain that safety and comfort are not separate conversations when looking at the wider problem. "It's just one more thing to make women feel like they don't belong," she says. "Ask a man to wear women's clothing all day for work – is he going to feel confident? Is he going to bring the energy he needs into the room, into the team he's leading? Safety and comfort should not be in conflict."

In five years, Fae wants Venus Workwear to be the go-to supplier of women's PPE and workwear across as many industries as possible. "I want to give women the opportunity to be safe at work, comfortable at work, and feel confident."





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# Powered mobility devices



Authors: **GERARD BUTLER** and **OYADARA OYINDAMOLA**  
Accessibility and Inclusion Forum, CILT(UK)

## CILT's Accessibility and Inclusion Forum provide their review of the latest DfT consultation.

The Department for Transport (DfT) recently closed their consultation on updating the law related to powered mobility devices, which is a combined term for powered wheelchairs and mobility scooters. There are currently three classes of wheelchair and mobility scooter used by the DfT: Class 1 refers to unpowered wheelchairs, Class 2 is a powered wheelchair or mobility scooter designed for pavement use, whilst Class 3 refers to similar devices, but with suitability for road use. The CILT's Accessibility and Inclusion Forum submitted a response, and we outline the main issues below.

### Scope

The main focuses of the intended review of the outdated Great Britain legislation, dating from 1970 and 1988, are the replacement of the term 'invalid carriage' with 'mobility device' (a change we support), changes to the permitted users (and their minimum age), weight and speed, and potential carriage of passengers. This leads into the four prime DfT objectives: allowing people who need a mobility device to use it, allowing greater choice of devices for disabled people, protecting other users' perception of safety, and protecting people's actual safety. Whilst the Forum supports these objectives, we seek further clarification of how the latter two are actively measured in practice, recommending an evidence-based approach using clear metrics, not just the anecdotal.

### Cycle lanes

In terms of use of mobility devices, the Forum believes that all categories (with the exception of Class 1 device use on the road) should be permitted on both on and off road cycle lanes to aid segregation from general pedestrians and increase safety for

users of mobility devices. The potential impact on cyclists should be balanced with the fact that cycling for non-disabled users is optional, unlike mobility devices, which will often be essential to the daily lives of users.

### Weight, modifications and speed

We would like to see an assessment of the specific benefits, measurements and risks beyond users themselves of an increase in the maximum allowed weight limit. Heavier devices may increase stopping distances, collision severity, and infrastructure wear, potentially impacting not only users but also pedestrians and public spaces. Clarification is needed on what constitutes essential additions and decision-making authority, as without clear governance, there is a risk of inconsistent implementation and standards across manufacturers and users.

The present speed limits of devices are 4 miles per hour in pedestrian areas and 8 miles per hour for permitted road use. Any benefits of an increase would be marginal given average journey length compared to potential safety risks. Higher speeds may create conflicts with pedestrians and other road users. Comparing current speed limits with average cycling speeds suggest existing limits are proportionate.

If an increase in speed limit did occur, then the Forum believes that training should be offered to users at the point of purchase, or elsewhere in the case of private sales, although not mandated. Ensuring users understand safe operation, rules of use, and risks will significantly reduce accidents, and the inclusion of retailers in this responsibility ensures consistent and early education.

### Age at which use is permitted

As mobility devices may be needed at any age, as per the first objective of the review, this needs to be carefully balanced. There are no age restrictions on Class 1 and 2 use at present, however, there is a minimum age of 14 for use of Class 3 devices, which we believe is appropriate for both this and on-road use of any Class 2 and 3 device.

### Carriage of other passengers

It is essential, from an inclusion perspective, that additional passengers are allowed on mobility devices, providing they have a secured seat. This is especially crucial if young children are being carried by care-givers.

### Classifying other devices

The consultation asks whether pedal cycles, e-bikes and e-scooters should be classified as powered mobility devices. Our Forum certainly agrees that wheelchairs with power add-on and/or hand cycle attachments should be treated the same as Class 3 devices, providing these deliver consistent standards and outputs which can be measured and enforced. The classification of the other forms of mobility is far less compelling, given the widespread illegal use of e-scooters and pedal cycles on pavements. Accordingly, the document raises concerns about an 'accepted norm' of misuse of these devices by non-disabled people, but without meaningful and consistent enforcement, this is something of a moot point, and indeed worsens perceptions of safety, and safety itself in shared spaces.

### Conclusion

We support a balanced and evidence-based approach that prioritises safety, inclusivity, and clarity, while ensuring regulations remain practical and enforceable across all user groups.

# The inner critic

Even the most capable professionals in logistics and transport carry something into their working day that doesn't appear on any KPI dashboard – an inner critic that quietly shapes decisions, confidence, and career progression.



Author: **DANIELLE DAKIN**  
Logistics Strategist and Career Coach



**A**s the industry moves through the first half of the year (H1), many organisations are already deep into annual targets while also looking ahead to what the second half (H2) of the year will demand. It's a natural point to pause and ask: How are we tracking, and what needs to shift next?

In logistics and transport, the goals are usually clear: improve order accuracy, reduce cost per order, increase space utilisation, improve speed and maintain safety all under pressure.

Alongside these operational expectations, many professionals carry something less visible into the year — an inner critic that grows louder as targets are set and H2 planning gets underway.

This internal voice can often surface when performance conversations begin, when new responsibilities appear, or when the next quarter's targets look ambitious. It questions whether you're leading effectively, keeping pace with change, or ready for the challenges ahead.

For warehouse supervisors, transport planners, shift leaders, and operations managers, this inner dialogue can influence how confidently they make decisions, communicate with teams, and respond to pressure.

As workloads peak and targets tighten heading into H2, this is exactly where intention setting becomes so valuable. With annual performance discussions already completed and H2 expectations coming into view, intentions help people anchor themselves in clarity rather than self doubt. They create the mental conditions needed to meet operational goals without being derailed by the internal pressures that often rise at this time of year.

### The human side of performance planning

In operations, targets matter; throughput, pick accuracy, space utilisation, safety KPIs, delivery performance. But when personal or leadership goals are set with the same rigidity, challenges can emerge.

Traditional 'resolutions' or fixed expectations assume predictable conditions — something logistics rarely provides. Supply chain fluctuations, labour availability, and changing customer demands, mean plans often need to change quickly.

And when they do, often the inner critic steps in:

- I should be handling this better
- Others seem more confident than me
- Maybe I'm not ready for this level

Intentions offer a more realistic and effective alternative.

They provide direction without demanding perfection. They create room to adapt, learn, and stay resilient — essential qualities in warehouses, transport operations, and supply chain leadership.

Examples include:

- I intend to lead with clarity, not self doubt
- I intend to acknowledge my strengths instead of minimising them
- I intend to respond to challenges with curiosity rather than criticism

These intentions are not soft or abstract. They are strategic. They support the mindset needed to meet operational demands while maintaining consistency, calm, and confidence.

### How the inner critic shows up in logistics and transport

Although logistics rewards decisiveness and problem solving, many highly capable professionals still experience self doubt, often as a form of imposter syndrome — especially in periods of transition such as:

- Moving into supervisory or team leader roles
- Taking on larger operational responsibilities
- Leading improvement or automation projects
- Stepping into high visibility leadership opportunities



The inner critic appears in subtle but impactful ways:

- Over preparing for routine meetings
- Holding back ideas during continuous improvement discussions
- Assuming achievements were 'just luck'
- Avoiding opportunities you are fully ready for

Over time, this internal pressure doesn't just affect confidence – it shapes decisions, energy levels, interactions with colleagues, and career progression.

### Recognising the voice behind the doubt

A major step toward managing the inner critic is simply recognising when it's speaking.

It may show up as perfectionism, reluctance to delegate, fear of making mistakes, or the belief that you must handle everything personally. These patterns are learned responses to

responsibility and expectation – not personal flaws.

When you notice thoughts like 'I'm not ready,' 'This isn't good enough,' or 'Someone else could do this better' you create a pause. And in that pause, you regain choice.

That awareness is the foundation for change.

### Turning awareness into confident action

The goal isn't to eliminate the inner critic entirely – it's to shift how you respond to it.

Practical approaches include:

- Tracking achievements to challenge negative assumptions
- Reflecting on your operational impact, not just your workload
- Seeking balanced feedback from trusted colleagues
- Reconnecting with the purpose behind your role
- Choosing self trust during moments of uncertainty

These habits strengthen leadership presence, improve communication, and support psychologically safer teams – all of which directly contribute to operational success.

### A different kind of H2 commitment

As H1 closes and H2 begins, perhaps the most valuable commitment is not simply to meet performance targets, but to examine the internal narratives that influence how you pursue them.

Operational success depends on strong systems, efficient processes, and strategic planning. But it also depends on people – people who trust themselves, feel capable in their roles, and step confidently into new challenges.

If these themes resonate, they're explored further in my book *Silence the Imposter*, which provides practical tools for navigating self doubt in high pressure environments.

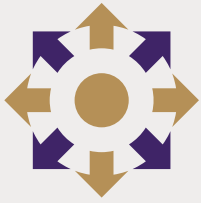
This year may your intentions support not just what you deliver, but how you experience delivering it.



*A major step toward managing the inner critic is simply recognising when it's speaking.*

Danielle Dakin





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# In the room for a reason



*Networking is a huge part of how decisions get made in this industry.*

Sara Duncan

## Sara Duncan, Head of Transport and Distribution at William Grant & Sons, has spent two decades building a career in logistics. Ahead of her appearance at a CILT(UK) webinar on diversity and belonging, she speaks candidly about exclusion, allyship, and why women in logistics need to stop waiting for permission to be heard.

**S**ara's route into logistics started out in music retail, where she found herself becoming more involved with the goods coming in and out of the store than the shop floor. "I was always at the front of the group in the warehouse, asking all the questions, while everyone else was just looking at this big shiny space," Sara says.

That curiosity led her into category management, travelling across Scotland to check inventory and feed market intelligence back into the business, and eventually into a secondment that changed her career's trajectory. When her employer needed someone to manage the relocation of a warehouse from Dartford to Port of Tyne, Sara stepped into the logistics manager role, and never looked back. "All these years later, I'm still in logistics," she says. "I still get excited when I go into shops. The industry never stands still – there's always something shifting, a new challenge, a new relationship to build."

### Industry culture over the years

When Sara moved into warehousing and distribution, the culture of the industry at the time made itself known quickly. "It wasn't something you started to notice gradually, it was in your face," she says. The environment ran on nicknames and banter, conversations about football and weekends, and a kind of easy familiarity that she was never quite included in. She says there would



often be social arrangements like golf that she was left out of, but that ended up being important for business development and professional connections.

"You were kept out of the networking side of it," she says. "Networking is a huge part of how decisions get made in this industry." She recalls being told after one industry event that something had been decided in her absence – something she strongly disagreed with and should have been part of. "I knew I should have been in that process," she says.

That was over fifteen years ago. Things have changed, but Sara is careful not to overstate how much. "It's much more subtle now," she says. She has watched senior women in the industry organise their own networking events, and while she understands the intention, she says she wants to see less of a divide in the people who are leading initiatives and driving change.

At senior level, Sara is often still the only woman in the room. "It happens regularly enough that you stop being surprised by it," she says. "You just focus on making sure you're heard while you're there."

### Mentorship drives forward progress

Sara's experience of male mentorship has reinforced her belief that there are a lot of good male allies out there in the industry. An early manager would engage practically with challenges she was facing, rather than ignoring or tiptoeing around them. "He'd ask what the problem was, what I was proposing, and what I needed from him," she says. "If I had a breakdown in communication with someone, he'd back me. But he'd also be straight with me and say: this isn't going away, so you need the tools to handle it." It was the kind of mentorship that built something lasting, and she says they are still in touch.

"It's not an 'us versus them' situation," Sara continues. "Some people don't appreciate how they're behaving because it has never been addressed. That doesn't mean they can't change."

### Using your voice

Sara will be speaking at an upcoming CILT webinar on diversity and belonging, and her message is consistent with what she has carried throughout her career. "Back yourself," she says. "You're in the room because you're supposed to be there, so speak."

Sara says you can often identify a trickle-down impact when women haven't been in the room where big decisions are made. She points to HGV driver facilities as an example: the lack of adequate changing rooms, showers, and safe spaces for women on the road. "If you don't have women at a senior level talking about that infrastructure, it's not going to happen."

Having watched the industry change through the past few decades, Sara says she has no interest in visibility as an end point. "Being in the room doesn't mean your opinion counts," she says. "I still have to prove my knowledge. That's what needs to change."



# At WSP, we are 10!

**WSP's LGBTQ+ employee network, Visibility in the Built Environment (VIBE) turns 10 this year, marked by a party in our Chancery Lane, London, office 1 July.**

**V**IBE was the first of our Employee Resource Groups, and we continue proud to champion belonging across our 11,700 employees in the UK & Ireland plus members in India, Canada and Europe. The group is open to all colleagues, and sponsors speakers and community meetups, with recent group hikes, a talk on disability inclusion, and rain-or-shine attendance at Prides planned this year.

Shadie Chahine, Associate Director and VIBE co-chair and co-founder, describes what VIBE means for his development: "I have learned so much through VIBE, about inclusion being the active responsibility of a leader, about welcoming difference, and about my own authenticity."

VIBE members stay connected through a Teams channel – open to allies and to co-professionals outside WSP - and a fortnightly drop-in call, providing regular space to share experiences and meet new people. We have found it makes a difference, inside and outside the organisation.

Sarah Fish, CMILT, Technical Director based in Cambridge, talks about the role of employee networks in the quality of the work we produce: "Being part of the VIBE network has genuinely mattered to me, giving me a sense of connection, belonging and

reassurance that I can show up as myself at work in an organisation that values openness, authenticity and mutual respect. Working with the VIBE network has also allowed us to apply lived experiences of the LGBTQ+ community to our Inclusive Design projects."

Over the years, we have seen change and celebration, and this feels like a good time to notice that we are a different industry than we were:

- **We have matured around inclusion. VIBE started the trend at WSP, showing the value of employee resource groups to bring out talents and insights**
- **We didn't have a national lead for Inclusion & Belonging when VIBE started, and now there is a Head of I&B, plus an I&B committee of senior leaders throughout the business**
- **Our policies have changed. VIBE members wrote some of those policies, including on Trans inclusion, which was adopted in the UK & Ireland and is under consideration in other regions**
- **WSP hosted the launch of InterEngineering and supported Building Equality and other wider networks**
- **In 2024 we entered Stonewall's Top 100 employers**

Perhaps most important is the change we don't always evidence: everyone wants to work where they are appreciated for who they are, and we want our transport and public spaces designed by people who appreciate the full experience of the population. We are most pleased by the early career professionals who chose to apply because they saw us at Pride and felt their whole selves would be welcome and supported.

Our LGBTQIA+ colleagues may not make up the majority of our workforce, but they are part of many people's wider experience, whether through a family member, friend or colleague, and active allyship is a cornerstone of VIBE.

Mark Valentine, Strategic Growth Director in Wrexham, describes the way VIBE has helped his approach: "As an Ally of the WSP VIBE network over the last few years, I have greatly enjoyed the way it has opened my eyes and deepened my understanding of everyone's different perspectives, and helped inform and correct the assumptions that people may sometimes make. In our VIBE conversations I have regularly stated how 'I never thought about it like that' and in that way it has been a truly collaborative learning and understanding experience."

Onward to the next 10!



Author: **ELIZABETH BARNER CMILT**  
Senior Transport Planner, WSP



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# Brexit impact

**Ten years after the Brexit referendum, the UK's freight and logistics sector is still feeling the effects of a seismic political decision. In this special feature, Jolyon Drury FCILT traces CILT(UK)'s role in shaping the industry's response – and asks what remains to be done.**



**Author: JOLYON DRURY FCILT**



**T**he UK benefits from a highly professional and dedicated transport industry. But it has suffered from being marginalised as a result of its own efficiency: whenever there is a major issue, be it war, weather, pestilence or political interference the industry just shrugs it off and continues to perform. Our industry was the essential link to the UK's global mercantilist empire-building policy in a World where 'logistics' was a military term, and there was only the timely supply of raw materials to manufacturers, stock holding to balance supply and demand and finally delivery to customers at home and abroad. In essence it still is.

Some members will still remember certain pioneering road transport fleets running under the TIR convention setting off with cabs full of satchels of customs carnets, one for each border crossing, delivering construction materials, food and clothing to the new military bases and civil engineering projects throughout the Middle East during the 1970s, often three week round trips over poor roads with delays at every border in each direction only mitigated by fleet-footed freight forwarders and customs agents. So we all worked hard to join the EEC Customs Union in 1972 which progressively freed up freight movement throughout the Common 

Market (later the European Union) heralding just-in-time international deliveries to highly controlled and visible globalised multinational supply chains, with predictability minimising stock holding in turn reducing cost across the board.

## The surprise referendum result

It was then with some surprise when the Referendum of 23 June 2016 supported the UK leaving the EU on the basis of re-establishing UK sovereignty, be it by a comparatively small majority: 52-48% – a margin of only 3.8%.

On 3rd September that year the Institute led by CEO Kevin Richardson responded to our DfT client's question of what did Brexit mean for our industry with an internal round table comprising PPC members representing each of the modal and function strands: in particular cross border customs, passenger and freight mobility. The key question being 'What do our members need to know and implement?' The Freight and Logistics Policy Group were tasked with researching the outcome to progress an advisory program. It was clear that the thirty plus government agencies involved in foreign shipments had to work

together. On December 5 2016 the Institute released 'Freight, logistics and supply chain priorities for EU exit negotiations: recommendations to Government' followed in January 2017 by a manifesto 'Towards a multi-agency platform for freight transport oversight in the UK' targeting DfT which got the attention and support of the head of data policy at DfT.

## CILT(UK) hosted multi-agency round table meetings

Throughout 2017 and 2018 CILT(UK) took the lead with a series of cross-industry and government agency round table meetings: CILT stressed the key objectives of maintaining the free movement of goods in all transport modes whilst compliant with EU cross-border regulation with the minimum cost and disruption to UK industry. All were under Chatham House rules and minuted as a record for contributing parties. The round table meetings evolved into the high level Treasury and Cabinet Office backed Border Development Group whose Chair spoke at the CILT Conference in 2018: the FLPG meeting that November summarised progress: in particular the still current chilled chain position with DEFRA appointing Chris Sturman as food



supply chain resilience advisor and Susan Morley appointed onto the JCCC a key HMRC committee monitoring cross-border customs processes. The Institute also contributed to UK Transport in Europe (UKTiE) conferences in Brussels, a useful link with the EU Commission and DGMove to bridge the UK/EU transport operations and policy development agendas, still continuing with the UK/EU reset strategy.

## The result of party political indecision

By 2019 the evolving politics threatened a 'No Deal' following the January intervention by the French negotiator: the 'cake and eat it' era. CILT(UK) again led by organising on behalf of DfT an EU exit road haulage round table in June, resulting in DfT



*The surprise  
referendum result  
with a margin  
of only*

**3.8%**

'pop up centres' located at the key motorway service areas to provide hauliers with up to the minute assistance in cross-border documentation. The denouement that year was a Border Development Group conference at the Institute of Directors in September where the Chancellor of the Duchy of Lancaster (leader of the Cabinet Office) accused freight industry participants of dragging their feet in implementing Brexit.

The UK formally left the EU on 31 January 2020 trailing the Free Trade Agreement (FTA) whose derogations were never progressed. The opportunity for the CILT(UK) team was incorporation into the Cabinet Office Cross Government Border Delivery Group led by Heather Jones who founded the Border Industry Facilitation Committee (BIFCOM) which worked tirelessly under the

political radar throughout 2020 to 2022 directly at shop floor level with UK's partners at port operations, port health and customs on the mainland to reduce Roll-on, Roll-off truck delays. Throughout this period CILT attended these meetings, reporting to Members through Focus Policy Notes.

The Covid19 pandemic over 2021-22 complicated deep sea services; particularly the China, Australasian and African trade where containers were traditionally transhipped at EU terminals, clearing port health and customs before progressing by RoRo to UK ports with pre-accepted documentation. UK ports such as London Gateway, Felixstowe and Southampton benefitted but were politically forced to invest in Border Control Posts (BCPs). Compliant documentation and skilled freight forwarders ensured their redundancy.

CILT(UK) continued to be represented on the Cabinet Office Border Readiness Group, on working parties for the Border 25 program which included a variety of initiatives such as The Single Trade Window, Electronic Travel Authorisation, the Ecosystem of Trust and most importantly the drafting of the Border Target Operating Model (BTOM) which is still the basis of cross border freight compliance although under review by DEFRA to be in line with UK/EU evolving SPS policy.

The Windsor Framework of February 2023 set out to amend the Northern Ireland Protocol to ease trading and political friction by splitting import traffic flows into a green lane for goods staying in NI and a red lane for loads transiting to the Republic of Ireland (RI). The EU as part of their 'cake and eat it' insecurity insisted in





**2-5%**  
*of daily HGV  
flow relies on  
robust reliability  
of service*

packaging spelling out 'Not for sale in the EU', an expensive complication for both UK and EU trade especially for the RoRo sector including the Irish Landbridge, where RI haulers particularly the fresh and chilled market opt to save two days transit from the Mainland by crossing by the Short Straits route rather than the 'direct' ferry services. The team updates developments by the Bulletin.

We contributed to the evolution of SPS and phytosanitary perishable cross border regulation, advising on the target of 5% physical examination. Just before the July 2024 General Election the Borders 25 program was heavily criticised by the National Audit Office which effectively resulted in the program being shut down by the new administration and the reorganisation of our client agencies. The Single Trade Window program considered long overdue by trade as a global cost saving simplification through administrative alignment continues to be 'on hold'.

### **System changes within HMRC fundamentally altered the customs clearance environment**

Along with all the other projects the change of customs system from CHIEF to CDS albeit incremental, altered the customs clearance environment totally. Everyone had to be retrained, systems had to be altered and it fundamentally and permanently changed the environment for freight forwarders, customs brokers and import/exporters. The new environment has led to the need for greater detail, greater responsibility and higher scrutiny and fines! The airfreight and seafreight industries were less heavily and directly affected but the 'fast parcels' sector found the path to transition particularly hard with combination of Brexit and CDS. But Brexit had the benefit for everyone in creating one customs system for all: but this is being further eroded and fragmented by the evolving SPS and associated perishable product changes which are not without consequence.

### **CILT(UK) continues to monitor freight transport operations as a result of Brexit**

The volume of RoRo traffic on the Short Straits route accounts for about 60% of UK/EU trade, a continuous average demand between the Port of Dover and the Channel Tunnel of 6000 freight HGV RoRo movements each day in each direction, with seasonal peaks driving the numbers up to by 25%: virtually all movements on this key route are driver-accompanied, of which approaching 90% are EU origin drivers unlikely to be inconvenienced by the impending imposition of the EES (EU Entry/Exit System) 90/180 day Schengen rule. As a rough guide, one third is fresh food (40% of UK food imports of which three quarters serves supermarket chains) one third is work in progress (anything from automotive components to liquid egg for food manufacture) with the rest being parcels traffic, specialised cargo (indivisible heavy loads, equine and

live animal transport and 'gigs' through the entertainment industry). Although there is unaccompanied trailer competition from Tilbury and the East coast ports driver-accompanied services are preferred for flexibility of service.

A particular element of the Short Straits RoRo traffic is air cargo, highlighted in February's *Focus* special feature: road feeder services (RFS) resolve a particular air cargo transshipment market where sealed air cargo containers (ULDs) travel between UK/EU airport hubs in specially equipped trucks relieving busy point to point air passenger services subject to short turnaround: (80% of air cargo by volume travels in the holds of passenger aircraft). This is just in time high value perishable cargo which although only contributing between 2-5% of the daily HGV flow relies on robust reliability of service.

Irrespective of the politics, cross border freight compliance is still a key issue, monitored by the Institute team. SPS and phytosanitary regulation between UK/EU is continuously evolving, protecting the UK from disease, criminal activity and affording the Government an opportunity for the collection of revenue. DEFRA/APHA regularly issue 'Getting it right at the Border' notes which is available in the Bulletin. The Sevington Inland Border Facility (IBF) through Ashford Port Health in parallel with Dover Port Authority continue to confiscate quantities of imported illicit meat products. Cross-border crime continues unabated across all transport modes, not restricted to maritime RoRo traffic where there is evidence of increasing drive-through disobedience to avoid inspection although pre-notified: a function of reduced investment in the security services.

### Work in progress. Positive opportunities: not exhaustive

- Continuing to define and maintain 'Business as usual' for cross-border supply chain logistics across all deep sea and short sea modes of transport to minimise physical border examination towards frictionless supply chain management
- Supporting and commenting on opportunities from the UK/EU reset program: there is an opportunity for CILT(UK) to lead the proactive allied trade association group in reinstating the equivalent of the former BIFCOM UK/EU meetings on behalf of DfT and DEFRA to resolve operational impediments, maintain free flowing transport and reduce/eliminate crime
- Continue to press for multi-agency oversight by real time track and trace vehicle and driver identification across the key port feed road transport network to maintain national security and minimise supply chain delays from physical examination remote from the destination
- Proactively supporting gender inclusive driver welfare including a network of secure truck-stops at key locations including HGV fast charging in line with the EU network
- Promote within the UK/EU reset cross-border industry training and career opportunities to reinstate the multi-national logistics and transport community, a contributor to freight security
- Continuing to work with multi-agency and intermodal service providers to divert as much freight onto the rail network as is practicable, including real time track and trace cargo identification as is employed in the air cargo arena



# The UK-EU transport relationship



**After the Brexit referendum, one thing has become increasingly clear: geography still matters.**

**T**he European Union remains the UK's largest trading partner, and transport connectivity between the UK and Europe remains fundamental not only to trade, but also to investment, tourism, supply chains, energy resilience and economic growth.

Brexit changed the political relationship between the UK and the EU. It did not change the physical, economic or logistical realities which continue to bind us together.

Having spent ten years as a Member of the European Parliament's Transport Committee, and before that working in local government and transport, I have always believed that transport is ultimately about building connections - between countries, businesses, regions and people. That remains just as true today.

As the UK Government itself has increasingly acknowledged, restoring long-term economic growth will require stronger trade, investment and connectivity. In that context,



Author: **MARK WATTS FCILT**  
Director, LP Brussels and Chief Executive, UK Transport in Europe.



*The challenge today is how both sides can work more pragmatically together to reduce unnecessary friction.*

transport is not a peripheral issue – it is part of the economic foundations on which growth depends.

Investors also look for predictability, reliability and ease of movement. Economies which become harder to connect to risk becoming harder to invest in over time.

There is also growing recognition in both London and Brussels that the UK-EU relationship has now entered a more pragmatic phase, focused less on ideology and more on improving

practical cooperation where it delivers mutual economic benefit.

The challenge today is how both sides can work more pragmatically together to reduce unnecessary friction and support competitiveness, resilience and growth.

Without efficient transport links, predictable border systems and seamless passenger and freight connectivity, neither the UK nor the EU will fully realise their wider economic ambitions.

Encouragingly, there has already been progress in areas such as the UK's association to Horizon Europe, renewed agreement on Erasmus+, a commitment to pursuing a Sanitary and Phytosanitary (SPS) agreement, linking the UK and EU Emissions Trading Systems (ETS), and a wider dialogue on energy, climate and transport cooperation since the immediate post-Brexit period. While challenges clearly remain, the broader direction of travel has become more pragmatic and solution focused.





*Ten years after Brexit, perhaps the most useful lesson is this: while politics may create borders, prosperity still depends on bridges.*



Transport is often treated as a technical issue. In reality, it is economic infrastructure in its purest form. Without efficient movement of people and goods, broader growth ambitions become significantly harder to realise.

The UK and EU economies remain deeply interconnected. Manufacturers rely on integrated supply chains. Logistics operators depend on predictable border systems. Airlines, ports, rail operators and freight companies require regulatory stability and operational clarity to make long-term investment decisions.

The good news is that there are significant opportunities for practical cooperation and investment.



The UK and continental Europe are, of course, already connected through major transport infrastructure – from the Channel Tunnel and extensive port networks to some of the busiest aviation and logistics corridors in the world. The Channel Tunnel itself remains one of the great engineering and political achievements of modern Europe.

Yet there is also a growing sense that some of this connectivity still has significant untapped potential, particularly as competitiveness increasingly depends on efficient cross-border movement, interoperability and long-term investment.

The challenge therefore is not simply to build new infrastructure, but to make better use of the extraordinary assets which already exist.

Over the past year, there has been growing recognition in both London and Brussels that transport can become one of the most constructive and deliverable areas of UK-EU cooperation. In practice, that means focusing on the everyday issues which shape connectivity and competitiveness: border efficiency, rail and aviation links, digital interoperability and smoother freight movements.

The same principle increasingly applies to border management itself. Digital systems and smarter technology should create more seamless and efficient movement across borders while maintaining appropriate security and control. Too often, however, new systems are making cross-border movement feel more complex and fragmented than it needs to be. The challenge now is to ensure that innovation genuinely reduces friction rather than inadvertently adding to it.

Improving connectivity does not require revisiting the arguments of the past decade. It requires practical cooperation, realistic ambition and a shared focus on competitiveness and growth.

The debate around rail connectivity illustrates this clearly. One of the most striking observations in Enrico Letta's report on the future of the Single Market was that European high-speed rail networks have too often remained fragmented at national borders. He also highlighted the practical difficulty – and in some cases impossibility – of travelling efficiently by high-speed train between European capitals.

Although Letta's focus was naturally on the European Union itself, the wider point is equally relevant to UK-EU connectivity.

Europe's connectivity challenge is therefore not simply about infrastructure or speed. It is also about integration, interoperability and making cross-border mobility function more smoothly in practice.

At the same time, the global picture is changing fast. China, for example, has built more high-speed rail in around fifteen years than the rest of the world combined. Whatever view one takes of different political systems, it is a reminder that connectivity and

long-term infrastructure investment are increasingly being treated as strategic economic priorities globally.

Europe still has enormous strengths – world-class engineering, infrastructure and transport expertise. But if we are serious about competitiveness and growth, we also need to become better at connecting systems across borders and turning long-term ambitions into practical delivery.

As the world becomes more uncertain geopolitically and economically, countries and regions which remain well connected – physically, digitally and commercially – are more likely to attract investment and sustain growth.

The UK and EU therefore face a strategic choice. They can allow small layers of friction gradually to accumulate and normalise, or pursue a steady programme of practical improvements that reduce barriers, improve flows and support economic growth over time.

The second option is clearly preferable.

Importantly, this is no longer primarily a technical debate. The engineering solutions largely exist. The infrastructure largely exists. The expertise certainly exists.

The real question is whether connectivity and transport cooperation are treated as political and economic priorities at the highest levels on both sides of the Channel.

That is why organisations such as UKTiE are increasingly engaging not only with transport specialists, but also with political leaders, policymakers and industry across both the UK and Europe. In the years ahead, competitiveness will increasingly depend on whether countries and regions remain open, connected and capable of moving people and goods efficiently.

Ten years after Brexit, perhaps the most useful lesson is this: while politics may create borders, prosperity still depends on bridges.

The challenge now is to build them intelligently – and to make connectivity a genuine strategic priority for the decade ahead.



# The cost of leaving



Austin Birks has spent decades working at the heart of British transport and logistics. Here, he reflects on how European free movement once helped solve a crisis in UK bus operations – and why he believes Brexit has left the country weaker, more isolated, and struggling to fill the workforce gaps that EU citizens once helped bridge.



Author: **AUSTIN BIRKS FCILT**  
Chief Executive Officer, Verita HR Poland.

I can vividly recall that famous day when I picked up my mother who was then in her late 80s and took her to her local polling station on the day of the referendum when Prime Minister David Cameron decided that it would be good idea to invite the great British public to decide if they would like to stay as members of the European Union (or for those old enough to remember its predecessor the Common Market!). As we stood in the rather long queue waiting patiently to exercise our democratic right, a white transit van drove past, with two young men holding a union Jack flag and they shouted to the bemused onlookers 'Out now give us our Great Britain back'.

Well, we all know the result from 10 years ago, and the question is did we really get our Great Britain back, or is it a weaker, more isolated nation as a result of that momentous decision? Well, it's not my job to speculate, but from my point of view, no, it most certainly is not.

Although I have to declare my hand about why I might potentially be biased in my thinking. Back in 2003 I was employed as the rather grandly titled Senior Manager, Strategic Recruitment for First Group PLC where I had been employed since its near inception back in 1986 my job was to basically find bus drivers at a time when Tony Blair's government was in full flow, unemployment was at its lowest for 40 years and First Bus was in trouble. There was a significant inability to recruit enough bus drivers. Some depots were literally unable to operate scheduled services and that meant real risk as the Traffic Commissioners were receiving lots of complaints from understandably upset bus passengers.

So, one day I found an article in a CPT bulletin saying that a bus Company in Krakow, Poland were making 150 bus drivers redundant so I made a phone call, and a week later I was in Krakow, to cut a long story short that was the start of a process that over a three year period would find First



employing over 3,000 mostly Polish bus drivers, engineers, even train drivers. They were taught English sent to a boot camp in Poland which we built, where we moved three UK buses, taught them how to use ticket machines, ordered them their uniforms, we even showed them videos of British TV shows where they could get used to local accents for example Billy Connolly videos for those going to Glasgow, and Only Fools and Horses for those going to London. A win/win of comedy and accent assimilation all at once. All before they actually arrived.

The project was chosen by the EU as exemplary due to its ethical principles, the retention rate was 90%, and First had bus drivers. Today, that golden opportunity of free European movement has gone, it became not just difficult for EU citizens to come to the UK but unwelcoming. Even worse if they did they did not feel welcome, the UK had declared independence, and 'foreigners' were no longer welcomed to move and fill numerous job vacancies that frankly depended upon them. Today the UK has a real problem with driver shortages both in passenger transport and logistics. In addition agriculture, leisure and health industries all struggle and this has had a real impact on the UK economy. In my eyes, Brexit was an unprecedented disaster and frankly I would encourage the principle of mobility to return to these shores. This is a nation built on welcoming and embracing different people from different cultures from 1066 until today, time to reverse the decision and welcome people to this green and pleasant land.



# COMMUNITIES

## Regions, Nations, & Groups

01536 740116

regions@ciltuk.org.uk

www.ciltuk.org.uk/regions

## Forums

01536 740140

forums@ciltuk.org.uk

www.ciltuk.org.uk/forums

## LONDON REGION

### Wilson James site visit

The CILT London Region recently hosted a site visit to the Wilson James Construction Logistics Centre in Silvertown, giving members a behind-the-scenes look at one of the capital's most critical yet overlooked components of urban construction delivery.

Wilson James – an employee-owned business with a 35-year heritage and over 5,500 staff – provided a compelling case study in how integrated logistics solutions transform construction operations. The tour was led by Chairman and Co-Founder Gary Sullivan, who made clear that construction logistics is far from a 'nice-to-have': consolidating deliveries, reducing vehicle movements, and improving scheduling delivers measurable financial, operational, and environmental benefits, while

minimising congestion and improving safety for vulnerable road users.

At the heart of the operation is Fulcrum, Wilson James's bespoke planning system, which coordinates vehicles, loads, and timing with precision – and feeds data forward to inform future projects. The facility runs 24 hours a day, enabling suppliers to deliver at any time and helping shift freight away from peak traffic periods.

Workforce development featured prominently, with employees trained

across HGV driving, forklift operation, warehouse management, and logistics planning – building the operational resilience a skills-short sector increasingly demands. On sustainability, the company is integrating electric vehicles and transitioning its remaining fleet to HVO, demonstrating that practical decarbonisation steps are available now.

The afternoon broadened the picture further, with presentations from Iveco and Acorn Truck and Van on EV infrastructure, Wilson James case studies on efficiency gains, and a look at logistics operations beyond Silvertown – including Heathrow – underlining the model's scalability.





**SCOTTISH  
REGION**

## Peter Heubeck on extending the Borders Railway to Carlisle

Formed in 1999, the Campaign for Borders Rail has a thousand members and successfully pressed for the Borders Railway to reach Tweedbank. It has subsequently lobbied for the impending study into further extension to Carlisle, and is now seeking a positive outcome.

The Borders Railway is a unique project, being Britain's first major reopening outside an urban area with 31 miles of new railway. Delivered quickly and cost-effectively in an unbeaten record of achievement despite major challenges, it went from design through build and commissioning stages in just 34 months at an average cost in 2012 prices of £12M per route-mile, and since opening in September 2015 has transformed access between central Scotland and the Borders.

The key point proved to be that if you use competent people and plan carefully, complex railway reopenings don't need to cost the earth!

The Railway has carried 13M journeys in ten years, with predicted traffic levels greatly exceeded. Longer trains

have had to be introduced and parking expanded with additional housebuilding as people relocated to the Borders, bringing inward investment to Galashiels and Tweedbank whose stations showed immediate heavy loading, with the Midlothian ones slower to take off - the opposite of what had been forecast. However these benefits are not enjoyed by all in the Borders. Transport connectivity for many is still poor, with ageing populations, declining communities and suppressed economic activity contributing to unfulfilled tourist potential.

So the UK and Scottish Governments are funding a major transport appraisal with a budget allocation of up to £10M split 50:50 via the Borderlands Inclusive Growth Deal, with Scottish

Borders Council as the project lead in collaboration with Transport Scotland and the Department for Transport. Turner & Townsend have been appointed as project managers, with bids invited from six consultancies for work on the Strategic Outline Business Case to start soon so that it may then inform the Outline and Final Business Cases.

Extending to Hawick and beyond would widen its economic and social benefits, providing sustainable access to Scotland's first Center Parcs development whose forecast is for 350,000 visitors per annum – while reaching Carlisle would give direct connectivity to the Borders from England. With the resultant stepchange in sustainable tourism, the multiagency and local authority view recognises the great growth potential. There could also be opportunities for moving round timber by rail from Borders forests and for providing additional crossborder capacity.

**John Yellowlees FCILT**

# 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](mailto:ao@ciltuk.org.uk)

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

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

## CILT ONLINE COURSES

### FUNDAMENTALS OF BUSINESS PLANNING SYSTEMS



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

### SUPPLY CHAIN PRINCIPLES AND CONCEPTS



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

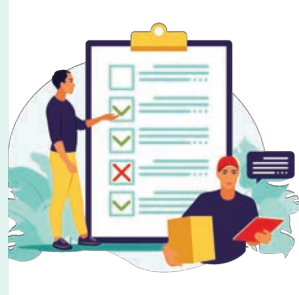
### FUNDAMENTALS OF STAKEHOLDER MANAGEMENT



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

## AWARDING ORGANISATION

### DIPLOMA IN PRACTICAL TRADE COMPLIANCE



4-25 June  
Centre: Morley Consulting Training Ltd  
Location: Live Virtual Classroom  
Booking: [www.morley-consulting.co.uk](http://www.morley-consulting.co.uk)  
CPD hours: 12

## LEARNING & DEVELOPMENT

### TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

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

### TRANSPORT MANAGERS REFRESHER FOR ROAD HAULAGE

6 & 13 July  
Centre: CILT(UK) Learning Centre  
Location: e-Learning and online classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)

### TRANSPORT MANAGERS REFRESHER FOR PASSENGER TRANSPORT

5-6 August  
Centre: CILT(UK) Learning Centre  
Location: e-Learning and online classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 10

### TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

25 August  
6 October: Exam  
(One day per week for approx 6 weeks)  
Centre: CILT(UK) Learning Centre  
Location: e-Learning and online classrooms  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)  
CPD hours: 59

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

26 August  
Centre: CILT(UK) Learning Centre  
Location: e-Learning and online classroom  
Booking:  
[learningcentre@ciltuk.org.uk](mailto:learningcentre@ciltuk.org.uk)

### TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

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

### CPD EARNING SHORT COURSES

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

### OLAT - ROAD HAULAGE EARNING

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

### TMCP FOR PASSENGER TRANSPORT VIA SELF STUDY

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

### TMCP FOR ROAD HAULAGE VIA SELF STUDY

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

## WHAT'S ON

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

✉ Forums  
01536 740140  
forums@ciltuk.org.uk

✉ Events  
01536 740148  
events@ciltuk.org.uk

CILT Corporate

CILT Forums

CILT National

CILT Regional

CILT Association

## JUNE

3rd

**VISIT TO THE PORT OF DOVER**

13:30 - 17:00

**Location:** Harbour House  
Reception, Port of Dover HQ,  
Harbour House CT17 9BU

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

**CPD hours:** 2

8th

**UNCOUPLING WITH INTENT:  
MANAGING STRATEGIC BREAK  
UPS IN RAIL FREIGHT**

16:45 - 18:00

**Online**

**Speaker:** Edward Wilson, Regional  
Director, Heavy Haul Rail

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

**CPD hours:** 1

9th

**SAFE STORAGE, CARRIAGE &  
USE OF LITHIUM BATTERIES**

12:00 - 13:00

**Online****Speaker:** Various

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

**CPD hours:** 1**AIR TRAFFIC CONTROL**

17:30 - 19:00

**Online**

**Speaker:** Andrew Burke, Customer  
Account Manager, NATS

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

10th

**TRANSPORT, LOGISTICS & THE  
GREEN TRANSITION: A SKILLS  
FOCUS GROUP**

13:00 - 14:00

**Online**

**Speaker:** Chloe Barratt, Project  
Manager and Green Lead, Business  
West Chambers of Commerce;  
Lauren Holmes, LSIP Engagement  
Manager, Business West Chambers  
of Commerce

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

11th

**FUELLING FUTURE LOGISTICS**

08:45 - 16:00

**Location:** John Lewis Distribution  
Centre Fenny Lock NDC, Fenny Lock  
Roundabout, Bletchley MK1 1NY

**Cost:** Members: £30 inc VAT  
Non-member: £45 inc VAT  
Student member: £15 inc. VAT  
Student non-member: £20 inc. VAT

**CPD hours:** 3.5

16th

**PROGRESSING AS A FEMALE  
LEADER IN SUPPLY CHAIN AND  
TRANSPORT**

12:00 - 13:00

**Online**

**Speaker:** Charlotte Morley, Supply  
Chain Leader – Ex-Ancient & Brave,  
Tangle Teezer, Unilever; Sara  
Duncan, International Logistics  
and Transport Leader, William  
Grant and Sons

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

**CPD hours:** 1

21st

**ALL ABOARD - A VISIT TO  
CHOLSEY & WALLINGFORD  
HERITAGE RAILWAY!**

10:30 - 12:30

**Location:** Cholsey & Wallingford  
Railway, Wallingford Station,  
5 Hithercroft Road, Wallingford,  
Oxfordshire OX10 9GQ

**Speaker:** Dr Tony Stead,  
Ex Chair, Cholsey & Wallingford  
Railway

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

**CPD hours:** 0.5

24th

**LINDE MATERIAL HANDLING  
(UK)**

Registration 09:30  
10:00 - 14:00

**Location:** Linde Material  
Handling (UK), Linde Experience  
Centre, Kingsclere Rd, Basingstoke  
RG21 6XJ

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

**CPD hours:** 2

25th

**THE IMPORTANCE OF MALE  
ALLYSHIP**

12:00 - 13:00

**Online**

**Speaker:** Darren Twiselton, Global  
Logistics Director, ZigZag Global;  
Richard Stevens, Managing Director,  
Plymouth Citybus Ltd; Simon Evans,  
UK Finance Director, GXO

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

**CPD hours:** 1

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

# MEMBER ELECTIONS

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

**Zaw Ye Naung**, Supply Officer, United Nations Children's Fund in Myanmar (UNICEF Myanmar)

**Sam Jones**

**Rapuluchukwu Anene**, Supplies Team Lead, University Hospitals Sussex

**Dominic Osborne**, Duty Manager, East Yorkshire Buses

**Bibigul Yerbussinova**, Sourcing Specialist – Logistics Category, Fugro NL Services B.V.

**Peter Cotton**, Operations Support Manager, DHL Supply Chain

**Kingsley Parker**, Logistics Personnel, BMW

**Shu Mak**, Transport Planner, Jacobs

**Sunday Benneth**, Field Logistics Coordinator, Intertek Group Plc

**Steve Bailey**, Service Delivery Manager, Dawsongroup Bus and Coach Ltd

**Sabahat Batool**, Operations Manager, Ginjo Construction

**Ollie Bailey**, Transport Manager, T J Cottis Transport Ltd

**Chelsea Carter**, Supply Chain Manager, DE&S

**Paulina Sikorska**, International Logistics Specialist, Molineros Sp. z o.o.

**Patrice Haworth**

**Samuel Ledoux**, External Transport Manager

**Craig Fowler**, Supply Chain Manager, DE&S

**Elias Chiguvu**, Director, Transport & Logistics Consultant, Sisonke Global Transport Consultancy (SGTC) Ltd

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

**Edward Chan**, Senior Project Manager, FedEx Express

**Thomas Hegarty**, Explosive Operations & Processing Manager, Civil Service

**Wayne Bartram**

**Elliot Palin**, Director, EJP Fleet Advisory

**Colin Mallinson**, Managing Director, CRM Travel Management

**Gary Gamblin**, City Transport Manager, Newcastle City Council

**Jamie Houlihan**, Customs Director EMEA, Flexport Customs Ltd

**Jamie Stamp**, Operations Manager, Employ Recruitment

**Nathan Carter**, Regional Transport Compliance and Risk Insurance Manager, Alliance Healthcare Distribution

**George Nock**, Associate Director, Jacobs Solutions

**Scott Millard**, Principal Consultant, A E C O M Ltd

**Rizwan Ahmed**, Transport Manager, ADM Milling Ltd

**Neil Phipps**, Logistics Planner, RAF

**Isack Mtei**, Senior Procurement Officer, Tanzania Petroleum Development Corporation

**Emma Galloway**, General Manager, DSV Road Ltd

**Wellington Marumbi**, Assistant Branch Manager, Enterprise Mobility

**James Griffiths**, All Wales Scan for Safety Implementation and Continuous Improvement Lead, NHS Wales

**Jakub Golata**, Head of Construction Logistics, Skanska UK

**Aaron Head**, Operational Driver Training Manager, Explore Transport

**Charlotte Morley**, Operations Director, Elizabeth Scarlett

**Mark Jepson**, Business Support Manager, Oxalis Logistics UK Ltd

**Marc Dyce**, Head of Logistics, SGN Ltd  
Tim Birch

**Sarah Piper-Smith**, SURFLOT WLSG 2 WO2SC, Royal Navy

**Andrew Price**, Supply Chain, Transport & Logistics Regional Manager, (NWSSP) NHS Wales Shared Services Partnership

**James Bulkeley**, Senior Consultant, AtkinsRealis

**Robert Burrill**, Officer in Charge, Royal Navy

**Jack Dey**, Group Supply Chain Manager, ESWL Ltd

**Niamh Lavery**, Senior Transport Planner, Atkins Realis

**Robert Manns**, Principal Consultant, WSP UK & Ireland

**Christopher O'Malley**, Senior Logistics Manager, Ferrovial Construction UK Ltd

**John Stevens**, Regional Transport Manager, Ferns Surfacing Ltd

**Hussam Al-Fayyad**

**Peter Featherstone**, RHA Training Manager, Road Haulage Association

**Muhammad Asad Raza**, Supply Chain Manager, Mettler-Toledo Safeline Ltd

**Andrew McKee**, Senior Fleet and Transport Manager, Reading Borough Council

**Lucy Westgarth**, ESG Lead, Leidos

**Adewale Akeem Owoseni**, Owner, Director, Newstrumpet Communications Ltd

**Jason Varley**, Abnormal load Engineer B3, Transport for London

**Arun Kumar Sargurunathan**, Operations Manager – Ecommerce, 6th Street General Trading LLC

**Ellie English**, Commercial Manager (Multi Site Operation), Jenkins

**Chiang Ooh Tang**, Independent Advisory, Independent Advisory Practice

**Daniel Winmill**, Commercial Manager, Cardiff Bus

**Laurence Mayhew**, Public Transport Officer, Plymouth City Council

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

**Paul Hanafin**

**Paul Clews**, Director, Owner, Shareholder, P&G Rail Consulting Ltd

**Rajitha Sanjaya Wijetunge**, General Manager, Cargo Plan International LLC

**Jason Gowan**, Director of Partnerships EMEA, InXpress Ltd

**Kieran Markham**, Global Supply Chain & Procurement Director, Vacheron Constantin – Richemont Group

**Kirsty Cox**, Head of ESG and Strategic Projects, Pallet-Track Ltd

**Ian Dickinson**, Managing Director, IWDynamics Ltd

**Gurpreet Gill**, Associate VP, Client Partner Logistics & Transport UK & Ireland, Tech Mahindra Ltd

**Ben Astley-Shaw**, UK Logistics Manager, Brand Access Solutions Ltd

**Carl Longmate**, DSCOM Plans WO1, National Armaments Director (NAD) Group

**Sarah Rees**, Director, Transport Consultancy Wales Ltd

**David Rees**, Transport Consultant, Transport Consultancy Wales Ltd

**Kaushik Krishnan**, Senior Global Supply Chain Manager, Apple

**Steve Brogden**, Corporate Fleet Manager, Liverpool City Region Combined Authority

**John Potgieter**, CEO, BFT Consulting Ltd

**Garry Clark**, Logistics Manager, GardaWorld

**Anthony Ratchford**, Head of SHEQ, Pallet-Track

**Simon Protano**, Training & Recruitment Manager, Warringtons Own Buses

**Wayne Bartlett**, Senior Logistics Consultant, ARUP

**Lee Weedall**, Construction Logistics Manager, Mace Consult



# MEMBER RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary in June. This list was compiled on 1st May 2026 and includes those members who qualify up to 30th June 2026.

## 5 years (2021)

Vijo Varghese CMILT  
Matthew Millard CMILT  
Tracy Pettitt CMILT  
Karl Simpson CMILT  
Darren Ridden CMILT  
Julian Clement Smith CMILT  
Martin Duffy CMILT  
Ed Thompson CMILT  
Knowledge Mariwa MILT  
Christopher Morrish MILT  
Marius Catrinoi-Cornea MILT  
Joanne Wilson MILT  
Mark Viner  
Claire Anwyl  
John Trenchard

## 10 years (2016)

Mark Powell CMILT  
Mark Shepley CMILT  
Charlotte Jay CMILT  
Rachel Berrisford CMILT  
Barry Hood CMILT  
Benjamin Hooper CMILT  
Robert Sands CMILT  
William Adjabui CMILT  
Andrew Kirkpatrick CMILT  
Malcolm Wayne Brown FCILT  
Barry Key FCILT  
Graham Dixon FCILT  
Leigh Stewart MILT  
Oliver Casey MILT  
Adrian Francis MILT  
Martin Seymour MILT  
Marc Essex

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## 20 years (2006)

Sean Carroll CMILT  
Jenny Oakes CMILT  
John McDonald CMILT  
Richard Turley FCILT  
Andrew Summers MILT  
James Elston MILT  
Adam Truman MILT

## 30 years (1996)

Nigel Walkden CMILT  
Nigel Atkinson CMILT  
Gavin Lloyd CMILT  
Marwan AL-Azzawi CMILT  
John Pattinson CMILT  
Keith Harris CMILT  
Jan Steenberg FCILT  
John Yellowlees FCILT  
Mohammad-Reza Farahmand FCILT  
Mark Gillott MILT  
Brian Gallacher MILT  
Anthony Milburn MILT  
Philip Edwards MILT  
Andrew Fenn MILT  
Adrian Greene MILT  
Neil Wornast

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## 40 years (1986)

David Shelley CMILT  
Stephen Cannon CMILT  
Susan Woolley CMILT  
Martin White FCILT  
Jim Cornell FCILT  
Edward Popplewell MILT

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## 50 years (1976)

Ian Maule CMILT  
David Cruttenden FCILT

# JAN STEENBERG FCILT



*“I found a mentor through CILT(UK), I found a much better job as well and I used the CILT(UK) education framework as a career model for my team at the time. I hope that by supporting the institute, directly and indirectly for more than 30 years now, that I have helped others in their careers.”*

# JENNY OAKES CMILT



*“Being a Chartered Member of CILT(UK) allows me to demonstrate my professional credibility and ongoing commitment to continuous professional development and upholding the highest standards of industry practice. Through Focus magazine and a diverse programme of events, I am able to stay up to date with the latest insights, innovation, and best practice across the transport industry.”*



# KNOWLEDGE MARIWA MILT

*“Being a member gives me the opportunity to connect with industry professionals, gain valuable knowledge, and stay updated with changes in the sector. It also motivates me to contribute positively to the profession and build a successful career in logistics and supply chain management.”*



The Chartered  
Institute of Logistics  
and Transport

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- Accessible guidance and information
- Respected professional recognition

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